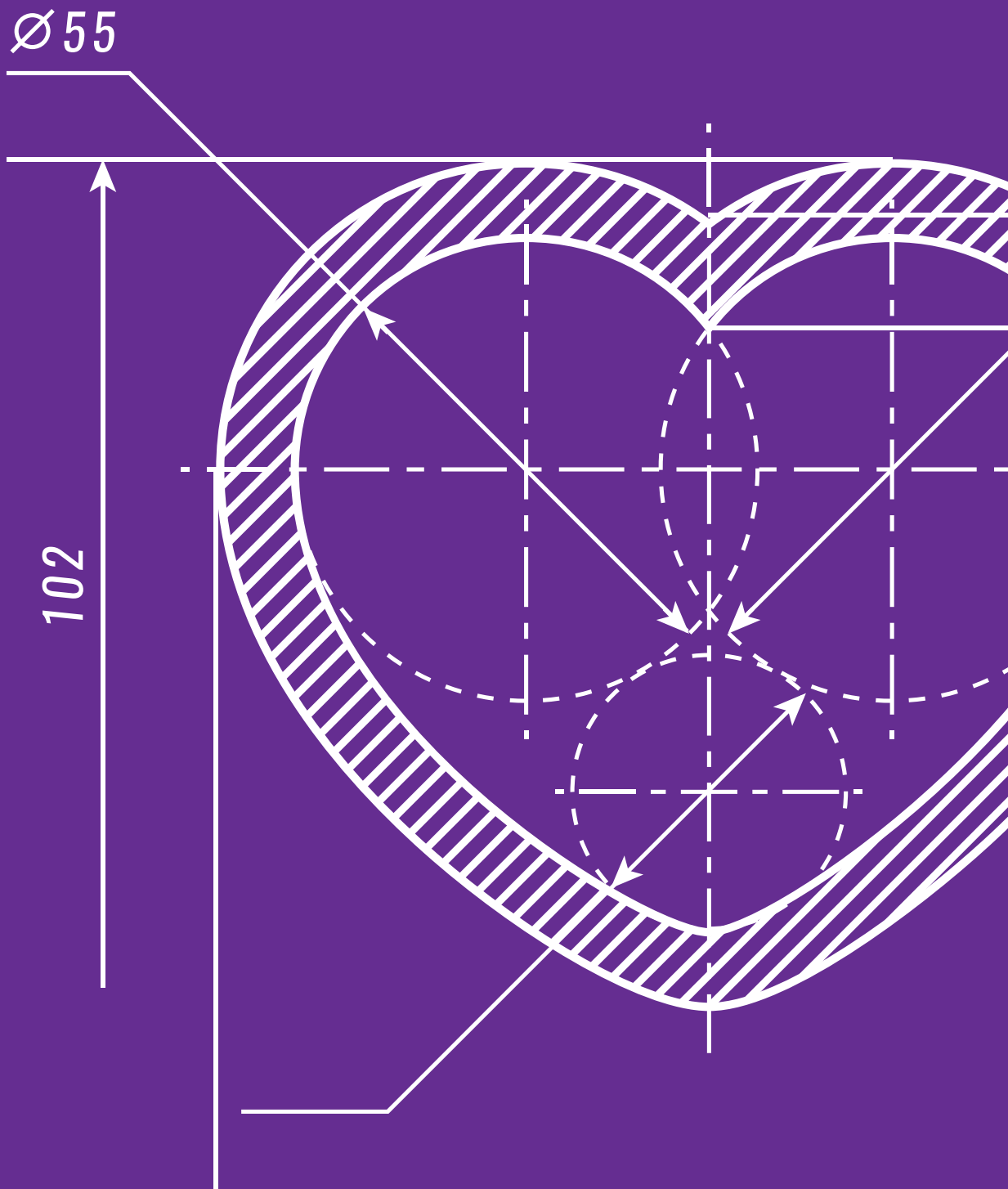
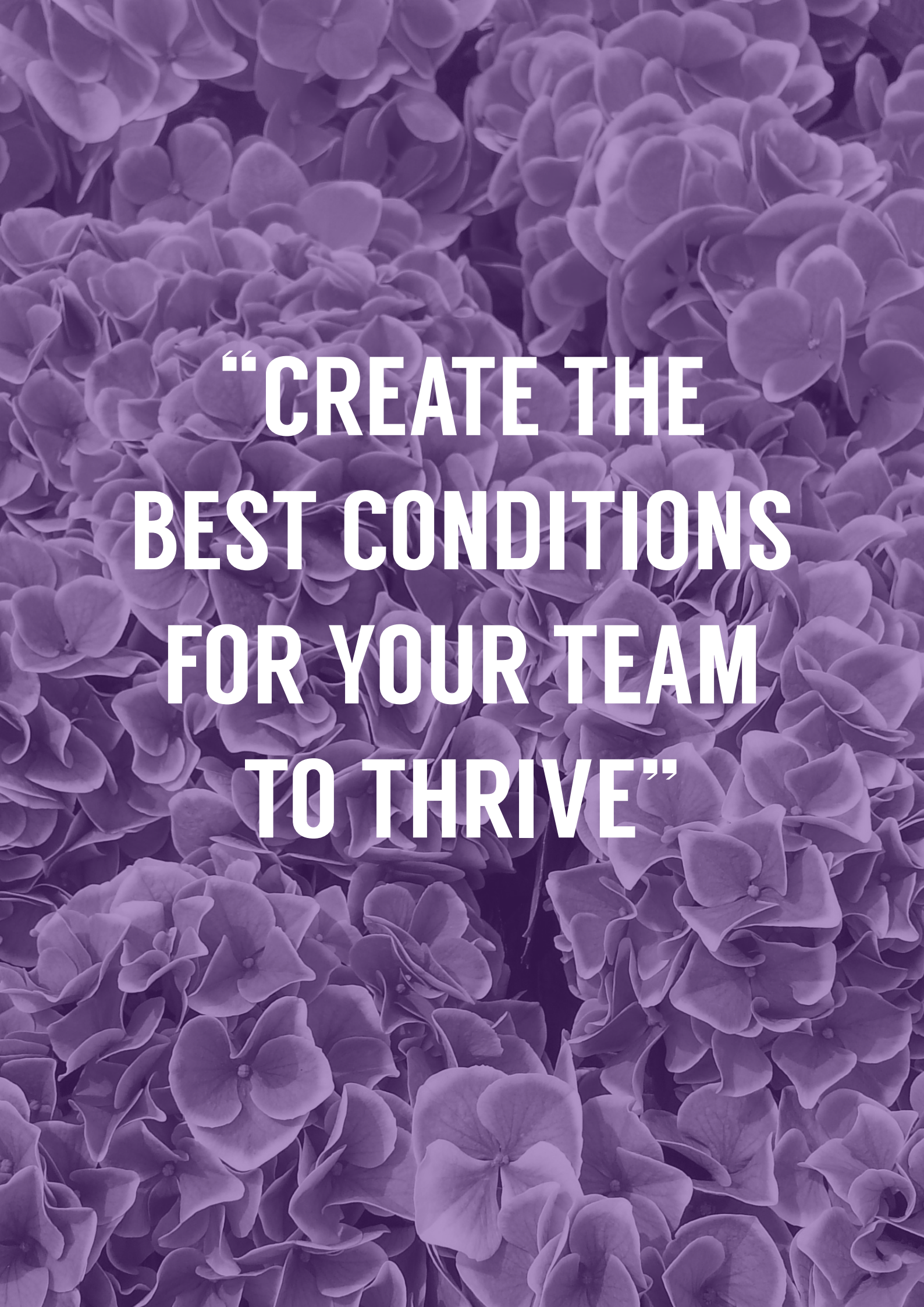


