

MAKING TOMORROW A BETTER PLACE

- Overview
- Building a successful business: our vision and approach
- Enabling low-carbon economies
- Protecting the environment
- Supporting sustainable communities**
- Providing better prospects for our people
- Leading the way: our customers and suppliers

Committed to sustainable business...

...by supporting sustainable communities

Doing business within thriving communities is vital for our future growth. Strong communities provide a loyal customer base, a pipeline of skilled people, a balanced civil society, resilient supply chains and long-term investors.



Towards community needs plans on all contracts

> Read more





> Donating food and time

A milestone year for our homelessness initiatives

> Read more





> Giving young people skills to succeed in the Middle East



> Committed to action: regeneration around Southmead Hospital

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Viewpoints

"Carillion's commitment to supporting some of the hardest to reach groups, including scores of ex-offenders who may well otherwise not have a route into employment, is astounding."

Anne Willmot,
Director, Business Action on Homelessness

> Read more



Performance

Community investment

1%

pre-tax profits in cash and time contributed to community activities
2011: 1%

BAOH placements

188

placements completed through the Business Action on Homelessness programme
2011: 148

> Read more

Challenges and opportunities

> Regional instability as a result of youth unemployment in MENA

Ensuring we support young people in education, training and work

> Lack of construction skills in the pipeline, UK

Targeting marginalised young people through our skills partnerships

> Enhancing our reputation as a responsible citizen

Working in our communities with breadth and depth, alongside trusted organisations

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Supporting sustainable communities > [Committed to action: regeneration around Southmead Hospital](#)

Committed to action: regeneration around Southmead Hospital

We see sustainable communities as those in which people have opportunities through education, employment and enterprise. Carillion's Southmead Hospital Redevelopment Project in Bristol, UK, is a great example of our vision in action.



 [Watch video](#)

The hospital is our largest construction contract in the UK, and targeted to be the most sustainable development of its type in the country. The aim is for the hospital redevelopment to act as a regeneration catalyst for Southmead, a deprived area of Bristol, with the result of improving the quality of life for local residents.

Carillion Construction has been tasked with building a vital new hospital and at the same time making a positive economic impact in a deprived area.

Both Carillion and its NHS Trust partner agreed from the start that it was imperative for the contract to maximise the benefits flowing out to the community. Targets for local employment and procurement were built into the contract – 85% of the construction workers to be employed from the area and 60% of the materials and services to be supplied by local companies.

To encourage local employment, Carillion brought its contractors on board and set up an on-site job shop. The team also ran a number of education programmes in the community, including the successful [Get into Construction course](#), alongside The Prince's Trust. So far, the contract has employed around 80% local labour. While short of the 85% target, it is still an impressive achievement given the specialist nature of many of the trades on site.

We identified potential suppliers in the locality and raised awareness of bidding opportunities through press advertising. A number of businesses in the area won contracts, and the project has already met the 60% target for local goods and services. See [Bringing our suppliers along on the journey](#).

Achieved

the 60% target for local goods and services

"Commitment to regeneration support is clearly a big issue. Carillion does not pay lip service; they really live it. We see this as we visit the site and talk to the staff. I believe it's also making a difference to the staff themselves as they can see the benefits their actions are having."

Tricia Down, Deputy Director of Projects, North Bristol NHS Trust



S Factor award winner, supporting sustainable communities category

The team in Carillion Construction Services, of around 100 employees based at Southmead Hospital, won the supporting sustainable communities category of our S Factor awards.

 [Watch video](#)

KEEP UP TO DATE WITH SUSTAINABILITY

> [Get involved](#)



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Supporting sustainable communities > [Engaging with our communities](#)

Engaging with our communities

Our contracts have the potential to offer long-term value to our communities, for example through schools, hospitals, or other infrastructure contracts, as well as by providing employment and skills.

We want to leave a lasting legacy of opportunity for all. So this year we reviewed and developed our Sustainable Communities Strategy to bring together all existing policies, programmes and best practice. This is not a significant change of direction but part of our aim to focus on areas of key strategic importance in communities, and understand better the overall investment and return.

