

One size  
does not  
fit all.

The **Senator** Group

**bhc furniture**  
plan - manage - install

The way offices are  
being used, the way  
people are working  
and the technology  
they are using is  
evolving fast.

Introducing  
**Settings™**

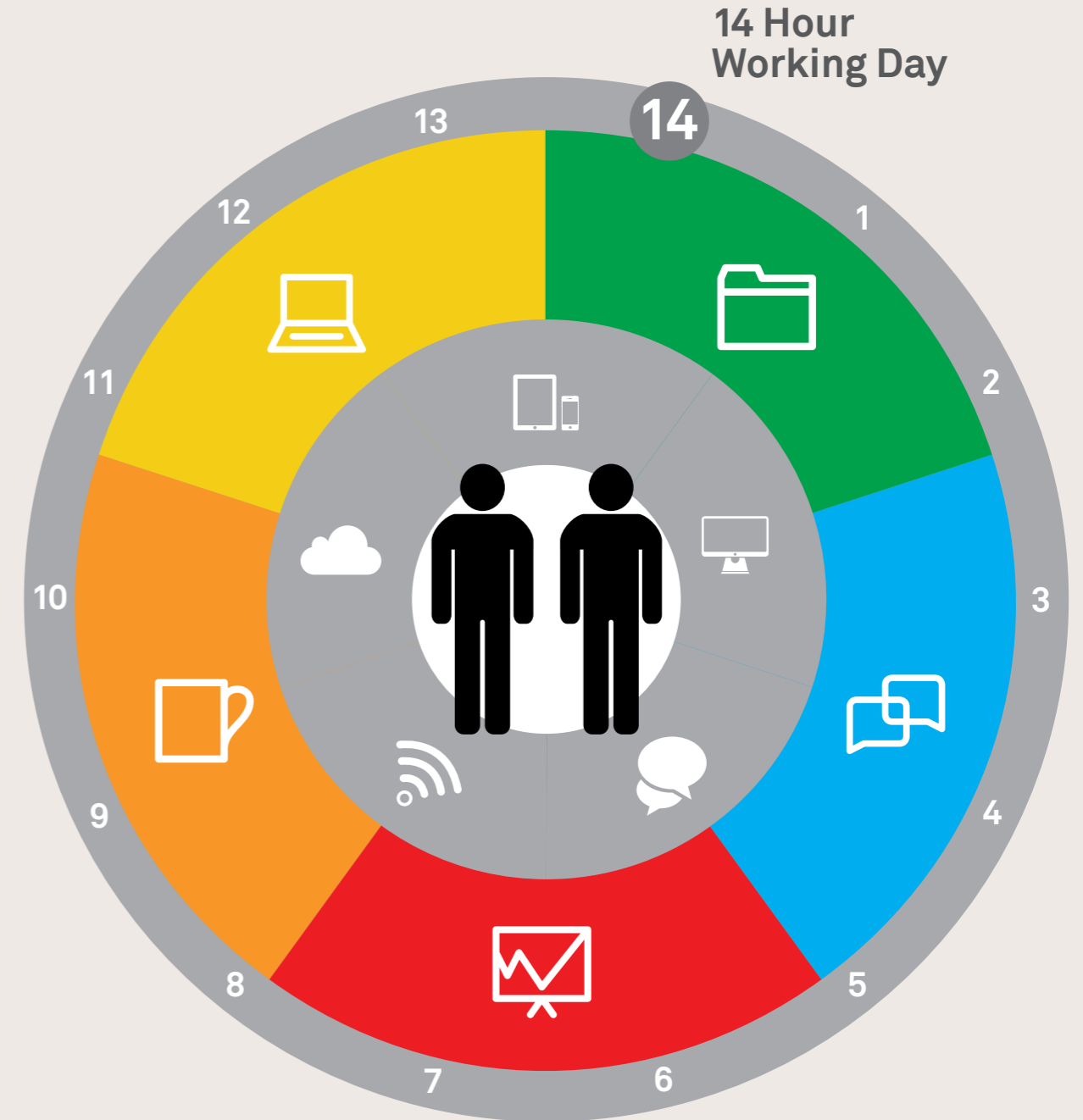
by The **Senator** Group

**Our work is now a transitional activity, often starting and ending in the home but taking place in multiple locations. It has evolved away from somewhere you go for eight hours, to something you do for 14 hours.**

The challenges for organisations are many, but there are some common goals:

Increase flexibility/ Increase productivity/  
Encourage collaboration/ Make work a destination/  
Build brand collateral/ Reduce cost

**...and of course do it all faster and more efficiently.**



Collaboration has become a buzzword; it is universally accepted that teams find better solutions faster than individuals. Harnessing collective knowledge and focusing it through collaboration is the key to future success.

However, open environments and layouts can create some challenges for organisations with increased noise and distractions. There is also a need for privacy and concentrated working.

In striving for more collaborative working, layout and planning is key to ensure organisational goals are met.



# Collaboration

The identification of the characteristics of differing generations can be an issue within the workplace along with their approach to work and the working environment.

The 'millennials' or generation 'Y' being the first generation to arrive in the workplace having grown up with the benefits of the current technological possibilities brought by mobile communication and the internet.



**BABY  
BOOMERS**

**Baby Boomers**

1946 – 1964

This generation was born into the high of the post war boom and grew up in a time of dramatic change. They are well established in their careers, possibly holding positions of authority and are likely to exit the workplace in the next 10 years.

**X**

**Generation-X**

1965 – 1980

This generation is arguably the best educated with almost a third obtaining a bachelor's degree or higher. They lived their young adult years in the pre-September 11 world of relative peace and prosperity.

**Y**

**Generation-Y**

1981 – 1994

Generation Y are incredibly sophisticated with technology and are immune to most traditional marketing and sales pitches as they've been exposed to it all since early childhood. The speed of the internet has led them to be more flexible in their choices of communication.

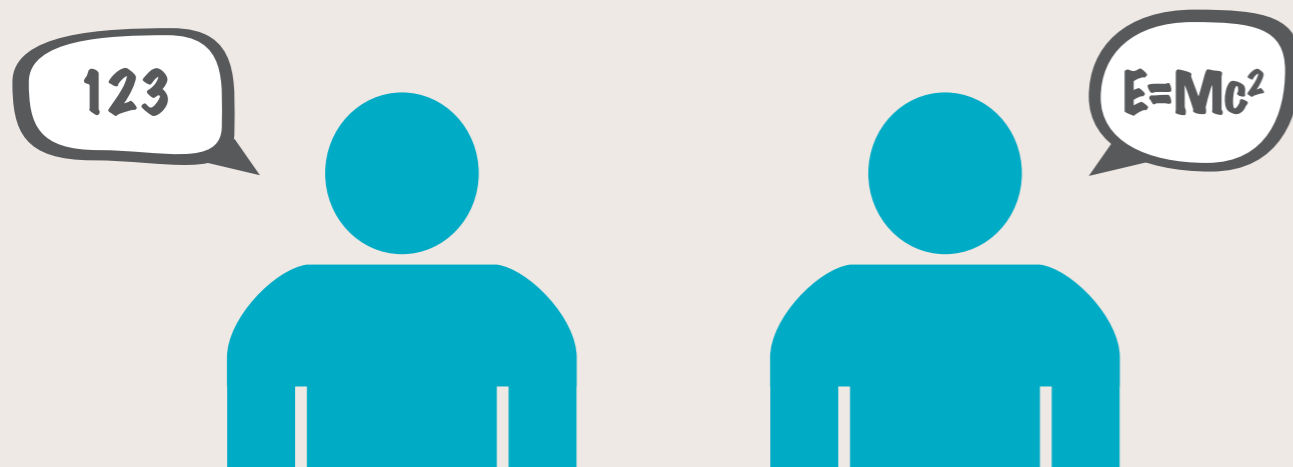
**Z**

**Generation-Z**

1995 – 2005

Generation Z are growing up in a highly diverse environment full of sophisticated media and computers, this has led them to be even more internet savvy than their predecessors. As technology continues to improve it will have an increasing presence in their education and lives.

