

# Pertemps

*a smarter, stronger future together...*



## **PERTEMPS NETWORK GROUP EMPLOYEE RESOURCE GROUP TERMS OF REFERENCE**

# INTRODUCTION TO DIVERSITY, EQUALITY AND INCLUSION (DE&I)

We want our people at PNG, irrespective of background, identity or personal circumstances, to have a really great experience and a long and fruitful career with us. We want everyone to be their authentic self.

To do this, we must nurture an inclusive environment where people feel they can proudly bring their whole selves to work knowing that their voices will be heard.

Our commitment to this work can be found in our DE&I document [here](#) and is aligned to the business's overall mission and vision:

*Mission – To be the recruitment partner of choice for candidates and clients, delivering a quality and trusted service that exceeds their expectations*

*Vision – To lead innovation in the recruitment sector to further improve the experience of all candidates and clients, and increase the sector's contribution to the UK economy.*

## PURPOSE OF EMPLOYEE RESOURCE GROUPS (ERGs)

Employee Resource Groups (ERGs) help companies heighten employee engagement, as well as helping create stronger ties and connections to colleagues. Additionally, colleagues active in ERGs are often well-placed to identify and serve the diverse needs of our clients which may not be picked up in day-to-day work.

Pertemps Network Group (PNG) recognises that a well-run ERG can play a pivotal role in creating a diverse workforce and fostering an inclusive environment across the business. Our ERG should:

- Be a safe space for discussion of issues
- Help raise awareness of issues within the wider organisation
- Provide a source of support for individual staff who may be facing challenges at work
- Share progressive ideas to advance DE&I in the workplace
- Organise a calendar of events that may appeal to a broad range of employees.

The ERG does not deal with management concerning grievances, wages, rates of pay, hours of employment, conditions of work, or similar concerns that fall under the designation of “terms & conditions of employment”. The ERG does not conduct research or information gathering for the purpose of negotiating or dealing with management on these matters.

## BUSINESS VALUE

The impact and business value of the ERGs can flex to align with different priorities, organisational goals, the interests of members and their engagement with colleagues. However, in general, it will:

- Offer access to mentors and sponsors
- Provide a key communication channel to the leadership team and boards
- Showcase and develop participants' leadership skills and professional expertise
- Aid brand profile and reputation
- Foster community engagement
- Partner with business leaders to:
  - i Identify need for or help develop new products
  - ii Serve as the “voice of the customer”
  - iii Build/strengthen ties to diverse communities
  - iv Provide diversity in customer insights.

## ENGAGING WITH INTERESTED PARTIES

The key stakeholders for our Environment, Social and Governance (ESG) work, which is served by the work of the ERG, were laid out in the Pertemps three-year strategy. This can be accessed [here](#).

Essentially, our colleagues, clients and candidates remain the three important groups that we communicate with and with whom our ERG engagement should focus. However, this work also extends to related groups including, but not exclusive to, suppliers, industry bodies, communities and regulators.

## **STRUCTURE & LEADERSHIP**

### **GOVERNANCE**

The ERG operates under the auspices of PNG's Diversity & Inclusion (D&I) commitments and members are expected to keep these goals at heart through all activity.

The ERG will have the following leaders and groups:

- Chair
- Executive Board Sponsor
- ERG Members
- Communications Lead

In addition to these key leadership roles, ERGs may appoint or assign members to specific roles that align with the goals and objectives of the DE&I strategy as they arise. These may be related to management of specific projects, training or secretarial duties, for instance.

ERG members must, at all times, ensure they remain focused on their core role and that their day-to-day work is maintained.

A strong team and governance structure is vital to ERG success and sustainability. Leaders often emerge naturally and are nominated and elected by ERG's extended leadership team. For example, high-potential employees may be nominated by ERG leaders, an executive sponsor or HR as a way to recognise talent and provide development opportunities.

Leaders are also identified through ERG succession planning. ERG leadership positions are expected to rotate at least every two years, unless the chair and board sponsor agree in advance that exceptional circumstances exist and in following this rule could potentially damage the group.

Core elements of ERG governance include:

- A strong and consistent structure (as detailed above)
- Chair to approve new ERG members
- Bi-monthly meetings with a maximum running time of 90 minutes
- Members receiving and having the chance to digest information to be discussed in a meeting in advance of the meeting start time
- Confidentiality of discussions in meetings, with minutes circulated in advance of the next meeting
- Attendees at the meetings to include ERG members only unless guests join by invitation with members given prior notice.

