

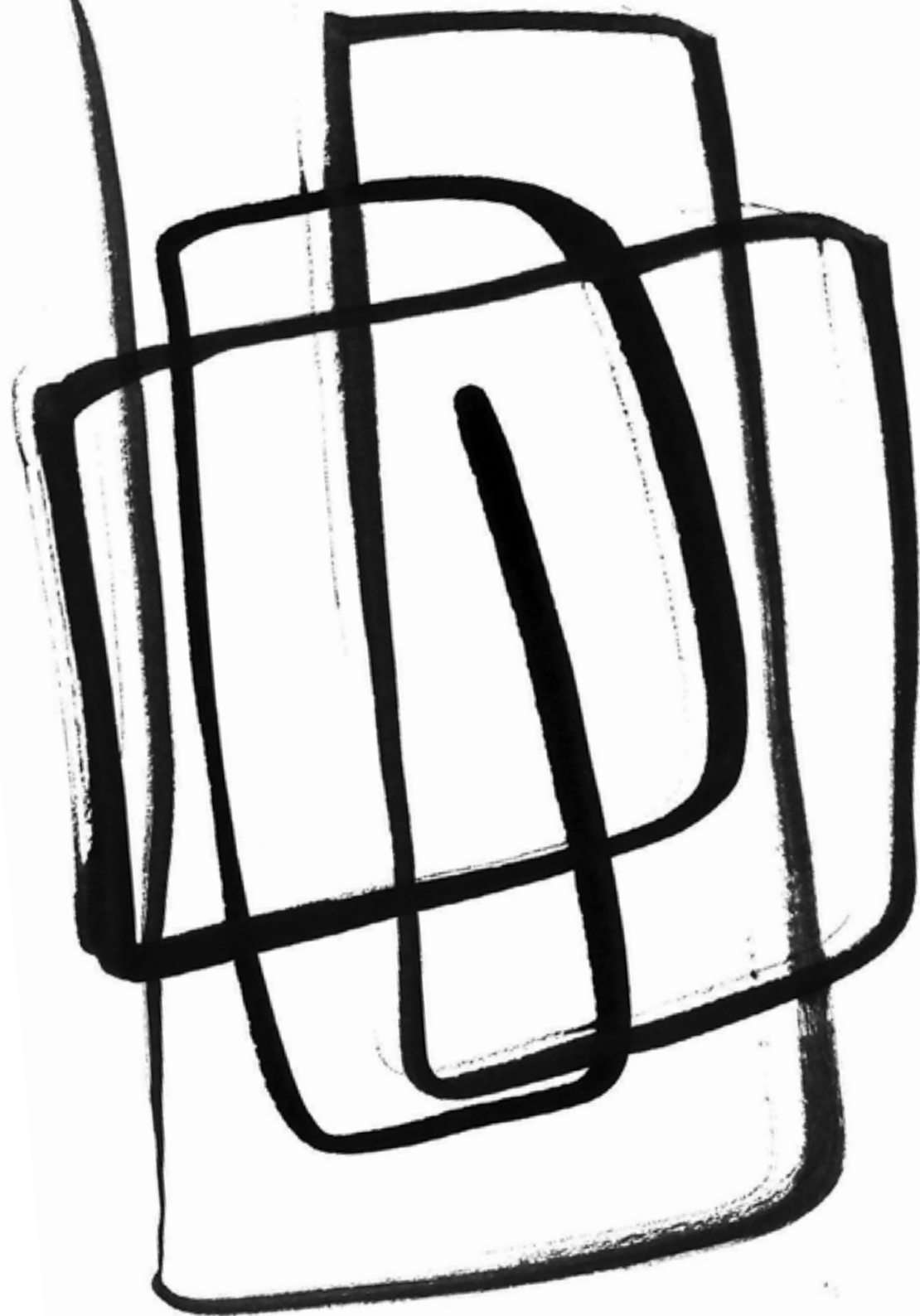
# ESG at Hollis - Governance strategy

FY 2023-2024



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# Introduction

Our vision is to positively impact our communities, the built environment and the world. We aim to make a real, positive difference for the environment, communities, our people and everyone we work with.

