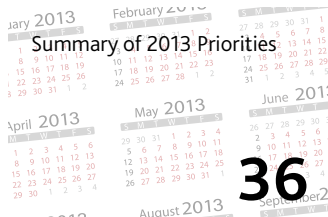
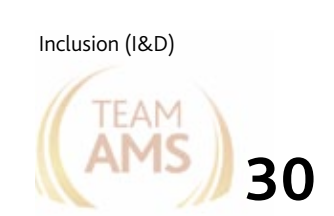
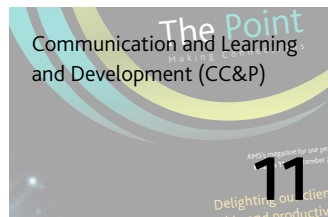
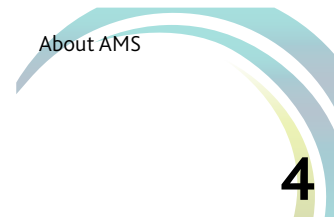


# Global Citizenship Report 2012

Team Spirit



# Contents Page



# Welcome

Our 2012 Communication on Progress is the fifth since committing to the UN Global Compact.

In the past five years our commitment to the ten principles of UN Global Compact has remained unchanged – however we've sought to refine our Global Citizenship programme to increase the impact of our people's efforts.

The 2012 Communication on Progress differs somewhat from previous. In this, and in future reports, we will frame the achievements of the year in the context of a theme. This will allow AMS to highlight specific developments and initiatives whilst providing a structure through which we can clearly and concisely report on overall achievements.

The theme of this report – 'Team Spirit' – reflects the company's approach to Global Citizenship in 2012, numerous major sporting events in the year, and the way that people from all around AMS came together in supporting a group of inspiring athletes competing at one of these events.

## Report Objectives

This report constitutes AMS's 2012 Communication on Progress towards the UN Global Compact.

In this report, we intend to:

- Demonstrate progress towards the UN Global Compact and report on AMS's progress against goals set in the 2011 Communication on Progress
- Set goals for AMS's Global Citizenship Programme in 2013
- Provide a formalised, publicly accessible document which summarises our Global Citizenship efforts, ensuring transparency and accountability and supporting continuous improvement

- Develop awareness of AMS's Global Citizenship programme

This report covers our global business unless otherwise stated.

## Self-declaration Global Reporting Initiative (GRI) application level

The below table provides a detailed overview of points that have been covered throughout this report against the GRI performance indicators. This is a self-declaration by AMS.

Topic	Points Covered	Application Level
Strategy & Analysis	1.1	C
	1.2	B
Organisational Profile	2.1 to 2.10	C
Report Parameters	3.1 - 3.8/3.10 - 3.12	C
	3.9 and 3.13	B
Governance, Commitments & Engagement	4.1 - 4.4/4.14 - 4.15	C
	4.5 - 4.13/4.16 - 4.17	B

## Global Reporting Initiative (GRI)

We've taken into account the GRI sustainability reporting guidelines when putting together this report. Find out more at [www.globalreporting.org](http://www.globalreporting.org)

## Information Online

More information on our Global Citizenship programme can be found on our website [www.alexandermannsolutions.com](http://www.alexandermannsolutions.com)





## A few words from our CEO

### Global teams celebrate 2012

2012 was an exciting, eventful year, one in which all of us at Alexander Mann Solutions were able to embrace and embody **team spirit**

#### Celebrating our People

One of our founding principles – indeed, our organisation vision – is **people are the foundation for success**. Our organisation is brimful of talented, intelligent people with a genuine passion for what they do – and working together, they achieve the extraordinary.

At AMS we encourage and embrace each individual's passion, expertise and diverse viewpoints. This mix is essential to innovation and has helped us to refine the solutions that we offer our clients, and to remain agile in a rapidly-changing world.

#### Celebrating Success

I'd like to highlight a few of the successes of teams around the globe.

I want to congratulate the three inspirational athletes who form Team AMS – **Jody Cundy MBE**, **Tatyana McFadden**, and **Adeline Dumapong**. Whilst each had a very different journey to the Paralympics, they shared a common experience – hard work, dedication, sacrifice, and focus. I'm very glad that AMS had the opportunity to be involved in their successes at the London Paralympics – and that the AMS community got behind the athletes so strongly.

Within our business there have been some significant team wins. AMS passed a major milestone in 2012 with the launch of our first Global Client Services Centre (GCSC) in Cleveland, Ohio, USA.

The Cleveland Centre is part of our GCSC network, and it's from this network that we deliver many of the services for our global clients. The GCSC teams in Bracknell, Krakow and Manila have continued to set the benchmark in excellence for talent solutions – each centre is a hive of activity where talented people go above and beyond to support their clients, their teams and their communities. Look no further than our Manila team's supreme efforts in supporting paralympian Adeline Dumapong through a SportsFest, or our Bracknell team's association with the Berkshire Stags, a visually impaired cricket club or our Krakow team's huge commitment to achieving the successful extension of our ISO 14001 certification to the Krakow office.

#### Looking Forward

I'm delighted with the Global Citizenship theme for 2013, which empowers our people to be the best they can be through our **Mentoring and Networking Global Citizenship Opportunities**. One of the most rewarding experiences in building AMS has been seeing people in our organisation grow, change, and learn from their mentors, and in turn go on to be mentors who share their knowledge and experience with the next generation of leaders.

**Rosaleen Blair**

Rosaleen Blair  
Founder & CEO, Alexander Mann Solutions



# About AMS



# About AMS

## What we do

As the world's leading provider of talent management services, AMS delivers a full range of outsourcing, consultancy and project services that help organisations attract, engage and retain talent.

