



People Strategy

2024-2029

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01 Foreword

Roy Williams – Sovini Group CEO

Our people are our greatest asset, and this is something I see evidenced in everything we do.

The successes we have achieved as a Group of like-minded businesses, our continued journey of growth and diversification, our consistent high performance and our adherence to exceptional standards of customer service excellence would not be possible without our people.

Our people make us what we are. It is our people that have created our unique, collaborative and inclusive working culture. It is our people that constantly rise to any challenge that is put before them and it is our people that deliver day in and day out on our collective vision of 'a better future.'

This strategy ensures we continue to provide the right working environment for our people to thrive and achieve together. It guarantees we have the right people in place with the right skills to deliver our business objectives. It enables us to nurture and develop talent and ideas. It supports us to attract and retain the best people and, most importantly, it makes The Sovini Group a welcoming, happy, healthy and fun place to work.

Dr Roy Williams
Group Chief Executive Officer





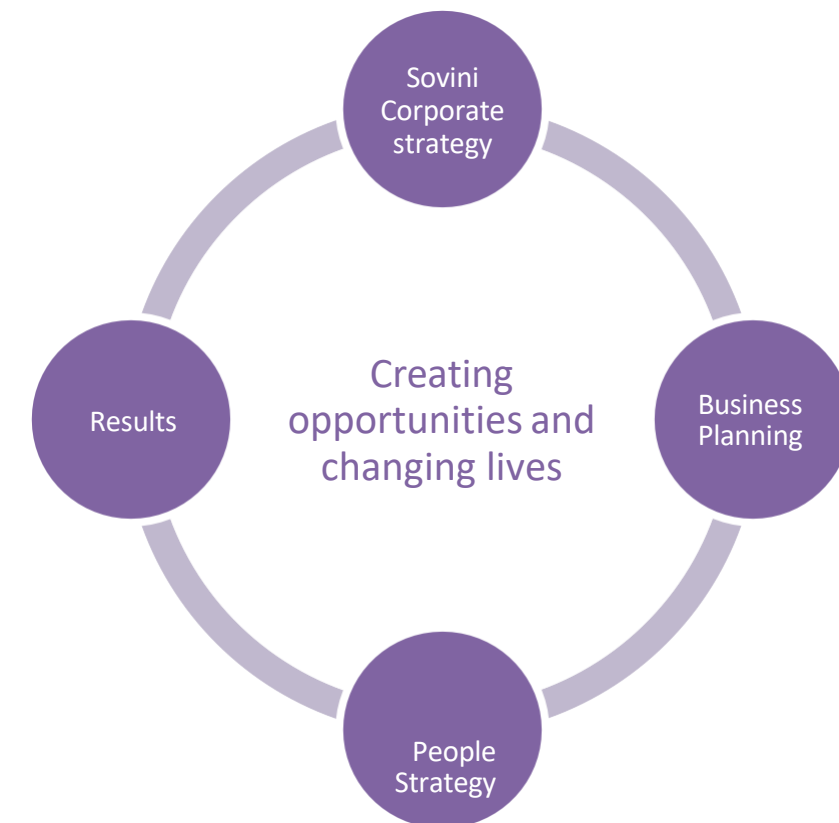
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Introduction

The People Strategy applies to all members of The Sovini Group and has been developed in line with The Sovini Group’s Corporate Strategy for 2024 – 2029. The Sovini Group is made up of not-for-profit, commercial and charitable companies, supporting our vision of ‘a better future’ with a common mission of ‘creating opportunities and changing lives.’

The Group business model provides a platform for all Group members to achieve efficiency through the provision of central services, increased financial capacity and growth opportunities, in a cycle of mutual benefit.

This strategy is designed to meet the needs of a varied business portfolio as the Group strives to grow, providing affordable housing to those in our communities, whilst responding innovatively to challenges presented by the external operating environment.



