



ISG

the vine

#TeamISG's global magazine

September 2018

An Out of the Ordinary delivery

How ISG delivered Investec's dynamic new workspace

In this issue:

Launching a game-changer

Our Level 3 PCP construction qualification has launched at London's House of Commons

Aligning our brand in Spain

Javier Cirac considers the opportunities that stem from a united ISG approach

Shaping new worlds

Our stellar approach to digital construction is a force behind our corporate goal to drive revolutionary change in the industry

Taking the reins in the Lion City

Steve Ramsden has taken the helm of our Southeast Asia business

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Our stellar approach to digital construction is a force behind our corporate goal to drive revolutionary change in the industry

Editor’s letter

Helen Smith

Editor of The Vine



To all in #TeamISG

Welcome to the September issue of The Vine.

It’s been a busy quarter for everyone across our dynamic company, as evidenced throughout the pages of this magazine.

As well as lots of project and people stories, we’ve included a feature on our game-changing construction qualification – the UK’s first Level 3 Applied Diploma in Professional Construction Practice – which was launched at the House of Commons in London on 11 September.

There’s also a feature on the alignment of our Spanish brands, and in line with our aim to be a tech-led company, we’ve included a four-page feature on our approach to digital construction.

Our cover features Investec’s extraordinary, out of the ordinary, new workspace at 30 Gresham Street in London, delivered by our UK Fit Out team in June for a delighted client.

Following the announcement of our new ‘All 4 by 24’ strategy, we’ve renamed the first section of The Vine to match. Here we focus on how we are working to meet our four corporate goals, and we’ve included pieces on our new training for quality programme, our new company management system, and the launch of Smartspace – our new learning and development suite.

There’s also an interview with Steve Ramsden, managing director of Southeast Asia and Middle East, our regular ‘First impressions’ feature with four of our new starters, and much, much more.

I hope you enjoy reading this issue.

Helen Smith
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Contributors

Jack Wintersgill

Communications Executive

Aged six, Jack embarked on his first attempt at writing a book. While there weren’t too many publishers lining up to offer big-money book deals, a passion for writing remained, and some years later he completed a journalism degree, at the University of Chester.

Hedonism awaited, and with a worn-out backpack in tow, Jack settled in Australia to earn back some of the money he’d spent in beachside bars across the globe. Failed attempts at bar work, farming and window cleaning made ends meet, but after three years of living Down Under, Jack returned to British shores to begin a career in communications, eventually joining ISG in November 2017.

Nowadays Jack spends most of his cash, and anything extra he can find down the back of the sofa, on music festivals, beer gardens and trips to faraway lands. And the occasional hat.



Raffaella Puricelli

Sustainability Manager
UK Construction North

Originally hailing from the misty plains of Milan – Pianura Padana – Raffaella first came to the UK as a postgraduate student, taking up an MSc in Environmental Protection and Management at the University of Edinburgh.

Her first foray into the working world was implementing an environmental management system at a landfill site back in Italy – in her own words: “Weird as it sounds, I loved it – except the constant smell!” She’d found her calling.

Prior to joining ISG, she spent five years working for consultants White Young Green and another five for DTZ as a sustainability consultant. She’s now based in our Manchester office, working across UK Construction North to drive sustainable practices across our schemes.

Outside work, she cycles everywhere she can, enjoys travelling to far-flung remote destinations, and practising yoga. Never able to sit still for long, she is always out and about on site, and when in the office, impresses with her home-made vegan powerballs and Excel wizardry.

Peter East

Head of Quality

Pete’s life in construction started 11 years ago when he joined ISG. Up until then, he worked in electronics and chemical manufacturing. It was early on in his career, while running a production engineering and prototype department, that he developed an interest in quality, realising that the smallest slip-up by his team could result in thousands of defective products, and therefore, unhappy customers.

Outside work Pete is a proud father of three boys, who frequently return home for family barbeques (free food). A perfect weekend would be one spent at the coast in the motor home, with his wife Dawn and their dog.

Whether at home or at work, Pete is willing to tackle most jobs, recently putting up a new fence, fixing some leaky plumbing and rebuilding his car’s suspension. All were quality-checked post completion, of course.



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The Leaders

Welcome to the latest issue of The Vine – our global magazine for everybody at ISG.



Paul Cossell
Chief Executive Officer

As I write this, it is the day before we launch our new Level 3 Applied Diploma in Professional Construction Practice in the UK, at London's world-famous House of Commons. I am speaking at the event, with members of parliament and the press in attendance. It is going to be a memorable moment in my career and I feel humbled by the opportunities ISG has provided me. This qualification is our way of helping the industry to fill the skills gap and attract under-represented groups to construction. It is completely unique and absolute evidence of ISG driving revolutionary change in our industry. My particular congratulations go to Howard Davies from our Cardiff office, who came up with the idea for the qualification and has put the whole thing together.

“I hope when you read through this magazine you feel as proud as I do about how far we have come in the past two-and-a-half years.”

This is a busy time for the leaders of the business. You will now all be aware that we have launched 'All 4 by 24' – our new strategy that is designed to drive ISG towards even greater heights. As part of this, your leaders are currently putting their plans together, which will help to form our global business plan. The headlines from your business unit or enabling department will be communicated to you at your End of Year Communications Event; these are starting to take place next month. Additionally, we will produce a summary of our global business plan in the December issue of The Vine (as we did in 2016 and 2017). That issue will be the last time we provide a printed copy of The Vine. In response

to your feedback, we are going to provide the content in different and more dynamic ways in 2019. More news to follow.

I hope when you read through this magazine you feel as proud as I do about how far we have come in the past two-and-a-half years as a privately owned company. We are having a great 2018 and we are ahead of all of our key performance indicators so far. In particular, our Engineering Services business is seeing unprecedented opportunities before it, especially in datacentres. In Hong Kong and Germany, we are seeing demand in new service areas, and project scales that are potentially groundbreaking for ISG. While this is exciting, we still need more people to join our company to be able to meet customer demand. As ever, I urge you to play your part in attracting people to work at ISG.

As a final sign off, I want to say a warm welcome to all our people in Spain. The team has been part of the family for many years now, but both Diadec and Emerald (the former Spanish brands) will now be known simply as 'ISG'.



Mark Stockton
Chief Financial Officer

Building an effective and efficient organisation that is right-sized to grasp expected growth opportunities.

During the summer we launched our 2019 business planning process, with a focus on delivering our four corporate goals over a period of expected significant growth opportunity. 'All 4 by 24' will improve our organisation effectiveness and enable us to be more agile and responsive to meet the needs of our customers, as well as drive profitable growth. Our announcement to appoint a chief technology officer (CTO) to the Stat Board reinforces our desire to be a data-driven organisation and to drive revolutionary change in the construction industry. An area of focus in the coming months is to prioritise business change to those projects that deliver the greatest benefit, and ensure those benefits are realised in a timely manner. The efficiency goal is gaining traction (see 'Think before you... roam' on the opposite page) as we continue to roll out simple, consistent and compliant processes that reduce waste, save time and deliver savings. Despite the uncertainty around Brexit, the initial budget submissions indicate over 20% growth in 2019, hence developing our people and recruiting talent remain key focuses. The employee engagement survey closes on 10 October, so please have your say and help shape the future of ISG.



Paul Weaver
Chief Operating Officer

Driving our risk management, supply chain and quality agendas to achieve optimal operational efficiency.

We are continuing to successfully take on business opportunities on a number of high-value projects, but with the new wins come new complexities. To help us achieve our corporate goal of achieving optimal operational efficiency, we need to apply even more focus to the topics of quality, supply chain and risk management. To lead this, I'm pleased to announce that David Smith has been appointed into a new role as group commercial director. For quality, David and his team will support the BUs in delivering best practice on 12 selected pilot projects next year across the UK. By focusing on operational quality, we expect it to have the same profile within the business as health and safety. For risk management, David and his team will be responsible for conducting proactive and reactive audits to ensure best practice is shared, recommendations implemented, and to help projects resolve any issues that arise. Lastly, for supply chain, David and his team will support the UK BUs in having the correct coverage of national and regional strategic subcontractors at their disposal for all key trades, and ensure our partners share our vision and goals. Please work with David and his team to support ISG on our journey to deliver high-quality projects on our ever-increasing business opportunities.



Richard Hubbard
Chief Marketing Officer

The group marketing and communications team and I are busy getting the business units and enabling departments ready for their end-of-year communications events.

By the time you receive this copy of The Vine, the events will have kicked off and they continue through October / November. As part of this we will again be celebrating everyone who is living and breathing our company values through our annual Value Awards. As was the case in 2017, we will celebrate the best of the best at our Global Value Awards at our Global Leadership Conference at the end of November. The Global Value Awards ceremony is a real highlight for all of us on the Stat Board, and I look forward to meeting the nominees. I am writing this piece on the closing date for Value Awards nominations and – as I type – we have approaching 1,400 entries, which is getting on for double the tally in 2017. This means that half of you have nominated, so many thanks for getting behind your colleagues and celebrating our company, its values, and the great people who work here. In terms of our progress on sales, we remain well above our targets at the time of writing. It's worth highlighting that our strategy to target the UK's public sector frameworks market continues to progress above targets too. The next issue of The Vine will be the last in print. We will be delivering news to you in a more innovative way from 2019. More news to come in the next issue.

The #TeamISG employee engagement survey 2018 is now open



By **Jane Falconer**
Group HR Director



Our employee engagement survey is officially open! You should have received an email from survey@b.co.uk giving you a link to the b-Heard survey. If you haven't received an email, please check your junk folder.

This year's survey builds on the global survey carried out last year and supports our corporate goal of providing an unbeatable employment experience, recruiting and retaining the best talent in our sector.

The survey closes on Wednesday 10 October, and once the survey is closed, we will share the results with you. Your views will also be fed back to the senior leadership team, who will work together to discover opportunities for ISG to improve and become an even better place to work.

Like last year, the survey is being co-ordinated by an external company – Best Companies Ltd – who are independent workplace engagement specialists that other companies use to benchmark themselves against, and who

compile the Best Companies to Work For lists in the UK.

The b-Heard survey is strictly confidential and the approach to anonymity means that you can be honest and not worry about your responses being traced back to you. All reports will be based on the average responses from groups of no fewer than five employees, and will not identify individuals.

So be bold, tell us what we're doing right, what we could be doing better, and help us remain an employer

of choice. **The survey closes on Wednesday 10 October**, so be sure to fill out the survey before the deadline.

And for every survey completed, we will donate £1 to our UK charity partner, Macmillan Cancer Support.

Fill out the survey by 10 October and help shape the future of #TeamISG.

Think before you... roam



By **Jess Lion**
Group Financial Controller

We're halfway through the year and we've already challenged you to think before you print and travel. So, what's next to help drive our corporate goal of achieving optimal operational efficiency? Think before you... roam.

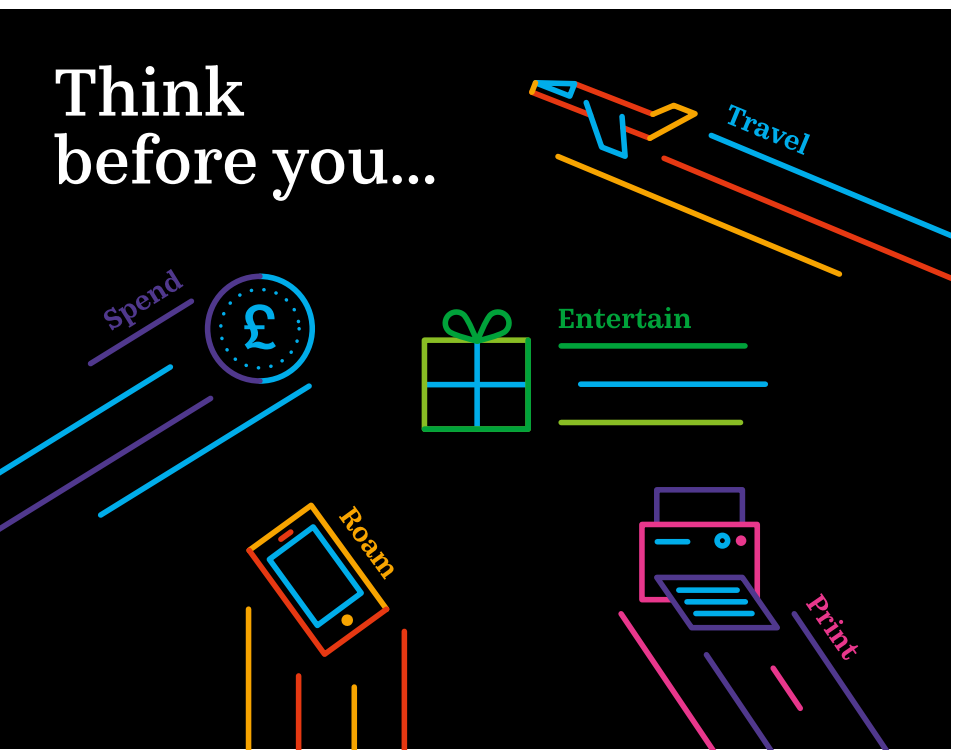
Did you know in 2017 alone, ISG spent nearly £200,000 on data roaming charges for mobiles registered in the UK being used outside Europe? And calls outside Europe can cost anywhere from £1 a minute to make and £0.65 to receive?