Acting as a trusted advisor, we have deep expertise across multiple industry sectors.

We focus on delivering business outcomes for our customers – increasing revenue, customer satisfaction, quality, market capitalization and productivity, while decreasing cost and cycle time.

AMS is a global organisation. Our infrastructure is designed to deliver the best outcomes for our customers by using a combination of teams that sit onsite with their clients and offsite teams that provide remote support.

This enables AMS to offer clients a unique blend of recruitment and resourcing expertise, recruitment processing capacity, and scale. We've built four centres of excellence that provide capacity for teams around the world. Our Global Client Service Centres are in Bracknell (United Kingdom), Krakow (Poland), Manila, (Philippines), and Cleveland, OH (USA).

## Where we are

In all, we are active in 82 countries globally (including our head office in London, United Kingdom and smaller regional centres in places like Melbourne, Australia, Boston, USA and Hong Kong, China), and employ over 1,900 people. At any hour, on any day, in any time zone, our people are delivering resourcing and talent services to 65 outsourcing clients and hundreds more consulting clients across these countries.



## Who we work with

We have a business rich in industry knowledge and expertise. Our primary industry sectors are Defence, Engineering and Energy, Retail Banking and Financial Services, IT and Telecommunications; Investment Banking and Professional Services, Healthcare and Life Sciences.

Our clients include:

- BAE Systems
- Citi
- Covidien
- Credit Suisse
- CSC
- Deloitte
- Freshfields
- GE Capital
- HSBC
- Microsoft
- Novartis
- Origin Energy
- Rolls-Royce
- Royal Mail
- Santander
- Vodafone
- Zurich

## Mission, Vision, and Values

**Mission:** We build world-class talent and resourcing capability for organisations, based on the shared belief that people are the foundation for success. As a trusted advisor, we deliver this through innovative and measurable outsourcing and consulting services.

**Vision:** Our business is about people - clients, candidates, partners and the communities in which we work. And of course our people, who make it all happen. As such, the vision we have for our organisation is "Making people the foundation for success".

**Values:** Three values encompass our approach to our business, our people and our clients. We are passionate, distinctive and authentic.

**Employee Value Proposition (EVP):** We offer an inspiring environment where our people can use their energy, enthusiasm and expertise to realise their aspirations and really make a difference. It's our promise to our employees.



# Global Citizenship







# Global Citizenship

Global Citizenship is an important part of the culture at AMS, and it is an embedded component of our business ethics. It's about us being accountable for our impact on our society and our environment and it is integral to all our relationships – with employees, clients, suppliers and communities worldwide.

We take our corporate social responsibilities seriously, and we don't believe CSR is something that companies should stand still on; we know that we can always do more. We're constantly looking at new or different ways to make sure that our people are proactive global citizens who have a positive impact on the world around them.

In 2007, we signed up as a participant to the United Nations (UN) Global Compact, formalising our long-term commitment to being a globally responsible organisation. Participating in the UN Global Compact ensures we remain focussed on structure, discipline, timescales and deliverables today and into the future.

## Stakeholder engagement

We recognise the importance of identifying and engaging with key stakeholders – it is they who provide us with a diverse range of perspectives and experience which help to inform, develop and refine our Global Citizenship programme.

In turn, our stakeholders are intimately involved in Global Citizenship activities.

## Employees

Through surveys and roundtable discussions we encourage open dialogue to find out what matters to our people – and learn how they want to make a difference

## Clients

By listening and learning from the organisations with which we work, we can understand what is important to them and how our Global Citizenship strategies align

## Opinion leaders and industry thinkers

By developing relationships with leading bodies, such as the UN Global Compact, we can draw upon their extensive knowledge and experience Global Citizenship project teams

By formalising our relationships with Global Citizenship volunteers, we can expand the types of stakeholders we engage, outline our stakeholder engagement standards and regularly capture different perspectives

## Non-profit organisations

By building close and long-term relationships with global non-profit organisations, we can respond to the needs of our local communities, undertake actions to improve the environment and shape the relevancy of our Global Citizenship policies

## Suppliers and partners

Working with third-party partners and suppliers, we can implement best practice and influence relationships to ensure stable growth and responsible business practices



## Global Citizenship Goals

We developed our Global Citizenship programme with the following specific goals in mind.

- **To build a picture of best practice in the industry:** what industry standards exist and what blue-chip client organisations are doing
- **To determine our stakeholder needs:** what our people want, what our clients require and how our communities could or should benefit from our involvement
- **To understand what we should achieve from the programme as a business:** how it will support our business strategy and goals, how it can help us deliver our EVP and how it will bring our people policies to life
- **To identify the strengths and skills in our organisation:** how these add value to our communities and stakeholders

These goals inform the objectives of our Global Citizenship Programme.

### Global Citizenship Programme Objectives

**Learning and Development** – drive Learning and Development in the organisation, both in internal L & D programmes and externally through partnerships with our Charities of Choice and volunteering activities

**Communities** – support Charities of Choice in achieving their goals and encourage AMS people to contribute their time and expertise where other volunteer opportunities arise

**Environmental** – examine our carbon footprint and make a determined effort to reduce it annually

**Inclusion** – be aware of the world we live in, ensure that the teams we build reflect a belief that success comes from diversity; offer a hand up to those whose social circumstances inhibits their full potential and mobility

**Communication** – ensure that we create and maintain channels of communication throughout the business and use those channels as efficiently and effectively as possible

**Accountability** – ensure that there is transparency and accountability by setting specific goals and measuring progress against them

**Stakeholder engagement** – actively engage with all stakeholder groups in order to develop solutions that really work.

### Global Citizenship Programme Delivery

To deliver on these objectives, we've developed a set of working groups. The groups are voluntary and made up of people from across the organisation, regardless of seniority, geographic location or role type.

