




WILLMOTT DIXON
SINCE 1852

2030 Sustainable Development Strategy

Foreword

We have been a purpose based sustainable company since 1852. We consciously express our sustainable ambitions through our corporate values and actions. We have a clear intention to continually evolve and transform how we conduct business. Our people, our shareholders and our customers rightly expect us to challenge the status quo; this is the perfect moment, at a planet critical point, at which to re-set our sustainability targets.

The environmental and social challenges our world faces have never been greater. Conversations have at last turned from whether climate change is 'real' to the rate and extent of the change and the recognition of a narrowing opportunity to slow or halt the process.

Internally too our people have stopped asking "why" and have moved on to the "how?"; seeking support in being bold, innovative and at the leading edge of driving the changes needed.

Our first sustainability strategy was intended to put us on track as an organisation to fully understand the impact of our direct actions and emissions, to become adept at recording them and to set ourselves clear stretching targets to



Rick Willmott
Group Chief Executive

The environmental and social **challenges** our

world faces have **never** been greater

improve our performance and behaviours. It is, however, the impacts of the goods and services we use to create buildings, and the emissions they produce once in use by our customers that is of far more significance. This is where much of the focus in this strategy is now being placed.

But it is equally important that we continue to deliver our purpose beyond profit by stepping beyond the role of a contractor and making a tangible contribution and positive difference within the local communities where we work. We will continue to make our support of young people ever more meaningful with tangible long-term benefits for individuals alongside the breadth and depth of our wider support. We want to have a real and lasting positive impact on people's lives helping them to thrive and prosper through the support, skills and talents of our people.

We pride ourselves on delighting our customers. Like us, their needs are changing

as we all rise to the challenge of adapting to and remaining resilient in a volatile, uncertain and rapidly changing world. Sustainability is an increasingly important differentiator in our sector – the ambitions and targets laid out here are core to our future business strategy and will safeguard our ability to operate in the long term.

There is so much at stake that all of us – governments, businesses and individuals alike – must 'step up' and take responsibility. I believe that by remaining true to our purpose and values we can build the future we want over the ten years of this strategy. It will shape our people, our products and our business as a whole. We must be decisive: the speed of change needed is unprecedented.

I am confident that in partnership with our customers and by collaborating with our supply chain partners, we will seize this opportunity and rise to the challenge. The clock is ticking – we must act now if we are to leave a world fit for future generations.



Our purpose is to deliver brilliant buildings, transform lives, strengthen communities, and enhance the environment so our world is fit for future generations

Introduction

We have a decade to confront the climate emergency. Change is happening at an ever-faster rate, we are risking the wellbeing of future generations and the need for immediate action has never been stronger.

Humanity's actions are wreaking havoc on the world; these have led to unprecedented levels of carbon in our atmosphere, growing extremes of weather and increasing inequalities in society.

We are living in the beginning of a mass extinction where entire ecosystems are disappearing and species are vanishing forever.

The built environment is a major contributor of global carbon emissions and is one of the world's greatest consumers of natural resources. We must radically reduce the negative impact that our sector has on the natural world by minimising our resource use and eliminating carbon emissions. The science shows us that what we do in the next



Julia Barrett
Chief Sustainability Officer

We are living in the beginning

of a mass extinction

few years will profoundly affect the next few thousand years.

The future is more unpredictable than ever and those who are disadvantaged will be least able to adapt and will suffer the greatest hardship. The UK continues to have one of the highest levels of income inequality in the world¹ with 30% of under 16s now living in poverty². Communities across the country continue to face unique challenges and indicators of life satisfaction, happiness and anxiety have all worsened³.

Our industry has a moral duty to go further in shaping a fairer society that is prepared for the challenges ahead.

We must create brilliant buildings as standard that are ready for our changing climate, that are net zero carbon in operation and that enable people, business and communities to thrive.



“We are at a unique stage in our history. Never before have we had such an awareness of what we are doing to the planet, and never before have we had the power to do something about that.”

David Attenborough
Natural Historian

Time is running out; it really is **Now or **Never**.**

This strategy lays out our response.

¹ <https://data.oecd.org/inequality/income-inequality.htm>

² Households Below Average Income, 1994/95 to 2018/19, Summary results Tables 4a and 4b. Department for Work and Pensions, 2020

³ <https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/bulletins/measuringnationalwellbeing/april2019tomarch2020>

Our Themes

Our themes lay out our long-term ambitions and the future we want to create:

- Brilliant Buildings
- Building Lives
- Better Planet

Each ambition is made up of a number of targets to 2030. We recognise that 2030 is a long way off and so our Holdings Board will be regularly reviewing performance against our planned trajectory and driving improvement when necessary. We will also report our progress regularly as part of our annual Sustainable Development Review.

The UN Sustainable Development Goals have provided a framework for us to align our actions and meet the needs of future generations.

Theme



Supporting the UN Sustainable Development Goals



Brilliant Buildings



⁴<https://www.worldgbc.org/news-media/global-status-report-2017>

We will construct and refurbish buildings fit for current and future generations

Delivering buildings that improve people's lives is core to what we do. They are the legacy we leave for our customers, their communities and future generations.

