



Brilliant Buildings

2030 AMBITION	2030 TARGET	2025 PROGRESS
<p>All our new buildings and major refurbishments will achieve net zero operational carbon*</p>  <p>*where we have early design responsibility</p>	<p>100% of all non-domestic new build/ major refurbishments will have no energy performance gap and we will be offering guaranteed energy performance outcomes.</p>	<p>▶ 16 non-residential projects using Energy Synergy® service. Projects with 12+ months of monitoring average 15% better than predicted performance. Energy Synergy® has saved 1.9GWh of energy, £460,000 in reduced costs and 385 tonnes of CO₂e avoided.</p>
	<p>90% of new homes we build will be actively monitored to ensure they perform as designed.</p>	<p>▶ Monitoring performance work completed at Caerphilly and Caddington - Inspired Villages. Smart meter data monitoring pilots in train with Oxford City Homes and Kingshurst.</p>
	<p>100% of projects entering preconstruction will achieve net zero operational carbon (NZOC).</p>	<p>▶ Net zero operational carbon design options offered on all new early-stage projects, incorporated on 29% of applicable projects.</p>
	<p>100% of projects will have maximum feasible renewable energy generation built in.</p>	<p>▶ 56% applicable projects have max renewable generation. Community solar energy schemes in operation at Bristol Beacon, Silverwood School and Hollycroft Primary School.</p>
<p>All our new buildings and major refurbishments will be future-climate ready and optimise user health and wellbeing</p>	<p>All our projects will be designed to meet future climate scenarios including protecting them against overheating and flooding. All our projects will have a positive impact on people's health and wellbeing.</p>	<p>▶ Priority action underway to develop and implement climate resilient buildings offer to address key future climate risks for customers.</p>
<p>By the end of 2040, all our buildings and major refurbishments will be delivered with net zero embodied carbon</p> 	<p>All our projects and standard products/platforms will be designed for deconstruction and generate zero avoidable waste at the end of their life.</p>	<p>▶ The provenance, plastic and recycled content of all newly developed standard products and platform components will be recorded and measured.</p>
	<p>All projects will achieve a net reduction in embodied carbon of 55% compared to business as usual in 2020.</p>	<p>▶ 93 projects to date completed embodied carbon assessment at end of 2025, with options to reduce embodied carbon through procurement. Completed case studies on use of EAF steel saving 850 tonnes of embodied carbon.</p>
	<p>All projects will be designed to optimise lifecycle value.</p>	<p>▶ We are developing a new initiative around sustainable innovation and low carbon materials to launch in 2026.</p>
<p>By the end of 2040, our supply chain will achieve net zero operational carbon</p> 	<p>All our Category A+ and at least the top 30% of our Category A supply chain partners (by spend) will be net zero carbon in their own operations. All other Category A partners will have a plan for net zero carbon in their own operations within 5 years.</p>	<p>▶ In 2025, our scope 3 from purchased goods and services fell 34% from our 2018 baseline.</p> <p>We continue to work with active Cat A/A+ groundworkers to help them to develop plans to achieve net zero in their own operations and reduce fuel (diesel) being used on our sites.</p> <p>In 2025, 96% of our supply chain partners were registered with the Supply Chain Sustainability School and 182 had submitted carbon data to the School's carbon emissions reporting portal.</p> <p>We are working with Microsoft to measure and reduce the carbon footprint of our IT Cloud Storage.</p>



Progress Key




- ▶ Not started/severely behind
- ▶ In progress but behind plan
- ▶ Progress as planned
- ▶ Complete

