

MAKING TOMORROW A BETTER PLACE

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Committed to sustainable business...

...by providing better prospects for our people

Carillion's culture of success relies on our ability to attract and retain a diverse range of talented employees from thriving communities. The health, safety, wellbeing, and development of our people are of utmost importance.



Towards 80% employee satisfaction rating

> Read more



Towards 70% reduction in All Accident Frequency Rate

> Read more



In this section

Providing better prospects for our people

- > Committed to action: leading the construction sector in apprenticeship training
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Viewpoints

"Apprenticeships, to me, are about having the right skills in the right place at the right time, and if we do not get that right, we cannot grow as an economy and we do not have the right skills base to compete in international markets."

Ray Wilson,
Director and General Manager,
Carillion Training Services

> Read more



Performance

Accident Frequency Rate

45%

reduction over the last five years
2011: 30%

Learning and development

£20m

spent on learning and development resources in the UK

2011: £25m

> Read more

Challenges and opportunities

> Health and safety incidents across our global operations

Continuing our no-compromise approach towards Target Zero

> Retaining valuable human capital within the business

Ensuring our 42,000 people feel motivated, inspired and valued

> Sector leader in apprentice training, UK

Offering extensive training and placements to apprentices, and influencing others

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Providing better prospects for our people > **Committed to action: leading the construction sector in apprenticeship training**

Committed to action: leading the construction sector in apprenticeship training

Carillion firmly believes that an apprenticeship system is vital to stimulate economic growth by developing the skills base and employability of young people.



“There is no doubt that finding work can be a challenge right now, and centres like this are vital to equip our young people with the skills, qualifications and the confidence that they need to succeed.”

The Rt Hon Hazel Blears MP, visiting Carillion’s Salford training centre in 2012

KEEP UP TO DATE WITH SUSTAINABILITY



> Get involved

 [Watch video](#)

Carillion is the largest employer of young apprentices in the construction sector, with almost 2,000 learners in training at any one time. In 2012, Carillion delivered 1,000 NVQs and apprenticeships in construction, with over 74% of its apprentices subsequently moving into employment. We were also awarded our fourth national contract with the National Apprenticeship Service to provide training through the [Carillion Academy](#).

Ray Wilson, Director and General Manager of Carillion Training Services, in giving verbal evidence to the recent Business, Innovation and Skills Committee Enquiry into Apprenticeships, told the committee that the strategic purpose of apprenticeships should be simple and focus on skills:

“Apprenticeships are about having the right skills in the right place at the right time, and if we do not get that right, we cannot hope to grow as an economy.”

The Carillion Construction Apprenticeship Charter commits us to having 250 apprentices placed in Carillion businesses and our supply chain at any one time. Our apprenticeship programmes are widely recognised for their contribution to employability within local communities, for transforming the lives of young people, and for helping create a base of sustainable and skilled employees for the construction industry. All Carillion UK apprenticeships have satisfied Ofsted standards, with active improvement plans in place to deliver good ratings in future inspections.

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Providing better prospects for our people > **Committed to action: leading the construction sector in apprenticeship training**

In 2012, a challenging economic year for our sector, our apprenticeship programme grew even stronger, with highlights including:

- hosting numerous ministerial and local MP visits to our flagship apprentice training centres
- placing our 60th Carillion apprentice on the Library of Birmingham contract
- securing modern apprenticeships places with Carillion for 12 young people from Glasgow, and giving them a helping hand onto the career ladder following their success on a Prince's Trust training initiative – the Get into Construction programme, delivered by Carillion in partnership with industry training specialists TIGERS, gave the 12 previously unemployed young people aged between 17 and 20 a five-week hands-on training experience, covering the essentials of a career in the construction industry
- being successfully re-appointed as the resident training provider on the King's Cross Central regeneration project in London – our dedicated construction skills centre employs and trains over 100 local young apprentices each year, on behalf of the contractors working on this high-profile project
- Carillion being highly commended by the UK Contractors Group Apprentice Employer of the Year 2011 for their contribution towards the training of apprentices
- running various events to celebrate National Apprenticeship Week, for example, at the Shotton Hall School Project in County Durham, we ran a Site Safety Toolbox Talk and a health and safety podcast.

When it comes to our apprenticeships programme, our work is never done. We are continually working towards our vision of providing high-quality, sustainable apprenticeship training that supports ever changing demands of the industry, and to be one of the most admired apprenticeship training organisations in the country.

UK

Apprentice spotlight, Laura Baker

Laura Baker in the UK became one of the first apprentices to achieve her NVQ Level 2 in General Construction Operations.



"Carillion inspired me to keep going when things got tough and I am grateful to them for that. I enjoyed the college aspect of it also, as it kept strengthening my skills and provided a change of scene."

Laura Baker, Carillion Construction apprentice

After her apprenticeship with Carillion, Laura went on to secure full-time employment with a local firm.

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Providing better prospects for our people > [Health, safety and wellbeing](#)

Health, safety and wellbeing

Carillion does not compromise when it comes to the health and safety of its people. Despite continuing to drive down the frequency of accidents, we know we can do better.

We want to achieve our Target Zero for accidents and be the recognised leader in health and safety in our sector. Our Board is firmly committed to this – Richard Howson, our Chief Executive, holds Group-wide responsibility for health and safety, and it is the first agenda item at each Board meeting and at business unit meetings throughout the Group.

The health and wellbeing of Carillion’s employees is not simply the right thing to do, it is vital to the long-term success of our business.

Committed to...

...reducing our All Accident Frequency Rate by 70% by 2020

> See our progress against targets

89%



of employees agree that ‘Health and safety is a top priority where I work’ (Great Debate annual employee survey)



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> Get involved



UK

Health and safety awards

Al Futtaim Carillion won *Construction Week’s* Health and Safety Initiative of the Year for its ‘visual impact’ training in 2012. The approach shows employees the impact of unsafe acts in their day-to-day lives by replicating the site scenarios in a safe environment through live acting.



Visual impact training crosses language and literacy boundaries. Commenting on the achievement, Derek Lewis, Managing Director of the United Arab Emirates Division, said:

“Our ultimate aim is a target of zero incidents; we are not there yet, but this is by itself a world-class achievement, and this award makes our efforts in this regard all the more worthwhile.”

Annual health and safety award winners



Mark Wall, Carillion Enterprise



Carillion MENA



Carillion Construction Services



Carillion Telent

 [Watch videos](#)

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Providing better prospects for our people > **Health, safety and wellbeing**

Managing health and safety

We have well-established policies and systems in place to manage health and safety, including applying 11 leading and lagging indicators within rigorous risk frameworks to monitor and improve performance.

All our businesses have formal health and safety management systems, and we are proud that we continue to be certified to BS OHSAS 18001 across our UK and Middle East and North Africa (MENA) regions. All contracts are assessed for health and safety risks at each stage, from design and delivery to final use, and senior managers regularly visit contracts to review health and safety with employees at all levels.

Our management systems are supported by a Group-wide policy, implemented through awareness-raising campaigns and formal training. We operate an internal telephone reporting system for all UK health, safety, and environmental accidents and incidents, and issue daily reports covering serious incidents to line managers via SMS text.

We deeply regret that one person tragically lost their life at a Carillion work site in the UK in December 2012 when he was struck by a train while working on the railway. Our thoughts are with his family and friends.