# Who we are



## Process Worker

Process workers are location dependent and typically hard wired to a business - their fixed physical presence is often required within the organisation. This type of employee requires more simple office layouts predominantly requiring maximum space efficiency bench desking in order to maintain smooth flow of work within the organisation's procedures and processes. When this is achieved the results are consistent and repeatable for the organisation ensuring smooth planning and efficiency of the team.

## Knowledge Worker

Knowledge workers are not routine or process based and their objective is to provide solutions, solve problems and think creatively within the organisation. The nature of the role requires less fixed locations and alternative spaces for differing activities dependent upon the type of work being undertaken. The outcome of providing the right solutions for both focus and sharing is a highly engaged and motivated team enabled to think creatively and provide solutions.

# Our influences



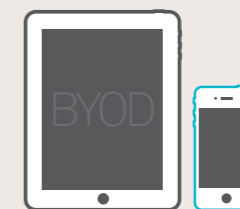
## Technology

The information age brought about by information and communication technology has generated a knowledge based society. The internet has created a globalised economy where the procedure of making decisions has been significantly simplified and costs are lowered for both consumers and producers. Scale can now be less important to success than time to market.



## Connectivity

Virtual vs physical, the key driver in the world of IT used to be processor speed. The key issue now is the speed with which we can access information. The shift to fibre optic networks, 4G, delivers enhanced connectivity. This enables telepresence to be easier, more reliable and the norm today in 2D on our handheld devices and in the future 3D. The need to travel to a fixed location to meet becomes diminished and efficiencies of time use are enhanced, not to mention the environmental benefits.



## Mobility

Devices are becoming smaller, more powerful and more efficient. They seamlessly blend our commercial and personal lives. In an incredibly short timescale the smart phone and the tablet have become ubiquitous. To this end companies are now being faced by 'BYOD' whereby staff ask to use their personal devices on companies networks rather than company issued devices.



## Social Media

Social Media allows anyone to voice their opinion on whatever subject they choose and to publish this on a private or public network. As it is web based it means the impact is instantaneous and potentially global. For many, Social Media is now the defacto form of communication, their portal to the wider world of social and commercial activity.



## The Cloud

The Cloud gives us secure internet based access to our programmes and data, so devices can have more energy efficient processors and solid state memories, so batteries last longer and are smaller. The opportunity the Cloud brings is to enable us to truly utilise the current generation of smart mobile devices, to live and work unplugged, giving new options of where and how to work.

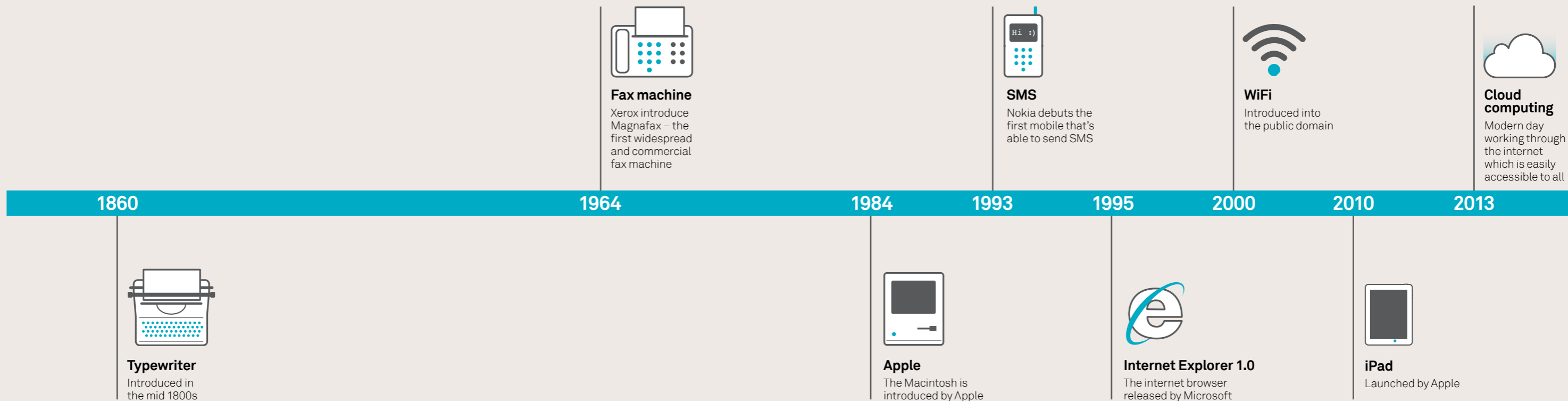
# The Technology Timeline

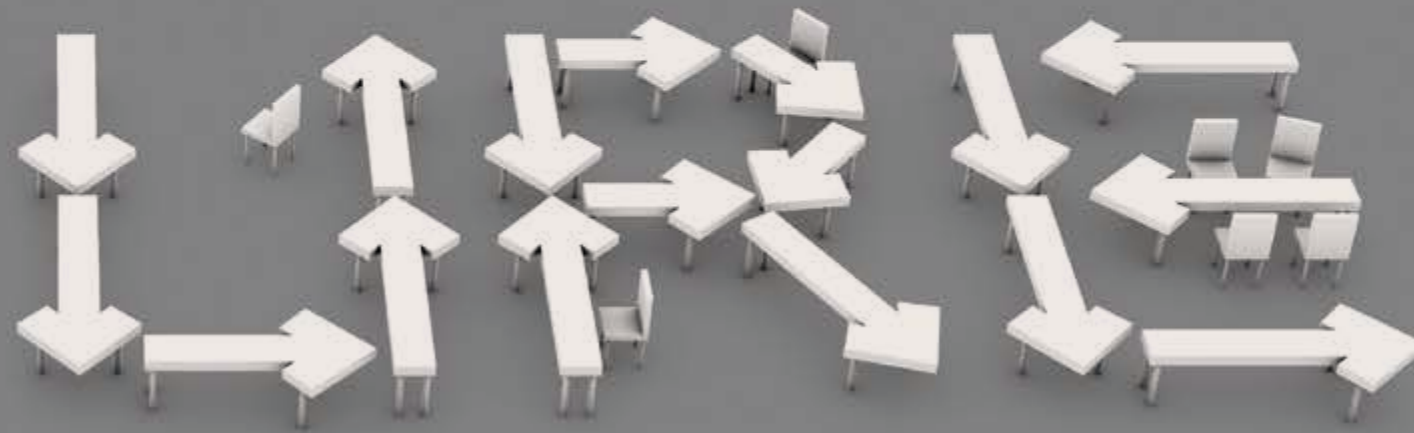
## Technology is a relatively recent introduction in our lives

The typewriter was introduced in the 1860s, the Fax machine in 1964, public and commercial use of the internet is today less than 20 years old, Internet Explorer 1.0 was first seen in Windows 95 (in 1995).

Safari launched in 2003 and Firefox in 2004, the first SMS text message was sent in 1993 in Sweden, WiFi only came into the public domain 13 years ago, the App store opened only 5 years ago in 2008 and the iPad just over 3 years ago in 2010.

Who really knows what will be around the corner...





**Furniture products, if developed and deployed correctly, can support functional diversity that directly results in reduced cost of real estate as more people can be accommodated in less space.**

**The management of real estate results in reduced cost of turnover, of furniture and the associated M&E costs.**

Attracting and retaining talent is a key issue globally and the quality of the working environment is important in this.

Around the world architects are in discussion with their clients about how to integrate agility into environments and use the physical real estate of a business to help build brand equity.

#### **Activity Based Planning**

There are a multitude of buzzwords and phrases being coined, however the simplest and most common term we've come across is 'Activity Based Planning' or the 'Agile Workspace'. This takes the view that you create a number of settings that suit particular work activities, similar to a domestic setting where we tend to have rooms equipped to the various functions and needs. The workforce can then move from setting to setting throughout the day.

# Settings™ The catalyst for change.

We have created Settings™ to enable modern, flexible, efficient and cost effective workplaces for people that will facilitate new working practices, improve service delivery and act as a catalyst for change.

We believe it is possible to segment tasks or spaces into five basic definitions or top level activities—

**Work / Share / Show / Source / Refresh**



## Work

Personal space where staff can concentrate and be productive.



## Share

Informal meeting space where ideas can be exchanged and developed.



## Show

Formal spaces for presentations and important meetings.



## Source

Spaces for shared resources and storage.



