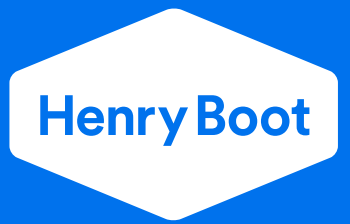


Responsible Business Strategy (2022-2025) Progress Report



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Responsible Business Committee Chair's Foreword

I am delighted to share this report which details the progress that Henry Boot has made in the delivery of phase two of our Responsible Business Strategy since its launch in January 2022.

This year, we celebrate the 140th anniversary of the business. Since our foundation, Henry Boot has been known for a values-led approach and how we invest in our people and partners. Our Responsible Business Strategy has built upon this foundation and seen us deliver real impact and social value for the communities we work alongside over the last four years.

As Chair of the Responsible Business Committee, I see how our approach to responsible business is evolving in order to create the best impact for our people, partners, planet, and communities.

The last four years have not been easy for our industry or our communities. The legacy of the Covid-19 pandemic and impact of international conflicts have seen volatile and turbulent market conditions. This has, in turn, exacerbated many challenges including

the cost of living crisis, poor health, and polarisation. Whilst this has naturally been a challenging period to navigate, it has taught our business two valuable lessons.

Firstly, that we have a critical role to play in addressing societal challenges. Communities need more support than ever and businesses can be a valuable partner to the public and third sectors as they seek to address the myriad and complex societal challenges being experienced in the UK. The role of business has evolved from being philanthropic to acting as a key partner – deploying resource and expertise to help support communities. In turn, this supports businesses, as successful interventions reduce public sector budget strain, support a thriving economy, and empower a skilled and healthy workforce ready to get to work on growing the UK's economy.

Secondly, being a responsible business does not simply mean doing the right thing. It means operating responsibly at all levels – embedding this in the DNA of your organisation and incorporating sustainable and responsible practices. This approach

does not sit at odds with being commercially successful and resilient – it enables it. Operating sustainably and responsibly leads to better outcomes including reduced costs and staff turnover, and increased efficiencies, reputation, and the ability to create both financial and social value.

Whilst we are proud of our progress, we recognise there remains a journey for us to fully embed these learnings and mature our approach. We look forward to taking on this challenge in the forthcoming third phase of our strategy which will be published in 2026.

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 as 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.



Serena Lang
Chair of the Responsible Business Committee

A white handwritten signature of Serena Lang on a blue background.



Chief Executive Officer's Foreword

In writing the foreword to this strategy in 2022, I described my pride in leading a business that was doing its best to act responsibly for our stakeholders and environment.

We now operate in a world where change is constant, and this has been evident in the evolving challenges that businesses and communities have faced over the last four years.

What hasn't changed, however, is my sense of pride at the efforts that our people and partners continually go to, in order to try and make a positive impact on the lives of the communities where we work and on the environment we all share. Being a modern, progressive, and responsible business requires constant commitment and I thank everyone who has contributed to our achievements to date.

This report retrospectively shares the progress made over the last four years against the objectives and targets we set ourselves in early 2022. It is always important to reflect on what has been learnt, what difference it has made, and celebrating the impact it has achieved.

It is, though, just as important to look forward. Later this year, we will publish the next phase of our strategy. This carefully aligns with our commercial aspirations for growth and will detail how being a responsible business will support Henry Boot to remain resilient, be considered as a partner of choice, and leave a positive legacy wherever we are delivering great places.

Henry Boot is a business that takes a long-term view and our approach to responsible business is no different. Whilst we continue to operate in subdued markets and volatile conditions, I remain confident that our people, working in partnership with our commercial and community partners, can create focused and sustainable long-term value for the communities and environments we operate in.



Tim Roberts
CEO, Henry Boot PLC

A handwritten signature in blue ink, reading 'Tim Roberts'.



Who we are and what we stand for

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

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 key responsible business achievements



We are proud to have achieved the following since January 2022:



Launched our Health and Wellbeing Strategy including the creation of a Mental Health First Aider Network



Increased female representation in the workforce to **30%**



Launched a range of employee networks



Contributed over **£1 million** of value (financial and in-kind) to community, charity and education partners with a key focus on tackling homelessness



Contributed over **10,000** volunteer hours to a range of good causes and community initiatives



Engaged over **10,000** learners through careers education outreach programmes and events



Reduced our direct GHG emissions by **40%** (when compared with our 2019 baseline)



Reduced our electricity use by **80%** (when compared to our 2019 baseline)



Invested in high impact partnerships with Business in the Community (BITC), Crisis, the Royal Foundation, and the Confederation of British Industry (CBI)





Responsible business strategy objectives

Our responsible business strategy established three key objectives which guided and challenged us to be ambitious, transparent, and focused in our approach to responsible business.

