WILLMOTT DIXON
SINCE 1852

NOW OR NEVER

Carbon Reduction Plan

Reporting Year 2025

1.0 Commitment to achieving net zero

Willmott Dixon is committed to achieving net zero emissions by 2050. In addition, the company has made further commitments to go above and beyond this, as set out below.

Willmott Dixon's operations cover all Scope 1 and Scope 2 sources plus selected Scope 3 sources where the company has the greatest level of control and can report with confidence.

Until we have reduced our carbon emissions to zero, we continue to offset our unavoidable operational emissions. This means that the sum of all of Willmott Dixon's operational greenhouse gas emissions (tCO_2e) is offset using carbon credits. We have offset our operational emissions annually since 2012.

In September 2020, Willmott Dixon launched its sustainability strategy, *Now or Never. Our decisive decade*, which contains commitments aligned to a 1.5°C scenario and consistent with Willmott Dixon's approved Science Based Target.

Carbon Disclosure Project (CDP): Willmott Dixon received an A score for climate for the second consecutive year. Our company was among the 4% of companies globally who reported their data to make the CDP 'A List' In 2025.

CDP is a global environmental disclosure platform, which covers all aspects of a companies climate performance including governance, targets and emissions reduction. CDP allows Willmott Dixon to benchmark and review climate performance annually. It recognises the company's commitment to transparency as well as implementing industry leading initiatives.

For Scope 3 emissions, in line with Science Based Target requirements, Willmott Dixon is focused on reducing emissions from the goods and services that it purchases from its supply chain, which makes up a significant part of its carbon footprint. Willmott Dixon is also committed to eliminating all avoidable waste.

Willmott Dixon recognises that delivering buildings that improve people's lives and leave a legacy for customers, their communities and future generations is key. By the end of 2030, all our new buildings and major refurbishments will achieve net zero operational carbon, where we have early design responsibility.

Relevant commitments contained in *Now or Never. Our decisive decade* are:

By 2030 Willmott Dixon is committed to reducing operational carbon emissions to zero without offsetting.

By 2030 Willmott Dixon commits that all new buildings and major refurbishments will achieve net zero operational carbon*.

By the end of 2040, Willmott Dixon commits that all buildings and major refurbishments will be delivered with net zero embodied carbon.

By 2030 Willmott Dixon is committed to eliminating all avoidable waste from the demolition, excavation and construction phases of projects.

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

*where we have early design responsibility.