We had one prosecution by the Health and Safety Executive relating to an accident during construction of a tower block in Swansea, Wales, in 2008, when a subcontractor's employee was tragically killed when he fell from height while dismantling a scaffold. This resulted in a fine of £130,000, and the subcontractor and its managing director were also prosecuted.

By investigating incidents such as this we learn and take action to continually improve the safety of our people.

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Providing better prospects for our people > **Health, safety and wellbeing**

Target Zero

Our target is zero accidents every day: Target Zero. We do everything we can to remove the risk of accidents from our business, across every contract.

In regrettable cases where an accident does occur, our systems ensure we learn from it, communicate the learning, improve for the future, and Target Zero the next day. This is our corporate vision, and we use a wide range of tools to help us achieve it.

Risk assessment

We apply our rigorous corporate risk management processes to our Target Zero mission. We ensure that a risk assessment is carried out for every task that:

- takes account of the environment in which the task is undertaken as well as the nature of the task itself
- identifies the key hazards
- sets out clear, practical controls.

To keep abreast of health and safety risks in our sector, we closely monitor the effectiveness of our risk assessments, and review the controls we have in place. This is one of our key performance indicators.

Management framework

Our AC²E framework enables us to evaluate our safety systems and behaviours using a number of tools:

- **Awareness:** policy, communication, responsibility and hazard identification
- **Competence:** training, behaviour and risk management
- **Compliance:** management systems, incident investigation, performance measurement and supply chain management
- **Excellence:** innovative practices, influencing stakeholders, health and wellbeing

Business units complete a questionnaire based on these four areas that allows them to measure their current performance and set an improvement plan for the following year. Across the Group, we achieved an AC²E score of 85.5% in 2012, compared to 81% in 2011, and against a target of 86%. In 2013, the overall target will be 88.4%.

Canada and Caribbean

Slips, trips, and falls awareness

Carillion Canada and the Caribbean has made a push to reduce the number of slip, trip, and fall incidents with a new safety campaign.

Methods included weekly emails to employees with prevention tips, desktop wallpaper imagery, and an interactive hazard identification quiz which had more than 230 hits and 98 entries, with prizes for successful participants.

The campaign resulted in a 25% decrease in these kinds of accidents.



84%

of Carillion contracts achieved zero reportable accidents in 2012

45%

reduction in our Accident Frequency Rate over the last five years

Global

Don't Walk By



Don't Walk By (DWB) is our approach to encouraging staff to look for and report potential hazards before an accident occurs. We have successfully rolled out DWB across all operations, and in 2012 received more than 1.5 million DWBs, an average of 13 DWB reports per employee and subcontractor – a 30% increase in the year. In 2013, we are targeting an average of 15 in the year for each and every person.

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Providing better prospects for our people > **Health, safety and wellbeing**

We hold one-to-one conversations to capture and action employee suggestions. We also operate regular planned work stoppages and Safety Action Groups (SAG) where employee representatives meet regularly to discuss safety issues directly with management teams. In 2012, 10.63% (4,226 people) were directly involved in SAGs across the business.

Employee awards for good practice

Internal health and safety awards are held across our business units with a shortlist going forward to the Chief Executive's Health and Safety Awards. In 2012, the winners were:

Safety excellence

Joint Winner – MENA

The business recognised the challenge to transfer safety knowledge and learning into new territories and new clients. In 2012, the senior management team set in motion a series of events that involved addressing AC²E through affecting leadership commitment at all levels.

 [Watch video](#)

Best practice

Winner – Carillion Construction Services – 'Boot Camp'

Carillion Construction ran a seven-month campaign building up to Boot Camp Week, which focused on reducing foot and ankle injuries, engaging with employees and managers to understand their day-to-day issues, then working together to remove hazards, reinforce training and find solutions. The campaign received very positive feedback.

 [Watch video](#)

Best practice

Winner – Mark Wall, Carillion Enterprise

Mark Wall, an electrical engineer, delivered innovation and a continuous drive for health and safety improvement. Mark is appointed as a Behaving Safely Champion for his site, and his Safety Action Group (SAG) meetings, Toolbox Talks, safety briefings, and other forums were well received by supply chain engineers and operatives.

 [Watch video](#)

Joint Winner – Carillion Telent Joint Venture

Carillion Telent has been determined to shake off any client perceptions of poor health and safety culture. The business proved this in 2012 by consistently delivering high standards. Carillion Telent is now being asked to support BT Openreach, the client, in improving its own health and safety record. This is a good example of collaborating to raise industry standards.

 [Watch video](#)

Highly Commended – Carillion Canada – 'Flagging' initiative

Throughout 2011 and 2012, the Transport Alberta team observed a rise in near-miss accidents due to highway 'flagging' operations and the urgent need to overhaul industry practice. The team is now working closely with others to change flagging practices throughout its operations and also change the industry to safer flagging methods.

 [Watch video](#)

Highly Commended – Majilis Oman Project Team, Carillion Alawi

The Operational Team demonstrated the Carillion Values of Openness and Honesty with regard to near misses that have occurred. It is only by proactively and openly discussing near misses that we can learn and improve the way we operate. The project remained RIDDOR free during 2012.

 [Watch video](#)

Global

Behaving Safely



Our behavioural standard, Behaving Safely, sets out the types of behaviours that will help us achieve our goal and the types of behaviours that would be unhelpful. It focuses on the importance of following rules, being aware, speaking up, and getting involved to help us meet Target Zero. Employees and subcontractors also complete a Behaving Safely questionnaire to give their thoughts about how often they see positive behaviours in their workplace. In turn we use this as a key performance indicator, with 100% representing all employees seeing all the positive behaviours most of the time. In 2012, we achieved a Behaving Safely score of 83%, and in 2013 we are aiming for 90%.

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> Get involved



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Providing better prospects for our people > **Health, safety and wellbeing**

Measuring and improving performance

Measuring our impact against Target Zero is necessary to manage and improve performance. We measure against a wide array of best practice indicators.

Health and safety indicator	How it is determined
AC ² E score	Based on the four concepts of the AC ² E model (Awareness, Competence, Compliance, Excellence).
Behaving Safely score	Based on employee and subcontractor observations of workplace behaviours.
Risk assessment score	Based on whether required controls have been implemented.
Don't Walk By Frequency Rate (DWBFR)	Determined by the number of hazard reports (DWB) per person, per year.
National Examination Board in Occupational Safety and Health (NEBOSH)	Score based on the number of people who have successfully attained the NEBOSH Certificate as a percentage of the population for whom it is required. All senior managers must pass NEBOSH Certificate training.
RIDDOR*-free contracts	The number of contracts free of RIDDOR reportable accidents as a percentage of the total number of operational contracts in the preceding 12 months.
Accident Frequency Rate (AFR)	Based on the number of RIDDOR accidents per 100,000 hours worked for employees and subcontractors combined.
All Accident Frequency Rate (AAFR)	Determined by the number of injury incidents recorded, of any severity, per 100,000 hours worked for both employees and subcontractors combined.
Near miss frequency rate	The number of reported near misses per 100,000 hours worked. We aim to increase this rate as the more near misses are reported, the fewer accidents we will have.
Critical issue frequency rate	Based on the number of injuries and near misses related to critical issues (the top five safety issues determined by each business) per 100,000 hours worked.
Lost time incident frequency rate	Determined by the number of incidents that result in one day or more (not including the day of the accident) off work (or unable to undertake normal duties) per 100,000 hours worked for both employees and subcontractors combined.

