

FOR

Our Future



FORTEM
Every Home Matters



Our 2030 Sustainability Strategy

Fortem is a  WILLMOTT DIXON Group Company

Foreword

Fortem is a proud part of Willmott Dixon, a company that has been delivering construction services to customers since 1852.

Being a purpose-driven business is a core part of our DNA, and our focus on the environmental and social challenges our world faces have never been greater. Likewise, we know social housing providers need partners with the expertise to help them deliver their ambitious net zero targets. Our future success relies on reducing carbon emissions from our activities and supporting our supply chain. Equally, we must continue to step beyond the role of a contractor by making a tangible contribution and positive difference within the local communities we serve.



Rick Willmott
Group Chief Executive

We want to have a real and lasting positive impact on people's lives helping them to thrive and prosper.



WILLMOTT DIXON

SINCE 1852

The long-anticipated Procurement Act which comes into force in October 2024 places a much firmer and welcomed emphasis on the social value provision of each new contract placed by public sector bodies. This is something we support strongly as we want to have a real and lasting positive impact on people's lives helping them to thrive and prosper through the support, skills and talents of our people.

We pride ourselves on delighting our customers. Like us, their needs are changing as we all rise to the challenge of adapting to and remaining resilient in a volatile, uncertain and rapidly changing world.

Sustainability is an increasingly important differentiator in our sector – the ambitions and targets laid out here are core to our future business strategy and will safeguard our ability to operate in the long term.

There is so much at stake for all of us – governments, businesses and individuals alike. We must 'step up' and take responsibility. I believe that by remaining true to Fortem's vision of being the leading, most trusted property solutions partner we can build the future we want over the duration of this strategy. It will shape our people, our products and our business as a whole. We must be decisive: the speed of change needed is unprecedented.

I am confident that in partnership with our clients and by collaborating with our supply chain partners, we will seize this opportunity and rise to the challenge.

The clock is ticking – we must act now if we are to leave a world fit for future generations.



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> Introduction

Our world is facing unprecedented environmental and social challenges. The increasing impacts of climate change are already being felt and high levels of social inequality continue to impact life chances; the most vulnerable in society are the least able to adapt and suffer the greatest hardship.

Without urgent efforts to curb emissions and build a fairer society the health and wellbeing of future generations is at risk.

Despite the importance of social housing, we still face insufficient supply, maintenance backlogs, and affordability issues. Over the years, government policies and initiatives have tried to address these challenges, focusing on improving standards and promoting sustainability.



Julia Barrett
Chief Sustainability Officer

**Without urgent efforts to curb emissions and build
build a fairer society the health and wellbeing of future
future generations is at risk.**

However, with over four million social housing properties in the UK, more needs to be done to reduce the sector's contribution to climate change, to increase the resilience of communities and to provide healthy homes.

Ongoing investment, policy support and funding are essential to alleviate fuel poverty and to ensure that social housing continues to meet the needs of those who live there.

We will collaborate with our partners to build, retrofit and maintain homes that are energy efficient and resilient to the increasing impacts of climate change. We aim to become zero-carbon in our own operations to reduce our contribution to climate change. We will develop long-term relationships with the communities in which we work, supporting people to thrive.

We have a moral duty to shape a fairer society by maximising our positive impact and playing our part in a just transition to a low-carbon world that is fit FOR our future.



The most vulnerable in society are the least able to adapt and suffer the greatest hardship.

> Our Themes

Our themes set out our long-term ambitions which describe the future we are striving to create. Each of our ambitions is supported by specific and measurable targets to track our progress and achieve success.

- > For Planet
- > For Communities
- > For Homes

We recognise that 2030 is a long way off, we will be regularly reviewing performance against our planned trajectory and continuously driving improvement. We will report our progress regularly as part of our annual sustainable development review.

The UN Sustainable Development Goals have provided a framework for us to align our actions and meet the needs of future generations.

Theme



Supporting the UN Sustainable Development Goals





Together with our supply chain partners, we will take action to address the climate and resource crises affecting our planet.