Although you might only make one or two calls, these quickly add up and can equate to extensive costs for the business.

But we know with the global nature of our business, our people are often travelling across the globe to meet with our colleagues and customers.

To help keep our mobile roaming costs down, here are some of our top tips:

- If you want to use data abroad, turn off your data roaming before you fly and make use of the free hotel or airport WIFI.
- Calls between ISG mobiles are free within Europe, while calls to landlines are 1p a minute, so it's actually cheaper to call another ISG mobile than a landline.
- Through the app on your ISG mobile, called Comp Portal, download the Skype app, and you can call or Skype message anybody in ISG, anywhere in the world, for free using local WIFI.
- If you're travelling and need to make a number of calls to customers or suppliers, purchase a local SIM card or talk to IT about purchasing an overseas bundle for you.
- Remember, work mobiles are not for personal use, so if ISG has given you a work mobile, please use it for work purposes only.



By remembering these top tips, you'll be helping us drive efficiencies across the business, and will play an instrumental role in supporting our goal to achieve optimal operational efficiency.

If you have any ideas for ways to 'Think before you...' please get in touch with me direct.

Introducing ISG’s new learning and development suite – Smartspace



By **Scott Jarvis**
Head of Talent Development

A space to discover, to collaborate, to learn new ways of working, and to inspire. We’re excited to announce the launch of our new learning and development suite – Smartspace.

As an evolution of the ISG Academy, Smartspace is the brand name for

ISG’s learning offering, led and co-ordinated by our learning and development team. Smartspace encompasses both our physical and virtual learning environment, comprising of classroom, online, mentoring and self-led learning solutions. Bringing our value to ‘never stop learning’ to life and our commitment to making lifelong learning the norm, Smartspace will offer our people the chance to embark on dynamic, relevant

and applicable learning to support their managerial, technical and compliance-related development at ISG.

Smartspace is also ISG’s next step in helping us achieve our corporate goal of offering an unbeatable employment experience, recruiting and developing the best talent in our sector. By expanding our learning and development resources further than ever before, our employees and

suppliers will ultimately have the chance to dial in to workshops, watch instructional videos, read articles, listen to talks and of course, attend face-to-face learning. We know adults learn best through having access to a variety of forms of learning content, and the opportunity to learn by doing, connect with others and access new insights. With this in mind, Smartspace will increasingly promote and encourage a broader view of how and where learning can take place.

As a vital first step, we’re delighted to announce that we’ve launched Smartspace’s new facilities at our head office in London. The new space can host upwards to 150 people and is equipped with leading technology to make collaboration and learning easier and more accessible. In the coming months, we will be sharing ways for you to connect, collaborate and create a culture of continuous learning across the globe for #TeamISG. Watch this space!



smartspace

Building a culture of quality

By **Paul Weaver**
Chief Operating Officer

At ISG, we’re committed to putting health and safety at the heart of everything we do – and now, we’re taking our focus even further. To help us achieve all four of our corporate goals by 2024, we are working to drive and elevate our approach to quality assurance across all of our projects.

During 2019, we will be selecting a series of pilot projects from around the UK on which to implement best-practice quality training. The training will identify the best processes, use our newly merged

management systems, and include e-learning and face-to-face training via Smartspace.

Why roll out training for quality?

Over the past year, we’ve uncovered that we’re sometimes spending more money due to issues of quality and elements not being built right first time. This is a reminder that we must continue to change the way we view quality and put it at the top of our agenda. From the tragic events of the Grenfell Tower fire in London, to recommendations published from the UK’s Dame Judith Hackitt’s independent review of building regulations fire safety report, it’s evident that quality assurance plays a key role in ensuring health and safety on our projects, both during construction and after delivery.

Ensuring the highest standards of quality across our projects is a continuous process that must always be taken seriously throughout the life cycle of our construction projects. Once the best practices



are tried and tested, we will expect that all training, practices, processes and behaviours will be replicated across the business.

I look forward to your continued support in driving this initiative

with all of our delivery staff and our supply chain.

If you have any questions about this initiative, please do not hesitate to get in touch with me.

Three in one –ISG’s new Company Management System

By **Peter East**
Head of Quality

Launching across the UK in October 2018, I’m delighted to announce that after months of hard work from our UK quality team, we have finalised ISG’s new Company Management System (CMS), which will consolidate three existing management systems into one.

The new three-in-one system will allow you to easily access the resources you need, while effectively managing your projects across the UK. The new CMS will be our first fully integrated management system, consolidating and replacing these existing systems:

- Fit Out Management System (FMS)
- Construction Management System (current CMS)
- Retail Management System (PMS)

From launch, the new CMS will be progressively introduced on new UK projects, including larger retail projects, while a revised version of the PMS system will be available for smaller retail projects. Live projects will continue to use the previous management systems until completion.

To make sure the new system is better than before, we worked with focus groups to discover the best content from our existing systems, how to simplify or enhance the content to drive efficiency, and ultimately, make it easier to use.

The results? The total number of documents produced has been reduced by two thirds and will simplify the system administration.

The benefits of one system

The new CMS is being built using Sharepoint online, and will be accessible via PC, laptop and tablet – allowing you to obtain documentation and guidance information anywhere, any time. Training materials, including help videos, will be made available to get you up to speed with the systems’ features in the lead-up to the October launch.

The purpose of the new CMS is to ensure that we support our corporate goal of achieving optimal

operational efficiency, as well as satisfy our clients. The efficiency in maintaining one system will be beneficial, allowing for consistent operation, and the promotion and sharing of best practice.

Initially, the new management system will be launched in the UK only, however, it will be made available to other parts of the business for reference, and eventually, we will look to merge and consolidate systems where appropriate.

If you have any questions about the new CMS, please get in touch with me.

02

Project news

Making it possible for Mashreq

ISC's Middle East team has completed a 9,500 sq ft refurbishment of the pilot branch of the new concept Mashreq bank, in Deira, Dubai.

Mashreq is the UAE's oldest, privately owned bank, with 20 international branches and 45 domestic ones. The refurbishment included 24/7 ATM facilities,

teller / interactive banking facilities, front- and back-of-house areas, an area for Mashreq Gold customers, meeting rooms, a strongroom, and the fit out of the mezzanine floor office space.

The new look will be rolled out across all Mashreq banks in the UAE.

Dubai, UAE



Amazon's amazing contractor

UK Retail continues to wow Amazon with its amazing delivery, and has been rewarded with a fourth project for the international online retailer.

The latest win is a distribution centre in Darlington in north-east England. The steel frame building will have composite metal-deck mezzanine floors, several offices, parking facilities and loading docks.

The 161,857 sq m site connects to a main carriageway via a new spine road, with rainwater attenuation designed into the scheme. The site contains a third century Roman settlement, with dwellings arranged on a distinct grid pattern. A team of archaeologists was employed preconstruction to scour the area for relics, finishing its dig in July.

The Darlington project is due to complete in summer 2019, and follows UK Retail's previous distribution centres for strategic account client, Amazon, at Warrington, Avonmouth and London Medway.

Darlington, UK

Happy to help in Leeds

UK Construction West's retail team is celebrating the handover of Asda's new Merchandising Centre of Excellence (MCE), the latest in a long line of projects won under the Asda Stores Framework 2015-2018.

Relocating from the former Tetley Brewery in Leeds, the new city-centre scheme offers office space, communal staff areas, a kitchen, meeting rooms, a board room, a demonstration store and an impressive 700-person auditorium for staff and supply chain events.

The £3m project was delivered in an accelerated programme of just eight weeks.

The MCE will provide Asda with a platform to demonstrate good practice, that can be rolled out from the demonstration store to its locations nationwide.

Leeds, UK



Another huge project in the oven

Client: Baker Hughes
Location: Kuala Lumpur, Malaysia
Sector: Offices
Service: Fit out
Business unit: Malaysia
Value: Confidential

Our Malaysian team has been appointed by Baker Hughes, the world's only fullstream provider of integrated oilfield products, to deliver the fit out of its new 74,000 sq ft office in the Menara Tan & Tan office tower in Kuala Lumpur. Included in the immense four-floor fit out are 640 workstations, 25 leader rooms, collaboration areas, meeting and training rooms, a games room, touch-down areas, nursing rooms, server rooms and four cafés. The 34-week project includes phased handovers, as each floor needs to be individually completed due to limited swing space.



Keeping it cool in the Middle East

Client: Tabreed
Location: Abu Dhabi, UAE
Sector: Offices
Service: Refurbishment / Fit out
Business unit: Middle East
Value: AED 11.5m

Our team in the Middle East has delivered a 55,000 sq ft project with national central cooling company, Tabreed, fitting out the UAE-based utility leader's headquarters in Abu Dhabi. The AED 11.5m project included a strip-out of the existing Cat B base build, and the construction and fit out of two floors as single occupancy. The revamped space includes new offices, meeting rooms, open-plan spaces and support facilities.

Kew the arrival of the Prince



HRH The Prince of Wales (centre) listens in, with ISG's John Hatton (third from left), as a Kew representative explains how the empty pot used to house a now extinct plant. Kew, however, has managed to extract the DNA, which can be seen in the adjacent display

Our stunning restoration of the Grade I listed Temperate House, in Kew, London, was visited by royalty in July, as HRH The Prince of Wales was the guest of honour following the reopening of the glasshouse in the Royal Botanic Gardens.

The Temperate House is the largest remaining Victorian

glasshouse, and is home to an internationally important collection of plants, including some of the rarest in the world.

Prince Charles, who was made Patron for the Gardens in 2016, remarked how he was "proud and delighted" to be Patron, and that "Kew has developed an international reputation as one of the world's greatest botanic gardens."

UK Construction South project manager, John Hatton, was invited to the celebratory event, to talk about the role ISG played in the historic £41m project. He commented: "It was great to be a part of the day; to meet Prince Charles in a one-to-one situation and discuss how ISG approached the restoration. It was a really proud moment."

London, UK

A double win for Commtech

Hang Lung Properties has appointed Commtech Asia to deliver full commissioning management services for two mega-scale developments in China – Conrad Hotel in Shenyang, and phase two of the Centre 66 mixed-use development in Wuxi, Jiangsu.

The 19-storey Conrad Hotel development spans 760,000 sq ft and 315 guestrooms, while phase two of Centre 66 involves the development of a new commercial complex of offices, a hotel, a shopping mall and serviced apartments.

Our team is responsible for the commissioning management of all mechanical, electrical and plumbing (MEP) installations and related building services for both of the developments, with completion due in 2020.



Shenyang / Wuxi, China



More sales with Salesforce

Our Brazil business, ACE Engenharia*, has delivered a 2,200 sq m office fit out for cloud computing company, Salesforce, in São Paulo.

Relocating its 220-strong workforce to the four-year-old building from two existing offices, Salesforce tasked our team with taking the previously unoccupied premises

from shell and core standard to Cat B, including full mechanical, electrical and plumbing (MEP) installations.

The project was delivered in just 85 days.

Like many other tech companies, the offices feature open-plan space, with multiple break-out areas. The team also created a reception area, 16-seat boardroom, meeting and training rooms, and ancillary accommodation.

The Fortune 500 tech giant's global headquarters is in San Francisco, and it was a key requirement that the São Paulo offices matched the high-specification design used



The project included the fit out of the new reception area – featuring a curved reception desk

throughout Salesforce's global offices. Some products were sourced via Brazilian suppliers, but others had to be imported from the US, requiring careful scheduling to ensure on-time delivery.

ISG has previously worked for Salesforce in Germany, on four occasions, delivering projects in Berlin, Jena and Munich. The Brazil fit out mirrored the German offices, featuring a curved reception desk,

curved and comfortable furniture in the social areas, and generally being a colourful space mixed with natural finishes.

São Paulo, Brazil

*ISG is the majority owner of ACE Engenharia – a São Paulo and Rio de Janeiro-based fit out and refurbishment business.



