

Veran Performance

Our Social Value Statement

Veran Performance is a business that is ten years old and we take the Social Value that we add to our employees, clients, community very seriously and are proud of our contributions. We are in the privileged position of being able to both drive social value within our firm, design and deliver social value through our work with our customers and to drive social value through our networks of influencers. As our business was founded and is driven by the value we have return to our community, staff and clients we have an outstanding record of providing positive impacts through all of our interactions and wherever we can influence those with whom we work to support the overall good.

As an SME consultancy we focus solely on back office (HR, Finance and Supply chain) excellence we therefore have the ability and responsibility to directly, and indirectly influence these areas that are most crucial to the social value that businesses can provides and we do this in four ways:

- We run large networks of professionals in the areas of HR, Finance and Procurement and therefore we are able, and have influenced the direction and strategy for each of these areas allowing us to put social value to the front of the agenda for people (HR), sustainable finance (finance) and procurement (supply of goods and services) and our record of using this influence to impact positively with inclusion and diversity as well as minimising damage to the environment.
- In working with our clients we have been able to directly influence the processes and policies that they have put in place and we have consistently promoted adherence to all guidance and exceeding these wherever practical, and highlighted those areas where they can best contribute to better social outcomes.
- We have, wherever possible minimised the environmental impact of our work and have a net zero target that we plan to achieve by or before 2024.
- We have directly contributed to a range of charities that have high positive social impact and have done this consistently since the business was founded in 2013.

What follows is Veran Performance's full Social Value Statement ("SVT") which was most recently reviewed and adopted on 01 August 2022, after review by our Management Board, People Development Board and the Sustainability Committee. This is a living document and the action plan and other contents in the SVS is reviewed on a monthly basis by the Management Board, People Development Board and the Sustainability Committee. Progress against the steps set out is tracked monthly, and the statement is revised as required in line with our ability to deliver, the urgency and changing priorities as the COVID crisis, economy and environmental emergency change.

It is therefore an active document that is used on a daily basis to help us deliver against our commitments to social value which we take very seriously, and is central to our mission as a modern digital transformation consultancy.

The owner of this document at a Board level is Tom Holmes, who is our Social Value Director, with ultimate responsibility for the delivery of the outcomes and the net zero agenda well ahead of 2050.

The document s broken down below into the five priorities that we currently target and these are:

Section 1 - Covid recovery

Section 2 – Tackling economic inequality

Section 3 – Fighting Climate Change

Section 4 – Equal Opportunity

Section 5 – Wellbeing

In the sections below we set out our specific contributions to each of these areas and our plans to increase the impacts in each area:

5.1 COVID-19 recovery	
Delivery objectives: what good looks like	Veran Performance Response
Create employment, re-training and other return to work opportunities for those left unemployed by COVID-19, particularly new opportunities in high growth sectors.	<p>Veran has grown by over 100% in terms of employment since the beginning of the Covid 19 pandemic and therefore have created a large number (relative to our size) of new opportunities since Covid forced large scale retractions across industries.</p> <p>As well as continuing to create new employment opportunities we also invest in training all our staff in the skills required to deliver Digital Transformation of the back-office services in both UK and global businesses. These digital transformation skills are rare in the market, and also form part of a key sector of projected economic growth, equipping our employees and colleagues with skills and experience that is crucial to the future growth and sustainability of the UK economy and workforce.</p> <p>Since Covid, our Workforce now works flexibly from across the UK and Europe, with many of our team returning to work after having children, or suffering from long term Covid-related illness or bereavement.</p> <p>As well as upskilling our own team, one of Veran’s key services is upskilling colleagues working for our clients. These skills we transfer include Digital Transformation, Technology Adoption and Managing Change by embedding a SaaS (Software as a Service) Mindset. All of our employees are qualified and made responsible for transferring our knowledge and expertise to our clients so that these colleagues become better skilled for the future, and more self-sufficient and resilient in a world that is rapidly changing, and unpredictable. An example of where we have improved employability in a high growth sector is in the area of Robotic Process Automation which we completed for the Home Office, where we upskilled administrative staff to be able to design, test and manage robots that work on highly manual and repetitive tasks in Central Government.</p>

During the initial months of the Covid 19 crisis we saw a significant downturn in demand for our services and we, as a firm decided to maintain full employment and retain all staff as part of our Covid recovery plan and to retain and retrain any colleagues whose skills were proving less in demand. This was successfully achieved and we were able to avoid any redundancies throughout those difficult months and then subsequently through the success of this hiring a further 30 people between October 2020 and January 2021.

