



CHANGING BEHAVIOURS

Sharon Davies

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Sustainable Development at Willmott Dixon 2014 at a glance



PUTTING PEOPLE FIRST

1,546

More than halfway towards our 2015 target of **enhancing the life chances of 3000 young people**



59%

of our employees took part in **community activities**



£2.4m

Invested in **employee development**



110

management **trainees**



2%

Increase in **employee engagement score**



£2.27m

The value of our people's time and skills, donations and other gifts-in-kind to local communities, through the **Willmott Dixon Foundation**



1,700

students and school children **visited our sites**



99%

of Willmott Dixon employees received sustainability training and **committed to making our business more sustainable**



Continued to reduce Group average accident frequency rates



1,632 of our suppliers are members of The Supply Chain Sustainability School



1,854 young people mentored



RESPONSIBLE BUSINESS



The Queen's Award for Enterprise Sustainable development category

39.90

Average Considerate Constructors score of 39.90 out of 50



Contributed to the Government's Review of the Social Value Act, and recognised for community investment best practice



CLIMATE CHANGE AND ENERGY EFFICIENCY

30%

reduction in **carbon intensity** compared to 2010, smashing our 2014 15% target



94

Record 94 bicycles purchased through our **bike4work** scheme



Green Bonus

£23,400 spent rewarding employees choosing low emission cars



18,237

Cycle miles reimbursed



560,293

car share miles reimbursed



Carbon Neutral

business for the third year running



NATURAL RESOURCES

96%

of waste diverted from landfill



10.9m³

waste per £100k project turnover – slight increase on 2013



CIRIA BIG Challenge biodiversity award for Brentford Lock



WHERE WERE WE?



