

## Innovation at Morgan Sindall Infrastructure



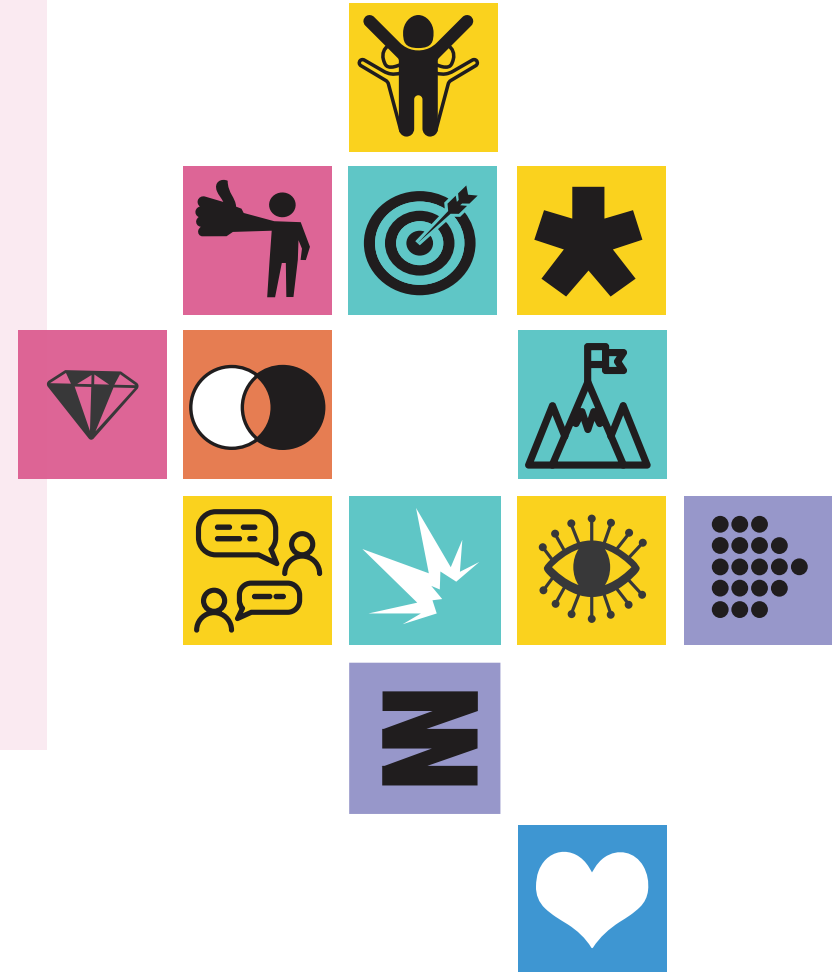
Challenging  
the status  
quo

We believe in connecting people, places and communities through innovative and responsible infrastructure

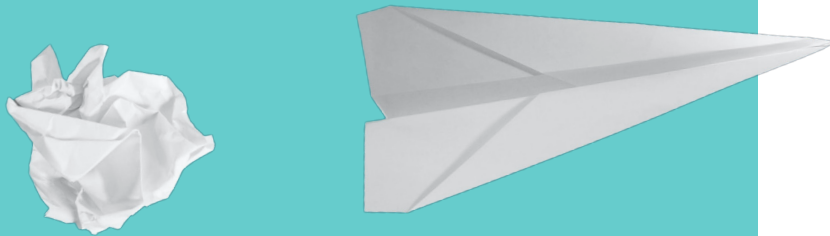


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# We have an exciting innovation ambition








## At Morgan Sindall Infrastructure we believe in thinking differently and being innovative in everything we do.

We encourage and enable all our people to challenge the status quo every day. This means enabling every colleague to have the time, courage, skills and autonomy to think in new and fresh ways.

Innovation in our business isn't something that's reserved for a specific team, working away in isolation in a separate room. Innovation is a key part of our culture and values, it is embedded in how all of us approach our roles every day.

