

Willmott Dixon Environmental KPIs



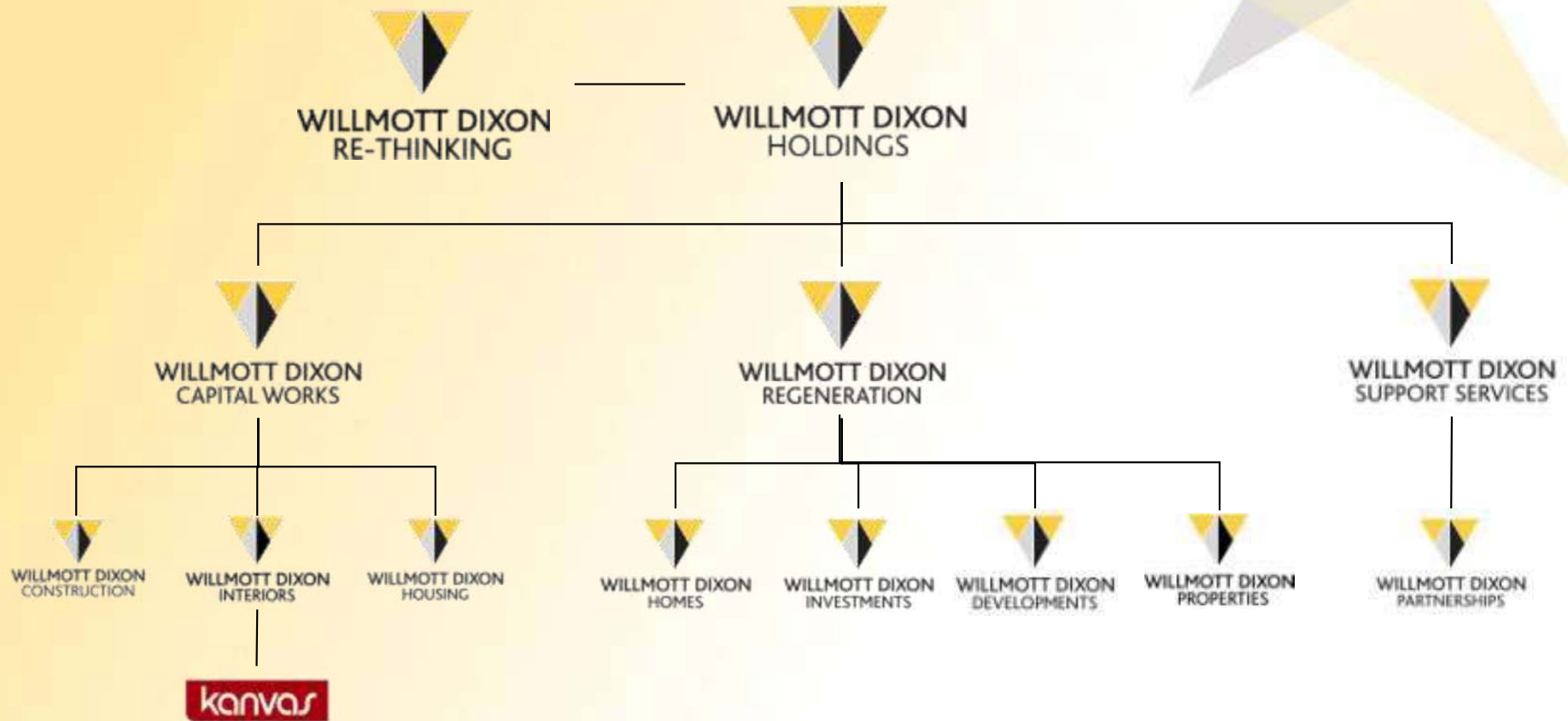
Richard James
Senior Consultant
Willmott Dixon Re-Thinking

