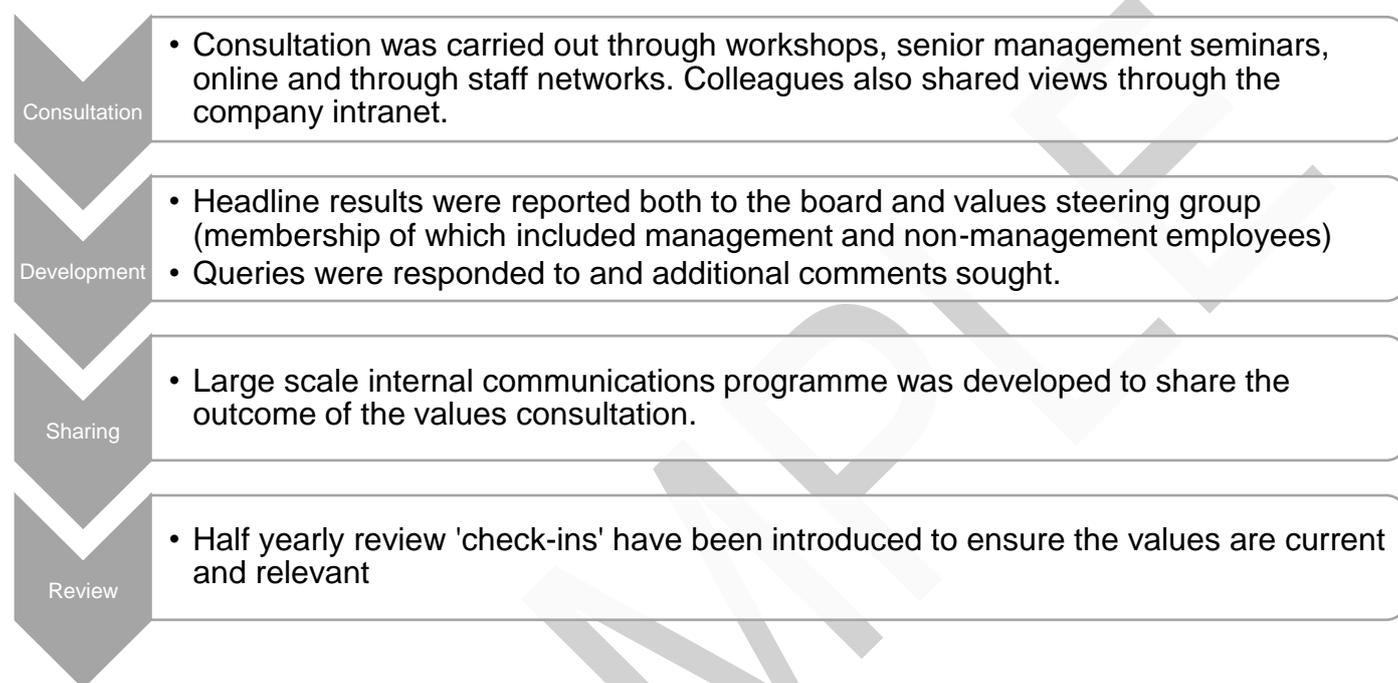


EXAMPLE OF PDF CONTAINING ADDITIONAL INFORMATION IN SUPPORT OF AN AWARD APPLICATION IN THE WALES RESPONSIBLE BUSINESS AWARDS 2018

PLEASE NOTE THAT THIS DOCUMENT IS NOT DESIGNED TO SHOW WHAT IS 'GOOD' OR WHAT IS 'BAD'. THIS IS JUST ONE EXAMPLE OF HOW EVIDENCE IN SUPPORT OF AN APPLICATION COULD BE COMPILED FOR SUBMISSION. SOME PROCESSES / FIGURES MAY HAVE BEEN SIMPLIFIED FOR EFFECT.

Q1) This diagram shows how the values of the company were established, developed and shared.



