

Henry Boot

GROUP OF COMPANIES

Responsible Business Strategy 2023 Progress Report

Building a responsible future.

Foreword

We are now two years into delivering our Responsible Business Strategy. I am pleased to share this report which details the progress we made in 2023 against our objectives and targets.



2023 presented us with a year of challenges and opportunities. Ongoing pressures with the economy, rising inflation and interest rates, and the cost of living continued to cause pressure for our industry whilst the conflicts in Ukraine and Gaza were evidence of the volatile times in which we operate. Whilst these circumstances have posed many challenges for businesses to navigate, they have also served as a reminder of the important role we play in providing support and stability for our people and partners.

I am really proud of how Henry Boot continues to evolve and adapt to meet these challenges. Our talented and dedicated colleagues have made huge efforts to continue to provide our market-leading services and bespoke approach for our customers whilst collaborating closely with, and supporting, our supply chain. Beyond this, we have continued to grow our support for our community and charity partners. Generating long-lasting social value, based on the needs of the communities with whom we work, is business as standard for our Group.

In a year where many in our society have felt more pressure than ever, we remain dedicated to investing in and supporting our people. In February 2023, we launched our new Health and Wellbeing Strategy which saw us commit to a collaborative approach with all our people to protect their wellbeing and ensure they feel fulfilled in their roles. Delivering the Strategy has already seen us raise awareness of a series of key wellbeing issues and share sessions from experts, case studies from within the business, and a broad range

of benefits and resources. Strongly linked to wellbeing, is our ongoing commitment to ensuring Henry Boot is an accessible and inclusive place to work. I am delighted to see our gender diversity continue to improve and new employee networks be established.

Climate change is the challenge of our times, and we are acutely aware that we operate in an industry that is a key source of the UK's greenhouse gas (GHG) emissions. We, therefore, are firmly committed to our pledge of adapting to climate change and reducing our own environmental impact. Whilst this comes with challenges, it gives me great pleasure to see the Group continue to make reductions in our direct GHG emissions and energy usage. We also continue to collaborate with our partners to seize the opportunities to deliver forward thinking and innovative schemes, which are good for the planet and wellbeing of our communities.

I have worked for Henry Boot for nearly ten years and in the past decade I have seen our business evolve continuously. This evolution is testament to the brilliant talent we have and it gives me great confidence in our ability to move forward with purpose. We will continue to work hard to address the challenges our communities and environment face and I am excited to see the impact we will have.

A handwritten signature in dark ink that reads "Amy Stanbridge". The signature is fluid and cursive, with a large loop at the end of the last name.

Amy Stanbridge

General Counsel, Company Secretary and Executive Lead for Responsible Business

Our Key Responsible Business Achievements

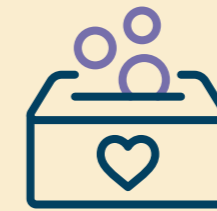
We are proud to have achieved the following in 2023:



Launched our new Health and Wellbeing Strategy



Trained nearly 50 employees as Mental Health First Aiders



**Over
£230,000**

contributed to charitable and community causes



**Over
£55,000**

raised for our charity partner Place2Be

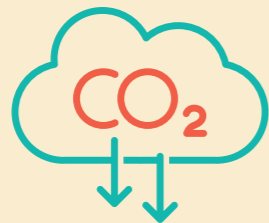


**Over
3,000**

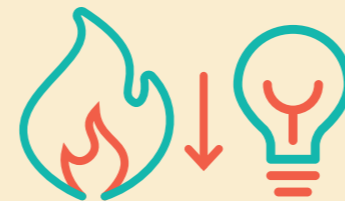
volunteering hours contributed to good causes



Became a founding member of the Sheffield Pride of Place initiative



Further reduced our direct GHG emissions – our 2023 GHG emissions were 14% lower than our 2019 baseline



Reduced gas usage by 39% and electricity usage by 23% (From our 2019 baseline)



Collaborated with the UK Green Building Council and Yorkshire Climate Action Coalition on climate change adaptation

2023 Responsible Business Timeline

> 2023



January

The Henry Boot Construction team partner with our supply chain to install a new playground at Bole Hill Nursery.



February

Launch of our new Health and Wellbeing Strategy.



March

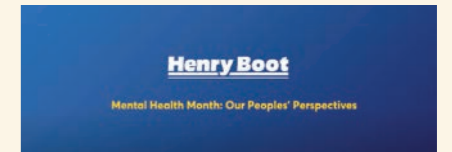
HBD sponsor and take on the Landaid Sleepout.



April

Cocoa Works team volunteer for the Foss Fairy Trail.

2023 >



May

Henry Boot launch new Mental Health Campaign.

2023 Responsible Business Timeline continued

> 2023



June

Paces4Places walking challenge in aid of our charity partner Place2Be.



June

Henry Boot Construction take on the Yorkshire 3 Peaks Charity Challenge.



September

Charity Committee visit one of our long-term partners Roundabout.



November

Furniture from Banner Cross Hall donated to community partners.



December

Christmas Charity Campaign sees us volunteer and donate to support our communities.

2024 >

Responsible Business Strategy Objectives

Our Responsible Business Strategy established three key objectives which continue to guide and challenge us to be ambitious, transparent, and focused in our approach to responsible business.

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.

