

Willmott Dixon Construction Environmental Key Performance Indicators Annual Review 2010



**WILLMOTT DIXON
CONSTRUCTION**

STANDING OUT FROM THE CROWD

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1.0 Introduction

This report details Willmott Dixon Construction's (WDC) Environmental Key Performance Indicator (eKPI) performance for 2010. This is the sixth eKPI review to be published, following the first eKPI report for July to Dec 2005, and full annual reviews for 2006-09.

The aim of this report is to:

- Analyse the eKPI data for all projects reporting data within the months January to December 2010 at Divisional and Local Construction Office (LCO) level.
- Highlight trends in data, reasons for good and poor performance, and lessons learnt.
- Review 2010 eKPI objectives and targets.
- Set eKPI objectives and targets for 2011.

The purpose of the eKPIs is to help achieve continual improvement of on-site environmental performance by enabling division wide objectives and targets to be identified annually, and individual site performance to be measured, monitored, and targeted for improvement on a monthly basis.

1.1 *The eKPIs*

The following eKPIs are collected in-line with Constructing Excellence guidelines:

eKPI 1 – Impact on the Environment – Construction Process (Client Rating)

eKPI 3 – Energy Use – Construction Process (kgCO₂/£100k)

eKPI 5 – Mains Water Use – Construction Process (m³/£100k)

eKPI 6 – Waste – Construction Process (m³/£100k)

eKPI 6b – Waste to Landfill – Construction Process (m³/£100k)

eKPI 8 – Impact on the Biodiversity – Construction Process (Client Rating)

1.2 Data Collection

All WDC sites record eKPI measurements on FM-EM-04 Project eKPI Performance Log, a bespoke WDC data collection tool, created using Microsoft Excel. This data collection and reporting tool enables project performance to be monitored, highlight irregularities in the performance data, and target areas for improvement. eKPI data is collected as an integral part of Willmott Dixon Construction's ISO 14001-certified Environmental Management System.

The eKPI log requires monthly on-site data be recorded relating to energy use, water consumption, and client scores for impact on environment and biodiversity. Since July 2007, new WDC sites have been collecting data on waste generated through detailed FM-EM-12 SWMP Data Collection sheets. These sheets are compatible with FM-EM-04, generating calculations for the volumes of waste generated and sent to landfill, which are transferred to the eKPI sheet.

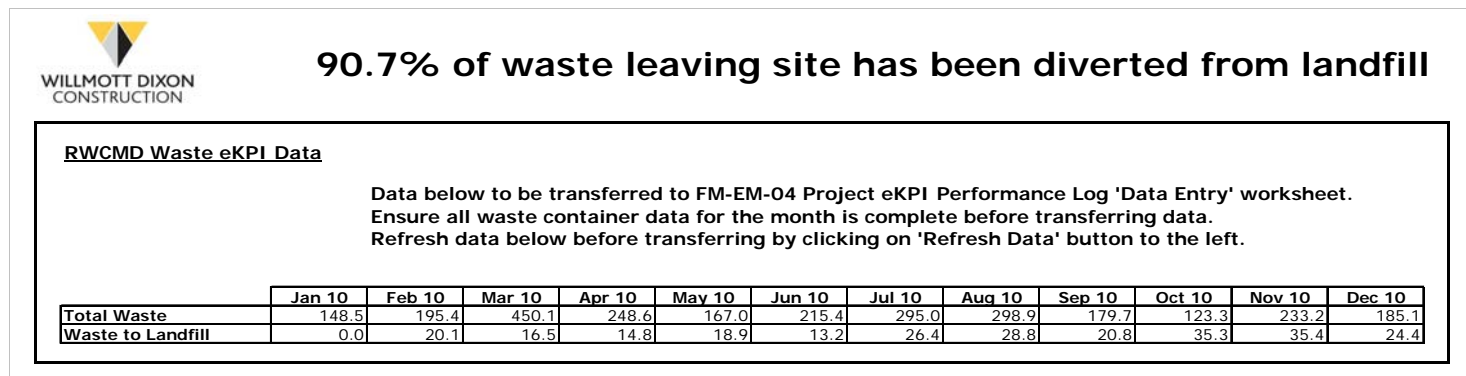


Figure 1: Example of FM-EM-12 SWMP Output sheet displaying eKPI data

The eKPI logs are submitted monthly to Environmental Managers to check ensure accurate data entry, and to Commercial Managers for inclusion in Divisional KPI aggregation. Data for inclusion in annual reviews is collected through the Willmott Dixon Group Environmental Forum, and is analysed and reported to enable benchmarking and divisional target setting.

