

**Henry Boot**

GROUP OF COMPANIES

# 2025 Responsible Business Strategy

Building a responsible future.

## Foreword

**“I am proud to be leading a business that is adapting to address the challenges our communities face today”.**



I started as the Chief Executive Officer of Henry Boot in January 2020. One of the factors that attracted me to the business was the Group’s hard-earned reputation for delivering value for those it worked with. It was clear that this was a business with a purpose and one that took its responsibilities to its people, partners and the places and communities it worked in seriously.

The past two years have confirmed this, and I have been exceptionally proud of how our business has responded to the short-term challenges of Covid-19. Not only have we continued to develop and support our people to deliver a high-quality service to our customers, but my colleagues have also demonstrated passion and enthusiasm to offer increasing support for our communities and the environment.

Henry Boot has always understood and been influenced by the responsibility we have to create sustainable and long-term value for the communities and environments we operate in. Environmental social, and governance (ESG) factors are becoming an increasingly important focus for investors, customers, our people and the general public intensified by global events and climate change. We are working hard to ensure that our long-term business decisions incorporate the way we protect and collaborate with our people, partners, places and planet. It is essential that we ensure responsibility is at the core of our business and values.

In developing Phase 2 of our Responsible Business Strategy, we have engaged our people, partners and stakeholders so that we address the social and environmental issues that matter most to them – and over which we can have the greatest influence. This Strategy outlines our ambitions for the way we deliver our commercial purpose whilst we leave a lasting positive legacy.

I am proud to be leading a business that is adapting to address the challenges our communities face today. I am confident that the drive and collaboration our people demonstrate on a daily basis, will help us create long-term impact for those we work with. Our people are our greatest asset and we will support and empower them to deliver the objectives of this Strategy.

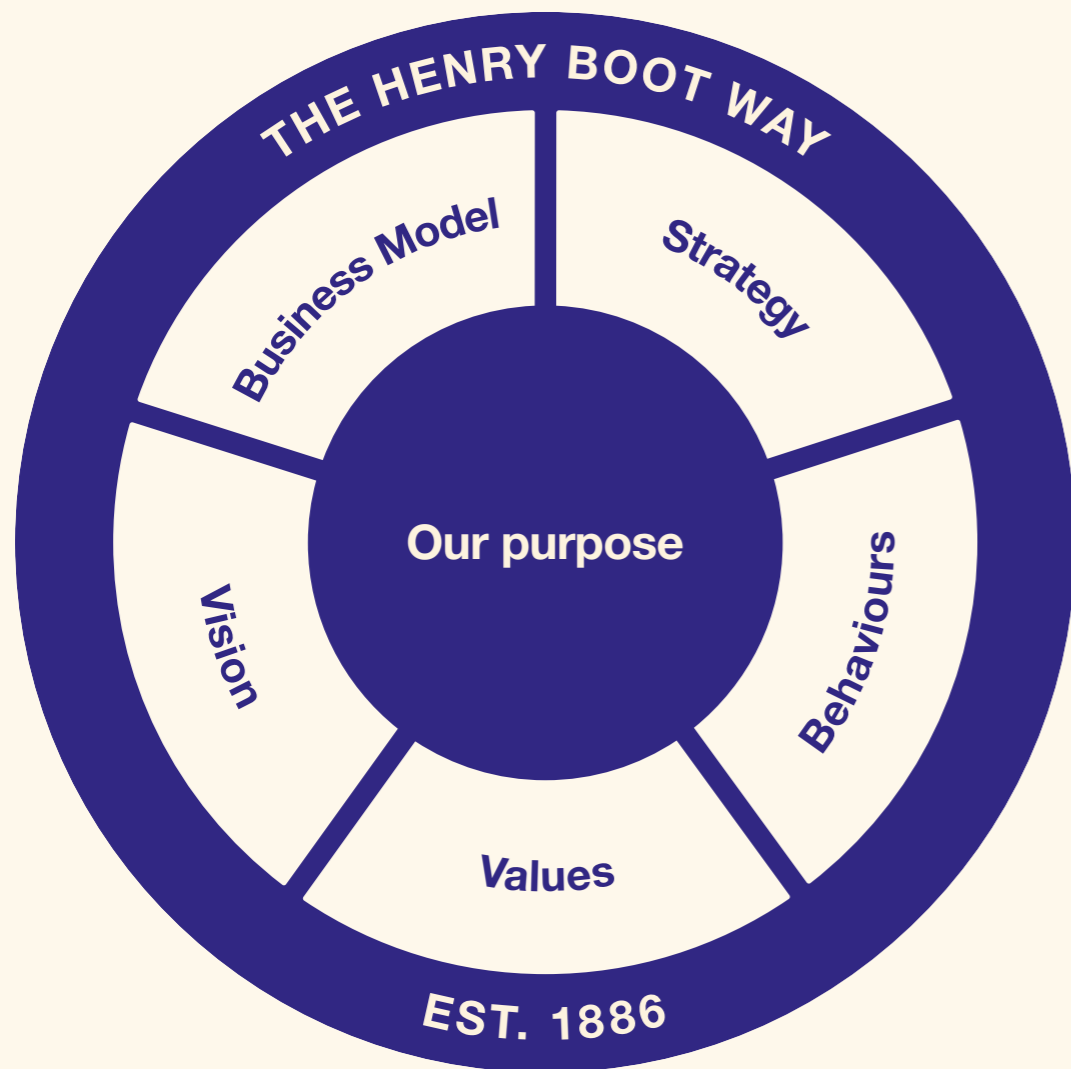
I look forward to seeing what we can achieve together.