### **BENEFITS OF ERG PARTICIPATION**

An important goal of the ERG is to provide leadership development opportunities and organisational visibility for key talent. ERG leaders benefit from the opportunity to:

- Develop and display leadership skills in envisioning and implementing ERG goals
- Become visible to organisational leadership
- Make connections to senior leaders, clients and the community in ways that might not be available via regular work
- Be recognised for contributions.

### **ERG LEADERSHIP ROLES AND RESPONSIBILITIES**

Identifying a strong leadership team and structure is vital to success. Another important element of leadership is building intersectionality with other internal groups. Collaborating and sharing best practices will help your organisation run more efficiently, increase networking opportunities, help you tap into a greater pool of resources, maximise your budget and further emphasise inclusion.

## **Roles and responsibilities**

### **Chair — Tracy Evans**

- Work closely with, and are the main liaison with, ERG members.
- Provide leadership and engagement for members.
- Serve as the main contact for the ERG.
- Engage with the ERG's executive sponsor.
- Attend governance meetings as and when required.
- Chair bi-monthly meetings.

### **Communications Lead — James Wilde**

- Lead development and implementation of communication strategy for the ERG.
- Partner with local or regional communications contacts, and others as needed, to publicise events and engage colleagues.
- Utilise a range of channels to ensure members and other colleagues are aware of the work of the ERG, including:
  - i Insight
  - ii Email updates
  - iii Posters
  - iv Intranet
  - v Calendar of events
- Ensure timely communications are delivered to maximise event attendance and facilitate engagement with all parts of the business.

### **ERG members**

The current members of the group are:

Susannah Lawson

Chris Rowlands

Bartosz Rezkallah

Jamie So

Dan Braithwaite

Elaine Perry

- Understand and abide by PNG's ERG guidelines and all relevant company policies
- Develop and manage to the ERG's annual strategic plan and budget as applicable.
- Partner with other members to organise events, solicit volunteers, collaborate and implement strategic initiatives.
- Provide regular updates on ERG activities, members and successes
- Partner with divisions/functions in support of business or ERG initiatives.
- Act as spokesperson within the organisation on relevant issues.
- Represent the organisation externally in relevant forums and at related events after review with executive sponsor or communications lead.
- Provide input to company leadership on workplace and business issues.
- Model inclusive behaviours in the workplace and as an ERG leader.

## **Executive Board Sponsor — Carmen Watson**

The executive sponsor of the ERG is expected to:

- Provide advice, direction, and support to ERG leadership during the annual planning process and throughout the year.
- Hold the ERG accountable for adding value to its members and to PNG.
- Probe for ways to show support, model inclusive behaviours, and advocate for a diverse and inclusive workplace in business activities and meetings.
- Learn about the ERG constituency's issues and concerns.
- Get to know and serve as a mentor to the ERG leadership team, and share what they learn about constituencies with other executives.
- Support ERG activities and initiatives, and attend events, whenever feasible.
- Advocate for the ERG and its leaders, and for a diverse and inclusive workplace.
- Help raise the profile of the ERG and its leaders.
- Coach ERG leaders to ensure their group's goals and activities align with the business mission, purpose and annual operating plans.

## **ERG BASICS**

### **MEMBERSHIP**

ERG membership is open to full-time and part-time PNG employees. Colleagues may join (provided there are vacancies) or withdraw from the ERG at any time and for any reason.

### **D&I TIMELINE**

#### **4th Quarter**

Planning, metrics, and budgets developed for next fiscal year. Review with colleagues prior to communicating with the wider business.

#### **1st Quarter**

Communicate annual ERG goals and calendar for the year.

#### **2nd Quarter**

Events continue. Debrief after each event and focus on continued improvements. Capture metrics.

#### **3rd Quarter**

Events continue. Debrief after each event and focus on continued improvements. Capture metrics. Share with board as requested.

## **RULES AND POLICIES**

As previously stated, the ERG has no authority to act as a body of representatives to deal with PNG management concerning grievances, wages, rates of pay, hours of employment, conditions of work, or similar concerns, for which PNG already has designated departments and experts. The ERG should not conduct research or information gathering for the purposes of negotiating or dealing with management or use PNG procedures for discussion of these matters.

All employees, including ERG members, must adhere to PNGs ERG guidelines, and all PNG company procedures, processes, and policies (e.g., rules regarding employee behaviour, communications, data privacy, proper usage of equipment, facilities, and systems).

All employees must abide by company policies that prohibit discrimination or harassment. All employees have a right to work in an environment free of verbal or physical harassment on account of race, ethnicity, religion, national origin, sex, sexual orientation, gender identity, age, disability, veteran status, or any personal characteristic.

