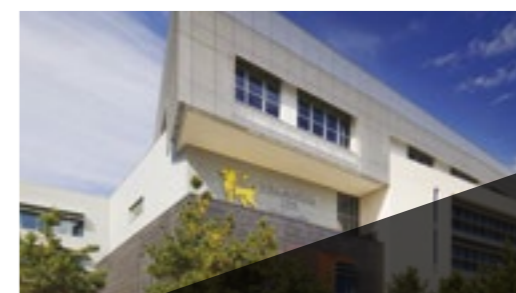
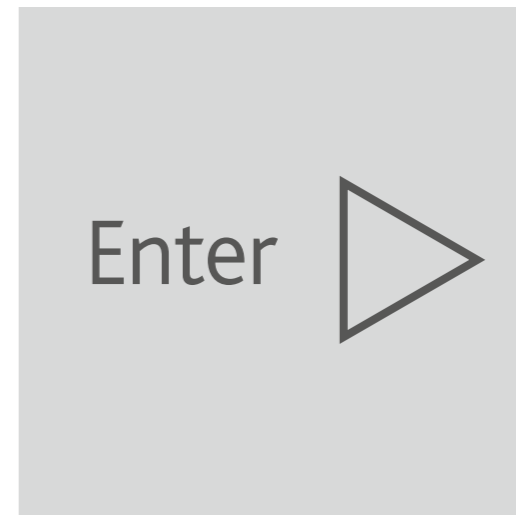




It's what we do

Sustainable Development Review 2014



WILLMOTT DIXON

SINCE 1852

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2013 – our year in headlines



Welcome to our 2014 Sustainable Development Review

This report provides an overview of our 2013 sustainability performance, our targets and ambitions, along with commentary from our Divisional Chief Executives about sustainable development in their divisions. The report is structured around our four sustainability themes of:

- [Responsible business](#)
- [Putting people first](#)
- [Energy and climate change](#)
- [Natural resources](#)

Our 2014 Review is shorter than last year's, with more facts and figures. We have tried to provide context to our performance by showing it, where we can, against data from previous years.

You can find electronic copies of this document, and more about our approach to sustainable development, at: www.willmottdixon.co.uk/sustainability

If you have views or comments on this report then we'd be glad to hear from you.

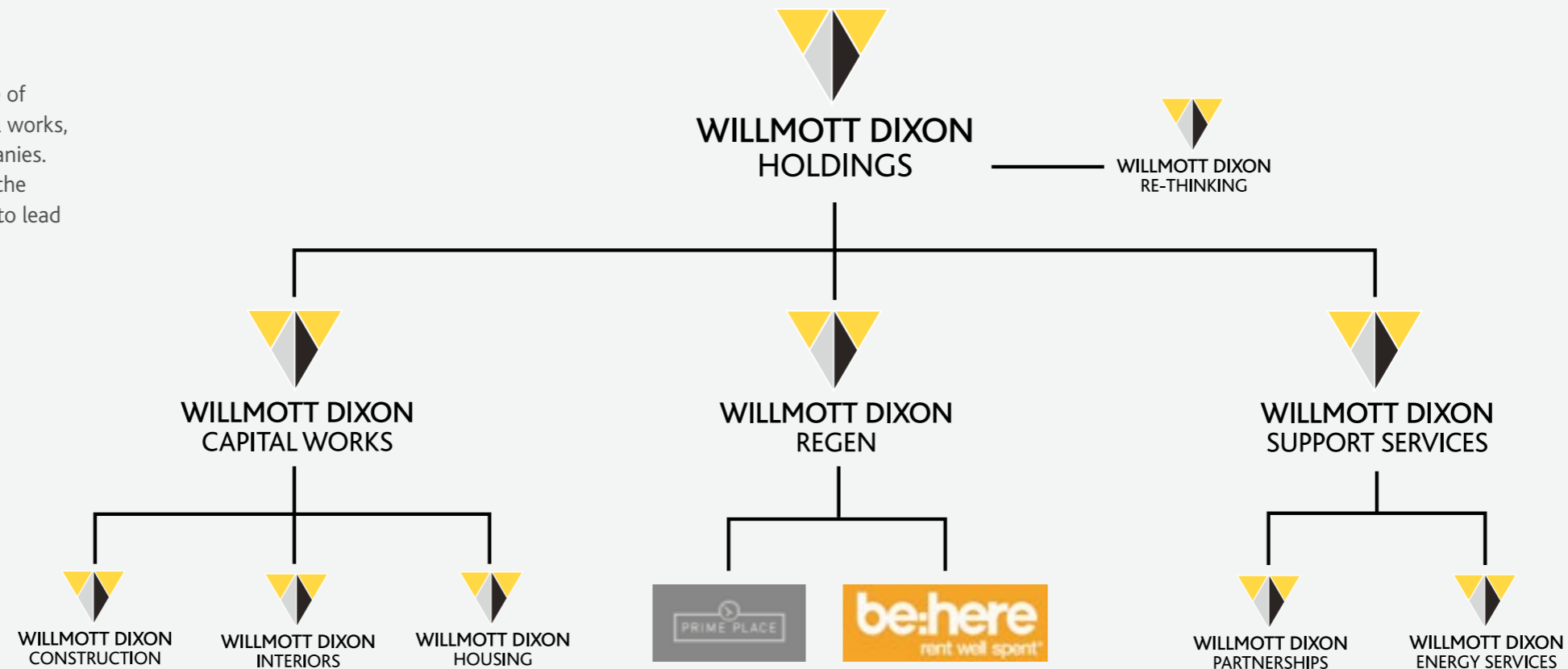
Please send your feedback to:
Re-thinking@willmottdixon.co.uk



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About Willmott Dixon

Founded in 1852, Willmott Dixon is one of the UK's largest privately-owned capital works, regeneration and support service companies. Group Chief Executive Rick Willmott is the fifth generation of the Willmott family to lead the business.



From the Holdings Board

Enter



Continuing to invest in what matters



2013 was undoubtedly a challenging year for the Group as our markets struggled to return to 'normality', post-recession. But I am reassured that throughout that trying period we continued to deliver against our long term strategy. In particular we remained committed to the training and development of our people, and resolute in our approach to sustainability – a fact reinforced by the publication of our Sustainable Development Strategy at the end of the year.

We focus on sustainable development because it is the right thing to do; our company operates across a number of high impact sectors and is therefore more capable than many others of making a material difference. The quality of our work, the engagement with the people whose lives we touch, and the legacy we leave, are of immense importance to us personally and corporately.

