

# Making tomorrow a better place



Carillion is one of the UK’s leading integrated support services companies, with extensive construction capabilities, a substantial portfolio of Public Private Partnership projects and a sector-leading ability to deliver sustainable solutions.

We employ over 40,000 people worldwide, with established businesses in the UK, Canada, the Middle East and North Africa, and annual revenues of more than £4 billion.

# We are Carillion

*We want to be the trusted partner for providing services, delivering infrastructure and creating places that bring lasting benefits to our customers and the communities in which we live and work.*

We provide all of the services needed to create and manage places and infrastructure; from project finance, design and construction through to lifetime maintenance, facilities management and energy efficiency. We also provide essential services to customers in every sector to support the delivery of public services and business objectives.

Our people and our values are at the heart of everything we do. They drive our commitment to delivering safe, sustainable and effective solutions for our customers, and creating positive legacies wherever we work.

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# Our business

*For over a century we have been creating iconic cultural, residential and commercial developments and infrastructure across the world. We also provide services that improve the quality of life for millions of people.*

We are modernising healthcare with new hospitals and better services, whilst also helping to improve education with new schools and libraries. We pride ourselves on supporting our armed forces, and on providing sustainable jobs and training. We also help to keep people on the move by building and maintaining roads, rail networks and airports, as well as improving the energy efficiency of homes and offices everywhere.

We are behind some of the biggest and most exciting developments across the world. In the UK these include the Channel Tunnel, the Tate Modern (the world's most visited modern art gallery), and the Library of Birmingham, which topped a recent poll of the public's favourite new buildings. We have also created landmark buildings across the Middle East, including Oman's parliament, the Majlis, as well as the Royal Opera House, the stunning Yas Viceroy hotel (straddling Abu Dhabi's Formula 1 racetrack) and the prestigious Al Muneera project in Abu Dhabi. The places we create perform an essential role at the heart of the community. In Canada, these include the Brampton Civic Hospital, the High Falls Dam in Northern Ontario and numerous projects for the Vancouver International Airport Authority.

<sup>1</sup> Piccadilly Place, Manchester

<sup>2</sup> The Royal Opera House, Muscat, Oman

<sup>3</sup> Through our Food with Thought partnership with Oxfordshire County Council we provide meals for primary schools across Oxford



*We help to make a positive difference to the lives of people in the communities where we live and work.*





# Our capabilities

*We have three core capabilities: support services, construction and project finance. These enable us to design and deliver solutions to meet the specific needs of our customers.*

Underpinning these core capabilities are our skills in managing complex programmes to the highest levels of quality, whilst optimising service delivery, costs and life cycle performance. Our heritage in construction and engineering gives us a strong ability to proactively manage all aspects of risk. As a service business we also pride ourselves on transforming service delivery and providing a great customer experience.

Having this wide range of capabilities, and the scale and resources to deliver complex projects, helps us to make a positive difference for our customers in every sector, in both public and private organisations.

## SUPPORT SERVICES



*We have experience of providing service solutions for some of the most critical and complex environments.*



<sup>1</sup> Colton Hills School, UK  
<sup>2</sup> Aspire Defence, Larkhill Barracks  
<sup>3</sup> Heathrow Airport, Terminal 3  
<sup>4</sup> The Yas Viceroy Hotel, Abu Dhabi  
<sup>5</sup> Heathrow Airport, Terminal 5  
<sup>6</sup> Southmead hospital, Bristol

## CONSTRUCTION

*We put thought, time and effort into creating places where people want to live, work and spend time; places that are at the heart of their local communities.*



## PROJECT FINANCE



*We deliver integrated solutions for all our customers' needs.*





# Inspiring excellence

*We invest in developing and attracting excellent people to create a vibrant, diverse and flexible workforce.*

We have lots of experience in successfully transferring people into our company and creating open and productive working environments. We pay particular attention to ensuring that people feel valued and supported, with the skills and motivation to deliver their best for our customers.

Tailored training, mentoring, skills development and leadership programmes enable our people to achieve their full potential and do a great job; delivering an outstanding experience for customers everywhere.

As the largest employer of young apprentices in the UK construction sector, we are also nurturing the next generation of talent. Up to 2,000 apprentices are in training each year at our network of 13 training centres.

Operational excellence is one of our key strengths, based on strong management teams and skilled, committed people. We listen to our customers to understand their needs and work with them to design integrated, responsive solutions.

We value and support our people, investing in training and skill development for all.





# Strength in diversity

*The diverse backgrounds and perspectives of our people help us to think differently. We work hard to turn our ideas and experience into better solutions and service for our customers. At all times our Values guide the way we work; both with each other and with our customers and partners.*

## OUR VALUES

Underpinning everything we do are our Values:

- We care
- We achieve together
- We improve
- We deliver



## WE CARE

We respect each other and we do things safely and sustainably. It's good for our people, our business and our local communities.



