

## MAKING TOMORROW A BETTER PLACE

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Committed to sustainable business...

### ...by protecting the environment

We make every effort to be a responsible global citizen when it comes to safeguarding natural resources and biodiversity for future generations.



> LEED Silver in sight



> Water reduction innovation at Cairo Festival City

Towards zero waste to landfill

> Read more

♻️

Towards 25% less water use

> Read more

💧

Creating natural habitats for wildlife

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### Viewpoints

*"Sustainability is a critical issue for The Carlyle Group, and Carillion Facilities Management exemplifies the commitment to sustainability that we expect from our service providers. We congratulate them for winning this award in recognition of their hard work and innovation."*

Carillion Client, **Ben Du Boulay**, Director at The Carlyle Group, which owns Three Piccadilly Place, commenting on our BREEAM Gold Award

> Read more



### Performance

#### Waste diverted from landfill

**86%**

2011: 82%

#### Water consumption

**1,910,474m<sup>3</sup>**

2011: 1,198,127m<sup>3</sup>

> Read more

### Challenges and opportunities

#### > Rising costs and the impact of sending waste to landfill

Reducing waste and finding alternatives as we work towards zero waste to landfill

#### > Working in areas of water scarcity

Building up resilience on our Middle Eastern contracts

#### > Enhancing biodiversity on and around our contracts

Ensuring we are leaving a sustainable legacy through partnership with others

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Protecting the environment > [Committed to action: water reduction innovation at Cairo Festival City](#)

### Committed to action: water reduction innovation at Cairo Festival City

With rapid population growth, limited agricultural land and recent challenges to Egypt's majority share of Nile waters, the United Nations warns that the country could be water scarce by 2025.



**S Factor award winner, protecting the environment category**

As a result of this problem-solving approach to water, the team was the winner of the Protecting the Environment category in our 2012 S Factor awards.

 [Watch video](#)

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This trend has become an alarming reality across the whole of the Middle East and North Africa region, one of Carillion's key growth areas.

Our Al Futtaim Carillion business is determined to play its part in addressing water scarcity, both within its own operations and across its construction contracts. The Cairo Festival City (CFC) contract is a flagship example of this in action.

CFC is a visionary mixed-use urban community development, spanning 3 million m<sup>2</sup>, being constructed by Al Futtaim Carillion. The site's District Cooling Network is made up of approximately 16km of pre-insulated carbon steel piping, which has also been installed as part of the work. Traditionally these pipes would have been flushed out using large amounts of water, and the water used would then have to be disposed of in compliance with environmental standards.

The contract engineers immediately rose to the challenge to explore alternatives. They came up with an air rupture cleaning process, which involves a sudden release of air pressure from the pipeline to blast dust along the pipe, eliminating the need for water flushing.

The team presented their ideas to the client, who was so impressed by the innovation that they gave the idea the immediate green light.

By changing to the air rupture process, the contract has saved:

- 60 days in time
- 16,250m<sup>3</sup> of water in total
- £60,000 on the cost of equipment such as temporary pumps, generators, mobile water tankers, temporary hoses, spools, storage tanks, water cost and manpower.

As a result of this problem-solving approach to water, the team was the winner of the Protecting the Environment category in our 2012 [S Factor awards](#).

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Protecting the environment > [Sustainable design](#)

### Sustainable design

We try to gain a complete picture of our impacts across the entire project lifecycle, allowing us to design sustainability into every stage.

To assess the sustainability of a development design, we evaluate its environmental, social, and economic impacts. These are reviewed at every step of the contract, from location and construction to use and eventual demolition. We consider the full range of social and environmental issues, including carbon lifetime impacts, ecology, water conservation, flooding, sustainable materials, and waste reduction.

All of our design work includes a safety audit as a minimum. We take this further and aim for independent sustainability certifications where we can, for example the Building Research Establishment Environmental Assessment Method (BREEAM), Civil Engineering Environmental Quality Assessment and Award Scheme (CEEQUAL) and Leadership in Energy and Environmental Design (LEED) standards.

For example, Three Piccadilly Place has successfully utilised the BREEAM In Use Asset assessment tool to upgrade the FM approach to 'Very Good'. The scheme is currently on course to achieve an 'Excellent' rating (see [The S Factor](#)).