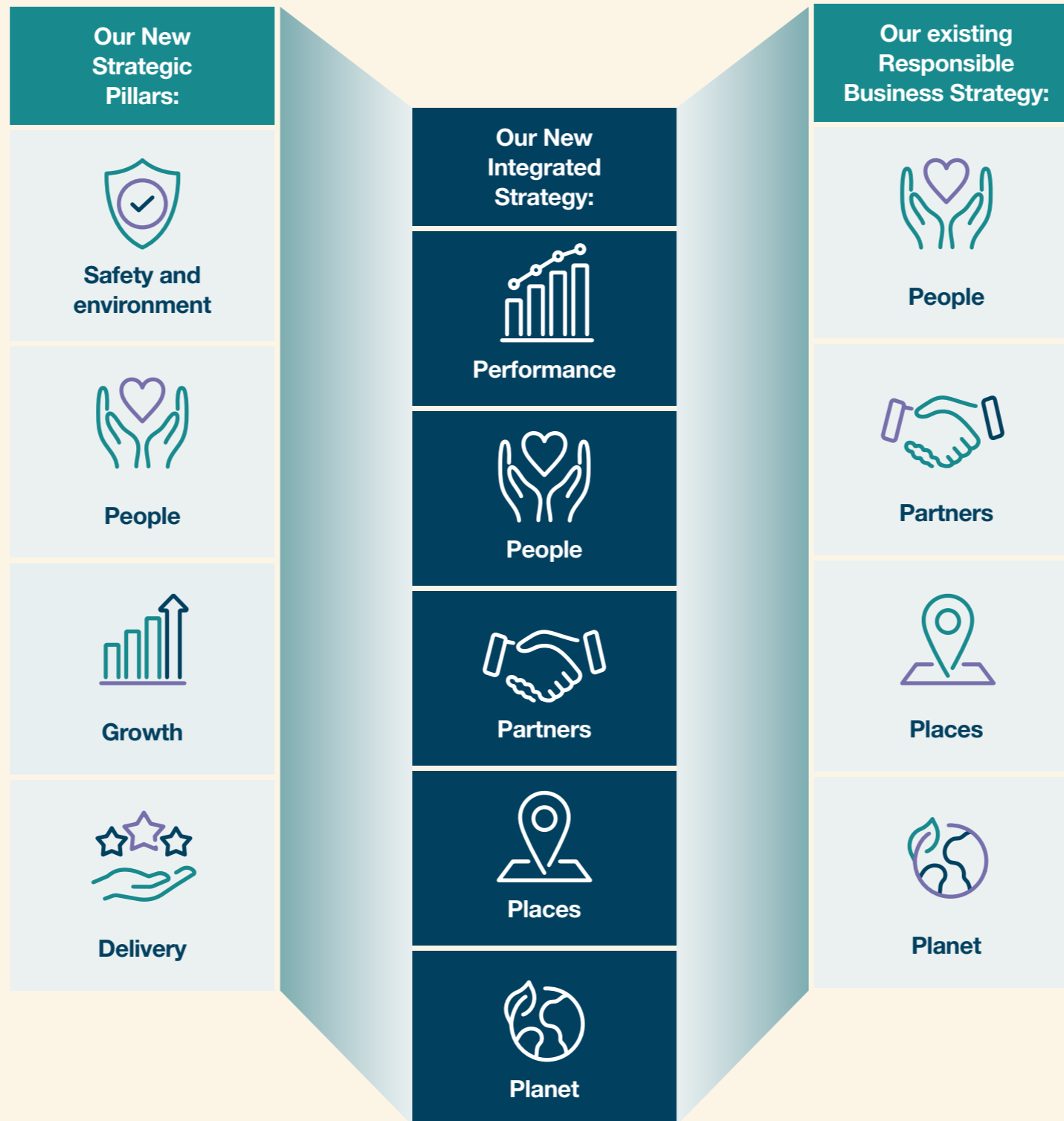
2 To empower and engage our people to deliver long-term meaningful change and impact for the communities and environments we work in.

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.



Strategy Structure

In 2023, we evolved our strategic framework to integrate our commercial and responsible business objectives. Our ongoing performance as a Group now incorporates both commercial performance, and the support and investment we make into our people, places, planet and partners.



The UN Sustainable Development Goals pictured best align with our corporate purpose and are where we can most positively impact.



“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, Chair of Henry Boot PLC

Pillar 1 – Our People

Empowering all our people to be fulfilled, 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.



Our People – Introducing our Executive Sponsors

In 2023, members of our Responsible Business Committee and Executive Committee (ExCo) were invited to become sponsors of the Responsible Business Strategy pillars.

Joanne Lake (Non-Executive Director), **Rachel White** (HR Director) and **Jon Fisher** (Managing Director of Banner Plant) committed to being the sponsors of the ‘Our People’ pillar.

This role finds the sponsors take responsibility for demonstrating leadership on how the Group invests in and supports our most important asset – our people. The sponsors will champion issues including health and wellbeing, diversity and inclusion, agile working, and employee engagement at Board and Committee meetings. They will also work closely with the employee-led working groups to share knowledge and learning and collaborate to ensure our people feel heard, get the support they need and have an exceptional working experience at Henry Boot.



Joanne Lake

“I was delighted to have the opportunity to work with the team to develop Henry Boot’s approach to diversity and inclusion and to ensure this is always in our thinking at Board level. Since my first involvement with the Group, I have felt that Henry Boot has a good culture based on family values and that has given us a fantastic foundation to build on as we aim to ensure that everyone working for the Group feels included and valued.”



Rachel White

“Our success as a business can only be achieved because of our people and the relationships they create and manage. It’s important to me that all our people at every level are given opportunities to develop and thrive. By authentically leading in this space, I hope that my contribution, that of my team, and those who we support is recognised in the achievements of the business throughout the years. This is why I am happy to show my support to the ‘Our People’ part of our Strategy because without them we are nothing.”



Jon Fisher

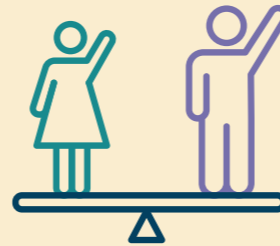
“I am honoured to serve as one of the Executive Sponsors for ‘Our People’ pillar. The decision stems from my profound belief that investing in our workforce not only fosters a thriving internal culture but also cultivates sustainable growth and innovation. I envision this role as a catalyst for nurturing talent, promoting diversity, and fostering a workplace where every individual can flourish, thereby propelling our organisation towards greater success.”

Our People – Key Achievements

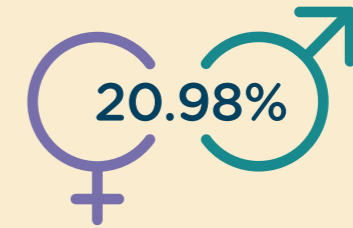
We are proud to have achieved the following in 2023:



Launched our new Health and Wellbeing Strategy



Increased our female representation to 28%



Reduced our gender pay gap to 20.98%



Trained nearly 50 of our people as Mental Health First Aiders



Signed the Mental Health at Work Commitment



Established 3 new employee networks

Our People – Health and Wellbeing

Henry Boot’s greatest asset is our people. It only stands to reason, therefore, that the business should invest in and engage our people to ensure that we create a welcoming and inclusive culture. In doing so, Henry Boot is a business where wellbeing, productivity and collaboration flourishes.

