



## OUR GUIDING PRINCIPLES



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Our change of name and the launch of our new brand does much to reflect the modern company we are today and our aspirations for the future. It also gave us the ideal opportunity to step back and better understand what it is that makes us who we are.

By working closely with our employees, we have now defined a set of guiding principles that describe the values that are important to us.

We wanted these values to relate directly to how we treat each other, those we work with, and how we make decisions.

To fully explore this, we decided to hold a series of workshops and invited a cross section of employees from around the business. Through the workshops and a lot of thoughtful debate, the teams identified several themes that we have shaped into six guiding principles:

- **FOSTER TEAM SPIRIT.**

We are stronger together.

- **INSPIRE CONFIDENCE AND ADMIRATION.**

We build respect through trust.

- **FACE CHALLENGES WITH ENTHUSIASM.**

We are adventurous, encouraging, creative and open-minded.

- **BUILD OPEN AND HONEST RELATIONSHIPS.**

We listen to what others have to say.

- **ADD VALUE THROUGH SIMPLICITY.**

We are straightforward and uncomplicated.

- **TAKE PRIDE IN SUCCESS.**

We challenge the way we work to find a better way.



As our business grows and adapts over time, we will continue to be steered by these guiding principles and we will recruit and develop our people with them in mind. Doing so will help us remain true to what is important to us and enable us to enjoy our working lives together.

The purpose of this booklet is to help potential recruits and external stakeholders understand us better. For employees, you should discover we have put into words what you were already aware of and I trust you will find these guiding principles resonate as much with you, as they do with me. Later in the booklet, you will discover the role they will play in supporting your future career and the development of the business overall.

Please join with me in fully endorsing our six guiding principles and embrace the journey that will embed them in our working lives.



Guy Hardacre  
Managing Director  
December 2017

# FOSTER TEAM SPIRIT.

WE ARE STRONGER TOGETHER.



- We get better results by working as a team
- We encourage everyone to be involved
- We learn continuously from each other

Anyone who directly or indirectly works to achieve our common goal is part of our team. To be most effective and succeed in our goals we must all work together. We all have a part to play and we encourage everyone to get involved.

Our teams are supported by business experts who are committed to helping them achieve their goals.

We work openly, creating trusting relationships that allow us to share easily, learn from each other, and grow together.

Our sense of team spirit means never letting someone else fail. We roll up our sleeves and get stuck in, with our eyes on the goal not our job description. We work hard, succeed together, and enjoy the camaraderie.



MEN'S HEALTH WALES TEAM, 2017



# INSPIRE CONFIDENCE & ADMIRATION.

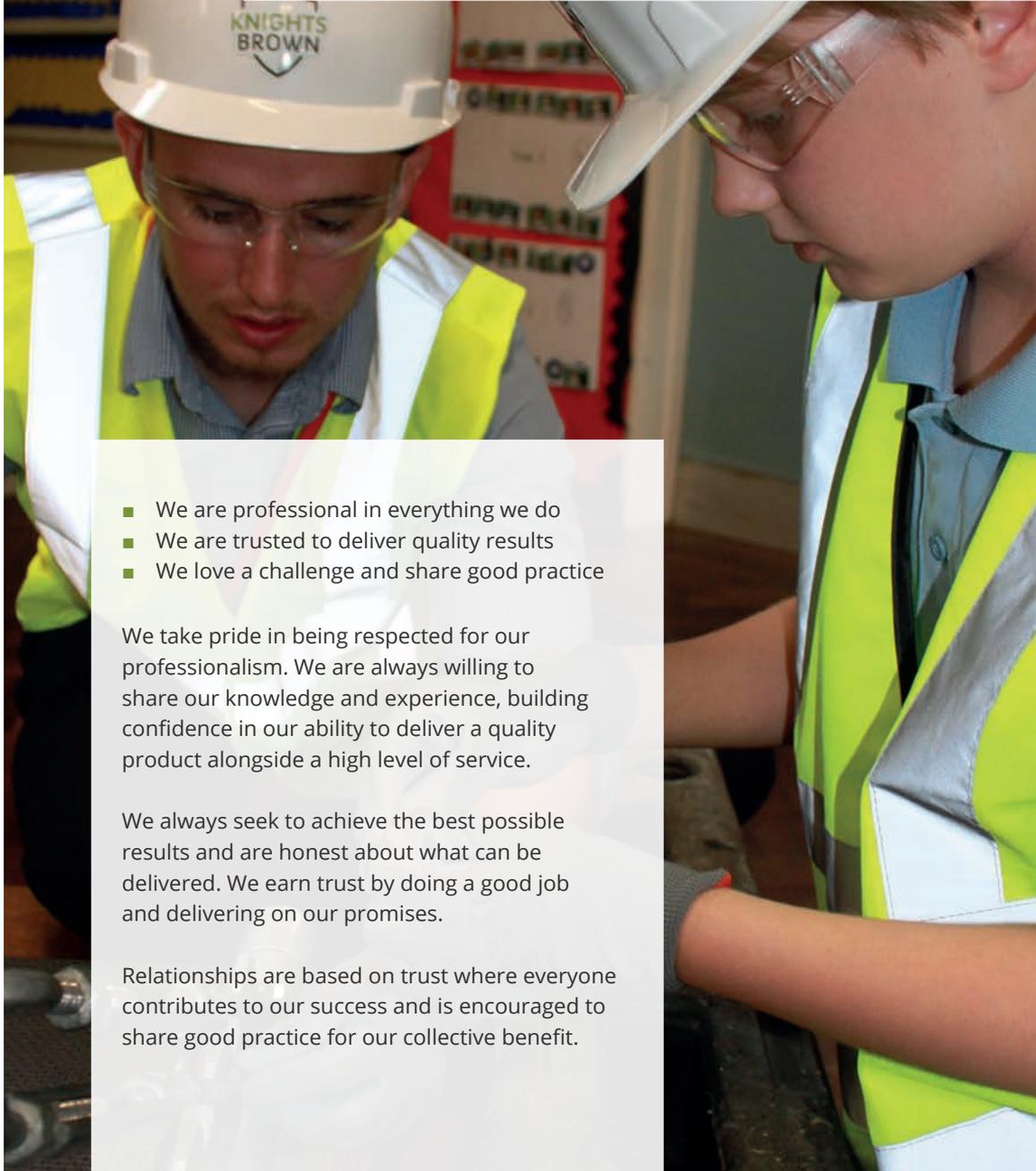
WE BUILD RESPECT THROUGH TRUST.