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Employee attitudes



Knowledge and understanding



Performance information



Leadership



Clients



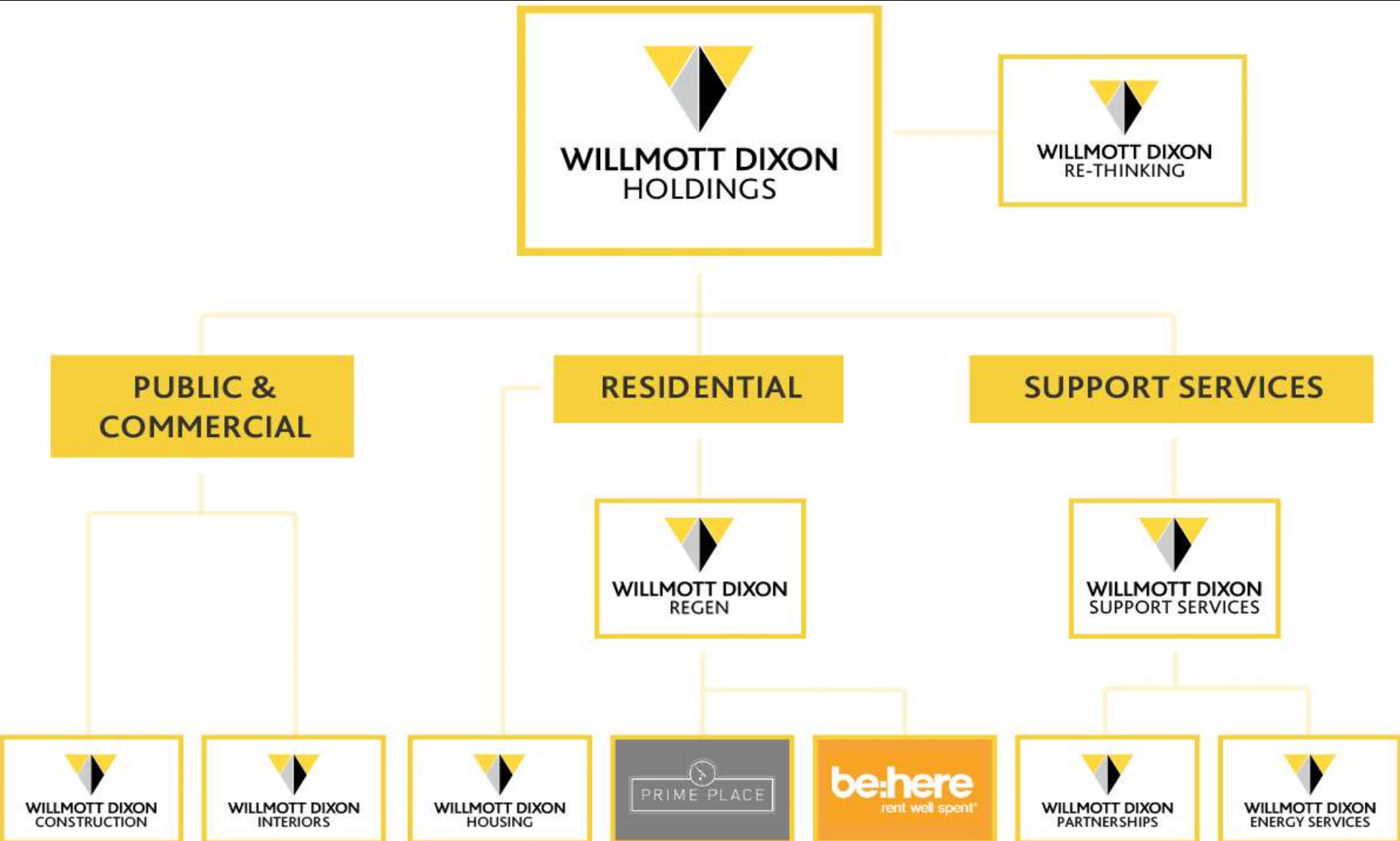
COMMUNICATIONS CHALLENGES



Geography



Structure



The message

What does sustainability mean to me in my job?



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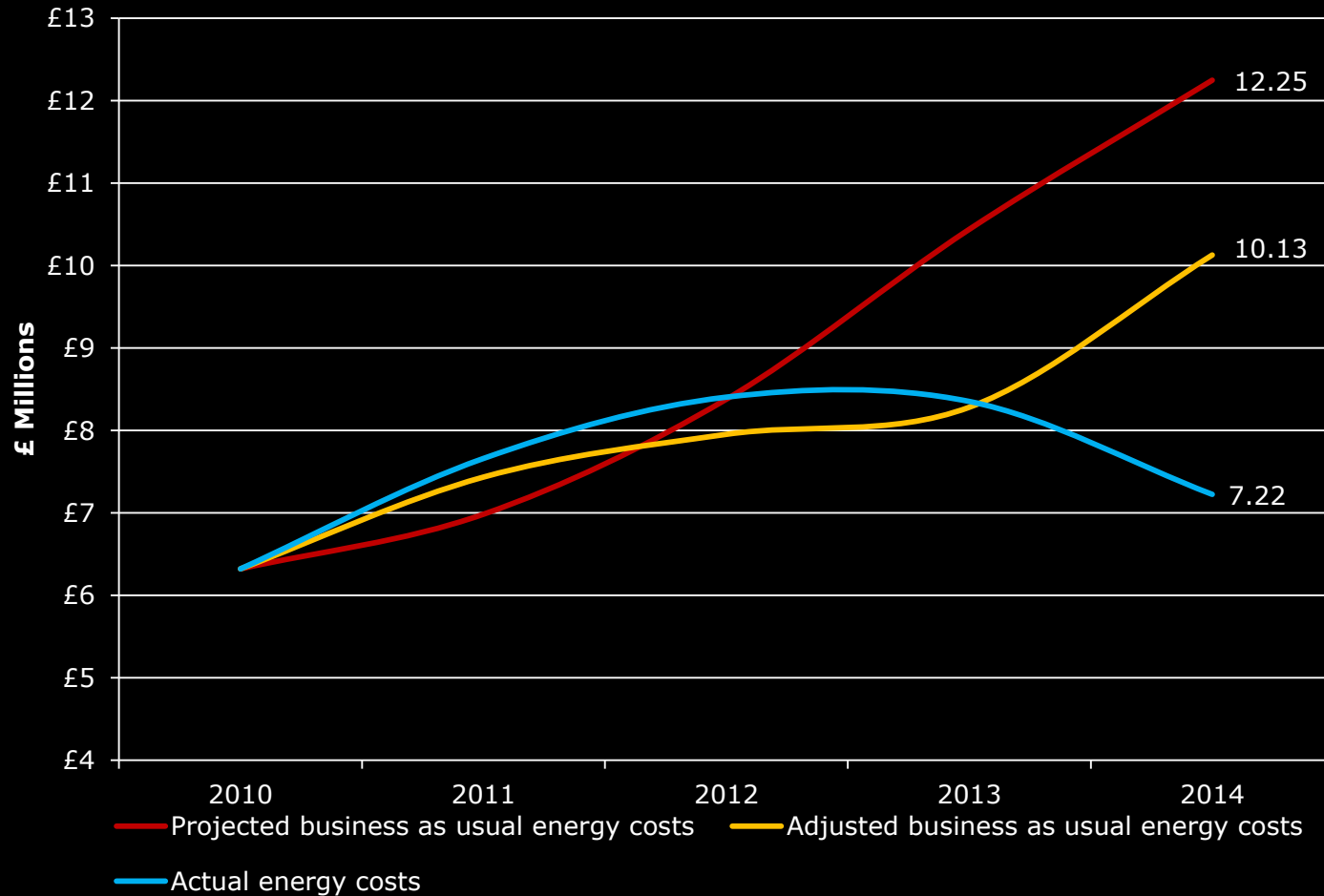
WHAT DID WE DO?