The objectives of our strategy were:

1

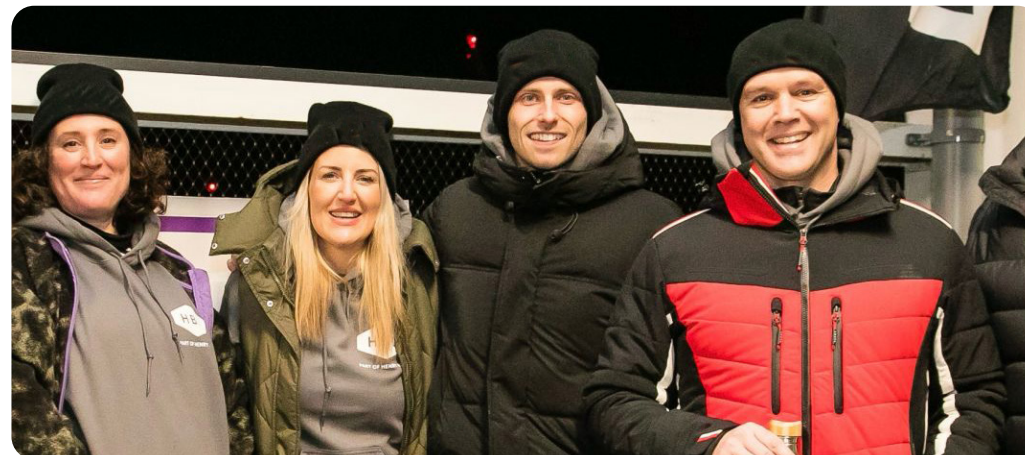
To further embed ESG factors into our commercial decision making, so that we adapt our business ensuring long-term sustainability and value creation for our stakeholders.

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.



The progress we have made against our objectives:

1

We have aligned our responsible business and commercial strategic framework enabling decisions to be made against shared priorities. We have also evolved our governance framework which embeds accountability for responsible business practice at all levels of the business. The Board, via the Responsible Business Committee, has ultimate authority for scrutiny and oversight of the delivery of our strategy and are supported by our Executive Committee (ExCo), Environmental, Social and Governance (ESG) Steering Group, and employee-led working groups.

2

Our people are our greatest asset and have been instrumental in delivery of this strategy. We have worked closely in partnership to ensure they feel informed of our aspirations and empowered to fulfil them – as well as championed them to share feedback and innovation as we fulfil our goals. Our achievements are the result of their hard work and we are proud of the efforts and expertise our teams have demonstrated.

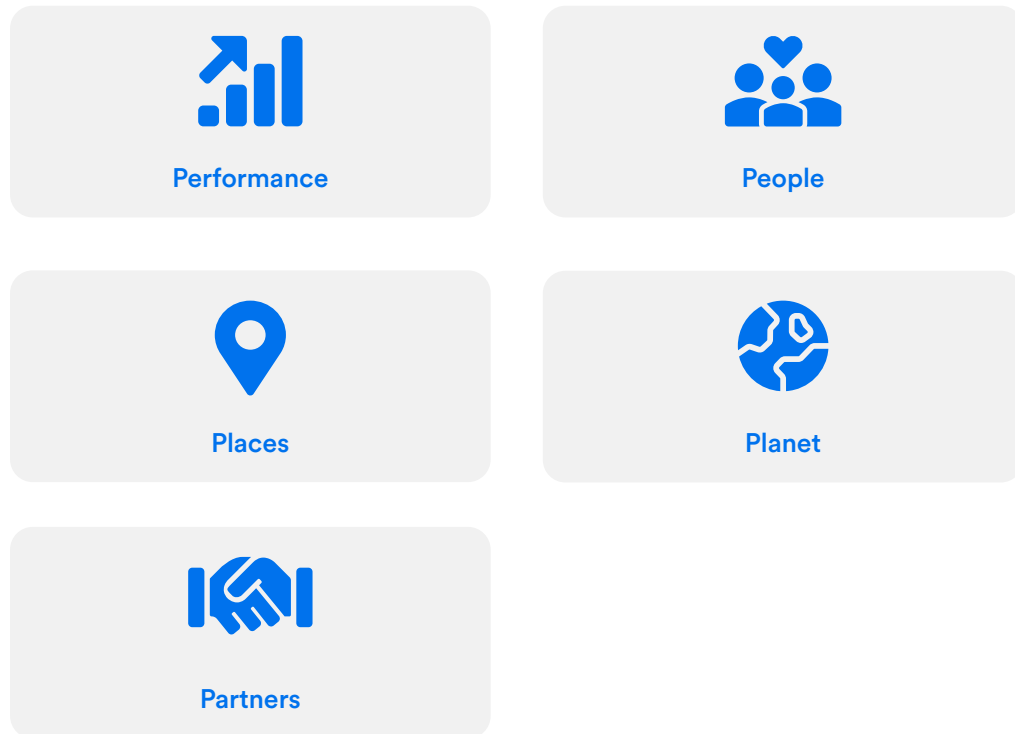
3

This strategy focused on the issues that our people and partners deemed to be material. We have addressed these issues whilst also remaining flexible to respond to changing circumstances and priorities. Each year, we have honestly reported on our progress in order to hold ourselves to account and be transparent about what we have achieved and the challenges we have faced.

Strategy structure

Our integrated strategic framework incorporates both commercial performance, and the support and investment we make into our people, places, planet and partners.

Our integrated strategic framework:



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



“I have been extremely proud to see the commitment and dedication our people have shown to supporting our communities, protecting our planet, and acting as a good and considerate partner. Being a responsible business is owned and driven by the workforce, and our people have worked hard to go the extra mile and create real impact for those we work with.”