But our commitment is not just altruistic. I am clear that sustainable development brings our business huge benefits. It helps us save money

– for example, reducing our carbon footprint has saved us thousands of pounds on energy bills. It helps give our clients reassurance that we will carry out work on their behalf responsibly and ethically. And it helps us stand out from the crowd. Exemplar sustainability projects in 2013 have included WWF's new headquarters, and the first major construction project in the world to achieve PEFC Project Certification, meaning that the all the timber used was certified as coming from sustainable sources.

We continued to deliver against the 'more for less' agenda for our clients whilst increasing our community investment by 20%, and reducing, relative to turnover, the intensity of our construction waste and carbon emissions.

Our achievements have been recognised by a variety of awards and accolades. Winning Building Magazine's 'Major Contractor of the Year' for a second time was a major achievement and more recent landmarks in our journey include The 2014 Queen's Award for Enterprise in the Sustainable Development category, and Business in the Community's CommunityMark.

Throughout the recession we have continued to invest in the things that really matter – local communities, the expertise of our people, systems to ensure even greater integrity in our performance reporting. We remain in an excellent position, and continue to strive to do the best in all aspects of our corporate performance.

Rick Willmott
Group Chief Executive, Willmott Dixon

Better systems and processes help everybody play their part



A lot of effort has been put into strengthening sustainable development governance inside the company, and streamlining internal systems and processes this year. And while it doesn't make for the most glamorous of topics, it's been a really important step forward for us.

I've always said that in a perfect world, we wouldn't need to have sustainable development strategies, or even people responsible for delivering them. Sustainable development would be something we all just did.

In the meantime, the challenge for most responsible businesses is how to integrate sustainable development principles and practice into their day-to-day operations. To ensure that people, planet and profit are given equal weighting in decision making, leadership teams must be committed, clear and consistent. But the real story is how to ensure sustainable development remains front of mind for everyone, when deadlines are tight or when clients are unenthusiastic about sustainable solutions.

There is no perfect world, and no perfect solution. But the systems and processes that we developed in 2013, to support the roll-out of 'Transforming Tomorrow', our new sustainable development strategy, are a good start. Local targets and action plans are helping to focus activities. Better reporting processes are providing greater visibility of performance, whilst simultaneously creating a culture of challenge and continuous improvement. Board-level advocates, who are accountable for performance in their area, are providing better leadership for local sustainability teams.

The strapline for all our sustainable development activities here at Willmott Dixon, is simple: 'everybody plays a part'. I feel confident that the work done during 2013 has strengthened the foundations for making this strapline a reality.

Jonathon Porritt
Non-Executive Director

Good progress in a challenging year



Putting together a review is always a good opportunity to step back and reflect on our performance in the round. When you work in a culture of continuous improvement, it's all too easy simply to focus on where we need to do better.

But 2013 has seen some achievements which are outstanding by any standards. For example, the investment we are making in local communities, our consistently strong client and customer satisfaction scores and our health and safety performance, which ranks among the very best in the industry. I am very proud of the innovative solutions we are providing our clients – from standardised buildings to funding solutions – which are giving our clients substantially more for their capital investment. No less impressive – though perhaps less easy to quantify – is the strengthening leadership role that we are playing in the sector through our collaboration in industry groups.

We have faced some challenges this year. Perhaps inevitably, in the light of the financial climate in which we've been operating, we have seen a shift of client focus to capital cost. Clearly, we need to work even harder to identify and sell the economic benefits arising from the sustainable solutions we are offering (something that we recognised in our 2013-2020 Sustainable Development Strategy – also released in 2013).

So where next? Carbon emissions remain a big theme. Though we are heading in the right direction, we really need to step up our performance if we are to meet our 2014 target. This is not just about our environmental impact – there are substantial savings to be made from using less energy and fuel.

Waste too, will be an area of continued focus. The reduction in the amount of construction waste we are producing clearly shows we are using materials more efficiently. But our landfill diversion rates have slipped. We will need a concentrated effort over the coming years to get closer to our 100% diversion rate ambition.

And finally, the end of 2014 will see a re-invigorated 10 Point Sustainable Project Criteria for our Capital Works business, and a new 5 point plan for Partnerships. These will, we hope, further embed our strategy, and help us deliver buildings and services which meet our clients' needs – now and in the future.

Paul Smith
Group Director with responsibility for sustainable development

Advocating better buildings



In Capital Works we have a key leadership role to play in making a more sustainable built environment. We want to leave a great legacy by building better buildings.

Our ambitions are captured in the Group's Sustainable Development Strategy. But, of course, sustainable development is about much more than words on a page, or numbers on a spreadsheet. Our challenge now is to translate our targets and ambitions into results.

When it comes to building great buildings, we need to keep abreast of the latest products and innovations. But we also need to act as sustainability advocates. Companies that are serious about sustainability need to be able to listen to clients and understand their challenges so that they can offer them the right solutions. They need to be able to communicate the benefits in a compelling and inspiring way. Does the client want lower energy bills? Lower maintenance costs?

Willmott Dixon has long been a pioneer of partnering, and building strong relationships is fundamental to what we do. This is standing us in good stead, because more than ever before, sustainable development success is dependent on companies like ours having an increasingly complex mix of commercial, technical and soft skills.

John Frankiewicz
Divisional Chief Executive, Willmott Dixon Capital Works

Specifying sustainability from the outset



For me, sustainability is about improving what we do for partners, customers and local communities – and we can have a huge impact.

Because of what we do, and the scale on which we do it, we can influence not just a single building but an entire development.

Here in Regen we're delivering sustainability through careful master planning, through our product brand standards, and through our innovative funding models. We can influence developments from the outset. This means we can help residents live as sustainably as possible, by designing-in great place-making, including elements such as careful landscaping, energy and water-efficient design and excellent public transport links.

Getting our product brand standards right is an example of where sustainability and cost-effectiveness go hand-in-hand. We'll remain responsible for some of our buildings for 30 years, so we have an inherent interest in making sure that our design solutions and the

materials we use are fit for purpose for the long-term.

Being part of the Willmott Dixon Group puts us in a good position to add value, because we are able to leverage existing relationships with clients to cross-fund new, more efficient public assets such as leisure centres and schools.

By working with both our brands, Prime Place and be:here, we can increase the scale of what we do even further, totally transforming areas in need of regeneration and potentially including the delivery of public assets too.

