

Social Value Policy Statement

Introduction

Willmott Dixon believes that investing in the community is an integral part of our business and what we do – the company has been doing that as one of its core values since it began in 1852. It is fully embedded and incorporated into our core business processes so that delivering added social value is not an unrelated add-on. Our approach incorporates not only our distinct community investment activities but also the way we operate, the way we treat our people and those of others and the things we choose to do – such as investing in our supply chain, investing in research and development for our industry and collaborating in cross-sector working groups.

What do we mean by social value?

In accordance with the Public Services (Social Value) Act 2012, we believe that a social value approach has the potential to help society and communities to thrive. The term 'social value' refers to approaches and initiatives that maximise the additional benefits that can be gained for society and local communities through our core business as well as any specific programmes or initiatives. These form part of the contract bids and delivery for our clients and customers.

We believe that it is the impact of our initiatives and core business that is key and we seek to consider the lifetime benefits to individuals and communities. We also consider the social impact of our mainstream activities and mitigate those that could have a negative impact as well as enhance those that have a beneficial impact.

The Willmott Dixon Foundation

The Willmott Dixon Foundation is the vehicle through which we deliver our social value strategy. Under this umbrella our approach to distinct community investment activities focusses on social issues that are a natural fit with our business.

We believe that maximum value can be added where activities are a natural fit with the organisation and therefore we have identified 3 focus themes:

- Youth unemployment and inspiring young people
- Social exclusion
- Community transformation

Our overall aim, as confirmed in our Group Sustainable Development Policy, is to leave a positive social legacy through our work and add value to our clients, our shareholders and our communities by:

- leaving a lasting legacy in communities helping them to thrive and prosper by enabling and creating a sustainable built environment
- inspiring young people, particularly those who are socially-excluded, by providing opportunities for them to improve their lives
- adding social value to the communities in which we work that is aligned to local needs within the context of wider social environment.

Willmott Dixon Approach

Willmott Dixon's approach is to implement the spirit, as well as the letter, of the Social Value Act by working with clients, local authorities and other contractors to identify,

collaborate and support the social needs of local communities in order to optimise the impact of initiatives (either our own or those of others).

We tailor our community investment activities to support the vision of the local authority area and to the specific needs of the local communities. We are prepared to tackle the harder issues wherever appropriate to do so – such as ex-offenders, youth anti-social behaviour and child poverty.

Our approach uses the skills, knowledge and enthusiasm of our employees to provide greater community benefit than donations alone could provide. Consequently everyone in our business is encouraged to give their time and expertise to our community investment programmes for communities. Adding social value is part of our culture and we want to make sure it stays that way. So we do a lot of work with our management trainees – our future leaders – to help them understand the role of business in the community.

In addition, we use local sub-contractors and local employment wherever possible and practical, and we also work with voluntary organisations, charity partners and social enterprises. We provide support to SMEs, micro organisations, social enterprises and other third sector organisations, sharing our knowledge and good practice. This approach helps to support local economies and regeneration both socially and economically and support and add to the good work that is already happening in the area.

We are committed to contributing to the wider social value agenda and therefore participate in discussion and research to further understanding. We also contribute by publishing thought pieces periodically which aim to add to the debate.

Measurement and reporting

We capture and report holistically on our social value work to demonstrate the added value that we can bring to communities over time and use financial, social return on investment and non-financial methodologies. Together these approaches can show the impact of the initiatives as well as the costs and output.

Our integrated monthly reporting processes provide information on activities, outputs and impacts at site, local and regional level as well across the Group as a whole. We include social value requirements in our supply-chain contracts and, where we can, we include information on the activities and impacts of our supply-chain partners in our reports – although we accept that we are not always able to capture their full contribution.

Our information is audited annually by an independent external Verifier and made publically available in our Foundation Annual Review each year. The proxies we use in our process are provided by an independent external organisation.

We publish our results in our Annual Foundation Review - which includes our holistic report.

We work with clients to help them, where appropriate, to define ways of assessing the impact of what they want to achieve and we collaborate with other stakeholders in developing holistic or balanced scorecard approaches to articulating social value.

Target

To focus our Company on what impact our community investment can have, we have set ourselves an impact target 'to have enhanced the life chances of 10,000 young people by 2020'. In doing so we realised that there are degrees by which what we do impacts on different people. Some interventions – such as providing work experience to someone previously unemployed – will transform lives. Others – for example, delivering mock interviews or providing work experience for a university student – may simply improve their chances. So we introduced a crude methodology that counts an intervention that truly transforms a life as equivalent to three interventions that improve their life chances or contribute towards the change. By the end of 2015 using this methodology we had more than met our first target of 3,000, although we have made a difference to the lives of over 7,500 young people.

Governance

The Social Value strategy is the responsibility of the Foundation Board which is chaired by the Group Chief Executive. It normally meets 5 times per year. Monthly reports are provided to the Group Holdings board. The responsibility for delivery lies with the Local Company MDs with support from the Head of Willmott Dixon Foundation and regional community managers

Signed



Rick Willmott
Group Chief Executive

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