



Lagan
CONSTRUCTION



Constructing
a sustainable future
Our sustainability strategy



People delivering expertise

Our vision for sustainability:

“To provide lasting social, environmental and economic benefits to all our stakeholders, by integrating fundamental sustainability principles into all our business processes and construction activities.”



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→ About Lagan Construction

At Lagan Construction we are dedicated to providing infrastructure for tomorrow's world. We combine creative planning, design and construction with innovative engineering techniques to develop the most appropriate solutions, working sustainably to conserve energy, protect the environment and build communities.

As a leading civil engineering business founded on 50 years' experience, we work across Ireland, the UK and internationally delivering high quality projects in key sectors – including roads, airports, water, marine, power and rail. Our teams undertake infrastructure, capital and maintenance schemes through a variety of procurement routes for public and private organisations.

We are part of the Lagan group of companies established in Northern Ireland as a private family business in 1960. With an annual turnover of over £150 million and a workforce approaching 500, we are proud of our values and our culture which set the standard for how we behave.

As a people business, we recognise that our international reputation for quality and deliverability is due to the skills, motivation, expertise and commitment of our staff. To ensure our success into the future, we place a strong emphasis on training and developing all our employees to equip them with the skills, tools and support to realise their full potential.



Our founder Peter Lagan

Michael Lagan

David Jeffs

→ From the Managing Directors

We believe that contributing to the economic, environmental and social well-being of the communities where we live and work is not only our responsibility but our duty. As a company with strong family values, Lagan Construction has always been committed to doing business in an ethical manner. It is key to our success - past, present and future.

We are proud of the contribution we have made to wealth creation and global development over the past 50 years. By supporting small suppliers, employing local people and investing in communities, we enhance the economies of the many regions where we work, whilst the innovative infrastructure projects we deliver help to facilitate vital social and economic activities.

In recent years, significant knowledge and evidence have emerged about the wider impacts of human activities. Climate change, dwindling natural resources, social exclusion and poverty present fundamental risks to our sustainability as a business, and to the sustainability of the communities where we work.

We recognise that we can play an important role in addressing these challenges, and indeed, are excited by the opportunity to do so.

This strategy is a key step in our efforts to 'do our bit' for wider sustainable development. It provides a coherent framework to:

- Bring together the diverse activities we already undertake
- Establish new initiatives and priorities
- Provide a blueprint to guide our activities going forward

Fundamentally, this strategy outlines how we will achieve our vision of providing lasting social, environmental and economic benefits to all our stakeholders.

We are not under any illusions that this will be an easy task. However, doing nothing is not an option for us. We will therefore draw on our vast experience of environmental, social and economic excellence, our tradition of innovation and the skills of our dedicated and motivated staff to ensure that we achieve our sustainability goals.

Our stakeholders, our communities and future generations deserve it!

Michael Lagan and David Jeffs

→ 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

→ Our vision and policy statement

Our vision for sustainability

Sustainability is about simultaneously maximising positive social, economic and environmental outcomes. At Lagan Construction our vision for sustainability is:

“To provide lasting social, environmental and economic benefits to all our stakeholders, by integrating fundamental sustainability principles into all our business processes and construction activities.”



Why a sustainable approach?

We are putting sustainability at the heart of everything we do because we believe that the stakes are too high to ignore.

Doing nothing is not an option.

Climate change, social exclusion, dwindling supplies of non-renewable resources, loss of biodiversity, etc. are serious issues that can have profound implications for the well-being of our staff, the functioning of the communities where we live and work, the integrity of our supply chains and ultimately for our own viability as a business. We therefore recognise the need to 'do our bit' to address these challenges. Some of the many other factors that have motivated us to take a sustainable approach include:

■ Sustainability aligns with our business approach

Lagan Construction has a strong tradition of looking after our people, supporting communities and taking the necessary steps to minimise any adverse impacts of our work. The principles of sustainability align well with our company culture and business approach.

■ We recognise the business benefits of a sustainable approach

Many inputs into the construction process are finite and costly. Inefficient consumption and management of resources puts our business operations and supply chains at risk, accelerating the loss of key inputs and by exposing us to volatile commodity markets. We also know from experience that providing staff with the right tools for the job in a safe and healthy environment where their views are valued, enhances their engagement, motivation and productivity.

