



**Carillion plc**  
**Press Pack**

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## ***Carillion Overview***

Carillion is one of the UK's leading support services, construction and Public Private Partnership project companies. The group has annual revenue of £5bn, employs around 50,000 people and operates across the UK, in the Middle East, North Africa, Canada and the Caribbean. Our principal market sectors include defence, education, health, building, facilities management and services, roads, rail, civil engineering and utilities services.

## ***Our Vision, Mission and Values***

**Carillion's Vision:** To be the leader in delivering integrated solutions for infrastructure, buildings and services

**Our Mission:** Making tomorrow a better place

### **Our Values:**

- Openness
- Collaboration
- Mutual dependency
- Professional delivery
- Sustainable, profitable growth
- Innovation

## ***Sustainability***

Sustainability is one of Carillion's key differentiators and we have an industry-leading reputation in Corporate Social Responsibility (CSR). We believe that being a more sustainable business makes us a more successful business and bring benefits to our clients. In May 2008 Carillion secured first place in the category for large and medium-sized companies with high environmental impact and second place overall in the inaugural Sunday Times Best Green Companies Award. We also demonstrated our leadership by topping our sector with a Gold ranking in the Business in the Community's 2007 (reported in 2008) Corporate Responsibility Index. Our success in becoming a more sustainable business is demonstrated by our ability to recruit, develop and retain excellent people, win more work and improve profitability.

## **Business Groups**

**Building** is headed by David Hurcomb and includes Carillion Building, Carillion Private Finance, Aspire Defence and Carillion Property Services. Carillion Building combines our regional and national building businesses to provide a broad range and depth of construction capability across the UK. Aspire Defence is a joint venture with KBR for the delivery of project Allenby Connaught, a £1.2bn, 10-year construction programme for the MoD. Carillion Property Services is a new business which brings together our internal capabilities in refurbishment and fit-out, fabric maintenance and residential property services.

**Business Services** is headed by Don Kenny and comprises six main business units: Carillion Facilities Management, Carillion Government Services (including our Defence, Education and Health activities), Carillion IT Services, Carillion Planned Maintenance, TPS and Enviro. Business Services delivers best-in-class FM, maintenance, design, project management and property-related consultancy services. We provide business solutions that embrace integration and lifecycle approaches to drive value through the property portfolios we manage in both the public and private sectors.

**Infrastructure Services and International** is headed by Roger Robinson. Infrastructure Services brings together our activities in Roads, Rail, Utilities and Civil Engineering and also includes our recruitment arm, SkyBlue. International is made up of Carillion Canada & Caribbean and Carillion Middle East & North Africa.

**Group** brings together various head office and specialist functions offering support and advice to all of Carillion's customer-facing business groups. Headed by Richard Adam, the group also includes Carillion Developments.

## **Biographies**

### **John McDonough – Chief Executive**

John was appointed Chief Executive in January 2001 having formerly been Vice President, Integrated Facilities Management, Europe, the Middle East and Africa of Johnson Controls Inc. He is Chairman of the CBI's Public Services Forum, Vice-Chairman of the CBI's Public Services Strategy Board and a member of the CBI's President's Committee. He is also a non-executive director of Tomkins plc.

### **David Hurcomb – Executive Director, Building**

David joined Carillion in March 2005 having previously held a number of senior positions in Balfour Beatty plc and prior to that Mansell plc where he was a main board director. A graduate engineer and chartered accountant, David has substantial experience of the UK construction and maintenance services market and a proven track record in successfully growing businesses profitably. David is responsible for Carillion's Building and Private Finance businesses.

### **Don Kenny – Executive Director, Business Services**

Don was appointed to the Board in September 2006 and is responsible for Carillion's Government Services, Facilities Management, Planned Maintenance and TPS businesses. He joined Carillion from Johnson Controls Inc in 2002, having held a number of senior positions in Johnson Controls and prior to that Mowlem. Don was also a director of Aspire Defence Ltd, a joint venture between Carillion, Kellogg Brown and Root and HSBC, to deliver Project Allenby Connaught, the Ministry of Defence's largest Estates Public Private Partnership contract to date.