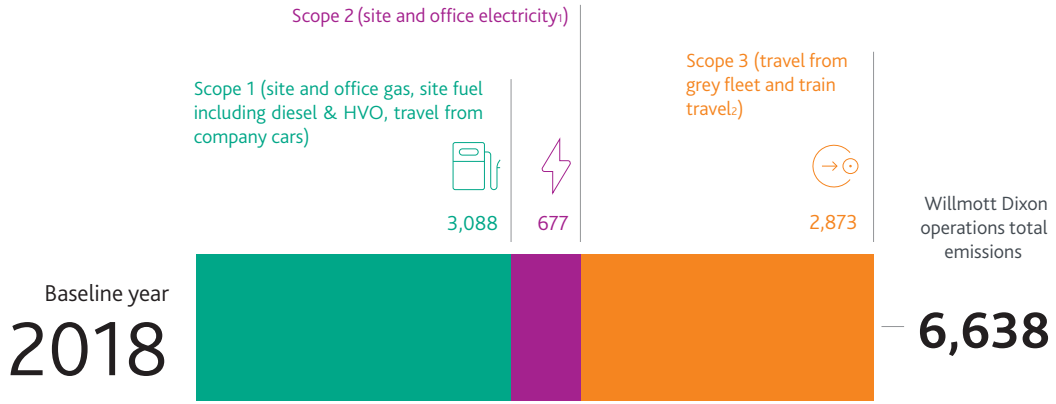
100%

electric vehicle fleet and procuring 100% renewable electricity by 2030

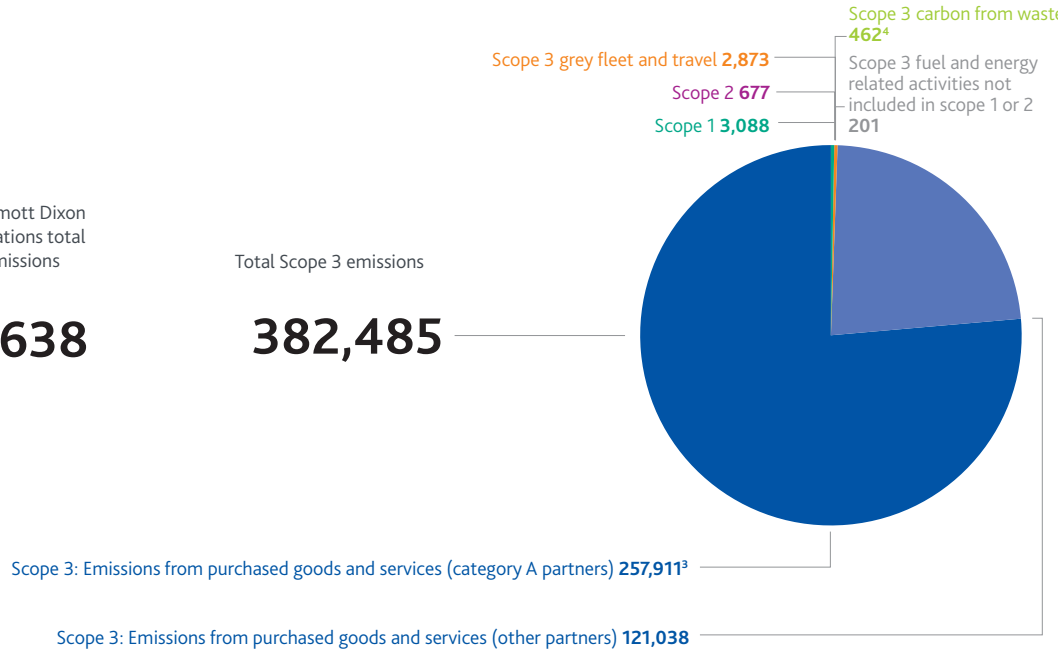
2.0 Baseline emissions footprint

Baseline emissions 2018

Willmott Dixon operational emissions (tCO_2e)



Willmott Dixon emissions by scope (tCO_2e)



Baseline emissions are a record of the greenhouse gases produced in the past, prior to the introduction of any strategies to reduce emissions. Baseline emissions are the reference point against which emissions reduction can be measured. In line with Science Based Target requirements, Willmott Dixon's baseline year is 2018, as shown above and in Appendix 1. All relevant categories of Scope 3 are included in the baseline (see Appendix 2) and in addition, purchased goods and services from the supply chain have been included because these are the most significant source of Scope 3 emissions and the focus of the Science Based Target.

[1] Emissions from electricity use the market-based methodology to convert kWh to carbon.

[2] Willmott Dixon has opted to include some additional Scope 3 emissions in the 2030 target to reduce operational emissions to zero.

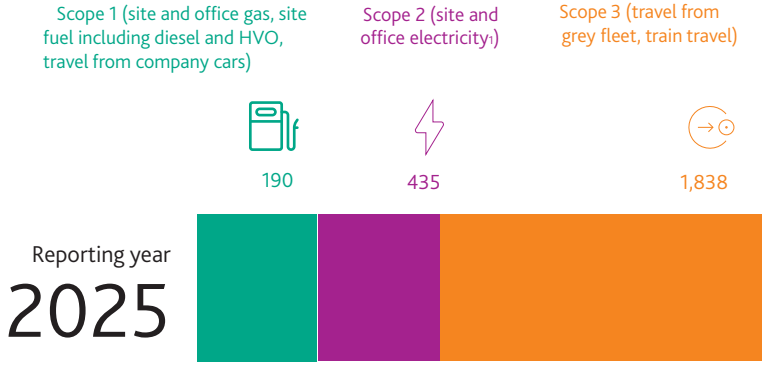
[3] The footprint from purchased goods and services from category A suppliers makes up at least two thirds of Scope 3 emissions and is the focus of the Science Based Target. Emissions from upstream transportation and distribution are included within this figure.

[4] Including wastewater.