- We are professional in everything we do
- We are trusted to deliver quality results
- We love a challenge and share good practice

We take pride in being respected for our professionalism. We are always willing to share our knowledge and experience, building confidence in our ability to deliver a quality product alongside a high level of service.

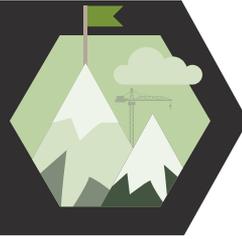
We always seek to achieve the best possible results and are honest about what can be delivered. We earn trust by doing a good job and delivering on our promises.

Relationships are based on trust where everyone contributes to our success and is encouraged to share good practice for our collective benefit.



# FACE CHALLENGES WITH ENTHUSIASM.

WE ARE ADVENTUROUS, ENCOURAGING, CREATIVE AND OPEN-MINDED.



- We don't give up when in adversity
- We foster creativity and explore alternatives
- We strive to find the best outcome for everyone

Our business thrives on opportunity. We investigate new markets and question how we do things to achieve better results. We don't give up. In difficult times, we support each other and find another way; there will always be one.



We welcome newcomers. We are always positive and encouraging of each other. We invite ideas from people both inside and outside of the business.



We seek to make our workplace inclusive of everyone, where every individual is accepted and able to contribute to our progress. A broader perspective enables us to find better solutions for our customers and the communities we work in.

BRIDGES TO PROSPERITY, BUDENDE BRIDGE BUILD TEAM, RWANDA 2017



## BUILD OPEN & HONEST RELATIONSHIPS.

WE LISTEN TO WHAT OTHERS HAVE TO SAY.

- We are approachable, warm and respectful
- We listen to learn and understand
- We encourage everyone's contribution

We are proud to retain our private ownership and the family feeling it inspires. We are all recognised as individuals and all have a voice that can be heard. What we say matters and is acted on to bring about improvements.

We encourage our workforce to discuss progress on site with senior leaders. Our simple organisation structure helps keep managers approachable, which is both expected and encouraged.

Our culture of continuous improvement has been established through our Right Works code of practice and we encourage suggestions and feedback from all individuals.

# ADD VALUE THROUGH SIMPLICITY.

WE ARE STRAIGHTFORWARD AND UNCOMPLICATED.



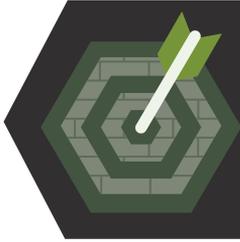
- We are clear and direct on what we will deliver
- We are responsive to the needs of our customers
- We apply common sense and use straightforward language

We are an agile business.

Operating in a structure with clarity of roles, responsibilities and processes enables us to create certainty and trust while being responsive to the individual needs of our customers.

