

Annual CSR Report

August 2020 - July 2021



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INTERACTIVE PDF

Our PDF submission document includes a number of interactive features which allows the reader to turn pages, skip ahead to sections/appendices and open up webpages. If a section is interactive the cursor will change to a finger.



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Performance Statement



The Higgins CSR Policy sets out our commitment to the production of an annual CSR report. This report now provides a performance update against our CSR objectives and targets for the financial year 2020- 2021.

Detailed below is our performance against the five key CSR themes. This process demonstrates our commitment to CSR, and contribution to the United Nations Sustainable Development Goals for 2030. We are pleased to report positive results, particularly with the backdrop of the COVID-19 pandemic, and it's wider impact creating a more challenging environment for delivery. At Higgins we are accountable for our CSR actions, and as a responsible business, we are driven to achieve continuous improvement.

	CSR objective	Target	Higgins Value	Associated UN SDG	Outcome
Health and Safety	To ensure the safety of our employees and the public	Zero RIDDORS		3 GOOD HEALTH AND WELL-BEING 	3 RIDDORS
People Development and Training	To ensure our employees have the opportunity to develop and progress to reach their potential, and that training opportunities are made accessible to residents	5 days training per employee 5% of the workforce to be apprentices		4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH 	2.5 days average training per employee 12% are Apprentices or are enrolled on an academic training qualification
Sustainable Development	To reduce carbon emissions and production of waste	100% waste diverted from landfill		13 CLIMATE ACTION 	99.9% achieved
Community Involvement	To engage with local communities to meet their needs, from training and investment in students and unemployed residents through to shaping a legacy which lasts beyond the contract term	10 school partnerships per year 100% of projects to have defined lasting legacy on completion		11 SUSTAINABLE CITIES AND COMMUNITIES 	27 schools partnerships over a range of contracts 100% achieved for projects completed in year.

Customers & Supply chain	<p>To develop long term and collaborative partnerships with our supply chain, clients and social value delivery partners to meet not only business need but also our CSR and Sustainability agenda.</p>	<p>20% local supply chain for each contract.</p>	 COLLABORATIVE	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>  <p>17 PARTNERSHIPS FOR THE GOALS</p> 	<p>66% Projects</p>
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Overview



Overview

Over the past decade, we have focused more on developing sustainable mixed tenure communities, with complete resident engagement and working collaboratively with clients, supply chain and partners, to help build a thriving, safe community that all residents can enjoy and is accessible to all.

This includes initiatives such as ‘meet the contractor’ events, sponsoring community events, offering time and resources to local programmes, creating education, training and employment opportunities to donating surplus building materials to local colleges. We tailor-make our construction programmes to support the up-skilling of local people and use local labour for at least 25% of our total labour resources. We are committed to providing new homes that are accessible to all and work closely with Registered Providers, and Local Authorities last year alone delivering over 277 affordable homes.



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Health and Safety



Health and Safety

3 Nr RIDDORS: 1 specified injury, 1 over 7 days, 1 occupational disease (COVID)

The Health & Safety (H&S) Team became the Compliance Team in May 2021 and part of this change was to create cultural transformation, and to drive the Higgins value of collaboration within the wider business. To support this are issues that arise on our site inspections are root cause analysed and trends are identified and discussed at our monthly Compliance Forum Meeting where we then look at creating actions to support driving a positive change across the business. By analysing the reports and making these positive changes we hope to drive down the incidents and accidents on site with a positive culture shift.

Case Study – Health and Safety

As part of our strategy to promote a culture of health and safety Higgins has signed up as a signatory to The Building a Safer Future Charter.



Which organisations have signed-up?

The Building a Safer Future Charter community is expanding. Please see all of the organisations listed below who are current Charter Registered Signatories and Corporate Supporters.

Charter Registered Signatories

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z



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People Development and Training



People Development and Training

Apprentices/Training:

30 of the current 249 Higgins Partnerships employees are Apprentices or are enrolled on an academic training qualification. This equates to 12%.

Training Days Per Employee:

Due to the impact of COVID-19, a number of training courses could not go ahead during the previous training year (2020/21). Each employee had 2.5 days average; for the 2021/22 training year we estimate this will be nearer the 5 days.

Higgins will be running a number of new e-learning courses for every employee as well as our usual H&S, IS, Management Skills and CPD training.

A strategic focus for 2021-2022 is on mental health awareness training, and diversity and inclusion training for managers and all employees. One of our employees is now a qualified Mental Health First Aid trainer and will train a number of employees to become Mental Health First Aiders across the business and will look to extend this offer to our supply chain.

The Higgins Building Your Future Management Trainee Programme also continued during the pandemic with a cohort of four candidates starting during September 2020, and a new intake recruited and set to start in September 2021. Candidates who join the programme benefit from four rotations to the core departments of the business including: Pre-Construction, Production, Commercial and Technical, they also enrol at University and work towards the Construction Management Degree Apprenticeship.