* Reporting of Injuries, Diseases and Dangerous Occurrences Regulations.

Peer reviews

In the context of Carillion's wider governance and risk management framework, health and safety is managed rigorously through our peer review model.

This provides us with assurance that projects are delivering on their financial and operational targets, and that project risks are being managed effectively. The Carillion Board requires each business unit to undertake an annual risk-based programme of peer reviews undertaken by independent, experienced and competent personnel from a similar background.

74%

of senior managers hold the National Examination Board in Occupational Safety and Health (NEBOSH) General Certification

4,226



employees involved in Safety Action Groups

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Providing better prospects for our people > [Health, safety and wellbeing](#)

When it comes to health and safety, we organise annual business-to-business peer reviews to:

- provide independent validation of AC²E assessments and key performance indicators
- provide assurance to management teams that key health, safety and sustainability risks are being managed appropriately
- review performance
- exchange learning between businesses and establish best practice elsewhere.

UK

Raising the safety of commercial vehicles

Carillion received accreditation for the Freight Transport Association's Van Excellence scheme to raise the standard of van operations in the UK.

Working with supply chain partners, Carillion Fleet Management set safety standards and created a prototype van. It includes additional grab handles and illuminated steps and puddle lights to assist entry and exit in dark conditions, and on-board weighing equipment with an integrated reverse camera monitor.



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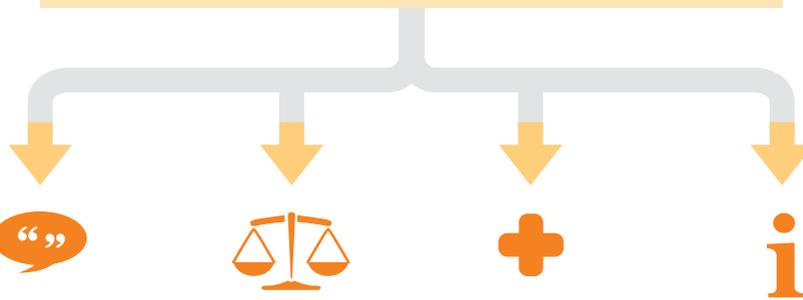
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Providing better prospects for our people > **Health, safety and wellbeing**

Health and wellbeing

Supporting our people to be healthy is important to our recruitment and retention strategy, and consequently, to the future of our business.

Our health and wellbeing programmes include:



An **employee assistance programme** offering services such as free education advice, childcare guidance and employee counselling, with a 24-hour telephone support service

Work-life balance policies covering issues such as parental leave, flexible and part-time working, and special leave

Licensed medical clinics in Dubai, Muscat and Cairo supporting over 20,000 employees

Health Matters, a monthly information service, in partnership with our occupational health provider, aimed at giving good-quality information on personal health issues. Feedback from employees has been extremely positive

MENA

Halt for Health Week



Across the Middle East and North Africa region we organised a Halt for Health Week to generate awareness of health issues across different nationalities and cultures. In 2012, the week was a great success, enabling people to share knowledge and ensure those who may not usually have access to health information get assistance and help where needed.

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> Get involved



As part of our advocacy role, we have signed up to the UK Department of Health's Responsibility Deal aimed at improving public health and tackling health inequalities. In addition to reporting publicly on the Deal's core commitments, we have pledged to:

1. embed the principles of the Chronic Conditions Guide within HR procedures to ensure that those with chronic conditions at work are managed in the best possible way
2. only use occupational health services accredited to the Safe Effective Quality Occupational Health Service (SEQOHS) scheme
3. increase physical activity in the workplace
4. offer all employees a free health check at least every three years.

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Providing better prospects for our people > [Recruiting and retaining excellent people](#)

Recruiting and retaining excellent people

Ensuring that our employees feel motivated, inspired and recognised, and that we can continue to attract the very best people going forward, goes to the heart of our business strategy.

From recruitment to retirement, the way we develop, reward and retain people has a significant impact on business performance. With this in mind, we have People Plans in place for each of our businesses, reviewed by the Carillion Board twice a year. We also have mature [employee engagement](#) and [learning and development](#) programmes entrenched within our business units.

Recruiting locally and fairly

Our strategy is to recruit from our existing internal employees where we can. We advertise all roles internally for a minimum of two weeks, and send a list of vacancies to those staff in the process of being redeployed, as well as ensuring that hiring teams themselves have visibility of staff who are looking.

Where we do need to recruit externally, we prioritise the local area. Recruiting locally can help stimulate local economies, reduce employee travel costs and carbon, and ensure more flexibility for our employees with a stake in the outcomes of our contracts.

By recruiting this way, we are aligning our people strategy with our community and carbon reduction strategies. See also [Employment and training](#).

Committed to...

...increasing our employee satisfaction score to 80% by 2020

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

> See our progress against targets

71



graduate interns in the UK and MENA

KEEP UP TO DATE WITH SUSTAINABILITY

> Get involved



Oman

Omanisation initiative

Carillion Alawi is providing career opportunities to Omani nationals to contribute to the government's 'Omanisation' initiative, which aims to increase the number of Omanis employed in the private sector.



Carillion runs careers fairs to attract young graduates, offers a structured graduate programme, and has a permanent recruiter placed within the Ministry of Manpower. Once recruited, Omanis receive support from the business through the trade skill school and English language training.

We strive to eliminate all bias and unlawful discrimination in relation to job applicants, employees, our business partners and members of the public. All our managers receive guidance and training on this. See [Promoting diversity](#).

Retaining the best people

Keeping the talent we have helped develop within Carillion makes good business sense. This is why we continue to invest significantly in [learning and development](#), and innovative ways of [engaging our people](#), even during trying financial times.

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We also know that people need to be rewarded to remain motivated. Our competitive remuneration package takes into account personal performance and provides access to a wide range of benefits. These include pensions, childcare vouchers, healthcare, the Carillion Thank You Scheme and a holiday scheme. Overall, we want people to feel empowered and engaged by our reward choice.

Reward goes hand in hand with recognising those who have gone the extra mile. Our annual [Values Awards](#) and [S Factor awards](#) are two examples of how we do this.

Caribbean

77 years' service with Carillion

Sonny and Anjanie Chattergoon have achieved a combined 77 years of service with Carillion's Caribbean operation. Sonny has recently retired after 35 years but Anjanie is still with us, and her 42 years of service make her one of our longest-serving employees anywhere in the Group.

"I guess you could say we're pretty loyal people, but if the company is good to you and the people you work with are good, there's no need to leave."

Anjanie Chattergoon, Carillion Caribbean longest-serving employee

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Engaging our people

Engaging our people starts with clear communication, keeping them informed about what is happening. It also means listening to each other and showing a genuine responsiveness to concerns.

Carillion's 42,000 employees have a variety of channels through which they can share ideas and opinions with us, including The Great Debate, People Forums, monthly Team Talk discussions and one-to-one meetings with line managers.