Peter Mawson
Chair of Henry Boot



Responsible business governance

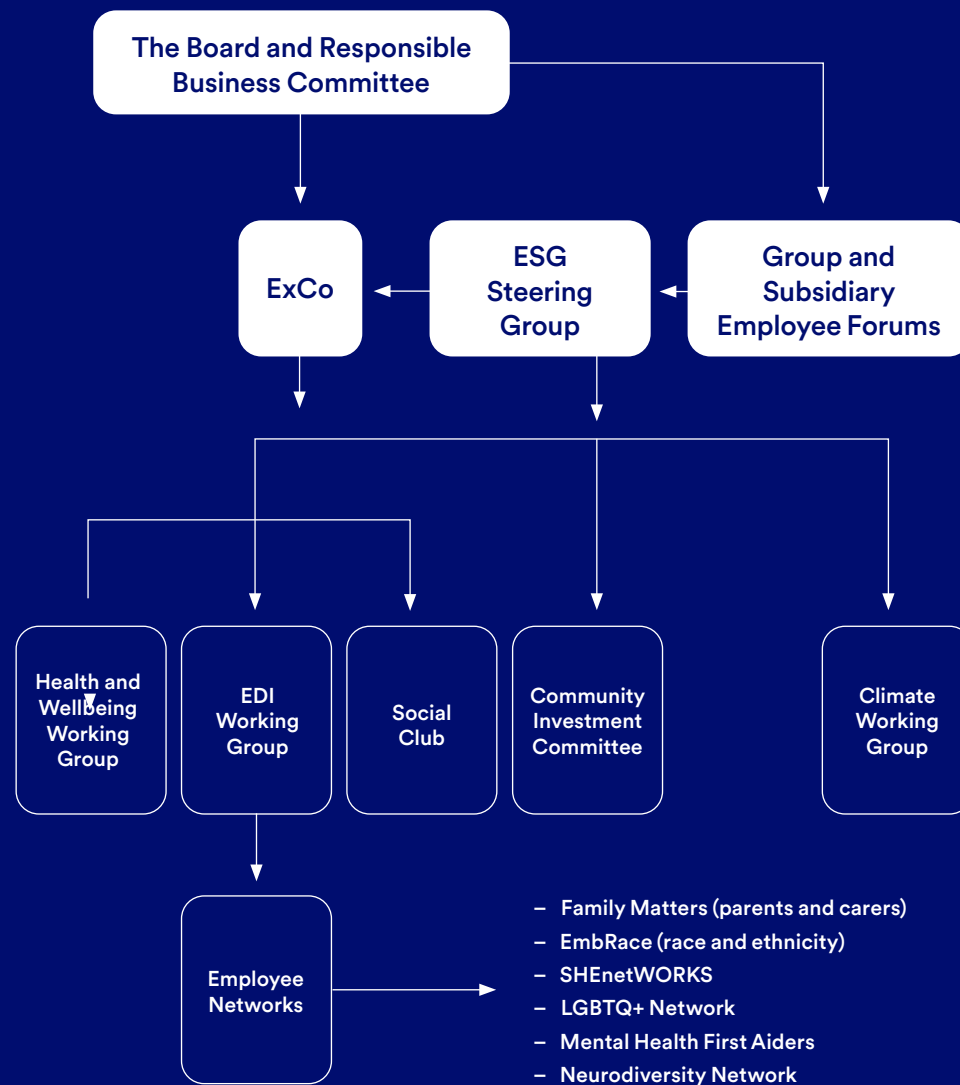
Our approach to responsible business is led by a clear governance framework that aspires to connect our leaders to our people to ensure that decisions are co-designed and informed by employee voice.

The Board, guided by the Responsible Business Committee, has executive oversight and scrutiny of our responsible business performance. They are supported by ExCo who, as senior leaders, all have accountability for leading the delivery of our responsible business practice. The ESG Steering Group, which is comprised of senior leaders, considers ESG activity and risk, and guides ExCo and the Board as decisions are made.

Our Group Employee Forum, and the Subsidiary Forums that report to it, play a vital role in capturing the views, ideas, and feedback of our people. They work closely with the Board and ExCo to provide guidance on decision making, share our people's views, and provide guidance on initiatives and communications.

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.





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 since 2022:



Launched a financial wellbeing partnership with Finwell



Increased female representation in our workforce to 30%



Established our Mental Health First Aider Network



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



Introduced a range of new benefits and wellbeing resources



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.

Our Health and Wellbeing strategy adopts a collaborative approach where the business partners with our people to offer flexible support for their individual needs. It empowers access to resources, events, and initiatives that can help people feel healthy, happy, and fulfilled in their roles. It encourages an open and honest culture in the business, allowing people to feel safe to seek support, challenge decisions, and adapt to work in productive and flexible ways.

We have partnered with industry specialists such as the Lighthouse to deliver in-person and onsite toolbox talks and resources on promoting positive mental and financial wellbeing for our people and supply chain partners.

We have worked with a diverse range of experts to deliver meaningful and impactful events and discussions on topics including

mental health, neurodiversity, pregnancy loss, the menopause, common illnesses, good nutrition and sleep, and female health. We have championed our people and leaders to share their own stories and experiences to inspire others and create a sense of psychological safety in the business.

We offer a range of wellbeing activities for our people to enjoy including fitness classes, pilates sessions, give it a go sports experiences, and our annual steps challenge where people compete to walk the most steps over a given timeframe.

We also launched our financial wellbeing partnership with Finwell (a specialist partner) and targeted their services and support at where there was the greatest need. This support has included toolbox talks, 1:1 guidance sessions, and the launch of a bespoke financial wellbeing portal.

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. 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.