7th July 2011



WILLMOTT DIXON
RE-THINKING

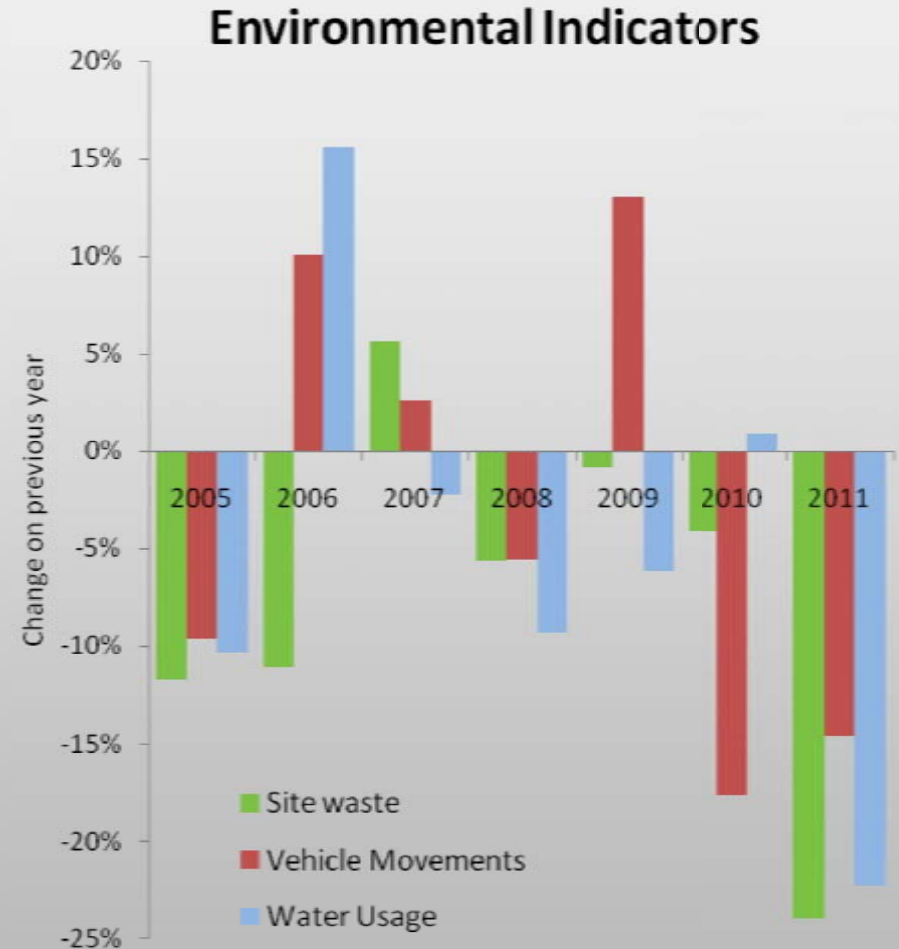
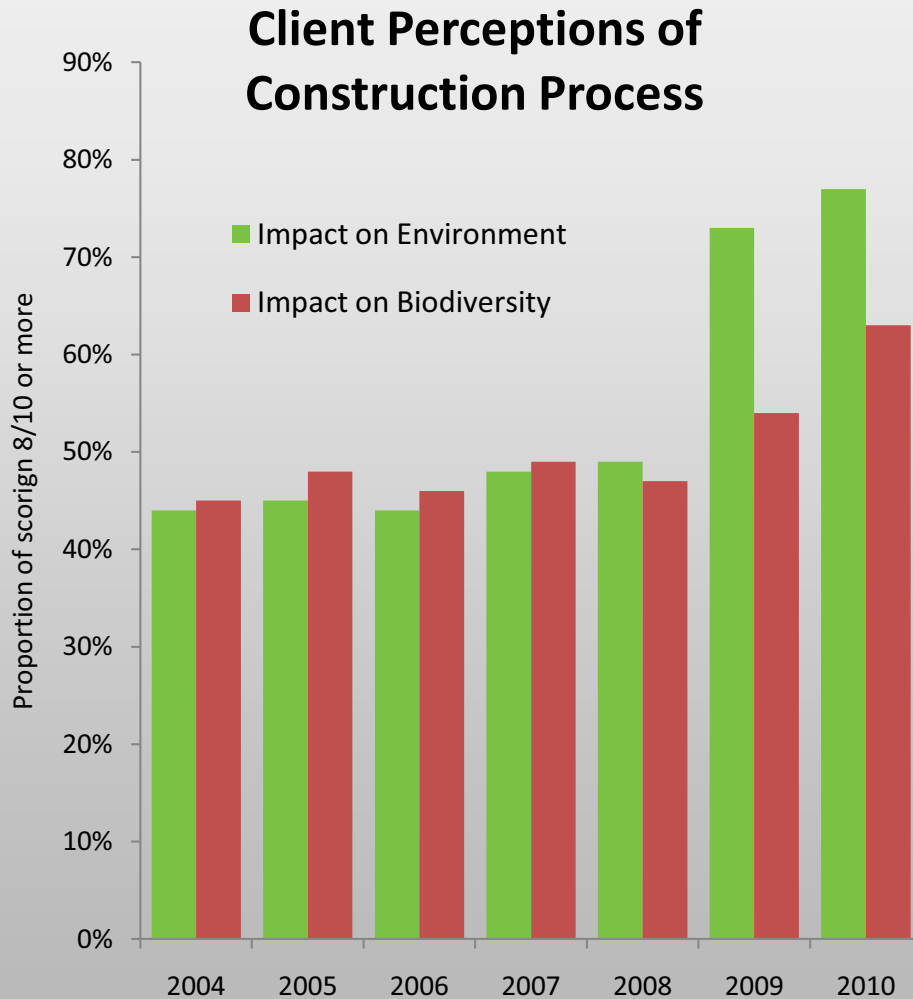
Willmott Dixon Group