The construction and operation of buildings accounts for nearly 40% of global carbon emissions⁴. Buildings impact on people too: the way they are designed and used affects all aspects of life.

We will work with our customers to deliver buildings which are resilient to the impacts of our changing climate, conserve natural resources, use responsible, low-carbon resources, minimise carbon emissions and the cost of ownership, whilst improving people's health and wellbeing.



▲ Warwick University Sports Hub


Our Ambitions




All our new buildings and major refurbishments will achieve net zero operational carbon



All our new buildings and major refurbishments will be future-climate ready and optimise user health and wellbeing



By the end of 2040, all our buildings and major refurbishments will be delivered with net zero embodied carbon



By the end of 2040, our supply chain will achieve net zero operational carbon





All our new buildings and major refurbishments⁵ will achieve net zero operational carbon⁶

Why is this important?

We will deliver buildings for our customers that eliminate carbon emissions and help them play their part in responding to the climate crisis by minimising global warming.

We will work with our customers to make sure that our buildings are highly energy efficient, perform as designed when occupied, and maximise renewable energy generation, thus enabling them to be net zero carbon in operation.

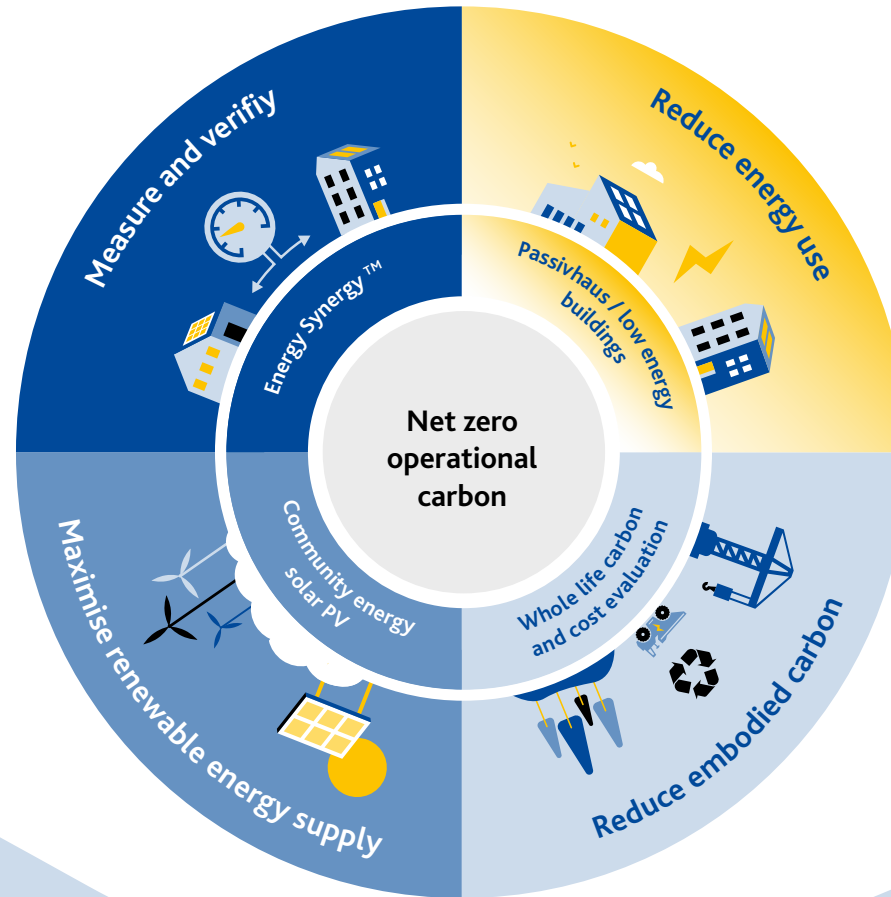
Our Targets

- 100% of projects entering preconstruction will achieve net zero operational carbon
- All new products and platforms will achieve net zero operational carbon
- 100% of all non-domestic new build/ major refurbishments will have no energy performance gap and we will be offering guaranteed energy performance outcomes
- 100% of projects will have maximum feasible renewable energy generation built in
- Our Soft Landings offer will be delivered as standard across all projects
- 90% of new homes we build will be actively monitored to ensure they perform as designed

⁵ Where Willmott Dixon has design responsibility at RIBA Stage 2 or before

⁶ Willmott Dixon is adopting the UKGBC Advancing Net Zero Framework approach to net zero operational carbon

Our approach to delivering net zero operational carbon



All our new buildings and major refurbishments⁷ will be future-climate ready and optimise user health and wellbeing

⁷ Where Willmott Dixon has design responsibility at RIBA Stage 2 or before
⁸ <https://www.metoffice.gov.uk/binaries/content/assets/metofficegovuk/pdf/research/ukcp/ukcp18-infographic-headline-findings-land.pdf>

Why is this important?

Projections⁸ from the Met Office show that summer temperatures could be almost six degrees centigrade higher by 2070. Rainfall patterns will also change resulting in drier summers and wetter winters. Whether it is better insulation, increased ventilation, improved water efficiency or flood resilience, we must ensure our buildings are truly fit for purpose both now and in the future.