Ideas and proposals around Global Citizenship are channelled into working briefs that can be implemented through the working groups.

The working groups are as follow:

- Corporate Culture and Practices
- Social and Economic Accountability
- Environmental and Supply Chain Accountability
- Employee Wellbeing
- Diversity and Inclusion

The reporting sections of this Communication on Progress follow the efforts of the five working groups.



### Global Citizenship Programme Owner



Ultimate responsibility for Global Citizenship at Alexander Mann Solutions rests with David Heath.

David holds dual positions at AMS as our Chief People Officer, Director of Information Technology and Telecommunications, and Director of Pharmaceutical and Healthcare Sector business units.

As a member of our Leadership Team David reports on our Global Citizenship progress to the AMS community and to the Board.

David has included a brief commentary and summary at the conclusion of this document.

You can contact David directly at [globalcitizenship@alexmann.com](mailto:globalcitizenship@alexmann.com)



# Corporate Culture & Practices





## Corporate Culture & Practices

To truly make a difference in our organisation, CSR must be embedded into our culture, in addition to our processes, policies and practices. It must be aligned to our strategy and we must take a long-term view.

To act in a globally responsible way, we must review the initiatives, codes and schemes in order to learn from, and pride ourselves on a fair, ethical and inclusive approach to our business, our people and our clients.

Assessing our achievements in 2012 against the commitments we set ourselves, we have awarded ourselves a silver medal reflecting almost complete satisfaction.



# Highlights of our achievements in 2012

We have achieved – with pride – almost all of our 2012 commitments, and in particular want to highlight those achievements that illustrate how hard we work to be one team, regardless of where our people are located around the world.

This year we've taken the time to seek feedback from our audience, and to use this to refine two of our internal communication tools. If we had not sought this feedback, our delivery styles would have been less effective and lacked accessibility, diminishing the fundamental aim of these methods of internal communication.

## The Point

The Point is our half-yearly employee magazine. During 2012 the Global Citizenship Corporate Cultures and Practices project team conducted surveys of The Point users, and based on the feedback provide in these surveys, redeveloped the magazine to be an interactive PDF using a friendlier layout that is accessible online.

By hosting the interactive PDF online, the entire employee population is able to access and read each edition. This is a significant achievement and something that helps fulfil our environmental objectives as well as engaging employees who otherwise might feel distanced from the AMS family.

The readership feedback surveys also helped us to understand what content is important to our internal audience, and having implemented changes to the magazine we've seen greater engagement with over half of survey responders noting a positive change in content.

The Point has been delivered three times this year and covered wide range of topics, from Team AMS to sharing values and changing lives.

We'll continue to listen to our audience and tailor structure, mode of delivery and content to their requirements, and we'll achieve this by seeking feedback from audiences after each edition of The Point.



## CheckPoint

CheckPoint is our regular web presentation where the Leadership Team delivers key global business updates on performance, pipeline and strategic programmes. The Checkpoint video sessions have also been redeveloped as a communications tool; whereas previously it had been a pre-recorded or linear presentation with little chance of interaction with presenters, it is now conducted as an interview - employees have the opportunity to submit questions to the Leadership Team before Checkpoint is filmed.

We've moved to ensure that it's easier for AMS employees to access Checkpoint, too. The interview structure allows us to record and post a video – which can be in multiple formats, and delivered in multiple ways to multiple countries in multiple time zones – rather than a webinar, which is difficult to coordinate in between time zones, and causes accessibility issues.

Moreover, we've encouraged AMS teams to set aside time to watch Checkpoint at their convenience – where possible as a group, with other colleagues and senior managers - rather than logging on to watch a webinar

on their personal PC at an allotted time. The result: Checkpoint becomes an event rather than an activity, resulting in better team integrity. Likewise, there's greater transparency as questions that are raised during the course of Checkpoint can be answered by managers on the spot.

We do not consider this to be the final or fixed format of Checkpoint, and will continue to investigate ways in which we can further enhance accessibility, including discovering and defining new ways for employees to put forward their queries, thoughts and opinions before each edition of Checkpoint.



## Commitments for 2013

- To produce and globally distribute at least two editions of our internal magazine, The Point, and ensure that comments that have been provided through readership feedback surveys are acted upon – delivering a high-quality document, enhancing our readers' experience, and demonstrating that feedback is heard and acted upon
- To produce at least two CheckPoint videocasts featuring messages from the Leadership Team
- To conduct quarterly Senior Management Business Updates, led by a member of the Leadership Team
- To host a high-impact Senior Management Summit that meets or exceeds the expectations of senior attendees (based on key indicators set from feedback on the Senior Manager's Summit in 2012)
- To reinstate our focus on the delivery of AMS's Leadership Academy to all senior managers across the business, extending the Academy to aspiring leaders within our management community as well as delivering structured follow up modules to the 2011/12 Academy participants
- To produce the Global Citizenship Report, meeting UN Global Compact requirements on COP and formally submit the report by its May 2013 deadline



# Social & Economic Accountability







## Social & Economic Accountability

As a global organisation, we must ensure that we are protecting and improving the local communities in which we operate. We should invest in projects that have positive, long-term effects on our communities.

Our investment in our communities occurs in a number of distinct ways.

Firstly, we have chosen to partner with a number of charitable organisations around the world that share our values of authentic, passionate and distinctive and to which we can offer genuine support through the expertise of our people, not just their time. In the UK we partner with Tomorrows' People, in Poland with Leonardo, in Singapore with aidha and in the US with StreetWise Partners and Boston Career Collaborative.