Our people – equity, diversity, inclusion (EDI)

EDI remains a core focus for our business as we seek to create a culture where anyone can join us, feel they belong, aspire to progress, and are valued for the work they deliver.

Media and political rhetoric on the subject has been negative in recent months, heavily influenced by the policies of the Trump administration in the US. Whilst we remain aware of changing trends, we approach EDI and our aspirations with a long-term view as we seek to encourage diversity of experience, thought, and opinion. In doing so, we will better reflect the communities we serve and attract diverse and passionate talented people to join and stay with us.

We need to continue engaging our people and partners with a clear message on why this matters to us. Our approach to EDI reflects our values and is a core aspect of how we deliver social value for our customers and the communities we work alongside. We also believe it will support us to be resilient and able to adapt to future changes.

We are proud of the progress we have made in re-balancing the gender diversity of our workforce and the processes and governance we have put in place to champion diversity. We recognise, however, that there remains a lot of work to do to achieve further progress and embed EDI across all levels of our business and leadership.

We will continue to resource and support our employee networks to share their experiences and guide change influenced by our people's experiences and ideas. 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 leaders are also taking accountability for the role they play to lead our inclusivity agenda and are engaged and willing to be vulnerable. 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.





Our people – social events and workplace culture

We are passionate about bringing our colleagues together on a regular basis for varied and fun social activities and events.

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. They work hard to understand how our people want to socialise through regular engagement and then plan events to ensure they have a great experience.

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 people to have fun, spend time together, and enjoy their time working in the business.

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.




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 are already busy delivering the 2026 programme and look forward to carrying on making Henry Boot an exceptional place to work!





Our people – progress against our objectives



Objectives	Target	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. Delivery to date has seen us share a range of resources, activities and guidance delivered across topics including mental health, neurodiversity, male health, cancer, suicide, female health, physical fitness, and pregnancy loss. In 2025 our Mental Health First Aider network delivered an awareness campaign to support Mental Health Awareness Week and we rolled out a financial wellbeing programme with specialists Finwell.		- 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 increased to 30% (22% in 2022). Female representation of managers is slightly lower at 25%. Developing our approach to inclusive recruitment and progression will be an area of focus as we seek to increase this representation and progression of women in the business.	 	- EDI - Education engagement - Employee health and wellbeing
	Reduce our gender pay gap to 20% (28% in 2020).	Our gender pay gap, when measured as a median, was 22% in 2025 (20% in 2024). This marginal increase was caused by senior female leaders voluntarily opting to work part time and we are pleased to continue to make positive progress overall.		
	Begin reporting on our ethnicity pay gap and set a target to encourage greater ethnic diversity in our workforce.	Plans to re-baseline our employee data in preparation for additional pay gap reporting and forthcoming legislative changes is underway but was paused in 2025 in anticipation of the composition changes to our business. This will be delivered in 2026 and the updated data will inform future diversity targets and initiatives with a focus on ethnicity and disability.		
	Deliver EDI training to 100% of our people.	A training programme was rolled out to our workforce when our Responsible Business Strategy launched in 2022. Since then, all new employees must complete a mandatory EDI e-learning module as part of our onboarding process. We recognise, however, that continually informing and engaging our people on this topic is critical to engagement and success.		
	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 have collaborated to annually monitor progress and assess the impact of initiatives. Reviewing our recruitment programme and incorporating best practice with support for Hiring Managers will be a future focus. Whilst there is a diverse range of ad hoc mentoring that takes place, we have not yet implemented a formal programme of mentoring and reverse mentoring. This will be incorporated into the implementation of our Future Ways of Working programme.		

Our people – progress against our objectives



Objectives	Target	Performance	Aligned UN SDGs	Material issues
<p>Engaging and empowering our people</p>	<p>Introduce ESG related targets for all senior management remuneration.</p>	<p>All members of our ExCo and senior management teams have ESG related targets which are incorporated into their performance review and long term incentive plans (LTIP).</p>	 	<ul style="list-style-type: none"> - EDI - Employee health and wellbeing
	<p>Ensure that all Group pension schemes incorporate ESG factors in investment decisions and that our people are well informed about their investment choices.</p>	<p>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.</p>		



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Pillar two – our places

Creating sustainable social value in our communities



Our places – key achievements

We are proud to have achieved the following since 2022:



Over £1,000,000
contributed to charitable and
community causes



Over 10,000
volunteering hours contributed
by our people



Over 10,000
learners engaged through our
education outreach activities



Over 150
entry level positions and
work experience placements
created in our business

“Henry Boot is a highly valued member of BITC, and a standout partner in our Place Programme. Under the leadership of Chief Executive Tim Roberts, they have built a strong and ambitious Sheffield Pride of Place Board - bringing together business, education, community organisations and Sheffield City Council behind a shared vision for the city. By sharing best practice across our member network, they inspire and equip other businesses with the tools and insights needed to shape a brighter future for people, the planet and communities.”

Olivia Porteous
Yorkshire & Humber Regional Lead, BITC





Our places – collaborative community partnerships

It is Henry Boot's Purpose to create great places today, to build a better tomorrow. Doing so, requires our work to create social value for the communities we work in and alongside. It is valued by our communities, customers, partners and people. It is critical to us to leave a positive legacy from everything we do.

We also continue to deliver significant levels of education outreach – fostering skills, experience and aspiration in learners. Working with like-minded national and local experts, we inspire, inform and excite the next generation of talent about the brilliant opportunities our business and industry can offer.

