



GROUP CR STRATEGY

'DELIVERING SOCIAL VALUE IMPACTS'



HENRY BROTHERS

Altogether Stronger



HENRY BROTHERS

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Our mission is to deliver the best construction solution we possibly can for every client, every time, without fail.

In order to achieve our mission, we need to make sure we are doing business in a responsible and sustainable way and which is fully aligned with our Company Values of:

- Integrity
- Considerate and Dependable
- Premium Quality
- Agile and Innovative
- Sustainable

That means always considering the social value we create in the communities in which we operate.

Ultimately it means ensuring our workforce and many stakeholders are proud of what we do; and we are widely recognised as a responsible business leader and ambassador for responsible business practices.

Being a responsible business has never been more important, as society and the economy continue to deal with the impacts of a global pandemic and the many challenges it has and continues to create. Without doubt it has completely transformed

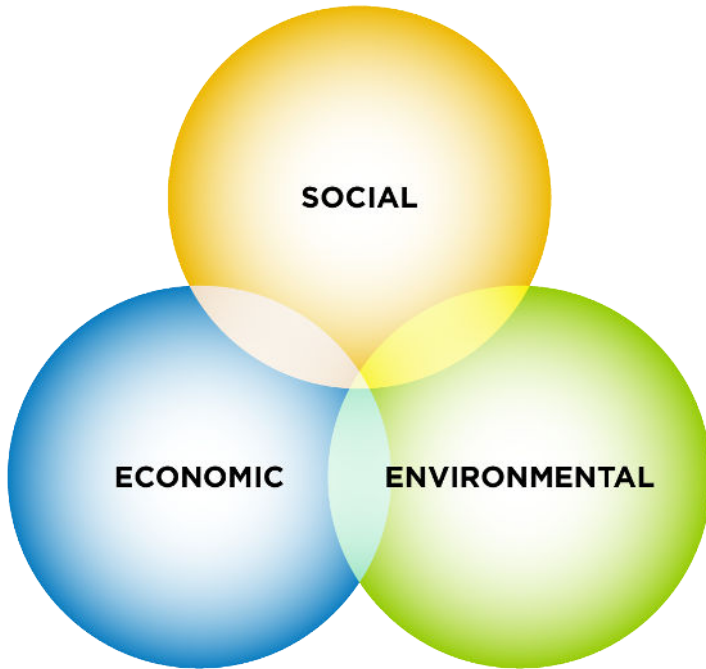
how we live and work, but it has also opened up exciting new opportunities for the way we operate as a business.

We commence our 2022-2025 CR Strategy journey having been announced as the NI Responsible Company of Year at the Business In The Community Responsible Business Awards 2021. Our commitment to 'delivering social value impacts' for the communities in which we operate and beyond continue to be our focus as we look ahead and continue our CR journey.

David Henry

David Henry
Managing Director

SOCIAL VALUE MODEL



IAN HENRY RECEIVING NI RESPONSIBLE COMPANY OF THE YEAR AWARD 2021

CR Report

Where we report on CR achievements and value added in line with our business and/or project KPIs.



Company Website

Where we outline our CR Strategy, share our CR Report and promote our CR news stories and case studies (www.henrybrothers.co.uk).

Company Social Media

Where we promote our CR news stories.

Company Newsletter

Where we promote our CR new stories and case studies.

Sustain IQ

A software tool where our Company and Project social, economic and environmental impacts are measured, monitored and reported.

Sustainability Reporting Portals / Templates

Some of our Projects will require us to complete bespoke client sustainability reporting portals or templates. The core data required for such reporting portals or templates is generated from Sustain IQ data uploads.

CR Stakeholder Social Media / Websites / Reports / Events / Press Releases

Where we share CR best practice case studies with the construction industry and wider business community.

CR Accreditations

Externally audited and verified CR accreditation processes such as:

- Business in the Community Environmental Benchmarking Survey Reports
- Business in the Community CORE: Responsible Business Standard
- Considerate Constructors Scheme Reports
- UKAS Accredited ISO Quality
- Environmental and Occupational Health & Safety Standards

Everyone who is affected by our business and equally everyone who affects our business is a stakeholder. We have in place a Stakeholder Engagement Policy which identifies and prioritises key stakeholder, however as outlined in our policy the stakeholders we have identified is not an exhaustive list. Additional stakeholders may be identified owing to a particular project or business operations. Our Stakeholder Strategy fully outlines our objectives, guiding principles and engagement approach.

Our Annual CR Report identifies key stakeholder engagement initiatives throughout the year.

CONTACT US

If you have any questions or comments relating to our CR Report or Strategy; or indeed any queries in relation to CR partnering opportunities, please get in touch.

Please contact our CR Team at: info@henrybrothers.co.uk



INTRODUCTION | WHAT MATTERS MOST - TO OUR STAKEHOLDERS AND TO OUR BUSINESS?

Back in 2014 our CR activities became much more strategic in nature through our achievement of the Business in the Community Responsible Business Standard: CORE. CORE enabled us to map our entire CR activity and benchmark it against other organisations, all independently verified by an external assessor. Assessment of our business performance takes place across ten key CR areas:

CORE BUSINESS	PEOPLE	PLANET	PLACE
Marketplace Responsibility	People Development	Energy & Transport	Community Engagement
Stakeholder Engagement	Health & Wellbeing	Resource Efficiency	
Responsible Leadership	Equality, Diversity & Inclusion	Biodiversity & Lifestyle	

Through a programme of continuous improvement and extensive stakeholder engagement we successfully renewed the standard in 2016 and then raised our level of achievement by two levels to Gold, the highest level achievable, in 2018 and again in 2021 – the year in which we were also awarded the prestigious accolade as NI Responsible Business of the Year at the Responsible Business Awards. Our ambition is to achieve the newly introduced CORE Platinum level by our 2024 renewal date if not sooner.