Secondly, in geographies where our Charities of Choice do not operate but where our people want to use their professional expertise to replicate the support we already offer those charities, we encourage our people

to support local initiatives. The brainwave of one of our people in the north west of the UK has resulted in the development of a schools and colleges training programme where young people are taught CV writing skills and interview techniques. This project has been so successful we are now supporting its roll-out in other geographies where it will be welcomed.

Thirdly we encourage and support our people to be involved in local initiatives that they feel are personally important to them.

Assessing our achievements in 2012 against the commitments we set ourselves, we have awarded ourselves a silver medal reflecting almost complete satisfaction.



# Highlights of our achievements in 2012

In the communities arena, our people are so active and work in such amazing teams it is hard to choose achievement highlights. Here is a selection from around the globe which we believe illustrate the commitment and creativity of our employees and demonstrates our commitment to working as one team.

## Tomorrow's People, UK

In 2012 AMS's support for Tomorrow's People ("TP") has been concentrated in supporting TP's Working It Out programme (the "Programme"). TP developed the Programme in order to address the concern that there are a huge number of young people in the UK who are not in employment, education or training and that without support from organisations like TP they will form a "lost generation". AMS supports the Programme through the sharing of knowledge and expertise aligned with its core business. Young people (16-24 year olds) on the Programme in Hammersmith and Brighton have benefited from employability skills workshops delivered by our AMS volunteers team of volunteer experienced recruiters, who help them to understand an employer's perspective on CV development, interview techniques and general work place etiquette and behaviour. This support helps young people improve their skills as well as increasing confidence, motivation and encouraging them to aspire to the world of work.

TP is keen to expand its' Working It Out programme geographically and in 2012 opened their newest Working It Out programme in Bristol. AMS is committed to supporting this programme wherever we can geographically.



“Our mission is to help excluded and disadvantaged people to get and keep a job and our partnership with AMS helps strengthen the delivery of this goal.”

Baroness Stedman-Scott,  
OBE, DL, Chief Executive,  
Tomorrow's People.





### Leonardo, Poland

Our people in our Krakow Global Client Service Centre have continued to support our Charity of Choice in Poland, Leonardo, through the provision of English language conversation classes as part of the charity's upskilling programme aimed at bringing those out of work back into the employment market. During 2012 over 100 hours of classes were delivered allowing 150 participants to practice their English language skills.

In addition to the support offered to Leonardo, our team in Poland organised fundraising to support "Akademia Przyszlosci", the campaign within Stowarzyszenie WIOSNA, whose aim is to help pupils who have problems at school, little belief in their abilities, live in poor conditions and have difficult family relationships. As a direct result of our fundraising, we managed to make a donation for one semester in the Academy enabling one child to be tutored once a week for the entire semester.



### aidha, Singapore

A huge team effort in Singapore means that we are able to report that we have selected a Charity of Choice in Singapore. The team undertook a thorough research and assessment process to ensure our values of being authentic, passionate and distinctive are shared. We are now actively working with aidha, an organisation established in 2006 that works to educate migrant workers in Singapore. Their aim is to improve the choices of migrant, domestic workers through financial education, enabling them to return to their home countries with the money and business plans to launch their own enterprises. AMS's contribution has been to assist aidha with the screening and selection process of their large volunteer group and to deliver introductory courses on competency-based interviewing to their management team. We are looking forward to seeing aidha's success grow side by side with the chance for our people to share their current skill set and learn new skills by working in an industry that isn't typically experienced at AMS.





### Doxa Foundation, Australia

In 2012 AMS Australia has been working closely with the Doxa Foundation in the State of Victoria - [www.doxa.org.au](http://www.doxa.org.au). Since 1993 the Doxa Cadetship Program has been providing opportunities for talented young people from disadvantaged backgrounds to gain a tertiary education and access to a professional career. This partnership is continuing into 2013 with AMS employees volunteering at various Doxa programmes as well as consideration being given to the Melbourne office sponsoring a work placement for a Doxa cadet. In addition further research is currently being undertaken into which other charities AMS Australia can support on more of a national basis that align to the ethos of AMS – watch this space.

On one of the specific events for Doxa which AMS was involved in, Murray Wilson, Chief Operating Officer from Doxa, commented:

“Recent times have seen the focus at the Doxa Cadetship Program turn to professional development. From 3-5 August, a group of 26 cadets took part in their annual training camp in Malmsbury to expand their professional skill set and independent living skills under the guidance of expert trainers. Presenters included Richard Smith of Mellar Marketing (Career Planning), Cheryl Smith from John Holland Aviation (Interview Role Plays), Dana Bentley of KPMG (Financial Literacy) and even cooking skills with camp chef extraordinaire James Coakley.

Of particular value was a job hunting session facilitated by Douglas Craig and Prue Lamb-Jenkins from AMS. Doug and Prue discussed a broad range of subjects from researching companies to finding appropriate roles and preparing yourself for the job hunt. For those cadets about to commence their next step into working life the subject and timing could not have been better.”

### My Dream in a Shoebox, Philippines

Spurred by the desire to “do something different” at Christmas, our people in Manila partnered with other members of the Business Process Association of the Philippines in a project called “My Dream in a Shoebox”. The project’s aim is to provide school supplies to less fortunate Filipino school children gifted in a shoebox, ranging from pens and pencils to laptops and computers.

The gift giving day was 14th December and only a small group of participants were permitted to be involved in the actual gift giving activity which was held in Payatas, Quezon City, a place where the entire Metro Manila’s rubbish is dumped, where people live in shanties and those living there are mostly called the “lower masses”. Finding the chapel where the gift giving activity took place was quite difficult as all the streets looked like alleys. When the AMS team finally arrived at the Mother of Divine Providence Parish they could already see the pupils seated in anticipation. The AMS team was one of the first groups to arrive, and made the most of the opportunity to talk to some of the children. They gladly smiled for photographs – a typical Filipino trait; we like smiling for the cameras.