Employees may consult with HR if they have any employment policy related questions or concerns.

## **PROHIBITED GROUPS**

The following is a non-exhaustive list of the kinds of similar groups the company will not support or accept for registration:

- Groups of individuals who have agendas that are aimed at causing division among employees
- Groups that are not inclusive of all employees
- Groups formed for the purpose of promoting religious or political positions; or
- Groups that seek to associate the company's name with activities not approved by the company.

## **DUES AND FEES**

There are no dues or fees to become a member of the ERG, nor are there any rituals or initiations associated with participation. The ERG may charge fees to cover the cost of some events after discussing with the leadership team or relevant board.

## **ERG FUNDING REQUESTS**

Every year, the ERGs will go through a planning and budget process, during which plans for the following fiscal year will be developed, agreed upon by its leadership, documented and shared with the relevant board for review and final approval.

Any funding requests should be raised by the chair with the executive board sponsor. It should always be accompanied by a clear business case and SMART goals for evaluation.

## **CALENDAR OF EVENTS**

### **PROGRAMMING EXAMPLES**

Activities & events should align with the overall vision and mission of the organisation and with ERG objectives and goals. Following are some examples. Please note, this is not an exhaustive list:

- Internal speaker event: Speakers may discuss their career journey, obstacles, learnings, and advice for rising individuals
- Education programs: Through internal/external speakers or panels, programs typically will aim to develop skills and/or capabilities of individuals that will enhance their careers, their effectiveness at work, and/or leadership skills
- Networking activity: Assist members in building relationships with others outside of their regular work groups
- Discussion forums: Share views and insights on recent articles or data or specific topics related to PNG, the industry, market, or leadership development skills

- Development of Pipeline talent: Work colleagues to partner with schools or non-profit organisations to increase engagement of diverse students and talent in supply chain or IT for example, or other disciplines that align with PNG interests.
- Lean-in circles: Launch local Lean-in circles (based on Sheryl Sandberg's book and organisation).
- Plan activities around themed days: Plan events to celebrate/acknowledge relevant global days of recognition such as LGBTQ Pride, International Women's Day or Veteran's Day, for example.

<b>January</b>	
World Religion Day	21st January
Holocaust Memorial Day	27th January
<b>February</b>	
LGBT History Month	
World Cancer Day	4th February
Chinese New Year	10th February
Eating Disorder Awareness Week	Week beginning 26th February
<b>March</b>	
Women's History Month	
National Wheelchair User Day	1st March
International Women's Day	8th March
National Careers Week	Week beginning 3rd March
Sign Language Week	18th March
Single Parents Day	21st March
Ramadan	Beginning 10th March
Trans Day of Visibility	31st March
Easter	31st March
<b>April</b>	
Stress Awareness Month	
World Autism Day	2nd April
Passover	Beginning 22nd April
World Health Day	7th April
Vaisakhi	13th April
Eid	11th April
World Day for Safety at Work	28th April
<b>May</b>	
Deaf Awareness Week	Beginning 6th May
Learning at Work Week	Beginning 13th May
Mental Health Awareness Week	Beginning 13th May
<b>June</b>	
Pride Month	
Global Wellness Day	8th June
Loneliness Awareness Week	Beginning 10th June
Men's Health Week	Beginning 10th June
World Blood Doner Day	14th June

<b>July</b>	
Disability Pride Month	
<b>August</b>	
World Breastfeeding Week	1st August
Grief Awareness Day	30th August
<b>September</b>	
World Alzheimer's Month	
International Day of Charity	5th September
World Suicide Prevention Day	10th September
International Week of Happiness at Work	Beginning 23rd September
International Equal Pay Day	18th September
Bi-Visibility Day	23rd September
National Inclusion Week	23rd September
<b>October</b>	
Breast Cancer Awareness Month	
Go Sober for October	
ADHD Awareness Month	
Black History Month	
National Work Life Week	Beginning 7th October
Dyslexia Awareness Week	Beginning 2nd October
World Mental Health Day	10th October
Anti-Slavery Day	18th October
World Menopause Day	18th October
International Pronoun Day	16th October
World Values Day	17th October
<b>November</b>	
Transgender Awareness Month	
Movember	
Remembrance Day	11th November
Diwali	1st November
UK Disability History Month	Beginning 16th November
International Men's Day	19th November
<b>December</b>	
World Aids Day	1st December
Hanukkah	25th December
Human Rights Day	10th December
International Migrants Day	18th December
Christmas	25th December
New Years Eve	31st December

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