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Sustainability



Steve Ashmore
Chief Executive Officer

Introduction from Steve Ashmore

At HSS we recognise that responsibility and sustainability are key to our long-term success. As a business with an operational and distribution model which stretches across the UK and Ireland, we are committed to ensuring that we make a positive impact in the communities we work in.

At its heart, hire is a sustainable business model, maximising the usable life of equipment for multiple customers. This starting point gives us a great platform to build upon, ensuring that sustainability considerations are explored and implemented where possible across our Group, as well as looking forward to new innovations and technology.

Our Corporate Social Responsibility (CSR) agenda is managed through key departments and teams within our business, and I am the Board representative. Our CSR Committee comprises Directors from sales, operations, procurement, health and safety, fleet, property, human resources and many more. This governance structure ensures

Ensuring we have a positive impact

that sustainability considerations are the responsibility of all departments. It also ensures that sustainability plays a key role in decision making and strategic projects.

In 2019, to help drive progress in our CSR agenda, we aligned our activity to the UN Sustainable Development Goals, a key framework to guide businesses in implementing positive changes. The three goals we have identified will help us align our internal activity and resources towards making improvements and driving focus.

Throughout this year we have made positive steps in a number of key areas, and I am particularly proud of our colleague engagement activity. Our HSSers really do give our business their all, so rewarding and supporting them is absolutely key. Seeing colleagues completing their mental health first aid training, allowing them to support others, has been fantastic.

I am really pleased with the positive progress we have made this year. These results and activities represent a lot of hard work, and I would like to thank all of my colleagues for making it happen.

Steve Ashmore
Chief Executive Officer

Colleague engagement

72.4%

engagement score

74%

response rate

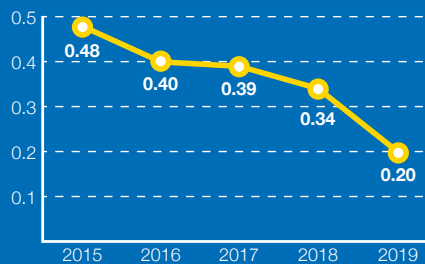
**MAKE IT SAFE
MAKE IT HAPPEN
MAKE IT BETTER
MAKE IT TOGETHER**

Make it Safe

25

regional 'Simply Safety' forums hosted, giving our colleagues the opportunity to tell us what we need to improve.

HSS Group RIDDOR rate



Our ongoing commitment to safe working practices saw us reducing our RIDDOR occurrences from 20 in 2018 to just 11 in 2019.

UN Sustainability goals:

Aligning our activity to UN Sustainability Goals 3, 9 and 12 will enable us to drive focus and concentrate our actions where they will have the biggest impact.

Goal



ensuring the good health and wellbeing of our colleagues through our benefits and support package



building resilient infrastructure and fostering innovation through our market leading digital tools



focusing on responsible consumption and production through our supply chain

Responsible recruitment

22

ex-offenders and ROTL (release on temporary license) colleagues recruited throughout 2019

“HSS were kind and welcoming towards me, and it has driven me to aspire to be better than the mistakes I've made in my past. I would recommend HSS to any other persons looking to better themselves.

ROTL colleague

Driving digital



1,678

colleagues upskilled with training on our new digital tools

4,816

e-learning courses completed

Equipping our colleagues with the skills and knowledge to drive forward our new digital tools.

Sustainability continued

Economic performance and governance

Generating value is what allows responsible companies to perform for all stakeholders – delivering financial returns for shareholders, ensuring continuity of supply and support for customers and secure employment and development for colleagues. In 2019 HSS generated total revenue of £328.0m which was shared amongst the various stakeholders in the business – suppliers, their supply chains, local communities and the government as well as those already listed.

We operate with integrity across all Group businesses, to ensure the highest level of environmental and social governance. We have robust management structures in place, and these are regularly reviewed and assessed to ensure compliance against our own standards and those which we are audited against.

Sustainable product lines

Hire is intrinsically a sustainable model for customers looking to procure equipment, but it is also important that we operate a responsible review and in-fleet process to ensure we offer environmentally friendly product options.

All equipment we consider for purchase goes through an intensive technical review process prior to adding it to our range. This includes full specification and technical mapping, product performance trials, COSHH assessment and colleague training considerations. This thorough review approach extends to our third party OneCall suppliers, who are required to complete extensive compliance and technical questionnaires through our portal, as well as HSEQ analysis and site visits with our teams. These processes ensure that we add the most robust, sustainable product lines to our ranges across the business.