We will work with our customers to understand how people interact and use buildings and how that changes over time so that we can create spaces that improve productivity, support better learning outcomes, encourage rest and recovery, and promote social connection.

By enhancing health and wellbeing in this way, our buildings will improve lives and help people thrive.

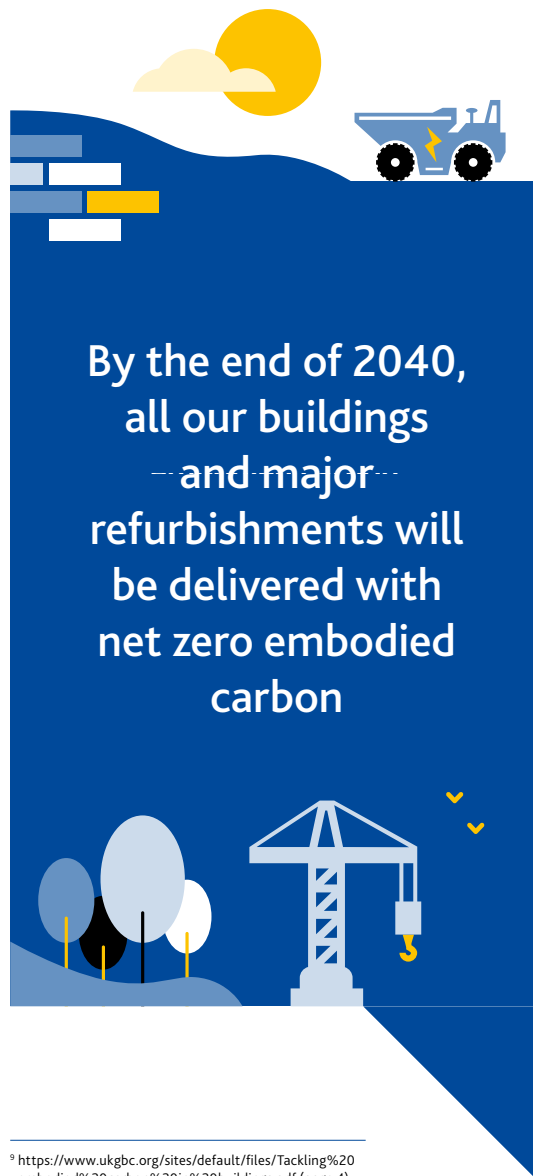
Our Targets

All our projects will:

- Be designed to meet future climate scenarios including protecting them against overheating and flooding
- Have a positive impact on people’s health and wellbeing

▼ Bournemouth University





⁹ <https://www.ukgbc.org/sites/default/files/Tackling%20embodied%20carbon%20in%20buildings.pdf> (page 4)

Why is this important?

The materials used in construction all have a backstory. Their extraction, manufacture and transport all create greenhouse gas emissions. The same is true for deconstruction and disposal at the end of a building's life. Typically, by the time it is occupied and in use, at least 30%⁹ of a building's lifetime carbon is already accounted for. As we make our buildings more efficient to run that proportion quickly increases.

Eliminating carbon from the production and distribution of construction materials is a complex challenge. A lot will have to change before we can build using materials which result in no net impact in carbon emissions. Decarbonising construction represents a great opportunity to create more resilient and transparent supply chains, deliver the best buildings to our customers and transition to a low carbon economy.

We believe in time, by collaborating with the right partners, we can make this the norm by 2040. We must take early action so have set targets to 2030 which will put us on track to meeting this challenging goal.

Our Targets to 2030

- All our projects and standard products/ platforms will be designed for deconstruction and generate zero avoidable waste at the end of their life
- All projects will achieve a net reduction in embodied carbon of 55% compared to business as usual in 2020
- All projects will be designed to optimise lifecycle value
- We will have full transparency of all our construction materials and will have reduced our use of virgin non-renewable materials by at least 50% compared to 2020



Why is this important?

Our supply chain partners are an extension of our business; without them we cannot deliver great service and brilliant buildings. However, their day-to-day activities on our projects emit almost 100 times more carbon than our own direct emissions.

Our ambition to achieve zero carbon in our own operations will only have real impact if we share our experience and collaborate to eliminate carbon throughout our supply chain.

Given the size of this challenge, our focus to 2030 will be on those we work with the most and are closest to: our Category A+ and Category A partners (representing over 75% of our supply chain spend).

Our Targets to 2030

- 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
- All other Category A partners will have a plan for net zero carbon in their own operations within 5 years

▼ Green asphalt at Ashton Rise, Bristol



Building Lives



We will support the people and businesses in our communities to thrive

A key outcome in everything we do must be to maximise our business' ability to do good.

The challenge of building a fairer society for all is as enormous as ever. In the UK, income inequality remains high and people's life chances vary greatly. These are problems that no single organisation can tackle alone.

The construction industry has a massive role to play. We will work with our customers and experts to fully understand what is needed and how we can help deliver real, long-term impact.

