

TRANSFORMING TOMORROW

Sustainable Development Strategy

Group Action Plan

Headline Aim	To be a leader in sustainable development
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Responsible Business

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.

2020 ambition:

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



What we are going to do	How we are going to do it (our actions)	Delivery Responsible Owner
Demonstrate leadership	<p>Raise our own standards</p> <ul style="list-style-type: none"> Maintain carbon neutrality Retain Carbon Trust Standard Deliver our Divisional SD Frameworks and Actions Plans Develop a 'connected' sustainability reporting method to account for the value and impact of our Sustainable Development Strategy Publically report divisional performance through Group annual Sustainable Development Review and client workshops Benchmark performance against peers Embed sustainable development in IMS procedures 	<p>RW CD JF/CD CD RL/CEOs RL JF/CD</p>
	<p>Collaborate with peers and supply chain to continuously improve sustainability in the built environment</p> <ul style="list-style-type: none"> Collaborate and network across the sector to improve environmental standards, improve design and building quality and influence government in favour of sustainable development Influence our industry sector colleagues and supply chain to adopt principles of responsible sourcing Pro-actively work with all supply chain up and down stream to ensure synergy and continuous improvement Work with external partners to develop the understanding of embodied carbon across the sector Develop ways to improve diversity and inclusion in our industry 	<p>CEOs CEOs CEOs RL RLee</p>
Develop innovative business models and product solutions	<p>Develop innovative building solutions</p> <ul style="list-style-type: none"> Bring innovative product solutions to the market place Develop innovative product solutions 	<p>JF JF</p>
	<p>Develop innovative business models</p> <ul style="list-style-type: none"> Stimulate the market through innovative contracting arrangements Deliver using innovative funding models 	<p>AT AT</p>
	<p>Deliver development and investment in private rented housing</p> <ul style="list-style-type: none"> Ease supply shortages of market rented homes in locations where public transport and social infrastructure can accommodate them Provide stable long-term income to pension funds to match annuity liabilities Offer security through longer term tenancies Support flexibility in the labour market through flexible tenancies Overcome anxiety caused by unreliable landlords by providing a fair and transparent landlord-tenant relationship 	<p>AT AT AT AT AT</p>
Encourage innovation that delivers a sustainable outcome	<p>Encourage innovation of sustainable products and solutions</p> <ul style="list-style-type: none"> Identify and share learning and best practice internally and across the industry Continue to work with our supply chain to ensure best practice and innovative solutions in line with Sustainable Procurement Policy Innovate with suppliers to develop new products 	<p>RL RL/CEOs RL</p>
Lead cross-industry collaborations to share vision and innovate for the future	<p>Lead cross-industry collaboration</p> <ul style="list-style-type: none"> Through external influencing & networking, improve environmental standards, boost design and building quality and influence government in favour of sustainable development Build coalitions with strategic partners to address specific challenges, eg. carbon accounting in the supply chain, or whole life costing Actively work to embed a culture of sustainability in our wider supply chain workforce and our customers, clients, householders and end users of our buildings Work with stakeholders to take the best ideas to scale 	<p>RL/CEOs RL RL/CEOs RL</p>

Materiality	
	Imperative
	Vital
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Reducing our carbon footprint and decoupling our business growth from carbon emissions

2020 ambitions

To reduce our carbon foot-print, maintain carbon neutrality and work towards de-coupling carbon emissions from business growth