Our approach to funding is providing local communities with the facilities that they so desperately need, and which, in the normal scheme of things, would not have been possible.

Andrew Telfer
Divisional Chief Executive, Regen

Leaving a lasting legacy



Since I became Divisional Chief Executive for Support Services, I've been struck by the very many ways in which our business is leaving a strong and positive legacy.

For Support Services, the legacy is diverse. Our Partnerships branches maintain and repair over 165,000 homes across the country. Our people who carry out this work belong to, and live in, the communities they serve. They know, first-hand, the challenges that their local communities face, and are committed to doing what they can to help – whether that's refurbishing a local community centre, helping to provide work experience, raising money for good causes – or one of any number of initiatives our branches undertake each year. Their enthusiasm and dedication has contributed enormously to our community investment achievement, and their approach is helping to bring the Social Value Act to life, and shape thinking nationally about how businesses can add real value.

For Energy Services, founded in 2012, the legacy is different, but equally important. Homes are responsible for 27% of the country's carbon emissions. And while we focus on constructing ever more energy efficient buildings, the fact is that around 80% of homes standing today will still be in use by 2050. Most of these homes are poorly insulated and are one of the reasons why one in five British households still lives in fuel poverty.

Within Energy Services, we have assembled what is probably the most highly regarded team of sector specialists in energy efficiency. Despite the Government's disappointing dilution of the Energy Company Obligation scheme in December, our Energy Services business continues to win work and deliver vital retrofitting services across the UK.

Paul Smith
Divisional Chief Executive, Support Services

Responsible business

EVERYBODY PLAYS A PART



Our ambitions:

- To leave a sustainable legacy across the built environment through collaboration across the sector to improve environmental standards, improve design and building quality and influence government
- To drive continuous improvement and the delivery of innovative solutions by working with our clients and supply chain to maximise collaboration and integration
- To champion whole life assessment as our overarching approach to projects, so that the true cost of the building's use is visible to clients and end-users

Being a responsible business means that we play our part in raising standards across our sector, while setting an example within our own operations.

Improving our own systems and processes

Our new Sustainable Development Strategy was the culmination of extensive engagement across the business to agree priorities and set challenging but achievable targets.



To support its implementation, we created new roles and responsibilities across our business, appointing a director accountable for sustainable development performance at each local Board.

We have developed a new sustainable development performance 'dashboard', which provides our Boards and management teams with greater visibility of our performance across key sustainability areas.

Developed and published **Transforming Tomorrow**, our Sustainable Development Strategy which sets out our ambitions to 2020

10 Point Sustainable Project Criteria

The 10 Point Sustainable Project Criteria is how we monitor and incentivise construction projects against key sustainability criteria.

Criteria	2013 level required
1 Sustainability action plan	Yes
2 BREEAM Code for Sustainable Homes Interiors – BREEAM, Ska	Excellent Code 4 Gold/Silver
3 Embodied carbon	1,050kgCO ₂ e/ £100K
4 EPC Rating (new build) EPC Rating (refurbishment only)	A C
5 Sustainable procurement	Project Procurement Plan
6 Waste (volume of construction waste)	9.5m ³ /£100k
7 Post occupancy evaluation (POE)	Yes
8 LCC and LCA undertaken	Yes
9 Considerate Constructors Scheme	39
10 Community Investment	Yes

This is how we performed in 2013.

	Projects completed in 2012	Projects completed in 2013
Average score across all Capital Works projects	6.76 / 10	4.8 / 10

There are a number of reasons for disappointing performance in 2013. It has taken a little while for us to embed our Sustainable Procurement Policy, introduced in July 2012. The challenging economic climate has meant that fewer clients sought BREEAM accreditation or high EPC ratings. And changes to the Considerate Constructors' Scheme (see page 12) have made the attainment of our targeted scores more challenging.

Throughout 2013 we continued to provide training and sessions on sustainable procurement. We developed and introduced a new IMPACT model for calculating life cycle costs. We will review our 10 Point Sustainable Project Criteria in 2014 and re-launch it across our Capital Works division.

Dwellings completed in 2013 complying with environmental assessment standards:

Certification	Number of units	Level
Code for Sustainable Homes	781	3
	291	4
	18	5
BREEAM Multi-Residential	42	Very Good
Total number of units:	1,132	

Continued to play a collaborative and pivotal role in some of the UK's most influential built environment groups

Collaborating to raise standards

At the beginning of 2013, as part of the Grown in Britain initiative led by Dr Peter Bonfield of the BRE, Willmott Dixon's Principal Sustainable Development Manager, Steve Cook, brought together a number of the UK's contractors in a task group. Their role was to try and understand how the sector could procure more home grown timber, and promote the visibility of the home grown market.



By the end of the year, the 'Grown in Britain' campaign achievements included:

- 21 companies, with a collective purchasing power of £32 billion, committed to procuring with a preference for UK timber
- A range of British timber products were showcased as Grown in Britain by some of the UK's leading retailers
- Changes to the UK Government Timber Procurement Policy so that they accept the UK's own Forestry Standard, providing a welcome boost for smaller woodland owners

Continued to invest in research and development so that we can deliver even greater value to our clients

Projects achieving BREEAM (non-dom) in 2013



Research and development

We continue to invest significant sums in research and development. Particularly important this year was the completion of the TSB funded IMPACT project to develop a data module for building modelling. It has been launched commercially via our partner IES.



Principal Sustainable Development Manager, Steve Cook (2nd from right), at the launch of the Grown in Britain event at the House of Lords. The then Secretary of State for Environment, Food and Rural Affairs, Owen Paterson, said supporters of Grown in Britain demonstrated "genuine enthusiasm for 'doing the right thing'".

Putting people first

Enter



EVERYBODY PLAYS A PART



Our ambitions:

- To leave a lasting legacy in communities, helping them to thrive and prosper by enabling and creating a sustainable built environment
- To inspire young people, particularly those who are socially excluded, by providing opportunities for them to improve their lives
- To nurture a workforce that is safe, healthy, challenged and contented
- To add social value to the communities in which we work that is aligned to local needs within the context of wider social environment

Our target:

- To enhance the life chances of 3,000 young people by the end of 2015

As a responsible business, we know that the value of what we do is not just measured in pounds and pence, but in the value we add in the course of our work. So we go the extra mile for our customers. We provide a workplace where our people are challenged but safe and content. We invest our time and skills in local communities. And we are committed to helping our supply chain develop and grow.



