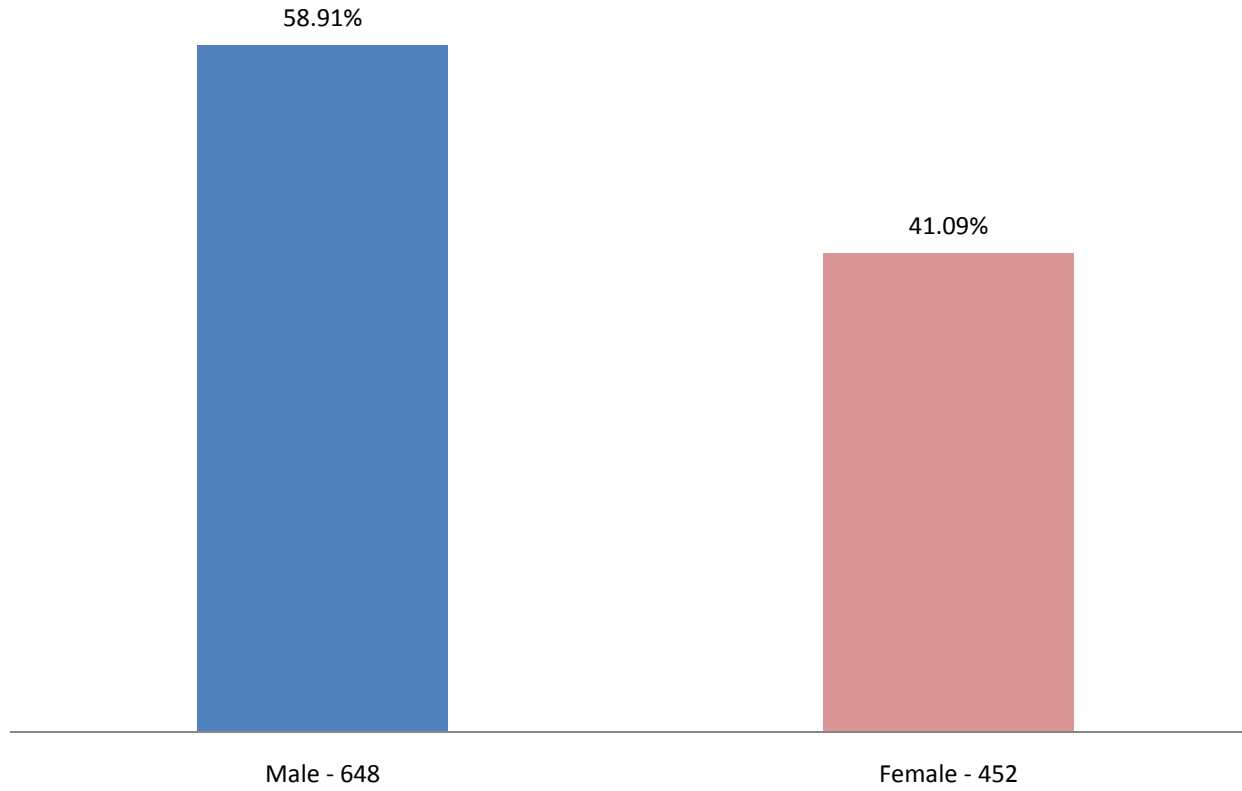




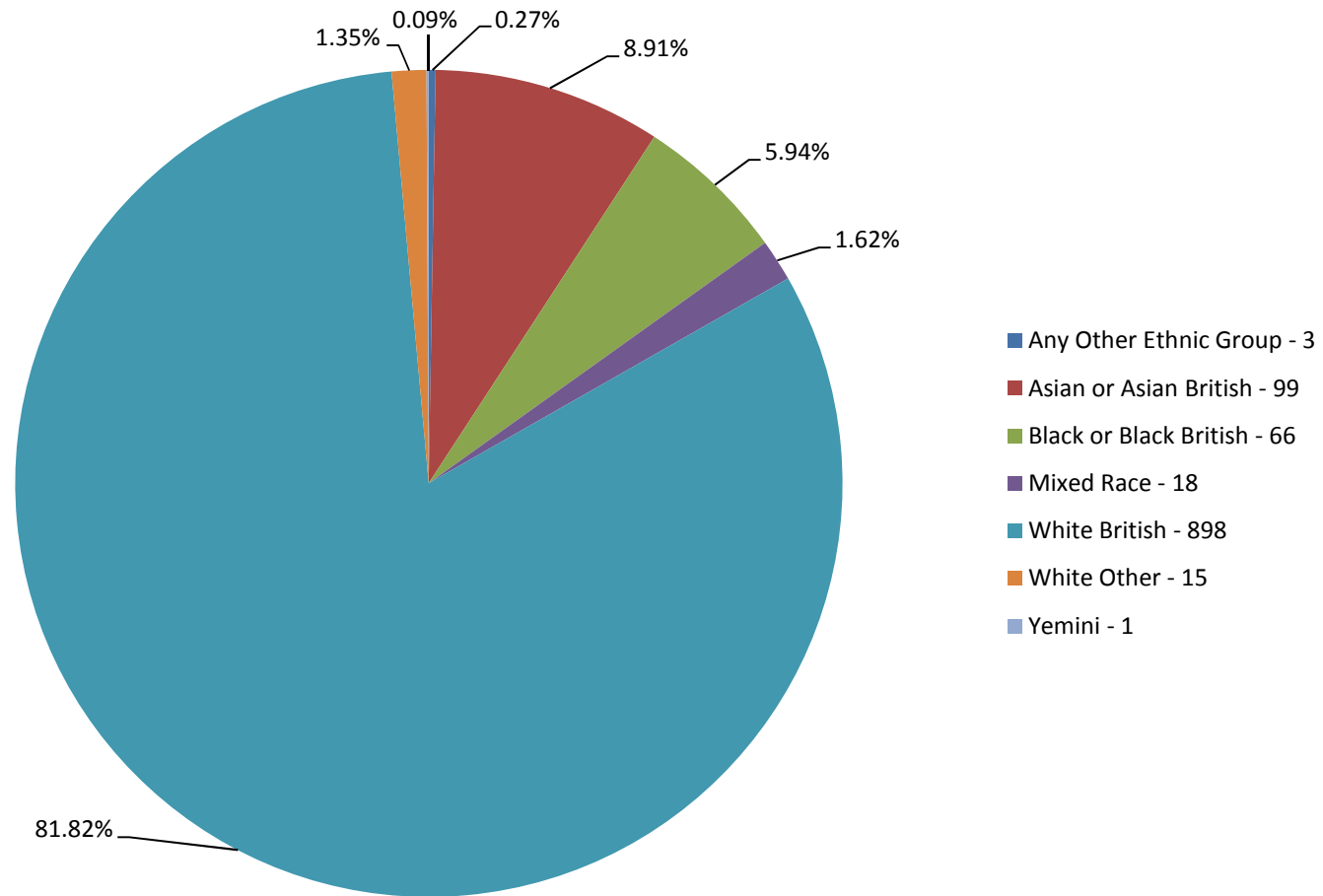
Public Sector Equality Duty January 2012

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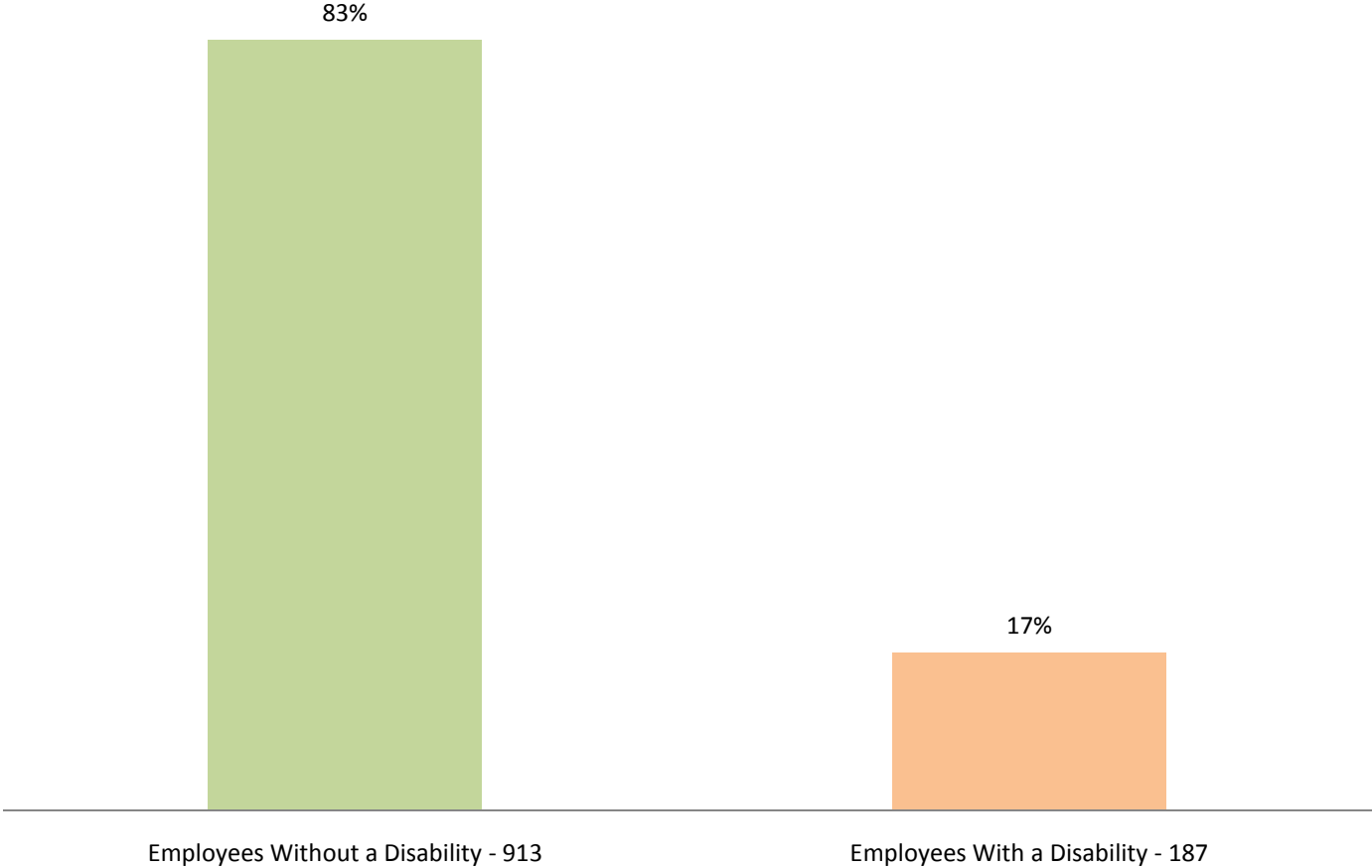
Employee Gender Figures 2011



