



Glen Group

Social Value &
Responsibility Framework

Updated June 22



Glen Group aims to maintain accountability to our main stakeholder groups: our clients our employees and the communities in which we live and work.

We aim to demonstrate that our business takes an interest in wider social issues, rather than just those that impact our profit margins, and we hope to attract clients and employees who share our values

We are working to create social value, in our operations every day and to add a positive presence in the communities in which we live and work and create a sustainable business.

To help steer our commitment, we have created a team to help steer

Social Value & Responsibility@Glen

The purpose is to drive social value and responsible business on behalf of Glen Group and to report findings and actions to the Board that will help influence our operations.

This team is made up of functions and people across our business, who are on the front line and, who manage our business in a commercially responsible way.

We have set targets across our Social Value & Responsibility Framework in line with National TOMs Framework to identify our current status and prioritise our efforts.



Themes of National TOM's Framework

- Promoting Skills and Employment within the community.
- Supporting the Growth of Responsible Regional Businesses
- Creating Healthier, Safer and More Resilient Communities
- Protecting and Improving our Environment:
- Promoting Social Innovation

In publishing our SV&R (Social Values & Responsibility Framework we hope it provides a clear focus about what is important to us at Glen and that this resonates with our team and those we serve.

It also provides a road map for activities and our progress.



Glen Social Value & Responsibility Framework						
	Clear Leadership Governance & Values	Develop our Employees to build healthy lives	Influence behaviour through service	Manage the impacts of our supply chain	Invest in the Community	Take Action to Environmental
AIMS	<p>Leadership which understands that Social Value is at the heart of what we do</p> <p>Governance of our operations measured by our Social Value & Responsibility Team</p> <p>Values living our beliefs every day</p>	<p>Positive impact on our team through</p> <p>Developing skills and employment opportunities</p> <p>Diversity & Inclusion</p> <p>Living wage</p> <p>Training</p> <p>Wellbeing Support</p>	<p>As people return to their workplace or place of learning, it is vital that the elements of a hygienic and safe place are maintained</p>	<p>We will ensure our suppliers are committed to and comply with our Ethical Code of Conduct for Suppliers of Goods and Services.</p> <p>We will measure and audit them to ensure compliance.</p>	<p>Charitable and social enterprise</p> <p>volunteering activities</p> <p>Encouraging being good citizens</p>	<p>Measure & Environmental friendly prod</p> <p>reduce paper and recycling</p> <p>Climate char assessment</p> <p>Travel mana</p>
5	Fully developed and published reporting framework	To be externally recognised as a best company to work for	To be regarded by clients as best in class service providers	To only use suppliers who have achieved or are working towards ISO 14001 accreditation	Recognised by others as a leader in community activities	Externally recognised as a leader in minimising environmental
4	Work within ISO 26000	Employee advocacy 80%	Implementing technical solutions to drive customer behaviour for each sector	Develop and improve our commercial activities in line with CSR targets in conjunction with the supply chain	All our people are encouraged to give 1 day of community work per annum.	Exceed set of and targets environmental
3	Clearly defined and measured policies and SOPs in place	Activity in place to support wellbeing and retention	Clearly defined operating framework and shared best practice for flexibility	Audit and risk analysis completed following PQQ on all suppliers annually	All our people are encouraged to give 1 hour of community work per annum.	Achieve ISO Environmental Certificate
2	Minimal engagement and limited activity over local level	Limited action taken on the analysis of the employee demographics	Comply with contractual requirements	Formal process on supply chain risk implemented to 80%	Low cost or local informal activities	Working towards Environmental Certificate
1	No governance or leadership structure to support Social Value	No awareness of employee demographics	Compliance with contractual requirements	No formal processes to identify supply chain risk	No investment or involvement with the community	No investment awareness

The yellow highlighted indicated our 2022 Goals



Clear Leadership Governance & Values

Aims

- Leadership which understands the responsibility of Social Value is at the heart of what we do
- Governance of our operations measured by our Social Value & Responsibility Team
- Values living our beliefs every day

Ambition: Leadership

Leadership is the art of motivating people to act toward achieving a common goal. We believe that it's not about Job Title.

As many of our employees have the skills which are important. Perhaps they coach on the school football team or juggle family commitments or are elders in their church.

Those qualities of life and understanding support in having a leadership that understands what is important.

Together with our Glen Management team this is a force for good.

Our SV&R committee focus on the issues that impact on our business, clients, employees, and wider community in which we operate. To focus our core business process and assess the pace of improvement with regard to our aims.

SV&R committee comprises of:

- Paul Fowler
- Andy Burge
- Phil Howells
- Kim Stevens
- Emily Bryant
- Marisa Clark
- Ross Barnes
- Michele Thomas
- Dave Marshall
- Rob Kennedy
- Deborah Donnelly
- Alan North

*An aim is 2022 is to encourage site-based employees to join the SVRG

Reporting Framework

The committee will report to the Board on a 6-monthly basis, providing updates on progress evidenced on the SV&R Risk Register. An annual CSR report will be produced to summarise our performance in these areas for the 12 months to 30th December 2022. We will communicate to our stakeholders via our news@Glen e newsletters.