Clients

We have always sought long term, sustainable relationships with our clients, and go the extra mile to ensure that they are delighted with what we do.

Capital Works client satisfaction

Our Capital Works clients score our performance across 17 categories, which include creativity, quality, value for money and problem resolution.



We have built strong relationships with Monmouthshire County Council during the 13 years we have worked with them. Monmouthshire County Council's Cabinet Member for Estates, Councillor Bob Greenland, said of the new County Hall we completed in 2013: "This move has saved the council millions in public money...the new County Hall has a fantastic sustainability rating."



Our innovative Sunesis Keynes model was the ideal solution for our clients, North Somerset Council, who wanted a 420-place, 2-form entry school for under £5 million. The school teaching staff were able to enjoy their new school 18 months after funding was secured.

Safety

Our All Safe programme continues to drive our health and safety performance, making 2013 our safest yet. Our performance compares favourably with the 2013 industry average accident frequency rate (number of reportable incidents per 100,000 hours worked) of 1.9.

In 2013 we demonstrated our commitment to the health and wellbeing of our employees by signing up to the Government's Health Responsibility Deal for Construction.



18.5% decrease in accidents across our car and van fleet since 2009

Capital Works' accident frequency rates **dropped to 0.16** – 10 times lower than the industry average of 1.9

Capital Works accident frequency rates:

2013	0.16
2012	0.17
2011	0.24
2010	0.28
2009	0.33

Support Services accident frequency rates:

2013	0.73
2012	0.79

Customers

We want those members of the public to whom we provide home maintenance and retrofit services, and the end users of our buildings, to be completely satisfied.

Partnerships customer satisfaction



Our Partnerships division maintains 165,000 homes across the country, for 500,000 residents.



In June 2013 we closed out a deal to build 233 homes for private rent – part of our wider regeneration of the Aberfeldy estate in Tower Hamlets. Regen's Divisional Chief Executive, Andrew Telfer, said: "We're offering an alternative to home ownership...which embraces customers' needs through apartments and services designed specifically for renters in convenient locations, at fair prices, with a landlord they can trust."

Community

Social responsibility is at the heart of what we do, so investing in communities and the wellbeing of people is one of the key themes of our Sustainable Development Strategy. We collaborate with other organisations – clients, sub-contractors, local authorities and community organisations – to focus resource and effort where it will have the most value and impact.

Value of community investment through the Willmott Dixon Foundation

In 2013 the value of our gift of time and skills, donations and other 'in-kind' services came to £1.37m – up 20% on 2012.

2011	2012	2013
£338,000	£1.13m	£1.37m



13 families from Rotherham enjoyed a day beside the sea thanks to a team of volunteers from our Rotherham branch.

£1.37m the value of our community investment

Apprenticeships

For many years, providing apprenticeships have been an important way in which our Partnerships business has supported local communities. Its award-winning apprenticeship schemes help people learn life-long skills while studying for a qualification, supported by a mentor. Creating apprenticeships in the Capital Works side of our business, however, has always been more challenging, because of the shorter duration of our construction projects. So in 2013 we started sharing apprentices with other organisations, and we are now working with the Construction Industry Training Board to increase the number of shared apprenticeships we can offer.



"I've been really impressed with Willmott Dixon, its approach to training and how it engages with communities." Jack Dromey, MP for Erdington, on a visit to his local Partnerships branch.

	2010	2011	2012	2013
Group directly employed total	21	41	64	63
Shared with other organisations	-	-	-	20
Total	21	41	64	83

2,400 students and school children visited our sites

2015 target
3,000

2013 actual
452

Enhancing the life chances of 3,000 young people by end 2015

This is one of the headline targets in our Sustainable Development Strategy, which was issued in late 2013. Everyone across our business will play a part in attaining it. We have made good progress so far and are on track to meet our target.

Enhancing life chances means our intervention needs to bring about:

- a positive change in behaviour or attitude which helps a young person make improvements to their lives, or
- new or improved skills which improve personal effectiveness, health or happiness



George Osborne, Chancellor of the Exchequer, following a visit to see our work experience students in Norwich, said "The work...you are doing with Jobcentre Plus and the 'Norwich for Jobs' campaign is fantastic for the local community, and I want to see more companies getting involved in similar schemes across the country."

Considerate Constructors

In January 2013 the Considerate Constructors Scheme introduced a new 5-point Code of Considerate Practice, raising the bar and encouraging the industry to achieve ever higher levels of consideration. Our 2013 average score fell just short of our 39/50 target, but was significantly higher than the industry average.



Willmott Dixon Considerate Constructors average	38.71 / 50
Industry Considerate Constructors average	35.16 / 50

Amount raised for good causes by Willmott Dixon employees

2012	2013
£96,000	£122,000

Over 160 organised fundraising events for charity



50 presentations in schools

4,250 people learnt skills at the Willmott Dixon 4life Academy

to over **5,500** pupils

350 young people received work experience

Nearly **1,500** young people mentored

Supply chain

Our relationship with our supply chain is of paramount importance to us. As a managing contractor, we are committed to ensuring that fair contract prices and terms are applied and respected. The majority of contracts entered into with our subcontractors include payment terms of 30 days from the date of valuation. Standard payment terms do not exceed 42 days from the date of valuation. In 2013 we introduced an early payment facility for our top tier sub-contractors. Each of our local company offices runs annual supply chain awards to recognise exceptional performance. The awards are based on the scores we give them for the work they have done on our projects. We base our selection of suppliers for future projects on these scores, as well as on price.



We are a founder member of the award-winning Supply Chain Sustainability School, which, by the end of 2013, had nearly 3,490 supply chain members.



For the second year running, Taylor Maxwell won an award at our Supply Chain Awards for providing quality building materials at consistently competitive prices.



Scaffolding Company, Harsco Infrastructure UK, was awarded Subcontractor of the Year by our Wales and South West local company office.

Our people

A passion for people

Our values have always centred on our people. So in 2013 we redoubled our efforts to ensure that we continue to be a company that people want to work for, stay with and develop in.

We introduced a training programme in 2013 which focuses on reinforcing our values. So far, we have worked with over 500 of our new and existing line managers to embed these values.

Since 1976 we have run the Ten Year Club for employees. In 2013 we also created a Five Year Club to recognise and celebrate employee loyalty. Since the launch of the club, nearly 800 staff have received five-year service awards and attended a social event at their local office. We have also reintroduced birthday leave so people can benefit from a day off on their birthday – this has been very well received.

