

People Strategy

2022 - 2026

People Making the Difference

Strategic Purpose

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 Groups strategic ambitions. This strategy has been developed to support the strategic business plan and recognises that we are continuously growing and 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 future growth plans and remain competitive.



Ian Surtees MBA

Group Chief Executive Officer

“ Vertas Group have always been people focussed and this approach has been a cornerstone of our success. We are committed to developing our colleagues, offering them great opportunities and we embrace internal succession. ”

We have developed four key goals that links every persons 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.

Our Chief People Officer leads on our Groups People strategy and along with the Board of Directors we 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 Making the Difference strategy, we will ensure that all our people are supported during their working life with us so together we achieve the best for our customers and make the difference.



Kate Innes BA(Hons) CIPD

Group Chief People Officer

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

We have over 4,000 employees across our Group. Vertas Group directly delivers Facilities Management, Design and Property Consultancy and Recruitment Solutions.

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



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 Core People Values

Sustainable

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, “Growing our own talent”.

Consistent

We offer Group wide comprehensive job and personal skills training and development to equip our colleagues with the essential skills and experience to be the best they can be.

Integrity

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

Partner

Our people are ambassadors of Vertas Group and we encourage brand championship in all our work activity. Working Collaboraty and utilising our peoples expertise.

Agility

We operate in competitive markets 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 to maintain and enhance the service delivery to our clients.

Operating in competitive and fast pace markets means we must strive to be the best in our class with our approach to managing, developing, and leading our workforce.

Our Board of Directors will review our people strategy 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 and CPO.

People Making the Difference Strategy Goals

We have developed 4 core goals that have the full support of the Board of Directors;



1 Proactive and inclusive attraction and recruitment of the right people for the right job roles;



2 Growing our own by providing quality apprenticeship and lifelong learning opportunities supporting career pathways and progression with us;



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



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





Strategic Context and Governance

Our People strategy is there to set the framework that will support our colleagues in their career journey with us, ensuring that they can make the difference to their lives and that of our customers.

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 Colleague 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

Proactive and inclusive attraction and recruitment of the right people for the right job roles.

Key Objectives:

- Ensure equal opportunities at all stages of our recruitment and development.
- Support managers in achieving right first-time recruitment.
- Deliver an engaging new starter experience at the earliest opportunity.
- Our Skills Plan outlines our approach in inspiring the next generation entering the workforce.

Indicative Measure of Success:

- Provide a range of different selection techniques suitable for individual circumstances.
- Behaviour led recruitment process to widen the recruitment pool.
- 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.
- Have a programme of attendance at relevant Career Fairs across the UK.
- Work with schools and colleges to provide Careers Talks to students.
- Utilise appropriate technology and media to engage with applicants.





Goal

2

Growing and developing our Vertas Family by providing quality apprenticeship and lifelong learning opportunities supporting career pathways and progression 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.
- 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 career goals and development opportunities with their line manager.
- Colleagues have access to our policies and procedures to ensure they understand the value they bring to our Group.

Indicative Measure of Success:

- Training is delivered that suits a range of different learning styles and learning needs, which is inclusive and accessible for all colleagues.
- Continuous Conversations focus on the employees passions and goals for their current role and future opportunities.
- Internal appointments for non-entry level roles is higher than external appointments.
- Tailored leadership pathways delivered at least 4 times a year which inspires and supports our future leaders.
- Partner with training providers to deliver a comprehensive range of apprenticeship courses to support current and future learning requirements for our diverse range of job roles.
- Utilise appropriate technology to deliver Flexible Learning opportunities for our colleagues.





Goal

3

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

Key Objectives:

- All colleagues have equal opportunity to speak up and have their opinions and ideas received in a non-judgemental environment.
- Promote and embed behaviours linked to our Groups 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.

Indicative Measure of Success:

- Continuous Feedback Group enables colleagues Voices to be heard.
- Managers raise improvements and concerns where appropriate via Continuous Conversations.
- Colleague Survey Engagement Score 70%.
- Policies that are legally compliant and accessible to all employees.
- Mental Health First Aiders across the Group.
- People shared services is accessible to all colleagues.
- Please read our Communications Strategy for further detail.
- Regular feedback via pulse colleague surveys.