Salesforce's new offices in São Paulo mirror its other offices across the world – including those delivered by ISG in Germany

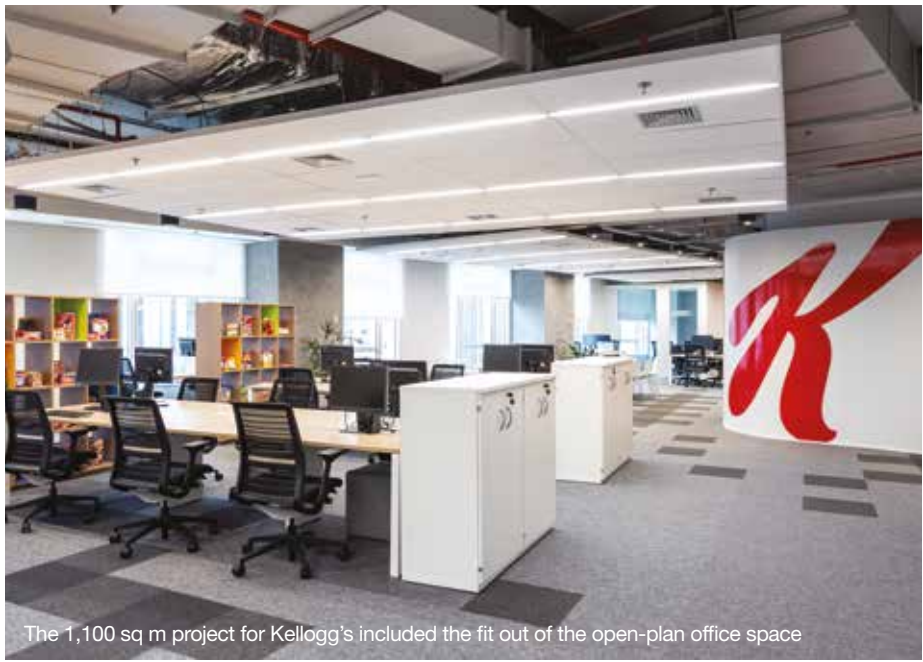


Filling up the oil tank in Singapore

Client: Chevron
Location: Singapore
Sector: Offices
Service: Fit out
Business unit: Singapore
Value: Confidential

Works are underway in Singapore for the fit out of the new Asia-Pacific headquarters of energy giant, Chevron. Located in the prestigious Grade A DUO Towers development, the 77,000 sq ft, three-storey fit out includes 96 high-specification meeting rooms, a president's office, 579 workstations, a legal library, cafeteria, employee hubs, three mother's rooms, and the construction of a connecting three-floor feature staircase. The 27-week project will see our Singapore team deliver critical IT and MEP infrastructure works, designed to seamlessly integrate with the base build systems.

An ACE delivery for Kellogg's



The 1,100 sq m project for Kellogg's included the fit out of the open-plan office space

ACE Engenharia in Brazil has delivered a 1,100 sq m project for American multinational food manufacturing company, The Kellogg Company (Kellogg's).

Kellogg's manufactures its products in 18 countries and markets them in over 180 countries.

Kellogg's was moving to a new office in São Paulo and appointed our team on a design and build basis to develop the space.

The refurbishment and fit out project included the installation of replacement floors and partitions, an upgrade of the exposed air-conditioning system, and the fit out of the reception, open-plan office space, cafeteria and meeting rooms.



In line with Kellogg's branding, the offices were finished in bright, vibrant colours, and with decorative furniture, and our team delivered the project in just 45 days.

São Paulo, Brazil

Bringing Manhattan to the UK

Our UK Hospitality team is continuing its work at Manhattan Loft Gardens in Stratford, London, with over 200 operatives and management staff currently working on the hotel fit out.

Recent works at the 42-floor, mixed-use scheme, which is being delivered for Manhattan Loft Corporation, include the construction of the 145 hotel guestrooms and circulation areas to the upper floors. Works are ongoing in the treble-height reception area, with mechanical, electrical and plumbing (MEP) services being



installed to the structural soffit, including ventilation duct work and water supplies.

The project is due for completion in early 2019.

London, UK

Spain hits the jackpot

Client: Merkur
Location: Madrid / Navarra, Spain
Sector: Hospitality and leisure
Service: Fit out
Business unit: Spain
Value: €1.2m

ISG in Spain has been awarded four projects totalling €1.2m by leading Spanish gaming company, Merkur. Two of the 300 sq m arcades are in Navarra, northern Spain, and two are in Madrid. Merkur is experiencing economic growth, and our objective is to deliver excellent results that will build customer loyalty, to open the door to additional projects throughout Spain.



A summer of success for France

In line with the French football team's heroics at the 2018 FIFA World Cup in Russia, ISG in France has also had a summer of success, with multiple wins across the hospitality and leisure, offices and retail sectors, including:

Biogen
We were appointed by leading neuroscience company, Biogen, to manage the €1.5m fit out of its two-storey offices in Paris' technology quarter, La Défense.

The fit out comprised architectural, mechanical and electrical works, taking the offices from Cat A to Cat B, as well as bespoke joinery installations, and was handed over in September.

Five Guys
American restaurant chain, Five Guys, has appointed us to deliver a €750,000 retail fit out in Nantes.

The 253 sq m fit out is due for completion in November, and is a great opportunity for our team, as Five Guys eyes up the potential of increasing its French portfolio to 80 restaurants.

La FAB
Contemporary art gallery, La FAB, in the 13th arrondissement in central Paris, is owned by a luxury fashion brand, and exhibits everything from paintings to photographs, street art to sculptures.

We are on site delivering a €730,000 fit out, including a bookstore, three designated areas for temporary collections across the ground and first floors, a permanent collection area, and offices. The 1,200 sq m project is due to complete in December.

IGSM
We are also on site delivering a 700 sq m library fit out for IGSM. The library adjoins a mixed-use complex including a shopping centre, hotel and offices, and is next to the Tour de Motparnasse in central Paris.

The €600,000 project is due for completion in January 2019.

CA Alverts
The most recent win for ISG in France is the €483,000 refurbishment of the CA Alverts office in Paris.

The 7,000 sq m project includes the high-end refurbishment of the building entrance and the rehabilitation of seven floors to enable the landlord to accommodate new tenants. The project is due to complete in February 2019.

Paris / Nantes, France

Marking a milestone in Hong Kong



The Alexandra House project is the first time our Hong Kong team has deployed a derrick, to lift heavy materials onto the roof of the 37-storey building

ISG in Hong Kong has secured a project with property developer, Hongkong Land, at Alexandra House, in Central, Hong Kong – a 37-storey, Grade A commercial office building.

The construction and alterations and additions (A&A) project spans 31,000 sq ft and includes the extension of five lift shafts, the conversion of the existing level-34 plant floor to create additional office space, and the construction of a new plant room on the roof.

The project marks a milestone for our Hong Kong business in its delivery of construction services,

as it is the first time the team has deployed a derrick, which has been installed on the roof to lift heavy materials.

The derrick is able to lift a four-ton safe working load (SWL) vertically, using a movable pivoted arm. It improves programme control and is a time-effective way to transport large materials, removing the need for reassembly after offloading.

The building will remain occupied throughout the works, and the project is due to complete in December 2019.

Hong Kong

A fifth store for lululemon

Client: Lululemon Athletica Canada Inc.
Location: Hong Kong
Sector: Retail
Service: Refurbishment
Business unit: Hong Kong
Value: HKD4m

ISG's team in Hong Kong has delivered a new 1,600 sq ft retail store for lululemon athletica, in the International Finance Centre (ifc) mall. This marks our fifth project for the Canadian athletic apparel retailer. We were engaged on a design and build basis to deliver the retailer's signature store experience, ensuring consistency with its global brand. Following completion of the 16-week project, we were offered a sixth opportunity, in Kowloon.



Stepping up for Selfridges

UK Retail continues to step up its work for Selfridges.

The team has completed ground-floor renovations at the famous luxury retailer's flagship department store in London's Oxford Street, including the installation of terrazzo flooring and suspended lightboxes.

The space is now home to the largest accessories hall in the world, as Selfridges eyes up the optical game with the launch of the UK's biggest eyewear department.

London, UK

Image: UK Retail's latest project at Selfridges has created the UK's biggest eyewear department

Seeing double with Citibank

Client: Citibank
Location: Jakarta, Indonesia
Sector: Offices
Service: Commissioning management
Business unit: Commtech Asia
Value: Confidential

Commtech Asia has delivered the commissioning management of two new Grade A offices for Citibank, in Jakarta, Indonesia. The South Quarter project is a 250,000 sq ft, 10-floor new build, for a call centre with 1,800 desks and infrastructure support from an in-house IT centre, while the Lot 10 project is an 83,000 sq ft fit out across three-and-a-half floors, with a trading floor of 90 dealer desks. South Quarter attained LEED Silver environment accreditation, and Lot 10 attained LEED Gold.



Co-operation is key in Germany



Our team in Germany delivered a new studio for Microsoft's holographic, augmented reality headset company, HoloLens, in Berlin

Excellent co-operation is a recurring theme for our team in Germany.

In three customer experience (CX) surveys*, international tech clients expressed their delight at the excellent co-operation displayed.

Microsoft

Our in-depth experience of working with US software and hardware giant, Microsoft, has grown following the successful completion of projects in Berlin, Frankfurt and Stuttgart, and the recent delivery of a new studio in Berlin for Microsoft's holographic, augmented reality headset company, HoloLens.

We have been working with project managers Turner & Townsend on the projects, and Vera Dencker, project manager, said: "I would like to thank your team for the excellent co-operation, it was very smooth and we had fun working with you. The value for money was much better than expected, and Microsoft was very pleased with the finished product."

Qualcomm

The American multinational semiconductor and telecommunications equipment company, Qualcomm, had similar words of praise, following our live environment project to modify its Munich offices.



We delivered a live environment fit out for Qualcomm in Munich

Uniting the Cardiff community

UK Construction West has handed over the St Mellons Community Hub; a project delivered for Cardiff Council and won under the SEWSCAP 2 framework.

The hub unites key community services under one roof on the site of the existing library, providing modern and multi-use facilities for the local community.

The 1,311 sq ft extension incorporates a community hall, youth area, café, kitchen, training rooms, nursery, multi-use games area (MUGA) pitch and 'Flying Start' provision (which is part of the Welsh government's agenda to tackle poverty, helping families with children aged under four, who are living in disadvantaged areas).

Client engagement was key to the project's success, and our team supported various on-site community initiatives during the project.

Cardiff, UK



The St Mellons Community Hub project was won under the SEWSCAP 2 framework

Plot 2 finishes in style



UK Construction West delivered the £43m project at 2 Central Square in Cardiff for Righttowers

UK Construction West has successfully delivered its second major new build project for Righttowers – 2 Central Square in Cardiff. It follows the earlier completion of the new BBC Wales headquarters at 3 Central Square.

The prominent, £43m, Plot 2 project is adjacent to the BBC building, and has been fitted out to accommodate new headquarters for solicitors, Hugh James, and Cardiff University's Journalism, Media and Culture (JOMEC) faculty, with separate tenant access and a linked basement area.

a separate lift system, bi-folding meeting rooms, open-plan office spaces, commercial kitchen, dedicated seventh floor client area and bar, and an impressive roof terrace with panoramic city views.

JOMEC students will benefit from industry-aligned facilities in close proximity to BBC Wales, strengthening relationships with the national media. The street-facing studio space with 'social stairs' seamlessly integrates and engages with the public realm, and across three floors the facilities include seminar rooms, newsrooms, TV and radio studios with state-of-the-art equipment and editing suites, a dedicated library facility, lecture theatres and social spaces.

Hugh James will occupy floors three to eight. The luxury office space has

Cardiff, UK

Towering over Twickenham



The new accommodation at RuTC's Twickenham campus will enable an enlarged intake of up to 3,000 students

Works are progressing well at our £34m Richmond upon Thames College (RuTC) project.

UK Construction South is creating 161,000 sq ft of state-of-the-art teaching accommodation within the grounds of RuTC's Twickenham campus, which will remain fully occupied throughout the works.

A tower crane was erected in July, with a 31m mast and 60m jib. The team has finished the floor slab, and is now constructing the five-storey concrete frame, which is due to be finished by March 2019.

The striking building will provide an innovative learning environment, with students, employers and the local community able to take advantage of the high-tech facilities. These will include TV studios, a 160-seat theatre, a 3D-prototyping fabrication laboratory (FabLab), art gallery, business incubation spaces, a spa and wellness centre, sports centre and digital golf studio.

There will also be a 60-cover chef's academy, managed by a Michelin-starred chef, with bookable restaurant space and impressive views across Twickenham.

The project was awarded via the Pagabo framework, which drives efficiencies and best value across public sector procurement, and is the first phase of a wider £80m masterplan to transform facilities at the HE institution.

The new accommodation will enable an enlarged intake of up to 3,000 students, and is due for completion in 2020.

Twickenham, UK

Commissioning Gold at WTC 3

Client: Jakarta Land
Location: Jakarta, Indonesia
Sector: Offices
Service: Commissioning management
Business unit: Commtech Asia
Value: Confidential

Commtech Asia has delivered its second prestigious project for Jakarta Land, providing full MEP commissioning management services at the World Trade Centre 3 in Jakarta. The 42-storey office tower comprises 38 office floors and a four-storey retail podium. The tower is located within the Jakarta Golden Triangle Central Business District in Indonesia, and has achieved BCA Green Mark Gold environmental accreditation.



Bringing the smooth world of Klarna to Berlin

Our team in Germany has won a 7,400 sq m office fit out for new client, Klarna Bank AB, in Berlin.

Klarna was founded in 2005 in Stockholm, Sweden, with the aim of making it easier for people to shop online through a smooth one-click purchase experience, that lets consumers pay how and when they want. It is now one of Europe's largest banks, providing payment solutions for 60 million consumers across 90,000 merchants in 14 countries.

