

PEOPLE STRATEGY

2019-2023

People Making the Difference



FOREWORD



Our People Making the Difference strategy clearly articulates that the core strength of our business is our people. Vertas Group Limited is a rapidly growing, innovative and exciting place to work. We all play a vital role in the advancement of the organisation as well as fostering a positive culture within our places of work.

This strategy is the key document through which we wish to attract and develop the talent and ambitions of our workforce to help us realise our strategic ambitions.

We have developed five key goals that links every person's career cycle with the organisation, from recruitment to career development. We are passionate about the services we offer to our customers and strive to have a culture that fosters integrity, trust, respect and consistency. Each goal has a clear action plan and our cultural values are entwined within these actions.

The Board of Directors and myself will measure our progress and achievements against the action plans to ensure we are delivering what we have set out to do.

Through our People Strategy, we will ensure that all our people are supported during their working life with us so together we can achieve the best for our customers and make the difference.



Ian Surtees MBA FloD
Chief Executive Officer (CEO)

We have over 4,000 employees across our Group. Vertas Group Limited directly delivers a wide range of facilities services and has acquired a number of local businesses and local supply partners to give greater strength and depth to our service portfolio. We have also established a joint venture company within Vertas Group.

Our Group is made up of the following companies and services:



CATERING



CLEANING



GROUNDS SERVICES



LANDSCAPE SERVICES



DESIGN & PRINT



ENERGY MANAGEMENT



COURIER AND POSTAL



RECEPTION AND CONCIERGE



PROPERTY MANAGEMENT



EQUIPMENT MAINTENANCE



SECURITY



PASSENGER SERVICES



ENVIRONMENTAL SERVICES



EDUCATION MANAGEMENT

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People Making the Difference

Purpose

This Strategy has been developed to support the company values and strategic business plan for Vertas Group Limited.

Our People Making the Difference strategy details how we value, support, and manage our people, and the culture we foster to enable everyone to work within an open and inclusive environment that ensures our people achieve and sustain excellence in their career journey with us.

We recognise that we are a growing organisation within the facilities management sector and continuously face several

key challenges in ensuring we remain fit for the future. We know it is essential that we have the right people in the right role with the right skill mix to support our growth and remain competitive.

The purpose of this strategy is to support all that we do in attracting, onboarding, supporting, developing, rewarding, and retaining our workforce to meet our future goals and aspirations.

This strategy is formed in conjunction with our company business strategy and has the full support of the Board of Directors.

The HR Department plays a key role in driving our People Strategy but it requires every one of us to play our part in Making the Difference for Vertas Group Ltd.



OUR MISSION

“ To attract and retain the right people with the right skills at the right time who will play an integral part in growing our business and work within an environment that is open, inclusive, flexible, and rewarding. Our People Matter and our policies and ways of working are designed to protect and support the safety and wellbeing of our workforce. ”

Our Core People Values

SUSTAINABILITY

We use effective recruitment methods to ensure that we select the right people for the right job and we support and develop them in their career journey with us.

CONSISTENCY

We have clear people policies that are clearly communicated to all parts of Vertas Group.