The robustness of data collected has improved considerably since the eKPIs were introduced in July 2005. This is due in part to improved data collection systems, and in part to increased emphasis on accurate data measurement. Five versions of the eKPI Data Collection Log have been issued since July 2005, each building on gaps observed in previous versions. The most recently revised version allows site teams to distinguish energy and water use between site accommodation and on-site activity where this is possible. This providing Willmott Dixon with valuable data to be able to further understand the split between energy and water consumption used within cabins and for on-site processes, and allow measurement of performance improvement when initiatives are introduced to reduce consumption in these areas.

In 2011 the Group Environmental Forum will review options for the development of an online reporting tool in order to further improve data collection and reporting. A further updated version will be issued following publication of this report, stated as an objective **in section 4.2 of this report.**

Divisional eKPI Performance

Number of completed sites reported on: 146

Project value reported on: £608,765,114

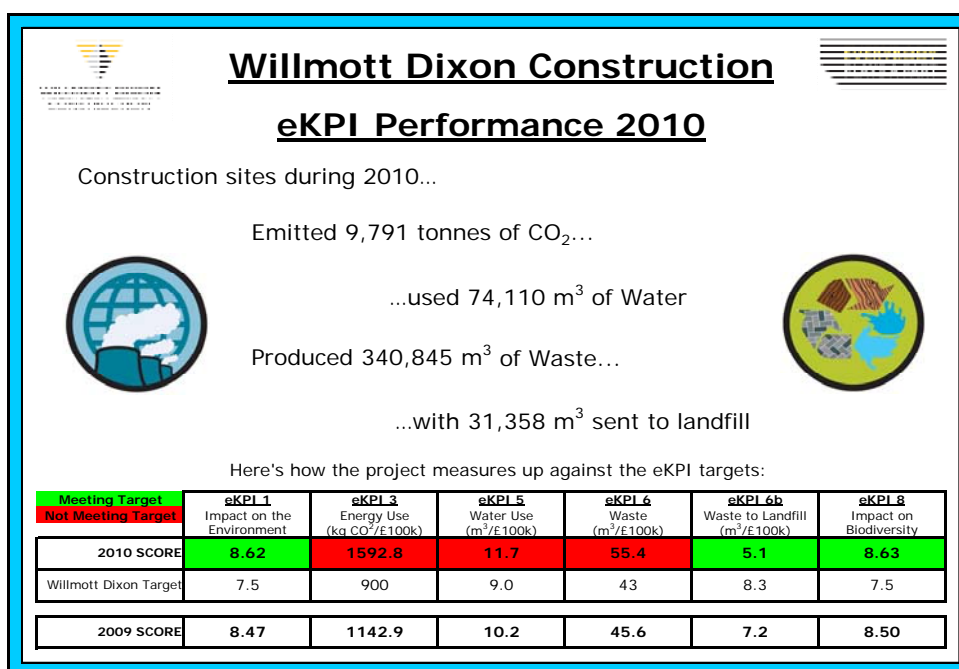


Figure 2: Willmott Dixon Construction 2010 eKPI Summary

eKPI 1 Score: 8.62

A 2% improvement on the 2009 score of 8.47. Twelve sites scored a perfect 10 out of 10 client rating for their performance during 2009, up from five projects achieving this in 2009. Not one of the 960 individual monthly scores received on our sites fell below Willmott Dixon's minimum acceptable standard of 7.5.

eKPI 3 Score: 1592.8 kg/£100k

Average project emissions per £100,000 increased against the 2009 score of 1142.9; the second consecutive annual increase for this eKPI. Diesel use was again the main contributor to on-site emissions, highlights the challenge the company faces to better understand and control emissions from site activities.

eKPI 5 Score: 11.7 m³/£100k

An increase of 15% on the 2009 score of 10.2, and 30% above the 2010 target of 9.0.

eKPI 6 Score: 55.4 m³/£100k

An increase of 21% on the 2009 score of 45.6. A reduction in the volumes of construction waste generated per £100,000 was achieved, but increases in excavation waste quantities increased overall waste 29% above the 2010 target of 43.0.

eKPI 6b Score: 5.1 m³/£100k

Against overall waste generated of 55.4 m³/£100k generated, 5.1 m³ was sent to landfill. This equates to a diversion from landfill rate of 90.8%, above the company target for the year of 85% diverted.

eKPI 8 Score: 8.63

A 2% improvement on the 2009 score of 8.50. Thirteen sites scored a perfect 10 out of 10 client rating for their performance during 2009, up from eight projects achieving this in 2009. Not one of the 967 individual monthly scores received on our sites fell below Willmott Dixon's minimum acceptable standard of 7.5.