Amount invested in employee development

2011	2012	2013
£2.3m	£2.3m	£2.25m

Employee engagement score 75%

Our annual staff survey was updated and altered in 2013 so that we could better understand how we could improve our employees' experience of working for Willmott Dixon.

75%
employee engagement index score

The results demonstrate that despite difficult conditions, we have continued to maintain strong engagement.

2010	2011	2012	2013
77.1%	74.1%	74%	75%

2013 saw us retain and improve our performance in a number of accreditations, including a Gold Investors in People assessment for our Construction division; a clear recognition of our investment in employee development.

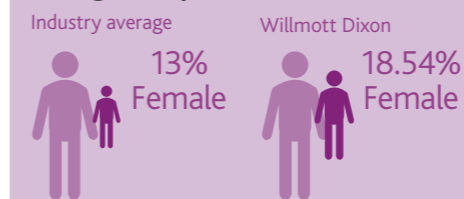
Gold Investors in People
for our Construction Division

£2.25m
invested in employee development

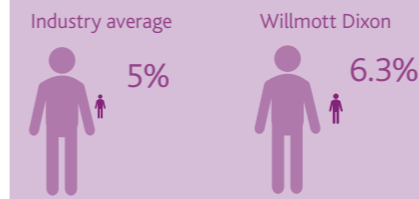


Our 24th Trainee of the Year awards were held in December at the Williams F1 Conference Centre in Oxfordshire. The top award went to Cardiff assistant building manager Kristian Cartwright.

Staff gender profile



Staff from minority ethnic backgrounds



98 Management trainees



Our team of apprentices converged on Birmingham in November for the annual Willmott Dixon's Got Talent awards.



In November, our army of management trainees gave up their weekend to give the garden of Demelza House, a children's hospice in Kent, a 'Ground Force' style make-over.



Partnerships' HR Director Kate Jansen picks up the award for 'Best Staff Development' at the 2013 Women in Construction awards.

Climate change & energy efficiency

Enter



EVERYBODY PLAYS A PART



Our ambition:

- To reduce our carbon footprint, maintaining carbon neutrality and working towards de-coupling carbon emissions from business growth

Our target:

- To reduce carbon intensity in relation to turnover by 15% by the end of 2014 (compared with 2010)

In 2013 we continued to reduce our carbon emissions, and to lead the way in low-energy building design, low-impact construction, energy-efficient maintenance and retrofit.

Our operations

Fuel and energy are necessary to our operations, and as we grow, the amount we use increases too.

We know that reducing our carbon emissions is vitally important, because it will help us reduce costs as well as our environmental impact. Like most companies across our sector, we are finding it a challenge. Due to economic conditions, we have been delivering more square footage per £m of turnover. This has increased the intensity of our construction activities, and consequently, the intensity of our carbon emissions. In addition, our improved reporting means we are capturing our energy usage more comprehensively.

In 2013 we regained some ground against our 2012 position, but we still have a way to go to meet our 2014 target. We have updated our [Carbon Management Plan](#), and each part of the business now has its own carbon action plan. Our ambition over the long term is to decouple our carbon emissions from growth.

Our carbon emissions

Absolute emissions

CO ₂ e emissions (tonnes)	Notes	Performance				% Reduction 2013/2010
		2010	2011	2012	2013	
Scope 1	1	10,998	11,351	12,067	11,557	-5.09%
Scope 2	2	4,622	5,327	6,032	4,861	-5.18%
Total Scope 1 and 2 emissions		15,620	16,678	18,100	16,419	-5.12%
Scope 3 emissions	3	2,530	2,515	2,341	2,585	-2.18%
Total Willmott Dixon emissions		18,150	19,193	20,442	19,004	-4.71%

Emissions relative to turnover

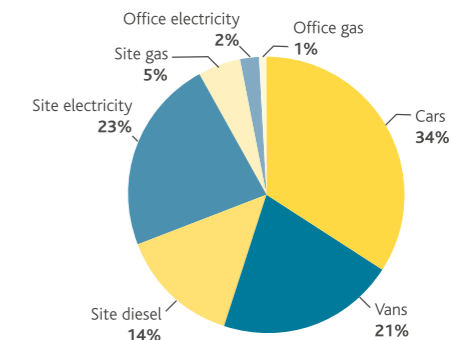
CO ₂ intensity (tonnes/£m turnover)	Notes	Performance				% Reduction 2013/2010	Target 2014
		2010	2011	2012	2013		
Total Scope 1 & 2 emissions	1 & 2	15.8	17.5	15.9	15.8	0.00%	
Total Willmott Dixon emissions	1,2 & 3	18.3	18.2	19.8	18.6	-1.42%	15.59

Notes

- Emissions from:
 - Company vehicles where fuel is purchased/remunerated by Willmott Dixon.
 - Direct fuel combustion by Willmott Dixon, for example, gas in offices and diesel in generators.
- Emissions associated with consumption of purchased electricity.
- Primarily emissions from business travel and commuting in private vehicles - see footprint boundary below.

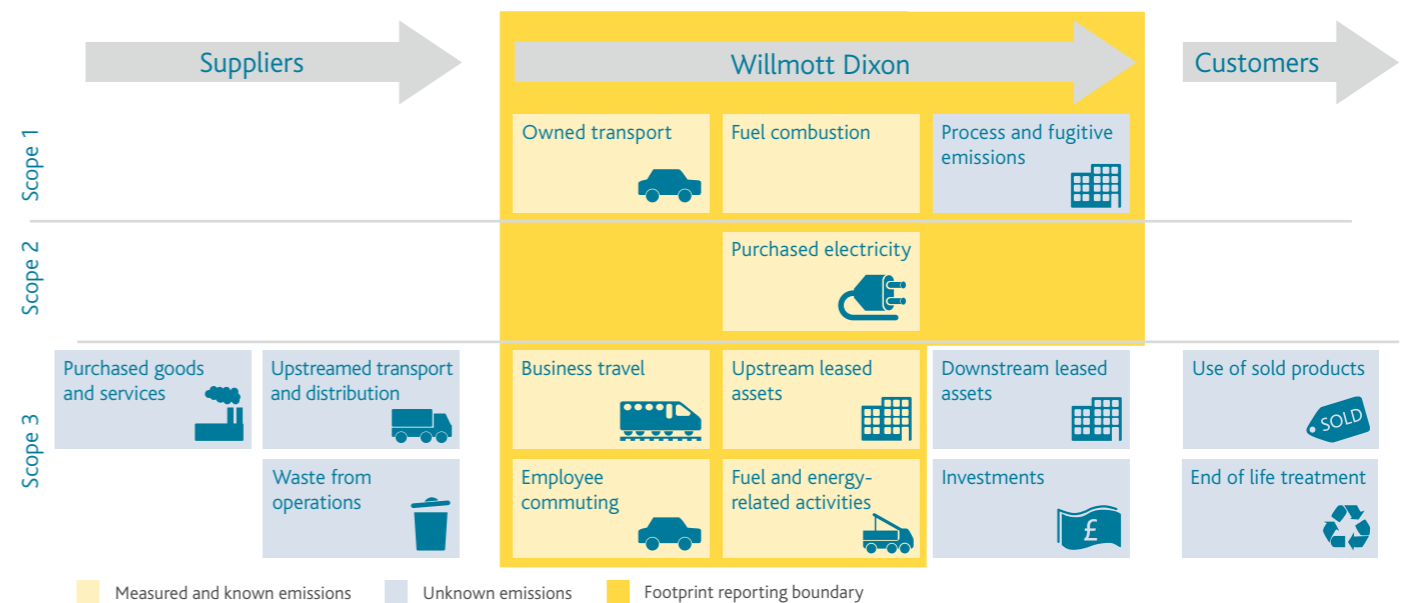
Where do they come from?

