

Our Social Value Plan

Do The Right Thing

OPERATING RESPONSIBLY | CREATING JOBS | INCLUSION
SUSTAINABILITY & ENVIRONMENTAL | WELLBEING



*“Social Value is about **Doing the Right Thing** and that’s why our business is committed to helping its clients, colleagues and local communities live better, healthier and happier lives.”*

James Murphy, CEO of PAM Group

About Social Value and Our Commitment

Social value is an umbrella term used to describe the contribution organisations make to the economic, social and environmental aspects of life. It involves looking at how organisations benefit the communities they work in and the impacts their actions have on these communities.

Over the years organisations increasingly are considering their activities holistically, and this is something PAM Group has continued to do over the years.

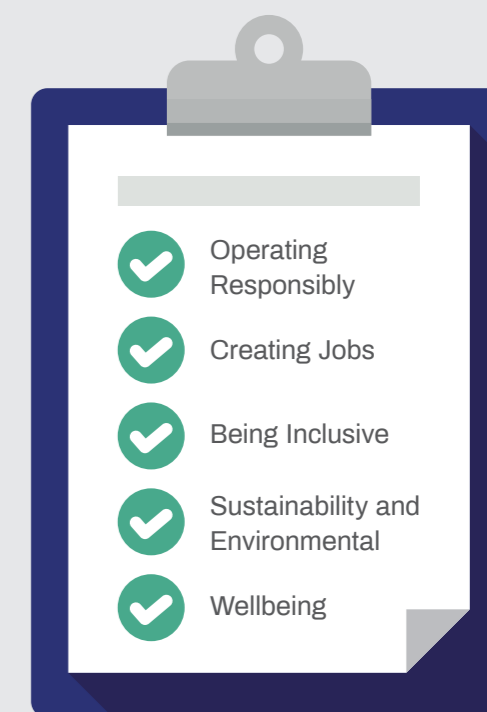
PAM Group makes a conscious effort to ensure its decisions and actions can be seen as adding social value by contributing to the long-term wellbeing and resilience of individuals, communities and society in general.

PAM Group is proud of being a preventative healthcare company with specialist business units in the occupational health, wellbeing, health assessments and medical products sectors.

We recognise that people are living longer therefore our strategic aim as a business is that our businesses help our clients, colleagues and stakeholders live better, healthier and happier lives. At PAM Group we assist our clients to maximise social, economic and environmental wellbeing of local communities in accordance with The Public Services (Social Value) Act 2012, The Procurement Reform (Scotland) Act 2014 and The Wellbeing of Future Generations (Wales) Act 2015.

Our Commitment

Our social value plan and commitment to society prioritises our actions through 5 key areas:



This document sets out PAM Group’s plan and initiatives to fulfil this commitment.



Operating Responsibly

In simple terms, operating responsibly is about doing the right thing for society and the environment – it is also the smart thing to do. Being responsible and accountable for environmental and social performance makes business sense in today's commercial environment.

It's about understanding and responding to local, national and world trends to meet the expectations of clients, colleagues and other stakeholders which can help manage risks and create opportunities. These may be associated with products or services, day-to-day operations, or external matters, such as in the supply chain. There are a number of benefits to operating responsibly. Doing the right thing, supports the development of positive employee relationships, creates

a supportive culture, and helps colleagues to develop a strong identity with the company they work for. If you feel proud of what your company does you feel part of something positive and good. It helps to build client and community trust in the organisation and ensures a positive reputation in the market place is maintained. It also helps to attract and retain talent, improve the health and prosperity of colleagues, clients and communities, and provides a positive future for the next generation.

There are five essential building blocks to operating responsibly



A Strategy

Sets out the priorities, the plan and the framework by which decisions will be made



Stakeholder Engagement

Identifies the issues that are important through open communication and feedback



Governance

Ensures there is a process for establishing and monitoring accountability



Performance Management

Enables progress of performance to be reviewed and measured against targets set



Reporting

Provides transparent and regular reporting of performance to all stakeholders via independent tools

PAM's Social Value Board Committee

Ultimate responsibility for operating responsibly lies with the executive board of directors. This helps to incorporate responsibility issues into wider business strategy and decision-making. In addition, PAM's Social Value Board Committee has responsibility for all social value objectives. This allows for more in-depth discussion and decision-making to take place with a feed in to the executive board where needed.