In terms of our influencing ability, we are fortunate to work in a sector that allows us direct contact with those that most influence the employment agenda across the economy (HR Directors, Finance and Procurement Directors) and early in the pandemic we saw the need to support this community by sharing strategies and approaches to best accommodate the creation of employment, retraining and return to work. We did this by starting a bi-weekly broadcast (live webinar, recorded podcast and written articles) that allowed business leaders to be interviewed at each stage of the pandemic, and share their strategies and approaches to improve resilience and recovery potential for each business.

These have proved highly popular, and despite the end of the pandemic's worst phases we have continued, and will continue to broadcast these sharing and leadership interviews every two weeks with subjects as wide ranging as supporting working from home, mental health and wellbeing to meditation techniques and practices. These are all to be found on our website and on all podcast platforms such as Spotify under the title Mind the Gap.

<https://open.spotify.com/show/1oYIhJ7eWUnVOK13aNFibn>

Support people and communities to manage and recover from the impacts of COVID-19, including those worst affected or who are shielding.

Veran set up a network for aspiring and inspiring people passionate about HR and Business when we set up the company 10 years ago. This network is a community of over 20,000 people and unlike similar communities, it is completely free of charge, and open to all. Moving our usual face to face networking parties, mentoring schemes and seminars online during the pandemic meant we could reach even more people with supportive content including those who were shielding. We also recorded all of our content so people could listen and watch on demand at a time and a place that suited them.

As mentioned in the section above Veran have been supporting, and continue to support, leaders across the majority of UK sectors by undertaking a fortnightly broadcasts that outline changes and the possible solutions to support businesses getting back into and adjusting to the post COVID paradigm. They have been attended by over 1000 different attendees across all industries from the first month of the COVID crisis.

	<p>We have also directly supported our colleagues who have suffered from long Covid and related conditions and have retained all such colleagues on full employment during their roads to recovery adapting work and hours to meet what is manageable for them. We have also allowed a full work from home policy where requested and adapted our working practices to allow this to happen wherever necessary to accommodate our colleagues needs and ability to travel and work in formal office environments.</p> <p>Ongoing we are confident that our actions and action plan to support our direct colleagues when times are hard, deliver strategies and plans to our clients to do likewise and influence our network to share and learn from each other will continue to drive employment and employability in our high growth sector.</p>
<p>Support organisations and businesses to manage and recover from the impacts of COVID-19, including where new ways of working are needed to deliver services.</p>	<p>As mentioned above, Veran has been undertaking webinars talking about and supporting people in new ways of working that are needed to deliver services, in particular those of automation, using electronic and technical software tools to deliver to help businesses to move their activities into a more productive, more online and more diversified world.</p> <p>Specifically over ten of these broadcasts have been focused on helping businesses provide more flexible ways of working and a further ten have been focused on other measures to help organisations adapt and manage in what, for many, have been very different market conditions.</p>
<p>Support the physical and mental health of people affected by COVID-19, including reducing the demand on health and care services.</p>	<p>Throughout COVID we've had a number of people, both within our firm and clients, who have suffered significantly from COVID-19, and we have supported all those team members in coming back to work and not losing employment. Particularly we have colleagues who suffered, and continue to suffer with long COVID, and we are supporting them with additional time off, additional training and lower duties to maintain their position in what is often a highly demanding and complicated business area.</p>
<p>Improve workplace conditions that support the COVID-19 recovery effort including effective social distancing, remote working, and sustainable travel solutions.</p>	<p>Veran has moved the majority of our work from office based to home and remote working, with only those meetings and activities that require face to face interaction being face to face. We have modified our office policy accordingly and adopted a 90% working from home model.</p> <p>Our office has been adapted to fulfil each of the requirements for social distancing, both in the office and in travelling to that office. For example we have had additional bicycle racks installed within our office to ease the need to use public transport, have parking spaces for all who need these and have a booking system to ensure that office occupancy levels and distancing have always exceeded the published guidelines throughout the pandemic.</p>