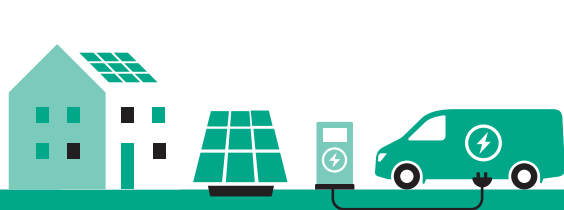
Our planet's resources are finite. It is the same planet that will be home to the generations that follow us. Yet, our overconsumption has led to a rapid rise in global warming, accelerating the impacts of climate change with flooding and heatwaves increasingly affecting the lives of people in the UK.

The extent of these challenges the planet is facing means that 'business as usual' is no longer an option.

We need to rethink our approach to how we deliver our services, focussing on eliminating fossil fuel use, maximising resource efficiency and promoting healthy living environments for future generations.



> Our Ambitions



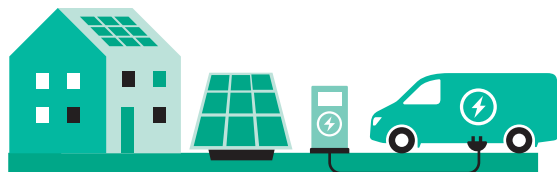
FOR us to aim to be a zero-carbon company without offsetting by 2030.



FOR our supply chain partners to be net-zero by 2040.



FOR us to generate zero avoidable waste.



FOR us to aim to be a zero-carbon company without offsetting by 2030.



Why is this important?

We must limit global warming to 1.5°C if we are to avoid the catastrophic effects of climate change. Addressing our direct contribution to climate change will require us to change the way we operate, no longer relying on fossil fuels as a source of energy.

We will purchase carbon offset credits to maintain carbon neutral status. We will continue to reduce our emissions so that offsetting is no longer required and we become a zero-emission company.

Our Targets by 2030:

- FOR us to transition our fleet to zero-emission vehicles where the necessary infrastructure permits
- FOR our sites, depots and offices to be fossil fuel free
- FOR us to procure only certified natural renewable energy



FOR our supply chain partners to be net-zero by 2040.

Why is this important?

Our ambition to achieve zero carbon in our own operations will only have real impact if we share our experience and collaborate with others to eliminate carbon throughout our supply chain.

Given the scale of this challenge, our focus to 2030 will be on those we procure the most from and where we can take procurement decisions that align with our ambition.

Applying our Sustainability Procurement Policy and Supply Chain Code of Conduct will allow us to work with organisations that can support us to achieve our goals. These include commitments to reduce the environmental and social impacts of the materials we use, as well as promoting equality, diversity and inclusion and tackling Modern Slavery.

Our Targets by 2030:

- FOR at least **70%** of our purchased goods (by spend) to be from suppliers that commit to and have a plan in place to become net zero carbon in operation by 2040





**FOR us to generate
zero avoidable waste
by 2030.**

Why is this important?

Eliminating waste makes us more efficient and reduces our consumption of natural resources. We aim to transition from the take-make-dispose model of delivery to a more circular approach where we reuse or recycle our resources.

Zero avoidable waste means eliminating waste at every stage of a project's lifecycle, from the manufacture of materials and products, to the design, specification, procurement and installation.

By 2030 we will have eliminated avoidable waste from our operations. Where waste is unavoidable, we will prioritise reuse, repurposing or recycling.

Our Targets by 2030:

- FOR us to eliminate all avoidable waste during the delivery of our Repairs & Maintenance, Capital Works and Retrofit workstreams
- FOR 100% of our non-hazardous waste (excluding void clearances) to be diverted away from landfill
- FOR unavoidable waste from void clearances to be re-used, recycled and recovered where possible with at least 95% being diverted from landfill



Unavoidable
waste



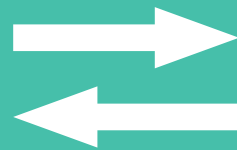
Recycle



FOR us
to generate
zero avoidable
waste by
2030



Prevent



Reuse



We will create a legacy in the communities we serve by supporting people and local business to thrive.

The challenge of building a fairer society for all is as enormous as ever. In the UK, income inequality remains high and people's life chances vary greatly. These are problems that no single organisation can tackle alone.

We will work with clients and customers to understand what is needed and how we can deliver real, long-term impact. Building long-term relationships with other like-minded organisations will enhance our ability to meet the needs of the communities in which we work.

A home should always be more than just four walls and a roof, and by thinking differently and improving the way we and our clients deliver services, we can maximise the positive impact of our service.