In February, the Group introduced our new Health and Wellbeing Strategy with a business-wide event. This event saw our Chief Executive Tim Roberts joined by a panel of champions within the business as they answered questions about how the Group can best support and champion health and wellbeing.

The new Strategy was shaped in collaboration by the HR team with the Group Employee Forum, internal champions and our leadership teams. It finds our approach evolve to become collaborative and strategic as the business and our people work together to raise awareness of important issues, share knowledge, and provide our people with access to excellent resources and support.

Throughout the year, our Wellbeing Programme saw us acknowledge a series of topics and issues important to our people (see the timeline right). We welcomed in expert speakers, shared real-life case studies from people in the business, and created a new dedicated wellbeing hub on our intranet to enable easy access to resources. We also developed and published a new Health and Wellbeing guide to ensure that all our people had easy access to, and understanding of, the range of benefits and support the Group offers.

Health and Wellbeing Activity in 2023

2023 >



February 2023
Launch of the Health and Wellbeing Strategy.



March 2023
Celebrating Neurodiversity Celebration Week with a guest session from Autism Plus.



June 2023
Paces4Places steps challenge.

May 2023
Mental Health Awareness Campaign.



June 2023
Male Health Week including a video with Chairman Peter Mawson and Banner Plant’s Stephen Hutchinson and a webinar with Cavendish Cancer Care.

2024 >

October 2023
Menopause awareness sessions in collaboration with Pause to Talk.



September 2023
Raising awareness of Baby Loss Awareness week.

Our People – Health and Wellbeing Case Studies

Mental Health Campaign



Throughout May 2023, we ran a new Mental Health campaign that saw us regularly engage our people with expert speaker sessions (including sessions with Place2Be, the Lighthouse and the Helpful Coach), share resources and employee case studies.

Our employee video featuring five of our people sharing their own stories was a powerful mechanism to open up the conversation about mental health.

To watch the video [please click here](#).

“Talk to people. Because talking to people doesn’t make you weak. It makes you better.”

Brian White, Banner Plant

Paces4Places



In July 2023, we introduced our new employee steps challenge ‘Paces4Places’. This exciting initiative saw our people challenged to walk as many steps as possible in one month to raise funds for our charity partner Place2Be. The challenge was extremely popular and we guaranteed it was accessible for everyone by working with the Big Team Challenge to provide an activity translator. This meant that a wide range of activity could be translated into steps. Our people walked over 62 million steps (more than walking around the equator!) with prizes for best individual and best team. This initiative encouraged physical activity and community giving with a bit of healthy competition thrown in for good measure!

Our People – Equality, Diversity, Inclusion (EDI) and Engagement

Ensuring our business has a diverse and engaged workforce, is critical for our long-term success and resilience.



Our Steering Group continued to monitor progress against our EDI Strategy and discuss new ideas and initiatives. We made strong progress on improving our gender diversity with 28% of workforce and our management being female and our gender pay gap reducing further to 20.98%. We recognise, however, that there is still much to do to ensure that gender diversity improves at all levels of the business particularly in operational areas.



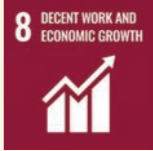


We also recognise that more focus is required on broader diversity of personal characteristics and experience. In 2024, we are refreshing our EDI Steering Group and working in collaboration with expert partners to drive forward positive changes to demonstrate our commitment to ensuring our workforce is diverse, inclusive and offers opportunities for all.

There has been positive impact from our evolving family policies and the pay transparency introduced as part of our Reward Strategy. This ensures that our people (and prospective talent) have a clear understanding of career progression and reward at Henry Boot.

Regularly engaging with our people to get their insights and address any concerns they may have is essential to a workplace culture based on trust and support. Our Employee Engagement Survey provided us with a good understanding of the challenges and opportunities our people face, and we continue to respond to their feedback with proactive measures and communication.

All of our leaders have ESG related targets and understand the important role they must play to role model and demonstrate leadership on responsible business practices. We also continue to work closely with ISIO, our pension fund manager, to track ESG performance for Group pension schemes and we share information about pensions with our people and empower them to make informed investment decisions.

Our People – Progress Against Our Objectives

Objectives	2025 Target	2023 Performance	Aligned UN SDGs	Material Issues
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.	The Health and Wellbeing Strategy and Programme was launched to the Group in February 2023 with a range of resources, activities and guidance delivered throughout 2023 including activities and case studies on mental health, neurodiversity, male health, the menopause, physical fitness, and pregnancy loss.		<ul style="list-style-type: none"> Employee health and wellbeing
Creating an equal, inclusive and diverse 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.	We have made strong progress in overall female representation of our overall workforce which has increased to 28% (25% in 2022). Progress in increasing female representation of our management has aligned at 28% (24% in 2022).	 	<ul style="list-style-type: none"> EDI Education engagement Employee health and wellbeing
	Reduce our gender pay gap to 20% (28% in 2020).	Our 2023 gender pay gap was 20.98% (21.43% in 2022).		
	Begin reporting on our ethnicity pay gap and set a target to encourage greater ethnic diversity in our workforce.	We have engaged commercial partners to review ethnic pay gap reporting and are undertaking the required analysis of our employee data to begin reporting and establish a target to increase our ethnic diversity in 2024.		
	Deliver EDI training to 100% of our people.	We delivered expert-led EDI training to the majority of our workforce in 2022 and all new employees must complete a mandatory EDI e-learning module as part of our onboarding process. Our EDI Steering Group are currently reviewing our EDI training programme to ensure that we can deliver engaging and practical training for our people.		
	Introduce best practice recruitment processes and reverse mentoring programmes, combined with an annual benchmarking and auditing process to ensure progress against targets.	Our EDI Steering Group and HR team are collaborating to introduce new recruitment processes and a reverse mentoring programme in 2024. We continually review our workforce data and are introducing measures to ensure it is robust and accurate to establish further targets and introduce new diversity initiatives.		
Engaging and empowering our people	Introduce ESG related targets for all senior management remuneration.	All members of our Executive Committee have ESG related targets incorporated in to their performance review.	 	<ul style="list-style-type: none"> EDI Employee health and wellbeing
	Ensure that all Group Pension Schemes incorporate ESG factors in investment decisions and that our people are well informed about their investment choices.	ISIO, our pension scheme manager, conduct thorough reviews of ESG capabilities and report performance against their ESG Manager Review Framework. The Group regularly shares information about pensions with employees.		

