

Performance and GRI appendix

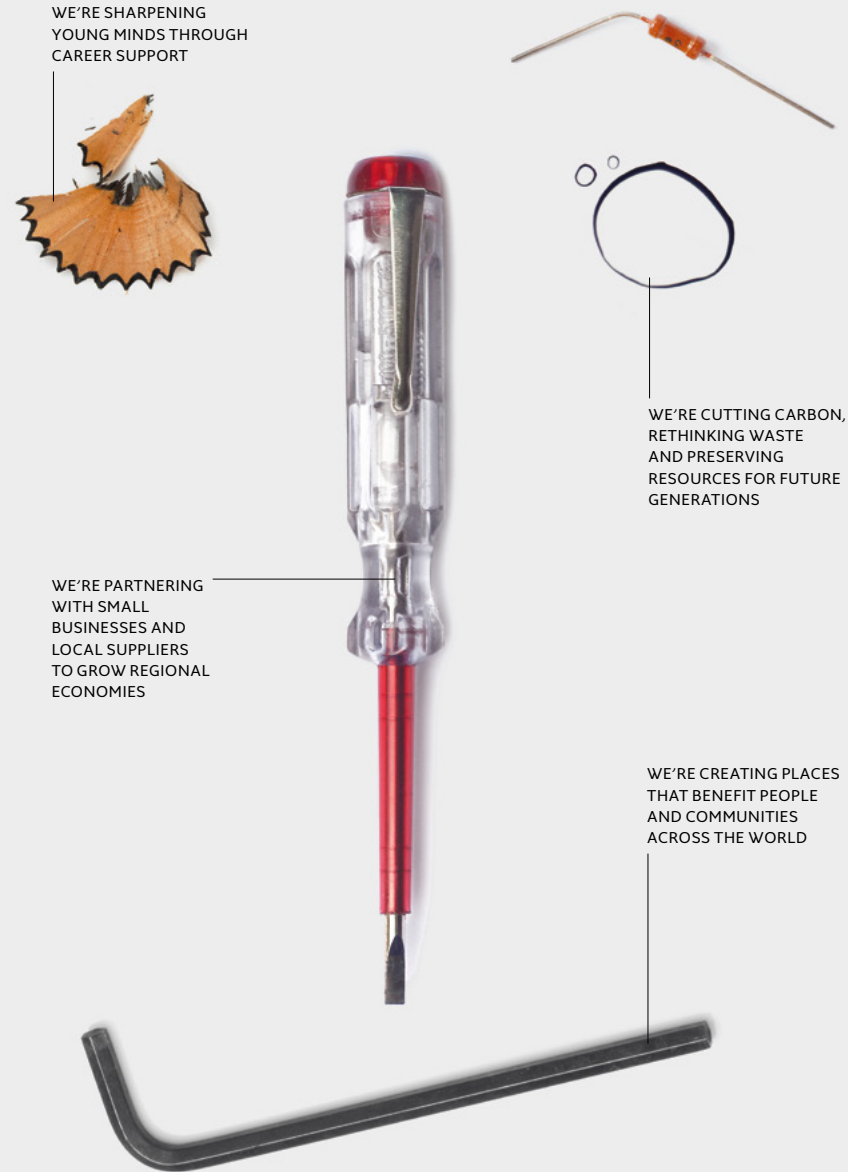
Our Sustainability Report 2016 has been prepared in accordance with the GRI Standards: Core option. We have reported against self-selected indicators based on material topics. The data in this report relates to the reporting period: 1 January 2016–31 December 2016, unless otherwise stated.

Bureau Veritas, an independent professional services and compliance specialist, has assured our performance against all of our 21 sustainability KPIs. See the assurance statement in our full report.

 [FULL SUSTAINABILITY REPORT 2016](#)

Contents

PERFORMANCE DATA	02
<i>Better business</i>	02
<i>Better environment</i>	06
<i>Better communities</i>	07
GRI INDEX	08



PERFORMANCE DATA



Total employees %

	2014	2015	2016
UK	50	50	48
MENA/AFC	42	41	43
Canada	8	9	9

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.

Ethnicity profile, all employees %

	2014	2015	2016
Asian	46	48	40
Black	5	3	3
White	41	43	43
Mixed race or other	1	1	7
Declined to state	7	5	7

This data excludes Canada: data is not currently captured in this region due to legislation requirements.

Ethnicity profile, UK employees %

	2014	2015	2016
Asian	7	7	7
Black	6	6	5
White	73	76	67
Mixed race or other	1	1	10
Declined to state	13	10	11

Ethnicity profile, MENA* employees %

	2014	2015	2016
Asian	92	98	97
Black	5	>1	1
White	2	2	0
Mixed race or other	1	>1	1
Declined to state	0	0	1

*Please note that all MENA % are combined to include MENA (Middle East and North Africa) and AFC (Al Futtaim Carillion).

Employee profile by gender, all employees %

	2014	2015	2016
Male	77	77	78
Female	23	23	22

Gender profile of our Leadership Development programme %

	2014	2015	2016
Male	68	57	60
Female	32	43	40

Employee profile by age, all employees %

	2014	2015	2016
16-25	7	7	13
26-35	30	29	27
36-45	25	25	21
46-55	23	23	18
56-65	13	14	13
65+	2	2	1
Unknown			7

Hires by gender by region % (2016)¹

	GROUP	UK	MENA*	CANADA
Male	69	51	8	9
Female	31	49	92	91

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

Hires by age by region %

	GROUP	UK	MENA*	CANADA
16-25	36	43	42	6
26-35	25	17	41	19
36-45	14	14	12	20
46-55	12	14	4	24
56-65	8	6	1	23
65+	2	1	0	8
Unknown	3	5	0	0

Turnover by gender by region %

	GROUP	UK	MENA*	CANADA
Male	63	66	54	86
Female	37	34	46	14

Turnover by age by region %

	GROUP	UK	MENA*	CANADA
16-25	21	26	18	9
26-35	28	17	46	21
36-45	20	17	24	19
46-55	15	18	9	25
56-65	12	16	2	20
65+	2	3	1	6
Unknown	2	3	0	0

*Please note that all MENA % are combined to include MENA and AFC.