■ We have an opportunity to influence our stakeholders

By embedding sustainability into our business practices, we can positively influence our stakeholders so they too can begin to address the many challenges we all face. This includes the communities which are often the ultimate beneficiaries of our projects, as well as our many partners and suppliers.

We have an important role to play

Whilst we recognise that we have no real influence on the decisions to build roads, airports, etc. we do have control and influence on how we deliver projects. We recognise that if communities are not considered and engaged before, during and after the construction process, the impact of our work can cause unnecessary disturbance, disruption and exclusion of vulnerable groups.

Our sustainability policy statement

We take seriously our responsibility to contribute to lasting environmental, social and economic prosperity. In other words, we are committed to sustainability.

Sustainability is a complex concept incorporating a wide range of social, environmental and economic issues. We recognise the holistic nature of a sustainable approach. As such, this commitment is as much about our construction processes and business operations as it is about our people, the communities where we work, our suppliers and partners and the clients we work with.

This is our commitment to manage our construction activities, business processes and supply chain safely and in ways that minimise adverse environmental and social impacts.

This is a commitment to safeguard the health and safety of our employees and neighbours, to support the local economy and to treat our staff fairly. It is about creating wealth for all our stakeholders, embracing diversity, minimising resource consumption and reducing our greenhouse gas emissions.

This is therefore a significant commitment that we cannot, and do not, take lightly. Our many years of achieving positive environmental, social and economic outcomes in Europe, the Americas, the Caribbean and Asia, provides us with a strong platform on which we can build.

However, we recognise that we will have to be innovative and draw on our key strength - our motivated staff - in order to deliver the lasting positive outcomes that are at the core of our commitment to sustainability.

This policy will be reviewed annually.

Signed:



David Jeffs

Issue no. 1
September 2009



People delivering expertise

→ Our priorities

We have identified six key priorities to help us maximise the positive impacts of our business on the environment, our people and those around us.

Focusing on these six priorities will enable us to monitor how well we are doing and where we need to improve. They will guide the initiatives we implement, the way we measure our sustainability performance and how we report progress to our stakeholders.

As these priorities are fundamental to the shape of our sustainability programme, we have selected them carefully. Among other things, they capture key sustainability principles, align with our core business activities, are relevant to our stakeholders and reflect issues that we can realistically influence.



The six priorities are not cast in stone however, and will be subject to regular review.

Our approach for achieving positive outcomes

We have devised a three-stage approach to ensure that we positively impact each priority area.

Plan

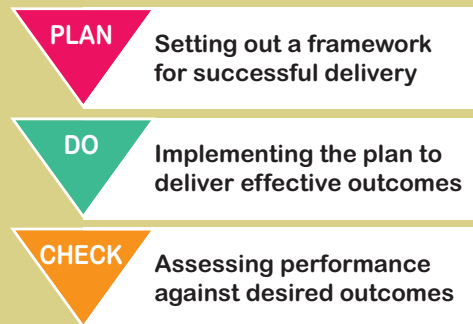
We will establish a framework for each key priority as a guide and action plan to help tackle the relevant issues.

Do

With our framework in place, we will implement defined sustainability initiatives within an effective, efficient and well-managed structure.

Check

We will undertake regular checks to measure our achievements, highlight our progress and guide corrective action where necessary.



→ Health & safety

→ Our people

→ Community

→ Environment

→ Economy

→ Marketplace

Health and Safety

As a responsible company, we place fundamental importance on our moral and legal duty to protect people and minimise any risks to their health and safety.

Adherence to strict health and safety standards prevents fatalities and significantly reduces the number and severity of accidents and near misses. It also prevents undue stress to our staff and their families, ensures compliance with health and safety regulations and reduces the cost to the business that arise from injury-related absences and lost productivity.

We are committed to maintaining high standards of health and safety performance right across our business, on every site and in every office, to protect our staff, sub-contractors and the public.