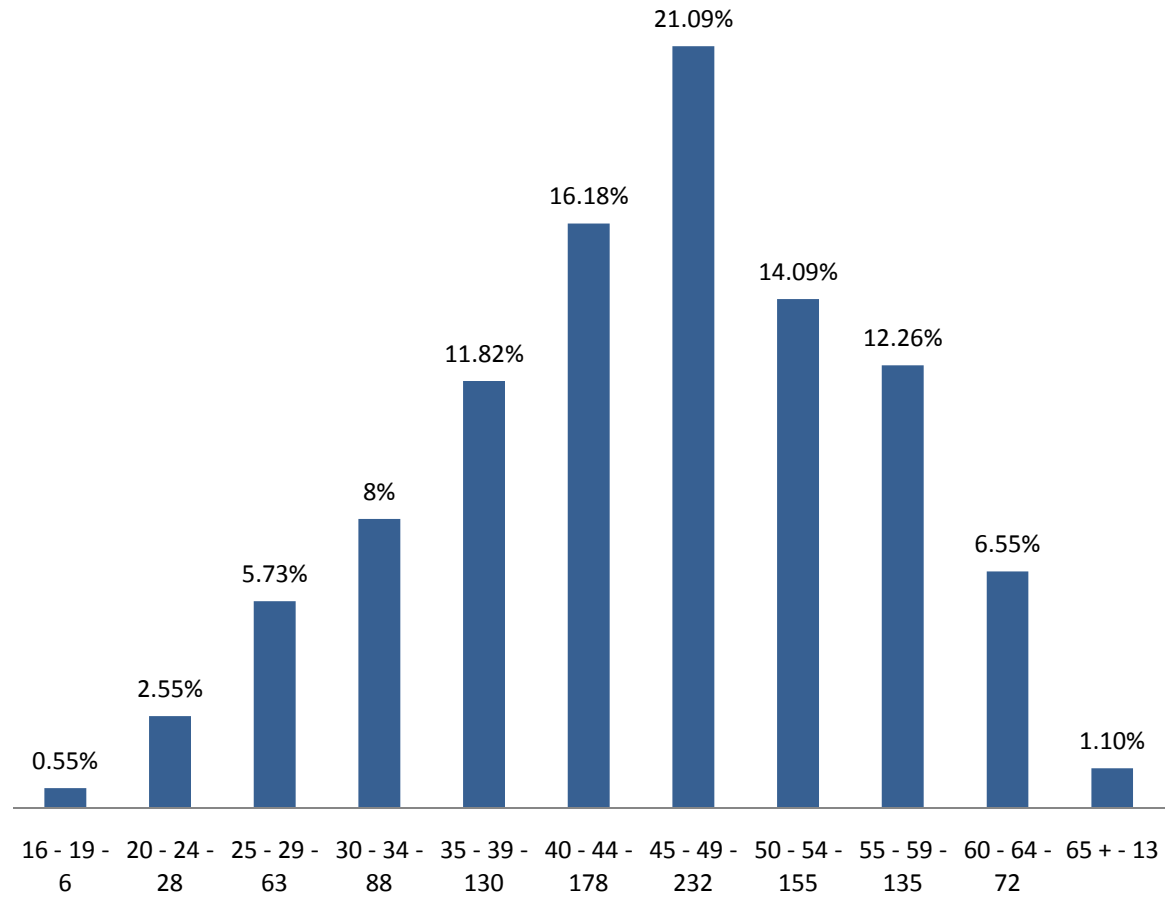
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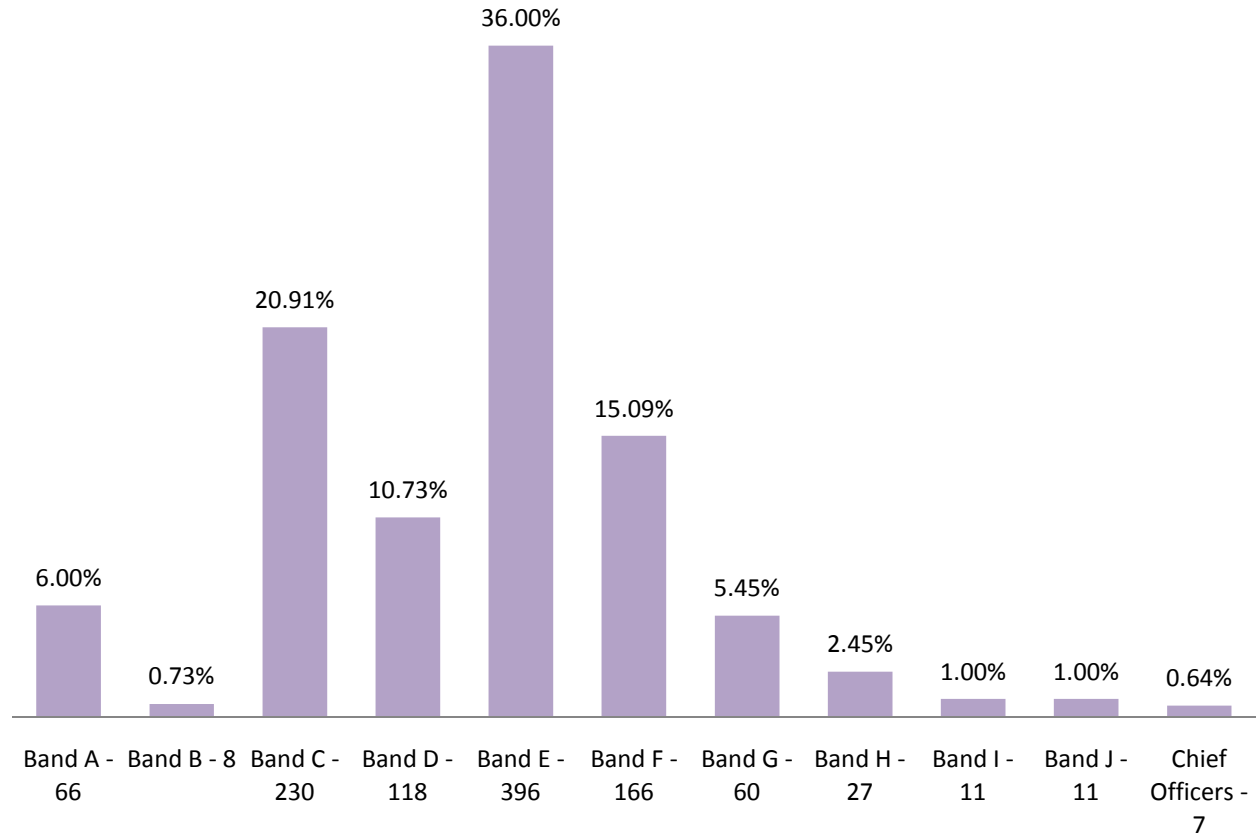
Employee Disability Figures 2011