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. Increasingly, our people are opting to use their skills and experience (as well as their time) to create the best possible impact for our partners.

Since 2022, we have contributed over £1 million and over 10,000 volunteering hours to benefit our community and charity partners. We are grateful to our people for their passion, expertise and commitment to our communities. We are grateful to our partners who advise us and guide us to direct our resource to where it can have the best possible impact.

Our business has chosen to strategically focus on how we can tackle and prevent homelessness. We have built homes for the majority of our 140 year history and always created great places. Supporting those experiencing, or at risk of, homelessness feels like the right fit for us to direct our efforts.

We will continue to fundraise, volunteer, champion and leverage our partners to tackle homelessness.

140 years in, and our business is more committed than ever to positively impact the communities we work with.





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.

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 partnerships to tackle homelessness

Homelessness is an ongoing crisis for our society.

In the 2025 Homelessness Monitor, Crisis reported that ‘the total number of households experiencing the worst forms of homelessness stood at just under 300,000’.

Homelessness is a complex societal problem that requires long-term commitment and focus to make a meaningful impact. Whilst we are only one business, we know we can harness the power of partnerships with our network to elevate the issue and the role our sector can play to tackle it. Since partnering with Crisis, we have raised over £70,000 to support their work, provided expert volunteering and guidance, and worked with them to inform our people and partners about their work. We have extended our partnership for a further 2 years to ensure that we can best leverage our expertise, resources, influence and impact.

In 2024, we became signatories of Crisis’s Homelessness Covenant. This has since evolved into the Homelessness Alliance – a framework of recommendations for allied businesses to tackle and prevent

homelessness. In July 2025, we partnered with Crisis to invite leading voices from across the property sector to come together at the Crisis Skylight in central London to share ideas and opportunities for better collaboration and promote the Alliance. Attendees generously shared their ideas and feedback.

A further event was hosted in partnership with Shoosmiths in Birmingham and further events are planned in 2026. Henry Boot and Crisis will share the findings in a report published to guide property sector collaboration in tackling and preventing homelessness.

We have also further developed our strategic relationship with Landaid and the Royal Foundation and their Homewards programme. Adam Brady (a Senior Director in HBD) has taken on the role of Chair of the Sheffield Homewards Steering Group and we support the programme’s aspiration to engage business and reframe the narrative on homelessness.

As importantly, we proactively fundraise, volunteer, and support local community organisations tackling homelessness in the communities where we work. This both enables us to create meaningful social value but also to empower and engage our people to make a difference where they live and work.

“Working with Henry Boot and other partners in the sector created a really constructive space to share insights, explore solutions, and highlight the role businesses can play in preventing and ending homelessness.”

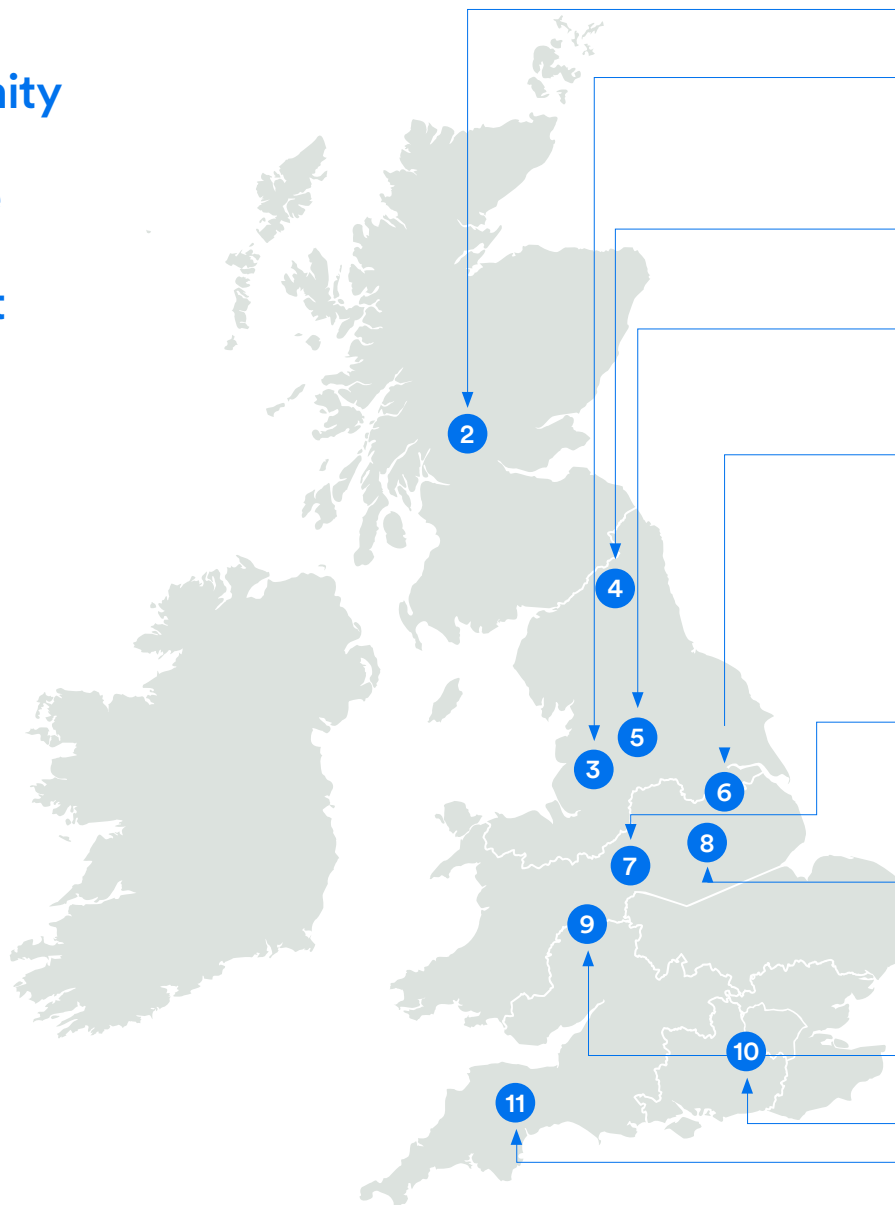
Vicky Richards
Homelessness Alliance Programme Manager, Crisis