Our new Sustainable Communities Strategy

Our refreshed strategy reflects policymaker thinking on sustainable communities – for example, the Egan Review (2004) – which emphasises the need for a holistic approach. Our strategy now more clearly defines how we will work in partnership with our customers to:

- leave a lasting and positive legacy in the communities where we work
- maximise positive public and community relations from our activities
- leverage our community leadership to retain and grow business opportunities
- attract and retain motivated employees for whom making a difference to society is a driver of performance.

We will be focusing on a number of key areas, namely engaging with employees of the future by creating employment and developing skills; working through local businesses; being a good neighbour; and improving our communities.

Local community partnerships

Our Group strategy provides a framework for consistency that will allow each business and contract the flexibility to decide which partnerships and programmes work best for them. We have defined a Community Partnerships Matrix to ensure alignment with our strategic aims.

Ensuring our investment is positive

During the bid phase, we conduct community impact assessments for each major contract. Once we have won the contract, we create a Community Engagement Plan which lays out how we will guarantee local employment and supplier business opportunities, among other aspects. Going forward, we have improved our current approach and will implement pioneering new Community Needs Plans on all contracts to ensure activity is targeted to address the needs of each local community. Bureau Veritas has reviewed a sample of Community Needs Plans and is satisfied that progress has been made.

In Carillion, our network of Community Regeneration Managers, Liaison Managers and Champions helps to implement the strategy and raise awareness.

Committed to...

...introducing community needs plans for 100% of our contracts by 2013

...maximising local spend and employment to 60% of contract turnover

> See our progress against targets

35



community partner organisations

Over £2 million

infrastructure investments provided for public benefit

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Supporting sustainable communities > [Engaging with our communities](#)

UK

Working with Manchester Mind

Carillion's community programme at the One St Peter's Square contract in Manchester, UK, aims to actively support local people economically and socially. For example, it has provided 20 apprenticeships and 28 work placements to homeless people.



As well as providing training and employment to under-represented groups, the contract team has reached out to local organisations that need support. This Manchester Mind's Bite Bags initiative involves supporting those with mental health issues to grow vegetables in local allotments, which they then bag with other locally sourced vegetables and a healthy eating recipe.

Carillion obtained £1,500 from our Dragon's Den style Community Fund event to cover volunteer expenses, and agreed for the site office to be one of the Bite Bags collection points. John Currie, Project Director, joined the Bite Bags steering group.

As a result of Carillion's efforts, neighbouring businesses including Subway and the Midland Hotel are now also keen to be involved.

Considerate Constructors Scheme

We are proud to be an Associate Member of the Considerate Constructors Scheme, and are aligned to the principles set out in its Code of Considerate Practice. This includes meeting requirements such as minimising noise and dust, and ensuring our working hours reduce inconvenience to the local community.

In 2012, 99 Considerate Constructor Audits of UK construction contracts were completed, with an overall average contract score of 35.8 out of 40. The average industry score was 33.15 out of 40.

Dubai

Emrill wins Dubai Chamber CSR Label



Our facilities management company in the United Arab Emirates, Emrill, became the first facilities management company to be awarded the Dubai Chamber Corporate Social Responsibility (CSR) Label for operating a business based on sustainable and responsible corporate practices.

The CSR recognition was awarded to Emrill after a strenuous audit of their internal policies, programmes and initiatives in several areas including employee satisfaction, environmental impact, community and social efforts, to name a few.



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Supporting sustainable communities > [Employment and training](#)

Employment and training

Our contracts provide employment and training for over 42,000 people. We take this much further by creating education and skills opportunities in the wider community.

In the UK, almost 1 million people had been out of work for more than a year by the end of 2012 (the highest figure since 1995). Here, the need has never been greater to provide prospects for those marginalised from the mainstream jobs market.