Offering our customers alternatives to traditional, higher-emission products is key towards shifting their mind set, and proving that products which benefit the environment also offer the same or improved levels of performance. LED lighting is a key example: we have shifted our range towards these more sustainable options, with LED products making up over 60% of our lighting stock. Offering a 61% fuel saving compared with traditional lighting products, these now make up 75% of our lighting hires.

All of our kit goes through test and run after every hire, as well as longer maintenance procedures as needed. This not only ensures the highest levels of safety, but also helps to extend the usable life of kit by keeping it performing at peak levels.

Environmental credentials

The UN sustainable development goals stress the importance of building sustainable and innovative infrastructure, and throughout 2019 we have focused on moving some of our key operational processes to digital platforms



which allow us to work more responsibly, and set us up for further improvements throughout 2020.

Our new driver app gives our drivers everything they need for the day ahead in the palm of their hand. They now complete their vehicle checks, routing, job selection and customer signing processes through the app, where they were previously completed through manual, paper-based processes. The app uses route planning software to calculate efficient driver routes which help to reduce the number of miles driven each day. We are now working towards removing paperwork such as delivery notes, fully digitising these documents to continue reducing the amount of paper we use as a business.

Other areas of our Group business are also looking at ways to reduce environmental impacts where possible. Our HR team now sends colleague letters via email where possible, and HSS Training has replaced its plastic delegate wallets with paper ones which are easier to recycle.

All our ordering of internal consumables is now completed via one supplier through an online portal. Not only has this allowed us to reduce paperwork associated with ordering, but our supply partner, Commercial, consolidates deliveries where possible, and actively attempts to use minimal packaging for fulfilment. Commercial also operates the Commercial Foundation, which reinvests a percentage of profits into social value projects. So far this year our activity with Commercial has resulted in £23,416 being donated to the Foundation.

Efficient fleet management

Our vehicle fleet represents one of our key areas of environmental impact, and we are committed to exploring innovative management practices to help us reduce this where possible.

During 2019 we removed our centralised cross-dock function, moving to a regional-based distribution model. This allows us to operate a more efficient network with fewer logistical movements.

We also fully implemented our tyre management strategy across all vehicles, including company cars. Ensuring that tyres are maintained in good condition, and swapped out where necessary, ensures that our vehicles are operating efficiently.

This year we also launched a project to explore the use of electric vehicles across our business.

Whilst we already offer colleagues an electric vehicle as a company car option, the existing technology which limits miles travelled makes them an impractical option for certain job roles which involve a lot of travel. There are also limitations regarding commercial vehicles and the loads they can carry; however, we have started testing these in central London where the miles travelled are a lot shorter.

Energy and Environmental Management

Within the HSS Hire Group, we have maintained a strong and measured approach to environmental legislation. This has ensured compliance with key and complex legislation including the Carbon Reduction Commitment (CRC), together with Energy Saving Opportunities Scheme (ESOS) and required public reporting requirements. A detailed audit recently undertaken by the Environment Agency resulted in a highly rated assessment for our approach to CRC management. This has further supported our environmental management credentials and accreditation under ISO 14001.

Within our Group business, we recognise the importance of developing and advancing an 'Eco-System' strategy which will allow us to measure our environmental performance and implement improvements. This year we have developed a series of stepped changes to allow us to more effectively measure and reduce the impact that our business and activities have on the environment, now, and in the future.

We introduced a new energy, carbon and water bill account management process which will provide a platform to identify, measure, and ultimately manage our key environmental impacts. We are now establishing baseline data and introducing performance reporting for our building energy use, carbon emissions, business travel and water use. These quarterly environmental performance reports will be produced for all sites and business operations, and will include valuable environmental key performance indicators. This reporting functionality will provide a platform for site management improvement, including reduction programmes (change management) and identification of cost-effective energy/carbon reduction strategy measures.