Planning for success

PLAN

The framework for health and safety in Lagan Construction is provided by a robust Health & Safety Management system that is certified to OHSAS 18001 standards. The components of this approach include:

- A documented Health & Safety Policy that sets out our commitment to maintaining the highest levels of health and safety and to putting in place procedures for continuous improvement
- Clearly defined roles and responsibilities which ensure accountability for health and safety issues on sites and across the organisation
- Systems for reviewing performance and ensuring high standards of health and safety at all times



People delivering expertise

Action to achieve our objectives

DO

To ensure that we meet our objective of maintaining the highest standards of health and safety at all times we will:

- Provide all our staff with regular and comprehensive health and safety training to equip them with the skills and knowledge necessary for minimising risks
- Commence every project with a Health, Safety, Environment and Quality (HSEQ) set-up to establish systems for risk management and checking and reporting performance - ensuring health and safety considerations are embedded and maximised at all subsequent stages of the project
- Conduct regular audits and checks of projects and sites to ensure that high standards for health and safety are being met and maintained
- Maintain external verification and certification of our OHSAS 18001 standard in order to provide us and our stakeholders with assurances of its continuing effectiveness



Checking and monitoring performance

CHECK

The importance we place on health and safety is reflected in the fact that we collect and track a vast amount of health and safety data as part of our everyday operations.

Our comprehensive monitoring activities enable us to report holistic health and safety performance across the organisation, to take corrective action where necessary and to inform senior management and other stakeholders of our performance.

For the purposes of this strategy, we will report on two key indicators which we believe provide valuable insight on both organisational and project-level health and safety performance.

Indicators for monitoring health and safety performance

- **Accident Frequency Rate:**
The number of accidents per 100,000 hours worked across the company
- **'Green' status projects:**
The percentage of projects that achieve 'green' status in health and safety audits

Our people

Our people are our greatest strength and our competitive advantage. We are therefore committed to developing each and every one of our staff to ensure they remain highly motivated to deliver the high quality civil engineering projects for which Lagan Construction is renowned.

Ultimately, motivation comes from the individual. We recognise however, that individuals become motivated when they believe their efforts and views are valued, when they have an equal chance of promotion irrespective of gender, race or background and when they are rewarded fairly.

We will maintain a working environment that embraces diversity, develops our people and guarantees fairness and equality of opportunity to all staff.



Planning for success

PLAN

Our People Development Programme brings together a comprehensive suite of people initiatives with the aim of providing our staff with the right skills and a positive work environment.

The programme is underpinned by a number of policy statements that address key people issues. These include:

- Equality and Diversity Policy - our commitment to equality of opportunity and how we value diversity
- Training and Development Policy - our commitment to developing, training and nurturing all our staff
- Bullying and Harassment Policy - our commitment to providing a harmonious work environment where all employees are treated with respect and are not subject to bullying, intimidation or harassment
- Fair Recruitment Policy - our commitment to transparent and fair recruitment practices where people are employed solely on the basis of merit

Action to achieve our objectives

DO

To ensure that we continue to maximise positive impacts on our people we will:

- Undertake staff development and training activities to equip staff at all levels within our business with appropriate skills, attributes and knowledge for the jobs they do
- Maintain a fair and transparent recruitment process that guarantees equality of opportunity and employs staff solely on the basis of merit
- Engage and elicit staff feedback through regular staff surveys to gauge and understand their views on our work practices and processes and other key issues affecting our company

Checking and monitoring performance

CHECK

Our people are vital to the ongoing success of our business and we are therefore committed to regular monitoring and reporting of performance on a range of key people-related issues including staff engagement, diversity, investment in training and staff retention. As with all measures in this strategy, we will use credible and recognised methods to measure how we perform.

As an example, for the past two years we have been using the Gallup Q12 survey methodology to monitor employee engagement. Gallup developed the Q12 tool after undertaking a detailed study which showed that employees' engagement levels are typically based around 12 key expectations.

The Q12 survey is recognised as the premiere tool for measuring employee engagement and is used by leading companies around the world.