INTEGRITY

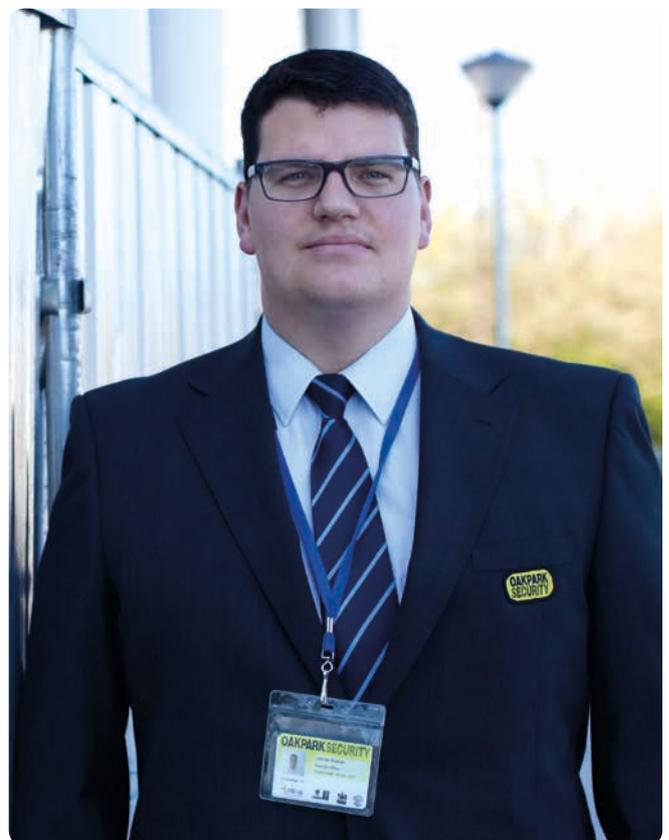
We encourage openness and honesty across all levels of our workforce with a continuous improvement mindset.

PARTNERSHIP

Our people are the face of Vertas Group Ltd and we encourage brand championship in all our work activity.

AGILITY

We operate in a competitive market and we understand that operating flexibly is key in delivering on what we promise to our clients.



STRATEGIC CONTEXT AND GOVERNANCE

We aim to attract, recruit, retain and develop the most capable employees across all areas of Vertas Group Limited to maintain and enhance the service delivery to our clients.

Increasing competition within the Facilities Management sector means we must strive to be the best in our market with our approach to managing, developing, and leading our workforce.

Our Board of Directors will review our people strategy every quarter within formal Board Meetings and will measure the achievement of the agreed objectives for our goals, as well as review the alignment of the goals with that of the overall company's and make changes as and when required. Any changes made to our people strategy will be formally signed off by our CEO.

People Making the Difference Strategy Goals

We have developed 5 core goals that have the full support of the Board of Directors;

- 1 Enable the delivery of effective succession and workforce planning to support proactive recruitment of the right people at the right time;
- 2 Provide quality and value added onboarding and induction sessions to give our new colleagues the best starting platform for their career with us;
- 3 Clear and progressive HR and L&D procedures which enable managers to support individuals to develop and excel and hold people to account in equal measure;
- 4 Embed a supportive and open culture which is inclusive, positive and fair to all individuals;
- 5 Provide an environment where health and wellbeing are actively promoted, where people feel engaged with the company and valued for their contribution.

We have individual and detailed strategic plans for each of our Goals that are defined within this overarching People Strategy.

We have separate policies that support our strategic goals; Health and Wellbeing Policy, Equalities Policy, Recruitment Policy, and Additional Learning Needs Procedure.

Our Employee Handbook provides an overview of all our People policies.



KEY OBJECTIVES

Specific and measurable objectives have been developed to focus our activity in meeting our people strategy goals.

GOAL 1

Enable the delivery of effective succession and workforce planning to support proactive recruitment of the right people at the right time.

Key Objectives:

- Utilising online performance management tools to support managers in delivering effective performance conversations, uniformly applied, and aligned to the business KPIs
- Proactive recruitment methods to enable managers to have time to find the right individual with the right skills mix
- Identification of high performing talent across the business providing opportunity for personal development and mentoring
- Support managers in achieving right first time recruitment.

Indicative Measure of Success:

- Online Performance Review and Development (PDPs) and Operator Job Chats completed bi-annually
- Department budgets to feed into the Recruitment manpower plan for the next financial year
- Effective use of the current market recruitment trends and advertising channels to build a talent pool for our key job roles within the Group
- PDP 9 box ratings modelled into company succession plan matrix and discussed bi-annually with Senior Managers to ensure talent is identified and developed
- Apprenticeship recruitment to be considered where appropriate' and an additional bullet point of 'Manager recruitment and selection training and tools
- Reduction in company turnover of new starters within the first 6 months
- Utilising the correct selection techniques for the job role to identify the individual with the right skills and behaviour that fits the company culture.