We have targeted a number of schemes to achieve BREEAM Excellent, achieving certification in 2012 for four buildings at HMP Low Moss at Post Construction Review stage, and South Shields Community School and Southwark Primary School in Nottingham at Design stage. See also [Sustainable solutions for our customers](#).

### 21 projects

achieved BREEAM certification in 2012: 18 Very Good and 3 Excellent

£20,000



saved by replacing cement with hydrated lime powder, Oman National Museum contract

### Winner



Most Innovative Use of Renewable Technology, Housing Innovation Awards, UK

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#### Canada

#### LEED Silver in sight

At the new acute-care Oakville community hospital in Ontario, Carillion Canada is working towards the LEED Silver certification.

The building is approximately 30% more energy efficient than the average for hospitals, and contains approximately 10% recycled materials.



Sustainable design solutions include storm water management using 'bioswales' and storm water ponds; heat-reducing 'green islands' in car parks and other hardstanding areas; car park charging stations for electric vehicles; and the use of drought-tolerant native plants.

There are also pedestrian/cycling routes for site circulation and leisure use, with good connections to perimeter roadways, enabling visitors and staff to walk or cycle around the entire site, as well as access nearby countryside.

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Protecting the environment > [Sustainable design](#)

### Abu Dhabi

#### Recycled concrete

At the New York University contract in Abu Dhabi, Carillion is pioneering the use of concrete with 82% recycled content, therefore reducing the embodied carbon of the materials used to build the project. Following successful technical trials in 2011 and approval by the contract designers, the concrete is now being used at the site for blinding (under-floor construction) of temporary areas such as mezz facilities and workshops. The mix includes crushed recycled concrete, which contributes to its high recycled content.



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Protecting the environment > [Water](#)

### Water

Water is becoming an increasingly high-profile issue globally. Whether it is increasing prevalence of drought in the Middle East or flooding in the UK, we have a responsibility to protect this resource.

To demonstrate just how seriously we take this issue, we are rolling out our water reduction plans across our entire footprint, and helping our customers to do the same. We have expanded the collection of data on water consumption and are monitoring progress against targets for year-on-year reductions. We are proud to report that we now have data on water consumption for all our business units.

In 2012, we developed Water Reduction Plans for our contracts to trial and outline reduction measures for metered water, standpipes and abstraction. We focused heavily on establishing a robust water usage baseline. Full rollout is scheduled in 2013. Bureau Veritas was satisfied with our methodology for collating water data using our new web-based system, Capture.

We are also making the best of the market's latest water-saving technologies. For example, at Muscat airport, Oman, the construction team installed a Biokube sewage treatment plant with the intention of using the treated water for concrete curing. During 2012 over 6 million gallons of water were conserved using this technology, equating to a cost saving in excess of OMR24,000 (£40,000) and saving over 35,000kg of carbon.

#### United Arab Emirates

#### Reusing water at Al Jalila Children's Hospital

At our Al Jalila Children's Hospital contract in the United Arab Emirates, instead of using salt water (which would need to be sourced externally and imported to the site), the engineers have found a way of using dewatering water (water pumped from the site to maintain a dry and stable condition) to minimise dust on site.



Before reusing the water in this way, independent laboratory tests were carried out, which found that the dewatering water met all the parameters for dust suppression. The benefits are not only in cost savings, but in reducing related environmental impacts like carbon emissions.

In addition to tackling water scarcity, an acute problem in our Middle Eastern operations as well as a growing challenge in parts of the UK, we are also aware that some areas in which we operate are at the opposite end of the spectrum. 2012 was the second wettest year on record for the UK, and flash flooding is a growing problem.

#### Committed to...

...monitoring and reducing our water consumption by 25% by 2015

> See our progress against targets

### 100%

of our business units now have data on water consumption

### 16,000m<sup>3</sup>

water saved by using air to clean cooling lines rather than water, Middle East and North Africa

### 10%



reduction in water use, Middle East and North Africa

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Protecting the environment > [Water](#)

### UK

#### Awards for flood prevention, Glasgow

The White Cart Water Flood Prevention Scheme has significantly reduced flood risk from more than 1,700 homes and 40 businesses in vulnerable suburbs of Glasgow. It won the Environmental category at the British Construction Industry Awards in 2012, and is a multiple winner in other national awards.