Lost Time Incident Frequency Rate (LTIFR per 200,000 hours worked, employees and subcontractors combined)

	2014	2015	2016
	0.24	0.188	0.192

This key performance indicator (KPI) is calculated as the total number of incidents that result in one day or more (not including the day of the accident) off work per 200,000 hours worked for both employees and subcontractors combined. As per OSHA definition, restricted work or light duties do not count as lost time for the purpose of this indicator.

All Accident Frequency Rate (AAFR per 200,000 hours worked, employees and subcontractors)

	2014	2015	2016
	2.31	2.23	2.23

Accidents on Carillion contracts involving Carillion and subcontractor employees

	2014	2015	2016
Fatal accidents	2	0	1
Number of LTIs	297	265	274
Hours worked (millions)	246	282	285

This KPI is calculated as the total number of injury incidents that are recorded, regardless of the severity of the injury that results, per 200,000 hours worked for both employees and subcontractors combined. It measures the frequency of incidents lower down the accident triangle, which are a predictor of the likelihood of more serious events.

Health and safety enforcement data (UK only)

	2014	2015	2016
Prohibition notices	0	0	0
Improvement notices	1	0	0
Prosecutions	0	1	1

Training and education (2016)

	TRAINING DAYS	INTERVENTIONS	INTERVENTIONS	EPOD MODULE COMPLETIONS
Construction Services	12,579	27,425	25,146	19,176
Carillion Services	9,147	16,483	14,739	9,061
Group Services	775	2,455	1,657	1,590
UK total	22,501	46,363	41,542	-
MENA	0	-	-	2,321
AFC	7,798	-	-	-
Canada	0	-	-	246
Global total	30,299	-	-	32,394

Allegations of fraud or corruption

	2015	2016
Phishing fraud	34	99
Fraudulent personal injury claims	18	63
Inflated time reporting	10	13
Theft of site materials	15	12
Bribery	4	8
Misuse of Carillion resources	3	7
Failure to declare a conflict of interest	5	5
Theft of assets	3	4
Fraudulent fuel card return	1	3
Misrepresentation of performance	3	3
Accounting misstatement	0	1
Fraudulent request to change bank details	7	1
Inflated supply chain costs	3	1
Misuse of purchasing card	2	1
Other	4	17
Total	112	238



Carbon footprint (actual), tonnes CO₂

	2011	2012	2013 ¹	2014	2015	2016	% CHANGE FROM 2011
Total Carillion Group	265,743	211,796	201,206	175,709	166,228	180,883	-32
UK	126,465	86,827	63,680	69,260	70,897	93,790	-26
MENA*	106,858	98,918	92,317	65,661	56,927	47,054	-56
Canada ¹	32,420	26,051	45,209	40,788	38,403	40,039	23

1. The sharp increase in carbon emissions between 2012 and 2013 was due to improved data capturing and reporting processes.

For our carbon footprint (normalised by £m turnover), please see page 52 of our Sustainability Report 2016.

Carbon footprint by scope, tonnes CO₂

	2012	2013 ¹	2014	2015	2016
Scope 1 Combustion of fuel and operation of facilities	170,342	157,459	134,656	130,417	145,037
Scope 2 Electricity, heat, steam and cooling purchased for own use	26,804	27,059	25,116	19,875	19,252
Scope 3 Travel, paper and others	14,648	16,668	15,936	15,936	16,594
TOTAL	211,794	201,206	175,709	166,228	180,883
Chosen intensity metric: Emissions (tonnes) per million (£) of revenue	48.1	49.3	43.1	36.2	34.7

*Please note that all MENA % are combined to include MENA and AFC.

What we include when we report:

We report our greenhouse gas emissions (GHG) in tonnes of carbon dioxide equivalent (CO₂e) from the sources required under the Companies Act 2006 (Strategic Report and Directors' Report Regulations 2013). We have used the GHG reporting protocol to calculate our GHG emissions for 2016, based on data gathered to fulfil our requirements under the CRC Energy Efficiency scheme and on emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2016.

We report on scope 3 emissions from the following sources:

- Business travel data is provided by Portman (our travel partner), which is responsible for booking and tracking all rail, air and hotel base travel. Travel data from Canada is obtained from our travel booking partners.
- Rail travel – emissions calculated using total distance travelled.
- Air travel – emissions calculated using data for three separate categories (domestic, short-haul and long-haul flights) showing distance travelled.
- Hotel stays – emissions calculated based upon a standard hotel stay of 48kg CO₂ per person per night.
- Paper use – emissions calculated from total kg paper purchased and multiplied by CO₂ factors provided by paper supplier.
- Water – emissions calculated based on data showing total volume of water used.
- Hire cars – emissions calculated based on miles travelled and litres of fuel consumed.
- Electricity and gas WTT – emissions calculated based on kWh.
- Electricity line losses – emissions calculated based on kWh.