BOO PRINT FOR HAPPINESS AT WORK

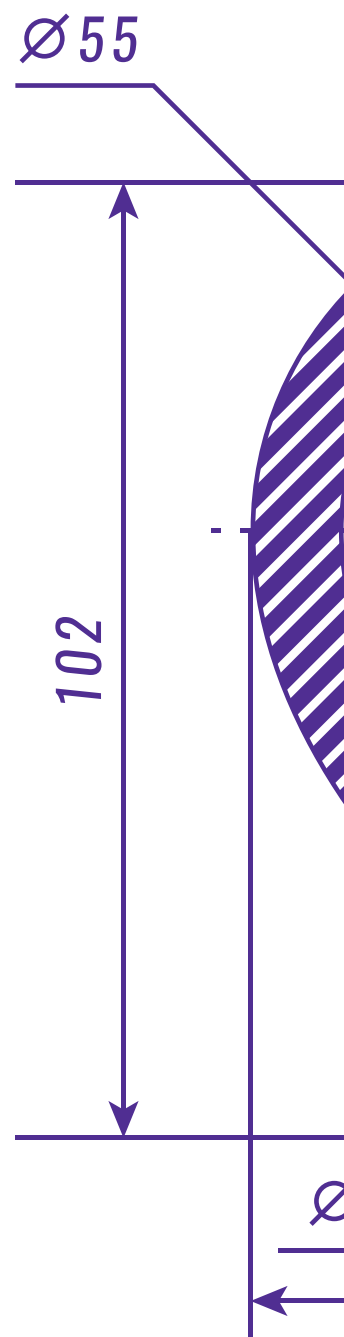




**“CREATE THE
BEST CONDITIONS
FOR YOUR TEAM
TO THRIVE”**

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INTRODUCTION TO HAPPINESS AT WORK

AN UNREALISTIC EXPECTATION OR A DEEP DESIRE TO FEEL FULFILLED AND CONTENT IN OUR WORKPLACES?

Work is a significant part of our lives; when we ask the question ‘what do you do?’ this is what we are asking. In our culture, our jobs are enmeshed with our identity. Our job titles are listed on our marriage documents, on the registration of the births of our children and even on our death certificates. Many of our surnames are derived from occupations.

Strange then, that the dominant narrative in our society is that work is a necessary evil; a way in which we must spend the energy of our body and the hours of our lives in order to survive, thrive and earn our remaining time enjoying leisure. We seem to carry a subconscious assumption that our ‘real lives’ are played out in the time we are not at work.

Many of us will be familiar with “Sunday anxiety” - the feeling of dread that starts to creep in as Monday morning approaches. Mental health app Headspace reports a 30% increase in sleep difficulties on Sunday nights, as well as 75% of people admitting to feeling pre-week anxiety.

Don’t we owe it to ourselves to change this? Don’t we deserve to be fulfilled in our roles, energised with a sense of purpose and feeling valued in a space of welcome and belonging?

At Boo we believe that everyone is entitled to a happy workplace. Not only for the difference it makes to us as individuals but also for the productivity of organisations and the rippling impact on our wider communities.

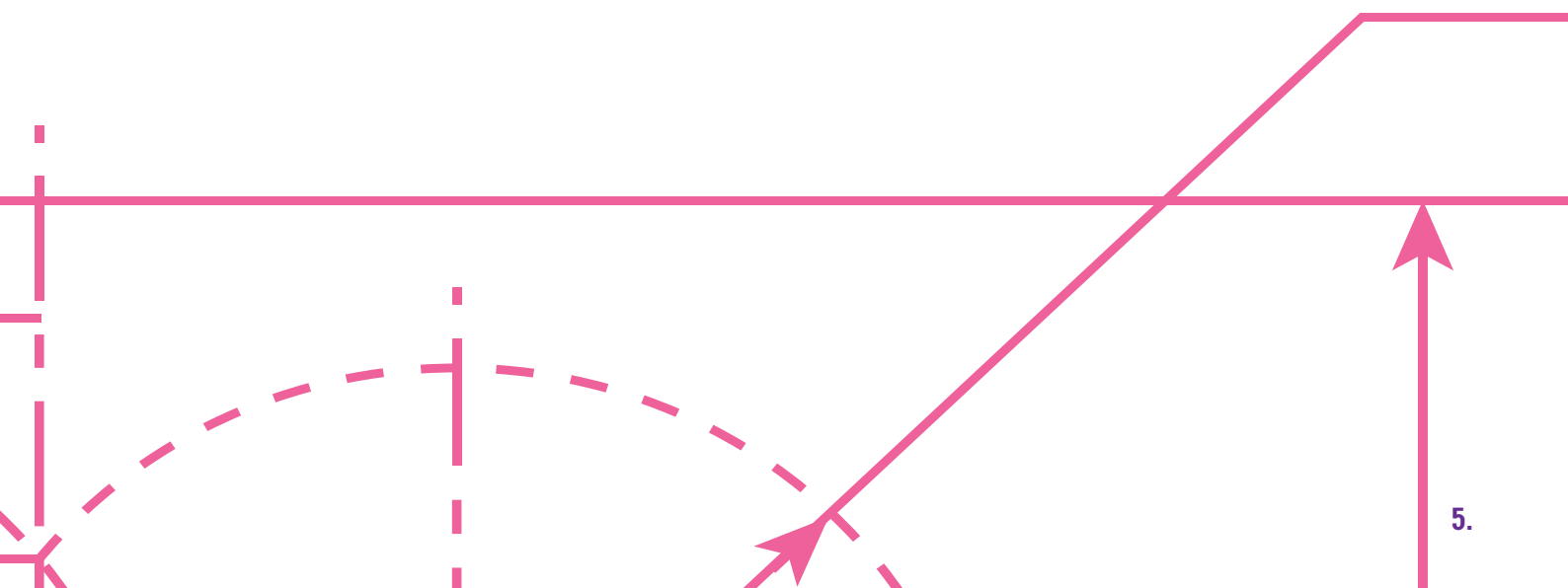
Society is changing; alongside a great work/home balance, we expect more from our working lives; we are looking for meaning, a place to use and develop our skills and a place where we can contribute and make a difference. This transformation towards happier, healthier workplaces for all is going to happen, whether organisations get on board with it now or later. How do you get yourself and your organisation ahead of the curve? We've made it our business to find out.

We know what a huge impact leadership has on the culture of a workplace and the wellbeing of those within it. This document can be used as a guide for bosses who want to be better bosses, and who want to create an environment in which their teams can thrive.

However, we are often asked "What if there's no buy-in from management? Do we need to give up on the hope of being happy at work?" No! These pages are bursting with ideas that are actionable for individual employees too, with the hope that you will be able to create a little oasis of happiness for yourself and the colleagues around you – and with the hope that the ripples will spread.

What's more, we favour a practical approach, embedding over a decade of Boo wisdom and research into points for reflection and practical tasks. Our approach will not make every working moment a wonder; what we aim to achieve is a default setting in which more often than not, people are happy and fulfilled at work.

WELCOME TO THE BOOPRINT...



WHAT MAKES US THE EXPERTS?

AT TEAM BOO WE BELIEVE THAT EVERYBODY SHOULD FEEL VALUED AND SUPPORTED AT WORK. WE BELIEVE THAT ONE DAY IT WILL BECOME THE NORM FOR PEOPLE TO ENJOY HAPPY, HEALTHY WORKPLACES.

A 2025 study by New Possible found poor leadership and unhealthy culture to be the top reasons employees leave an organisation.

- **Poor leadership**
- **Unhealthy culture**

Many of those who are drawn to Boo – either as customers or colleagues – have had negative experiences of this type of leadership, and the type of workplace culture it fosters. We often meet people who love their jobs, but they are feeling burnt out, undervalued and underappreciated.

Since 2012 we've been driven by our mission to help create healthy and happy workplaces. We do that through wellbeing, coaching and leadership initiatives, working closely with our customers to develop bespoke programmes and support.