### Our values

-  The **customer** comes first
-  **Talented people** are the key to our success
-  We must **challenge** the status quo
-  We operate a **decentralised philosophy**
-  **Consistent achievement** is the key to our future

We collaborate with each other, our customers, supply chain, industry and beyond, benefitting not just our own business and the communities in which we work, but our collaborators and customers too.

# We have a clear focus and purpose

## We believe in connecting people, places and communities through innovative and responsible infrastructure.



Our innovation ambitions are aligned with our five responsible business, total commitments. These commitments are linked to the UN's sustainable development goals to end poverty, protect the planet, and ensure prosperity for all.

Our total commitments address the needs and interests of our colleagues, customers, supply chain and the communities we serve.

We've developed a network of over 200 innovation catalysts and leaders embedded in our teams to assist colleagues with the development of innovative concepts, taking initial ideas through our Innovation Flywheel to the delivery of innovations that offer real-world benefits.

We often refer to them as 'er hunters' – helping to look for anything that can be done:

**SAFER GREENER  
FASTER BETTER LEANER**



INNOVATION  
LEADERS &  
CATALYSTS

# Our innovation strategy



**We have a holistic strategy, enabling us to understand the complexity of embedding innovation best practice across the breadth of our organisation.**

We have five key innovation focus areas:

## **Collaboration:**

- Customers
- Supply chain
- External ecosystem
- Echelon
- Events

## **Reputation:**

- Accreditation and awards
- Communication

## **Measurement:**

- R&D expenditure
- Monitoring impact against organisational goals

## **People-first innovation:**

- Innovation catalysts
- Learning and development
- Reward and recognition

## **Innovation priorities:**

- Engineering and construction
- Environmental
- Safety, health and wellbeing
- Inclusion and diversity
- Future trends, threats and opportunities

# Our people-first approach to innovation



There is a tendency to talk about innovation in terms of process. We believe that this is the wrong way around.

We believe in people-first innovation.

We need innovation in all of our work and all our projects – but ‘where does this innovation come from?’

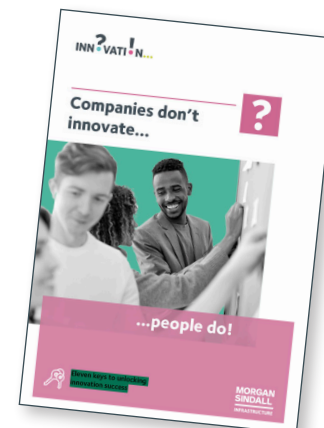


Try this logic ladder!

Innovation comes from the development of ideas.  
**So, we need ideas.**

Where do ideas come from?  
**Ideas come from people.**

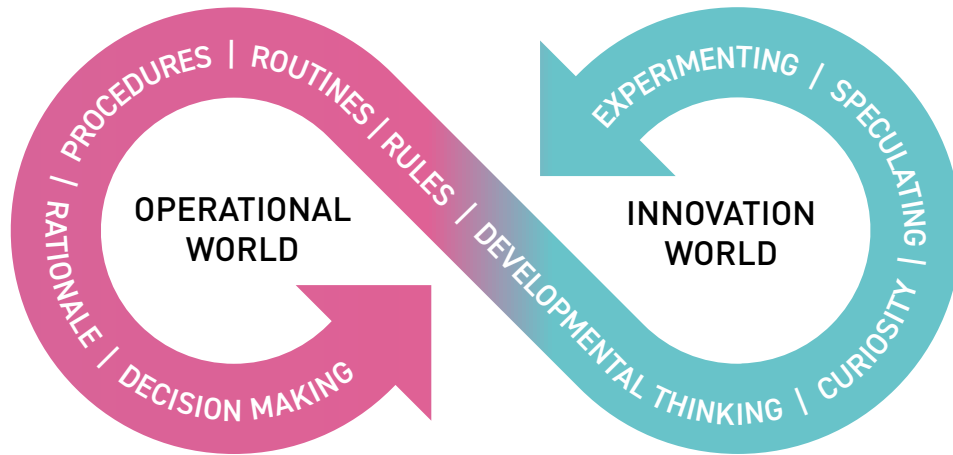
How do we support people to have ideas?  
**By ensuring that they have the skills and the time to think in new and fresh ways and by the continual identification and elimination of the blockers to innovation.**



Download a copy of  
'Companies don't innovate...  
...people do'  
[HERE](#)

## Managing the tension

Understanding the tensions between delivering our promises today and working on innovation to enable a better tomorrow is key to helping people manage the innovation process. We manage this tension by investing in six areas: our culture, people, process, industry, communities and innovation ecosystem.