03 Strategy Purpose

The People Strategy has been designed to promote a culture that reflects the Group's values. It supports us to develop a customer focused, forward thinking and motivational working environment for employees and enables the achievement of The Sovini Group's Strategic Plan.

We have worked with our involved customers to develop a 'code of behaviours' which link with our values and the requirements of the proposed 'Competency and Conduct Standard.' This standard applies to our Registered Providers of Social Housing only, however it will be adopted by all Group members.

Code of Behaviours:

- To be professionally competent
- To be respectful
- To be accountable
- To be honest
- To take pride in our work

The strategy has close ties and synergy with our Equality, Diversity and Inclusion Strategy. It supports to create an inclusive and welcoming workplace culture and attempts to ensure our workforce is representative of the communities in which we operate, e.g. through targeted requirement advertising / initiatives such as 'Pink Jobs', our membership of the 'Disability Confident Employer Scheme' and advertising our vacancies with over 30 specialist advocate groups.

To ensure it meets the needs of all entities within the Group, and to maintain high level oversight, the strategy has been endorsed by the Boards of individual Group members, with final approval by The Sovini Limited Board.



The overall aim of the strategy is to:

To inspire and nurture an inclusive workforce, embracing a culture of continuous improvement where our people continue to be recognised as our greatest asset.

Developed in collaboration with key stakeholders, including employees, customers and senior managers, the strategy supports the aims of the Corporate Strategy by:

- Re-emphasising our core values and sense of purpose: Promotion of our core values throughout the full employee lifecycle, including the introduction of a code of behaviours following feedback from our customers. Ensuring that all employees understand how they contribute to our overall purpose
- Developing our employees: Supporting employees through a significant period of change following the implementation of a number of systems to enhance performance, ensuring all Group members have the right skills to meet internal business objectives and create efficiencies
- Fully adopting agile working: Where it is appropriate for the nature of the business or the job role, supporting 'business transformation activities' through agile working, specifically within our commercial businesses (with full remote capabilities.)
- Investing in personal development: Promoting internal and personal development through succession planning, professional qualifications and lifetime learning, including a wide range of bespoke 'E-Learning' resources
- Reviewing and updating terms and conditions: Ensuring the Group employment offer remains competitive, reflecting what our employees value and offering a wide range of non-cashable benefits, including health and wellbeing initiatives and activities
- Promote staff engagement opportunities (in an agile working environment): To foster a collaborative and inclusive working environment where everybody's contribution is recognised, and we achieve more together

04 Where Are We Now?

Businesses within The Sovini Group working collectively or through their own endeavours, have achieved many successes that provide a sound base on which to develop The Sovini Group People Strategy, for the period 2024 to 2029. These include:

Re-emphasising our core values and sense of purpose:

Our values have been in place for over 15 years and are embedded across our employment practices. For our Community Benefit – CBS entities (Sovini Ltd, One Vision Housing and Pine Court Housing Association) there is a stronger emphasis on value-based recruitment as they form part of a number of exercises at recruitment days. For all Group members, our Star of the Month and Leader of the Month schemes are based on assessment against our values.

Developing our skills range:

Within the last twelve months we have continued to provide development opportunities for our people by delivering 12,523 E-Learning courses (9,830 mandatory E-Learning courses and 2,693 non-mandatory E-Learning courses).

We have continued to create opportunities through our highly sought after apprenticeship scheme, creating 10 new traditional apprenticeship positions. We have also used modern apprenticeships as a route for 19 existing employees to work towards professional qualifications, over the period 2023-24.

In addition, in 2023-24, we welcomed four young neurodiverse students into the organisation as part of a successful 12-month internship programme, supporting them with developing skills to enable them to gain permanent employment in the future.

We have also continued to recruit to meet our expanding business needs and to fill skills gaps. As new opportunities arise, through our succession planning, many existing employees have gained promotions. During 2023-24 this has resulted in us filling 166 vacancies and welcoming many new faces into The Sovini Group family.

