



WILLMOTT DIXON

SINCE 1852

Energy and Carbon Management Strategy 2015–2020



Vans

25%



Office gas

2%



Business travel and commuting

33%



Site diesel

17%



Site gas

3%



Office electricity

3%



Site electricity

17%



Introduction

In 2010 we published our first carbon management plan, which identified a range of interventions to help us reduce our carbon emissions. Implementing those initiatives saved us around £3m in 2014, compared to a business as usual scenario.

Since the launch of that plan our knowledge and experience has grown and we have become much better at collecting and reporting data on our emissions. Having a much clearer picture of our carbon footprint, and the associated financial costs, means we can target our interventions accordingly.

We have found that the business benefits of a robust carbon management plan go beyond reducing energy bills. Working towards challenging carbon reduction targets stimulates innovation and is making us a more efficient and effective organisation. The awards and accreditations we are earning for our approach to carbon reduction are helping to raise our profile as a leader in the field. The in-house expertise we have developed through our endeavours means that we are now adding considerable value to our clients when it comes to constructing, maintaining, retrofitting and refurbishing buildings.

We are clear on the business benefits of this plan. But we are also clear on our moral obligation. The most up-to-date science is now predicting that, without urgent action, global warming could exceed 4oC by the end of the century, with extreme and potentially irreversible effects. While we do not yet fully understand what this scenario would mean to the world, our country, our business and our clients, we can be sure that the impact will be profound. Everyone – governments, business, individuals – must play a part, and take responsibility for reducing carbon emissions.

Willmott Dixon remains committed to improving carbon management year-on-year, to being a carbon neutral business, and to using our contacts and influence to campaign for a low carbon built environment.

Paul Smith

Divisional Chief Executive, Support Services, and Group Director
with responsibility for sustainable development



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The global challenge

The scientific evidence that human activity is contributing to changes in the earth’s climate is overwhelming. It is leading to increasing average global temperatures and unpredictable weather patterns. At Willmott Dixon we believe that climate change is the single biggest threat to our planet, our business, our clients and our supply chain – and that we must all play a part in tackling it.

Background

Between 2010 and 2014, through our Carbon Management Plan, we reduced our carbon intensity by 30%. We surpassed our target of a 15% reduction. Our new Energy and Carbon Management Strategy will help us achieve even greater reductions, through the interventions set out at the end of this document.

Aims, ambitions and targets

‘Tackling climate change and energy efficiency’ is one of our Sustainable Development Strategy’s four key strands.

Our carbon management objectives are to:

- > Reduce our carbon footprint
- > Maintain carbon neutrality
- > Work towards de-coupling carbon emissions from business growth

Our headline target is to reduce our carbon intensity by 50% by the end of 2020 (compared with 2010).

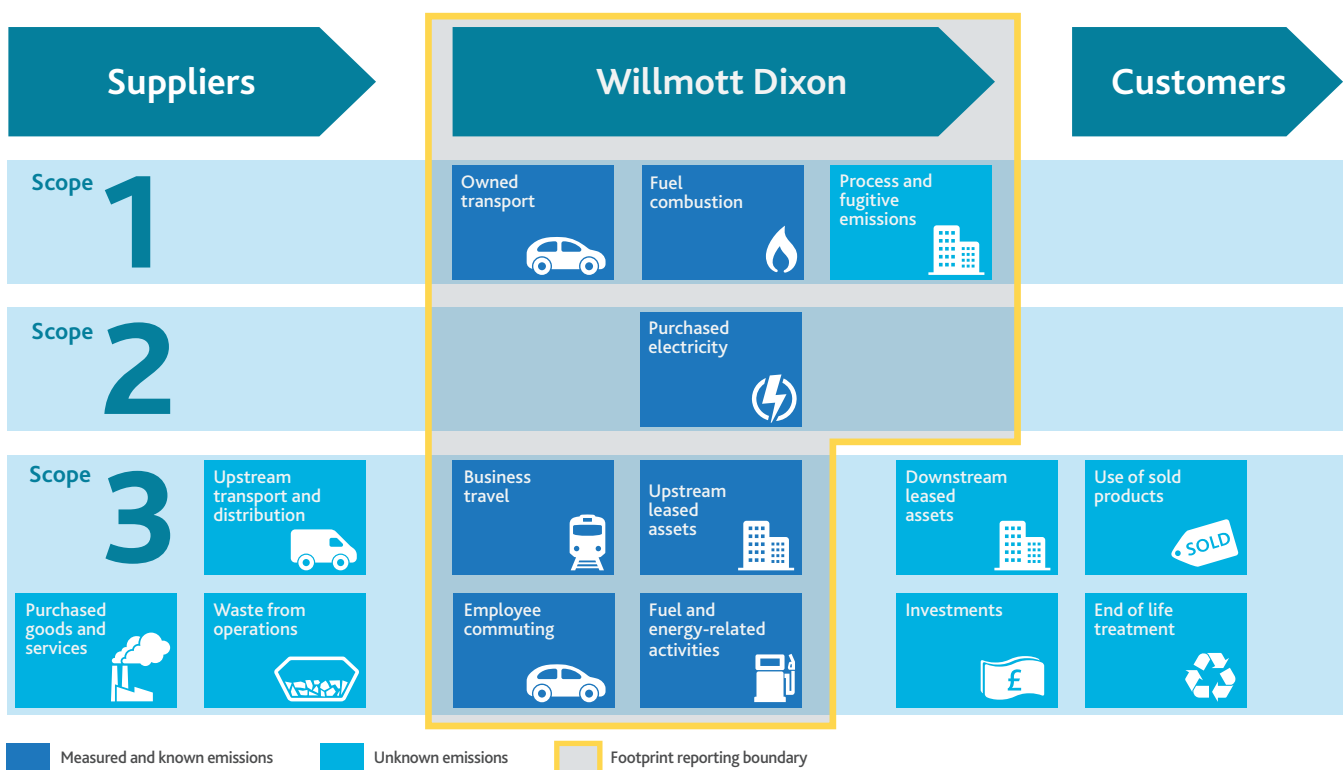
Our carbon reduction target has been broken down into divisional and local office targets, so that each part of the business can understand the part they must play.