Across sites we work with subcontractors and Apprenticeship Training Agencies to employ, train and develop new talent in the sector. We also employ site-based apprentices directly including Business Administration, Customer Service, and Site Supervision.

Case Study – Management Trainee Programme

Bridget, one of the current management trainees commented “This is a great way to experience the industry as you are both working and learning at the same time, and anything you learn at work can help with your degree. The support you get is really helpful which you wouldn’t get from doing university full time and every day is different, presenting new challenges whilst at the same time developing your skill set, making it an exciting experience to take part in.”

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Sustainable Development



Sustainable Development

Data from our waste providers show us as having diverted 99.9% waste from landfill. We work with established providers who can deliver this service so as to minimise our impact on the environment. Our waste strategy also focusses on minimising the projection of waste through our production processes.

Case Study – Reducing waste

Director of Compliance, Julie Brooks sits on the Considerate Constructors Plastics & Plastics Packaging Task Group working industry wide to reduce plastic packaging and find best practice initiatives

Take-Back Schemes – we work with our supply chain to offer these. For example our supplier Protec offers a takeback scheme for their corex packaging and protection that can then be close loop recycled to make more corex.

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Community Involvement

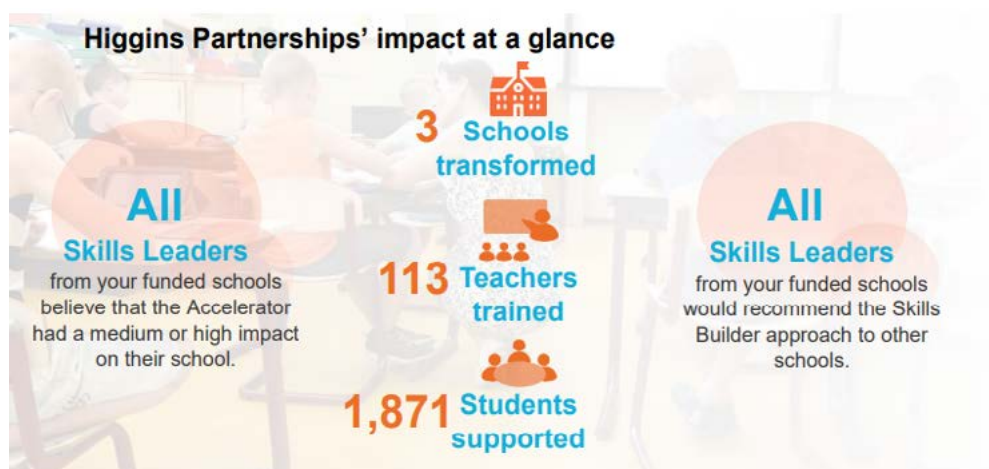


Community Involvement

Higgins has worked with 27 schools across a range of projects. Our approach is to work with at least three schools per project from primary schools through to colleges to raise awareness of the vast range of careers in the construction industry from a young age. We also work to actively support skills development and increase links to future employment through providing STEM Ambassadors, Careers and Enterprise Advisors and Go Construct Ambassadors. Site visits, taster days, CV workshops, careers fairs, construction challenges, and 'World of Work' presentations all contribute to our menu of opportunities which we offer on a bespoke basis to meet the requirements of each school or demographic.

Case Study I – School Partnerships

For the last academic year – September 2020 to July 2021 we have sponsored three schools through the Skills Building Partnerships Accelerator Programme at £2000 per school, the programme helps embed essential skills such as confidence, listening and teamwork into the curriculum.

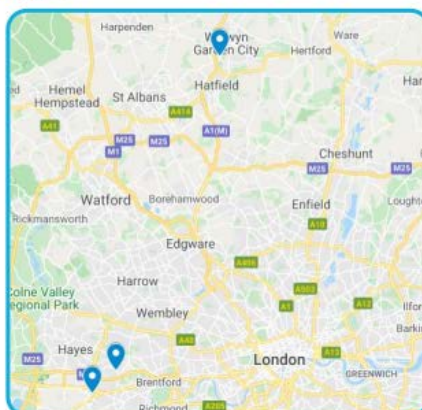




Schools funded by Higgins Partnerships

School Name	Phase of education	Local Authority
Wolf Field Primary School	Primary	Ealing
Cranford Primary School	Primary	Hounslow
Shanborough School	Secondary	Hertfordshire

On average, across your schools, **61.2%** of students speak English as an additional language and **72.9%** of students are from minority ethnic backgrounds (the national average is 19.3% and 33% respectively).



Project Aims



Improving essential skills education

- We support each school to establish an in-house skills expert (Skills Leader).
- Skills Leaders are supported to develop and implement a whole-school skills strategy.



