

2.2.1 The Public Sector landscape in Scotland:

Pertemps has had a footprint in Scotland for over 27 years. We have supplied temporary workers across the public sector in Scotland since 1999. Success is evidenced through the growth of the contract, with increasing numbers of Framework Public Bodies (FPBs) using our service throughout our tenure as a result of high-performance levels and our partnership approach. Weekly we supply on average **REDACTED**

Our Scottish Ministers delivery team has an in-depth knowledge of the landscape, candidate market and public sector operations across Scotland with a combined experience of 150+ years filling assignments across a broad range of FPBs:

- Executive Agencies
- Non-Ministerial Departments (NMDs)
- Executive Non-Departmental Public Bodies (NDPBs)
- Advisory NDPBs
- Tribunal NDPBs
- Public Corporations
- Health Bodies
- Parliamentary Bodies
- Other significant national bodies including Police, Fire and Rescue services
- Local Authorities

The roles supplied are as varied as our customers – from Policy Officers to Port Assistants and everything in between – meaning our team reaches communities both across the territory and all employment levels.

Our understanding of the landscape covers more than just the roles we source – vital to our success is our ability to understand the objectives underpinning the Scottish Government’s core purpose, align our service to those objectives and reflect your approach in our solution:

- **Wealthier and Fairer**
Enable businesses and people to increase their wealth and more people to share fairly in that wealth.

As an Investor in People, we are proud to have been recognised as one of Britain’s top employers in several independent reviews.

REDACTED

- **Smarter**
Expand opportunities for people to succeed from nurture through to life long learning ensuring higher and more widely shared achievements.

We offer free access to on-line training helping our workers develop relevant skills. We don’t just place them in temporary assignments – we support them in working towards their career goals.

- **Healthier**
Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.

We are active in all local communities across the client territories we supply and have a strong D,E&I policy that ensures we're proactive in our work with disadvantaged communities.

Across Scotland we support local community events and charities including: It's Good to Give, CHAS, Men Matter Scotland, Loaves and Fishes, Take a Bow and the Edinburgh Community Food Organisation.

From a pastoral care perspective, we offer an Employee Assistance Programme giving our employees free access to qualified professionals via a 24-hour helpline should they need confidential, objective advice and support on a wide range of issues from personal, family crises, illness to financial problems.

- **Safer and Stronger**
Help local communities to flourish, becoming stronger, safer place to live, offering improved opportunities and a better quality of life.

Our focus in Scotland is **REDACTED**. We actively support any ambitions to pursue permanent roles within the Scottish Government and all our temporary employees have 121's with our Engagement team to highlight any areas of their development requiring greater support.

- **Greener**
Improve Scotland's natural and built environment and the sustainable use and enjoyment of it.

During the life of the current framework we have introduced innovative technology solutions to drive efficiencies across the contract including on-line ordering, electronic timesheets and consolidated electronic invoicing delivering significant savings across the public sector in Scotland. We have also digitalised the candidate journey from registration to onboarding, further improving our Carbon Footprint as well as the candidate experience. This project was well timed, going live at the beginning of 2020 enabling us to continue operating during all Covid lock-downs without disruption.

As a wider business we are working towards Net Zero by 2040 and have numerous initiatives in progress to support us achieve our aims.

How FPBs will use the service:

As a supplier with over 27 years' experience of working across the Public Sector Scotland we have extensive knowledge of current and future demand patterns. We have significant historical data that enables us to work proactively with FPBs across the framework. In the past there has been a high concentration of FPBs across the central belt we are able to evidence a consistent, scalable and quality driven approach for all FPBs, irrespective of the region.

Our experience points to three main user groups:

- Operational users
- Projects
- Ad-hoc users

Operational users are FPBs that **REDACTED** workers to form an integral part of their workforce to support the delivery of core services.

Example:

The Scottish Government Main (SGM) has had an on-going demand for between 200 and 400 temporary workers each week over the last 4 years. The SGM's requirements typically cover entry level Administrative staff, Security staff, Policy Officers and Personal Secretaries. **REDACTED**

Project users access the framework to **REDACTED**

Example:

The Scottish Qualifications Authority (SQA) have a seasonal demand pattern that sees their requirement for Drivers and Senior Administrators increase from <30 to highs of 200-250 during the summer, reducing at the end of the season.

Pertemps **REDACTED**

Core activity:

REDACTED

Each project undertaken to date has **REDACTED**.