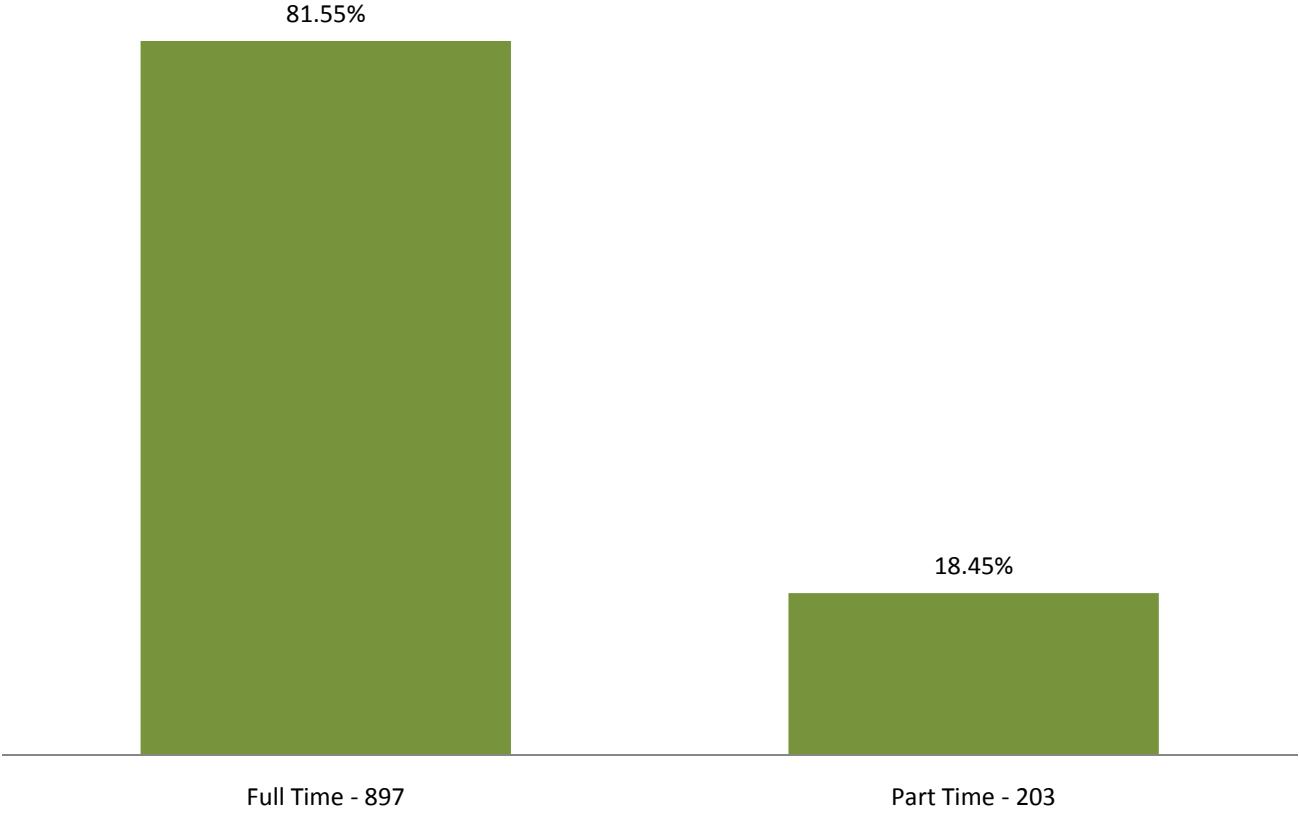
Employee Age Range Figures 2011



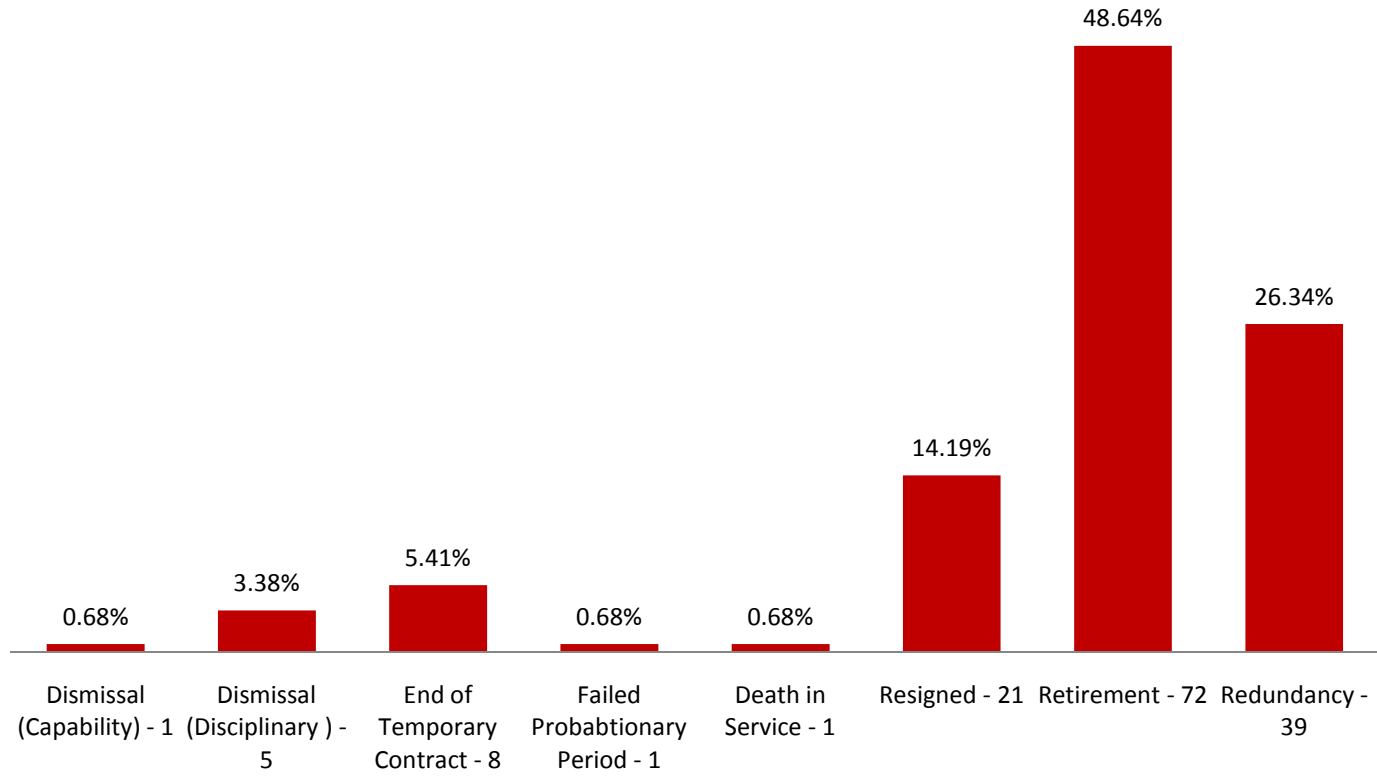
Employee Grade Profile 2011



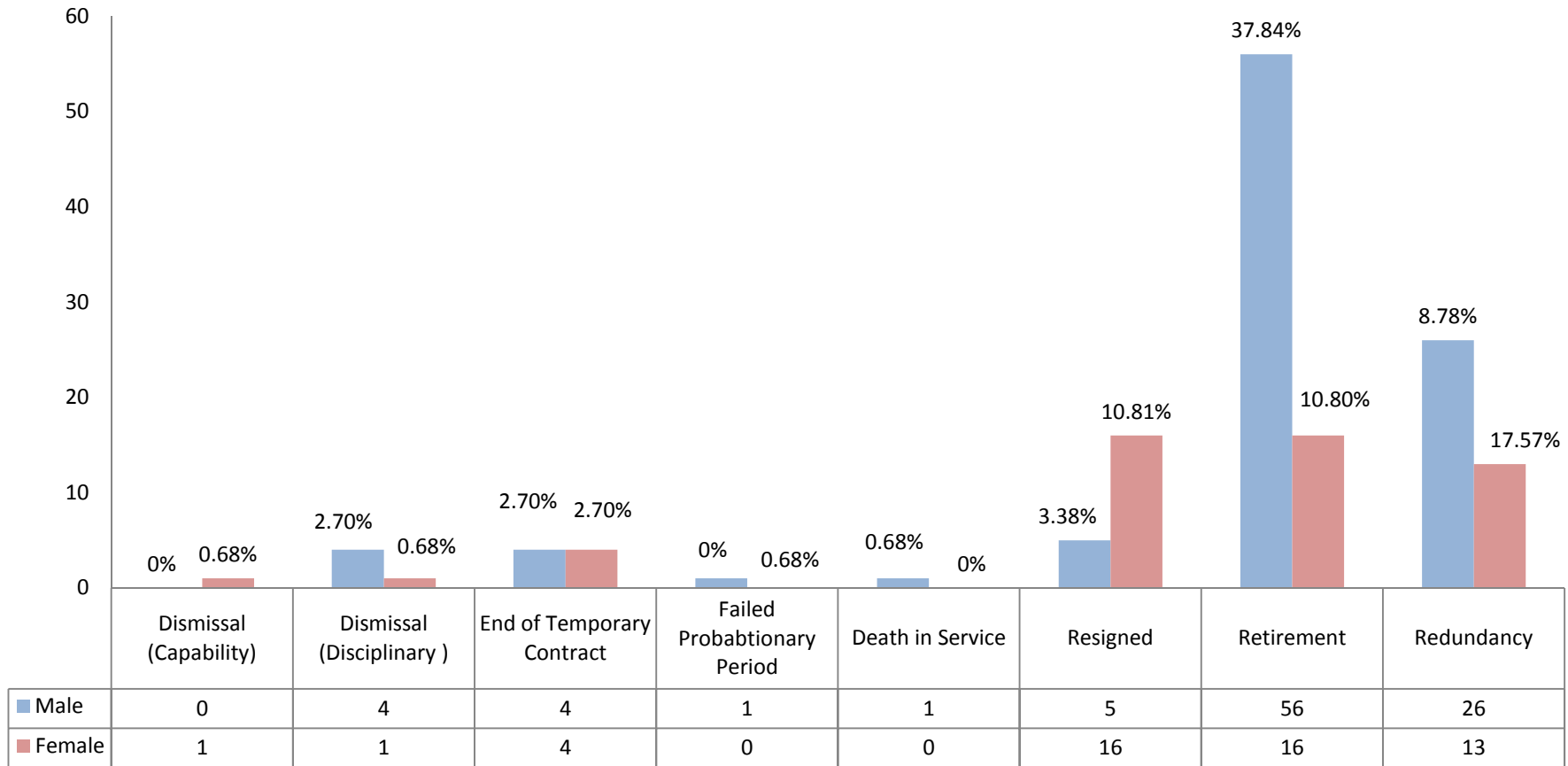
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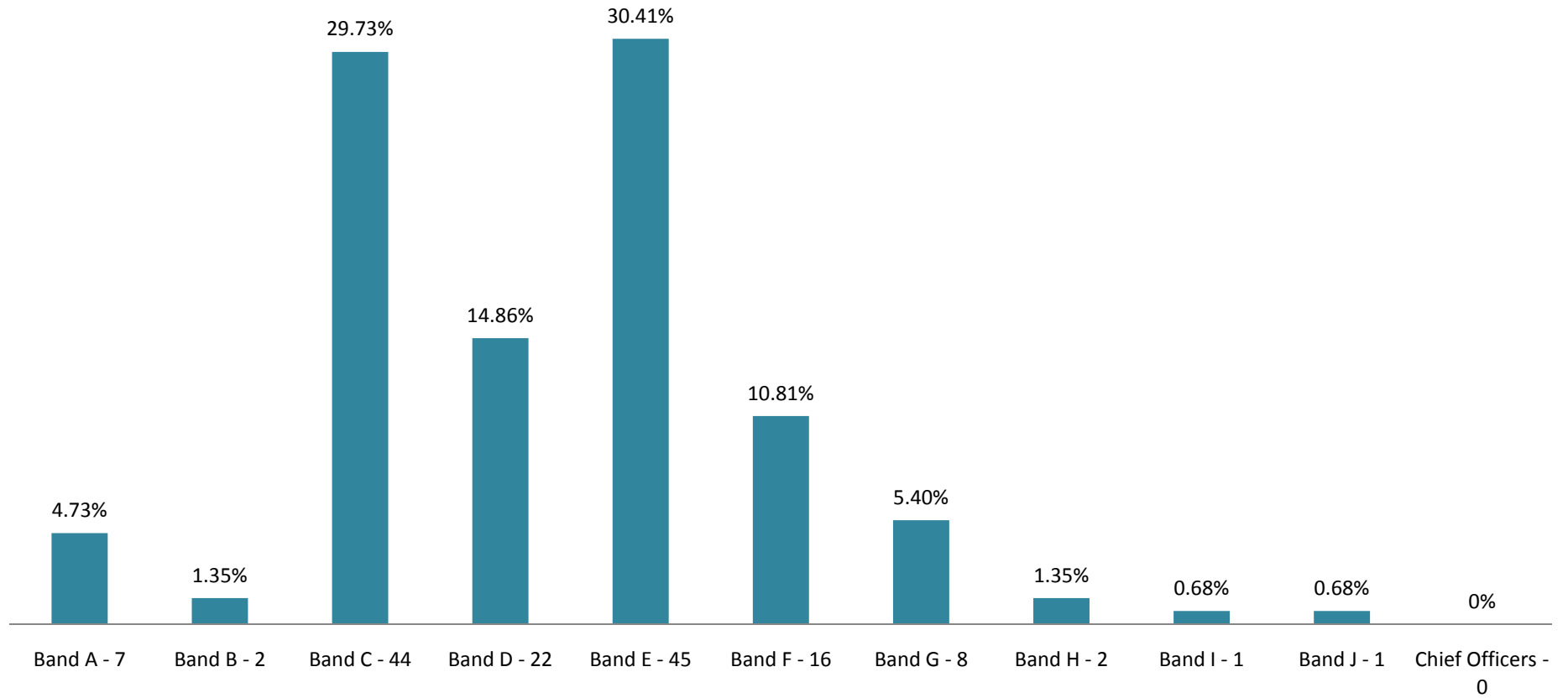
Reasons for Leaving 2011



