

The 'One Henry Boot' Project

BUILT FROM THE GROUND UP



JOHN SUTCLIFFE
Chief Executive Officer

In last year's report we introduced the 'One Henry Boot' Project. It was initiated to capture our culture, which we refer to as 'The Henry Boot Way'; and to focus on three of its core elements: Our Purpose, Our Vision and Our Values. To ensure this project was authentic to Henry Boot we asked for volunteers from across our Group of companies, who we then divided into three individual Working Groups. It was a truly collaborative effort from everyone involved and by the end of June 2017, the first phase of the project was completed.

We are currently on phase 2, which we have split into three separate stages: launch, adoption and embedding. It is very important to us that we do justice to the work undertaken, and that we ensure that the outputs from phase 1 are adopted throughout our business. To enable this to happen, 12 ambassadors were nominated to help champion the 'One Henry Boot' Project and therefore embed 'The Henry Boot Way' into everything we do. Phase 1 also helped us appreciate the importance of bringing everyone together to share feedback and how powerful this can be in helping continuous improvement in the business. As a result we formed a further eight Working Groups in phase 2 who were each given a specific important subject to debate and then put forward recommendations for improvements.

This is only the start of the journey for us. This whole process and experience has not been about reinvention, it has been about capturing what makes this business successful and recognising that our people remain vital to achieving this. 'The Henry Boot Way' will continue to be a crucial element of our business as I believe it will enable and empower our people and help us to be successful in the future.

 Watch the video explaining our culture and the 'One Henry Boot' Project on our corporate website

Timeline

<p>AUGUST 2016</p> <p>Perception audit</p>	<p>FEBRUARY 2017</p> <p>Launch of 'One Henry Boot' Project</p>	<p>FEBRUARY – AUGUST 2017</p> <p>Defined 'The Henry Boot Way'</p>
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Why did we carry out the ‘One Henry Boot’ Project?

- To address the feedback from the Perception Audit
- To respond to the demands from institutional investors and potential customers for more clarity on the culture of the Group
- To provide our stakeholders with a better understanding of how we work as a Group
- To promote and protect the external image, marketability and ethos of the Group
- To ensure longevity and sustainability of the Group
- To identify and recognise what is already great about the Company, capture it, ensure everyone knows about it and celebrate it
- To ensure that all employees understand their role, and how they contribute to the Group’s continued success
- To improve collaboration and promote a one Group approach; where we all feel part of the bigger picture
- To strengthen employee engagement and staff recruitment

“We are and always have been a people business and our restated Purpose, Vision and Values reflect and re-enforce this message.”

JOHN SUTCLIFFE
Chief Executive Officer

Investors in People

Another positive step to come out of the ‘One Henry Boot’ Project was the decision to apply for The Investors in People accreditation for the whole Group. Henry Boot Construction and Henry Boot PLC both had accreditation as individual companies. Henry Boot Construction continues to be accredited while we work towards

a Group-wide award. Given the timing of the renewal window for Henry Boot PLC, we decided not to pursue an individual renewal so that we could focus on the Group effort. In 2018, we intend to apply for Group accreditation and hope to be in a position to confirm we have achieved this in next year’s report.

What some of our Working Group Volunteers think:



“It’s a very supportive and cooperative place to work.”

HAMER BOOT
Regional Manager



“Henry Boot want to know our point of view.”

LYDIA MCGUINNESS
Trainee Technician



“The set of values now reflects the values that Henry Boot really adhere to.”

TIM BURN
Senior Project Manager



“We look out for each other. We are family.”

DAVID HODSON
Accounts Assistant

SEPTEMBER – DECEMBER 2017

Launch of ‘The Henry Boot Way’

JANUARY – JUNE 2018

Adoption of ‘The Henry Boot Way’

JULY 2018 – ONGOING

Embedding of ‘The Henry Boot Way’