3.0 Current emissions reporting

Current emissions: Reporting year 2025

Willmott Dixon operational emissions (tCO_2e)



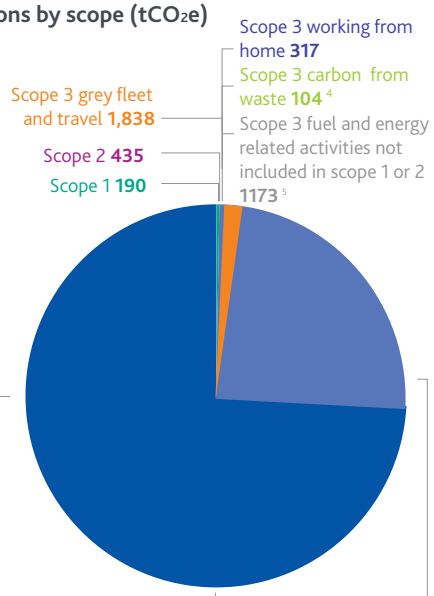
Willmott Dixon operations total emissions

2,463

Total Scope 3 emissions

255,927

Willmott Dixon emissions by scope (tCO_2e)



For further information on Willmott Dixon's emissions, including Streamlined Energy and Carbon Reporting (SECR) compliance, please see the annual Now or Never Review on the website.

For more information, please see Appendices 1 and 2.

[1]Emissions from electricity use the market-based methodology to convert kWh to carbon.

[2] Willmott Dixon has opted to include some additional Scope 3 emissions in the 2030 target to reduce operational emissions to zero.

[3]The footprint from purchased goods and services from category A suppliers is the focus of the Science Based Target. Emissions from upstream transportation and distribution are included within this figure.

[4]Including wastewater.

[5] Well to tank emissions included from 2025 in line with best practice.

4.0 Willmott Dixon operations: Emissions reduction targets

Willmott Dixon set a target to reduce the carbon intensity of its own operations by 50% per £m turnover by the end of 2020 compared to a 2010 baseline. This target was exceeded, a 66% reduction was achieved by the end of 2020. Willmott Dixon then set a zero carbon target by 2030 (without offsetting) approved by the Science Based Targets Initiative (SBTi).

To achieve this target, Willmott Dixon has set milestones and a reduction trajectory with annual targets, as shown in the figure.

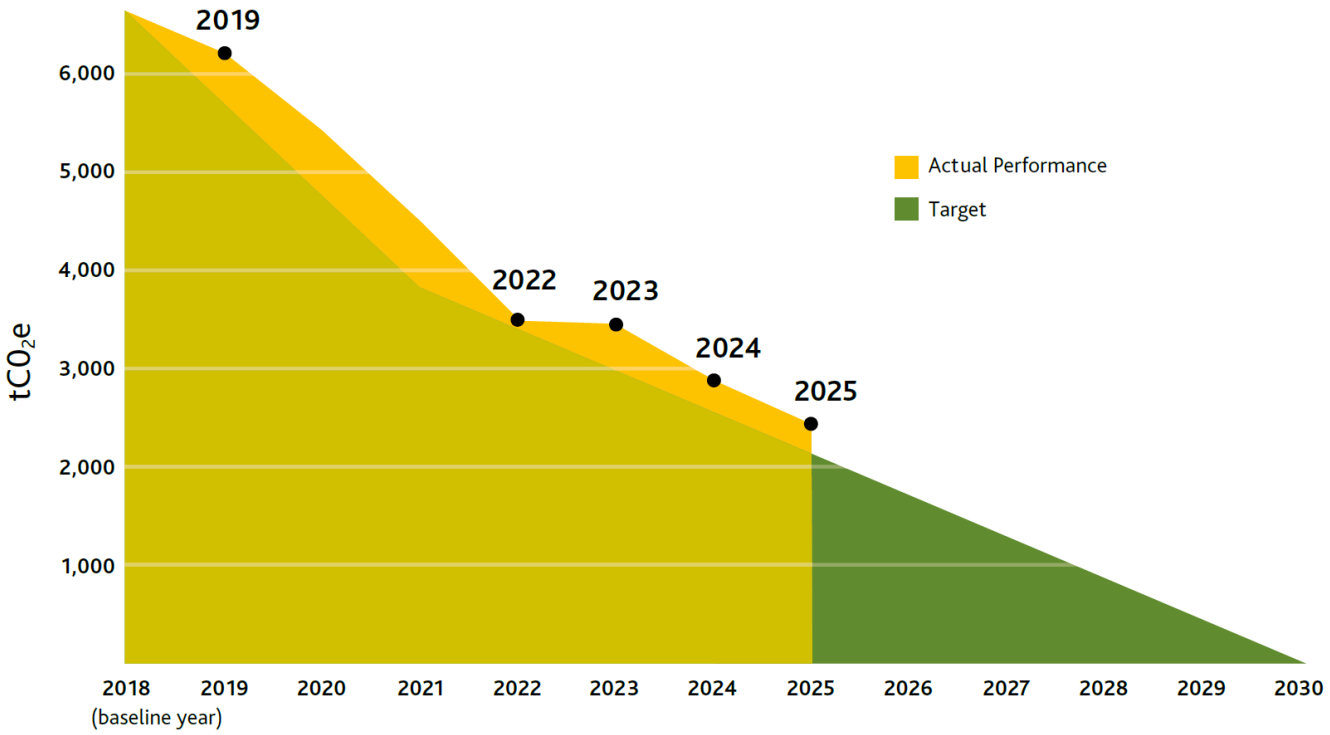
Willmott Dixon predicts that its operational carbon emissions will decrease to 1,662tCO_2e by the end of 2026. This is a reduction of 75% from a 2018 baseline. This calculation models the predicted outcomes from the carbon reduction projects that are outlined in section 5 below.