Goal 4

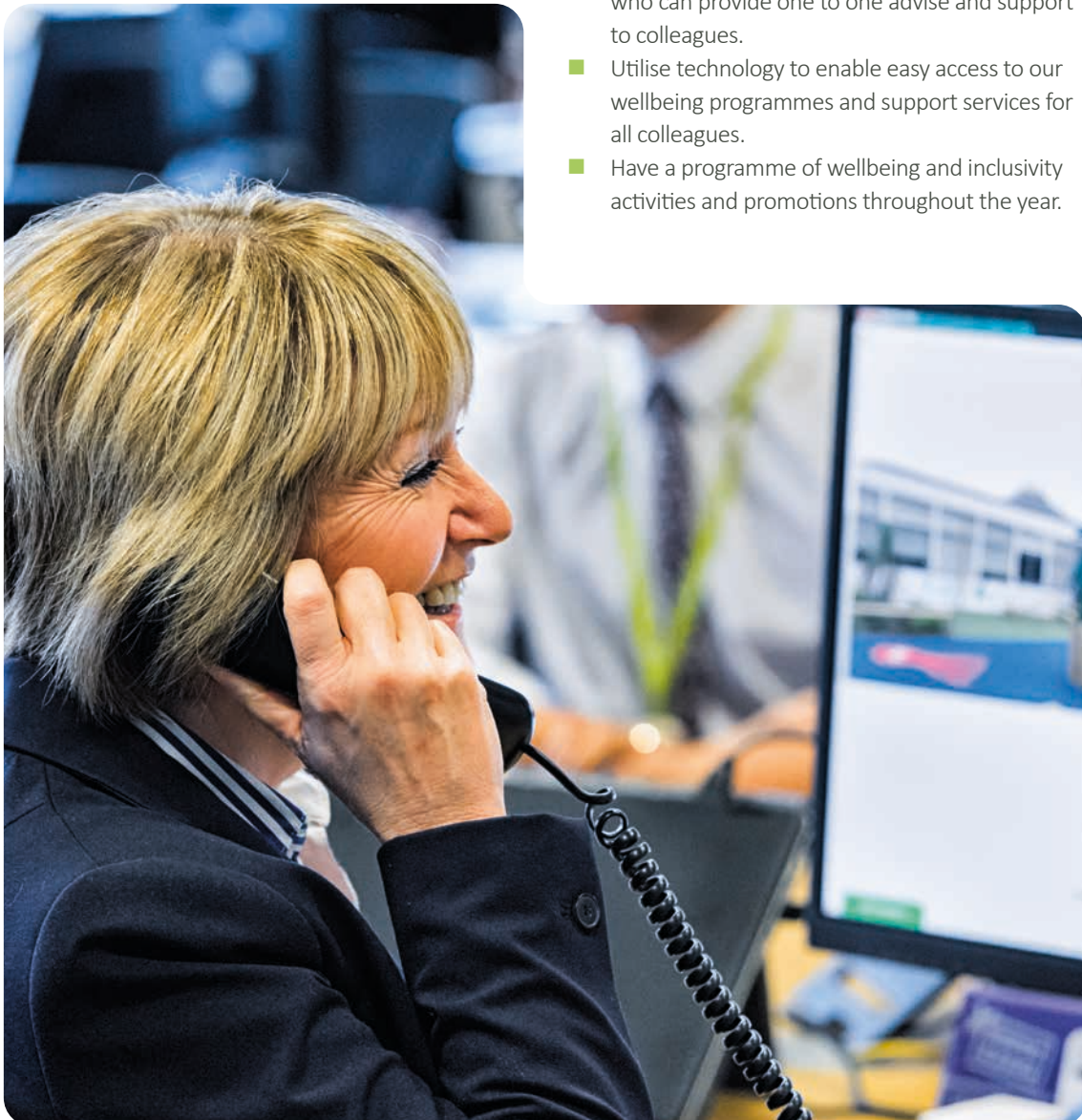
Provide an environment where health and wellbeing are actively promoted, where people feel engaged with the company, and valued for their contribution.

