

Our aim: to become the sector leader in sustainable development by mitigating risks and maximising opportunities.

As a responsible business we identify potential risks to our business so that we can put in place mitigating actions. Addressing potential risks early creates opportunities for us to improve what we do and helps us stand out from the crowd.

RISK	POTENTIAL CONSEQUENCES	MITIGATION IN PLACE	POTENTIAL OPPORTUNITIES AND BENEFITS
OUR PEOPLE			
Failure to attract, retain, develop and promote high calibre people who are representative of the communities in which we work	A workforce with insufficient capacity, skills, knowledge and experience to meet the needs of an evolving market Poor engagement with our people leading to lower productivity and work quality, poor customer service, and high turnover	We continue to ensure that our terms and conditions remain attractive and competitive We are maintaining investment in L&D and offering industry-leading, accredited training and development to our people at all stages of their careers to ensure they have the right skills and competence We are upgrading our IT systems and people policies so that our people can carry out their work in a more agile and efficient way We are "growing our own" through apprenticeships and our management trainee programme Our focus on complementary teams and our aim of gender parity make us an employer of choice for both men and women We organise school workshops and work experience programmes to promote the construction sector as an excellent career choice	By protecting our business from industry skills shortages, our engaged, skilled and diverse workforce will give us a competitive advantage To be an employer of choice that values loyalty with high retention rates – company values lived throughout Group Competitive advantage resulting from better decision-making by diverse and complementary teams and a culture based on fairness, inclusion, and respect Increasing the pool of talent from which we recruit will help to mitigate the current skills gap, and enable us to meet the changing needs of our business and industry To make a difference to the lives of young people by promoting our industry as a great place to work
Failure to protect the health, safety and wellbeing of our people and those with whom we work	Increased insurance premiums and costs associated with legal action Increased levels of sickness absence Damaged reputation	We have comprehensive health and safety programmes in place and our performance is reported regularly to our Company Boards Our All Safe Minds programme supports the mental health of our people and those with whom we work We have a range of benefits and initiatives in place to support the wellbeing of our people and are constantly seeking to improve these as part of our Wellbeing Strategy	An increased reputation as a responsible contractor Improved health and well-being of our people and our supply chain partners Our approach to mental health supports us in attracting and retaining good people

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		We have a safeguarding policy to make sure that those of our people working with children and vulnerable adults have the necessary checks in place.	
OUR SUPPLY CHAIN PARTNERS			
The current skills shortage in our supply chain, means that there is not the capacity, knowledge and skills in our supply chain to deliver our projects on time and to the standards we set. As workers become scarce, there is an increased risk of illegal labour on our sites	Lower standards on our projects Project delays or inability to deliver Increased labour costs and risk of modern slavery Fines and loss of reputation resulting from use of illegal labour	We are a Real Living Wage Service Provider and already offer better payment terms than the industry average as well as an early pay facility We encourage our supply chain partners to develop skills and knowledge through the Supply Chain Sustainability School We carry out robust checks on site personnel and potential supply chain partners to ensure they have the right to work. We are training our people to recognise the signs of modern slavery We have signed up to the GLAA construction sector protocol and become a Project Sponsor of the Stronger Together/CIOB Construction Sector project We are building better, more collaborative relationships with our supply chain partners, through the delivery of our Supply Chain Strategy.	Supply chain partners choose to work with us Opportunity to work more closely with supply chain partners and have greater control over some supply chain practices Stronger relationships should improve our resilience to labour shortages Supply chain partners prepared to go the extra mile and deliver outstanding work for our customers To extend our use of mandated supply chain agreements To be seen as an industry leader in addressing modern slavery in our supply chains.
Building materials become harder to source as a result of climate change, resource shortages and conflicts, and we fail to procure goods and services responsibly or fully understand the reliability, sustainability and moral credentials of the products we use.	Fines and loss of reputation if we are found to be sourcing goods and services illegally or unethically Increased costs and delays for finite or scarce resources Increased costs for materials and technology due to global geo-political instability	We procure in line with our Sustainable Procurement Policy We preferentially procure products which demonstrate compliance with a recognised responsible sourcing scheme We collaborate with our competitors to drive out unsustainable products and raise standards Our increased focus on R&D is helping us to find the best materials and approaches, which are embedded via our Yellow Book Procuring from our strategic supply chain partners gives us greater assurance and transparency	Improved product differentiation and added value enable us to become a supplier of choice To reduce reliance on imported resources and support local markets To innovate to find alternatives To find better and more cost-effective ways of constructing our projects, which have a smaller environmental impact To build better, more collaborative relationships with our supply chain partners.