Progress against the 2030 zero carbon target can be seen in the graph, right. This is an ambitious carbon reduction trajectory, focused on maximising reductions in the early years of Now or Never.

Until emissions are reduced to zero, Willmott Dixon continues to offset its unavoidable emissions by investing in high quality, independently verified offsetting projects. We have offset our operational emissions annually since 2012.

In 2025, for our 2024 offsets, we have increased investment in high-quality removals projects (in line with Oxford Offsetting Principles). We invested in the Gold Standard Zambia Western Province Safe Water Project and the Leeds Production Facility (carbonated materials) carbon removal project.

Progress against the 2030 zero carbon target



5.0 Willmott Dixon operations: Carbon reduction projects

Now or Never sets out Willmott Dixon's ambition to become a zero-carbon company without any offsetting by 2030. Further information on both the strategy and achievements can be found on Willmott Dixon's website.

The following environmental management measures and projects have been completed or implemented. The carbon emission reductions already achieved by these schemes equate to 4,175 tCO_2e, a 63% reduction against the 2018 baseline. These reduction measures will be in place when performing the contract.

5.1 Completed carbon reduction initiatives

Carbon reduction has been a focus for Willmott Dixon since the first reduction strategy, Transforming Tomorrow, which was launched in 2013 and ran to the end of 2020. In addition to the measures implemented between 2013-2020, there has been a focus from 2021 onwards to implement processes to achieve the ambitious 2030 zero carbon target.

Initiative	Implemented
Carbon management	
Certification to ISO 14001:2015 (recertified to 2015 standard in 2016)	2012
Achieved Champion level compliance with the Carbon Reduction Code for the Built Environment	2023
A score for climate from the Carbon Disclosure Project (CDP)	2024
Transport	
Generous car share reimbursement	2012
Generous bicycle mileage reimbursement	2013
Public transport commute mileage at the same rate as car commute mileage	2015
Salary sacrifice scheme to support people to get low-carbon lease cars.	2021
Provision of electric charging points at offices and construction sites to support transition to electric vehicles	2021
Homeworking allowance and funding for home office furniture to support a new agile working policy	2021
Penalties for the most-polluting grey-fleet cars (which can no longer claim business mileage)	2021
Pay at the Approved Mileage Allowance Payment (AMAP) rate for diesel and petrol and above AMAP rate for EVs	2022
Development of a mileage calculator and resource planning tool to promote mileage reduction	2022
New Electric Vehicle Charge Point claim to enable employees to claim for procurement and installation of EV charge points	2023
Construction sites	
Focusing on early grid connections to construction sites to limit the amount of on-site diesel used	2011
Improving site cabin set-ups including eco-cabins, electrical zoning, out-of-hours mains switches and increased use of LED lighting	2011
Trials of electrical equipment	2020
Hybrid generators mandatory – the only type of generator allowed on sites	2021
Mandated the use of HVO fuel (which emits 10 times less carbon than mineral diesel oil)	2021
Launched a new Power Planning Tool to calculate and predict site energy use.	2023
Energy procurement	
All directly procured electricity for offices and sites is 100% natural, renewable electricity	2018
Use of greener electricity suppliers who can demonstrate additionality in their supply, subject to supplier provision to sites	2020
Trials of remote monitoring systems to better monitor cabin energy use	2022