Seeing the children receive their gifts was a moment that you can’t buy anywhere – seeing a genuinely happy child. From our perspective, they’re just simple things which we can easily buy but if we put ourselves in the children’s shoes, this is already enough to make them happy.



## ADDITIONAL ACHIEVEMENTS

- SMART, a charity that develops and delivers drug and alcohol treatment services. Our UK volunteers assisted those on the treatment programme with CV preparation, formal letter writing skills and job searching techniques to assist with their return to "normal" life.
- Bracknell Probation Office and SOVA, a charity that supports individuals and families to steer clear of crime. Our UK volunteer underwent a rigorous training and interview programme to offer her time to assist clients with writing CVs and job searching techniques. The aim for 2013 is to set up a Job Club.
- "Szlachetna Paczka" ("The Noble Gift"), a charity that supports needy families in Poland by providing a box of basic essential items or Christmas gifts. Thanks to our help, three needy families received gifts that satisfied their most basic needs and also constituted a beautiful Christmas present.
- International Childrens Day, 1st June. Our Krakow GCSC raised 612, 81 PLN for the Laughter for Therapy charity. The enabled 12 sessions of laughter therapy to be delivered to about 30 children in each session.
- CFTB, a Government-funded charity that provides education services for public benefit in the UK and internationally. Our UK volunteer delivered 5 Dress for Success workshops to pupils at Easthampstead Park School to give the students an idea of how employers would expect them to present themselves. The sessions were fun and fast-paced with excellent feedback from the students.
- Berkshire Stags, Berkshire's first visually impaired cricket club. Our Bracknell GCSC fielded a cricket team against the Berkshire Stags. The Stags won by a wicket but good fun was had by all and the team achieved their goal of raising £1,000 for the winners.
- For the 5th year running, colleagues from our Krakow GCSC participated in the Three Peaks Challenge in Poland and raised 4,200 PLN.



## Commitments for 2013

- Continue our sponsorship of the 3 parathletes forming Team AMS
- Remain a strong partner with Tomorrows People and support the Working It Out programme as it expands into new locations where AMS is also present
- Continue to support our Charities of Choice in Poland, Singapore and the US
- Look to develop our Schools and Colleges Training Programme by investigating expanding its reach beyond the UK
- To continue to extend the opportunities for our people to volunteer their time with additional not-for-profit organisations to compliment the work undertaken with our Charities of Choice
- To select and work with a Charity of Choice in each of the Philippines and Australia



# Environmental & Supply Chain Accountability





# Environmental & Supply Chain Accountability

Our focus here is to mitigate the potentially damaging effects of our company activities and help protect the environment. As a services provider, our main impacts relate to the use of energy and greenhouse gas emissions, as well as the natural resources we use and the waste we produce. We seek positive environmental impacts through relationships with responsible suppliers and clients that share our views and aspirations.

Assessing our achievements in 2012 against the commitments we set ourselves, we have awarded ourselves a gold medal reflecting complete satisfaction.

## Commitments for 2013

- In the environmental arena we will continue using our Environment Management System and remain ISO14001 accredited in our offices in London and Krakow throughout 2013. We plan to expand the scope of our ISO14001 to our Bracknell office.
- Our Environmental Accountability Team is working on establishing a consistent method of measuring utilities consumption and waste generation across AMS offices worldwide. In addition, it will continue to consider the implementation of proposals from our environmental project team and adopting best practice from our clients.
- We plan to educate our employees of the World Wildlife Fund for Nature's Earth Hour 2013 initiative and encourage them to personally support the event. We plan to continue to encourage support for this initiative each year moving forward.
- In the Supply Chain Accountability arena our main goal for 2013 is to continue to use the Echo sign e-process throughout our organisation and by sharing our success stories from a Supply Chain Management perspective within AMS and our partner suppliers, encourage an expansion of its use.
- In accordance with our on-going, annual commitments, we will
  - (i) continue to monitor our supply chain to ensure compliance to the AMS Code for Responsible Procurement
  - (ii) review and re-design the 2012 CSR Survey to ensure fit for purpose for 2013
  - (iii) issue the revised Preferred Supplier List forming part of the AMS Partner Programme
  - (iv) support and adhere to the APSCo, RPO & MSP Code of Conduct



# Highlights of our achievements in 2012

## Environmental

We are thrilled to announce that we successfully extended our ISO 14001 certification to the Krakow office. This is a great achievement and reflects the commitment of a variety of teams at AMS to ensuring this goal was achieved. Thank you to everyone who helped.



We have continued the successful approach of using e-cards in place of traditional paper cards for the festive season. Each year this saves paper and post impact and again, we used the opportunity to donate the money saved from the reduction in print costs to our Charities of Choice in the UK, Continental Europe and US.



## International Organisation for Standardisation (ISO)

ISO is the world's largest developer and publisher of International Standards. It's a network of the national standards institutes of 163 countries, one member per country, with a Central Secretariat in Geneva, Switzerland, that coordinates the system. Between 1947 and the present day, ISO has published more than 18,500 International Standards, ranging from standards for activities such as agriculture and construction, through mechanical engineering, to medical devices, to the newest information technology developments.