Waste produced, tonnes

	2012	2013	2014	2015	2016
UK	894,714	1,056,519	2,306,665	515,219	1,087,385
MENA*	98,344	77,507	87,878	729,208	128,392
Canada	6,652	7,220	16,966	7,380	3,097
TOTAL	999,710	1,141,246	2,411,509	1,251,807	1,218,874

Waste diverted from landfill, tonnes (% of waste diverted)

	2012	2013	2014	2015	2016
UK	807,770 90%	10,004,196 95%	2,218,038 95%	485,688 94%	1,087,385 94%
MENA*	50,155 51%	36,428 47%	47,745 55%	684,186 94%	128,392 75%
Canada	5,002 75%	2,568 36%	12,929 75%	4,142 56%	3,097 47%
TOTAL	862,927 82%	10,043,192 91%	2,278,712 95%	1,174,016 94%	1,218,874 95%

3% of our waste is hazardous or non-recyclable.

All data is collated on a project basis and reported monthly.

*Please note that all MENA % are combined to include MENA and AFC.

Significant spills

	2013	2014	2015	2016
Number of spills	0	10	15	14
Litres spilled (major)	0	314	681	2,128
Number of minor spills	53	281	65	102

Water consumption (includes operational and Carillion offices), m³

	2013	2014	2015	2016
UK	187,658	131,447	189,837	169,535
MENA*	424,421	462,278	511,638	169,535
Canada	2,368	2,431	2,355	169,535
TOTAL	614,447	596,156	703,830	169,535



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

	2014	2015	2016
UK	1,164,039	1,191,873	1,511,406
Group	290,593	360,422	40,998
MENA*	144,507	188,478	99,281
Canada	214,138	112,262	95,256
TOTAL	1,813,277	1,853,035	1,705,944

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 and total cost of donations in kind.

GRI INDEX

GRI Standards – In Accordance: Core

GRI Standard	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
General Disclosures			
Organization profile	102-1	Name of the organization	Carillion plc A leading international integrated support services business pp2-3
	102-2	Activities, brands, products, and services	Carillion plc Annual Report and Accounts 2016 inside front cover and pp1-4 See also our corporate website: http://www.carillionplc.com/about-us.aspx
	102-3	Location of headquarters	Wolverhampton, UK The Group at a glance p2
	102-4	Location of operations	Carillion plc Annual Report and Accounts 2016 p4 See also our corporate website: http://www.carillionplc.com/about-us.aspx
	102-5	Ownership and legal form	Carillion plc Annual Report and Accounts 2016 inside front cover, p5, p57, pp92-93
	102-6	Markets served	The Group at a glance p2 Creating customer trust pp27-28 Carillion plc Annual Report and Accounts 2016 pp20-23
	102-7	Scale of the organization	Carillion plc Annual Report and Accounts 2016 p1, p4, pp90-91
	102-8	Information on employees and other workers	Performance and GRI Appendix pp2-3 Data for supervised workers (Canada and Middle East): In Canada, we have employed 2,018 seasonal workers in 2016. Employees by region by gender: In the UK, 62% male, 38% female; in the Middle East, 95% male, 5% female; and in Canada, 85% male, 15% female. Employees by contract by gender: 77% of global employees who work part time are female and 23% are male. 13% of global employees who work full time are female and 87% are male.

GRI Standard	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
Organization profile	102-9 Supply chain	<p>We spend over £3.7 billion with our global supply chain, with an annual revenue of £5.2 billion. We have self-delivery capability for Fleet, Recruitment, Traffic Management, Utility Services, Professional Services and now have a higher proportion of self-delivery in UK Services including Engineering Services, Cleaning and Security.</p> <p>We encourage our tier 1 suppliers to employ SMEs at tier 2 for delivery, and a proportion of our tier 1 suppliers directly deliver on contracts. A category managed approach controls our spend at tier 1 and 2 and among manufacturers irrespective of with whom and by whom an order is placed.</p> <p>In 2016, Carillion worked with 24,000 suppliers globally, with a mix of spend with preferred suppliers, SMEs and on purchase cards.</p> <p>2016 supplier profile by region:</p> <ul style="list-style-type: none"> • UK: 13,762 suppliers • Middle East*: 3,500 suppliers • Canada: 7,009 suppliers <p>*Middle East includes Egypt, Saudi Arabia, UAE, Qatar and Oman</p> <p>Types of supplier include:</p> <ul style="list-style-type: none"> • subcontractors; • manufacturers; • distributors; • professional services; and • wholesalers. <p>Our 2016 total spend with suppliers globally was £3.7 billion. This was made up of the following:</p> <ul style="list-style-type: none"> • £2.5 billion UK • £890 million MENA • £322 million Canada <p>While exact analysis is difficult because of the wide-ranging geographies and nature of the global business, our core construction and services offerings tend to be heavily labour intensive (circa 60–70%), with the balance predominantly capital material cost.</p>	
	102-10 Significant changes to the organization and its supply chain	<p>About this report p66</p> <p>There were no significant changes during the reporting period regarding the organisation's size, structure, ownership or its supply chain.</p>	
	102-11 Precautionary Principle or approach	<p>Protecting the environment pp44–45</p> <p>Governance and risk pp62–65</p> <p>Carillion plc Annual Report and Accounts 2015 pp30–37</p> <p><u>See also our corporate website: Our sustainability strategy – Robust sustainability governance</u></p>	
	102-12 External initiatives	<p>Why sustainability is critical to commercial success p4</p> <p>2016 at a glance p6</p> <p>Place-making: a 2030 vision p7</p> <p>What matters most pp12–13</p>	