We have developed our strategy to support sustainable business growth in line with our Net Zero Carbon Strategy which was published and launched in September 2021 ahead of the first cohort of Company personnel undertaking a bespoke Climate Literacy Training Programme for the Construction Industry which was developed by us in collaboration with other construction industry

environmental leaders and delivered by Keep Scotland Beautiful on behalf of The Carbon Literacy Project who have accredited the course.

Our CR strategy outlines a robust set of social value key performance indicators (KPIs). It also examines external construction industry and business trends which shape the environment in which we operate, as well as determining how we can best integrate social value into our daily business activities to align with the UN Sustainable Development Goals (SDGs) and to support the delivery of the national social value priorities of:

Helping local communities to manage and recover from the impact of Covid-19

Tackling economic inequality:

- Creating new businesses, new jobs and new skills
- Increasing supply chain resilience and capacity



**SUSTAINABLE
DEVELOPMENT
GOALS**

Fighting climate change:

- Effective stewardship of the environment

Equal opportunity:

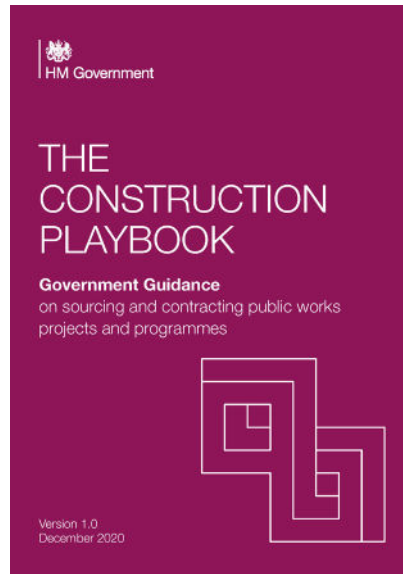
- Reduce the disability employment gap
- Tackle workforce inequality

Wellbeing:

- Improve health & wellbeing
- Improve community integration

Whilst the launch of our strategy and social value KPIs coincides with the 2nd anniversary of the initial 'stay at home' message has completely transformed the way in which we have delivered social value activities and greatly impacted on stakeholder engagement for the past 24 months, we have been guided by our pre-pandemic engagement levels and steered by an overwhelming desire from our many stakeholders to return to some sense of normality in the development of our strategy and priorities.

Some of our stakeholders have already highlighted even more need than ever for partnering opportunities and further community initiatives as a result of the pandemic – which are echoed by UK government priorities and national plans for 'building back better' and their programme for growth and 'levelling up' across the UK so no community is left behind, particularly as we recover from the



effects of the pandemic.

This will be delivered by embedding the principles of The Construction Playbook 2020 into the ways we work; a journey we will walk with the

government to improve the way we deliver public works projects and programmes. The Playbook in turn continues to build on government ambitions set out in Construction 2025, the National Infrastructure Strategy 2020 and brings together best practice from across the public sector.

The Playbook will, by creating the right environment, enable us to:

- Improve building and workplace safety
- Take strides towards our 2050 net zero commitment and focus on a whole life carbon approach
- Promote social value

This new way of working will also help drive change in private sector projects as we advocate the benefits to be gained by aligning with our social value KPIs thus achieving enduring reform.

Whilst the launch of our strategy and

social value KPIs come only a few months short of the 2nd anniversary of the initial 'stay at home' message delivered by the UK government in their response to the global pandemic, the pandemic is still very much impacting on our daily lives with constant updates on infection rates, hospital admissions, deaths and vaccination uptake and the constant risk of further restrictions on our personal and working lives. We do however remain completely clear and resolute in the journey we are continuing on and the goals we aspire to achieve over the coming years, some of which may be pathways to longer-term goals such as our Journey to Net Zero 2050.

We very much encourage engagement from all our stakeholders to help deliver our CR strategy. We believe all of our social value KPIs are both hugely important to our business and the added value we will create including alignment to and support for the delivery of the UN SDGs and UK Social Value priorities.

RIGHT: ENTERPRISE INNOVATION CENTRE,
NOTTINGHAM TRENT UNIVERSITY



INTRODUCTION | OUR SOCIAL VALUE KPIs





PLANET - NET ZERO CARBON STRATEGY

The UN Climate Change Conference (COP26) was hosted by the UK from 31st October to 13 November 2021, bringing together some of the world's most influential leaders in a bid to accelerate action towards the goals of the Paris Agreement and the UN Framework Convention on Climate Change. The Conference received massive media coverage across the world with united calls for COP26 to deliver climate justice and avert further widespread hunger and suffering experienced in all parts of the world as a result of rising global temperatures.

Our Environmental & Quality Manager was a Climate Leader at a COP26 virtual event outlining how Henry Brothers are taking steps to protect the environment and the massive role the construction industry has to play



in the Net Zero Carbon agenda.

To coincide with the Conference the Company also formally communicated its plans for our 'Journey to Net Zero 2050' to all directors and senior management as we also embarked on a programme of upskilling our leaders through the delivery of bespoke Carbon

Literacy Training. Our Net Zero Carbon Strategy document was also launched and made publicly available via the Company website demonstrating our commitment to the Planet through our business practices.

The NZC Strategy document clearly outlines how we plan to deliver effective stewardship of the environment in the fight against climate change, including our Objectives and environmental key performance indicators (KPIs).

Click here to read '[Journey to Net Zero 2050](#)' online.

PLANET - NET ZERO CARBON STRATEGY

It is through these Objectives and KPIs we will also support the delivery of the following SDG target:

SV KPI - Planet 1:



JOURNEY TO NET ZERO CARBON - 2% REDUCTION PER ANNUM TOTAL GHG EMISSIONS."