Key Objectives:

- Total reward strategy includes colleague support mechanisms.
- Line Managers are equipped with supporting and managing individual circumstances.
- Colleagues have access to support mechanisms and feel valued by Vertas Group.

Indicative Measure of Success:

- Provide health and wellbeing services, such as Employee Support Programme, discounted health services, lifestyle discounts, etc.
- Provide E-Learning & webinars on wellbeing for managers and colleagues.
- Support reasonable adjustments and flexibility within our workforce where possible.
- Have trained regional Mental Health First Aiders who can provide one to one advise and support to colleagues.
- Utilise technology to enable easy access to our wellbeing programmes and support services for all colleagues.
- Have a programme of wellbeing and inclusivity activities and promotions throughout the year.



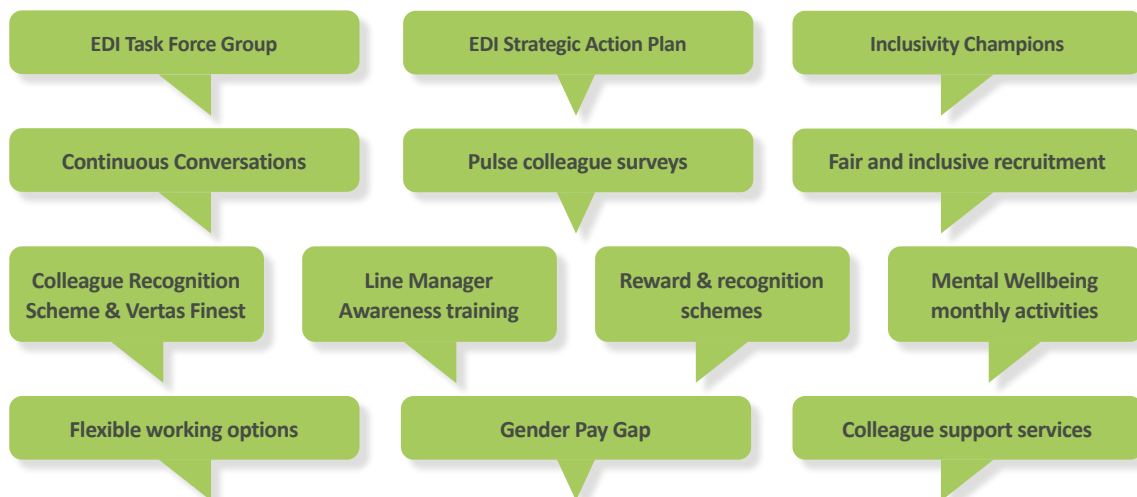
Equality, Diversity and Inclusion

Goal 3 of our strategy focusses on our Groups culture being one that is open and inclusive to all.

We are passionate about having a workplace that is safe, inclusive and enjoyable for our colleagues. Our commitment to Equality, Diversity & Inclusion is underpinned by our EDI Strategic Action Plan, and within this our 6 pillar framework supports the goals and actions that we are dedicated to delivering over the next 5 years, and beyond.



#Vertas Family



Our Strategic Skills Plan



SuffolkSkills Academy

Apprenticeships

Within Vertas Group we are passionate about people development and the breadth of services we offer to our clients requires a diverse range of skills.

Apprenticeships are essential to the growth of Vertas Group and we want to provide the best possible access and experience in career development to our new and existing Vertas Group colleagues.

We offer 2 main routes into Apprenticeship courses,

- offered to our existing colleagues who wish to enhance their skills and grow their career with us via a formal qualification route.
- this is our entry point Apprenticeship where we recruit new Vertas family members onto our various Apprenticeship schemes.

Our entry point apprenticeship schemes are work place led and with a dedicated buddy we aim to provide a supportive environment as the best possible platform for any new career. We have a separate Apprenticeship strategy outlined in the appendix.

Inspiring the next generation

As a Group we commit to supporting a minimum of 10 student work placements each year.

Our In-house Recruitment and Organisational Development Team are dedicated to deliver Careers Talks and Work Experience programmes for students so we can support them in their making first steps out of education and into the workplace.