## WE ACHIEVE TOGETHER

We value the contribution of each individual and we work together to build strong, open and trusting partnerships.



## WE IMPROVE

We listen, learn and adapt our ideas and experience into better solutions and service for our customers.



## WE DELIVER

We set ourselves stretching goals, taking pride in doing a great job and helping our customers and partners to succeed.

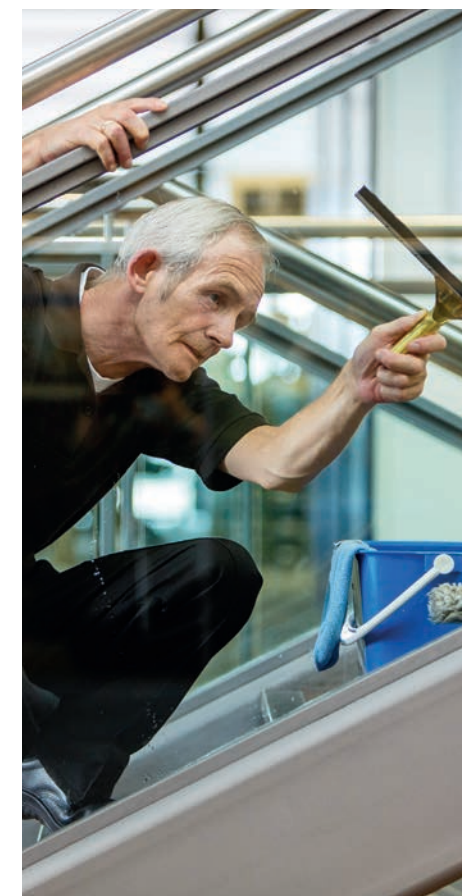


# One focus: Target Zero

*We do not compromise when it comes to health and safety. Our aim is to be the recognised leader in health and safety in our sector.*

Through a range of programmes and training we are working hard to achieve our Target Zero for accidents and ill health caused by work. All contracts are assessed for health and safety risks at each stage and senior managers regularly visit to review health and safety with employees at all levels.

We actively encourage people to play their part; our 'Don't Walk By' programme enables people to identify and challenge unsafe acts and conditions and suggest improvements. It has proven successful in raising important issues and creating a health and safety culture of awareness and openness in which people have the confidence to speak out. Through our 'Health Like Safety' programme we are also committed to promoting healthier lifestyles and helping our people to manage their health.





# Doing things sustainably

*We want to make tomorrow a better place. This means doing things sustainably. We aim to deliver sustainable solutions that not only help our customers meet their objectives but also contribute to creating a low carbon economy and supporting thriving, vibrant communities.*

We create lasting benefits through developing skills and employment opportunities, minimising environmental impacts and improving local prosperity.

We share knowledge and work closely with customers and suppliers to deliver sustainable solutions that reach beyond our immediate operations. As a partner of the Supply Chain Sustainability School we are working to help construction suppliers and subcontractors develop their sustainability knowledge and competence.

Carbon-neutral or low carbon operations are increasingly important for our customers and we can contribute to this by using our sustainable design and delivery expertise.



In 2013 we joined other industry leaders and the UK Government to develop the Infrastructure Carbon Review framework. This aims to cut 24 million tonnes of carbon from infrastructure projects in the UK by 2050.

In our own operations we are working to become carbon neutral by 2015. This involves developing a complete view of the direct and indirect carbon emissions from our global operations.



*We are committed to helping local communities by creating lasting benefits, through developing skills and employment opportunities, minimising environmental impacts, and improving local prosperity.*

**OUR SUSTAINABILITY STRATEGY IS  
FOUNDED ON SIX POSITIVE OUTCOMES:**



**BUILDING A SUCCESSFUL BUSINESS**

Through our sector leadership and contributions to profitability through sustainable efficiencies, value creation and waste elimination, we will increase shareholder value.



**ENABLING LOW-CARBON ECONOMIES**

Our services will help Carillion's customers work towards carbon neutrality, so together we become the lowest carbon producers in our respective sectors.



**PROTECTING THE ENVIRONMENT**

We will work with our customers and suppliers to be best in class in reducing waste, managing use of water and raw materials, and protecting biodiversity wherever we operate.



**SUPPORTING SUSTAINABLE COMMUNITIES**

Our leadership in creating employment and skills opportunities, coupled with our understanding of the needs of our communities, will ensure we have a significant and positive contribution everywhere we work.



**PROVIDING BETTER PROSPECTS FOR OUR PEOPLE**

We will maximise the prospects of our people by offering opportunities for continual learning and development, and create safe, healthy places to work.



**LEADING THE WAY IN OUR SECTOR**

We will be the benchmark in sustainability and innovation, in turn driving demand as the service provider of choice for customers.