	Social Value KPI	SDG Target
SV KPI P 1.1	Eco Cabins *60% saving in energy use through efficient site set up (based on comparison case study)	Target 7.3: By 2030, double the global rate of improvement in energy efficiency Target 12.2: By 2030, achieve the sustainable management and efficient use of natural resources

Social Value KPI		SDG Target
SV KPI P 1.2	Switching 100% of company cars to electric or hybrid by 2025. Projected saving of 2.8% reduction or 37.5 tonnes CO2e.	Target 3.9: By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination
		Target 7.3: By 2030, double the global rate of improvement in energy efficiency
		Target 13: Take urgent action to combat climate change and its impacts
SV KPI P 1.3	Land holdings planting scheme *(research study demonstrates a potential of 1000 tonnes of CO2 saving after 10 years)	Target 11.b: By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels
SV KPI P 1.4	Maintenance regime accounts for 1% CO2 saving per annum	Target 7.3: By 2030, double the global rate of improvement in energy efficiency

Social Value KPI

SDG Target

SV KPI P 1.5

Energy Management Plan to be launched Spring 2022 will account for approx. 1% saving per annum.

Target 7.3: By 2030, double the global rate of improvement in energy efficiency

Target 9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities

Energy reduction (Site based KPI's) for energy, water and waste.

SV KPI P 1.6

Site Targets Data	KPI
Water	14.8m ³ /£100k project value
Waste Generated	>11.1 T/100m ²
Waste Recovered	>95%
Energy CO ₂ e	0.2/£100k project value

Target 7.3: By 2030, double the global rate of improvement in energy efficiency

Target 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

The Training & Development Department within Henry Brothers has a two-fold responsibility: first to ensure that each individual within the entire workforce has sufficient knowledge and skills to carry out their job to the best of their ability and secondly, we have a clear focus on career development and professional progress, succession planning and ensuring that company objectives are lived through every department and every employee. We work very closely with all Directors and Managers to identify any additional training requirements on an ongoing basis and annual performance reviews also feed into our plans. We regularly carry out a Training Needs Analysis and regularly review and update our Skills Matrix to allow for any new and innovative changes within the industry, the role or

equipment/technology used which creates additional requirements and/or desired training and skills needed to carry out a role.

Training has many benefits and contributes to company growth, improving our efficiency and effectiveness in delivering the best construction solutions for our clients. Following the launch of our Net Zero Carbon Strategy in 2021 outlining our commitment to and plans for effective stewardship of the environment as part of the global fight against climate change, carbon literacy and environmental awareness and compliance training will be a key focus over the coming years. Roll out of our bespoke carbon literacy training programme has already commenced with our Directors and Senior Management team.





CITB MOBILE TRAINING UNIT

Training will also extend throughout the business over time, including supply-chain personnel, as we all have a role to play in tackling climate change and this includes the whole life of a project and the carbon it will generate starting with the materials we use and how they are produced. It is only with a deeper knowledge and understanding of what it will mean to achieve our Journey to Net Zero 2050 that we will truly succeed in what we have set out to deliver.

Hybrid and flexible working patterns are becoming the new normal across all sectors and we feel that it is important that we embrace these types of changes within our business and ensure that our management and workforce are equipped to make these work for both employee and employer. With this in mind, we are rolling out training courses on this topic to both senior management and to appropriate team members across the company.

We are also conscious that we must implement good succession planning to guarantee the future success of our business. As our workforce matures our personnel have a wealth of experience that can be shared with others. Therefore we plan to roll out mentoring training during the strategy period to support the learning, development and progression of those new to the Company and/or the industry.

Developing a digital spine is key to gaining a competitive advantage and there are valuable skills that we are keen to expand our knowledge and develop a training plan to roll out over the next three years to key personnel.

Whilst our plans to build upon our 'Altogether Stronger' theme and capacity in terms of the continued roll out of bespoke communication training for all personnel had to be delivered on a one-to-one basis whilst restrictions were in place, we resumed socially distanced group training sessions as soon as possible once restrictions were lifted and a safe return to the workplace was in place. The continued roll out of communication training will remain a key focus for our entire workforce. This also supports staff engagement going forward which we hope is reflected in our annual staff engagement survey and general staff participation rates in various initiatives.

SV KPI - People Development 1:



FUTURE PROOF OUR WORKFORCE."

Social Value KPI	SDG Target
SV KPI PD 1.1 To increase annual investment in training comparative to annual turnover year on year to at least pre-covid levels by 2025	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
SV KPI PD 1.2 Deliver an average of 20 hours of training per person per year	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
SV KPI PD 1.3 Deliver an average of 1.5 hours per employee per year	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

Social Value KPI		SDG Target
SV KPI PD 1.4	Deliver a minimum of 20% of all training to subcontractors & suppliers per year	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
SV KPI PD 1.5	To increase environment / environmental compliance training as a proportion of all training delivered each year by a minimum of 3% by 2025	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship Target 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.
SV KPI PD 1.6	To complete all 'Altogether Stronger' themed Communication Training by 2025	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
SV KPI PD 1.7	Deliver Carbon Literacy Training to 20% of top tier Supply Chain by 2025	Target 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

The health and wellbeing of our workforce has and continues to be our main focus throughout the pandemic. It is testament to our impressive levels of innovation and ingenuity through the delivery of our extensive health and wellbeing portfolio of support and initiatives which resulted in us being announced the winner of the Excellence in Workplace Health & Wellbeing category in the 2021 Belfast Telegraph Business Awards and then going on to be announced winner of the NI Responsible Company of the Year Award at the 2021 Business In The Community Responsible Business Awards.

