SOCIAL VALUE and RAND Europe
Foreword

The goal of all our activities at RAND Europe is to increase public benefit through objective, impartial research and analysis.

Our commitment to demonstrate and continually increase our social value is thus a natural extension of our core mission, vision and values.

We recognise that our social value is part of an ongoing conversation with all our stakeholders: staff, clients, collaborators and partners. As a learning organisation, we work to systemically define and quantify the ways RAND Europe generates positive social, economic and environmental benefits for our staff and our wider community.

Our contributions to social value will evolve to reflect changing needs, as we pursue new ways to give back to society through our practices and research. Meanwhile, we remain committed to today’s actions.

Hans Pung
President, RAND Europe
Our approach to social value

At RAND Europe, we define social value as ‘the difference we make to the communities which we operate within.’ Our social value contributions span both the ethical and operational behaviours we embed in our practices, as well as the research and analysis we conduct. As a not-for-profit research organisation, our focus on the wider good is integral to the way we operate and is fundamental to the research we choose to undertake. Through our research and analysis we aim to directly impact and improve policy and decision making for the good of all in society.

Our organisational culture and behaviours reinforce our commitment to achieving positive benefits for society. This document showcases the contributions we make in the following four areas, along with case studies to illustrate how our research has policy impact for the public good.

What we are doing to promote equal opportunity and equity, underpinned by **Equality, Diversity and Inclusion**.

What we are doing to make our activities more **sustainable and environmentally friendly**.

How we can improve the **health and wellbeing** of both our own staff and others who benefit from our research.

How we **engage with others in our communities** to deliver social value.
We treat all our people with fairness and integrity, in line with our values. We empower our staff to do their best work through an inclusive culture in which different views and contributions are valued and respected. We support an environment in which staff have a sense of belonging and feel comfortable bringing their authentic selves to work each day. Recognising the benefits of diverse backgrounds, cultures, knowledge and experience, we actively seek to build teams and environments where these contributions are valued. We also promote and provide equal opportunities for all staff in employee recruitment, remuneration and professional development.

- We promote a culture of equality, diversity and inclusion, which is regularly reviewed and supported by our staff Gender, Diversity and Inclusion Working Group.
- The Quality Assurance standards against which all our work is assessed explicitly outline the importance of inclusion, engagement and transparency in the conduct of our research and analysis.
- We regularly measure and monitor staff engagement, share the results with staff and take active steps to improve on any areas of concern.
- We have an active staff forum that facilitates constructive dialogue with RAND Europe leadership on issues which are important to our employees.
- As a signatory to the Armed Forces Covenant, we recognise the value that active and former service members and their families bring to society, and ensure they are not disadvantaged by their service.
In 2020 RAND Europe published a study for the European Parliament (EP) identifying key concepts in the debate about binding pay transparency measures as a tool to ensure equal pay for equal work – one of the European Union’s founding principles. The following year, the European Commission released a legislative proposal on pay transparency measures and enforcement mechanisms. Our study was referenced in the Impact Assessment that accompanied this directive. In 2022, the EP voted to support the Commission’s proposal, moving it closer to being widely adopted.
We deliver on our social value responsibilities in the communities in which we are based. With over 100 staff based at our office in Cambridge, UK, RAND Europe plays an important role in the local economic ecosystem. Similarly, our Brussels office provides a local base for working with, and building connections across, the EU policymaking community. The nature of our research portfolio means that we engage with a range of partners – from local and national governments, small to medium-sized enterprises, and civil society organisations, to corporate entities and subject-matter experts. Through these interactions, we help build new networks and drive economic and social benefits.