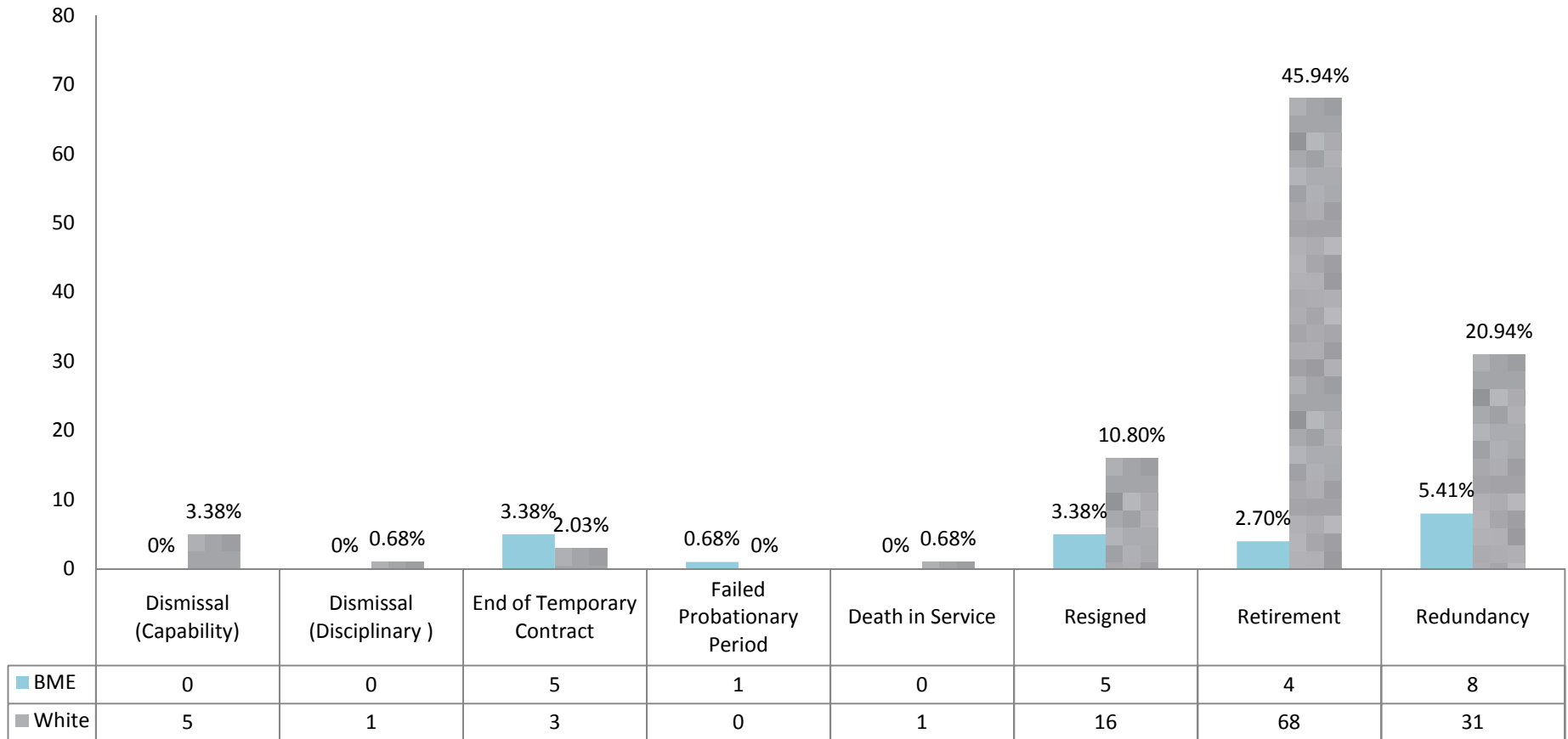
Leavers By Gender 2011



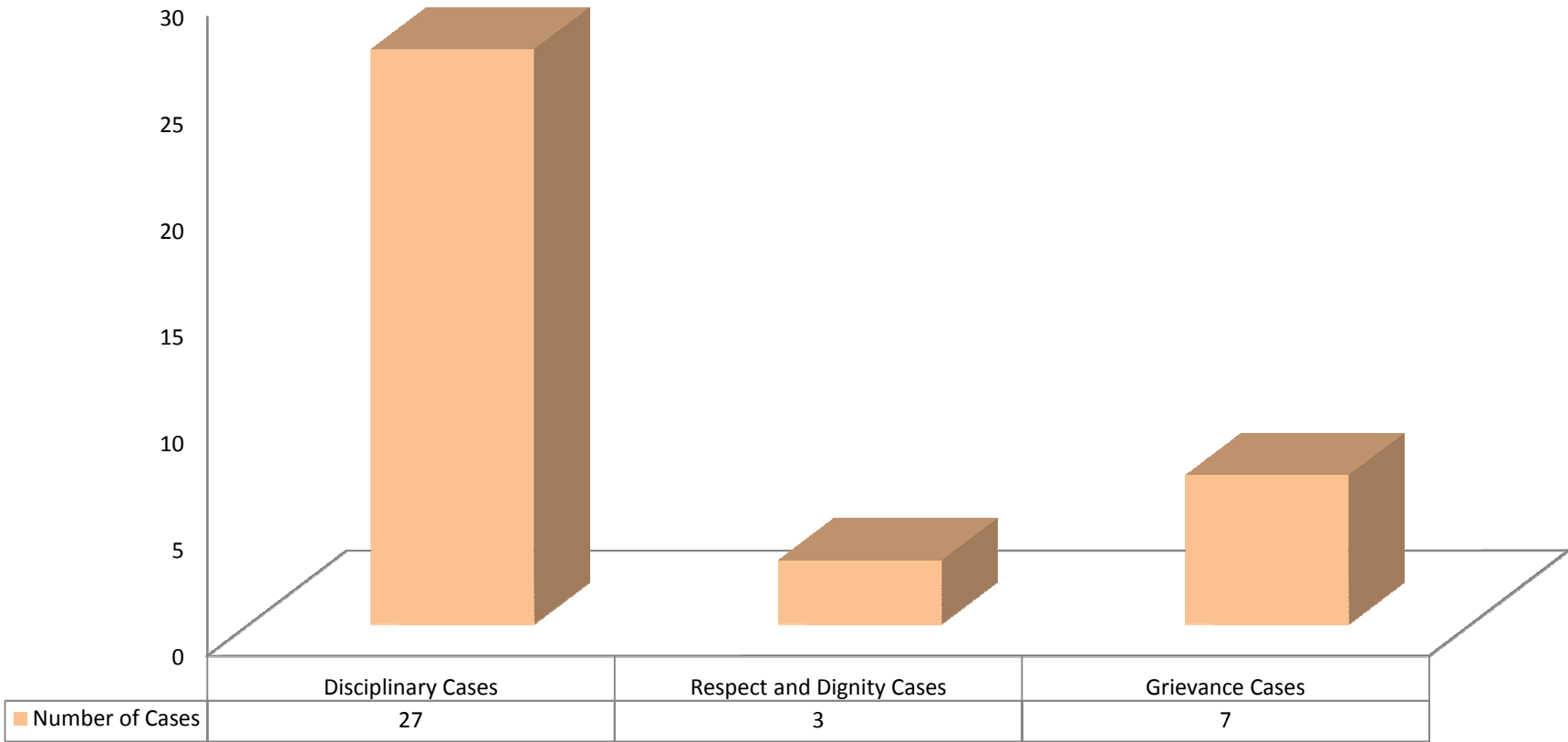
Leavers by Grade Profile 2011



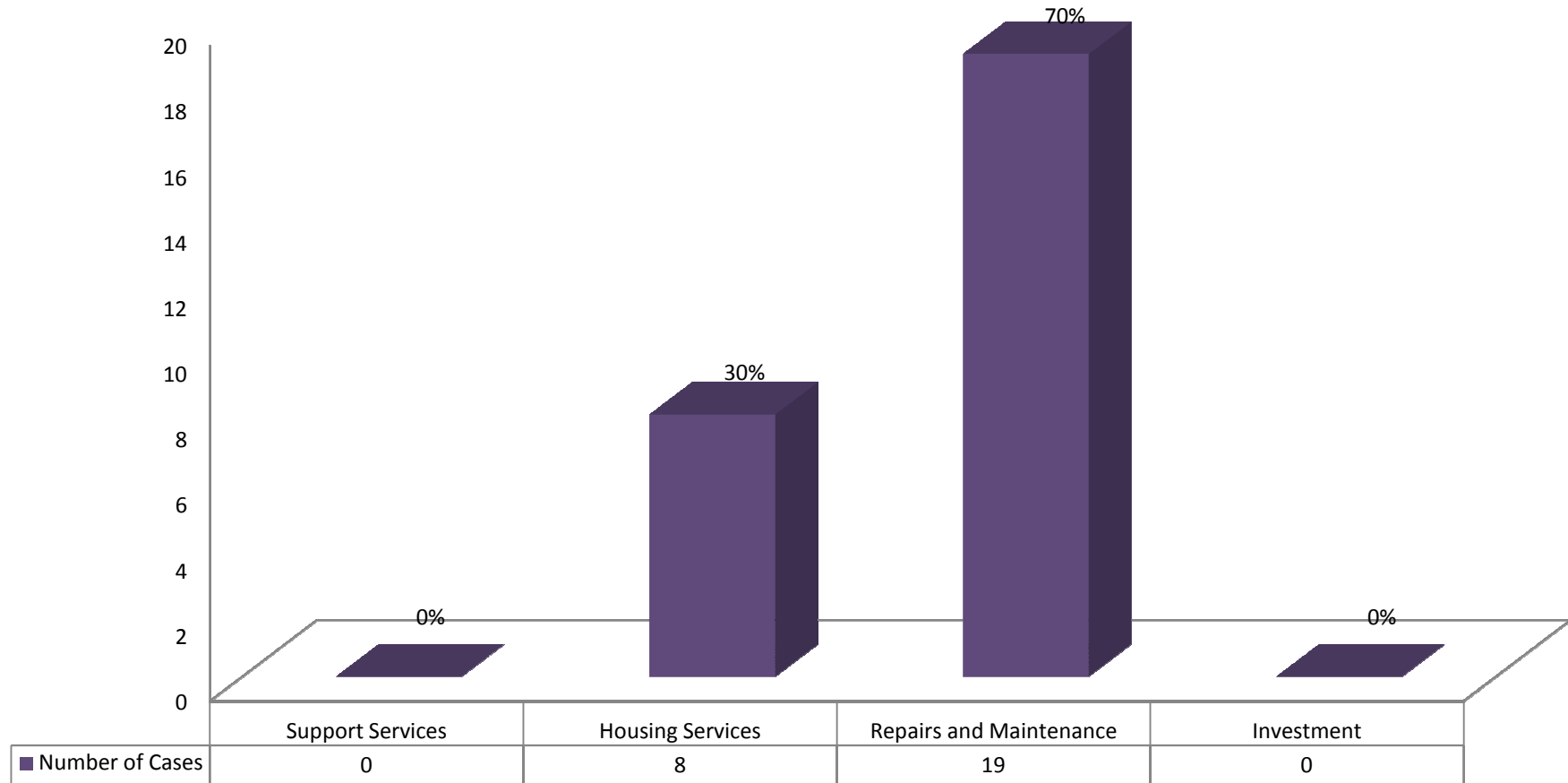
Leavers by Ethnicity 2011



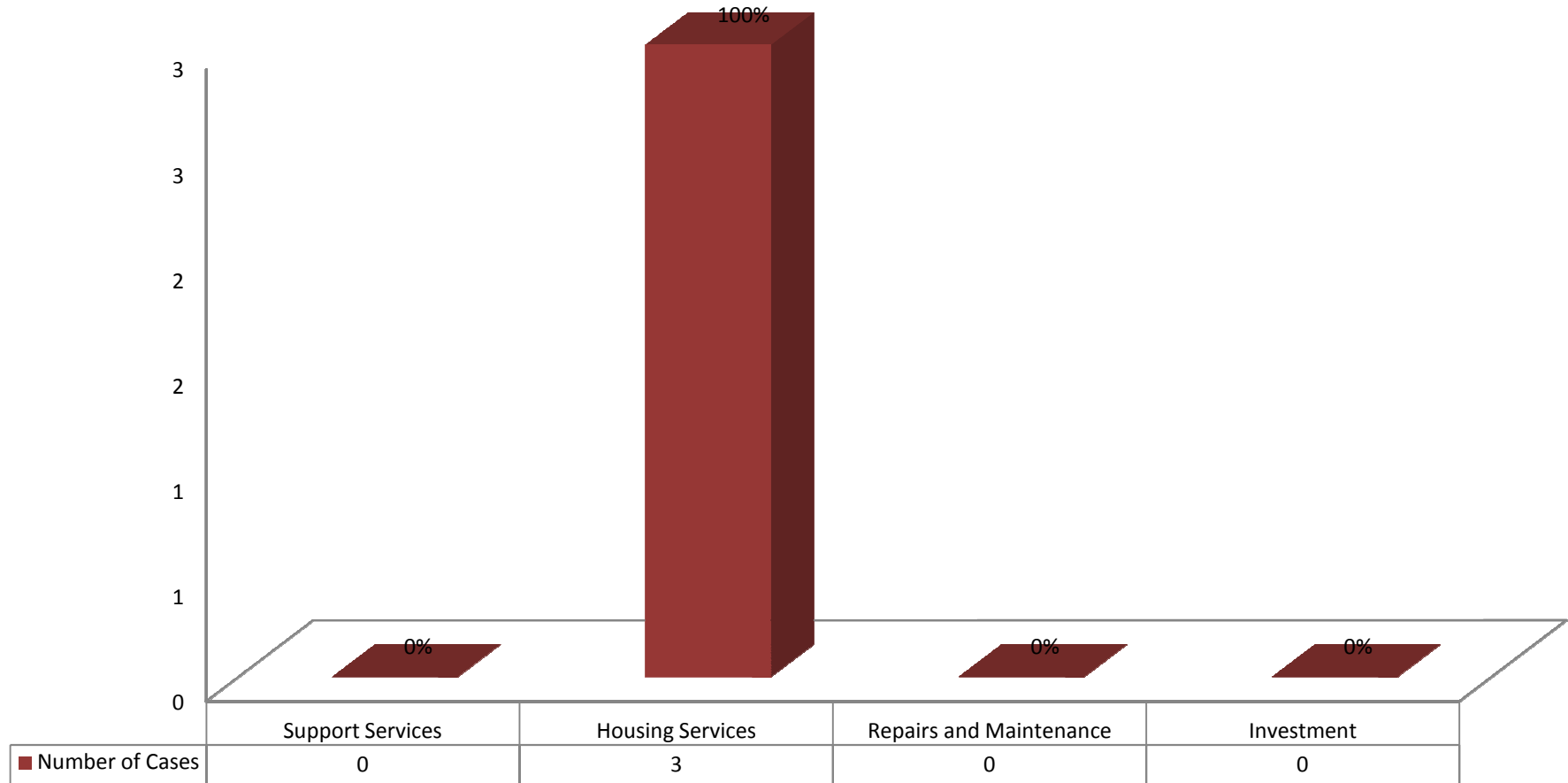