While the project sees an extremely high level of activity between **REDACTED**

To manage these types of projects effectively, **REDACTED**

Pertemps' approach ensures **REDACTED**

Following completion **REDACTED**

Ad-hoc users are FPBs that only have an occasional need for temporary labour or use low volumes.

Pertemps has **REDACTED**

2.3.1 Framework delivery

Throughout the existing framework contract, Pertemps has built a solution that allows us to fully integrate our service across FPBs and forge closer relationships with hiring managers. These working relationships enable both parties to truly understand each other's businesses.

Implementing individual service workstreams for each FPB, under an overarching framework enables us to offer a solution that includes:

- Dedicated Account Management with full accountability and responsibility, delivering central governance
- Tried and tested methodology: personalised resourcing strategies, solution design and transition management
- Best practice framework for resourcing and workforce management
 - Provision of quality, robust, timely and scalable campaigns
 - Effective demand planning and pool management strategies

- Initiatives to drive performance and continuous improvements
- Added value services:
 - Market-leading technology underpinning our solution, providing FPBs with end-to-end control of the ordering process and real time access to data. (Where hiring managers have limited or no access to systems, technology is supported by telephone, email and manual systems).
 - Market benchmarking, trends and SWOT analysis to ensure FPBs are aware of their position in a competitive market enabling informed decisions on pay, benefits and training
 - Strategies to hone the selection and on-boarding process to drive quality improvements
 - Training solutions aimed at tackling skill shortages
 - Partnership approach, promoting a positive candidate experience to drive high retention: being on-site at volume operations brings the benefit of always giving temporary workers easier access to the Pertemps team with an open-door policy.

We have **REDACTED**

Our current team **REDACTED**

Our support teams form part of the wider structure enabling the dedicated delivery team to be hands-on, focused on managing the day to day needs of the FPBs.

Projects are managed effectively with support from the team across Scotland when required. This means our solution is scalable, with agile resource ready to move quickly in line with demand.

One of the most compelling reasons for re-awarding a contract to Pertemps is the high retention levels and experience we hold within our team (150 years+). Our input and management will continue to add genuine value based on experience and knowledge gained working with FPBs across the framework.

Our client base **REDACTED**

For the next framework term, we will use data, knowledge and experience to build on our understanding of individual FPBs, allowing us to plan, reorganise resource, or strengthen the team to help maintain optimum service levels.

REDACTED

Organisational structure (diagram 2).

Flexibility is key to the successful delivery of the framework and our team size has increased to reflect growth in volumes, with team members recruited locally from across Scotland.

Pertemps understand that relationship building takes time. Many of the hallmarks of good relationships – trust, mutual respect and understanding – are intangibles that develop and evolve over time, based on individual and collective experiences and interactions. **REDACTED**

Stakeholder engagement will be managed and driven **REDACTED**

The Board Sponsor is responsible, **REDACTED**

The Account Managers and local delivery teams are responsible **REDACTED**

As can be seen in the organisational structure below **REDACTED**

REDACTED

Minimum REDACTED:

- **REDACTED**

REDACTED

A minimum **REDACTED**

REDACTED

Local Delivery Teams:

Team **REDACTED**

- **REDACTED**

Implementation team:

REDACTED

Managing changes to key personnel:

REDACTED

2.3.2 Fulfilling a requirement

Our aim is to deliver a truly integrated service with a clear alignment to each FPB's core values, working practices and delivery expectations.

Our success in meeting fulfilment targets is based on our partnership approach to resourcing, contingency planning and our knowledge and understanding of the availability of resource by skill set. Consideration will always be given to FPB's budgets and forecasting.

Our recruitment plans not only give our delivery teams a structure to follow but clear visibility of progress to both Pertemps and the FPBs.

Attraction Strategy:

Pertemps meet our clients' needs to recruit quality, skilled, experienced applicants by deploying wide reaching, efficient and on-going candidate attraction strategies.

The key to our successful and diverse recruitment campaigns are:

- Research into demographics, competing employers, and commuting times in the local area ensures Pertemps selects the right sourcing strategies whilst closely monitoring and addressing equality, diversity and inclusion.
- Having an in-depth understanding of the local labour market enables Pertemps to source candidates more accurately through targeted campaigns.
- Robust processes promote a positive candidate experience and protect the brand of both Pertemps and FPBs.