Due to growth and expansion needs, Klarna is relocating from its existing Berlin offices to new premises in the heart of the Mitte district. The project includes construction and fit out works from the ground to fifth floors, including a gym and cinema expansion, and to accommodate over 400 workstations, and technical installations in the basement.

The design and build project was awarded following a two-stage tender process, during which our team impressed with its close attention to detail, and clear and open communication. The project started on site in July, and is due to complete in May 2019.

Berlin, Germany



Going back in time in Malaysia

Client: Confidential
Location: Kuala Lumpur, Malaysia
Sector: Offices
Service: Refurbishment / Fit out
Business unit: Malaysia
Value: Confidential

ISG in Malaysia has been awarded a project to refurbish a 55,000 sq ft vendor office at Menara Shell in Kuala Lumpur – a LEED Platinum-certified commercial development. As with all offices for this multinational technology company, the design breaks conventions, and container elements have been incorporated into the design in appreciation of its first office location. The project includes the fit out of concierge areas, break-out and collaborative spaces, locker areas, 16-seat boardroom, training room and café. The 16-week project is due to complete in October.



A nice project in Nice

Client: Radisson Blu Hotel
Location: Nice, France
Sector: Hospitality and leisure
Service: Fit out
Business unit: France
Value: €690,000

With its unique ‘Yes I Can!’ service ethos and 100% satisfaction guarantee, Radisson Blu creates excitingly individual hotels for individual minds. Our team in France delivered its own unique touches to its second project for the international hotel chain, creating a new conference and events space at Radisson Blu Hotel in Nice, through the conversion of the basement and seventh-floor suite. The €690,000 fast-track project was delivered during the peak of the summer season, with the hotel remaining open throughout.



A unique design in Spain

Client: Boston Consulting Group (BCG)
Location: Madrid, Spain
Sector: Offices
Service: Fit out
Business unit: Spain
Value: Confidential

Global management consulting firm, BCG, has appointed ISG to fit out its 3,500 sq m Spanish headquarters in Madrid. The two-floor fit out includes open-plan workspace, meeting rooms, an auditorium, cafeteria, reception and break-out areas, and incorporates numerous unique design features, requiring custom-made carpentry, disruptive decorative lighting, louvred ceilings, and the installation of carpeted floors, panelling and fabrics. BCG has 90 offices in 50 countries, so securing the win was prioritised by our team, due to the potential for future projects globally. Works commenced in July, and are due to complete in December.



Bringing innovation to the fore in Sheffield



Image taken in June 2018

UK Construction North’s Sheffield student accommodation scheme is fast gaining height, as the project team brings innovation to the fore to deliver programme efficiencies.

The £33m, 586-bed scheme is Valeo Student’s first project in the UK, as it looks to expand its operations beyond Europe and the US. Valeo is keen to have the building completed before the 2019 academic year, which has put pressure on our team to deliver the job as quickly as possible.

With the central lift core now complete and three floors cast, the team has implemented innovative solutions to meet the 89-week programme.

Rather than using flying tables to complete the formwork – which are crane dependent and therefore can

be affected by the weather – the team chose a Dokadek panel system. This hand-set, formwork system has allowed the team to maintain programme on the 14-storey build, despite working in one of the UK’s windiest cities. Further gains have been made by extending the column steel work through two storeys, meaning reinforcing works only have to be carried out on alternate floors.

Detailed logistics planning is also contributing to the project’s success, with the creation of four gates to aid free-flowing traffic and deliveries, in the tight, city-centre location.

Sectional completions mean that the on-site marketing suite will open in November, allowing the client to forward let the rooms.

Sheffield, UK

A jean-ius delivery for Levi’s

Our UK Retail team has successfully delivered Levi’s first UK fit out project, in Leicester.

The American clothing company is looking to expand in the UK, and has appointed UK Retail to its design and build framework. The 220 sq m project was for new mechanical and electrical

installations, floor and wall finishes, and front- and back-of-house areas including a sales floor, office, toilets, staffroom and stockroom.

The team demonstrated its jean-ius project delivery, with negotiations now underway for other schemes.

Leicester, UK



An axonometric view of the retail unit



The budding fruit of Jewel’s eye

Our Singapore team has been awarded a technically demanding retail fit out in the new mixed-use development at Changi Airport in Singapore – Jewel.

The 13,000 sq ft project is being undertaken for a multinational technology giant, and our team will deliver a highly sophisticated concierge-design fit out across three storeys, with the iconic store set to take centre stage at the Jewel development, which is set to open in 2019.

A critical project success factor is the need to deliver a world-class quality store and brand experience, consistent with our client’s reputation and worldwide benchmark, so the project team will be highly meticulous in its approach, to meet and exceed expectations.

Key highlights of the fit out include new-generation homogenous illuminated ceiling, Terrazzo flooring, and a curved feature staircase with recessed marble handrail.

The 24-week project is due to complete in April 2019.

Singapore



The taxman comes knocking at ISG’s door

ISG in the Middle East has completed a 60,000 sq ft office fit out for the UAE’s Federal Tax Authority (FTA).

The team also carried out works on the reception, boardroom and director general’s offices.

Dubai, UAE



A prudential win for Agility

Client: Prudential
Location: London, UK
Sector: Offices
Service: Fit Out
Business unit: UK Fit Out
Value: £12m

Agility has won a £12m project with British multinational life insurance and financial services company, Prudential, at its new headquarters in the City of London. The 60,000 sq ft fit out, known as Project Nero, is split over four floors in a multi-tenanted building, and includes the installation of interconnecting stairs between levels 3 and 4, and 23 and 24, and a full Cat B fit out of the space, from Cat A. On-time handover is key, to enable Prudential to move in before Christmas, as the first quarter of the year is its busiest time.



Two wins in Luxembourg

Our team in France has secured two office fit outs in Luxembourg.

The first is for the international private banking company, Citibank Europe.

The €1.3m, two-storey, phased fit out started on site in July, and is being delivered in a live environment, with Citibank decanting to the ground floor while the first-floor works take place, then to the first floor while the ground floor is completed.

Consisting of architectural, mechanical and electrical modifications, the first phase is due to be handed over in October, and the second in November.

The second win is for American multinational finance and insurance company, AIG, and sees our France business fit out AIG’s new regional headquarters in Luxembourg.

The €600,000 project is due to complete in November, and follows previous projects for AIG in 2017 by Agility, in the City of London and Croydon, UK, demonstrating our ability to provide the same excellent service regardless of geography.

Luxembourg



Two stars and a 10/10

Client: Peak Hotels Ltd
Location: Hong Kong
Sector: Hospitality and leisure
Service: Refurbishment / Fit out
Business unit: Hong Kong
Value: HKD40m

Our Hong Kong team has completed a two Michelin-starred, fine-dining restaurant, Yan Toh Heen, at the InterContinental Hong Kong hotel. Our team delivered the fit out, alterations and additions (A&A) and MEP works for the famous restaurant’s highly detailed design, spanning 11,500 sq ft. The 16-week project was awarded a customer experience Net Promoter Score of 10 out of 10 by our client – a testament to the impressive efforts of our team.

UK Retail delivered a 220 sq m fit out for Levi’s in Leicester



Waste not, want not

By **Raffaella Puricelli**
Sustainability Manager
UK Construction North

The age-old phrase of ‘waste not, want not’ was recently put to the test on our project to replace the track at the iconic Manchester Velodrome.

The scheme saw UK Construction North replace 55,000m of Siberian spruce over a nine-week programme, with the team facing an interesting challenge – what to do with the old track.

Waste wood is normally downcycled into woodchip for animal bedding or landscaping surfaces, or incinerated for energy recovery. We knew we couldn’t let this happen. So we reached out to Community Wood Recycling.

The national social enterprise creates work, training and volunteering opportunities for disadvantaged people across the region through its arm in Manchester – EMERGE.



EMERGE upcycled the used timber, offering it for sale to the general public, and creating training opportunities through the manufacture of furniture created from the track, including benches, tables and picture frames.

In support of the charity’s efforts, the enterprise was joined by British track cyclists, Laura Kenny CBE and Jason Kenny CBE, who signed pieces of the used track, ready to be sold.

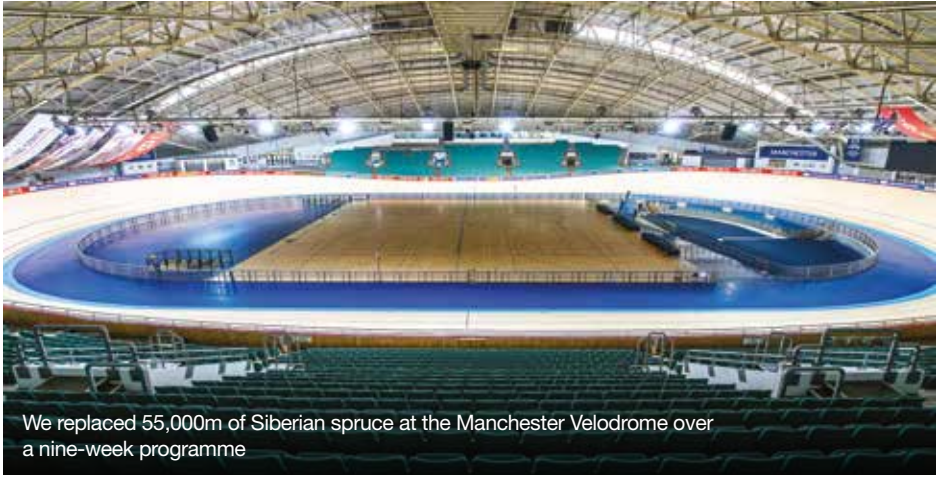
And the results have been incredible, as after the charity announced it would be selling pieces of cycling history, enthusiasts queued around the block to grab a slice of the historic track.

The charity expects to make more than £10,000 from these sales and the revenue from the furniture – which will be used to create further employment opportunities.

Three-months’ work and 19 training days have already been created through the manufacture of the items, as well as a permanent part-time job.

Manchester, UK

Left image: British track cyclists, Laura and Jason Kenny, at EMERGE, signing pieces of the used track, ready to be sold



And the winner is...

It’s been a summer of success for our project teams, with some significant awards and high-profile shortlistings.

Here’s a round-up of some of our recent successes:

European Healthcare Design Awards

Design for Adaptation and Transformation – The Halo Building, One Mabledon Place, London, UK – Winner

Delivered for Health Services Laboratories (HSL) by Engineering Services UK.

We delivered a state-of-the-art clinical pathology service, transforming an outdated 1960s office block into one of Europe’s largest pathology laboratories.

The Halo Building was recognised for excellence in design, innovation and research in healthcare at the European Healthcare Design Congress, held at the Royal College of Physicians, London, on 12 June.



One Mabledon Place, London



Collecting the Digital Construction Award on behalf of ISG (fifth, sixth, seventh and eighth from left) are Warren Hough, Jane Shaw, Jim Burke and Andre Balasian

North West Regional Construction Awards

Digital Construction Award – St Margaret’s C of E Primary School, Manchester, UK – Winner

Delivered for Manchester City Council by UK Construction North.

Our work to deliver a £35m Manchester schools programme, including the £3.2m St Margaret’s C of E Primary School, wowed the judges in these awards, held

in Manchester on 6 July. “The software developed on this project was both unique and excellent,” said the panel.

The BIM Level 2 project utilised ISG’s Data Capture Process (DCP) technology, and it was also highly commended in the category of Integration and Collaboration.

The team now goes on to compete in the national Constructing Excellence Awards, to be held in London on 16 November.

Nationwide Building Society awards

Arthur Webb Partner Shield award – Nationwide Branch Transformation Programme, UK – Commendation

Delivered for Nationwide Building Society by UK Retail.

We received a ‘highly commended’ Arthur Webb Partner Shield award at a Nationwide Building Society key supplier event in July, recognising the high-quality work

delivered for the Nationwide Branch Transformation Programme, which involves a complete overhaul of Nationwide’s offices and banks to align with its new brand.

We were awarded the commendation, along with the other programme parties, for creating an environment of collaboration, and for our reflection of Nationwide’s values and our innovative suggestions.



Construction Safety Forum Awards

Best Refurbishment and Maintenance Contractor in Occupational Safety and Health – ISG in Hong Kong – Gold Award

Awarded for the Yan Toh Heen restaurant, delivered for Peak Hotels Ltd by ISG in Hong Kong.

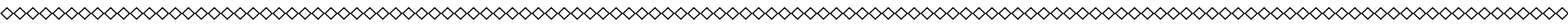
We struck gold for health and safety at the 19th Construction Safety Forum and Award Presentation, held at the Hong Kong Convention and Exhibition Centre in July, taking home one of the most sought-after safety accolades in the local construction industry.

The achievement recognises our operational excellence and



Pictured in Hong Kong (left to right) are ISG’s Tony Kwok, a member of the judging panel, and ISG’s Tim Threlkeld and Cliff Li

best-in-class health and safety management for the Yan Toh Heen project (see page 15), a two Michelin-starred restaurant at the InterContinental Hong Kong hotel.