The Great Debate

2012 marked the tenth anniversary of our Group-wide employee survey, The Great Debate. The annual survey gives participants the opportunity to vote on big issues that will influence the future of the company, and let senior management know what really matters to them, anonymously.

The overall feedback is discussed at the Chief Executive Leadership Team meetings, and action plans are developed for improvement.

In 2012, over 9,777 employees shared their views via The Great Debate. The debate was continued at 160 workshops during November and December 2012.

Living our Values

From their first day with us, we provide training to help people understand the importance of our Values and how they can apply them in their day-to-day roles with respect for different beliefs and cultures. We have appointed Values Champions across our businesses to provide and support training, and to promote best practice.

Our annual Values Week is a focal point in the year where people can deepen their understanding of what our Values mean. In 2012, the week focused on the theme of engagement. Events around the world were structured around each of our five Values. For example, in the UK:

71%



of employees feel proud to be part of Carillion

The Great Debate findings, 2012

2,143



Values Awards given to Carillion employees, see some of our winners below



Values Award winner

Daniel Pallant, Carillion Energy Services



Values Award winner

Baldev Singh, SkyBlue



Values Award winner

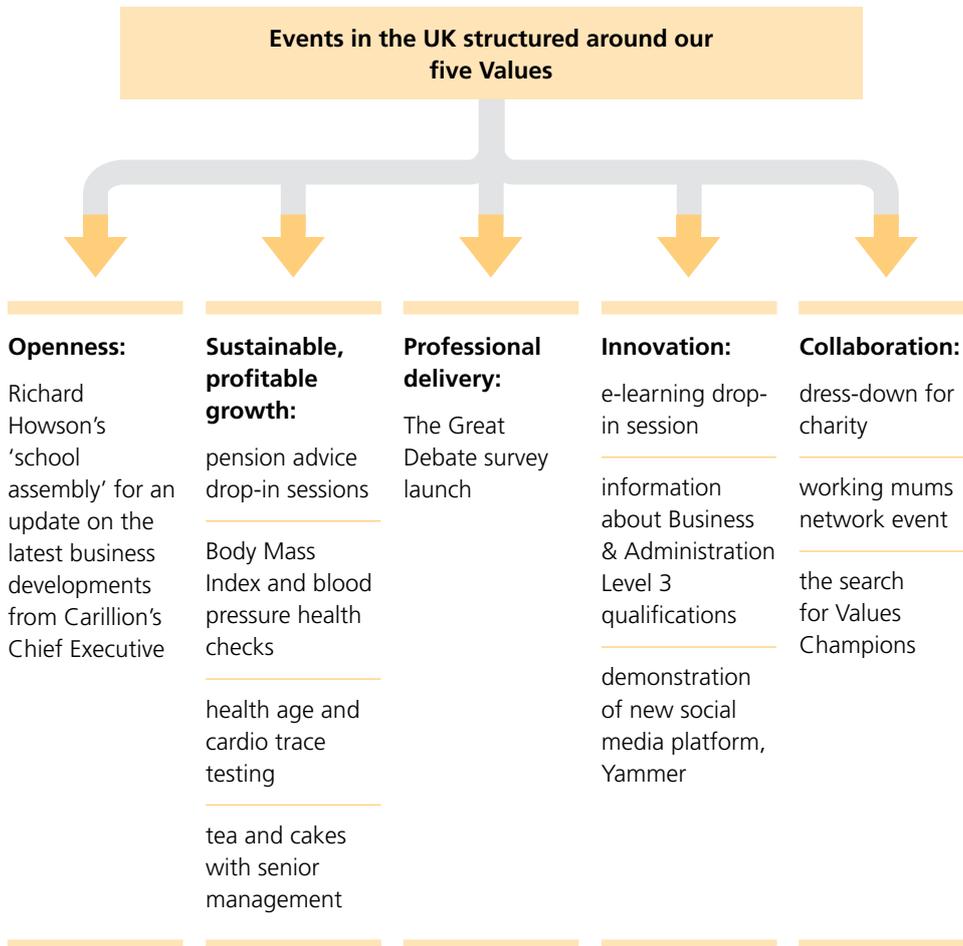
Garib Das and Mohammed Latif, Al Futtaim Carillion

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Providing better prospects for our people > **Recruiting and retaining excellent people**



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Those people who really stand out as having lived the Carillion Values are given recognition at our Values Awards. In 2012, 2,143 people received awards – a clear indication of their commitment to making tomorrow a better place.

Global

Heroes Award winner: Rebecca Marandola

Innovative thinking is the way forward, according to Rebecca Marandola, and the Group Services Values Steering Group agrees. The HR Service Delivery Advisor would often seek out improvement opportunities within HR processes and day-to-day working practices. This included setting up a 'learning lunch' and guidebook on using Microsoft Excel to work more efficiently. She said:



"I regularly look for innovative approaches in the work I do and I am glad to be making a proactive contribution which others can benefit from."

Rebecca Marandola, HR Advisor

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Learning and development

By paying attention to the learning and development needs of our people, we enable them to achieve more in their career, enabling Carillion to provide skilled and motivated employees for both traditional and new areas of the economy.

Employee development and engagement is listed among our top 10 business risks. To this end, in 2012, in addition to our [employment and training](#) initiatives, we continued to invest in the learning and development of our employees despite challenges around costs, rapid changes to technologies and policy changes in areas of funding and apprenticeship frameworks.

Investing in our people

In 2012, we sustained our annual levels of investment at over £20 million in learning and development resources in the UK in organisation support structures, facilities, discretionary spend and new methods of learning. Working in close partnership with operational training teams in Energy Services, Rail, Construction, Infrastructure and Facilities Management, we further developed the Shared Service in the Carillion Academy. The anticipated growth and spread of apprenticeships occurred as predicted in 2012, and the new organisation introduced to manage them is set to support continued increases in volumes in 2013. Also, we rebalanced the Academy to underpin the rollout of e-learning. In 2012, over 7,000 licences to access the learning were rolled out, supported by over 70 programmes in the catalogue.

Our research into e-learning has driven the strategy that grows the catalogue slowly, and campaigns to encourage learning – so far over 1,000 modules have been completed with another 700 in progress. Access to the learning materials is by internet, and in 2013 we are planning to give educational bodies and supply chain partners access to the technology.

Tailoring our approach

The identification of learning needs is embedded in the appraisal and job chat processes that operate consistently across the job families and business units. The outputs from these discussions form the basis of Carillion-wide training plans that are costed and scheduled against budgets for delivery in the following 12 months.

Investment in online system Oracle has meant that employees have a single training record that can be accessed and reviewed by successive line managers, and stays with the individual throughout their career. In 2012, this process delivered almost 38,000 training days to the population with over 20,000 Oracle training records created. The balance of the records is held securely on contracts and local systems.

Other training solutions are developed in the Academy to meet new requirements such as legislative changes, new technologies, or corporate priorities such as leadership programmes.

The planning process is dynamic through the year but underpinned by the annual training planning process collated through the appraisal cycle.

The appraisal is aligned both to Carillion Values, and the leadership and people success factors that ensure emphasis is placed on 'how' objectives are delivered. In 2013, Carillion will be facilitating formal 360 degree appraisals for senior management to ensure a rounded approach to performance feedback.

