



Responsible Business Strategy 2024 Progress Report

Creating great places today, to build a better tomorrow

Henry Boot

Contents

Foreword	3
Our key responsible business achievements	4
Responsible business strategy objectives	5
Strategy structure	6
Our refreshed brand	7
Our people-led approach to responsible business	8
Meet our Working Group Chairs	9
Pillar one – our people	10
Pillar two – our places	17
Pillar three – our planet	26
Pillar four – our partners	32

Henry Boot





Foreword

Three years into the delivery of our Responsible Business Strategy, I am pleased to share this report which details the progress Henry Boot has made in 2024 against our objectives and targets.

2024 was another challenging year for our industry and the communities in which we operate. Ongoing economic pressures, conflicts, and the legacy of the Covid-19 pandemic, exacerbated issues such as cost of living, poor mental health, and community cohesion. There has, however, been reason for optimism with the new Government making clear their intentions to accelerate the construction and housebuilding markets to support more people to access high quality and sustainable housing.

Henry Boot is a business that takes a long-term view and our approach to responsible business is no different. Whilst circumstances may change and public policy fluctuate, we remain committed to putting our people and partners first, protecting the environments in which we operate, and doing the right thing for our communities.

We are dedicated to investing in and supporting our people and attracting diverse talent to work for us. We work in partnership with our employee networks, likeminded partners, and external experts to inform and engage our colleagues, and ensure everyone feels welcome and able to succeed at Henry Boot.

Climate change remains the key challenge facing our society and we are acutely aware that our industry is a key source of the UK's greenhouse gas (GHG) emissions. Whilst we have navigated challenges to reduce carbon emissions, we will keep adapting to climate change and seizing the opportunities to work in collaboration to deliver market-leading sustainable buildings and communities.

I have been proud to be the Chair of our Responsible Business Committee for over two years and have witnessed how Henry Boot's ethos, culture and people can adapt and thrive. This evolution is testament to the brilliant talent we have, and it gives me great confidence in our ability to move forward with purpose. I thank everyone who works with and for us for their efforts in supporting our responsible business approach.

We will continue to work hard to address the challenges our communities and environment face and report back on our successes and challenges regularly. I am excited to see the impact that we can make together.



Serena Lang
Non-Executive Director and Chair of the Responsible Business Committee

Our key responsible business achievements



We are proud to have achieved the following in 2024:



Launched new employee networks



Established our Mental Health First Aider network



Over **£300,000** contributed to charitable and community causes



Approximately **£40,000** raised for our charity partner Crisis



Over **3,000** volunteering hours contributed to good causes



Chaired the Sheffield Pride of Place Board



Trialled the use of HVO to reduce our greenhouse gas (GHG) emissions



Reduced electricity use by **54%** and business mileage by **23%** when compared to our 2019 baseline



Hosted industry issue roundtables with the Yorkshire Climate Action Coalition and the Lighthouse Charity





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

Our integrated strategic framework 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



Our refreshed brand

We are one of the UK's leading land, property development, home building and construction businesses - and we've been transforming land and spaces since 1886.

In 2024, we undertook a brand refresh which has enabled us to effectively communicate our story and the exciting future direction for the business.

Our work is shaped by a shared set of values that are true to every business and everyone at Henry Boot:

- Do the right thing
- Put people first
- Be open to change



We're united across all of our businesses by our core purpose:

**Creating great places today,
to build a better tomorrow**





Our people-led approach to responsible business

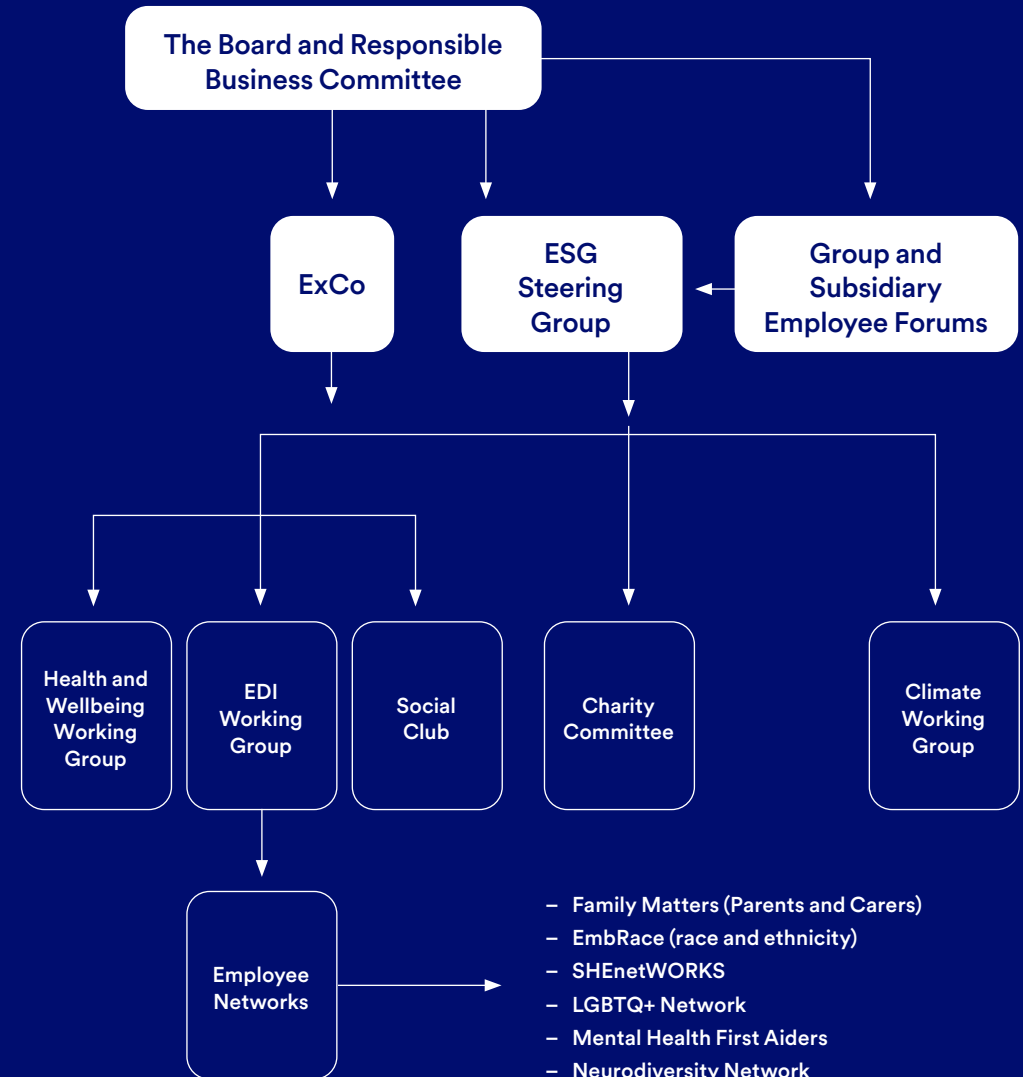
One of the core objectives of our Responsible Business Strategy is to empower and engage our people to deliver long-term meaningful change and impact for the communities and environments we work in.

