

## People

**The company's ability to continue growing and creating value depends above all on the creativity, motivation and passion of its staff at all levels. It is devoting substantial resources to developing increasingly capable people and giving them greater freedom to take decisions and create more value.**

**Organisational development** Over the past year a groupwide project has been identifying the behaviours and capabilities that the company needs to maximise value. To foster these capabilities, each business unit is evolving its own more participative and involving management style, introducing the organisational development and culture changes best suited to its needs.

For example, Boots The Chemists (BTC) has substantially changed the area management structure in its stores to improve effectiveness as an organisation. The new structure is more customer focused, designed to inspire and harness people's energy and imagination and to minimise bureaucratic distractions.

Do It All (DIA) and Boots Contract Manufacturing (BCM) have both introduced self-managed teams to make people feel more involved, valued and stretched and enable them to make a bigger contribution.

The company continues to develop globally, with International Retail Development, Boots Healthcare International and BCM recruiting and developing staff with an international capability.

**Training and personal development** Boots continues to invest substantially in training and development at all levels. The company now has four Investor in People Awards, held by BTC, DIA, BCM and Boots Properties.

**Recruitment** Given the strategic importance of attracting outstanding people, the company has revised its graduate recruitment programme – positioning Boots as a high-performing organisation with a great deal to offer to the very best graduates. Competing for talent with all the leading blue chip corporations, it aims to attract people who will be the senior managers of the future. The pace of the graduate development programme has been accelerated, with early exposure to business strategies, broad experience across business units and stretching personal targets.

**Pensions** Pensions are increasingly important in attracting and retaining good staff: employees and prospective employees are increasingly aware of the need for good schemes. The company has a highly rated pension scheme but nevertheless is currently conducting a fundamental review of its pension provision to ensure that it continues to meet present and future needs.

**Community involvement** Nearly all business units are now developing corporate community involvement programmes – not least because of the opportunities they provide for managers' personal development. Managers are contributing their skills – and learning new ones – not only in charities but also in civic activities such as town centre management.



INVESTOR IN PEOPLE



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