> Our Ambitions



FOR us to deliver high impact social value activities that promote social cohesion and improve local amenities, ensuring that customers and their communities thrive.



FOR us to support people who face significant barriers to be in, or on the path to, good careers.



FOR us to set the standard on social value in our sector.



FOR us to deliver high impact social value activities that promote social cohesion and improve local amenities, ensuring that customers and their communities thrive.



Why is this important?

Every individual is unique, and every community is different. Working with our clients we will connect with communities and identify particular local needs. We will then deliver social value activities that address real issues and make a tangible difference.

Our social value programmes include activities that support customers to live independent, healthy lives in their own homes. We do this through training and advice on energy saving, basic DIY, budgeting and digital skills. We will help people gain employment and skills, promoting sustainable tenancies and improving the lives of people within the community.

Our Targets by 2030:

- FOR us to make connections with 25,000 people (a one-off interaction, e.g. school talks, DIY training, health intervention or awareness – Stop Smoking, Gas Safety)
- FOR us to improve the lives of 2,000 people (a series of interactions as part of a programme, e.g. Future Pathways programme – work experience, CV writing, CSCS support)
- FOR us to gather feedback from 100% of our social value activities
- FOR us to collaborate with other partners to deliver greater social value impact

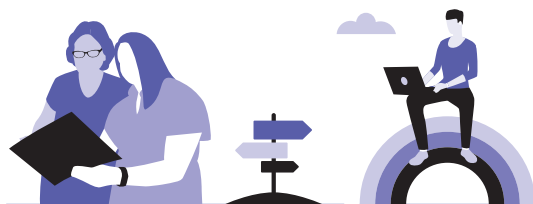
> We will support people to be in good careers

**2030
Targets**

25,000
Connections

2,000
Improvements

150
people facing
significant barriers to
the workplace will have
new careers



FOR us to support people who face significant barriers to be in, or on the path to, good careers.



Why is this important?

Access to good quality work is the best way to improve a person's life chances. Having a job can provide purpose, skills, a sense of achievement and increased self-esteem – as well as an income.

From school careers talks to work experience opportunities, from apprenticeships to refurbishing community facilities, our social value activities connect us with thousands of people.

We will have a deeper, more meaningful impact on the lives of people facing particularly significant barriers to work; over months and years, we can help them develop good careers, some of them in our business, some in our supply chain and others in the wider community.

Our Targets by 2030:

- FOR us to support 150 people facing significant barriers to the workplace to have new careers



FOR us to set the standard on social value in our sector.

Why is this important?

Our reach is more significant when we support other businesses rather than help individuals alone. As a leader, we should be sharing our knowledge and expertise to support other organisations to prosper.

We will make social value a consideration in every decision we make – from how our own people and what we procure, through to the services we offer. Examples of this include activities such as procuring from the local area and promoting diversity in our supply chain through partnerships with SMEs, micro businesses and social enterprises.

Our Targets by 2030:

- FOR the diversity of organisations within our supply chain to increase year-on-year (by spend); this includes SMEs, micro businesses and social enterprise
- FOR us to increase the proportion of our total spend with local supply chain year-on-year



Improving the resilience of homes and communities is our focus, we will partner with our clients and customers supporting the transition to a low carbon economy.

The impacts of climate change will be experienced most acutely by those with the least ability to adapt. Rising and unstable energy prices have led to an increase in fuel poverty and adversely impacted living conditions for many.

We will work with our clients to provide support to customers experiencing fuel poverty by delivering energy saving projects and providing advice to reduce fuel bills.



> Our Ambitions



FOR us to be the trusted expert in social housing decarbonisation.



FOR our sustainability solutions to be informed by the voice of the customer, improving living conditions and responding to the impacts of climate change.



FOR all our activities to enhance the sustainability of the homes we repair, maintain and improve.



**FOR us to be the
trusted expert
in social housing
decarbonisation.**

Why is this important?

We must deliver quickly to support achieving national net zero targets. We will guarantee results in the form of emissions reductions and improved living conditions.

Our retrofit service draws on in-house and external expertise, the service includes the development of retrofit programmes, identification and acquisition of funding, a design and build approach and effective customer engagement strategies.