Indicators for monitoring performance on people issues

- **Employee engagement:**
The level of employee engagement as derived from the Gallup Q12 survey
- **Staff turnover:**
The percentage of staff that voluntarily leave the organisation in a given year
- **Diversity and fair recruitment:**
The percentage of females employed relative to total number of female applicants
- **Training investment:**
Total investment in the training of staff

Community

Local communities are the sources for the many good staff that we employ and are often our neighbours for extended periods of time during the construction process.

We recognise the importance of maintaining good relationships with communities through being considerate neighbours, through minimising disruption and the impact of our works and through actively supporting and working with them to help them prosper.

We are dedicated to engaging and supporting the local communities where we work and to providing infrastructure that ensures a legacy of sustainability and a lasting positive impact.

Planning for success

PLAN

We will develop a Community Action and Engagement plan that formally sets out our approach for engaging and supporting the communities where we work. Among other things, the Community Plan will outline our approach for:

- Engaging and consulting communities at all stages of the construction process to minimise any disruption and unintended adverse impacts
- Embedding principles of considerate construction and good neighbourliness into all our construction activities
- Supporting local communities by sponsoring and investing in community, charitable and educational causes
- Encouraging staff to participate in charitable and volunteering activities to help us integrate and better understand our communities
- Developing working relationships with community organisations which are often well placed to facilitate productive community engagement

Action to achieve our objectives

DO

To ensure that we build positive relationships and maximise our positive impacts on the communities where we work and live, we will:

- Engage and consult with communities prior to and during the construction process to minimise any adverse impacts
- Invest in communities by supporting charitable and community causes and by encouraging our staff to volunteer and participate in community initiatives
- Continue to put significant focus on supporting civil engineering-related educational initiatives that help to develop future civil engineers and address skill shortages in our industry
- Minimise disruption to communities by considering their needs at every stage and proactively integrating approaches, techniques and ways of working that minimise disturbance



Checking and monitoring performance

CHECK

Our responsibility to support and foster the communities where we work and live is important to us. Gauging and assessing our performance in this respect will therefore provide a number of benefits.

It will help us understand what we are putting into the communities and identify how we may be able to strengthen our community support and engagement activities. It will also provide our staff – who will be the ones investing their time through volunteering for example - with a holistic understanding of how our business activity impacts on the community in a wider sense.

The two indicators we will use to monitor our performance on our commitments are 'input' focused and seek to illuminate what Lagan Construction as a company is doing for our communities.



Indicators for measuring performance on community issues

- **Community investment:**
Total investment in charitable and community events
- **Support of community:**
Number of community initiatives supported in the year

Environment

The natural and built environment is essential to everything we do. It provides the natural systems and processes that are vital for the functioning of all species and is also the source of many of the materials we use in the construction process.

Protecting the environment is therefore important for maintaining the earth's life-support systems, but also for minimising the risks to our business and maintaining the integrity of our supply chains.

We are committed to protecting the environment at all times and actively seek to minimise any adverse impacts of our construction activities.



Planning for success

PLAN

Our ISO 14001 certified Environmental Management System (EMS) provides the framework for the management, control and continuous improvement of our environmental performance. This includes:

- A documented Environmental Policy confirming our commitment to environmental excellence and to putting in place procedures for continuous improvement
- Clearly defined roles and responsibilities that ensure accountability for environmental issues on sites and across our organisation
- Systems for reviewing performance and ensuring high standards of environmental excellence

The EMS and the policies, management and monitoring approaches that underpin it create a sound platform for co-ordinating and delivering the environmental commitments in this strategy and for continually improving our environmental performance.

Action to achieve our objectives

DO

To ensure that we continue to maximise positive impacts on the environment, we will:

- Implement a comprehensive Energy and Waste Management Initiative to reduce office and site-based energy consumption and the volume of waste we send to landfill
- Review maintenance regimes to assess the extent to which our equipment and machinery are being maintained to manufacturers' recommended standards and to identify and implement the action needed to improve performance
- Reduce the need for staff travel by continuing to invest in tele and video conferencing facilities and equipment across all our offices and regions

Checking and monitoring performance

CHECK

Climate change is one of the biggest challenges facing mankind. At Lagan Construction we are committed to 'doing our bit' by managing and reducing our greenhouse gas (GHG) emissions.

