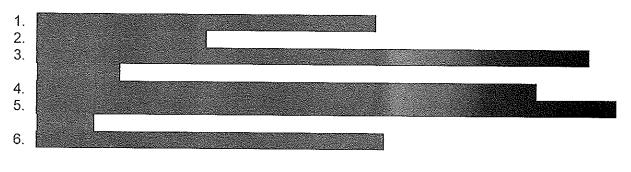


We are an Accredited Living Wage Employer.

From inception in 1996 we have paid all staff a 4% contributory pension - and continues to pay above the required level.

To nurture talent in the agency, a formal training structure gives Account Directors clear responsibility for a particular strand, reporting to the Managing Director:



2016 CAL	ENDAD			
2016 CALENDAR				
Month	Dato	Topic	Speaker	No.
April	7	A perfect process for perfect partnerships		9
	14	Understanding search marketing		10
	21	Adestra email marketing refresh		11
		· · · · · · · · · · · · · · · · · · ·		
May	, 5	Teinking data, talking humae		12
	12	TV advertising in 2016 and beyond		13
	19	GDPR - a roadmap for client compliance		14
June	3	How User Experience (UX) can revolutionise results		15
	16	Understanding Google Analytics		16
	23	An introduction to Worldwide Partners Inc.		17
	28	Using Insurance Provision to protect you		18
	1	and your clients		
	30	Synergist Account Management System	Participation of the Control of the	

Extract from the Union Academy calendar

Our IPA's CPD programme demands that all people log at least 24 hours of personal development annually. We have achieved this for 14 consecutive years.

Uniquely in Scotland, we are members of Worldwide Partners. This supports our employees' development by sharing learning from international conferences and information share. We had three mentors and two mentorees benefitting from the Marketing Society Associates Programme.



Delegates at the 2016 EMEA meeting, opened by Pauline Aylesbury from the Scottish Government.

# NON-EXPLOITATIVE CONTRACTS

The Union does not, and will not, offer zero hours contracts. We do not use 'umbrella' companies.

We are supportive of flexible working, working from home and, at present, we have people working part time, compressed hours, flexitime, and phased retirement. We allow career breaks.

We are currently providing pro bono consultancy for a new initiative designed to connect employers and parents looking for part-time flexible work.

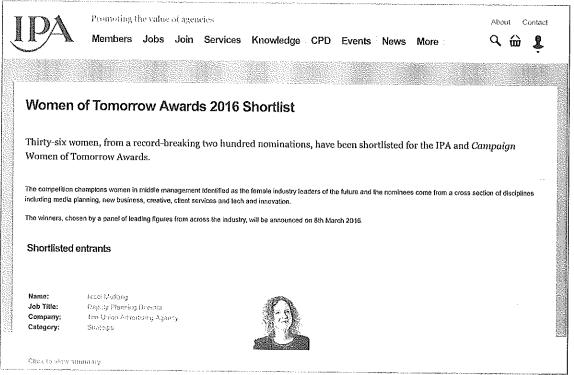
#### ORGANISATIONAL INTEGRITY

We demonstrate organisational integrity through tangible results.

- In 2016 we promoted 17% of our staff in recognition of personal development.
- Last year we recruited nine people at entry level, creating career opportunities and supporting the industry.
- Following talks with a range of educational establishments, such as Strathclyde University and Forrester High School, last year we gave placement experience to 12 young people. In additional, we provide three month paid internships to two undergraduates each summer.

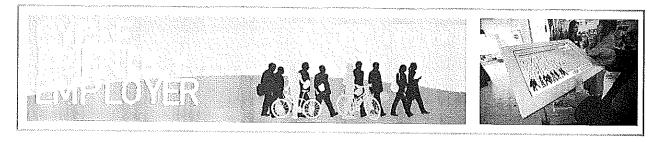
- We recruit people based on aptitude and attitude, not their protected characteristics, such as gender, religion, sexual orientation.
- Currently 56% of our team is female, with women holding 54% of senior positions. We have signed up to the Marketing Society's 'Mind the Gap' initiative to help build an equal and thriving marketing community in Scotland. Nicci Motiang, Deputy Planning Director, was a finalist in the IPA Women of Tomorrow 2016 awards.

Nicci Motiang was shortlisted in the IPA's 'Women of Tomorrow' Awards 2016.

