



# The Henry Boot Way

*a different perspective*



# One Henry Boot

We've been in business over 130 years and our financial results and performance have always been, and will continue to be, dependent on our people. We often use the phrase, '**The Henry Boot Way**', to explain how we work and to describe what's expected of us and others.

Our challenge is that we hadn't captured what **The Henry Boot Way** is with absolute clarity and consistency, anywhere. It became clear that we all have a different understanding and perception about what it means and we recognised that just creating a strapline or definition for **The Henry Boot Way** wouldn't do it justice. Which is why we decided to set up the One Henry Boot Project.

It's not about major change or re-invention, it's about helping us understand, what **The Henry Boot Way** means to people and then ensuring that it lives and breathes as part of our daily work.

## Our Chief Executive Officer

*John Sutcliffe*



# One Henry Boot

Established in January 2017, with a total of 45 people at all levels, from every part of the business, the Working Group members were tasked with representing the views of their colleagues. The primary objective was to work together to understand **The Henry Boot Way** for the whole of the Henry Boot Group of Companies; and to focus on three core elements: Our Purpose, Our Vision and Our Values.

It was a truly collaborative effort from everyone involved.

We are on the start of the journey to apply the Purpose, Vision and Values to our daily work. To support this initiative we have appointed 12 Ambassadors and set up a number of implementation working groups to help the effort.

## Our Working Group

*Lydia McGuinness*

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



**Our Working Group**

*Rachel White*



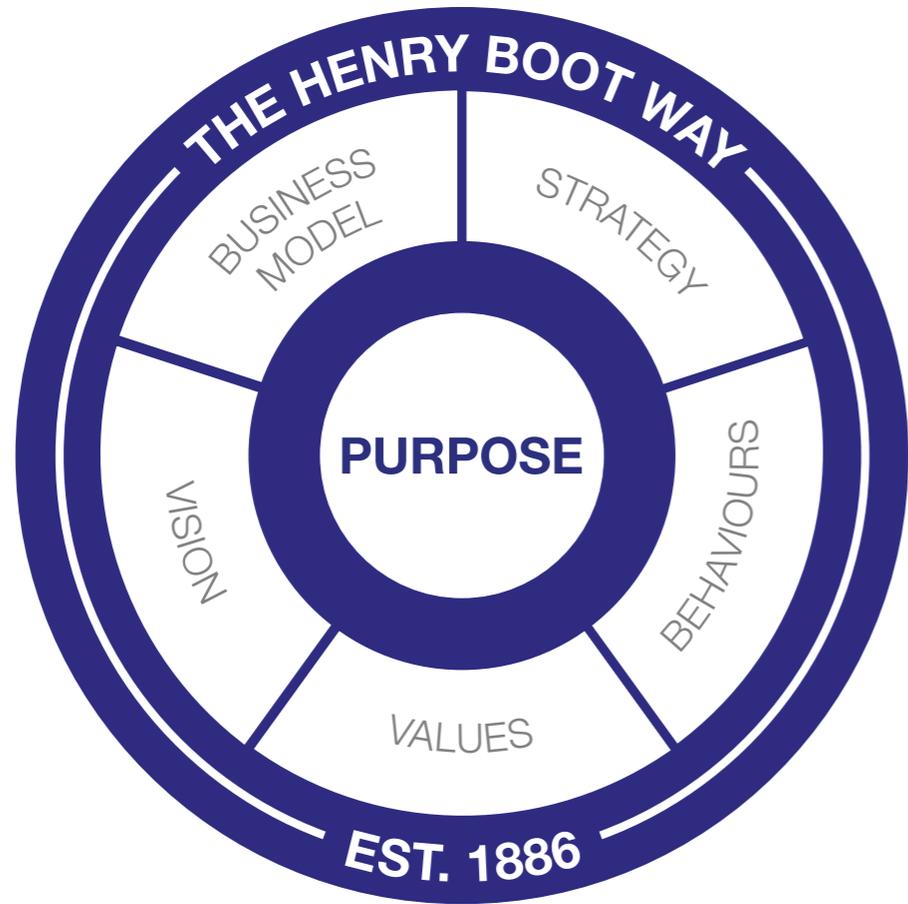
**“We all shared ideas, good, bad, indifferent.”**