Effective Resourcing:

Our experience and longevity of working in the local communities across Scotland means we are a natural attraction point for roles with the Public Sector.

Historically most candidates were sourced from speculative applications and job board applications. However with the current candidate shortages and a ratio of less than one job-seeker per open vacancy (ONS data), it is no longer enough to simply advertise. To combat market challenges, recruiters must be proactive, creative and agile in attracting passive/employed candidates and the next generation. **REDACTED**

Their summary reports **REDACTED**.

This information adds great value and allows **REDACTED**.

REDACTED

Retention Strategy

Whilst it is important to deploy effective attraction strategies we recognise the importance of continuity of service and workforce retention. Our approach is based on working with FPBs to retain experienced and invested resource, protecting expertise and knowledge and reducing associated costs relating to training, absence and performance.

If awarded a new contract, we will continue to work with FPBs to develop and implement detailed attraction and retention strategies. Our team will review the local labour market, identifying solutions and contingencies to address skills shortage whilst managing brand awareness and promoting FPBs effectively.

Approach to filling a specific requirement:

The below flow chart shows the core process applied:

REDACTED

Technology underpinning service delivery:

Service delivery is **REDACTED**

The system is **REDACTED**

FPBs can **REDACTED**

REDACTED

Every event **REDACTED**

Ability to meet customer expectations:

Our success in meeting FPBs expectations across the framework is measured and reported on monthly and quarterly. **REDACTED**

2.3.3 Compliance with Disclosure Scotland and BPSS:

REDACTED

Pertemps **REDACTED**. We currently use **REDACTED**.

Benefits of **REDACTED**.

Due to the **REDACTED**.

We have worked **REDACTED**.

Part of our induction and on going training programme **REDACTED**:

- **REDACTED**

All the above procedures are audited **REDACTED**.

The BPSS process **REDACTED**:

- **REDACTED**

As part of our **REDACTED**

REDACTED

Matching security pre-cleared candidates to Framework Public Body requirements:

Initial screening:

All candidates **REDACTED**

Assessments:

REDACTED typically cover:

- **REDACTED**

Candidate Interview:

Candidates are **REDACTED**

References

As per the framework specification two written references are required for each candidate and evaluated to ensure they are relevant. If a FPB requires additional referencing then Pertemps will comply with the request.

Ensuring Flexible Employees understand and adhere to confidentiality:

All Pertemps Flexible Employees are **REDACTED**

Once the entire process has been completed, and a candidate's suitability has been matched to the assignment, they are appointed.

Prior to the commencement of their first and any subsequent assignment, **REDACTED**

The agreement **REDACTED**

Prior to commencement of an assignment **REDACTED**

2.3.4 Recruitment, retention and matching of suitable candidates.

Recruitment:

Pertemps adopt, and will continue to adopt, a position **REDACTED**

For administration, catering and manual roles we use a **REDACTED**.

Across Scotland Pertemps recruit quality applicants, possessing the skills and experience to perform well in their given roles because **REDACTED**.

Historically most candidates **REDACTED**.

REDACTED

Irrespective of which attraction methods are used, **REDACTED**.

Our recruitment experience and longevity **REDACTED**.

By recruiting within **REDACTED**.

REDACTED

Pertemps local presence across Scotland:

To support delivery across Scotland **REDACTED**.

Our recruitment teams are agile and if appropriate will travel to local areas to meet candidates on their 'home ground,' as well as to assess the locality ourselves if we are unfamiliar with it. However in order to reduce our carbon emissions we will use on-line facilities as much as is possible.

REDACTED

We advertise across local community centres including:

REDACTED

For more remote areas, we **REDACTED** as these have proven **REDACTED**.

REDACTED

In addition, Pertemps acknowledge and embrace the increasing importance of **REDACTED**.

Pertemps have worked in the past in remote areas within the Northern **REDACTED**.

Factors include:

REDACTED

To tackle these difficulties Pertemps **REDACTED**.

REDACTED

We consult with all FPBs to establish the best way to recruit for each role, and are realistic with them on the likely timelines for any recruitment. We also work to build on our cleared bank of available candidates with various skills and profiles across all locations to ensure we have sufficient numbers of staff enabling us to respond to urgent requirements.

Retention:

Pertemps recognise the importance of retaining temporary workers once registered and whilst on assignment, reducing the need for constant replenishment and replacement. The means by which we undertake this is similar, regardless of location. A key element for all areas is **REDACTED**.

