



Social Value Strategy

EXCELLERATE
SERVICES



SPARK

Where meaningful
change begins

Small **Actions**
Big **Futures**

Empowering
People &
Communities

WHERE *better* BEGINS





What is **Social Value** & Why it **Matters**

“ Social or public value includes all significant costs and benefits that affect the welfare and wellbeing of the population, not just market effects, including environmental, cultural, health, social care, justice and security impacts. ”

HM Treasury Green Book (2022)

Social value creates genuine **societal impact** and drives **commercial success**

In public sector procurement, social value typically accounts for **10-20%** of total bid scoring



Our Social Value Definition



Creating real opportunities and lasting impact for our people, the spaces we care for, and the communities connected to our work - through employment that transforms lives, services that promote health and sustainability, and investment that strengthens communities



Underpinning principles:

- **Authenticity first:** do less but deliver it credibly
- **People at the centre:** 80% of our cost, 100% of our service delivery
- **Measurable impact:** evidence what we do, not just what we intend
- **Connected to core business:** social value through how we operate, not bolted on



People

Focused

Creating value through employment practices and workforce support



Here's how we will create value for our people through fair employment practices and workforce support

Workforce



Career development & progression pathways



Economic security and wellbeing support



Fair work standards and dignity at work



9,500+ employees across diverse geographies: this is where the greatest impact lies

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Creating

Healthier Spaces

**Healthier environments
for our people and
everyone who uses the
buildings we clean**



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Safe cleaning products
and worker protection



Environmental products &
reduced chemical impact



Carbon reduction,
environmental stewardship
and sustainability



Building health & user
wellbeing

Directly connects to and impacts our core business.
This is what we do across
10,500+ sites every day!

Strengthening

Communities

Building resilience and opportunities in the places we operate.





**Local
employment &
economic impact**



**Supply chain
Social value**



**Community
investment &
partnerships**



**Supporting
workforce
communities**

Why this matters?

Geographic footprint creates opportunity; supply chain decisions affect local economies

How We'll Measure Our Social Value Impact

01 Activity Metrics

What we do and what are the inputs
and actions we take?

Example: Number of apprenticeships
offered.



02 Performance Metrics

How well we do it?

– operational effectiveness

Example: Apprenticeship completion
rate.



03 Impact Metrics

What difference it makes?

– outcomes for beneficiaries

Example: Apprentices progressing
to permanent employment.





Getting Started - Our Guiding Principle

We'll start with what we can
measure now and build toward
impact measurement over time



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Appendices

People Focused



Activity Area	Performance Metrics	Impact Metrics
Workforce Diversity and Inclusion	Number of employment opportunities created (by UK region) [1ai] Number of people recruited through DWP partnership (monthly) Number of people recruited with disabilities Employment opportunities for underrepresented groups [6ai] Apprenticeships for underrepresented groups [6aii] Employment opportunities for disabled people [6bi] People with flexible working arrangements [6ci]	Impact Metrics
Career Development and Progression Pathways	Number of apprenticeships (new and in progress) Number of apprenticeship opportunities (Level 2, 3, 4+) [1aii] Training hours delivered per employee Person hours of in-work progression training [1di] Person hours of career support provided [1dii] People-hours of learning interventions [2aii] Number of employees accessing Excellerate Academy programmes	Apprenticeship completion rate Apprentices progressing to permanent employment (internal) Apprentices progressing to permanent employment (external) Internal promotion rate (frontline to supervisor/manager) Career progression rate for underrepresented/ disadvantaged recruits
Economic Security and Wellbeing Support	Retail Trust EAP registration rate Retail Trust EAP utilisation rate (anonymous aggregate) Number of mental health first aiders per 1,000 employees Hours spent delivering staff health and wellbeing [8ai] Wellbeing/engagement survey response rate	Employee wellbeing/engagement improvement (pre/post survey) Reduction in sickness absence rates
Fair Work Standards and Dignity at Work	Number of people paid above National Living Wage [1cii] Number of people on permanent contracts [1bi] Percentage of workforce on Real Living Wage Percentage of workforce on permanent contracts vs. agency	Staff turnover rate by region and contract type Employee perception of job quality (survey)

Creating

Healthier Spaces



Activity Area	Performance Metrics	Impact Metrics
Safe Cleaning Products and Worker Protection	COSH training completion rate PPE provision compliance rate Workplace injury rate (RIDDOR reportable)	Reduction in workplace injuries (year-on-year) Reduced workforce exposure to harmful cleaning chemicals Staff perception of workplace safety (survey)
Environmental Products and Reduced Chemical Impact	Number of chemical products in use (target: reduce to 20 core products) Percentage of sites using closed-loop cleaning systems	Plastic reduction achieved (kg) [NT87 – TOMs] Client/building user perception of cleaning quality (survey)
Building Health and User Wellbeing	DSE assessment completion rate Number of sites with enhanced cleaning protocols	Improvement in air quality at sites Building user satisfaction
Carbon Reduction, Environmental Stewardship and Sustainability	Progress against SBTI near-term targets Percentage of fleet using electric/hybrid vehicles Waste diversion rate (recycling vs. landfill) Supplier environmental data collection rate ISO 14001 audit findings and closures Hours influencing staff and communities on environment [4bi] Percentage of supply chain with environmental credentials	Scope 1 & 2 emissions (tCO ₂ e) [4ai] Annual reduction in water use (litres) [4aii] Annual reduction in waste to landfill (metric tonnes) [4aiii] Green transport programme miles saved [NT32 – TOMs] Carbon intensity per £1m revenue

Strengthening

Communities



Activity Area	Performance Metrics	Impact Metrics
Local Employment and Economic Impact	Percentage of workforce living within defined local area of work site Local recruitment rate by region Number of partnerships with local employment organisations	Jobs created/retained in local areas [NT1 – TOMs] Spend with local companies by region (% / £) [NT18 – TOMs] Spend with local SMEs by region (% / £) [NT19 – TOMs]
Supply Chain Social Value	Number of suppliers assessed for social value credentials Number of tier 1 & 2 suppliers audited for modern slavery [1ei] Staff completing modern slavery training within 90 days [1eii]	Spend with SMEs (% / £) [3aii] Spend with VCSEs (% / £) [3aiii] Spend with start-ups (% / £) [3ai]
Community Investment and Partnerships	Staff grant programme applications received and awarded Number of volunteering hours (paid time) Number of community partnerships active Number of outreach activities with schools/colleges [7bi]	Total £ invested in community projects and charitable donations Number of VCSEs supported through donations [NT16 – TOMs] Number of VCSEs supported through volunteering [NT17 – TOMs] Impact of community investment (self-reported by organisations supported)
Supporting Workforce Communities	Number of employees engaged in volunteering	Employee satisfaction with community engagement opportunities Share of community projects reflecting staff backgrounds and priorities

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