**Tim Roberts**  
CEO, Henry Boot PLC

## Foundations for sustainable growth

Our business is more than 135 years old, and we understand the importance of adapting to the needs of our stakeholders and remaining sustainable for the long term. In our approach to responsibility, we are committed to doing everything possible to collaborate with and support our people, partners, places and planet as we fulfil our corporate purpose.

In 2017 we undertook our people-led One Henry Boot Project to define our Purpose, Vision and Values.



### Our Purpose

To empower and develop our people to create long-term value and sustainable growth for our stakeholders\*.

### Our Vision

Our people, partners and communities continue to trust our reputation, respect our expertise and value us for our forward-thinking approach.

### Our Values

-  **Adaptability**
-  **Collaboration**
-  **Delivery**
-  **Respect**
-  **Integrity**
-  **Loyalty**

\*Our stakeholders are our shareholders, employees, pensioners, customers and suppliers. More broadly, we recognise our duties to the environment and the communities in which we operate.

## Commitment to responsible business

In 2021, we launched Phase 1 of our Responsible Business Strategy – called ‘135 Henry Boot’. This enabled us to demonstrate our commitment to being a responsible business and launch three important strategic initiatives: a Community Partnership Plan (CPP), an Equality, Diversity and Inclusion (EDI) Strategy, and a Net Zero Carbon (NZC) Framework.



In the same year, we established our Responsible Business Committee to provide Board level oversight and scrutiny of the Group’s responsible business performance. Board and Executive Committee members were appointed sponsors of our responsible business initiatives and significant engagement was undertaken with our people-led working groups. This approach has enabled us to engage and empower our people to inform and influence our responsible business approach.

All of this has put us in a strong position to develop and deliver Phase 2 of our Responsible Business Strategy – which is outlined in this brochure. Phase 2 sets ambitious objectives and targets for the medium term, ensuring we maintain our bold and determined approach to achieving significant environmental and social value through our work.

We look forward with confidence to generating even more meaningful and long-term value for our people, places, planet and partners in the years ahead.



**Jack Kidder**  
Responsible Business Manager,  
Henry Boot PLC

# Materiality Assessment

## What matters to our people and partners?

In developing our Responsible Business Strategy, it was vital to capture the opinions and views of our people and partners. We wanted to understand the issues they thought were the most material when considering how our business generates positive impact and social value.