Top of the class at Imperial College



The topping-out ceremony at the Biomedical Engineering (BmE) Research Hub took place on the roof of the new 12-storey structure

Our Engineering Services UK team hosted a topping-out ceremony in September at the Biomedical Engineering (BmE) Research Hub – Building E – at Imperial College London’s White City Campus.

The ceremony, which took place on the roof of the new 12-storey structure, saw the final area of concrete laid, which was fitting considering the unique abstract concrete fins on the building’s exterior. The fins provide solar shading and privacy to the glazed façade, and give the building a dynamic and distinctive image. This will be mirrored internally, as high-end concrete finishes feature throughout the building.

The works to build the new BmE Research hub on the grounds of the college have been funded by college alumni, Sir Michael Uren OBE, and his foundation – the most generous donation of its kind in the college’s history. Once complete, the facility will provide space for Imperial College’s world-leading researchers,

engineers, scientists and clinicians to further life-changing research into new and affordable medical technology, such as for the treatment of cancer and new bionic limbs.

We were awarded the contract for the BmE Research Hub along with the adjacent Molecular Sciences Research Hub (MSRH) – Building C. The high-specification facility is home to the most densely packed fume cupboard installations in Europe, a nuclear magnetic resonance (NMR) suite, 24 laser laboratories, and a 240-seat lecture theatre.

Occupied by the world-renowned Department of Chemistry, we completed the state-of-the-art MSRH in August.

The ceremony at the BmE Research Hub was attended by Sir Michael Uren’s sons, foundation trustees, and representatives from the college and ISG. The project is due for completion in August 2019.

London, UK

Royal Incorporation of Architects in Scotland (RIAS) Awards

Historic Environment Scotland Award for Conservation and Climate Change – The Garment Factory, Glasgow, UK – Joint Winner

Delivered for Castleforge Partners by UK Construction Scotland.

Our £5m+ project in Glasgow to restore and refurbish the seven-storey, category B listed property, creating retail and office accommodation, caught the eyes of the judges at the RIAS Awards, held at The Hilton in Glasgow on 20 June.

The project was also highly commended in the Scottish Design Awards, and reached the finals of the AJ Retrofit Awards.



The Garment Factory, Glasgow

AN Out of the Ordinary DELIVERY



By **Danielle Ruffell**
Head of Marketing
UK Fit Out & Continental Europe

With its 'OUT OF THE ORDINARY' branding, **INVESTEC** wanted an out of the ordinary workspace to match, and appointed **UK Fit Out** in 2017 to deliver its dream. Head of marketing, **DANIELLE RUFFELL**, takes a look around Investec's new London offices, which were DELIVERED ON TIME TO A DELIGHTED CLIENT IN JUNE 2018, and tells us more about the scheme.



Left image:
The revamped office areas include general open-plan workspace based mostly on agile working

Background image:
The atrium, 30 Gresham Street, London – which features Investec's unique 'Out of the Ordinary' zebra branding

"I don't believe other contractors would have been able to manage the complex nature of this project, specifically the number of changes that occurred. When issues were raised, ISG always presented us with a solution to ensure the project was constantly moving forward."

Tony Grimes, Head of Corporate Services and Real Estate, Investec

There is no doubt that Investec's new office space is anything other than ordinary. From the moment you step inside 30 Gresham Street, in the City of London, the quality and quiriness of the environment is apparent. And with Investec's unique 'Out of the Ordinary' zebra branding incorporated into the design throughout, the workspace is out of the ordinary at every turn.

Working in an inspiring, modern environment that encourages collaboration between its people, and offers an out of the ordinary experience to its clients, is no less than you would expect for leading international specialist bank and asset management group, Investec. But having outgrown its existing offices at 2 Gresham Street, and with its people spread across multiple offices, this was not always the case.

Tony Grimes, Investec's head of corporate services and real estate, explains: "We had been in 2 Gresham Street for 20 years. But had grown out of it on three or four occasions, and with our people spread across several locations, the time had come to consolidate. This was a once-in-a-generation opportunity to make a change.

"Our people needed to collaborate, to focus, but unfortunately they were having to do that at a single workstation or in a meeting room. We just didn't have enough space, or the right amount of space.

"What we wanted was to provide people with choice, of what to do and where to do it, and the ultimate goal was to get everyone back together under one roof."

AN OUT OF THE ORDINARY PROJECT

UK Fit Out was appointed in 2017, to deliver the 135,000 sq ft fit out of Investec's expanded premises, including full strip-out in occupation, procurement of the trade contractor packages and fit out to a Cat B standard.

The client already occupied two floors of the multi-tenanted building. The fit out saw Investec expand its space from levels seven and eight only, to also include levels four, five and six, and the lower ground floor.

Tony Grimes comments: "ISG first delivered a project for Investec 20 years ago. We've had such a positive relationship over the years, I was keen to see what ISG would be able to deliver for us this time around,

and I'm pleased to say the partnership has continued to strengthen."

The project, known as 'Project Thunder and Lightning', incorporated a full strip-out and subsequent refit of the space, including a new helical atrium staircase, connecting levels four to eight.

The feature staircase was 3D modelled at tender stage to ensure the logistics were fully considered, and to demonstrate to the client how we would manage the installation.

The revamped office areas include general open-plan workspace based mostly on agile working, with alternative work settings, internal meeting and video conference rooms, and refreshment hubs.

Each floor has flexi seating with exposed surfaces to give the office a modern feel. New catering facilities, including a new kitchen, were installed on the ground floor, alongside an auditorium.

Floor six includes a landscaped terrace, with seating, a sunken fire pit and a barbecue, which opens out the office to use for external event space.

THE PROGRAMME

Delivering the project on time was a key client deliverable, as the date for Investec to leave its 2 Gresham Street premises was fixed. ISG was appointed on a non-negotiable, 50-week programme, with works commencing on site in July 2017.

Throughout the project, the UK Fit Out team maintained programme focus, looking ahead at potential challenges and risks, including needing to factor in working within a part-occupied building, and the additional considerations that live working requires. Our site set-up was positioned on the fifth floor in support of this, also aiding speed of delivery and saving costs.

Despite a number of variations, programme was maintained, and Investec was able to move its 500 people to its new workspace on time, in June 2018.

Tony Grimes comments: "I don't believe other contractors would have been able to manage the complex nature of this project, specifically the number of changes that occurred. When issues were raised, ISG always presented us with a solution to ensure the project was constantly moving forward."

AN OUT OF THE ORDINARY LAUNCH PARTY

To celebrate handover, and 'test' its new sixth-floor entertainment space, Investec hosted a launch party in June, just before the final handover.

It was the perfect opportunity to gather together its stakeholders and showcase the new state-of-the-art offices, and as well as Investec's senior management team and stakeholders, guests included our project team and key subcontractors, as well as the design team, including representatives from project managers GVA, architects TP Bennett, quantity surveyors Core Five, and mechanical and electrical consultants ChapmanBDSP.

Tony Grimes thanked everyone for their hard work on the project and was extremely complimentary of the office consolidation and enhancement.

"What we've been saying over the past 15 years or so is that we're 'Out of the Ordinary'. But that wasn't evidenced by the working space we'd been providing. We wanted to back up what we were saying, and provide an out of the ordinary environment. And ISG and the wider team has certainly ensured we achieve that.

"It's a whole new experience for our people and our clients when they come here, and we're absolutely delighted."

Matt Blowers, managing director of UK Fit Out & Continental Europe, commented: "Investec's new offices really are out of the ordinary. This is an exceptional workspace, and it's great we have delighted our client. The whole project has been a truly collaborative experience, and the quality of the teamworking is reflected in the quality of the results. Congratulations to the whole of the team, for an out of the ordinary delivery."

THE EXPERIENCE

In August, Tony Grimes was interviewed by group head of customer experience, Di Nagy, scoring the team a perfect 10 out of 10 for the all-important Net Promoter Score question of: 'On a scale of zero to ten, zero being not at all likely, and ten being extremely likely, how likely are you to recommend ISG?'

He commented: "The ISG team has been an asset to us, from divisional director Andrew Hargrave, project director Andrew Sheppard, senior project manager Jed Gardner to senior construction manager Oliver Day. The team deserves recognition for its tireless efforts to the success of the project.

"We believe only ISG could have delivered our vision and I look forward to working with ISG in the future."



"Investec's new offices really are out of the ordinary. This is an exceptional workspace, and it's great we have delighted our client. The whole project has been a truly collaborative experience, and the quality of the teamworking is reflected in the quality of the results. Congratulations to the whole of the team, for an out of the ordinary delivery."

Matt Blowers, Managing Director
UK Fit Out & Continental Europe

Smart Series #3

On 4 October, our third Smart Series event will be hosted at Investec's 30 Gresham Street offices.

Our Smart Series thought-leadership discussions provide a new route to showcase ISG as more than just a construction contractor, playing a key role in strengthening ISG's brand. Thought-leadership events align closely to our core values to 'dream smart' and 'never stop learning', and hosting the third event at Investec's offices also enables us to showcase our delivery capabilities.

Following events in April and June, respectively titled 'Creating offices for the future' and 'Offices – the debate', the title of the October event is 'All change'. Presenting will be Asif Sadiq, head of diversity and inclusiveness for Ernst & Young Financial Services UK, Laura Brown representing Investec, and Katrina Kostic Samen, managing partner at KKS and the current president of the British Council for Offices (BCO).

The presence of Katrina is considered a credit to the excellent relationships we have with the BCO, including through our sponsorship of the BCO Awards events in the UK, and the BCO Conference, held this year in Berlin. We look forward to welcoming her to Investec's dynamic and out of the ordinary workspace.



The fit out saw Investec expand its space from levels seven and eight only, to also include levels four, five and six, and the lower ground floor

Background image: Floor six includes a landscaped terrace, with spectacular views across the London skyline



Photography: Soren Kristensen

03

People news

Could James be the best construction manager in the UK?

Image: James Fryer – who has been shortlisted for the Construction Manager of the Year Awards



Making wishes come true in Malaysia

A successful fundraising event in 2017 saw our Malaysia business raise RM60,000 (£12,000) for Make-A-Wish Malaysia, a charity organisation that creates life-changing experiences for children with critical illnesses.

Since then, our donation has so far benefitted six children, making their wishes come true.

Four of the children chose to visit the Legoland Malaysia Resort theme park, one child visited the Singapore museums and safari, while another received toys of his favourite superheroes.



Arief Shafeeq (far left) wished for toys and Muhammad Fawwaz (left) wished to visit the Legoland Malaysia Resort – and their wishes both came true, thanks to our donation

The children have life-threatening medical conditions and the wish-granting experiences allow them to put aside their challenges for a day.

Chief executive officer of Make-A-Wish Malaysia, Irene Tan, said: “We extend our heartfelt appreciation to the ISG team for its generosity. The memories created during the wish days and trips bring personal joy and a sense of achievement to each child, and the impacts are long lasting.”

Malaysia

Developing talent in Hong Kong

ISG in Hong Kong initiated a student experience programme in the summer, providing valuable work experience for two high school students.

Designed to be educational and engaging, the programme involved practical work experience in the office and on site, across various disciplines and business functions.



Luke Osborne (centre) is pictured with Hong Kong’s operations director Mark Osborne (left) and managing director Tim Threlkeld

One of the students, Luke Osborne, commented: “It was very engaging, educational and inspiring. I learned a lot, and am excited to share this with my schoolmates. More importantly, I will ‘never stop learning’ and I am truly grateful for the experience I had at ISG.”

Hong Kong

Congratulations to James Fryer for being shortlisted for the Chartered Institute of Building (CIOB) Construction Manager of the Year Awards (CMYA).

A project manager for UK Construction North, James has been recognised for his work on the £10m Temple Learning Academy project in Leeds, which finished last year.

He will now battle it out with eight other construction professionals from contractors across the UK in the primary education category.

The CMYA celebrate extraordinary individuals who go above and beyond to deliver buildings that make a positive impact on the lives of the people who use them.

The Temple Learning Academy project saw us transform a disused leisure centre into a thriving new school for 1,020 students aged 4-16.

The CMYA winners will be announced in London on 24 October.

Leeds, UK

Manchester placement leads to full-time role

For Sayyid Alam, a two-week placement on one of our projects in Manchester turned into more than just practical experience to put on his CV.

The recent graduate from Salford University found that after finishing his construction project management course he didn't have the qualifications needed to work on site.

After unsuccessfully applying for a construction administration role with another contractor, he discovered a sector-based work academy run by Minstrell in partnership with ISG. The three-week academy saw Sayyid gain a health and safety level 1 qualification, a construction skills certification scheme (CSCS) card, as well as receiving interview skills training and visiting live sites.

After meeting UK Construction North project skills coordinator, Larene Linley, and social value coordinator Lucy Barton, Sayyid was encouraged to apply for a two-week work placement on our Plymouth Grove Primary School project – one of ten we are delivering through the North West Construction Hub for Manchester City Council.