## Innovation is not just what you do but how you do it.

# We believe in cognitive diversity

“I love being an innovation catalyst – the training offers a really great opportunity to learn more about creative thinking and innovation. I got more insight into how I think and also how to enable others around me to think in new and different ways. Enabling others to unlock their creative thinking potential is a great privilege and fun.

It has been exciting to see the tangible and positive results that have emerged from using the tools, techniques and methodology.”

**Kate Hamilton**  
Responsible Business Manager



People have ideas when they feel happy, safe and well – we often get diverse groups of people together to collaborate, have fun and share great thinking – these images are from our Great Green Challenge event, with teams presenting solutions to some of our biggest environmental challenges.





# Sharing best practice

**Our innovation catalysts ensure that innovation best practice, behaviours, systems and tools are widely understood and used throughout the business.**

We've coached over 200 colleagues in innovation best practice, known as our innovation catalyst programme, to facilitate and support innovation on a day-to-day basis.

Our innovation catalysts are motivated, courageous and tenacious, deploying a range of workshops, thinking techniques and communication styles at different stages of the innovation process to get the best out of everyone involved.

When we hit a problem, our innovation catalysts are there to help others think differently. The first question they ask is:

**'Who else anywhere else, in any sector, country, or even in the animal world, has already solved this?'**

This enables us to accelerate innovation and spark fresh ideas.

If you want to go fast, go alone

If you want to go far, go together

AFRICAN PROVERB





# Our progress so far

“We were so impressed with Morgan Sindall Infrastructure’s approach to innovation that we wanted to apply it ourselves. We were delighted that Morgan Sindall Infrastructure trained us on people-first innovation management; it works”.



“The scale and complexity of the engineering on this site is immense. Amazing job Morgan Sindall Infrastructure and Network Rail teams.”



## Innovation impact

- People:** We support our people to challenge the status quo
- Process:** Empowering our colleagues with our Innovation Flywheel to manage innovation
- Pace:** Our established innovation process is adaptable to innovate rapidly or over longer developmental periods
- Profile:** Innovation enhances our reputation with our customers and communities
- Progress:** We are advanced on the maturity model of innovation
- Profitability:** We are enhancing our profitability through constant focus on where we can do better and offer value to our customers

## Innovation Works

Recent collaboration across our supply chain enabled us to save over £8m for our customer by developing innovative construction methods. To deliver this, our project team supported by our innovation catalysts hosted an intense one day innovation workshop, resulting in a number of ideas that challenged the proposed design and methodology and offered enhanced benefits to our customer and the community they serve.



Savings of £8m by developing innovative construction methods

# Six ways we invest in innovation



## 1. We invest in our culture

Innovation may only thrive in a culture where it's safe for everyone to put forward 'off the wall' ideas that may spark fresh new ways of thinking and working. From our colleague inductions to senior leadership learning, we invest in education and communication to ensure that everyone understands how to nurture their own creative thinking, as well as how to support and encourage others to think in new and different ways.

In addition to providing the tools and techniques to encourage colleagues to think in new ways, simple things such as saying 'that's interesting, tell me more' rather than 'we've tried that before' creates a sense of respect that encourages us all to be courageous and bold with our ideas.

**'Challenge the status quo' is one of our core values, reminding us all to step out of our day-to-day and adapt our behaviours to embrace active innovation. In the same way that we wouldn't walk past a health and safety hazard, if we see something that could be better, we don't leave it. We stop, think and challenge, working collaboratively to share our ideas and innovate together.**



We support everyone to share their ideas – our 'Tools of the Trade' – representatives are all operatives who are working on delivering our projects – they continually innovate and we ensure that they are supported and recognised.