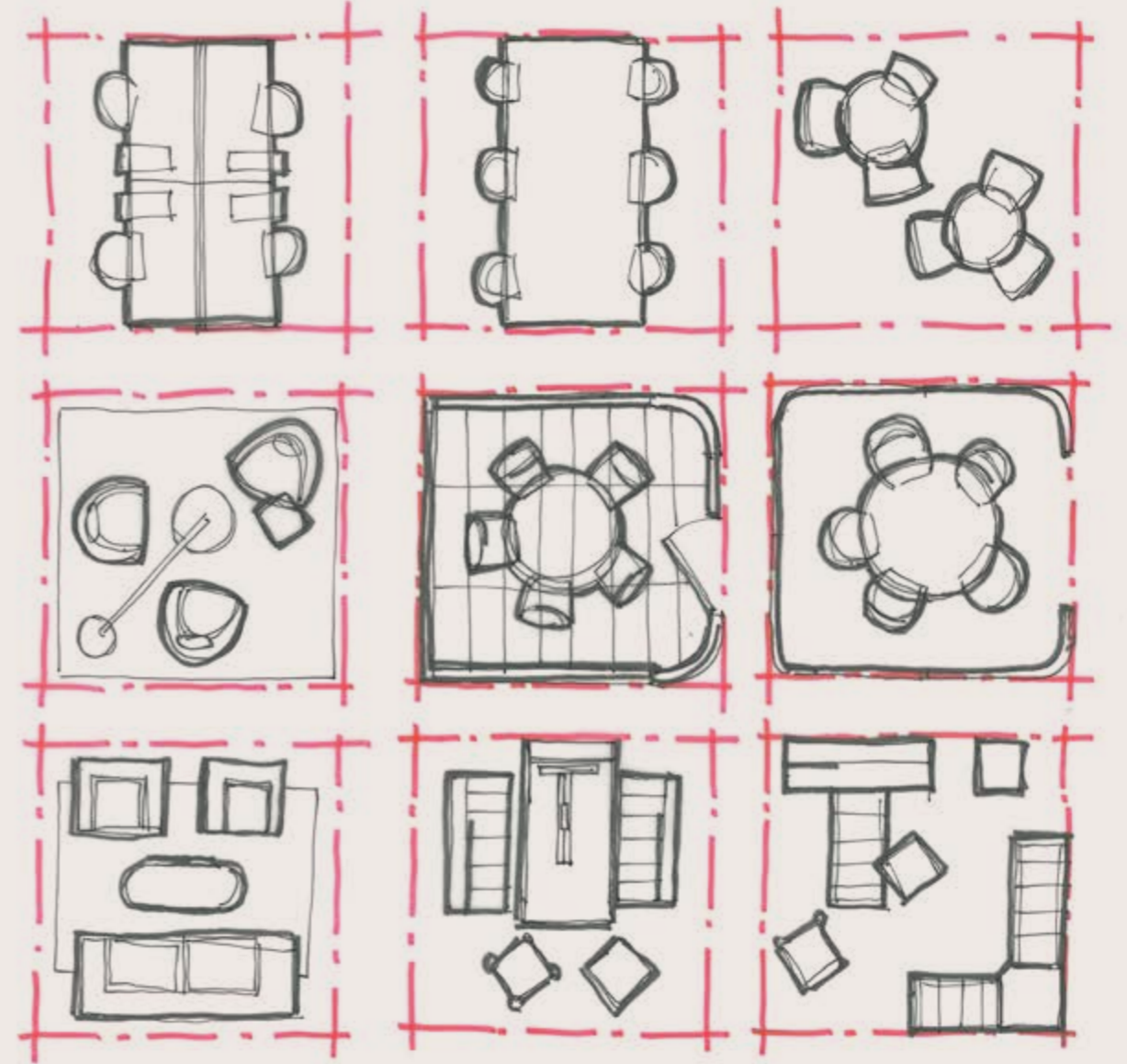
## Refresh

Creative spaces that inspire and encourage lateral thinking.

# The Grid— It's all in the planning.

Using a simple block planning approach, it is relatively simple to segment a building floor plate that respects the natural grid found within most buildings.

The planning grid fits the furniture to the building, allows furniture Settings to be placed uniformly in a building and simplifies the integration of power and services.



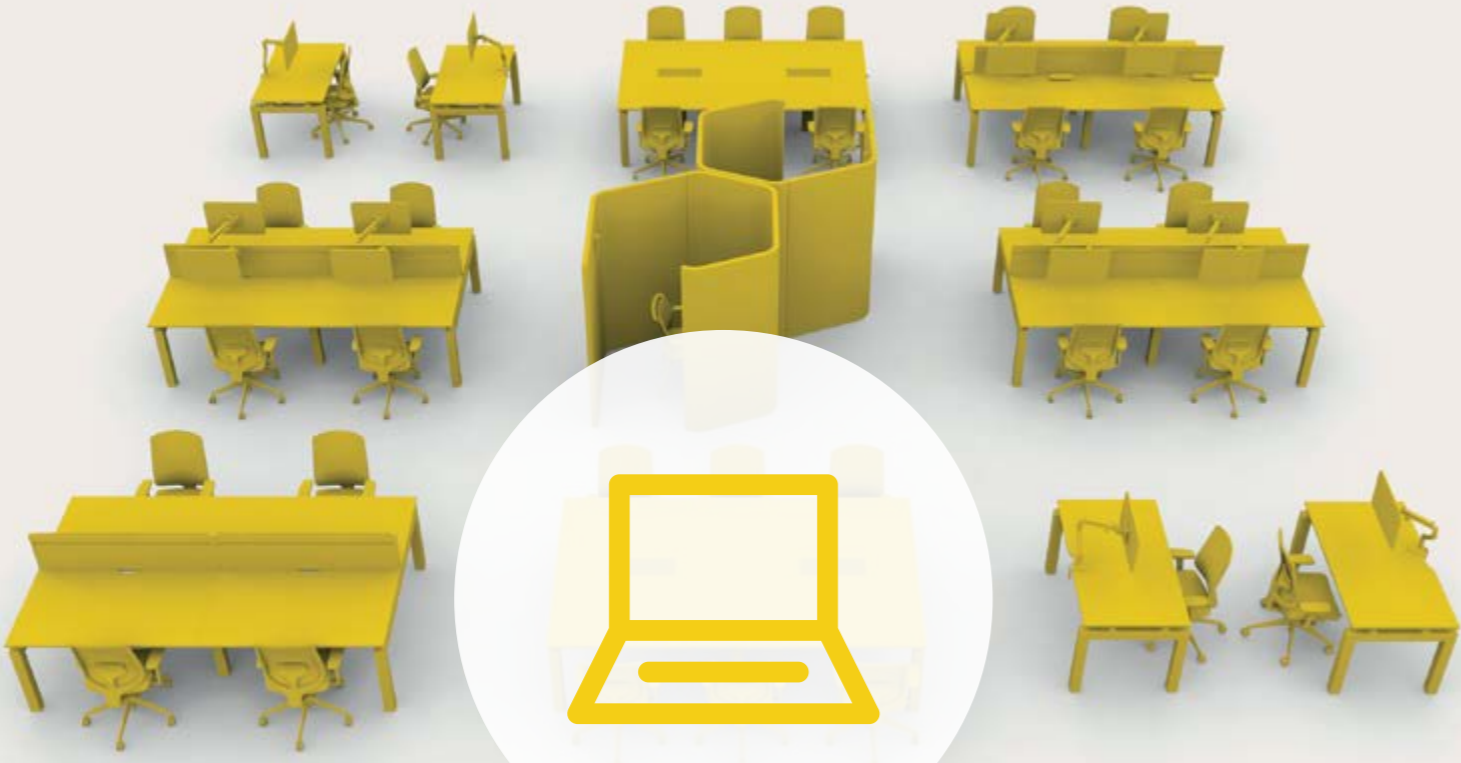
# Focused on Activity

Settings™ creates a series of environments that are focused on the activity to be carried out.

This gives individuals the freedom to migrate around the office utilising the furniture setting that is most relevant to the task being undertaken.



022  
Settings™



**Work**

Personal space where staff can concentrate and be productive.