I founded Boo Coaching & Consulting in 2012, Boo has since grown from a sole trader to a thriving small business with international reach. In our company we believe workplaces can be happy, nurturing environments, we believe in the power of coaching and we recognise the impact of leadership behaviour in all this. We are also determined to prove that you can be a profit-making organisation and a compassionate, socially responsible employer.

**BECCI MARTIN,
FOUNDER & DIRECTOR OF BOO COACHING &
CONSULTING**

WHAT IS HAPPINESS AND WHY DOES IT MATTER

Are we talking about having fun at work? Getting on well with colleagues, sharing inside jokes, having cake in the office when it's someone's birthday?

The word we use matters less than the biological response we're describing. When we talk about happiness, contentment, wellbeing, joy, fulfilment, satisfaction, inner calm, we're actually describing the effects of serotonin.

I once wished I was a bird. On my commute to a toxic workplace I passed a bird in a tree, and thought "I wish I was that bird" so I didn't have to go to work. It was quite startling that I'd never questioned how it had got to the point that I would rather be a pigeon than go into work.

**AMY ROTHWELL,
TEAM BOO**



When we talk about happiness at work, we mean a state of wellbeing in which we feel positive, uplifted, and crucially, safe. This is different from having fun at work (which, by the way, we also think is important.)

Fun is associated with dopamine. A little buzz of feeling you get from this reward hormone, which reinforces the value of an activity and makes you want to repeat it. We get a surge of dopamine from things we enjoy; we even get it from the pleasure of anticipating things we enjoy. If we were to write a list of the things we most enjoy, not all of them would be beneficial to our health and not many of them would be associated with work.

For the purposes of today, the word happiness is used to encompass all these things:

- Wellbeing
- Joy and fun
- Reward
- Contentment
- Pleasure
- Fulfilment

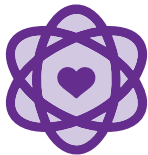
We hardly need to explain why happiness is desirable to us as individuals, but why is happiness important in the context of our employment?

HAPPINESS AT WORK

For us at Team Boo we believe there are seven steps to achieving happiness at work.



PURPOSE



VALUES



KINDNESS



ENERGY & RENEWAL



BELONGING



TRUST



FLEXIBILITY

In the following pages you will find 7 steps to achieving these things. They are not in any particular order: there are some areas you might already be happy with, and some that you feel you need to pay attention to.

Whatever word resonates with you; happiness, wellbeing, fulfilment or joy, in this Booprint you'll find ways to create workplaces where people can flourish.



We owe it to ourselves to pay attention to creating a space where we are happy and healthy and embed practices into our natural way of working that create a culture where happiness is our default setting.

CATH BARTON, TEAM BOO



PURPOSE

WHAT DO WE MEAN BY PURPOSE?

At Boo, purpose is about knowing that what we do matters. It is having a sense of meaning in our work, understanding the contribution we make and being able to see how our role connects to something beyond simply getting the job done. Purpose does not have to mean changing the world. It can be found in making a difference to a colleague, a customer, a team, an organisation or the community around us.

There is strong evidence that this matters at work. Meaning and purpose were listed amongst the strongest drivers of happiness in the Ipsos Global Happiness Report 2023. In the Indeed Workplace Happiness Study, one of the largest studies of its kind, purpose emerged as the joint second biggest factor contributing to workplace happiness, ranking far above pay. More recently, the New Possible 2025 What Workers Want study found that 13% of employees planning to stay with their employer cited having interesting, varied and purposeful work as a reason for staying.

For us, the important question is simple: do people understand why their work matters, and can they see the difference they make?

What is your purpose in the world? Big question, isn't it?

What's the reason you do what you do? Does it light a fire in your belly?

Daniel Pink distinguishes between **Purpose** with a big P and **purpose** with a small p, in the context of employment, your Purpose is the problem you were hired to solve; whether that's servicing cars or saving lives. If you work for a charity, or if your organisation generates a lot of social value, you might be very comfortable with your sense of 'capital P' Purpose. Your 'small p' purpose is your unique contribution within that, simply knowing why you are doing all the small tasks that fit within your wider Purpose.

"Purpose with a capital P and purpose with a small p. Summoning each of those is an incredibly effective way of enhancing people's performance. Looking for ways to say what you're doing makes a difference in the world. What you're doing makes a difference to me and the people you work with." – Daniel Pink

A sense of purpose is achieved through understanding the bigger picture and our own role within it; recognising that what we do makes a contribution and that we matter.

KEY QUESTIONS

- Are you clear on the purpose of your organisation?
- Do you feel aligned with its purpose and how you contribute to this in your role?
- What would the impact be in your workplace, if you were not there?

WHAT TO DO IF YOU'RE STRUGGLING TO FIND PURPOSE.

Mo Gawdat says that we can seek purpose in any given moment, even when we feel disconnected from the bigger picture.

We do this by setting ourselves a goal of simply being the best version of ourselves in whatever activity we are undertaking in that moment.

**"This drives you into a space where you are living your purpose and feel meaning." –
Mo Gawdat**

"My purpose is about making a difference. If something I do helps somebody feel happier at work, become a better leader or believe a little more in themselves, that matters to me."

BECCI MARTIN, TEAM BOO

"Purpose doesn't always have to be something huge. Sometimes it's simply knowing why something matters, who it matters to and the difference your contribution can make."

AMY ROTHWELL, TEAM BOO

"I find purpose in helping people grow. Seeing someone make a connection, discover something about themselves or take a step forward gives real meaning to the work I do."

CATH BARTON, TEAM BOO

"Purpose for me is knowing that what I do makes things easier for other people. Even the small things matter when they help someone else to do their best work."