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		We continually work to increase the lifecycle transparency of the products we source.	
OUR CUSTOMERS			
Failure to meet customers' expectations	Loss of repeat business Loss of reputation with partners and stakeholders	We agree customer aims and project objectives early through inception workshops We carry out regular 'health-checks' throughout the project, through customer feedback interviews We report regularly on agreed contract and sustainability frameworks' performance indicators We invest in R&D and continue to review our offering to meet the evolving needs of our customers.	To be a contractor of choice for our customers Increased competitiveness in bids and tenders To lead the industry in innovation, business models and use of new technologies.
OUR PRODUCTS			
That our projects do not perform as intended and are not resilient to the effects of climate change	Dissatisfied customers, cost of legal action and remediation Buildings fail in extreme weather-related events, leading to loss of market share Inability to win new work as a result of loss of reputation	We consider life-cycle costing, heating, cooling, water stress, flooding and resource scarcity on our projects We agree customer aims and project objectives early through inception workshop We continue to develop our approach and drive to 'defect-free' projects Our Energy Synergy™ approach to building energy performance is used on our projects to ensure we close the 'performance gap' We have significant systems and processes in place to ensure compliance with design and regulations and protect against project failures.	Growing awareness of the impact of climate change and sense of public urgency means that our expertise in Passivhaus and low-carbon buildings may become more in demand Increased awareness and adoption of whole life costing, life cycle analysis, healthy building solutions and as-built performance, leading to more sustainable investment decisions, based on value (rather than capital cost) and resilient built environment Improved quality of the UK's built environment and increased market share.
High-profile building/project failure, or recall of unsafe building products	Loss of life and devastated local community Catastrophic loss of reputation Increased insurance premiums	We are part of the Government's Early Adopters programme, trialling the recommendations following the Hackitt Review of the Grenfell tragedy We are developing better systems for recording the products we have used on our projects.	To lead the sector in our knowledge and understanding of building safety To set clear design and performance standards that meet and exceed the regulations

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			To use big data to improve the quality and transparency of our building records.
OUR ENVIRONMENTAL IMPACT			
Failure to minimise and mitigate our impact on the natural environment	Increasing cost of fossil fuels and HVO, waste disposal, water resource and materials costs High costs associated with remediation and rectification and legal action Reputational damage, and loss of our position as a leader in sustainable development	We are reducing our environmental impacts by delivering <i>Now or Never</i>, our Sustainable Development Strategy and associated annual tasks and actions. We identify and manage our environmental risks through our TCFD reporting and internal risk management system We report progress against our headline targets to each Holdings Board We are increasingly exploring the use of low carbon materials and technologies.	Reduced operating costs and environmental impact of our operations, our products and their performance in-use To enhance our reputation as the leader in sustainable construction operations and increased shareholder value through improved margins.
OUR INDUSTRY LEADERSHIP			
Lack of participation in industry issues and proposed legislative changes affecting our sector	Loss of profile and reputation as a leader in sustainable development Loss of opportunity to influence market conditions	We engage with a range of advocacy groups, including Aldersgate Group and UKGBC We regularly respond to Government consultations and engage with key decision makers on issues affecting the sustainability of the built environment.	Increased profile and opportunity to influence emerging policy and regulation, whilst other organisations may withdraw due to diluted UK policy position Opportunity to demonstrate our commitment to sustainable development and social value to our people, customers and supply chain partners.
OUR GROWTH			
Challenging UK economic environment impacts our profitability	Lack of public sector funding and reduced private sector confidence decrease demand for construction and refurbishment projects. Increased inflation puts pressure in fixed price contracts	Our approach to community investment and sustainable development are all part of the considerable added value that we can offer customers We work with our customers to find innovative ways of funding their capital projects.	Our innovative approach to funding and land deals can help to unlock capital projects for our public sector partners Financial challenges and the need to increase efficiency and productivity will help us focus our business on innovation and new systems and processes.