024  
Settings™



**Share**

Informal meeting space  
where ideas can be  
exchanged and developed.



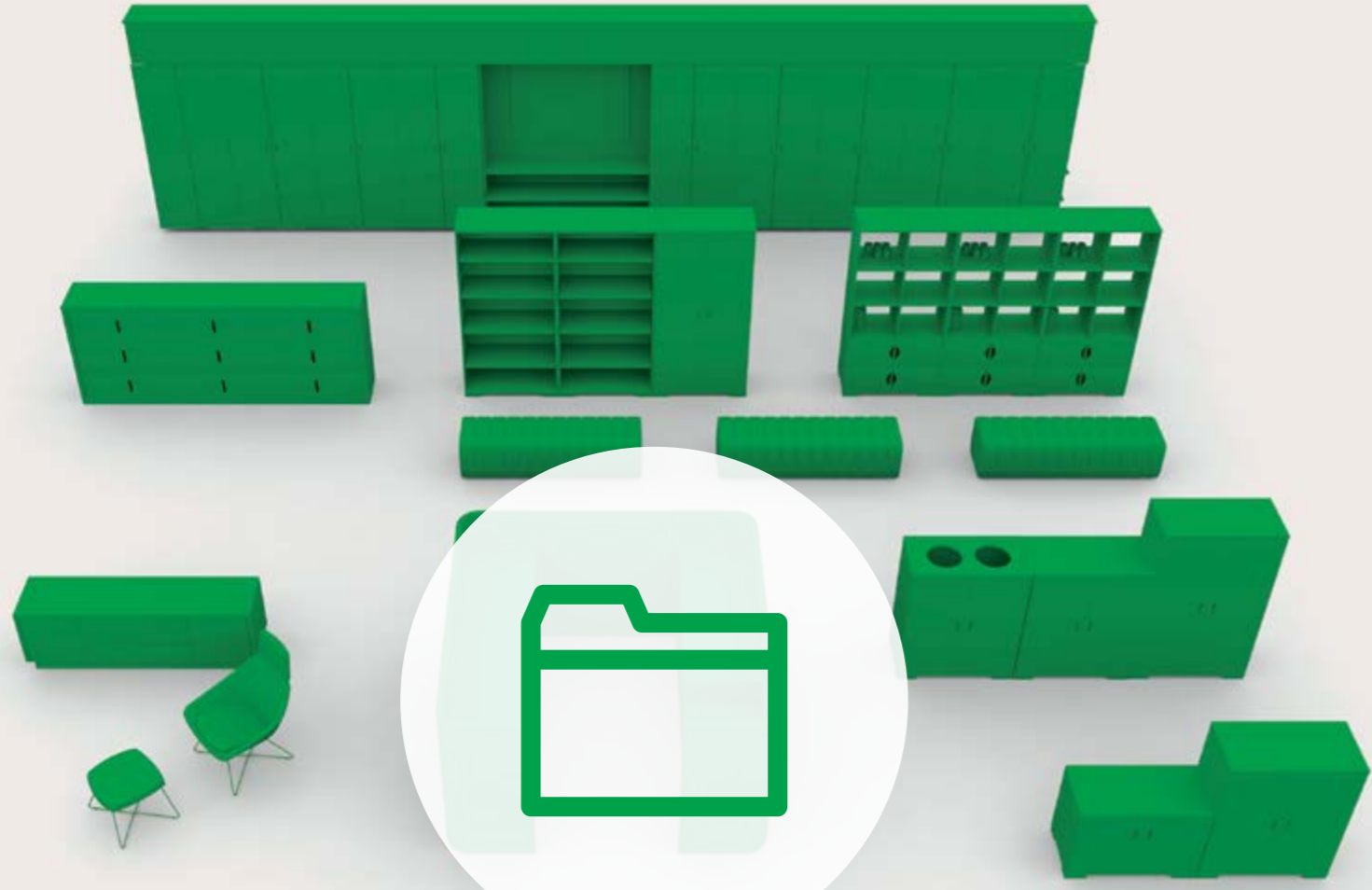
026  
Settings™



**Show**  
Formal space for presentations and important meetings.



028  
Settings™



**Source**  
Space for shared  
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030  
Settings™

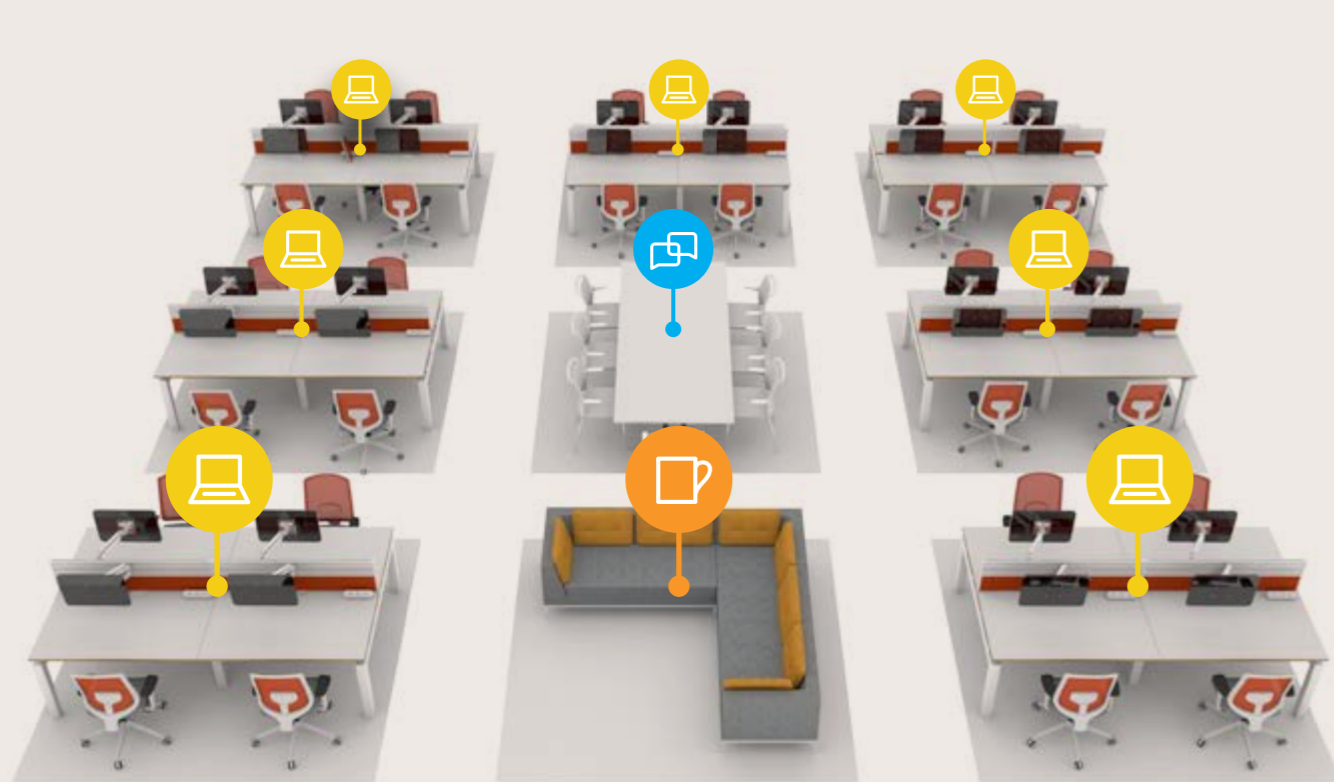


## Refresh

Creative space that  
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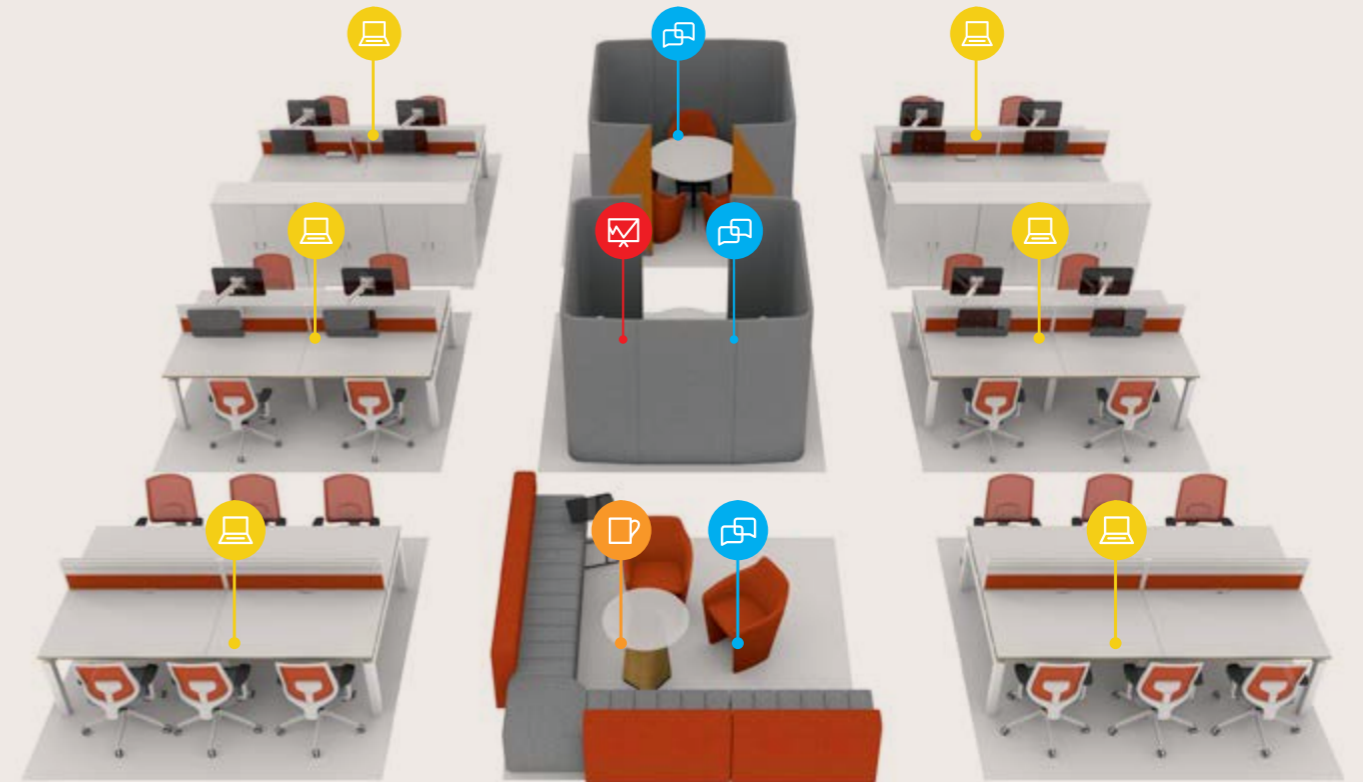