The impact of our learning and development processes is reviewed within [The Great Debate](#).

Committed to...

...providing access to learning and skills development for all employees

> See our progress against targets

100

e-learning programmes available to **9,000** employees

£20m+



invested in learning and development resources in the UK

10%

of employees supported on vocational, professional or internal structured development programmes

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UK

Carillion is continuing its support for a social mobility initiative

In January 2012, Carillion was among the first 100 companies to sign up for the [Social Mobility Compact](#), a government-led initiative aimed at creating a fairer society through wider access to career and training opportunities. The Compact encourages companies to open up work experience opportunities to a broad range of young people in order to:



- raise aspirations in communities and schools through mentoring programmes and career talks
- make access to internships fairer and more transparent
- encourage non-discriminatory recruitment procedures.

Abu Dhabi

Interns at New York University

Al Futtaim Carillion offered Mr V. V. Kartheek an eight-week internship opportunity at its New York University Abu Dhabi Project. He spent the internship within the planning department, and at the end of the placement he was recruited as a Junior Planning Engineer.



"Carillion has a good working environment and they never treated me as an internee during the internship period. I feel proud that I completed my internship with Carillion and now work with them as a member of staff."

Mr V. V. Kartheek, Planning Engineer, Al Futtaim Carillion

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Providing better prospects for our people > [Recruiting and retaining excellent people](#)

Carillion Academy and Leadership

The Carillion Academy

The Carillion Academy is coordinating our approach to the Social Mobility Compact, and continues to work closely with the UK Government's Skills Funding Agency within the Department for Business Innovation and Skills to develop skilled and flexible employees.

We have done this by supporting several key Employer Ownership of Skills bids designed to create jobs and apprenticeships and support small companies. For example, in August 2012, we were awarded our fourth national contract with the National Apprenticeship Service to provide training through the Carillion Academy. In 2012, we continued to deliver the facilities management level 3 apprenticeship, and in November our first business apprenticeships were launched.

Going forward we will put our Green Deal apprenticeship strategy through the contract, and potentially a new Rail level 2 qualification on behalf of the National Skills Academy. We are also hopeful that an award in 2013 for the Rail sector will allow us to extend our training capability outside of what Carillion needs for itself, for the benefit of the entire Rail industry.

"In 2012 we saw our first new hires through from the Work Programme and intend to grow to an annual figure of over 100 new entrants from the young and unemployed through the Youth Contract scheme."

Dean Smith, Head of the Carillion Academy



UK

Apprenticeships and vocational qualifications through the Carillion Academy

Apprenticeships in facilities management and business administration have been successfully launched to complement our proven track record in construction and electrical mechanical operations. See [Committed to action](#).



We are also currently recruiting young people onto both Rail and Civil Engineering apprenticeship programmes. It is our aim that when these apprentices complete, they will take advantage of our further education funding support policies. These aim to develop technical skills from entry level qualifications through to levels 4 and 5, and ultimately to degree level.

Green skills are a new area for the academy. We have commenced the mobilisation of the first Green Deal contract in Birmingham, recruiting, training and qualifying young people in low-carbon skills. We are looking to do more in 2013, with a collaborative approach with the three sector skills councils in the Green Deal Alliance. We want Carillion to set the benchmark nationally for the new frameworks and provide access to our expertise in training and qualifications to create a green workforce that goes wider than our own operations.

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Leadership development

We offer a range of leadership development programmes for senior managers as well as individuals identified as having leadership potential, including:

- Power of Engagement Programme, our senior leadership development programme to support our aim to attract, develop and retain excellent people
- The Carillion Leadership Programme, designed to identify and develop people early in their careers who have the potential to fill key leadership roles in the future, with over 50 participants managed through a structured two-year programme of placements and formal learning
- The Futures Network, which now has over 150 participants across all the businesses spread around the UK and Middle East, bringing together the next generation of managers and leaders within Carillion who may at some point in the future become part of the Carillion Leadership Programme
- Supervisory and Leadership programmes in the businesses, launched to complete our Stepladder of leadership, which have built upon the extensive Level 3 NVQ programmes launched in 2011.

UK

Our Stepladder of progression

To encourage social mobility, we try to provide clear development paths for all our employees to encourage progression – our Stepladder. Each job family career framework in Oracle supports this by making it possible for employees to progress outside of the contract or territory they are in.



The Carillion Academy enables all to climb this ladder. For example by:

1. offering entry-level vocational qualifications or access to an apprenticeship
2. developing technical and vocational skills to level 3 and above
3. offering leadership training from the team leader level
4. offering professional training support
5. financing further education courses and professional fees (in 2012 Carillion spent over £500,000 on professional membership programmes for its employees).

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Providing better prospects for our people > [Promoting diversity](#)

Promoting diversity

We believe that by promoting a culture that welcomes diversity and champions equality of opportunity for all, we will be better placed to serve our customers and communities.

We are proud of Carillion's working environment in which all people are treated with courtesy, dignity and respect. Our inclusive approach focused on gender in 2012. We have also continued our minority-targeted recruitment via SkyBlue, as well as providing training and employment opportunities for people who may have been marginalised from mainstream society. See also [Employment and training](#).

We know we can do more. We need to ensure that our employees reflect the society and communities we operate in, as well as the clients we work with, when it comes to gender or ethnicity. In 2013, we will expand our ethnicity focus.

Women in Leadership Network

Research by the [30% Club](#) indicates that firms with women on their boards tend to outperform those led by exclusively male members.

At Carillion we know we have work to do on improving our diversity and in 2012, we launched some initiatives that over time will support and encourage women into the leadership levels of the organisation.

The Women in Leadership Network is a pan-Carillion example of our commitment to diversity. We positively encourage its members to work with other networks like the Women Returners and Working Mums networks, to address barriers to leadership including:

- how to manage the return to work process
- options for a flexible return at the same level
- alternative part-time roles.

Empowering minority groups

SkyBlue, our recruitment arm, works closely with our customers and local employment partners to align their campaigns to demographic areas and hard-to-reach groups. This includes empowering minority groups or those from socially deprived backgrounds.

SkyBlue partners include:

- Action for the Blind
- Business Action on Homelessness
- Jobcentre Plus
- Leap Initiative (London)

Through the Jobcentre Plus partnership, SkyBlue was able to offer employment to 400 people and in-branch work experience placements to 49 individuals – six of whom went on to permanent, paid employment within SkyBlue. The business is particularly proud to have run its first placement for Action for the Blind, and is looking forward to offering more in 2013, as well as training sessions for its staff to prepare for these placements. The ultimate aim is to place visually impaired candidates into paid employment, not only with Carillion but with our customers.

SkyBlue, our recruitment arm is 'Equality Assured' and 'Proud to be Clear Assured'



"We're not addressing diversity because it's the 'right thing to do'. We're doing it because it's good for the individual, good for the community and good for business."

Maureen Tompsett, Head of Career Development

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Providing better prospects for our people > [Promoting diversity](#)

UK

Working alongside Hidden Impairment National Group

SkyBlue has attained Associate Company status with the Hidden Impairment National Group (HING), a UK network of professionals, health and disability organisations, and disabled people, all committed to support the recruitment and retention of individuals with hidden impairments.



The HING has designed and developed specialised learning resources including the Uncovering Hidden Impairment Toolkit, which we have been rolling out across the business to raise awareness and promote equal opportunities.