Whilst the many restrictions which had been imposed at the start of the pandemic have been relaxed, the economy is showing signs of recovery and vaccinations are being rolled out across nations; there is

an ever present concern regarding surges in prevalence of the virus and the emergence of new variants across the globe – it is for this reason, as well as our constant pursuit of excellence, that the health and wellbeing of our workforce will continue to be our main focus as we cautiously progress towards a time in which the pandemic is declared over. Until that time comes our Health & Wellbeing Strategy key priorities and areas of focus are:

- Developing greater awareness and understanding around health and wellbeing issues
- Supporting good mental wellbeing
- Supporting healthier and active lifestyles
- Supporting the wellbeing of our ageing workforce
- Supporting the wellbeing of our increasingly diverse workforce

- Creating opportunities for volunteering and team building which support improved health and wellbeing
- Creating opportunities for personal growth & development which support improved health and wellbeing of self and others.



SHANNON MCGILLIGAN (HR ADVISOR & HEALTH & WELLBEING CHAMPION) RECEIVING BELFAST TELEGRAPH BUSINESS AWARD FOR EXCELLENCE IN WORKPLACE HEALTH & WELLBEING

SV KPI - Health & Wellbeing 1:



SUPPORTING THE HEALTH & WELLBEING OF OUR WORKFORCE."

Social Value KPI		SDG Target
SV KPI HW 1.1	Deliver a minimum of 3 'mental wellbeing' initiatives per year	Target 3.4: By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
SV KPI HW 1.2	Deliver a minimum of 3 'physical wellbeing' initiatives per year	Target 3.4: By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
SV KPI HW 1.3	Deliver a minimum of 3 'substance abuse' awareness/support initiatives per year (including drug abuse and harmful use of alcohol)	Target 3.5: Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol

Social Value KPI		SDG Target
SV KPI HW 1.4	Deliver a minimum of 3 wellbeing initiatives to support our aging workforce per year	Target 3.4: By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
SV KPI HW 1.4	Deliver a minimum of 3 wellbeing initiatives to support our increasingly diverse workforce per year	Target 3.4: By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
SV KPI HW 1.5	Deliver a minimum of 750 staff participants in health & wellbeing initiatives per year (including direct and supply chain personnel)	<p>Target 3.4: By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being</p> <p>Target 3.5: Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol</p>



AGE

Faced with an ageing UK population, with now more people of a pensionable age than children under sixteen, a Chartered Institute Of Builders (CIOB) survey exposes two important trends in terms of workforce numbers within certain age groups:

1. In the construction industry, the total of workers over 60 has increased more than any other age group
2. The biggest reduction is in the total of workers under 30

These trends are also evident in our current workforce demographic and the basis upon which the following priorities and social value KPIs have been identified for our business:

SV KPI - Equality, Diversity & Inclusion 1:



ATTRACTING MORE YOUNG PEOPLE INTO THE INDUSTRY."

PUPILS AT ALFRETON PARK COMMUNITY SPECIAL SCHOOL GIVEN LIFE ENRICHING EXPERIENCES

Social Value KPI		SDG Target
SV KPI EDI 1.1	Increase 'Under 30' age group from 16% of workforce in 2021 to 18% of workforce by 2025	Target 10.3: Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard
SV KPI EDI 1.2	Deliver a minimum of 8 'careers inspiration' initiatives per year	Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
SV KPI EDI 1.3	Deliver a minimum of 8 'interview skills workshops' per year	Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other stat
SV KPI EDI 1.4	Reach a minimum of 1200 students through education engagement initiatives per year	Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other stat



Age related KPIs which focus on our support for the health and wellbeing of our ageing workforce are also outlined under **SV KPI – Health & Wellbeing 1** and based upon our Age Network Action Plan developed by our Equality, Diversity & Inclusion Champion following completion of a Business in the Community Age Learning Network in 2020.

GENDER

Based on GMB Union statistics pre-pandemic it was reported that just one in eight or 12.5% of construction workers were women. They also suggest that it could take almost 200 years to achieve gender equality in the construction industry.

We are therefore greatly encouraged by our achievements to date under gender equality with 20% of our workforce currently female.

This has been delivered through a programme of showcasing positive female role models working within a broad range of construction and supporting disciplines as well as delivering a variety of gender equality initiatives including education engagement outreach initiatives over a 15-year period.

SV KPI - Equality, Diversity & Inclusion 2:



**ATTRACTING MORE
WOMEN INTO THE
INDUSTRY."**

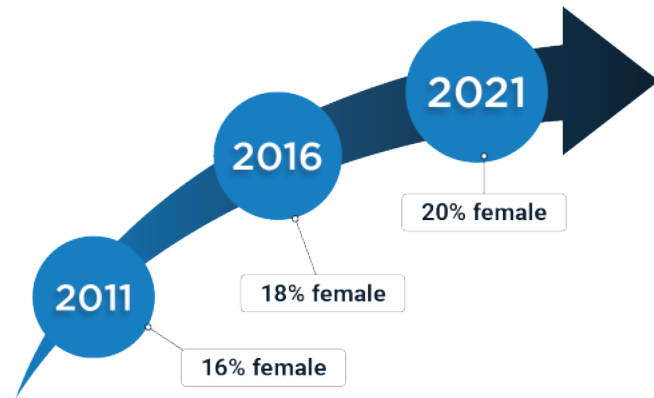


Figure 1: Female Workforce Representation growth in the past 10 years

Social Value KPI		SDG Target
SV KPI EDI 2.1	Increase 'female' representation from 20% of workforce in 2021 to 21% of workforce by 2025	<p>Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</p> <p>Target 10.3: Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard</p>
SV KPI EDI 2.2	Deliver a minimum of 4 'female gender equality' initiatives per year	<p>Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>
SV KPI EDI 2.3	Ensure 33% of all EDI initiatives delivered each year focus on 'female gender equality'	<p>Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>



RACE

The ONS's Labour Force Survey shows that in the fourth quarter of 2018 just 5.4% of construction workers were from BAME (Black, Asian and Minority Ethnic) groups. Given this under-representation we plan to develop greater cultural awareness and respect for those of all backgrounds not only within our workforce and wider supply chain, but through our outreach and engagement with our many stakeholders within the community including our education partners. Where possible we will plan to promote successful Company role models from this under-represented group. This may involve the completion of CITB Construction Ambassador Programme training to help inspire others to consider the construction industry as a potential career path.