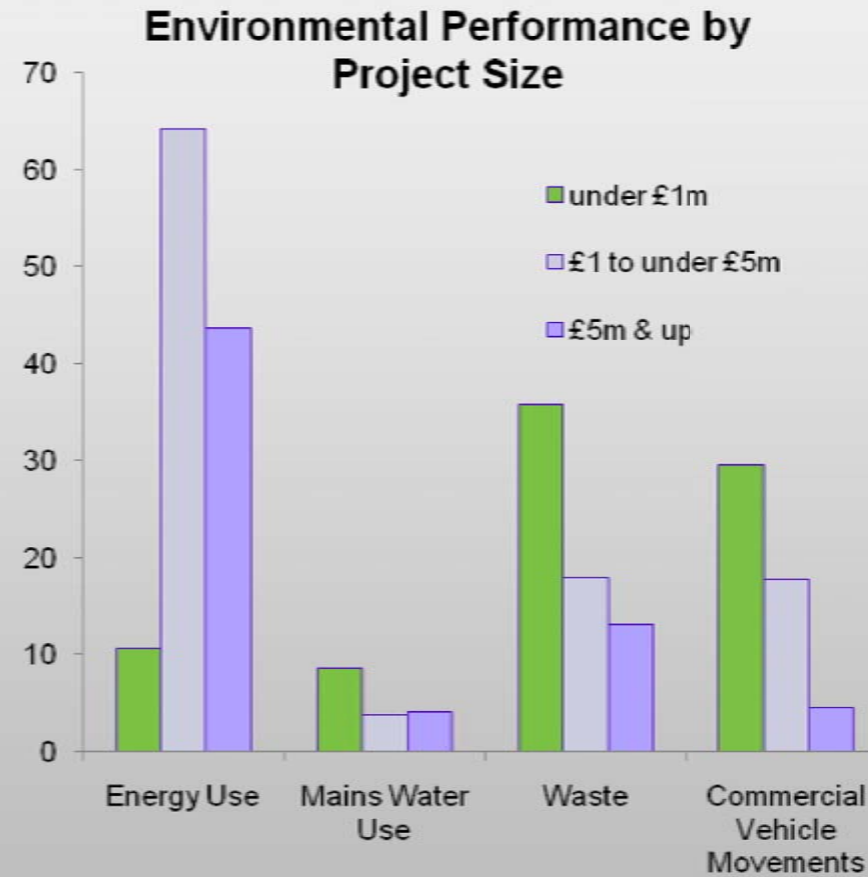
Structure

- » **Introduction**
 - ▼ Willmott Dixon and Re-Thinking
- » **Willmott Dixon & Environmental KPIs**
 - ▼ History of WD data collection
 - ▼ Why?
 - ▼ Where we've come from
 - ▼ What we've achieved
 - ▼ Challenges, Solutions & Benefits
- » **Where next?**

