Sustainability KPI Reporting Document 2024

Introduction

This document explains the definitions, scopes, methodologies and assumptions Willmott Dixon uses to calculate and report sustainability performance, as published in our Annual Report and Accounts and Sustainable Development Review.

Relevant Policies:

- *Now or Never* strategy https://www.willmottdixon.co.uk/now-or-never
- Group Sustainable Travel Policy Statement
- Sustainable Procurement Policy Statement
- Policy for Environmental Management
- Social Value Policy Statement
- Carbon Reduction Plan

This list is not exhaustive.

The above policies can all be found on our website: https://www.willmottdixon.co.uk/who-we-are/our-policies

Internal review process and sign off

- Data is collected/captured at the lowest reporting level
- Input into central systems for review, including evidence documents
- Initial internal review is completed at regional company level
- Final internal review is completed at head office
- Data submitted annually for external audit

Detailed KPI Methodology

Average Considerate Constructor Scheme (CSS) Score	
KPI owner	Group Environment Manager
Performance measure	The Considerate Constructors Scheme is an externally verified industrywide scheme, set up to raise standards in the construction industry. The scheme is a not-for-profit, independent organisation. Our reporting is a measure of how well our projects perform against the CCS scheme standards. Further information can be found on the CCS website: https://www.ccscheme.org.uk/ccs-ltd/what-is-the-ccs2/
KPI Unit	Average CCS score out of 50.
Scope	Willmott Dixon projects are registered with CCS when there is a client or framework contractual requirement.
Methodology	Scheme Monitors (from CCS) visit sites and complete a report based on three main topics - Respect the Community, Care for the Environment, and Value the Workforce, with a maximum of 45 points available. An additional five points are then available, at the discretion of the Scheme, to reward those sites, companies or suppliers who have developed innovative ways of addressing Scheme expectations.

	The score that Willmott Dixon reports is the average score of all visits during the reporting period.
Assumptions	No relevant assumptions are made.

Average Training days per employee	
KPI owner	Group Funding and Learning Manager
Performance measure	Willmott Dixon invests in our people's learning and development with a wide offering of training opportunities. All Willmott Dixon employees have the opportunity to undertake training including internal, external, online and face to face sessions. Our reporting is a measure of the amount of training and development undertaken by our people during the reporting year.
KPI Unit	Training days per employee as end of 31 Dec 2024 (headcount not FTE).
Scope	All Willmott Dixon employees.
Methodology	Willmott Dixon has a bespoke learning management system, the Willmott Dixon University, which allows people to book a range of in-person and online training courses. Attendance at all training sessions is monitored and reported as an average number of days per person at the end of the reporting period.
Assumptions	Training days are counted as six hours long.

Carbon footprint	
KPI owner	Principal Sustainability Manager
Performance measure	Total absolute carbon emissions (measured in tonnes of carbon dioxide equivalent) generated during the reporting period.
KPI Unit	Tonnes of carbon dioxide equivalent (tCO_2e)
Scope	This KPI refers to all scope 1 and 2 emissions and selected scope 3 emissions. Scope 3 emissions where Willmott Dixon has the greatest level of control, and which can be confidently reported, are included in the Willmott Dixon operational carbon footprint. Willmott Dixon Operational Carbon Footprint: Under this footprint, we use the operational control approach and opt to include anything that Willmott Dixon directly pays for under our Scope 1 & 2 emissions and selected Scope 3 emissions (on account of these being the emissions that Willmott Dixon is able to influence and control). Scope 2 emissions from electricity are calculated using the market-based approach. The operational footprint is made up of: Scope 1: Site and office gas, site diesel, site hydrogenated vegetable oil (HVO) Scope 1: Business and commute travel from company cars Scope 2: Emissions from purchased electricity (market-based method) Scope 3 (Category 6): Business travel from grey fleet and train Scope 3 (Category 7): Employee commuting