As with our journey to support gender equality in the construction industry, we fully understand that change will take time. However as more and more people are exposed to the wealth of opportunities available within the construction industry and that message increasingly delivered or demonstrated by BAME role models, we will be gradually supporting a shift in perceptions or misconceptions and attitudes particularly for those young people exploring their career options.

SV KPI - Equality, Diversity & Inclusion 3:

**“PROMOTING RACE EQUALITY,
DIVERSITY & INCLUSION IN THE
INDUSTRY.”**

Social Value KPI		SDG Target
SV KPI EDI 3.1	Deliver a minimum of 2 'race equality' initiatives per year	Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
SV KPI EDI 3.2	Ensure 15% of all EDI initiatives delivered each year focus on 'race equality'	Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
SV KPI EDI 3.3	A minimum of 1 BAME personnel to complete CITB Ambassador Programme (or equivalent in-house Construction Ambassador Training) per year if feasible	Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

DISABILITY

Given the ageing workforce within our industry, as a Company we have already experienced a noticeable increase in personnel developing health related issues in later life which present as a physical or mental impairment that has a substantial and long-term adverse effect on the individual's ability to do normal daily activities and therefore defined as having a disability under the Equality Act 2010 or Disability Discrimination Act 1995, as amended, in Northern Ireland. Recognising this trend, we have invested considerable resources into a wide range of both preventative and supportive health and wellbeing initiatives, in order to keep personnel actively employed for a long and successful career and prevent an increase of the disability employment gap which the ONS reports to be currently 28.8%.

Disability related KPIs which focus

on our support for the health and wellbeing of our ageing workforce are also outlined under SV KPI – Health & Wellbeing 1 and based upon our Age Network Action Plan developed by our Equality, Diversity & Inclusion Champion following completion of a Business in the Community Age Learning Network in 2020.

We also endeavour to promote disability awareness through a range of communications as well as providing disability employment opportunities either directly or indirectly. By incorporating social enterprises into our supply chain for example we can support a wide range of employment opportunities, including for example catering provisions and opportunities for corporate events delivered by social enterprises providing opportunities for those with disabilities.



SV KPI - Equality, Diversity & Inclusion 4:



**REDUCING THE
DISABILITY
EMPLOYMENT GAP."**

Social Value KPI		SDG Target
SV KPI EDI 4.1	Deliver a minimum of 2 'disability' initiatives per year	Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
SV KPI EDI 4.2	Ensure 15% of all EDI initiatives delivered each year focus on 'disability equality'	Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
SV KPI EDI 4.3	Deliver a minimum of 1 disability employment opportunity/initiative per year	Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

RELIGION

Given the instability that Brexit and more specifically difficulties brought about by the Northern Ireland Protocol, we have witnessed how very delicate the peace process is in Northern Ireland with images of unrest and violence reported on national and indeed international media coverage. And whilst the majority of Northern Ireland's society are resolute in their commitment not to return to the troubles of the past (recognising the value to be had from a stable economy for both communities); as a responsible business leader we feel we have a vital role to play to support continued stability by developing a long-term partnership with Co-Operation Ireland and financially supporting their Future Leaders Programme.

Having signed up to a 5-year partnership which will support the development of positive role models



FUTURE LEADERS - WORKSHOP
FEB 2022

in some of the most deprived and marginalised communities from different religious backgrounds both North and South of Ireland; we fully recognise the opportunities these young community leaders will have to become important influencers for their peers and inspire the younger generation on the wealth of opportunities that are also available to them and how they too can be a part of that.

This partnership not only involves our financial commitment but also our investment of time in helping to deliver the programme, drawing on the wealth of talent we have within our workforce to develop and support the programme initiatives.



CO-OPERATION IRELAND FUTURE LEADERS
CONNECT DAY, FEB 2022

SV KPI - Equality, Diversity & Inclusion 5:



PROMOTING RELIGIOUS EQUALITY, DIVERSITY & INCLUSION WITHIN NORTHERN IRELAND'S SOCIETY AS WELL AS THE SOCIETIES OF THE NORTH AND SOUTH OF IRELAND."

Social Value KPI		SDG Target
<p>SV KPI EDI 5.1</p>	<p>Deliver a minimum of 2 Co-Operation Ireland Future Leader Programme initiatives per year</p>	<p>Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p>Target 8.6: By 2020, substantially reduce the proportion of youth not in employment, education or training</p>

HAND SOS



1 Palm Out



2 Tuck Thumb



3 Trap Thumb

**stranger
together**
tackling modern slavery in supply chains

FORCED LABOUR, MODERN SLAVERY & HUMAN TRAFFICKING

The events that unfolded in October 2019, when the bodies of 39 Vietnamese men, women and children were found in the trailer of an articulated refrigerator lorry in Essex, shone a spotlight on the very real problem of global human trafficking, forced labour and modern slavery as worldwide media followed the story. Many innocent families continue to be left mourning the loss of loved ones who fail to safely make their often highly dangerous journey to their final destination or completely unaware of the in-human conditions some are forced to live in and endure on a daily basis if they do succeed in reaching their destination, all for the false promise of a better life and economic gain. They and their families have and often continue to pay a very expensive price for that false promise in more ways than one.