Our Responsible Business Committee undertook a stakeholder mapping exercise to understand how best to engage our stakeholders. Desk-based research and employee engagement was undertaken to create a shortlist of material issues which was also influenced by the ambitions of the United Nations Sustainable Development Goals.

Based on this exercise we conducted a Responsible Business Survey among a representative sample of our:

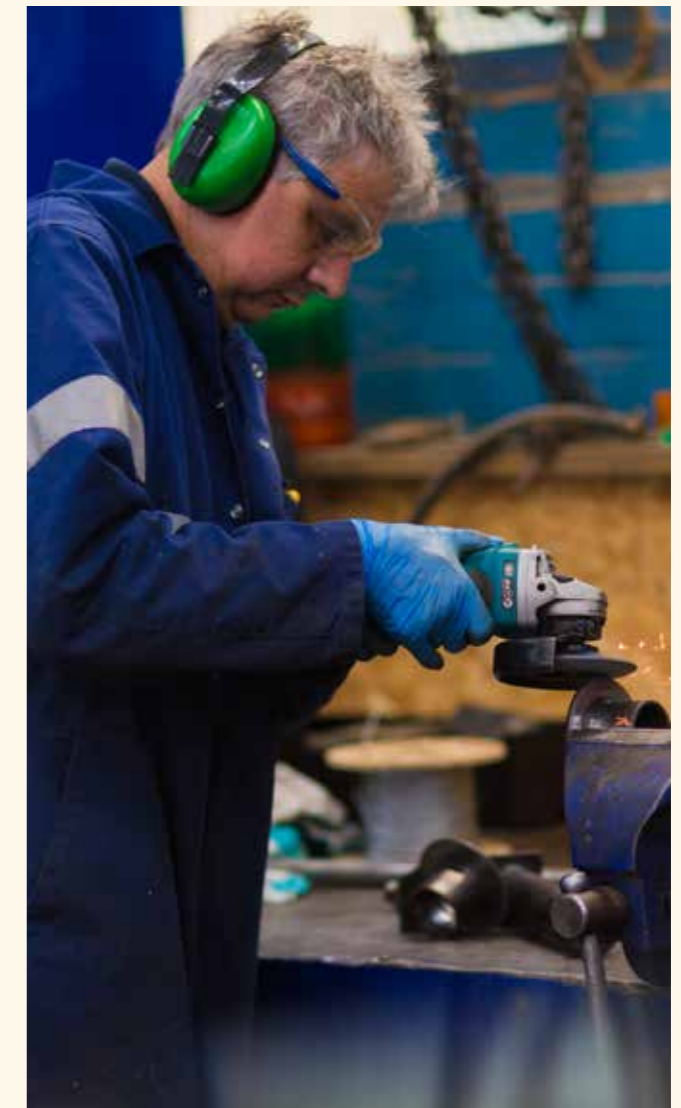
- People
- Customers
- Suppliers
- Advisors
- Professional membership bodies
- Charity partners
- Education partners
- Community partners

Participants were asked to rank a selection of issues in order of importance including the following:

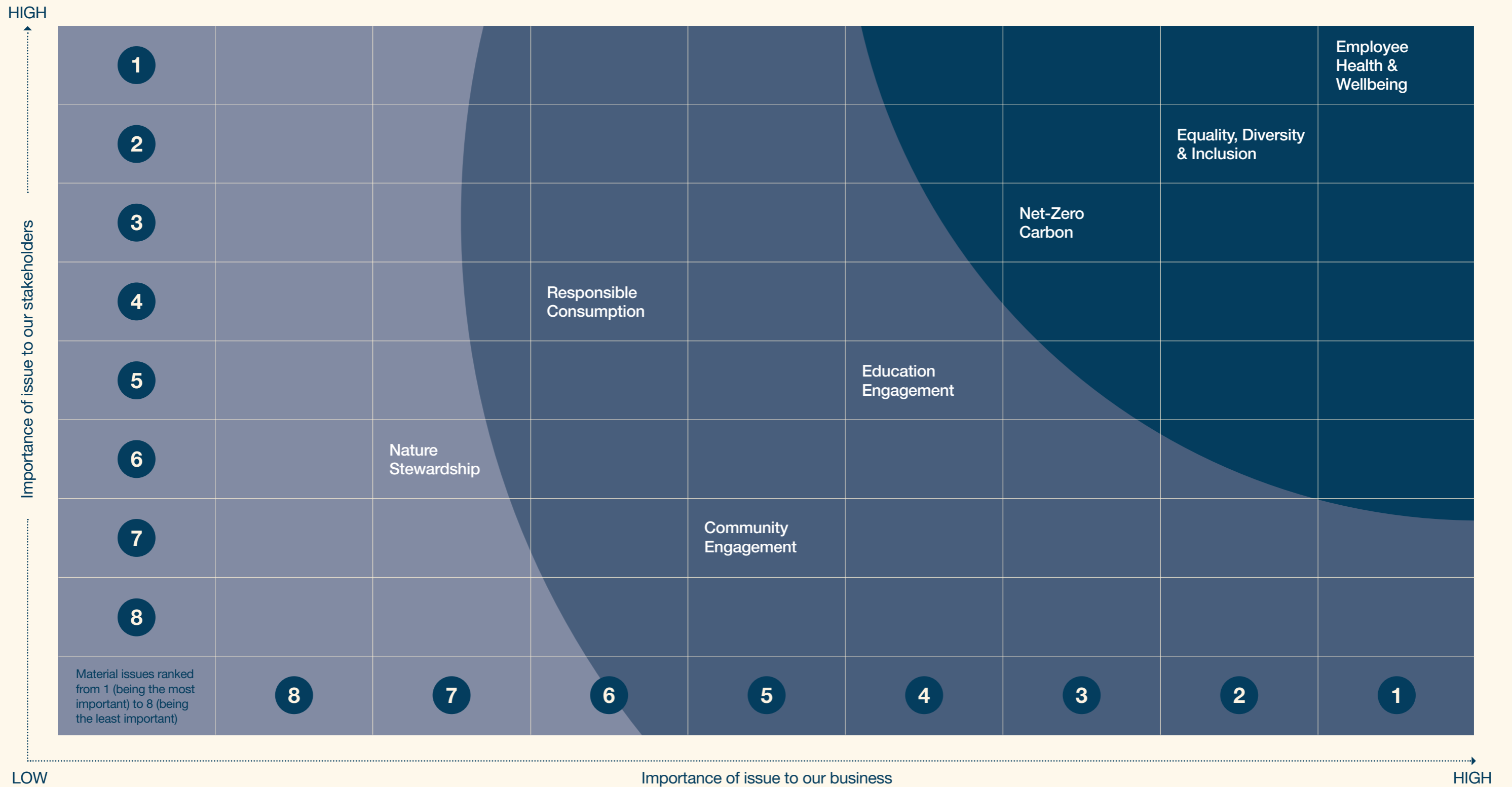
- Community engagement
- Education engagement
- Employee health and wellbeing
- Equality, diversity and inclusion (EDI)
- Nature stewardship
- Net zero carbon (NZC)
- Responsible consumption of resources

The Responsible Business Committee ranked the same list of material issues according to their importance to the business and the results can be seen in the Materiality Matrix overleaf.

We also undertook focused engagement with investors, professional advisers and our people to best understand their expectations and opinions on Henry Boot’s approach to responsible business. The detailed engagement we undertook with our investors and professional advisers has enabled us to understand the issues that they felt were of particular importance and current best practice in the market.



# Materiality Matrix



## The United Nations Sustainable Development Goals (UN SDGs)

We also engaged our stakeholders to understand which of the UN SDGs they felt our business could most positively impact. Based on the feedback received, the Responsible Business Committee selected the following five UN SDGs as those best aligned with our corporate purpose and which we can most positively impact.