Greenhouse Gas Emissions

The Group reports on all our emission sources required under the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 as amended in 2013. We deploy the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard to fulfil the reporting requirements. This includes verified CRC Energy Efficiency scheme data and DEFRA conversion factors to calculate Greenhouse Gas (GHG) emission disclosures. The extent of the GHG reporting

CSR emissions data

	2019		2018	
£m	Consumption	Emissions (TCO ₂ e)	Consumption	Emissions (TCO ₂ e)
Scope 1 emissions				
Fuel combustion	445,846 kWh	90.0	1,363,483 kWh	268.0
Company vehicles	3,868,393 Litres	10,162.0	4,302,377 Litres	11,186.9
Leeds bunkered diesel	108,297 Litres	284.5	117,884 Litres	306.5
Fugitive emissions	48,242 Litres	73.3	52,695 Litres	79.5
Scope 2 emissions				
Purchased electricity	10,928,764 kWh	3,387.0	9,999,331 kWh	3,840.0
Scope 3 emissions				
Business travel	7,362,765 Miles	2,104.5	7,701,548 Miles	2,260.9
Total greenhouse gas emissions		16,101.3		17,941.8

How we measure emissions

Emission category	Methodology
Fuel combustions (gas data for HSS building portfolio)	Based on CRC statements provided by gas suppliers for the period 1st April 2018 to 31st March 2019. Estimated data has a 10% uplift included on the overall emissions total.
Company vehicle emissions	Collated using data from direct purchase records for commercial vehicles in litres and commercial car mileage. This data has been converted according to Defra Guidelines.
Bunkered fuel	Collated with the use of internal purchase order records converted according to Defra Guidelines.
Fugitive emissions	Collated with the use of internal purchase order records converted according to Defra Guidelines.
Purchased electricity (for HSS building portfolio)	Based on CRC statements provided by electricity suppliers for the period 1st April 2018 to 31st March 2019. Estimated data has a 10% uplift included on the overall emissions total.
Business travel	Collated from expensed mileage claims and business mileage and converted according to Defra Guidelines.

boundary comprises all building and transport emissions within the three reporting scopes.

We are pleased to report an 11.7% reduction in relative Greenhouse Gas Emissions (TCO₂e/£m Turnover), to 49.1 (2018: 55.6).

Waste Management

For the past eight years we have partnered with Biffa to reduce and responsibly dispose of waste across our network. Throughout 2019 they collected over 1,400 tonnes of waste from our locations, and were able to increase the percentage diverted from landfill to 85% through recycling and treatment processes.

On our hazardous waste streams we partner with Slicker, who operate a zero to landfill policy to recycle and recover waste such as used batteries, oil and other contaminated materials. 59% of our hazardous waste is oil, which goes through a repurposing process to create Processed Fuel Oil (PFO) which is an environmentally friendly alternative to virgin fuel. 20% of our waste is recycled, and the remaining 21% is converted to energy.

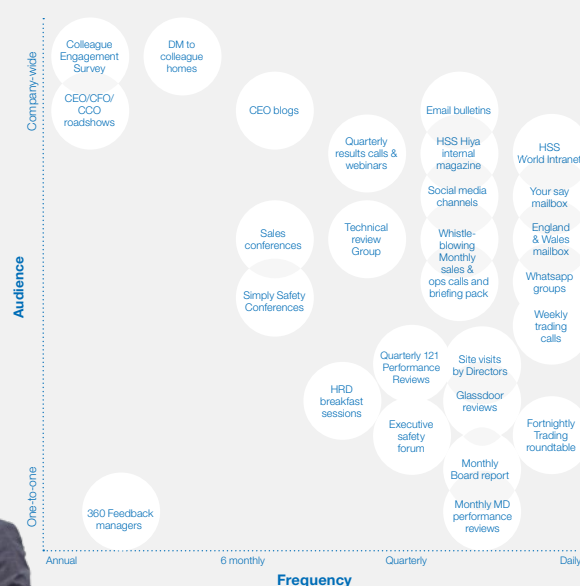
Colleague engagement

Engaging our colleagues is central to our success, and we strive to ensure that our colleagues feel supported, safe, developed, and happy at work.

Our values

Integral to our colleague engagement agenda in 2019 was the launch of our new Company values and behaviours. These values help us drive performance, engagement and a sense of pride amongst our colleagues, as well as helping us to attract the right people, whose values align with ours, to our business. We have seen a really positive response across our network, with colleagues taking ownership and adapting their targets and behaviours to fit.