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Providing better prospects for our people > [Our people and sustainability](#)

Our people and sustainability

Achieving the ambitious targets of our 2020 sustainability strategy is a challenge that can only be met with the support and involvement of all our people.

We raise awareness of our 2020 commitments as soon as employees start with us. There is a dedicated sustainability training module within the new starter induction programme; and for employees holding sustainability-related responsibilities, we provide tailored specialist training.

We celebrate our people's sustainability successes annually in our [S Factor awards](#) as well as involving them in engaging in dialogue, for example through:

- 'Toolbox Talks' on all contracts to increase our people's awareness of environmental and sustainability issues – they are now available in six languages
- internal newsletters
- a group activity on sustainability in the Carillion Leadership Programme for future leaders in Carillion
- our sustainability intranet with the latest information on our strategy, policies and case studies
- sustainability posters and campaigns across Carillion offices and sites.

When opting for a company pension plan, employees can be assured that our pension trustees comply with the [Myers Principles](#) and consider environmental, social, and governance issues when appointing asset managers.

UK

Smarter Thinking campaign

In 2012 we launched Smarter Thinking, our global employee engagement campaign for sustainability. The campaign aims to reduce our environmental impact as well as promote a healthier work-life balance, saving time, money, and natural resources.



For instance, our new travel provider, Portman Travel, offers paperless travel and encourages people to think before they fly. The internet-based system asks if they are making the smartest choice, and shows the emissions that could be cut if they took the train instead of the plane. More than 5,000 people have used the Portman system since it launched in July.

The campaign has showcased our latest technologies, including new conference calling options, WebEx, FuelSaver, and telematics across our commercial vehicle fleet. The UK Carillion Estate team says the mileage saved using teleconferencing instead of driving to meetings was 4,000 miles per building during Sustainability Week alone.

Over the next year, the campaign will focus on office energy and promoting positive behaviours across our estate.

4,000km

commuting travel saved during Sustainability Week, Middle East and North Africa

UK

Carillion's Game Changers

The Game Changers is a Business in the Community (BITC) award to recognise individuals who have made a demonstrable contribution to integrating responsible business policy and practice within their organisation. Two of Carillion's senior people were recognised in 2012:



Barry Quatermass, IMS Director, awarded for working tirelessly to develop a coherent national community investment strategy across Carillion through its engagement in BITC's Ready for Work programme. See [Employment and training](#).

Simon Dingle, Operations Director, Carillion Building, awarded for being instrumental in ensuring the new £188m Library of Birmingham – set to be the biggest public library in Europe – creates a sustainable legacy for decades to come. See [Skills for marginalised groups: UK](#).

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Sustainability Week

Our engagement efforts throughout the year culminate in Sustainability Week to coincide with World Environment Day in June. 2012 marked the tenth Sustainability Week. From tidying the Olympic Village in London to removing lights at our contracts in Ontario, teams across Carillion showed their enthusiasm to make tomorrow a better place.

The week focused on the theme of building a successful business, and we received over 300 reports of activities supporting the launch from across the Group. These are some of the highlights:

Enabling low-carbon economies



Over 590 miles were saved in Carillion Canada by cycling instead of using public transport during the week. Carillion Alawi, Oman, reduced their carbon emissions dramatically in the week through a car-sharing scheme where a total of 2,360 miles and 254 litres of fuel were saved.

Protecting the environment



The Majlis Oman project handed out young trees to employees and drivers based at the project for them to plant at their homes to help balance their daily carbon footprint. The New York University project team in Abu Dhabi saved 32,450km of fuel and carbon by car pooling.

Supporting sustainable communities



Our Energy Insurance Services team ran the Race for Life in Northampton to raise £1,000 in memory of a former colleague who lost their life to cancer. Carillion Canada raised over £3,800 through a number of activities including car washes, barbeques and raffles.

Providing better prospects for our people



4,800 staff at the New York University project participated in 55 activities as well as being able to access free health checks.

Leading the way in our sector



Carillion Training Services apprentices joined in across the UK, offering their building expertise to a disabled charity in Middlesbrough. The Bank of Ireland project welcomed external speakers to inspire employees on a number of energy saving measures.

UK

Typical young people? Look again



In the lead-up to Sustainability Week, the Carillion Training Services team in the UK ran a five-week awareness campaign based on the strategy positive outcomes. As part of the campaign, the Manchester team put together a film with a group of apprentices who were passionate about their message and how it should be told. The film focused on the message 'Typical young people? Look again' as each apprentice demonstrated a positive action related to sustainability and citizenship.

Manchester was just one of 14 training centres taking part. Overall, Carillion involved nearly 1,000 apprentices and 200 members of staff in a whole range of activities.

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The S Factor

Our annual S Factor competition celebrates inspiring examples of individuals across the business who have gone the extra mile in the name of sustainability. 2012 saw over 200 applications submitted from across the Group. Take a look at the winning entry videos on this page.



 [Watch video](#)

S Factor 2012 highlights

See those battling it out to be crowned S Factor champions of 2012.

S Factor is launched during Sustainability Week, and contestants submit stories about their achievements. Sustainability Steering Groups in each business review the applications and put forward a shortlist for each of the categories. These individuals are invited to submit a video about their story, from which a further shortlist is taken forward to the live audition stage to present to a panel of judges including:

- Susannah Clements, Carillion HR Director
- Philip Green, Senior Independent Non-Executive Director of the Carillion Board
- Richard Howson, Carillion Chief Executive
- Simon Dingle, Carillion Operations Director and S Factor overall winner 2011

Winners



The S Factor award winners 2012

 [Watch videos](#)

Overall winner and Leading the Way winner

Piccadilly Estate Management Team

Building a successful business

New York University contract team

Enabling low-carbon economies

Steven McKenna, representing MODern Housing Solutions

Protecting the environment

Al Futtaim Carillion's Cairo Festival City contract team

Supporting sustainable communities

Southmead Hospital Redevelopment Project

Providing better prospects for our people

Carillion Training Services

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Providing better prospects for our people > [Our people and sustainability](#)

UK

And the 2012 S Factor winner is... The Piccadilly Estate Management Team

The Piccadilly Estate in central Manchester, UK, is a complex of properties managed by Carillion Facilities Management. The team's vision was to create a highly sustainable estate that is valued by local communities and has measurable achievements in terms of ongoing reductions in carbon emissions and associated cost reductions.



Over 2012, Carillion began to turn this dream into reality. It has taken collaboration to another level, working with national organisations like the Land Registry, Business in the Community, and ENWORKS as well as grassroots charities to maximise the estate's benefits spinning out to the community.

Since starting the programme, the team has reduced CO₂ emissions by 650 tonnes and water consumption by 750,000 litres annually. This equates to more than £100,000 saved, which is passed straight back to the tenants in the building. Measures like these will contribute to the targeted BREEAM 'Excellent' rating.

"Carillion's commitment to socially responsible corporate leadership has been inspirational...I can't begin to quantify the social and public worth of the Carillion contribution, albeit our Health economists could do the sums!"

