



Brilliant Buildings

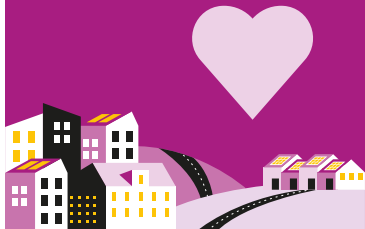


2030 AMBITION	2030 TARGET	2024 PROGRESS
<p>All our new buildings and major refurbishments will achieve net zero operational carbon*</p>  <p>*where we have early design responsibility</p>	100% of all non-domestic new build/ major refurbishments will have no energy performance gap and we will be offering guaranteed energy performance outcomes.	<p>▶ 14 non-residential projects implementing the Energy Synergy™ process. Of those which have completed the initial performance optimisation, 60% report no performance gap.</p>
	90% of new homes we build will be actively monitored to ensure they perform as designed.	<p>▶ Monitoring live performance at Caerphilly, and heat pump performance at Caddington – Inspired Villages. Two residential performance monitoring pilots with Oxford City Council/OX Place and Barking and Daggenham Council/ Be First.</p>
	100% of projects entering preconstruction will achieve net zero operational carbon (NZOC).	<p>▶ Net zero operational carbon design options offered on all new early-stage projects, incorporated on 51% of projects.</p>
	100% of projects will have maximum feasible renewable energy generation built in.	<p>▶ Community solar energy scheme live at Bristol Beacon, with Silverwood School and Hollycroft Primary community schemes underway in 2024.</p>
<p>All our new buildings and major refurbishments will be future-climate ready and optimise user health and wellbeing</p>	<p>All our projects will be designed to meet future climate scenarios including protecting them against overheating and flooding.</p> <p>All our projects will have a positive impact on people's health and wellbeing.</p>	<p>▶ Willmott Dixon Brand Standard for homes defined and tracking of residential projects against the Standard underway.</p>
<p>By the end of 2040, all our buildings and major refurbishments will be delivered with net zero embodied carbon</p> 	All our projects and standard products/platforms will be designed for deconstruction and generate zero avoidable waste at the end of their life.	<p>▶ The provenance, plastic and recycled content of all newly developed standard products and platform components will be recorded and measured. This already applies to 'Collida Learning', our secondary school system.</p>
	All projects will achieve a net reduction in embodied carbon of 55% compared to business as usual in 2020.	<p>▶ 15 projects completed embodied carbon assessment in 2024 with options to reduce embodied carbon through procurement. Completed case study on use of EAF steel at Chichester STEM. Collida products reduce embodied carbon by >20%.</p>
	All projects will be designed to optimise lifecycle value.	<p>▶ 26 projects completed lifecycle cost assessments to support whole life carbon material and design decisions.</p>
	We will have full transparency of all our construction materials and will have reduced our reliance on virgin/ non-renewable materials by at least 50% compared to 2020.	<p>▶ Supply chain partner interviews carried out and a series of recommendations made for improving the sustainable procurement policy. Notable shift from virgin steel to EAF-produced steel being supplied to projects in 2024.</p>
<p>By the end of 2040, our supply chain will achieve net zero operational carbon</p> 	<p>All our Category A+ and at least the top 30% of our Category A supply chain partners (by spend) will be net zero carbon in their own operations.</p> <p>All other Category A partners will have a plan for net zero carbon in their own operations within 5 years.</p>	<p>▶ In 2024, our scope 3 from purchased goods and services fell 34% from our 2018 baseline, and by 11% since 2023.</p> <p>We continue to work with active Cat A/A+ groundworkers to help them to develop plans to achieve net zero in their own operations and reduce fuel (diesel) being used on our sites.</p> <p>Progress in 2024, saw 70% of our supply chain partners using the Supply Chain Sustainability School's carbon emissions reporting portal. Greater focus in 2025, to help partners report against the tool and baseline their carbon footprints.</p> <p>We are working with Microsoft to determine the carbon footprint of our IT Cloud Storage and reduce it.</p>