	Willmott Dixon Operational Footprint (Government's Streamlined Energy and Carbon Reporting [SECR] compliance)[1]: For compliance with SECR, Willmott Dixon also captures additional operational emissions, including the energy that we have consumed but not directly paid for (this includes customer electricity used on our construction sites, transmission and distribution losses and working from home emissions). Scope 2 emissions from electricity are calculated using the location-based approach.
Methodology	We calculate our carbon footprint using international standards (the Greenhouse Gas protocol and ISO14064) and we categorise our Greenhouse Gas emissions as Scope 1, 2 and 3 as described in the WBCSD/WRI Greenhouse Gas Protocol Reporting standard[2]. Carbon data is collected from four main sources: • Billing from suppliers (e.g. supply chain partners, electricity companies and diesel suppliers). All billing data is collected based on invoice payment dates, as this is when invoices are entered in finance systems. • Staff mileage returns (as part of their business and commute travel expense claims on a monthly basis) and fuel card reports • Site level data input, via SmartWaste, a construction specific sustainability data capture software (e.g. client electricity consumption, waste and water). **Scope 1** Site and Office gas: - Gas consumption in kWh, from both offices and sites, is recorded by our finance team using information from invoices. Consumption is converted to CO_2e using the relevant Defra conversion factor. Where Willmott Dixon has paid for client or leased assets, gas consumption (kWh) is calculated from billing information. Site Fuel (Diesel, Petrol, Burning Oil, Industrial Heating Oil and Hydrotreated Vegetable Oil (HVO)) - Litres of purchased fuel are reported through invoice records provided by mandated fuel providers. Litres are converted to CO_2e using the relevant Defra conversion factors (Diesel (average biofuel blend)). Travel from company cars (business and commute miles) - Travel from company cars includes two data sources[3]: o Fuel card reports provide data on litres of fuel consumed and fuel type. This is then converted to CO_2e using the diesel or petrol Defra conversion factors, depending on product type. o Journeys driven in company car vehicles are recorded using mileage capture and audit software. Miles travelled are converted to kilometres then multiplied by the published carbon emissions for the individual vehicle. Individual vehicle details are provided by the DVLA[4].

[1] Streamlined Energy and Carbon Reporting (SECR) for Academy Trusts'. *GOV.UK*, https://www.gov.uk/government/publications/academy-trust-financial-management-good-practice-guides/streamlined-energy-and-carbon-reporting

[2] *Corporate Standard | GHG Protocol*. https://ghgprotocol.org/corporate-standard.

[3] Fuel cards were largely removed from the business to encourage more sustainable travel, therefore, the majority of data comes from our mileage capture system.

[4] Whilst not as accurate as using data on fuel consumed, this is common best practice when such data is not available.

	Scope 2 Emissions from purchased electricity – market based: - Electricity consumption from sites and offices, in kWh, is captured by finance using information from paid invoices. - Where Willmott Dixon is recharged for electricity consumed in client or leased assets, electricity consumption (kWh) is either taken directly from billing information where provided, or an average kWh/£ value is used if consumption is not stated. - Sources categorised as renewable tariffs are calculated to have zero carbon emissions. Renewable electricity is that which is procured through our broker (where we are provided with suitable paperwork to prove origin) and any other supplies that have been provided by companies that are known to provide only 100% renewable electricity. All other supplies are assumed to be non-renewable and are converted to CO_2e emissions using the Association of Issuing Bodies (AiB) residual mix factor[5] for the UK. Emissions from purchased electricity – location based - Electricity consumption from sites and offices, in kWh, is captured by finance using information from paid invoices, as above. This is converted to CO_2e emissions using the UK national grid average factor[6] published by Defra. This data is provided in accordance with best practice and for compliance with SECR Regulations but is not included in our footprint. Emissions from electricity used to charge electric vehicles (EV) and plug-in hybrid electric vehicles (PHEV) (Company cars): - Journeys driven in company car vehicles and the fuel type of each vehicle is recorded using mileage capture and audit software. The total miles travelled in fully electric or plug-in hybrid vehicles are converted to CO_2e by multiplying by the Defra UK electricity for EVs conversion factors or plug-in hybrid electric vehicles, respectively. The factor assumes average carbon emissions from the supply of electricity on the UK grid. DEFRA provide the following information on the factors: UK electricity conversion factors for electric vehicles should be used to report on electricity used by an organisation at sites owned/controlled by them (where this is not already reported), or public recharging stations. This is reported as a Scope 2, indirect emission. The conversion factors in this listing are for the electricity supplied to the grid that organisations purchase (or from public charging stations) - they do not include the emissions associated with the transmission and distribution of electricity. Customer procured electricity - This is electricity that is consumed on our sites but that we do not directly pay for. kWh data is calculated from meter readings entered into SmartWaste This data is provided in accordance with best practice and for compliance with SECR Regulations but is not included in our footprint. The location-based method is used to calculate CO_2e emissions, using the UK national grid average factor published by Defra. **Scope 3** Travel from grey fleet (business and commute): - Journeys driven in grey fleet vehicles, both on business and commute, are recorded using mileage capture and audit software. Miles travelled are converted to kilometres then multiplied by the published carbon