Environmental Perceptions and Performance

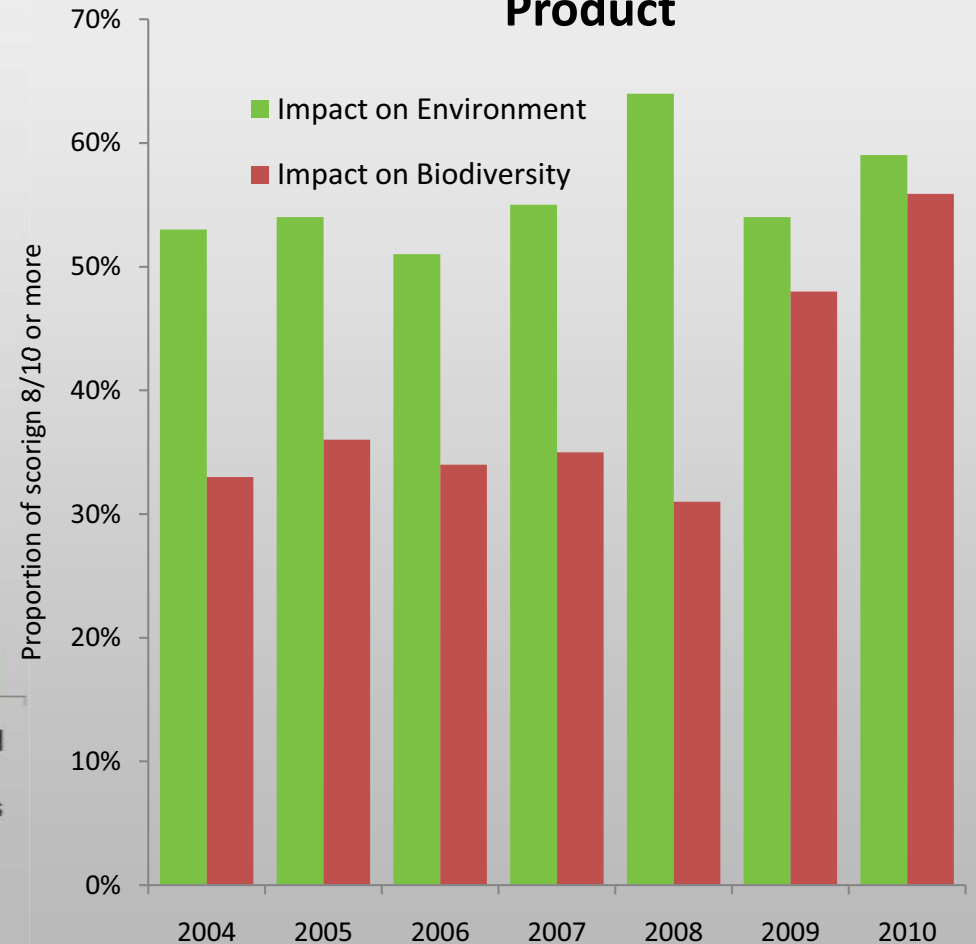


Environmental Perceptions and Performance



Energy use = kgCO₂/£1m of project value; Mains water use and waste = m³/£100k of project value; commercial vehicle movements = number/£100k of project value