2.1 Divisional Performance 2009 to 2010 Summary

	Divisional eKPI Performance		
	2009	2010	
eKPI 1	8.47	↑	8.62
eKPI 3	1142.9	↓	1592.8
eKPI 5	10.2	↓	11.7
eKPI 6	45.6	↓	55.4
eKPI 6b	7.2	↑	5.1
eKPI 8	8.50	↑	8.63

Table 1: Divisional Performance Summary

Key:

↑	Better Performing eKPI Score 2009 to 2010
↓	Worse Performing eKPI Score 2009 to 2010

Variable results in eKPI performance were observed during 2010, with performance improving three areas, but also worsening in three other areas.

Whilst the scores our clients give our projects for our impact on the environment and biodiversity continue to improve, it is disappointing to see carbon emissions, water and waste performance falling back. The reasons for the increases are due to the types of project the company is undertaking; larger projects where increased use of large plant and machinery (e.g. tower cranes) are required.

2.0 LCO eKPI Performance

3.1 Birmingham

Number of sites reporting data: 26

Project value reported on: £107,927,881

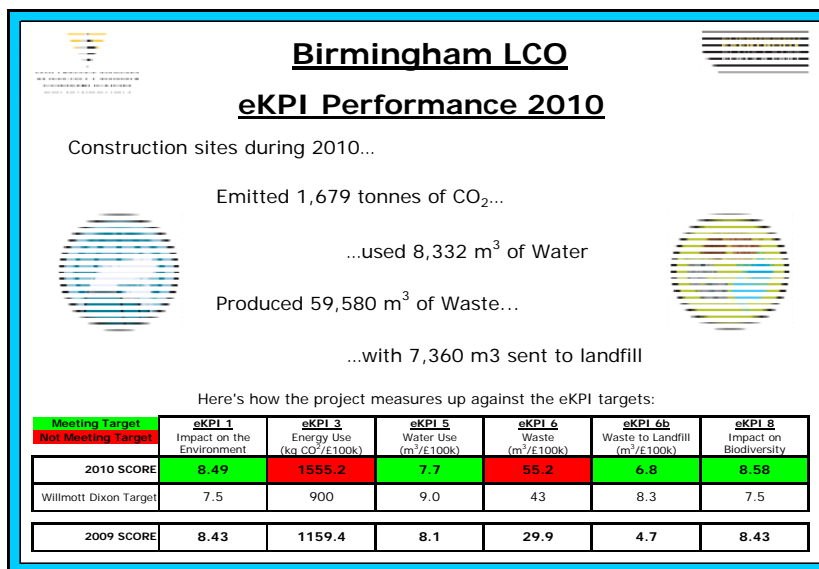


Figure 3: Birmingham LCO 2010 eKPI Summary

eKPI 1 Score: 8.49

A 1% improvement on the 2009 score of 8.43 for the region's impact on the environment. The Longfield School and Glenfield Primary School projects achieved a perfect 10 out of 10 for scores received in 2010, with no projects receiving a score below the targeted minimum acceptable 7.5.

eKPI 3 Score: 1555.2 kgCO₂/£100k

Emissions increased 34% on the 2009 performance of 1159.4 kgCO₂/£100k. RSA Academy was the highest-emitting project, but the increased score was due to a general trend of higher emissions observed across a wide range of projects, rather than one or two particularly high-emitting projects.

eKPI 5 Score: 7.7 m³/£100k

A 5% reduction in water use compared to the 2009 score of 8.1, and one of only two regions to perform within the 2010 target of 9.0 m³/£100k. Birmingham was the best performing region for water use on-site per £100,000 project value, and the only region to improve performance against the previous year.

eKPI 6 Score: 55.2 m³/£100k

A significant increase in waste generated compared to the 2009 score of 29.9. The increased score was due to a general trend of higher waste generated across a wide range of projects, rather than one or two projects with particularly high levels of waste.

eKPI 6b Score: 6.8 m³/£100k

Against overall waste generated of 55.2 m³/£100k generated, 6.8 m³ was sent to landfill. This equates to a diversion from landfill rate of 87.6%, above the company target for the year of 85% diverted.

eKPI 8 Score: 8.58

A 2% improvement on the 2009 score of 8.43 for the region's impact on biodiversity. Four projects achieved 10 out of 10 for scores received in 2010 – Atkins 1722, Longfield School, Richmond Primary School and Glenfield Primary School - with no projects receiving a score below the targeted minimum acceptable 7.5.