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## CASE STUDY:

# Making a positive difference to local communities

In 2013 we completed the stunning Library of Birmingham. During the construction we enabled more than 300 unemployed people to gain jobs, 82 young people to undertake apprenticeships and 600 school children to participate in activity days.



## SUPPORTING SUSTAINABLE DESIGN

Canada has one of the largest Public Private Partnership (PPP) programmes in the world for procuring LEED-certified, high-quality infrastructure projects. Carillion has been developing a robust strategy to support the development of these future projects.

Using Building Information Modelling (BIM) has enabled our design teams to provide, amongst other things, better co-ordinated designs, detect potential problems and identify opportunities to reduce building heights. Through the use of the 3D visuals and walk-through videos, more meaningful dialogue can be achieved with clients and

user groups who might not be able to fully visualise spaces from the traditional 2D drawings. This builds trust and confidence in the designs, the process and costs.

Looking further ahead, BIM will also enable our teams to look at material optional appraisals to identify ways of reducing embodied carbon. This will enable us to use the data and information generated through BIM to create intelligence based appraisals - which will educate behaviours and decision making across the design, construction and operational stages of the project lifecycle.

## CASE STUDY:

# Sustainable regeneration

Energy efficiency and carbon reduction are an integral part of the work we are doing to transform the area around Battersea Power Station in London. This forms part of our contract to deliver the first phase of the historic redevelopment.



## KEY ACHIEVEMENTS:

- We are proud to have been awarded a 'Platinum Big Tick' rating in Business in the Community's Corporate Responsibility Index.
- We are a member of the FTSE4Good Index, which comprises companies meeting recognised sustainability standards.
- We are a member of the UK Green Building Council (UKGBC), Canadian Green Building Council (Toronto Chapter) and Emirates Green Building Council in the Middle East.
- We have helped more than 300 homeless people into work through Business Action on Homelessness - more than any other company in the UK.
- We reached our highest-ever score in the CDP FTSE 350 Climate Change Report 2013, achieving 'leadership' status in both disclosure and performance - one of the UK's top 10 most progressive companies on climate change.
- Our Annual Sustainability Report won the FTSE 250 Sustainability Reporting category at the PwC Building Public Trust Awards.





# Support services

*As one of the largest support services companies, we help to make a positive difference for people in all walks of life through the services we provide. From corporate offices, trading floors and retail branches to hospitals, military facilities and offender institutions, we have experience in providing service solutions for some of the most critical and complex environments across the public and private sectors.*

We adopt a unique approach to the way we design and deliver services. We get to know our customers’ businesses inside out and work to create true partnerships that deliver exceptional results. By focusing on the needs of our customers we help them to deliver better outcomes for the people and businesses they serve.

## AN INTEGRATED APPROACH

Our capabilities across the business mean that we can provide a truly integrated approach to services from design and construction to maintenance and lifecycle management. We have expertise in bringing together the right people with the right skills to transform service delivery and improve the experience for customers.

We offer a range of services including energy consultancy and management, strategic asset management, engineering services, cleaning and security services. These can be bundled or provided as an integrated total facilities management approach to meet the specific needs of customers. We also provide expertise in project management, compliance and safety, and professional advisory services.

In addition we have extensive experience in large-scale staff transfers, the mobilisation of multi-site operations, cultural change management and business transformation. Combined with a strong focus on continuous improvement this enables us to optimise operational and financial performance for our customers.

## ENERGY SERVICES

We are at the forefront of delivering sustainable energy solutions to homes, businesses and public buildings. From infrastructure services for sub-stations and cabling, to full service provision for overhead power lines and renewable energy solutions, we are helping to transform the way that energy is generated, supplied and managed.

We are committed to helping people to improve the energy efficiency of their homes and lower their fuel costs. We also provide tailored energy solutions for large commercial estates and renewable energy projects. Our EcoPod heating system combines a range of technologies, including highly efficient cascade boilers and thermal solar panels, to deliver major energy savings.

Reducing fuel poverty in our communities is an important impetus. Through our work with the UK Department of Energy and Climate Change, we have helped over 2.3 million households cut domestic bills in order to reduce fuel poverty risk. In Canada, we are providing more than 1,000 households in aboriginal communities with much needed energy efficiency upgrades and information.