Fully adopting agile working

In June 2023, we opened the doors to our collaborative working space, 'The Hub' and this has become a popular space for collaborative working, training, health and wellbeing events and celebratory gatherings.

Wherever possible we are rolling out the concept of agile working across the Group, and a number of employees that were not included in the original cohort are now working in an agile way for a proportion of their time. We also continue to promote the benefits of agile working in our recruitment adverts and this flexibility has ensured demand for our vacancies remains strong.

Towards the end of 2023, we set up a working group across our commercial businesses to discuss the introduction of more flexible working practices. Managers have commenced discussions with employees and have already implemented some alternative ways of working, including a pilot for seasonal contracts in the gas team (Sovini Property Services), varying shift times and some flexibility in working hours.

Investing in personal development:

In 2023-24, in excess of 8,000 hours of training were undertaken by our employees, ranging from specialist technical training required by certain job roles, through to lived experienced talks on addictions, living with dyslexia and carers support.

We take great pride in the numbers of colleagues that successfully undertake professional training, enhancing their personal capabilities and adding value to the business. During 2023-24, 47

employees undertook professional qualifications ranging from Level 3 right the way through to Masters qualifications. With the Competency and Conduct Standard to be introduced, a number of employees within our Registered Providers of Social Housing have enrolled on Chartered Institute of Housing Level 4 and 5 qualifications.

Reviewing and updating terms and conditions

We have continued to support our employees in the best way we can, including delivering a 5% annual pay rise effective from April 2024. In January 2024, we commenced a Group-wide 'Big SWOT' exercise where we met with all employees to ask them what they felt were our strengths, weaknesses, opportunities and threats.

Employees provided feedback on operational improvements, as well as what they would like to see as part of our benefits package. We are currently in the process of reviewing this to ensure that The Sovini Group employment offer remains extremely competitive.

Promoting staff engagement opportunities

As recognised by our attainment of Investors in People Platinum Standard and Gold Standard for health and wellbeing initiatives, we have continued to provide meaningful engagement opportunities for our people to help shape our business priorities and celebrate our sustained successes.

We have continued to invest in employee-led forums, such as 'The Good Vibe Tribe', 'The Inclusion Squad' and 'Digital Transformation Team,' to transform our businesses from within and to ensure we are inclusive and welcoming of new ideas. This year we introduced the 'Good Vibe Tribe: On the Go!' where members of the Group visit remote workers to deliver treats and gain feedback on what initiatives they would like to see.

Our focus on engagement also encompasses

our desire to create a fulfilling experience for all employees, with a range of activities and initiatives that make working for The Sovini Group a fun, rewarding and healthy experience.

We have developed a specific Health and Wellbeing Strategy that aligns with both this strategy and the Equality, Diversity and Inclusion Strategy. This strategy aims to support employees to create a thriving workplace that prioritises their health and wellbeing, fostering a culture of health and happiness. It aims to cultivate a positive, self-aware and creative working environment where employees take ownership, embrace a growth mindset and fulfil their potential with pride, contributing to a productive and profitable workplace.

The strategy is based around four main themes: encouraging positive working relationships, ensuring that all employees have a sense of purpose in what they do, supporting managers in creating an environment where all employees feel a sense of belonging, value and connection, and finally, creating a positive work environment that fosters personal growth and organisational success through clear goals, regular feedback and recognition.

Our aim is always to create a family-type atmosphere and this extends to employees own families, as demonstrated by our extremely popular 'Sovini Juniors' programme. Throughout 2023/24, the programme saw over 200 of our youngsters getting involved in events, such as days out at the farm as well as our free family cinema trips.