2015 Target:

To reduce of carbon intensity by 15% by 2014 compared to 2010



What we are going to do	How we are going to do it (our actions)	Delivery Responsible Owner
Reduce emissions associated with business travel	Reduce carbon emissions associated with cars and business travel <ul style="list-style-type: none"> Continue reduction in company car selection to include emissions up to 100g/km Implement alternatives to travel through best use of technology Continue to review behavioural change initiatives and incentives Develop and implement sustainable Green Travel plans for sites and offices 	DC PR CD CEOs
	Reduce carbon emissions associated with commercial fleet vehicles <ul style="list-style-type: none"> Monitor and measure commercial fleet emissions Establish trade/driver performance league tables for commercial fleet and identify ways to improve performance Review technological options to manage speed and power in commercial fleet Review procurement criteria of commercial vehicles Optimise job allocation, schedules and route optimisation Review options for alternatively fuelled commercial vehicles 	CD CD CD CD CD CD
Change employee behaviour to reduce energy usage	Influence employee behaviour <ul style="list-style-type: none"> Develop and implement behaviour change interventions to reduce energy Establish and deliver Sustainable Development communications strategy and plan Make Performance visible to staff Establish environmental/energy champions 	RL RL CEOs MDs
Reduce energy usage on sites and in offices	Reduce energy usage on sites <ul style="list-style-type: none"> Review metering arrangements to enhance monitoring analysis and control of energy consumption on construction sites Audit annual operational energy usage and develop new plans Improve efficiency and reduce volume of temporary power on sites Improve efficiency of Eco Cabins Ensure directly hired and sub-contractor plant (including generators) is the most energy efficient possible 	JF/CD CEOs JF JF JF
	Reduce energy usage of Offices <ul style="list-style-type: none"> Conduct office energy surveys and develop improvement plans Develop and deliver an IS carbon management plan Consider carbon emissions and use of green leases when renewing or selecting offices Display metering information and (DEC) Display Energy Certificates 	CEOs PR CEOs CD
Seek to influence behaviour of occupiers and users of the properties we design and construct to reduce energy consumption	Change tenant behaviour to reduce energy usage <ul style="list-style-type: none"> Develop energy awareness training for employees to empower awareness raising with home occupiers Develop communication tools for tenants 	CD CD
	Collaborate with peers and supply chain <ul style="list-style-type: none"> Work with energy supply partners to accelerate implementation of SMART metering Promote use of energy efficient appliances in tenants' homes 	CD CD
	Influence reduction of energy in-use <ul style="list-style-type: none"> Monitor performance of completed buildings and applying learning Use energy efficient design to help address rising fuel costs 	CEOs CEOs
	Increase understanding of embodied carbon amongst clients <ul style="list-style-type: none"> Increase the technical competency of our teams on embodied carbon Develop a tool to estimate embodied carbon in buildings to guide client selection Increase understanding and visibility of data relating to embodied carbon 	JF/RL RL/JF JF/RL
	Support and influence clients (RSLs and Local Authorities) to reduce energy usage <ul style="list-style-type: none"> Work with clients on targeted solutions to improve energy performance outcomes for tenants (ECO/Green Deal) Support clients in strategic delivery of HECA targets Assist clients to develop solutions to reduce the impact of fuel poverty Assist clients to assess the viability of renewable energy systems and identify alternative approaches to traditional heating and hot water systems 	CD CD CD CEOs
Make life cycle analysis and costing an overarching principle	Consistently use life-cycle analysis <ul style="list-style-type: none"> Ensure our teams are trained to use whole life costing and life cycle analysis tools and complete assessments Make the true cost of the buildings-in-use visible to clients and end-users Design-out building maintenance - reducing carbon & resource use 	CEOs CEOs CEOs
Work with manufacturers, designers and other stakeholders to reduce embodied carbon in materials	Collaborate with peers and supply chain <ul style="list-style-type: none"> Work with manufacturers and external partners to develop the understanding of embodied carbon across the sector and reduce embodied carbon in materials Consult manufacturers to establish the current and future development plans such that we are clearer on the embodied carbon of materials 	CEOs RL
	Influence designers suppliers and other stakeholders in reduction of embodied carbon <ul style="list-style-type: none"> Work with all stakeholders to reduce embodied carbon in design specifications 	CEOs
	Research methods of reducing embodied carbon <ul style="list-style-type: none"> Develop carbon tools to estimate and guide selection of our products to clients Explore and improve our understanding of scope 3 emissions 	RL RL
Increase the use of renewable energy in our energy supply	Energy policy <ul style="list-style-type: none"> Develop a strategic approach to energy to include utility supply contracts 	RL
	Alternative energy <ul style="list-style-type: none"> Investigate alternative energy supplies 	RL