As a responsible business we are fully committed to protecting the human and employment rights of all those who work for us. This also extends to our indirect workforce and those working on our various projects as part of our wider supply-chain.

SV KPI - Equality, Diversity & Inclusion 6:



ERADICATE FORCED LABOUR, END MODERN SLAVERY AND HUMAN TRAFFICKING."

Social Value KPI	SDG Target
<p>SV KPI EDI 6.1</p> <p>Become a Gangmasters & Labour Abuse Authority – Construction Protocol Signatory and fully commit to the delivery of all areas of the protocol agreement.</p>	<p>Target 8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</p>
<p>SV KPI EDI 6.2</p> <p>Deliver a minimum of 2 ‘forced labour, modern slavery and human trafficking’ awareness initiatives per year</p>	<p>Target 8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</p>
<p>SV KPI EDI 6.3</p> <p>Introduce ‘forced labour, modern slavery and human trafficking’ awareness into Company and Site Induction Training</p>	<p>Target 8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</p>



SITE TOUR FOR STUDENTS AT NOTTINGHAM
TRENT UNIVERSITY

As a Company we are acutely aware of the important role we have to play within the communities in which operate and the legacy we create for the economy, society and the environment. Our local communities have never been more in need of support as they recover from the impact of the pandemic and we are vital to helping them achieve that goal.

Community Engagement can involve:

- **Education engagement** (whether delivered on an office or project basis including all levels and types of educational organisations from nursery education to universities and colleges and for all abilities)
- **Charitable donations** (whether through sponsorships, monetary donations or in-kind donations of materials / equipment / employee skills / etc)
- **Volunteering initiatives** (whether delivered on an office or project basis)
- **Community initiatives** (whether delivered on a national, regional, office or project basis)
- **Employment & Training opportunities** (whether delivered on an office or project basis in line with voluntary or contractual social value commitments)

SV KPI - Community Engagement 1:



EDUCATION ENGAGEMENT."

Social Value KPI		SDG Target
SV KPI CE 1.1	Deliver a minimum of 8 'careers inspiration' initiatives per year	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
SV KPI CE 1.2	Deliver a minimum of 8 'interview skills workshops' per year	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
SV KPI CE 1.3	Deliver a minimum of 3 'site tours / trades demonstrations & tutorials' per year	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
SV KPI CE 1.4	Deliver a minimum of 3 'environmental/ biodiversity awareness events' per year	Target 4.7: By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development
SV KPI CE 1.5	Support/Deliver a minimum of 2 'Co-Operational Ireland Future Leader Programme events' per year	Target 16.1: Significantly reduce all forms of violence and related death rates everywhere

Social Value KPI

SDG Target

SV KPI CE 1.6

Support/Deliver a minimum of 1 'Abaana/Rainey fundraising initiative' per year (as soon as restrictions allow for resumption of this partnership if possible)

Target 1.2: By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions

Target 2.1: By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round

Target 4.1: By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes

Target 4.a: Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all

SV KPI CE 1.7

Reach a minimum of 1200 students through education engagement initiatives per year

Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship



IMAGE: DELIVERY OF DONATIONS TO TRUSSELL TRUST FOYLE FOODBANK BY HENRY BROTHERS SITE MANAGEMENT

SV KPI - Community Engagement 2:

“ CHARITABLE DONATIONS.”

	Social Value KPI	SDG Target
SV KPI CE 2.1	Deliver a minimum of 20% of all donations to improving 'community wellbeing' initiatives per year	Target 3.4: By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
SV KPI CE 2.2	Deliver a minimum of 35% of all donations to organisations supporting 'children and young adults' initiatives per year	<p>Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p>Target 8.6: By 2020, substantially reduce the proportion of youth not in employment, education or training</p>

SV KPI - Community Engagement 3:



VOLUNTEERING INITIATIVES."

Social Value KPI		SDG Target
<p>SV KPI CE 3.1</p> <p>Deliver a minimum of 4 social and environmental volunteering initiatives per year</p>		<p>Target 11: Make cities and human settlements inclusive, safe, resilient and sustainable.</p> <p>Target 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.</p> <p>Target 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.</p>
<p>SV KPI CE 3.2</p> <p>Deliver a minimum of 10 staff participants in social and environmental volunteering initiatives per year</p>		<p>Target 11: Make cities and human settlements inclusive, safe, resilient and sustainable.</p> <p>Target 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.</p> <p>Target 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.</p>

**IMAGE: VOLUNTEERS
DOING OUTSIDE
MAINTENANCE AT
WOMEN'S AID**





SV KPI - Community Engagement 4:



Social Value KPI	SDG Target
<p>SV KPI CE 4.1</p> <p>Deliver a minimum of 3 social and environmental community initiatives per year</p>	<p>Target 11: Make cities and human settlements inclusive, safe, resilient and sustainable.</p> <p>Target 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.</p> <p>Target 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.</p>

Social Value KPI	SDG Target
<p>SV KPI CE 4.2</p> <p>Deliver a minimum of 70 staff participants in social and environmental community initiatives per year (including direct and supply chain personnel)</p>	<p>Target 11: Make cities and human settlements inclusive, safe, resilient and sustainable.</p> <p>Target 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.</p> <p>Target 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.</p>
<p>SV KPI CE 4.2</p> <p>Deliver a minimum of 45% of all community initiatives in support of 'disadvantaged groups' per year, with particular focus on recovery from the impact of the pandemic</p>	<p>Target 10.2</p> <p>By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>



SV KPI - Community Engagement 5a:



EMPLOYMENT & TRAINING OPPORTUNITIES - APPRENTICESHIPS."

