

*Our People Making the Difference*

# Vertas Group People Strategy

2024 – 2027



Commercially sensitive and confidential



# 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 four defined People Pillars, each with their own strategic objective and action plans, which 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.**

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 people, our customers, our planet, our stakeholder 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. ”

# Our Mission

## Purpose

“ Making the difference for our People, our Customers, our Planet, and our Stakeholders. ”

## Mission

We support our clients’ environments by delivering sustainable and agile solutions which are delivered expertly by our People.

### We are committed to:

- Investing in our people’s development and wellbeing
- Delivering benefits to the places and communities we operate within
- Transparently managing risks
- Ensuring long term commercial and sustainable growth



# Our Values

## Sustainable

We aim to have a positive impact on the environment we work in

## Consistent

We are committed to delivering a positive experience in everything we do

## Integrity

We are trusted, respected and honest – delivering on our promises

## Partner

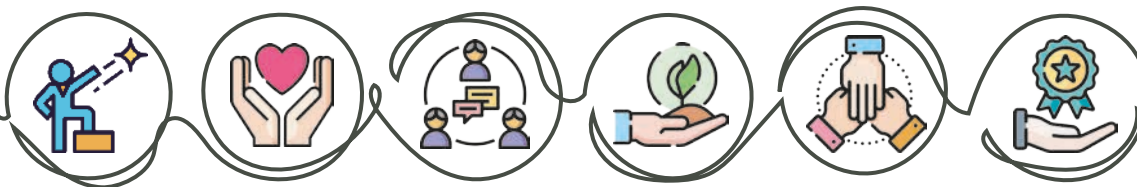
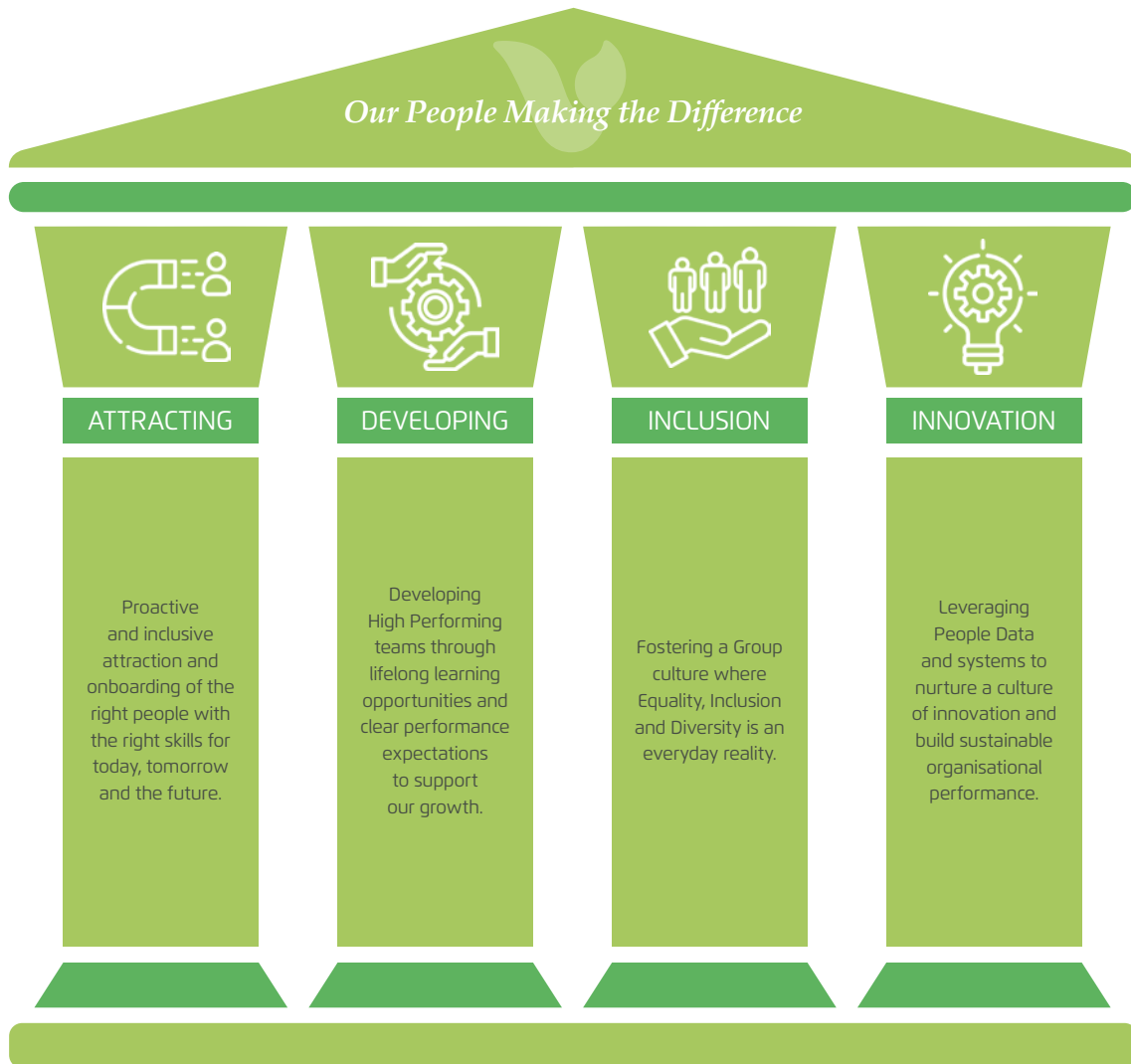
Working, developing, and learning together to deliver excellence, enabling our teams and our clients to do and be their very best