Emissions 2013 19,004 tCO₂e

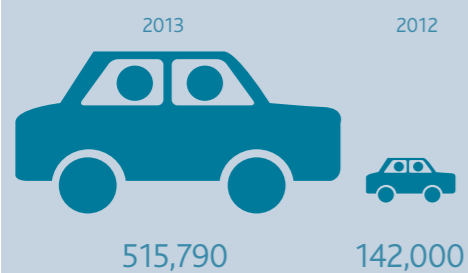


What's included?

Summary of greenhouse gas 2013 emissions



Car share miles claimed



6.1%

reduction in our carbon intensity relative to turnover since 2012

515,790 miles

claimed under car sharing reimbursement scheme

Green Bonuses

Since 2007 we have paid out nearly £500,000 to employees who have chosen cars with low emissions.

Improving fuel efficiency of our vans

In 2013 we piloted in-cab driver behaviour and systems which can manage speed and power. We also limited the maximum speed of our van fleet.

47

employees received a Green Bonus for choosing a fuel efficient car

1,210 miles

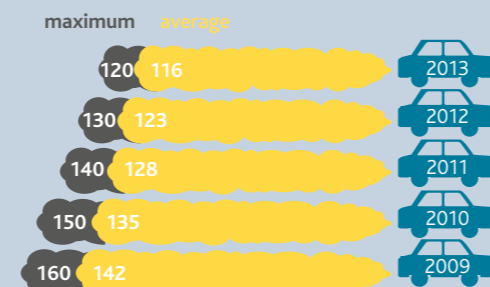
claimed under bicycle mileage reimbursement scheme

53

bicycles purchased using our bike4work initiative

Company car emissions

(g of CO₂ per km)



Carbon neutral

In 2013 we worked with [The CarbonNeutral Company](#) to offset our 2013 carbon emissions. The projects we invested in are in line with the values of the Willmott Dixon Foundation. They are providing significant community and environmental benefits, as well as removing harmful greenhouse gases from the atmosphere.

Meru and Nanyuki Community Reforestation Project



This project in Kenya enables small-hold farmers to plant & grow trees on their land, helping to keep agricultural land productive while providing jobs and training. The project improves access to food and creates additional sources of income for the local community.

Bandeira e Capelli



This project has replaced unsustainably sourced wood with biomass waste for fuel at two small brick and roof-tile factories in north-east Brazil. The switch is helping preserve vitally important Amazonian and Caatinga eco-systems. The project provides technical, safety and literacy training, as well as supporting a number of philanthropic causes.

Ghanaian cookstoves



This project manufactures and distributes cookstoves to replace inefficient and dirty traditional stoves in some of Ghana's most populated regions. The stoves are more efficient, saving families money. They also produce less pollution, and so are helping to improve the health of families and reduce the number of premature deaths.

Retrofit

Our team of energy services experts is dedicated to achieving low-carbon solutions on all types of property. The low energy retrofit measures we install include external and internal wall insulation, loft and cavity insulation, solar PV, heat pumps, district heating, lighting upgrades and heating, ventilation and air conditioning upgrades.

We provide a fully-managed service in partnership with housing providers to develop and deliver ECO schemes. An approved [Green Deal](#) provider, we also work with local authorities, registered providers, private landlords and homeowners to deliver the Green Deal across the country.



Current clients include:

[National Assembly of Wales](#)

[The Greater London Authority](#)

[Places for People](#)

[- Green Services Hub](#)

[Leeds City Region](#)

[Rotherham MBC](#)

[Association of Greater Manchester](#)

[London Borough of Havering](#)

[Leeds Federated Housing Association](#)



We continue to deliver a programme of low energy retrofit measures to towns and villages across North Wales, as part of the National Assembly for Wales' Arbed programme.



Lower energy bills for Bath and North East Somerset Council

Specialists from our Energy Services team are helping [Bath and North East Somerset Council](#) achieve very low energy costs and carbon emissions for the new council offices and civic centre we are building at Keynsham. We are also providing a programme of 'Soft Landings' to support the client's facilities team and will work with them through the first two years of operation to make sure the targeted DEC 'A' performance is achieved.

New build

Taking carbon budgeting to the next level



In 2013 we handed over the keys to the [Living Planet Centre](#), [WWF's](#) new energy-efficient headquarters in Woking. This [BREEAM](#) Outstanding building is an exemplar in low-carbon design. A challenging carbon budget was set for the construction process and we worked with Sturgis Carbon Profiling to build the HQ according to whole-life costing measurements, within the carbon budget.

Another Passivhaus first



At the end of the year, as our Housing team neared completion on the biggest residential Passivhaus project in the UK, our Birmingham Construction team was awarded a contract for the UK's largest non-residential Passivhaus project. The £42 million Centre for Medicine will provide a super-insulated six-storey home to Leicester University's College of Medicine, Biological Sciences and Psychology departments.

Post-occupancy evaluation

[Sunesis](#) is a standardised design and many are now being built across the UK. This information is helping us make our schools even more energy efficient.