### **Roger Robinson – Executive Director Construction Services**

Roger joined Tarmac Construction as Contracts Director in 1989, subsequently becoming Managing Director of Tarmac Civil Engineering, International and Rail. Roger was appointed to the Board of Carillion plc in May 1999 and has group-wide responsibility for Infrastructure, International and Health and Safety matters. He is a Fellow of the Institution of Civil Engineers and was a member of the Government Taskforce on Modern Apprenticeships

## ***Business Unit Activities***

### ***Building***

Carillion Building is a UK market leader in commercial construction. Working with clients in the residential, retail, office, education, health, defence and secure sectors, we deliver through a variety of procurement routes including traditional contracting, design & build and partnering. Carillion Building operates out of four main regions: Scotland, North, South West & Midlands and South East & London.

### ***Canada and Caribbean***

In Canada, Carillion has established itself as a leading construction and services company providing a comprehensive source of specialist construction and infrastructure management expertise. We have broad experience in construction projects across Canada, including hospitals, major residential developments, roads and highways, power, commercial and industrial building. In the Caribbean, Carillion is a leading constructor of commercial and institutional buildings and supplier of engineering services to the oil and gas industries.

### ***Civil Engineering***

Carillion Civil Engineering delivers civil engineering and infrastructure projects of all sizes for a variety of clients in the UK. Projects range from coastal flood defences to land remediation and piling and from transport improvements to industrial projects. The company also provides specialist capabilities in water, remediation, wind energy, marine, aviation, piling and micro tunnelling operations. The business has locally focused area offices throughout the UK which enable it to offer a high level of client involvement from project inception to completion and beyond.

### ***Defence***

Carillion Defence is the largest single provider of accommodation and related services to the army. The Ministry of Defence is Carillion's biggest customer and we are currently contracted to deliver some £5bn of work to them over a period of up to 30 years. Our defence services are delivered through joint ventures and direct delivery. We have wide experience of partnering with others and combining corporate capability to produce innovative, integrated and tailored solutions to meet our customers' needs.

## ***Developments***

Carillion Developments manages Carillion's property development activities and advises other Carillion business units on real estate issues. Its focus has been on mixed-use regeneration of large brownfield sites although it has particular expertise in retail and leisure schemes. Projects are often undertaken in joint ventures, particularly with Richardson Developments with whom it recently completed The Square, Sheffield, a mixed use project which includes a 114-bed hotel, multi-storey car park and 250 sq ft of offices.

## ***Education***

Carillion provides flexible, creative schools, intelligent systems for independent learning and facilities for a wide range of sports and extended schools activities. During 2008 we have achieved financial close several major contracts under the government's Building Schools for the Future (BSF) programme, including the £175 million South Tyneside and Gateshead (STaG) BSF and the £208 million Nottingham City Council BSF.

## ***Enviros***

Enviros provides environmental and health and safety solutions in the areas of climate change, compliance management, development and regeneration, health and safety, management systems, resource management and risk and asset management. We have more than 30 years' experience in helping organisations achieve competitive advantage through improved environmental and social performance.

## ***Facilities Management***

Carillion Facilities Management currently delivers property and facilities management services to more than 10,000 properties across the UK, to customers in both the public and private sectors across a broad array of industries. Our clients include FTSE 200 blue-chip companies and large government organisations. Our current portfolio includes customers such as BT, Virgin Media, Nationwide Building Society, HSBC and the Health and Safety Executive. Core services include facilities management, project management and corporate real estate.

## ***Health***

Carillion delivers cost-effective, integrated solutions for the NHS that improve the experience of patients, employees and visitors. We have operational hospitals in Oxford, Lewisham, Glasgow, Middlesbrough, Stoke, Swindon and Dartford. Currently under construction is the £254m Queen Alexandra Portsmouth hospital. Through our joint venture subsidiary Clinicenta, we deliver high quality surgical and diagnostic centres as part of the government's Independent Sector Treatment Centres (ISTC) programme.

## ***IT Services***

Carillion IT Services (formerly Alfred McAlpine IT Services) is an outsourcing, managed service and network infrastructure solution provider for a broad range of clients in the public and private sectors. Whether we're providing consultancy, building a robust network or managing an end-to-end fully outsourced IT solution, we deliver with an unrivalled commitment to customer service and satisfaction.