## Agility

We are dynamic, responsive, and continuously adapting for change to meet the needs of our People, our Customers, our Planet, and our Stakeholders

#VertasFamily

# Our People Pillars and Strategic Goals



**Leadership Capability**

**Social Value**

**People Shared Services**

**Sustainable Workforce**

**Culture**

**Reward & Recognition**

We have identified six enabling threads which are the foundations to our People Pillars, these are critical success elements which provide a framework that translates strategy into action, ensuring that we move forward successfully and effectively with the four strategic objectives.

# Our Culture



*We are incredibly proud of the services that our People provide and having a culture that supports, recognises and develops our People is vitally important to the achievement of our strategic goals.*

## Our Group's values Shine through our People to make the difference

**S** Supporting our colleagues to achieve **consistency** in our service delivery

**H** Honesty and fairness are **integral** to our high performance culture

**I** Inclusivity and diversity practices enables us to remain **agile**

**N** New thinking ensures that we remain competitive and **sustainable**

**E** Empowering our People to make the difference in all our **partnerships**



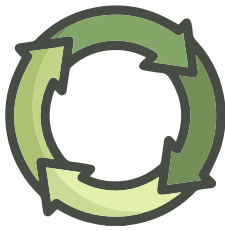
Our **SHINE** behaviours are the framework that we use with our People so they can understand and translate our values into their actions and behaviours in their role.

We will use **SHINE** in our recruitment practices and interview questions, we will discuss them in our Continuous Conversations, we will use them to guide 9-box performance decisions, we will consider them to aid career and professional development.

We are all brand ambassadors and play an important part in fostering a positive workplace culture, how we behave has a direct impact on our colleague and clients. When we are at our best we **Shine**.

# Our Cultural 3C's

To support a positive workplace culture across our Group we have three key areas of focus:

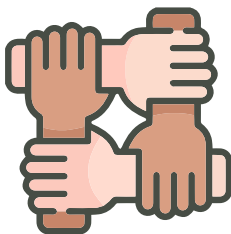
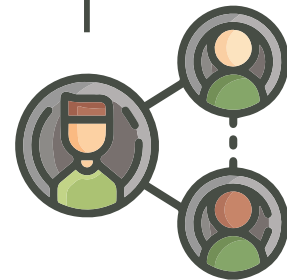


## Consistent Culture

The culture of an organisation contributes to public image and reputation, attracting more business and new colleagues. It is vitally important that culture is made tangible and is consistently aligned with our Values across the Group. When colleagues feel valued and respected they are less likely to leave.

## Connected Culture

A strong culture fosters a sense of purpose and clear expectations, leading to higher levels of engagement and productivity. The actions we have mapped out ensures that our culture connects to the aims of our business strategy and supports the generational expectations.



## Collaborative Culture

A strong culture can transform colleagues into brand advocates and working together across teams will drive the Group forward on common goals. We recognise the strong link between EDI and Social Value, and supporting our colleagues to collaborate on initiatives that give back to the communities will ultimately foster a diverse and inclusive culture.