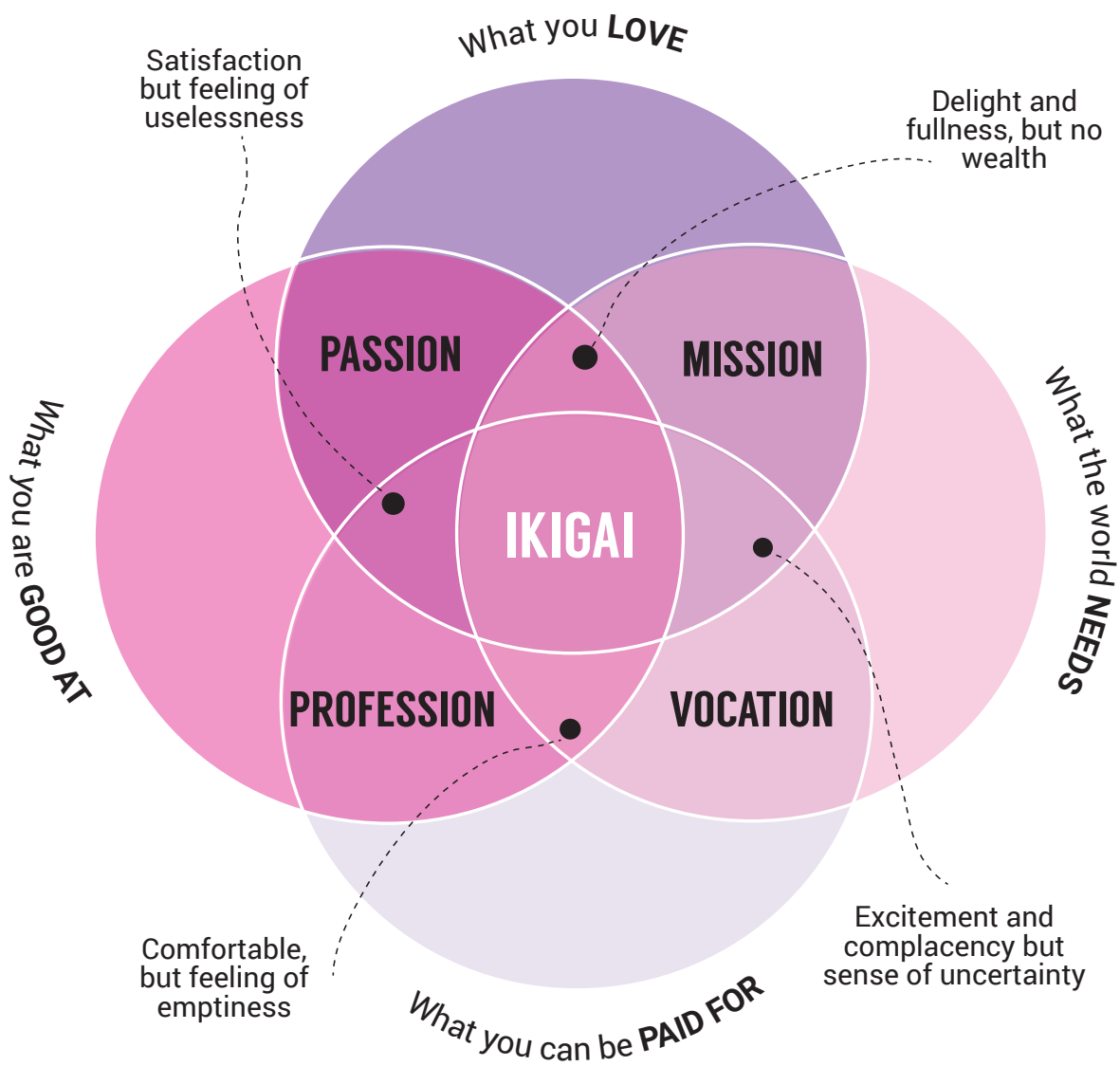
JULIA PAGE, TEAM BOO

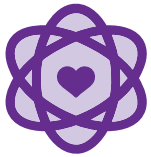
PRACTICAL TASK

Next time you are doing something – perhaps something that you don't particularly enjoy (such as washing up) try telling yourself that you're going to be the world's best washer-upper that you can be in that moment. Give it your whole purpose.

IKIGAI – A JAPANESE CONCEPT MEANING “A REASON FOR BEING”

Definition: Combining the Japanese words iki, meaning life and gai, meaning value or worth, ikigai is essentially about finding your purpose in life.





VALUES

We unconsciously rank our values in the order of what matters most deeply to us. Our most important values (or our 'core' values) are in the background, helping us to make decisions and to prioritise.

It's much easier to do this when we are consciously aware of what our core values are. Once we understand what values are motivating us, we are quicker to understand why we feel unhappy or uncomfortable in certain situations or certain environments.



"Values are the small voice that whispers to our hearts to prompt us to get excited or riled about a particular topic.

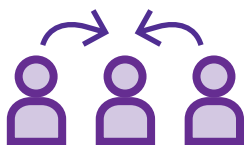
They are the reason we feel at ease in one particular environment or deeply uncomfortable in another"

AMY ROTHWELL, TEAM BOO

AT BOO OUR VALUES RUN DEEP AND SHOW UP EVERY DAY IN OUR BEHAVIOURS



Enjoying what we do with vibrancy and energy



Collaborating to create the perfect customer solution



Caring for our team, our customers and our community



Understanding and valuing what is important to each individual

Each person within that group will have their own individual values, providing them with their sense of meaning and motivation. For example, someone’s individual values might be

- Family
 - Making a difference
- Continuous Learning
 - Health
- Security
 - Ambition

DO YOU FEEL A CONGRUENCE WITH THE VALUES OF YOUR ORGANISATION?

Values are not simply a group of statements or a poster on the wall of an office but rather living statements which reflect our beliefs and the behaviour we want to see.

One of our organisational values at Boo is **Understanding and valuing what is important to each individual**.

Here is how that value shows up as behaviour at work.

BOO BEHAVIOUR	LOVE TO SEE	EXPECT TO SEE	DON'T WANT TO SEE
I listen to others and help them to understand that I am interested in their ideas.	Listens with empathy and demonstrates care for others.	All colleagues are listened to and given the space and time to share ideas.	Ignoring others’ ideas and disregarding the feelings of others.
I am unafraid of difficult conversations.	Takes all opportunities to identify improvement and innovation. Tackles the molehills before they become mountains.	Provides timely feedback when necessary and acknowledges own responsibility and recognises levels of accountability.	Avoids the difficult conversations and doesn’t take responsibility for actions.
I handle conflict well and develop great relationships that reduce potential conflict. I recognize that healthy conflict can lead to incredible opportunities to innovate.	Demonstrates a collaborative mindset and is able to navigate conflict in an emotionally intelligent way. Understands how to build great foundations for solid relationships.	Builds good relationships with colleagues and customers.	Frequently in conflict with others, manages conflict in an aggressive or defensive way.

KEY QUESTIONS

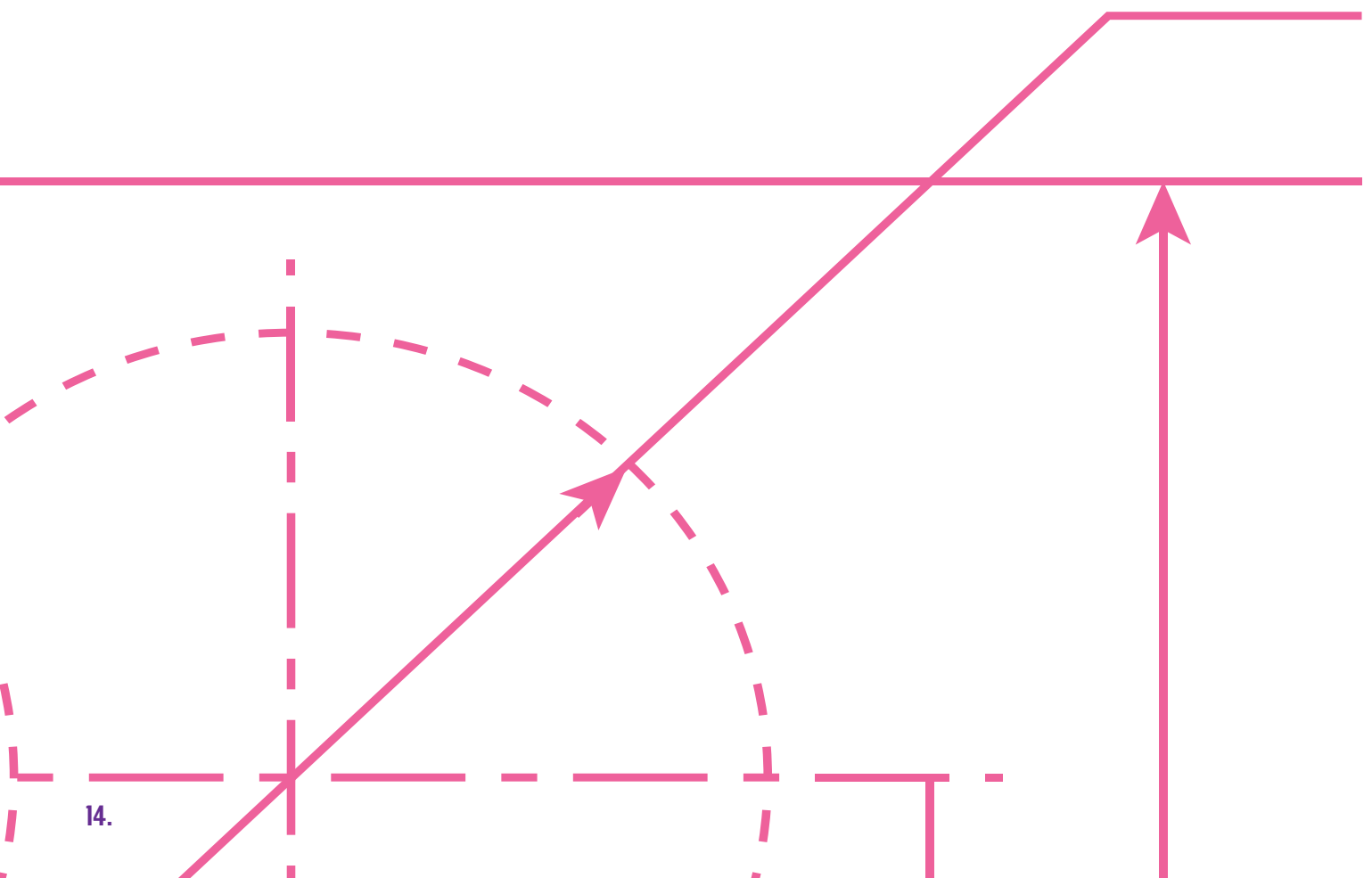
- Do your individual values and those of your organisation align?
- Are the values of the organisation demonstrated in your behaviours and those of your colleagues?
- Is the workplace culture supportive of addressing unwanted behaviours that don't demonstrate the organisation's values?