A key indicator for measuring our environmental performance is the total volume of greenhouse gas emissions resulting from our activities and operations – our 'carbon footprint'. Our approach for measuring GHG emissions will be based on the GHG Protocol Corporate Standard, which is an internationally accepted framework for accurate, complete, consistent, relevant and transparent accounting and reporting of greenhouse gas emissions.

In addition to our carbon footprint, we will also report performance on three other environmental indicators relating to equipment maintenance, environmental management and compliance.

Indicators for monitoring our environmental performance

- **Overall carbon footprint:**
Total volume of greenhouse gas emissions from all company activities
- **Equipment maintenance:**
Percentage of equipment maintained to manufacturer's times and specifications
- **Environmental compliance:**
Number of environmental prosecutions upheld in court
- **EMS certification:**
Certification of environmental systems to the ISO 14001 standard

- Health & safety
- Our people
- Community
- Environment
- **Economy**
- Marketplace

Economy

The infrastructure we deliver across the world has contributed to the economic growth of many regions.

Our greatest contribution to wealth generation however, is driven by our successful pursuit of a sound and sustainable business strategy that ensures profitability in the long run. This success is what enables us to employ local people, source goods and services from small suppliers and invest in community initiatives.

We are determined to remain profitable and contribute to wealth creation and economic development in the regions and the economies where we work.

Planning for success

PLAN

Our Business Plan sets out our approach for actively managing risks and opportunities. Reviewed annually, it provides us with a sound platform for maintaining profitability and successfully growing shareholder value.

We will continue to pursue a sound business strategy that creates the basis for maintaining a successful business and which enables us to generate wealth and contribute to wider economic development.



People delivering expertise

economy

Action to achieve our objectives

DO

To ensure that we continue to improve the economic performance of Lagan Construction and the regions where we work, we will:

- Contribute to local economic growth by employing local people, sourcing goods and services locally and investing in charitable and community initiatives
- Transfer employable skills and knowledge to people who work on our projects, thus enabling them to remain economically active even after project completion
- Pursue a sound business strategy and maintain an excellent reputation to ensure our continued success in key markets



Checking and monitoring performance

CHECK

We collect a comprehensive suite of data and information in order to measure how we perform against our Business Plan.

For the purposes of this strategy, we are also interested in assessing our impacts on the wider economy. To achieve this, we will track and report the number of jobs that we generate in local communities by providing work for our sub-contractors.



Indicators for monitoring our environmental performance

- **Profitability:**
Profitability of the company in the year
- **Job generation:**
Number of jobs generated through our sub-contractors

Marketplace

Consistent delivery of high quality infrastructure projects over the years, combined with our fair, open and transparent business approach, has enabled us to develop strong relationships with a vast number of clients, partners and suppliers across the globe.

This position of trust provides us with a unique opportunity to positively influence our partners so that they too can adopt sustainable practices.

We can realise this potential by continuing to deliver quality projects, maintaining our positive relationships and by being a model of sustainability and its associated benefits.

We are dedicated to maintaining positive working relationships with our customers and suppliers and to using our position as a trusted partner to influence sustainable behaviours and processes on both sides of our supply chain.

Planning for success

PLAN

Our core company values set out our approach for delivering projects and for engaging with our clients and partners. These values include:

- Listening to our people, clients and partners and acting to deliver their requirements
- Drawing on the enthusiasm, expertise and entrepreneurial spirit of our people
- A commitment to continuous improvement in our performance through ongoing learning and development
- Maintaining sustainable relationships with all those we work with to create best value through teamwork and innovation

These core values ensure that we engage our clients with honesty and integrity, deliver quality projects to time and exceed clients' expectations time and again.

We also recognise that as a trusted partner we can positively influence the behaviours of our suppliers and sub-contractors.

We will therefore develop a Sustainable Procurement policy to expand our traditional approach for selecting and vetting sub-contractors to include sustainability criteria.