Our processes are intended to help, not hinder, our operations. Where something is no longer necessary or we recognise it can be done more simply, we challenge and change it.

We enable our people to work effectively, empowering them to take calculated and well understood decisions, which ultimately deliver benefit to both our customers and the business.



# TAKE PRIDE IN SUCCESS.

WE CHALLENGE THE WAY WE WORK TO FIND A BETTER WAY.

- We take ownership of our work
- We recognise our own achievements and those of others
- We always seek to improve

We take pride in our work and our achievements. We care about the projects we build and the customers we work for.

We enjoy seeing the results of our efforts and celebrating our successes. We recognise everyone's efforts.

We will always seek to achieve the best results, deliver the best experience for our customers, and be proud of everything we do.



BIGGS LANE, ARBORFIELD SITE TEAM



BULFORD BARRACKS SITE TEAM



WARTSILA BRIGG SITE TEAM

# NEXT STEPS

Having set out our guiding principles, we have outlined on the following page, the expected behaviours that will serve to reinforce them in our daily activities. These behaviours have been defined for employees, managers and leaders.

These behaviours will help us to:

**UNDERSTAND WHAT IS EXPECTED OF EACH OTHER IN OUR CURRENT ROLES.**

**PROMOTE THE BEHAVIOURS THAT WILL CONTINUE TO MAKE OUR WORKING LIFE AN ENJOYABLE EXPERIENCE.**

**FOCUS ON THE APPROPRIATE AREAS OF DEVELOPMENT FOR EMPLOYEES WHO WANT TO MOVE INTO MANAGEMENT OR LEADERSHIP ROLES.**

**INCORPORATE THE BEHAVIOURS INTO OUR LEARNING AND DEVELOPMENT PROGRAMMES.**

**RECRUIT PEOPLE WHO ARE RIGHT FOR OUR BUSINESS.**

We will now begin the journey of embedding these behaviours within our business.

| GUIDING PRINCIPLE | EMPLOYEE'S BEHAVIOURS | MANAGER'S BEHAVIOURS | LEADER'S BEHAVIOURS |
|-------------------|-----------------------|----------------------|---------------------|
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|---|--|--|---|
| <p><b>FOSTER TEAM SPIRIT.</b><br/>We are stronger together.</p>   | <p>Works effectively with others in a team.</p>  | <p>Pro-actively develops team culture.<br/>Shares knowledge.</p>   | <p>Creates and inspires high performance teams within the organisation.</p>   |
| <p><b>INSPIRE CONFIDENCE AND ADMIRATION</b><br/>We build respect through trust.</p>                           | <p>Conscientiously delivers for customers.</p>   | <p>Monitors and continually improves customer's experience.<br/>Encourages strong relationships at all levels such that we become a trusted partner.</p>             | <p>Builds long term strategic partnerships.<br/>Instils a culture where we are trusted to 'do the right thing'.</p>       |
| <p><b>FACE CHALLENGES WITH ENTHUSIASM.</b><br/>We are adventurous, encouraging, creative and open-minded.</p> | <p>Takes ownership of and resolves straightforward problems quickly and effectively.</p>                         | <p>Tackles complex problems with determination.<br/>Embraces change.<br/>Encourages others to succeed.</p>   | <p>Encourages innovation.<br/>Acts with courage.</p>  |
| <p><b>BUILD OPEN AND HONEST RELATIONSHIPS.</b><br/>We listen to what others have to say.</p>                  | <p>Listens to others.<br/>Builds good working relationships with colleagues.</p>                                 | <p>Develops relationships across wider business.<br/>Values the contribution of others.</p>  | <p>Approachable.<br/>Creates opportunities to engage with our employees and wider stakeholders.<br/>Acts on feedback.</p> |
| <p><b>ADD VALUE THROUGH SIMPLICITY.</b><br/>We are straightforward and uncomplicated.</p>                     | <p>Communicates concisely.<br/>Makes timely decisions.<br/>Works within understood processes and procedures.</p> | <p>Focuses on team priorities, communicating effectively.<br/>Strives to eliminate inefficiencies.<br/>Anticipates risk and shares decisions in a timely manner.</p> | <p>Translates company strategy and vision in a way that is understood by all.<br/>Empowers employees to be effective.</p> |
| <p><b>WE TAKE PRIDE IN SUCCESS.</b><br/>We challenge the way we work to find a better way.</p>                | <p>Takes pride in achievement.<br/>Embraces objectives with energy and enthusiasm.</p>                           | <p>Celebrates team success.<br/>Encourages improvements to business.</p>   | <p>Recognises success.<br/>Drives change where it will improve profitability.</p>   |



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