## ***Middle East & North Africa***

Carillion is taking full advantage of the current construction boom in the Middle East and North Africa regions. In our largest market, Dubai, local joint venture Al Futtaim Carillion has been awarded several major contracts on the spectacular Festival City development including a 400-unit retail mall and a cluster of five star hotels, commercial buildings and conference facilities. We are also active in Dubai's facilities management sector and are undertaking several major construction projects in Oman and Egypt.

## ***Planned Maintenance***

Carillion Planned Maintenance (formerly PME) is one of the UK's foremost facilities services companies with over 40 years' experience in the provision of specialist support in the operation, maintenance and repair of building services. Our capability extends from mechanical, electrical and fabric maintenance, to office services, to support for full facilities management contracts. We provide a 24-hour call-out service to over 40,000 properties throughout the UK – helping to bring peace of mind to over 1.4 million staff belonging to over 400 organisations.

## **Private Finance**

Carillion Private Finance provides expert project finance support to the other Carillion businesses and manages the Group's portfolio of Public Private Partnership investments. The team has delivered finance on 39 projects including the first privately financed hospital, the first prison and the first rail upgrade. It was also responsible for what was, at the time, the largest PPP listed bond issue ever – for GCHQ's New Accommodation Project in Cheltenham. Carillion's current portfolio of 23 equity investments continues to generate significant value.

## **Rail**

Carillion is one of the leading rail infrastructure companies in the UK, offering an extensive portfolio of expertise and capabilities to the rail industry. Services provided include major and minor enhancements, life extension work and projects, maintenance, private finance schemes, trainborne inspection, welding & rail testing and consultancy services.

## **Roads**

Carillion delivers road maintenance and construction activities in the UK including Early Contractor Involvement contracts. Highways maintenance is a key business with a portfolio of Highways Agency and local authority contracts in the UK. The scope of the work takes in all aspects of cyclical and routine maintenance works, major maintenance and improvements works and emergency and reactive highway maintenance.

## **SkyBlue**

Since setting up business in 2001, our national recruitment firm SkyBlue has established itself as a leading provider of contract, temporary and permanent recruitment solutions for the rail, highways, mechanical & electrical, construction, facilities management and commercial sectors. Our history of maintaining long-term relationships with many of the UK's leading businesses is testament to our ability to meet the ever-changing specification and standards of clients' requirements.

## **TPS**

TPS provides comprehensive consultancy services for a wide range of commercial and public sector clients. Key sectors include aviation, defence, education, law & order, roads, rail and regeneration. TPS provides professional teams of multi-disciplinary engineers, architects and designers with in-house experts in security and counter-terrorism, land surveying, transportation planning, sustainability, graphics and visualisation. Sister company, Schal, provides professional project management services and planning supervision.

## **Utilities**

Carillion Utilities delivers a full range of utility project services, installing and maintaining telecommunications systems, building and upgrading gas, water and power generation networks, including nuclear and renewables. Our capabilities span every aspect of utility provision, from gas, water and electricity networks to complete telecommunications systems - plus the necessary associated building and civils work to create and maintain efficient infrastructures

## Case Studies

### **Programme HAL**

Programme HAL was a £600m initiative by News International Newspapers to enable them to retain their market leader status by providing the latest newsprint facilities in Glasgow, Liverpool and London. Carillion was the design and build contractor for the £230m construction of the intelligent industrial buildings and infrastructure that supports and integrates the printing process. Construction at all three locations was completed on time and to budget, allowing the client to begin operating the state-of-the-art new printing presses on their scheduled dates.

### **William Osler Hospital, Canada**

In a joint venture between Carillion Canada and Ellis Don, we are financing, designing, constructing and commissioning both the 608-bed acute William Osler Hospital in Brampton, Ontario and a 188-bed psychiatric facility at the Royal Ottawa Hospital. In addition to investing equity in each hospital, Carillion will also manage and maintain the property and provide non-clinical services under long-term concession agreements.