05 Where We Want To Be

In the period 2024 to 2029, The Sovini Group aims to build on our success from previous years and has identified the following key priorities for action:

Re-emphasising our core values and sense of purpose:

- Ensure that all companies are recruiting to our values and behaviours, and that this is part of the assessment processes
- Embed our values and behaviours through other stages of the employee lifecycle, such as the probation process and appraisal process
- Incorporate our values further into our health and wellbeing initiatives, specifically the annual Sovini Games event

Developing our skills range:

- Through partnerships, apprenticeship programmes and work with local schools, we will create a pipeline of future workers to fill skills gaps in trades and construction industries
- In line with our Net Zero Carbon Commitment, we will be utilising funding secured via the Social Housing Decarbonisation Fund to train additional members of our existing workforce to become trained Domestic Energy Assessors, producing cost savings and improving our approach
- In line with the governments agenda, as outlined in the Social Housing (Regulation) Act 2023, we are working closely with the Chartered Institute of Housing to improve professional standards within the housing sector (applicable to our Registered Providers.) We are currently determining what level of training is required, who it will apply to and when it should be

achieved by (for existing colleagues.) A number of employees are already part-qualified, having been enrolled onto the CIH qualification

- With the introduction of a variety of new IT systems across the Group, we will support and train our employees through this period of change. We will look to do this through specific training on the new systems as well as training for managers to assist them with any resistance to change, offering encouragement and additional support
- To ensure we continue to transform and future proof the way we do business, we will continue to invest in new roles across the Group in key areas of data processing and analysis.

Fully adopting agile working

- We continue to upgrade our IT systems and capabilities, ensuring that they are fit for purpose for the agile working world, from our people management systems through to sales and invoicing. We will ensure there is optimal connectivity between different systems to enable a greater range of functions to be safely managed from remote settings, increasing our capabilities as our geographic range of operations continues to expand
- We will maximise the potential of collaborative working IT Solutions, such as Microsoft 365 and Sharepoint facilities, improving visibility and remote manipulation of document creation and editing

- We will continue to offer support to our commercial companies to enable the use

of agile working methods where applicable, increasing the number and means by which tasks can be completed remotely

- We will continue to develop the functionality of the 'Ourspace' employee intranet, to ensure key company measures are available to all and there are opportunities for colleagues to create and comment on content

Investing in personal development:

- In addition to our continued provision of mandatory training, a wide range of training materials are available on a voluntary basis for professional development. We will ensure that we continue to nurture talent through our annual appraisal system. We will also use this as an opportunity to identify any 'high performers' from underrepresented groups and encourage / support them to apply for any internal promotions that may arise, as part of our approach towards succession planning
- Over the course of this strategy, we will continue to promote acceptance and opportunity for those from a neurodiverse background, including celebrating 'neurodiversity week', providing learning materials to increase awareness and supporting young people with neurological conditions into the world of work through our 'Supported Internship scheme'

Reviewing and updating terms and conditions

- Having successfully embedded agile working methods across large parts of our

business over the last couple of years, we will continue our progressive outlook of

the future of working methods / patterns throughout the course of this strategy, including those that offer maximum flexibility. This promotes a culture of work-life fusion, where employees feel valued in their roles

- We will keep our terms and conditions, including overall pay packages, under review to ensure we remain competitive and retain existing staff as well as attract high quality applicants for any vacancies that arise
- We will look to maintain IIP Platinum across the Group, as a means of external verification for our overall employment package and the benefits of working for The Sovini Group

Promoting staff engagement opportunities

- Over the course of this strategy, we will continue to promote a wide range of health and wellbeing initiatives that encourage collaboration and 'buy-in' from our employees. With the development of our Health and Wellbeing Strategy, we will look to embed these themes across the organisation, developing a culture where employees feel valued and have a sense of belonging, feeling a true sense of work-life fusion
- We will review our position with regards to awards, accreditations and standards that we apply for, seeking to concentrate on those that are achieved based on employee feedback and will use this as a source of intelligence to make constant improvements in our engagement mechanisms

06 How Are We Planning To Get There?

The Sovini Group People and Learning Team will take a lead role for delivering this strategy across the Group. The five strategic aims will be delivered through the following people management themes, which will be key in achieving the Group’s overall aims:



Recruitment and Retention

Growth within the commercial companies has accelerated, with new contracts being awarded, specifically within Sovini Trade Supplies.