GRI Standard	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
Organization profile	102-13 Membership of associations	<ul style="list-style-type: none"> • All Party Parliamentary Climate Change Group and All Party Parliamentary Group on Corporate Social Responsibility, UK • Association for the Conservation of Energy • Hospice UK • Business in the Community, UK • Canadian Council for Aboriginal Business • Canadian Green Building Council, Toronto Chapter • Considerate Constructors' Scheme • Crash (UK Construction and Property industry charity for the homeless) • Dubai Chamber Centre for Responsible Business Sustainability Network • Emirates Green Building Council, Middle East • Emirates Environmental Group, Middle East • Emirates Marine Environmental Group • Emirates Wildlife Society • Employers' Advocacy Council, Canada • ENGAGE Dubai • Environment Society of Oman • International Green Energy Council • Oman Chamber of Commerce • Oman Society for Petroleum Services • Forum for the Future, UK • Freshwater Habitats Trust • Friends of the Environment Centre, Qatar • Fuel Poverty Advisory Group • National Citizen Service • Speakers for Schools • Supply Chain Sustainability School • UK Government Department of Energy & Climate Change • UK Green Building Council • Wildlife Trust • WWF Global Forest and Trade Network • YourLife 	
Strategy	102-14 Statement from senior decision-maker	Why sustainability is critical to commercial success p4	
Ethics and integrity	102-16 Values, principles, standards, and norms of behavior	<p>A culture of integrity p26</p> <p>Governance and risk pp62-65</p> <p><u>See also our corporate website: Our sustainability strategy - Robust sustainability governance & Integrity and ethics</u></p>	
Governance	102-18 Governance structure	<p>Governance and risk pp62-65</p> <p>Carillion plc Annual Report and Accounts 2016 p52</p> <p><u>See also our corporate website: Our sustainability strategy - Robust sustainability governance</u></p>	

GRI Standard	GRI Disclosure	Page number(s), URL(s) and/or information	Omission	
Stakeholder engagement	102-40	List of stakeholder groups	What matters most pp12-13	
	102-41	Collective bargaining agreements	29% of UK employees are covered by collective bargaining agreements. This does not include Canada and MENA.	This data excludes Canada, where this data is not available, and the Middle East and North Africa where collective bargaining data is illegal.
	102-42	Identifying and selecting stakeholders	What matters most pp12-13	
	102-43	Approach to stakeholder engagement	What matters most pp12-13 Innovating for customer satisfaction pp18-19 About this report p66	
	102-44	Key topics and concerns raised	What matters most pp12-13	
Reporting practice	102-45	Entities included in the consolidated financial statements	Carillion plc Annual Report and Accounts 2016 p95	
	102-46	Defining report content and topic Boundaries	About this report p66	
	102-47	List of material topics	What matters most pp12-13	
	102-48	Restatements of information	There have been no restatements of data reported in previous years.	
	102-49	Changes in reporting	What matters most pp12-13 About this report p66	
	102-50	Reporting period	This report covers calendar year 2016. About this report p66	
	102-51	Date of most recent report	The Carillion Sustainability Report 2015 was published in April 2016.	
	102-52	Reporting cycle	This report and our Annual Report are produced on an annual cycle. About this report p66	
	102-53	Contact point for questions regarding the report	sustainability@carillionplc.com - Back cover	
	102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option. About this report p66	
	102-55	GRI content index	Performance and GRI Appendix pp8-25	
	102-56	External assurance	A culture of integrity p26 Bureau Veritas' independent verification statement pp62-63 All of our 21 sustainability KPIs have been verified by Bureau Veritas. Financial information and Annual Report and Accounts have been externally verified by KPMG.	

GRI Standard	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
Material topics			
ECONOMIC			
Economic performance			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: governments and local communities.
	103-2	The management approach and its components	Why sustainability is critical to commercial success p4 'Future Fit' through sustainability p5 The win-win pp24-25 Annual Report and Accounts 2016 pp10-19
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 201: ECONOMIC PERFORMANCE 2016	201-1	Direct economic value generated and distributed	The Group at a glance p4 The win-win pp24-25 Places designed for people p49 Carillion plc Annual Report and Accounts 2016 pp18-19 Payments to governments (taxes) in 2016 broken down by country: <ul style="list-style-type: none"> • Canada: £5.3 million • Oman: £2.4 million • UK: £4.0 million • Qatar: £0.1 million • Saudi Arabia: £0.4 million
	201-2	Financial implications and other risks and opportunities due to climate change	Renewable technologies: the future pp22-23 Tackling climate change pp40-41 Governance and risk p64 Carillion CDP submission We assess climate change risks and opportunities when we set and review our sustainability strategy. Our business is now a major enabler of and gateway to low-carbon products and services. There is growing demand from our customers to create and manage infrastructure that has lower embedded carbon and reduces operational carbon emissions. As well as presenting an operational risk, there is also a growing financial risk associated with our carbon footprint. For example, our use of fuel oil generates emissions and uses non-renewable resources. At the same time, the emissions are subject to taxes such as the UK Government's Carbon Reduction Commitment: Energy Efficiency Scheme. Consequently, reducing our footprint has both environmental and direct financial benefits. The quantitative impacts of climate change are estimated and described in our submission to the CDP.
	201-3	Defined benefit plan obligations and other retirement plans	Carillion Annual Report and Accounts 2016 pp43-45, 98, 104, 119, 128-129, 132

GRI Standard	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
Indirect Economic Impacts			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: governments, local communities and suppliers.
	103-2	The management approach and its components	Creating customer trust p27 Infrastructure that thinks for itself pp36-37 Better communities pp48-59 Targets and performance p61
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	203-1	Infrastructure investments and services supported	Creating customer trust p27 Infrastructure that thinks for itself pp36-37
	203-2	Significant indirect economic impacts	What matters most pp12-13 The win-win pp24-25 Places designed for people pp48-49 Performance and GRI Appendix p7
Procurement Practices			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: suppliers.
	103-2	The management approach and its components	Developing supply chains pp34-35
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 204: PROCUREMENT PRACTICES 2016	204-1	Proportion of spending on local suppliers	Developing supply chains pp34-35 In the UK, 55% of our expenditure (£1.7bn total spend) was with 'local' suppliers. We do not record such expenditure in Canada or Middle East and North Africa as the geography dictates that the supplier infrastructure is much more dispersed. Our definition of a 'local supplier' varies on a contract-by-contract basis. We will adopt the definition of local supplier, if this is made by a client. If this definition is open, our Project Lead and Supply Chain Lead for the contract will make a decision based on the contract type and location. For example: <ul style="list-style-type: none"> • if the project is in a city, local may be defined based on postcodes; • if the project is in a rural area, it may be based on a 50-mile radius; and • if the contract has national scope, local could refer to the whole of the country.
Anti-corruption			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: suppliers.
	103-2	The management approach and its components	A culture of integrity p26 See also our corporate website: Our sustainability strategy - Integrity and ethics
	103-3	Evaluation of the management approach	Governance and risk pp62-65