Sayyid's work and determination during his placement saw him offered a place on the team as a trainee site manager.

Sayyid said: "I am over the moon. Ben Jackson (project manager) and Mick Wilks (senior site manager) are such good mentors and colleagues, they are teaching me loads of things, and I couldn't have asked for anything better than to be given this opportunity. It's a massive step in getting to where I want to be with my career."

Manchester, UK

The Summer Beach Ball is back

On a sunny summer's evening in July, UK Fit Out hosted its third Summer Beach Ball for clients and consultants, providing an opportunity to strengthen key industry relationships.

The event was held aboard the Silver Sturgeon, and guests enjoyed a champagne reception before setting sail down the River Thames for a two-hour cruise, seeing the sights and watching the sun set across the London skyline.

Managing director of UK Fit Out & Continental Europe, Matt Blowers, welcomed guests with a speech in which he thanked them for their

continued support over the past year, and encouraged them to enjoy the evening's entertainment.

Following the cruise, guests soaked up the atmosphere with top-deck cocktails, a live DJ and a saxophonist, and grabbed a selfie in the Summer Beach Ball-branded magic mirror photo booth.

Emmanuel Lopes from our visualisation team was on hand to demonstrate the live virtual reality technology we are using on many of our projects, generating significant interest among the guests.

London, UK



Who stole the sweets?



“Who stole the sweets?” was the theme of just one of the many sessions that UK Construction North will support with a £10,000 investment in children's futures.

As part of a £35m schools expansion programme awarded to us by Manchester City Council through the North West Construction Hub, we have partnered with Enabling Enterprise to fund sessions at schools in close proximity to our sites.

In total, we will support 97 teachers and 1,965 students, from across six schools, through the programme.

In June, site manager Barry Denton, trainee construction manager Anthony Lane, and head of social value Vicky Hutchinson, visited one of the schools benefitting from the investment.

The session, at Webster Primary School, saw Enabling Enterprise deliver a half-day activity where the

children learned interpersonal skills by working in teams to work out which nursery rhyme character stole the sweets.

Almost 20 members of staff and 540 pupils participated in the day. The activities develop essential skills of listening, presenting, problem-solving, creativity, staying positive, leadership and teamwork.

Vicky Hutchinson explains the partnership drivers: “These sessions deliver essential skills that we know employers look for in their young talent. Enabling Enterprise helps pupils learn and practice these skills all the way through schools, ensuring that they are work ready.”

Enabling Enterprise is an award-winning social enterprise set up by a team of experienced teachers, and it supports schools by providing specialist training and resources.

Manchester, UK

Taking time out together in Spain

Our team in Spain took time out in the summer, to celebrate progress from the first half of the year, look ahead to the second, and enjoy some social time together.

The day began with a team brunch in our Madrid office, with managing director of Spain, Javier Cirac, summarising 2018 achievements so far, and discussing the strategy for growth for the rest of the year and beyond.

Then our Spanish team and their families headed out to Valdemorillo pool, for an afternoon of sun, fun, swimming, a traditional barbecue, games and activities.

The summer barbecue is an important event for the team, and has been held annually for many years. It provides the perfect opportunity for people from across the business, and their families, to get to know each other better, enjoying traditional Spanish food and the summer sunshine.

Madrid, Spain



Our team in Spain and their families enjoyed a traditional Spanish barbecue in the sun

First impressions

The Vine caught up with four new starters about their first impressions of ISG.



Ganesh Pawade

Job title: Mechanical & Electrical Manager
Business unit: Singapore
Joined ISG: March 2018

Hi Ganesh! We hope you’re enjoying your time with ISG. Tell us a bit about your background...

I’m Singaporean born and bred, and a mechanical engineer by trade. I have been in the construction industry for about 10 years, specialising in big base-build projects with complex structural and MEP provisions.

What made you choose ISG?

My previous experience in construction was with a local contracting company. I felt that ISG was a business with an international footprint, and the exposure to a global business would be extremely valuable for me in the next steps of my career.

And your first impressions?

My first few months have been refreshing, diving deep into the working culture and getting to know my team. ISG has a great structure and is well organised and professional in all areas. I like that other offices

involve us in their projects so that we can share in their successes – it gives a real sense of family belonging.

What challenges have you faced?

One of the key challenges is working on live projects. Coming from a base-build background where there aren’t any occupants until handover, to completing refurbishments in a live environment, is extremely challenging, and requires a monumental amount of co-ordination, planning and execution.

“What’s different to working at ISG? The focus on quality service and professional branding.”



Kerry Conneely

Job Title: Head of UK Facilities Management
Business unit: Facilities
Joined ISG: April 2018

Hi Kerry! So, why did you join ISG?

The challenge! The opportunity to tackle a newly created role and develop a facilities management (FM) strategy that would improve what ISG does was intriguing to me. Also, the chance to be part of the industry that builds the properties that facilities managers manage – it’s interesting to see how designs come together, and the impact FM can have in the initial design stage.

What has stood out to you?

Everyone I have met has been supportive and open – that type of culture is difficult to achieve. ISG comes across as a grown-up company, very goal orientated, with clear direction of where it wants to go. It also seems transparent with how it conducts business and offers a positive environment for staff to grow.

What were your first months like?

It felt like I was getting small pieces of a large jigsaw puzzle – lots of

information about the company, culture and people. After three months, the pieces came together and I am slowly building the larger picture.

What projects are you working on?

Current projects align with our efficiency goals as a business. How to do things more efficiently, and how to cut time and costs in the process, is a big driver for the FM team.

And finally... what’s your next travel adventure?

Singapore and Thailand – I can’t wait as I’ve never been before!

“At ISG I feel we’re all empowered to do our jobs and deliver on personal goals.”



Phil Ithier

Job Title: Operations Director
Business unit: Engineering Services UK
Joined ISG: July 2018

Welcome to ISG, Phil. We hope you’re settling in well. What are your first impressions?

Overwhelmingly positive. Everyone is glad to help and the teams I have met on site are really engaging and passionate about the projects they’re working on, which is great to see. It’s a great team ethic and a really nice vibe.

What drew you to your new role?

The opportunity to make a significant contribution to the growth of the tech, science and health offering was a major draw for me in taking up the position. That’s fed into my current objective, which is to make ISG the ‘contractor of choice’ for tech, science and health projects.

What have your first few months been like?

Time has flown by. It’s been hugely enjoyable meeting so many people from across the business. Every day is a challenge – but a good challenge.

No two days are the same, which keeps it interesting.

What are you currently working on?

I’m working on two tenders for projects in London and Oxford, along with some targeted business development. The tendering side of my role is always challenging – it’s crucial for us to understand our clients’ expectations and put a plan in place to exceed them, while achieving everyone’s buy-in.

“I enjoy the culture here; the outlook is positive and it makes the day-to-day environment a really great one to work in.”



Carmen Rico de Cabo

Job title: Design & Build Director
Business unit: Spain
Joined ISG: September 2018

Hi Carmen! Tell us a bit about yourself...

I’m from Madrid in Spain, and have a degree in industrial engineering. I was director of the technical division at Savills Aguirre Newman for 17 years, and then worked as business development manager at Grupo Lledo for three years, before starting my new role at ISG.

How are you enjoying your role so far?

My first impressions have been great – the team and directors have given me a really warm welcome. It’s great to be at a collaborative company that commits to high-quality work, and has a big customer focus – it’s a nice environment to work in.

What’s different about ISG?

The experience the organisation has, and the work methodology and values that it promotes. I like the type of projects we’re involved in; the team

here is extremely talented and the desire for business growth is second to none.

What skills do you need to excel as a design and build director?

In my role it’s essential to have effective team and project management skills, as well as great customer orientation. The main objective is to achieve the results that best suit the client’s needs in terms of design, quality and investment, while always maintaining the health and safety of the team.

“I joined ISG because I believe it’s a company that has great experience, a great team and high development potential.”

Taking the reins in the Lion City



By **Rafhanah Hamid**
Marketing Communications
Manager, Asia

After a two-year stint heading up ISG in the Middle East, managing director Steve Ramsden swapped the UAE for the Lion City, to also take the helm of our Southeast Asia business. Asia’s marketing and communications manager, Rafhanah Hamid (Nana), caught up with Steve to discuss his ambitious plans for the future.



“ISG is earmarked for growth in Asia, and as the gateway to Southeast Asia, Singapore has an increasing market demand to match. There are tremendous opportunities on the horizon that suit our experience, and we are looking to expand beyond our core sector boundaries.”

Steve Ramsden
Managing Director
Southeast Asia and Middle East

Nana: What excites you about your expanded role?

Steve: ISG is earmarked for growth in Asia, and as the gateway to Southeast Asia, Singapore has an increasing market demand to match. There are tremendous opportunities on the horizon that suit our experience, and we are looking to expand beyond our core sector boundaries. With these opportunities in the pipeline, the challenge to steer ISG’s next chapter of growth here really appealed to me.

In the Middle East, ISG has all the foundations in place to be successful – a solid footing in the region, strong business performance, and steady growth. With that in mind, I was confident in leaving the leadership of the business in general manager Scott McCulloch’s highly capable hands, and expanding my role in a new direction.

Nana: What were your first priorities for the Southeast Asia business?

Steve: For me, it was all about setting the tone and getting to grips with three broad themes – our people and workplace culture, business operations, and opportunities and challenges.

I spent a great deal of time immersing myself in the business. I wanted to identify and understand our customer base, the quality of our work, and the strength of our network. I am very keen to integrate the various facets of the business, and scope out opportunities to pave the way for progress. It was all about laying the groundwork to enable us to deliver positive changes.

“If we deliver above and beyond our customers’ expectations, we will benefit from market confidence, customer loyalty and positive word of mouth, and our credibility will enable us to win more work.”

Steve Ramsden, Managing Director
Southeast Asia and Middle East

For me, people are the most important asset in the business, and the first initiative that we launched in Southeast Asia was the roll-out of ISG’s ‘more for you’ employee benefits scheme. These sorts of programmes are vitally important as we look to attract and retain the next generation of talent, in turn supporting our corporate goal to offer an unbeatable employment experience, recruiting and developing the best talent in our sector.

The appointment of Darren Pavitt as the new managing director for Malaysia was also one of the key headlines on my agenda. Charging the next generation of leaders to help shape the future of ISG is crucial in remaining competitive as a dynamic business.

With talent like Darren and Scott driving us forward, I am incredibly confident of the strength, calibre and support I have alongside me to take ISG to greater heights.

Nana: Why are people the most important asset?

Steve: The highly specialised nature of our industry means the demand for technical skills and expertise is high, and it can be tough to find the right people from a limited talent pool – especially in Singapore. Retaining talent is also tough, particularly as we operate in a competitive industry with

a tight labour market – which is why we aspire to be the employer of choice.

For me, it all starts with people – people are the bedrock of our business. I personally believe that we are only as good as the people we employ, and they will only be as good as us as employers. If we look after our people, they will look after our customers.

If we deliver above and beyond our customers’ expectations, we will benefit from market confidence, customer loyalty and positive word of mouth, and our credibility will enable us to win more work.

After all, our best sales pitch is a job well done, and delivering successful work requires talented people who are dedicated and motivated.

Nana: Where is ISG leading the way on a global scale?

Steve: We have seen a fantastic amount of success in the world of datacentres across the UK and continental Europe, and I think this success could translate extremely well in Southeast Asia. Market data shows plenty of build activity in this sector, with promising opportunities in the pipeline right up to 2023. We’d like to tap into this area of growth, as it plays to the strength of our global engineering services offer.

Across the world, our businesses leverage one another through cross-selling, sharing knowledge and best practice, and extending our relationships. Our strategic account management (SAM) strategy aims to unlock the full potential of our customer base across the globe, which is why the implementation of our customer relationship management (CRM) system and customer experience (CX) programme is essential in understanding our customers worldwide, and in advocating continuous improvement. We should leverage our business tools and the strengths, skills and market intelligence of the 2,800 people at the heart of ISG.

Nana: What exciting developments are underway in Southeast Asia?

Steve: The most exciting change in Singapore is the move to our fantastic new home in the coming months. We will be investing in our new workplace environment and technology – implementing Office 365 and other IT infrastructure upgrades, and ensuring they are fit for purpose across our offices.

Other than that, another priority is to introduce some more key appointments, as we continue to build a highly effective team, with a mission to drive the business towards bigger and better things.

Building futures through Diageo

For Jonathan Lee, ISG’s £30.8m contract at Cluny Bond near Kirkcaldy, Fife, was the break he needed to excel in his career.

Leaving school at 17, Jonathan took up a job as a groundworker, eventually working for a subcontractor on our Diageo project, delivering seven warehouses, an office block, gatehouse, workshop and electrical substations.

Thanks to the drinks manufacturer’s drive to leave a legacy in the areas in which it works, Jonathan was encouraged to apply for a role with ISG. He was successful and started as a health and safety trainee with UK Construction Scotland in 2013.