Rapid resourcing when new contracts or new development sites are secured does, however, remain a challenge when there is a need for direct labour, or if sub-contractors are required. When this situation arises, the People and Learning team will continue to work with our managers to determine the most appropriate way to resource certain works.

The People and Learning team are the guardians of ‘The Sovini Group’ culture and reputation and they will maintain consistent and high standards, ensuring that managers act as brand ambassadors, promoting The Sovini Group to prospective employees and target markets.

The People and Learning team will ensure high standards are maintained utilising unique methods of assessment which incorporate our Group values to select and recruit the best quality candidates. Where appropriate, processes will be adapted and refined, specifically recruitment, to reflect more agile and remote forms of working. We also encourage our staff to share vacancies with their friends and family via social media and by posting personal testimonies of the benefits of working for the Group.

The team will work closely with the Marketing and Communications team to define the ‘Employer Brand,’ ensuring that, where applicable, agile working is highlighted as part of the reward package. This will be embedded into all of our practices and literature, and will include promotion of the Group vision, mission and values and our desire to recruit and embrace a diverse workforce that reflects the communities we serve. We will look to review our Employee Value Proposition over the next 12 months (2024-25) to ensure that it is still fit for purpose.

In order to ensure we attract employees with ‘the right fit,’ we will review our external marketing including the use of social media to increase brand awareness in areas outside of the Northwest.



Learning and Talent Development

The key to our success is our people and we have a clear set of values that we expect all employees to live and breathe. This year (2024-25), they are also linked to core behaviours that were identified by our customers. These include professional competence, integrity, respect, honesty and accountability. The behaviours are in line with the CIH Code of Conduct, as part of the Competency and Conduct Standard that will be introduced for Registered Providers.

The behaviours are linked to our core values to ensure that all employees are aware of these expectations. In return, we will ensure that they meet these expectations and that they have the support and tools to thrive in the business.

The key to successfully growing our business is a clear plan for succession, which works alongside the recruitment strategy. The People and Learning team will ensure that Directors are given the support to identify successors and assist in developing support plans that will allow these employees to develop and work to their full potential.

It has been identified as part of a workforce planning exercise that some senior positions within the organisation may become vacant over the next 5 years. We are working with the CEO and senior leaders to ensure that our employees are in the best possible position to secure promotions as and when they become available.

The team will also ensure that managers across the Group can develop their leadership skills as we look to break into new markets and develop new skills, e.g. in actions required to meet our net zero carbon emissions action plan.

In addition, our workforce is now largely off-site with the majority of employees working on an agile or remote basis in the Northwest, and some nationally. The Group are making significant investment into back-office systems to automate processes in order

to facilitate more agile forms of working, maximising funding opportunities that are available to support the development of our employees and ensuring value for money and efficiencies are achieved.

It is anticipated that there will be a number of changes in working practices as a result of developments in technology / adoption of new systems within the business. With this comes a demand on the People and Learning team, who will provide ongoing support and training to leaders across the Group to ensure they are on board and equipped with the correct skills.

The People and Learning team will work with other support teams, such as Marketing and Communications and IT, to support this culture change. They will also encourage face-to-face contact and learning from other colleagues through use of the collaborative meeting space, 'The Hub'.

Reward and Recognition

In order for the People and Learning team to support growth, it is important to ensure that reward packages represent value for money but are also competitive when compared with similar sectors. This has resulted in a variety of terms and conditions for different entities in the Group.

The People and Learning team will ensure that, where possible and necessary, certain rewards are received by all employees across the Group. However, this will not always be appropriate. The team will continually look to benchmark terms and conditions, including salaries, within individual sectors to enhance the employment offer, but also ensure competitive advantage is maintained.