Our Targets by 2030:

- We will be recognised as sector leading in social housing decarbonisation
- The expertise within our workforce and supply chain will deliver a leading and differentiated decarbonisation service
- We will instigate and enable decarbonisation projects from accessing funding, delivering projects, and demonstrating improvements through our retrofit service



FOR our sustainability solutions to be informed by the voice of the customer, improving living conditions and responding to the impacts of climate change.



Why is this important?

Everyone deserves to live in a safe, warm and decent home. We will provide support and solutions to overcome issues such as poor thermal efficiency, overheating, damp & mould and rising energy costs.

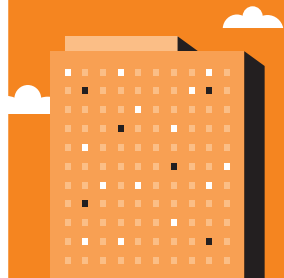
We will make every customer contact count, allowing their voice to shape the way we do business.

Our Targets by 2030:

- We will be supporting customers to live sustainably in their homes across all of our contracts
- Every workstream will have the technical solutions to enable our customers to live more sustainably in their homes
- The voice of the customer will be an integral part of the way we do business



**FOR all our activities
to enhance the
sustainability of the
homes we repair,
maintain and improve.**



Why is this important?

We will collect and use data on the condition of the homes we look after and use this to find ways to make sustainable improvements.

Our aim is to ensure that asset management and product selection contribute to sustainability goals and we will eliminate any outcomes that do not deliver a sustainability benefit.

Our Targets by 2030:

- Our activities will capture asset condition and automatically identify opportunities for sustainable improvements
- We will improve the sustainability of estate/asset management and product selection resulting in improved sustainability performance
- We will eliminate any workstream outcomes that do not deliver a sustainability benefit

Governance and reporting

Our Chief Sustainability and Compliance Officer oversees Fortem's sustainability performance, with the Fortem Board responsible for strategy delivery and progress against targets.

The Willmott Dixon Group's Sustainability Advisory Group provides a strategic overview and policy recommendations to the Fortem Board.

Fortem's Sustainability Steering Group supports strategy development and then the implementation of initiatives to meet our targets.

Governance

We collect, monitor, and report performance data, working with specialist partners to ensure high standards.

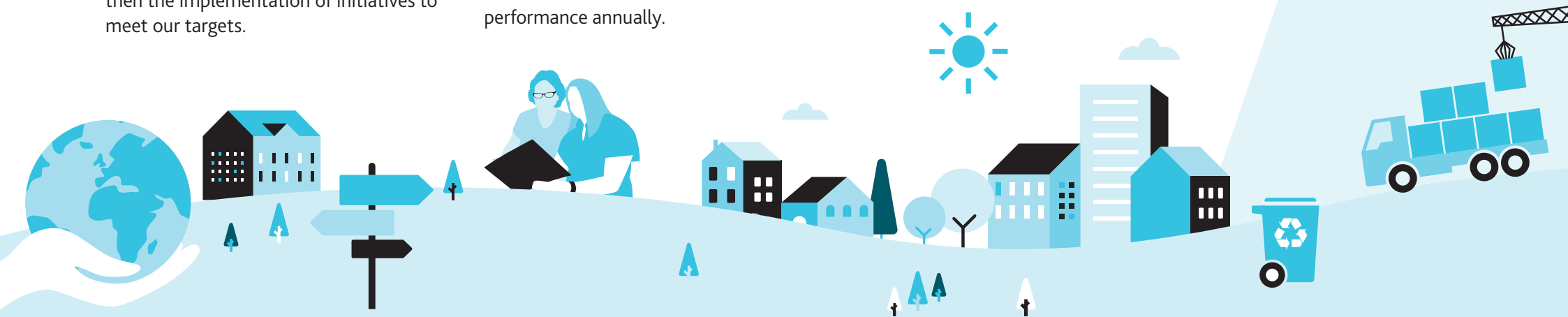
Operational performance on waste, water, and carbon is tracked using SmartWaste. Community investment and social value planning and delivery are monitored using mi|social, a bespoke tool developed with Willmott Dixon.

Reporting

Sustainable development is included in Fortem's Annual Report and Accounts. Bureau Veritas verifies Fortem's performance annually.

'Purpose beyond profit' clearly still forms a fundamental part of our DNA today.

Peter Willmott





FORTEM

Every Home Matters

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