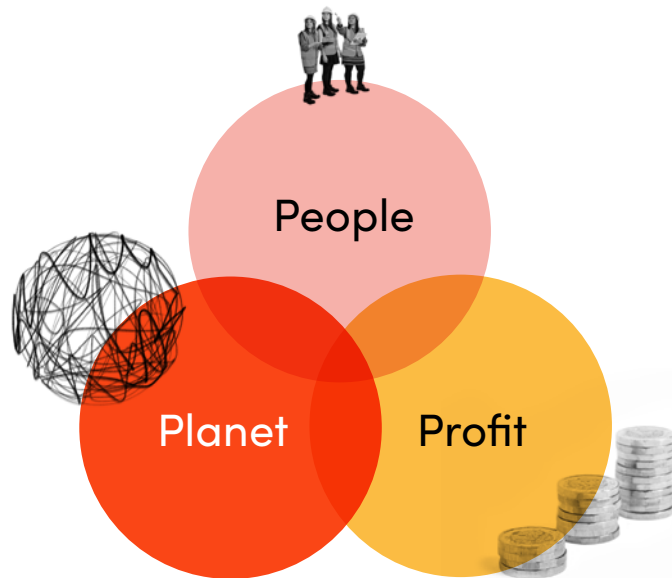
We are taking significant steps to achieve our vision through implementing our ESG strategy and ensuring that we are held accountable to deliver it.

The way we think about ESG has changed and is starting to become business as usual. Our aim is to ensure every decision made by everyone at Hollis is environmentally and socially considered as well as making logical business sense.

So, we will look at all options available to us where we can reduce the impact our business activities have on the environment – and adopt all those which prove to be good business decisions.

We cannot ensure every decision is environmentally and socially considered, but we can commit to adopting new ways of working to make sure we operate in a more environmentally friendly way; a way which meets our net zero goal with as little offset as possible.

By balancing people, planet and profit we can ensure that everyone affected by our business will benefit in some way. We must continue to be a profitable and financially stable business so that we can invest in our ESG strategy and ensure commitments are delivered.



## Our ESG vision is...

To become the leading international, independent real estate consultancy with a strong reputation for delivering social, economic and environmental benefits to all our stakeholders and the communities where we deliver our work.

# The Sustainable Development Goals

Our ESG efforts are aligned with the United Nations Sustainable Development Goals (SDGs). These goals are designed to be a “blueprint to achieve a better and more sustainable future for all.” We aim to support the UNSDGs through this ESG strategy.



# Our ESG Strategy

We are committed to being a responsible business and our environmental, social and governance (ESG) strategy aims to achieve this. Our strategy clearly articulates the areas of focus within these three pillars – Environment, Social and Governance.

Over the next year we will be working to define KPIs to measure the goals and performance of our business. This will include setting more robust measures to monitor our ESG performance. We are only at the start of our ESG journey and this strategy sets out where we are on our journey and the incremental improvements we're making to move forwards.



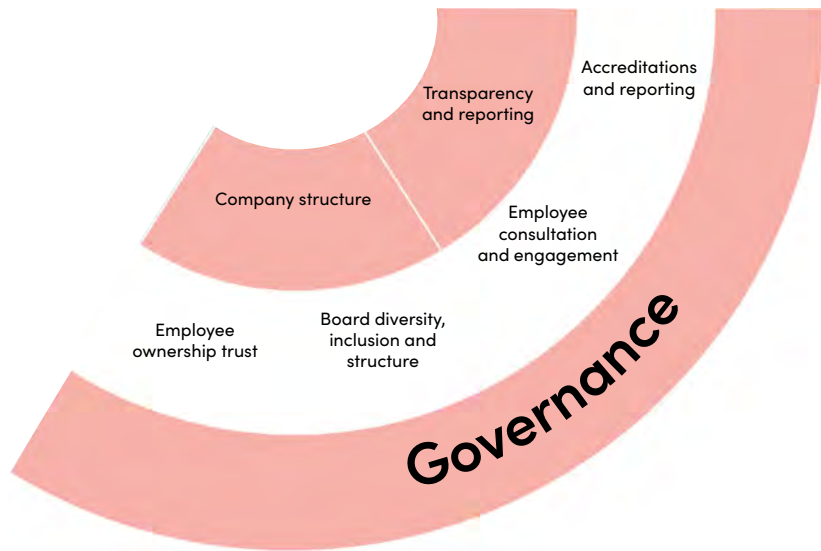


# GOVERNANCE



# Governance

Governance at Hollis is about clear, unfettered decision making and delegated authority where appropriate. Our Governance strategy deals with our leadership and structure, transparency and reporting, executive pay, audits and internal control.