### Responsible business themes

Our materiality assessment identified that the top 3 issues our business should focus on are:

- Promoting positive health and wellbeing for our people.
- Ensuring our business is equal, inclusive, diverse and accessible.
- Achieving net zero carbon (NZC).

The feedback from our stakeholder engagement has informed the objectives of this Strategy. The strategic objectives and pillars are focused on addressing our material issues whilst also incorporating a progressive and ambitious approach on key areas of responsibility to ensure our approach is holistic and focused. Ongoing stakeholder engagement will be undertaken to ensure that the aims and objectives of this Strategy remain relevant and impactful.

**“We will only achieve our ambitions if all of our people and stakeholders come on this journey with us. I am confident that they will, having already seen the impressive levels of commitment, contribution and drive from across the Group.”**

**Peter Mawson**  
Non-Executive Director and Chair of  
Responsible Business Committee

## Responsible Business Strategy Objectives

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### The objectives of our Strategy are:

**1** To further embed ESG factors into our commercial decision making, so that we adapt our business ensuring long-term sustainability and value creation for our stakeholders.

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**2** To empower and engage our people to deliver long-term meaningful change and impact for the communities and environments we work in.

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**3** To authentically address those issues deemed to be most significant and material to our business and hold ourselves accountable by reporting regularly on our progress.

**“It’s really important to me to work for a company that genuinely cares about its stakeholders and wants to do the right thing. The creation of a Responsible Business Committee and this Responsible Business Strategy proves that the Company is taking ESG matters seriously at board-level and holding itself accountable to effect change.”**

Jaimie Read, Henry Boot PLC





## Clear ambitions – positive purpose

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This Strategy sets out medium-term objectives for the business which we will aim to achieve by the end of 2025. It incorporates the findings from our stakeholder engagement and all our existing responsible business initiatives providing clear guidelines on how we intend to deliver our commitments over the coming years.

In order to develop the targets, we assessed the issues our stakeholders identified as material and baselined our performance throughout 2021 to understand our current levels of impact. We used this baseline to assess how we could grow our impact year on year in order to generate significant value for all our stakeholders over the medium term. All of the targets contained within this document have been influenced and shaped through consultation with our people, our commercial and community partners, our senior management and Board, and our professional advisers to ensure that they are robust, ambitious (whilst also achievable) and will create the impact we aspire to achieve.

As we strive to deliver the strategic objectives and targets that follow, our activity and performance will align with, and be influenced by, our Purpose, our Values and our selected UN SDGs.



## Strategy Structure – How it all fits together

**Our Purpose** is to empower and develop our people to create long-term value and sustainable growth for stakeholders.



### Pillar 1 – Our People

We will support, develop, engage and empower our people to have an exceptional working experience, to be the best versions of themselves, and to deliver long-term value for stakeholders.

### Pillar 2 – Our Places

In fulfilling our purpose, we will support and engage the communities we work with, and alongside, to create long-lasting social value.

### Pillar 3 – Our Planet

We will protect and preserve our planet by reducing our environmental impact, consuming responsibly and safeguarding our environments.

### Pillar 4 – Our Partners

We will collaborate with our partners to deliver exceptional results, create value and share knowledge, solutions and creativity to address key issues.



**Our Ambitions** will be delivered by our people working closely with our partners – delivering collaborative solutions with real impact.



**Our Values** will underpin and align everything we do.

## Pillar 1 – Our People

# Empowering all our people to be happy, healthy and successful

This Pillar incorporates the strategic objectives of our Group People Strategy and EDI Strategy. It focuses on how we positively engage and empower our people to give them an exceptional working experience, to enable them to be the best versions of themselves, and to ensure the Group continues to recruit and retain talented people.