GRI Standard	GRI Disclosure	Page number(s), URL(s) and/or information	Omission	
GRI 205: ANTI-CORRUPTION 2016	205-1	Operations assessed for risks related to corruption	100% of our operations are assessed for risks related to corruption. A culture of integrity p26	
	205-2	Communication and training about anti-corruption policies and procedures	All employees receive training on anti-corruption policies and procedures. UK employees category A-C receive face-to-face training in the UK, D-E are required to complete an online training programme. Employees in category A-E in the Middle East and Canada receive face-to-face training, those below grades E are invited to complete the online training. Frontline people receive a tool box talk. Our programme is rolled out every three years.	
	205-3	Confirmed incidents of corruption and actions taken	Carillion received 238 allegations of fraud or corruption in 2016. The table on p5 summarises the number and proportion of the different types of fraud allegation. Employees were dismissed or resigned in four cases and received written or verbal warnings in 10 cases. No contracts with partners were terminated. There were no public legal cases brought against Carillion for corruption during 2016. Four Carillion employees or ex-employees were criminally prosecuted in 2016 for fraud or corruption offences that were perpetrated in previous years. Three cases of fraud or corruption perpetrated during 2016 are currently being investigated by police. Carillion reported 60 cases of attempted phishing fraud to Action Fraud for intelligence purposes.	
Anti-competitive behavior				
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: suppliers.	
	103-2	The management approach and its components	A culture of integrity p26 See also our corporate website: Our sustainability strategy - Integrity and ethics	
	103-3	Evaluation of the management approach	Governance and risk pp62-65	
GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There were no confirmed incidents of anti-competitive behaviour in 2016.	
ENVIRONMENTAL				
Materials				
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: suppliers and customers.	
	103-2	The management approach and its components	Conserving resources pp42-43 Targets and performance p57	
	103-3	Evaluation of the management approach	Governance and risk pp62-65	
GRI 301: MATERIALS 2016	301-1	Materials used by weight or volume	In the UK and under the Packaging Regulations our total recovery obligations in 2016 were 43 tons. Our material-specific recycling obligations were 32 tons. Materials include paper, plastic, steel, aluminium and glass.	A specific breakdown of materials used is not yet available.
	301-2	Recycled input materials used	Our target for 2017 is to investigate and understand how we can measure the use of recycled content in our top materials (by spend). This work commenced in 2016 and we will be focusing on the following materials initially: concrete, glass, plasterboard, PVC drainage and steel (including rebar).	This data is currently not yet available.

GRI Standard	GRI Disclosure	Page number(s), URL(s) and/or information	Omission	
Energy				
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: suppliers and customers.	
	103-2	The management approach and its components	Renewable technologies: the future pp22-23 Tackling climate change pp40-41 Conserving resources pp42-43 Targets and performance p61 Carillion CDP submission	
	103-3	Evaluation of the management approach	Governance and risk pp62-65	
GRI 302: ENERGY 2016	302-1	Energy consumption within the organization	Total fuel consumption from non-renewable sources, in joules: 2,042,323,572 MJ (Gas and Electricity). Total fuel consumption within the organisation from renewable sources: 19,732 MWh (UK Electricity from 100% renewables). Total consumption: i. electricity: 35,945.66 MWh ii. heating: 13,745.77 MWh iii. cooling: unknown iv. steam: unknown We do not sell any electricity. Total energy consumption: 2,221,212,764 MJ (1 MWh is equal to 3,600,000,000 joules). Source of conversion factors used: DEFRA GHG Conversion Factors.	We do not report cooling or steam consumption, this information is currently unavailable.
Water				
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: suppliers and customers.	
	103-2	The management approach and its components	Conserving resources p43 Targets and performance p57	
	103-3	Evaluation of the management approach	Governance and risk pp62-65	