PRACTICAL TASK

- Choose one of your personal values and map out the behaviours associated with that value. What actions conflict with that value?
- Repeat this with one of the values of your organisation.

"Knowing, understanding and living our values is hugely supportive of our wellbeing and when our individual values and organisational values align, that's the sweet spot of flourishing at work"

TEAM BOO



KINDNESS

The softest of soft skills, kindness might not be expected amongst typical business values. Competitiveness, drive, energy, sacrifice, ambition and even aggression are qualities associated with success.

In recent times, the hashtag #BeKind has been more likely to generate an eyeroll than inspire people to live kindly. We're not even sure what we mean by it, exactly.

COMPASSION VS KINDNESS

Both kindness and compassion are how empathy plays out in our interactions with others. Kindness is a word that describes goodwill and considerate gestures. Compassion goes one level deeper in acting on a desire to alleviate the suffering of others.

Altruism in any form is good for us. Not only does it release reward chemicals in our brain, it's also beneficial to the cardiovascular system; bringing a sense of connection with humanity which is proven to reduce stress and heart disease.

"Kindness is an infinite resource that grows exponentially, benefiting those who receive it, those who deliver it and those who witness it" –

AMY ROTHWELL



HERE ARE SOME EXAMPLES OF HOW KINDNESS MANIFESTS IN A WORKPLACE.

- An apology is a kindness.
- So is forgiveness
- Self-care
- Active listening
- The right words at the right time
- Social value
- Supporting a charity
- Mentoring others
- Generosity with your skills, time and knowledge
- Feedback given from a place of caring
- A culture in which people care about one another
- All these things are appropriate and desirable in the workplace.

KINDNESS IN WORK IS...



Taking time to understand others



Caring deeply for each other



Ongoing empathy



Recognising talents and supporting opportunities

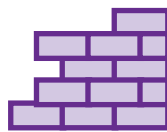
THIS LEADS TO ...



Improved communication



Trusting relationships



Building a sense of purpose



A flourishing culture



A supportive team

WITH THE BENEFITS OF ...



Reducing stress



Increasing engagement



Improving wellbeing



Retaining staff

TOP TIPS ...



FOCUS ON RELATIONSHIPS

- Share importance and benefits of kindness
- Use an opening round of appreciations at meetings
- Use the tree of life to open up conversations of how people are feeling
- Plan random acts of kindness



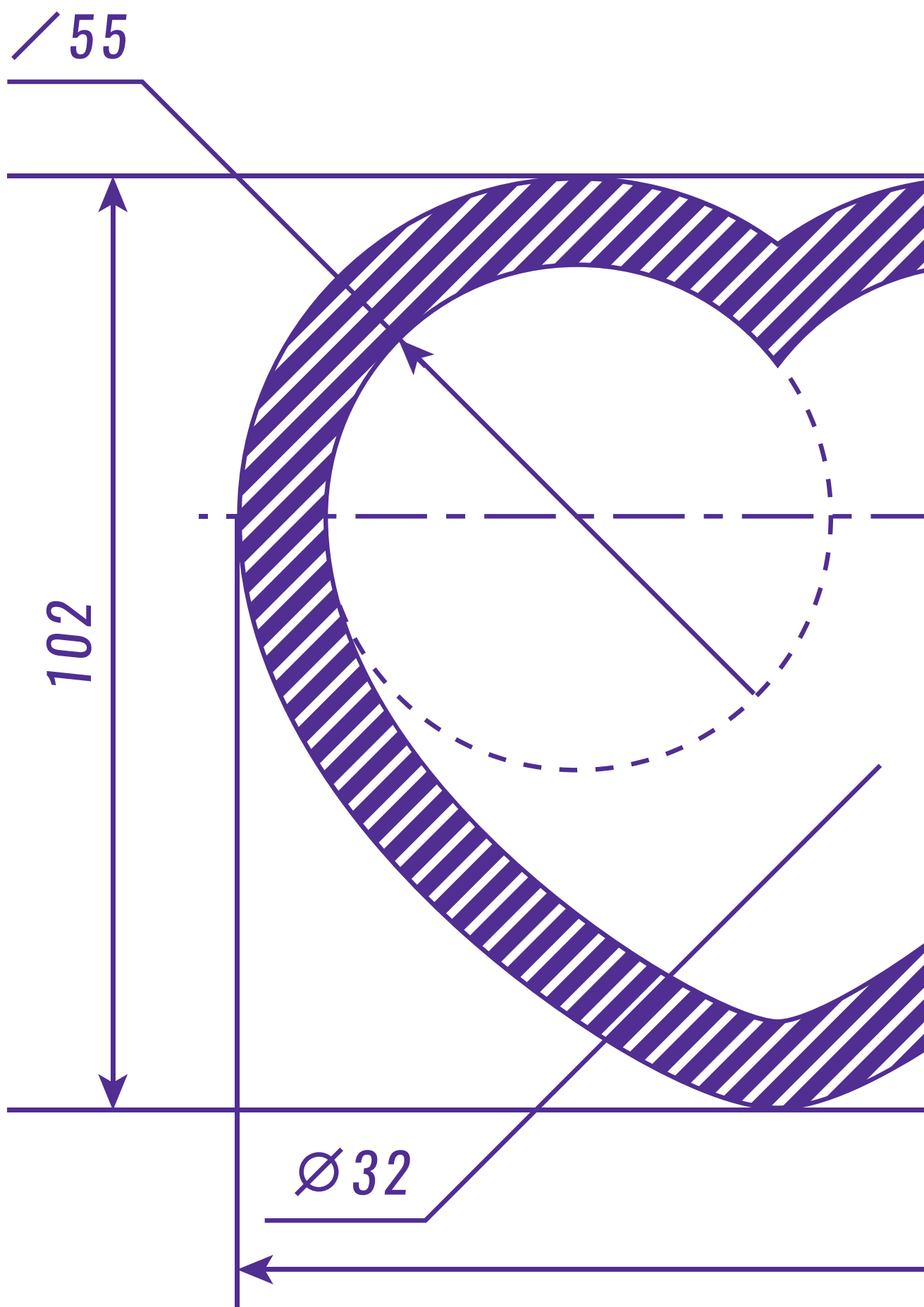
FOCUS ON GROWTH

- Explore behaviours that demonstrate your values
- Invest in personalised learning opportunities
- Give great feedback which is clear, kind and constructive



FOCUS ON ACHIEVEMENTS AND CELEBRATIONS

- Celebrate "win of the week"
- Record Magic Moments
- Share postcard of appreciation





ENERGY (AND RENEWAL)

Not all work-related tasks are going to fuel our energy but feeling energised in our roles is a key determinant of what supports us to feel happy at work. When we're energised we're more productive, we're more engaged and our sense of wellbeing is increased.

WHAT FUELS OUR ENERGY?

Aside from caffeine and sugar on our coffee breaks, one thing that fuels our energy is when we are playing to our strengths and values.

CATH FEELS REALLY ENERGISED WHEN SHE IS COLLABORATING WITH COLLEAGUES AROUND A NEW PRODUCT.