Through candidate contact, Pertemps' Consultants ensure that applicants **REDACTED**.

REDACTED. This improves **REDACTED**. This works particularly well **REDACTED**.

REDACTED. There are additional clauses within the CoE that reinforce this relationship including:

REDACTED

All temporary workers and hiring managers are **REDACTED**. Throughout the duration of the assignment, performance **REDACTED**.

Pertemps has **REDACTED**.

Recorded sickness is monitored and 'back to work' interviews are conducted with all employees including relevant absence management process initiation in a consistent, fair and firm manner.

When temporary workers leave Pertemps, **REDACTED**.

Matching candidates to assignments:

Pertemps will continue to **REDACTED**.

Initial screening:

All candidates undergo initial screening **REDACTED**

REDACTED

Assessments:

All workers are assessed against a minimum standard, **REDACTED**:
REDACTED

Candidate Interview:

Candidates are evaluated **REDACTED**.

REDACTED

References:

Two written references **REDACTED**. If a FPB requires additional referencing, then Pertemps will comply with the request.

Once the process has been completed and a candidate's suitability matched to the assignment, they are appointed to a position. Prior to commencement they are **REDACTED**.

2.3.5 – Management of sickness absence and absenteeism

Sickness and Absenteeism:

Pertemps actively manages time and attendance. Our system **REDACTED**.

We have strict views **REDACTED**. We are therefore able to manage and report on absenteeism in an open, fair and consistent manner across our workforce.

Temporary workers must **REDACTED**.

We conduct **REDACTED**. We carry out **REDACTED**.

For long term sickness **REDACTED**.

REDACTED allow for honest and open feedback from hiring managers for our workers at the end of each assignment and acts as a reference point for future assignments the worker is to be considered for. **REDACTED** provide feedback that allows us to assess how our staff perform in the work environment, rather than our opinion of their suitability through qualifications and experience.

Replacement of workers:

In the unlikely event of a candidate being unsuitable Pertemps will **REDACTED**.

REDACTED.

Protecting Framework Public Bodies from employment relationship risks and claims:

Pertemps implemented **REDACTED**.

The above strengthens the **REDACTED**.

The relationship between Pertemps and our temporary workers is clearly defined **REDACTED**.

REDACTED.

It is important that hiring managers understand this relationship and do not conduct disciplinary, grievance or performance reviews. They can, however, provide feedback, instruction and training in order that our temporary workers can successfully complete their assignment, along with day-to-day supervision.

Pertemps will continue to **REDACTED**, with hiring managers to support transition and ensure they are aware of their responsibilities and those of Pertemps. We will also provide **REDACTED**.

2.4.1 - Maintaining a consistently high service level

As with the current framework the Pertemps Account Management team will work closely with the delivery teams to ensure that FPB requirements are managed by those with the relevant knowledge and experience, whilst at the same time ensuring service levels are met in terms of fulfilment, quality, vetting and reporting.

The Account Management team will **REDACTED**.

This will involve:

REDACTED.

The Account Management team will **REDACTED**. Subsequent performance **REDACTED**.

Furthermore Pertemps will **REDACTED**:

REDACTED.

Should changes to any element of the framework occur the Account Managers would **REDACTED**.

The delivery team also have access to all head office support teams including:

- HR, Training, Quality, Finance, MI, Legal
- Audit compliance team
- Board Members
- Marketing
- IT and back-office functions where formal SLAs exist

Performance Monitoring:

We monitor, measure and report on service delivery against the agreed KPIs and SLAs **REDACTED**. To ensure we are delivering the required levels of service to all stakeholders we **REDACTED**.

As part of our aim for continuous improvement in service delivery the following processes and procedures are in place:

REDACTED

The results from all the above activities **REDACTED**.

Performance on the framework is **REDACTED**.

Problem Solving – Dispute Resolution

Pertemps views the raising of issues and complaints **REDACTED**. All issues **REDACTED**.

All complaints are **REDACTED**.

Our standard practice is that each complaint **REDACTED**.

If complaints cannot be resolved locally by the delivery team, they are **REDACTED**.

The action taken as a result of the complaint is **REDACTED**.

Issues or complaints on the Issues Log **REDACTED**.

In addition, any complaints will be forwarded to **REDACTED**.