Twenty major floods over the last 100 years have seen the White Cart Water cause significant damage locally. As part of Scotland's largest flood prevention scheme, Carillion won the contract to construct the three flood storage sites, after extensive community engagement in the design of the defences.

These have the largest vortex controls in the world, which reduce river flows by up to 45%, meaning that 15% fewer flood defences are needed. The vortices also have no moving parts and are passable by fish and mammals. By reducing the wall height by more than a metre in places, environmental and visual impact is minimised.

Most of the materials needed to make the earth embankments were sourced from the site, and 28,000 lorry movements were saved. As part of the scheme, nine hectares of species-rich wetland, grassland and woodland were created, including new habitats for otters, badgers and sand martins.

#### Water Champions

We now have over 30 trained Water Champions across our Middle East business and continue to allocate new ones to each of our operational sites. These individuals are trained to identify and recommend options and opportunities for water reduction, such as:

- flow reducers on taps
- push taps on all site hand-washing facilities
- use of waterless urinals
- using a curing compound instead of water in the Middle East, which saved 5,000m<sup>3</sup> of water on one project.

In 2013 we will roll out our water reduction plans and move our focus from strategy to tangible reduction measures. Where we have design and construction responsibilities, our aim is to make full use of cutting-edge water-saving technologies. Our facilities management teams will also continue to maximise the efficiency of water-saving devices across our portfolio.

### Caribbean

#### Rain water harvesting in the Caribbean



In our Caribbean operations, the team has been finding innovative ways to capture rain water. The Waterloo and Galeota depots both have four 1,000-gallon water tanks to collect rain water run-off. This water is used to flush toilets and damp down the site during dry spells to reduce local dust pollution, which is a problem on these coastal sites.

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Protecting the environment > [Waste](#)

## Waste

We are committed to send zero non-hazardous waste to landfill by 2015. For us, this is not just an environmental imperative, but a valuable efficiency driver in a competitive market.

We are proud to report that the absolute volume of waste we produce declined in 2012. This reflects the determined efforts across our operations to cut costs and protect the environment, including how we [engage subcontractors](#) on the issue.

### Committed to...

...sending zero waste to landfill by 2015

> See our progress against targets

### MENA

#### Waste management in the Middle East and North Africa

The principle of reduce, reuse, recycle is fairly new throughout the Middle East and North Africa (MENA), and recycling infrastructure is generally in its infancy. Carillion is trying to positively influence this by starting its own projects.



In Oman, a partnership with local compost manufacturer, Kala Compost, has seen more than 2,700m<sup>3</sup> of timber waste diverted from landfill since the start of 2012, for eventual use in gardens throughout the country. Around 95% of the timber waste generated by Carillion's contracts in Oman is now recycled in this way, compared to 45% in 2011.

At another contract in Abu Dhabi, the reuse of materials has been taken a step further, with the construction team choosing to build their site office using waste materials that would otherwise have been thrown away. This reduced the need for raw materials, lowered the carbon emissions of the contract, and saved around 18,000 AED (roughly £3,000).

We are vigilant about optimising the materials we need for each contract, choosing recycled and/or recyclable products where feasible. We have requirements for subcontractors to report on waste generated and percentages diverted from landfill. Furthermore, in 2012 we:

- continued to roll out a Waste Management Plan for every site
- improved how we collect waste data through our web-based tool, Capture
- tailored our approach to each contract, including calculating requirements carefully to avoid over ordering
- increased focus on designing out waste across our contracts
- used the Waste and Resources Action Plan (WRAP) Net Waste Tool in the UK
- continued to move towards off-site manufacturing and standardisation where possible
- set up recycling centres on all contract sites in the Middle East
- reused office furniture across our UK estate
- reviewed our waste suppliers across our construction and services contracts, selecting those that are committed to helping us achieve our zero waste to landfill target.