## Pillar 1 – Our People

Objective	Description	Aligned UN SDGs	Material Issues
<p><b>Promoting positive health and wellbeing for our people</b></p>	<p>To support our people to be happy, healthy and to enjoy a positive work-life balance. Ensuring our people have access to innovative health and wellbeing resources and services (including mental, physical, financial and digital wellbeing).</p>	 	<ul style="list-style-type: none"> <li>• Employee health and wellbeing</li> </ul>
<p><b>Creating an equal, inclusive and diverse workplace</b></p>	<p>To evolve our workplace to create a fair, accessible, diverse and inclusive working environment in which all our people can be themselves – so they can thrive, add value, and feel valued.</p>	 	<ul style="list-style-type: none"> <li>• EDI</li> <li>• Education engagement</li> <li>• Employee health and wellbeing</li> </ul>
<p><b>Engaging and empowering our people</b></p>	<p>To keep all our people regularly informed about and engaged in our responsible business aspirations and performance.</p>	 	<ul style="list-style-type: none"> <li>• EDI</li> <li>• Employee health and wellbeing</li> </ul>

## Pillar 1 – Our People

At Henry Boot, we often say that our people are our greatest asset. As we collaborate to deliver our corporate purpose and the objectives of this Strategy, we have a clear duty as an employer to support, empower, develop and engage all of our people. We want every member of the Henry Boot family to enjoy a rich and rewarding career with our Group.

As we strive to achieve this, we will be guided by our workplace culture - the Henry Boot Way. This is critically important to our long-term success as a business and to attracting and retaining talented individuals to join us in the future. We will give our people the responsibility to drive the success of our business and, as we do so, work hard to ensure that we foster their talent and develop their potential.

This Strategy has been shaped and guided by the opinions and views of our people. The delivery of all its objectives and targets will be further guided by them through membership of working groups, champion roles for responsible business initiatives, and regular engagement and feedback to ensure we do right by our greatest asset.



### Our targets – by the end of 2025 we will

#### Objective 1

##### Promoting positive health and wellbeing for our people

- Develop and deliver a Group-wide Health and Wellbeing Strategy with a range of activities and resources available to all.

#### Objective 2

##### Creating an equal, diverse and inclusive workplace

- Encourage greater levels of gender diversity in our workforce and increase gender representation in management positions with 30% of workforce and line managers being female.
- Reduce our gender pay gap to 20% (28% in 2020).

- Begin reporting on our ethnicity pay gap and set a reduction target to encourage greater ethnic diversity in our workforce.
- Deliver EDI training to 100% of our people.
- Introduce best practice recruitment processes and reverse mentoring programmes, combined with an annual benchmarking and auditing process to ensure progress against targets.

#### Objective 3

##### Engaging and empowering our people

- Introduce ESG related targets for all senior management remuneration.
- Ensure that all Group Pension Schemes incorporate ESG factors in investment decisions and that our people are well informed about their investment choices.



## Pillar 2 – Our Places

# Creating sustainable social value in our communities






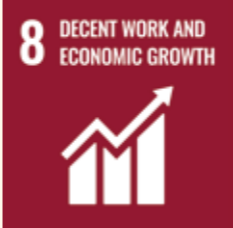


As we deliver our commercial services, we will constantly strive to create long-lasting social value for the communities we work with and alongside. Our people will use their skills, passion and creativity to enhance the places where we work, and to collaborate with local communities.

**“Having been actively involved in working with our community partners, I can see how our approach is creating more meaningful interaction with communities and ensuring that we provide the best experience.”**

Bradley Longford, Henry Boot Construction



## Pillar 2 – Our Places

Objective	Description	UN SDGs	Material Issues
<p><b>Developing collaborative charity partnerships</b></p>	<p>To develop long-term collaborative partnerships with charities to address our material issues and add lasting value to the work of those charities.</p>	 	<ul style="list-style-type: none"> <li>• Community engagement</li> <li>• Employee health and wellbeing</li> </ul>
<p><b>Collaborating with our communities</b></p>	<p>To engage and collaborate with the communities we work in, and alongside, to address key societal issues, respond to the challenges they experience, and generate significant long-term economic and social value through our work.</p>	  	<ul style="list-style-type: none"> <li>• Community engagement</li> <li>• Employee health and wellbeing</li> </ul>
<p><b>Engaging learners</b></p>	<p>To collaborate with our education partners to provide insights into the opportunities and experiences of our business and sector for a diverse range of learners, and to offer engaging, exciting and informative interactions with our business.</p>	  	<ul style="list-style-type: none"> <li>• Education engagement</li> <li>• Employee health and wellbeing</li> </ul>