Ruth Passman, Department of Health Senior Advisor to NHS North, which is housed within the Piccadilly Estate

S Factor 2012 Live Grand Final

The Live Grand Final of the S Factor competition took place in December at a glamorous event at the BT Centre in London. Twelve finalists from the UK and MENA battled it out to be crowned winners of their category, along with the overall S Factor Champion award.

Finalists in the UK were invited onto the S Factor stage to present to the judges in front of a live audience, and finalists in MENA gave their presentations via a live video conference.

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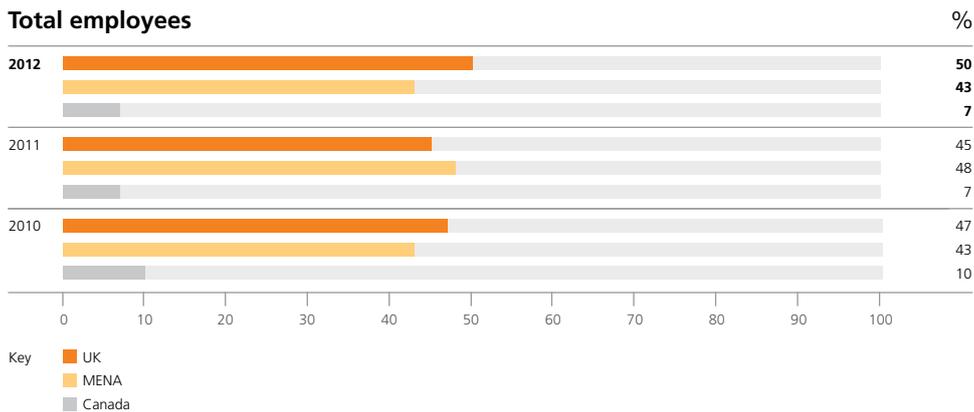
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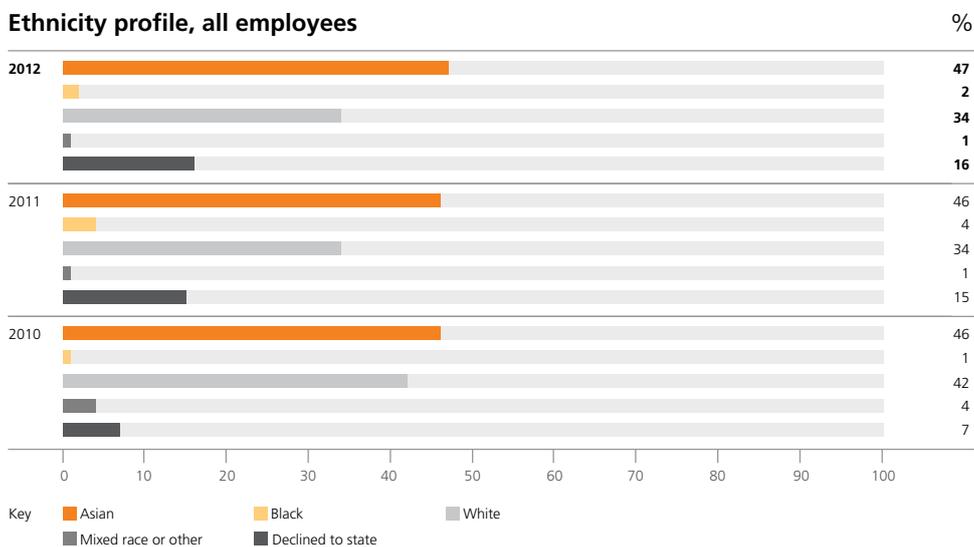
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Performance data

Note: MENA stands for Middle East and North Africa.



Total employee numbers (including ethnicity and gender) and numbers from the Leadership Population are extracted, almost in their totality, from the HR system across Carillion. However, other similar HR systems are used for particular contracts.



This data excludes Canada: data is not currently captured in this region as it is not a legislated requirement.

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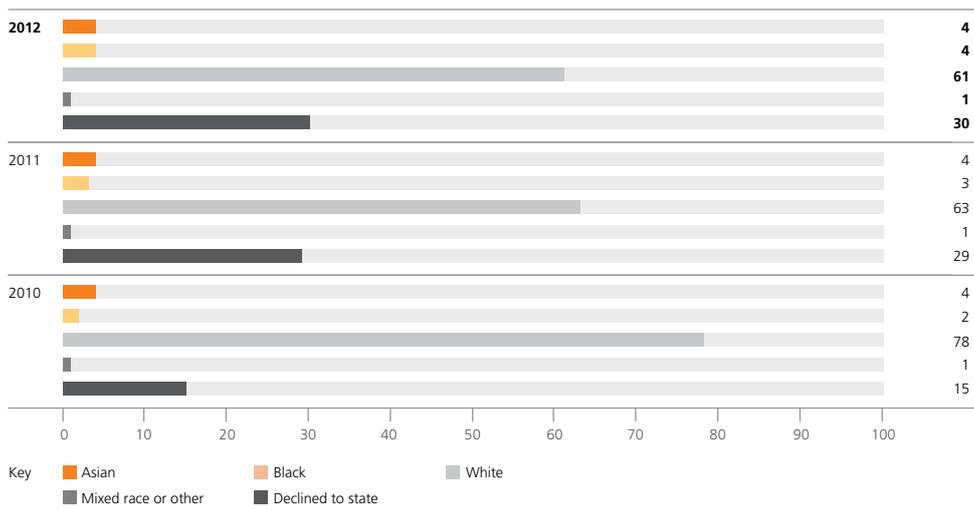
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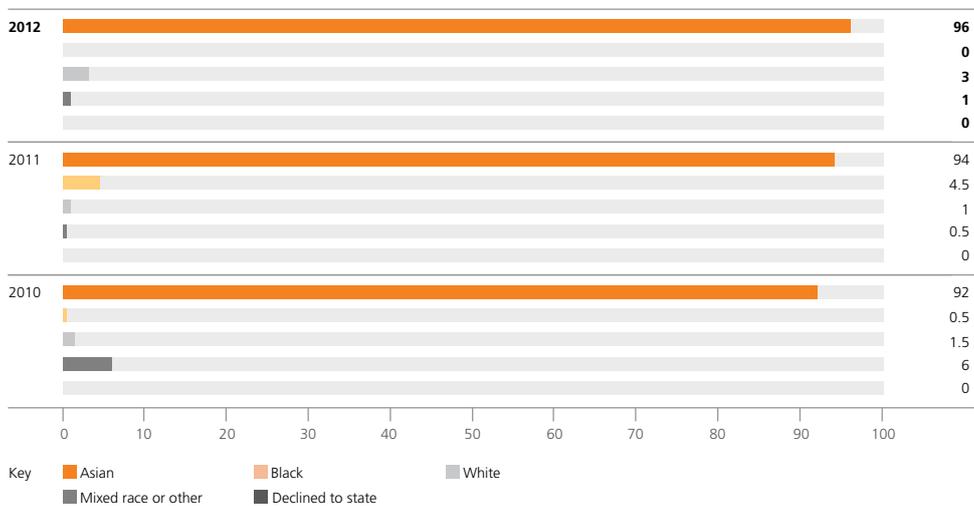
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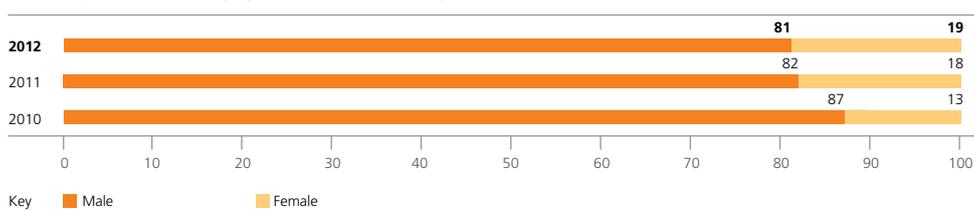
Ethnicity profile, UK employees