Social Value KPI	SDG Target
<p>SV KPI CE 5a.1</p> <p>5% of our direct workforce in earn and learn positions (including apprentices, sponsored students and graduates on formalised training schemes)</p>	<p>Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p>
<p>SV KPI CE 5a.2</p> <p>Successfully achieve all project Apprenticeship opportunity KPIs (and if not offset by over-achievement in other opportunity KPIs) by project completion</p>	<p>Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p>

LEFT: APPRENTICE JOINER, LEVI, GAINING EXPERIENCE ON HENRY BROTHERS PROJECT

SV KPI - Community Engagement 5b1:



EMPLOYMENT & TRAINING OPPORTUNITIES – PLACEMENTS (STUDENT PLACEMENTS)."

Social Value KPI		SDG Target
SV KPI CE 5b 1.1	5% of our direct workforce in earn and learn positions (including apprentices, sponsored students and graduates on formalised training schemes)	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
SV KPI CE 5b 1.2	Successfully achieve all project Student Placement opportunity KPIs (and if not offset by over-achievement in other opportunity KPIs) by project completion	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
SV KPI CE 5b 1.3	Average of 10 Placement opportunities in total per year	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

JOIN OUR TEAM!



SV KPI - Community Engagement 5b 2:



**EMPLOYMENT & TRAINING
OPPORTUNITIES - PLACEMENTS
(TRAINEESHIPS)."**

	Social Value KPI	SDG Target
SV KPI CE 5b 2.1	Successfully achieve all project Traineeships opportunity KPIs (and if not offset by over-achievement in other opportunity KPIs) by project completion	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
SV KPI CE 5b 2.2	Average of 10 Placement opportunities in total per year	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

SV KPI - Community Engagement 5b3:



EMPLOYMENT & TRAINING OPPORTUNITIES – PLACEMENTS (LONG-TERM UNEMPLOYED)."

Social Value KPI		SDG Target
SV KPI CE 5b 3.1	Successfully achieve all project Long-Term Unemployed opportunity KPIs (and if not offset by over-achievement in other opportunity KPIs) by project completion	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
SV KPI CE 5b 3.2	Average of 10 Placement opportunities in total per year	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

SV KPI - Community Engagement 5b4:



EMPLOYMENT & TRAINING OPPORTUNITIES – PLACEMENTS (NEETS – NOT IN EDUCATION, EMPLOYMENT OR TRAINING)."

Social Value KPI		SDG Target
SV KPI CE 5b 4.1	Successfully achieve all project NEETS opportunity KPIs (and if not offset by over-achievement in other opportunity KPIs) by project completion	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
SV KPI CE 5b 4.2	Average of 10 Placement opportunities in total per year	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship



SCHOOL WORK EXPERIENCE STUDENT, JAMES, ON SITE
ALONG WITH MEMBER OF H&S DEPT

SV KPI - Community Engagement 5b5:

**EMPLOYMENT & TRAINING
OPPORTUNITIES - PLACEMENTS
(GRADUATES / SCHOOL LEAVERS)."**

Social Value KPI		SDG Target
SV KPI CE 5b 5.1	5% of our direct workforce in earn and learn positions (including apprentices, sponsored students and graduates on formalised training schemes in line with 5% Club)	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
SV KPI CE 5b 5.2	Successfully achieve all project Graduates / School Leavers opportunity KPIs (and if not offset by over-achievement in other opportunity KPIs) by project completion	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
SV KPI CE 5b 5.2	Average of 10 Placement opportunities in total per year	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship



PLACEMENT STUDENTS, ROKEEB AND BEN, WORKING ON NOTTINGHAM TRENT UNIVERSITY PROJECT

SV KPI - Community Engagement 5b6:

“EMPLOYMENT & TRAINING OPPORTUNITIES – PLACEMENTS (WORK EXPERIENCE).”

Social Value KPI		SDG Target
SV KPI CE 5b 6.1	Successfully achieve all project Work Experience opportunity KPIs (and if not offset by over-achievement in other opportunity KPIs) by project completion	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
SV KPI CE 5b 6.2	Average of 10 Placement opportunities in total per year	Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

As outlined in our Stakeholder Engagement Strategy, stakeholder engagement is a fundamental part of our business and offers the opportunity for others to have an input and influence how we plan, develop and run our business whether in connection with our head or regional offices or for specific projects.

As social value has become an integral part of our business and the projects we deliver, we must listen to our stakeholders to understand their needs, placing them at the heart of the decision-making around how we run our business.

Our Stakeholder Engagement Strategy plays a crucial role in shaping our overall direction, however our project specific Stakeholder Engagement Strategies provide a more tailored



HENRY BROTHERS TEAM UP WITH MENTAL HEALTH CHARITY AWARE

approach from the tendering process through to project award and delivery. The Strategy enables us to assess our plans with stakeholders and ensure they are fit-for-purpose, and that they demonstrate cost-effective use of resources and match stakeholder's goals and expectations.

Society as a whole now places much greater expectations on the values, ethics and moral obligations by which a business operates and the social value they deliver. This increase in awareness around economical, social and environmental issues the world over and the role business has to play is increasingly scrutinised under the spotlight of social media. COP26 UN Conference on Climate Change, has got everyone talking about rising global temperatures and the need for urgent action in the way we all live and work to protect our planet. News

stories that unfold in all our living rooms highlight the very real issue of modern slavery and forced labour, as people are trafficked on the false promise of a better life and economic gain.