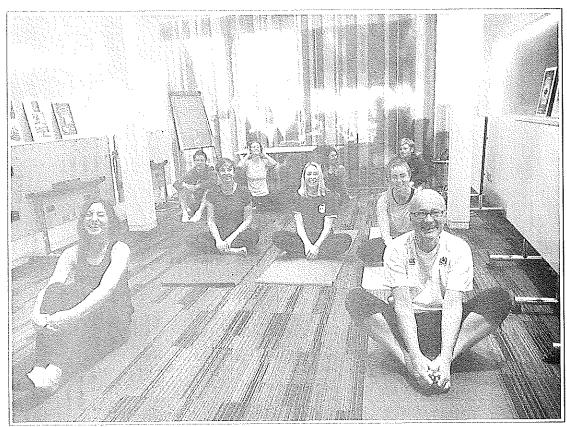


- We have opened conversation with SDS regarding the employment of a Modern Apprentice.
- We currently employ people from various ethnic backgrounds and 17 different nations, highlighting diversity.
- We are a Cycle Friendly Employer since 2013.

Our Staff Handbook makes clear the responsibility for workplace respect and tolerance. Our flexible working and general culture contributes to work/life balance.



We provide a lively, empowering and positive culture through regular staff events, monthly staff meetings, lunchtime yoga, 'Album Fridays', fortnightly 'Picture Quiz', and bake days.



Healthy body, healthy mind - lunchtime yoga at The Union.

### TANGIBLE REPORTING METRICS

- Engage with three external education bodies
- Recruit two graduates p.a.
- Recruit one Modern Apprentice
- Attain Investors in Young People
- 50% gender split
- 50% gender split in senior positions
- Annual staff survey
- Annual 360-degree appraisal
- Annual 360-degree interim appraisal
- IPA CPD Certificate
- 16 internal training sessions p.a.
- External opportunities available to 100% of staff
- External paid-for training achieved for at least 50% of staff
- CPD achieved annually
- CPD Gold (for outstanding performance) achieved for the first time

- No zero hours contracts
- Living Wage Employer
- Proven flexible working
- Clear communication of expectations through Staff Handbook
- Measurement through Staff Survey
- Sub-contractor adherence to these standards

[800]

# 2.5 Workforce Benefits (Section Weighting - 5%)

Question 2.5.3 (Weighting - 0%) (Word Count 100)

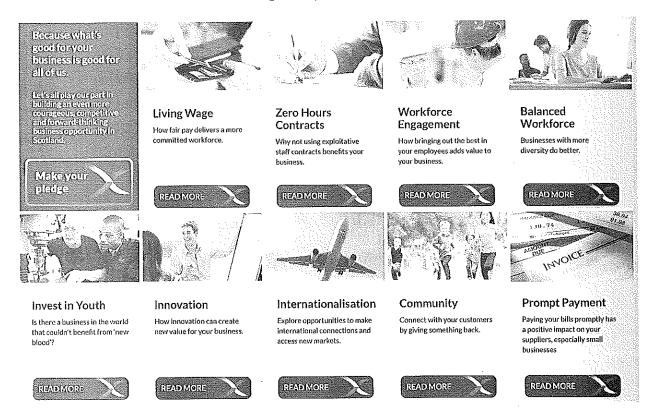
The Scottish Business Pledge is a Government initiative which aims for a fairer Scotland through more equality, opportunity and innovation in business. Information on this can be found at the following link:

https://scottishbusinesspledge.scot/

Tenderers are asked to confirm if they have signed up to the Scottish Business Pledge.

#### 2.5.3. THE SCOTTISH BUSINESS PLEDGE

The Union can confirm that we have signed up to The Scottish Business pledge.



## 2.5 Workforce Benefits (Section Weighting - 5%)

# Question 2.5.4 (Weighting - 0%) (Word Count 100)

The Scottish Living Wage Accreditation Initiative and the Living Wage Foundation recognise and celebrate the responsible leadership shown by Living Wage Employers and support employers to incorporate the Living Wage into organisational structures long term. More information can be found at the links below:

http://scottishlivingwage.org/¬

http://www.livingwage.org.uk/

Tenderers are asked to confirm if they are accredited as a Living Wage Employer.

#### 2.5.4. THE SCOTTISH LIVING WAGE

The Union can confirm that we are accredited as a Living Wage Employer.