Value for money for all stakeholders

Pertemps will pro-actively look to support FPBs reduce costs and improve process efficiencies over the duration of the framework.

REDACTED we will seek to deliver continuous improvements in all elements of our service. We will monitor, measure, and report on service delivery against agreed KPIs and SLAs and audit ourselves on a regular basis. To ensure we are delivering the required levels of service to all FPBs we will conduct quality surveys across hiring managers and temporary workers.

The **REDACTED** encapsulate the essence of **REDACTED**.
REDACTED

Pertemps would **REDACTED** to advise on areas of interest, for example:

REDACTED

Stakeholder engagement:

Stakeholder engagement is managed and driven by a strategy with a clear set of objectives, timetable, budget, and allocation of responsibilities. All members of the account team will be aware of the program, and understand the importance and implications. As well as stakeholders from within Scottish Procurement and FPBs other stakeholders engaged include the Pertemps delivery team, candidates and temporary workers.

The stakeholder engagement strategy includes:

REDACTED

2.4.2 Regular and effective communication and reporting

Communication:

Across our expansive network of branches throughout Scotland the delivery team is local, dedicated, and focussed on developing close working relationships with hiring managers across the FPBs, the existing temporary workforce and potential candidates. The pandemic necessitated **REDACTED**

Engagement on a day-to-day basis between delivery team members and hiring managers ensures regular and effective communication and further develops close working relationships. There would however **REDACTED**.

Elements of our quality and audit plan are tabulated below. This identifies .

REDACTED

Review Meetings:

The service review meetings will be formal, with agenda items and format agreed in advance.

Static items on the agenda should include:

REDACTED

Other forms of communication to be used would include:

REDACTED

Social Media will be used to:

REDACTED

Management Information (MI):

Pertemps understand the importance of management information in giving vital data to Scottish Ministers as a whole, as well as to individual FPBs. A successful management information system will reap benefits for both the FPBs and Pertemps and allow both to gain insight to better align strategies and identify critical relationships and gaps along four key **REDACTED**.

A successful information system provides a framework for the FPBs and Pertemps to evaluate themselves relative to these dimensions. By understanding and improving alignment **REDACTED**.

With the increased requirement for MI reporting, **REDACTED**.

REDACTED

Out of Hours:

Pertemps' service availability and that of the contract delivery team will always **REDACTED**.

Normal office hours for Pertemps branch network across Scotland and contract operations are **REDACTED**. Issues can be escalated to the account management team and board sponsor **REDACTED**.

Recruiting managers across the FPBs will be made aware of all contact details and the methods available to them (email, on-line contact, and telephone) through details published in FPB's handbooks and confirmed when taking assignment bookings.

Contact information will be distributed to all FPBs and made available via the Pertemps web site, client pages or Scottish Ministers intranet sites as appropriate.

Where there is a requirement for out of hours contact which is location or discipline specific, for example events in the evenings and at weekends requiring catering staff, **REDACTED.**

REDACTED.

Complaints Management:

Pertemps views the raising of issues and complaints by our clients and/or temporary workers as a positive aid to improving our business as they may highlight areas for procedural improvements, the changing of which may improve the quality of service overall. Any issues are therefore documented and followed up with the utmost care and attention.

All indications of dissatisfaction with the level of service provided have been and will continue to be taken seriously and handled promptly. **REDACTED.**

Every complaint received by telephone or in writing **REDACTED.**

If complaints cannot be resolved locally **REDACTED.**

REDACTED.

In addition, any such complaints from clients or temporary workers **REDACTED.**

Order Cancellation:

It is critical that candidates in the recruitment process are managed effectively and that clear communication takes place. This will go some way to mitigate any grievance issues and also protect the individual FPB's brand in the local recruitment marketplace.

There is a clear process for such events including:

REDACTED.

Pertemps monitor and record **REDACTED.**

2.4.3 - Mobilisation of the framework

As an existing supplier **REDACTED** and having experience supplying many other clients that have accessed the framework previously, Pertemps will ensure continuity of service and business as usual throughout this tender process and into the new framework.

If successful there will be no cost of change to FPBs and the existing Pertemps delivery team will remain in place ensuring business as usual with no risk or disruption to the service across FPBs.

Pertemps would however wish to re-evaluate the service offering **REDACTED**. As part of this **REDACTED**.