- We support the UK’s apprentice schemes, offer paid internships and run an active EU trainee programme to support the next generation of policy researchers.
- Through our membership of Cambridge Ahead, an organisation dedicated to equitable growth in the greater Cambridge area, we provide research to help improve quality of life, particularly in the provision of education, housing and transportation.
- As part of the Cambridge community, we co-sponsor the University’s public-engagement festival, participate in local charity events, and raise money for local charities through staff initiatives.
- We support programmes that are designed to promote best practice in policy and decision making, such as the University of Cambridge’s MPhil in Public Policy, the Centre for Science and Policy and a range of Third Sector professional bodies.
- We are a Living Wage Employer and ensure employed staff and all contractors receive at least the Living Wage. In each of our office locations, we seek to source our office support services from locally based companies.
Measures of Quality of Life (QOL) have become a vital tool to help improve policy which impacts the people who live and work in a local area, and which aims to stimulate economic growth and prosperity. RAND Europe conducted a programme of work for Cambridge Ahead, a network of large employers across business and academia, to better understand QOL issues in the UK’s Greater Cambridge region and to find ways to improve the integration of QOL in local decision making. Among the outcomes are new frameworks for – and an improved understanding of the complexity of – measuring QOLs, and confirmation of the value of using QOLs in local decision making to improve people’s lives.

Embracing environmental sustainability

We take active steps to implement good environmental practices in all aspects of our operations and among our workforce to build a sustainable future for RAND Europe and the planet. We are committed to effectively and continuously minimising the burden placed on the environment by our work.

- Our first carbon reduction plan pledges to achieve net-zero emissions by 2040, 10 years ahead of the UK’s government target.
- By 2026, the plan aims to fully offset direct emissions; reduce indirect omissions from purchased energy by 80%; decrease business travel emissions by 25%; and reduce employee commuting emissions by 50%.
- Through an increased use of hybrid working, we have significantly reduced staff travel to the office and to meetings with clients in the UK and across the EU, with associated benefits to the environment.
- When the need for travel arises, we support staff in shifting away from private vehicle transport by offering a cycle-to-work scheme and loans for rail season tickets. Additionally, we offset carbon emissions from our long-haul flights, where applicable.
- We increase sustainability through centralised recycling, print-on-demand services and by sourcing suppliers who adhere to good environmental protection standards.
SOCIAL VALUE IN ACTION

Identifying climate change implications for UK Defence & Security

With floods, droughts, storms and other extreme weather events becoming more frequent and intense, the UK Ministry of Defence (MOD) commissioned RAND Europe to examine the implications of climate change for UK Defence, in order to inform the MOD’s Climate Change and Sustainability Strategic Approach. Published in 2021, researchers from RAND Europe and the University of Exeter designed a conceptual framework to help decision makers systematically assess the breadth of implications of climate change and develop robust responses.
RAND Europe has been undertaking research into health and wellbeing in the workforce for over a decade. In line with our mission as an evidence-based organisation, we apply the findings from our analysis in the way we operate. Our approach is to integrate health and wellbeing into day-to-day activities to create a positive and healthy work setting. We know from our research that a happy, healthy and engaged staff leads to an environment where people can thrive and achieve their full potential, to benefit themselves and RAND Europe. By supporting the health and wellbeing of staff and through our research, RAND Europe also contributes to improving overall population health.

- Our wellness strategy includes an extensive programme of training and events that cover mental, physical and financial wellbeing.
- We provide early intervention support to staff with health problems or disabilities to remain healthy and productive at work, or return to work as soon as possible following a period of absence.
- Our focus on positive mental health has led to our designation as a Mindful Employer.
- Through our staff mentors, individuals have access to colleagues who can advise on professional development and performance, as well as wider welfare issues.
- Our extensive Learning and Development provision enables staff to broaden and deepen skills, adding value to their career goals and to the organisation.
- We communicate to staff about how to achieve health and wellbeing best practice, and encourage others to ask for help if they need it.
SOCIAL VALUE IN ACTION

Improving health and wellbeing in the workplace

Since 2014 RAND Europe, in collaboration with the University of Cambridge, has managed and conducted an employer and employee survey for Vitality UK’s Britain’s Healthiest Company competition. RAND Europe designs and runs the surveys, analyses results and provides customised reports to participating employees and organisations. In the UK alone, we have helped over 150,000 employees and 460 organisations better understand their health and wellbeing.

Using this survey data, RAND Europe has conducted further research on a wide variety of topics relating to workplace health and wellbeing, including sleep, nocturia, physical inactivity and the impact of financial wellbeing interventions. Our work contributes to better health and wellbeing programmes at work, improvements in the health and wellbeing of staff, and wider societal benefits.