GRI Standard	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
GRI 303: WATER 2016	303-1	Water withdrawal by source Total water consumption: 800,904 m ³ Breakdown by source: <ul style="list-style-type: none"> • Mains: 476,873 m³ • Abstracted: 2,038 m³ • Tankered mixed use: 143,225 m³ • Tankered: 177,220 m³ • Bottled water: 1,549 m³ • Other: 50 m³ <p>Water is reported monthly from our estate-owned buildings and from our construction projects (where meter readings or water bills are available). Services contracts where buildings are client occupied and we are providing a service are not included. Information relates to all Carillion businesses. The scope and KPI for water is as follows: water used on our construction projects normalised by contract turnover and water used directly on the Carillion Estate normalised by square feet and using a 2012 baseline. We have reduced our operational water use by 37% and our UK and Canadian estate-owned properties by 1%. However, total water use 2015 to 2016 has increased by 12%.</p> <p>We continue to measure our water consumption across contracts, and many require this to demonstrate environmental standards such as BREEAM. Research carried out with the University of Surrey finds that the water consumption within the construction process is minimal compared to those further up and down the supply chain. We are therefore commencing a programme to look at the resources implications within the materials we purchase from a top down approach using high-level spend data. This top-down estimate of our impacts, could include the amount of water embodied in the manufacture of the materials we purchase. By doing a hot spot analysis we intend to identify areas that we can influence through design or procurement practices.</p>	<p>We do not report the following:</p> <ul style="list-style-type: none"> • surface water, including water from wetlands, rivers, lakes and oceans; • ground water; • rainwater collected directly and stored by the organisation; • waste water from another organisation; and • municipal water supplies or other water utilities. <p>The information is currently unavailable.</p> <p>We have reported rainwater storage on some Highways contracts historically; we are assessing which contracts are in place to report more of this information, where available in the next years.</p>
	303-3	Water recycled and reused We recycle and reuse water in our operations where possible, especially in water-scarce areas in the Middle East and Africa. All of our projects have water reduction plans, and we actively look for ways to reduce and reuse water on a site by site basis. Examples of measures are: <ul style="list-style-type: none"> - Reuse of wheel wash water by filtering it and using it again for washing wheels - Reuse of ablution/hand wash water for irrigation purposes - Reuse of water during testing and commissioning <p>There is no formal mechanism in place to measure recycled and reused water quantities across our entire operations, and total estimates would not be meaningful.</p>	This data is not yet available. Through our sustainability strategy refresh we will assess which businesses could do more to recycle water and what methodology and mechanisms we would need to put in place.
Biodiversity			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: suppliers, customers and local communities.
	103-2	The management approach and its components	Protecting the environment pp44-45
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 304: BIODIVERSITY 2016	304-2	Significant impacts of activities, products, and services on biodiversity	Protecting the environment pp44-45

GRI Standard	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
Emissions			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: suppliers and customers.
	103-2	The management approach and its components	Tackling climate change pp40-41 How much carbon is in the built environment? pp46-47 Targets and performance p61 Carillion CDP submission
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 305: EMISSIONS 2016	305-1	Direct (Scope 1) GHG emissions	Tackling climate change pp40-41 Performance and GRI Appendix p6 Gross direct Scope 1: 145,037 tonnes CO ₂ The calculation includes CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ and NF ₃ . Our carbon footprint includes direct and indirect emissions for our international operations. We use 2011 as the baseline year as this was the first year with an available dataset for comparison for benchmarking. We are reviewing the baseline going forward to ensure it continues to reflect company performance. We use DEFRA GHG Conversion Factors and financial control for consolidation.
	305-2	Energy indirect (Scope 2) GHG emissions	Tackling climate change pp40-41 Performance and GRI Appendix p6 Gross direct Scope 2: 19,252 tonnes CO ₂ The calculation includes CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ and NF ₃ . Our carbon footprint includes direct and indirect emissions for our international operations. We use 2011 as the baseline year as this was the first year with an available dataset for comparison for benchmarking. We are reviewing the baseline going forward to ensure it continues to reflect company performance. We use DEFRA GHG Conversion Factors and financial control for consolidation.
	305-3	Other indirect (Scope 3) GHG emissions	Tackling climate change pp40-41 Performance and GRI Appendix p6 Gross direct Scope 2: 19,252 tonnes CO ₂ The calculation includes CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ and NF ₃ . Our carbon footprint includes direct and indirect emissions for our international operations. We use 2011 as the baseline year as this was the first year with an available dataset for comparison for benchmarking. We are reviewing the baseline going forward to ensure it continues to reflect company performance. We use DEFRA GHG Conversion Factors and financial control for consolidation.
	305-4	GHG emissions intensity	Tackling climate change pp40-41 Performance and GRI Appendix p6 Total CO ₂ /revenue = 34.7 tCO ₂ /£1m turnover.
	305-5	Reduction of GHG emissions	The gases included in the reductions of our initiatives calculated are largely CO ₂ and are largely scope 1 and 2 emissions.

GRI Standard	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
Effluents and waste			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: not material.
	103-2	The management approach and its components	Conserving resources pp42-43 Protecting the environment pp44-45 Targets and performance p57
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 306: EFFLUENTS AND WASTE 2016	306-2	Waste by type and disposal method	Conserving resources pp42-43 Protecting the environment pp44-45 Performance and GRI Appendix p7 Total hazardous waste: 19,728 tonnes Reused: 500 tonnes Recycling: 13,964 tonnes Composting: 0 Recovery, including energy recovery: 14 tonnes Incineration (mass burn): 2,972 tonnes Deep well injection: 0 Landfill: 2,278 tonnes On-site storage: 0 Total non-hazardous waste: 1,264,397 tonnes Reused: 464,014 tonnes Recycled: 555,553 tonnes Composting 282 tonnes Recovery, including energy recovery: 25,843 tonnes Incineration (mass burn): 0 Deep well injection: 0 Landfill 54,654 tonnes On-site storage: 0 Percentage of waste diverted from landfill: 95% Carillion disposes of waste directly through approved waste management contractors who provide waste disposal information. In addition, our contracts report waste by European Waste Catalogue (EWC) code and disposal methods on a monthly basis. The majority of this reporting is done through our web-based data management system called Capture. Our waste is predominately non-hazardous.
	306-3	Significant spills	Protecting the environment pp44-45 Performance and GRI Appendix p7 In 2016, there were 116 spills in total, 102 were minor (litres were not recorded as they were insignificant amounts). We had 14 significant spills with a combined volume of 2,128 litres. No spill was sufficiently significant to be included within our financial statement. The majority of spills caused minor pollution incidents to soils, all of which were contained, excavated and disposed of as hazardous waste. A small number of spills did include some pollution to watercourse, although all incidents included containment of the spill by booms and cleaned using recognised procedures, with agreement with local enforcing agencies. Tests after showed no lasting pollution effects within the environment.