Colleague engagement activities



HSS Roadshow 2019



**MAKE IT SAFE
MAKE IT HAPPEN
MAKE IT BETTER
MAKE IT TOGETHER**

Sustainability continued



Tom McColgan, Operations Manager

“The whole training programme from start to finish has been informative and empowering. It was great to have the opportunity to get together with others across the business to discuss best practice and share ideas, as well as developing our skills.

I've seen a really positive change in my Transport Managers as well since they started the programme. They're dealing with underperformance head on, and the programme has really built their confidence, helping them to see how their role impacts the wider business. The whole team really valued spending that time with our Managing Director and we all have some great memories from the days. The programme will be so valuable to new starters joining our business.”



Number of RIDDORs in the year

Safety

Safety is one of our core values, and is at the forefront of everything we do as a business.

Throughout 2019 we put an increased focus on safety, and this helped us realise a significant reduction in the number of RIDDORs, taking us down to a rate of 0.20 per hundred thousand hours worked for 2019, versus 0.34 in 2018. This was only 11 RIDDORs for the entire year, down from 20 in 2018. This is testament to our colleagues' Work Safe, Home Safe commitment.

In 2018 we introduced our Simply Safety forums, regional sessions which allow our sales and operations colleagues to feed back on all areas of health and safety, pay and benefits, property, work wear, communications and much more. This year we extended these, inviting over 340 colleagues to attend 25 regional forums to tell us honestly what they think we can improve. The feedback is discussed in sessions attended by heads of departments, as well as Steve Ashmore, CEO, and Tom Shorten, Chief Commercial Officer. This feedback then impacts initiatives throughout the year to improve colleague wellbeing.

These sessions are supported by our Health and Safety forums, held bi-monthly with the EMT to ensure these activities and initiatives are led from the top, and that our senior management team understands the challenges and suggestions from our colleagues.

We have continued to support our safety agenda with improved product training and e-learning, as well as monthly ToolBox Talks, improving the design and format of these in response to colleague feedback. We supplement these with regular safety and technical bulletins, so when we do have an accident we take immediate action to ensure it does not happen again. We also installed health and safety noticeboards in every branch location to ensure these initiatives stay front of mind with our colleagues.

Health and wellbeing

Our colleagues are at the heart of our business, and in line with UN Sustainable Development Goal 3, which stresses the importance of good health and wellbeing, we want to ensure that we equip our colleagues with the benefits and support they need to live healthy lives, inside and outside the workplace.

Our 'Mind Your Head' campaign aims to raise awareness of the support we can offer colleagues who may be struggling with mental health issues, or those supporting others. As well as increasing the focus on these issues through our communications activity and highlighting our relevant colleague benefits, we also trained 45 colleagues as Mental Health First Aiders so they can offer additional support to others across our network. We equipped them with yellow lanyards so they are easily distinguishable for those who need someone to talk to.

Our colleague benefits package is also set up to offer support with the cost of everyday healthcare services such as dental, optical, prescriptions and physiotherapy, to ensure no one goes without due to affordability pressures.

Professional development

Responding to feedback from our 2018 colleague engagement survey, we wanted to support our Operations Managers in improving their management styles and confidence in managing teams, as well as improving colleague engagement and retention in those areas. In January we introduced our development training for Operations and Transport Managers. The programme includes modules designed to improve the skill sets of managers in key areas relating to managing a team, such as recruitment processes, driving performance, effective team communications and commercial awareness, amongst others. The programme has been extremely well received by those attending, and we are continuing with new modules throughout 2020.

Across the rest of our network, our Learning & Development team has delivered almost 2,000 classroom courses, as well as 16,400 e-learning courses on a variety of topics designed to support our colleagues in their roles, as well as developing their careers and skill sets. Our new digital tools have allowed us to upskill over 1,600 colleagues with the skills to use our new management platforms.

Engagement survey

Our annual colleague engagement survey gathers feedback on colleagues' job roles, management and how they feel about life at HSS. This year we were able to extend our reach to more colleagues than ever by utilising our new digital tools to reach those in offline roles such as drivers. This helped us achieve a higher completion rate of 74%, which is 1,875 of our colleagues telling us what they think.

Our engagement index for 2019 was 72.4%, an increase on 2018. The in-depth results are shared with all colleagues in December, with actions implemented throughout the following year. In 2019 some of the initiatives implemented as a result of the 2018 feedback included:

- improvements to the quality of work wear, and the ordering process;
- new colleague development programmes for operational roles;
- an improved induction programme for drivers; and
- health and safety noticeboards installed in all locations to drive best practice and accountability.