3.2 Cardiff

Number of sites reporting data: 25

Project value reported on: £82,277,001

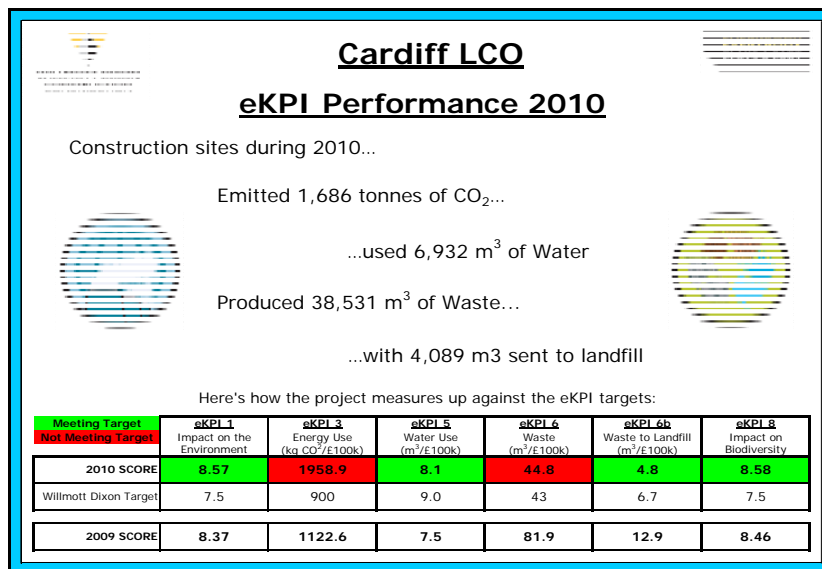


Figure 4: Cardiff LCO 2010 eKPI Summary

eKPI 1 Score: 8.57

A 2% improvement on the 2009 score of 8.37 for the region's impact on the environment. Not one of the 165 scores received was below the targeted minimum acceptable 7.5.

eKPI 3 Score: 1958.9 kgCO₂/£100k

A significant increase in emissions against the 2009 score of 1,122.6, and the second highest eKPI 3 score for emissions of any region. Hereford Academy, Quadrant and RWCM&D were the highest-emitting projects, but the increased score was mainly due to a general trend of higher emissions across a wide range of projects, rather than one or two particularly high-emitting projects.

eKPI 5 Score: 8.1 m³/£100k

Despite water use increasing 8% against the 2009 score of 7.5, Cardiff was one of only two regions to perform within the Willmott Dixon target of 9.0 m³/£100k.

eKPI 6 Score: 44.8 m³/£100k

One of only two regions to record an improved performance compared to the previous year, waste generated per £100,000 fell significantly compared to the 2009 score of 81.9, but remained above the 2010 target of 43.0 m³/£100k.

eKPI 6b Score: 4.8 m³/£100k

Against the overall waste measurement of 44.8 m³/£100k generated, 4.8 m³/£100k was sent to landfill. This equates to a diversion from landfill rate of 89.6%, above the company target for the year of 85% diverted.

eKPI 8 Score: 8.58

A 1% improvement on the 2009 score of 8.46 for the region's impact on biodiversity. Not one of the 165 scores received was below the targeted minimum acceptable 7.5.

3.3 Cobham

Number of sites reporting data: 18

Project value reported on: £97,612,592

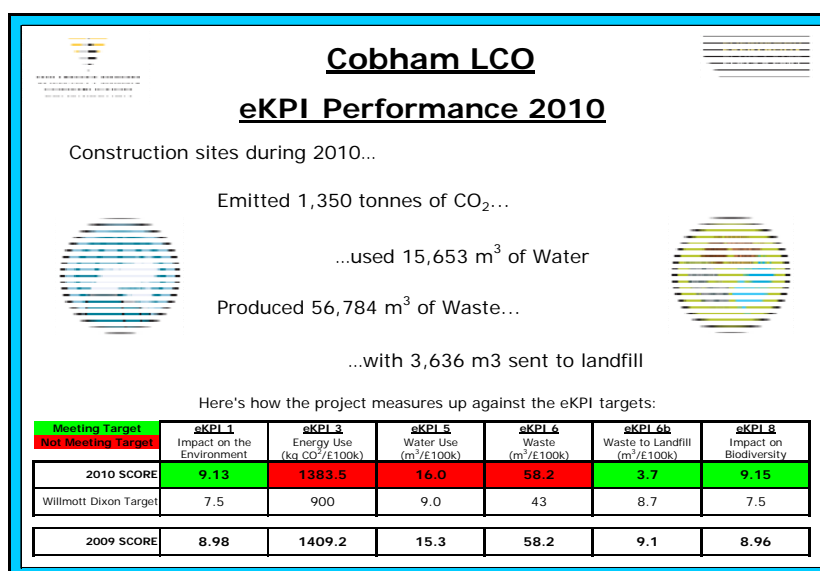


Figure 5: Cobham LCO 2010 eKPI Summary

eKPI 1 Score: 9.13

A 2% increase of on the 2009 score of 8.98, and the best performing region for eKPI 1. Six projects achieved 10 out of 10 for scores received in 2010, with no projects receiving a score below the targeted minimum acceptable 7.5. Averaging above nine out of ten from 130 monthly client scores quite an achievement, and is a reflection of the dedication of the region's project and environmental teams.