5.2 Tackling economic inequality

Delivery objectives: what good looks like	Veran Performance Response
<p>Create opportunities for entrepreneurship and help new, small organisations to grow, supporting economic growth and business creation.</p>	<p>As a SME business we work within an important ecosystem of entrepreneurs and smaller business that rely on us for promotion, co-working and sub-contracting their services and we both promote these businesses at early stages of their development and have used and sub-contracted their services wherever relevant in providing our services and also recommended these to our large network of leaders in business.</p> <p>We also offer speaking opportunities for entrepreneurs at our community events to help them promote their products and services. For example at our recent networking party in London, we hosted Sanjay Lobo who is the CEO of start onHand, an Employee Engagement Volunteering tool, and we promoted conversations with The London Progression Collaboration who help companies better utilise the Apprenticeship Levy funds to hire and develop future talent and increase social mobility.</p> <p>Furthermore our expert webinars and thought leadership supports businesses in driving their growth and productivity and to grow into more profitable and sustainable businesses. This has led to many of our client and community organisations driving sustainable growth.</p>
<p>Create employment opportunities particularly for those who face barriers to employment and/or who are located in deprived areas.</p>	<p>Our network of over 20,000 HR professionals (MyHRCareers) is designed to support people early in their career to be able to develop skills, confidence and networking abilities to start and further their careers. This includes supporting them in identifying strengths and weaknesses and overcoming barriers to entry. We have also supported a number of diversity and inclusion initiatives, including those for disabled people, in particular those with hearing and visual disabilities.</p> <p>The network is free for anyone to join and attendance at all face-to-face events is also free with speakers, drinks and refreshments all paid for by Veran Performance.</p> <p>The purpose of the network is to aid those who are aspiring to become HR professionals with those who are inspiring and have had full careers and now wish to share their insights and advice to those lower down the tree.</p> <p>The events have generated multiple employment opportunities for those who felt they would otherwise be excluded from the HR profession and many of our inspiring leaders have used the network to find and employ those early in their career who they would otherwise have not accessed or overlooked in the more conventional application process.</p>

	<p>A great example is our recent London party was attended by a 34 year old woman who had just moved to the UK from Ukraine following the war with her 10 year old son. She was seeking a role in HR and finding it difficult to secure job interviews. During the event, we connected her with 3 senior HR professionals who have been attending MyHRCareers for some time, and all are in conversations with her about her joining their HR departments.</p>
<p>Create employment and training opportunities, particularly for people in industries with known skills shortages or in high growth sectors.</p>	<p>Veran has a significant training academy within Veran Performance which takes graduates and trains them in key skills around digital transformation and digital advisory work, which is a high growth sector and one which our skills are required to drive new levels of productivity.</p> <p>We also have a very diverse workforce with a majority of female over male employees. This is highly unusual in our sector (technology and digital transformation) where most of our competitors have very significant male biased businesses that average 75 percent males at the higher professional levels We train all our team in high growth, often male dominated skills, such as Data Analysis and Manipulation, Technology Design and Configuration, Software Testing, Agile Project Management, and Solution Architecture.</p> <p>In HR in particular, there is a shortage of data analysis and technology development skills which we have tried to directly addressed in our own team and clients.</p> <p>Our networks have connected many aspiring HR professionals to opportunities to develop and grow skills that otherwise they would be excluded from, and we have focused on those industries and sectors that have most difficulty in finding the right calibre and quantity of staff.</p>
<p>Support educational attainment relevant to the contract, including training schemes that address skills gaps and result in recognised qualifications.</p>	<p>Veran has supported a number of our colleagues with national qualifications, including CIPD, Oracle certification, PRINCE2 Project Management, Prosci Change Management, Agile Practitioner and many ad hoc training events and courses that generate specific qualifications and certifications.</p> <p>Every member of our team is offered two weeks paid training a year to further their skills and qualifications and we support all our colleagues in achieving these qualifications plus technical qualifications related to their digital transformation work.</p> <p>Internally we also run our own internal training schemes including Consulting Pathways, Lunch & Learns, and the Veran Approach, to train in our innovative methodologies, and ways of working which allow us to deliver faster and better results for our customers and clients.</p>
<p>Influence staff, suppliers, customers and communities through the delivery of the</p>	<p>We have set out our commitment to staff and suppliers above, but through our work in influencing the design of processes and</p>