**Our Working Group**

*Gary Smith*



**“It was great to see the Group come together”**



Underpinned by Group Working and Cooperation

# The Henry Boot Way

**Purpose** - Why we exist

**Vision** - What we aspire to achieve

**Strategy** - Our action plan to deliver our Purpose and Vision

**Business Model** - How we generate revenue and profit

**Values** - What we believe in

**Behaviours** - How we conduct ourselves

*Some versions of these elements existed already, the objective is to create one consistent group-wide version.*

The Henry Boot Way - A combination of all six elements



# Our Purpose

*To empower and develop our people to create long-term value and sustainable growth for our stakeholders.\**

\*Our stakeholders are our shareholders, employees, pensioners, customers and suppliers. More broadly, we recognise our duties to the environment and the communities in which we operate.

# Our Vision

*Our people, partners and communities continue to trust our reputation, respect our expertise and value us for our forward-thinking approach.*

**Our Working Group**

*Hamer Boot*



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

**Our Working Group**

*Dave Woodhouse*



**“I’ve really enjoyed my  
time here - particularly  
the people I’ve  
worked with.”**



# Our Values

Respect  
Integrity  
Loyalty  
Delivery  
Adaptability  
Collaboration



# Respect

- We treat everyone in the way they wish to be treated.
- We think about what we do, how we do it and how it will impact others.
- We recognise and value difference.
- We recognise and value everyone's individual contribution.
- We foster two-way, clear and constructive communication.
- We strive to always meet our commitments and obligations.
- We put sustainability and safety at the heart of what we do.

Respect

Integrity

Loyalty

Delivery

Adaptability

Collaboration



# Integrity

We do what we say we are going to do.  
We keep our promises, stay true to our word.  
We do what is right, not what is easy.  
We tackle problems head on.  
We operate with the utmost professionalism.  
We champion ethical working.  
We operate fairly and equitably in everything we do.

Respect

Integrity

Loyalty

Delivery

Adaptability

Collaboration



# Loyalty

We celebrate our heritage, our history and our achievements.  
We are committed to giving back to our communities.  
We build our reputation on strong relationships.  
We build our reputation on repeat business.  
We value the longevity of our relationships with our people and our partners.  
We are totally committed to our people's learning and development.  
We place great value on "growing our own".

Respect

Integrity

Loyalty

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# Delivery

We are relentless in delivering for our customer.

We thrive on our customers' success.

We deliver our best quality work for everyone, no matter what.

We get things done properly.

We are skilled and resourceful problem-solvers.

We are all self-motivated to deliver.

We set ambitious goals and meet them.

Respect

Integrity

Loyalty

Delivery

Adaptability

Collaboration



# Adaptability

We welcome change.

We are open to opportunities to do things differently.

We share our knowledge and experience for the greater good.

We seek to positively challenge what we do and how we do it.

We always think about how we could do things better.

We stay ahead of the game.

We are resilient, have staying power.

We are straightforward to do business with.

Respect

Integrity

Loyalty

Delivery

Adaptability

Collaboration



# Collaboration

We set clear mutual expectations and strive to achieve them.  
We work in partnership to make things happen.  
We promote cross-team working always.  
We are a friendly and open bunch.  
We look out for each other and want to get to know people.  
We have time and patience for people.  
We share our financial rewards with our people.

Respect

Integrity

Loyalty

Delivery

Adaptability

Collaboration

Our Working Group

*David Hodson*



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

Our Working Group

*Tim Burn*



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

## Why did we initiate the *One Henry Boot project?*

We firmly believe that our people are at the heart of our business success. And, we are totally committed to listening to our people to help us continuously improve how we work.

In the spirit of ongoing group cooperation, the project was set up to help us respond to feedback from our people who told us that **The Henry Boot Way** needs to be embedded in everything we do.

We also know that being able to clearly articulate our culture to our stakeholders, investors and analysts as well as those people who “represent” Henry Boot is vitally important.