Please read our separate Recruitment Strategy for full details on how we will achieve each objective within Goal 1.



KEY OBJECTIVES

GOAL 2

Provide quality and value added onboarding and induction sessions to give our new colleagues the best starting platform for their career with us.

Key Objectives:

- New Starters are introduced to the company, our processes, and company values to ensure they understand who Vertas Group are and how their role impacts on company success
- Effective goal setting, aligned to company KPIs and job activity, to ensure expectations are clear
- Job related training is provided and delivered within a timely fashion so that our people have the right skills and tools to safely carry out their job
- Individuals have the opportunity to discuss and progress their personal development plans with their line manager
- Employees have access to our policies and procedures to ensure they understand the value they bring to our Group.

Indicative Measure of Success:

- Structured company induction completed within the first 8 weeks of joining the business
- Line Manager completes a PDP with the new starter within three months of joining the business/ commencing new role
- Compliance training is completed within the first 3 months of joining the business/ commencing new role
- 100% of active employees complete and mutually agree a personal development plan during their PDP process with their line manager
- Every New Starter receives our Employee Handbook within the first week of joining
- Employees are given access to our Intranet within 4 weeks of joining the company.



KEY OBJECTIVES

GOAL 3

Enable the development of a high performance culture in which employee performance is supported and measured recognising talent and holding people to account in equal measure.

Key Objectives:

- Deliver performance management processes which are aligned to the company's goals and uniformly applied
- Training and development opportunities available for all with varied delivery style to support a range of learning styles
- Bi-annual performance conversations to be held and honest 2-way feedback is to be given
- Performance Improvement policy is applied where necessary to support employees in achieving the expected job performance level
- Career progression is encouraged where appropriate, including advertising internally first and using our succession planning matrix to appoint from within.

Indicative Measure of Success:

- Proportion of PDRs completed as per the company Bi-annual PDR process where PDR objectives incorporate company KPIs
- Proportion of additional training courses delivered by classroom, E-learning, Tool-box talks
- Number of individuals attending additional learning courses
- 100% of active employees have a PDR with their line manager as per the company performance timeframes
- Number of performance improvement plans
- Number of internal promotions.
- Apprenticeship courses offered to all colleagues across the Group that support skills required now and in the future



KEY OBJECTIVES

GOAL 4

Embed a supportive and open culture which is inclusive, positive and fair to all individuals.

Key Objectives:

- Promote and embed behaviours linked to our company values that actively promote and encourage openness and inclusivity “behaviour we walk past is behaviour we accept”
- Ask for and listen to feedback from across the business and provide a response from an appropriate Senior Manager or Director
- Communicate effectively to promote stories of success and inclusion across the Group
- Company Policies and procedures to use inclusive wording
- Provide employees with a safe place to speak out.

Indicative Measure of Success:

- Annual Colleague Survey Engagement Score
- Round the Table sessions and CEO Breakfast sessions
- Annual Colleague Survey results
- Annual Colleague Survey results on communication from the business questions
- Policies that are legally compliant and accessible to all employees
- HR Shared Services is accessible to all employees.



KEY OBJECTIVES

GOAL 5

Provide an environment where health and wellbeing are actively promoted, where people feel engaged with the company, and valued for their contribution.

Key Objectives:

- Total reward strategy includes employee support mechanisms
- Line Managers are equipped with supporting and managing individual circumstances
- Employees have access to support mechanisms and feel valued by Vertas Group
- Ensure equal opportunities at all stages of our recruitment and development.