## Pillar 2 – Our Places



### Our targets – by the end of 2025 we will

#### Objective 1

##### Developing collaborative charity partnerships

- Contribute £1,000,000 of financial (and equivalent) value to our charitable partners (including donations of funds, resources, sponsorship and pro-bono support).
- Develop long-term strategic partnerships both nationally and regionally, and align all Group charitable giving with our Charitable Giving Pillars – for maximum impact.

#### Objective 2

##### Collaborating with our communities

- Contribute 7,500 volunteering hours across our Group to a range of community, charity and education projects.

#### Objective 3

##### Engaging learners

- Engage 5,000 learners through careers initiatives, curriculum-focused activity, work experience, and mentoring.
- Offer 200 entry-level employment opportunities or work experience placements with a focus on those who traditionally struggle to access opportunities.
- Develop and deliver an Education Engagement Strategy to consolidate and enhance our support and collaboration with education partners, to create significant impact for learners and to incorporate social and environmental responsibility into our education programmes.

**“I’m so pleased that as a business we have developed an authentic approach that addresses some of the key challenges for our industry, such as diversity and environmental impacts of construction, whilst staying true to our approach as a business that supports its communities.”**

Amy Stanbridge, Henry Boot PLC



## Pillar 3 – Our Planet

# Enhancing our environment and natural ecosystems








Our efforts to protect our planet will incorporate the objectives of the Group's NZC Framework, taking a long-term approach to addressing the impacts of climate change. In delivering our commercial services, we will constantly strive to reduce our environmental impact, minimise our use of resources and reduce waste. We will seek to conserve and enhance our local environments, biodiversity and natural ecosystems.

**“The climate emergency affects us all and seeing Henry Boot make significant steps towards decarbonising makes me extremely proud to work for them and I’m looking forward to helping achieve these goals!”**

Richard Boot, Banner Plant



## Pillar 3 – Our Planet

Objective	Description	UN SDGs	Material Issues
<p><b>Reducing our greenhouse gas (GHG) emissions</b></p>	<p>To consistently reduce the amount of GHG emissions we produce and implement innovative ways to achieve the lowest possible level of emissions – to ultimately reach NZC.</p>	 	<ul style="list-style-type: none"> <li>• NZC</li> </ul>
<p><b>Consuming resources responsibly</b></p>	<p>To proactively reduce our resource use and waste creation through improved design and processes, and by implementing circular economy principles.</p>	 	<ul style="list-style-type: none"> <li>• Responsible consumption</li> </ul>
<p><b>To be a steward of nature</b></p>	<p>To positively support and conserve our natural environments by preserving and enhancing natural habitats, ecosystems and biodiversity.</p>	  	<ul style="list-style-type: none"> <li>• Nature stewardship</li> </ul>

## Pillar 3 – Our Planet



### Our targets – by the end of 2025 we will

#### Objective 1

##### Reducing our greenhouse gas (GHG) emissions.

- Reduce Scope 1 and 2 GHG emissions by over 20% to support reaching NZC by 2030.
- Replace 50% of van fleet with electric vehicles (EVs) or other sustainable alternatives (100% by 2030).
- Ensure that all our HGVs are EURO 6 compliant (30% to be replaced with EVs or other sustainable alternatives by 2030).
- Reduce non-sustainable business mileage by 20%.
- Supply 50% of electricity demand for construction sites from renewable generators.
- Complete energy, resource and sustainability audits in all of our directly controlled offices, sites and depots – and implement all medium-term recommendations.
- Use biodiesel as we electrify our fleet.