We believe our existing delivery team structure is sufficient in terms of knowledge and resource to implement and execute any changes to the framework requirements. The team will be supported by head office functions across HR, IT, Payroll, Finance, Marketing and other administrative teams.

Key Accountabilities of the Account Director and Account Management team during transition to the new framework are outlined below:

REDACTED.

Implementation of new contracts or transition to a new framework is divided into 3 specific phases, Planning, Consultation and Mobilisation, each with responsibilities to be actioned by Pertemps, Scottish Procurement and FPBs.

There would be **REDACTED**. Our understanding of the FPBs and our relationships with key stakeholders and hiring managers will allow for a seamless transition to the new framework and the introduction of any new services.

Phase 1, Planning

Pertemps alongside FPB stakeholders will **REDACTED**:

REDACTED.

Phase 2, Consultation

Managers will be **REDACTED**.

Phase 3, Mobilisation

The practicalities of the **REDACTED**.

REDACTED.

Marketing and Promotion

The following events and activities will be **REDACTED**:

REDACTED

Ensuring sufficient numbers of suitably qualified candidates:

In the current rapidly changing marketplace, where candidates have a wide range of immediate choice and access to opportunities Pertemps has managed to maintain a talent pool of temporary workers covering the full remit of requirements under the framework. That said it is imperative that FPBs continue to support our team proactively within appropriate time frames to ensure we assign workers into the roles before they accept alternative opportunities.

In the last 4 years **REDACTED** across the public sector landscape in Scotland and we are confident that we already have sufficient numbers of suitably qualified candidates to deliver the service at the go live date.

2.5.1 – Delivering continuous improvement

Continuous Improvement (CI):

The Pertemps solution will have a continuous improvement plan linked to feedback from FPBs, service users, stakeholders, Pertemps staff and temporary workers.

This improvement plan will **REDACTED**. The plan will be **REDACTED**.

REDACTED

- Achieve what is possible
- Understand FPBs needs
- Identify change
- Measure process improvement
- Communicate success

Continuous Improvement Framework

REDACTED

Targets

Targets will be set through **REDACTED**. Pertemps can then implement any process transformation aligned to agreed targets.

When the team or an individual person is given a specific improvement task, it must always be clear what the task is, the standard required, the level of authority and responsibility they have in achieving the task, and when the task will be reviewed. Pertemps will ensure that a method is in place for checking progress **REDACTED**.

Pertemps will confirm that the identified improvements have been carried out **REDACTED**

CI Tools

Pertemps use several tools to ensure that the CI process leads to optimum performance including:

Strategic Alignment

It is imperative that all activities performed by Pertemps ultimately align to the FPBs' agendas and strategies. The Account Director and Board Sponsor will ensure that strategic alignment is at the core of all activities and processes.

A **REDACTED** clear, meaningful management information to all stakeholders.

Total Quality Management

Pertemps will align all quality assurance activities with the CI programme. This will be an enabler in Pertemps' ability to provide a productive service whilst achieving optimum cost efficiencies at any particular time.

Communications

General recommended communication activities will include:

REDACTED

Examples of CI initiatives designed and introduced by Pertemps – REDACTED

REDACTED

2.6.1 Data Protection and security

REDACTED

Pertemps use a **REDACTED**.

Pertemps defines particular areas **REDACTED**.

When applicable, Pertemps assess **REDACTED**.

Pertemps have a series of **REDACTED**.

The Information Security Management Forum **REDACTED**:

REDACTED

REDACTED

Pertemps have **REDACTED**.

REDACTED

Disaster Recovery Scenarios

The below scenarios **REDACTED**

REDACTED

Pertemps use a **REDACTED**

Pertemps also use **REDACTED**

Pertemps has **REDACTED**

2.7.1 Commitment to fair work practices:

Pertemps is committed to fairness, equality, inclusion and diversity in the workplace with an unbiased approach regardless of an individual's characteristics including age, gender, sexual orientation, race etc. We believe this is translated from our policies through to our working practices in all areas including recruitment, pay, learning and development, progression, recognition and reward. **REDACTED.**

Promoting careers in the temporary and interim staff industry:

Pertemps has been a long-standing member of the **REDACTED**, such that we now hold a seat on the Policy Board. Pertemps actively work with both the **REDACTED** to promote the industry because we are very aware of the benefits our business provides in terms of employment and career opportunities which help boost the economy both locally and nationally. Pertemps actively promote our industry and services through PR, sponsorship of local sports teams and community projects. **REDACTED.**