These events and programmes aim to inform and inspire our next generation on the various and diverse career opportunities within the sectors we operate within.



Life Long Learning

We are passionate about nurturing our rising talent and future leaders in their career journey with us. Vertas Group have designed a robust and supportive Leadership Pathway that offers our inspiring leaders a supportive framework of leadership development opportunities.

The programme is designed to support individuals at each stage of their leadership development towards Senior Leadership roles, with bespoke one to one mentoring weaved in to focus on personal development.

Our bespoke Catering and Cleaning Academies blends the service specific skills with that of the ILM leadership programme and the cleaning provides our leaders with the BICS accreditation.

We have learning pathways to support internal development for our building services and architects job roles. Providing support to both new and existing colleagues, they can complete apprenticeships and progress up to achieve Masters chartership levels with RICS APC.



Reward and Benefits

Vertas Group 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.

Across the Group our approach is to offer a holistic total reward package which comprises of direct financial and indirect financial benefits.

We 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, restaurants, 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 a 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 Support 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 People team, 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.

Appendices

Apprenticeship Strategy

Growing our own by providing quality apprenticeship and lifelong learning opportunities, supporting career pathways and progression with us

Apprenticeship Strategy Aims

- Create an engaged culture and awareness around apprenticeships and the value they bring to recruitment, succession planning, and retention
- Achieve 100 apprenticeship starts by 2024, increase numbers through to End Point Assessment (EPA), with completions higher than stops
- Maximise the levy funds and develop the skills required for business growth
- Identify apprenticeship opportunities as part of talent pipeline/succession planning and increase the offering to support organisational development
- Develop opportunities to utilise higher level apprenticeships within current workforce

1 Create an engaged culture and awareness around apprenticeships and the value they bring to recruitment, succession planning, and retention

Greater awareness of apprenticeships available and how they can support recruitment, retaining and developing team, supporting 'growing our own' talent, and succession planning.

Objectives

- Interactive Apprenticeship Guide
- Line Manager support through resources
- Apprenticeship presence at internal events and National Apprenticeship Week
- Increased awareness of Catering and Cleaning Academy through relaunch and comms
- Apprenticeship information included as onboarding/induction activity to ensure new starters understand opportunities available to them for development and progression
- Sign posting through 9 box grid support tool
- Celebrate apprenticeship completions through recognition, raising the profile of apprenticeships, and celebrating success



2 Achieve 100 apprenticeship starts by 2024, increase numbers through to EPA, with completions higher than stops

Increase uptake of apprenticeships and completions through to EPA within current workforce

Increase newly recruited apprentices joining

Objectives

- Increase the number of existing employees undertaking an apprenticeship through greater awareness of what's available and how it can support career development
- Ensure consistency across providers with process mapped and easy to navigate
- Increased support from Organisational Development team
- Utilise recruitment through apprenticeship providers
- Partnership with local colleges and bring on as apprenticeship providers
- Clearly defined career pathways with apprenticeship mapped to each role
- Analyse current apprenticeship data to spot opportunities to improve level of support to decrease stops. Identify lower uptake areas of the business and apprenticeship offering in those areas

3 Maximise the levy funds and develop the skills required for business growth

Work with local colleges and providers to ensure we are utilising the levy and tailoring apprenticeships to meet the business needs

Objectives

- Complete college visits to build relationships
- Tailored apprenticeships to match Vertas' purpose and values, and match job descriptions
- Review current external learning programmes across the business and review opportunities to match skills to apprenticeships as an alternative, to maximise levy funds



4 Identify apprenticeship opportunities as part of talent pipeline/succession planning

Maximise take up of apprenticeships to fill risk areas/gaps in succession planning

Increase the apprenticeship offering to support organisational development and culture change

Objectives

- Work with 'Heads of' to identify skills, needs, and match with apprenticeships
- Ensuring we are 'growing our own' talent to back fill and support succession planning
- Support Line Managers to identify opportunities, through 9 box grid and support document as well as increased awareness through resources
- Ensure we are offering the right apprenticeships
- Partner with training providers to deliver a comprehensive range of apprenticeship courses to support current and future learning
- Utilise appropriate technology to deliver flexible learning opportunities for our colleagues e.g loan laptops