GRI Standard	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
Environmental Compliance			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: not material.
	103-2	The management approach and its components	Protecting the environment pp44-45 Governance and risk pp62-65
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 307: ENVIRONMENTAL COMPLIANCE 2016	307-1	Non-compliance with environmental laws and regulations	No monetary or non-monetary sanctions were received by Carillion in 2016 as a result of environmental breaches.
Supplier Environmental Assessment			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: suppliers.
	103-2	The management approach and its components	Developing supply chains pp34-35
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	308-1	New suppliers that were screened using environmental criteria	Developing supply chains pp34-35 <u>See also our corporate website: Our sustainability strategy - Leading the way in our sector/Working with suppliers</u> MyRegister, our supplier accreditation system, captures information on capability from all our suppliers, assessing against a range of indicators, including environmental indicators. Through 2016, 100% of new suppliers, all 1,456 being added to MyRegister, were assessed against these criteria. The question topics include: <ul style="list-style-type: none"> • environmental management and policies; • training; • waste management; • sustainable procurement. This assessment informs our purchasing decisions, ensuring that the most capable supplier is selected for a given project. We also use this information to actively engage with our supply chain, sharing knowledge and encouraging development of their capability as appropriate.
SOCIAL			
Employment			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: not material.
	103-2	The management approach and its components	Investing in safety, health and talent pp25-29
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 401: EMPLOYMENT 2016	401-1	New employee hires and employee turnover	Performance and GRI Appendix p3

GRI Standard	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
Labor/Management Relations			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: not material.
	103-2	The management approach and its components	Looking after our workers pp12-13 Investing in safety, health and talent pp29-33
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 402: LABOR/MANAGEMENT RELATIONS 2016	402-1	Minimum notice periods regarding operational changes	Where it is not possible to redeploy, we meet all legal regulatory requirements and give a minimum of 30 days' notice in the UK. We have obligations in the UK to discuss changes with our people in a timely manner: this would be a minimum of 30 days and a maximum of 45 days dependent on the number of people impacted by the changes. In addition to this consultation period, we have to take contractual notices into account, which range from one week to 20 months. In Canada and the Caribbean, the minimum notice periods are stipulated in the collective agreements of our various business units, which are between two and 20 weeks. In the Middle East and North Africa (MENA), notice periods range between one and three months, depending on the job grades.
Occupational Health and Safety			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: customers, contractors and suppliers.
	103-2	The management approach and its components	Health and Safety will always come first pp14-15 Safety p29 Raising the profile of health p30 Targets and performance p60
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2016	403-1	Workers representation in formal joint management-worker health and safety committees	Safety p29 Raising the profile of health p30 Approximately 31% of our employees are represented in formal joint management-worker health and safety committees. Carillion Safety Action Groups should be established at each project, contract or site to ensure they can contribute to resolving local health and safety concerns. Typically, they have a membership of no more than eight field-based people to help maintain their focus and support rapid decision-making. They are chaired by an appropriate manager, foreman or other such leader, but not the project, site or contract director. In order to ensure that local representation is retained, members should be identified from site-based operatives and employee representatives, including the supply chain and, if appropriate, other stakeholders. The employee representatives are responsible for ensuring that all colleagues views are heard and accounted for within each meeting.

GRI Standard	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2016	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities AAFR UK = 3.087 Canada = 6.775 Middle East = 0.630 AFC = 0.899 LTI UK = 0.354 Canada = 0.221 Middle East = 0.031 AFC = 0.084 Absenteeism MENA and AFC = 0.69% Health Risk Frequency Rate CCS = 0.086 CS = 0.0 Overall Carillion = 0.022	Safety p29 Raising the profile of health p30 Performance and GRI Appendix p4 This data is not broken down by gender. Rates of occupational disease are not reported, nor are injury types. Absenteeism data is not available for UK and Canada. For MENA and AFC, all reported data only reflects our activities in Qatar and Oman. We are investigating our current level of reporting in this area in order to put relevant plans in place where there is business need.
	403-3	Workers with high incidence or high risk of diseases related to their occupation	All contract or project work must develop a method statement before the job commences, identifying the risks involved and the potential risk of specific diseases associated with that person's occupation. Once the project has started, this is reviewed and investigated to ensure better techniques aren't available and when there are not, ensure that activities with high incidence of high risk of disease are minimal and monitored.
Training and Education			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: not material.
	103-2	The management approach and its components	A diverse business is a better business pp30-31 Targets and performance p60
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 404: TRAINING AND EDUCATION 2016	404-1	Average hours of training per year per employee	Finding and growing talent p32 Inspiring young people pp53-54 Removing barriers to work pp56-57 Performance and GRI Index p4 We do not report the average hours of training per employee as we set targets on business unit level and thus report accordingly. For Canada and MENA there is only data on e-learning modules. The business is currently assessing training needs and developing business-specific training plans, which will include assessing how to record this information.

GRI Standard	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
Diversity and Equal Opportunity			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: not material.
	103-2	The management approach and its components	A diverse business is a better business pp30-31 Targets and performance p60
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1	Diversity of governance bodies and employees	Board and CELT members – total: 15 Male: 12 – 80% Female: 3 – 20% Under 30 years old: 0 30-50 years old: 7 – 47% Over 50 years old: 8 – 53% This data does not include Canada or MENA. For employee diversity data, see Performance and GRI Index pp2-3
	405-2	Ratio of basic salary and remuneration of women to men	We have a Remuneration Policy linked to our strategy, designed to reward all employees fairly according to their role, experience and performance, and with due regard to actual and expected market conditions and the financial performance of the Group. This does not include gender considerations. We are preparing to meet the requirements of the Gender pay reporting legislation (coming into force April 2017) to annually calculate and disclose the pay gap between male and female employees.
Non-discrimination			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: contractors and suppliers.
	103-2	The management approach and its components	Looking after our workers pp16-17 Protecting human rights p33
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 406: NON-DISCRIMINATION 2016	406-1	Incidents of discrimination and corrective actions taken	In the UK, there were seven reported instances. All instances are closed and action taken to address the issues identified. In relation to discrimination, we have launched the 'Think Difference' awareness campaign to ensure that all managers are able to support activity to take a proactive approach on contracts to highlight the value of diversity in Carillion. In 2016 we also launched a new line management training programme to support knowledge, understanding and application of policies and procedures aligned sickness and absence management. There was one incident in Canada, which has been resolved. There were no incidents in MENA.

