

→ Executive summary

Our commitment

This strategy sets out our commitment to sustainability and our approach for realising our vision of providing 'lasting social, environmental and economic benefits to all our stakeholders'.

Our priorities

Sustainability is a broad concept incorporating many diverse issues. We have prioritised six key areas that we believe are relevant to our core business activities and are of interest to our stakeholders.



Our 'Plan-Do-Check' approach to sustainability

We have brought together a package of initiatives to help us meet our sustainability objectives. We have adopted a 'Plan-Do-Check' approach as a robust framework for addressing each priority area and assessing our progress.

	Health and safety	Our people	Community	Environment	Economy	Marketplace
PLAN	Robust H&S management system	People development programme	Community action and engagement plan	Robust environmental management system	A sound business plan	Core company values and sustainable procurement policy
DO	H&S training for all staff	Staff development and training	Engaging and consulting communities	Energy and waste management initiative	Sourcing and recruiting locally	Meeting and exceeding client expectations
	HSEQ site set-ups	Fair recruitment and embracement of diversity	Community investment and support	Strengthening of maintenance regimes	Skill and knowledge transfer during projects	Vetting suppliers' sustainability performance
	H&S audits of sites and projects	Regular staff engagement and surveys	Minimising disruption to communities	Reducing the need for staff travel	Successfully winning work in key areas	Building relationships with partners that share our values
CHECK	- Accident frequency - Project H&S compliance	- Staff engagement - Investment in training - Staff turnover - Diversity	- Investment in communities - Community initiatives supported	- Carbon footprint - Equipment maintenance - EMS certification - Legal compliance	- Profitability - Jobs generated	- Client satisfaction - Timely project delivery - Suppliers' sustainability performance

Highlights from our assessment

Client satisfaction
80%
% of customers who rate our deliverability as good or better

Safety at work
0.24
Number of accidents per 100,000 work hours

Staff training
4 days
Average number of days training for each staff

Investment in our communities
2.5% of profit
Direct charitable and community investment in 2008

Measuring and reporting performance

We will only be able to make improvements and take corrective action if we know how we are performing. Similarly, if we are to be a model of sustainability for our stakeholders, they need to be able to see that we are positively impacting key sustainability issues.

We have identified 17 key indicators on which we will monitor and measure our sustainability performance. These indicators also form the basis on which we will regularly report performance to our diverse stakeholders.

→ Health & safety	<ol style="list-style-type: none"> 1. Accident Frequency Rate 2. % of projects that achieve 'Green' status in H&S audits
→ Our people	<ol style="list-style-type: none"> 3. % of females employed relative to total number of female applicants 4. Resources invested in the training of staff 5. Level of employee engagement and motivation 6. Staff turnover and retention
→ Community	<ol style="list-style-type: none"> 7. Investment in the community 8. Number of community initiatives supported
→ Environment	<ol style="list-style-type: none"> 9. Overall carbon footprint 10. % of equipment maintained to manufacturer's specifications 11. Number of environmental prosecutions upheld in court 12. Certification of environmental systems to international standard
→ Economy	<ol style="list-style-type: none"> 13. Profitability of the company 14. Number of jobs generated directly and indirectly
→ Market place	<ol style="list-style-type: none"> 15. % of suppliers that meet specified sustainability standards 16. % of positive customers feedback at project completion 17. % of projects delivered to agreed time

Management and co-ordination

We will not leave the implementation and success of this strategy to chance. A sustainability committee chaired by our Managing Director will be responsible for implementing and co-ordinating our programme of sustainability initiatives and actions. The committee will be supported by sustainability champions who will communicate and co-ordinate our sustainability activities across the company.

Stakeholder communication and engagement

We will use a range of communication methods to engage and inform our stakeholders of our sustainability performance. Among other things, we will publish a sustainability report each year to update stakeholders on our progress. Where possible, we will also work in partnership with stakeholders to achieve positive and mutually beneficial outcomes.



of baseline performance

Environmental compliance

0

Number of environmental prosecutions upheld in court in 2008

Engaged employees

4.22

Ratio of engaged to non-engaged staff based on Gallup Q12 survey

Local employment generated

640

Number of additional jobs generated for our sub-contractors

Safe projects

85%

Projects meeting safety standards at 1st check