Five years later, and Jonathan has worked his way up to the role of HSQ&E advisor, gaining numerous qualifications along the way. He is also well on his way to gaining a degree in health and safety management at Glasgow Caledonian University.

Following the original appointment in 2012, we are still on site at the bond, having been awarded a further five phases at the 545-acre site, with Jonathan overseeing the health and safety of 200 people every day. He also oversees several other projects across Scotland.



Jonathan said: “The work at Cluny Bond is bringing investment and jobs to Fife, and without it I wouldn’t have the job I have today. Without the support of Diageo’s initiative to encourage local employment opportunities, I wouldn’t be where I am now.”

Last year we were awarded the sixth phase of the scheme – worth £15.7m – to deliver a further six warehouses. This takes the value of projects at Cluny Bond to £87.4m,

covering the construction of 30 warehouses out of a planned 46. And in total, we have delivered 21 contracts for Diageo in Scotland to date, covering £154.8m of construction work.

In 2017, Jonathan was crowned UK Construction Scotland’s ‘Never stop learning’ Value Award winner, a well-deserved accolade in recognition of his achievements.

Kirkcaldy, UK

Promoting health and safety in Hong Kong

More than 70 people from our Hong Kong business attended a safety charter workshop in the summer, held at the Pico Tower in Wan Chai.

The annual event involved key addresses by the Hong Kong leadership team, a review of safety performance and the presentation of awards to the top-performing individuals in leading health and safety across our project sites.

The workshop reinforced our commitment to ensuring the well-being and safety of our people, customers and trade partners, and the importance of everyone acting safely and responsibly at all times.

Hong Kong



A royal feast in Singapore

In July, after a busy week of work, our Commtech Asia team in Singapore gathered at the famed durian stall, Combat Durians, for some social time together, and to feast on Southeast Asia’s ‘king of fruits’.

Durians are spiny, oval, tropical fruit containing a creamy pulp, and highly valued for their flavour.

Within two hours, the team wolfed down 33kg of premium-quality Mao Shan Wang durians in one all-you-can-eat sitting, washing them down with chilled fresh coconut water.

Singapore



The Commtech Asia team in Singapore



Commtech Asia builds relationships

In July, 18 people from Commtech Asia in China and Hong Kong completed a rewarding, two-day team-building camp at an eco and leisure farm in Hangzhou, China.

The camp featured a number of productive activities, challenging games and meaningful learning, and provided a valuable opportunity

to build relationships between the various areas of the business.

Through friendly competitions and games that were designed to promote effective communication and teamwork, the inspirational camp encouraged team bonding and close collaboration.

Hangzhou, China

Middle East team believes it can fly

Promoting fun, fitness and a bit of friendly competition, our Middle East team recently battled it out on court at an inter-ISG basketball tournament.

The players were able to unleash their inner Michael Jordan at the Sheikh Saeed Halls in the Dubai World Trade Centre.

And the result? Let’s just say, we’re all winners here!

Dubai, UAE



Our Middle East team battled it out on court in Dubai

Thank you #TeamISG – 150,000 times

#TeamISG in the UK has run, climbed, raffled and baked its way past the £150,000 milestone, in support of our UK charity partner, Macmillan Cancer Support.

Hitting the £150,000 mark takes us closer than ever to our £200,000 target, helping improve the lives of everyone living with cancer.

£150,000 means Macmillan can:

- hire over two Macmillan nurses for a year
- hire three family support workers for a year
- operate a large Macmillan information support centre for a year

- provide training and support to over 136,000 volunteers
- fund the welfare rights support line for more than 230 hours, helping people to access £4m in unclaimed benefits
- fund over 100 hours of the Macmillan Cancer Support Line, answering over 3,000 calls and emails from people affected by cancer.

A huge thank you to everyone’s support so far. With three months left of our partnership, let’s take a look back at some of the fantastic achievements from the past few months.

UK



1. On 9 June, members of our group HR and sustainability teams completed the Thames Park Mighty Hike, raising £4,350.
2. On 10 June, representatives from group HR and group marketing and communications took part in a 10k race in London’s Regents Park, raising £1,144. A team from UK Hospitality also took part, raising £560.
3. On 23 June, members of UK Construction West’s retail team faced the elements over a 12k Total Warrior course in Leeds, which included challenges such as the Human BBQ, Peaks of Pain, giant ice bath and a whole lot of mud! The team raised over £1,800.
4. On 20-21 July, a team from UK Fit Out, along with clients, consultants and industry partners, took part in the Three Peaks Challenge, raising £25,840.
5. On 18-19 August, a team from Manchester took part in the Three Peaks Challenge, raising almost £2,500.
6. On 7 September, members of UK Construction West’s Midlands team took on the challenge of the UK’s highest tandem skydive jump, raising over £3,600.



It’s a Summer Jamboree scorcher

Congratulations to the organisers of this year’s Summer Jamboree, held at the historic Grays Inn in London on a sunny Saturday at the end of June.

As not only did they organise an afternoon of fun activities, which included a delicious barbecue, face painting, children’s entertainers, a magician, inflatables, games, an even more delicious afternoon tea, and more... they also made sure the British weather played ball – and it was a scorcher!

With food and drink in abundance, it was fun for the family, not just the kids!

With hospitality provided by our UK Fit Out and Engineering Services UK businesses, it was a great day out for everyone, bringing individuals and teams together.

London, UK

Aligning our brand in Spain



By **Javier Cirac**
Managing Director, Spain

From Diadec and Emerald, to ISG. Managing director of our Spanish business, Javier Cirac, explores the brand alignment of our operations in the region, and considers the opportunities that stem from a united ISG approach.

Across each of our sectors, services and regions, ISG is focused on becoming better, smarter and more innovative than ever before. We've spent years building our credibility for not only delivering and addressing complex building and space challenges, but striving to become the world's most dynamic construction services company.

Our international customers are passionate that we offer them the same great experience wherever they choose to work with us. The Spanish business has long been exemplary in the way it services customers, and through the employee engagement survey, its people have also made it clear that it is a great place to work.

However, we know that customers do not always understand that our Spanish brands – Diadec and

Emerald – are a part of ISG. They are looking for reassurance, and we are always looking to do everything we can to provide the best customer experience in our industry, before, during and after project delivery. By rebranding and aligning Diadec and Emerald with the ISG brand, we will be strengthening our global offering, client reach and brand reputation, which in turn will benefit both the business in Spain and the overall ISG Group.

The links with our corporate goals don't stop there. One of our key drivers as a business is offering an unbeatable employment experience, recruiting and developing the best talent in our sector, and it's crucial that our team in Spain feels that it is an important part of the global family, which is united under the ISG brand, its vision, values and goals.

So, from Monday 8 October 2018, Diadec and Emerald will simply be known as 'ISG'.

With an aligned brand approach, we are able to take our global offer to market in Spain, cross-sell ISG's services, include our Spanish business in our strategic account management (SAM) programme, and discover new opportunities and projects.

We are delighted to align our brands with ISG and are looking forward to embedding the vision, values and strategic goals within our business. Working under one brand gives us the opportunity to utilise our global expertise, and drive effectiveness and efficiency.

“The experience, knowledge and team from Diadec and Emerald will remain the same, and we will be using the team’s expertise to continue delivering fantastic projects for our customers in Spain. Moving forward with a ‘one ISG’ approach will ensure our brand is consistent across the globe, support our pan-European offering, and ensure each of our business units are working towards our four corporate goals.”

Paul Cossell, CEO

Meet the team



Fernando Barrio Feu
Title: Project Director
Joined: 2009

Fernando is a civil engineer with a wealth of industry experience. His diverse project range includes the façade upgrade of Madrid's Thyssen Museum, the NH Hotel in las Tablas, Madrid, corporate offices for Aviva, PWC and Renault, and retail outlets for Ardene, Forever 21, Hollister and Vodafone. He is a strong communicator, excellent coordinator and a great team leader.



Gema Buesa Poza
Title: Financial Director
Joined: 2014

Gema joined in 2014 in the role of head of accounting, and has proved to be a key member of the finance team, being appointed to Spain's board of directors in January 2018. She previously worked outside Spain for several years, obtaining an understanding of economics and accounting at an international level, and has a great reputation within the business, due to her methodical and detailed approach.



Livio Calvo Domínguez
Title: Operations Director
Joined: 2009

Livio has worked in the construction industry for more than 35 years, in roles including operations director, procurement manager, and head of personnel and training manager. During this time he has been involved in more than 500 projects, including many within the datacentre sector. He has worked at both national and international level, and is well known for his excellence in delivering great client results.



Ángel García Sánchez
Title: Project Director
Joined: 2018

Ángel joined the team in February 2018, bringing over 20 years' industry experience. Since his arrival, he has helped secure a number of significant projects, through his experience, technical understanding, and in-depth business and market knowledge. His project experience is spread across the offices, datacentre, retail, and hospitality and leisure sectors, and he is an expert at understanding, meeting and exceeding client expectations.



Noemí Jiménez Manday
Title: Business Development Director
Joined: 2010

Noemí has more than 17 years' commercial experience in the construction industry, and developed her career at Diadec and Emerald, taking up the position of business development director in January 2018. Noemí has a natural talent for working with people, and these social skills, together with her vision and engagement, make her involvement a key element in the project negotiation process.



Juan José López Sánchez
Title: Operations Director
Joined: 2012

Juanjo has more than 25 years' industry experience, and has worked on a variety of elaborate, large-scale projects throughout Europe, in Spain, Belgium, France, Italy, Germany, the Netherlands and the Czech Republic. His recent Spanish project experience includes corporate office projects for Red Hat and Cerner, and retail projects for various Nike shops, the Sevilla Factory and the intu Asturias shopping centres.



Carlos Nacarino Mayayo
Title: Engineering Director
Joined: 2009

Carlos has worked in the datacentre industry since the start of his career, 25 years ago. His constant search for growth and improvement has ensured his continued success, and his numerous certifications include those of Uptime Institute Tier Designer, ICREA CCRE and EVO Member State. He has helped make the business one of the best in the Spanish market for the design, build and maintenance of datacentres.



Eduardo Otero Carvajal
Title: Project Director
Joined: 2012

Eduardo's contribution and expertise have been key to the success of the Spanish business. With almost 35 years' industry experience, his impeccable know-how regarding mechanical operations and controls is of great value to the business and to clients. He has delivered many large-scale datacentre projects in Spain and Portugal, for huge enterprises including British Telecom, Interoute and Santander.



Carmen Rico de Cabo
Title: Design & Build Director
Joined: 2018

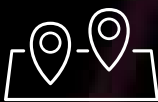
Carmen joined the Spanish team in September 2018, bringing with her over 20 years of technical and business management experience. She is an industrial engineer by background, specialising in organisation. Her professional career started in the development of projects and has evolved towards management functions; it has allowed her to have a global and adaptive profile.

Timeline

- **1994** – Diadec and Emerald founded (originally named GTM)
- **2012** – ISG launches its operations in Spain
- **2014** – Diadec and Emerald become part of ISG
- **8 October 2018** – alignment of the three brands to ISG
- **17 October 2018** – launch party for #TeamISG in Spain



Head office –
Madrid



Geography –
Spain and Portugal



Employees –
100



Delivered in 2017 –
70 projects

Launch of a game-changing construction qualification



By Julie Wright
Head of Marketing
UK Construction

ISG has taken a major step in tackling the current skills and recruitment crisis facing the construction industry, with the launch of the UK's first Level 3 Applied Diploma in Professional Construction Practice (PCP). Head of marketing, Julie Wright, explains more about the qualification, and its launch at the iconic House of Commons in London in September.

To help set the scene, this new game-changing qualification has been developed by our UK Construction West operations manager, Howard Davies, in partnership with awarding organisation, the WJEC, to try and address some of the key challenges we are facing in terms of the image of our industry, and the lack of applied skills developed via current course options.

The course, worth up to 56 UCAS* points (the equivalent of an A-Level), has been endorsed by the Chartered Institute of Building (CIOB), and provides a contemporary insight into modern construction management practices; encompassing the technologies, behaviours and innovation that support the delivery of world-class and iconic buildings.

The four teaching modules include an introduction to Building Information Modelling (BIM), the use of drones, laser scanning technology, and Artificial Intelligence (AI) and Virtual Reality (VR) in the built environment. The modules are designed to provide

young people with a realistic insight into a world beyond the construction site itself.

The course has a technological focus, to reflect our changing industry, and it is also an attempt to broaden the appeal of construction to engage both female and ethnically diverse audiences, who make up just 14% and 6% respectively of the current UK construction industry workforce. This qualification can provide the catalyst to address the skills gap while also creating a more diverse workforce – a win-win situation.

The qualification was launched at the House of Commons on 11 September, with 50 guests in attendance, including leading members of parliament, council representatives, schools, colleges, architects, industry bodies and journalists from key trade titles. The launch has received excellent media coverage, with features in numerous publications including Building, Building Construction Design, Construction Enquirer, Construction Manager Magazine, Ed Quarter, FE News and PBC Today.