There are lots of ways to do this, but we will focus on young people facing societal or personal barriers to access good careers.

▼ Renovating a Salvation Army Housing Association training facility



Our Ambitions



We will deliver high-impact social value which we can demonstrate meets the needs of local communities



How we do business will set the standard for social value in our sector



We will support people who face significant barriers to be in, or on the path to, good careers





We will deliver high-impact social value which we can demonstrate meets the needs of local communities

Why is this important?

Every individual is unique and every community is different. Working with our customers, we will take an evidence-based approach to identify particular local needs.

We will partner with local organisations who know their communities well and will work across sectors with like-minded companies so that together with our customers we can co-create and deliver the best outcomes. Our physical presence in a community is often relatively short, but by working with local organisations we will make sure we leave a lasting positive legacy by focusing on what is important and where we can have most impact.

We will develop new and robust ways of measuring the impact we have made to help us learn what works best and where we need to improve.

Our Targets

- We will deliver a social return on investment equivalent to at least 5% (added social value) of Willmott Dixon's turnover
- 100% of social value delivery will be focused on community need in an area and we will be able to demonstrate high impact
- We will develop and share a suite of high impact activities with partner organisations to share learning
- We will assess the success of 100% of our social value activities
- We will collaborate with other partners to deliver greater social value impact



How we do business will set the standard for social value in our sector

Why is this important?

By supporting business our reach is greater than if we support individuals alone. As a leader we should be sharing our knowledge and expertise to support other businesses to prosper. We will also make social value a consideration in every decision we make – from how we support our own people and what we procure, through to the products and services we offer.

We will ensure all our people and our partners view their work through a 'social value lens'.

Our Targets

- Social Enterprises and businesses with a social purpose will benefit from our support and be embedded in both our goods and services supply chain
- We will ensure that all our sites are free from modern slavery
- We and all our supply chain partners will pay the Real Living Wage
- We will share our approach to 'local' spend and employment with the industry
- The stories we publish will showcase all our 2030 added social value achievements specific to a customer or area
- We will audit all our internal policies and procedures so that we can understand the added social value they give to our people



We will support people who face significant barriers to be in, or on the path to, good careers

Why is this important?

From school careers talks to work experience opportunities, from apprenticeships to refurbishing community facilities, our social value activities connect us with thousands of people. Some of them need particular support.

We have always maintained that the best way to improve a person's life chances is by enabling them to access good quality work. Having a job can provide purpose, skills, a sense of achievement and increased self-esteem – as well as an income. We want to support as many people as we can in the communities in which we work.

We will have a deeper, more meaningful impact on the lives of people facing particularly significant barriers to work; over months and years, we can help them develop good careers, some of them in our business.

Our Targets

- We will have made connections with 500,000 people
- We will have improved the lives of 100,000 people
- 1,000 people facing significant barriers to the workplace will have new careers
- 100 young people who faced significant barriers to the workplace will have careers with Willmott Dixon

▼ Building Lives Academy, HMP Elmley



**We will support people
to be in good careers**

500,000

Connections

100,000

Improvements

1,000

Enabled careers

100

Willmott Dixon careers
for disadvantaged
young people

Better Planet



¹⁰ <https://www.constructionleadershipcouncil.co.uk/wp-content/uploads/2016/05/ZAW-Report-Final-Draft-25-February-2020.pdf> (Page 3)

We will play our part in creating a better planet for future generations by putting the climate, biodiversity and resources crises at the heart of the way we do business

Our planet's resources are finite. It's the same planet that will be home to the generations that follow us. Yet our overconsumption continues and has led to rapid rises in the amount of carbon in our atmosphere, accelerating climate change and increasing both flooding and water shortages. It has also caused the destruction of habitat leading to the extinction of many species of plants and animals and increased pollution in our air, oceans and on land.

With the world's population set to rise by 1.2bn in the next ten years, the pressures will only increase. In the UK, construction is one of the largest consumers of materials and



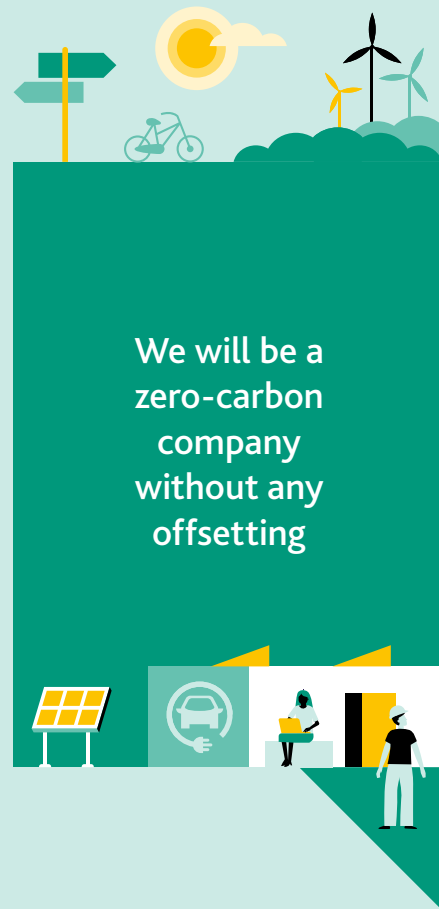
produces almost two thirds of all waste¹⁰.