Building teacher confidence

- We provide expert training to all teaching staff.
- We provide a suite of high-quality teaching tools and resources on the [Skills Builder Hub](#).



Driving student progress

As a result of a joined-up strategy, led by the Skills Leader and delivered by a confident and equipped teaching team, students make accelerated progress in essential skills.

Higgins has achieved lasting legacy through Social Value initiatives on 100% of projects completed within the year. Higgins is passionate about delivering value not only through the physical legacy with the construction of new homes, and estate regeneration schemes which improve people's personal surroundings and welfare, but through our commitment to creating a wider positive community impact that can be felt both during, and after project completion.

Case Study – Lasting legacy

Wooddene Estate, Peckham

Social value outcomes

998 weeks on site training for local people

31 local employees

248 weeks of work experience

£1.7million local economic value

223 volunteer hours

36 opportunities generated for long term unemployed residents

Higgins were appointed by Notting Hill Genesis for the Design and Construction of 333 mixed tenure dwellings at Wooddene, Peckham.

Through working with the community Notting Hill Genesis and Higgins named one of the buildings after local Historian John Beasley. John's son Michael said, "We are delighted that his contribution to Peckham has been recognised in this way. It is an amazing honour, for a remarkable man."

Higgins is extremely proud of the positive impact it has had, delivering engagement and employment opportunities and bringing the community together transforming the area and the lives of the people living in it.

Grange Farm Harrow – Food hub

Harrow is one of thousands of boroughs which faces growing food poverty and since the outbreak of Covid-19 pandemic; it has had an unprecedented impact on families on top of existing hardships, with many living in temporary accommodation and dealing with rising pressure of managing living costs and outgoings and job insecurity.

Higgins was keen to work with 'My Yard' and Harrow Council to form a partnership to create a Food Pantry for local residents and the surrounding community. Taking a collaborative approach from the start, local businesses and providers were approached to access surplus food, source donations and specialist equipment to get the Food Pantry up and running. Higgins donated a container in order for the Food Pantry to have a base and a team of volunteers started to work immediately on the ground to make a difference. 200 meals are cooked each week and food bags are personalised to resident's dietary requirements and cultural food preferences. The shopping is also personally delivered which has been a huge benefit to those who have been isolating due to Covid or have mental health or caring commitments and are unable to get out or access existing food banks.

We are proud to see that this initiative is sustainable and will last well beyond the contract term, and will continue to benefit local families.

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Customers & Supply Chain



Customers & Supply chain

We understand the importance for each borough we work in, to aim to create economic growth and for capital to be reinvested back into their neighbourhoods. We always aim to drive local economic value back into the communities in which we work. Our close working partnerships with local authorities help us to reach out and promote our supply chain opportunities to local businesses.

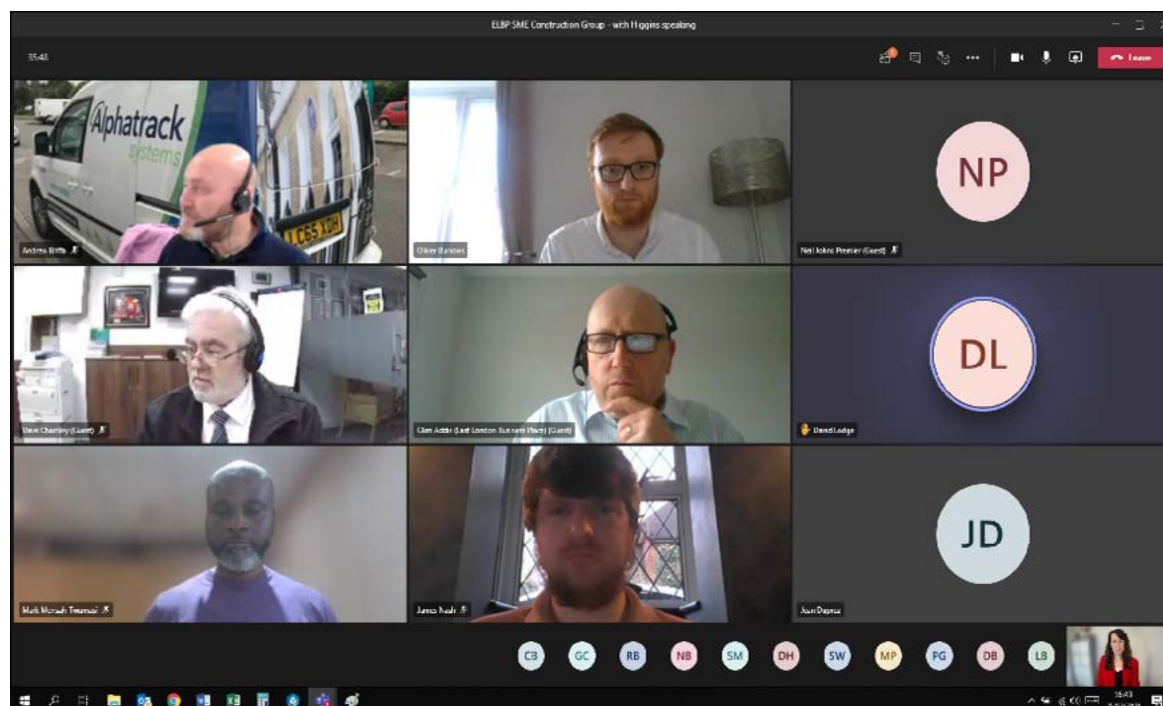
66% of Higgins live projects in the financial year 2021 - 2022 had more than 20% local subcontract spend.

