

seymourjohn

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# Doing the right thing:

A Seymour John Policy Document

## Social Value Policy

Updated February 2026

Helping people and  
organisations thrive

Business does not exist in a vacuum. As a progressive, values-led company, we will always seek to operate in a way that promotes a vision of the world that we want to live in, a world where equality, integrity, kindness, and compassion help everyone to thrive.

## What is social value?

Social value presents an opportunity for everyone at Seymour John to achieve more towards our shared vision. When we make decisions about spending money, or when we design and deliver services, each of us should do this in a way that maximises positive social, economic, and environmental impact for the communities we work in.

The greatest impact is usually achieved through working together and sharing our resources. This might mean, for example, sharing building space with community groups, purchasing ethically sourced equipment made using recycled materials, or using our expertise to provide free advice to local startups and charities.

This policy is by no means exhaustive. It does, however, offer guidance on what social value should look like in practice.

## What does social value mean for the people of Seymour John?

In brief, social value means maximising our positive impact to achieve:

- More than we can with our own resources
- Better, more long-lasting outcomes through working together

### Combatting inequality

In Seymour John we have a particular focus on our recently reinforced commitment to Equality, Diversity, Inclusion, and Belonging in the workplace. Beyond this, we will also work towards equality of education and skills, and inclusion in democratic processes and decision-making. This is not only a company commitment, but one we work together with our client partners, suppliers, and candidates across the country to fulfil in our day-to-day service delivery.

### Promoting independence and wellbeing

As a people-centric consultancy services business, we understand that where people flourish organisations and communities thrive. We are in a privileged position to play a first-hand role in improving the mental and physical health of others, especially with regard to our clients' people. At Seymour John, we will continue to promote our Healthy Workplace Commitments.

We will also continue to be mindful of inclusion for all, promoting independence through more inclusive access – whether to physical locations or to online platforms – and through technological advances, whether in physical equipment or in digital tools. Understanding the lives and experiences of those who lack independence will help to generate the best solutions, and we will work together to design services that truly empower others.

### Unlocking hidden talent

As a talent specialist, we understand the benefits of developing diverse and inclusive workforces. Difference should be celebrated as a necessary, creative, and complementary force in the corporate mix. As such, it is our responsibility to ensure an equitable recruitment process for all.

Many of you will have worked with neurodiverse candidates who feel underconfident and/or unable to enter the workplace, for example. Many of these people have skills, attributes and behaviours that could add huge value to organisations, if only they had employment opportunities. As such, whether for internal recruitment purposes or for our clients, we will always look to make appropriate adjustments to enable every candidate to shine.

Those who might benefit most from such adjustments, include people with disabilities or learning difficulties. This is why we have recently set up a network to improve our recruitment processes further and to work with an increasingly wider range of partner organisations who share our commitment – to improve practice, expand referral pathways, and develop shared resources.

### Thinking local

Our refreshed organisation strategy has a strong focus on growing a sustainable local economy, which is especially meaningful in the growth and recovery period following the COVID-19 pandemic. New procurement guidance enabling increased investment in local businesses and social enterprise will play a part in this recovery, as will increased partnership working within and between sectors, sharing resources and expertise to support growth.

### Tackling root causes of climate change

As a predominantly home working, and paperless services organisation, our aim is to tread lightly in this world. We do not own any premises or run any company vehicles, which means our Scope 1 emissions, in our Carbon Reduction Plan, are zero.

We will continue to work together across the organisation, with our suppliers, and the client organisations we work with, to reach our net zero carbon target by 2042. This includes monitoring and taking advantage of developments in transport, energy usage, and waste management.

### Our policy aims

The aim of this policy, and the accompanying guidance, is to set out how Seymour John will deliver maximum social, economic, and environmental value, not only through contract management activities but also through enabling wider collaboration and resource sharing between people and organisations across the country.

### We will know we are successful when:

- There is measurable evidence of the social, economic, and environmental value created through Crown Commercial Services third party contracts.
- We are "Sharing resources to achieve shared outcomes becomes normal practice across the country within and between each sector".

### How we will achieve this

These six overarching commitments form the basis of our Social Value strategy:

- We start by understanding what is most important to our people and clients right now.
- We will work on an on-going basis with our teams, and partners to capture changing needs and desired outcomes and to review our social value priority areas.
- We build these identified priorities into the design and delivery of all our services.
- When designing services, or spending money, we plan right from the start how we might generate the greatest possible social, economic, and environmental impact.
- We work in partnership to maximise impact.
- When our partners commit to delivering against shared priorities, we work together, sharing our own resources, networks, and expertise to help achieve the greatest impact.

### **We promote and enable resource-sharing across the company**

We will continue to develop online and offline spaces to facilitate, encourage, and enable collaboration and resource sharing between all people and organisations that Seymour John work with.

### **We capture and tell the story**

We will track all social value delivered through our activities, measuring and reporting on the impact achieved and publicising successes, where appropriate.

### **We lead by example**

We will practice what we preach, reviewing not only our service design and spending decisions as above, but also our operations, including, for example, our wellbeing policies, apprenticeship opportunities, use of our buildings, staff volunteering hours in the community, investment into renewable energy sources, the way we travel to work, and in our charitable giving.

## **Our policy commitments**

Social value commitments will be clearly connected to the outcomes they aim to achieve, and to the current social value priority areas. In contract documents and performance management frameworks, social value outcomes and key performance indicators will be incorporated as core contract outcomes.

Contract/Account Managers will take ownership of ensuring all social value commitments are delivered. In tender processes we will aspire to achieve a social value benefit equivalent to at least 10% of the contract value.

We will build social value into our strategy formation, business planning, and budgeting activities. All staff will be trained in how to design and spend accordingly. Social value priority areas will be reviewed annually, drawing on insight from a range of stakeholders, including client and supplier partners.

Any activity that generates a measurable social, economic, or environmental impact should be captured in social value reporting. We will prioritise quality over quantity, placing greater emphasis on non-monetary measurement of value, and when using monetary values, we will ensure no double counting.

## **Guiding principles**

In delivering on this policy and the commitments above, our aim is for social value to be:

**Easy to understand, relevant, and meaningful:** Social value should clearly contribute to the current social value priority areas and will therefore be of direct benefit to staff and clients.

**Measurable:** Positive changes should always be measurable, in both quantitative and qualitative terms, and where relevant social value can also be presented in financial terms.

**Flexible and collaborative:** We should demonstrate and promote a strengths-based approach to client/candidate engagement and responsiveness to client/candidate changing priorities.

**Sustainable:** Social value should be focused on long-term outcomes and on building enduring, productive relationships

## How we will measure success

We will evaluate the impact of social value delivery through:

- **Measuring inputs and outputs:** This might be, for example, through number of volunteer hours invested, number of trees planted, or number of webinars delivered.
- **Measuring progress against outcomes:** We start by defining outcomes and then agree relevant performance indicators, for example, developing self-confidence in candidates with disabilities might be measured through perceived self-confidence rating moving from 3 out of 10 to 6 out of 10.
- **Attributing financial values to the above where relevant:** This might be, for example, valuing pro bono consultancy for businesses or charities at £20 to £30 per hour.
- **Capturing case studies** and drawing on other qualitative methods to add depth and context to the social value created.

Remember, the world of work does not exist in a vacuum, which is why we are invested in the wellbeing of all the people we work with and the wider communities we work within.