The extent of the challenges the planet is facing means that 'business as usual' is not an option.

We will rethink our approach to how we build in order to eliminate our fossil fuel use, maximise our resource efficiency and enhance our natural environments. By helping to restore and regenerate natural systems that have been degraded, we can play our part in creating a better planet for future generations.

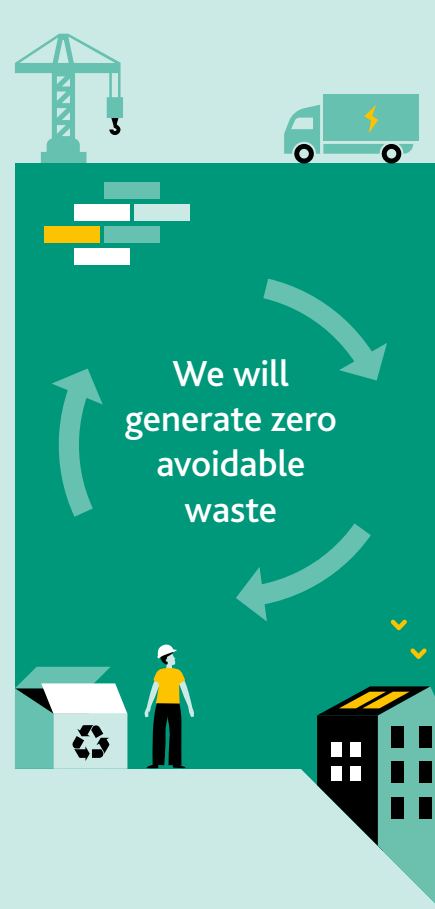
▲ Pond clearance at Birkett House School

Our Ambitions



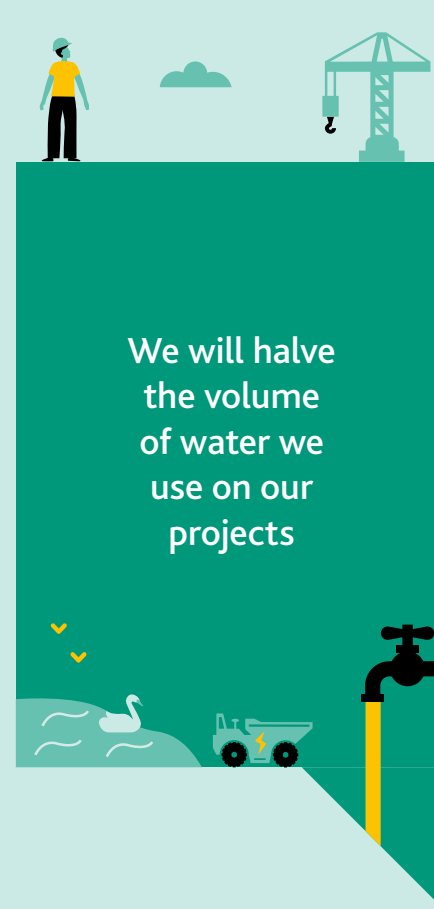
We will be a zero-carbon company without any offsetting

This illustration depicts a sustainable future. At the top, there are icons for a signpost, a sun, a bicycle, wind turbines, and a leaf. The central text states the ambition to be a zero-carbon company without any offsetting. At the bottom, there are icons for a solar panel, a car with a leaf symbol, a person sitting at a desk, and a person standing.



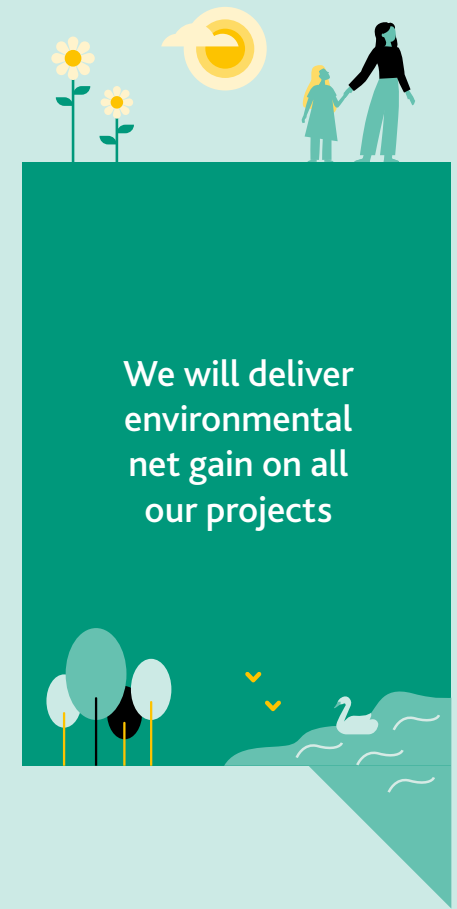
We will generate zero avoidable waste

This illustration shows a circular waste management process. At the top, there is a crane and a truck with a lightning bolt symbol. The central text states the ambition to generate zero avoidable waste, with two curved arrows forming a circle around the text. At the bottom, there is a recycling bin, a person, and a building.