Sandwell Homes Disciplinary, Respect and Dignity and Grievance Cases 1st January 2011 - 31st December 2011



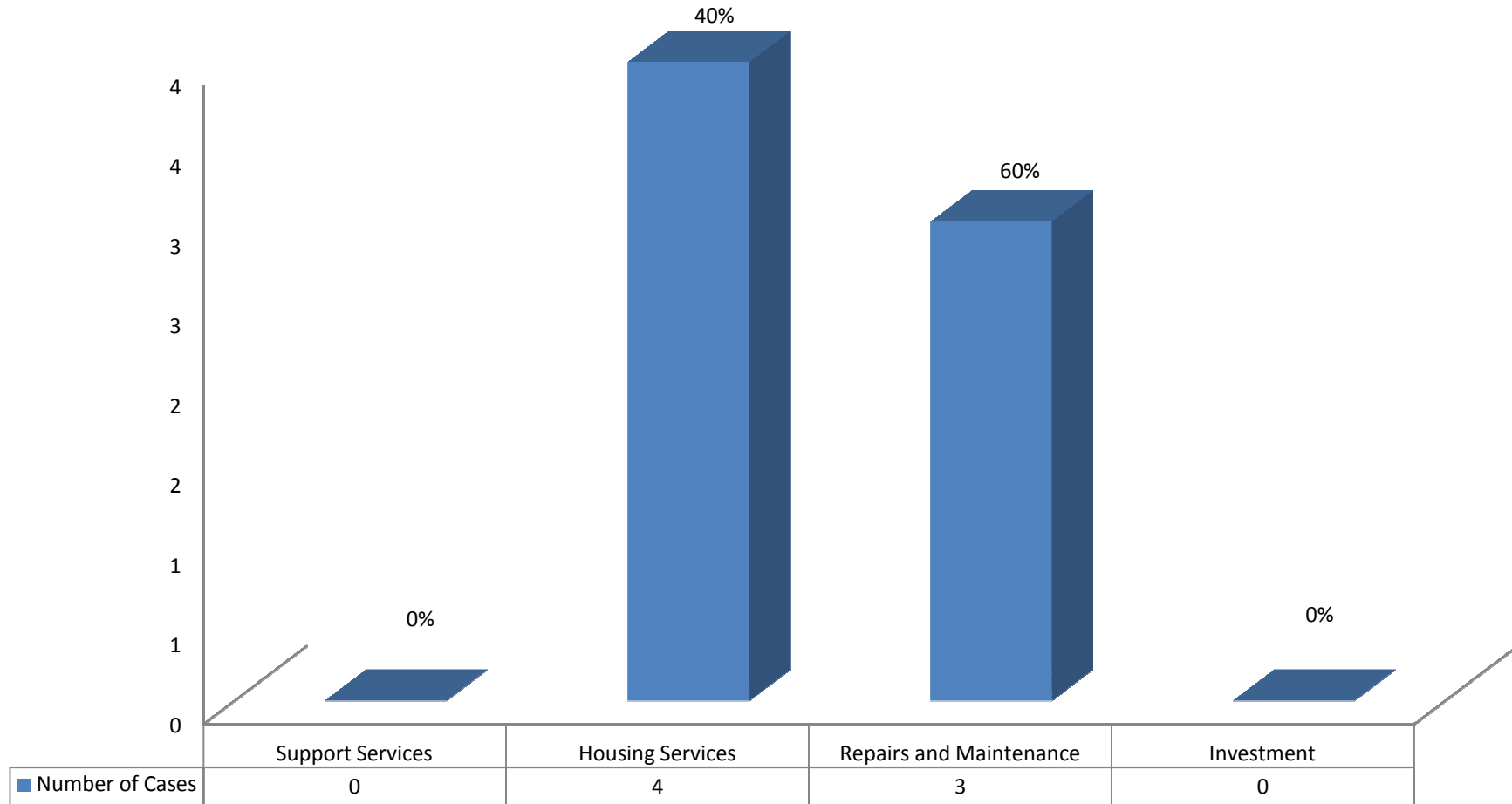
Sandwell Homes Disciplinary Case Figures 1st January 2011 - 31st December 2011