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



Our Places – Introducing our Executive Sponsors

In 2023, members of our Responsible Business Committee and ExCo were invited to become sponsors of the Responsible Business Strategy pillars.

Peter Mawson (Non-Executive Director and Group Chair), **Nick Duckworth** (Managing Director of Hallam Land) and **Ed Hutchinson** (Managing Director of HBD) committed to being the sponsors of the ‘Our Places’ pillar.

This role finds the sponsors take responsibility for demonstrating leadership on how the Group takes a responsible approach to investing in and supporting the communities we work in and alongside. The sponsors will champion issues including community investment, social value, charitable giving, volunteering, and education engagement at Board and Committee meetings. They will also work closely with the employee-led working groups to share knowledge and ensure we invest in our communities and generate significant long-term social value.



Peter Mawson

“Over its long history Henry Boot has been active across the built environment – commercial development, construction, house building, preparing land for residential development, and maintaining and improving our portfolio of investment property. None of this activity can be done in isolation from the communities we serve or the public and private partners we work with. Now, more than ever, Henry Boot is committed to having a positive, responsible, sustainable effect on the places it creates and the communities it helps to build. As an Executive Sponsor I am determined to ensure that the Group will always maintain that perspective.”



Nick Duckworth

“In its various guises the Group creates new communities, and in so doing seeks to create great places for people to live, work and play. As a good corporate citizen, we have a responsibility, to operate in a socially responsible manner, investing time, effort and resource in the communities we touch. Our people want to work for an employer that operates in such a responsible manner and, as Executive Sponsor, I want to ensure the Group is doing all it can to facilitate and foster such activity.”



Ed Hutchinson

“Across the entire Group, each of us are working together to help design, create and build great places. For a place to be great, it must contribute positively to the wider local economy and improve the social fabric of the environment it impacts on. We are dedicated to enriching the communities where we undertake our work and as an Executive Sponsor, I want to help make sure that Henry Boot continues to build long-lasting strategic relationships on all of our projects.”

Our Places – Key Achievements

We are proud to have achieved the following in 2023:



Over **£55,000**

raised for our Group Charity Partner Place2Be



Over **3,000**

volunteering hours contributed by our people



Over **2,000**

learners engaged throughout the year



Over **30**

entry level employment opportunities and work experience placements offered

Our Places – Collaborative Community Partnerships

We are committed to collaborating with the communities we work alongside to address the issues and challenges they experience, and to support thriving and inclusive local economies.

Our strategic charitable focus continued to be promoting positive mental health and this enabled us to provide significant support for a wide range of partners. We continued to work closely with our Group charity partner Place2Be throughout the year. Place2Be are committed to helping children with their mental health and aim to intervene early to prevent life-long mental health issues. We were delighted to conclude our partnership having raised over £55,000 to support their vital work.



“We are so grateful to Henry Boot for their incredible partnership over the last two years. They have been instrumental not only in raising vital funds for our children’s mental health support in schools, but spreading awareness of our work across the UK.”

Amy Coppel, Fundraising Manager for Place2Be

Our community investment is guided by our Charitable Giving Pillars (see below) and support for our strategic charity partners. In 2023, this included sponsoring and participating in the LandAid Sleep Out for the third year. Ed Hutchinson continued to perform the role of Chair of LandAid’s Yorkshire and Humber Board with support from Regional Director Tom Wheldon (who also joined the Board) and Development Surveyor Sarah Gill who became an ambassador. We also continued to provide significant support for Sheffield-based youth homelessness charity Roundabout and their Bangers and Cash campaign, which raised over £100,000 for the charity.

We were proud to sponsor St Luke’s Hospice’s Festival of Light for the sixth time and once again sponsored a snowflake for the Children’s Hospital Charity campaign.

Our Charitable Giving Pillars

1. Charities and organisations that support health, medical, and educational improvements for children and adults.
2. Charities and organisations that support those who are homeless or rootless.
3. Charities and organisations that support improvements for the environment and are tackling the effects of climate change.

The Group also maintains several investment funds with South Yorkshire Community Foundation (SYCF). We collaborate closely with the SYCF to ensure our funds are used to support grassroots charities and community organisations whose purpose aligns with our Charitable Giving Pillars. We can also use our funds in order to collaborate with other SYCF supporters to provide grants to applicants assessed for eligibility by SYCF.

We were delighted to contribute over £230,000 and 3,000 volunteering hours to our community and charity partners in 2023.

Our Places – The Henry Boot Community Fund

Our Community Fund offers our people the opportunity to nominate sports teams, community organisations, and charities in their local communities for support. Applications are open over two windows (February and June) with our people able to nominate organisations for a funding grant.

In 2023, we were delighted to provide donations to a broad range of employee nominated causes including youth sports teams and community groups and clubs. The organisations that we supported were:

Artisan Honey Company	Handsworth Junior Sporting Club
B:friend	Handsworth U11 Girls Football Club
Calow Bowls Club	Hoyland Town Juniors
Calver FC	Just Good Friends Club
Chapel A Play	Killamarsh Dreams
Chapel Allerton Lawn Tennis Club	Mexborough Athletic FC
Chesterfield Ladies FC	Mistley Rugby Union Football Club (RUFC)
Chesterfield Panthers RUFC	No Child Left Behind
CLAPA Charity	Nomads
Dronfield AFC Under 9s	Rossvale FC Womens & Girls Academy
Dronfield First Responders	Sheffield Concord Netball – U14
Dronfield Parish Young Voices	Simpsons Special Care Babies
Dronfield Rugby Club	SJR Worksop U10's
Eastwood Park	Spondon Dynamos (pumas) under 6's
Ecclesall Rangers Under 8's	Studio Dance Academy – Dronfield
Friends of Girlguiding, Eastcote	Touch Gloves Boxing Gym
Friends of Glen Howe Park	Wickersley Youth U7s
Friends of Kings Park Glasgow	Wombwell Town Junior Football Club
G3A Inter U9	Wortley Hall Walled Garden
Gryffe High School Parent Teacher Association	



Our Places – Community Partnerships Case Studies

Bole Hill Nursery



Henry Boot Construction worked on the new Pounds Park development as part of Sheffield’s Heart of the City scheme. We partnered with our supply chain to fund and install a brand-new play area for Bole Hill Nursery in Walkley, Sheffield. The social value project, which didn’t cost the nursery anything, was dedicated to a boy called James, who attended Bole Hill Nursery and sadly passed away in 2022 at the age of one.