Colleague feedback and action plans are key to our engagement agenda across our Group business, and we are committed to ensuring that we have measures in place to continue this activity. A summary of our efforts to date is included on pages 7 to 8.

74%

response rate (2018: 67%)

72.4%

engagement index (2018: 71.6%)

-1.0%

gender pay gap (2018: -2.9%)

“Working for HSS Hire and the opportunity they have afforded me has given me a sense of purpose as well as building my self-esteem. To be considered an equal amongst my peers has helped build my confidence.

HSS were kind and welcoming towards me and treated me with decency and patience. Being part of the team here has helped me greatly and I would recommend HSS to any other persons looking to better themselves to ensure a more positive future.”

ROTL colleague

Reward

At HSS we are committed to ensuring that we reward our colleagues in a way which is fair and representative of their performance, regardless of gender.

The hire industry as a whole is typically male dominated, and our workforce reflects this trend, currently being made up of 85% male colleagues, and 15% females. Throughout 2019 we have made efforts to reduce potential gender bias through our recruitment processes, ensuring that job descriptions and interview questions are worded in a neutral manner, and ensuring that artwork and photography depicts the broad range of our roles and colleagues across the Group.

In 2019, our median gender pay gap shifted marginally from -2.9% to -1.0%, primarily due to one senior female colleague leaving the business. For clarity, a negative gender pay gap denotes that female colleagues earn more, on average, than their male counterparts.

We are committed to ensuring that colleagues are being rewarded fairly based on role and contribution, as we continue to work towards gender pay parity.

Inclusive recruitment

As a responsible business we strive to create a diverse workforce which truly represents the communities we work in. Regardless of an individual's gender, religious beliefs, background, disabilities, ethnicity or sexual orientation, we want to attract, engage and retain the best people for our business.

Our business is made up of 85% male and 15% female colleagues. The industry is very similar to others, like construction, where the majority of roles are typically held by men. We have a number of processes and initiatives in place to ensure we are offering opportunities to women, and creating a culture where they can build their careers with HSS.

Over the course of this year we focused on expanding our inclusive approach to recruitment to begin offering opportunities to ex-offenders, and those on temporary release from prison. We have worked with prisons and support organisations up and down the

EFFRR

Employers' Forum
For Reducing
Re-offending

Winner, Best Use of Recruitment Award 2019
for our work with ex-offenders

UK to encourage applications from those with criminal convictions who are looking to get back into work. This activity ensures that we recruit the best people for each role, with recruiting managers focusing on the skills and experience a candidate has to offer, rather than what they may have done in their past.

Since launching the programme, we have placed 22 colleagues into roles across operations, sales and our head office. Not only does this activity help ex-offenders get back into work and those working on an ROTL basis, it also provides value to communities by reducing re-offending rates.

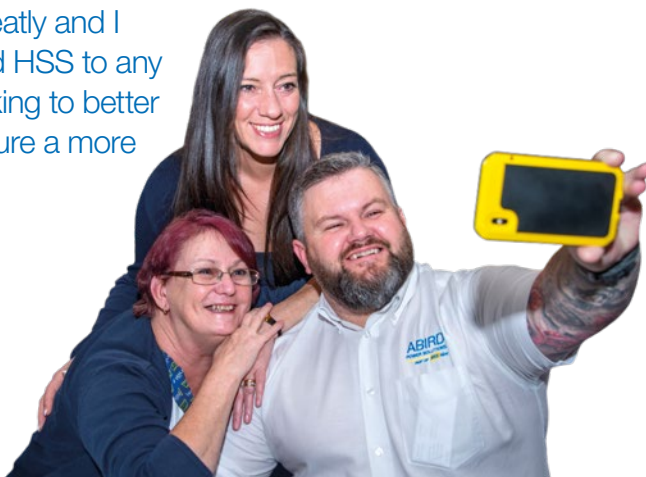
We were really pleased to be nominated by Greggs and DHL for the Best Use of Recruitment Award at the Employers' Forum for Reducing Re-offending (EFFRR) in 2019. We went on to win the award in recognition of the positive progress we made in this area.

Our training business, HSS Training, has also started working with Victoria London Prison, exchanging the use of space to host PASMA and ladder safety training courses for free delegate spaces for inmates nearing release. This equips them with vital training for careers in construction and related industries.