Our places – The 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 2025, we were delighted to provide donations to a broad range of employee nominated causes including youth sports teams and community groups and clubs.



	Location	Some of the organisations we supported were
1	National	<ul style="list-style-type: none"> CRY (Cardiac Risk in the Young) Sick Children’s Trust
2	Scotland	<ul style="list-style-type: none"> Rossvale Women’s FC She Can FC
3	North West	<ul style="list-style-type: none"> Friends of Prestbury Station Sale Nomads Higher Bebington Rangers U7s Macclesfield Armed Forces and Veterans Breakfast Club
4	North Yorkshire	<ul style="list-style-type: none"> Boston Spa Hockey Club Carecent Tickton AFC U14
5	West Yorkshire	<ul style="list-style-type: none"> Durkar JFC Gorse Rowing Club The Lithuanian Language School (Saulutė) of Leeds
6	South Yorkshire	<ul style="list-style-type: none"> Barnsley Women’s U11’s Charnock Ridgeway FC Endeavour Hallam Rangers U11s Handsworth Junior Sporting Club Nether Green Blacks U13s Rotherham Hawks Basketball Club U16s Talbot Special Needs School
7	Derbyshire	<ul style="list-style-type: none"> Dronfield Woodhouse Community Support Hub Junction Arts Tibshelf Tigers FC
8	East Midlands	<ul style="list-style-type: none"> 3rd Wisbech Guides Laxton Park Cricket Club Leicester Tigers Wheelchair Rugby Club Mountsorrel Juniors Football Club U7 Tigers Kixx Gainsborough
9	West Midlands	<ul style="list-style-type: none"> Forest Falcons Under 7’s Football Club
10	South-East	<ul style="list-style-type: none"> The Wardens Trust
11	South-West	<ul style="list-style-type: none"> Aid Box Community





Our places – Sheffield Pride of Place

Henry Boot is 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, third sector and fellow business leaders.

Throughout 2025, the Sheffield Prospectus was developed ahead of a formal launch in early 2026. This ten-year plan, sets out an ambitious vision for how businesses can support a more successful, dynamic, and fairer city in alignment with the Sheffield City Goals and local growth plans and strategies.

The prospectus, which we offered extensive support to develop, will leverage private sector expertise, resource, and innovation in partnership with the public, education, health and voluntary sectors. This will create meaningful change for the city's residents and embed a community-led approach to improving people's lives.

In 2025, the Board oversaw the launch of the Opening Doors (inclusive recruitment) campaign, supported existing charitable and community programmes, and hosted the inaugural Dame Julie Kenny lecture – aiming to connect businesses and communities to discuss important societal issues.



“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 industry skills gaps and supporting our long-term business and industry resilience.

Our colleagues engaged a wide range of education partners and have reached over 10,000 learners (including more than 3,000 in 2025) since 2022. We have delivered careers talks, site visits, mentoring and experiences to inspire, inform, and excite the next generation.

We have been proud to support education partners across the regions in which we work and to partner with the Career and Enterprise Company through co-Chairing the South Yorkshire Cornerstone Steering Group.









“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



Our places – progress against our objectives



Objectives	Target	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).	Since 2022, we have contributed over £1,180,000 (including £342,200 in 2025) to a range of our charitable and community partners including financial donations and sponsorship, employee fundraising, 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 2025, we made the decision to extend our charity partnership with Crisis for an additional 2 years and have raised over £70,000 to support their work to date. We continue to develop long-term strategic partnerships with a range of local and national charities, and our focus on homelessness finds us partner with both Landaid and the Royal Foundation’s Homewards programme.			
Collaborating with our communities	Contribute 7,500 volunteering hours across our Group to a range of community, charity and education projects.	Since 2022, our people have contributed a total of 13,210 volunteering hours (including 4,199 hours in 2025) 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.	Since 2022, we have engaged approximately 11,300 learners (including over 3,000 in 2025) across a range of education levels, partners, and settings aiming to inspire, inform and excite them about our industry and have aspiration to seek meaningful employment.	  	<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.	<p>Since 2022, we have created 165 entry level and work placement opportunities (including nearly 50 in 2025).</p> <p>We also engaged a range of education partners to share information about entry routes (including apprenticeships) with learners who traditionally struggle to access careers education. Whilst we did not achieve our target, due in part to reduced demand for recruitment, we are proud to have given so many people their first step in our industry.</p>			
	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.	Whilst we have opted to delay the development and implementation of a formal education outreach strategy into the next phase of our Responsible Business Strategy, we have continued to deliver significant volumes of education outreach with strategic focus on reaching hard to reach learners. This has created positive impact and social value for the communities we work alongside as well as supported our own talent pipeline.			