“As a Yorkshire-based business, we are always looking for new ways to give back to the local communities in which we work. Bole Hill Nursery was a perfect example of this. We couldn’t have managed it without the help of our trusted local partners though – it really was a real team effort.”

Tony Shaw, Managing Director Henry Boot Construction

Boot v Boot



Who says fundraising can’t be fun? It certainly became a family affair when Dan Boot (Marketing Manager) challenged Hamer Boot (HBD Director) to gather a team to take part in the Sheffield 10K and see whose team could raise the most for Place2Be. The stakes were raised when the two Boots agreed that the loser would have to run the 10K wearing the football shirt of their rival team! Both Boots and their teams raised over £6,000 and did an incredible job on the day. And a special hats off to Dan Boot who was a very good sport running in a Sheffield Wednesday shirt!

Our Places – Sheffield Pride of Place

Henry Boot are longstanding members of Business in the Community (BITC) and were proud to be a founding member of their Sheffield Business Together network. We were, therefore, keen to support the BITC as they chose to focus on Sheffield for their place-based work in 2023.

BITC organised a Seeing is Believing visit in the city in June which was attended by a diverse range of national and local business leaders. The attendees experienced firsthand the challenges communities experience, and the amazing work that community leaders are doing to respond to them. The attendees were then challenged to collaborate to support and resource these communities and help them to secure opportunities to enable growth and raise aspirations.

We were proud to be asked to act as the local host business. We attended the Seeing is Believing Dinner attended by the participants and local stakeholders and our Chief Executive Tim Roberts co-hosted the visit to Endeavour, Meynell Primary School, and Longley Park Community College.

As a result of the visit, we have supported BITC to found the Sheffield Pride of Place Board which Tim is Chairing. This Board is a coalition of the local private sector with Sheffield City Council, the Integrated Care Partnership, both Sheffield Universities and the voluntary sector. Its work will focus on a long-term strategic and collaborative approach to addressing Sheffield's key societal challenges and working alongside existing stakeholders to generate meaningful change for the city's residents.



“We are grateful for the leadership of Tim Roberts and the support that Henry Boot have provided to our vital work in tackling the City’s key societal challenges and seizing the opportunities for positive change that the work presents.”

Baroness Jo Valentine, Director of Place at BITC

Our Places – Education Engagement

We recognise that young people are the future of our business and industry. Attracting diverse talent is critical to addressing potential skills gaps and supporting our long-term business resilience.

Collaborating with our partners throughout the year in the education sector is essential to excite and engage learners about our industry. Our colleagues engaged a wide range of education partners to provide informative careers education including site visits, mentoring, and careers sessions for more than 2,000 learners. We offered over 30 entry-level employment opportunities (including work experience, apprenticeships, and T-Level placements) and are Chairs of the Cornerstone Steering Group (facilitated by the Careers and Enterprise Company) in South Yorkshire.



Students from the Sheaf Training College visit our Heart of the City sites as part of the Better Learners Better Workers programme.

Case Study Supported Insight Scheme – April-May 2023




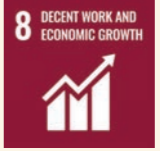




We worked in partnership with Ashgate Croft (a secondary SEND school in Chesterfield) and Direct Education Business Partnerships (DEBP) to offer four students with a placement over six weeks. The students visited our Dronfield office each week to learn all about the construction industry and the broad range of careers available. They met with lots of our colleagues to hear about their jobs and even co-created a video about their placement. It was a rewarding and enriching experience to work with the students and give them insight into our business. One of the group even came back to join us for a long-term work placement in our IT team.



“The Henry Boot team have put together a brilliant schedule of experiential learning opportunities that not only met the brief of our programme, but that offers young people with additional needs the chance to learn about the world of work. Henry Boot are a pleasure to work with, they are collaborative, flexible and accommodating.”

Sarah Cutler, DEBP

Our Places – Progress Against Our Objectives

Objectives	2025 Target	2023 Performance	Aligned UN SDGs	Material Issues
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).	In 2023 we contributed a total of £231,128 to a range of our charitable and community partners including financial donations and sponsorship, employee fundraising, and expertise, time and resources and services provided pro bono.	 	<ul style="list-style-type: none"> Community engagement Employee health and wellbeing
	Develop long-term strategic partnerships both nationally and regionally, and align all Group charitable giving with our Charitable Giving Pillars – for maximum impact.	In 2023 we concluded the relationship with our Group Charity Partner Place2Be having contributed over £55,000 to support their vital work. We also continued to develop existing and new strategic charity partnerships and to align all charitable donations with our Charitable Giving Pillars.		
Collaborating with our communities	Contribute 7,500 volunteering hours across our Group to a range of community, charity and education projects.	In 2023, we contributed a total of 3,358 volunteering hours to a wide range of charitable, community, and education partners.	  	<ul style="list-style-type: none"> Community engagement Employee health and wellbeing
Engaging learners	Engage 5,000 learners through careers initiatives, curriculum-focused activity, work experience, and mentoring.	In 2023, we engaged approximately 2,280 learners through a wide range of careers education activity and initiatives including work experience, site visits, career sessions and mentoring.	  	<ul style="list-style-type: none"> Education engagement Employee health and wellbeing
	Offer 200 entry-level employment opportunities or work experience placements with a focus on those who traditionally struggle to access opportunities.	In 2023, we offered 22 work experience placements and 10 entry level employment positions. We engaged a range of education partners to share information about entry routes (including apprenticeships) with learners who traditionally struggle to access careers education.		
	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.	In 2023 we undertook extensive engagement with education and community partners to develop an understanding of their needs and aspirations across the areas in which we work. Additional engagement was undertaken with our people to review the education support currently provided. The feedback and learnings from this engagement have been incorporated into our Early Careers Strategy which has been approved by senior management for implementation in 2024.		