## Six ways we invest in innovation

### 2. We invest in our people

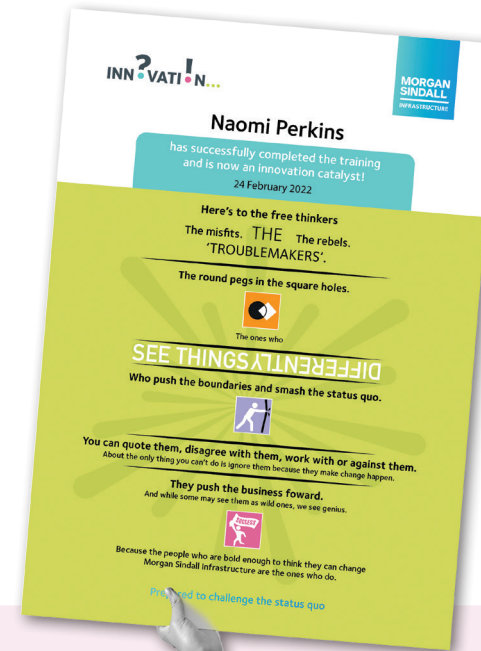
We believe in supporting our people to think in new and different ways. We know that everyone can be a creative thinker, but we also recognise that it doesn't come naturally to everyone, and even then it's easy to lose our way. To develop innovations we must begin with fresh ideas, and to get to fresh ideas we need to ensure we support everyone with the skills and time to think creatively.

We have a unique programme that is based on understanding the psychology and behaviours of people, providing specific tools and techniques that enable fresh ways of looking at challenges and developing ideas, based on the latest research.

We encourage and enable people to consider and reflect on their own styles of thinking to understand how they can become more flexible and creative in their thought process. We also ensure that everyone can create an environment where creative thinking and innovation can flourish, and that they know how they can facilitate this in others.

We know what blocks innovation, and we support our people with the skills to inspire the very best ideas. We offer this programme to our colleagues, customers and supply chain, recognising that good ideas can come from anywhere or anyone.

Taking time to learn about thinking



### We invest in reward and recognition

We take the time to notice when someone has put forward an idea, and encourage all of our colleagues to engage with contributors to recognise that contribution, from the offer of a simple 'thank you', to nominations for awards and rewards.

## Six ways we invest in innovation

### 3. We invest in the management of innovation

We have a network of innovation leaders and catalysts across our business who support, enable and inspire innovation. We work in a challenge-rich environment surrounded by capable and ambitious people, so creativity thrives every day.

To harness this, so that we can develop ideas into innovations, a framework to manage the process is key; it is a paradox that creativity and innovation need restriction. Our Innovation Flywheel provides this structure.

Our innovation director works closely with innovation leaders who are embedded across our business, as well as over 200 fully trained innovation catalysts who inspire, encourage and enable creative thinking and manage the innovation process using our Innovation Flywheel.

Our digital innovation management system, Echelon, facilitates this process and democratises innovation, ensuring that everyone across the entire organisation can see the specific challenges we are working on and contribute their ideas.



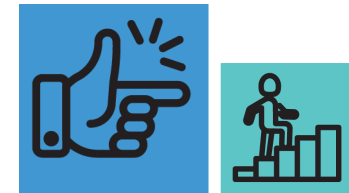
**We work in a challenge rich environment managed by intelligent people, so creativity thrives every day**

“I love Echelon; it means we can all share ideas and be inspired by others. It is a fun, quick and easy way to collaborate effectively”