Action: Leadership & Governance

We will provide clear leadership, governance & values

We will do the right thing. We will comply with legislation, provide auditable processes and procedures, and ensure the behaviours of our people meet the highest standards of integrity and trust.

1 Glen Ethical Code of Conduct



Ethical Code of
Conduct.docx

Social Responsibility and Ethical Code of Conduct Policy



Tool Box Talk Ethical
Code of Conduct Poli

Toolbox Talk on Social Responsibility and Ethical Code of
Conduct



Whistleblowing Policy
Sep 19.docx

Whistleblowing Policy

2 Governance



Anti Bribery &
Corruption Policy.doc

Anti-Bribery and Corruption Policy

Accreditations Register



SOP Control of New
& Existing Suppliers.d

SOP: Control of new & existing Suppliers

3 Glen Values



Employee Handbook
2020 version.pdf

Glen Employee Handbook, including the Glen Values.

4 Communication Plan

News & Glen internal and Client communication
Improve our social media use

For 2022

1. Continue to improve communication and information through our e newsletter news@Glen, Employee App, Employee Assistance Programme, and other cultural activity, which is now included in all management Business Based Objectives
2. To use SharePoint as our Document Management Systems as part of the Certification Process, with the support of our appointed Compliance Manager.
3. Audit Management Develop a working party to provide a more effective, quality audit format and measurement which provides corrective actions and accountability within a sustainable business.
4. review the remit of the IT Steering Group
5. To publish achievements in December 2021



Help our Employees to build healthy lives.

Aims:



Action: Positive Impact on Employee's Lives

At Glen we recognise that our employees work in the main on a part time basis. We also recognise that a number of them have multiple roles or jobs.

We have many employees with long service and around 40% are over 60, therefore our employee population is aging. In addition, 42% are lone workers.

The impact of these demographics, confirm that at Glen we must ensure that our employees, feel that they belong to the Glen Family and our Policies meet the needs of our employee population, which can be very different from our client's workforce and the strategies that they use.

Whilst, obviously complying with the current legislation including equality, diversity, and health & safety. All employees will be treated fairly and in line with the Glen values and culture.

Opinion and feedback are encouraged. Health, self-care, well-being, and training development will be central.

Retention and stability of our workforce a main focus as this confirms that Glen is a good place to work



Employee Support

A dedicated email and phone line to support our employees and managers, with any work-related issues. However, as our Employee Support function is manned by a councillor, we aim to improve our ability to recognise and support, wellbeing activities, which will be a focus for 2021

HR Policies

To ensure we are fair and consistent and meet our legislative requirements, published in our Employee Handbook.

To recruit from the local community and provide flexible work patterns

We aim to pay living wage and will continue in our endeavours, to help clients understand the benefits in retention of employees and productivity, by paying a higher basic salary.

We have also introduced our Time & Attendance System as part of the focus on productivity.

We have introduced Perkbox to provide additional employee benefits, and an Employee Assistance Programme

We consider that diversity brings strength, and we have a widely diverse workforce. Inclusion is so important to us, because our teams are remote and work in Client's premises. To us it's about valuing everyone in the organisation as an individual. Which speaks to our values.

While UK legislation – covering age, disability, race, religion, gender and sexual orientation among others – sets minimum standards, an effective diversity and inclusion strategy goes beyond legal compliance and we seek to add value, which contribute to employee well-being and engagement.



Action For 2022

1. Focus Employee Support on improving employee well-being and self and mental health care, with the support of external agencies and our Employee Assistance Programme Health Assured.
2. Embed the T&A system, to identify productivity improvements in a move to pay Living Wage if possible
3. To develop the series of Glen AWARE videos with refresher training on all sites for all employees August, September, and October each year.
4. To gain employee representatives within the SVRG (Social Value & Responsibility Group)
5. Conduct more analysis and gain feedback on Diversity and Inclusion



Influence Customer Behaviour through Service

Aims

The pandemic has made cleaning and handwashing a critical requirement. As people return to their workplace or place of learning, it is vital that the elements of a hygienic and safe place are maintained. We aim to influence behaviours by providing the right levels of cleaning, support, and process to influence behaviour in the most cost-effective manner.

Action: Influence Behaviour

We will positively influence our customer and client's views with our knowledge.

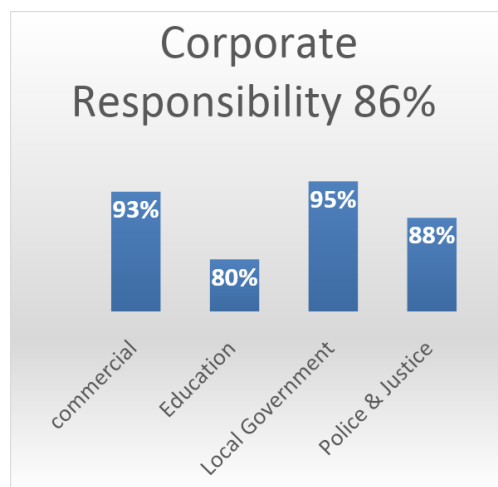
During Our Client Advocacy Surveys. 94% of the time we fully met all our client's needs. We will work in 2022 to improve this, however the vast majority of the clients commented on how well we supported them during the pandemic, with our planning and flexibility while at work by our clients

However, the survey also revealed that our communication on the work we are

doing in social value and corporate responsibility, they were unaware of.