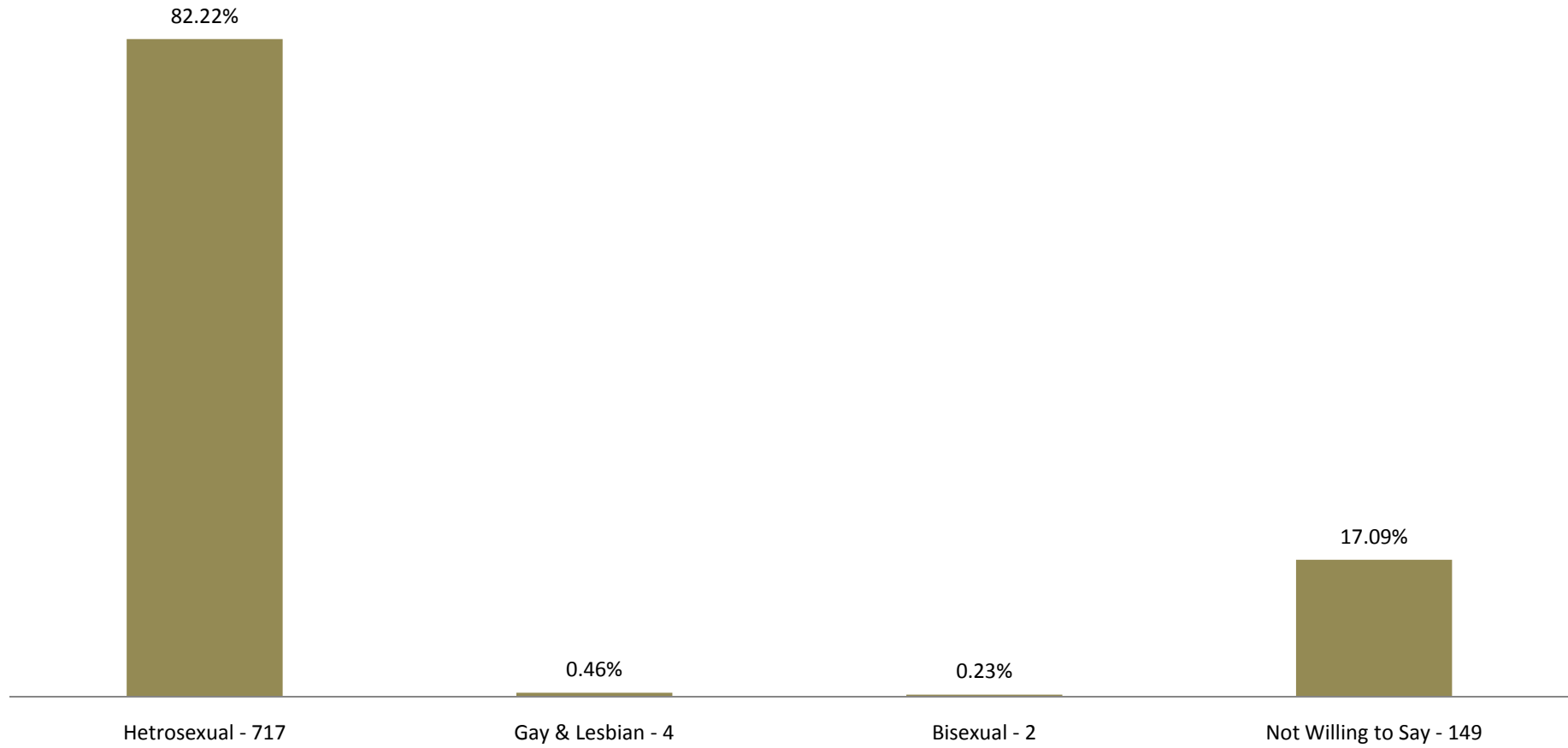
Sandwell Homes Respect and Dignity Case Figures 1st January 2011 - 31st December 2011



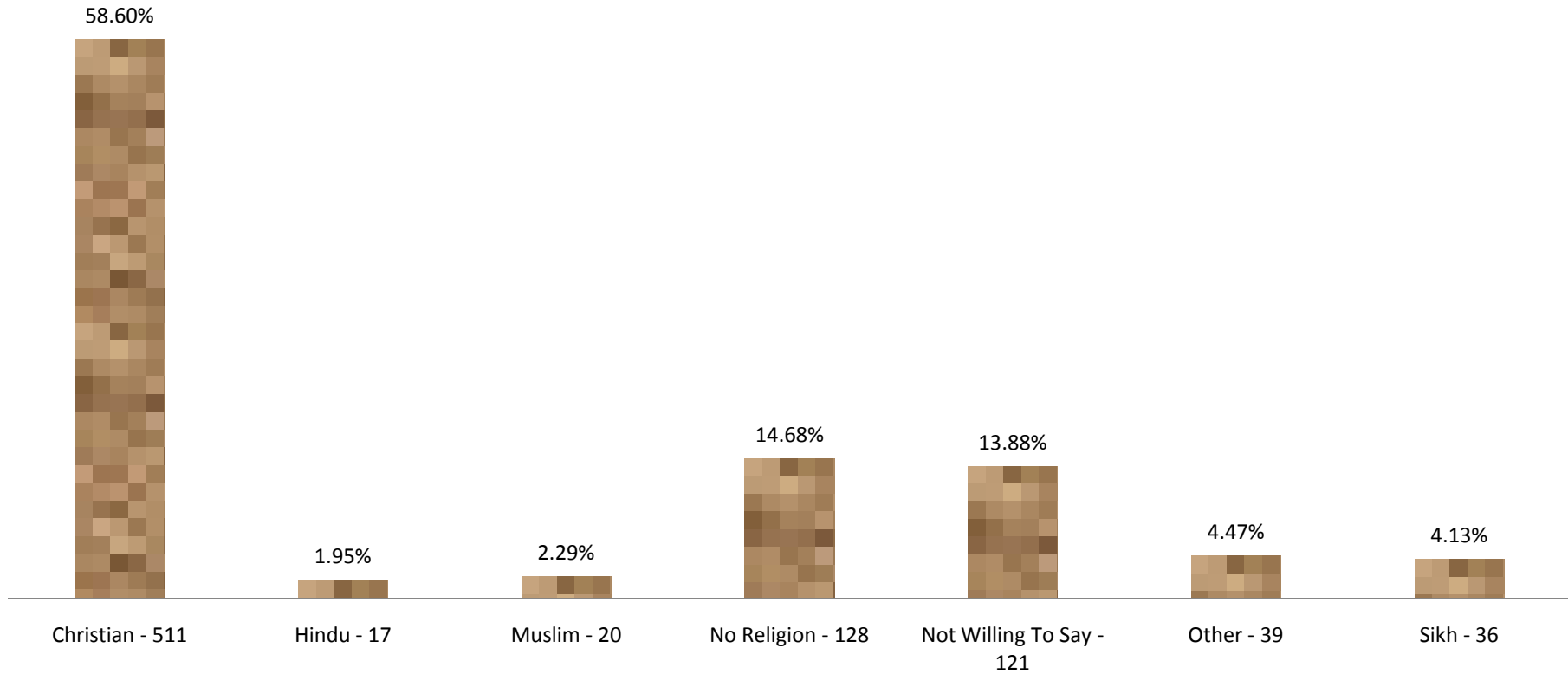
Sandwell Homes Grievance Case Figures 1st January 2011 - 31st December 2011



Employee Sexual Orientation Figures 2011



Employee Religious Belief Figures 2011



Employee Disciplinary, Respect and Dignity and Grievance Particulars 2011

Complaint	Date complaint submitted	Discrimination Complaint?	Nature of complaint	Gender	Ethnicity	Age	Sexual Orientation	Disability
Grievance	11/01/2011	No		Male	White - British	49	Hetro	No
Grievance	21/01/2011	No						
Grievance	22/08/2011	Yes	<i>Refused time off for the religious day of EID</i>	Male	Black or Black British - Caribbean	29	Hetro	No
Grievance	22/08/2011	Yes	<i>Refused time off for the religious day of EID</i>	Female	Asian or Asian British - Pakistani	29	Hetro	No
Grievance	23/09/2011	No		Female	White - British	57	Hetro	No
Grievance	05/10/2011	No		Male	White - British	39	Hetro	No
Grievance	11/11/2011	No		Female	White - British	57	Hetro	No
R&D	06/04/2011	Yes	<i>Victimisation and Racial harassment by line manager</i>	Female	Asian or Asian British - Pakistani	25	Hetro	No
R&D	09/08/2011	No		Female	White - British	24	Hetro	No
R&D	10/10/2011	Yes	Disability	Male	White - British	36	Hetro	Yes

Type of Allegation	Discrimination allegations?	Outcome	Gender	Ethnicity	Age	Sexual Orientation	Disability
Gross Misconduct	No	Final WW	Male	White - British	45	Hetro	No

Misconduct	No	WW	Male	White - British	39	Hetro	No
Misconduct	No	WW	Female	White - British	24	Hetro	No
Misconduct	No	VW	Male	White - British	51	Hetro	No
Gross Misconduct	No	Dismissed	Male	White - British	57	Hetro	No
Misconduct	No	VW	Male	White - British	43	Hetro	No
Gross Misconduct	No	VW	Male	Mixed White and Black African	56	Hetro	No
Misconduct	No	VW	Male	White - British	54	Hetro	No
Misconduct	Yes	N/A	Male	White - British	61	Hetro	No
Gross Misconduct	No	Dismissed	Male	White - British	59	Hetro	Yes
Gross Misconduct	No	Pending	Male	White - Other	41	Hetro	No
Misconduct	No	WW	Male	White - British	55	Hetro	No
Gross Misconduct	No	Final WW	Male	Asian or Asian British - Indian	39	Hetro	No
Misconduct	No	VW	Male	White - British	58	Hetro	No

Misconduct	No	WW	Male	White - British	49	Hetro	No
Misconduct	No	Final WW	Male	White - British	49	Hetro	No
Gross Misconduct	No	Dismissed	Female	White - British	41	Hetro	No
Misconduct	No	VW	Male	White - British	43	Hetro	No
Gross Misconduct	No	Final WW	Male	White - British	42	Hetro	No
Misconduct	No	VW	Male	White - British	54	Hetro	No
Misconduct	No	N/A	Female	White - British	47	Hetro	No
Misconduct	No	Pending	Male	White - British	26	Hetro	No
Gross Misconduct	No	Final WW	Male	White - British	60	Hetro	No
Misconduct	No	WW	Male	White - British	25	Hetro	No
Gross Misconduct	No	N/A	Male	White - British	51	Hetro	No
Misconduct	No	WW	Female	White - British	31	Hetro	No
Gross Misconduct	No	N/A	Male	White - British	68	Hetro	No