### **Project Allenby & Connaught**

Carillion is a 50% shareholder in Aspire Defence Ltd which is delivering Project Allenby & Connaught at the Army garrisons at Aldershot, Tidworth, Bulford and across the Salisbury Plain area. The 35-year contract includes a £1.2 billion 10-year construction programme including the delivery of some 11,000 en-suite bedrooms and a range of new facilities including dining centres, offices, technical facilities, theatres and community centres. Aspire Defence provides the four garrisons with a wide range of support services and a 24/7 helpdesk acts as a central coordination point for customer support.

### **Leeds Schools PFI**

Carillion was the design and build contractor for the construction of five new secondary schools and one primary school over five separate sites. The exciting designs included one school with specific Special Education Needs (SEN) provision. Features include sports pitches, extensive landscaping, production kitchens, and all fixtures, furniture and fit-out. The SEN school includes a hydrotherapy pool. The designs were developed in conjunction with Leeds City Council, following extensive consultation with the schools.

### **Centrica**

Carillion is delivering a five year facilities management contract (with a two-year extension option) to Centrica at 50 of their properties including headquarters, call centres, training facilities, data centres, warehouses, onshore gas production facilities and power stations. We are providing a wide range of services including cleaning, repairs and maintenance, security, catering and project management to some 21,000 building users. The contract began in 2005 and involved the successful TUPE transfer of 60 middle and senior managers.

### **Festival City, Dubai**

Dubai Festival City is a magnificent, mixed-use waterfront development where over 77,000 people will live, work, shop, dine and relax. Spanning 1,600 acres, it stretches across four kilometres of the historic Dubai Creek. Quite literally a 'city within a city', Festival City will provide an unrivalled blend of retail, leisure, hospitality, entertainment, office and residential facilities. It will include 2.6 million square feet of shopping, dining and entertainment, six international hotels, innovative residential developments, a business park, automotive showrooms, an 18-hole championship golf course, two international schools and a 150-berth marina.

### **M6 Extension Carlisle to Guardsmill**

Carillion helped to protect a site of national and international nature conservation importance while building a new motorway between Carlisle and Guardsmill.

We worked with the Highways Agency and design partners Capita Symonds to upgrade 9km of the A74 dual carriageway to a three-lane motorway, under a £120.7m contract that will complete the motorway network from London to Glasgow. The award-winning scheme involved the construction of a new bridge crossing the River Esk upstream of the upper Solway flats and Marshes, which are home to a number of protected species. Careful planning and public consultation resulted in a sensitively handled project which is due to be completed in December 2008.

### **Eco Depot, York**

This multi-award-winning depot is a national exemplar of sustainability. The ground-breaking project for client the City of York Council firmly establishes Carillion as a leader in providing sustainable solutions whatever the project. The Eco Office building is the centrepiece of a brand new £8m works depot and is home to the City of York Council's Commercial Services department. Creating such a flagship building relied on innovative design including numerous environmentally-friendly initiatives.

### **Evergreen 2**

Carillion's award winning Design, Build, Finance and Transfer project to upgrade Marylebone and Beaconsfield stations for Chiltern Railways was a first for UK rail history. The project was the first of its kind in the rail industry and was developed in conjunction with Network Rail and the Strategic Rail Authority and in consultation with the Office of Rail Regulation. The part of the Chiltern Line affected runs along a 50-mile stretch between London Marylebone and Bicester North and is viewed as a key artery into London from the Midlands and Home Counties. The project was completed and handed over on time and below budget and the innovative funding arrangement enabled work to proceed three years ahead of schedule.

## **Media Contacts**

Paula Manning, Group Communications Manager

Tel 01902 316444

Mob 07739 651 529

email [paula.manning@carillionplc.com](mailto:paula.manning@carillionplc.com)

Donna Halfpenny, Communications Manager – Infrastructure & International

Tel 01902 318106

Mob 07891 568 507

email [donna.halfpenny@carillionplc.com](mailto:donna.halfpenny@carillionplc.com)

Alison Nicholson, Communications Manager – Business Services

Tel 01902 316889

Mob 07764 655 098

email [alisonnicholson@carillionplc.com](mailto:alisonnicholson@carillionplc.com)

Jane Smith, Communications Manager – Building

Tel 01902 316620

Mob 07730 301 431

email [janesmith@carillionplc.com](mailto:janesmith@carillionplc.com)