*Charitable partners includes registered charities, CICs, community organisations, and education partners.

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



Our Planet – Introducing our Executive Sponsors

In 2023, members of our Responsible Business Committee and ExCo were invited to become sponsors of the Responsible Business Strategy pillars.

Serena Lang (Non-Executive Director and Chair of the Responsible Business Committee), **Tim Roberts** (CEO) and **Tony Shaw** (Managing Director of Henry Boot Construction) committed to being the sponsors of the ‘Our Planet’ pillar.

This role finds the sponsors take responsibility for demonstrating leadership on how the Group takes a responsible approach to climate change adaptation, environmental protection, and innovation in scheme delivery. The sponsors will champion issues including reducing GHG emissions, fleet transition, asset management, nature stewardship, circular economy principles, and climate reporting at Board and Committee meetings. They will also work closely with the employee-led working groups to share knowledge and empower our people to innovate to protect our planet.



Serena Lang

“The Our Planet pillar is about driving opportunity for collaboration, not just within the business, but across businesses and the whole value chain. The evidence is clear and the timing is urgent. We need to act now in relation to the climate. No country has been immune to the rise in unpredictable and devastating weather events. The built environment accounts for 40% of worldwide GHG emissions and therefore there are many opportunities as well as risks in this sector. Our employees see working for a responsible business as critical and together we can help make change happen.”



Tim Roberts

“There is no doubt that humanity has materially affected nature and the environment, and through carbon emissions is creating global warming and climate change. There are many initiatives that countries, businesses and people can do to reduce the harm that is being done to the world. Together we can make these changes bit by bit, and Henry Boot and everyone who works here can play their part in creating a more sustainable planet.”

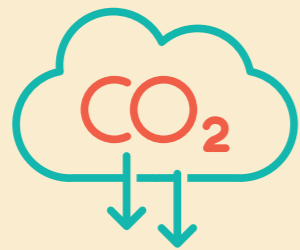


Tony Shaw

“I am always encouraged by the level of interest and enthusiasm in every debate about climate change and coming together with people across the Group helps us to share knowledge and gather some great ideas. Construction is full of complexity through its supply chains and the many traditional methods and materials in use. Reducing our impact on the environment will rely on developing innovative ways of working which will need support from emerging and developing technologies. I believe that by making the right choices today, we can all make a difference in protecting our longer-term future.”

Our Planet – Key Achievements

We are proud to have achieved the following in 2023:



Further reduced our direct GHG emissions – our 2023 GHG emissions were 14% lower than our 2019 baseline



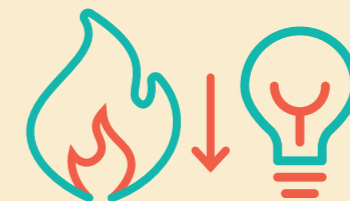
HGV fleet fully EURO6 compliant



EV chargers installed, and pilot programme run with electric vans



Recruited a Climate Change Research Assistant to support our communications plan



Reduced gas usage by 39% and electricity usage by 23% (From our 2019 baseline)