"Company, conversation and learning are things that really fuel my energy. Belonging and learning are two of my top values so working on something new in a collaborative space with other enthusiastic folk towards a common purpose is my happy place. Having completed the Gallup Strengths Finder, I know what my strengths are and also what I need to be at my best."



At Team Boo we use Gallup Strengths Finder to work out what our strengths are and what the conditions are that we need to be at our best.

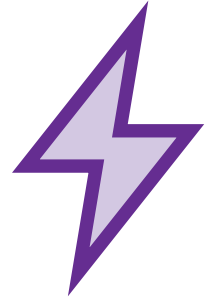
KEY QUESTIONS

ARE YOU CLEAR ON WHAT YOUR STRENGTHS ARE?

- Are they showing up for you in your role?
- What fills your battery?
- What drains it?

RENEWAL

Renewal activities – big and small – can help us replenish our energy and relieve stress. We suggest habitually building ‘micro-renewals’ into your working day. Although it’s tempting to keep pushing when we feel vibrant and energised, by the time we’re drained or our cortisol levels have spiked, it takes a more intensive intervention to stabilise us.



SELF CARE IN 5 MINUTES @ WORK



Take a few deep breaths



Stretch your body



Drink water



Pause and write down three good things



Enjoy a soothing cup of tea

SELF CARE IN 15 MINUTES @ WORK



Take a walk outside



Enjoy a snack away from your screens



Write in your journal



Connect with a friend via text or call



Listen to music that makes you smile

SELF CARE IN 30 MINUTES @ WORK



Enjoy a proper lunch break



Read a book



Listen to a podcast



Take a mindful walk

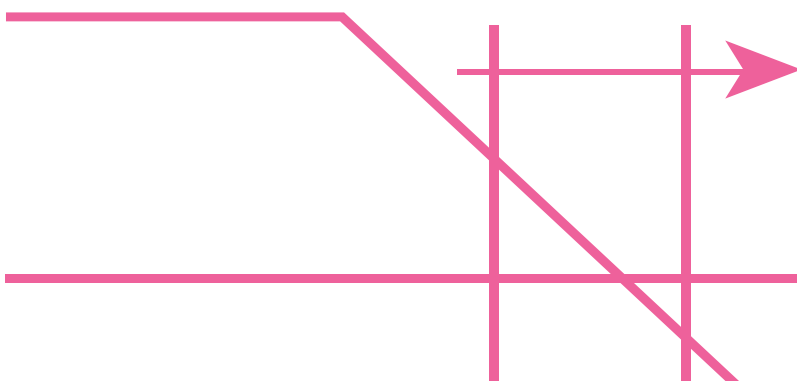


Do a spot of chair based yoga

PRACTICAL TASK

Write down one thing you can do in your workplace which would act as a micro-renewal for 5 minutes, 10 minutes or 15 minutes.

Try it once and see if you can make it a habit.



FLOW

"We have all experienced times when, instead of being buffeted by anonymous forces, we do feel in control of our actions, masters of our own fate. On the rare occasions that it happens, we feel a sense of exhilaration, a deep sense of enjoyment that is long cherished and that becomes a landmark in memory for what life should be like." –

MIHALY CSIKSZENTMIHALYI – FLOW, THE PSYCHOLOGY OF HAPPINESS

Flow is the feeling of being immersed in your present activity. Infused with creativity, competent, focused and engaged. It is one of the most content feelings a human being can experience.

When we are 'multitasking', when our attention is divided, when we are frequently interrupted – these things disrupt the state of flow that takes some time to get into. When we are stagnant, there's no chance of flow at all.

Have you ever felt in 'flow'? When progress becomes almost effortless, you're 'in the zone', and you feel like the competent master of your own fate?

7 TOP TIPS TO ENCOURAGE FLOW INTO YOUR DAY



Be clear on your task or your goal



Approach your activity with the belief that you are the right person to complete that task or achieve that goal



Plan an allotted space of time



Prepare with some breathwork



Stretch, or move your body to raise your energy and calm your mind



Avoid the temptation to multitask



Mute notifications, put yourself into 'do not disturb' mode



BELONGING

As humans we all have an innate need to feel connected to others; to have a sense of belonging, to family, to friends, to our neighbourhood, and to our colleagues and workplaces too. As much as we yearn to feel connected, we want to be seen and accepted and included – for who we truly are. That's what makes connection meaningful.

Meaningful connection to other human beings nourishes and energises us. It uplifts our motivation and creativity, enhances our productivity, our communication and our collaboration. It's vital for our mental health and wellbeing in a way that is sometimes overlooked in our increasingly disconnected, chronically online world.

Belonging is created in an organisation when the culture tells us 'you matter'; where we feel listened to and appreciated for who we are as well as the contribution we make.

Belonging is different from fitting in, which requires us to adapt ourselves to be accepted within the dominant culture. Marginalised communities are more likely to conceal part of their identities to fit in. Equity, Diversity and Inclusion policies and initiatives do not work if people do not also feel a sense of welcome and belonging.

KEY QUESTIONS

- **Do you have a sense of belonging with your colleagues?**
- **Do you have a sense of belonging in your wider organisation?**
- **What makes you feel this way?**

PRACTICAL TASK:

Create your own welcome sheet. Include anything you think is important. Here are some ideas to consider:

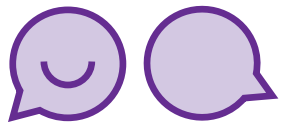
- Your strengths
- What matters most to you
- Your preferred communication style
- What supports you to work most effectively
- What stops you from working most effectively
- What you wish your colleagues knew about you

7 TOP TIPS FOR CREATING A SPACE OF BELONGING



PAY ATTENTION TO RELATIONSHIPS

Invest in getting to know your colleagues. Be curious about what matters to them.



RECOGNITION AND FEEDBACK

Great feedback, given to support a space of growth, can make people feel seen and understood. Learn how colleagues prefer to receive their feedback.



ENCOURAGE PEOPLE TO BE THEIR WHOLE AUTHENTIC SELF

By earnestly encouraging others to be their authentic selves, we generate a sense of acceptance and belonging. In sharing not only the professional side of us but also the personal side in all its richness and diversity, we lean towards developing great relationships. When we understand one another's strengths and quirks, a true sense of team develops.



PEPPER YOUR DAY WITH MICRO CONNECTIONS

Now and then, choose to do something the harder way, if it involves a little bit more connection with others. For example, instead of sending an email to your colleague across the office – walk over to their desk and speak to them.



CREATE A SPACE FOR COLLABORATION AND CONTRIBUTION

Make a habit of asking for people to share their ideas. Create opportunities to do this. Make it a priority that everyone has a voice in your organisation, and that every voice is respected.



FLEX YOUR LEADERSHIP STYLE

If you are a leader in your organisation, adapt to different people's preferred communication style. It's much easier to do this if you're using a coaching approach.



MAKE YOUR WELCOME COUNT

When a new person joins an organisation, this is a chance to build the foundations of true belonging. As part of our induction into Boo, we support our new recruits to find their core values and their top strengths and physically map these into a team strengths chart – this chart will flow and change depending on who is in an organisation at any one time.



TRUST

Trust is at the heart of all successful human relationships, including those at work. The presence of trust lowers stress and allows us to operate more effectively as individuals and as a team. Without the presence of trust, people become disempowered and disengaged.

The starting point of trust is the view that each member of the organisation is an autonomous adult who has been through a robust hiring process and found to be capable of doing their job.

Organisations should recruit in a way that ensures they bring in the right people, able to combine their energies to work together with shared values towards shared goals.

FEELING TRUSTED AT WORK

A 2023 survey by Slack of 10,000 workers found that more than 1 in 4 employees don't feel trusted at work (and that's spread equally across people who have been at an organisation any length of time – not just new starters).

When people did feel trusted at work they were twice as productive than those who didn't feel trusted, more likely to go 'above and beyond', and more likely to stay in their organisation.

WHAT DRIVES TRUST?

The culture of an organisation plays out in everyday human interactions which can create and reinforce conditions of trust or mistrust.