Through our network of 13 construction training centres, Carillion is the UK's largest private construction training provider. Much of our skills development work is focused on our sector-leading apprenticeship programme, but we also offer training placements and employment to traditionally hard-to-reach groups, including the long-term unemployed, homeless and ex-offenders.

The long-term challenges of unemployment and education are global phenomena, exacerbated during recent recession years. In all areas of our operations, youth unemployment is a growing trend. This is why each business has its own recruitment and community strategy.

See also [Recruiting and retaining excellent people](#).

Recruiting from marginalised groups in the UK

Jobcentre Plus partnership

We are proud to have partnered with the UK Government agency Jobcentre Plus since 2007. The agency is now our largest provider of employees, and in 2012 we hired 492 people through the partnership. The principles of Jobcentre Plus are to promote work as the best form of welfare, and to provide work for those who can work, while providing training and support for those who cannot.

We have our own dedicated account manager at Jobcentre Plus, and we work together to ensure we are recruiting from a diverse pool including under-represented groups.

Business Action on Homelessness partnership

We are proud to have partnered with UK charity Business in the Community's Business Action on Homelessness (BAOH) programme for the past seven years. BAOH helps the homeless and those at risk of homelessness to gain and sustain employment by providing training and employment through its Ready for Work programme.

We offer two-week placements across our UK businesses and supply chain followed by a six-month period of job coaching by our employees. The placement helps participants on their journey to full employment by breaking the cycle of no job, no home.

In 2012, we increased our focus on getting people into employment. Through our 188 placements (against a target of 145 and our highest number to date), 77 clients subsequently gained employment, 25 of them directly with Carillion, eight with our supply chain and the remainder with other employers.

Thanks to our collaboration with partners and our people, Carillion is now the largest-scale corporate delivery partner of the Ready for Work programme, offering more work placements than any of the other 140 corporate supporters in the UK.

Committed to...

...supporting marginalised groups to develop skills to enter employment

> See our progress against targets

188



work placements offered to unemployed people through the Business Action on Homelessness programme, UK

"Carillion's commitment to supporting some of the hardest-to-reach groups, including scores of ex-offenders who may well otherwise not have a route into employment, is astounding."

Anne Willmot, Director, Business Action on Homelessness



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UK

Work placements for prisoners in Birmingham

As part of our commitment to helping hard-to-reach groups back into employment, the Carillion team at the Library of Birmingham, UK, contract contacted HMP Hewell to see how we could support their prisoners with work placements as sentences come to an end.



After coming to an interview on site, our candidate secured a two-week placement with Carillion at the library. His work ranged from site logistics and waste management to assisting fitters with the shelving. He was paired with a 'buddy' whom he could ask for support at any time.

At the end of the placement he was offered paid work, allowing him to leave HMP Hewell with a job.

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UK

A milestone year for our homelessness initiatives

In 2012, Carillion's 200th Ready for Work graduate found full-time employment – a key milestone in our ground-breaking partnership with Business in the Community's Business Action on Homelessness programme in the UK.



In a double milestone Carillion also placed its 500th candidate in a work placement through Ready for Work.

"It's changed my whole life. I look forward to the weekends now. I sleep better. Everything's changed."

Client, Business Action on Homelessness

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Skills for marginalised groups: UK

One in six 16 to 24-year-olds in England was not in education, employment or training (NEET) at the end of June 2012.

Carillion supports young people by offering a range of work experience and career information programmes to inspire people into careers in construction and related industries.

In 2012, we joined Business in the Community's (BITC's) North West Work Inclusion Leadership Group to explore how the public, private and voluntary sectors can work together to support work inclusion. Since then, there have been a number of best practice sharing industry and community events, and we have partnered with the Construction Youth Trust in the Greater Manchester region, UK, to support various vocational education programmes for NEET groups. See also [Learning and development](#).

UK

National Skills Academy for Construction status, Library of Birmingham

Carillion's Library of Birmingham contract in the UK offers project-based training, managed and promoted by ConstructionSkills, which is tailored to helping clients and contractors to get the right skills where they need them. To date, the contract has helped around 200 local people to get back into work.