Therefore, we will make every effort to communicate to our clients more regularly using news@glen e newsletter and employeenews@Glen.

We will continue to develop solutions for our clients to ensure we work in the most ethical manner.





Technical Solution

We are very aware that the Social Value and Corporate Responsibility of our business is now of critical concern to our clients.

The pandemic has made us reconsider, how we go about our business, the service style, employee training and behaviours and the products we use. Our clients have in the main provided very positive feedback on our technical solutions

Added Value

We have endeavoured to prove to current and potential clients that our service and culture will add value. We recognise that different sectors within our business require, different focus and service styles and we will work during 2022, to ensure that the changing needs of our clients in their business are reflected and this will be verified in our Client Advocacy Surveys

Action For 2021

1. Sector based technical solutions reviewed and further developed, to identify best practice
2. Continue to gain feedback from our Client Advocacy Surveys, that inform our activities.
3. Consider the impact of Covid and Brexit within our market and the implications to our employees, with the aim to increase the value in our clients view of the work we do.

Manage the Impacts of our Supply Chain



Aims

We will ensure our suppliers are committed to and comply with our Ethical Code of Conduct for Suppliers of Goods and Services. We will measure and audit them to ensure compliance.

Action: Impact of Supply Chain

Glen aims to promote and maintain high standards of social, ethical, and environmental conduct across our supply chain activities.

We have a formal process in place to manage our supply chain.

No suppliers be entered onto our Finance System to process invoice payments until they have completed the company's Supply Chain Questionnaire and been authorised by the Finance Manager.

The questionnaire includes questions on H&S, Environmental and CSR

performance, requiring evidence to support answers provided. The supplier will only be approved subject to satisfactory receipt of the evidence requested.

The Finance Manager maintains a supply chain database and undertakes an audit and risk analysis on all key suppliers on an annual basis.

We understand that this is also important to our clients therefore our ambition is to only use suppliers who have achieved ISO 14001 accreditation.

<p>Ensure our core suppliers are aligned with our SV&R Framework and Ethical Code of Conduct</p> <p>We ensure that core suppliers have appropriate policies in place through the pre-qual process and review processes</p>
<p>Benchmark Key indicators from suppliers</p> <p>the supplier audit process ensures that we can buy local</p>
<p>Encourage supply chain to attain ISO 14001 Certification</p>



Acton for 2022

1. Audit of supply chain annually and reduction of product against set criteria
2. Complete integration of e ordering, to reduce paper burden.
3. Set up a procurement steering group

Invest in the Local Communities

Aims

Employing and supporting people who live and work in the local communities, providing them with honest and valued opportunities. We will identify and encourage all of our employees to get involved in local community action

Action: Invest in Local Communities

At Glen we have always talked about being a family and spending our resources internally looking after those in the business.

With the pandemic and all the challenges that has brought we recognise the importance of community.

In January 2021. We launched our Glen in the local Community to widen the communication and importance.

This did not particularly resonate with the workforce



We continue to support initiatives that have a positive impact on the community in which we live and work.

In 2022 we plan to encourage employees with causes that are important to them

Work with Child Bereavement UK which supports families and educates professionals when a baby or child of any age dies or is dying, or when a child is facing bereavement.





<p>We support Horse Back UK , whose aim is to inspire recovery, regain self-esteem and promote positive change using horsemanship which encourage participants to acquire new coping strategies, life skills and build lasting resilience</p>	
<p>We help to support Berkshire youth at Rams Rugby Club Reading by sponsoring the U7's mini team</p>	

Action 2022

1. Identify what charities are important to our employees.
2. With our involvement in schools do more work with Child Bereavement UK
3. Policy to encourage understanding of employee engagement in ,local community activities and volunteering programmes and improve communication around this using News@ Glen



Take action to Improve our Environmental Impact

Aims

We will measure and publish our environmental statistics with the aim of demonstrating our commitment to making a positive difference. We will always take action to ensure our environmental impact is considered when making changes to our business processes and procedures.

Action: To improve our Environmental Impact

- Replaced 60% of our vehicle fleet with fuel efficient and low emission vehicles to reduce our carbon footprint.
- Introduced Time & Attendance Pinning to reduce the paper burden
- Used e-payslips for all employees to reduce paper
- Use Microsoft teams for meetings and home working to reduce travel
- Changed cleaning products to super concentrate in all of our business to reduce number of deliveries.
- Products have the EU Eco label which identifies a reduced environmental impact throughout their life cycle
- Reaccrediations for ISO14001 Environmental Management certification across the business

Action for 2022

1. Identify our environmental targets & carbon footprint and set targets.
2. Review Mileage and business working practices to reduce by X %
3. Review technology to meet business needs and reduce travel costs and footprint
4. Review procurement and disposal of electrical equipment and define policy
5. Develop a waste management activity Group.