What we have done in 2021/22	Progression of these actions
<b>Company structure</b>	
<p><b>Employee ownership trust</b></p> <ul style="list-style-type: none"> <li>· Transitioned to Employee Ownership structure</li> </ul>	<ul style="list-style-type: none"> <li>· Further embed and engage employees with the EOT through regular updates and demonstrable returns</li> <li>· Ensure regular engagement and reporting to The Trust</li> </ul>
<b>Board diversity, inclusion and structure</b>	
<ul style="list-style-type: none"> <li>· Monthly meetings and engagement with The Board and Junior Board</li> </ul>	<ul style="list-style-type: none"> <li>· Strive for the Board makeup to be representative of the business increasing gender diversity</li> <li>· Focus on succession planning</li> </ul>
<b>Transparency and reporting</b>	
<b>Accreditations and reporting</b>	
<ul style="list-style-type: none"> <li>· ISO Accreditations: environment, quality, health and safety</li> <li>· Modern slavery statement</li> <li>· Published Gender Pay Gap Report</li> <li>· Client and supplier code of conduct</li> <li>· Published Annual Review</li> <li>· Living wage accreditation</li> </ul>	<ul style="list-style-type: none"> <li>· Continue to publish and update reporting</li> <li>· Publish Annual Review ensuring ESG aligned with annual reporting cycle and development of KPIs - we are planning to develop ESG focused KPIs that will drive this ESG strategy forward throughout the business</li> <li>· Further tighten up our digital infrastructure to minimise risk and achieve ISO27001 status as well as passing Cyber Essentials Plus accreditation</li> <li>· Audit and compliance team continue to ensure right processes and procedures in place to protect us all as individuals and corporately</li> </ul>
<b>Employee consultation and engagement</b>	
<ul style="list-style-type: none"> <li>· Conducted regular meetings with business steering groups including:             <ul style="list-style-type: none"> <li>· Management Board</li> <li>· Junior Board</li> <li>· ESG steering committee</li> <li>· EH&amp;S Committee</li> <li>· Wellbeing working group</li> <li>· Health &amp; Safety Risk group</li> <li>· Women's mentoring program</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>· Continue ESG Committee and incorporate broader representation from the entire business - include focus on health and wellbeing</li> <li>· Ensure greater alignment between ESG committee and Management Board establishing regular feedback loops</li> </ul>

# Governance - Company structure

## Employee ownership trust

On 1st November 2021 we became an employee-owned business (an EOT), meaning that our business is held and managed on behalf of our employees.

Being employee-owned doesn't change the fundamentals of who we are or what we do, and we are still the same Hollis with the same independent, commercial, fun, and personal touch that makes us 'all together different'.

Employee ownership means we can continue to thrive whilst protecting our independence, unique culture and commitment to clients. It allows us to evolve smoothly, manage our succession planning, continue to develop as one team and achieve our ambitious growth objectives. In the longer term it means all our employees have a stake in Hollis, we all share in its success and are able to take advantage of its greater opportunities. The EOT structure reiterates our commitment to our employees, meaning that every decision is made with our people in mind.

This year we'll focus on further embedding and engaging employees with the EOT through regular updates and demonstrable returns and ensuring that the EOT becomes a core part of our employer brand and recruitment message. We'll also ensure regular engagement and reporting to The Trust.

## Board diversity, inclusion and structure

Our Management Board provides leadership to the organisation by setting the strategic direction to guide and direct the activities we undertake. The Board comprises of 12 Directors from across the business responsible for both fee earning and operational departments. They meet monthly to discuss and debate business activity to steer our day-to-day operations.

To ensure an open and diverse approach to decision making and engagement we also have a Junior Board consisting of 11 members from different areas of the business who rotate every 12-18 months. The Junior Board aims to:

- Obtain views and ideas from a wider pool of people to assist with addressing business issues
- Solve issues that are delegated to it from the Management Board
- Help realise the overall business plan and various targets
- Strive for constant improvement and innovation

It is no secret that some of the key leaders in the business today, will not be here in 5/10 years' time and so succession planning will be a focus this year as we identify and further develop our talent to fill those leadership and business-critical positions in the future.





# Governance - Transparency, reporting and compliance

The Governance Group has met regularly throughout the year to oversee and improve existing governance processes and to introduce new procedures for emerging and developing parts of the business. Enhanced communication of the important role of the Governance group has raised good awareness around the business and there has been excellent engagement in our governance processes across the Director group and Management Board meetings to ensure that all companies in the Hollis group have been appropriately directed and controlled.