eKPI 3 Score: 1383.5 kgCO₂/£100k

A slight improvement on the 2009 score of 1409.2, but falling short of the 2010 target of 900. Stockwell Park High School and Waingels College were the highest-emitting projects, but the increased score was also due to a general trend of higher emissions observed across a wide range of projects.

eKPI 5 Score: 16.0 m³/£100k

A 5% increase in water consumption on the 2009 score of 15.3. BRCC Secondary School and St. Bartholomew's were the largest consumers of water, although a number of other relatively high-consuming projects also contributed to the increased score.

eKPI 6 Score: 58.2 m³/£100k

Waste generation remained constant against the 2009 score of 58.2. Stockwell Park High School and Oasis Academy, Coulson generated the largest quantities of waste, with a number of other projects with relatively high waste generation contributing to the region not achieving the targeted 43 m³/£100k.

eKPI 6b Score: 3.7 m³/£100k

Against overall waste generated of 58.2 m³/£100k generated, 3.7 m³ was sent to landfill. This equates to a diversion from landfill rate of 93.6%, significantly above the company target for the year of 85% diverted.

eKPI 8 Score: 9.15

A 2% increase of on the 2009 score of 8.96, and the best performing region for eKPI 8. Six projects achieved 10 out of 10 for scores received in 2010, with none of the 130 monthly scores received falling below the targeted minimum acceptable 7.5.

3.4 Dartford

Number of sites reporting data: 20

Project value reported on: £94,913,612

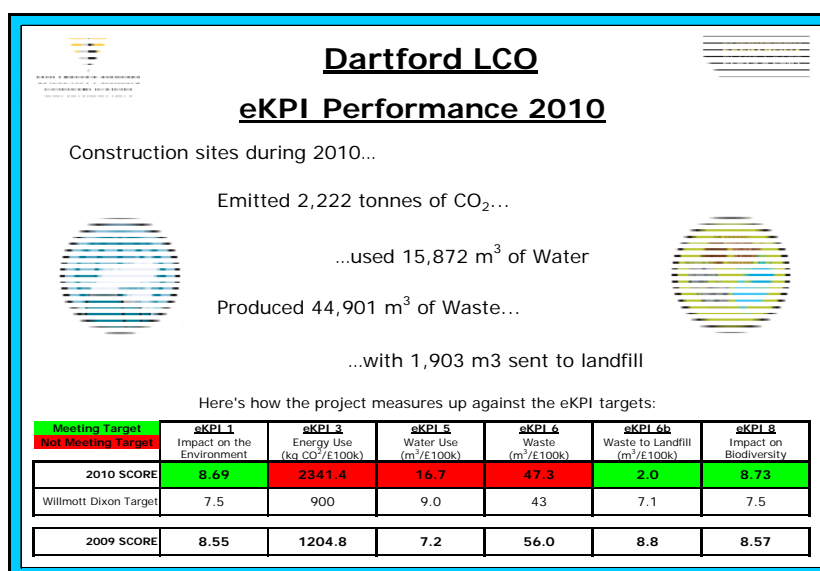


Figure 6: Dartford LCO 2010 eKPI Summary

eKPI 1 Score: 8.69

A 2% improvement on the 2009 score of 8.55 for impact on the environment. Not one of the 131 scores received by Dartford projects in 2010 was below the targeted minimum acceptable 7.5, with the BSF Northfleet project achieving a perfect ten out of ten for the period.

eKPI 3 Score: 2341.4 kgCO₂/£100k

A significant increase in emissions against the 2009 score of 1,204.8. Loxford, Passmores and Haberdashers were the projects with the highest emissions – contributing around 300,000 kg CO₂ each with eKPI scores around 3000 kgCO₂/£100k or above – with a number of other relatively high-emitting projects contributing to the second highest emissions rate of all regions.

eKPI 5 Score: 16.7 m³/£100k

Water consumption in the region more than doubled compared to the previous year's score of 7.2m³. The Passmores (4,100m³) and Harris (3,030m³) projects were particularly high consumers of water, and together with a number of other relatively high-consuming site, contributed to the overall increase.

eKPI 6 Score: 47.3 m³/£100k

One of only two regions to record a decrease in waste generated per £100,000, Dartford's performance improved 16% compared to the 2009 score of 56.0 m³. However, average waste generated still fell outside the 2010 target of 43.0 m³/£100k.

eKPI 6b Score: 2.0 m³/£100k

Against overall waste generated of 47.3 m³/£100k generated, 2.0 m³ was sent to landfill. This equates to a diversion from landfill rate of 95.8%, the highest diversion rate of any region and significantly above the company target for the year of 85% diverted.

eKPI 8 Score: 8.73

A 2% improvement on the 2009 score of 8.57 for impact on biodiversity. BSF Northfleet achieved 10 out of 10, and none of the 133 scores Dartford received in 2010 was below the targeted minimum acceptable 7.5.

