**‘B&NES Council Equality Improvement Plan**

November 2021

**Introduction**

The council’s new Corporate Equality, Diversity and Inclusion Steering Group (CEDIS) has agreed that the council should measure its equality progress against the LGA’s Equality Framework for Local Government, setting targets for improvement where needed. An audit was undertaken in Spring 2021 which measured the council’s current performance and equality activity against the requirements of the ‘Achieving’ level of the Equality Framework for Local Government. This audit was reviewed at the CEDIS Group, and an improvement plan has now been developed. This improvement plan gives the Council strategic direction in its equality work, and at the same time includes the actions we need to take in order be at the Achieving level of the EFLG. The Improvement plan also incorporates specific race equality issues and actions (highlighted in blue) that the council has committed to. Also included are the actions set out in our Gender Pay gap report (highlighted in green). Thus, this plan brings all our equality related work into one document.

**Background**

The Equalities Action plan is set out in four sections, each representing one of the four equality objectives we have set for the Council. The Council is committed to the following objectives:

1. Showing leadership and organisational commitment to equality
2. Understanding and working with our communities
3. Providing responsive services and customer care
4. Employing a diverse and engaged Workforce

|  |
| --- |
| 1. **Leadership and organisational commitment to equality and diversity**
 |
| *Our aspirations* * *Our political and executive leaders demonstrate personal knowledge and understanding of local communities and show commitment to reducing inequality*
* *There is a coherent, shared vision of equality for the B&NES area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.*
* *Equality analysis/ impact assessment is integrated systematically into planning and decision making across the council*
* *Specific and measurable equality objectives have been integrated into our key strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.*
* *The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Policy Development and Scrutiny (PDS) process*

**Proposed Lead Officer for the section:** Will Godfrey, B&NES Council Chief Executive |
| **What can the Council already evidence?** | **What are the gaps/what needs to be done?** | **By when** | **Responsible officer** | **RAG** |
| **Structures in place**: Corporate EDI group (CEDIS) – comprises senior leaders from across the organisation – and chaired by Chief Executive shows clear senior buy in. Elected members also attend.  | Increase diversity of membership of the Corporate Equality Diversity and Inclusion Steering Group.Consider and address training needs of the group  | Sept 2021November 2021 | Equalities TeamCEDISEqualities Team/CB | GA |
| **Plans in place**: Equality Objectives and Equality Improvement Plan have been developedThe Corporate Strategy has equality considerations incorporated within it and was presented to IEAG.  | The Equality Improvement Plan to be agreed at CEDIS; CEDIS group members to take on responsibility for defined areas of the plan; Regular updates and progress reports to be given to CEDIS group. The Equality Improvement Plan to be shared across the organisation. Review the Council’s main organisational plans and strategies to integrate with Equality Improvement Plan (e.g. People Strategy.  | November 2021December 2021 Feb 2022 | CEDIS GroupCEDIS GroupCB/Equalities Team | AA |
| **Key leaders appointed for equalities:** We have Director sponsors of worker groups (and a lead for Domestic abuse). We have lead member for equalities (who is also a member of CEDIS), and a new elected member role specialising in access issues | Invite member advocate for access to CEDIS group | Nov 2021 | Equalities Team | G |
| **We communicate about equality:** We maintain a positive narrative around equality – key equality events are highlighted to staff and members of the public (e.g. Black History Month 2020, LGBTQ+ History month/rainbow flag raising; International Women’s day etc. )We have made use of FAQ pages used as myth busting on public interest projects | Review equality calendar to ensure all Protected Characteristics are covered in theevents we highlight and promote (with reference to Communication teams calendar). Share more celebrating success stories internally and externally about the work that has been done. Share messages of support when key events happen locally, nationally or internationally | June 2021Ongoing | CEDIS/Equalities TeamChief ExecutiveLeaderEqualities Team | AA |
| **We look for equalities impacts:** Equality Impact Assessments are carried out using the council’s own template. The Report Template now ensures officers make reference to the EIA and complete one if proportionate. An EIA appendix is always included within the council’s budget reports, and this aims to capture cumulative impacts | Set timetable for Equality Team to be included at the early stages of service planning and budget setting so equality analysis is an integral part of decision making not just a final check | November 2021 | Equalities TeamFinance Team | R |
| **We make sure members and officers are trained**: LT/MT Group had an opportunity to attend AR training. Training on equalities available for all staff. Members have been encouraged to complete LGA online equalities training. Political group reps attended AR staff training.  | Explore making equalities training mandatory for elected members from 2022 | Jan 2022 | Democratic ServicesEqualities Team | R |
| **We scrutinise our work:** Policy Development and Scrutiny - PDS panels have received equality reports and briefings (e.g. on Budget scrutiny from an equality perspective).Corporate PDS panel receives the equality appendix in relation to budget setting annually. We hold Scrutiny Enquiry days where local groups and residents are able to give their views on a range of issues.  | Present the Equality Improvement Plan to the Corporate PDS panel and thereafter make annual reports on progress. Schedule in full Council Equalities update, (Reporting back on BLM, Race Panel, CEDIS, Improvement Plan, Training, Disability Access, Refugee Resettlement) | April 2022Summer 2022 | Democratic ServicesEqualities TeamDemocratic ServicesEqualities Team |  |