Our Working Group

*Gary Crofts*



**“Sense of urgency  
about getting  
things done.”**

Our Working Group

*Ryan O'Loughlin*



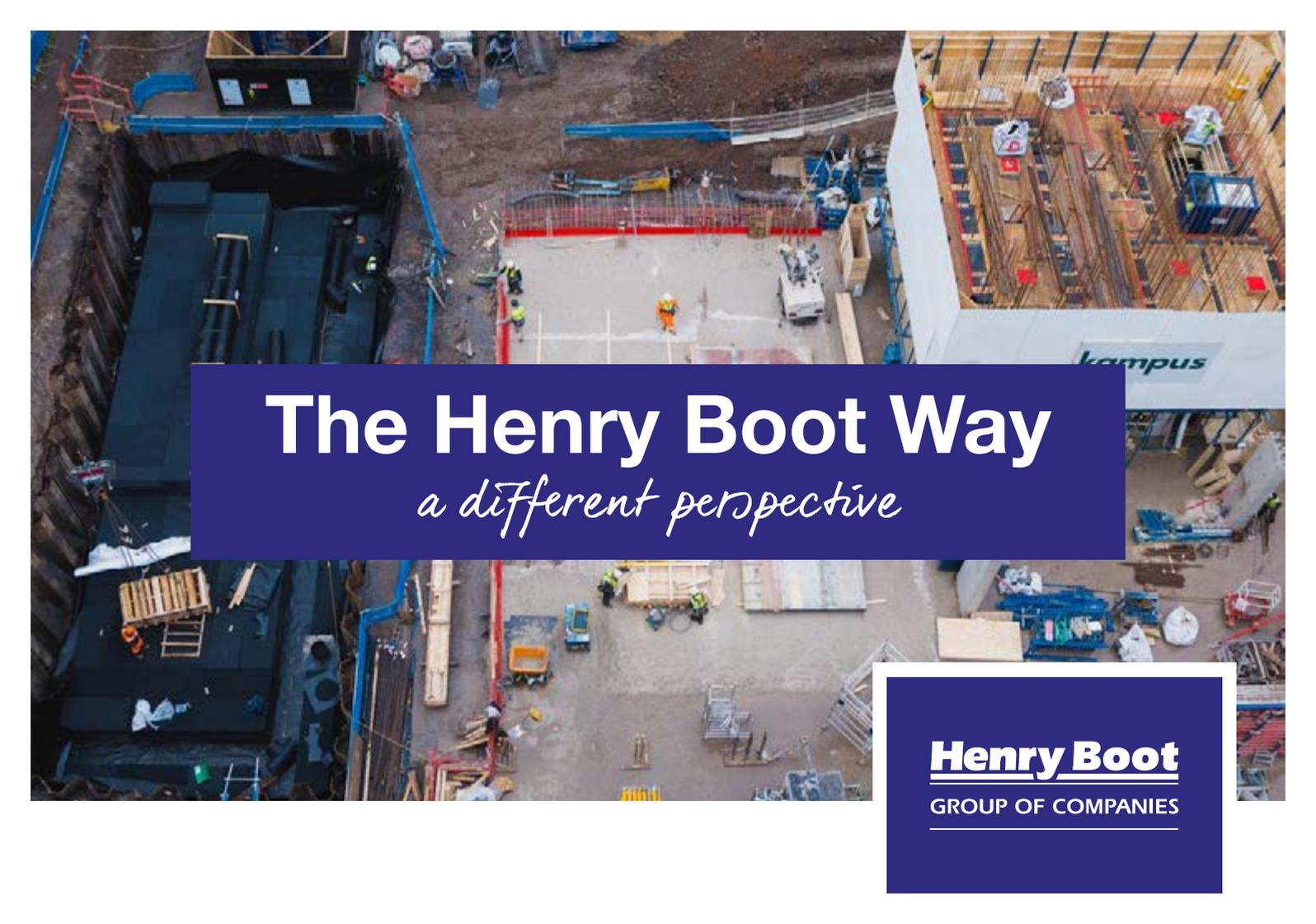
**“The potential  
is limitless.”**

# And finally...

The Board is committed to **The Henry Boot Way** being embedded in everything we do and recognises that we are on an exciting and important journey to make this happen.

**The Henry Boot Way** will continue to play a crucial role in our future. It will enable and empower our staff around the country to seize the opportunities that will make us profitable in the future.





# The Henry Boot Way

*a different perspective*

**Henry Boot**

GROUP OF COMPANIES