[5] https://www.aib-net.org/facts/european-residual-mix

[6] https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2024

	emissions for the individual vehicle. Individual vehicle details are provided by the DVLA[4]. Emissions from electricity used to charge EV and PHEV (Grey fleet) - Journeys driven and the fuel type of each vehicle is recorded using mileage capture and audit software. The total miles travelled in fully electric or plug-in hybrid vehicles are converted to CO_2e by multiplying by the Defra UK electricity for EVs conversion factors or plug-in hybrid electric vehicles, respectively. The factor assumes average carbon emissions from the supply of electricity on the UK grid. Train travel - Train travel is recorded through the business expenses system. Origin and destination stations are used to calculate kilometres travelled in one journey (based on track distance). If a return journey has been specified, this distance is multiplied by two. The report then uses a series of assumptions based on season tickets to calculate total km[7]. Carbon is then calculated using the total distance and Defra conversion factor. Working from home equipment and heating - Usage of gas and electricity in kWh associated with working from home is calculated using assumptions detailed in the EcoAct[8] Homeworking emissions whitepaper. It is converted to carbon using Defra conversion factors for gas and electricity. Estimates from working from home emissions were only introduced in 2020 when people started to work from home. - Average numbers of sick days per employee (3.6 days for 2024) and minimum annual leave entitlements (25 days) are included in the calculation. Emissions from purchased goods and services: - Emissions from purchased goods and services are calculated using a spend based method using the UK Government Defra factor for UK emissions intensity by SIC code[9]. The latest published intensity factor published is for 2021, therefore this is used. - This is separated into Category A partners (with whom we work most closely) and other partners. - Information on purchased goods and services for the year is taken from our financial system (CODA). The analysis (and therefore final carbon figure) is based on paid invoices only. - Transactions relating to payroll are excluded from the dataset, these include wages and expenses. Accruals are also excluded, as these are processed later in the year and therefore could not be included. Emissions from waste, including wastewater: - Waste data is collected in volume (m^3) and weight (tonnes). All waste volume data is converted to tonnes using the WRAP conversion factors (2014)[10] for each waste stream and then Defra conversion factors are

[7] For tickets over 5 days in duration, working days have been calculated by removing weekends, annual leave, bank holidays, average sick days and, where applicable, non-travel days