|  |
| --- |
| 1. **Understanding and working with our communities**
 |
| *Our aspirations:** *Information about the local communities and their protected characteristics is being gathered and shared across the organisation and with partners*
* *Data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities*
* *Engagement mechanisms and structures are in place to involve equality stakeholders and scrutinise service delivery, decision making and progress.*
* *The organisation engages with all its communities when making decisions, including those with protected characteristics*
* *The organisation and its partners understand and monitor relations between different communities, and plan and deliver activities that foster good relations*
* *Local people are encouraged to participate in public life or in other activities where they are under-represented.*

**Proposed Lead Officer for the section**: Christopher Wilford, Director of Education and Safeguarding |
| **What can the Council already evidence?**  | **What are the gaps/what needs to be done?**  | **By when** | **By whom** | **RAG** |
| **We collect and share information**: The Joint Strategic Needs Assessment (JSNA) is a single portal for facts, figures and intelligence about our local area, its communities and its population. It is online, in a ‘wiki’ format and can be used by anyone (from the statutory or VCS) who has an interest in or makes decisions about Bath and North East Somerset.The Council has Memorandums of Understanding in place between statutory partners (and others) regarding data sharing protocols. | The Business Insight Team has been primarily focused on Covid since March 2020. Therefore, the JSNA is now in need of updating in particular areas. Equality related data/data related to protected characteristics is largely based upon the last Census (2011) and is therefore quite out of date. The basic LA level information for Census 2021 will be out in early 2022, and the equality related information on the JSNA can then be updated.  | March 2022March 2022 | Business Insight/ Research and Intell TeamBusiness Insight/ Research and Intell Team |  |
| **We analyse and use data:**The Council uses evidence-based commissioning practices (see Service delivery section 3.) and we use information and data to inform our priorities/service design Our report template for decision making now triggers officers to engage with the Equality Impact Assessment process e.g. mapping gaps  | We need to review and revise our EIA template and guidance to emphasize the importance of referring to data such as the [2011 Census Equalities summary](https://www.bathnes.gov.uk/sites/default/files/siteimages/2011_equalities_census_summary_final.doc)We need to re-publicise our revised EIA template/process via the Corporate EDI Steering Group and alongside the Service Planning Template | Nov 2021Nov 21 | Equalities TeamCEDIS members |  |
| **We have engagement mechanisms and structures in place**‘Giving people a bigger say’ is one of our corporate priorities and we have a dedicated Communities Team that supports community engagement. Our Community Engagement Charter (approved in Feb 2020) is part of the Corporate Strategy (thus reviewed every 4 years). New guidance will shortly be developed in relation to community consultation. Our EIA process contains a section relating to consultation.  | We need to ensure that new Community Engagement Guidance that accompanies the Community Engagement Charter has equality issues and considerations embedded within inWe need to revise our EIA template to emphasise the need for community engagement at the outset of service review/development. We need to refer to the community engagement strategy and guidelines within the EIA template. We need to improve our feedback. Our new Community Engagement Guidance include recommendations on how to feed back after consultations, and where to post results | Jan 2022Dec 2021Feb 2022  | Communities Team/Equalities TeamEqualities TeamCorporate Comms TeamCommunities Team |  |