3.5 Hitchin

Number of sites reporting data: 22

Project value reported on: £90,372,031

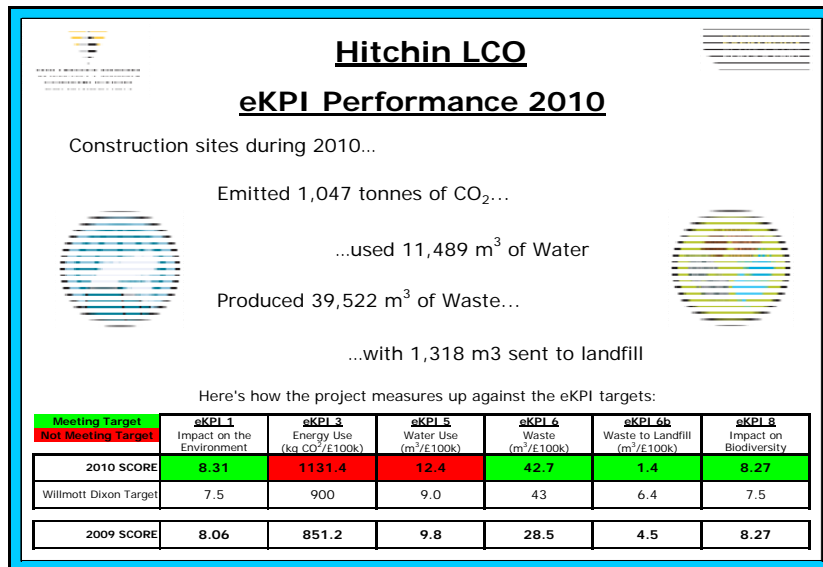


Figure 7: Hitchin LCO 2010 eKPI Summary

eKPI 1 Score: 8.31

A 3% improvement on the 2009 score of 8.06 for the region's impact on the environment. Not one of the 135 scores received was below the targeted minimum acceptable 7.5.

eKPI 3 Score: 1131.4 kgCO₂/£100k

Despite energy use increasing 33% from the 2009 score of 851.2 – and registering 26% above the target of 900 for the year – Hitchin remained the lowest emitting region for 2010. Heartlands High School was the highest-emitting project, with its ~290,000 kgCO₂ contributing almost 30% of the region's overall total.

eKPI 5 Score: 12.4 m³/£100k

Water consumption increased 27% against the 9.8 m³ achieved in 2009. Ark Academy was by far the highest consuming project with more than 5,000m³ water used in 2010 – almost half of the region's total consumption of 11,100m³. Removing this project from calculations lowers overall average performance to 8.9 m³/£100k.

eKPI 6 Score: 42.7 m³/£100k

Similar to energy use in the region, despite waste generated increasing compared to the performance achieved in 2009, Hitchin remained the lowest waste-generating region in 2010. Hitchin was the only region to perform within the 2010 target of 43.0 m³/£100k.

eKPI 6b Score: 1.4 m³/£100k

Against overall waste generated of 42.7 m³/£100k generated, 1.4 m³ was sent to landfill. This equates to a diversion from landfill rate of 96.7%, significantly above the company target for the year of 85% diverted and the highest diversion rate of any region.

eKPI 8 Score: 8.27

Average score for impact on biodiversity remained constant with the 8.27 achieved during 2009. Not one of the 135 scores received was below the targeted minimum acceptable 7.5.