In 2013 our Energy Services team applied their expertise to assessing the in-use energy performance of Oakfield School, the first of our Sunesis schools to be built. This single storey steel portal frame structure achieved an EPC rating of 'A' when it opened in 2012. We wanted to know if our first school was living up to that rating. We monitored energy usage via sub-meters installed across the building, over the space of a year. What we found was that energy usage was 8.3% below design usage and 8.3% below budgeted cost. We shared our findings with the school and they have used the information to make even greater savings.

Natural resources

Enter



EVERYBODY PLAYS A PART



Our ambitions:

- To reduce the intensity of construction waste and achieve zero waste to landfill

Our target:

- To reduce construction waste by 15% by 2015 compared to 2012

25% reduction in waste volumes
from 13.9m³ per £100k of project value in 2012 to 10.4m³ per £100k in 2013

Sustainable procurement

In 2013 we further embedded our [Sustainable Procurement Policy](#), providing training to commercial staff across the Group.

Based on our company values, the policy ensures that our employees, sub-contractors and clients are clear about our approach to procuring goods, works and services. It covers areas such as responsible sourcing, embodied impacts, recycled content, global warming potential, volatile organic compounds, paper, timber, PVC and energy efficiency.

**Waste****Our performance:**

	2010	2011	2012	2013	2014 target
Diversion from landfill	91%	96%	95%	93%	100%
Construction waste per £100k project turnover	10.5m ³	9.8m ³	13.9m ³	10.4m ³	12.4m ³

In 2008 we set ourselves the ambition of 100% diversion from landfill, and we remain committed to this ambition.

However, over the past few years, we have shifted our focus to reducing the amount of waste produced in the first place, realising greater cost and environmental savings.

Trialled an award-winning waste minimisation scheme which **reduced construction waste by 50%**

The scheme is now being rolled out to sites across the country

Water

Maintaining and improving the resilience of our own operations, and of the buildings we construct, to both flooding and drought, remains a priority.

Water usage (m³ per £100,000)**Biodiversity**

We try to minimise ecological damage as far as possible, protecting plants and wildlife. Where we can, we take advantage of our projects to enhance biodiversity. We are working with UKCG to develop a set of biodiversity performance indicators.

In 2013 we engaged [The Wildlife Trusts](#) on developing a framework under which we could access the ecology consultancy services offered by this collection of 47 wildlife charities across the UK. This framework was established in early 2014.



We built a newt hibernaculum in Thornwell School's conservation area, using existing site material. We added a wire mesh then covered it with soil and turf. The construction of the mound provided a good opportunity for our team to talk about conservation and newts to the school's Eco Club.



External wall insulation helps keep families warm but removes nooks and crannies that bats like to nest in. In North Wales we embedded bat boxes into the walls as we fitted the insulation.



A 30-strong army of volunteers from our Interiors team created a bug hotel at [Spitalfields City Farm](#) in Shoreditch.

CIRIA BIG Challenge

Willmott Dixon is a member of the CIRIA BIG (Biodiversity Interest Group) that brings together clients, consultants, contractors and NGOs to improve biodiversity across the built environment.

In October 2013 we signed up to the BIG Challenge, committing to implement biodiversity enhancements across our sites and branches.

(B)in it together!

The waste minimisation scheme we trialled at our Ashcombe School site in Weston-super-Mare gave sub-contractors a financial incentive to reduce waste.

At the beginning of the project, sub-contractors were asked to include the cost of waste disposal. Once on site, each sub-contractor brought their waste to a managed compound, where it was recorded.

Sub-contractors were then billed for the amount of waste they produced in excess of their predictions – but if they produced less, then they kept the difference. The project produced 50% less waste than expected, and skips were more tightly and efficiently packed. The initiative saved the project around £10,000 and is now being rolled out to sites across the country.

Materials

During 2013 we built stronger links with [Community Wood Recycling](#), a national charity that seeks to find the very best use for discarded timber whilst providing training and volunteer placements to local disadvantaged people. During the build of WWF's Living Planet Centre, the social enterprise collected 64.8 tonnes of waste wood from the site. Normally, this wood would have been recycled into wood chip, or sent for waste to energy. National Community Wood Recycling instead turned it into items they could sell, such as toolboxes, trestles and picture frames. The crafting on the merchandise created 23 days of volunteering opportunities for local people. By working with Community Wood Recycling, we saved a significant amount in disposal costs, and at the same time helped support the local community.

Since 2011, we have donated a total of 3,205m³ of wood to Community Wood Recycling.

Global Reporting Initiative (GRI) data

The GRI has pioneered the development of the world's most widely-used sustainability reporting framework, which organisations can use to measure and report their sustainable development performance. This report has been produced in accordance with the GRI G3.1 guidelines, self-declared as compliant to level B. We have reported on the required G3.1 indicators, or otherwise declared that they are not included. We have adopted the Performance Indicators and Sector Supplement approach hence we are reporting on a minimum of 20 additional impacts from a defined list of economic, environmental and social impacts.

We report our performance each calendar year and this review features GRI data and statistics for 2013, and incorporates the governance, financial and employment data in the Willmott Dixon Annual Report and Accounts (ARA) 2013. We have no subsidiaries, joint ventures or outsourced operations that would have significantly affected comparability from period to period. In addition to reporting in line with GRI G3.1 guidelines, our progress against selected sustainability key performance indicators and the reliability of associated information and data has been verified by a third party organisation (see next page).