Charitable support

Supporting charitable causes and projects is key to our commitment towards positive social value, and we implement this in a number of ways. Registered charities can receive at least a 35% discount on hiring equipment from us, and our regional teams have supported smaller community projects throughout the year, such as donating fencing to an RSPCA shelter in Wakefield and supplying portable welfare facilities for a hospice charity walk in Kilbryde. When we consolidated our office space at our Manchester head office, we donated the furniture to local schools and charitable groups.

Our Pennies From Heaven initiative allows colleagues to donate the change from their monthly salary to charity, and this year we donated over £7,000 to Dementia UK, Cancer Research UK and the British Heart Foundation. We also donate the 5p charge for our carrier bags to Dementia UK.



Engaging with our stakeholders

Summary of key engagement activities during FY19:

	Nature of engagement	Conclusions drawn from engagement
Shareholders/investors		
1 Investor meetings	The Executive Directors have met with various groups of prospective investors during FY19 in order to manage and develop the Group's external relationships, as well as create interest in the business. Some of the meetings were facilitated by the Company's brokers, who also acted as a conduit for feedback.	Useful feedback provided and strong support for the Group's progress and strategy, particularly around Digital. Further progress with the Group's strategic priorities should increase investor appetite.
2 Remuneration	The Remuneration Committee Chairman consulted with major shareholders on the application of the Remuneration Policy for the year, including around bonus and LTIP targets.	Support for the proposals and the direction of the business.
3 Shareholder interactions	The Chairman and Executive Directors have each attended meetings and calls with major shareholders to provide general updates and maintain regular communication.	Very positive comments around business management, strategy and performance. Some frustration around lack of liquidity in shares and lack of movement in share price.
4 AGM	All shareholders, along with other stakeholders, including the Company's auditors, sponsor/broker and lawyers are invited to the AGM. The Chairman discusses the results for the reporting year and gives an outlook on the current year. Questions are invited from shareholders and answered by the appropriate Director.	Some frustration around lack of liquidity in shares and lack of movement in share price.
5 Trading updates	We keep our shareholders fully informed of the performance of the business on a regular basis, through the publication of trading updates in papers and voice-over presentations which are available on the HSS corporate website. We are also pleased to see shareholders attend our presentations in person, which provides an excellent opportunity for direct engagement with the Executive Directors.	The outputs largely mirror those in section 3 above.
6 Corporate website	This has been updated and refreshed in order to make presentations, information and financial data more easily available and user-friendly for shareholders and potential investors.	
Colleagues		
7 Health, safety and wellbeing	The health and safety of our colleagues, as well as that of our customers and visitors to our sites and offices, is a fundamental priority. The following activities have been taking place across the Group to engage with colleagues on health and safety matters: → Various discussion groups at a sales and operational level. → Introduction of a Health and Safety Forum involving members of the senior leadership, operations, sales and health & safety teams. → Colleague engagement survey, to include questions on health and safety. → Poster campaigns/new signage and fun/interactive activities to raise awareness of health and safety. → In FY20, the Health and Safety Forum will go 'on the road' to our branch network and will involve local operations and branch managers who can share initiatives and feedback directly with the Executive Directors and senior management.	→ Awareness and ownership of health and safety at all levels of the business has improved. → Colleagues appreciate involvement in health and safety initiatives. → As summarised on page 5, we are very pleased to report a reduction in RIDDORs and an increase in 'near miss' reporting. The Board considers this as good evidence that colleagues are engaged with the importance of their own health and safety as well as that of their colleagues around them and the wider public.
8 Workforce forum	A forum has been introduced which will be chaired by the Group HR Director and will involve colleagues at varying levels who will be encouraged to share views on the Company, its business and culture and agree what should form the priorities.	The Group HR Director shall share those priorities with the Board who shall consider as appropriate. This initiative is a 'work in progress' and shall be developed more during FY20.
9 Internal communications	We continue to ensure that our colleagues are kept informed of developments, important issues and Company performance in order to drive engagement and ownership. These are cascaded throughout the business through a variety of channels, including the Group's intranet, emails and newsletters. We also invite a broad cross-section of colleagues to listen in on web-based results presentations from the Executive Directors around the time of our usual market releases. Many of our senior management team are also regularly seen on site visits across our estate. FY19 saw the second of our 'Colleague Roadshows' which involved the Executive Directors and other members of senior management attending six venues across the UK and Ireland to present to around 500 HSS colleagues in total across the respective regions. We also consulted with colleagues on our 'values' project in terms of what really makes an HSSer, what is our culture and what are the values we want to live by as a business. Those values were agreed on and rolled out in the business. Further details of the values are included on page 4.	Visibility around the business of the senior management team and being approachable to colleagues has resulted in greater engagement and better retention of colleagues. Excellent insight and feedback provided by colleagues on the Company's strategy, particularly around the digital aspect where colleagues were able to discuss the benefits and any issues surrounding the customer app and driver app. The Board has encouraged the values project to be colleague led. This has driven engagement, understanding of our culture and consensus of some basic principles to ingrain in the business as our values.