Culture is one of our 6 enablers in our strategy action matrix, and we have clearly defined Objectives and Key Results woven into each Pillar that will support the overall achievement of our 3 Cultural C's.

# Evolving to meet a changing world

*The trends affecting the nature of the service sectors that we operate within, as well as the workforce challenges we face, form an important context for how we need to evolve in the coming years. This People strategy will need to support the Group as it grows, evolves, and meets a number of challenges. For example;*

## Public sector budgets

Clients face continued financial pressures that can result in difficult decisions regarding budget spending and requiring supply partners to provide great value for money.

- ✓ Proactive consider different ways of working to drive efficiencies
- ✓ Realigning job roles and multi skills role to provide cost effective solutions.

## Workforce ethics and expectations

What people value in a job is changing and people increasingly want meaningful work where their contributions are valued and they feel listened to. Balancing work more easily with other areas of life and matching their own morales and beliefs with an organisations values and purpose are significant. These factors are becoming as important to individuals as levels of pay reward and potential for career progression.

- ✓ Effective employer branding on our values and purpose
- ✓ Positive employee experience across the Group
- ✓ We all have a responsibility to demonstrate living into our values through our leadership and how we act and behave.

## Future workforce demographics

Generation Y and alpha are growing up in highly digital and expressive era where equality, diversity and inclusion is the norm. Spending significant time online can impact their social skills, including respect and politeness. Have a world wide audience to speak to and learn from opens up great points of view and opinions. Generational difference in the workplace can create conflict as well as learning opportunities.

- ✓ Champion ED&I and promote differences to encourage learning and understanding across the workforce
- ✓ Encourage multi-generational teams to learn from each other (mentoring and reverse mentoring).

## Cost of Living

Economic turbulence and instability places financial demands on which results in the need to increase their household income to maintain affordable lifestyles. The majority of our roles are part time resulting in a smaller labour pool of individuals who can financially afford to work in those roles with the level of earnings attached.

- ✓ Support multi job role holding and advertise our roles clearly to our workforce
- ✓ Creative career pathways demonstrating opportunity to grow your career and earning potential
- ✓ Market our Employee Value Proposition to wider audiences to support with making their money go further.

### Technology and AI

Operating in a competitive and technological evolving world requires organisations to invest in technology and to remain agile, capitalise on efficient ways of working and retain a competitive advantage.

- ✓ Consider tech that can replace routine and repetitive tasks and consider reconfiguration of job role and activity
- ✓ Develop skills for a digital world and address skills gaps
- ✓ Encourage a culture of innovation and creativity.

### Linear Career pathways

People are continuing to work later in life and this shift is likely to lead to people having more stages in their career and experiencing new sectors or having 'portfolio careers', where they work in more than one area simultaneously.