Ethnicity profile, MENA employees



Employee profile by gender, all employees

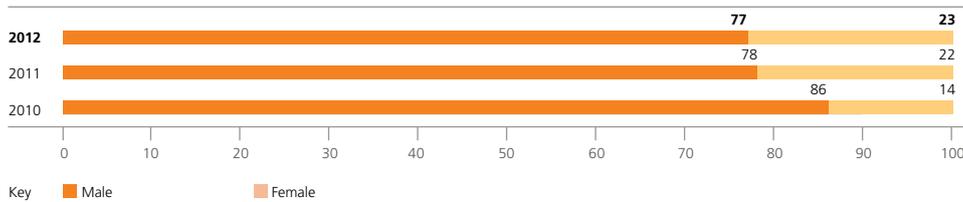


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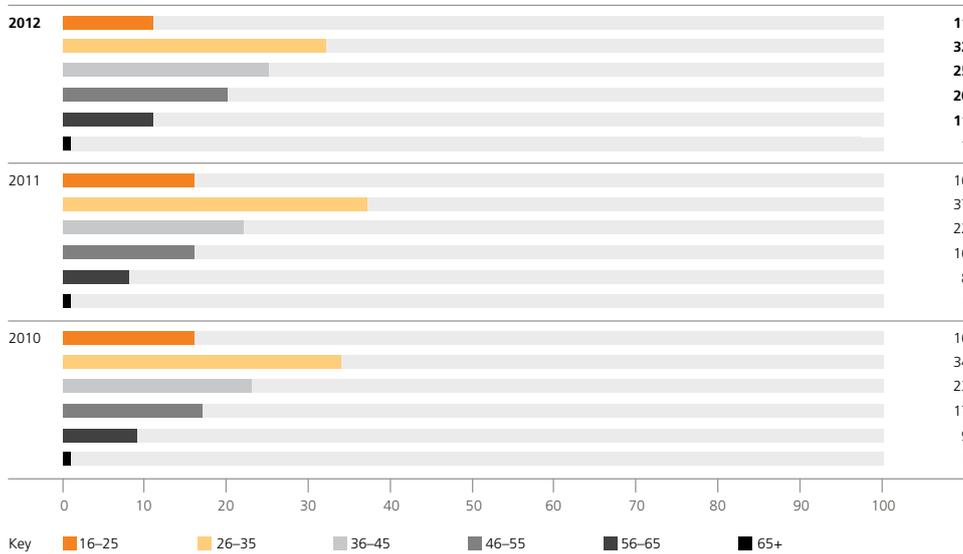
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Gender profile of our leadership development programme %

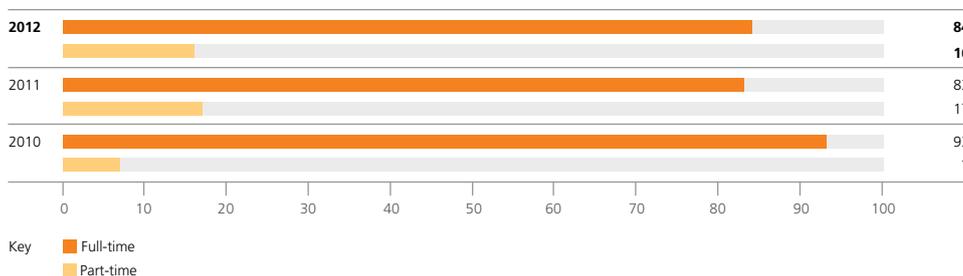


Employee profile by age, all employees* %



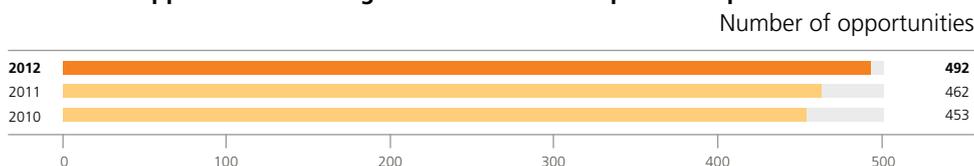
* Excludes employees in the UK Joint Ventures and people employed in our healthcare contracts under the Retention of Employment model.

Employee profile by employment contract %



These figures exclude Canada, where we do not currently capture data in this way.

Number of opportunities through our Jobcentre Plus partnership

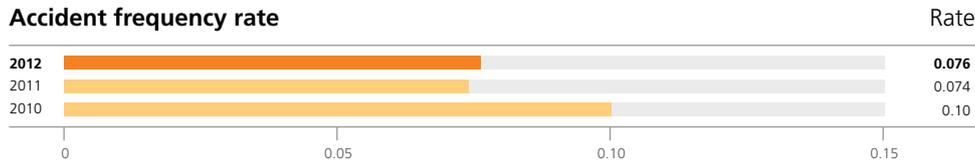


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Accident frequency rate

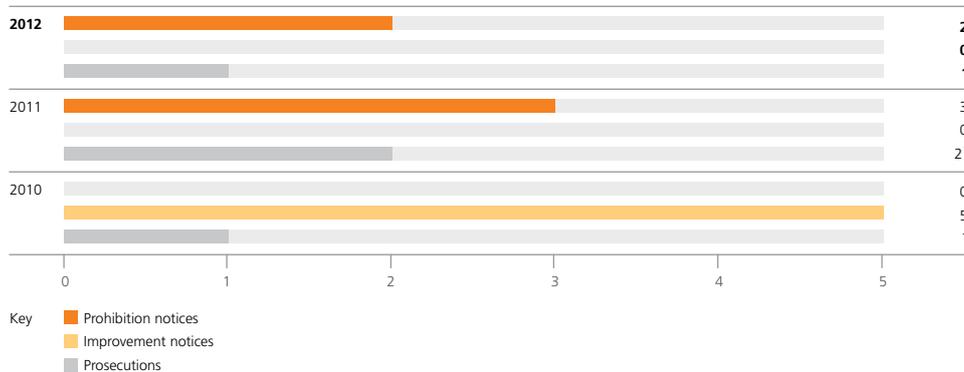


All RIDDOR information is collected by the local health and safety teams, collated at Group level and reported to the Board on a monthly basis. Going forward we will change this key performance indicator to the Lost Time Incident Frequency Rate (LTIFR) which is the internationally accepted measure of performance.

Accidents on Carillion contracts involving Carillion and subcontractor employees

	2010	2011	2012
Fatal accidents	6	3	1
Major accidents	77	92	75
3-day+ reportable accidents	155	100	113
Hours worked (millions)	247	259	247

Health and safety enforcement data (UK only)



¹ One of the two prosecutions related to an incident in Eaga before it was acquired by Carillion. The other prosecution related to an accident in 2004.