Here's what drives trust:



**Praise and
recognition**



**Opportunity to
foster social ties**



**Consistency of
actions and words**



**Perks and responsibility
upfront**



Inclusivity



Autonomy



Authenticity



Vulnerability



Transparency



Honesty

KEY QUESTION:

What makes you feel trusted?

PSYCHOLOGICAL SAFETY

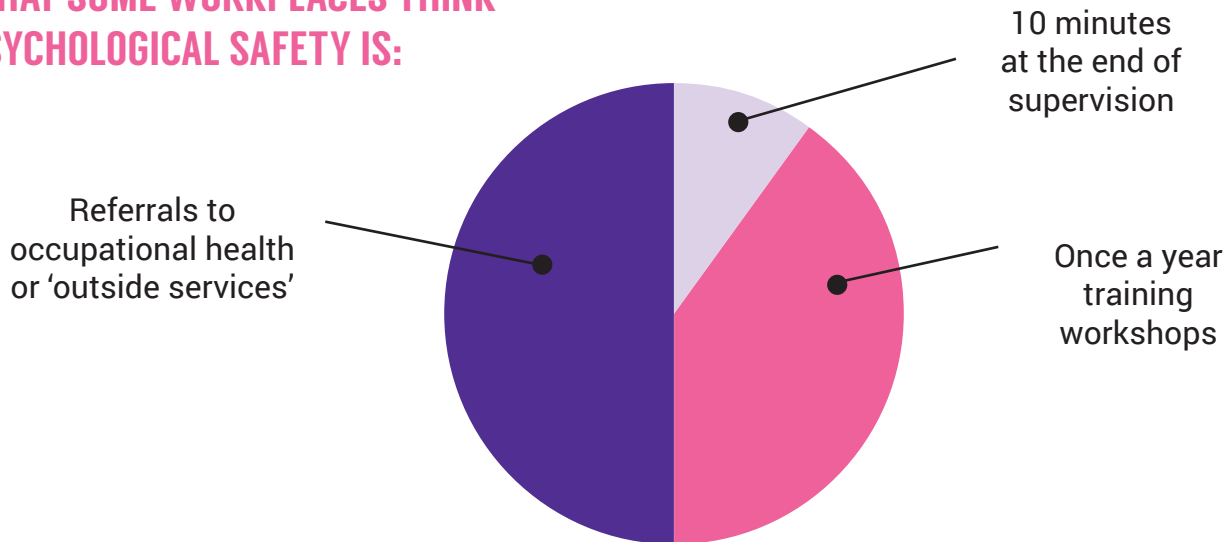
A space of psychological safety exists when people feel they can speak up, share ideas and ask questions without shame or punishment. When there is psychological safety, people are as confident to share mistakes, failures and learning moments without fear of blame as they are to celebrate successes in a supportive team without fear of envy.

Psychological safety is unlikely to be present in an organisation where the leadership is not prepared to role model their vulnerability first.

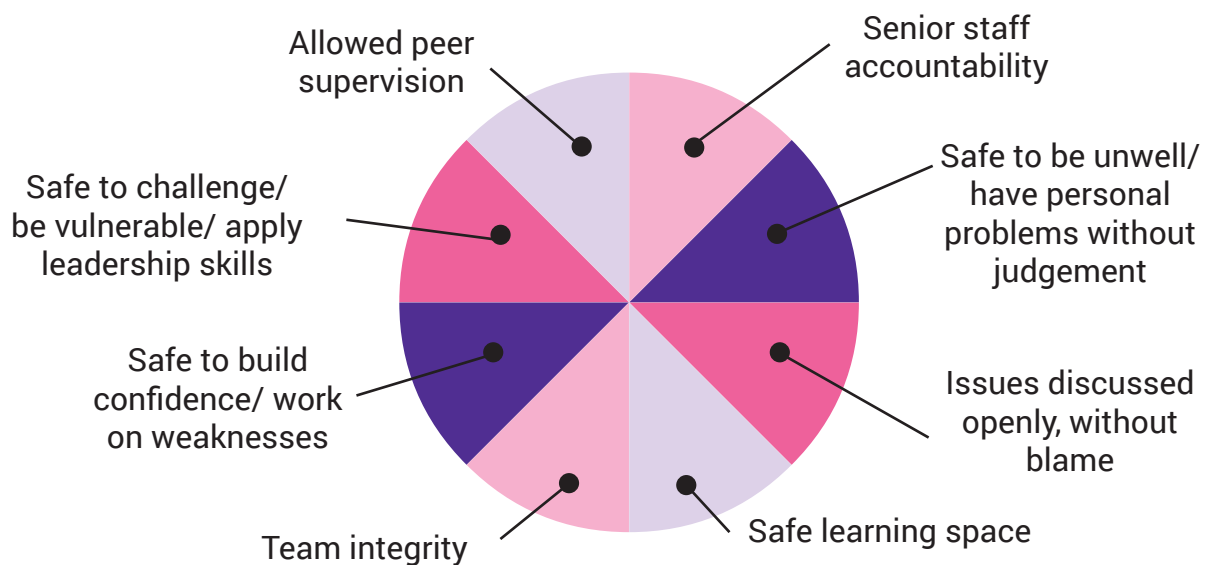
IN A PSYCHOLOGICALLY SAFE WORKPLACE, PEOPLE WILL SAY:



WHAT SOME WORKPLACES THINK PSYCHOLOGICAL SAFETY IS:



WHAT PSYCHOLOGICAL SAFETY ACTUALLY IS:



THE PSYCHOLOGICALLY SAFE LEADER

It's often said that people join organisations for a great role but leave because of managers. Support from leaders is key to creating healthy and happy workplaces where people feel valued, motivated and empowered. We're human, complicated and imperfect, and that is OK. Taking time to reflect on our leadership skills, caring deeply for our team and fostering a supportive culture helps to create the great relationships which form the basis of a healthy and happy workplace.

SO WHAT ARE THE KEY INGREDIENTS FOR GREAT LEADERSHIP:



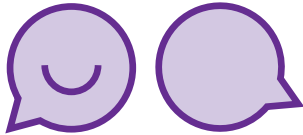
Listening with empathy



Creating a culture of learning



Giving appreciation and recognition



Great communication and feedback which is clear and kind



Using a coaching approach to support growth and autonomy



Creating a space of psychological safety where everyone feels valued and comfortable to contribute



Being authentically human, knowing when we are at our best and when we are not

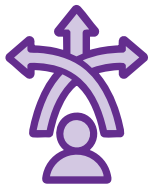
KEY QUESTIONS FOR LEADERS

- Do you regularly ask for feedback about your role and how you support your team? Do you then act on this?
- Do you provide great feedback that supports your team to learn and grow?
- Do you actively foster a space of psychological safety where all colleagues can be open and honest without the risk of blame or judgement?
- Do you reflect on your own awareness of when you might demonstrate unhelpful behaviours?

PRACTICAL TASK

Describe a time when you felt complete psychological safety.

How did that feel? How can you help to give that feeling to someone else?



FLEXIBILITY

There's a significant gap between those who want to work flexibly and employers who offer it. The Chartered Institute of Personnel and Development (CIPD) estimates that 2 million UK employees left a job in 2022-2023 specifically due to a lack of flexible working, and 4 million that same year changed their careers/profession due to a lack of flexible working options within the sector.

IN THE CIPD REPORT ON FLEXIBLE AND HYBRID WORKING (2023) PARTICIPATING EMPLOYEES WANTED:



FOUR-DAY WEEK
46%



INFORMAL FLEXIBILITY
40%



FLEXITIME
39%



**WORKING FROM HOME ON
A REGULAR/AD HOC BASIS**
39%

At Boo we aim to offer the maximum amount of flexibility we can, whilst ensuring the needs of our customers are met. Our flexible inclusive policies put trust and wellbeing at the core of our organisation and allow our team to work most effectively and enjoy what they do.