100%



contract sites in the Middle East now have recycling centres

95%

waste diversion rate at the Centre for Addiction and Mental Health, Toronto, Canada

86%

waste diverted from landfill across Carillion

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### Protecting the environment > Waste

Over the year, our focus was at the top end of the waste hierarchy as we trialled innovative ways of capturing value from waste. For example, in the UK our contract on the A487 road made use of rock extracted from road widening to construct retaining walls, or for community projects like local footpath improvement.

#### UK

#### Reusing crushed concrete at Sellafield

Carillion discovered a substantial layer of crushed concrete over a temporary storage area at the Sellafield site in Cumbria, UK, in 2012. Following discussion with the client, it was agreed that the 25,000 tonnes of material could be reused by the team as a capping layer for the vehicle tracks associated with the Outer Perimeter Security Zone (OPSZ) project.



The benefits included cost savings on first generation materials, transport and disposal, 3,000 fewer lorry movements and a reduced carbon footprint.

*“This is a fantastic example of the project team ‘thinking outside the box’, driving an idea to conclusion and in the process saving time and money.”*

**Ian Rae**, Senior Project Manager, Sellafield

Going forward, as well as streamlining our efforts towards zero waste to landfill, we will be exploring how we can maximise value from waste – rethinking how we view waste as a commodity and resource, which is vital to our bottom line.

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Protecting the environment > Waste

### Engaging subcontractors and contract teams

As with our overall approach to sustainability, supporting others along our journey is fundamental to achieving zero waste to landfill.

For this reason, we involve our suppliers and subcontractors from the early stages of every contract, to ensure waste to landfill is kept to the absolute minimum.

For example, in our facilities management business in the UK, we are working with our preferred waste supplier, SITA, to increase recycling, and where this is not possible use waste to energy rather than landfill as a last resort. For our office and our clients' refurbishment programmes, we are partnering with sustainable waste contractor Go Green, a building materials exchange. See [Bringing our suppliers along on the journey](#).

### Performance league tables

In the Middle East, we compile performance league tables based on waste data for each of our contracts. As well as providing us with regular management information on progress against our targets, they also introduce an element of competition among our contract teams, incentivising them to achieve more, faster.

League tables are published every month with the bottom three performing contracts required to produce improvement plans.

#### Abu Dhabi

### Trash into treasure, Al Bahar Towers

Working with local charitable partners, Al Futtaim Carillion in Abu Dhabi became involved in the Recycle for a Cause campaign to collect ring tabs. Around 750,000 ring tabs and 53,000 plastic bags have been collected since the project's launch, which have been made into new products like purses and bags. This has reduced aluminium waste by 187kg and plastic by 65kg. Almost £77,000 has now been raised, to support children's education for the Philippine Community Fund.



Going forward the goal is to collect 1 million ring pulls and 2 million plastic bags.

*"We are so grateful to Carillion for its support, which has enabled us to scale our efforts. The campaign's ability to transform trash into treasure has resonated extremely well across various segments of society. It has been deeply heart-warming to see both the social and financial return on this community investment."*

**Suparna Mathur**, Recycle for a Cause

### Shared best practice

on our sustainability strategy to reduce waste at the 3rd Annual Waste Management Forum in Dubai

#### Canada

### Putting waste oil back to use



Carillion and Petro-Canada Lubricants have partnered on the challenge of waste oil for 50 years, addressing the issues of lubricant storage, safe product handling practices, oil sampling and monitoring. We have recently collaborated on an innovative approach to reuse waste oil. Through this programme, Petro-Canada Lubricants and Veolia Environmental, a waste oil receiver in Eastern Canada, collect used oil from Carillion sites located in Ontario for reuse.

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Protecting the environment > [Biodiversity](#)

### Biodiversity

As a global business with an extensive operational footprint, we have a responsibility to preserve and enhance the habitats where we work.

Our impact on biodiversity is assessed through our Biodiversity Risk Assessment Process, a requirement on all contracts. We are working towards ensuring that Biodiversity Risk Assessments are completed for all contracts along with Biodiversity Action Plans where the risk is identified as high.

#### Expanding our biodiversity agenda in 2012

In 2012, we updated our Biodiversity Risk Assessments and Biodiversity Action Plans following an extensive review in 2011. These extended their scope to cover restoration activities, and better reflected the current biodiversity issues across our regions.