3.6 Manchester

Number of sites reporting data: 21

Project value reported on: £135,661,997

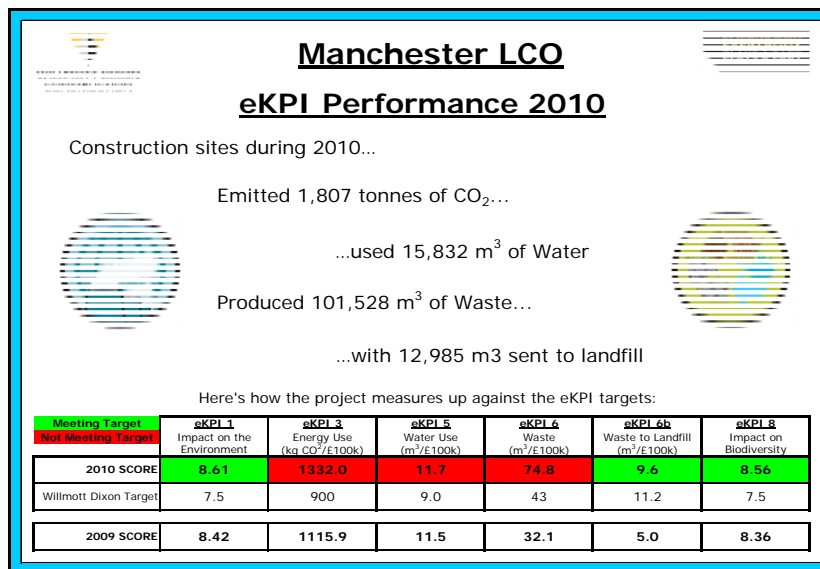


Figure 8: Manchester LCO 2010 eKPI summary

eKPI 1 Score: 8.61

A 2% improvement on the 2009 score of 8.42 for the region's impact on the environment. The St Anne's Academy, Wharton Primary School and Oasis Academy projects achieved 10 out of 10 for scores received in 2010, with none of the 249 monthly scored received below the targeted minimum acceptable 7.5.

eKPI 3 Score: 1332.0 kgCO₂/£100k

An increase in emissions of 19% against the 2009 score of 1115.9, and 48% outside the 2010 target of 900 kgCO₂/£100k. Houghton PCT was the highest-emitting project in 2010, but the increased score was due to a general trend of higher emissions observed across a wide range of projects, rather than one or two particularly high-emitting projects.

eKPI 5 Score: 11.7 m³/£100k

A marginal increase of 2% in water consumption on the 2009 score of 11.5. Leisure projects including Sowerby Bridge Pool and Brighthouse Pool were the largest consumers of water.

eKPI 6 Score: 74.8 m³/£100k

Waste generated per £100,000 more than doubled compared to the 2009 score 32.1, and Manchester was the highest waste-generating region in 2010. A number of projects recorded high volumes of waste leaving site, with St. Anne's Academy and Grange SEN in particular contributing to the increased score – each removing more than 15,000m³ of waste.

eKPI 6b Score: 9.6 m³/£100k

Against overall waste generated of 74.8 m³/£100k generated, 9.6 m³ was sent to landfill. This equates to a diversion from landfill rate of 87.2%, above the company target for the year of 85% diverted.

eKPI 8 Score: 8.56

A 2% improvement on the 2009 score of 8.36 for the region's impact on biodiversity. The Wharton Primary School and Oasis Academy projects achieved 10 out of 10 for scores received in 2010, with none of the 249 monthly scored received below the targeted minimum acceptable 7.5.

3.7 LCO Performance Summary 2009 to 2010

		eKPI 1	eKPI 3	eKPI 5	eKPI 6	eKPI 6b	% Diverted	eKPI 8
BIRMINGHAM	2009	8.43	1159.4	8.1	29.9	4.7	84.3%	8.43
		↑	↓	↑	↓	↓	↑	↑
	2010	8.49	1555.2	7.7	55.2	6.8	87.6%	8.58

		eKPI 1	eKPI 3	eKPI 5	eKPI 6	eKPI 6b	% Diverted	eKPI 8
CARDIFF	2009	8.37	1122.6	7.5	81.9	12.9	84.3%	8.46
		↑	↓	↓	↑	↑	↑	↑
	2010	8.57	1958.9	8.1	44.8	4.8	89.4%	8.58

		eKPI 1	eKPI 3	eKPI 5	eKPI 6	eKPI 6b	% Diverted	eKPI 8
COBHAM	2009	8.98	1409.2	15.3	58.2	9.1	84.3%	8.96
		↑	↑	↓	-	↑	↑	↑
	2010	9.13	1383.5	16.0	58.2	3.7	93.6%	9.15

		eKPI 1	eKPI 3	eKPI 5	eKPI 6	eKPI 6b	% Diverted	eKPI 8
DARTFORD	2009	8.55	1204.8	7.2	56.0	8.8	84.3%	8.57
		↑	↓	↓	↑	↑	↑	↑
	2010	8.69	2341.4	16.7	47.3	2.0	95.8%	8.73

		eKPI 1	eKPI 3	eKPI 5	eKPI 6	eKPI 6b	% Diverted	eKPI 8
HITCHIN	2009	8.06	851.2	9.8	28.5	4.5	84.3%	8.27
		↑	↓	↓	↓	↑	↑	-
	2010	8.31	1131.4	12.4	42.7	1.4	96.7%	8.27

		eKPI 1	eKPI 3	eKPI 5	eKPI 6	eKPI 6b	% Diverted	eKPI 8
MANCHESTER	2009	8.42	1115.9	11.5	32.1	5.0	84.3%	8.36
		↑	↓	↓	↓	↓	↑	↑
	2010	8.61	1332.0	11.7	74.8	9.6	87.2%	8.56

Table 2: LCO Performance Summary

Key:

↑	Better Performing eKPI Score 2009 to 2010
↓	Worse Performing eKPI Score 2009 to 2010

3.0 Objectives & Targets

As part of the EMS, division-wide objectives and targets for environmental improvement are identified annually and are based upon the need to continually improve environmental performance. Here we review Divisional performance against 2009 objectives and targets, and detail targets set for 2010.