# Flexible workspaces



Settings™ is a generic framework of furniture and space standards to assist in creating a client's office.

The development of planning via Settings™ will ensure that the existing and future spaces are being used effectively, this will in turn improve the performance of the workspace and provide a consistent framework.

Settings™ creates a set of common planning space standards and supports a more dynamic style of working across an entire network of offices based on behaviours.

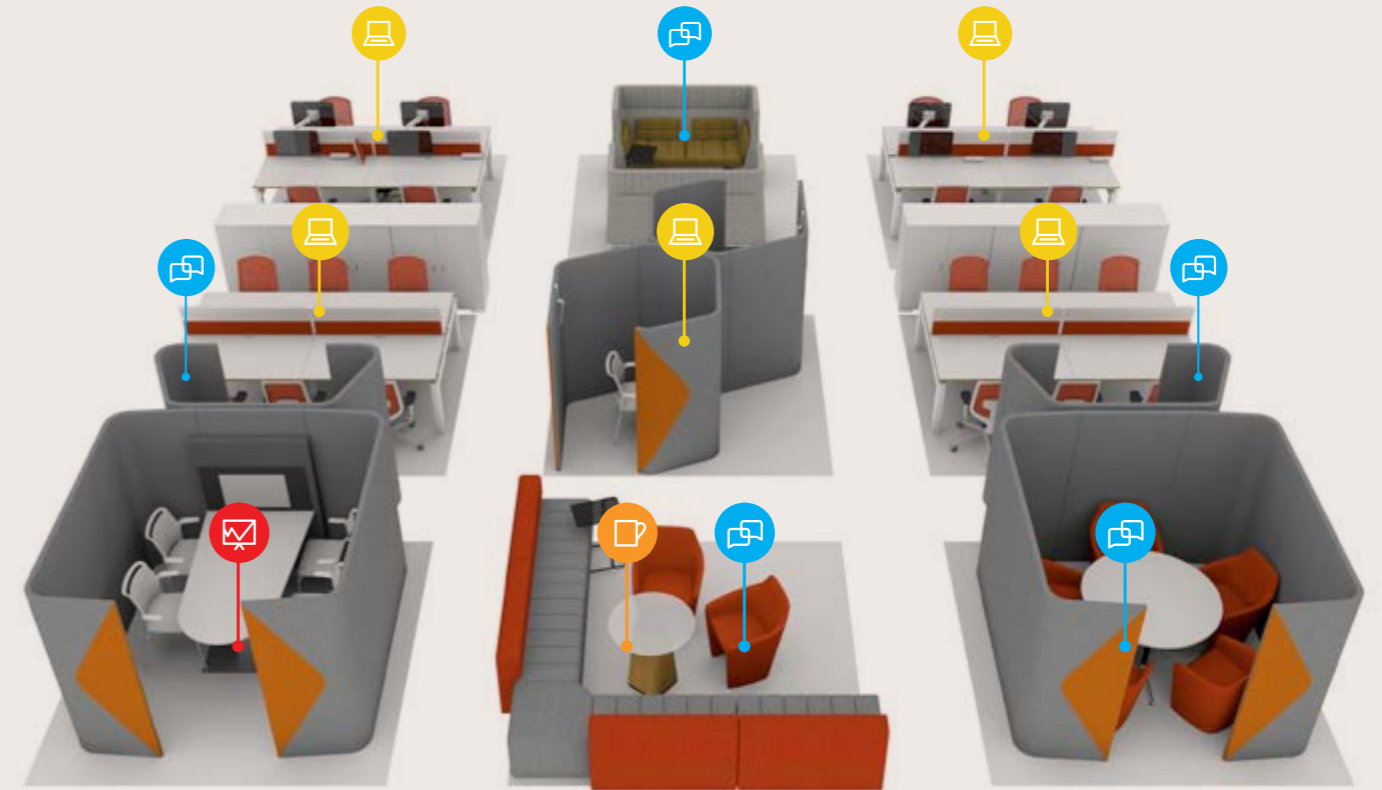
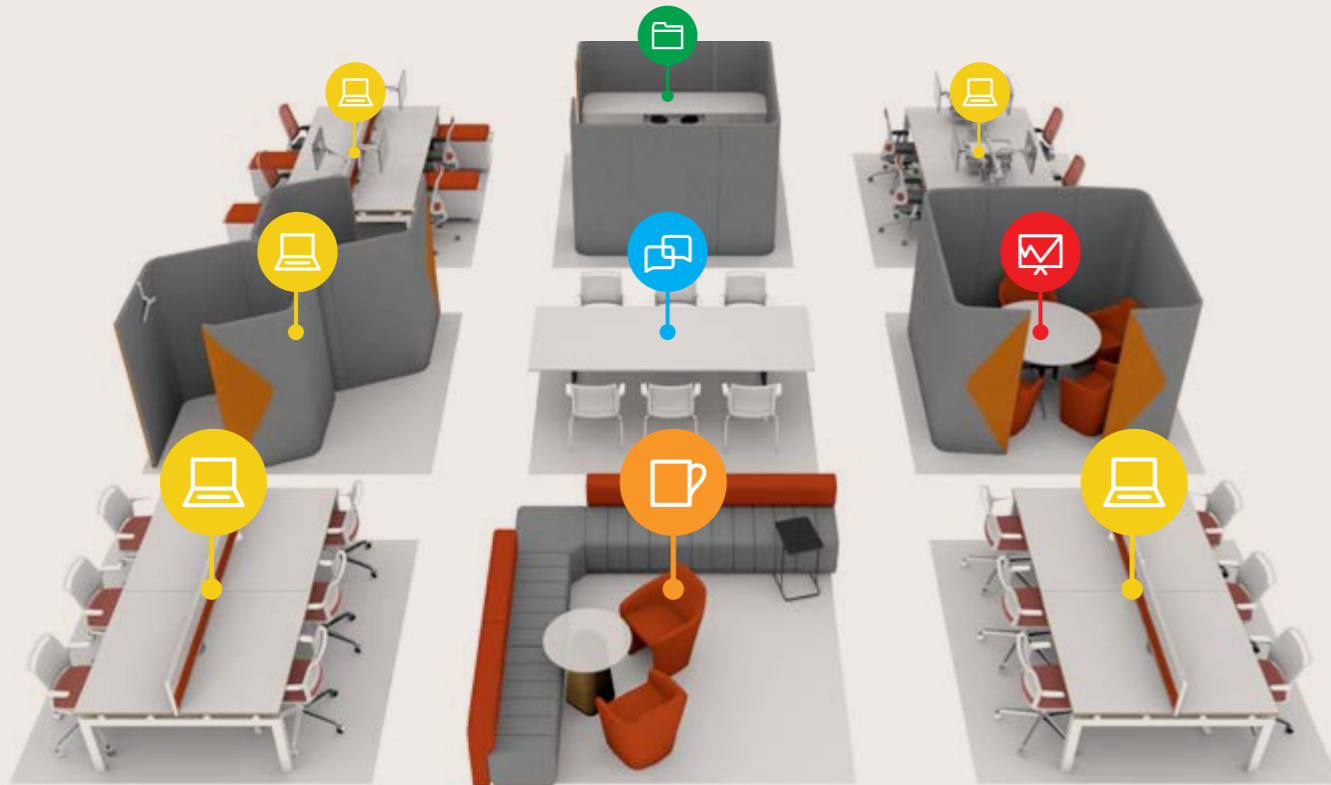