It is essential, therefore, that our people are front and centre of how we deliver our responsible business commitments and can guide our leaders on how they want the business to embody its values and purpose.

Our employee working groups comprise of subject matter experts and inform and influence our leaders, and promote the employee voice in responsible business delivery.

Our employee networks are a key measure to support our people to be healthy, fulfilled and able to thrive in their careers across Henry Boot. These networks, each of which focuses on a particular issue or lived experience, offer our people the opportunity to safely share their experiences of working at Henry Boot. The networks comprise of those with a shared experience, allies who wish to support their colleagues, and those interested in broadening their learning and experiences.

Working Group governance framework





Meet our Working Group Chairs

This role finds the Chairs take responsibility for demonstrating leadership on their strategic area, advising on how the business invests and evolves policies, and inspiring and empowering colleagues to get involved.



“Promoting positive wellbeing and a collaborative approach is essential for us to ensure our people feel healthy, inspired and fulfilled.”

Louise Ashmore
Group Insurance Manager and Chair of the Health and Wellbeing Working Group



“We remain committed to fostering a diverse workplace culture that’s inclusive, equitable, accessible and allows our people to thrive whoever they are.”

Jen McNamee
Senior Property Solicitor and Chair of the EDI Working Group



“Henry Boot 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.”

Elgan Jones
Director, HBD and Chair of Charity Committee



“The Social Club strives to unite our colleagues across the business, creating engaging and meaningful events that entertain and inspire our people.”

Georgina Ronksley
Management Surveyor, HBD and co-Chair of the Social Club



“Protecting the environment and adapting to climate change is essential for our business to embed long-term resilience, meet the needs of our customers, and protect the planet we share for future generations.”

James Walters
Director, HBD and Chair of the Climate Working Group



“Our goal for the Social Club is to ensure our colleagues across the country connect with one another whilst having fun, building their network, and enjoying their time in the business.”

Chloe Janes
Events and Engagement Manager and co-Chair of the Social Club



Pillar one – our people

Empowering
our people to be
fulfilled, healthy
and successful



Our people – key achievements

We are proud to have achieved the following in 2024:



Launched a financial wellbeing partnership with Finwell



Increased our female representation to 29%



Established our Mental Health First Aider Network



Being a key member of the BITC Yorkshire and Humber EDI Network



Reduced our gender pay gap to 20%



Established new employee networks





Our people – health and wellbeing

Henry Boot's greatest asset is our people and we believe in our duty to invest in our workforce to ensure that we create a welcoming and inclusive culture.

In doing so, Henry Boot is a business where wellbeing, productivity and collaboration will flourish.

I was really proud to be appointed as the Chair of the Health and Wellbeing Working Group in 2024. Working under the guidance of our leaders, our group of dedicated employee subject matter experts and representatives are now over a year into the delivery of our Health and Wellbeing Strategy, and I am pleased to say that we are seeing it create a positive impact for our people.

We have delivered a diverse range of events, resources and guidance on topics including male health, female health, neurodiversity, physical fitness, mental health awareness, cancer, pregnancy loss, and suicide. This activity has fostered an open and collaborative dialogue across the business.

Our Health and Wellbeing guide and intranet continues to ensure that all our people have easy access to, and understanding of, the range of benefits and support the group offers!

I was so pleased to see the successful return of our annual fitness challenge 'Step out for Crisis' which challenged our colleagues to compete to see who could walk the most steps in a month whilst raising vital funds for charity. Together we walked nearly 52 million steps - an impressive feat!