Sandwell Homes Employee Survey 2011 Report

Results Overall

Total of 743 Respondents



Question	How Many Answered	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	No Response
Section A: Your Job							
1 I have sufficient time to improve upon the methods/processes/ways in which my job is done	741	36 (5%)	310 (42%)	183 (25%)	160 (22%)	52 (7%)	2 (0%)
2 I have the resources necessary to carry out my job	743	77 (10%)	453 (61%)	110 (15%)	86 (12%)	17 (2%)	0 (0%)
3 I believe there are opportunities for development within this organisation	743	61 (8%)	267 (36%)	172 (23%)	147 (20%)	96 (13%)	0 (0%)
4 There are adequate opportunities for me to feed my views, concerns and ideas up the organisation	740	77 (10%)	332 (45%)	150 (20%)	113 (15%)	68 (9%)	3 (0%)
Section B: Communication							
5 I know enough about the work of other teams / sections within this organisation to perform my job effectively	743	56 (8%)	365 (49%)	164 (22%)	109 (15%)	49 (7%)	0 (0%)
6 I am satisfied with the information I receive on what is going on in the organisation	743	54 (7%)	329 (44%)	182 (24%)	115 (15%)	63 (8%)	0 (0%)
Section C: Management							
7 I get support from my manager when I need it	741	202 (27%)	351 (47%)	91 (12%)	62 (8%)	35 (5%)	2 (0%)
8 My immediate manager gives me the information I need to do my job	741	183 (25%)	376 (51%)	98 (13%)	59 (8%)	25 (3%)	2 (0%)
9 I have access to my manager when needed	740	227 (31%)	367 (49%)	86 (12%)	44 (6%)	16 (2%)	3 (0%)
Section D: Equality and Health and Well Being							
10 Sandwell Homes deals effectively with issues of bullying, harassment and discrimination	743	77 (10%)	330 (44%)	247 (33%)	60 (8%)	29 (4%)	0 (0%)
11 In my experience Sandwell Homes champions Equality and promotes good relations	742	92 (12%)	390 (52%)	181 (24%)	39 (5%)	40 (5%)	1 (0%)
12 I am aware that work life balance initiatives are available to me (part time working, flexi, carers leave, parental leave)	741	151 (20%)	384 (52%)	103 (14%)	61 (8%)	42 (6%)	2 (0%)
13 I believe my manager would be supportive should I apply for work life balance initiatives	740	150 (20%)	316 (43%)	163 (22%)	64 (9%)	47 (6%)	3 (0%)

Sandwell Homes Employee Survey 2011 Report

Results Overall

Total of 743 Respondents



Question	How Many Answered	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	No Response
Section E: Your Development							
14 After any training or development activity, I review with my manager whether the objectives have been reached	739	71 (10%)	298 (40%)	194 (26%)	110 (15%)	66 (9%)	4 (1%)
15 The requirements of any new jobs are explained clearly to me	741	72 (10%)	369 (50%)	169 (23%)	91 (12%)	40 (5%)	2 (0%)
16 My skills are reviewed when any aspects of my job changes	740	53 (7%)	293 (39%)	205 (28%)	137 (18%)	52 (7%)	3 (0%)
17 My last performance review (PPD/PAD) accurately reviewed my performance	739	94 (13%)	353 (48%)	173 (23%)	64 (9%)	55 (7%)	4 (1%)
Section F: About this Organisation							
18 The reasons behind changes are clearly communicated to all employees	742	55 (7%)	311 (42%)	173 (23%)	143 (19%)	60 (8%)	1 (0%)
19 Change is managed effectively in this organisation	738	35 (5%)	249 (34%)	237 (32%)	135 (18%)	82 (11%)	5 (1%)
Section G: Working at Sandwell Homes							
20 The amount of pressure placed upon me in my job is reasonable	738	34 (5%)	345 (46%)	170 (23%)	134 (18%)	55 (7%)	5 (1%)
21 I meet the requirements of my job without working excessive hours	742	55 (7%)	407 (55%)	155 (21%)	97 (13%)	28 (4%)	1 (0%)
22 I am given realistic deadlines to work to	741	48 (6%)	375 (50%)	185 (25%)	95 (13%)	38 (5%)	2 (0%)
23 I feel that I am valued for what I can offer Sandwell Homes	739	71 (10%)	264 (36%)	190 (26%)	117 (16%)	97 (13%)	4 (1%)

Sandwell Homes Employee Survey 2011 Report

Results Overall



Report Summary

Of the questions answered overall:

11.88% were Strongly Agreed with

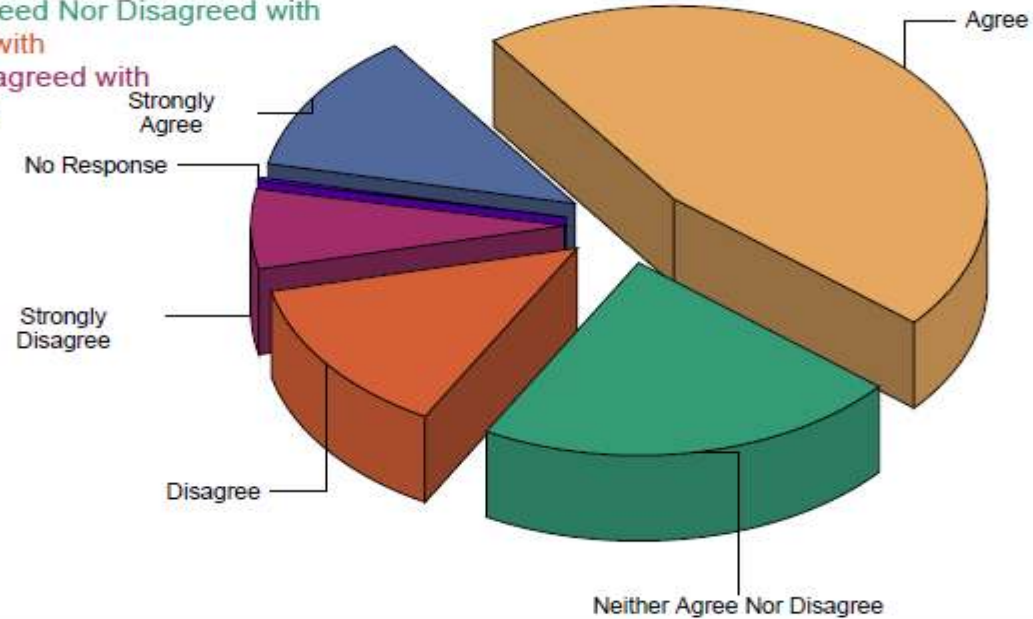
45.84% were Agreed with

22.13% were Neither Agreed Nor Disagreed with

13.12% were Disagreed with

6.74% were Strongly Disagreed with

0.29% had No Response



Sandwell Homes Positive Action Plan (Employment) 2009/11

Ref:	Outcome	Commitment	Target	Lead Officer	Milestone	Target	Progress Update
1	Develop a culture and environment to enable under represented groups to gain skills, and broaden input into the decision making process at Senior Levels within the Company.	EMT offer mentoring and shadowing opportunities to third tier managers across the organisation	Mar 11	EMT	Development of a structured programme of mentoring / shadowing.	Mar 10	Pilot Mentoring Programme approved by EMT. Scheduled for introduction (to 3 rd Tier officers) in conjunction with new competency based Appraisal Scheme, by Summer 2012.
2	Provide support for under represented groups, particularly those entering non traditional roles and work environments	Existing Women Into Construction programme to be expanded, consolidated and embedded within Repairs and Maintenance Directorate.	Mar 11	Repairs & Maintenance Director	Additional cohorts of trainees participate in the programme: 1 cohort p.a.	Dec 09	Cohort 2 completed June 2010. 2 women from Cohort 1 are continuing to progress with their HNC (construction) studies; funded by the company
		Develop structured support systems and mechanisms for employees entering non-traditional roles and work environments, to include reviews of equalities training provision and work / life balance policies	Mar 11	Personnel Manager / Learning & Development Manager	Monitoring and evaluation of the progress of female and BME apprentices reported to EMT and H.R. Committee	Feb 2010 and 6 monthly	<ul style="list-style-type: none"> Of 17 existing apprentices, 7 are female; of whom, 2 are of Asian background, 2 are Black and 3 White British. Of the 10 male apprentices currently employed, 2 are of Asian background, 1 is Black, 1 of Mixed Black background

							<p>and 6 are White British.</p> <ul style="list-style-type: none"> • Progress of apprentices and information updates on our apprenticeships schemes are regularly presented to EMT, H.R Committee and Trade Union Consultative Forums • Equalities training is compulsory for all employees. • Apprentices receive 1-2-1 support and monitoring from Learning & Development Team • Work/Life balance policies regularly undergo Equality Impact Assessments which are to be published via the Company's intranet and internet sites.
				Personnel Manager / Learning & Development Manager	'Take-up' of work life balance opportunities monitored and evaluation of Company policies to identify and eliminate barriers reported to	Dec-2009 and annually	E.I.As of work/life balance policies completed. H.R to survey employees in order to identify any barriers in accessing

					EMT.		work /life balance policies or facilities – as part of 2011 Employee Survey.
				Personnel Manager / Learning & Development Manager / Customer Services Manager	Training provision in respect of Equality and Diversity issues is reviewed and included in Company training plan	May 09	Review completed in conjunction with Equality champions from each Directorate and training provision included within Company training plan for 2010/11
		Facilitate the development of employees from under-represented groups across all Directorates.	Jun 09	All EMT Members	Within Directorates, and informed by Equality Targets determine work areas and target groups for inclusion in positive action programmes and ensure these are included in Directorate plans	Dec 09	Targets included within Directorate plans and monitored by Performance Management team. Identified target groups include women within Repairs and Maintenance Directorate, young people, people with disabilities and the unemployed
			Mar 11	Investment / Repairs & Maintenance Directors	Actively build links with local colleges/universities to offer short term placements to undergraduates; particularly encouraging participation from female and BME	Mar 10	Under a Partnership arrangement with S.M.B.C. Housing Strategy, the Company completed a 12 month programme, hosting undergraduates from Birmingham University to undertake project work 2 days per week.

					students in work areas within the company where they are under represented.		4 students (2 female) undertook placements. The Company now works in direct partnership with Birmingham University to host undergraduate placements in Housing Services. Currently, we have 3 students (1 BME, 1 Female)
3	Fulfil Sandwell Homes Corporate Social responsibility towards excluded and underrepresented groups within the local community	Address the Government's worklessness agenda by developing and extending partnering arrangements through Job Centre Plus and other relevant agencies	Mar-10	Personnel Manager / Learning & Development Manager	Actively research and consider a work placement programme for long term unemployed and people with disabilities	Mar-10	In a joint venture, with, and funded by, SMBC, until March 2011, the Company has Secoded a Manager from Housing Services Directorate to work as Learning Co-ordinator. This post will be funded by Housing Services Directorate from 1.4.11 until March 2012. Under our Corporate Social Responsibility Agenda. the remit of the post is to standardise procedure and to co-ordinate, consolidate, develop and expand work experience/placement opportunities across Sandwell Homes, to capture the excellent