Do the Right Thing

PAM's 12 person Social Value Board Committee is responsible for identifying the priorities for social value and communicating objectives across the group. It is responsible for responding to feedback and suggestions brought to its attention, and implementing a way to measure and value the impact that interventions have.

Recruitment of the Social Value Board will take place in Q1 of 2022.



Community Hours

One of the ways everyone has the opportunity to contribute and connect with its community and make it a better place is by volunteering for a specific project.



Do the Right Thing

To encourage everyone to provide some time to a good cause PAM will, from January 2022, give employees 1.5* days paid time off per year specifically for volunteering activities.

Some volunteering ideas

- ✔ Help out at a homeless shelter
- ✔ Join a community project such as a litter picking group
- ✔ Give your time to a local childrens learning group
- ✔ Provide time to an elderly care home
- ✔ Help the environment by supporting a tree planting project

*1.5 days per year for FTE

"Stakeholder engagement should always remain at the heart of Operating Responsibly, to ensure that our approach properly reflects society's expectations of a responsible business and to ensure that we accurately report our success against our commitments."

Louise Abbs, Social Value Director



Charity Fund

Over the years PAM has taken part in a number of charity events at a local level and national level to raise money for charity, from clinic cake sales for the Macmillan coffee mornings, to volunteering at food banks, to sponsoring local childrens sporting events and clubs. Giving time and money in this way serves the most vulnerable in society and PAM as part of its Social Value commitment will continue to contribute in many ways.



Do the Right Thing

PAM is committed to providing an annual charity fund of a minimum of £12,000. PAM colleagues are able to apply for the funding for a charity of their choice. For example, if someone is doing a sporting event and would like to be sponsored, or is aware of a local community project which needs funding, or would like PAM to provide kit or materials for a support group for disadvantaged children. The Social Value Board will review all requests and make the decision on where the funds should be allocated. The board will keep all stakeholders up to date about how PAM's fund is supporting charities throughout the UK.

Creating Jobs

As a UK wide organisation and with an ambitious growth target within the preventative healthcare market, PAM Group will be creating numerous jobs including roles for those furthest from the workforce*. In fact, our projected job creation plan means we will have created hundreds of roles by the end of 2025.

Creating Apprenticeships and Placements

Hiring an apprentice is a productive and effective way to grow talent, and offering students work placements helps to introduce new talent to our sector. Apprenticeships and work placements are absolutely vital in creating opportunities for individuals from various backgrounds across the UK, and particularly those furthest from the workforce*.



Do the Right Thing

PAM is committed to supporting 10 apprenticeships and 20 work placements within its business each year and aims to attract more people to preventative healthcare careers in the UK. We will partner with local colleges and universities to support this aim.