We also worked closely with expert partners including the Lighthouse Charity (a specialist mental health awareness organisation for the construction sector) and Finwell (financial wellbeing specialists) to ensure that our offer includes up to date best practice and innovative approaches.

There is still much work to do and we are prioritising a data-led approach to demonstrate the impact of our work as well as ensuring the topics we cover remain relevant to our people, supply chain, and industry.

We will continue to work together to raise awareness of important issues, share knowledge, and provide our people with access to excellent resources and support.



Louise Ashmore
Group Insurance Manager and Chair of
the Health and Wellbeing Working Group



Our people – financial wellbeing partnership with Finwell

In November 2024, we launched a new partnership with financial wellbeing specialists Finwell.

We recognised the burden and stress that the ongoing cost of living crisis and turbulence in the economy was having for many of our people and partners. We also understood the changing ways that our people like to access information.

Finwell are market leaders in providing informative yet engaging content on maintaining a healthy relationship with money. Offering resources on topics ranging from budgeting, mortgages, pensions, and retirement planning, they are well positioned to offer the support needed for the varying requirements of a multi-generational workforce.

Throughout 2025, we will be working with Finwell to deliver a varied programme of in-person toolbox talks, online workshops and individual support packages to ensure that our people can stay informed about their finances and feel in control and confident about money. We are also training up a number of our people as financial wellbeing champions so they can offer peer to peer support and signposting to create the best possible impact across our workplaces.



“It matters to me as a leader that we create an environment at work that puts our people first, championing initiatives that improve not only their experience of working for us but their life outside of work. For that reason, I am delighted to be an advocate for this, providing opportunities to learn and grow, and essentially build a brighter financial future”

Jon Fisher
Managing Director, Banner Plant and People Sponsor



Our people – Equity, Diversity, Inclusion (EDI)

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

I was proud to be appointed as the Chair of the EDI Working Group and support the business to make progress against our EDI Strategy.

Our focus to date has been where we have most visibility – our gender diversity. Our gender representation has increased to 29% and our gender pay gap is now 20% (an 8% reduction since 2020). There is, however, still much work to do in this area and we recognise that, without an understanding of diversity at all levels, we cannot make further progress.

We will be supporting a campaign in 2025 to improve the diversity data for our workforce so we can utilise an updated baseline to introduce additional interventions and support for our people.

We will continue to resource and support our employee networks to share their experiences and guide change. I have been inspired by the impact the networks have had and the willingness of our colleagues to share their experiences and ideas.

Our leaders are also taking accountability for the role they play to lead our inclusivity agenda. In September, I joined members of our Board and ExCo on a inclusive leadership workshop with Business in the Community (BITC). It was inspiring to see our leaders so engaged and willing to be vulnerable. We will be using the findings to help us shape our ongoing inclusivity targets and aspirations.

Regularly engaging with our people to get their buy-in, 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 will keep working with them to ensure our workforce is diverse, inclusive and offers opportunities for all.

Our business remains committed to investing in developing a diverse and welcoming environment and supporting all our people, whoever they are, to thrive and enjoy their career with us.



Jen McNamee
Senior Property Solicitor and Chair of the EDI Working Group



Our people – social events and workplace culture

Supporting our people to build strong relationships, work as a team, and have fun together.

As co-Chairs of the Social Club, our workplace social committee, we are passionate about bringing our colleagues together on a regular basis for varied and fun social activities and events.

It is important for our people to be given the opportunity to build relationships with each other and enjoy time working as a team beyond the parameters of their roles in the business.

The Social Club is an employee-led working group that is tasked with planning and delivering a broad range of social events, activities, networking and teambuilding opportunities. We work hard to understand how our people want to socialise through regular engagement and then plan events to ensure they have a great experience.

In 2024, we delivered team get togethers such as go-karting, watching a Euro 2024 match, Christmas wreath making and of course the work Christmas party!

We also oversaw the delivery of our very popular 'Lunch on Us' programme. These events find the business provide lunch for colleagues on a quarterly basis as a thank you to everyone for their hard work and dedication. We even worked with Crisis to provide their clients with food packages in lieu of one of these events in the business and held an Easter raffle to raise funds – our people were proud to give back in this way.

These activities are an essential part of our workplace culture. Our people work tirelessly each year and the business is determined to reward their commitment and provide opportunities for our people to have fun, spend time together, and enjoy their time working in the business.

We are already busy on the 2025 programme and look forward to carrying on playing our part to make Henry Boot an exceptional place to work!








Georgina Ronksley
Management Surveyor, HBD and co-Chair of the Social Club



Chloe Janes
Events and Engagement Manager and co-Chair of the Social Club

Our people – progress against our objectives



Objectives	2025 target	2024 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 was launched in 2023 and delivery in 2024 saw us share a range of resources, activities and guidance delivered including activities and case studies on mental health, neurodiversity, male health, cancer, suicide, female health, physical fitness, and pregnancy loss.		- 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 ongoing progress in female representation in our workforce which has increased to 29% (28% in 2023).	 	<ul style="list-style-type: none"> - EDI - Education engagement - Employee health and wellbeing
	Reduce our gender pay gap to 20% (28% in 2020).	Our 2024 gender pay gap was 20.00% (20.98% in 2023).		
	Begin reporting on our ethnicity pay gap and set a target to encourage greater ethnic diversity in our workforce.	We have begun the process of preparing for forthcoming pay gap reporting on ethnicity and disability. We are working with our people to ensure our workforce data is accurate to enable future diversity target setting.		
	Deliver EDI training to 100% of our people.	All new employees must complete a mandatory EDI e-learning module as part of our onboarding process. Our EDI Working Group are reviewing our EDI engagement 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 Working Group and People team are collaborating to assess our recruitment processes supported by external partners. We are also continuing the development of our mentoring (including reverse mentoring) programme. We continually review our workforce data and are working with our people 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 and senior management teams have ESG related targets incorporated into 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 two – our places