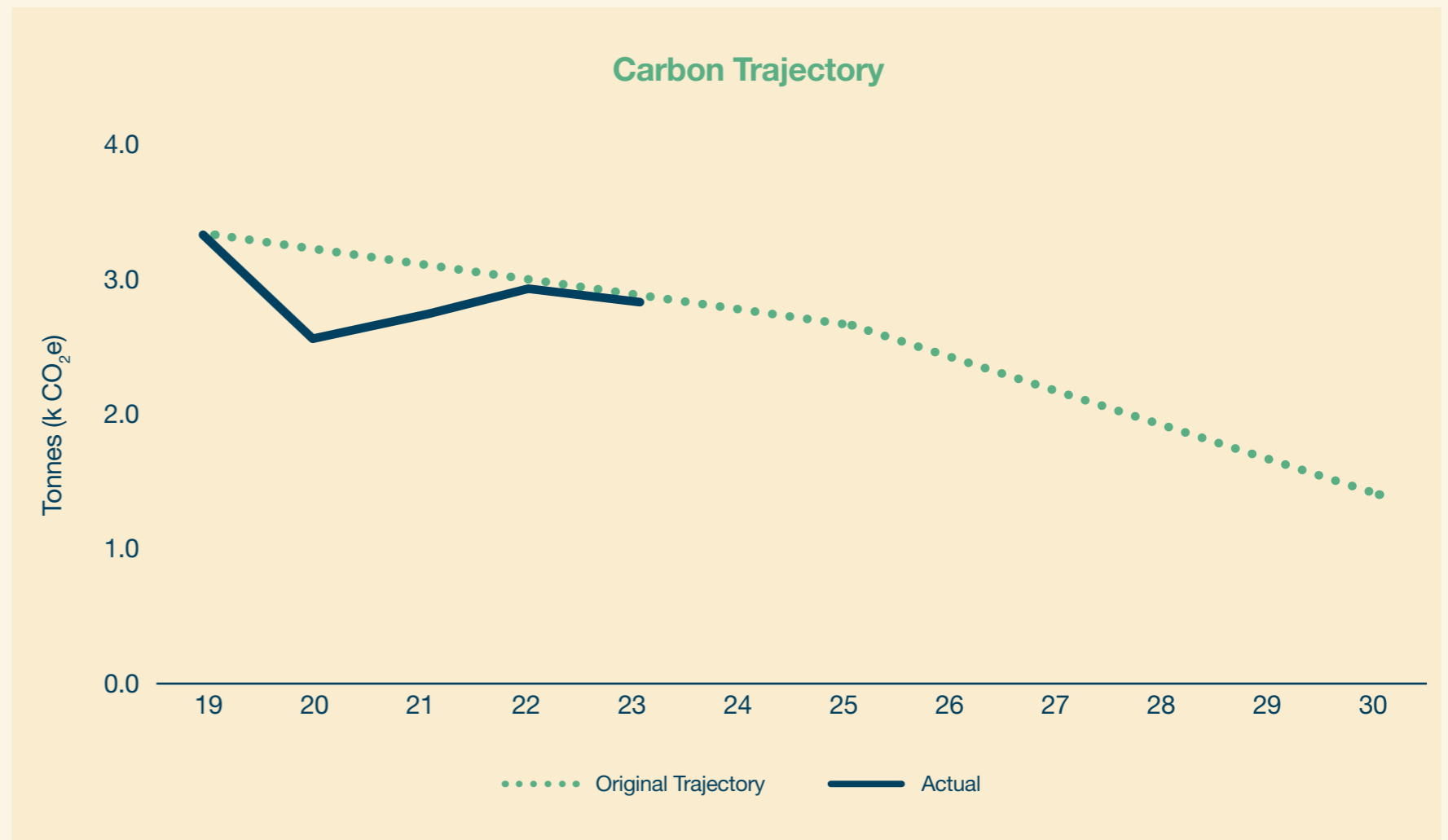
Our Planet

The built environment is accountable for approximately 25% of the UK’s GHG emissions. It is, therefore, imperative that our industry takes a lead on adapting to the impacts of climate change and collaborate to develop innovative solutions.

We remain on course to achieve net zero carbon (NZC) for our direct GHG emissions by 2030. Our Decarbonisation Trajectory (see right) provides visibility of the reductions in direct emissions we must continue to make to achieve this target. In 2023, our direct GHG emissions were 14% lower than our 2019 baseline and 3% lower than 2022 emissions. These reductions have been achieved through Group-wide collaboration, between our people and partners as we continue to adapt how we travel, use our properties, and deliver our schemes for our customers.

Our Group Climate Forum comprises internal subject matter experts and representatives from teams across the business. The Forum shares knowledge to address challenges and reports back to the ESG Steering Group and Responsible Business Committee.

We continue to engage with experts to support us to monitor and reduce waste and avoidable plastic. In 2023, 99% of avoidable waste was achieved on Henry Boot Construction’s sites.



Our people also proactively developed their knowledge around biodiversity net gain (BNG) and nature stewardship through training, professional collaboration, and in the delivery of schemes. We remain committed to conserving and enhancing natural habitats and biodiversity as we deliver our commercial schemes.

Despite the reductions, we recognise there remains much work to do and over 2024 we will be engaging experts to support with further investments in our property portfolio and fleet to address these key emission sources.

Our Planet – Relocation to Isaacs Head Office

In November 2023, we relocated our head office to the Isaacs Building in Sheffield city centre. We have taken 12,800 sq ft of space across the top three floors, providing our team and partners with a more contemporary, sustainable, and flexible workspace.

One of the key drivers behind the relocation, was to support our responsible business commitments to decarbonise and better support our people's health and wellbeing.

The seven-storey Isaacs Building has been developed with sustainability at its core, achieving a BREEAM 'Very Good' rating. To further enhance the building's energy efficiency, it has been connected to Sheffield's District Energy Network, providing low-cost, sustainable energy. The space will deliver an estimated 79% reduction in direct GHG emissions compared to our former HQ at Banner Cross Hall.

Our people will benefit from the building's wellbeing-focused approach, with collaboration zones, breakfast bars, cycle storage, changing facilities, shower rooms and surrounding complementary retail and leisure facilities in the city centre.








The new city centre location also takes us back to our roots, bringing us closer to our original headquarters on Moore Street.

“Since moving into Isaacs Building, we have been able to work more effectively in a space which is designed to help encourage collaborative and cross business working whilst providing a more comfortable and sustainable working environment for the business. The new space has allowed for new ways of working to be introduced to the business such as the Fitness Truck sessions, well-being workshops and yoga classes being hosted in the event space.”

Becky Gill (Project Manager, HBD)



Our Planet – Progress Against Our Objectives

Objectives	2025 Target	2023 Performance	Aligned UN SDGs	Material Issues
Reducing our greenhouse gas (GHG) emissions	Reduce Scope 1 and 2 GHG emissions by over 20% to support reaching NZC by 2030.	Our Scope 1 and 2 GHG emissions in 2023 were 2,833 tonnes (a 14% reduction against our 2019 baseline).	 	<ul style="list-style-type: none"> NZC
	Replace 50% of van fleet with electric vehicles (EVs) or other sustainable alternatives (100% by 2030).	<p>Banner Plant have commissioned the installation of new electric vehicle (EV) charging points and now have 2 electric vans undertaking pilots to identify challenges ahead of further electrification.</p> <p>The scale of ambition to transition our fleet has been challenging and we continue to introduce additional measures whilst the pilots are undertaken including further driver training and engagement and a review of alternative lower carbon fuel types.</p>		
	Ensure that all our HGVs are EURO 6 compliant (30% to be replaced with EVs or other sustainable alternatives by 2030).	Banner Plant’s HGV and crane truck fleet fully EURO6 compliant.		
	Supply 50% of electricity demand for construction sites from renewable generators.	Henry Boot Construction made significant reductions in the volume of fuel consumed on their sites as reliance on traditional generator demand was increasingly replaced by mains electricity and they continue to trial sustainable generator solutions.		
	Complete energy, resource and sustainability audits in all of our directly controlled offices, sites and depots – and implement all medium-term recommendations.	Energy Impact Limited have completed audits of all our directly controlled offices and depots. Short-term recommendations are currently being implemented.		
	Reduce non-sustainable business mileage by 20%.	Business mileage in 2023 was 20% less than the 2019 baseline.		
	Use biodiesel as we electrify our fleet.	We have continued to monitor the market for biofuels and the credibility of this fuel type and are engaging with a range of providers to assess potential options for investment.		
Consuming resources responsibly	Cut avoidable waste by 99% for all our construction sites (100% by 2030).	In 2023, 99% of avoidable waste was achieved on Henry Boot Construction’s sites.	 	<ul style="list-style-type: none"> Responsible consumption
	Reduce consumption of avoidable plastic by 50% and undertake Group-wide waste and water monitoring to establish reduction targets.	We are engaging with a number of waste management providers to assist the Group to baseline our use of plastic and creation of waste with a Waste Management Plan due for implementation in 2024.		
	Introduce a Group-wide Sustainable Supply Chain Standard to support supply chain collaboration and innovation.	Procurement specialists from across the Group are represented on the Group Climate Forum and will be supporting the development of our forthcoming Sustainable Supply Chain Standard.		
To be a steward of nature	Collaborate with commercial partners to achieve biodiversity net gains on our projects and enhance and preserve natural environments where we work.	We continue to collaborate closely with our customers, supply chain and commercial partners to deliver BNG effectively on our schemes and to share knowledge and solutions. Our Nature Stewardship Strategy will be developed and published in 2024.	  	<ul style="list-style-type: none"> Nature stewardship
	Deliver nature stewardship training to 100% of our people.	Teams from the business attended a biodiversity seminar with specialist industry speakers. A broader range of training and education will be provided across the Group in 2024.		