# Driving performance

Settings™ will provide parity of office accommodation and develop standards for any office portfolio, give a consistent common theme to the working environments and a consistent look and feel for staff due to familiarity of all working environments.

By creating a flexible and functional workspace which supports turnover requirements and facilitates an easier FM solution, the quality of the working environment can be maintained.

It drives the performance of the building through increased utilisation, offering a choice of furniture to improve the workplace.



# Business Benefits

Settings™ is a people centered planning philosophy. It provides a series of locations that are equipped to support the task being carried out. The block planning/ grid approach allows environments to be easily changed with minimum disruption and cost.

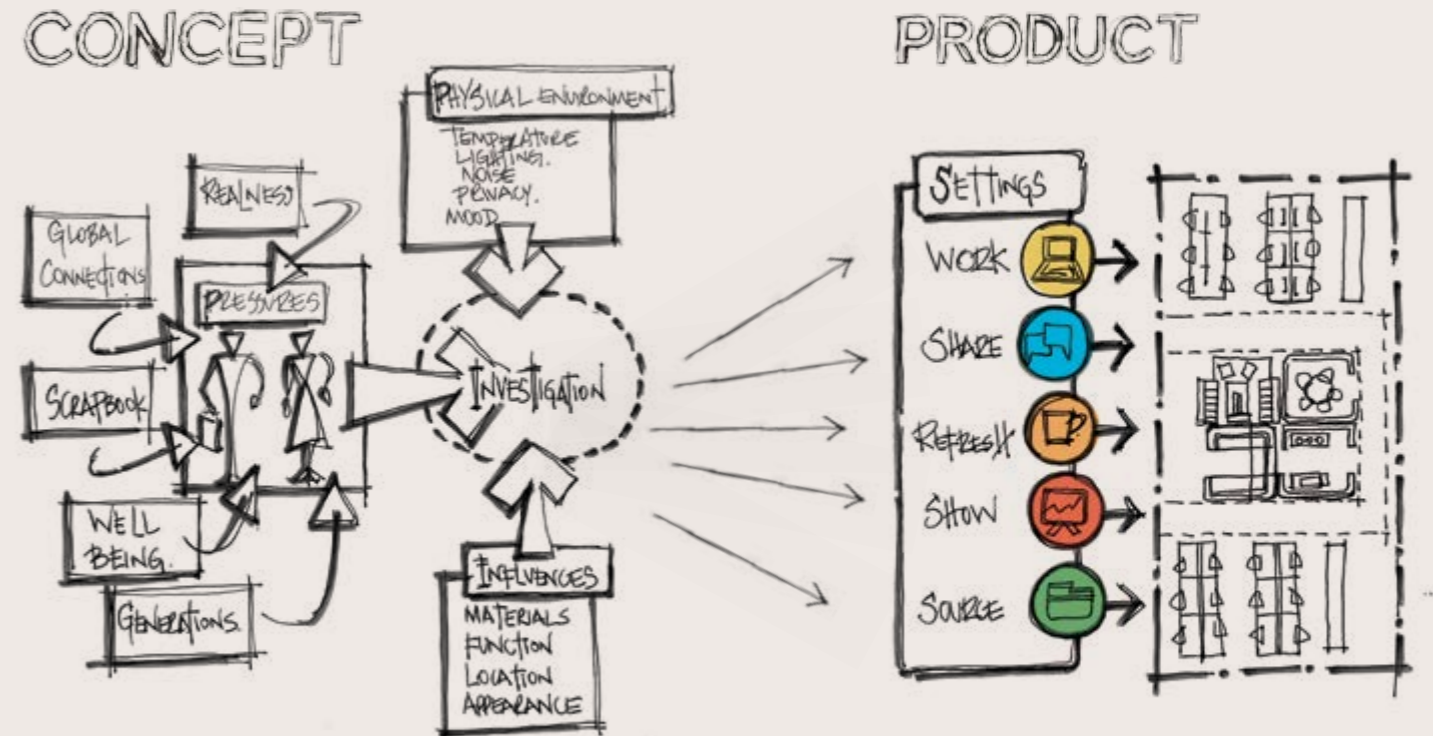
<b>Enhance Collaboration</b> Provide space that will allow for a range of collaborative activities, sharing ideas, brainstorming and problem solving in a formal or informal setting and to integrate the use of technology.	<b>Engage and Retain Staff</b> Allow choice over how and where staff work. Provide spaces that enable a variety of work styles and work practices that are easily tailored to group or individual needs to increase productivity. This will allow the business to use its facilities to illustrate the value it puts on its people.	<b>Brand and Culture</b> Brand is seen as a key differentiator in today's global economy and the reflection of a businesses brand values are best displayed in the culture of an organisation. The workplace environment is a key contributor to build and sustain the culture of an organisation that can easily be recognised by both staff and customers.
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<b>Health and Welfare</b> Opening the office environment and empowering staff with the choice and flexibility to choose the environment and work style that best suits the individual, will enhance wellbeing and productivity. Providing spaces that deliver a variety of working environments and postures to support standing, sitting, perching and lounging, accommodates individual diversity and need.	<b>Optimise Property</b> The deployment of Settings™ will ensure that the existing and future spaces are used effectively. This will in turn improve the performance of the workspace and provide a consistent framework of common planning standards with flexibility at its core, that supports a more dynamic style of working. Minimising employee and facility downtime for churn and reduce facilities costs.	<b>Destination</b> Creates an environment that is vibrant and energising, to encourage staff into the office to engage with colleagues, clients and visitors. Making the workplace the destination of choice. Providing a consistent theme to the office accommodation that can be deployed across multiple locations giving employees a variety of working environments that are best suited to the activities they need to undertake, thus enhancing productivity.
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# Efficient and effective

As a business we design and manufacture furniture, this could be termed as the hardware with Settings™ being the software.



To deliver this effectively an analysis is needed of the type and number of settings required by the workforce and the technology and tools needed to support their activities.

Once the required settings have been identified, the art is in defining their relative numbers and locations and the interconnection between these. This is achieved by the project designer in consultation with the client.

# We like to understand how your business



The Senator Group takes great pride in providing solutions. Solutions, by their very nature require an in depth understanding of the problem. Just as we work with studios to improve our designs, we also collaborate with workplace consultants, academics and analysts to improve our understanding of the office.