#### Oman

##### Conservation at Damaniyat Islands

As part of our biodiversity protection at the Muscat Court Complex, in 2012 Carillion-Alawi, Oman, transported and installed five information signs on the Damaniyat Islands to raise awareness among visitors of the rich marine and terrestrial biodiversity. The area holds some of the best developed coral reefs in Oman, and the shorelines are important habitats for sea birds and Hawksbill turtles, a critically endangered species.



*"We could not have installed these awareness signs without the help and support of the dynamic and motivated team of Carillion-Alawi."*

##### The Environment Society of Oman

As our people are in the front line and are frequently required to assess and address risks, we have training on habitats and sensitive species. We also ensure that employees feel involved in the approach. For example, Al Futtaim Carillion has provided volunteers and logistical support to the Tourism Development and Investment Company (TDIC), Abu Dhabi, for their Dune Restoration contract. More than 40 volunteers from our New York University contract team helped TDIC and the St Regis Hotel Saadiyat Island to restore 2,000m<sup>3</sup> of dune area by collecting plants and replanting them at the sensitive dune habitats.

Our biodiversity initiatives often have direct overlap with community programmes, and biodiversity and Community Engagement Plans are put in place on all contracts.

100%



of our construction contracts have been assessed for biodiversity risk

60 projects



funded by the Carillion Natural Habitats Fund since 2001

*"The Carillion Natural Habitats Fund is making a big difference not just to wildlife across the UK but to the people who value and enjoy it. Contact with nature is increasingly recognised as being fundamental to our physical and emotional well-being. Without the generosity of supporters like Carillion it would be impossible for The Wildlife Trusts to make such a big difference to the lives of people in this country."*

**Stephanie Hilborne**, Chief Executive, The Wildlife Trusts



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Protecting the environment > [Biodiversity](#)

### UK

#### Bringing back the Redstart

In recent years, the rarest bird in Birmingham, UK, the Black Redstart, has vanished from the city, and Birmingham City Council is keen to try and encourage the species to return.

Keen to do what we could, Carillion worked with our building contractor, Prater, to develop a brown roof habitat on the Library of Birmingham. The roof is designed to attract birds and insects and increase the biodiversity in the area – as well as helping the building towards a BREEAM 'Excellent' rating.

Seed mix consisting of 13 different varieties of wildflower was sown into the topsoil, and logs, stones, and bird and insect boxes were installed. Costs for the brown roof were kept low by using recycled content, and the roof requires minimal maintenance.



#### Carillion Natural Habitats Fund

We continue to grow the Carillion Natural Habitats Fund, set up in 2001. The fund has supported 60 projects with grants totalling over £370,000. Our donations and employee volunteering help The Wildlife Trusts' essential habitat and conservation work, and in 2012 we undertook the following projects:

- Park Hall Habitat Improvement – The Wildlife Trust for Birmingham and the Black Country
- Helping Natterjack Toads Out of a Hole – Cumbria Wildlife Trust
- Ulster Wildlife Trust Habitat Restoration Project – Ulster Wildlife Trust
- Water for Wildlife on the Wandle: A Living Landscape – London Wildlife Trust
- Living Waterways – Northumberland Wildlife Trust
- Wetland Wonderland and Dazzling Dragonflies – Staffordshire Wildlife Trust

### Canada

#### Tree planting in Ontario



During Sustainability Week 2012, employees from Carillion Canada and our subsidiary TWD Roads Management rolled up their sleeves and planted trees around eastern Ontario. They were joined by people from the Ministry of Transportation and the Loyalist Parkway Society.

We donated nursery trees and planted them in three Provincial Road Side Parks. All are native trees to the region and the Butternut trees are an endangered species.

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Protecting the environment > [Environmental management](#)

### Environmental management

Our robust environmental management systems enable us to minimise our environmental risks.

These are fully integrated into our wider corporate risk management processes and help us provide assurance to our customers and suppliers.

We are proud to report that all of our UK and Middle East and North Africa (MENA) operations are certified to the ISO 14001 international standard. Carillion's Canadian subsidiary, TWD Roads Management, is also certified. Our standards are subject to audits by an external verification company.