[8] https://info.eco-act.com/en/homeworking-emissions-whitepaper-2020

[9] https://www.gov.uk/government/statistics/uks-carbon-footprint

[10] https://www.researchgate.net/profile/Manoj_Tiwari5/post/Is-anyone-familiar-with-WRAP-conversion-factor-for-construction-waste/attachment/59d64362c49f478072eabf64/AS%3A273809603530752%401442292704302/download/WRAP+waste+volume+to+mass+conversion+factors+-+July+2014.xlsx

	used for each waste stream to convert from tonnes of waste to CO_2e of carbon. - For wastewater, it is assumed that all water is supplied by and returned into the mains water system. The volume of water used is converted to carbon using Defra factors. Transmission and Distribution (T&D) losses - T&D losses for site and office electricity are calculated by multiplying kWh of electricity used by the Defra conversion factor for T&D losses. For electric vehicles, miles travelled by EVs and plug-in hybrids are multiplied by the respective Defra conversion factors for T&D losses from electrically powered vehicles. **Out of Scope Emissions** - Biogenic HVO emissions Where HVO fuel is consumed, we have calculated 'out of scope' emissions to account for the direct carbon dioxide (CO_2) impact of burning. The emissions are labelled 'outside of scopes' because the fuel source itself absorbs an equivalent amount of CO_2 during the growth phase as the amount of CO_2 released through combustion. This is calculated by multiplying the total litres of HVO by the Defra outside of scope biodiesel HVO conversion factor. - Forecourt fuels containing biofuel Where forecourt petrol and diesel have been purchased, out of scope emissions have been calculated to account for the direct carbon dioxide (CO_2) impact of burning. Total litres are multiplied by the relevant Defra factors.
Assumptions	The carbon footprint includes business travel from company vehicles, grey fleet and trains, as well as employee commuting by car and train. Other modes of business travel are excluded from the footprint but account for less than 1% of the footprint[11]. The number of people working from home is based on the number of people in the company (full time equivalent) who receive a working from home allowance, as of December 2024.

Percentage of renewable electricity	
KPI owner	Principal Sustainability Manager
Performance measure	Amount of renewable electricity consumed (in kWh) as a percentage of our total electricity consumed (in kWh) during the reporting period. Electricity sources are classified as renewable where they have been procured through our energy brokers, Planet First (who are appointed to provide only 100% renewable electricity on our behalf), or where the supply is provided by a certified supplier of 100% green energy. Our brokers only procure supplies that are backed by REGO certificates (Renewable Energy Guarantees of Origin).

[11] Other modes of business travel include travel by plane, taxi, bus, ferry, tram and tube. Where exact mileage information is not available, miles have been estimated for a number of journeys for each transport type and using analysis of miles per £1 for these trips, mileage assumptions have been applied to each journey type.

KPI Unit	Percentage
Scope	This KPI covers all electricity purchased directly by Willmott Dixon, paid for within the reporting period.
Methodology	Electricity consumption from sites and offices is captured in a financial reporting system using information from paid invoices. The invoices are generated by the respective energy companies and provide the amount of energy consumed in kilowatt-hours (kWh), the site name, the supplier and the date of payment. The total kWh purchased from renewable supplies is then calculated as a percentage of the total kWh of electricity purchased.
Assumptions	No relevant assumptions are made

Percentage of vehicle fleet that are electric	
KPI owner	Principal Sustainability Manager
Performance measure	Percentage of vehicles in our fleet which are fully electrically powered. Our fleet includes both company-owned vehicles and grey fleet vehicles.
KPI Unit	Percentage
Scope	All company cars and grey fleet used for business travel and commuting for Willmott Dixon. Only vehicles powered solely by electricity are included, hybrid and plug in hybrid vehicles are not included.
Methodology	The vehicle details of all company cars and grey fleet cars owned by WD employees are recorded using mileage capture software. A report can be generated at any specified point in the year detailing the vehicles that are currently in use by WD employees. This report is used to calculate the number of vehicles that are fully electric as a percentage of the total number of vehicles currently in our fleet at year end. The mileage capture software automatically pulls vehicle emissions information from the DVLA.
Assumptions	No relevant assumptions are made

Social business spend	
KPI owner	Sustainability Manager
Performance measure	The value of spend with social businesses[12] including social enterprise companies, charities, and not-for-profit organisations, including colleges and universities. All organisations included in the spend value are confirmed by Social Enterprise UK (SEUK).
KPI Unit	£ value of spend with social businesses during the reporting year.
Scope	All spend with social businesses between January to December each year.