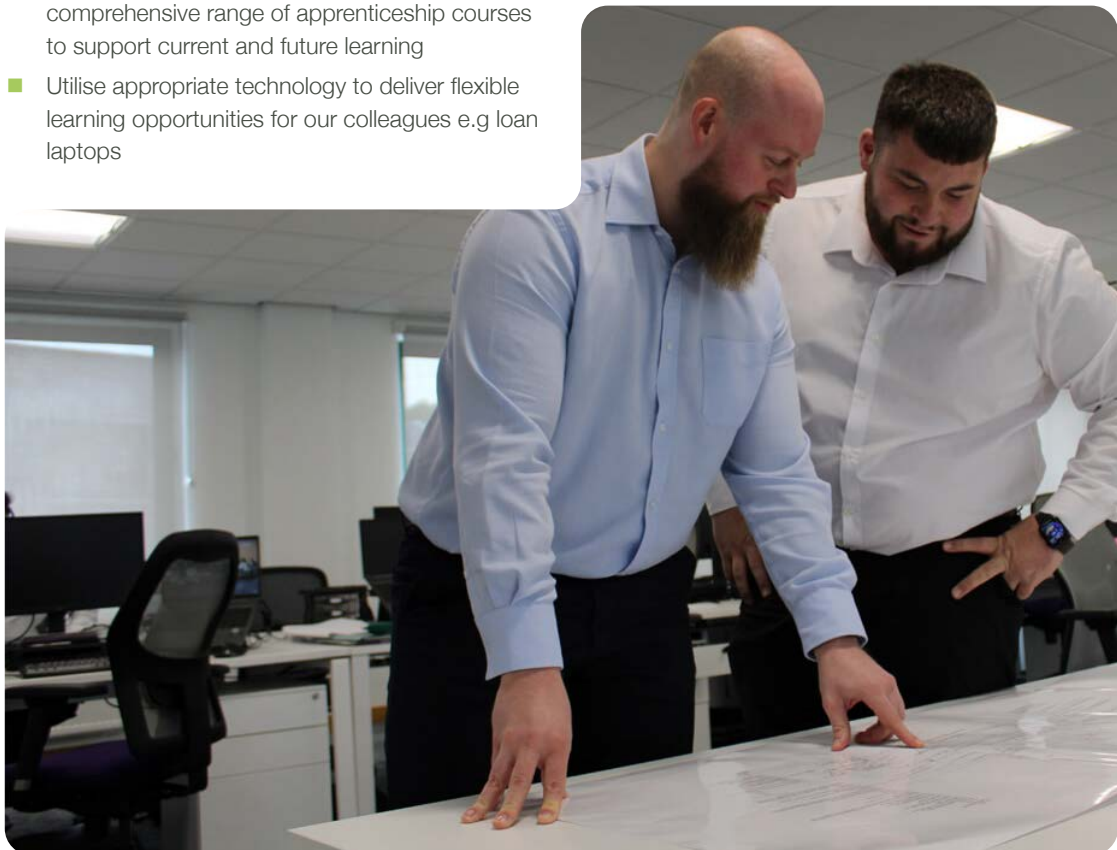
5 Develop opportunities to utilise higher level apprenticeships within current workforce

Providing opportunities for existing team to utilise apprenticeships to gain skills and progress their career, supporting leadership pathways and succession planning

Developing a greater awareness of types of apprenticeships available, particularly higher level apprenticeships and the benefits

Objectives

- Identify opportunities for cohort of high potential leaders for MBA/Degree level apprenticeship
- Include higher level apprenticeship opportunities as part of leadership pathway, as an additional option alongside Emerging Leaders and Mentoring



Thank you for reading our document.



Vertas Group Head Office

Address: 2 Friars Bridge Road,
Ipswich, Suffolk, IP1 1RR.

Telephone: **0330 175 8553**

Email: **mail@vertas.co.uk**



VertasGroup



Vertas Group Limited



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