Creating sustainable social value in our communities





Our places – key achievements

We are proud to have achieved the following in 2024:



Over £300,000
contributed to charitable and
community causes



Over 3,000
volunteering hours contributed
by our people



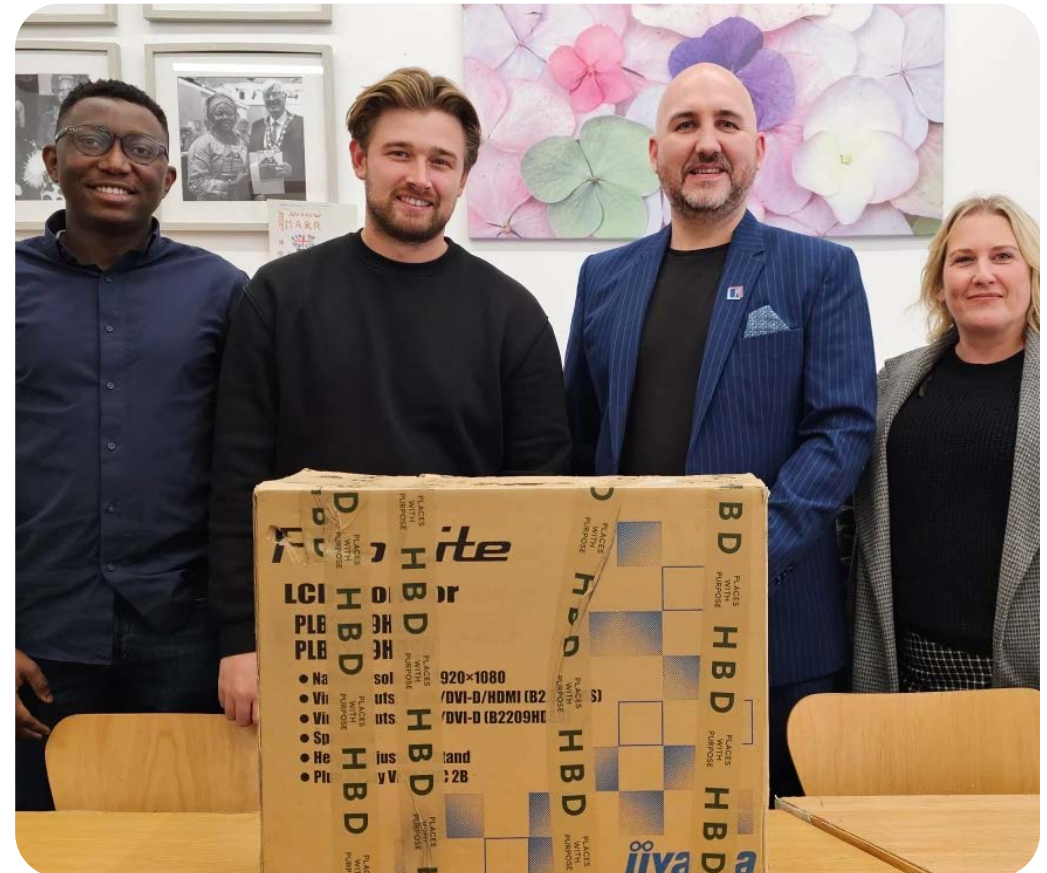
Over 2,500
learners engaged throughout
the year



Over 30
entry level employment
opportunities and work
placements offered

“I am always in awe of all Henry Boot do to support communities. You really do go the extra mile and are a great exemplar for other businesses.”

Carolyn McConnell
Place Lead Sheffield, BITC





Our places – collaborative community partnerships

I felt really proud to be appointed as the Chair of the Charity Committee in 2024.

Working for HBD, the property development arm of the business, I witness on a daily basis how vital the creation of meaningful social value is for our communities, customers, partners and people.

Creating this impact does not rely solely on financial investment. We must also leverage the expertise within the business and contribute our time and resources to make a meaningful difference for community organisations.

Our people voted for our business to focus on homelessness as the core focus for our charitable investment. As a business that specialises in placemaking, this feels highly relevant and aligned with our purpose and values.

We commenced a national charity partnership with Crisis in February 2024 (see more overleaf) and have also empowered our people to support organisations working with those experiencing, or at risk of, homelessness in the communities in which they live and work.

The Charity Committee oversees how our business invests in communities. This can be financial donations but also the contribution of our time, expertise, and resources. We take a strategic approach to understand how our efforts can create the greatest impact for the communities we serve.

We were delighted to contribute over £300,000 and 3,000 volunteering hours to our community and charity partners in 2024. I look forward to seeing what our Charity Committee can do in collaboration with our people and partners to create significant impact in 2025!