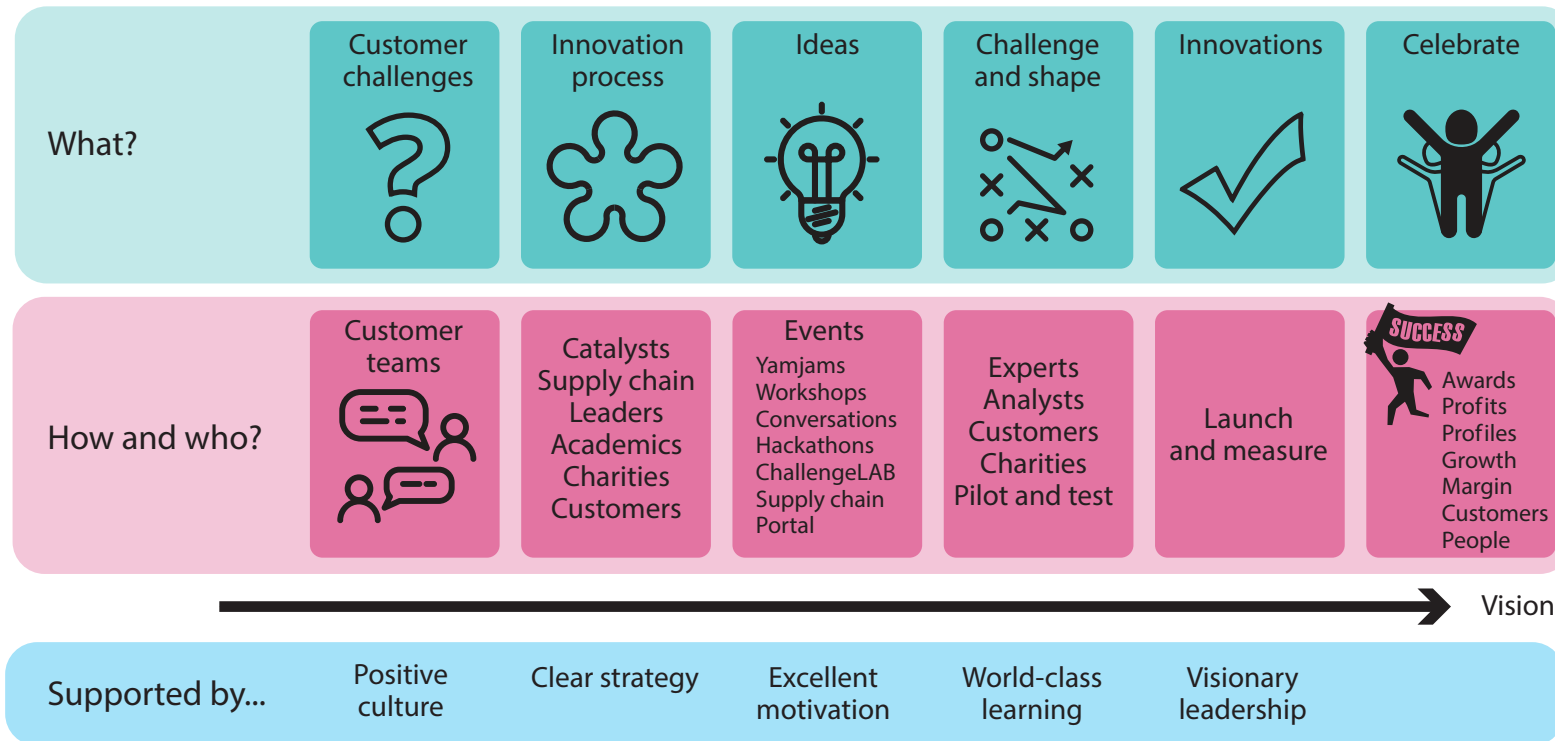
MARK ATKINSON, FINANCE DIRECTOR

Our innovation management platform, Echelon

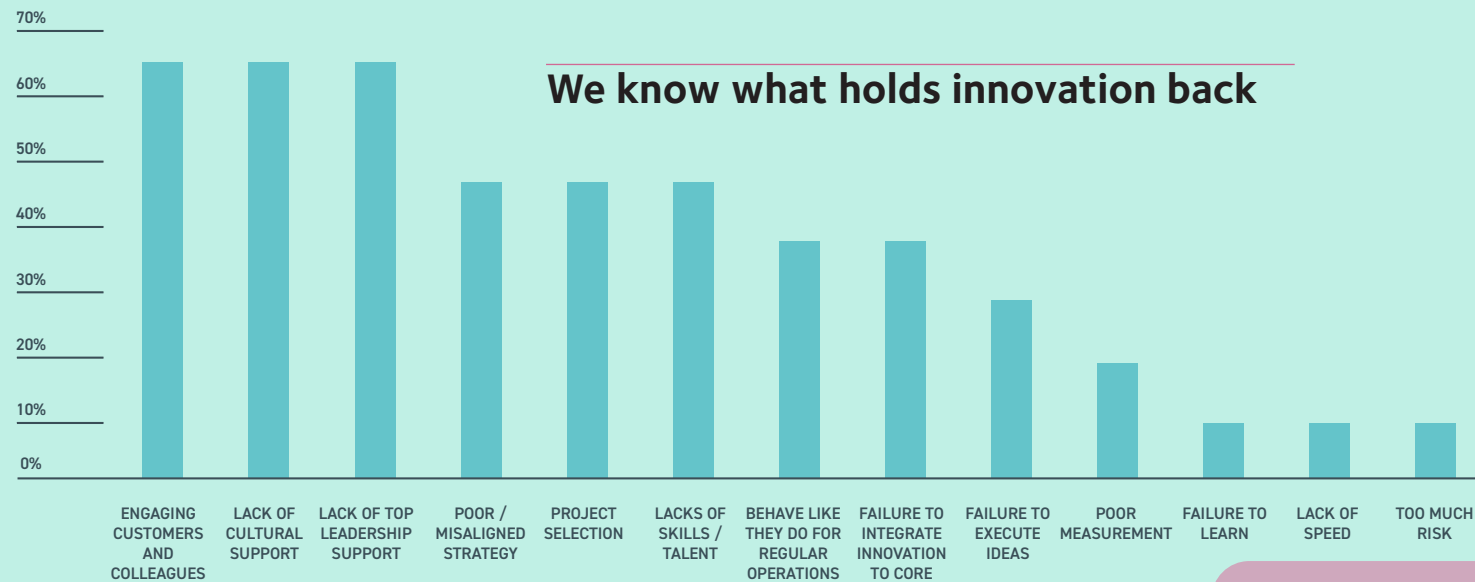
# Six ways we invest in innovation



## Our innovation strategy on a page



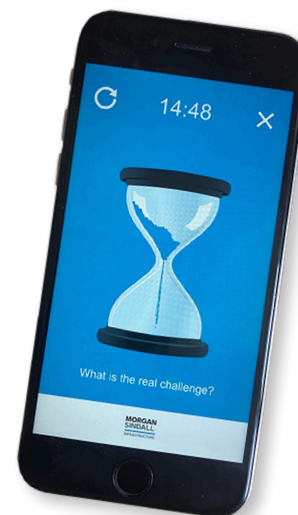
## Six ways we invest in innovation



UK leaders know that innovation is critical to our economy and to our industry, so what's holding us back, and why?

Industry research from Viima cites the biggest challenges as a lack of engagement and support from organisational culture and leaders. Understanding these challenges is critical to driving innovation, analysing the data to consider how we overcome each of these 'blockers'.

Our organisation is focussed on the delivery of specific customer projects – safely, on time and on budget, and this can contribute to a sense that there is no time to stop and step away from the day-to-day to think. That's why we have a range of activities designed to counter this feeling, such as our 'Time to Think' app on every colleague's company mobile device, reminding and empowering everyone to stop and think for at least 15 minutes each day.



“At first it seems impossible to stop and think when we are so focussed and busy, but it is by looking for the ‘ers’ that we can find innovation – we ask what could be better, safer, greener, cheaper, funner?”

GARY SHUTTLEWORTH  
BUSINESS DEVELOPMENT DIRECTOR

**We have created an app available on every colleague's company mobile device to remind them to stop and think for at least 15 minutes every day**

## Six ways we invest in innovation

### 4. We invest in our industry

We invest in our supply chain partners, running events and workshops to help them engage with our specific challenges and ensure we can work collaboratively to share ideas and innovations. When we work closely with our supply chain we unlock value for our customers.