Three such people are Jeremy Myerson, Aidan Walker and Julia Kitchen, who help us to gain a better understanding of today's workplaces and what the future holds.

# New demographics. New workplace.

by Aidan Walker 

**Aidan's MA in History from Cambridge University was a highly appropriate education, he claims, for his 'first career' in furniture design and cabinetmaking – itself an admirable preparation for 20 years of writing for, editing and directing design magazines. He has editorially directed almost all the professional UK design magazines, including FX, Blueprint, Design, and most recently Grand Designs, icon and onoffice. He now runs AidanWalker.co.uk, an editorial and communications consultancy, writing, editing and creating conference and seminar programmes for the architecture, design and publishing industries.**

Office interior design is changing, of that there can be no doubt. And changing fast. Almost as fast, in fact, as the technology which is one of the main drivers of change – in the office as in most other industries.

Of the numerous social and economic factors that are relocating the goalposts of office interior and indeed office furniture design, arguably the most important – or at least, the most immediate – is demographics. A recent book by Professor Jeremy Myerson, Jo-Anne Bichard and psychologist Alma Erlich, entitled *New Demographics, New Workplace* sets this out in sobering terms. The research underpinning the book was done in Japan, where by 2050 the average age will be 55; in the UK, where the number of people of pensionable age has just exceeded the number of those under 16; and in Australia, where one in four of the population will be over 60 by 2025. Clearly the designer's task is no longer exclusively to accommodate the 'younger generation'.

It is also now a given that our workforce, and indeed the workforces of most western industrialised countries, are becoming more and more 'knowledge workers'. A term originally coined by workplace theorist Peter Drucker in 1959, it means one who works primarily with information or one who develops and uses knowledge in the workplace. OECD data indicates that 43 per cent of the national income in the US and Germany is from knowledge-based industries; in the UK it's 41 per cent, and bizarrely, top of the list is Ireland at 48. But it doesn't take much contemplation to arrive at the conclusion that because of the wildfire spread of communications technologies, almost everyone will soon be a knowledge worker. Computers and the internet are almost a thing of the past; tomorrow's world will be driven by tablets and the Cloud, where not only data but also applications themselves are available to any digital platform, any device, any time, anywhere in the world.

That is the landscape that faces the office interior designer and the manufacturer of office furniture and accessories. For generations they have inhabited in a comparatively comfortable world where since office work was located in one place – the office building – the ability to render the office interior as a subtle (or not so subtle) expression of a company's core or brand values was not enormously difficult. Colour schemes, logos, and quality of interior fitting, in both imaginative and materials terms, were the language of the office designer, and there are many fine current examples of that language being spoken with eloquence and elegance.

It's an exaggeration to say that's all over now. But it most certainly is true to say that new scenarios are crowding in fast to accompany the traditional single location model, and equally true to say that the changing nature of work itself, of workers, and of those workers' attitudes to work, are all demanding a variety of new solutions which, on the face of it, make the

simple expression of a company's brand values very much harder. There is even a school of thought, led by distinguished workplace theorist and architect Frank Duffy, that maintains that office buildings themselves will soon become more or less redundant, since they will no longer house the company-specific IT servers and IT installations that have been the main reason why we go to work in them. (We go for other reasons too, of course, mostly to engage with our fellow workers, but technology seems to have the answers to that as well.)

Want another wrinkle? Not an insurmountable difficulty, but just another example of the diversity and flexibility that office work now demands, and hence more challenges for the designer. Open plan, long held to be the 'answer' to office design, with its flat, collaborative hierarchy and apparently democratic layout, is officially over. Myerson, Bichard and Ehrlich's 'Welcoming Workplace' research at the Helen Hamlyn Centre, of which the book is an account, firmly establishes that any knowledge worker of whatever age – and remember that more and more of us are of a 'certain age' – needs three different kinds of space to function effectively. The 'Collaborative Space' is for meetings and brainstorming, from chance 'watercooler' encounters to day-long workshops; the 'Concentrated Space' is where we can get on with our sustained cerebration and output, uninterrupted and undisturbed; and the 'Contemplative Space', is where we aren't necessarily aiming for output, but need time, space – and usually quiet – to read, research, browse the web and follow a train of thought. It's the 'staring out of the window' thing that middle managers always hate because you obviously aren't working. What about when your work involves just... thinking? Does it look more like work if you are staring at the ceiling?

All of which is pretty much unarguable, and all of which leaves the company who wants its offices to reflect its brand with some fairly serious questions. 'How do we put across a unified brand experience when everyone is all over the place, in different parts of the building or not even in the building at all?' There are answers to be had in the many examples of design for creative companies that you will find from across the globe by simply typing 'creative office interior design' into Google. Ever since the early 1980s and Frank Gehry and Clive Wilkinson's work for LA advertising agency Chiat/Day, the creative industries have been a watchword for wacky

and unpredictable office design. Meeting rooms that resemble garden sheds or spaceship interiors, real grass growing in reception areas, conference seating that hangs on chains like playground swings, scooped-out spaces with low ceilings that force people to sit or lie in strange and informal positions – all militate in favour of innovation and ideas generation and undermine the ordered, organised and hierarchical arrangement of space that goes back to Frederick Taylor and his 'rational' factory (and office) management principles of measurement of productivity using time and motion studies.

## “How do we put across a unified brand experience when everyone is all over the place, in different parts of the building?”

I can quote you the 'Googleplex' from 2005, Clive Wilkinson's seminal Silicon Valley interior for the internet giant that is still setting benchmarks for 'creative' design round the world in such schemes as Scott Brownrigg's recently completed work for Google in London or Supermachine Studio's for Saatchi & Saatchi in Bangkok. Wilkinson's 76-m long concrete table in ad agency Mother's London office is another icon of such an approach; but more significantly, he has been creating new interiors for Australian merchant bank Macquarie, based on the adoption of an entirely new modus operandi that the company calls 'Activity Based Working'. It is comparatively familiar ground – many different types of space for an assortment of different types of work, unfettered mobility as far as possible for the workforce, a technology-based system of tracking workers' presence and output, and perhaps most importantly, an atmosphere of self-determination, responsibility and trust.

And this is a bank, not an ad agency.

Which is to say, that, in the modern and future world of universally accessible technology and the overarching imperative to use less of the energy that office buildings traditionally consume, a company's wish to express itself through its office interiors must depend to some extent on the company itself undergoing a personality change. Modern clients, consumers and internal audiences are becoming ever more responsive to messages promoting personal responsibility, creativity, innovation, flexibility and environmental sustainability. An enlightened management style that emphasises these human – and humane – priorities will keep a company's brand meaningful and functional in the world of work in the next decades of the 21st century. Need a desk? What you mean is, you need a surface to work on, right here, right now. Tomorrow, you're at home, and as long as your results are in on time, we really don't mind if you sit at the kitchen table or a Louis XV *escritoire*. See how sympathetic and sensible we are? That's us. That's our company. We're cool.

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# Workspace in the knowledge age.

by Jeremy Myerson 

**Jeremy Myerson is an internationally recognised author, educator and activist in workplace design. He holds the Helen Hamlyn Chair of Design at the Royal College of Art, London, where he is Director of the College's Helen Hamlyn Centre for Design. He also chairs the management board of InnovationRCA network for business. A graduate of the Royal College of Art, his many books include The 21st Century Office, Space To Work and New Demographics New Workspace. In 2012 he was named by Wired magazine as one of Britain's 100 most influential people in digital technology.**

What does our workspace say about the way we work? Does a large, private space with expensive furniture still denote seniority and status? Or proximity to a large piece of industrial equipment hint at a dirty, dangerous job? Does a small cubicle in a vast open-plan office suggest a small cog in a very large organisational machine?

Wherever we work we can be sure that the design of our physical surroundings are struggling to keep pace with changes in what we actually do to earn money. Most of us have stopped working the land or operating industrial equipment and now belong to the information or service economy, in which transformational jobs (harvesting raw materials or turning them into a finished artefact) have given way to the transactional ones (working to a set script in a closely supervised office environment).

Growing numbers of us have progressed to unscripted and undirected tacit jobs – these roles are governed by prior learning, qualifications and tacit knowledge, and involve more mobility, autonomy and ambiguity for the individual than ever before.