GRI Reference	Included	Page
1. Strategy and Analysis		
1.1 CEO statement	Partially	ARA p6-15
1.2 Key impacts	Fully	ARA p42, p60-61
2. Organisational profile		
2.1 Name of organisation	Fully	p4
2.2 Brands, products & services	Fully	ARA p93
2.3 Operational structure	Fully	p4, ARA p93
2.4 Location of head office	Fully	Back page
2.5 Countries of operation	Fully	p4
2.6 Nature of ownership	Fully	p4, ARA p93
2.7 Markets served	Fully	p4, ARA p93
2.8 Scale of organisation	Fully	ARA p5, p69-70 p76 & p93
2.9 Significant changes	Fully	ARA p12, p93, p94
2.10 Awards received	Fully	p2-3
3. Report parameters		
3.1 Reporting period	Fully	p2-3
3.2 Date of previous report	Fully	p22
3.3 Reporting cycle	Fully	p22
3.4 Contact	Fully	p5
3.5 <u>Process for defining content</u>	Partially	p8 ¹ , p22
3.6 Boundary of the report	Fully	P4, ARA p93
3.7 Limitations on scope	Fully	p22
3.8 Reporting on joint ventures	Fully	p22
3.9 Data measurement	Fully	p22
3.10 Reinstatements	Fully	p22
3.11 Significant changes	Fully	p22
3.12 Standard disclosure table	Fully	p22
3.13 External assurance	Fully	p23
4. Governance, Commitment and engagement		
4.1 Governance structure	Partially	p4-5, ARA p4, p48
4.2 Chair/executive roles	Fully	ARA p4
4.3 Board structure	Partially	ARA p4
4.4 Employee recommendations	Partially	Company website
4.5 Compensation links	Partially	ARA p76-77
4.6 Avoiding conflicts of interest	Partially	ARA p65
4.7 Governance body composition	Not reported	
4.8 Values	Fully	p6, p9, p14, p19, ARA p45
4.9 Procedures of governance body to identify sustainable performance	Partially	Company website ³
4.10 Process to evaluate governance body performance	Partially	Company website
4.11 Precautionary approach	Partially	Company website
4.12 External charters and initiatives	Fully	Company website
4.13 Membership and associations	Fully	Back page, ARA p46-47
4.14 Stakeholder groups engaged	Fully	P6-20 & 24, ARA p46-47
4.15 Identifying stakeholders	Partially	P6-20, ARA p46-47
4.16 Approaches to stakeholder engagement	Partially	P6-20, ARA p46-47

GRI Reference	Included	Page
4.17 Stakeholder engagement topics and concerns	Partially	p6-8, p10-13, back page
Economic indicators		
EC1 Economic value generated	Fully	ARA p68-88
EC2 Financial risks of climate change	Partially	ARA p60-61
EC3 Benefit plan obligations	Partially	ARA p76
EC6 Local sourcing	Partially	Company website
EC4, EC5, EC7, EC8, EC9	Not reported	
Environmental Indicators		
EN3 Direct energy consumption	Fully	p16
EN4 Indirect energy consumption	Fully	p16
EN5 Energy saved	Fully	p15-17
EN6 Direct energy reduction initiatives	Fully	p15-17
EN7 Indirect energy reduction initiatives	Fully	p15-17
EN8 Water reduction by source	Partially	p21
EN12 Impacts on biodiversity	Partially	p21 & company website
EN14 Managing biodiversity impact	Fully	p21 & company website
EN16 Direct and indirect greenhouse gas emissions	Fully	p15-17
EN17 Other relevant indirect greenhouse gas emissions	Fully	p15-17
EN18 Greenhouse gas reduction initiatives	Fully	p15-17 & Carbon Management Plan ¹¹
EN22 Waste quantity and disposal	Fully	p20
EN26 Mitigating environmental impact	Fully	p12, 15-18, 20-21
EN1, EN2, EN9, EN10, EN11, EN13, EN15, EN19, EN20, EN21, EN23, EN24, EN25, EN27, EN28, EN29, EN30	Not reported	
Social: labour practices and decent work indicators		
LA3 Employee benefits	Fully	Company website
LA7 Work related injuries	Partially	p9
LA10 Training	Partially	ARA p50-51
LA12 Performance reviews	Partially	Company website
LA1, LA2, LA4, LA5, LA6, LA8, LA9, LA11, LA13, LA14, LA15	Not reported	
Social: Human Rights indicators		
HR3 Employee training	Partially	Equality, Diversity and Inclusion Charter p7
HR1, HR2, HR4, HR5, HR6, HR7, HR8, HR9, HR10, HR11	Not reported	
Social: Society indicators		
SO5 Public policy positions	Fully	Back page, ARA p46-47
SO1, SO2, SO3, SO4, SO6, SO7, SO8, SO9, SO10	Not reported	
Social: Product Responsibility Indicators		
PR5 Customer satisfaction	Partially	p10
PR1, PR2, PR3, PR4, PR6, PR7, PR8, PR9	Not reported	

Independent verification statement

Introduction

Bureau Veritas UK was commissioned by Willmott Dixon to verify performance against selected sustainability Key Performance Indicators (KPIs), thereby providing assurance to stakeholders on the accuracy and reliability of this data.

Scope and methodology

The KPI period assessed is from 1st January 2013 to 31st December 2013, covering all Willmott Dixon businesses.

Verification of performance data was carried out through a process of document review, data sampling, interrogation of supporting databases and associated reporting systems and telephone and email exchanges.

Assessment of achievement

The table below reflects Willmott Dixon Key Performance Indicators as verified by Bureau Veritas:

KPI	Verified Performance		
Carbon footprint	19,004 tCO ₂ e		
Total waste diverted from landfill	92.67%		
Construction Waste Generated ¹	10.36m ³ /£100k		
Average Considerate Constructor Scheme (CCS) score	38.71		
Value of community investment (company contribution)	£1,372,514		
Health and safety	AFR	AIR	
	Capital Works:	0.16	159
	Support Services:	0.73	1,068
Average training days per employee ²	2.5		

Bureau Veritas' opinion

Based on our investigations, it is our opinion that the above table is a reliable reflection of progress against these KPIs.

Bureau Veritas is confident that no material information has been withheld which could affect stakeholders' ability to make informed judgments on Willmott Dixon's 2013 performance.

Bureau Veritas has made a number of recommendations which the Group should address, in order to improve its approach to managing and reporting sustainability activities. These recommendations are provided separately.

Limitations and exclusions

Excluded from the scope of our work was:

- Any information not directly linked to the selected KPIs:
- Company strategy and position statements (including any expression of opinion, belief, aspiration, expectation or aim)

A limited sample of site specific source data (e.g. utility invoices, waste transfer notes) and records were reviewed as part of this assessment.

This statement should not be relied upon to detect all errors or omissions that may exist within the data sets reviewed.

Statement of Independence

Bureau Veritas is an independent professional services company that specialises in quality, health, safety, social and environmental management advice and compliance with over 180 years' history in providing independent verification and assurance services. Bureau Veritas has implemented a code of ethics across its business which ensures that all our staff maintain high standards of integrity and independence. We believe our verification assignment did not raise any conflicts of interest. Our team completing the work has extensive knowledge and experience of conducting verification over sustainability information and systems.

Bureau Veritas UK Ltd

April 2014

¹ Based on m³ per £100k of project value.

² Based on average number of employees throughout 2013.



Collaboration



The Green Construction Board



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Follow the Willmott Dixon Foundation on Twitter [@WDFoundationUK](https://twitter.com/WDFoundationUK)



WILLMOTT DIXON

SINCE 1852