| **We actively encourage people from protected groups to take part in consultations and decision making** We carry out specialist engagement where needed (e.g. Accessibility Study, Bath City Centre Security proposals 2021). Equalities Forums help scrutinise our work/service plans:IEAGATAFWe have an [Equality Groups page](https://www.bathnes.gov.uk/services/your-council-and-democracy/equality-and-diversity/equality-groups-bath-and-north-east-somer) on website for groups to consult with. We use a range of different consultation methods and formats for consultation (e.g. paper surveys, online, stakeholder meetings) | We need to incorporate guidelines on how to engage with hard to reach groups/those with protected characteristics within the forthcoming Community Engagement GuidanceWe need to review IEAG membership to ensure all equality groups are representedWe need to review the terms of reference for the ATAF and increase representation of equality groups We need a more consistent approach to the consultation methods we use. Some use E-consult, Mail Chimp, Survey monkey etc. New guidance on Community Consultation to include recommended consultation methodologies. | Dec 2021Jan 2021Jan 2021Jan 2021 | Communities TeamEqualities TeamHighways and Traffic Communities Team |  |
| **We are tackling racism and fostering good community relations:**A Race Equality Schools task force has been set up and includes partners organisations (SARI, BFESG) schools and council officersWe have set up a Race Panel made up of members of the local Community, Chaired by Cabinet Member, Councillor Dine RomeroWe have an elected member advocate for BAME issues We work in partnership with BME led/focused organisations including Black Families Education Support Group; Bath Ethnic Minority Senior Citizen’s Association (BEMSCA); SARI, and BME young people from Boys in Mid We have a Strategic Partnership Against Hate Crime with Police, SARI, CURO etc. This group receives data on incidents, which is analysed and acted upon. We monitor and provide support to schools in respect of Serious Equality Incidents.  | Key issues arising from the Race Equality Schools Task Force to be shared with CEDIS and actions incorporated into this improvement plan.The race panel has been working on a number of projects including raising awareness of Bath’s links to the International Slave Trade. Race Panel progress to be shared with CEDIS and actions incorporated into this improvement plan.The member advocate for BAME issues attends and advises CEDIS Continue to work in partnership (e.g on projects related to Black History Month; Webinars relating to Bath’s history; Films relating to BLM) . Summary reports on hate crime to be taken to the CEDIS groupContinue to encourage schools to engage with local services e.g. SARI, SPACE LGBTQ+ Youth group. | Nov 2021Nov 2021OngoingNov 2021Ongoing | Director of EducationEqualities TeamCommunity Safety Equalities Team |  |
| **We involve local people, including underrepresented groups, in opportunities for public participation.** We have Policy Development Scrutiny panels, and PDS Enquiry days. We co-ordinate a youth parliament.The recently established Race Panel is providing a way for community members to engage with us in respect of race equality issues. Throughout the pandemic we have developed ways of engaging through Webinars, and have managed to reach many protected groups in this way.(e.g. Young people’s experience of covid; Black Lives Matter; Holocaust Memorial day; LGBT History tour of Bath) For Elected Members we have a Parental leave policy and a dependent/carers element of the allowance scheme | We will encourage participation of a wide cross section of adults and young people in panels that will replace the Area Forums.A Twitter account will be set up for the Race Panel and a member of the group will receive social media training We need to continue with the webinar approach post pandemic, as well as face to face engagement.We need to support political groups to undertake outreach to increase diversity of candidates particularly in relation to ethnicity in the run up to the next election in 2023 (liaising with Electoral Services and Legal Services).  | OngoingNov 21 OngoingJan 21 | Communities TeamRace PanelComms TeamAllDemocratic ServicesEqualities Team |  |

|  |
| --- |
| 1. **Responsive services and customer care**
 |
| *Our Aspirations:** *Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle*
* *Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers*
* *There is evidence that services are meeting the needs of a diverse community, and that take up of services is representative of the wider community*