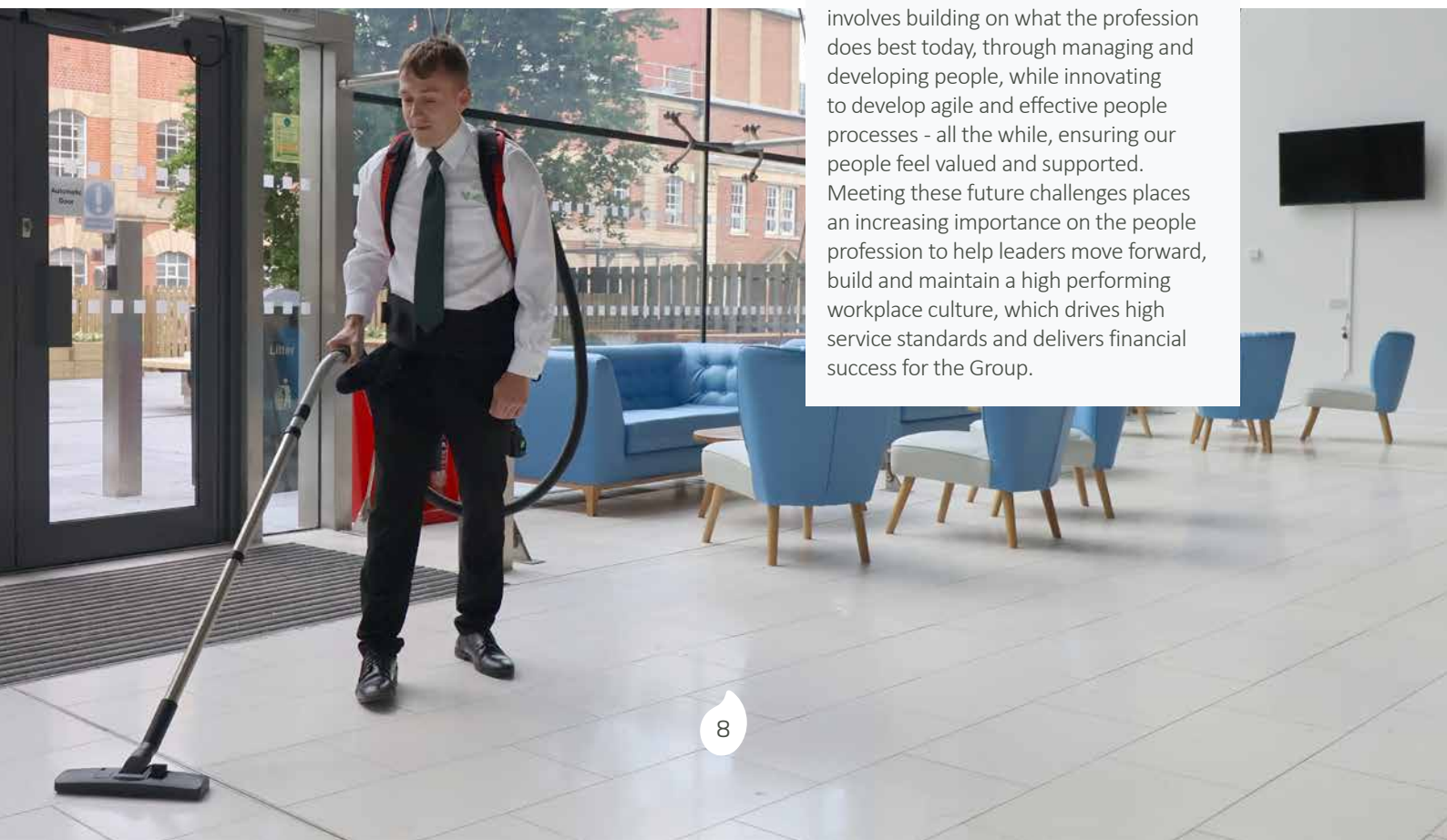
- ✓ Understand and communicate what are linear and non-linear career pathways in our Group
- ✓ Leaders to consider the workforce holistically and promote Group wide career opportunities.



### People Shared Services

This evolving landscape will mean changing the way people professionals and leaders, throughout the Group, support our people. Meeting the challenges and opportunities of the services sector, and workforce trends will involve working beyond existing organisational boundaries, overcoming barriers and transforming roles. This will mean innovative practice and ensuring widespread adoption, to create a consistently compassionate, inclusive, values driven culture.

The people profession must be at the forefront of this change, leading and supporting this transition. To do this, the profession itself needs far-reaching transformation too. This transformation involves building on what the profession does best today, through managing and developing people, while innovating to develop agile and effective people processes - all the while, ensuring our people feel valued and supported. Meeting these future challenges places an increasing importance on the people profession to help leaders move forward, build and maintain a high performing workplace culture, which drives high service standards and delivers financial success for the Group.





