



WILLMOTT DIXON  
RE-THINKING

# RE-THINKING YOUR BUSINESS

Innovate Support Influence





The output of the construction industry has a major impact on our ability to maintain a sustainable economy overall and has a major impact on our environment. Moreover, it is clear that we cannot meet our declared environmental targets without dramatically reducing the environmental impact of buildings and infrastructure construction; we have to change the way we design and build.

Department for Business Innovation and Skills,  
HM Government, Strategy for Sustainable Construction

## Re-Thinking: An Overview

Our mission is to lead the market in sustainable development and support the Willmott Dixon Group, through research and development

Re-Thinking is a team within the Willmott Dixon Group that drives change and delivers viable solutions to address the risks and opportunities of a low carbon and sustainable built environment to position Willmott Dixon as a leading organisation.

Our overriding aim is to identify, develop and implement sustainable solutions that enable the Group to:

- Demonstrate sustainable development leadership in the market sectors in which we operate
- Establish a competitive advantage
- Increase customer satisfaction and loyalty
- Deliver enhanced margin and turnover

The Re-Thinking team, which has extensive expertise in environmental and social science, works directly with:

- Property owners and developers, both public and private sector
- Policy makers and influencers
- Willmott Dixon Holdings and operating businesses
- Partner organisations

Re-Thinking will dramatically influence the way Willmott Dixon operates, striving to create a step change in the sustainability of the built environment and enhancing the wellbeing and quality of people's lives.



**ROB LAMBE**  
MANAGING DIRECTOR



**CHRIS DURKIN**  
CHAIRMAN



**DAVID ADAMS**  
DIRECTOR



**GEORGE MARTIN**  
DIRECTOR



**JOHN FRANKIEWICZ**  
DIRECTOR



**JONATHON PORRITT**  
DIRECTOR

# Re-Thinking: Our Remit

Re-Thinking's activities are structured around Willmott Dixon Group's four sustainable development themes



Community Healthcare Centre at the BRE Innovation site

To maintain a leadership position in sustainable development, Re-Thinking provides the following services to the Willmott Dixon Group:

- Develop and recommend strategy and policy for the Willmott Dixon Group and operating businesses
- Develop and drive implementation of action plans for agreed sustainable development priorities
- Maintain an overview of the development of operational policy and procedures
- Maintain close contact with operating businesses to support delivery of strategy
- Audit compliance and monitor performance against policies and targets
- Report both internally and publicly on progress and performance against policies and targets
- Sustainable development capacity building for staff
- Create business opportunities and stimulate demand in the marketplace

- Take a lead on pathfinder projects where opportunities sit outside of current mainstream operating activities and resource capability
- Develop and package/structure solutions associated with environmental sustainability
- Establish collaborative and partner/supply chain relationships required to deliver sustainable development strategy
- Provide direct involvement in project opportunities of strategic importance especially in relation to waste, energy and carbon

To ensure we have a direct influence on the marketplace Re-Thinking provides the following services to property owners and developers:

- Strategic advice associated with market and regulatory risks and opportunities
- Sustainable development advice
- Energy and carbon management services associated with their property estate

## WANT TO KNOW MORE?

THE COMMUNITY HEALTHCARE CAMPUS, FORMERLY THE RE-THINKING SCHOOL, WAS BUILT THEN TRANSFORMED TO DEMONSTRATE SUSTAINABLE TECHNOLOGIES, INNOVATION AND RETROFIT IN DIFFERENT SECTORS OF THE BUILT ENVIRONMENT. TO FIND OUT MORE GO TO:

[www.willmottdixongroup.co.uk/sustainability/overview](http://www.willmottdixongroup.co.uk/sustainability/overview)



Putting People First



Tackling Climate Change and Energy Efficiency



Smarter Use of Natural Resources



Responsible Business

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To ensure we have a direct and positive influence on policy and the legislative and regulatory framework within which we operate Re-Thinking will:

- Establish a clear standpoint on sustainable development matters which affect group strategy
- Develop positioning papers and thought leadership articles
- Deliver platform speaking
- Engage with Government ministers, officials and policy makers
- Engage with influence groups
- Demonstrate leadership and promote best practice

## WANT TO KNOW MORE?

TO FIND OUT MORE ABOUT HOW RE-THINKING CAN HELP YOU, CONTACT:

*HEIDI HODGSON*

*TEL: 01462 476350*

*EMAIL: [re-thinking@willmottdixon.co.uk](mailto:re-thinking@willmottdixon.co.uk)*

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## Re-Thinking: A Defined Role

Although our service is extensive some elements fall outside our remit

Re-Thinking does not:

- Continue to provide any particular service or support to businesses once it has developed into a mature state
- Provide consultancy services to other contracting organisations
- Provide routine day to day support to Willmott Dixon operating businesses
- Provide services that are provided adequately by existing structures within the business
- Provide services that can be effectively procured from other organisations more efficiently or cost effectively



**RE-THINKING** will maintain a leadership position in sustainable development by affecting strategy, policy and by implementing solutions.