Pertemps implemented **REDACTED.**

REDACTED allows Pertemps to HR manage **REDACTED**. This helps retain workers through providing **REDACTED Providing training opportunities to local people and support them to achieve qualifications:**

Pertemps offers and will continue to offer **REDACTED**

Internally our consultants are encouraged **REDACTED**

Employee Appraisals:

Employee appraisals are **REDACTED**

Performance Reviews:

Following on from initial recruitment, **REDACTED.**

Ongoing learning - Online Courses:

Pertemps has teamed up with **REDACTED:**

REDACTED

We have also partnered **REDACTED**

In addition at Pertemps we have taken our vast knowledge of workforce development and planning, and applied it to the world of Training, Skills and Apprenticeships. As part of our overall strategy **REDACTED.**

Our Training and Skills division **REDACTED** expands our services by offering **REDACTED**; suited to both existing and new staff members and our clients.

As an 'Employer Provider' we are committed to **REDACTED**. Support mechanisms are in place for our staff to access learning and development opportunities **REDACTED.**

Equality and diversity initiatives:

- By delivering **REDACTED**.
- We work with and advertise **REDACTED**.

The work Pertemps does and the equality and diversity initiatives we support has resulted in **REDACTED**.

We have also been nominated **REDACTED**.

Other awards and certifications demonstrating our commitment to fair working practices for workers and inclusiveness and diversity in the last few years include:

REDACTED.

Other information pertinent to this question:

REDACTED.

2.7.2 Diversity

As with Social Value (discussed in 2.8.1); as a recruitment business with operations across Scotland we feel it sensible to align our diversity commitments to developing and growing a skilled workforce through providing local employment opportunities and creating opportunities for long term unemployed, other disadvantaged groups and those impacted by the Covid19 pandemic.

Inclusion & Diversity (I&D) is led from the very top and is embedded throughout the Pertemps organisation, reflected in everything we do. Our attraction strategies are designed to appeal to the wider community and supported through strategically targeted outreach activities, ensuring that we reach under-represented groups. **REDACTED.**

We are committed to fairness, equality, inclusion and diversity in the workplace with an unbiased approach regardless of an individual's characteristics including age, gender, sexual orientation, race etc. We believe this is translated from our policies through to our working practices in all areas including recruitment, pay, learning and development, progression, recognition and reward.

These commitments were further evidenced recently through the announcement of **REDACTED.**

“For many years, Pertemps has strived to support local communities in areas of job creation and improving the quality of lives through sustainable, meaningful employment opportunities. We are really excited to be joining the Purpose Coalition as it provides an opportunity to showcase the work we have been doing in this area, the successful outcomes we have achieved and our aspirations for the future in line with Levelling Up Goals.”

Pertemps has Social Value and, Inclusion & Diversity (I&D) at its heart, creating a workplace that: **REDACTED.**

As a responsible employer who engages part time, full time, and temporary workers we actively promote a culture of open and fairness within the workplace. Our policies set out our commitment to providing I&D to all in employment, irrespective of their gender, race, ethnic origin, disability, age, nationality, national origin, sexuality, religion or belief, marital status, and social class.

REDACTED.

The work Pertemps does and the equality and diversity initiatives we support has resulted **REDACTED.**

Our Diversity Strategy is based on creating an inclusive culture:

REDACTED.

Pertemps' Equality, Diversity and Inclusion policy covers:

- company strategy
- background legislation
- protocols for equality of opportunity in employment
- how we engage with Customers, Suppliers and other people not employed by our Company
- the training we provide to our employees so that they understand their responsibilities
- employee responsibilities
- grievance process
- key targets

- monitoring and review process (based on a 100% monitoring target).

Specifically, regarding attraction we:

- **REDACTED.**
- actively promote our diversity work to prospective candidates **REDACTED.**
- **REDACTED.**
- have a policy and commitment to consistently advertise all jobs openly
- **REDACTED.**

Reporting and processes to track the diversity of candidates

All applications for employment are processed fairly using robust recruitment and selection techniques **REDACTED.**

Data is captured through the process and will be provided at agreed intervals enabling the FPBs to assess our achievement in relation to the temporary workforce. Our success is measured **REDACTED.**

Pertemps monitor **REDACTED.** We use these reports as **REDACTED.**

2.8.1 Sustainability

Social Value:

As a recruitment business with operations across the UK we feel it sensible and proportionate to align our Social Value commitments to developing and growing a skilled workforce through providing local employment opportunities, working with local SME agencies, and creating employment opportunities for long term unemployed, other disadvantaged groups and those impacted by the Covid19 pandemic.