*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.

We recognise the role our business and industry has in adapting to the impacts of climate change. We are determined to work in partnership to share ideas, knowledge, and resources to reduce our environmental impact. We will evolve our approach to protect our planet and meet the expectations of our shareholders, customers, and people.

“Henry Boot’s commitment to the sustainability agenda is genuine, and I have been humbled by the generosity shown including the time invested by senior people from their business. They have shown that true leadership includes acknowledging the challenges and not being afraid to ask for help with the difficult answers.”

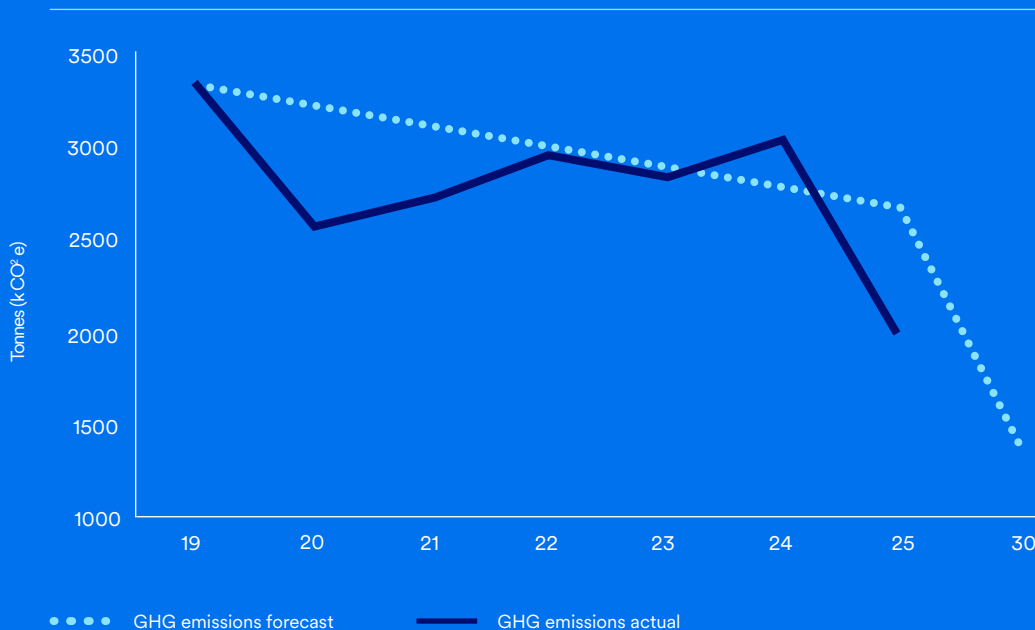
Arran Taylor
Partner at Deloitte and co-founder of the
Yorkshire Climate Action Coalition



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 have achieved to date and those we must still achieve to get there.

In 2025, we achieved significant reductions and our direct emissions were 40% lower than our 2019 baseline. These reductions have been achieved through the adaptation of our processes, improving the environmental performance of our workplaces, and further implementing hydrogenated vegetable oil (HVO) as a substitute fuel source across our fleet and sites. While not a perfect long-term solution, the use of HVO does create significantly lower GHG emissions than fossil fuels, and we will utilise this fuel source in the short term to address our key sources of emissions.

We invest in our property portfolio and collaborate with our people and occupiers to ensure that our buildings are energy efficient and utilise sustainable methods of heating, cooling and lighting.

In 2025, we began work with Nature Positive (part of the RSK Group) to re-align our decarbonisation trajectory to take account of progress to date and the divestment of Henry Boot Construction. The updated decarbonisation trajectory will be published in 2026 and maintains our commitment to achieve NZC for direct emissions by 2030. Whilst our approach to decarbonisation may evolve due to changes in legislation and technology, we are confident that our target can be achieved.

We chose to pause the implementation of our Waste Management Programme whilst we implement Stonebridge Homes into the Group. It is important that we guide reductions in both site and non-site-based waste. Incorporating and aligning data and performance measures at Stonebridge will enable us to be comprehensive and successful in reducing waste and resource use.

We continue to adopt a forward thinking approach to nature stewardship and comply with the legislative requirements of the Environment Act. Our people are developing their expertise in collaboration with our partners to deliver biodiversity net gain (BNG) across commercial schemes.

We continue to routinely collaborate with like-minded businesses, membership organisations and industry bodies on our approach to climate change adaptation. We are proactive members of the UK Green Building Council 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 2025 Annual Report.



Our planet – Yorkshire Climate Action Dinner

The Yorkshire Climate Action Coalition was established in early 2020 by Deloitte, Walker Morris LLP, and the University of Leeds to connect businesses in response to growing demand for decarbonisation.

Over the last 5 years, the organisation has regularly connected businesses of all sizes across the region to share knowledge, challenges, best practice and to create a network focused on collaboration and partnership.








We joined the network in 2020 and then became members of the Steering Committee in 2024. In that time, we have led working groups, hosted a green skills session and workshop, and contributed time and resource to helping the network be as effective as possible.

In March 2025, the Steering Committee co-organised and sponsored a Climate Action Dinner to celebrate the impact of

the network over five years and facilitate a conversation around how businesses can best work together to help the region adapt to climate change in the future.

