

Welcome to

Employee Ownership Association

Annual Conference 2017

Where employee ownership meets

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Welcome to: The language of EO and how to ensure that all employees have a shared understanding

Facilitated by Lasy Lawless, Conscious Business People

Presented by Lisa James & Andy King, Saxton Bampfylde

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Saxton Bampfylde's ownership

- 1986 Founded as a privately-owned company
- 2005 Majority share sold to AIM-listed company
- 2008 Management Buy-Out
- 2014 Move to Employee Ownership

Why employee ownership? Why then?

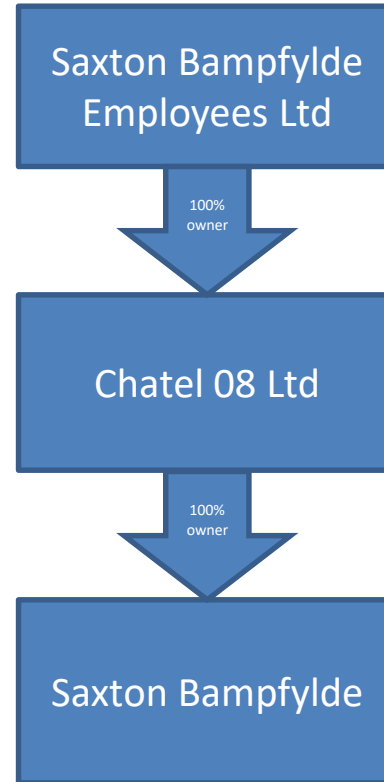
- Established long-term ownership model
- Way to safeguard culture and ways of working, and ensure sustainable future for the firm
- Worry – and cautionary tales – about alternatives
- Good timing: Coalition Government encouraging growth in employee ownership

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Our structure

100% employee owned

No share structure



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The language of EO

- Combination of conscious choices, and forming new habits
- Shared vocabulary: Partners, Trustees, accountability, we/us/our
- Create a visual language as well as a verbal/written language
- Needs to share in/build on the existing language of the firm to feel authentic



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Becoming owners: supporting employees

- Clear explanations through induction
- Draw clear distinction between ownership and management
- Structured engagement, and informal fora, to gather feedback and share information
- Give people permission to be owners – and keep giving them permission. Embed language into the day-to-day.
- Support former shareholders to *stop* being owners: help give them a new identity as Partners.

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Sharing information

- Don't just share information – educate people on how to read and use it
- Balance transparency and confidentiality
- Balance of 'hard' data (eg financial information) and 'softer' data – eg circulation of Trustee meeting agendas
- Establish regular schedule of written and face-to-face information, supplement with updates if needed

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Questions and Discussion

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Thank you. Enjoy the rest of the conference.

Please make your way to the Sovereign suite
for our final key note speech from
Loren Rodgers, NCEO

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