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Reducing our environmental impacts and our use of natural resources

2020 ambitions To reduce the intensity of construction waste and achieve zero waste to landfill

2015 Target: To reduce construction waste by 15% by 2015 compared to 2012

What we are going to do	How we are going to do it (our actions)	Delivery Responsible Owner
Reduce the volume of construction waste	<p>Reduce the volume of construction waste</p> <ul style="list-style-type: none"> Capture and communicate best practice across our business Work with all designers/ supply chain and other stakeholders to minimise waste (including packaging) Establish design-out waste task group and produce best practice guidance 	<p>CEOs JF/CD JF</p>
Increase the diversion of waste from landfill	<p>Increase diversion of waste from landfill on sites and at branches</p> <ul style="list-style-type: none"> Continue to develop Site Waste Management Plans even in the event that they are not a statutory requirement Improve visibility and awareness of performance Establish performance management and monitoring processes for waste Raise profile and cost benefits of applying the "Definition of Waste" Code of Practice and WRAP Quality Protocols Develop and deliver 'achieving zero waste to landfill' training Work with suppliers to develop take-back schemes Develop resource management plans Reduce skip numbers and cost Work closely with waste contractors to report in accordance with PAS 402 	<p>JF JF/CD JF/CD JF/CD CD JF/RL JF/CD JF JF/CD/RL</p>
Purchase all our products through responsible sources and influence our industry colleagues to do the same	<p>Purchase products through responsible sources</p> <ul style="list-style-type: none"> Actively manage and control the procurement of materials and create a transparent chain of custody Give preference to procuring products which are able to demonstrate compliance with a recognised responsible sourcing scheme, certified by a third party Procure paper with high recycled content conforming to an approved certification scheme 	<p>JF/CD CEOs CEOs</p>
Improve building design to reduce environmental impacts	<p>Collaborate with suppliers and stakeholders to improve building design to reduce environmental impacts</p> <ul style="list-style-type: none"> Working with suppliers and other stakeholders to embed the principles of closed loop design and resource efficiency by designing out waste and increasing the recycled content of buildings Work with supply chain to reduce embodied water and water usage in design 	<p>JF/RL JF/RL</p>
Reduce environmental impact of products and materials we use	<p>Reduce environmental impact of products and materials we use</p> <ul style="list-style-type: none"> Review major products and materials to increase recycled and recyclable content Work with supply chain to understand embodied impacts of larger material components related to climate change, water, toxicity and ozone depleting implications & provide recommendations to clients Work with clients and supply chain to find alternatives to using PVC products Ensure minimisation of products containing volatile organic compounds, where viable designing-out 	<p>JF/CD/RL JF/CD/RL JF/CD/RL JF/CD/RL</p>
Help customers, householders and end-users to make sustainable choices through information and advice	<p>Help clients, householders and end-users to make sustainable resource choices</p> <ul style="list-style-type: none"> Include water, waste, biodiversity, community engagement in "Soft Landings" handover (O&M) manual/pack and customer care processes Develop training for employees to empower them to raise awareness of water consumption with home occupiers Promote the healthy use of buildings and homes to all customers 	<p>CEOs CD CEOs</p>
Seek to develop brownfield sites	<p>Seek to develop brownfield sites</p> <ul style="list-style-type: none"> Remediate contaminated sites Protect green belt/space by developing brownfield development 	<p>AT AT</p>
Reduce operational water usage	<p>Reduce operational water usage</p> <ul style="list-style-type: none"> Develop a baseline of water usage and an action plan to reduce this Minimise water usage within fixed offices and operational consumption optimising the use of non-potable water and avoiding the use of potable water Develop a group wide policy on water resources across the Group 	<p>CEOs/RL CEOs RL</p>
Leave a positive legacy on biodiversity	<p>Improve biodiversity at a site level</p> <ul style="list-style-type: none"> Deliver ecological surveys for projects and fulfil mitigation actions and (if practicable) enhancements Work with communities to manage the legacy of measures installed Active involvement in developing ideas for community projects that enhance biodiversity 	<p>JF CEOs CEOs</p>
	<p>Develop a strategic approach to biodiversity</p> <ul style="list-style-type: none"> Develop a quantifiable measure for our impact on ecological value Explore establishing a biodiversity off-setting policy 	<p>RL RL</p>

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Investing in communities and the wellbeing of people

2020 ambition
 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 have 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.