Elgan Jones
Director, HBD and Chair of Charity Committee





Our places – charitable giving pillars

Our community investment is guided by our charitable giving pillars (see below) which help us direct our resources to make the best possible impact.

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.

Great social value is built on partnerships. We remain committed to our long-term strategic charity partners and the new relationships we build with community and charitable organisations wherever we work.



Our places – strategic partnership with Crisis

Homelessness is an ongoing crisis for our society.

According to Crisis, ‘over 250,000 households are sleeping rough, sofa surfing, or stuck in unsuitable accommodation – like nightly paid B&Bs’ (Crisis at Christmas 2024 report).

As a business whose purpose is creating great places across the UK, we feel it is right to focus our community investment and charitable support on supporting those experiencing, or at risk of homelessness.

We commenced our new nationwide charity partnership with Crisis in February 2024. Crisis is the national charity for people experiencing homelessness and provide dedicated support to help their members build a life beyond homelessness, and campaign for the social changes needed to solve it altogether.

Across 2024, our people took part in a broad range of fundraising events, volunteering, training and knowledge sharing opportunities with Crisis and their corporate partner network. We were very pleased to have raised approximately £40,000 in 2024 to support their vital mission and to have inspired and empowered our people to act as ambassadors and champions for this vital charity.

Even more so, however, we are determined to ensure our broader support. By signing the Homelessness Covenant, we have committed to leverage our network and expertise to issue a rallying call to other businesses to re-think the role of business in response to homelessness. Through collaboration and knowledge sharing, we can support people to access training and employment opportunities that will help them rebuild their lives.



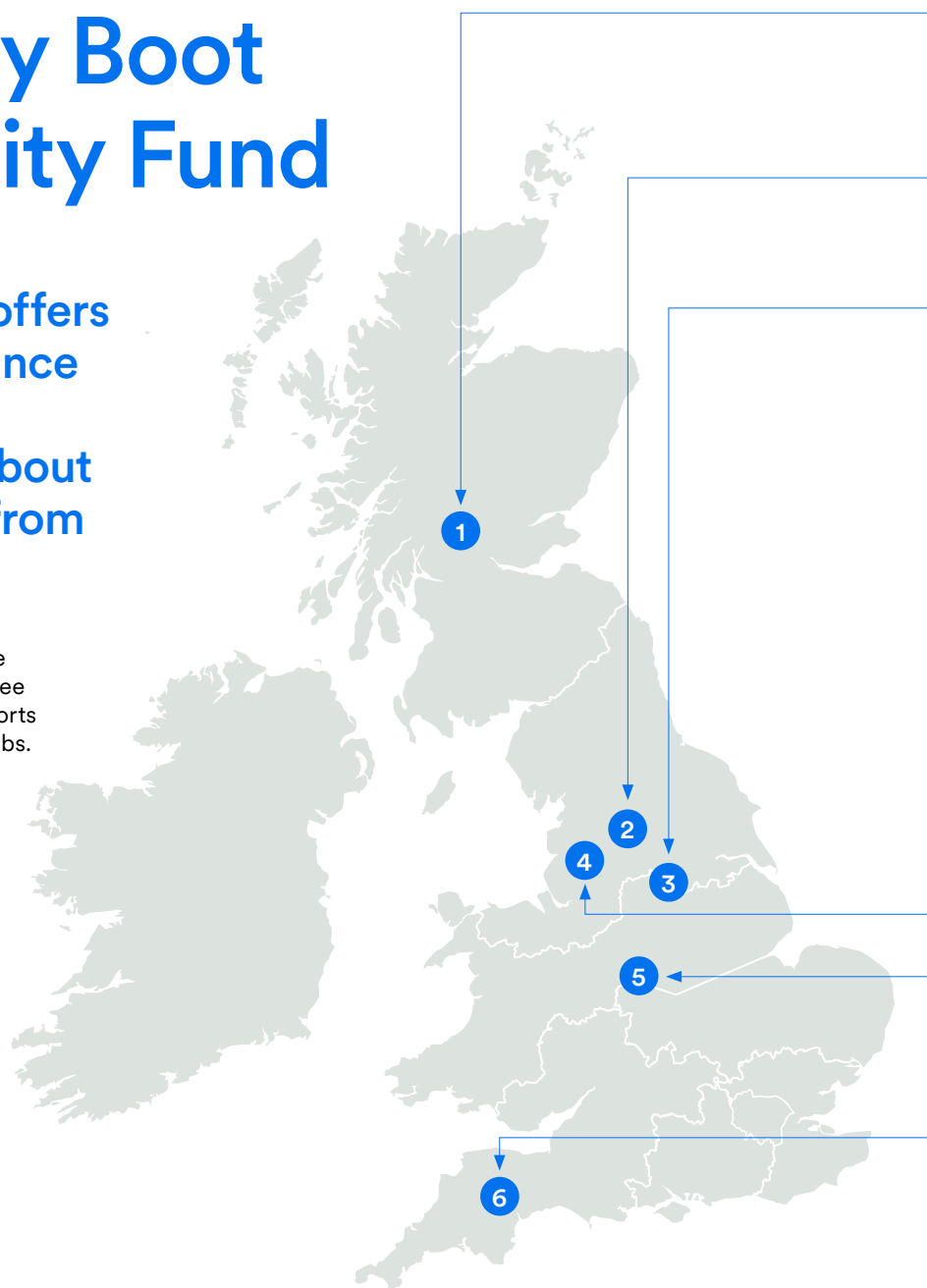
“With the number of people experiencing homelessness on the rise across Great Britain, Crisis has never been more grateful for the support of our incredible corporate partners like Henry Boot. The funds raised to date by Henry Boot staff allow Crisis to keep our support centres open and provide life-changing coaching services to help people leave homelessness behind for good.”