# Turning our People Strategy into action

Company People KPI's for 2024 – 2027



UNDER  
**3.5%**  
ABSENCE  
RATE

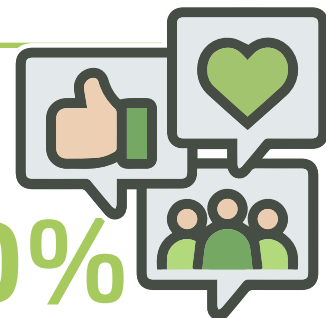


**THREE**  
CONTINUOUS  
CONVERSATIONS  
PER YEAR

OVER **85%**  
RETURN  
TO WORKS  
COMPLETED  
WITHIN 2 DAYS  
OF RETURNING



COLLEAGUE SURVEY  
RESPONSE RATE  
INCREASE UP TO **50%**



OVER **80%**  
COLLEAGUE  
ENGAGEMENT

		Pillar 1 Attracting	Pillar 2 Developing	Pillar 3 Inclusion	Pillar 4 Innovation	
<b>Strategic Objectives</b>		<i>Proactive and inclusive attraction and onboarding of the right people with the right skills for today, tomorrow and the future.</i>	<i>Developing High Performing teams through lifelong learning opportunities and performance expectation to support our growth.</i>	<i>Fostering a Group culture where Equality, Diversity and Inclusion is an everyday reality.</i>	<i>Leveraging People Data and Systems to nurture a culture of innovation and build sustainable organisational performance.</i>	
<b>Enablers</b>	<b>Leadership Capabilities</b>	Objective	Enhance recruitment standards and ethics to reduce early turnover	Development Framework to support our talent capabilities and leading with honesty on what good performance looks like	Leadership behaviours that live and breathe a positive and inclusive culture	All People Data to be visible to managers to make inform business decisions accurately
		Key Result	Consistent candidate experience across the Group with Leaders hiring the right calibre with the right behaviours	Demonstrated by the 9 box to have a more robust measurement of consistence performance conversation	Having a measurement that identifies the EDI behaviours in the Group to upskill managers in their understanding	Agile people data readily available to make informed data decisions
	<b>Social Value</b>	Objective	Ethical hiring practices that align with our social value initiatives and support the TOMs framework	Promote sustainability through learning programs and coaching/ mentoring for leaders and experts	Training colleagues with the support of inclusivity champions on with EDI means in the workplace	Social Value improvements on an annual basis
		Key Result	Having clear evidence to demonstrate our progress along the TOMs frameworks	Re-establish mentoring across the Group	Promoting give back to the community to support EDI	Dashboards to measure the social value people data across the Group
	<b>People Shared Services</b>	Objective	Utilising people system to its full potential and to enhance candidate and new starter experience	People Team experts in place enabling managers to effectively lead their teams	A specialist within the team to have the focus on following the six pillar framework to achieve our Inclusive Employer Accreditation	Enhancing automation to minimise admin heavy activity for leaders and the people team to become more proactive in tasks
		Key Result	Recruitment administrative burden is reduced for managers and the People team	A people shared service centre of excellence	Progress on the Six Pillar Framework to support a higher level of accreditation	Valued added people data to support operational and strategic decision making.
	<b>Sustainable Workforce</b>	Objective	Proactive workforce planning to support skills for the future and minimise flight risk in critical roles	People Forums with a strong focus on high performance to develop 9-Box talent grid and an actions led succession planning matrix	Positive action to support EDI at leadership	Clearly articulated succession plans on demand, actively working towards future succession
		Key Result	Implementing policies and procedures that support the attraction of future skills and generational trends	Clear succession plans for top talent and high risk roles	Measuring on our EDI data including GPG, neurodiversity etc	Leaders being on the front foot to deliver development in line with succession plan
	<b>Culture</b>	Objective	Our Employer brand reputation is defined by our Consistent positive culture	Embedding a Connected cultural experience through leadership behaviours, values, and feedback	Collaborative Culture that supports and celebrates diversity and inclusion	Understanding our Culture data and what this means for the Group
		Key Result	Measuring cultural expectation against reality with new hires	Everyone understanding the expectations on their role	Launching and communicating EDI people principles	Making Culture tangible across the Group
	<b>Rewards and Recognition</b>	Objective	Promoting the Total Rewards package at first touch point in attraction through to onboarding our new colleagues to drive high levels of uptake and engagement	Continuously developing a total rewards strategy for each job grade to support with growth and development	Building a flexible reward mechanism to meet individual needs and increase uptake and engagement on the benefit packages	Increase the uptake of our Rewards and Benefits package
		Key Result	Measuring uptake on benefits with our new starters across the Group	Agile and competitive rewards framework that supports career development	Measurement of what we offer to expectations	Greater utilising in all areas across the Group