2015 Target:
 To enhance the life prospects of 3,000 young people by 2015

What we are going to do	How we are going to do it (our actions)	Delivery Responsible Owner
Embed a safety conscious culture	<p>Deliver the All Safe culture into each area of the business to take safety to the next level</p> <ul style="list-style-type: none"> Embed internally the All Safe core principles of values beliefs attitudes and behaviours Engage with the Supply-Chain to promote and embed the All Safe culture 	JF JF
Develop community investment activity which responds to issues that most effect the local community	<p>Engage the local community in the development of investment activities</p> <ul style="list-style-type: none"> Develop and carry out community investment plans for every LCO, branch office and project Work with clients and communities to establish the issues that most effect the local community Work with external partners for the best interest of the community Encourage supply chain partners to commit to community investment Promote the use of employee volunteers in support of projects 	JF/CD JF/CD JF/CD JF/CD JF/CD
	<p>Leave a community legacy in large-scale development</p> <ul style="list-style-type: none"> Be a catalyst for urban regeneration and community re-invigoration Influence design that encourages the use of public transport 	AT AT
Create a workforce fit for the future	<p>Increase employee skills and competency</p> <ul style="list-style-type: none"> Deliver training at a level that is 50% above the industry average Deliver technical environment and sustainability training to meet the present and future needs of the business Retain skills by having a turnover less than 10% Maintain trainee levels at 1 per £10m turnover Develop sustainability skills for life to help employees outside work eg personal energy saving 	RLee CEOs RLee CEOs RL
	<p>Improve diversity</p> <ul style="list-style-type: none"> Have a workforce profile that is at least 50% better than our industry average on all key diversity measures 	RLee
Increase the social value of our activities	<p>Demonstrate the social value of our activities</p> <ul style="list-style-type: none"> Develop a social impact measure Achieve BiTC CommunityMark Invest in projects that address the Willmott Dixon's Foundation theme of anti-social behaviour and social exclusion Share best practice across the sector through the Willmott Dixon Foundation and publish our results annually Provide a transparent system of governance and communication for our community investment 	CD CD CEOs CD CD
Support local sourcing and sub-contractors	<p>Increasing local economic prosperity</p> <ul style="list-style-type: none"> Develop a target and strategy for Local spend/local employment (including apprentices) Ensure materials are sourced locally in line with Sustainable Development Policy Use skills and expertise to benefit local communities in areas such as social enterprise Develop apprenticeship employment records per LCO 	CEOs CEOs CEOs JF/CD
Support supply chain partners in learning and development	<p>Increase supply chain skills and competency</p> <ul style="list-style-type: none"> Sign up more than 700 of suppliers to the Supply Chain Sustainability School Help supply chain to develop through access to training and business/people improvement tools Provide open access training to our 4Life Academy to supply chain partners and members of the local community 	JF/CD JF/CD CD
Inspire the construction workforce of the future	<p>Inspire the construction workforce of the future</p> <ul style="list-style-type: none"> Provide work experience programmes to young people and long-term unemployed Continue our programme of construction ambassadors, school visits and engagement Provide industry recognised apprenticeship and training to provide skills for the future Develop an externally recognised qualification for our work experience programme 	RLee JF/CD CD CD
Promote health and wellbeing amongst our staff, supply-chain members and the communities in which we work	<p>Community health and well-being</p> <ul style="list-style-type: none"> Provide communal spaces to promote wellbeing of residents 	AT
	<p>Employee and supply chain health and well-being</p> <ul style="list-style-type: none"> Promote on-site health care checks and investigate ways of funding preventative healthcare checks Achieve an independent standard regarding the health and wellbeing of our staff eg IIP health and wellbeing award 	JF RLee

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