Improved data collection and reporting



Made the business case



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Learned more about our clients' priorities



Made the most of our unique culture



Created an online learning module which helped everyone understand how to play their part



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Everyone had to set aside time to
learn and think



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The training included interviews with our Holdings Board...



Rick Willmott
Group Chief Executive
Willmott Dixon

Soundbites from our staff...



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... a talk from environmental campaigner, Jonathon Porritt



... thought provoking quizzes

1 What, to the nearest billion, is the current population of the world?



CORRECT! The world's population officially hit 7bn on 31 October 2011.

2 By approximately how much has the world's population increased over the last 50 years?



CORRECT! The world's population 50 years ago was approximately 3.2bn.



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Facts and figures



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A call to action from their divisional CEO



Andrew Telfer
Divisional Chief Executive
Willmott Dixon



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A toolbox talk version for trades



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These were included as objectives in performance reviews

WHAT DO I FEEL I NEED TO ACHIEVE AND WHY?

Ride my bike to work, at least twice a week.

Continue to enhance the lives of young people by offering support and guidance on opportunities within construction.

Consider the social, economic and environmental impact of when identifying new business opportunities and target developments that will create a better place for future generations.



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99% of employees took part
9.8/10 average score in final test
3,500 employee commitments



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Feedback

“I will be adding sustainable development information to my presentations when attending 'Opening Doors' events in schools and colleges to help educate the next generation.”

“I am going to speak to all members of my family and get them to understand their role in making our world more sustainable.”

“Excellent presentation, I now understand why sustainability is so important to Willmott Dixon.”

“Having learned some very interesting information in this training I intend to put it in to action in my daily work.”



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WHAT HAVE WE LEARNED?



Make performance frequent,
robust and visible



Challenge preconceptions



Goals - Long term

① Catalytic Individuals
Complexity - Supply

Do the right thing

- Harms? (where)
- Unintended Consequences
- Doing good

Risk mapping

Sector Penetration /

Understand your audience(s)



It's not all down to communications!



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Thank you

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