# Re-Thinking: Putting People First

Re-Thinking provides expertise and experience in designing and delivering transformational training to everyone connected with our business

People are at the forefront of everything that we do, with all those involved in and affected by our projects playing a central role in sustainable development. We are therefore fully committed to meeting clients' needs, developing our staff, engaging with our supply chain and making a positive impact on the wider community.

## Staff

Work closely with Group Human Resources to drive the assessment of skills and competencies required, the identification of gaps and the development of appropriate learning and development programmes.

Play an active role in the development of awareness, knowledge and skills across group in relation to sustainable development and the Willmott Dixon strategy.

## Supply Chain

Take an active role in the development of sustainable development awareness and the delivery of Environmental Management System training.

## Clients

Engage with key clients to support their sustainable development activities and awareness/behavioural change initiatives.

## Community

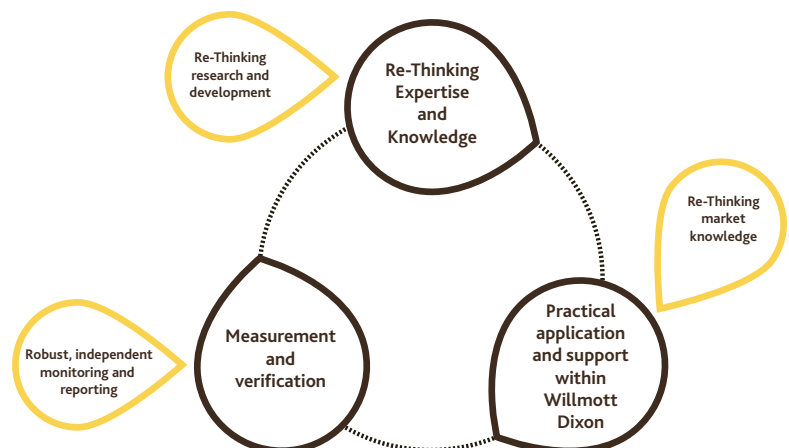
Maintain an overview of Group activity and provide recommendations and guidance to those responsible for operational delivery.

### WANT TO KNOW MORE?

IF YOU WOULD LIKE TO IMPROVE YOUR KNOWLEDGE AND SKILLS IN RELATION TO SUSTAINABLE DEVELOPMENT GO TO:

[www.willmottdixongroup.co.uk/sustainability/putting-people-first](http://www.willmottdixongroup.co.uk/sustainability/putting-people-first)

### Re-Thinking's knowledge - a virtuous circle





# Re-Thinking: Tackling Climate Change and Energy Efficiency

Re-Thinking is committed to providing the market with cost-effective low carbon solutions

We are committed to reducing our emissions that impact on climate change and developing design solutions for the built environment that minimise energy use in operation and are climate change-resilient.

## Managing the impact of Willmott Dixon activities:

Produce a Carbon Management Plan and drive the reduction of carbon emissions associated with Willmott Dixon's business activity.

Measure and report on performance against targets.

## Support business activity:

Provide technical advice and solutions to enhance the competitiveness of the operating businesses within the sectors they currently operate in.

Develop Willmott Dixon's position with regard to embodied carbon.

## Develop new business opportunities:

Drive Willmott Dixon's proposition for the domestic and non-domestic low carbon retrofit market.

Investigate investment opportunities in new products and services.

Investigate investment opportunities in energy performance contracting.

### WANT TO KNOW MORE?

TO FIND OUT HOW RE-THINKING IS CREATING A LOW CARBON FUTURE GO TO:

[www.willmottdixongroup.co.uk/sustainability/energy-and-climate-change](http://www.willmottdixongroup.co.uk/sustainability/energy-and-climate-change)



City Academy, Hackney winner of the CIBSI Low Carbon Performance Awards



# Re-Thinking: Smarter Use of Natural Resources

Re-Thinking's research into sustainable products and processes combined with our market awareness and practical advice ensures known outcomes

We will make smarter use of natural resources through efficient use of materials and water, waste minimisation and enhancing natural environments through the buildings we construct.

## Manage the impact of Willmott Dixon activities:

Drive Willmott Dixon standards for the procurement of materials and products.

Drive best practice resource efficiency including water & waste management.

## Support business activity:

Investigate and propose affordable materials, products and systems that meet or exceed current Willmott Dixon standards.

Investigate and propose materials, products and systems for low energy performance in new build and retrofit.

Drive cost effective solutions to avoid waste to landfill and to reduce waste creation.

Drive best practice in the protection of ecology and biodiversity.

## Develop new business opportunities:

Investigate investment opportunities in new products and services.