We will halve the volume of water we use on our projects

This illustration focuses on water conservation. At the top, there is a person, a cloud, and a crane. The central text states the ambition to halve the volume of water used on projects. At the bottom, there is a swan, a truck with a lightning bolt symbol, and a water tap.



We will deliver environmental net gain on all our projects

This illustration represents environmental net gain. At the top, there are sunflowers, a sun, and a family. The central text states the ambition to deliver environmental net gain on all projects. At the bottom, there are trees, a swan, and a person.



We will be a
zero-carbon
company
without any
offsetting

Why is this important?

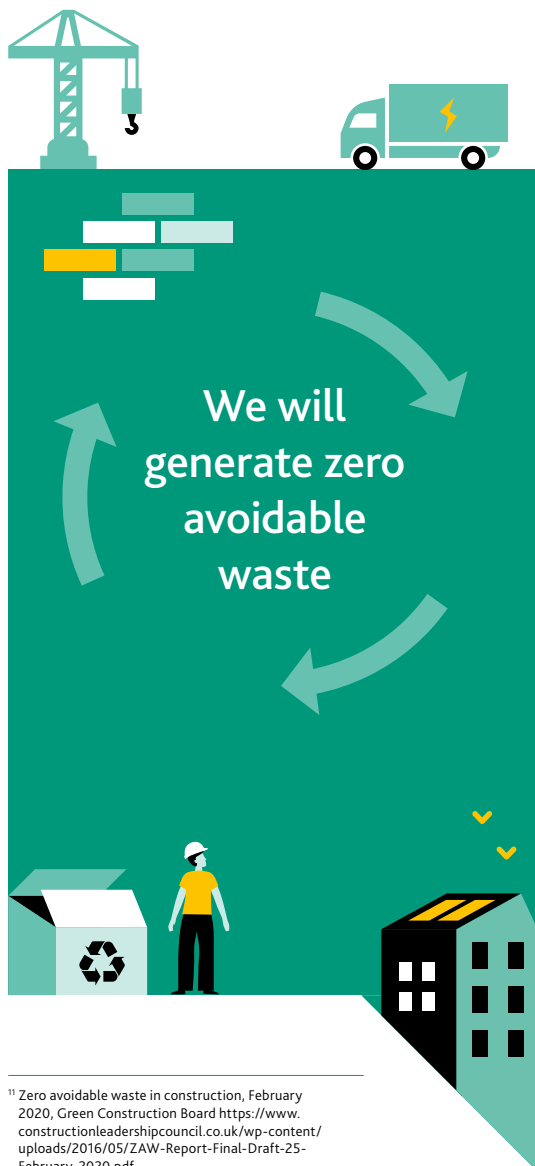
Climate change is already having visible effects; the world is warming, rainfall patterns are changing and sea levels are rising. Unless we radically reduce our direct contribution to climate change and play our part in limiting global warming to within 1.5°C, we will all experience dramatic changes to our lives.

We've been successful in tackling our carbon emissions for over ten years and since 2012 we've been net zero carbon (or carbon neutral) in our own operations. We've done this by investing in verified carbon reduction projects overseas to offset our own emissions. We will now go further and become zero-carbon in our operations; reducing our own emissions to zero so that we will no longer need to offset our carbon footprint.

We will have no direct emissions from our day-to-day operations by eliminating fossil fuel use in our offices and on our sites, moving to a 100% electric fleet and continuing to only procure certified natural renewable energy. We want to demonstrate and share the practical changes that our partners, customers and others in our sector and beyond can take to achieve zero-carbon.

Our Targets

- All our sites will be fossil fuel free
- We will reduce site cabin electricity use by 65%
- We will reduce absolute mileage by 65% and have a 100% electric fleet
- We will demonstrate our leadership position with transparent carbon emissions reporting externally supported by clear internal actions and performance reporting
- All our offices will be zero-carbon in operation
- We will generate renewable electricity for our own use



Why is this important?

Eliminating waste makes us more efficient, reduces our consumption of natural resources and supports our transition from the take-make-dispose model of delivery.