Our aims for the coming year are to utilise tools such as Local Multiplier Three (LM3) to proactively plan our supply chain provision and to improve our ability to report on local spend and community economic impact of three rounds of spending through the construction process. For example, Client to Higgins, Higgins to supply chain, and supply chain into the local economy.

Case Study I

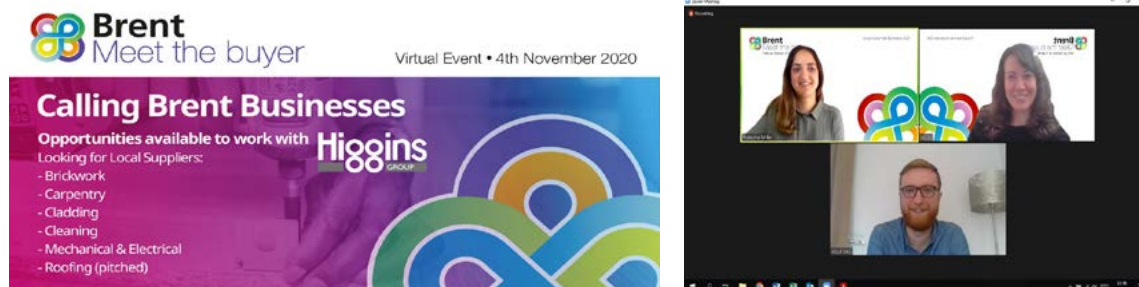
To attract local supply chain partners to work on our projects we engage with key partners such as East London Business Place, in relation to our Grange Road, and Woolwich Reach projects.

Higgins Supply Chain Manager, Oliver Burrows and Head of Social Value, Amy Ross attended this supply chain virtual event to talk about the live project opportunities and how Higgins procurement processes work.



Case Study 2

For the Stonebridge and Chippenham Gardens projects in Brent we attended the Brent Council Meet the Supply Event which was held online during the pandemic.



As a result for the Chippenham Gardens project which is still live, 30% of the supply chain are based the local area, at a 20 mile radius from the site address in Brent.

Simply through use of the Brent based Electrical subcontractor for the project we have delivered £448,560 in social, local economic impact to Brent (Social Value Portal – TOM's methodology)

2021-2022 Targets



2021-2022 Targets

Higgins GROUP	CSR objective	Target	Higgins Value	Associated UN SDG
Health & Safety	To ensure the safety of our employees and the public	<ul style="list-style-type: none"> Zero RIDDORS 		3 GOOD HEALTH AND WELL-BEING
People Development & Training	To ensure our employees have the opportunity to develop and progress to reach their potential, and that training opportunities are made accessible to residents	<ul style="list-style-type: none"> 5 days training per employee 5% of the workforce to be apprentices or on training programmes 	 COMMITTED	4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH
Sustainable Development	To reduce carbon emissions and production of waste	<ul style="list-style-type: none"> 100% waste diverted from landfill 100% projects supplied by renewable energy providers 	 RESPONSIBLE	13 CLIMATE ACTION
Community Involvement	To engage with local communities to meet their needs, from training and investment in students and unemployed residents through to shaping a legacy which lasts beyond the contract term	<ul style="list-style-type: none"> 30 school partnerships per year 1 school site visit per new build project 100% of projects to have defined lasting legacy on completion 	 RESPECTFUL	11 SUSTAINABLE CITIES AND COMMUNITIES
Customers & Supply chain	To develop long term and collaborative partnerships with our supply chain, clients and social value delivery partners to meet not only business need but also our CSR and Sustainability agenda.	<ul style="list-style-type: none"> 20% local supply chain for each contract 100% Customer satisfaction for projects with residents in occupation 	 COLLABORATIVE	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 17 PARTNERSHIPS FOR THE GOALS

Conclusion



Conclusion

Through a challenging year for the business facing the impact of COVID-19, we have kept in sight through our operations the importance of sustainability and our corporate social responsibility commitments. We want to play our role in working toward the UN Sustainable Development Goals (SDG's). We will continue to work toward these ambitious targets throughout 2021- 2022, and to track our progress and drive continuous improvements.