

Chief Executive Officer Update

One Henry Boot Launch, Adoption & Embedding.

The now complete 'One Henry Boot' Project has been an important story referred to in the past two reports. The purpose of the project was to define our culture, vision and values, which we refer to as 'The Henry Boot Way', by setting up a Working Group of volunteers from across our Group of companies. This project was launched internally in 2017 to ensure the results resonated with our businesses in practice.

During 2018, we began the second phase of the project, with an additional eight Working Groups being set up and the external launch of 'The Henry Boot Way'. We split the launch internally and externally to allow the business time to process and embed 'The Henry Boot Way'. The external launch to our stakeholders took place in March 2018 and was met with very positive feedback. Our customers, partners and clients told us that they recognised 'The Henry Boot Way' to be authentic to our identity and

the way we operate. We will continue to share 'The Henry Boot Way' externally as we grow our business and form new relationships.

The eight Working Groups were given specific topics to debate and to make improvements on. These ranged from how we induct and recruit to how we support career development. In total, there were 60 recommendations with 45 already implemented and contributing to the business. This represented a fantastic achievement by the employees involved and a real testament to the 'One Henry Boot' Project.

In June 2018 the 'One Henry Boot' Project closed after achieving its purpose. However, this is by no means the end, as the work undertaken will now embed naturally in the business. 'The Henry Boot Way' will continue to be one of the key elements of our strategy to achieve long term future success.

Investors in People

Last year Henry Boot PLC and Henry Boot Developments gained 'Investors In People' accreditation. The plan had been to achieve Group accreditation, however after an internal review, it was agreed that subsidiaries should apply separately. This allowed each business the time to focus on meeting the standards at their own pace. With Henry Boot Construction and Road Link already having accreditation, our focus now shifts to the remaining subsidiaries, who we have no doubt will follow in due course.

Read about our 'People' in the **Corporate Responsibility** section on pages 58 to 60

John Sutcliffe
Chief Executive Officer

Timeline