Willmott Dixon operations: Carbon reduction projects

5.2 Future carbon reduction initiatives

Willmott Dixon maintains a forward plan of emissions reduction projects and interventions, which are reviewed and amended on an annual basis. These include:

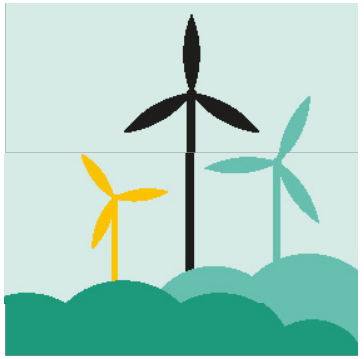
Transport – Continue to support roll out of electric vehicle charging infra-structure on our construction sites and offices, while supporting our people at home. Continue to incentivise uptake of low carbon vehicles while removing benefits for those that choose high polluting vehicles.

Construction sites – In 2025, we worked towards phasing out fossil fuels. Hydrotreated Vegetable Oil (HVO) represents 98% of our site fuel (diesel & HVO) in 2025. We are working with supply chain partners to accelerate their fuel transition.

Decarbonising buildings – As part of our *Now or Never* strategy, we are working with customers to deliver net zero carbon buildings. We expect our carbon emissions from commissioning to reduce as the proportions of our buildings using gas central heating reduces.

Site cabins - A target to reduce site cabin energy by 65% by 2030 and research into automated monitoring to support this.

Energy procurement – An ongoing commitment to procuring 100% natural renewable electricity and seeking greener electricity suppliers who can demonstrate additionality in their supply.



6.0
Scope 3: Emissions reduction targets

Willmott Dixon has set the following emissions reduction target, which has been approved by the Science Based Targets Initiative:

Willmott Dixon commits to reduce absolute Scope 3 Greenhouse Gas emissions from purchased goods and services 55% by 2030 and 100% by 2040, from a 2018 base year.*

* This covers at least two-thirds of Scope 3 emissions which is in line with SBTi validation criteria, which states that Scope 3 targets must cover at least two-thirds of total mandatory Scope 3 emissions (as defined in Table 5.4 of the Greenhouse Gas Protocol Scope 3 Standard).

It is not yet possible to show a reduction over time graph for Scope 3 emissions. Work is ongoing to gather accurate data from the supply chain. The current data relies on proxy carbon values and is therefore reliant on the amount spent with our supply chain. It is not sensitive enough to be able to demonstrate where reductions have occurred. Gathering this data is the first step. Further information is provided in our Sustainable Development review here.

7.0 Scope 3: Carbon reduction projects

7.1 Completed carbon reduction initiatives

Now or Never sets out the company's ambitions to deliver buildings and major refurbishments with net zero embodied carbon and to achieve a net zero operational carbon supply chain. Further information on both the strategy and achievements can be found on the Willmott Dixon website.

The following measures and projects have been completed or are being implemented. These reduction measures will be in place when performing the contract:

Lifecycle assessments – Willmott Dixon has completed lifecycle carbon assessments on projects where there is early design involvement. Willmott Dixon's pre-designed buildings - overseen by our Architectural and Technical Design team - are achieving a 20% reduction in embodied carbon, compared to the London Energy Transformation Initiative (LETI) standards.

By the end of 2025, 93 of our projects had embodied carbon assessments completed. These assessments give our customers a view on the embodied carbon impact of their buildings, and in some cases options to reduce embodied carbon on their projects.

Supply Chain Sustainability School

Willmott Dixon is a founding member of the Supply Chain Sustainability School. This virtual school provides free training on a range of environmental and social value topics for the industry's shared supply chain.

The school comprises more than 5,000 subcontractors. At the end of 2025, 63 of our supply chain partners were gold members, 41 silver and 70 bronze.

Our focus was to upskill our supply chain on carbon emission reductions and waste elimination. In 2025, 96% of our partners were registered with the school and we saw 182 partners report their carbon emissions. We have put plans in place to work with them on their journey to net zero carbon in line with our 2040 ambitions.

Sustainable Procurement Policy and Statement

Our Sustainable Procurement Policy Statement and Sustainable Procurement Policy strengthen our approach to reducing emissions from our supply chain.