	Nature of engagement	Conclusions drawn from engagement
Colleagues continued		
10 Colleague engagement survey	During FY19 we undertook our annual colleague engagement survey. A response rate of 74% showed an improvement on FY18, with some notable improvements on scores within particular categories of the survey.	<p>The Board and senior management have discussed the findings and noted good improvements on scores in the following areas:</p> <ul style="list-style-type: none"> → I know what I am expected to achieve in my job → I care about the Company → I am provided with the appropriate safety equipment to do my job <p>The following are examples of areas highlighted for greater focus to ascertain how better scoring could be achieved:</p> <ul style="list-style-type: none"> → I feel my pay is fair → I feel that different business divisions work well together → There are opportunities for me to develop and progress <p>In addition, where the findings have identified areas where improvement in specific departments or business areas could be made, the relevant department heads and managers have been tasked with taking that forwards with their teams.</p>
11 Systems improvements	We have launched various systems improvements, in particular our 'Brenda' system and our driver and customer apps, as more particularly detailed in the Strategic Report.	Engaging via these digital channels has made us easier to work for and with, in particular facilitating our colleagues to work more efficiently, meaning a more contented workforce.
Customers		
12 Customer satisfaction survey	Details of our market-leading NPS score are included on page 10 of our annual report. In addition, our branch sales colleagues and sales colleagues out in the field are engaging with customers on a daily basis and obtaining feedback.	The key message we keep hearing from customers is that we must remain easy to work with. We are focused on that and expect our Digital project, including the apps, will greatly assist with this.
Suppliers		
13 Systems improvements	<ul style="list-style-type: none"> → Launch of Brenda (see pages 18-19 of our annual report) → Clearer onboarding processes for Suppliers → New purchase order system 	<p>All of these steps have allowed us to engage with our suppliers more simply and clearly, meaning fewer issues to resolve and quicker transactions (including payment). Suppliers are also clear on the terms on which they contract with HSS and that HSS expects high business and ethical standards, including around anti-modern slavery, anti-facilitation of tax evasion, anti-bribery etc.</p>
Lenders/analysts/brokers		
14 Lenders	Our Executive Directors meet with the Group's key lenders at least quarterly to update on business performance and strategic progress.	The Group's lenders have been very supportive of the direction of the business and recent results. The regular dialogue has been appreciated.
15 Analysts	Our Chief Financial Officer has regular telephone conferences and meetings with the analyst community.	Improved levels of engagement with the analyst community have been noted.
16 Broker	The Company's sponsor and broker is regularly involved with day-to-day business, including via the Executive Directors, investor relations team and legal team.	Good levels of engagement and dialogue have been noted, ensuring the Company adheres to its market obligations. Going forwards, the Board hopes that the Company's broker will be able to assist with greater engagement with new potential investors.
Local communities & environment		
17 Communities	Whilst some activities have taken place during FY19 in this area (summarised on page 6), the Board has identified this as an area to increase efforts on during FY20 and onwards.	
18 Environment	A summary of the Company's activities on environmental and corporate social responsibility is included on pages 36-41. The Board regularly discusses and engages with the business on environmental issues, including diesel engine emissions (Stage V emissions standards) and the impact of, and steps taken by local authorities with regard to, commercial vehicles accessing city centres.	

Feedback from all of the above activities has been shared with the full Board, either via the Chairman, the Executive Directors or the Committee chairmen. Such feedback has proved valuable in informing and supporting the Board's decisions around business direction and strategy, as well as actions to work on and consider in the year ahead for the Committee meetings of the Board.



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