Ella Zamir
Senior Partnerships Manager at Crisis

Our places – The Henry Boot Community Fund

Each year, our Community Fund offers our people the chance to nominate good causes they care about to receive a grant from our business.

In 2024, 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:

	Location	Organisations Supported
1	Scotland	Roller Hub GHA Rugby Club Broke not Broken Southwood Primary Glenrothes Creative Sterling
2	West Yorkshire	Howden Clough Junior FC U7's Prince of Wales Hospice - Pontefract Howden Clough Blacks Under 14s Marehay Cricket Club
3	South Yorkshire and Derbyshire	Dinnington Town JFC Calver FC Hoyland Town Juniors under 13's Dronfield First Responders Whiteley Woods Outdoor Activity Centre Ecclesall Rangers U9's Finningley Harriers FC, under 8's AFC Dronfield U8 Blacks team Forever Stars Crown Green Bowling Club Brampton Netball Club Cawthorne JFC Under 11s (Golds) 14th Rotherham (Bramley) Scout Group S12 Community Pantry Clifford Girl Guides The Sheffield Caribbean Sports Club Carr Vale Colts U10'S Friends of Wharnccliffe Side School Gosforth Fields Sports Association Sutton Village Abbeydale Archers Endemitriosis Uk
4	North West	Artspace Macclesfield
5	Midlands	Wolverton Community Orchard Community Choir Sponsorship 3rd Wisbech Guides Michaels Way Sensory Garden Spondon Dynamos Pumas under 8's Mountsorrel Juniors Football Club U7s.
6	South West	Bath City Farm Chippenham Cricket Club Good Food Cheltenham The Ardagh Community Trust





Our places – Sheffield Pride of Place

Henry Boot are a longstanding member of Business in the Community (BITC) and we are a founding member of both the Sheffield Business Together network and the Pride of Place Board.

The latter was established in 2023 to oversee the development of the Sheffield Place programme and Tim Roberts (Chief Executive of Henry Boot) was appointed as the Board Chair. Joining us on the Board are some of the city's key stakeholders including Sheffield City Council, both Sheffield Universities, the Integrated Care Board, Sheffield Chamber of Commerce and Industry, third sector and fellow business leaders.

The Board is focused on the creation of a Sheffield Prospectus – a strategic plan that outlines the long-term vision to tackle some of the city's key societal challenges and the collaboration with the public and private sector to achieve it.

This plan aims to leverage private sector expertise, resource and innovation in partnership with the public, education, health and voluntary sectors to create meaningful change for the city's residents and embed a community-led approach to improving people's lives. All in alignment with Sheffield's City Goals.

2024 saw significant activity as the delivery programme included the launch of the See it Be it campaign. This campaign aims to enhance social mobility through the mass mobilisation of local employers to deliver high quality careers education interventions for local students. A range of schools identified as having the highest need are working as partners with the Board to ensure that all of their learners receive quality encounters with leading local employers.



“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 and industry 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 and work experience placements and co-Chair the Cornerstone Steering Group (facilitated by the Careers and Enterprise Company) in South Yorkshire.



“The Better Learners Better Workers programme is designed to help students to develop their skills, broaden horizons, and prepare for the world of work and we are extremely proud to work with Henry Boot. It is great to be able to inform students about varied jobs and especially about roles available for women and girls. Students are also able to visit real life construction sites and see the amazing projects happening in their city.”

Sarah Ward
Managing Director, Ambition Unlimited



Case Study

Better Learners Better Workers Programme









We worked in partnership with the Cutler's Company and Sheffield City Council to support the award winning Better Learners Better Workers programme.

Collaborating with Sheaf Training College and Oasis Don Valley Academy, we have delivered a broad range of activity including careers presentations, interactive games, site visits and pro bono work.

Our team were delighted to work with the students at Sheaf Training College to restore a damaged polytunnel. This has enabled the students to continue to grow their own produce on site but also to learn practical skills and experience as we worked with them on the project.

Our places – progress against our objectives



Objectives	2025 target	2024 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 2024, we contributed a total of £315,002 to a range of our charitable and community partners including financial donations and sponsorship, employee fundraising, and resources and services provided pro bono (including direct support and support influenced through our supply chain).	 	<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 2024 we commenced a new partnership with Crisis and contributed approximately £40,000 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 2024, we contributed a total of 3,381 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 2024, we engaged over 2,500 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 2024, we offered 22 work experience placements and 12 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 2024 we undertook further 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 Emerging Talent workstream.		

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



Pillar three – our planet

Enhancing our environment and natural ecosystems



Our planet

We take a long-term approach to addressing the impacts of climate change. In delivering our commercial services, we strive to reduce our environmental impact, minimise our use of resources and reduce waste, and enhance our local environments, biodiversity and natural ecosystems.

“As the newly appointed Chair of the Climate Working Group, I am already proud to see the passion, expertise, and determination we have to deliver some of the UK’s finest sustainable schemes. Through collaboration with our partners and customers, we will work hard to decarbonise our business and adapt to climate change.”