Our Energy and Carbon Management Strategy identifies interventions which will reduce our energy and fuel use and so help the business achieve these targets.

We will review this strategy annually and update it at least every three years.

Our headline target
 To reduce our carbon intensity by 50% by the end of 2020
(compared with 2012)

Our carbon footprint



What we include in our carbon footprint

We have worked hard over the past few years to improve systems and processes for capturing, measuring and reporting our carbon performance. We now have a good understanding of our operational carbon emissions which means we are able to target our interventions effectively.

Our approach to measuring our carbon footprint is based on the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol) and the ENCORD Construction CO2e Measurement Protocol.

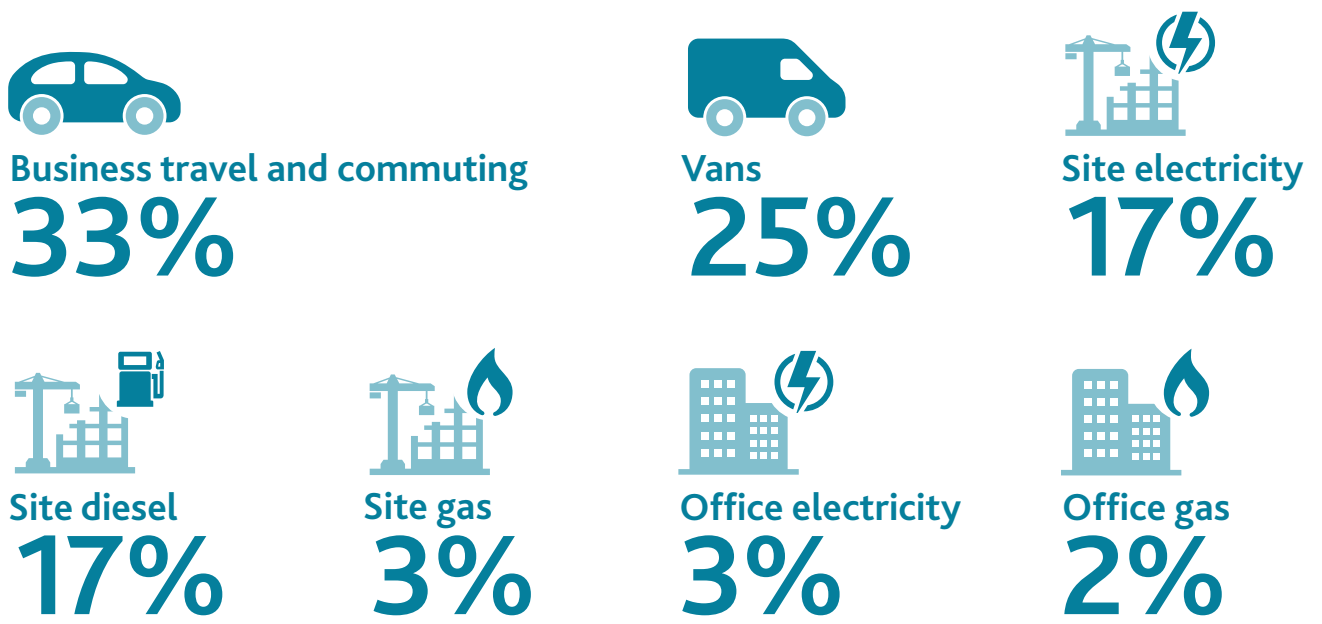
Approximately a third of our footprint comes from business travel and commuting, and emissions from vans, a quarter. Site emissions from electricity and diesel make up just over a third of our footprint, with the rest coming from the gas and electricity used to power our offices.