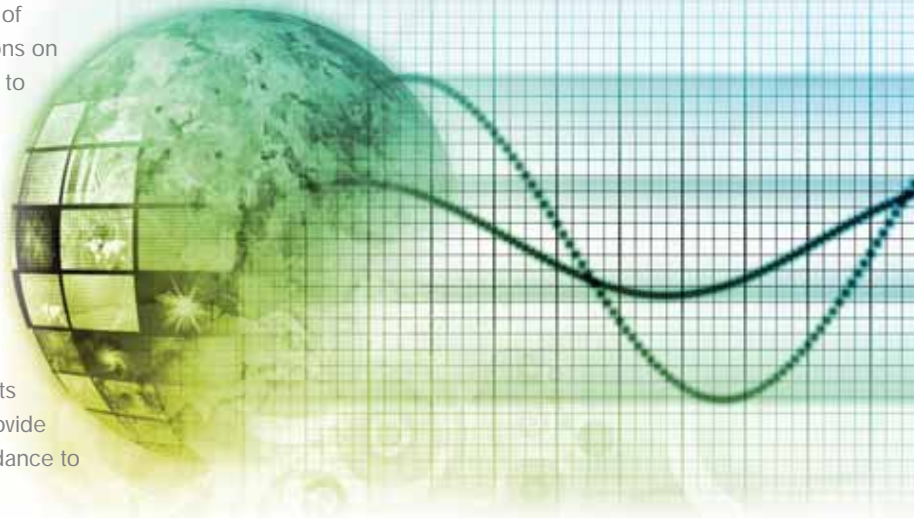
To ensure continued compliance with our sustainability requirements, we will also assess sub-contractors' ongoing sustainability performance and provide support and guidance where appropriate.

Action to achieve our objectives

DO

To ensure that we continue to maximise positive impacts on our marketplace we will:

- Maintain our strong record of exceeding client expectations on every project by continuing to deliver quality construction projects on time and by engaging and incorporating client feedback at all project stages
- Monitor and vet suppliers' sustainability performance prior to and during contracts and, where appropriate, provide them with support and guidance to improve performance
- Continue to develop meaningful partnerships with companies that share our core values in order to strengthen our position in the marketplace



Checking and monitoring performance

CHECK

Understanding our impacts on the marketplace is important for the continued success of Lagan Construction. We need to know how we are viewed by our clients so we can take action to address any issues as necessary.

Knowing that our suppliers and sub-contractors are embracing fundamental sustainability principles assures us they can continue to meet our supply demands into the future.

Indicators for measuring performance on marketplace issues

- **Client feedback:**
Percentage of clients that provide positive feedback at project completion
- **Sustainable supply chain:**
Percentage of suppliers that meet specified sustainability standards
- **Timely delivery:**
Percentage of projects delivered to agreed time





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→ Management and co-ordination

To ensure effective delivery, it is important that the initiatives in this strategy are adequately co-ordinated and managed. To achieve this, we have formed a Sustainability Committee comprising senior and capable employees who are responsible for managing the delivery of the strategy.

The Sustainability Committee will regularly review the effectiveness of the strategy and develop policies, initiatives and plans to meet our sustainability objectives.

The committee is chaired by our Managing Director who is also the sponsor of our sustainability programme and ultimately responsible for its implementation and success.



Sustainability champions

As a company-wide initiative it is important that our sustainability messages and initiatives are communicated and implemented at all levels within our business. There will therefore be a need to co-ordinate staff involvement, awareness and engagement at the appropriate organisational level.

To facilitate this we will appoint a number of Sustainability Champions across the organisation who will work closely with the committee. They will communicate information about the sustainability programme and for co-ordinate our various initiatives within teams and in regional offices.



→ Stakeholder communication and engagement

Being a responsible company means respecting the interests of all our stakeholders which involves listening to them, responding to their concerns, being fair in our expectations and honest in how we report our performance.

We take this responsibility seriously and will actively engage our wide cross-section of stakeholders to keep them informed.

We want to learn from our stakeholders and their experiences and work with them to achieve positive, mutually beneficial outcomes.

Reporting sustainability performance

We will publish a sustainability report each year to update stakeholders of our sustainability performance.

Our annual sustainability reports will be transparent and comprehensive and will illustrate our performance against the targets we have set ourselves. They will showcase those areas where we are performing well and highlight areas where improvement is needed, as well as how we are addressing the issues identified.