We are committed to fairness, equality, inclusion and diversity in the workplace with an unbiased approach regardless of an individual's characteristics including age, gender, sexual orientation, race etc. We believe this is translated from our policies through to our working practices in all areas including recruitment, pay, learning and development, progression, recognition and reward.

These commitments were further evidenced **REDACTED**.

REDACTED.

Pertemps has Social Value and, Inclusion & Diversity (I&D) at its heart, creating a workplace that:

- Reflects the communities in which we work
- Increases workforce diversity at all levels
- Identifies employment opportunities for under-represented and disadvantaged groups.

As a responsible employer who engages part time, full time, and temporary workers we actively promote a culture of open and fairness within the workplace. Our policies set out our commitment to providing I&D to all in employment, irrespective of their gender, race, ethnic origin, disability, age, nationality, national origin, sexuality, religion or belief, marital status, and social class.

REDACTED.

The work Pertemps does and the equality and diversity initiatives we support has resulted **REDACTED**.

We are happy to commit to initiatives and would look to implement or continue these during the first year of the new framework and review these annually to align more closely to the requirements of each client and their local agendas.

Promoting careers in the permanent, fixed term, temporary and interim staff industry:

Pertemps actively work with both **REDACTED**. Promote the industry because we are very aware of the benefits our business provides in terms of employment and career opportunities which help boosts the economy both locally and nationally. We have and will continue to work **REDACTED**.

REDACTED.

Providing training opportunities to local people and support them to achieve qualifications:

Pertemps offers all **REDACTED**.

Internally our consultants **REDACTED**.

Ongoing learning - Online Courses:

Pertemps has teamed up **REDACTED**;

REDACTED.

Other information pertinent to this question:

Pertemps was awarded **REDACTED**.

REDACTED.

Environment:

Pertemps recognises the main areas in which it impacts upon the environment and is committed to continuously improving its performance in these areas. This includes the reduction **REDACTED**.

Pertemps Environmental and Energy Policy.

- Pertemps has decided that **REDACTED**.
- **REDACTED.**

REDACTED.

2.9.1 Community benefits and equality and diversity:

Promoting careers in the temporary and interim staff industry:

Pertemps have been long standing members of **REDACTED**.

Pertemps actively work with both **REDACTED**. To promote the industry because we are very aware of the benefits our business provides in terms of employment and career opportunities which help boosts the economy both locally and nationally. Pertemps actively promote our industry and services through proactive PR, sponsorship of local sports teams and community projects. We have and will continue to work with schools and colleges to offer workshops and guidance on writing a CV, preparing for interviews, **REDACTED**.

REDACTED.

Providing training opportunities to local people and support them to achieve qualifications:

Pertemps offers and will continue to offer all of its temporary workers the opportunity **REDACTED**.

Internally our consultants REDACTED.

Equality and diversity initiatives

- By delivering **REDACTED**.
- We work with and **REDACTED**.

REDACTED.

We have also been nominated **REDACTED**.

Listed below are a few examples of some of the initiatives in place:

Crisis (Homeless Charity)

REDACTED.

Growing Talent

REDACTED.

Remploy

REDACTED.

Supporting local communities

REDACTED.

Environmental well-being:

REDACTED.

Activities to support our reduction targets,
REDACTED.

The Board of Directors review our policies annually and our well-established policies and practices demonstrate our long-term commitment to the environment.

REDACTED.

Electronic invoicing and technology:

We have introduced **REDACTED.** This has resulted in significant direct and indirect savings.

Pertemps has implemented **REDACTED.**

Video conferencing for meetings:

Pertemps use video-conferencing and other on-line technology across our business for internal and client meetings and to conduct initial discussions with potential candidates. Pertemps will continue to **REDACTED.**

2.10.1 - Statement on Transfer of Undertakings (Protection of Employment) Regulations 2006

Pertemps are of the opinion that the Transfer of Undertakings (Protection of Employment) Regulations 2006 do not apply in respect of the framework as regards the temporary workforce and our service delivery team.

As such our tender is submitted on the basis that TUPE is deemed not to apply.