contract to support employment and skills opportunities in high growth sectors.

policies in key areas of our clients we also influence positively to adopt best practice in terms of staff employment and skills development. For example, one key area where we are considered to be world leading and are frequently asked to consult and design new ways of working is in talent processes and policies for our clients. These talent processes and the data that underlines them directly support the large businesses with which we work to develop their staff and establish career pathways that ensure that they more frequently reach their full potential.

Veran is seen as a key expert company in this area and we have designed these talent development processes for businesses in many sectors including transport, government and financial services. We have therefore been able to directly, and positively influence positively the design of talent and the career pathways for many hundreds of thousands of staff over many years.

5.3 Fighting climate change

Delivery objectives: what good looks like	Veran Performance Response
<p>Deliver additional environmental benefits in the performance of the contract including working towards net zero greenhouse gas emissions.</p>	<p>Veran’s approach has been to reduce our environmental impact, and maintain the lowest environmental impact and we plan to achieve net zero emissions by 2030.</p> <p>Examples of how we have already taken action include:</p> <ul style="list-style-type: none"> ▪ We have no fixed air conditioning in any of our offices ▪ As a firm we subsist on only one small domestic printer and therefore encourage a zero hard copy culture. ▪ We have a WFH policy that has reduced commuting and the negative impact of commuting to virtually nothing ▪ Bike racks have been recently installed in our office to encourage people to cycle to work ▪ All company cars are fully electric vehicles, and public transport is encouraged where travel is required. ▪ We promote a zero plastic office and events where for example all crockery and cutlery used is either reusable or biodegradable <p>Our services are inherently low impact environmentally, but we also encourage our clients to follow our example in our key work of digitally transforming their processes to modern ways of working which reduces the reliance on paper based and manual work, and encourages electronic communications over face to face interactions in most cases, which drives both efficiency, but also has a very important positive environmental impact as well.</p> <p>We have completed a full environmental impact assessment on the current consumption that Veran produces and have plans to reduce this incrementally to zero by 2024.</p>
<p>Influence staff, suppliers, customers and communities through the delivery of the contract to support environmental protection and improvement.</p>	<p>As a digital transformation consultancy all of our work, both internally with staff, with our suppliers and customers, is focused on digitalising and simplifying all processes which are undertaken and which we asked to transform. This means in practice that we are instrumental in supporting our customers, suppliers and staff in finding ways to reduce the quantity of paperwork, travel and unnecessary steps with an environmental impact in each of our processes. For example we regularly recommend changing Recruitment, Performance Review and Bonus Review processes for large organisations, from being paper-based meetings where all stakeholders attend in person, to being undertaken electronically and virtually, dispensing with the need for any type of paperwork or face to face travel if not required.</p> <p>We work with some of the larger organisations, global and UK based, in recommending and supporting the transformation into these far lower environmental impact processes.</p>