In 2012 we created an Environmental Accountability Team whose remit is to focus on improving AMS environmental performance. The team is made up of 13 members, based in AMS offices in Bracknell, Krakow and London and on client sites in the UK and Singapore. The team meets on a monthly basis for a conference call and they raise and discuss any ideas or initiatives that could help AMS improve our environmental performance and awareness among the employees. As a result of one of their initiatives, we replaced the hand towel dispensers in our London office with electronic hand dryers. This solution saves c.a. 25,000 hand towel sheets per month and is a great contribution to paper usage reduction within our business. The team has also been promoting environmental awareness among AMS employees. Initiatives include a car sharing programme at our Krakow GCSC and an Environment Quiz that took place at GCSC Krakow on the 5th of June 2012, World Environment Day. In the run up to the Quiz Day a series of emails providing environment related facts was distributed amongst staff. We had three winners who were awarded with shopping vouchers.



### Supply Chain Accountability

In 2012, one of our huge success stories was the introduction of the EchoSign electronic signature solution, an automatic signature process. This was achieved a year early, ensuring compliance with our environmental programme. In partnership with our suppliers and partners on the partner programme we have adopted the use of this online tool enabling documents to be signed by a click of a button and which currently supports more than three million users worldwide. The process offered by EchoSign automates the entire signature process from the request for signature to the distribution and execution of the form or agreement. It is a secure, subscription-based service enabling real-time visibility into the signature process and automatically storing and managing all signed documents using a simple to use cloud service.

The benefits of this tool speak for themselves but the real reduction in time and costs of no longer needing to have documents signed by traditional methods, significantly accelerate the sales cycles, improves tracking and centralizes the management of signed agreements through a simple to use cloud service, this was achieved a year early to ensure we are adhering to our environmental policy. This has been a hugely successful objective in which our partners on the Partner Programme have supported us throughout 2012 and will continue to do so throughout 2013.



Our best in class Partner Programme is well underway with some really positive feedback from the approximately 35 partner suppliers signed up to date.

In accordance with the commitments we set out for 2012 we have succeeded in exceeding the targets we set out in respect of the following objectives:

- (i) monitoring our supply chain to ensure compliance to the AMS CRP, our guidelines against child and forced labour, providing healthy and safe working environments and anti-bribery practices
- (ii) reviewing and redesigning the CSR Survey
- (iii) issue of the revised PSL
- (iv) the development and communication of the AMS Recruitment Agency Engagement Charter

We are committed to continuing to review these objectives to ensure our compliance in 2013 and will launch our CSR review during the early part of 2013 with all partners in accordance with both AMS policy and our clients' requirements. This will enable us to set more ambitious targets for 2013 and report on our success in next year's Global Citizenship Report.

## Code for Responsible Procurement (CRP)

To manage our business carefully and responsibly, we have adopted a set of core values to govern our activities and interactions with all our stakeholders across the world, including our suppliers. To inform and enable this, we follow our own CRP – clear guidelines against child and forced labour, providing healthy and safe working environments, and anti-bribery practices. Each of our suppliers annually is asked to complete an online CSR questionnaire plus sign our CRP.

## Commitments for 2013

- Continue to ensure the Employee Assistance Programme is made known to all employees by advertising it internally using all forms of media.
- Continue to monitor employee satisfaction using PulsePoint and act on the employee engagement trends identified.
- Maintain the Inspiring Awards scheme.
- Develop both Homeworking and Temporary Working policies for a number of geographies to ensure that we are able to accommodate the demands of our clients whilst ensuring that employee productivity and work-life balance is maintained.
- Continue to ensure our technology can support the policies we develop and meet the requirements of our teams of employees wherever they are located.
- Continue to support local strategies to support employee wellbeing including the creation of sports and social clubs e.g. Bracknell GCSC and Manila GCSC's SportsFest.



# Employee Wellbeing





## Employee Wellbeing

Employee Wellbeing focuses on providing all our people with the opportunity to develop healthy lifestyles and to build a balance in their lives. Health (mental, physical and financial), nutrition and diet, fitness and life balance all play a valuable part in an individual's wellbeing. Without the wellbeing of the individuals that are AMS, our teams cannot perform to the best of their abilities.

Assessing our achievements in 2012 against the commitments we set ourselves, we have awarded ourselves a gold medal reflecting complete satisfaction.



We are rightly proud of the way we support our individual's wellbeing both in the workplace and outside.  
And our approach is 3 pronged:

- We provide a global Employee Assistance Programmed service (EAP) to support our employees in their overall wellbeing. Our EAP is a confidential and independent counselling and information service available to our employees in the UK, US, Australia and Singapore. In these countries it is available 24 hours per day, 7 days per week and all year round.
- We monitor employee feedback through our employee engagement surveys "PulsePoint". It was launched in May 2009 and its' aim is to capture how engaged people feel working globally for AMS. Conducted twice a year, the surveys are completely confidential and with the support of the University of Bath we are able to monitor trends and career concerns to adapt the employment, environment and career opportunities we offer. Analysis of the survey results show that AMS continues to take the right actions in response to employee surveys. Evidence of our success is our celebration of being awarded the Investors in Human Capital accreditation in Poland for the [INSERT] year running.
- We celebrate success in 2 ways: (i) formally with our Inspiring Awards and Internal Referral programmes and (ii) informally by ensuring that we give our employees a chance to get together socially.

Our Inspiring Awards programme ensures that the commitment of all our people doesn't go unnoticed. Each quarter, managers are asked to nominate individuals or teams that have given an outstanding performance. From the nominees, individuals and teams are selected and thanked with their performance rewarded and recognised through a personal thank you from their manager and gifts of vouchers. Our winners from the Summer 2012 programme were additionally offered the chance to go to the Paralympics to support Tatyana McFadden in the 400m final. It was a fantastic evening with Tatyana winning her first gold medal.

Our Internal Referral programme encourages our people to refer friends and family members for job vacancies that are advertised internally. Each quarter the names of all those making a recommendation are put in a hat and one name is drawn who receives a reward. During the 12 month run up to the 2012 Olympics we chose to offer a once-in-a-lifetime experience: a fortnight in London during the Olympics. Four such rewards were claimed.





