

# Willmott Dixon Foundation Strategy 2018 – 2020

## 1.0 Introduction

### 1.1 Background

All activities of the Group have social as well as environmental and economic impacts. For many years community engagement activity was project-led, non-strategic and adhoc. This resulted in community interaction being locked into our corporate culture and approach, but obscured from view. We did not maximise the impact of the time and money we invested; either to the benefit of the company or the recipient.

The Willmott Dixon Foundation was established in 2011 to guide, monitor and maximise the impact of the social and community investment activities of our people - We want people to want to work with us and for us because we can demonstrate that we have a purpose beyond profit- that we are building lives less ordinary.

This strategy will cover the period 2018-2020 at which point a wider review will be completed as part of the Willmott Dixon post-2020 Sustainable Development Strategy.

## 2.0 Supporting Framework

### 2.1 Purpose, Commitments and Aims of the Foundation

#### Purpose

To leave a positive social legacy through our work and add value to our customers, our shareholders, our people and our communities.

We want people to want to work with us and for us because we can demonstrate that we have a purpose beyond profit.

#### Commitments (as included in the SD Strategy 2013 – 2020)

- 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 add social value to the communities in which we work that is aligned to local needs, within the context of wider social environment.

#### Aims

- To use our skills, experience and strength to give something back and improve local communities and, more widely, to society
- To maximise the impact of the time and money invested by the Company
- To build our reputation by continuing to contribute to society as a whole
- To build strong partnerships and collaborative working with customers and our supply chain through a focused approach to social investment

### 2.2 Focus

We focus our social value and community investment activity mainly in 3 areas:

- Youth unemployment and Inspiring young people;
- Social Exclusion;
- Community Transformation.

## 2.3 Targets

### Impact target

To show the impact of our community investment, our Group target is:

**“To have enhanced the life chances of 10,000 young people by end of 2020”.**

This target is unusual in that it focusses on impact rather than what we have invested or outputs such as number of apprenticeships or hours of work experience. Our target is cascaded to every part of the business, including the functional areas. To reflect the degrees by which opportunities impact on different people (some interventions improve **or contribute towards a change in a person’s life whereas others transform it**), a simple ratio is applied. A truly life-transforming intervention counts as 'one life transformed' and a lesser intervention, that improves life chances or contributes towards a change, counts for one-third of that.

Each LCO has a community strategy which sets out how this target will be achieved.

High level actions (as included in the SD strategy 2013-2020):

- Continue to enhance the life-chances of young people in line with our headline targets (Responsible Owner: Social Value/Community Managers)
- Increase the added social value from our operations and services so that we can contribute to a prospering society (Responsible Owner: Social Value/Community Manager)

### Investment guidelines

The overall company investment for the period 2018-2020 should be maintained rather than increased, but the impact of that investment should be maximised.

## 2.4 Social Value Partners

The support of partners is critical to the delivery of our social value/community strategy:

Thought Leadership Partners

- Social Value Portal
- LBG
- SEUK

Delivery Partners

- Supply Chain Partners
- Customer Partners
- Beneficiary Partners

Industry Partners

We will work with partners in construction and beyond to form partnerships to deliver our social value aims (for example MOJ & Novus to deliver Prisoner Apprentice Pathways Scheme).

Charity Partners

LCOs will continue to work with local charities as appropriate for their local strategies **and will continue to identify their own 'charity of the year' for fundraising purposes** should they wish to do so.

## 2.5 Governance & Reporting

The Foundation Board oversees the work of the Group's community investment activities and LCOs are assisted on the ground by Community Managers who meet in a forum chaired by the Head of the Foundation.

Foundation information is recorded and held, in line with GDPR, in our Mi|Social system. Information is reported internally:

- Monthly - at LCO and Company level
- 3 times a year - to the Foundation Board

Foundation information is reported externally:

- Annually - in the Foundation Review
- Monthly - to customers via MiProject
- Ad hoc (upon project completion) - to customers and supply chain

Foundation data is audited annually by BV to ensure the accuracy and consistency of our reports.

The Foundation Board is chaired by Rick Willmott and includes Jonathon Porritt and senior representatives from across the Group, supported by the Head of the Willmott Dixon Foundation. It meets approximately 3 times per year.

## 3.0 Strategic Approach for 2018 – 20

### 3.1 Strategic approach

The Foundation will increase the focus on its impact. Primarily this will be for the people and communities it affects but also for our business, our customers, the supply chain and our people. The following approach will be adopted:

Externally - To raise the profile of the Company and increase its reputation through being known for adding social value.

- To use the Foundation as a USP for customers and supply chain, raising awareness of how our social value work can help:
  - Understand the challenges our customers want to address at a strategic and local level and support their ambitions through our social value offering
  - Offer reporting and stories that will raise the reputation of our customers and supply chain
- To use the Foundation to encourage new people into the construction industry and Willmott Dixon:
  - Identify ways to work with people who have barriers to work (particularly young people with disadvantaged backgrounds)
  - Use our social value approach to attract people to work with and for us
- To collaborate with other organisations (for example on our frameworks) to continually challenge and develop the approach and aspirations of the industry as well as our own
- To identify and work with national initiatives where they match with our approach

Internally - To continue to raise the profile of the Foundation and the importance of social value to the business.

- To support a more strategic and commercial approach to our social value decision making
  - Encourage our people to view social impact as core to our business purpose, rather than peripheral

- To continuously improve our reporting and story telling
- To increase the focus on social enterprises and SMEs and within our supply chain set targets and work to meet them
- To provide structure and direction and support LCOs in their community investment strategies
- To provide proactive support to our teams winning us work (Frameworks/ Sectors/Preconstruction) and support for bids and tenders
- Encourage our people to take part in community activities/volunteering and improve their skills and confidence in the process

### **3.2 Measurement of success**

Impact on society/beneficiaries

- Achievement of Young People Target
- 10% Social Return on Investment as measured against total contract value
- Beneficiary Feedback quality/levels
- **Percentage of beneficiary impact assessments showing 'high impact'**
- Awards won in recognition of Foundation work
- Recognition in wider circles both locally and nationally of the work carried out

Impact on customer

- Reflection of customer needs and challenges in local strategy
- % Customer reporting completed at project end
- Customer Feedback
- % Customer engagement in planning

Impact and focus of our people

- Staff responses in annual staff survey (especially % taking part in community activities)
- Increased understanding of the role of social value in bids and tenders
- % of bids won with a significant social value content

Impact on our supply chain

- Number of SMEs and social enterprises in our supply chain
- Reflection of supply chain support in reporting

**Approved by Willmott Dixon Foundation Board**