We do not include emissions from our supply chain in our footprint, but, as holders of the Carbon Trust's Supply Chain Standard, we are committed to measuring, managing and reducing our supply chain emissions year on year.

There are a range of other emissions associated with our business which we do not currently include, such as those related to water use, waste and train travel. We plan to improve data capture in these areas, and have a timetable for including these in our reporting during the life of this Strategy.



Our emissions by activity



Governance

Clear leadership and collective responsibility is key to the successful implementation of our Strategy.

The Willmott Dixon Group's Holdings Board retains overall responsibility for our carbon performance. Paul Smith, Group Director with responsibility for sustainable development, holds ultimate responsibility for the delivery of our Energy and Carbon Management Strategy, supported by Re-Thinking, our sustainability team, which reports to the Re-Thinking Board. Divisional boards are responsible for the development and delivery of local initiatives, led by their nominated sustainable development directors and supported by various working groups.

At an operational level, sustainability and environment managers drive the implementation of the plan, with support from local carbon champions.

Monitoring and reporting

Group performance is reported every month to the Holdings Board, and a more detailed analysis is undertaken every two months at the Re-Thinking Board. Monthly performance figures are also presented at local Board level.

We publicly report our emissions and carbon footprint each calendar year in our Annual Report and Accounts and our Sustainable Development Review.

Data assurance

Our data is externally verified to ensure that what we report is an accurate reflection of our performance.

We have made a long-term pledge to achieve and retain the Carbon Trust Standard. The Standard involves an in-depth audit of our carbon footprint. It also requires us to demonstrate an on-going commitment, through investment and the implementation of projects and plans, to reducing our emissions.

Delivery

> Policies

Our carbon reduction ambitions are a consideration in the development of company-wide policies across a broad range of areas, for example, the cars on our company car list, the equipment we lease and purchase, and the way we choose which offices to rent.

> Our contracts and projects

The Willmott Dixon 10 Point Plan is how we deliver sustainability on our construction, refurbishment and retrofit projects. The plan sets challenging carbon targets for each of our Construction, Housing, Interiors and Energy Services divisions.

A number of other points within the Plan address issues that impact our wider carbon footprint such as procurement, waste, water and building performance.

Our Partnerships business, which maintains properties, has developed its own Sustainable Development framework, which includes a target for carbon management.

> Communication

Our success depends on the understanding, engagement and support of our people, so we keep carbon front of mind by providing regular updates on our progress. Carbon is also one of the topics featured in internal sustainability communications under the 'Everybody Plays a Part' banner. We test employee attitudes to sustainability annually through the Your Say staff survey.

> Skills and training

Our Environmental and Sustainable Development training framework helps us identify the skills and knowledge needed for specific job roles, when it comes to reducing carbon. Training is a mix of internal and external courses and modules which focus on embedding the appropriate level of technical understanding.



Predicted savings

Energy prices have risen by over 75% since 2001, and will continue to rise. By implementing our previous Carbon Management Plan (2010-2014), our cumulative energy savings rose to nearly £3m in 2014. We estimate that implementation of the initiatives in this Strategy can save us a further £3m a year by 2020.

Carbon neutral

Our priority is to reduce our carbon emissions, but it is unlikely that we will be able to eradicate them entirely in the foreseeable future. So to compensate for our unavoidable emissions, we invest in accredited projects overseas which will reduce carbon emissions by an equivalent amount. This means that we can say we are a carbon neutral company.

Being an industry leader

We will raise our profile by entering awards and benchmarks and publicising our achievements and successes.

We aim to raise standards across the industry and beyond, through our membership and leadership of industry groups such as the UK Green Building Council, Business in the Community and the Aldersgate Group. We will continue to lobby for a low-carbon Britain through campaigns such as the Energy Bill Revolution.

Current and planned interventions

Carbon source



Business travel and commuting

Intervention

- > Vehicle improvements & limiting carbon emissions (company cars only)
- > Green bonus payment
- > Phase out fuel cards
- > Encourage commuting by public transport
- > Car-sharing payment
- > One hour commute guidance
- > Homeworking
- > Sustainable travel plans
- > SafeDriver training
- > Eco driver training
- > Virtual meetings
- > Green Fleet Review
- > Mileage capture
- > Cycle mileage payments
- > Cycle scheme
- > Cycle training



Commercial fleet

- > Telemetry systems and fleet management
- > Driver league tables
- > Vehicle improvements and selection
- > Engine management systems and vehicle set up
- > In-cab/eco-driver training



Sites

- > Load profiling and power planning
- > Further replace site diesel with grid connections
- > Site shut off & cabin zoning
- > Application of batteries with generators
- > LED site lighting
- > Improve site cabin performance
- > Temporary solar PV on cabins
- > Use heat pumps on site cabins



Offices

- > Decouple energy bills from base rent
- > Office audits

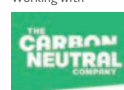


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