All Willmott Dixon's supply chain partners are required to comply with our Sustainable Procurement Policy, with evidence of compliance against specific requirements provided on request.

Scope 3: Completed carbon reduction projects

7.2 Future carbon reduction initiatives

Going forward, further measures will be implemented, including:

Support for our supply chain

- Increasing the number of partners using the Supply Chain Sustainability School's (SCSS) Carbon Reporting Tool to calculate and record their carbon emissions.
- Creating free-to-access bespoke learning programmes via the SCSS's learning platform to upskill our supply chain partners across key trades to help them achieve net zero carbon in their own businesses.
- Developing long-term plans for key supply chain partners, including targets and milestones for carbon reduction.

Improving our scope 3 data reporting and collection

- Developing a company database of embodied carbon data to improve the whole life carbon of projects
- Ensuring projects adopt low-carbon concrete where viable and practicable.
- Developing guidance for our design and works partners to encourage and promote low carbon design.
- Continue to improve our carbon reporting and footprint for the company's IT Cloud.

Reducing embodied carbon in steel

Structural steel is a major source of embodied carbon. Electric Arc Furnace (EAF) steel can cut carbon by up to 80% per tonne compared with Basic Oxygen Furnace steel.

- We now prioritise EAF steel wherever feasible, with 70–75% of structural frame components typically sourced via EAF technology.
- Projects are already seeing substantial reductions: for example, Leighton Linslade Leisure Centre achieved a 185-tonne saving - a 73% reduction per tonne.
- EAF steel in primary structures has saved over 850 tonnes of embodied carbon across five recent projects.
- Eight of our ten key steel supply chain partners are now sourcing EAF steel. While much is imported from Europe, its whole-life carbon is lower than UK-produced BOF steel even after transport emissions are factored in.

8.0
Declaration and sign-off

This Carbon Reduction Plan has been completed in accordance with PPN 006 and associated guidance and reporting standard for Carbon Reduction Plans.

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the Greenhouse Gas Reporting Protocol corporate standard and uses the appropriate Government emission conversion factors for greenhouse gas company reporting.

Scope 1 and Scope 2 emissions have been reported in accordance with Streamlined Energy and Carbon Reporting (SECR) requirements, and the required subset of Scope 3 emissions have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard.

This Carbon Reduction Plan has been reviewed and signed off by the board of directors.

Signed on behalf of the supplier

Graham Dundas
Chief Executive Officer
Date: 25/06/2026

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SINCE 1852

NOW OR NEVER

Appendix 1
Emissions breakdown

Baseline year: 2018

Source	Emissions (tCO_2e)	Emissions by scope (tCO_2e)	Emissions by footprint (tCO_2e)
Scope 1: Site and office gas, site diesel, site HVO	1,818	Total Scope 1 & 2 **3,765**	Operational emissions **6,638**
Scope 1: Business travel from company cars	1,270		
Scope 2: Emissions from purchased electricity[1]	677		
Scope 3: (Category 6) Travel from grey fleet	2,402	Total Scope 3 **382,485**	
Scope 3: (Category 7) Employee commuting[2]	471		
Scope 3: (Category 1) Emissions from purchased goods and services (category A partners)[3]	257,911		Supply chain emissions **379,411**
Scope 3: (Category 1) Emissions from purchased goods and services (other partners)	121,038		
Scope 3: (Category 5) Emissions from waste including wastewater	462		
Scope 3: (Category 3) Fuel from energy-related activities not included in scope 1 or 2	201		Other Scope 3 emissions **201**
Total emissions		**386,250**	**386,250**
Scope 2: Emissions from purchased electricity (location-based method & including customer-procured electricity)[4]	N/A	N/A	

[1]Includes energy directly paid for by Willmott Dixon and emissions from electricity use the market-based methodology to convert kWh to carbon.

[2]Estimates from working from home emissions were only introduced in 2020 when people started to work from home.

[3]The footprint from purchased goods and services from category A suppliers makes up at least two thirds of scope 3 emissions and is the focus of the Science Based Target. Emissions from upstream transportation and distribution are included within this figure.

[4]Prior to the implementation of the SECR Regulations, this data was not collected.