The People and Learning team will work with the Marketing and Communications team to promote agile working as part of our benefits package, where applicable, and continue to look for ways to support employees who may find it challenging.

Performance

High standards of performance are a necessity in today's market and must be maintained at all times, and the People and Learning team will play a vital role in ensuring consistency across the Group. The success of the Group will depend firstly on ensuring we remain compliant with all legal and regulatory requirements, including those related to employment practices.

There is a demand on the team to support all of our companies who are now largely operating either in an agile or remote way, using a variety of delivery methods, i.e. direct labour or contracting out services. These requirements come with a range of employment considerations and the team will respond and offer advice to remain compliant and ensure excellent people management.

The People and Learning team will ensure that policies and procedures are both in line with legislation, but also leading the way in terms of best practice.

The People and Learning team will continue to provide excellent advice to managers across the Group with regard to discipline and grievance, and will encourage more managers to use formal processes to manage performance.

In addition to the above, the team will also play a key role in establishing mechanisms that will support and improve performance across the Group, such as further diversification of the workforce, performance related pay and other non-cashable benefits.

Where possible, the People and Learning team will assist managers to achieve performance-related targets, helping them meet the necessary requirements. The People and Learning team will continue to work with our managers to ensure our collective vision and sense of purpose is embedded and all colleagues feel valued and know how their contribution counts. In addition, we will look to embed the behaviours that have been identified by our customers across all companies within the Group.

The People and Learning Team will work with the Marketing and Communications Team to promote agile working as part of our benefits package, where applicable and continue to look for ways to support employees who may find it challenging through smaller hubs across the region.



Employee Engagement

The People and Learning team are fully aware that engagement plays a huge part in The Sovini Group culture, running through everything we do and forming part of who we are as a Group.

The People and Learning team will work closely with the Marketing and Communications team, ensuring that employees remain engaged and can meet up and socialise on a regular basis.

We are always looking for ways in which engagement can be more accessible, using both technology and face-to-face contact in 'The Hub'. The team will work with Marketing and Communications and the employee ambassadors to maintain communication via the employee app, as well as face-to-face at a number of different work locations across the region and via organised events and gatherings.



Feel Good

Employee health and wellbeing is very important and can affect the overall performance of the business. The People and Learning team have worked hard to ensure wellbeing initiatives are fully embedded into our culture.

The growth of the Group has led to us offering more variety to ensure that all employees are engaged and have access to initiatives, including using 'The Hub' as a base from which to facilitate events. This is extended to friends and family, with the belief that if employees loved ones are also healthy and happy, this will impact on

our employees and ultimately improve their performance as well as our reputation.

Over the last few years, attendance at work has been challenging for some of our businesses. The People and Learning team will continue to review current practices to maintain excellent people management, with a view to improving support for employees. This is supported by a Health and Wellbeing plan separate to the Health and Wellbeing Strategy.

See examples below:

Physical Wellbeing:

- Next Level Fitness classes - Strength & Conditioning
- Discounted Gym memberships
- Legs, Bums and Tums
- NHS Health checks (liver & mini MOT & heart and chest)
- Wellbeing Walks
- Alpaca walks
- Mountain walks
- Massages, Reiki, Crystal treatment, Indian Head Massage, Relaxation Therapy
- Football Tournaments
- Free Flu Jabs
- Free Eye Care vouchers
- Cycle to Work scheme with Halfords - up to £1000

Social Wellbeing:

- Sovini Games
- Summer Party & Christmas Party
- Cheese and Wine night/A night in India
- Engagement budget - £10pp per month*
- Parental Leave support & buddy programme
- New Starter Buddy Programme
- Social Fund - £30 to celebrate events
- Karaoke night / pool tournament
- Summer & Christmas Parties
- 12 Days of Christmas Raffles
- Christmas Markets coach trip
- Sovini Juniors events - Mersey Ferries, Farm Visit, Cinema
- Theatre Trip

