

Carillion Building – UK



ENVIRONMENTAL MANAGEMENT SYSTEMS

Overview:

Needs

- Address negative environmental image of the construction sector
- Demonstrate environmental commitment to stakeholders
- Reduce exposure to possible breaches of legislation

Benefits

- Integrated management system
- Source of competitive advantage within market
- Improved image amongst clients
- Helped Carillion achieve a variety of awards
- Supply chain management
- Innovation
- Improved staff satisfaction

The Company

Carillion employs 1441 employees throughout the UK. It provides construction services to a variety of sectors. These include the following;

- Traditionally Tendered Construction
- Design and Build Projects
- Private Finance Initiative Projects



The Issue

Carillion's environment and sustainability drive began with the involvement on a number of major road building projects in the 90s, as then part of the Tarmac group.

The negative image of the construction industry on these projects led to the development of a group wide environmental policy, and an annual environmental targeting and reporting process.

ISO 14001 was sought specifically to demonstrate the company's commitment to environmental management systems.

The specific issues were to reduce exposure to possible breaches of environmental legislation, to align the business to meeting and exceeding these requirements, both now and in the future, and finally to reduce risks, both for the business and the clients that are served.

The Benefits

ISO 14001 played a major role in realigning Carillion's business, and in developing an integrated environmental management system.

ISO 14001 has acted as a source of competitive advantage. On a recent project in Manchester for Countryside Properties, Carillion's comprehensive and documented approach to environmental management and sustainability, developed through the processes described above, has led to Carillion being selected for sole negotiation.

It is believed that the sustainability agenda has improved communication with clients who may now seek approaches such as those put forward to Carillion.

Carillion believe that the situation with regard to environmental responsibility will be an increasingly important issue in the future.



Awards

Building Awards 2000: Major Contractor of the Year

Building Awards 2001: Finalist in the Sustainability Awards of the Year Category

Property Awards 2000: Winner of Environmental Category

Suppliers

The sustainability and environmental integrity of Carillion's construction solutions are critically dependent upon the products and services procured to create them.

Carillion now work more closely with a core pool of suppliers whose policies, practices and values are aligned with their own, in order to deliver more environmentally acceptable solutions. Carillion identify a number of high environmental priority supply sectors and work with them to encourage innovation and ways of improving their performance and the services they provide.

BSI's role

BSI supported the development of the environmental management system by providing the expertise to enable Carillion to perform a gap analysis of all those steps and processes required to fully align their internal business practices with that of the standard.

BSI provided support throughout the initial assessment process and in developing the gap analysis. BSI is also engaged in a program of bi-annual review at which times the lessons learned and future focuses are incorporated into the system.



Unique

The integrated management system of which the EMS is a part has since been developed into a total management system known as project Eagle.

Eagle is an Intranet based management approach, which combines best practice with business processes. The system will be refreshed and expanded to cover the entire business and new developments in the way they manage their work.

Carillion Building's environmental management system also incorporates the Natural Step framework. The Natural Step are a UK based charitable organisation who provide a science based framework for understanding sustainability during everyday decision making.

This has proved to be a highly valuable tool for educating all stakeholders, and in assessing the decisions we make. It demonstrates a wider social responsibility.

Staff

On the Princess Margaret Hospital relocation project, there is evidence to suggest that the extensive sustainability program has improved the morale and satisfaction of staff, and in many ways has influenced the way in which they act with respect to the environment outside work.

Training requirements now incorporate environmental programs for specific job roles.

An extensive series of environmental training courses has been developed to meet the needs of all levels of staff