Progress Key

- ▶ Not started/severely behind
- ▶ In progress but behind plan
- ▶ Progress as planned
- ▶ Complete

Building Lives

2030 AMBITION	2030 TARGET	2024 PROGRESS
<p>We will deliver high-impact social value which we can demonstrate meets the needs of local communities</p> 	100% of social value delivery will be focused on community need in an area and we will be able to demonstrate high impact.	<p>▶ 100% of projects have social value plans that were co-created with the customer.</p>
	We will deliver a social return on investment equivalent to at least 5% (added social value) of Willmott Dixon's turnover.	<p>▶ £410m total social return on investment spend in 2024. Our priority is to deliver social impact that addresses the needs of both the customer and community, is of high quality and has a high impact on those it is aimed at.</p>
	We will develop and share a suite of high impact activities with partner organisations to share learning.	<p>▶ Developed a suite of social value activities using the expertise and knowledge of our people.</p>
	We will assess the success of 100% of our social value activities.	<p>▶ 92% of beneficiaries of programmes delivered said they had a high impact.</p>
<p>How we do business will set the standard for social value in our sector</p> 	We will collaborate with other partners to deliver greater social value impact.	<p>▶ Collaborated with industry partners at framework level to increase impact from individual companies. Active member of Scape Community Legacy Programme Board and other external working groups with Scape, SCF, P23 and Procurement Hub.</p>
	Social Enterprises and business with a social purpose will benefit from our support and be embedded in both our goods and services supply chain.	<p>▶ We spent £5.3m with social businesses in 2024.</p>
	We will ensure that all our sites are free from modern slavery.	<p>▶ We updated our project site access system to include further modern slavery risk mitigations. We assessed our performance against the Government's risk identification and management Modern Slavery Assessment Tool (MSAT) achieving 89%.</p>
	We and all our supply chain partners will pay the Real Living Wage.	<p>▶ We are a Recognised Service Provider and pay all directly employed members of staff the Real Living Wage (RLW) and will continue to encourage our supply chain to pay the RLW.</p>
	We will share our approach to 'local' spend and employment with the industry.	<p>▶ We have improved visibility of local procurement internally.</p>
<p>We will support people who face significant barriers to be in, or on the path to, good careers</p> 	The stories we publish will showcase all our 2030 added social value achievements specific to a customer or area.	<p>▶ 25 <i>Now or Never</i> case studies published externally, with nine focused on social value.</p>
	We will audit all our internal policies and procedures so that we can understand the added social value they give to our people.	<p>▶ Reviewing modern slavery, release on temporary licence, safeguarding, volunteering, fairness, inclusion and respect charter and sustainable procurement policy.</p>
	We will have made connections with 500,000 people.	<p>▶ 107% of connections achieved in 2024.</p>
	We will have improved the lives of 100,000 people.	<p>▶ 71% of improvements achieved in 2024..</p>
	1,000 people facing significant barriers to the workplace will have new careers.	<p>▶ 59% of enabled careers achieved in 2024.</p>
	100 young people who faced significant barriers to the workplace will have careers with Willmott Dixon.	<p>▶ 50% of Willmott Dixon careers achieved in 2024.</p>

Progress Key



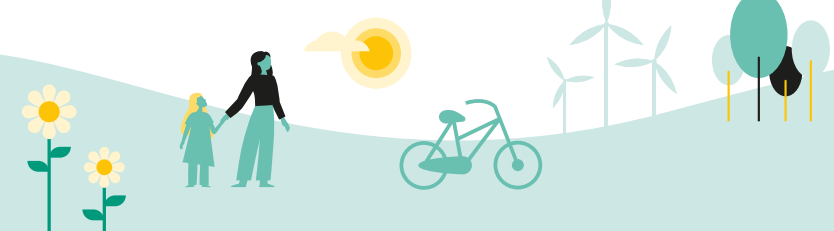
- ▶ Not started/severely behind
- ▶ In progress but behind plan
- ▶ Progress as planned
- ▶ Complete