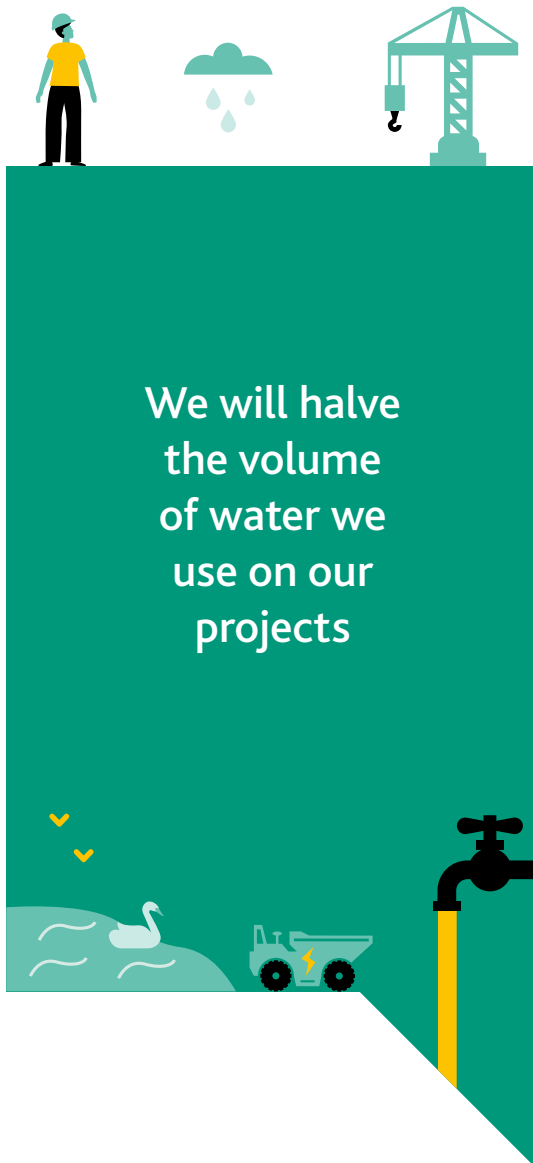
Zero avoidable waste¹¹ means preventing waste being generated at every stage of a project's lifecycle, from the manufacture of materials and products, the design, specification, procurement and assembly of buildings through to deconstruction. At every stage of the construction process there are opportunities for different professions and stakeholders to reduce waste and reuse or recycle products, components and buildings.

By 2030 we will have eliminated avoidable waste from the demolition, excavation and construction phases of our projects. Where waste is unavoidable it will be recovered at the highest possible level of the waste hierarchy.

Our Targets

- We will eliminate all avoidable waste during the construction of our projects and any non-hazardous unavoidable waste will be diverted from landfill
- We will reuse 100% of non-hazardous excavation arisings from our sites as a material where technically and practicably possible (either onsite or offsite)
- 100% of our non-hazardous demolition waste will be recovered at the highest possible level of the waste hierarchy
- 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
- We will demonstrate our leadership position with transparent waste reporting externally and clear internal actions and performance reporting

¹¹ Zero avoidable waste in construction, February 2020, Green Construction Board <https://www.constructionleadershipcouncil.co.uk/wp-content/uploads/2016/05/ZAW-Report-Final-Draft-25-February-2020.pdf>



We will halve
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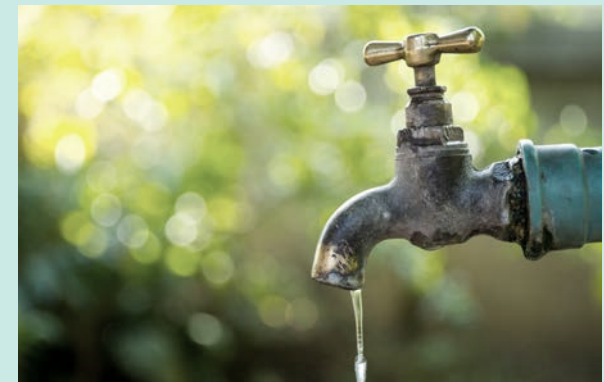
Why is this important?

A warming climate means hotter drier summers. Population growth will also bring greater demand for water in homes and agriculture. Water is an important raw material in construction, and we must play our part in ensuring that we use this increasingly precious resource wisely to conserve supplies for everyone.

Reducing our consumption also helps keep water in our reservoirs, rivers and streams supporting important habitats and biodiversity.

Our Targets

- We will achieve a 50% absolute reduction in water use on site





We will deliver environmental net gain on all our projects

Why is this important?

Our environment has never been under so much pressure. At the same time, our appreciation of the importance of nature, how it can improve our mental wellbeing and help bring communities together, has never been greater.

The built environment has an important part to play in restoring our environment and bringing nature into communities.

The projects we deliver will help reduce flooding, improve air quality and provide valuable habitats to support biodiversity. As well as this, we will invest in planting trees to support our customers and their local communities to tackle climate change and create green spaces for people and nature. This will help us to leave the natural environment in a better state than when we found it.

Our Targets

- All our projects will deliver a net improvement in environmental benefits
- We will plant 100,000 trees

▼ Green roof at One Puddle Dock, London





Our Enablers

Our enablers are at the heart of how we do business. They are strongly linked to our values and shape our approach by guiding the decisions we make and the way we behave. They recognise the part that each one of our people has to play in delivering our ambitions.

We will only achieve our ambitious targets by focusing on excellence in these areas. The enablers show how the collective efforts of our specialist departments and regional businesses align and help us deliver our 2030 ambitions.

Our enablers are at the **heart**

of how we do business





Trusted Partner



Astonishing our customers will always be the focus of our business. They too are facing many unprecedented challenges and so their needs and aspirations are changing and becoming more diverse.

We must understand our customers' world, the challenges they face and their long-term ambitions. This insight will drive new products and better services. The way we work is key to developing these close relationships, we must be flexible and honest, always listening and progressive in our approach.