Appendix 1
Emissions breakdown

Current emissions: Reporting year 2025

Source	Emissions (tCO_2e)	Emissions by scope (tCO_2e)	Emissions by footprint (tCO_2e)
Scope 1: Site and office gas, site diesel, site HVO	105	Total Scope 1 & 2 **626**	Operational emissions **2,463**
Scope 1: Travel from company cars	85		
Scope 2: Emissions from purchased electricity[1]	435		
Scope 3: (Category 6) Business travel from grey fleet	1,557	Total Scope 3 **255,927**	
Scope 3: (Category 7) Employee commuting	281		
Scope 3: (Category 1) Emissions from purchased goods and services (Category A partners)[3]	170,924		
Scope 3: (Category 1) Emissions from purchased goods and services (other category partners)	81,572		Supply chain emissions **252,600**
Scope 3: (Category 5) Emissions from waste including wastewater	104		
Scope 3: (Category 3) Fuel from energy-related activities not included in scope 1 or 2 [6]	1,173		Other Scope 3 emissions **1,490**
Scope 3: (Category 7) Working from home [2]	317		
Total emissions	**256,553**	**256,553**	**256,553**
Outside of scope emissions from HVO fuels [4]	944		Not within scope
Scope 2: Emissions from purchased electricity (location-based method & including customer procured electricity) [5]	1,291		Not within scope

1. Includes energy directly paid for by Willmott Dixon using the market-based methodology to convert kWh to carbon
2. Usage of gas and electricity in kWh associated with working from home is calculated using assumptions detailed in the EcoAct Homeworking emissions whitepaper
3. The footprint from purchased goods and services from category A suppliers, **the partners with whom we work the most closely,** is the focus of the Science Based Target. Emissions from upstream transportation and distribution are included within this figure
4. HVO is a biofuel so "out of scope" emissions have been provided. This takes account of the direct emissions from combustion of the fuel. The emissions are labelled 'outside of scopes' because the scope 1 impact of these fuels is reduced since the fuel source itself absorbs CO2 when it is grown. **Out of scope emissions associated with the biofuel elements of other fuels, such as diesel, are also included.**
5. Includes all Willmott Dixon purchased electricity, customer procured electricity used on our sites, and electricity used to charge electric and PHEV company cars. Emissions from electricity use the location-based methodology to convert kWh to carbon. This data is provided in accordance with best practice and for compliance with SECR Regulations. It is not included in the footprint because the market-based method was used for footprint calculation.
6. Well to tank emissions included from 2025.

Appendix 2

Scope 3 emissions required for PPN 06/21

Emission source	Description	Reported
Purchased goods and services (which includes upstream transport and distribution)	Extraction, production, and transportation of goods and services purchased or acquired by the reporting company in the reporting year, not otherwise included in categories 2-8. This includes transportation and distribution of products purchased by the reporting company in the reporting year between a company's tier 1 suppliers and its own operations (in vehicles and facilities not owned or controlled by the reporting company).	**Included** In line with the Science Based Target, the Scope 3 footprint includes carbon from purchased goods and services from our category A suppliers (which makes up at least two-thirds of Scope 3 emissions). Emissions from upstream transportation and distribution are included within this figure.
Waste from operations	Disposal and treatment of waste generated in the reporting company's operations in the reporting year (in facilities not owned or controlled by the reporting company).	**Included** Disposal and treatment of construction waste and water generated by Willmott Dixon is included in the Scope 3 figure.
Business travel	Transportation of employees for business-related activities during the reporting year (in vehicles not owned or operated by the reporting company).	**Included** Car mileage is included as well as business travel via train. **Excluded** Other modes of business travel (but these account for less than 1% of the footprint).
Employee commuting	Transportation of employees between their homes and their worksites during the reporting year (in vehicles not owned or operated by the reporting company).	**Included** Commute car mileage is included as well as commuting via train.
Working from home	Usage of gas and electricity in kWh associated with working from home is calculated using assumptions detailed in the EcoAct 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 days for 2025) and minimum annual leave entitlements (25 days) are included in the calculation.	**Included** Working from home equipment and heating.
Downstream transportation and distribution	Transportation and distribution of products sold by the reporting company in the reporting year between the reporting company's operations and the end consumer (if not paid for by the reporting company), including retail and storage (in vehicles and facilities not owned or controlled by the reporting company.	**Excluded** This is not relevant. Willmott Dixon constructs and services buildings which do not require any transportation or distribution.