Working with NGOs and related organisations

Our engagement with organisations such as Business in the Community, the Prince's Trust, the Institution of Civil Engineering, the Construction Skills Council and numerous universities and educational institutions, has enabled us to participate in a number of community and environmental initiatives over the years.

We will continue to engage these organisations and also build new partnerships with schools and community groups to ensure we participate in programmes and initiatives that enhance environmental, social and economic well-being.

Eliciting employee feedback

We will continue to actively seek the views and ideas of our staff on how our business and processes can be improved. In particular, we will continue to elicit employee feedback through our Q12 employee survey which enables us to measure staff attitudes and opinions about a range of workplace and business issues.

Engaging government and local authorities

We are proud of our excellent track record of regulatory compliance and management. In part, this has been due to our regular engagement with government, local authorities and relevant regulatory bodies.

We will continue to engage these organisations in order to understand what is expected of us and to ensure we meet these requirements at all times.

Supporting suppliers and sub-contractors

We maintain fair, transparent and open relationships with our suppliers and sub-contractors. We vet them to ensure our key requirements are met and support them where possible by providing guidance and feedback on areas where improvements can be made.

We will build on this traditional approach by vetting suppliers and sub-contractors on sustainability issues and working with them to improve their sustainability performance.

Maintaining positive client relationships

We actively engage with clients at all stages of projects, through regular updates, meetings and discussion to ensure that their requirements are met.

We will continue to maximise our engagement with clients and will elicit additional information from them to establish their perception and satisfaction with our sustainability performance during each project.

Fostering our communities

We actively engage and consult with communities at all stages of the construction process to minimise any disruption or adverse impacts of our works.

We also engage with the communities where we work through volunteering and support of community initiatives. In 2008 for example, we supported more than 30 community initiatives through direct financial and other support.

→ How are we doing?

In order to track our progress on the objectives in this strategy going forward, we need a baseline against which we can gauge future improvement or otherwise.

We have therefore assessed our 2008 performance against the suite of indicators to highlight how we are currently doing.

The programme of sustainability initiatives outlined in this strategy provides us with a strong basis for improving our performance on the indicators above.

We will continuously track our progress by assessing how we are improving relative to the 2008 baseline figures, and report our progress to stakeholders in the form of an annual sustainability report.

Indicator	Current performance	Target
Carbon Footprint	46 tonnes per £1m turnover (4,556 tonnes CO2e)	To reduce greenhouse gas emissions by 2.5% per annum
% of machinery maintained to manufacturer's times and recommendations	90%	To maintain 90% of machinery to manufacturer's recommendations
Number of environmental prosecutions upheld in court	0	To have no more than one upheld prosecution in a three year period
Certification of Environmental Management System (EMS) to ISO 14001 standards	Certification to ISO 14001 currently in place	To maintain certification of EMS to the ISO 14001 standard
% of females recruited as a proportion of the total number of female job applicants	17% (compared to 33% of male applicants)	To reduce the gap between the success rates for male and females to <10%
Invested in the training and development of staff	4 days	4 days per member of staff
Employee engagement and motivation (ratio of engaged to disengaged staff)	4	To maintain a ratio of at least three engaged to one disengaged staff
Staff turnover	12%	To achieve a staff turnover rate of <10%
Investment in charitable and community events	2.5%	To invest at least 2% of profit in charitable and community initiatives
Number of community initiatives supported in the year	30	To support a diverse number of community and charitable initiatives
Accident Frequency Rate	0.24	To maintain an AFR of less than 0.3
% of projects that achieve 'green status' first time in health and safety audits	85%	90% of projects to achieve 'green status' first time
The profitability of the company	3.3%	To maintain annual pre-tax profit of at least 3% of turnover
Number of jobs generated by providing work to sub-contractors	1:1.25	To have a minimum ratio of 1 employee:1.25 sub-contractor
% of positive customers feedback at project completion	80%	At least 75% of clients to rate our 'deliverability' as good or better
% of projects delivered to time	80%	To deliver >85% of projects to time



→ Feedback

We value your feedback on our approach to sustainability and would appreciate any comments on this strategy.

You can email us at:
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Or write to us:

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