* Applicable to those staff who are an Agile worker

SOVINI SPEAKS PODCAST

YOUR MENTAL HEALTH MATTERS

MENTAL HEALTH MATES

Financial Wellbeing

- Cost of living pay rise April 2024
- Free Financial 1:1's with a Financial Advisor
- Financial Advisor sessions on Retirement Planning & Saving
- Corporate discounts
- Cinema Society
- Discounted Medicash Cover
- Credit Union - loans & savings
- Competitions
- Money Saving tips
- Money & Pensions Service (MaPS) sessions

Mental Wellbeing:

- Employee Assistance Programme - 6 sessions of counselling available & Bereavement support & counselling
- Maximus Mental Health Support - Workplace focused - 9 months
- Aviva Wellbeing Hub - resources
- Mental Health Hub - OurSpace
- Mental Health Mates
- Good Vibe Tribe Ambassadors
- Men's Health Week
- Andy's Man Club Suicide Awareness
- Sovini in Bloom
- Alzheimer's talk
- Beat Eating Disorder Talk
- Celebrating Neurodiversity - Tourette's, Autism, ADHD, Dyslexia
- Transgender Awareness talk
- Menopause session
- Deaf Awareness session
- Build Confidence session
- Photography Competition

STAFF DISCOUNT

medicash

07 What We Will Do For You

With the above in mind, the table below sets out our commitments to the people management themes across all companies within The Sovini Group, as well as how these actions will be measured to ensure that aims are met:

Recruitment & Retention		
What we will do:	What we aim to achieve:	How it will be measured:
<ul style="list-style-type: none"> Recruit and retain the right people with the right fit (linked to our values and behaviours) and skills, including an enthusiasm for change and use of technology, who will deliver high levels of customer service Utilise sophisticated selection procedures based on rigorous analysis of the specific skills, values, attributes and behaviours that we require, ensuring we fill any skills gaps to meet all business demands 	<ul style="list-style-type: none"> Continue to be progressive by using a variety of recruitment methods to ensure we attract the best people Ensure that the recruitment process is tailored according to Group member needs and that employees are inducted correctly Enable a thorough on-boarding process which ensures new employees develop a rapid understanding of The Sovini Group culture 	<p>Key Performance Indicators</p> <ul style="list-style-type: none"> Turnover and successful probationary period completed <p>Management Performance Indicators</p> <ul style="list-style-type: none"> Cost of recruitment Average time to fill a vacancy

Learning and Talent Development		
What we will do:	What we aim to achieve:	How it will be measured:
<ul style="list-style-type: none"> Develop a learning culture where everyone has the opportunity to develop and realise their potential through the implementation of knowledge management processes and by supporting quality and customer excellence with focused training 	<ul style="list-style-type: none"> Develop our employees to ensure that they have the opportunity to maximise their potential, achieve high levels of job satisfaction and develop their career through effective succession planning and talent management Ensure that employees have the feedback they require in order to evaluate their performance and career aspirations through a competency-based appraisal system Develop our managers to become leaders who can embrace change and are commercially aware with a thorough understanding of the Group model and our USP. They must be innovative, adopting smarter ways of working through technological advances and being fully accountable 	<p>Key Performance Indicators</p> <ul style="list-style-type: none"> Analysis of appraisal data <p>Management Performance Indicators</p> <ul style="list-style-type: none"> Number of training courses provided and attended Number of posts filled internally Number of promotions Staff turnover Take up of E-Learning and reduced expenditure / downtime through internal delivery