James Walters

Director HBD and Chair of the Climate Working Group

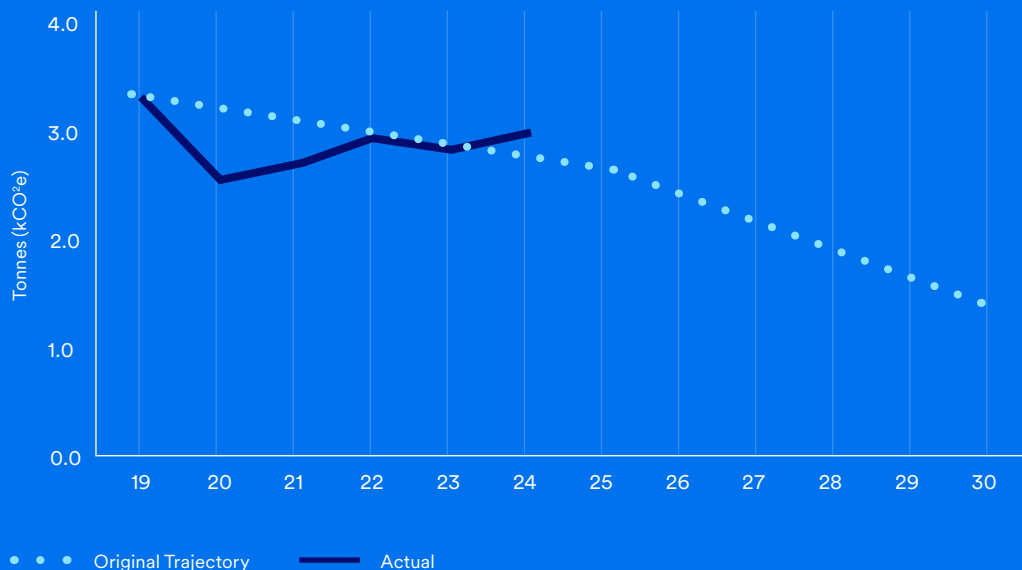




Our planet

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

Decarbonisation Trajectory



We remain on course to achieve net zero carbon (NZC) for our direct GHG emissions by 2030. Our Decarbonisation Trajectory (see left) provides visibility of the reductions in direct emissions we must achieve to get there.

In 2024, our direct GHG emissions were moderately higher than in 2023. This was caused by significant demand for generator requirements across our construction sites. Whilst disappointing, we have been able to explore and understand the issues that led to this rise in emissions and embed processes and mechanisms to prevent them arising in the future.

We have also seen many positive developments across the business in 2024 with electricity usage reducing by 54%, business mileage by 23%, and fleet diesel by 19% when compared with our 2019 baseline.

In 2024, we trialled the use of hydrogenated vegetable oil (HVO) as an alternative fuel source for our fleet and generator requirements (see case study overleaf).

We have continued to invest in our property portfolio, and, through ongoing maintenance and investment in infrastructure and employee behaviour change, we have seen our energy requirements fall.

We have made good progress in the development of our Waste Management Programme, which aims to tackle our non-construction generated waste and evolve our reduction initiatives. We have carried out a comprehensive waste-mapping exercise to enable full baselining of all non-construction waste.

We continue to adopt a forward-thinking approach to nature stewardship. Our people are developing expertise in collaboration with our partners to deliver biodiversity net gain across our commercial schemes.

We also collaborate with membership organisations and industry bodies on climate change adaptation. We are proactive members of the UK Green Building Council (UK GBC) and are on the Steering Committee of the Yorkshire Climate Action Coalition.

Please see our report against the recommendations of the Task Force for Climate Related Financial Disclosures (TCFD) in our 2024 Annual Report.



Our planet – HVO trials

The utilisation of HVO as an alternative fuel to diesel, was a key aspect of our decarbonisation trajectory established in our NZC Framework in 2021.

We decided, however, to pause utilisation of the fuel after some concerns were raised by the public sector in 2022. After a thorough review and a change in position on the credibility of the fuel, we have, once again, committed to utilising HVO as an alternative fuel source.

We ran a pilot, from October 2024, to use HVO for our fleet-based requirements – selecting a number of vehicles in which to trial the fuel to understand efficiency and any challenges its implementation may have. We also did the same for our construction site-based requirements, choosing one of our key sites to use the fuel for all suitable generator requirements.

We were pleased with the results, seeing both a material fall in the GHG emissions associated with usage as well as no significant side effects to productivity or output.

This is now in development for a programme of implementation in 2025, to roll out the use of HVO for all suitable requirements across our fleet and site-based requirements.

We will continue to monitor the Government position on HVO and work closely with our suppliers to ensure that the fuel we procure is from credible sources and adheres to relevant accreditation.





Our planet – Island

Creating highly sustainable spaces.

In addition to refining our business operations to address climate change, we are proud to deliver some of the UK's most impactful and sustainable projects.

Island is our 100,000 sq ft net zero workspace in the heart of Manchester's business district. Working with our contractor Bowmer & Kirkland we achieved an unprecedented level of social and local economic value while bringing this pioneering workspace to life.

Now complete, Island is so much more than just an office it's a highly collaborative workspace designed to meet people's health and wellbeing needs as well as helping businesses to achieve optimal operational efficiencies.