Indicative Measure of Success:

- Provide health and wellbeing services, such as Employee Assistant Programme (EAP), discounted health services, lifestyle discounts, etc
- Raise awareness and understanding of health matters with line managers via workshops, webinars, etc
- Support reasonable adjustments and flexibility within our workforce where possible
- H&S Audits, Near Miss and RIDDOR results
- Have trained regional Mental Health First Aiders who can provide one to one advise and support to colleagues
- Have a dedicated wellbeing section on our Intranet and promote a calendar of health and wellbeing activities and events
- Annual colleague survey results on Wellbeing Section questions
- Provide a range of different selection techniques suitable for individual circumstances
- Partner with organisations to provide work placement and apprenticeships for individuals with disabilities, health and/or learning needs.

Please read our separate Health and Wellbeing Strategy for full details on how we will aim to achieve each objective within Goal 5.



REWARD AND BENEFITS

Vertas are a client led contract biased organisation and we appreciate that because of winning contracts, and in accordance with TUPE (2006) Regulations, we have a variety of terms and conditions within our workforce. The basis of our pay structure is built upon the National Minimum Wage and National Living Wage rates and where possible we encourage our clients to allow for UK national living wage rates within the contractual cost.

The company reviews wage rates in April, alongside the Government minimum wage rate review and dependent upon company business performance, we always strive to offer a minimum 1% increase each year.

Vertas offer the appropriate pension scheme to our workforce, depending on their contractual terms and conditions, and the employer will fund the required minimum contributions.

We also offer a company funded discount scheme to all colleagues which offers fantastic savings with various retailers, cinemas, travel companies, and more. This scheme helps our colleagues to ensure their money goes further and on average adds 8% onto their total earnings through estimated savings of more than £1,000 per year. Individuals also have access to discounted dental, optical and health care schemes so that they can purchase the best welfare package for them and their household to support regular dental, optical and health checks.

Our total reward strategy considers more than basic pay and pension schemes. We offer comprehensive learning and development, which includes job related training courses as well as personal development opportunities. We run in-house leadership programmes; Vertas Mentoring Programme, Emerging Leaders Programme, and Leadership Pathways scheme. These are all designed to support our talented individuals who are recognised as leaders of tomorrow and the schemes support both their personal and professional development.

Central to our company culture is the health, safety, and wellbeing of our workforce. We take individual safety extremely seriously and have a dedicated HSQE team who monitor and audit our working environments and practices. We provide Personal Protective Equipment (PPE) to individuals as required for their job role and we continuously look at ways to improve our working practices and equipment to safeguard the health of our employees.

To bolster our employee wellbeing strategy, we offer a company funded Employee Assistance Scheme which provides invaluable 24/7 support to our workforce in areas such as personal crisis, moving home, money concerns, etc. We also work with an Occupational Health provider who can provide medical advice and recommendations as and when required for our colleagues so that we can best support individuals when at work and when returning from absence.



EXTERNAL ACCREDITATIONS

Forming partnerships and working with third parties is part of our business strategy and we continuously review third parties who will support our business growth and strategic goals.

Below are some of our external accreditations demonstrating our commitment to attracting, retaining, and developing our workforce:

Armed Forces Covenant; we work with agencies within the military sector to support veterans transitioning into the workplace,

Disability Confident Committed; we actively support young persons within local communities by offering work placements and work experience,

Time to Change Pledge; the company's commitment to continually encourage and support inclusion within our workforce,

Chartered Institute of Environmental Health; qualified learning and development advisors deliver CIEH accredited Food Safety training to our catering colleagues.



NEXT STEPS

We recognise that in some of our people strategy goals we will be required to provide capital investment in our technology and systems. In other areas we will continuously review, and where required update, our policies and working practices.

Underpinning the strategy is a drive to always improve and refine our communication with our workforce so that all groups have equal access to our people policies,

procedures, health, and wellbeing support.

In delivering a professional service to the Strategy, the HR department, along with our business areas, will adopt a model of continuous improvement to ensure a high quality service is maintained.

The Board of Directors will continuously review the achievement of the goals objectives and amended and update to ensure the People Strategy is a continually updated to reflect the Groups Business strategy.

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Making the difference