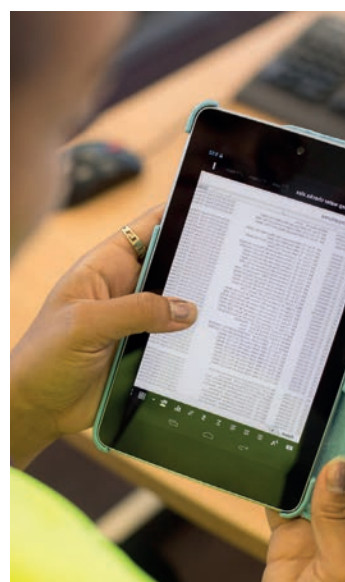
<sup>1</sup> We provide facilities management for the Nationwide Building Society’s corporate offices and high street branches in the UK

<sup>2</sup> We provide integrated facilities management for the British Museum, London

<sup>3</sup> We provide sustainable energy solutions







*We offer personalised and tailored support to our customers by creating true partnerships.*



# Support services

## FACILITIES MANAGEMENT

We provide facilities management and support services to over 100,000 properties, maintaining and operating buildings to ensure everything runs smoothly for the people who use them. We have self-delivery capabilities across the full range of hard and soft facilities management services. These include cleaning, security and portering, housekeeping, mechanical and electrical engineering work, energy services, project management, and even workspace design and utilisation.

## OIL AND GAS

We have also developed specialist facilities and asset management capabilities to support clients in the power, oil and gas sectors. In Canada, Carillion Bouchier is a leading provider of support services for the oil sector, including road maintenance, excavation and reclamation, civils works and medical services.

## INFRASTRUCTURE

We provide integrated management and maintenance services for thousands of miles of 'smart' motorways, trunk roads and local road networks. We also support rail networks, working on design, testing, commissioning and maintenance.

And it's not just roads and rail, we also support public utilities by providing maintenance services for leading gas, water, electricity and telecommunications companies.

Our in-house engineering and architectural design and project management capabilities play an important role in supporting the delivery of integrated solutions for buildings and infrastructure, especially for Public Private Partnership (PPP) projects.

<sup>1</sup> Forensic Science Centre, Canada

<sup>2</sup> Northwood HQ, UK

<sup>3</sup> Carillion provides facilities management services for Shell in the UK, Qatar, and for a joint venture in Oman

<sup>4</sup> We are the largest supplier of outsourced highways maintenance services in Canada



# Construction

*We put an enormous amount of thought, time and effort into creating places where people want to live, work and spend time; places that are at the heart of their local communities.*

We have a strong construction capability that interlinks with our other capabilities. This enables us to optimise whole life costs for new buildings and infrastructure, providing overall best value for our customers.

We focus on large, often complex contracts, such as Public Private Partnership projects where there is a particular demand for our sector-leading sustainability credentials and outstanding delivery. We also manage large programmes of new-build and refurbishment works to drive efficiencies across our customers’ asset bases. Our track record includes over 150 new schools, 15 major hospitals, several prisons and numerous motorway, road and rail projects.

We can be involved with the same buildings for over 30 years, so we share our customers’ interest in ensuring whole life ‘best value’ at every stage. Our in-house engineering and architectural design, BIM, and project management capabilities play an important role in supporting the delivery of integrated solutions for buildings and infrastructure.

With a dedicated team of technical experts, project managers, commercial and financing professionals we have the expertise and experience, supported by the best technologies, to develop and deliver the infrastructure and building solutions needed for the most challenging projects.



<sup>1</sup> The Sheppey Crossing, Kent, UK  
<sup>2</sup> Forensic Science Centre, Canada  
<sup>3</sup> Al Bahr Towers, Abu Dhabi

<sup>4</sup> Carillion has been selected as a partner by Manchester Airport Group to deliver its £800 million Airport City development at Manchester Airport, UK  
<sup>5</sup> Ouseburn Viaduct, UK



# Public Private Partnerships (PPP)

*We are one of the world's leading companies in delivering Public Private Partnerships projects.*

All of our expertise in design, construction, maintenance and service comes together in PPP projects as we help our customers build new facilities and deliver essential services that can benefit us all. We work with governments to provide and manage healthcare facilities, schools, major road and rail projects and other public services. We have delivered hundreds of buildings for the UK's Ministry of Defence and we provide facilities management for these properties as part of an integrated and ongoing solution.

In Canada, where we have a market-leading position in Alternative Financing and Procurement (AFP), we have a strong track record in the health sector. Carillion is the only company in Canada with the in-house capability to offer fully integrated solutions for AFP projects.

<sup>1</sup> We help to create and manage healthcare facilities across the world

<sup>2</sup> Harton Primary School, UK

<sup>3</sup> Royal Ottawa Hospital, Canada

<sup>4</sup> We have a strong track record in delivering major infrastructure projects.



*We provide and manage healthcare facilities, schools, major road and rail projects and other public services.*





# Making tomorrow a better place

At Carillion we apply new ways of thinking. This is how we have built our track record in business and service transformation, and in delivering major projects across a diverse range of sectors. By developing long-term, trusted partnerships, we can bring lasting benefits to our customers and the communities in which we live and work.

This is how we are working to make tomorrow a better place.



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