[12] A business which sells goods and services on the open market to create employment and reinvest their profits back into their business or the local community with a social or environmental aim.

Methodology	All organisations included in the social business spend have been individually verified by SEUK to be included in our social business spend reporting. All verified businesses are flagged on our Finance system or as part of individual expenses. The document date is used by our Finance system to determine the year that the spend was made and reported ex-VAT. A monthly report is run, showing the spend of these verified social businesses. SEUK runs an annual diagnostic of our spend to reverify the current social businesses and identify any new ones to be included for the year ahead.
Assumptions	Social businesses remain relevant between the annual SEUK verification process.

Total construction waste generated	
KPI owner	Principal Sustainability Manager
Performance measure	Total amount of construction waste generated within the reporting period. Construction waste is any waste generated by Willmott Dixon construction sites that is not defined as demolition waste[13] or excavation waste[14].
KPI Unit	Volume (m^3)[15] & Weight (tonnes)
Scope	This KPI relates to all construction waste generated/removed from our sites within the reporting period.
Methodology	In 2024 Willmott Dixon changed waste reporting from mi|SED, previous in-house system, to SmartWaste[16]. For 2024, both mi|SED and SmartWaste are used to record waste ticket entries. This captures information such as the ticket date, project phase (i.e. construction, demolition, excavation), waste ticket reference number and total tonnage of waste products. For segregated waste, the waste material is also entered. For mixed waste tickets, the waste materials and the approximate percentage that each material makes up is entered. Total construction waste is calculated from the total tonnes of all waste materials entered.
Assumptions	For the first two months of 2024 waste data was collected in volume. The waste data in volume was converted into weight (tonnes) using WRAP 2014 conversion factors[17]

Percentage of total waste diverted from landfill (construction, demolition, excavation)	
KPI owner	Principal Sustainability Manager

[13] Demolition waste is unwanted material arising from the demolition or strip out of an existing structure. This includes soft-strip. This is usually the waste generated by our demolition contractors.

[14] Excavation waste is unwanted material resulting from excavation activities such as a reduced level dig and site preparation and levelling, and the excavation of foundations, basements, tunnels, and service trenches, typically consisting of soil and stones. This is usually the waste generated by our groundworks supply chain partners.

[15] For the first two months of 2024 waste data was collected in volume (m3) and then converted into tonnes

[16] https://www.smartwaste.co.uk

[17] https://www.wrap.ngo/

Performance measure	Waste generated from construction, demolition and excavation activities that has been diverted from landfill as a percentage of waste that has been generated from each activity during the reporting period. Construction waste is any waste generated by Willmott Dixon construction sites that is not defined as demolition waste or excavation waste. Demolition waste is unwanted material arising from the demolition or strip out of an existing structure. This is usually the waste generated by our demolition contractors. Excavation waste is unwanted material resulting from excavation activities such as a reduced level dig and site preparation and levelling, and the excavation of foundations, basements, tunnels, and service trenches, typically consisting of soil and stones. This is usually the waste generated by our groundworks supply chain partners. Waste is considered diverted from landfill if it is not subject to landfill tax.
KPI Unit	Percentage of total construction, demolition or excavation waste.
Scope	This KPI refers to all waste generated from our sites within the reporting period, excluding hazardous waste.
Methodology	For mixed waste, a recycling rate is entered against each waste destination in SmartWaste. When waste ticket information is added and the waste destination selected, the system automatically calculates the percentage diverted from landfill. For segregated waste, diversion rates are entered against each material, for each waste destination. As above, when waste ticket information is entered and a destination selected, the system then automatically calculates the percentage of that waste movement that was diverted from landfill.
Assumptions	Evidence of diversion rates is provided depending on the destination of the waste. Where no evidence is available, worst case scenario default diversion rates are used and are automatically applied in SmartWaste. Default rates are taken from ENCORD Construction Waste Measurement Protocol (Appendix 3) as per below:[18]