### WANT TO KNOW MORE?

RE-THINKING HAS HELPED WILLMOTT DIXON DIVERT MORE WASTE FROM LANDFILL. 12 SITES DIVERTED MORE THAN 95% OF ALL WASTE IN 2010, INCLUDING THE REGIS SCHOOL WHICH DIVERTED 99.1%. TO FIND OUT MORE GO TO:

[www.willmottdixongroup.co.uk/sustainability/natural-resources](http://www.willmottdixongroup.co.uk/sustainability/natural-resources)



Regis School, Bognor Regis which diverted 99.1% of site waste from Landfill



# Re-Thinking: Responsible Business

Re-Thinking constantly challenges Willmott Dixon Group to do things better and demonstrate real leadership

We take responsibility by applying best practice to our activities above and beyond legislative requirements, setting clear structures, strategies and targets, and transparently reporting our performance. We will continue to collaborate with external organisations to ensure that we are addressing key areas of sustainability.

## Governance:

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Monitor that Group activities are undertaken in a responsible manner in accordance with strategy.

Collect performance data and provide reports to encourage and enable delivery against strategy and targets.

Produce publicly available reports providing a responsible and fair reflection of performance and achievements.

Develop policy with those with functional and operational responsibility.

## Communication:

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Develop Group sustainable development communication plan to ensure consistent messages.

Work closely with Group Head of Communications to enhance profile and ensure responsible communications.

Develop robust case study material to support learning and winning work.

Develop technical literature to mitigate risks and to support learning.

Ensure the library of information and data on Group activity and performance on the website and intranet is current.

## WANT TO KNOW MORE?

RE-THINKING HELPED WILLMOTT DIXON ACHIEVE GOLD STATUS IN THE 'BUSINESS IN THE COMMUNITY' CORPORATE RESPONSIBILITY INDEX 2011. TO FIND OUT MORE GO TO:

[www.willmottdixongroup.co.uk/sustainability/responsible-business](http://www.willmottdixongroup.co.uk/sustainability/responsible-business)

## Influencing the Market:

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Engage directly with Government ministers, officials and policy makers in matters identified of strategic importance.

Develop position papers and thought leadership articles.

Engage with influencing groups including UK-GBC, UKCG, Aldersgate and Zero Carbon Hub.

## Supporting the Operating Businesses:

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Engage with directors, senior managers and sustainable development champions to link the work of Re-Thinking to the ongoing activity within the operating businesses.

## Whole Life Costing:

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Drive Willmott Dixon approach and capability to enable all decisions to be based upon whole life cost and not on capital cost alone.

# Re-Thinking: Our Influence

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With our ever growing knowledge and ever improving expertise Re-Thinking strives to influence policy at the highest level

As an in-house team of experts Re-Thinking has been charged with shaping and implementing Willmott Dixon Group's sustainable development strategy. However Re-Thinking's close links with external organisations, such as the UKGBC, Zero Carbon Hub and UKCG not only enable us to keep up to date with the market but also to positively influence it. Re-Thinking's research and assessment

skills enable us to identify new markets for the application of best practices and products that enable Willmott Dixon to deliver projects that are low carbon and cost effective. Organisations that we engage with, and their remit, is set out below.



We are founder members of the **UK Green Building Council (UK-GBC)** and our Chief Executive is on the Board of the Council. UK-GBC's mission is to dramatically improve the sustainability of the built environment by radically transforming the way it is planned, designed, constructed, maintained and operated.



**Aldersgate Group** - in 2009 we were invited to become members on the Aldersgate Group, a high level coalition of progressive businesses, environmental groups and individuals who believe that high environmental standards will be a major part of future economic growth.



**Business in the Community (BITC)** assists us with our objective of making a positive difference in the community at a local and national level. We are now listed in its Corporate Responsibility Index.



**Forum for the Future** - an independent, not-for-profit organisation concerned with promoting sustainable development. We are a Corporate Partner with Forum for the Future; this status enabled us to gain specialist advice on how to develop our sustainable development strategies and provides us with ongoing research and information.



**The Zero Carbon Hub** is a public/private partnership established to take day-to-day operational responsibility for co-ordinating delivery of low and zero carbon new homes. Hub activity has been organised in five workstreams; Building energy efficiency, Energy supply, Examples and scale up, Skills and training and Consumer engagement. Each is managed by a Steering Group and supported by a range of key stakeholders from across the industry.



We are members of the **UK Contractors Group**, the primary association for contractors operating in the UK.



What's clear is that companies like Willmott Dixon that want to be successful in the built environment need to show leadership if we are to deliver the ambitious carbon reduction targets required from property. That includes having the ideas and expertise to shape and tackle key issues like embodied carbon, renewable technology, energy performance 'in use' and the emerging Green Deal agenda for retrofit.

Jonathon Porritt, Director of Re-Thinking



**WILLMOTT DIXON  
RE-THINKING**

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