We are proud to be an investor member of i3P, an organisation that enables and supports collaborative innovation in UK infrastructure. We are working together to ensure that innovations in key areas such as health and safety, efficiency and environmental sustainability are shared across the infrastructure industry. This benefits not just the companies, colleagues and customers who work with them, but the whole of the UK who rely on such critical infrastructure development.

We are determined that there is no duplication of effort across UK infrastructure when we are solving shared issues such as carbon reduction, and increasing mental and physical wellbeing.

i3P

We collaborate with our customers and our supply chain family to create new products such as this new, award-winning emergency refuge area (ERA) system for National Highways which uses recycled tyres and has a zero-carbon impact.





## Six ways we invest in innovation

### 5. We invest in the communities in which we work

We believe in enhancing communities and creating long term social and economic opportunities for everyone. We're engaging with communities, consulting on our projects, employing locally and working with schools and colleges to create and develop opportunities for people, and enabling local economies to grow.



### 6. We invest in our innovation ecosystem

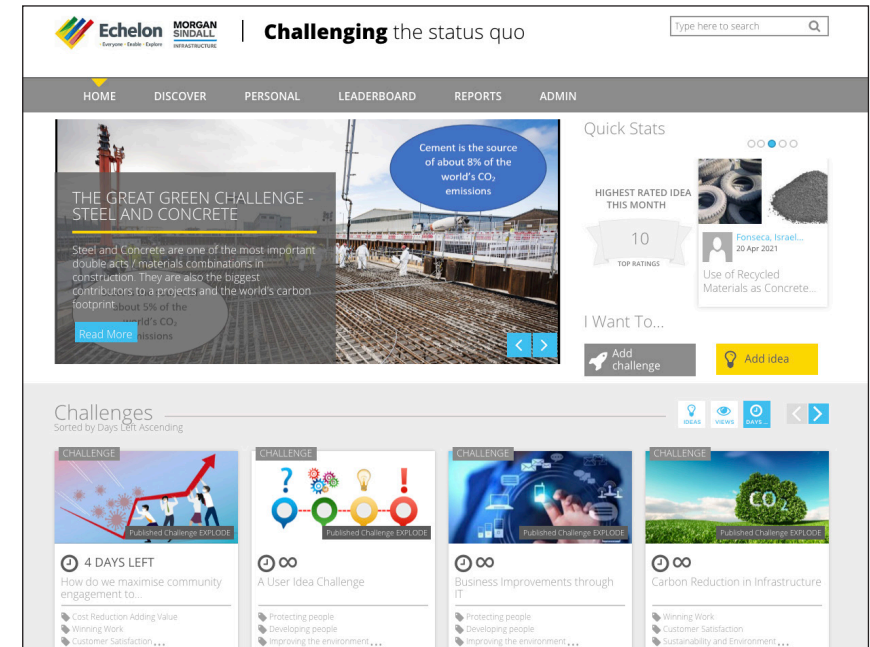
When we have a challenge the first question we ask is:

**“Who else anywhere else has already solved this?”**



We work with organisations outside our industry such as 3M, Waze, Google, AkzoNobel and JLR – we know that collaborating with others who have different thinking helps our goal to challenge the status quo and supports us do the same for others.

We know that the best way to deliver a good idea is to have lots of ideas, and the best way to have lots of ideas is to ask everyone, which is why we have an open innovation platform, Echelon Open, giving us the capability to reach out to anyone to gather inspiration and ideas.



# We believe in a better future



Download a copy of "The UK Innovation Strategy" [HERE](#)



## We are part of 'Build Back Better' – The UK Innovation Strategy is a core element in how we develop our innovation.

Innovation inspiration can come from anywhere, but with live projects extending as far as 2121, we must stay curious and informed to solve the challenges of the future:

- What will our needs and projects look like 100 years from now?
- How will we work together in the future?
- What will make us safer?
- How will we communicate?
- What will the future of transportation, energy and water be?
- What new materials will we discover?
- How will we all live in a safer and more sustainable world?