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').



Our Partners – Introducing our Executive Sponsor

In 2023, members of our Responsible Business Committee and ExCo were invited to become sponsors of the Responsible Business Strategy pillars.

Darren Littlewood (Chief Financial Officer) committed to being the sponsor of the ‘Our Partners’ pillar.

This role finds the sponsor take responsibility for demonstrating leadership on our responsible approach to working with our commercial partners to address key industry issues. The sponsor will champion issues including prompt payment, supply chain engagement, knowledge transfer, the living wage and human rights at Board and Committee meetings. They will also work closely with procurement teams to ensure we engage and champion our diverse supply chains and commercial partners.



Darren Littlewood

“I chose to sponsor ‘Our Partners’ as I believe in the exponential power of collaboration and mutual support. In today’s interconnected world, success is rarely achieved in isolation, and I see working with our partners as an opportunity to foster meaningful relationships which can amplify our collective impact, driving positive change across our industry and communities. By championing collaboration and synergy, I aim to create a platform where diverse talents, resources, and perspectives converge to tackle complex challenges and seize new opportunities.”

Our Partners – Key Achievements

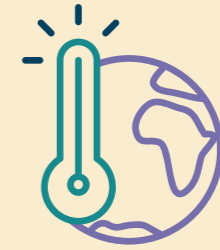
We are proud to have achieved the following in 2023:



Became a founding member of the BITC EDI Yorkshire and Humber network



Collaborated with our supply chain to deliver careers guidance and education for learners



Collaborated with the UK Green Building Council and Yorkshire Climate Action Coalition on climate change adaptation



Our Partners

Collaborating with our partners is critical for us to achieve success against the objectives of this Strategy.

Being a responsible business is not limited to addressing societal and environmental challenges. It also means being a good commercial partner, offering an excellent service to customers, dealing fairly with suppliers, and building partnerships focused on shared goals.

We routinely engage our commercial partners and supply chain to collaborate on delivering significant social value and employment and skills opportunities in alignment with commercial schemes and community partnerships.

We have engaged with the Living Wage Foundation and our internal experts are working with their team to get our business accredited. We continue to work closely with our suppliers to ensure that all of our workplaces are safe and that we maintain best practice to ensure our sites and supply chain are modern slavery free.

We work closely with a wide range of industry and professional membership organisations to access best practice and collaboration with our peers as we seek to make strong progress against our responsible business aspirations.

You can see an example of some of the partners we work with below:



The Prince's
Responsible
Business Network



Our Partners

Case Study

Henry Boot Construction Supply Chain Engagement

In November 2023, a range of Henry Boot Construction's supply chain were invited to Isaacs Head Office for an update on the work of the business and forthcoming opportunities.






In addition to commercial news, we also provided our suppliers with guidance on the stance our business is taking on social value, climate change adaptation and addressing key industry issues including mental health. This was a great opportunity to share knowledge, learn from each other and adopt a collaborative approach to working with our partners on our responsible business agenda.

“It was great to see the new offices and learn more about Henry Boot as a business and the exciting plans you have for 2024.”

Event attendee



Our Partners – Progress Against Our Objectives

Objectives	2025 Target	2023 Performance	Aligned UN SDGs	Material Issues
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.	The Living Wage Foundation have been engaged and an internal review is being undertaken of the requirements to secure membership.	 	<ul style="list-style-type: none"> • Community engagement • NZC • Responsible consumption • EDI • Nature stewardship
	Maintain best practice to ensure our sites and supply chain are modern slavery free.	Best practice is maintained by the Group's Modern Slavery Policy (which is routinely reviewed) and engagement with our supply chain.		
	Provide resources and support to enable our supply chain to support the objectives of this Strategy.	A range of support has been offered to our supply chain including toolbox talks, bespoke mental health awareness information from the Lighthouse Charity, and guidance on regulations and best practice. We continue to provide bespoke and extensive support to our sub-contractors to provide them with support during turbulent market conditions.		
Delivering high impact collaborations	Engage and collaborate with our partners to generate the highest possible social value for our community and charity partners.	We have routinely engaged our commercial partners and supply chain to collaborate on delivering significant social value and employment and skills opportunities in alignment with commercial schemes and community partnerships.	  	<ul style="list-style-type: none"> • Community engagement • NZC • Responsible consumption • EDI • Nature stewardship
	Engage key partners to create a more diverse and inclusive built environment sector and form business-led partnerships to improve EDI.	We continue to engage with membership organisations (including the Confederation of British Industry (CBI) and BITC) on EDI and engage other members to share knowledge and best practice. We were proud to be a forming member of the BITC EDI Yorkshire and Humber Steering Group.		
	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.	We continue to engage with membership organisations (including Yorkshire Climate Action Coalition) to share knowledge and best practice. We are contributory members of the UK Green Building Council (UKGBC) and work closely with their team to educate and inform our people and partners on the latest sector environmental developments. We routinely collaborate with our supply chain and professional partners across all areas of commercial operations to identify opportunities to protect the environment and support the aspirations of our NZC Framework.		

Achieving Success



Our Responsible Business 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 ongoing 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.

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