							<p>work we do in this area and to identify research and access available funding streams to support our numerous initiatives. This includes working in partnership with Job Centre Plus, Sandwell Education Business Partnership and a number of organisations representing ex-offenders, excluded young people and people with sensory disabilities (Sense, Beacon 4 Work) to identify and provide appropriate opportunities for work experience / placements. The Company is currently hosting 10 Youth Employment Trainees on 12 month contracts and we are operating a rolling programme offering training to ex-offenders. To date 12 people have received training via this initiative,. Sandwell Homes has a commitment to train 12</p>
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							young tenants each year to gain home maintenance skills (this programme will commence in April 2011), and we are liaising with Sandwell Young Carers to provide similar skills training opportunities.
		Re-gain "Positive About Disability" award from Job Centre Plus	Sep-09	Personnel Manager	Submit application for reassessment		Award retained in August 2010. Reassessment scheduled for August 2011
		Renew corporate commitment to a target of 3% of the workforce being apprentices	Mar-10	EMT	Recruit to and manage apprenticeship programmes across all Directorates	Sep-09	In the light of budgetary constraints and a reduction in available funding, the Company has reviewed and refocused Apprenticeship programmes. Going forward a total of 40 placements will be available in accordance with our stated commitment to equip local people with skills and experience which enables them to compete for jobs effectively. 20 of these will be paid Apprenticeships and 20 unpaid work experience

							placements, on a rolling basis
		Set target for and monitor work experience placements from Sandwell schools and colleges	Mar-10	EMT and Organisational Development / Learning & Development Managers	Further develop partnership with Sandwell Education Business Partnership to promote work experience placements, particularly encouraging applicants from under represented and parentless groups.	Dec-09	Current target is to provide formal work experience placements for 100 local young people annually. Since April 2010, 209 local students of school age have undertaken work experience across the Company. Work in progress to ensure that we are able to capture, record and monitor equalities data for all work experience / placements
		Build links and partnerships with community groups, actively participating in events and initiatives.	Mar-10	E.M.T Members	Promote Sandwell Homes through attendance at local jobs fairs and community events.	Dec-09	<ul style="list-style-type: none"> - Through our Community Participation Team, S.H is well represented at a range of Tenant and Community Events across the Borough. - Officers from all areas of the business build links with the third sector through Diversity Links Forum.

							- H.R Officers attend Sandwell Careers Fair annually to promote the Company.
			Mar-10	EMT Members	EMT to further develop equality portfolios and accordingly, involve the Company in attendance at promotional events and initiatives.	Dec-09	Each Member of EMT holds specific responsibility for an equality strand and represent the Company accordingly.
4	Introduction of succession planning strategies promoting equality of opportunity	Support employees to participate in personal development programmes relating to roles and / or work areas (not necessarily related to their existing job), where disproportionality can be identified.	Sep-09	EMT / Organisational Development/Learning & Development Managers and P.E.T Panel.	Ensure existing Post Entry Training Policy will facilitate this.		Completed
				All EMT Members	Equip managers from underrepresented groups with opportunities and relevant skills to enable them to participate in the Company's decision making process.	Mar-10	Pilot Mentoring Programme to address this milestone.

		Monitor and review the progression of underrepresented groups in posts and work areas where recruitment is relatively frequent, to identify barriers	Mar-11	Personnel Manager	Produce and analyse detailed workforce profile information to identify disproportionality and potential barriers to progression	Dec-09	Workforce profiles produced and published annually
5	Review the criteria used by the Company regarding selection for redundancy	A draft policy and criteria are developed based on competency and performance, to ensure that areas of potential indirect discrimination are identified and that the historical profile of the Company workforce is not unjustifiably reinforced	Mar-11	Personnel Manager	Criteria and a draft policy are developed, in consultation with stakeholder groups, including Trade Unions.	Mar-10	Core Competency Framework developed and agreed by H.R Committee. Competency based Recruitment and Selection introduced 9/09. Pilot competency based Performance Management (Appraisal) programme commenced October 2010. Competency based Capability Procedure and Redundancy Criteria to be developed in consultation with Trade Unions commencing May 2011.
6	Within recruitment cycles, employ strategies to encourage applications from underrepresented groups, and set targets as	Set targets in Directorate business and workforce plans in respect of recruitment applications across underrepresented	Apr-2009 and annually	Directors	To be included in plans for 2009-12	Apr-09	Completed

	appropriate.	equality strands.					
		Introduce a policy of competency based Recruitment and Selection, to ensure inclusivity	Jun-10	Personnel Manager	Commencement of 12 month Pilot programme following approval by HR Committee	May-09	Completed
		Review and revise Recruitment and Selection documentation and application formats to eliminate barriers, and encourage applications from all sectors of the community		Personnel Manager	Review and evaluate Sandwell Homes on line application system and ensure consistency of documentation accessed by job candidates	Jun-09	Completed
		On a case by case basis, continually review recruitment advertising strategies to ensure inclusivity, targeting advertising at under represented groups, where appropriate.	Mar-10	Personnel Manager	Inform and advertise recruiting managers of optimum / appropriate advertising strategies based on existing workforce profiles.	Jun-09	Undertaken routinely on a case by case basis.

Sandwell Homes Positive Action Plan (Employment) 2011-14

Ref:	Outcome	Commitment	Target	Lead Officer	Milestone	Target	Progress Update
1	Fulfil Sandwell Homes Corporate Social responsibility towards excluded and underrepresented groups within the local community	Address the Government's worklessness agenda by developing and extending partnering arrangements through Job Centre Plus and other relevant agencies	Dec 12	EMT/ H.R (L & D)	In line with the Corporate Business Plan, actively research and introduce work placement programmes for long term unemployed, people with disabilities and socially excluded groups through partnership with a wide range of public and third sector organisations	June 2011	
			Dec 11	Training Projects Co-ordinator	Embed Home Maintenance Skills Programme for Sandwell Homes young people	June 2011	
		Renew corporate commitment to a target of around 3% of the workforce being paid apprentices or work placements	Apr-12	EMT/ H.R (L & D) / Training Projects Co-ordinator	Recruit to and manage apprenticeship programmes and work placement programmes across all Directorates	Nov 11	
		Set target for and monitor work	Apr-12	EMT/ H.R (L & D)	Further develop partnership with	Nov 11	

		experience placements from Sandwell schools and colleges			Sandwell Education Business Partnership to promote work experience placements, particularly encouraging applicants from under represented and parentless groups.		
		Build links and partnerships with community groups, actively participating in events and initiatives.	Dec-13	Community Participation Officers/H.R.	Promote Sandwell Homes through attendance at community events, careers fairs and Diversity Links Forum.	Dec 11	
				EMT Members	EMT to further develop equality portfolios and represent the Company accordingly.	Dec 11	
2	Within recruitment cycles, employ strategies to encourage applications from underrepresented groups, and set targets as appropriate.	Set targets in Directorate business and workforce plans in respect of recruitment applications across underrepresented equality strands.	Apr-11 and annually	EMT H.R.	Review/revise equality targets across all protected characteristics informed by workforce profiles, Census Data and Local Labour Market Assessment.	Apr 12	
		Retain "Positive About Disability" Award from Job Centre Plus.	Sept 11	Personnel Manager	Submit application for reassessment	Sept 11 & annually	
3	Provide support for under represented	"Women Into Construction"	Mar 14	Repairs & Maintenance	Additional cohorts of trainees participate in	Aug 11	

	groups, particularly those entering non traditional roles and work environments	programme to be consolidated and embedded within Repairs and Maintenance Directorate.		Director	the programme: 1 cohort p.a. (open to women from all Directorates)		
		Develop structured support systems and mechanisms for employees entering non-traditional roles and work environments, to include reviews of equalities training provision and work / life balance policies		Personnel/Learning & Development Managers	Monitoring and evaluation of the progress of female and BME apprentices reported to EMT the Board.	November 2011 and annually	
				Personnel Manager	'Take-up' of work life balance opportunities monitored and evaluation of Company policies to identify and eliminate barriers reported to EMT through the Equality Impact Assessment Process.	Dec 2011 and annually	
			Mar 12	Personnel Manager	Research and look to introduce a tax and N.H.I. efficient Flexible Benefits System to improve the work/ life balance of employees and further encourage the development of a diverse workforce.	Mar 12	
		Facilitate the	Dec 12	All EMT Members	Within Directorates,	April 2011	

		development of employees from under-represented groups across all Directorates.			and informed by Equality Targets determine work areas and target groups for inclusion in positive action programmes and ensure these are included in Directorate plans	& annually	
			Dec 12	EMT Members	Actively build and sustain links with local colleges/universities to offer short term placements to undergraduates; particularly encouraging participation from female and BME students in work areas within the company where they are under represented.	Dec 12	
4	Review the criteria used by the Company regarding selection for redundancy	A draft policy and criteria are developed based on competency and performance, to ensure that areas of potential indirect discrimination are identified and that the historical profile of the Company workforce is not unjustifiably reinforced	Mar-12	Personnel Manager	A revised redundancy policy including selection criteria/process is agreed in consultation with stakeholder groups, including Trade Unions.	Dec-11	Core Competency Framework developed and agreed by H.R Committee. Competency based Recruitment and Selection introduced 9/09. Competency based Performance Management (Appraisal) will commence 10/10

5	Fulfil the Company's obligations and commitment to comply with the requirements of statutory and voluntary reporting procedures and assessment frameworks, benchmarking the Company's performance in Equality and Diversity accordingly and during continuous improvement to the benefit of all stakeholders.	Monitor and Review the progression of under represented groups across paybands and work areas to identify potential barriers	Mar 14	Personnel Manager	Produce, analyse and publish workforce profile data in accordance with the Company's statutory requirements under the Public Sector Equality Act 2010, including gender pay gap reporting.	July 11	
			Apr 14	H.R.	Employee diversity data monitoring / verification exercise is conducted bi-annually to ensure accurate and timely reporting and target setting across all protected characteristics	Dec 12	
			Apr 14	Personnel Manager / Equality Team	Improve S.H. score against the Stonewall Equality Index by 10% year on year	Dec 11 and annually	
6	Develop a culture and environment to enable under	EMT offer mentoring and shadowing opportunities to third	Dec 11	EMT	Introduction of a structured programme of mentoring /	Apr 11	

	represented groups to gain skills, and broaden input into the decision making process at Senior Levels within the Company.	tier managers across the organisation.			shadowing.		
		Corporate mentoring/shadowing programme is embedded within the organisation and made available to employees at all levels.	Mar 14	H.R.	Managers across all areas of the business are trained to undertake mentoring activities	Mar 13	