In 2012, the library gained National Skills Academy for Construction status, a flagship example for delivering high volume, added-value employment and skills outcomes through an exciting, cutting-edge construction project.

The contract team secured 100 employment placements in 2012 with local subcontractors – many for homeless individuals – with at least 50% gaining full-time roles. It was also winner of the 2012 Social Impact at *The Guardian* Sustainable Business Awards. The team was praised for creating a best practice and sustainability legacy that will last long after the doors of the library open.

The Prince's Trust partnership

Our partnership with UK charity The Prince's Trust is in its seventh year. The Trust carries out vital work supporting marginalised young people to develop workplace skills like confidence and motivation. Together, we focus on providing training and mentoring opportunities for people aged 14 to 30, helping to improve their job prospects.

We are a founding member of The Prince's Trust's Construction and Business Services Leadership Group, which funds a skills development programme for young people looking to find a route into the industry.

In 2012, we delivered six courses to 78 young people, of which 92% passed the Construction Skills Certification Scheme (CSCS), and two gained permanent employment on Carillion sites or with our subcontractors.

Winner



Project Contribution to Skills Leadership – **Library of Birmingham contract**

26

Prince's Trust work experience placements on Carillion sites

Winner



Individual contribution to the National Skills Academy for Construction – **Sinead Mackenzie**



Making jobs a reality

The Library of Birmingham project team have had far-reaching impacts, providing on-site training, skills development and paid work opportunities.

 [Watch video](#)

"Being able to get my NVQ while working on the Library of Birmingham has been great. It was a lot easier than I thought. Now I have a qualification that is recognised across the industry, which will help me when I apply for jobs."

Scott Andrews, NVQ recipient

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UK

Building young people's confidence

In March 2012, the Southmead Hospital Redevelopment Project (SHRP) in Bristol, UK, alongside The Prince's Trust and Carillion Training Services, hosted the fifth 'Get into Construction' course. The course gives young people a taster of what it is like to work in the construction industry, giving candidates the chance to turn their hand to carpentry and bricklaying, among other skills.



The week led to CSCS tests, following which all candidates were offered work experience placements.

SHRP is also supporting employability issues in the wider community through its courses to improve the confidence and prospects of the long-term unemployed. Carillion donated £3,000 to ensure these courses can continue in the local community.

Raising career aspirations through the Green Deal, UK

The UK Government's 2012 report, *Jobs, Growth and Warmer Homes*, demonstrates that investment in energy efficiency infrastructure could generate up to 71,000 jobs, rising to 130,000 jobs by 2027 – as well as boosting GDP by 0.2% by 2015.

This is great news for young people whose employment prospects may be bleak. Through its Green Deal government partnership, Carillion Energy Services has been tasked with helping to build the skills base needed for the emerging low-carbon economy. Part of this means raising the aspirations of young people and highlighting opportunities within the burgeoning energy efficiency sector. For example, in Birmingham, UK, Carillion engaged with local schools to raise awareness of careers and job opportunities in the low-carbon sector. Nineteen students from three different schools took part in a Green Deal two-week work placement where they developed competencies in communication, leadership, team working, problem solving and managing finances. See *Committed to action*.

UK

Business Class

Carillion has participated in Business in the Community's Business Class programme in Nottingham and Wolverhampton, UK. The latest contribution to the programme is as lead partner and first year sponsor of the Tameside Business Class Cluster in East Manchester. We provide mentoring support to five schools in the area.



This includes partnering with the Engineering Development Trust's Go4SET programme, in which schools compete in a 10-week environmentally themed project designed to inspire youngsters in science, technology, engineering, and maths-based careers.

"Carillion is proud to be sponsoring Year 1 of the Tameside Business Class programme. We hope that all businesses involved realise the benefits of participating in this unique programme and continue to support their school partner for many years to come."