The event featured a welcome from sponsor, Christina Rees MP, followed by an introduction to the course from our CEO, Paul Cossell, and group director for public sector frameworks and Level 3 programme lead, Zoe Price.

The CEO for WJEC, Roderic Gillespie, gave his take on why this qualification is so vital now, and Mark Dacey, CEO for the Neath Port Talbot College



“Students are given the confidence to explore contemporary construction practice and earn transferable UCAS points, which is an essential element as this unlocks the barriers that some may feel towards specialisation at an early age.”

Paul Cossell, CEO

(NPTC) Group, closed with the reasons for its backing of the course.

The NPTC Group was our first partner and course sponsor, now joined by Leeds College of Building, and we will be working closely with both colleges over the next year as they prepare to deliver the qualification to students from September 2019.

We are now inviting a further select group of colleges from across the UK to join this Learning Alliance, and will be working to upskill tutors and bring real-life projects to learners – using the very latest technologies to see beyond the traditional site visit experience.

The event provided a great platform to promote the new qualification to these potential partners, receiving a great response, with a number of follow-up meetings now taking place, to provide the colleges with further details of the qualification and the Learning Alliance.

Our CEO, Paul Cossell, commented: “The PCP qualification is our response to engaging the brightest and most talented young people at an earlier age, with a Level 3 qualification that can sit alongside and complement existing STEM (science, technology, engineering and mathematics) subjects.”

He added: “Students are given the confidence to explore contemporary construction practice and earn transferable UCAS points, which is an essential element as this unlocks the



barriers that some may feel towards specialisation at an early age. This is the real game-changer – a qualification that accurately reflects our industry, but doesn't negatively penalise those who are interested, but ultimately find that it is not for them in the long term.”

Not the usual domain of a main contractor, we see the PCP as an industry initiative, and the hope is that as the qualification's popularity grows, the wider industry throws its considerable weight behind the diploma to support the change our sector so desperately needs.

To reiterate the message in our promotional video, shown during the event, it starts today!

You can watch this video and find further details of the qualification here: <https://www.isgplc.com/en/campaigns/level3>.

*The Universities and Colleges Admissions Service

SHAPING NEW WORLDS

ISG'S STELLAR APPROACH TO DIGITAL CONSTRUCTION IS A FORCE BEHIND OUR CORPORATE GOAL TO DRIVE REVOLUTIONARY CHANGE IN THE INDUSTRY.



By Jack Wintersgill
Communications Executive

Since our inception as a private company, ISG has been on a journey to ingrain technology into the heart of everything we do.

Nowhere is this tech-led ambition more prevalent than in the work of our digital construction teams. Simultaneously, they are helping us win work, drive efficiencies across the business and provide the very best experience for our customers through the development and integration of innovative solutions, from game engine technology to virtual reality.

In addition, we launched the Tech Incubator, a group-wide initiative that has put some of our leading tech talent together to explore opportunities for a digitised construction site, and help achieve our corporate goal to drive revolutionary change in the industry.

But for ISG, this is a foray into the digital world that began some six years ago...

Six years ago, the world of technology was a fertile landscape, ready to influence where we find ourselves today. 2012 saw Apple release the fifth in the line of its all-powerful iPhone series, whirlwind-fast 4G was revolutionising

mobile web browsing, and soon-to-be streaming giant, Netflix, was on the verge of introducing its on-demand streaming service to a global audience.

It also saw the genesis of ISG's own digital revolution, with visualisation manager, Simon Spink, building our new visualisation team from the ground up. Two years later, head of BIM, Mark Norton, followed suit, forming a Building Information Modelling (BIM) business strategy, which began with just him and a laptop.

Fast-forward another four years to present-day ISG, and where we find ourselves on the digital construction

"DIGITAL CONSTRUCTION IS ABOUT PROVIDING A VIRTUAL SANDBOX FOR PEOPLE TO TRY OUT NEW IDEAS AND DIFFERENT STYLES WITHOUT COMMITTING TOO MANY REAL-WORLD RESOURCES. IF YOU CAN TRY SOMETHING OUT VIRTUALLY BEFORE YOU DO IT FOR REAL, THAT IS A MASSIVE TIME AND MONEY SAVER — MORE THAN THAT, IT'S A LOT OF FUN."

BRET WARE, 3D VISUALISER

spectrum is a world away from the humble beginnings of 2012. A team of visualisers now work with business units across the UK with a pioneering suite of visual support, and also support our offices in Berlin, Madrid and Paris.

The BIM team's growth is equally impressive. Its crew of 20 now provides BIM support in Singapore, continental Europe and the UK, and includes a team dedicated to retail projects.

And our business recently won its first Digital Construction Award to boot, as our commitment to driving revolutionary change in the construction industry continues to bear fruit.

CHAPTER 1: VISUALISING
NEW WORLDS WITH VIDEO GAME
ENGINE TECHNOLOGY

Nowhere is our tech-led methodology more prevalent than in the work of our visualisation team.

In-house developed visualisation content has brought our projects to life and underpinned our winning work capability. Dynamic animations, artwork and interactive 3D printing allow our customers to understand exactly how their projects will be built, and what it will look like once complete – and now the team has gone a step further.

Mention the words ‘game engine technology’, and for many the PlayStation’s and Xbox’s of this world spring to mind. But can the same technology transform how we as a construction company win business and deliver projects?

This was the question Simon Spink asked three years ago. “Impossible,” he was told. But for two years now, the visualisation team has been tapping into the power of Unreal Engine, game engine software that ISG is using to create virtual models of its clients’ future projects, which they can move around and interact with.

The ability to spot design, sequencing and logistical issues at an early

stage means that we can make changes quickly and cost effectively – uncharted territory in the industry, says Simon.

“In terms of visualisation, I like to think we’re pioneers of the game engine for tender purposes,” he says. “We’re using cutting-edge technology, which is changing how our customers view their projects, and allowing them to fully immerse themselves in their design.”

“The technology allows us to walk our potential clients around a visual space and view every aspect of the building to a very high degree of visual reliability,” continues in-house 3D visualiser, Bret Ware.

The impact on our winning work capability has been outstanding, but ISG’s visualisation offering is now able to venture beyond the tender stage and into live projects, and provide a fluidity to a changeable design environment.

Game engine technology gives us the flexibility to alter the look and feel of a space, while the work takes place in the background – meaning our customers can adjust their design in-the-moment while helping us to work smarter, all in one neat package.

“It’s sometimes hard for people to see a floorplan and get a sense of what the space will look like,” explains Bret. “Now we can change colours, layouts, furniture – anything that has data, we can access it and change it on the fly. This transforms our visualisations into a dynamic design tool.”



Senior design manager, Jane Shaw, on site at our MediaCityUK offices in Manchester, viewing a 3D model in augmented reality (AR), which overlays 3D content over the camera image

“IF CUSTOMERS ARE EDUCATED TO THE VAST POTENTIAL THAT ACCURATE ASSET DATA, COMPILED THROUGHOUT A PROJECT, GIVES THEM IN THE OPERATION AND MANAGEMENT OF A BUILDING, THEN PERHAPS WE CAN START TO SHIFT PERCEPTIONS.”

TOBY SORTAIN,
SENIOR BIM MANAGER

CHAPTER 2: CHANGING
THE BIM MENTALITY

The irony of the seemingly complex concept that is Building Information Modelling (BIM), is that it’s actually making the construction process simpler.

“We’re interested in how BIM can speed up our operations,” BIM manager, Jim Burke, explains. “If we can develop technology to speed up our site processes then we’ll have an advantage over our competitors.”

Our in-house research and development team is developing smart solutions for this purpose, with the ingeniously simple ‘smart forms’, a great example of where the team has

tapped into an area of the construction process that can be improved with a digital approach. Smart forms automate the collection of asset data provided by our supply chain, which link into the BIM model and inform the Asset Information Model – a digital record of the project which is shared with the client. Research and development manager, Andre Balasian, adds: “We developed a unique process of collecting this data digitally, which has made us more efficient and removed the need for manual retyping.”

Smart forms are also solving a common problem for our customers, where facilities management (FM) teams can now keep the Asset Information Model up to date using the smart forms – a revelation in keeping data accurate and reliable, to the benefit of our customers.

And the industry is taking note. Our UK Construction North team took home ISG’s first Digital Construction Award at the North West Regional Construction Awards earlier this year, for its “unique and excellent” use of smart forms on our St Margaret’s C of E Primary School scheme in Manchester, UK (see page 17).

Next steps...
With robotics and 4D VR lurking on the horizon, BIM manager, Ivana Tudja, sums up ISG’s mentality towards an industry-leading approach to innovation: “With construction being one of the least digitalised sectors, there’s an opportunity for us to change the face of the industry and lead digital construction,” she says.

Senior design manager, Jane Shaw, is intent that the evolution of our smart forms process isn’t losing speed. “We’d like to use smart forms on all projects, regardless of if there’s a BIM requirement or not. There’s potential for a sustainability data collation feature in the future, and to automatically generate digital O&M manuals, benefitting ISG and its customers.”

Our VR offering is also progressing quickly, with the team monitoring how we can enable clients to interact with their spaces in VR. Wireless VR headsets may define our future visuals, opening up unexplored possibilities for how we use the technology on site. “We want to retain our position as market leaders in visualisation content,” Simon Spink explains. “We’re always looking for new opportunities to create an enhanced experience for our clients, to wow them in increasingly fresh and clever ways.”



A 3D-printed model of the roof plant area for stakeholder engagement at our Westminster City Hall project in London, which is being delivered by UK Fit Out

“WE RECOGNISED THAT ISG WAS USING EXTERNAL COMPANIES TO PROVIDE LASER SCANNING FOR PROJECTS, AND NOT GETTING THE RESULTS WE NEEDED DESPITE SPENDING A LARGE POT OF MONEY. WE BOUGHT A SCANNER AT A FRACTION OF THE COST WE WERE SPENDING, AND NOW OFFER A DEDICATED IN-HOUSE RESOURCE WHICH PROVIDES AN AGILE, COST-EFFECTIVE SOLUTION TO OUR PROJECT REQUIREMENTS.”

MARK NORTON, HEAD OF BIM



CHAPTER 3: BUILDING THE
FUTURE, WITH THE DIGITAL
CONSTRUCTION SITE

But what does the future hold for the digital world in our industry? Well, ISG has never been one to rest on its laurels, and so twelve months ago we launched our Tech Incubator initiative to determine just that.

As with many areas of construction, we’re increasingly witnessing a move from traditional to digital – something we committed to with ISG 4.0.

To kick things off, a group-wide innovation team with technology etched into its DNA was recruited from across the business. With an ambition to discuss, develop and deliver revolutionary change across our business at its core, the team has been dreaming up new ways to help our business stay ahead of the curve and harness technology, drive performance in line with our corporate goals and create exciting new business models for the future.

Over the last six months, the Tech Incubator has focused on key challenges in the construction process to consider what can be resolved with state-of-the-art solutions. After seeking the views of leaders and other innovators throughout the business, the group is envisioning an exciting future – the digital construction site.

World-leading technology gurus Microsoft and Google, as well as wearable tech experts, Realwear, and artificial intelligence (AI) specialists, LiveTiles, have all been engaged to help shape our vision for the digital construction site, and breathe life into the concept.

Several areas have been identified around the site experience for immediate development, and improving how people interact with the project and access key information, with prototypes to be trialled on selected ISG sites this year.

One development area entails fitting our site managers with a device to record their daily floor walks, a concept which would enable us to tap into the benefits of AI and register hazards and risks, log on-site resources and

report on project progress efficiently – effectively creating a data-rich digital ‘site diary’, and revolutionising how we collect project data.

By removing the manual from the process, analysis and reports are automatically generated and fed into the site diary. This provides the opportunity to capture a bigger volume of valuable data more efficiently, while revitalising health and safety reporting and encouraging effective communication with our people on site. A data-driven approach also has the potential to transform the quality of our reporting and, in turn, our customer experience, while the ability to strategically analyse multiple projects will ensure we continue to learn from experience.

With an ever-increasing demand for construction projects and a wealth of potential business opportunities, it’s crucial to find new ways to be smarter in the way we work, and to embrace the raft of technology at our fingertips.

“TOMORROW IS TODAY, AND FOR THE CONSTRUCTION INDUSTRY IT’S TIME TO CATCH UP WITH THE REST OF THE DATA-DRIVEN INDUSTRIES THAT ARE SHAPING OUR WORLD.”

MANUEL ALONSO, GOOGLE

Our customer experience focus has to be industry-leading as we continue to grow as an industry force, and exert an enduring influence on the global construction market.

The work of our digital construction teams is helping us achieve these goals, and through initiatives like the Tech Incubator, we’re showcasing that we’re at the cutting edge, while freeing up the vast talent pool at our disposal to add game-changing value.

With the construction industry predicted to be almost entirely automated in the next 30 years, ISG is well on the way to demonstrating that, not only are we embracing the future, we’re shaping it.



A logistics CGI of our Portland Place project in London, which is being delivered by Engineering Services UK



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