Destination	Diversion rate
Mixed waste sent off site for recycling or energy recovery Waste deposited in mixed containers on site and sent to a dedicated Recycling Centre, Materials Recovery Facility or Waste Transfer Station for recycling, or incineration at an energy recovery facility.	50%
Segregated waste sent off site for recycling or energy recovery Wastes that are placed into segregated containers on site and sent to a dedicated Recycling Centre, Materials Recovery Facility or Waste Transfer Station for recycling, or incineration at an energy recovery facility[19].	80%

Tree planting	
KPI owner	Principal Sustainability Manager
Performance measure	The total number of trees planted during the reporting period.
KPI Unit	Number of trees
Scope	This KPI refers to all trees planted throughout the reporting year which meet the following key tree planting principles:

[18] Law, Charlie. ENCORD CO2e and Waste Measurement Protocols. p. Page 23-Appendix 3.

	- All tree planting projects should align with our company values and deliver improved social outcomes alongside environmental benefits - Planting should be delivered within communities in the areas we work - Appropriate arrangements must be in place to ensure the success and longevity of our planting - National partnerships have been formed with two organisations that will deliver a total of 30,000 trees over a three-year period on behalf of Willmott Dixon.
Methodology	Trees planted by Willmott Dixon's tree planting partners are logged in the Willmott Dixon social value data capture system. Entries to this system are verified with evidence to confirm the trees have been planted and the £ value, where applicable. At the end of the reporting period, a report can be downloaded, and the total number of trees entered into the system calculated.
Assumptions	No relevant assumptions are made.

Value of community investment	
KPI owner	Sustainability Manager
Performance measure	Company Contribution: £ value of social value activities delivered by Willmott Dixon; this includes £ value of staff time volunteered, donations, social value expenses and gifts-in-kind donations. Leverage: £ of fundraising delivered by Willmott Dixon along with £ value of social value activities delivered by Willmott Dixon's supply chain/customers etc; this includes £ value of fundraising, staff time volunteered, donations, social value expenses and gifts-in-kind donations. Community investment/social value is the term used to describe the additional value we create as part of our day-to-day business
KPI Unit	Company Contribution £ value Leverage £ value
Scope	All community investment delivered between January to December each year.
Methodology	First identify whether the social value has been delivered by Willmott Dixon, a supply chain partner or anyone else. All data should be attributed to the company that delivered the social value. Staff time volunteered: • Staff time is logged against each staff member or company • The value of the staff time in hours is then converted into monetary value. To do this, the number of hours volunteered by each staff

	member is multiplied by the average hourly rate received from Willmott Dixon People team annually. Cash donations: • The value of the cash donation should be recorded along with a brief description • Evidence of value donated should be provided (e.g. invoice) • Cash donations should be reported ex-VAT Gifts-in-Kind donations: • The current estimated value of the item gifted, not the at new value, should be recorded along with a brief description • To calculate the value of the item gifted find similar items online or make an estimate and include the logic used • Evidence of value of the gifts-in-kind should be provided (e.g. screenshot of a similar item online)
Assumptions	Average annual Willmott Dixon staff hour value is calculated by the Willmott Dixon People team annually. Average annual supply chain/customer staff hour is calculated at a third of the Willmott Dixon staff value annually. This is sense checked against the average hourly trade rate listed in the Payscale.com website.

Absolute site water use	
KPI owner	Principal Sustainability Manager
Performance measure	The total volume of water consumed on our sites throughout the reporting period, measured in cubic metres.
KPI Unit	Cubic metres (m^3)
Scope	This KPI refers to all metered and bulk deliveries of water consumed on Willmott Dixon construction sites during the reporting period.
Methodology	SmartWaste is used to record monthly readings from site water meters. The total consumption at site level is calculated by subtracting opening meter readings from final meter readings. Bulk water deliveries are also captured in this system, recorded in cubic metres. Photographs of meter readings are taken throughout the project to support the figures.
Assumptions	No relevant assumptions are made