# Equality, Diversity and Inclusion

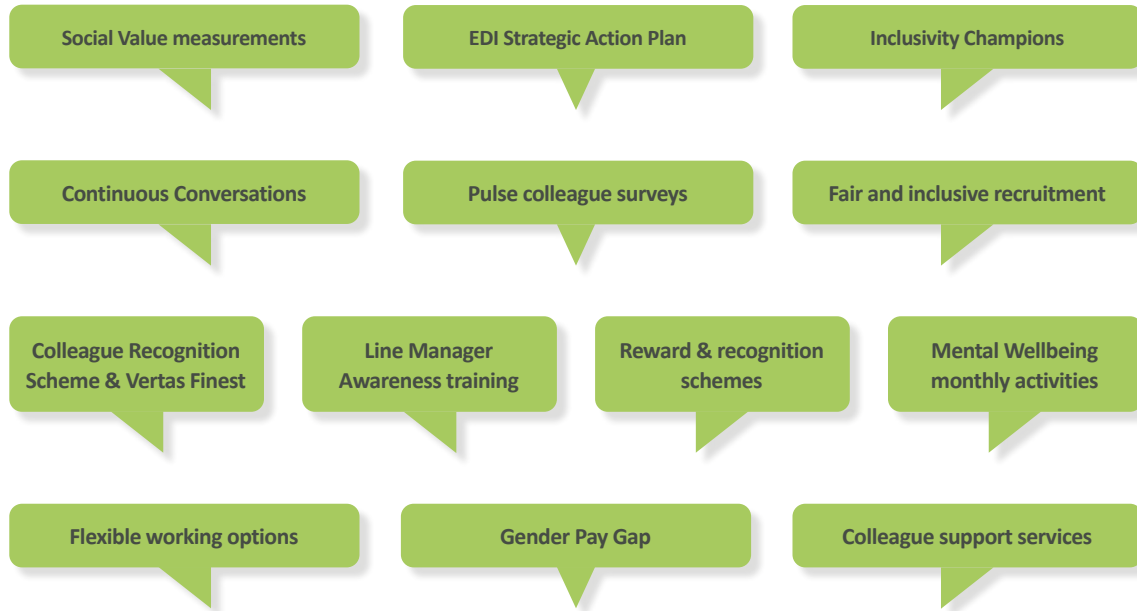


We are passionate about having a workplace culture that is safe, inclusive and enjoyable for colleagues. Our commitment under the Inclusion People Pillar is making Equality, Diversity and Inclusion an everyday reality. We know and understand that this is a journey for our group and to support us with progressing forwards on positive action we are utilising the six pillar framework provided by the Inclusive Employers Standard.



Taking into account the geographical spread of our workforce and diverse job roles, we recognise that there is not one simple route to communicate or measure ED&I across our Group.

Utilising our existing practices, initiatives and measurements will support with driving forward positive action on our progress to fostering a culture where Equality, Inclusion and Diversity is an everyday reality.



### Social Value impact on ED&I

Social inclusion is a crucial concept that emphasizes the importance of ensuring equal opportunities for all individuals, regardless of their background, supporting individuals to feel connected and valued within society. Organisations have a huge part to play in improving social inclusion by focussing on Social value measurements and initiatives, in our Group we will utilise the TOMS (Themes, Outcome and Measures) framework to aid us in measuring, setting targets and agreeing positive action.

# Leadership Development Framework



*We are passionate about nurturing our rising talent and future leaders in their career journey with us. Our Developing People Pillar and the strategic objective and associated actions are focussed on developing a skilled and highly capable workforce for today, tomorrow and the future.*

As a multi services provider our unique selling point is that we can offer a wide range of career pathways and opportunities, allowing individuals to develop and grow into multi-disciplined roles and services.

Our People Development Promises are;

### Capability building

Increase organisational development skills, capability and capacity, leveraging people capital to build a multi skilled and high performing workforce.