4.1 Review of 2010 Objectives & Targets

Objective 1

Improve on 2009 WDC scores for the following construction phase eKPIs:

	2009 Score	2010 Target
eKPI 3 - Energy Use (kgCO ₂ /£100k)	1015.9	900
eKPI 5 - Mains Water Use (m ³ /£100k)	12.5	9.0
eKPI 6 - Waste (m ³ /£100k)	49.3	43.0

2010 Target for **eKPI 3 Energy Use** of 915 kgCO₂/£100k was **not achieved**, with WDC emitting 1592.8 kgCO₂/£100k.

2010 Target for **eKPI 5 Water Use** of 9.0 m³/£100k was **not achieved**, with WDC consuming 11.7 m³/£100k.

2010 Target for **eKPI 6 Waste** of 43.0 m³/£100k was **not achieved**, with WDC generating 55.4 m³/£100k.

Commentary on divisional and regional performance against the 2009 targets is detailed above in sections 2 and 3 respectively. The response to not achieving targeted performance in each of these areas is detailed in Section 4.2 (2011 Objectives and Targets) below.

Objective 2

Increase minimum acceptable monthly score for eKPIs 1 and 8 to 7.5:

eKPI 1 – Impact on the Environment. Target of 7.5* out of 10

eKPI 8 – Impact on Biodiversity. Target of 7.5* out of 10

** All projects must achieve a minimum score of 7.5. Any project that scores less than 7.5 will warrant a visit from the Environmental Manager to meet with the client.

For **eKPI 1 Impact on the Environment**, one monthly score from a total 960 received was below the minimum targeted score of 7. This translates to 99.9% of the scores achieving the minimum target score.

For **eKPI 8 Impact on Biodiversity**, not one monthly score from a total 967 received was below the minimum targeted score of 7. Therefore 100% of the scores achieved the minimum target score.

Objective 3

Update FM-EM-04 Project eKPI Performance Log to allow site teams to distinguish energy and water use between site accommodation and on-site activity where this is possible.

Completed, with data analysis and results to be included in the Environmental Key Performance Indicators Annual Review 2010.

Objective 4

Complete and publish environmental improvement programmes for:

- Energy Use
- Water Use
- Waste

Completed and published as Environmental Management System Guidance Notes.

Objective 5

- Align eKPI data collection across Willmott Dixon Capital Works businesses.

Completed, with all Willmott Dixon Capital Works businesses now reporting with one consistent eKPI data collection tool.

4.2 2011 Objectives & Targets

The following objectives with respect to eKPI performance and data measurement have been set for 2011:

Objective 1

Maintain 2010 eKPI targets for 2011, for the following construction phase eKPIs:

	2011 Target	Improvement
eKPI 3 - Energy Use (kg CO ₂ /£100k)	900.0	21%
eKPI 5 - Mains Water Use (m ³ /£100k)	9.0	12%
eKPI 6 - Waste (m ³ /£100k)	43.0	6%

We have recognised that the collective eKPI performance of all projects is influenced significantly by a small number of projects with factors largely beyond their influence of control. This includes, for example, a requirement to remove large quantities of excavated material from site (when it is not feasible to retain on-site), and a requirement to have large plant on site thereby disproportionately increasing emissions.

The number of projects with these types of activities is variable, and their individual performance can have huge implications on the overall collective performance. This presents a difficulty to Willmott Dixon in setting annual targets across all projects, that can be fairly reported against.

This was evident in 2010, during which a relatively small number such of sites largely contributed to worsening performance in average emissions, water consumption and waste generated.

It has therefore been decided to maintain the 2010 targets for 2011, during which time an exercise will be undertaken to establish a smarter and more robust method of target setting for future years.

Objective 2

Maintain minimum acceptable monthly score for eKPIs 1 and 8 to 7.5:

eKPI 1 – Impact on the Environment. Target of 7.5* out of 10

eKPI 8 – Impact on Biodiversity. Target of 7.5* out of 10

** All projects must achieve a minimum score of 7.5. Any project that scores less than 7.5 will warrant a visit from the Environmental Manager to meet with the client.

Objective 3

Develop an online tool to collect and report Environmental Key Performance indicator Data.



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