As a responsible business it is our mission to build relationships and work closely with a variety of government, non-government and other business organisations to not only meet but where possible exceed the expectations of society as a responsible business leader and reputable company. This includes working closely with our clients and area representatives to ensure we successfully identify and meet the needs and priorities for the communities in which we are operating.

KEY STAKEHOLDERS FOR THE PERIOD 2022 TO 2025:

AWARE NI

Continued partnership for Health & Wellbeing Programme (Mental Health)

CO-OPERATION IRELAND

Continued partnership for Future Leaders Programme (Equality, Diversity & Inclusion / Community Engagement)

ABAANA / RAINEY

Continued partnership for School Building Project in Uganda (Outreach Community Engagement)

CONSTRUCTION LEADERSHIP COUNCIL

Co₂nstruct Zero Business Champion – The Construction Industry's Zero carbon change programme (Climate Change)

SV KPI - Stakeholder Engagement 1:



DRIVING STAKEHOLDER ENGAGEMENT."

	Social Value KPI	SDG Target
SV KPI SE 1.1	Further develop engagement opportunities in partnership with Key Stakeholders for 2022 to 2025	Target 17.6: Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries
SV KPI SE 1.2	Deliver a minimum of 1 community or 1 education stakeholder engagement initiative per project	Target 17.6: Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries



Construct ZERO

The Construction Industry's Zero carbon change programme

The Staffordshire Forest Nursery Project for Staffordshire University, is our first Net Zero Carbon Project and we will use this flagship project as a benchmark for our future schemes, championing alternative construction solutions which support the fight against climate change. The building is designed and constructed using the RICS Whole Life Carbon Assessment Tool to deliver a building with a fabric first approach whilst analysing the embodied carbon of the components and materials used within the building. This enables us to understand the impacts of one material or system compared to another. The construction stage

emissions calculated will be offset at project completion.

We will also use ultra-low energy efficient technologies in our projects, such as in our Passivhaus project at Loughborough University, Sports Park Pavilion to help shape future low carbon schemes.

We will be responsible in identifying solutions which deliver effective stewardship of the environment and will educate our clients on the options available to them, as well as the benefits to be gained as we work together to promote and achieve our individual and collective

Net Zero Carbon commitments. Our bar will be set high and we will drive environmental leadership in the industry through sharing best practice with stakeholders.

This process of change within our business and the wider construction industry will require considerable work around carbon literacy training, which is one of the seven objectives outlined in our Net Zero Carbon Strategy; as well as long-term supply chain engagement and commitment to environmental improvement measures. Ultimately, we all have a role to play in the delivery of sustainable construction solutions from the construction operative on site choosing to walk or cycle to work rather than take their car, to the design decision to install a rainwater harvesting system within the construction project to support landscape irrigation, to the use of more sustainable building materials such as FSC certified timber or recycled content materials and responsibly sourced materials.



ARTIST IMPRESSION OF STAFFORDSHIRE NURSERY AND FOREST SCHOOL - FIRST NET ZERO CARBON PROJECT

SV KPI - Marketplace Responsibility 1:



"CHAMPION NZC CONSTRUCTION BEST PRACTICE."

Social Value KPI		SDG Target
SV KPI MR 1.1	Further development of supply chain commitments in line with the NZC agenda for Scope 3 emissions	Target 12: Ensure sustainable consumption and production patterns
SV KPI MR 1.2	Deliver a minimum of 2 NZC leadership initiatives within the construction industry per year	Target 7.3: By 2030, double the global rate of improvement in energy efficiency

RESPONSIBLE LEADERSHIP



GROUP CR DIRECTOR, IAN HENRY, SPEAKING AT LAUNCH OF NI CHAMBER CLIMATE CHANGE, DECARBONISATION AND NET ZERO 50 REPORT

Advocating the benefits of responsible business practices and demonstrating responsible leadership has become a significant part of our CR activities and daily working routines. Leadership extends down from our Managing Director, CR Director, HR Director, SHEQ Director to include those in other director, management and advisory roles across our CR and Site Management Teams incorporating the disciplines of Project Management, Human Resources, Training & Development, Health & Safety and Environment & Quality.

Pre-pandemic we had 11 members of personnel each delivering on average 90 hours per year or roughly 1 day per month to responsible leadership, having risen from 10 personnel and

on average 68 hours per year during the year prior to that.

As NI Responsible Company of the Year 2021 we wish to continue to build upon our role as a Responsible Business Ambassador by sharing best practice and advocating the value added by adopting this approach to doing business not only for businesses themselves but for the economy, wider society and the environment in which we all live and work. Invariably this involves extensive stakeholder engagement and partnering by our responsible business leaders in support of delivering a broad range of the Sustainable Development Goals.

SV KPI - Responsible Leadership 1:



EFFECTIVE STEWARDSHIP AND RESPONSIBLE LEADERSHIP OF THE ENVIRONMENTAL, SOCIETAL AND THE ECONOMIC ISSUES."

	Social Value KPI	SDG Target
SV KPI RL 1.1	<p>Increase the number of personnel delivering responsible leadership by 1 per year:</p> <p>2022/23: 10 personnel 2023/24: 11 personnel 2024/25: 12 personnel</p>	<p>Target 17.16: Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries</p>
SV KPI RL 1.2	<p>Achieve pre-covid responsible leadership levels by 2025 (on average each responsible business leader delivering 90 hours per year)</p>	<p>Target 17.16: Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries</p>



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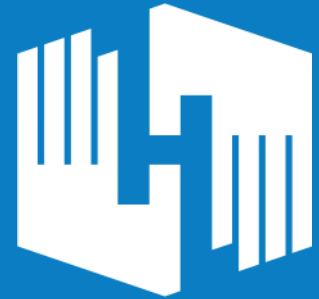
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