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Changes in public procurement and HMRC rules	Impact on project finances Loss of key suppliers and impact on business continuity. Penalties for failure to comply.	We are financially prudent and transparent in reporting We emphasise financial probity in reports/dealings with customers Risk registers being produced and additional system developments and training underway Corporate Criminal Offences risk covered by Supply Chain Code of Compliance.	Increased use of established procurement frameworks to speed up project delivery Procurers move away from lowest price to best value.
Failure to embrace modern technologies and construction methods	Failure to win public sector work Loss of market share	We are embracing a range of new technologies, which are helping us to build more quickly and reliably We are improving the way we gather, integrate and report data We apply BIM level 2 on all projects.	We continue to research and adopt new products, techniques and technologies to help us address some of our key risks, and build better buildings more quickly and reliably Virtual and augmented reality applications are increasingly available to help engage with customers and other stakeholders By embracing modern construction methods, we can mitigate the risk of issues, including skills shortages, materials efficiency, and improve the quality of our offering to customers.
Failure to adapt to changing business models	We lose market share to more disruptive companies New business models can increase financial risk, and failure to meet contractual obligations will result in financial and reputational penalties	We have delivered some significant as-built performance-contracted buildings We regularly conduct horizon scanning to identify regulatory changes that will impact on our fiduciary duties.	Innovative service models provide attractive de-risking contracts for customers Re-presenting our products as services that customers require may enable us to identify innovative and unique business models.
OUR VALUES			
Failure to manifest our company values through our actions and decisions	Loss of unique position as an industry leader in environmental and social sustainability	<i>Now or Never</i> , our 2030 Sustainable Development Strategy sets a strategic direction for all the work we do, and will influence the decisions we make across the business	To demonstrate Willmott Dixon is a family-owned, values-driven business, with a purpose beyond profit

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	Stakeholders lose trust in our business	There is mandatory training for all our people on key issues such as bribery and corruption, competition law and sustainability, and our manager training helps them champion company values to their teams We reinforce company values to our people through our Group induction and regular communications thereafter.	Reinforces our commitment to company values helps to differentiate us in the marketplace Builds trust with customers, supply chain and other key stakeholders.
Lack of transparency when reporting performance against compliance obligations and voluntary commitments	Reputational damage, disengagement of our people and supply chain partners Reputational risk if we compare poorly with competitors, or are unable to evidence due diligence	We report transparently on our performance Performance data is independently verified and published on our website We continue to scan the horizon for changes to reporting obligations and develop action plans for areas where we need to improve.	We have one of the most robust systems in the industry for gathering, collecting and reporting data, giving us the chance to be seen as an example of best practice.
OUR BUSINESS RESILIENCE			
Failure to plan for extreme or unusual circumstances	Extreme weather, fire, or health pandemic could lead to loss of productivity and increased costs due to programme extensions	We have project environmental plans in place which ensure contingencies are in place in case of extreme weather We have business continuity plans in place which are regularly reviewed and updated	Tested business continuity plans will minimise our exposure to financial risk and will maintain strong customer relationships
Failure to secure our data and information	Business interruption and consequent financial losses as a result of ransomware / phishing / hacking and scams Significant fines, reputational loss and loss of high security contracts	Cyber security is a priority and we have the Cyber Essentials accreditation We have trained our people on the General Data Protection Regulations and can demonstrate to customers what we are doing to protect data.	Cyber security is a direct enabler to winning business. Ever more market sectors and potential customers expect their suppliers to provide certificated evidence of cyber security.