

BETTER WORKING TOGETHER

In January 2016 we began a fresh focus on how the Henry Boot Group of Companies can better work together and ensure greater internal collaboration between our companies.

Our first course of action was to create an Operations Board consisting of the Chief Executive Officer, Group Finance Director and Company Secretary together with the four prime subsidiary company Managing Directors and the Managing Director of Stonebridge Projects Limited, our jointly owned house builder.

The meetings occur bi-monthly in advance of the Henry Boot PLC Board Meeting with the aim of updating the Chief Executive Officer and Group Finance Director on business matters prior to the PLC Board Meeting, as well as encouraging discussion on topics including Group working and co-operation.

We then rolled out these principles of co-operation and collaboration as agenda items to the subsidiary company board meetings. Once more of our people became aware of this focus we realised a need to review our existing statements of Purpose, Strategy, Vision and Values and re-assess the communication of our Business Model.

We called this important project '**One Henry Boot**'.

The Board decided to engage an external consultant, Infinite Global Consulting Limited, to prepare and carry out a perception audit. We wanted to understand the thoughts and feelings of our employees and of our key suppliers, sub-contractors and customers as to the Group's Vision, Values and the Henry Boot way of working. All employees were given the opportunity to participate in

the perception audit. We then expanded upon the project with a second perception audit targeting a selection of Henry Boot's institutional investors and analysts. This second survey was conducted on our behalf by DuplexIR.

Our aim was to determine how well the institutional investors and analysts actually understood our business model and how it worked, and what their thoughts were in respect of our Purpose, Strategy, Vision and Values.

Whilst the business (what we do) has changed a lot in the past 130 years, our culture (the way we do things) has not. However, we realised that a clearer communication of our business model was essential and this year the business model is presented in a new format which we believe helps to explain the crucial interaction between our businesses and, therefore, the need for a focus on Group working and co-operation.

The '**One Henry Boot**' project has now been extended and we have created three teams of employee volunteers with the remit to consider the Vision and Values of the Group as a whole. The volunteers will also help bring the vision and values to life by identifying real life examples of behaviours in the workplace.

The three teams of volunteers, with representatives from all our companies, are working with a third external consultant, Slic Solutions Limited.

We involved volunteers as we want this process of review to be drawing upon experience from across the Group and to benefit from the genuine thoughts and feelings of our people.

By next year's Annual Report we will be able to present the results of this work. Already, the '**One Henry Boot**' project has created a great deal of interest and enthusiasm in the Group and we firmly believe that this project will provide real benefits to us all in the future.

The Board is committed to its role in shaping, overseeing and embedding our Vision, Values and behaviours.



Read more about our **People** on pages 40 to 42

Pictured Our first team of volunteers met at Dronfield in February this year.



“Henry Boot engaged us to find out how the Company is viewed by both employees and the external market. It takes a degree of courage to ask people for their frank opinions of your organisation, but this invaluable information has enabled the management team to test whether the Company’s stated Vision and Values are aligned with its present situation, and thereby inform Henry Boot’s strategy.”

Bruce Wraight
 Infinite Global Consulting Limited



“Henry Boot were one of the first to see the merits of my approach and their willingness to be an ‘early adopter’ proved very useful and provided some valuable information on how investors and analysts respond to online questioning – particularly when it came to valuation approaches and accounting for assets gains and values.”

Ian Robinson
 DuplexIR



“I’m delighted to be working with Henry Boot on this exciting and inspiring journey to define, create and embed their refreshed Vision, Values, Behaviours and Henry Boot Way. Its a joy to be working with such enthusiastic and passionate people. Their commitment is a great testament to the importance they place on this work and the benefit they believe it brings for their people, business, stakeholders and shareholders.”

Karen Dunn
 Slic Solutions Limited