The progression from transformational to transactional and tacit jobs is indicative of how things have changed with the rise of a global knowledge economy. Yet the world of work still seems to be stuck in the industrial age. The standard template of the modern office is derived from the factory floor – indeed the white-collar workplace itself is a by-product of the bureaucratisation of industry.

However most people in offices today no longer do the kind of repetitive, linear, process-driven work for which the efficiency mantra of mechanistically repeating desks, screens and floor plates makes sense.

Instead of process work, which is increasingly sent offshore or handled by computers running voice-recognition software, there is a growing emphasis on knowledge work. This depends less on formula and process and more on the application of prior knowledge and learning. Instead of individuals sitting in serried ranks to follow explicit instructions within a supervised hierarchy, working practices are based on collaboration, initiative and exploration.

'Knowledge work' was first coined as a term in 1959 by two American economists, Peter Drucker and Fritz Machlup. Doctors, lawyers, academics and scientists were among the first identified knowledge workers, but now the term extends to most executive, managerial and marketing roles within organisations. Drucker later drew attention to a class of worker he described as 'knowledge technologists': computer technicians, software designers, analysts in clinical labs, paralegals and so on, who are swelling the ranks of knowledge workers worldwide.

So inexorable has been the rise of knowledge work that it now dominates mainstream economic thinking. OECD (Organisation for Economic Co-operation and Development) data indicates that 43 per cent of national income in both the US and Germany is derived from knowledge-based industries. The figure is 41 per cent for the UK. Knowledge-based industries are classified by the OECD as medium to high tech manufacturing, financial services, business services, telecommunications, education and health services.

According to Eurostat employment data for the European Commission, 41 per cent of the European workforce is today engaged in the knowledge economy. Within Europe, Sweden (54 per cent) and Denmark (49 per cent) have the most knowledge workers, followed by the UK with 48 per cent. Interestingly, Greece (27 per cent) and Portugal (26 per cent) have the least knowledge workers, casting their problems with the Euro in a new light.

But despite the statistics, how much do we know about how to design the workspaces that knowledge workers and knowledge-based organisations need to be effective? The answer is probably not enough. Forty years after his first pioneering research into knowledge work, Peter Drucker felt moved to comment: "We are in the year 2000 roughly where we were in the year 1900 in terms of the productivity of the knowledge workers."

Productivity of the manual worker increased roughly 50 times during the 20th century through changes in factory design, but it would be a brave man to bet that productivity of the knowledge worker will make similar advances in the 21st century through changes in office design.

My own research suggests that the picture is complex – many organisations have been investing heavily in workplace redesign but not learning a great deal in the process. As the management expert Thomas Davenport remarked: 'Fad, fashion and faith drive most new work environments for knowledge workers.' Office environments for process-driven work could learn from factory layouts, but there is no 21st century equivalent of Henry Ford or Frederick Taylor to guide and inform settings for knowledge work.

That makes today's knowledge workers a particularly elusive bunch to design for. Well-educated and mobile in all senses of the word, they are no longer confined to the corporate campus, but work across a continuum of different locations at different times. Pinning them down is tough, and getting their workspace right at base camp is only part of the story.

Many knowledge workers define themselves by their professional expertise and qualifications and not by who employs them. Consequently they prefer to spend more of their working days off-site in the company of their peers rather than with fellow employees. They flock to the meeting rooms and exchange spaces of business centres, professional associations, media villages or scientific institutions, all of which have received intense design attention in recent times.

I call this trend the 'Guild' because guild-like workspaces are in a sense replicating the medieval craft guild, which clustered those sharing a particular skill or specialism in one place. For architects, designers and property people, the professional cluster is one to watch, especially as many employers encourage this work trend to reduce pressure on their own space.

In an age of open innovation, employers are also keen for their most professionally qualified and able staff to get closer to their clients and customers. That means having a more permeable relationship with the city and the marketplace – either by enabling public thoroughfares through office buildings, providing public facilities such as art galleries, or creating workspace within mixed use developments, retail schemes or landmark civic buildings. All of these things have been happening recently in workplace design.

I call this trend the 'Agora', after the Greek word for the open commercial space in the heart of ancient Athens. As well as shopping destinations and public buildings, many former industrial sites are being remodelled into Agora-style workplaces due to their prominent public location.

## “41 per cent of the European workforce is today engaged in the knowledge economy.”

If big things are happening outside the traditional workplace, there is increasingly a new look to the campuses of large organisations, both private and publicly owned. In many cases, corporate headquarters are being remodelled along the lines of university campuses to encourage more knowledge sharing and collaboration.

I call this trend the 'Academy'. Academy-style offices tend to supplement the move to open plan working – a profound trend in recent years – with an emphasis on breakout space, brainstorm rooms and chill-out zones; their atria and courtyards are derived from the historic university quadrangle. Work in these buildings is becoming a more social and collaborative activity. This accent on collaboration sounds all well and good until one realises that the pendulum has swung markedly towards collaboration in recent years at the expense of concentration. Open teamwork environments can be noisy, disruptive and problematic for 'solo' knowledge work that requires deep thought and intense concentration.

046  
Settings™

# Settings™ — A process of building relationships

To provide modern, flexible, efficient and cost effective workplaces for staff. Facilitating new working practices, improving service delivery and acting as a catalyst for change.

The **Senator** Group



# Business...

But not as usual

It's one thing to say you do business differently, but quite another to deliver on that promise. At The Senator Group we've built our reputation on keeping our promises, time and time again.

In our experience there's only one way to do this and that's by taking complete control over every aspect of the design, development, production and delivery ourselves. From beginning to end we leave nothing to chance and everything to our own people.

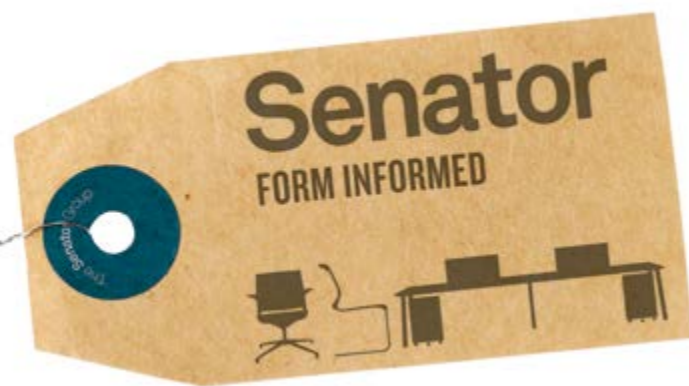
## There are three brands in our Group

Whilst each of the three brands offer very different solutions for businesses, they also complement each other in many ways.

**Senator.** Designs and manufactures a comprehensive portfolio of products for the working environment; desking systems, storage units, task and multi-purpose seating together with an impressive collection of table programmes.

**Allermuir.** Covers the leisure and corporate markets with a collection of innovative furniture for public spaces, receptions, breakout areas, bars, cafés and restaurants.

**Toraseen.** Offers an extensive range of functional, cost effective office and leisure furniture.



## Our People

The Senator Group was originally formed in 1976 by Colin Mustoe and we are now a multi million pound business based in Accrington with showrooms across the world including London and New York.

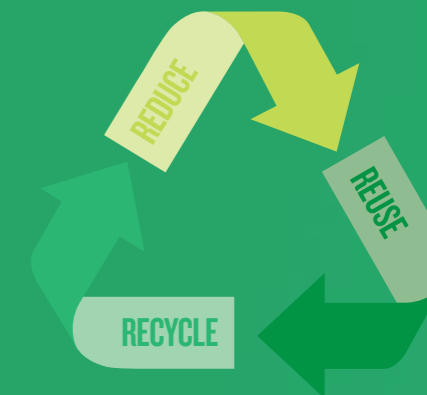
Even though we now export to over 70 countries and employ over 1100 staff, we are still very much a family business, with our success now being driven by Colin's son Robert Mustoe.

Watch the **Life** film at <http://www.youtube.com/theseatorgroup>

## Maximum impact on your business, minimum impact on the environment

For us it's always been far more important to look at Reducing and Reusing before we start thinking about Recycling. These 'Three Rs' have a strong influence over all aspects of our business, from design and production right through to delivery.

Watch the **Reduce** film at <http://www.youtube.com/theseatorgroup>





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