Better Planet

2030 AMBITION

2030 TARGET

2024 PROGRESS

<p>We will be a zero-carbon company without any offsetting</p> 	All our sites will be fossil fuel free.	<p>Created a fossil fuel-free procedure and a bespoke carbon prediction tool for every project.</p> <p>Mandated Hydrotreated Vegetable Oil (HVO), which accounted for 70% of fuel used. In 2024 we saw an overall a 46% reduction in total fuel use.</p>
	We will reduce site cabin electricity use by 65%.	<p>We have paused monitoring cabin electricity use while we focus on reducing total energy consumption from our site operations.</p> <p>We are investigating total energy consumption on site to ensure can effectively report progress against our targets.</p> <p>Continued directly procuring 100% renewable electricity.</p> <p>Created power planning tool for each project.</p>
	We will reduce absolute mileage by 65% and have a 100% electric fleet.	<p>Reduced mileage from business travel and commuting by 3% since 2023.</p> <p>In 2024, 19% of our people were driving an electric or plug-in hybrid vehicle.</p>
	We will demonstrate our leadership position with transparent carbon emissions reporting externally supported by clear internal actions and performance reporting.	<p>Achieved A score for climate in our Carbon Disclosure Project (CDP) 2024 rating.</p> <p>Reduced absolute CO₂ emissions by 57% since 2018 baseline, down 17% since 2023.</p> <p>CO₂e emissions intensity by turnover down 84% since 2010.</p> <p>Published 2024 Carbon Reduction Plan in line with PPN 06/21 and full carbon footprint data as part of our <i>Now or Never</i> review.</p>
	All our offices will be zero-carbon in operation.	<p>Paused to 2025-6 to focus on reducing carbon from our site operations.</p>
<p>We will generate zero avoidable waste</p> 	We will generate green electricity for our own use.	<p>No progress made in 2024.</p>
	We will eliminate all avoidable waste during the construction of our projects and any non-hazardous unavoidable waste will be diverted from landfill.	<p>All new projects developed a construction waste elimination plan and targets.</p> <p>Reduced absolute construction waste by 33% since 2018 – putting us ahead of our 2025 trajectory.</p> <p>Construction waste intensity (relative to turnover) fell by 24%.</p> <p>Diverted 94.86% of our construction waste from landfill.</p> <p>Diverted 98.78% of demolition waste from landfill.</p> <p>Diverted 67.93% of excavation waste from landfill.</p> <p>Continued to work with The Pallet Loop, returning 15,600 pallets to the scheme for re-use.</p>
	We will eliminate all avoidable waste in our offices and central services purchasing. We will have no single use plastic waste on our sites, in our workplaces or at our events.	<p>Continued to implement our procurement standard to reduce single-use plastic items in our offices.</p>
<p>We will halve the volume of water we use on projects</p>	We will demonstrate our leadership position with transparent waste reporting externally and clear internal actions and performance reporting.	<p>Transitioned to SmartWaste, with automated data collection on 35 sites in 2024, improving the accuracy of our waste data and collaboration with our waste partners.</p>
	We will achieve a 50% absolute reduction in water use on site.	<p>Our absolute water use by volume has reduced by 2% and our water intensity has reduced by 1% since 2023. Since our 2018 baseline absolute use has reduced 33% and intensity 23%.</p>
<p>We will deliver environmental net gain on all our projects</p> 	All our projects will deliver a net improvement in environmental benefits.	<p>In line with government planning all our new projects are delivering biodiversity net gain.</p>
	We will plant 100,000 trees.	<p>Planted 12,500 trees in 2024 through a national partnership with two leading organisations, GreenTheUK, and The Conservation Volunteers. We have planted more than 42,000 trees since 2020.</p>

Progress Key

- Not started/severely behind
- In progress but behind plan
- Progress as planned
- Complete