Creating Services to Create Jobs

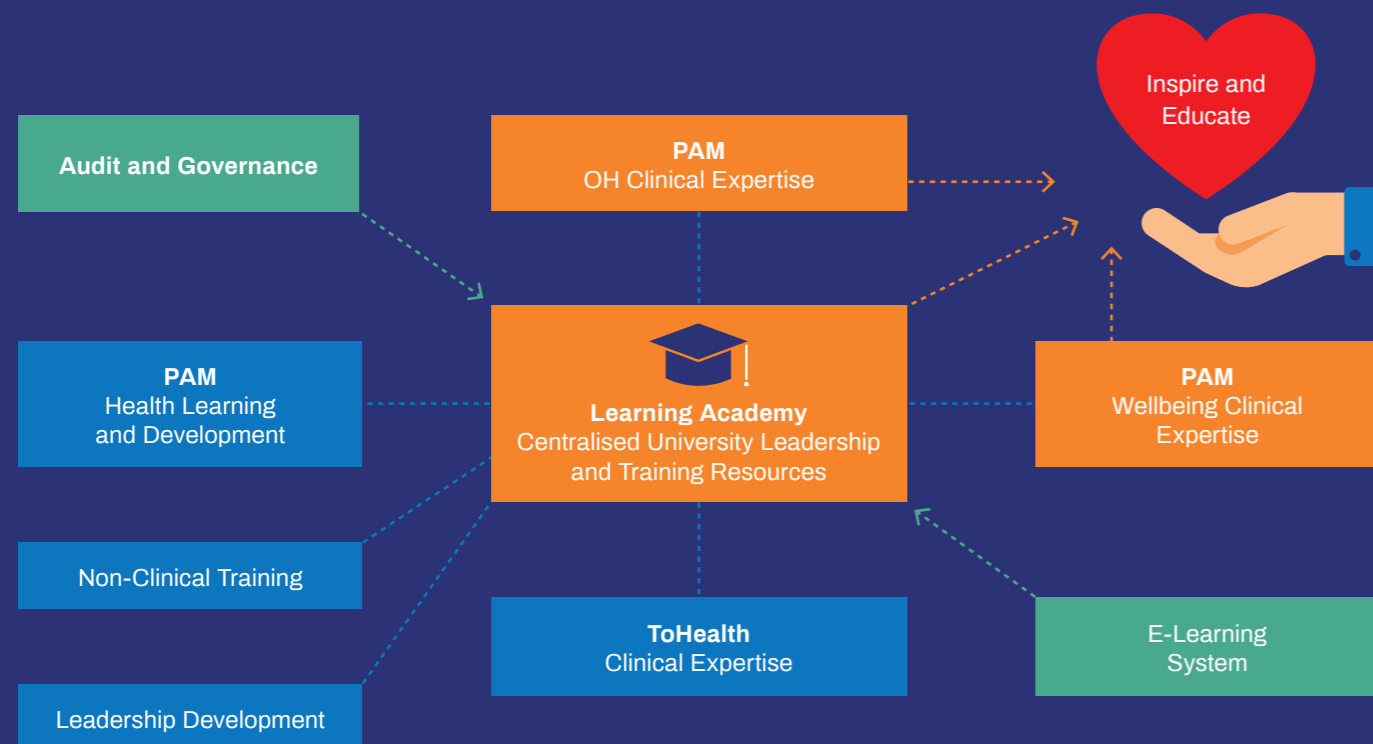
PAM is committed to growing and developing its preventative healthcare offering. By listening to clients, colleagues, and understanding societies health needs, PAM will evolve and develop the services it offers to meet these needs. Introducing innovative technologies, products, and services will create jobs in many areas of the business and provide opportunities for work in different roles boosting economic growth locally and nationally.



Do the Right Thing

PAM's ambitious growth plan, investment in innovation and new services will create hundreds of new jobs and provide opportunities not only for new employees but also existing colleagues.

Group Wide Approach to Training and Development



Inspire and Educate

PAM's Learning Academy is the Centre of Excellence for learning across the whole of PAM Group delivering day one welcome, clinical skills training and development, sponsoring external training and developing talent to meet resource needs. PAM's investment in this area is going to grow.



Do the Right Thing

To support a culture of continuous professional development, and with all learning across the Group sitting within the PAM Learning Academy it will create opportunities for new and existing colleagues to study and gain qualifications whilst working. In addition, PAM will be developing its own accredited clinical course with the aim of supporting a number of employees through the qualification each year.

Helping People into Employment

Private organisations such as PAM play an important part in tackling inequality and building a society where everyone can thrive. Creating job opportunities and supporting the unemployed into employment by offering training, development and work experience is a responsible action to take to help reduce poverty and inequality and boost the economy.



Do the Right Thing

PAM will help equip those furthest from the workforce with essential skills to prepare them for job opportunities. By investing in skills-building and providing work experience opportunities we will drive growth and develop our services. PAMs work with local job centres and employment support groups, will help provide those unemployed with access to training and job opportunities.