David Pierpoint, Senior Operations Manager and cluster sponsor

First

project in Wales to achieve National Skills Academy for Construction status, A465 Heads of the Valleys Dualling Scheme

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Youth unemployment: MENA, Canada and Caribbean

According to a recent BBC report, youth unemployment in Arabic-speaking countries in the Middle East and North Africa was a major catalyst behind the Arab Spring.

The Arab world has the highest rate of youth unemployment in the world, and according to a report by the International Finance Corporation and Islamic Development Bank, the problem is costing Arab countries more than \$40bn (£24bn) annually.

This is a risk to Carillion as we depend on stable communities in which to do business. The business is exploring ways in which to support its neighbouring communities in skills development. For example, Carillion Alawi's training centre is providing people from local villages with training in carpentry, masonry, steel-fixing and scaffolding. During 2012, the Omanisation Ministry of Manpower nominated 55 candidates for employment in Carillion. All 55 of the candidates successfully completed their training and are now working on various projects in Carillion – 25 as drivers and operators, 15 as junior supervisors and 15 as specialist tradesmen.

"Hammer Heads supports local communities by encouraging and mentoring young people who may not otherwise have an opportunity to gain and succeed at an apprenticeship. In construction we need to encourage young people into the trades, and our involvement is the first step in making the process successful."

Kieran Boyd, Project Superintendent, Carillion Canada



Egypt

Student training at Cairo Festival City, Al Futtaim Carillion

In Egypt, our Cairo Festival City contract team has scaled up its student training programme for local university students.



In 2012, students from four different universities were involved (Cairo, Ein Shams, Arab Academy for Science and Technology, and the British University in Cairo) and covered all the major construction disciplines during their six-week training course. Topics included health and safety, quality control, survey, design and temporary works, and procurement, as well as a Carillion Values briefing.

At the end of the programme the group prepared a short presentation on their learning to Managing Director, Simon Webb. They demonstrated an increased knowledge of technical and practical issues and also benefits they had gained through collaboration and confidence.

Overall, nine departments and more than 30 staff members were directly involved. They were delighted to share their ideas and experiences with Egypt's construction leaders of the future.

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Caribbean

Bus shelters for young people

In our Caribbean operations we are continuing with the Bus Shelter Initiative, which came about two years ago when we responded to an employee request for a bus shelter for the children in his village. We are now constructing two shelters in the wider community in which we operate (Waterloo Depot), which will benefit two schools, and a youth training centre in the area. The shelters provide a safe, covered area for Carillion employees, students and neighbours.



In Canada, an estimated 14.7% of people between the ages of 15 and 24 are without jobs¹. As a major employer in Canada, Carillion has a responsibility to address this issue.

For example, our Forensics Services and Coroner Complex (FSCC) contract team in Toronto has joined forces with a local organisation, Hammer Heads, to provide supervised site visit opportunities to budding apprentices. Hammer Heads is a youth-focused programme which prepares candidates for entry into apprenticeship programmes. In 2012, the FSCC team enabled over 120 candidates to visit the contract site and ask questions about careers in the construction industry.

1. <http://www.statcan.gc.ca/daily-quotidien/130208/t130208a001-eng.htm>

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Charitable giving and volunteering

In addition to the investments we make in our communities directly through our operations, we also support our neighbourhoods by giving time, cash, and in-kind donations to good causes.

Each business unit has a community fund. In line with our Values, we strongly encourage our people to volunteer in the community, and we have a well-established policy and programme to facilitate this.

For example, Carillion Construction seconded employees to the Business in the Community (BITC) Business Connector programme in Tameside, Manchester. This encourages engagement of local businesses in community activity and supports the Tameside Strategic Partnership Economic Strategy for Tameside 2026.

In the UK, we run a payroll giving scheme, with around 1% of those on our payroll participating. UK employees can also register on a national database to give their time to schools through Inspiring the Future, an organisation that aims to further the career aspirations of young people.

In 2012, we gave 1% of our pre-tax profits to charitable and community causes through a combination of employees' time, cash, and in-kind donations.