#### Objective 2

##### Consuming resources responsibly

- Cut avoidable waste by 99% for all our construction sites (100% by 2030).
- Reduce consumption of avoidable plastic by 50%.
- Undertake Group-wide waste monitoring and establish a waste-reduction target.
- Undertake Group-wide water monitoring and establish a water-reduction target.
- Introduce a Group-wide Sustainable Supply Chain Standard to support supply chain collaboration and innovation.

#### Objective 3

##### To be a steward of nature

- Collaborate with commercial partners to achieve biodiversity net gains on our projects.
- Enhance and preserve natural environments where we work.
- Deliver nature stewardship training to 100% of our people.

## Pillar 4 – Our Partners

# Collaborating with our partners to achieve excellence

This strategic theme addresses the way we support, engage and collaborate with all of our partners. These partners include shareholders, customers, regulators, suppliers, professional service providers, professional membership organisations, and the national and local media (community, charity and education partners are addressed under the strategic theme of 'Our Places').



## Pillar 4 – Our Partners

Objective	Description	UN SDGs	Material Issues
<p><b>Being a partner of choice for our key markets</b></p>	<p>To offer a leading commercial service and achieve excellence in all we do, so that we remain a partner of choice in our sector and key markets.</p>	  	<ul style="list-style-type: none"> <li>• Community engagement</li> <li>• NZC</li> <li>• Responsible consumption</li> <li>• EDI</li> <li>• Nature stewardship</li> </ul>
<p><b>Delivering high impact collaborations</b></p>	<p>To engage and collaborate with our partners to achieve significant impact and value creation for our places and our planet.</p>	  	<ul style="list-style-type: none"> <li>• Community engagement</li> <li>• NZC</li> <li>• Responsible consumption</li> <li>• EDI</li> <li>• Nature stewardship</li> </ul>

## Pillar 4 – Our Partners



### Our targets – by the end of 2025 we will

#### Objective 1

##### Being a partner of choice for our key markets

- Pay all of our suppliers the real living wage and secure accreditation with the Living Wage Foundation.
- Maintain best practice to ensure our sites and supply chain are modern-slavery free.
- Provide resources and support to enable our supply chain to support the objectives of this Strategy.

#### Objective 2

##### Delivering high impact collaborations

- Engage and collaborate with our partners to generate the highest possible social value for our community and charity partners.
- Engage key partners to create a more diverse and inclusive built environment sector and form business-led partnerships to improve EDI.
- Collaborate with all our partners to reduce our environmental impact. This will include collaborating with business coalitions and membership organisations, and providing access to environmental training and resources for our suppliers.

**“Whilst not explicitly defined, the principles of responsible business have been embedded in the culture and DNA of Henry Boot for many years. Through focused investment and the commitment and hard work of employees from across the Group, we can now be confident that the fundamentals of responsible business will underpin everything we do ensuring Henry Boot continues to be both resilient and sustainable.”**

Ruth McKeown, Hallam Land Management

## Achieving success

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This Strategy aims to showcase our authentic commitment to creating value for our people, places, planet and partners. We look forward to rolling up our sleeves and working hard to deliver against the ambitious and progressive targets we have set ourselves.

Demonstrating our commitment regularly will be essential, so that we showcase our successes and the challenges we have overcome. We will report on our progress annually to ensure that we hold ourselves accountable and will share our experiences transparently so that all our stakeholders can understand our approach and the measures we are taking to ensure success.

We will collaborate with our people and partners with passion and ingenuity to create long-lasting and genuine value and impact for all the people we work with and the places we work in.

**We look forward to sharing our progress with you.**

**“I am delighted to see a public declaration from the company I love and am proud to work for, to things I am passionate about, I can’t wait to see where our journey takes us.”**

Rachel White, Henry Boot PLC

**Henry Boot**  
GROUP OF COMPANIES



## Find out more

For more information about the Henry Boot Responsible Business Strategy, please contact our Responsible Business Manager.

**Jack Kidder**

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