Client Perceptions of Construction Product



Introduction

- » **Environmental KPIs collected on Construction projects since July 2005**
- » **The KPIs we collect:**
 - ▼ Construction Process KPIs
 - ▼ Impact on Environment
 - ▼ Impact on Biodiversity
 - ▼ Energy Use
 - ▼ Water
 - ▼ Waste
 - ▼ Others as necessary (e.g. Commercial Vehicle Movements)
- » **Monthly data collection & reporting**
- » **Initial target 60% CE benchmark performance scores (i.e. better than average)**



All Projects

The beginning... (July 2005)

» **Why begin to collect Environmental KPIs?**

- ▼ Environmental Management System
 - ▼ Requirement to measure, benchmark, target & report
 - ▼ Six month benchmarking exercise
 - ▼ ISO 14001 Certification achieved Jan 2006
- ▼ BREEAM
 - ▼ 'Construction site impacts' credits
 1. Monitor, report and set targets for CO₂ or energy arising from site activities
 2. Monitor, report and set targets for water consumption arising from site activities
 3. Monitor construction waste on site
 - ▼ Along with other EMS procedures gained maximum available credits
 - ▼ Constructing Excellence KPIs specifically referenced
- ▼ Employer's requirements
 - ▼ Increased client focus on project environmental impact



The early days... (2006-07)

Embedding Environmental KPI processes within the business

» **Challenges**

- ▼ Increasing focus on Environmental data collection
 - ▼ Seen as additional 'administrative burden' for site teams
- ▼ Improving accuracy of data collection
 - ▼ Inconsistent scores

» **Solutions**

- ▼ Report as part of monthly Commercial procedures
- ▼ Reported at regional & divisional Board level alongside Financial, H&S and Quality data
- ▼ Include in H&S Inspection regime – internal fines & prohibition notices for non-compliance

» **Benefits**

- ▼ Better understanding of the business
 - ▼ No two projects are alike!



Improving performance... (2008-09)

» **Challenges**

- ▼ Additional data requirements
 - ▼ SWMP Regulations – source activity, waste streams, destination etc
- ▼ Growing business
 - ▼ 2006 report – 44 projects; 2011 report – 144 projects
- ▼ Benchmark performance
 - ▼ Energy Use & Waste still outside average benchmark performance

» **Solutions & Benefits**

- ▼ Improved, multi-layered Environmental KPI reporting
- ▼ Initiated discussions with CE and other major contracting organisations to review benchmarks
 - ▼ CE open to discussion & review
 - ▼ Sample exercise showed CE data to be accurate!
- ▼ Increased CE KPI scope & depth
 - ▼ Waste to landfill



Dynamic business... (2010-11)

» **Challenges**

- ▼ Advanced data requirements
 - ▼ 'Quick wins' achieved
 - ▼ Drill down into Environmental KPI impact areas
- ▼ Restructure
 - ▼ Coordinating consistent KPI collection across new structure
 - ▼ 180 projects ~100,000 raw data points

» **Solutions & Benefits**

- ▼ Separate items under Willmott Dixon direct control
 - ▼ Continue to influence all impact areas on-site
- ▼ Online data reporting system
 - ▼ Increased data interrogation
 - ▼ Reinforce audit trail

What next...

- » **Continue to collect, improve and expand Environmental KPI data**
 - ▼ Better understanding of our business and impacts
 - ▼ Automated data collection for real-time reporting
 - ▼ Remote energy monitoring
 - ▼ Electronic waste transfer notes

- » **Continue positive discussions with CE to review scope and depth of benchmarks**
 - ▼ Energy Use:
 - ▼ Electric / diesel / gas
 - ▼ Site accommodation / construction site activities
 - ▼ Metrics:
 - ▼ m² floor area/project footprint
 - ▼ construction activity turnover

- » **Continue to transparently report performance,**