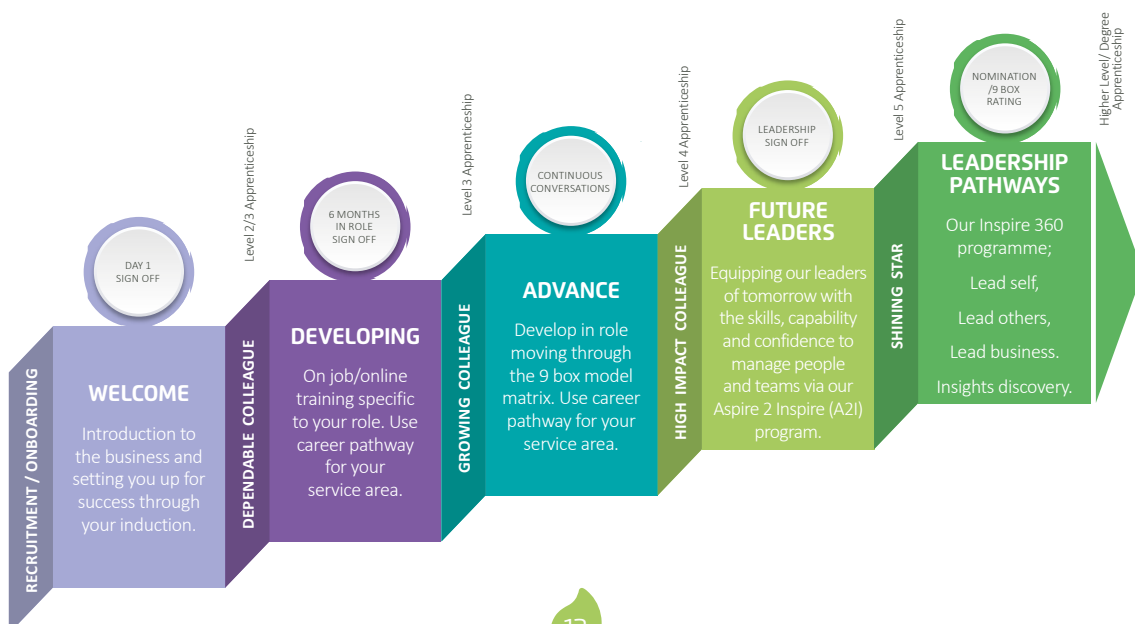
### Professional Standards

A leadership development programme that supports individuals at all stages of their development towards senior leadership roles and benchmarking our leadership behaviours against our Group values.

### Life Long Learning

Commitment to professional accreditation, relevant for the individuals job role and development needs, including apprenticeships, which is supportive of our equality, diversity and inclusion agenda.

These promises aim to develop a capable workforce for the future to support the successful achievement of the Groups Business Plan in providing outstanding services for our clients and contributing to growth aspirations.



# Our Total Reward approach



*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.*

**The approach we take on Total Reward enables our Group to improve business performance and achieve desired results through building an engaged, diverse and capable workforce.**

We have five Total reward components which considers more than basic pay and pension schemes and emphasizes the importance of holistic employee experience, taking into account various aspects such as work environment, learning and development, recognition and performance. This approach demonstrates our commitment to employee well-being and long term success, fostering a culture that value and rewards our people in diverse and meaningful ways.



**We continuously review and measure the initiatives and programmes we have within our approach to total reward;**

- Adapting to the evolving workforce: as the modern workforce becomes more diverse, with multiple generations working side by side, we will consider the approaches required to support with the unique needs and preferences of each demographic;
- Colleague Engagement and Performance: engaged employees are more likely to be committed, motivated and high performing, driving better outcomes and contributing to the overall success of the Group
- Attracting and retaining: reviewing market trends and competitor packages are necessary for competitive advantage and being an employer of choice in the service sector which results in attracting the right calibre of employee and retaining high performing colleagues to support with sustainable growth.
- Positive Culture: total rewards can foster a culture of appreciation, recognition and continuous learning creating a healthy and positive work environment. Colleagues are empowered to own their career development, discuss new opportunities, continuously improve and innovate, and be brand champions of the overall culture and reputation of the Group.



# External Accreditations and Supply Partners

*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

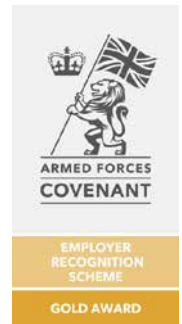
We work with agencies within the military sector to support veterans transitioning into the workplace.

## 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.



## Inclusive Employers

Is an evidence based workplace accreditation tool for inclusion and diversity (I&D). The six pillars of inclusion framework measures all areas of I&D activity and credits employers with the Inclusive Employers Standard.



## Zellis

Award winning provider of HR and Payroll software which optimises our fundamental people and payroll processes and delivers the modern and digital employee experience.



## Honeydew

A web-based absence management tool which automates absence tasks and alerts supporting managers with staying on track with absence management. A centralised call centre handles all of our absence calls and automatically notifies the line manager of the colleagues absence.



## Connectr

Mentoring tech that unlocks our People power, driving internal mobility and progression. An agile platform connecting colleagues through mentoring relationships maximising our peoples skills and experience whilst supporting internal talent development.



## Workvivo

The digital heart of our Group, a hub which simplifies internal colleague and business communications and drives engagement. Workvivo is owned by Zoom and is the worlds leading employee experience and communication platform.



Thank you  
for reading  
our document.



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