In October 2024, Virgin Media O2, the British telecommunications company, committed to taking 45,700 sq ft over five floors on a ten-year lease. Virgin Media O2 will create a northern hub, relocating several regional sites to Island.

Delivered in partnership with the Greater Manchester Pension Fund, the 100,000 sq ft Grade A office boasts the following credentials:

- Net zero carbon in construction
- Embodied carbon 40% lower than average office buildings
- BREEAM Excellent and EPC A
- 5* NABERS energy rating










“With enviable environmental credentials and excellent transport links, this move will help reduce our carbon emissions and make it easier than ever for our employees to choose more environmentally friendly modes of transport.”

Patricia Cobian
Virgin Media O2's Chief Financial Officer

Our planet – progress against our objectives



Objectives	2025 target	2024 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 2024 were 2,989 tonnes (a 10% reduction against our 2019 baseline).	 	- NZC
	Replace 50% of van fleet with electric vehicles (EVs) or other sustainable alternatives (100% by 2030).	Banner Plant have invested in minor fleet adaptations including the installation of electric vehicle (EV) charging points and a small number of electric vans in the fleet. Due to the operational nature of the business, and the significant variation in routes undertaken, electrification has been more challenging than anticipated. We continue to invest in sustainable fuels and training and engagement as these measures are proving more effective for our fleet fuel reduction.		
	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 is fully EURO6 compliant.		
	Supply 50% of electricity demand for construction sites from renewable generators.	Generator demand across our construction sites was higher than anticipated and we have undertaken investigations and introduced mitigation measures to reduce and replace traditional fuel demands for site based energy requirements.		
	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. Venturi have been appointed to oversee compliance of our infrastructure and have completed asset registers which are being utilised to guide our investment programme.		
	Reduce non-sustainable business mileage by 20%.	Business mileage in 2024 was 23% less than the 2019 baseline.		
	Use biodiesel as we electrify our fleet.	We have undertaken an extensive trial of HVO fuel and are assessing the results to review the potential for further roll outs for fleet and site-based energy demands.		
Consuming resources responsibly	Cut avoidable waste by 99% for all our construction sites (100% by 2030).	In 2024, 99% of waste from Henry Boot Construction sites was diverted from landfill.	 	- Responsible consumption
	Reduce consumption of avoidable plastic by 50% and undertake Group-wide waste and water monitoring to establish reduction targets.	We have made good progress in the development of our Waste Management Programme, which aims to baseline our non-construction generated waste and evolve our reduction initiatives. We have carried out a comprehensive waste-mapping exercise in order to enable full baselining of all non-construction waste. We are now preparing to conduct our baselining and will be using initial data to inform ongoing initiatives to reduce our creation of waste and water usage.		
	Introduce a Group-wide Sustainable Supply Chain Standard to support supply chain collaboration and innovation.	Procurement specialists from across the Group will be supporting the development of our sustainable procurement standards.		
To be a steward of nature	Collaborate with commercial partners to achieve biodiversity net gain (BNG) 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.	  	- Nature stewardship
	Deliver nature stewardship training to 100% of our people.	Our teams routinely share knowledge across the business and attend external seminars and CPD sessions on the delivery of BNG and the evolving regulatory framework for natural impact.		



Pillar four – our partners

**Collaborating
with our partners
to achieve
excellence**



Our partners – key achievements

We are proud to have achieved the following in 2024:



Participated in the BITC Yorkshire and
Humber EDI Network



Collaborated with our supply chain to
deliver social value for our communities



Joined the Yorkshire Climate Action
Coalition Steering Group



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.

In addition, we continue to engage 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

Mental health roundtable with the Lighthouse Charity

In May, we acknowledged Mental Health Awareness Week by organising an industry roundtable with construction mental health specialists the Lighthouse Charity.

Construction is a high-risk industry for poor mental health and suicide, with two construction workers taking their own life each day on average in the UK. We recognise our role to promote and embed positive mental health on our sites and for our workforce and supply chain.

To share ideas, address challenges, and discuss best practice, our roundtable saw a range of partners and suppliers join us for an energised debate about protecting mental health in our industry. Attended and hosted by Sarah Bolton, the CEO of Lighthouse Charity, guests were provided with an update about the services of the charity and practical tips on how to best protect the mental health of themselves and those they work with.






“Our long standing partnership with Henry Boot demonstrates the meaningful and positive impact of our collective efforts and enables us to extend the message of support to their employees, families and supply chain. Henry Boot’s proactive stance is key to improving mental health literacy and overall wellbeing for their communities.”

Sarah Bolton
CEO of the Lighthouse Charity



Our partners – progress against our objectives



Objectives	2025 target	2024 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.	At the end of 2024, we announced the integration of our joint venture housebuilder Stonebridge Homes into our business. In order to ensure a smooth transition, we are delaying gaining membership with the Living Wage Foundation in order to ensure that we can meet the requirements and successfully engage our broadened supply chain.	 	<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 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 are proud to be a 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 the 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.

By collaborating with our people and partners with passion and ingenuity, we will create long-lasting and genuine value and impact for all the people we work with.

We look forward to sharing our progress with you.



The logo consists of a white hexagon with rounded corners, centered on a blue background. Inside the hexagon, the words "Henry Boot" are written in a bold, blue, sans-serif font.

Henry Boot

Find out more

For more information, please contact our Responsible Business Manager

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