Bracknell event in July



Internal referral prizewinners

Informally, 2012 has been a busy year socially. Many of the events were organised to celebrate Team AMS. Globally, AMS teams from all over the world were asked to work together to create good luck messages for our Team AMS parathletes. Each geography was asked to submit their messages to the Team AMS website following a timeline that mimicked the Olympic torch relay and enabled everyone to view the messages posted to the site as the relay moved around the world. At the end of the relay, messages were collated into a souvenir book to illustrate our commitment to supporting 3 amazingly inspirational individuals with their goals to compete at the Paralympics in 2012. Each of our Team AMS parathletes received a copy of the souvenir book. Team AMS also inspired local team social events from the SportsFest at our Manila GCSC, the New York Credit Suisse team's karaoke evening to the "race Jody and cake baking" event at the Bracknell GCSC and Wimbledon tennis at Waterhouse Square.



Manila SportsFest



New York Credit Suisse team's karaoke evening



Team AMS Souvenir book



In support of each of these achievements we commit each year to the continued improvement of the working environment that is AMS.

### Commitments for 2013

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# Diversity & Inclusion





## Diversity & Inclusion

Our Diversity & Inclusion programme focuses on creating an inclusive, diverse and flexible environment within which our employees can contribute to their full potential.

In any company, teams that reflect the widest possible variety of ideas, backgrounds and experiences will deliver the most innovative solutions to clients worldwide. Our initiatives focus on our role as a company that employs diverse talent to ensure our resourcing solutions and operations are aligned with the global markets in which we operate. In addition, as

industry thought leaders, we have started our journey to persuade all our stakeholders to share this belief.

Assessing our achievements in 2012 against the commitments we set ourselves, we have awarded ourselves a silver medal reflecting almost complete satisfaction.





# Highlights of our achievements in 2012

## Team AMS

Here's what our Team AMS athletes have said about our support for them during 2012:



"I would like to thank AMS for the moral and financial support you have been giving me. Thank you AMS! You rock!"

Adeline Dumapong



"Thank you to everyone at Alexander Mann Solutions for selecting me to be one of your sponsored athletes. It is indeed a privilege to be part of a company that "builds world class talent."

Tatyana McFadden



"I'd like to take this opportunity to thank Alexander Mann Solutions for inviting me to become a mentor and ambassador for Team AMS. It's a great honour and privilege to have been asked and to be involved in this programme."

Jody Cundy MBE

What better way to illustrate our 2012 theme of team spirit than to talk about the success of Team AMS. In Autumn 2011, AMS teamed up with some of the most inspirational sportsmen and women to create Team AMS, a group of 3 parathletes from around the globe who represent our values of passion, authenticity and distinctiveness. Our team mentor is Jody Cundy MBE, an established British athlete who has competed successfully at Olympic level in both swimming and track cycling. The team also includes Tatyana McFadden, a member of the US Paralympic Track and Field Team and Adeline Dumapong from the Philippines, an experienced athlete in the field of paralifting.

In 2012, AMS continued to support the Team AMS members both financially and professionally through an incredibly exciting year for their sports careers. All 3 of our parathletes competed in London 2012 and some of our people were lucky enough to be able to watch their success live.

Team AMS is not just about our support for our parathletes, it is also about helping to be part of the creation of diversity champions beyond London 2012. It is about learning about the opportunities that diversity can offer and engaging with communities where we, as an organisation operate. It is about creating opportunities for individuals and teams to celebrate diversity and success. Our people teamed up in so many different ways to show their support for Team AMS. Just a few of those include the SportsFest organised by our people at the GCSC Manila, the chance for some of our people to watch Tatyana win her first gold medal and the creation of our global good luck souvenir message book for each of our athletes incorporating messages from every corner of our organisation. Many more of our Team AMS celebrations are shown on the picture board below.

# Photos from Team AMS events



Our goal for 2013 is to continue to support our parathletes in whichever direction they choose to take, whether as professional sportspersons or on the path to new careers beyond sport.



## ClearAssured



In 2012, AMS enrolled with the Clear Company, an organisation committed to enabling best practice recruitment of disabled talent. We were introduced to the Clear Company by one of our clients and immediately recognised shared beliefs with respect to diversity.

Our enrolment with the Clear Company in May 2012 started our journey to become "Proud to be ClearAssured", a self-assessment ensuring that AMS's recruitment processes, from sourcing candidates to having the right candidate start work, are fully inclusive at both a policy and practice level. This aligns with our belief that creating teams of people with a diverse range of viewpoints and solutions leads to success. The self-assessment journey will take us a year to complete as we determine which measurements are in place and which are works in progress. In the meantime, we are thrilled to be able to describe ourselves as "Working towards ClearAssured".

Becoming "Proud to be ClearAssured", is our goal for 2013 and is really only the start of another journey to ensure that our commitment to being diversity champions both internally and externally continues.

## everywoman



Matching with our belief in diverse viewpoints, we passionately believe that organisations can benefit from the contribution made by female talent to grow and sustain their business.

We have partnered with gender diversity specialists everywoman, with the goal to ensure future generations of businesswomen have every opportunity to fulfil their potential and reach the very top of their organisations. everywoman has been driving change for the advancement of women in business for the past 13 years. Thought leaders in women's development and diversity, everywoman's focus is on increasing the number and raising the status of women in business, working to support those organisations who want to attract, retain and develop great female talent.

Together, we are **everywoman@ams**, experts in the full lifecycle of Gender Talent Management, providing both internal and external interventions for businesses across all sectors. Our approach and programmes challenge mind sets, create new visions and inspire real change to deliver solutions.