	<p>We also developed an entirely ‘online’ project methodology to deliver transformation services to our clients. This is called 7Steps (7S) and has been used across UK Central Government in particular, to complete projects with large groups of stakeholders, all online. Our use of digital engagement tools, and technology-enabled workshops means there we can deliver results quickly, with a very low environmental impact as no one is required to travel.</p>
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5.4 Equal opportunity	
5.4.1 Reduce the disability gap	
Delivery objectives: what good looks like	Veran Performance Response
Demonstrate action to increase the representation of disabled people in the contract workforce.	In line with Veran’s Equal Opportunities Policy, Veran has supported the ability for disabled people to work within organisations through both our own work within an organisation, and through our network MyHRCareers, where we have covered a number of focus sessions on how leaders and HR people should, and can, overcome and benefit from having a more inclusive workforce, including those with a range of disabilities.
Support disabled people in developing new skills relevant to the contract, including through training schemes that result in recognised qualifications.	<p>Our digital transformation work, which we undertake with customers and suppliers, is to digitally enable as many processes as are viable all accessible to those with visual, hearing other disabilities This means that these processes become more accessible to those with more limited ability to travel, process paperwork, undertake face to face meetings and other activities, and enables people to work in different working patterns which suit their particular disability or need.</p> <p>Therefore, the digitally transformed processes we bring allow our customers and our suppliers a greater freedom of employing people with a wider range of capabilities and abilities than the processes which they currently undertake.</p> <p>One example is we recommend accessible technology to support our clients with recruitment, utilising tools such as Pymetrics, Arctic Shores or HireVue which have different settings to support different types of disabilities and special assistance requirements.</p> <p>We also trained 20 of our team in Robotic Process Automation which resulted in a UiPath RPA Certification, and this was made available to all staff, including those with learning or physical difficulties.</p>
Influence staff, suppliers, customers and communities through the delivery of the contract to support disabled people.	For many years Veran Performance have spoken to our community and market (HR Leaders, HR Directors, business leaders) who are most able to influence this agenda. We have spoken about and

	<p>invited guest speakers to talk about supporting differently abled people on a regular basis.</p> <p>One example is Gu Dopran who is a long term MyHRCareers member who lost her hearing at age 4. She has spoken on several occasions about how organisations can better support deaf and hard of hearing candidates and colleagues, sharing practical advice and tips as well as a range of resources that HR and business leaders can utilise.</p> <p>Another long term MyHRCareers member who spoke about how to overcome barriers to employing individuals with disabilities was Paralympian Andy Barrow who shared his personal experiences of working in organisations who did well (and less well) at supporting people in wheelchairs to work productively in the workforce.</p> <p>These speakers have directly influenced HR and Business leaders in public and private sector across the UK who are most able to influence the employment of a broader spectrum of abled people.</p>
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5.4.2 Tackle Workforce Inequality

Delivery objectives: what good looks like	Veran Performance Response
<p>Demonstrate action to identify and tackle inequality in employment, skills and pay in the contract workforce.</p>	<p>As a leading HR consultancy, and thought leader in this area in HR, Veran has significant ability to influence the driving action to tackle inequality in skills and pay and do so on a regular basis. Our focus groups, both MyHRCareers and FSHRC (Financial Services HR & Compliance) plus our thought leadership identifies and promotes specific actions to address inequality in employment and are delivered to those most able to influence these (HR leaders and HR people).</p> <p>Our FSHRC group connects and shares good practice between 300 banks, asset managers and insurers (industries which have historically shown high inequality in employment, skills and pay across gender for example). We run seminars several times a year where our team, external experts, guest speakers and member practitioners share how they are tackling these issues and what other firms can learn from their success.</p> <p>As well as Central Government and Financial Services, we support many global law firms who have asked us to help them improve diversity, inclusion and equality across gender, ethnicity and disability in particular.</p> <p>An annual review of all employee remuneration is conducted and is respective of performance.</p> <p>Average gender spilt of grades over the last 4 years...</p>