With robotics, drones, autonomous plant, augmented reality and artificial intelligence to name just a few, the future is exciting. But, we can only fully connect with the solutions of the future if we stay curious, informed and engaged.

We regularly run workshops and seminars, to continually reach out to find new and exciting possibilities and trends. These are shared across our organisation to inspire and educate our people, and fuel our ambitions to challenge the status quo to create a better future, and have fun doing it.

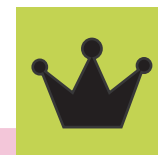


# The impact of innovation

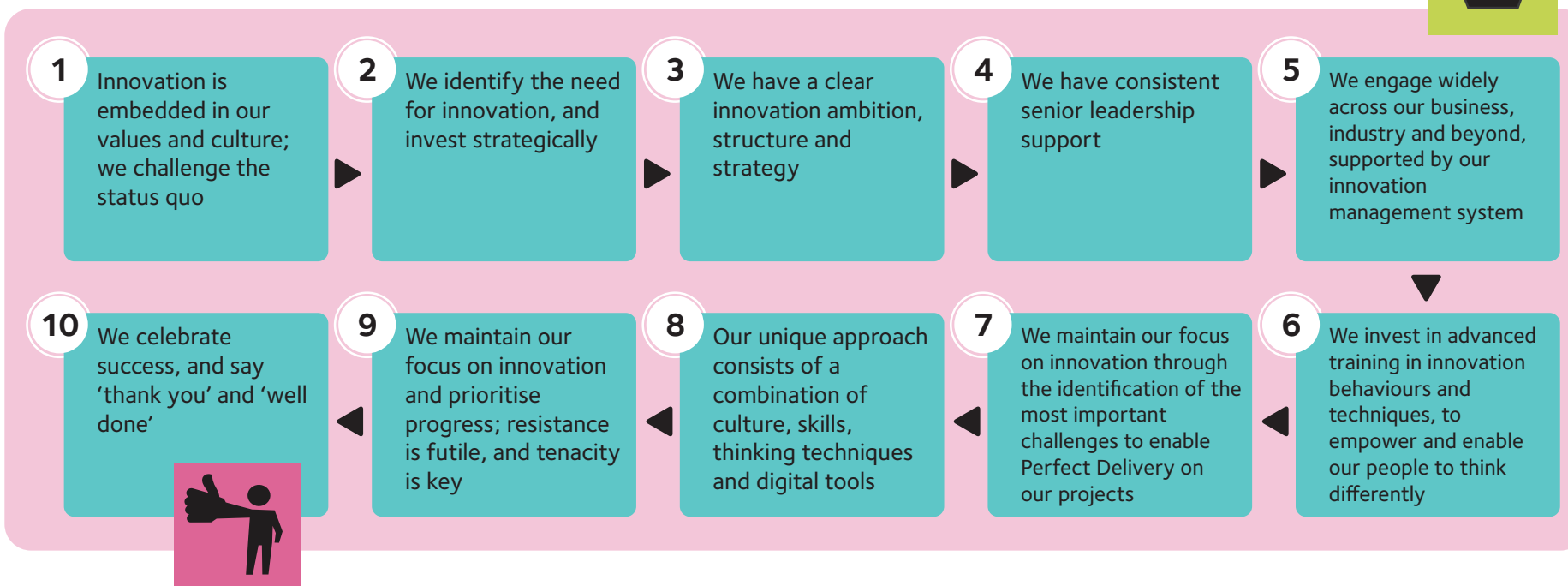
## Our successful, consistent and positive implementation of innovation has multiple impacts on our business.

At Morgan Sindall Infrastructure innovation is not just boardroom rhetoric; it is something all colleagues engage in every day, and something we take seriously to drive our success and delivery of major infrastructure projects for our customers. It plays a huge role in

helping us to make significant and consistent progress across our five responsible business total commitments, to deliver responsible infrastructure and leave a lasting legacy for the communities we work in.



## Our 10 steps to successful innovation





Get in touch to find out more  
or share your ideas:

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