## Accreditations and reporting

### Reporting

We ensure prudent and transparent reporting by publishing a number of policies and reports on our corporate website. These include our Annual Review to report on financial and strategic performance, gender pay gap reporting, sustainability reporting, quality policy, code of conduct and modern slavery.

### Accreditations, audit and compliance

Our dedicated audit and compliance team encourage an environment of continual improvement whilst challenging processes and procedures to drive these improvements forward, or to seek out better ways of delivering our business. We will continue to rigorously test our processes and procedures to ensure we deliver the quality of products and services we are known for.

The team will also ensure we maintain our internationally recognised ISO standards; ISO 9001 (Quality) | ISO 14001 (Environmental) and ISO 45001 (Health and Safety) as well as achieving ISO27001 status.

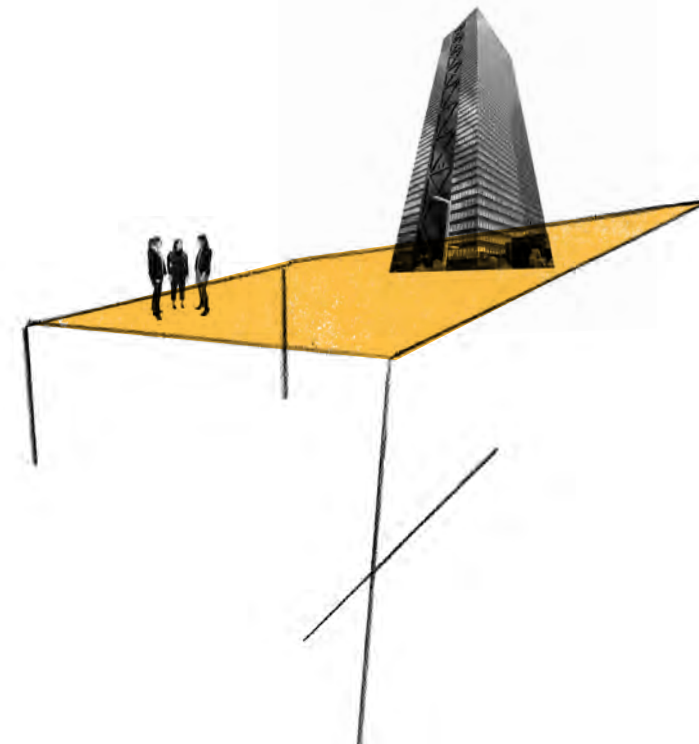
### Client and supplier code of conduct

Our code of conduct sets out the standards of conduct under which Hollis agrees to conduct business with its clients and suppliers.

As part of the work on this ESG strategy, in particular relating to the detailed analysis of Hollis' carbon footprint, this document will be reviewed and updated. The document will reflect the collaboration needed to reduce our environmental impact and ensure that our supply chain treats its people and clients with the same care and attention that Hollis does. Further engagement will be needed with the Hollis supply chain to help reduce our Scope 3 carbon emissions.

### Employee consultation and engagement

We recognise the importance of transparent communication, and the need to ensure that the Directors' vision for the growth and development of the firm is communicated effectively to all members of staff. Hollis also wants to hear the voice of their employees and there are a number of forums available to communicate on a range of topics. These include, but are not limited to: Junior Board, ESG Steering group, Environmental, Health and Safety group, Health & Safety risk group, Wellbeing Working group and Charity of the Year working group.



# The ESG steering committee

Our ESG steering committee includes representation from different areas of the business, different geographical locations and at different levels, up to and including Director representation. The committee is accountable for ensuring that the policy is fully rolled out across all areas of the business. The committee meets quarterly.



It's great to be a part of the ESG steering committee with representatives from all aspects of the business sharing knowledge and ideas around the collective goal of helping Hollis have a tangible, positive impact on the planet and everyone on it.

Sally Gilbert, Senior Facilities Manager



## Services

Building surveying

Cost management

Drone surveys and data capture

Environmental consultancy

ESG consultancy

Fire engineering

HollisExos

Measured surveys and area referencing

Mechanical and Electrical



## Management Board



## Operation teams

Audit and compliance

Business development

Business support

Digital transformation

Facilities

Finance

Human resources



**HOLLIS**



## Get in touch

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**All together  
different**