Reward and Recognition		
What we will do:	What we aim to achieve:	How it will be measured:
<ul style="list-style-type: none"> Value our people for attendance, performance and achievement of high levels of customer focus and involvement through financial and non-financial reward and recognition schemes 	<ul style="list-style-type: none"> To ensure that our employment package is amongst the best across each of the sectors, through benchmarking and promote this effectively externally Develop the reward package across the Group to enable us to better reward high performers and ensure that we promote our full benefits package including agile working when applicable 	<p>Key Performance Indicators</p> <ul style="list-style-type: none"> Turnover Annual people survey Benefits survey New starter questionnaire <p>Management Performance Indicators</p> <ul style="list-style-type: none"> No of employees accessing benefits

Performance		
What we will do:	What we aim to achieve:	How it will be measured:
<ul style="list-style-type: none"> Get the most from our people in an efficient, effective, flexible and supportive environment where standards are explicit and realistic and where performance is measured and recognised. Meet or exceed all legal requirements in employment practices 	<ul style="list-style-type: none"> Encourage positive and meaningful performance discussions and measures and develop coherent policies and procedures that will identify those whose contribution is exceptional to the norm of their peers and tackle under-performance Ensure that we provide employees with the resources, environment and training required in order to achieve maximum performance levels Ensure that all companies are operating safe and ethical practices Accreditation for people practices through retention of IIP platinum for all companies within the Group 	<p>Key Performance Indicators</p> <ul style="list-style-type: none"> Appraisal data People survey Attendance Turnover <p>Management Performance Indicators</p> <ul style="list-style-type: none"> Number of disciplinarys and grievances Non-attendance at training courses

Feel Good		
What we will do:	What we aim to achieve:	How it will be measured:
<ul style="list-style-type: none"> Actively promote the wellbeing culture for all employees especially those working in an agile environment, through personal responsibility, management and their working environment including their mental and physical health 	<ul style="list-style-type: none"> We will ensure health and wellbeing is at the heart of what we do, improving the working environment through the four themes identified in the Health and Wellbeing Strategy, as well as providing activities for employees, including social events in order to improve performance and morale We will monitor satisfaction levels of employees to gain feedback on how we can improve policies, processes and services to them 	<p>Key Performance Indicators</p> <ul style="list-style-type: none"> Attendance People survey Turnover <p>Management Performance Indicators</p> <ul style="list-style-type: none"> No. of employees accessing initiatives

Employee Engagement		
What we will do:	What we aim to achieve:	How it will be measured:
<ul style="list-style-type: none"> Create and promote an open culture where our people are consulted, engaged and feel able to contribute individually and collectively. We believe that communication is fundamental to success and we aim to communicate consistently with our people and value their opinion 	<ul style="list-style-type: none"> Ensure that we have a number of mechanisms in place that assist in communicating effectively with employees both face-to-face and using various technologies We will involve employees and listen to their feedback in relation to improving services across the Group and ensure there are mechanisms in place for capturing this information Develop the People and Learning model and relationships to ensure that the needs of each company are met and employees are fully engaged 	<p>Key Performance Indicators</p> <ul style="list-style-type: none"> Attendance <p>Management Performance Indicators</p> <ul style="list-style-type: none"> Pulse 'We Care' Survey results People survey Big SWOT Feedback and analysis Tenant perception Surveys

08 How We Will Monitor And Review Our Performance

Progress against the six people management themes (outlined in the section above) across The Sovini Group will be monitored on a regular basis through the People and Learning Team Action Plan which is located in The Sovini Group Performance Management System.

The People and Learning team will ensure that all actions contribute to the achievement of objectives outlined in The Sovini Group Strategic Plan and will maintain the 'golden thread' throughout The Sovini Group.

The Executive Management teams will receive regular management reports and commentary on progress of actions relevant to their service areas and will amend actions as required.

The Boards of The Sovini Group members will also receive an annual report on performance against high-level strategic aims and objectives, e.g. employee morale, turnover and absence rates.

This strategy will also be subject to an annual review, involving all relevant stakeholders and will be re-written annually based on an assessment of current business needs, performance / trend information and benchmarking against comparative groups.





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