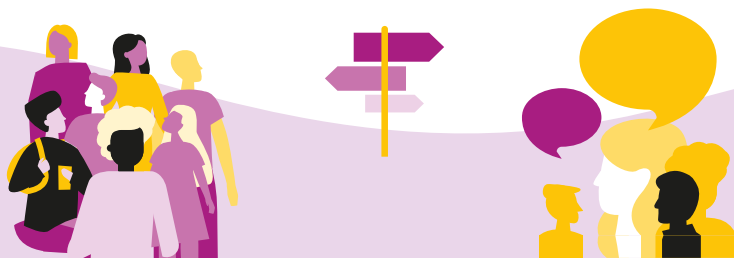
Building Lives

2030 AMBITION

2030 TARGET

2025 PROGRESS

<p>We will deliver high-impact social value which we can demonstrate meets the needs of local communities</p> 	<p>100% of social value delivery will be focused on community need in an area and we will be able to demonstrate high impact.</p> <p>We will deliver a social return on investment equivalent to at least 5% (added social value) of Willmott Dixon's turnover.</p> <p>We will develop and share a suite of high impact activities with partner organisations to share learning.</p> <p>We will assess the success of 100% of our social value activities.</p> <p>We will collaborate with other partners to deliver greater social value impact.</p>	<p>100% of projects have social value plans that were co-created with the customer.</p> <p>£458m total social return on investment spend in 2025. Our priority is to deliver social impact that addresses the needs of both the customer and community, is of high quality and has a high impact on those it is aimed at.</p> <p>Developed a suite of social value activities using the expertise and knowledge of our people. 91% of beneficiaries of our delivered programmes said they had a high impact.</p> <p>98% of social value programmes got feedback.</p> <p>Collaborated with industry partners at framework level to increase impact. Active member of Scape Community Legacy Programme Board and other external working groups with Scape, SCF, P23 and Procurement Hub.</p>
<p>How we do business will set the standard for social value in our sector</p> 	<p>Social Enterprises and business with a social purpose will benefit from our support and be embedded in both our goods and services supply chain.</p> <p>We will ensure that all our sites are free from modern slavery.</p> <p>We and all our supply chain partners will pay the Real Living Wage.</p> <p>We will share our approach to 'local' spend and employment with the industry.</p> <p>The stories we publish will showcase all our 2030 added social value achievements specific to a customer or area.</p> <p>We will audit all our internal policies and procedures so that we can understand the added social value they give to our people.</p>	<p>We spent £5.3m with social businesses in 2025, almost ten times more than our 2020 baseline.</p> <p>We achieved 89% when assessing our performance against the Government's risk identification and management Modern Slavery Assessment Tool (MSAT).</p> <p>We are a Recognised Service Provider and pay all directly employed members of staff the Real Living Wage (RLW). We will continue to encourage our supply chain to pay the RLW.</p> <p>As both legislation and local communities focus more on local economic improvement we are adjusting our approach accordingly.</p> <p>20+ <i>Now or Never</i> case studies published externally, with eight focused on social value.</p> <p>Reviewing modern slavery, release on temporary licence, safeguarding, volunteering, fairness, inclusion and respect charter and sustainable procurement policy.</p>
<p>We will support people who face significant barriers to be in, or on the path to, good careers</p> 	<p>We will have made connections with 500,000 people.</p> <p>We will have improved the lives of 100,000 people.</p> <p>1,000 people facing significant barriers to the workplace will have new careers.</p> <p>100 young people who faced significant barriers to the workplace will have careers with Willmott Dixon.</p>	<p>78% of connections achieved by 2025.</p> <p>36% of improvements achieved by 2025.</p> <p>23% of enabled careers achieved by 2025.</p> <p>70% of Willmott Dixon careers achieved by 2025.</p>



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Better Planet

2030 AMBITION

2030 TARGET

2025 PROGRESS

We will be a zero-carbon company without any offsetting

All our sites will be fossil fuel free.

We will reduce site cabin electricity use by 65%.

We will reduce absolute mileage by 65% and have a 100% electric fleet.

We will demonstrate our leadership position with transparent carbon emissions reporting externally supported by clear internal actions and performance reporting.

All our offices will be zero-carbon in operation.

We will generate green electricity for our own use.

▶ 50% of our projects were fossil fuel-free where we procured the energy. We are now working with and upskilling our supply chain to help them reduce their carbon emissions. Diesel accounted for less than 1% of our footprint, reflecting our transition to Hydrotreated Vegetable Oil (HVO). Where we control site and office energy supply, we continue to procure 100% renewable electricity. Overall, 84% of our electricity supply to sites and offices was renewable in 2025.

▶ We paused monitoring cabin electricity use while focusing on reducing overall energy consumption across our site operations. In 2026, our focus is on working with cabin providers to ensure our site offices are as energy efficient as possible.

▶ Our mileage performance has remained consistent and 20% of our fleet is now driving an electric or plug in hybrid vehicle. In 2025, we refreshed our car scheme to make it more affordable and attractive to continue to drive intake of electric vehicles

▶ Achieved second successive A score for climate in our Carbon Disclosure Project (CDP) 2025 rating. Reduced absolute CO₂ emissions by 63% since 2018 baseline. CO₂e emissions intensity by turnover down 85% since 2010. Published 2025 Carbon Reduction Plan in line with PPN 006 and full carbon footprint data as part of our *Now or Never* review.

▶ 56% of office locations operated on renewable tariffs and we have begun work measuring energy intensities to identify best practice.

▶ No progress made in 2025.

We will generate zero avoidable waste

We will eliminate all avoidable waste during the construction of our projects and any non-hazardous unavoidable waste will be diverted from landfill.

We will eliminate all avoidable waste in our offices and central services purchasing. We will have no single use plastic waste on our sites, in our workplaces or at our events.

We will demonstrate our leadership position with transparent waste reporting externally and clear internal actions and performance reporting.

▶ Reduced absolute construction waste by 51% since 2018 – significantly surpassing our 2025 target of 30% reduction.

Diverted 97% of our construction waste from landfill.

Diverted 82% of demolition waste from landfill.

Diverted 67% of excavation waste from landfill. Continued to work with Pallet Loop, returning 15,600 pallets to the scheme for re-use.

▶ Paused whilst we focus on site operations which have a bigger impact.

▶ SmartWaste deployed across all projects and 60% of our waste tickets were recorded automatically, freeing up our build teams to focus on construction delivery. Trialled AI enabled technology to scan waste and materials tickets.

We will halve the volume of water we use on projects

We will achieve a 50% absolute reduction in water use on site.

▶ In 2025, we have made great progress having reduced absolute water usage by 48% compared to our 2018 baseline, almost achieving our 2030 target five years early.

We will deliver environmental net gain on all our projects

All our projects will deliver a net improvement in environmental benefits.

We will plant 100,000 trees.

▶ In line with Government planning, all our applicable new projects are undertaking biodiversity net gain.

▶ Planted 13,374 trees in 2025 through our national partnerships with GreenTheUK, and The Conservation Volunteers, taking our total to 55,000 and keeping us on track to achieve our 2030 ambition.

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