Building trust with our customers is more important than ever. Aligning our interests with theirs and creating lasting partnerships is how we collectively achieve success.

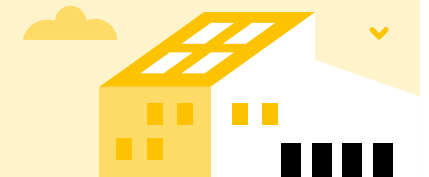
Building **trust** with our customers

is more **important** than ever



Together we will:

- Ensure we understand the wider needs and priorities of our customers at the point of engagement and build these into the services we provide
- Continue to build expertise on the future of key sectors including housing, health and education so we can provide leadership and guidance
- Be a solution-based organisation, creatively developing the best possible outcome with our customers
- Establish a partnering approach to projects by aligning our interests toward common goals
- Develop new products and services which tackle our customers challenges directly





We want our partners to be a reflection of our business, sharing our values and helping us to deliver our goals. This collective effort will enable us to succeed together as one team even in the most demanding of situations.

Delivering our ambitions will call on our partners' skill and expertise, their innovation and inspiration but most importantly, their belief that it is the right thing to do.

We will be clear on our plans for the future and what we expect from them. By supporting them to develop and adapt with us and making sure we embed a culture of learning we increase our mutual dependency and growth.

Collective effort

will enable us to succeed

together as one team



Together we will:

- Build collaborative relationships and increase our interdependency particularly those partners we work with the most and are closest to
- Help our partners to become low-carbon businesses
- Evolve our ways of working to encourage partners to add value through their expertise and insights
- Maintain our position as the market leader in terms of supply chain payment terms, prompt payment and early payment options
- Create development plans for all our key supply chain partners clearly defining our expectations and how we will support them to deliver
- Hold each other to account for the promises we make





Change Makers



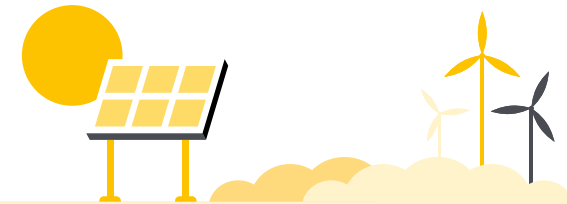
Our world is constantly evolving; it is more complex and less predictable than ever. A stressed environment, rapidly advancing technology and a changing society are all accelerating the pace of change.

Leaders use a crisis as an opportunity for creativity and change. We must innovate and adapt quickly, try new things and learn from our failures. We will learn from the best in our sector and adopt ideas from beyond it.

Our ability to harness new thinking and new technologies; to develop new products, new services and new materials is essential to make this our decisive decade.

We must **innovate** and

adapt quickly



Together we will:

- Connect with other organisations to better understand problems in and around the sectors we work in and collaborate to deliver solutions at pace
- Work with leading businesses from all sectors to advocate for a more sustainable future
- Take a coordinated approach to research and innovation across our business
- Harness data to enable smarter decisions and optimise the design and construction process
- Create a new business unit focused on net zero carbon buildings and pre-manufactured solutions





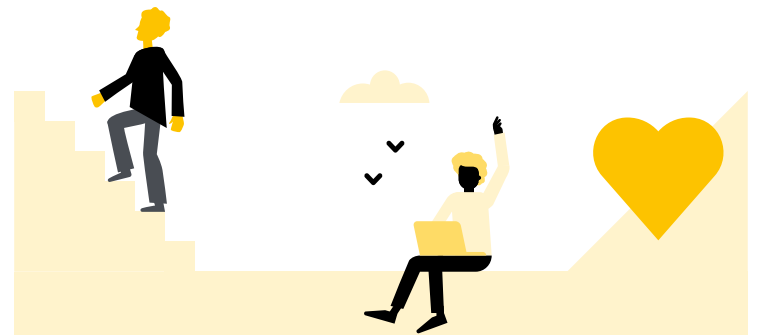
We are the sum of our people and our achievements are down to their collective talent, ingenuity and endeavour. To continue this success, we must make sure that our business and our people are prepared and eager to deliver the change we need.

Achieving our goals will bring unexpected challenges along the way. Our business operations will change as a result and so will the needs and roles of our people. We will need to think differently, work differently and support each other to be stay curious and open-minded.

We know that diverse, complementary teams are more adaptable, make better decisions and are more innovative. Ensuring all our people can thrive and enjoy rewarding careers with us is more important than ever.

We know that **diverse**, complementary

teams make better decisions



Together we will:

- Be an inclusive organisation and aim for gender parity by 2030 across our business
- Develop our people's skills and knowledge to ensure they are equipped for the future
- Enhance our people's health and wellbeing
- Continue to ensure all our workplaces keep our people and the environment safe
- Remain true to our culture, values and behaviours
- Ensure our people and our partners can work and collaborate efficiently from anywhere
- Ensure our financial reporting and disclosures are in line with best practice





WILLMOTT DIXON

SINCE 1852

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THE QUEEN'S AWARDS
FOR ENTERPRISE
SUSTAINABLE DEVELOPMENT
2019



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PROMOTING OPPORTUNITY
2019



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