Key to managing environmental risks is our [Environmental Policy](#), which lays out Carillion's global commitment to environmental stewardship. This policy is rolled out in every business unit, which sets its own targets based on our 2020 strategy targets. Progress is monitored monthly against these targets within our wider sustainability management framework.

Our extensive suite of environmental management tools is only effective with engagement from our people. We raise internal awareness through our wider [employee engagement](#) channels as well as dedicated environmental management training.

Our management systems were improved significantly with the introduction of an online system Phoenix, in 2011, an integrated management system introduced across the Group, and Capture, in 2012, a web-based tool to collate sustainability and safety data.

### 100%

UK and MENA operations are certified to the ISO 14001 international standard



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Protecting the environment > [Performance data](#)

## Performance data

Note: MENA stands for Middle East and North Africa.

### Waste produced and diverted from landfill

	Waste produced (tonnes)			Waste diverted (tonnes)			Waste diverted (tonnes)	
	2010	2011	2012	2010	2011	2012	2011	2012
UK	2,530,506	1,007,553	<b>894,714</b>	1,779,195	872,436	<b>807,770</b>	87	<b>90</b>
MENA	102,099	107,752	<b>98,344</b>	34,132	45,799	<b>50,155</b>	42	<b>51</b>
Canada	9,750	9,124	<b>6,652</b>	4,192	4,757	<b>5,002</b>	53	<b>75</b>
<b>TOTAL</b>	<b>2,642,355</b>	<b>1,124,429</b>	<b>999,710</b>	<b>1,817,519</b>	<b>922,992</b>	<b>862,927</b>	<b>82</b>	<b>86</b>

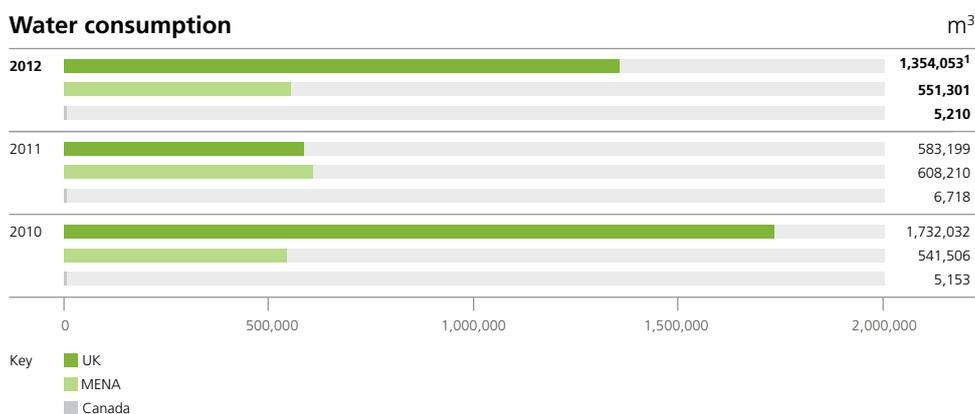
All projects and contracts in the UK have a site waste management plan through which they are required to quantify waste produced and disposal methods. This is collated monthly and reported annually. In the Middle East, recycling centres have been installed on all contract sites. All data is collated on a project basis and reported monthly. Canada appointed a national subcontractor to meet all of its waste management needs. Waste data is collated in two ways dependent upon the contract agreement. The first is by direct measurement at weighbridges and another is by skip estimation using conversion factors agreed with the environmental agency. In Canada, data is collected in a similar manner to the UK system of weighbridges.

### Significant spills

	2010	2011	2012
Number of spills	2	0	<b>0</b>
Litres spilled (major)	700	0	<b>0</b>
Number of minor spills*	–	28	<b>24</b>

\* Litres were not recorded because they were insignificant.

### Water consumption



1. The accuracy of water consumption data prior to this date was not gathered through a central report system.

Carillion did not have any water abstraction licences with the Environment Agency in 2012.

The 2012 water consumption data will form the baseline for all future water reduction targets.

All projects and contracts where Carillion pays the water bill are required to fill in their water consumption.