In November 2012 we commissioned a report, "Focus the Pipeline: Engaging the full potential of female middle managers" and are now proactively sharpening the focus of clients' approach to gender diversity through diagnostics and case studies illustrating genuine success and tailor-made consultancy services.

## Commitments for 2013

Our focus on gender, disability and social mobility within our inclusion and diversity programme has successfully been launched in 2012. Our teams will develop the following horizons in 2013:

- **Gender:** to build on the success of everywoman@AMS and make the debate a reality by influencing our stakeholders.
- **ClearAssured:** achieve "Proud to be ClearAssured" status, continue to support our employees on their continuing education and understanding of the importance of inclusion and support our clients in

the development of the own diversity strategies and journeys.

- **Social Mobility:** supporting the mentoring programmes offered by the Mentoring and Befriending Foundation and the Social Mobility Foundation by encouraging our people to volunteer as mentors.
- **General:** by ensuring our employees are continuously offered opportunities to educate themselves through our internal training programme.

# Future Aspirations



# Priorities for 2013

In support of our commitment to being a proactive and inspirational global citizen we will remain deeply involved with the programmes and initiatives we have highlighted in this year's report. In addition, we will explore opportunities to broaden our involvement with the initiatives that support our 2013 theme of being the best you can be through "mentoring and networking".

In summary, our goals for 2013 are:

## Corporate Culture & Practices

- To produce and globally distribute at least two editions of our internal magazine, The Point, and ensure that comments that have been provided through readership feedback surveys are acted upon – delivering a high-quality document, enhancing our readers' experience, and demonstrating that feedback is heard and acted upon
- To produce at least two CheckPoint videocasts featuring messages from the Leadership Team
- To conduct quarterly Senior Management Business Updates, led by a member of the Leadership Team
- To host a high-impact Senior Management Summit that meets or exceeds the expectations of senior attendees (based on key indicators set from feedback on the Senior Manager's Summit in 2012)
- To reinstate our focus on the delivery of AMS's Leadership Academy to all senior managers across the business, extending the Academy to aspiring leaders within our management community as well as delivering structured follow up modules to the 2011/12 Academy participants
- To produce the Global Citizenship Report, meeting UN Global Compact requirements on COP and formally submit the report by its May 2013 deadline



## Social & Economic Accountability

- Continue our sponsorship of the 3 parathletes forming Team AMS
- Remain a strong partner with Tomorrows People and support the Working It Out programme as it expands into new locations where AMS is also present
- Continue to support our Charities of Choice in Poland, Singapore and the US
- To select and work with a Charity of Choice in each of the Philippines and Australia
- Look to develop our Schools and Colleges Training Programme by investigating expanding its reach beyond the UK
- To continue to extend the opportunities for our people to volunteer their time with additional not-for-profit organisations to compliment the work undertaken with our Charities of Choice

## Environmental & Supply Chain Accountability

- In the environmental arena we will continue using our Environment Management System and remain ISO14001 accredited in our offices in London and Krakow throughout 2013. We plan to expand the scope of our ISO14001 to our Bracknell office
- Our Environmental Accountability Team is working on establishing a consistent method of measuring utilities consumption and waste generation across AMS offices worldwide. In addition, it will continue to consider the implementation of proposals from our environmental project team and adopting best practice from our clients
- We plan to educate our employees of the World Wildlife Fund for Nature's Earth Hour 2013 initiative and encourage them to personally support the event. We plan to continue to encourage support for this initiative each year moving forward
- In the Supply Chain Accountability arena our main goal for 2013 is to continue to use the Echo sign e-process throughout our organisation and by sharing our success stories from a Supply Chain Management perspective within AMS and our partner suppliers, encourage an expansion of its use
- In accordance with our on-going, annual commitments, we will (i) continue to monitor our supply chain to ensure compliance to the AMS Code for Responsible Procurement, (ii) review and re-design the 2012 CSR Survey to ensure fit for purpose for 2013, (iii) issue the revised Preferred Supplier List forming part of the AMS Partner Programme and (iv) support and adhere to the APSCo, RPO & MSP Code of Conduct



## Employee Wellbeing

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# Future Aspirations



## Champions in 2012 inspire our global citizenship role in 2013

When I wrote the Future Aspirations section of the 2011 Global Citizenship report I was looking forward to reporting on the success of our three parathletes that form part of Team AMS. We refer to them now - with pride - as paralympians, having watched their dedication and hard training lead to inspirational performances at the London Paralympics in September 2012. It has been a real privilege to have had the chance to get to know Jody, Tatyana and Adeline and I am looking forward to following their progress over the next four years – and excited about the part that AMS will play on their journeys.

Just as impressively, our teams around the world have transformed aspirations into successes through hard work, dedication and self-belief. Well done to every member of AMS that has contributed towards our role as a global citizen and strove to be the best they can be in 2012. Thank you for your continued commitment.

Looking ahead to 2013, our teams continue to surprise me with their innovation and contributions. This year we want to make sure we are creating the most supportive and productive environment to allow all stakeholders to benefit from our role as a global citizen. Already in 2013, new ideas and initiatives are being proposed with significant uptake that reflect this goal and complement the projects where we are already active. In 2013 members of our team in Manila have given their free time to assist a charity that offers mobile classrooms to street children and in the UK, we are involved in a mentoring programme with the Social Mobility Foundation that will support aspiring youngsters to achieve their goal to go to university, despite their personal circumstances. This reinforces my long-term vision for Global Citizenship as we strive to become global citizen champions who can drive change through action.



### David Heath

Chief People Officer and Director of IT & Telco and Healthcare & Life Science Sector business units  
Alexander Mann Solutions







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