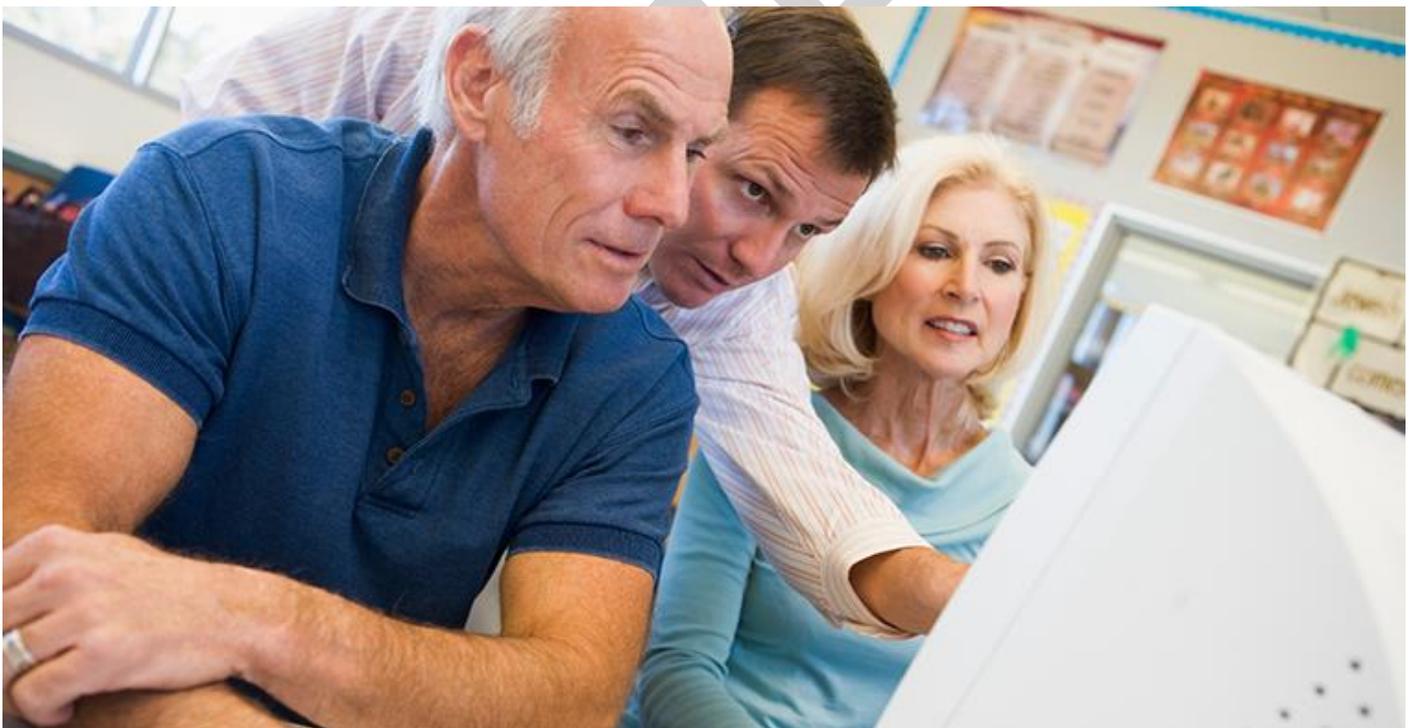
Q2) This chart shows how the objectives for the programme and the measurements used for the recruitment programme.

Objective	Target	Result	Next steps
Broaden recruitment pool (age)	On average more than 12 applicants from 'new' sources (new = age cohort 50+)	On average – 15 applicants from 50+ age cohort per recruitment 'ask'	Review with senior management Discuss with successful applicants 'what worked' in terms of attracting them to apply
Broaden recruitment pool (race)	On average more than 8 applicants from 'new' sources (new = BAME backgrounds)	On average – 6 applicants from BAME cohort per recruitment 'ask'	Develop contacts with relevant sector partner to better promote applications Review application for exclusionary processes and words

Q3) These photographs support the impacts outlined in our response to Q3.



Caption – New recruits (Steve and Lillian – centre two figures) take part in their onboarding session with HR.



Caption – Hugh (left) shadows a client briefing session with Ian and Harriet (far right)

Q4) This table shows the figures (in £) saved by the new approach to recruitment.

Cost of 3rd party recruiters pre new programme	Results
£45k per annum	Less than 10 applicants 50+ per recruitment 'ask' Less than 5 applicants from BAME cohort
Cost of new approach to targeted and broadened recruitment	Results
£20k to date / anticipated £30k per annum (to include website refresh, expert review of process, partner with specialist charity, colleague time)	On average – 15 applicants from 50+ age cohort per recruitment 'ask' On average – 6 applicants from BAME cohort per recruitment 'ask'

Supportive quote from HR Director –

"I was initially nervous about taking a new approach to recruitment, but what we've done has really paid off. Not only have we saved money on our previous agency contract, but we have really started to diversify our organisation. Two of our new colleagues, Steve and Lillian are fitting in really well and they have brought a huge range of skills to their respective teams. Lillian especially has qualifications that many in her team don't and her experience of dealing with clients in Germany has led directly to a new business win (contract value - £25,000). By bringing people from different backgrounds together we are really seeing the benefits as a business.

ENDS