Being Inclusive

Inclusion means that everyone feels involved, valued, respected, treated fairly, and part of the culture. It is the practice of providing everyone with equal access to opportunities and resources.

PAM's culture and policies aim to ensure no employee receives less favourable treatment because of their race, sex, religion/belief, disability, marital status, age, maternity/pregnancy, sexual orientation, gender identity, gender expression or caring responsibilities, or is disadvantaged by conditions or requirements.

Living Wage

The Real Living Wage – advocated by the Living Wage Foundation is a voluntary and independently set pay rate that reflects the true cost of living. PAM is a champion for the Living Wage to help build a more equitable and inclusive society.

Continuous Learning

The world of work continues to evolve at a fast rate – roles, places, hours, skills – are rapidly evolving. If we are to build and maintain an equitable and inclusive society, we must prepare our employees and other people beyond our organisation for the societal and technological changes that are taking place.



Do the Right Thing

PAM has already adopted the Real Living Wage for employees and associates, and will continue to work with its supply chain to ensure that the Living Wage is recognised and adopted. PAM is committed to becoming an Accredited Living Wage Employer and will apply for this status in 2022.



Do the Right Thing

PAM's investment in to its own PAM Learning Academy ensures that employees are not left behind as the world of work evolves. PAM Learning Academy will create a number of CPD programmes each year so that all employees are reskilled or upskilled to have a future-fit skill set, by 2025.



PAM is committed to a range of initiatives to ensure a more equitable and inclusive society.

Develop Leaders

An organisation cannot create an equitable and inclusive culture without inclusive leadership capability. The successful implementation of an inclusion strategy relies on leaders that model and promote desired behaviours.



Do the Right Thing

All people managers within PAM will be trained and developed in what it means to be an inclusive leader starting with a programme of training on unconscious bias.

Sustainability and Environmental



The future and the health of our communities depends on the sustainable work we do.

PAM's sustainability policy, known as "Our World", outlines the full measures that the Group will take to embed sustainability. Sustainability is about operating in such a way as to secure longevity for people, planet, and profits.

Carbon Management

PAM is committed to fulfilling its share of the global responsibility to keep temperature rise below 2 degrees and will continue to reduce its impact on air, land and water.

Being a Good Neighbour

PAM is committed to supporting the social and economic development of neighbouring communities and ensuring transparent communication with all stakeholders.



Do the Right Thing

PAM will -

- ✓ Keep travel to a minimum
- ✓ Encourage travel via public transport, walking, cycling or car share
- ✓ Review the Car Policy
- ✓ Ensure the efficient use of energy at all sites
- ✓ Incorporate low carbon technology and renewable energy systems
- ✓ Monitor waste and recycle where possible

PAM will develop a Carbon Management Plan setting clear targets for carbon reduction engaging key stakeholders responsible for delivery.



Do the Right Thing

Being a good neighbour is about having an open dialogue with local groups and businesses in the community. Forging partnerships with local suppliers, community groups and educational settings PAM can maximise opportunities for the local community to benefit from the work it does. Creating jobs, providing voluntary hours, procuring goods locally and providing health education, helps PAM be a good neighbour in all communities it works in.

Driving Economic Strength & Innovation

PAM will ensure sustainable profitability through the effective management of all processes. This will help build a business which continues to produce healthy profits to enable reinvestment for growth, opportunities and further innovation.

Creating Transparency

To make true progress towards a more sustainable future, PAM needs to be transparent about its environmental and social impact. This means reporting on such things as greenhouse gas emissions, waste and water usage, and the social and economic impact on communities.



Do the Right Thing

The Social Value Board are responsible along with PAM stakeholders for developing the sustainability and environmental plan across the business and in identifying the right goals, implementing targets and reporting back on progress and success.



Do the Right Thing

PAM is committed to complying with ISO45001, ISO9001, ISO14001, NHVAS accreditation supported by a continuous improvement culture and will ensure that all colleagues and suppliers through training and management support are helped to comply with these commitments. PAM's reinvestment of profits enables further innovation of services which benefit customers and the wider community.