	<p>Directors – 50% gender split Principal Consultant – 36% female / 64% male Managing Consultant – 55% female / 45% male Senior Consultant – 67% female / 33% male Consultant – 50% gender split Associate Consultant – 43% female / 57% male</p>
<p>Support in-work progression to help people, including those from disadvantaged or minority groups, to move into higher paid work by developing new skills relevant to the contract.</p>	<p>In much of our consultancy work we influence larger organisations in designing processes to support progression to help those people who come from disadvantaged or minority groups, and to remove any form of prejudice or challenges from progression processes to allow those processes to support all people with the capabilities to do well in their businesses.</p> <p>Veran is a long-time supporter of the House of St Barnabas, a charity that helps London’s homeless back into work.</p> <p>Veran have always committed to giving back to the community, including establishing our myHRcareers Network that connects aspiring HR professionals with inspiring HR leaders. Veran launched the #10for10 campaign at the beginning of 2022, that aims to raise £10,000 for charity as part of our celebration of 10 years delivering successful Digital Transformation.</p> <p>This campaign is in support of Impetus, a charity who transforms the lives of young people from disadvantaged backgrounds by ensuring they get the right support to succeed in school, in work and in life. The charity finds, funds and builds a portfolio of charities to close the gap in education and employment for young people from difficult or poorer backgrounds.</p> <p><i>"Partnering with Impetus is an extension of our passion to give back to our community and support education and routes into employment"</i></p> <p>The Covid-19 crisis has affected everyone, but more significantly has impacted education and routes into employment for young people. With the support of our employees, Networks, Communities, and friends of Veran, we can help fund a group of frontline charities who are making a genuine difference to young and vulnerable people across the UK to receive food, tutoring and emotional support.</p>
<p>Demonstrate action to identify and manage the risks of modern slavery in the delivery of the contract, including in the supply chain.</p>	<p>Veran has a modern slavery policy and an area of economic ability, digital transformation, has a low impact in this area.</p>

	We have control of our supply chain as all of our consultants are employees, and we ensure all contracts are compliant with UK employment law.
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5.5 Wellbeing	
5.5.1 Improve Health and wellbeing	
Delivery objectives: what good looks like	Veran Performance Response
Demonstrate action to support the health and wellbeing, including physical and mental health, in the contract workforce.	<p>Every year Veran Performance undertakes an exercise to support employees in terms of wellbeing and health. To support healthy lifestyles we undertake an annual challenge with Virgin Pulse which varies from year to year, giving all our employees the opportunity to be involved in healthy activities over a significant period of time, often 30 or 60 days, with a view to changing and improving our healthy lifestyles throughout the firm. The take up for this varies year to year, we offer inclusivity or not, according to the persons preference, but the take up has been good on an annual basis and is intended to drive healthy wellbeing.</p> <p>In terms of mental health we have provided opportunities for consultation, and all employees are offered the opportunity if needed to talk to an assessor and wellbeing professional to support them with any issues which have become difficult or acute. We also drive various other activities to improve people's health, happiness and wellbeing within the organisation.</p> <p>Members of the Veran Team have undergone Mental Health Awareness training, we have an Employee Assistance Program that is a free helpline for Employees to call anonymously, as well as providing links to wellbeing and mental health tools in our internal weekly newsletter.</p>
Influence staff, suppliers, customers and communities through the delivery of the contract to support health and wellbeing, including physical and mental health.	<p>We are regularly asked to consult on wellbeing and health processes and promotions within the businesses with which we consult. Who often want to take into account to provide these kind of services as part of their HR offering and therefore we are asked frequently to support them in overhauling, and digitalising, health and wellbeing within an organisation.</p> <p>Our point of view is that this is crucially important for increasing the performance of our national and international businesses, therefore we prompt the inclusion of processes in this area in all of our digital transformation work.</p>
5.5.2 Improve Community Integration	
Delivery objectives: what good looks like	Veran Performance Response
Demonstrate collaboration with users and communities in the codesign and delivery of the contract to support strong integrated communities.	During our digital transformation work we involve as many colleagues and other staff members from our client firms, and also we use our extensive network to involve other thought leaders and thinkers in this area, with a view to creating a community

	(MyHRCareers) of experts and thinkers in HR to which are clients and customers are encouraged, and able, to use the experience of.
Influence staff, suppliers, customers and communities through the delivery of the contract to support strong, integrated communities.	Our processes, and HR in particular, promote the strength of communities across businesses and we also invite many of our clients and customers to tap into our MyHRCareers, and other networks, of thought leadership.