£50,000



donated to charities nominated by Carillion people

"I absolutely loved working as a Business Connector and the growth in my personal development has been overwhelming."

Joanne Reeves, secondee to Business Connector programme

"Thank you to Carillion for the very kind and generous donation made to us. As a very small village it is the same community that we call on for each event, so it is incredibly exciting to receive a wonderful donation to help us on our way."

Moe Whitehall, Secretary for Seagry and Startley Recreation Ground Trust

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Qatar

Better accommodation for HOPE Qatar Centre

The Hope Qatar Centre in Doha, Qatar, helps children with special needs. The centre relies on charitable donations, and in 2012 they were looking for help to move to new six-bedroom accommodation to enhance the level of care they provide.



Carillion provided transport and manpower to transfer the Centre's furniture to the new building; the team built a wheelchair access ramp for the main entrance and painted and cleaned the interior; they also carried out electricity safety checks and replaced the light bulbs with energy-efficient lamps.

Carillion was presented with the Shukran Award by the Hope Qatar Centre in appreciation of and gratitude for their efforts.

To ensure that our giving aligns with our community goals, we try to work with our community partners where we can. For example, in the UK our people have been closely involved in Business Action on Homelessness (BAOH). In 2012, 126 volunteers supported the initiative, running Get Ready! events and client support workshops.

Each UK business unit has a BAOH Champion, and in 2012, 30 job coaches were matched with 40 Ready for Work clients.

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UK

Time to Shine for the Paralympics

Time to Shine is a UK initiative funded by the contractors on the Olympic Park. It is run under the banner of WheelPower, the national charity for wheelchair sport, and is designed to give disabled children a taste for sports. In the lead-up to the London 2012 Paralympics, Carillion employees and those from other companies volunteered at the fifth residential Time to Shine event at Stoke Mandeville Stadium, welcoming 110 disabled children aged between 11 and 18 from eight London boroughs. The children took part in sports including wheelchair basketball, sitting volleyball, swimming, inclusive cycling, rugby, archery, and more.



Time to Shine continues to run as a legacy of the Olympics, and the catchment area will be gradually extended in the future.

The Carillion Charities Fund

The Carillion Charities Fund distributes money to charities nominated by Carillion employees worldwide. In 2012, the Fund received over 450 nominations, and the funding pot was doubled to £50,000, with 100 charities being selected to benefit from Carillion's Employee Charities Appeal.

[See the 100 charities that each received £500 \(PDF\)](#)

Abu Dhabi

Donate a Dirham campaign

The New York University project team in Abu Dhabi ran a Donate a Dirham campaign in conjunction with Operation Smile to sponsor cleft lip children's operations in India.



The aim of this campaign was to encourage everyone working on the project to donate at least one dirham. A number of other activities were organised to raise funds for Operation Smile. The week of engagement pulled in employees, subcontractors, and the wider community.

At the end of the week the team raised AED5,280 (£912), which was enough to put smiles on six children's faces.

Canada

Around the Bay Race



Ontario Roads, Canada, sponsored the annual Around the Bay Race in 2012. The \$3,340 funding provides safety services and ramp closures for the running race in Hamilton, Ontario.

The 2012 race saw over 11,000 competitors and raised over \$250,000 for St. Joseph's Healthcare.

Canada

Donating food and time



Carillion Canada held an event with the North York Food Bank in Toronto to help them sort and organise deliveries and donations. In the past, Carillion has donated food to the Food Bank, but in 2012 a group of employees came together to donate their time as well.

Twenty volunteers from Carillion took part in a two-hour session, sorting through and processing 900kg of food into different categories, ready to be delivered and used by families in need.

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Performance data

Note: MENA stands for Middle East and North Africa.

Total financial giving to community (cash, time, donations)



* Data reported at business unit level only in 2011.

Our total community giving exceeded our target of 1% of our pre-tax profit. The total includes cash donated to communities, financial cost of employee time, total cost of donations in kind and total management costs. We have changed the way we report community data and we now report this by business region rather than type of contribution.