We are responsive to the demands of each role and the needs and preferences of each human being who works at Boo.

FLEXIBILITY LOOKS DIFFERENT FOR EACH ORGANISATION AND EACH PERSON WITHIN IT. HERE'S WHAT WORKS FOR US:

- Flexibility built into each role, from day one
- Trust and flexibility freely given to all (not concessionary, not earned)
- Flexibility personalised around individual needs and preferences
- Unlimited paid time off
- Flexitime
- Work from anywhere
- Regular opportunities for connection: monthly team days, regular 1:1s, use of technology to keep in touch
- Co-production and review of our policies and our approach with our team
- Being responsive to changing circumstances

WHAT FLEXIBILITY MIGHT LOOK LIKE IN YOUR ORGANISATION:



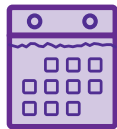
Employee involvement
in arranging shifts and
rotas



Staggered start
and finish times



Increased choice and
control around working
hours and shifts



Four-day week/nine-
day fortnight



Compressed hours
(weekly, monthly, or
annually)



Supporting shift swaps
(through incentive
schemes, or an app)



Working from home/
work from anywhere



Remote meeting
options



Job shares



Hybrid Working



Part-time hours



Retire and return



Lieu time



Wellbeing days



Career breaks



Trade-offs
(e.g reciprocal shift cover)

FLEXIBILITY IS CONNECTED TO TRUST

Offering the maximum flexibility that an organisation allows is a measure of how we are treating employees as competent and trustworthy adults. Employees should be included in conversations about flexible working, with a focus on equity, inclusion and choice. Flexible working in practice should be role modelled by leaders.

OFFERING FLEXIBILITY FOR EVERYONE, FROM THE START OF EMPLOYMENT:

- **Acknowledges we all have needs, regardless of our circumstances**
- **Fosters engagement and belonging**
- **Encourages loyalty**
- **Reduces resentment and stigma**

IF YOU CANNOT SEE A WAY:



Shift your mindset away from what won't work and why, to what you CAN offer.



Take a deep look at what matters to your organisation or its people.



Commit to see where you are holding on to ways of working that are not best serving the organisation or its people.



Do a cost/benefit analysis of what you stand to gain with the extra effort it may take.

Implementing greater flexibility in your organisation may involve some re-imagining. Certain business practices may need to change, leadership styles may need to flex, there may be some trial and error.

In return you stand to increase retention, productivity and job satisfaction without compromising the service you provide. Flexibility should not be seen as an employee incentive but a key part of the broader strategy of future-proofing your organisation.

RESISTANCE TO FLEXIBILITY

There is some resistance to flexibility from employers who are concerned that their employees are not engaged and won't work. If this is the case, the problem is not flexibility but lack of trust.

KEY QUESTIONS FOR LEADERS

- What matters most in your organisation?
- What absolutely must happen to meet the needs of your customers?
- What's negotiable?
- What can you let go of?

PRACTICAL TASK

What small culture shift can you easily make to increase flexibility in the unique context of your organisation?

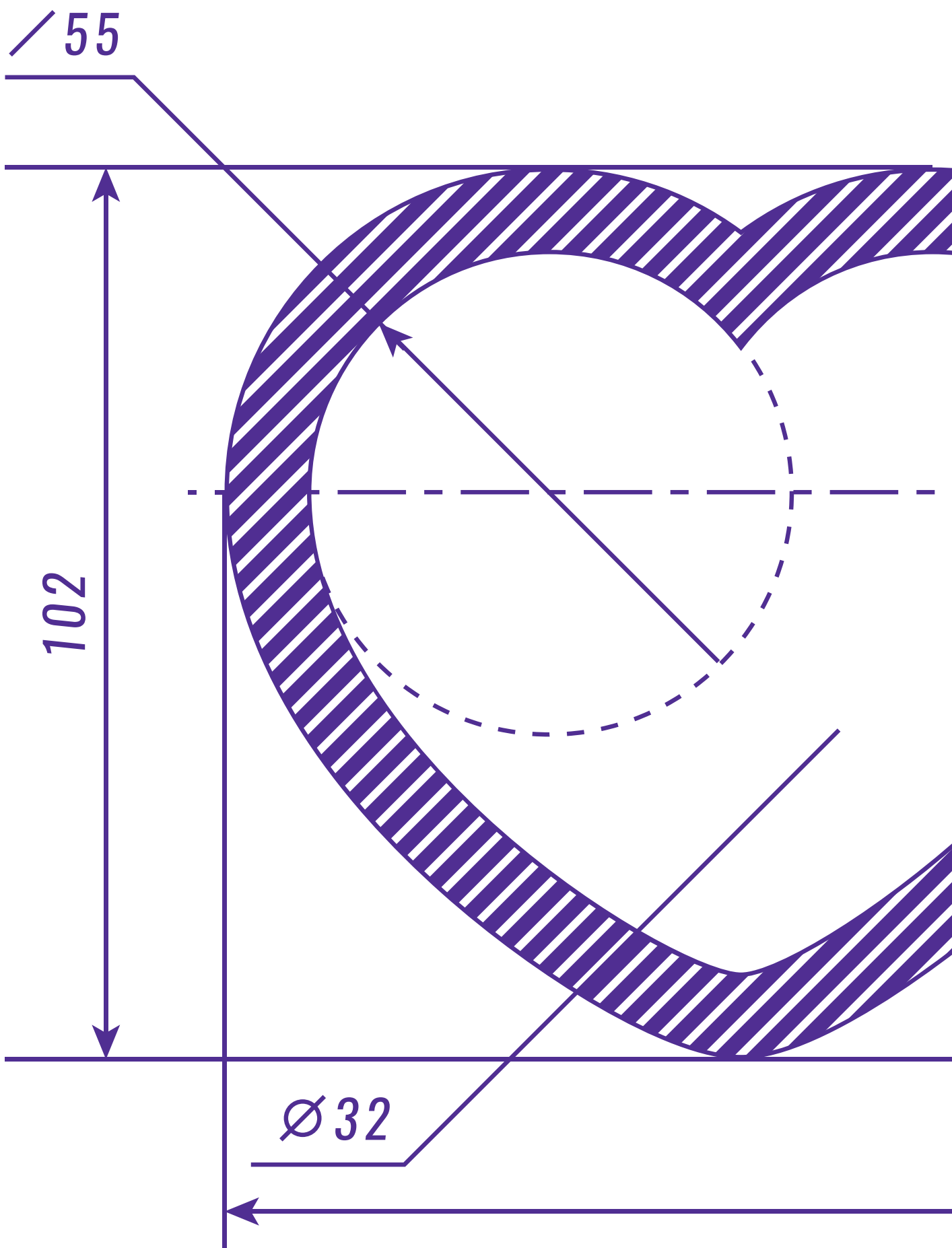


FOR AMY FLEXIBLE WORKING HAS HAD AN IMPACT BEYOND THE WORKPLACE.

"Flexibility of working location allowed me to continue breastfeeding my children as long as it felt right for us. Whatever other barriers to breastfeeding existed, my work was not one of them. Working at Boo has been transformative for my early parenthood, which can be a challenging time in people's careers.

My role is varied, and flexibility of hours means I can be responsive to the needs of the business as well as my own life. I will try hard to swap my days to attend an event or put in a little extra time to finish a project and take it back another day. I'm not just doing that to please my boss, or because it's expected of me; I want this organisation to thrive, because I'm thriving within it."

AMY ROTHWELL, TEAM BOO





CALL TO ACTION



We hope you have found this document energising and that you will return to it for inspiration, time and again. Our sincere hope is that you and your organisation will be a little happier and healthier because of it.

We strongly believe that all of this will be obvious to readers of the future, because purpose, values, kindness, energy, flow, belonging, trust and flexibility will be part of the culture and operational strategy of every successful organisation. And when the whole world is happy and healthy at work?"

Well, then we'll have to find something else to do...

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