Attended by representatives from regional businesses and organisations, the dinner featured guest speakers from the Steering Committee and the National Wealth Fund covering a range of topics including technical expertise, resilience, public and private sector partnership, investment, and engagement. Positive feedback was received from attendees, and the network is now collaborating with the Yorkshire and Humber Climate Commission to explore how the voice and expertise of business can be central to regional policymaking.

Our planet – progress against our objectives

Objectives	Target	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 2025 were 2,002 tonnes (a 40% 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 fleet adaptation measures including the installation of electric vehicle (EV) charging points and a small number of electric vans in the fleet. Due, however, to the operational nature of the business, and the significant variation in routes undertaken, electrification has been more challenging than anticipated. We have significantly invested in the utilisation of HVO for appropriate fleet fuel requirements.		
	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.	We have undertaken various and extensive trials of sustainable generator solutions since 2022. Whilst there has been some successes, it is clear that further technological advances are required for full replacement of fossil fuel powered generators in the construction process. Henry Boot Construction began the utilisation of HVO as an alternative fuel source to diesel in 2025 after a successful trial in 2024. This has led to significant reduction in direct GHG emissions with no impact on efficiency or delivery.		
	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. Whilst not all recommendations have been implemented – due to changes in our property portfolio composition – we continue to invest in the development of our occupied workplaces and investment portfolio.		
	Reduce non-sustainable business mileage by 20%.	Non-sustainable business mileage in 2025 was 25% lower than our 2019 baseline.		
	Use biodiesel as we electrify our fleet.	We have rolled out the use of HVO for all appropriate fleet fuel requirements.		
Consuming resources responsibly	Cut avoidable waste by 99% for all our construction sites (100% by 2030).	In 2025, 98% 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 opted to pause the implementation of our Waste Management Programme as we integrate Stonebridge Homes into the business. We have, however, continued to evolve our reduction initiatives and respond to legislative changes. In 2026, we will be updating our waste-mapping to enable full baselining of all non-construction waste. Whilst we have not achieved our ambition to baseline and reduce our plastic usage, we remain a low plastic intensive business. We will ensure that reduction of single-use plastics is a focus in the implementation of our Waste Management Programme in 2026.		
	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 in alignment with the next phase of our Responsible Business Strategy and Climate Transition Plan.		
To be a steward of nature	Collaborate with commercial partners to achieve 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:



Participated in the BITC Yorkshire
and Humber EDI Network



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



Partnered with Chambers of Commerce
and industry bodies to support and partner
small and medium enterprises (SMEs)



Our partners

Collaborating with our partners is critical for us to achieve success.

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, building partnerships focused on shared goals, and exchanging ideas and information to enable positive impact.

We work closely with a diverse 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.

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 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.

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





Our partners

Northern Cornerstone Roundtable

Henry Boot are proud to be Co-Chairs of the South Yorkshire Cornerstone group. Reporting to the South Yorkshire Careers Hub (part of the South Yorkshire Mayoral Combined Authority), the group is a collection of businesses and public sector organisations all committed to delivering meaningful and inspiring careers education for local learners across the region.

As part of our involvement, we have developed a good working relationship with the Careers and Enterprise Company (CEC) – the national body for careers education in England that oversees the functioning of the Cornerstone groups for each region. Henry Boot and the CEC worked in partnership to co-host a roundtable for the Chairs and Strategic Hub leads for the northern regions of England – which was hosted at Henry Boot’s head office in October 2025.

The roundtable, which was chaired by the CEC’s CEO John Yarham, involved a rich discussion on how businesses can best engage with schools and further education partners to provide a modern and compelling work experience offer. Challenges including skills gaps, capacity for SMEs, and the evolution of AI and digital skills were discussed with participants sharing knowledge, ideas, and support.

The Northern Cornerstone Forum will now meet quarterly to ensure that the northern regions have a cohesive approach to delivering careers education that addresses regional challenges and opportunities and informs government policy.








“Employers play a vital role in creating pathways for young people into the opportunities that will shape the future of our economy. The Careers & Enterprise Company values its partnership with Henry Boot. Their commitment to careers education reflects a clear understanding of how employers can help prepare young people for the realities of modern work. By bringing employers together locally and convening organisations across the North, Henry Boot is strengthening the connection between education and the world of work, equipping young people with the confidence, connections and skills to take their next step.”

John Yarham
CEO, Careers and Enterprise Company

Our partners – progress against our objectives



Objectives	Target	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.	We opted to pause progress on this initiative as we integrate Stonebridge Homes into our business. This is to enable us to oversee a smooth transition and engage our broadened supply chain. We will be re-visiting this as part of the next phase of our Responsible Business Strategy.	 	<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 subdued 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 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 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 are really pleased to share the progress we have made so far. Whilst much has been achieved, we know there is so much left to do in order to create value for our communities and our business.

As we look forward, we will become even more focused on the issues material to us and our partners, drive purposeful partnerships, and deploy the passion and ingenuity of our people to create genuine value and impact for all the people we work with.

We look forward to sharing our progress with you.



The logo consists of the text "Henry Boot" in a bold, blue, sans-serif font, centered within a white, rounded hexagonal shape. The background of the entire slide is a gradient of blue, with a darker blue shape in the upper left corner.

Henry Boot

Find out more

For more information, please contact our Responsible Business Manager

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