Wellbeing

Social value is about improving the lives of as many people as possible, employees, clients and local communities. The outbreak of COVID-19, has put Social Value in the spotlight like never before. The virus negatively impacted people's livelihoods, health and wellbeing, and will continue to have wide-ranging social and environmental implications.

By committing to positively affect the economic, social and environmental aspects of life, as outlined in this document, PAM, through its actions, will help to positively impact the health and wellbeing of those it comes into contact with, now and in the future.



PAM Cares Programme

The PAM Cares Programme is designed to support and encourage a holistic approach to employee wellbeing and create an environment where people can thrive. Its aim is to help our colleagues, our clients and local communities be healthier and happier at work and live healthy lives.

Fostering employee wellbeing is good for the people, the organisation and the communities it serves.

Providing the right support, training and reward and recognition enables PAM to attract and retain skilled employees, develop a positive environment to help them perform at their best, which in turn has a positive impact on clients and the local communities.



Do the Right Thing

Support for Colleagues

- **Access to PAM Academy** - training and development to help people in their roles
- **Access to PAM's Wellbeing App** - providing hundreds of tools and wellbeing resources
- **Westfield Benefits** - Cash plan supporting health needs, Employee Assistance Programme, and 24/7 GP Helpline
- **Hybrid Policy** - Gives our clients and colleagues more flexibility in structuring service delivery
- **Remote Working where appropriate** - Home based roles will have PAM provided technology and furniture to help colleagues stay connected, work efficiently and safely
- **Annual Flu Vaccines** - to provide all colleagues with access to an annual vaccine

Mental Health and Menopause Champions - to be a source of help and advice to those who need it

Support for Clients

- **Health and Wellbeing Promotion** - A range of health and wellness events and workshops on a wide range of health topics available throughout the year

Support for Communities

- **Volunteering** - PAM's own volunteering programme gives all colleagues time to give back to their local communities by taking part in charitable projects. Community involvement has a positive effect on mental health and emotional wellbeing, provides a sense of belonging and social connectedness
- **Charity Fund** - The annual fund set aside by PAM of a minimum of £12,000 will contribute to local community initiatives which in turn will boost the health and wellbeing of many lives

Regular surveys

Only by asking and listening will we find out how people are feeling and what they need.



Do the Right Thing

Colleague Surveys

In order to measure the progress made in helping colleagues to improve their own wellbeing PAM will run independent annual surveys. Surveys will help to identify where action is needed, for example in developing policies that extend the range of support offered at work or in running local initiatives, ensuring colleagues feel well informed, and are continuing to receive the right amount of communication.

PAM will run focus groups to discuss survey results and plan action in 2022 that moves the dial towards a healthier workplace for all.

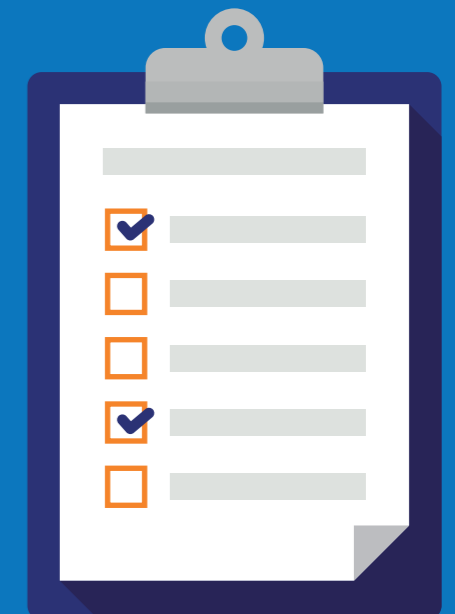
PAM's pulse surveys run throughout the year will measure the progress that's being made before repeating the annual survey. All survey results will be published company wide.

Client and Community Surveys

In order to understand what clients and communities need in terms of wellbeing support and to highlight the challenges they experience, PAM will commission a bi-annual Health at Work Survey. **The Health at Work Report** for 2021, commissioned by PAM, can be found on the PAM Group website.



Only by asking and listening will we find out how people are feeling and what they need.





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