GRI Standard	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
Freedom of Association and Collective Bargaining			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: contractors and suppliers.
	103-2	The management approach and its components	Looking after our workers pp16-17 Protecting human rights p3
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Collecting collective bargaining data is illegal in the Middle East. Protecting human rights p33
Forced or Compulsory Labor			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: contractors and suppliers.
	103-2	The management approach and its components	Looking after our workers pp16-17 Protecting human rights p33
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 409: FORCED OR COMPULSORY LABOR 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Our core business and tier 1 supply chain are not in sectors considered the highest risk for forced or compulsory labour, although we are aware that working in the Middle East poses a greater risk. Carillion conducted a modern slavery risk assessment on all its operations and put plans in place to address any risks. Carillion condemns slavery in all of its forms, and would never tolerate it in our business or supply chain. Whilst we cannot guarantee that our supply chain is completely free of slavery, we are committed to take measures to eradicate it where it does exist and monitor the effectiveness of those measures.
Rights of Indigenous Peoples			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: local communities.
	103-2	The management approach and its components	Looking after our workers pp6-17 A diverse business is a better business pp30-31 Protecting human rights p33
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 411: RIGHTS OF INDIGENOUS PEOPLES 2016	411-1	Incidents of violations involving rights of indigenous peoples	We as Carillion have never violated the rights of indigenous people, and have developed engagement strategies and policies to ensure we do not infringe on any rights and in fact support their culture, education, training and leadership. In 2016 we hired an Director of Indigenous Business Development, Bill Gourley, and created an e-learning course that will be mandatory for all new hires in 2017.

GRI Standard	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
Human Rights Assessment			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: not material.
	103-2	The management approach and its components	Looking after our workers pp16-17 Protecting human rights p33
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 412: HUMAN RIGHTS ASSESSMENT 2016	412-1	Operations that have been subject to human rights reviews or impact assessments	Protecting human rights p33 All operations were reviewed on human rights impacts. A CELT Succession Group was tasked with a project concerning the impact of human rights issues on the group, with the key objective to assess and understand the impact (medium and long term) of human rights on Carillion. The group was required to develop a strategy around human rights to ensure that Carillion gains a competitive advantage ahead of its peers and competitors in the market. The strategy it developed focused on delivering an impact analysis and an ongoing mechanism to manage the risks associated with the Modern Slavery Act, new EU Directives and the ever-increasing pressure from NGOs. The final output from the group was presented to the CELT in November 2016. The proposed strategy (to be fully implemented by Q3 2018) is divided into six action points: 1. Development of a Human Rights Policy Statement incorporating other policies such as Modern Slavery with targets for areas to be improved, to be published internally and externally; 2. Conducting due diligence on existing processes to highlight high- and medium-risk areas; 3. Setting up a Human Rights advisory board to include external advisors and NGOs; 4. Development and delivery of appropriate training and education programmes at all levels; 5. Corporate Governance - updating MPC requirements to include specific section on Human Rights; and 6. Communications and Carillion Values - showing clear links with Carillion's Values and Sustainability and Diversity - focusing on the actions of our people as a source of competitive advantage
Local Communities			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: local communities.
	103-2	The management approach and its components	Creating thriving communities pp20-21 Building community relationships pp50-51
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 413: LOCAL COMMUNITIES 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Creating thriving communities pp20-21 Building community relationships pp50-51 Perfect partners pp58-59 Targets and performance p61

GRI Standard	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
Supplier Social Assessment			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: suppliers.
	103-2	The management approach and its components	Developing supply chains pp34-35
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	414-1	New suppliers that were screened using social criteria	MyRegister, our supplier accreditation system, captures information on capability from all our suppliers, assessing against a range of indicators including social indicators. Through 2016, 100% of new suppliers, all 1,456 being added to MyRegister, were assessed against these criteria. The question topics include: <ul style="list-style-type: none"> • Labour Rights • Human Rights and Modern Slavery • Ability to engage with local communities • Local spend and local employment This assessment informs our purchasing decisions, ensuring that the most capable supplier is selected for a given project. We also use this information to actively engage with our supply chain, sharing knowledge and encouraging development of their capability as appropriate.
Customer Health and Safety			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: customers.
	103-2	The management approach and its components	Health and Safety will always come first pp14-15 Creating customer trust p27 Investing in safety, health and talent pp29-30 We apply the same high expectations to operations and client delivery and services. Virtually all of our products and services are assessed for health and safety impacts and potential improvements.
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	416-1	Assessment of the health and safety impacts of product and service categories	Health and Safety will always come first pp14-15 Creating customer trust p27 Investing in safety, health and talent pp29-30 We apply the same high expectations to operations and client delivery and services. Virtually all of our products and services are assessed for health and safety impacts and potential improvements.
Socioeconomic Compliance			
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	What matters most pp12-13 Boundaries: internal: Carillion Group, external: not material.
	103-2	The management approach and its components	Governance and risk pp62-65
	103-3	Evaluation of the management approach	Governance and risk pp62-65
GRI 419: SOCIOECONOMIC COMPLIANCE 2016	419-1	Non-compliance with laws and regulations in the social and economic area	There were no significant fines or sanctions for non-compliance with laws and regulations in 2016.