**Proposed Lead Officer for this section**: Tracey Long, Head of Customer Access & Improvement |
| **What can the Council already evidence?**  | **What are the gaps/what needs to be done?**  | **By when** | **By whom** | **RAG** |
| **We look for equalities impacts in our service development and delivery:** Equality Impact Assessments are carried out using the council’s own template and we can evidence some very thorough EIAs that capture issues & mitigations  | RE-publicise 1-1 support with equality impact assessments available from the Equalities Team. Develop new ‘best practice’ examples of EIAs and publicise in Staff Engagement message – emphasising the need to prove we have done equality analysis.  | Sept 21Jan 2022 | Equalities TeamEqualities Team |  |
| **We’re embedding equality considerations in our procurement**Our procurement processes incorporate all legal requirements in respect of equalities legislation, and all ‘above threshold’ procurement exercises incorporate equality considerations. Templates are compliant – e.g. the Selection Questionnaire – asks about tribunal cases, and asks to see equality policyWe have taken part in an initiative aimed at getting more BME businesses into the SME supply chain | Review intranet pages and templates to ensure we take all opportunities to promote equality in our procurement work. Ensure intranet pages have been updated with relevant equalities information and guidanceEnsure intranet pages link to the council’s Equality Impact Assessment pages/advice on EIAs from the equalities team, and also to the JSNA pages.Continue to promote this initiative | Feb 22Feb 22Feb 22 | Equalities TeamProcurement manager/teamEqualities TeamProcurement manager/ team |  |
| **Equality objectives are integrated into service plans across the council** Through our new Corporate Business Planning timeline and new Service Planning Templates we have the opportunity to embed equalities in our service planning processes. This will help us measure the extent that services are meeting the needs of a diverse community, and that take up of services is representative of the wider communityWe have to balance our budget – Our Medium Term Financial Strategy (MTFS) drives the service planning process. This shows how we will do this, maximising income, and reviewing other areas to make savings. The annual MTFS is subject to equality analysisWe have new Performance Management coming in. The most important thing will be to ensure there are equality indicators within Directors dashboards | Equality analysis/impact assessment to be built into the corporate service planning template (and guidance notes will refer to the Equalities Team for advice and guidance).Service areas to include service -specific race equality actions within their service plans Ensure managers identify and capture equality issues early on in the process, and the earlier involvement of Equalities Team in carrying out equality analysis of the budget as a whole. Directors to include equality related performance indicators within the new Integrated Reporting Framework (Power BI dashboard). This could include quantifiable indicators (% of services who have completed an EIA). CEDIS – to play monitoring role | Jan 22Nov 21Jan 21 | Corporate Governance/Equalities TeamCorporate Governance/Equalities TeamCEDISCorporate Governance/Equalities Team |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Council services are meeting the needs of our diverse community, and take up of services is representative of the wider community**The Director of Business Change & Customer Services, reporting to the Chief Operating Officer will oversee a new Customer Contact Strategy and consistent Standards of customer handling for the council as a whole, bringing us together in a cohesive and consistent approach to customer service, with the core aim of Improving People’s LivesThere are some good practice examples of where we have made important changes (e.g. Children’s services ‘front door review’ reviewing the referral mechanism. EIAs are all signed off by Heads of service, so there is some engagement with issues relating to service accessibility and appropriateness. We are developing our website development to focus more on the needs of the customer. We have developed monitoring guidelines of categories to use to monitor customer handling. Service Delivery standards may still vary due to legislative and policy regulations but standards for customer handling will be consistent.We review complaints to check if there are any issues that create barriers for people with protected characteristics and make constant improvements.  | Some services have historically been designed around policy rather than around the needs of the customer. Equalities Team to feed into the new strategy and standards to ensure equality issues are embedded. CEDIS to play a role in monitoring equality related access/appropriateness of services. Review the EIA template to increase the focus on customer access, encourage services to use and analyse data (e.g. in respect of service demand and which channels customers are using to access). Build equality access issues into new Directorate dashboards, and amend EIA template to capture equality access issues captured from the directorate dashboard | Feb 22Dec 21Feb 22 | Customer Services/Equalities TeamEqualities TeamCorporate governance/Equalities Team |  |

|  |
| --- |
| **SECTION Four: Diverse and Engaged Workforce** |
| *Our aspirations:** *We demonstrate movement towards greater diversity in our workforce profile compared with previous years, including increasing levels of previously under-represented groups at all levels of the organisation*
* *Our workforce strategies and policies include equality considerations and objectives*
* *We monitor, analyse and publish employment data in accordance with our statutory duties*
* *We provide a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes*
* *We promote the health and well-being of staff*

**Proposed Lead Officer for this section:** Cherry Bennett, Director people and strategy |
| **What can the Council already evidence?**  | **What are the gaps/what needs to be done?**  | **By when** | **By whom** | **RAG** |
| **We have taken some steps towards increasing the diversity of our workforce**(Data from the past 4 years shows that we have increased diversity slightly in relation to ethnicity, but our figures for disability remain at 3%). We are trying to increase diversity in management: Stepping Up Programme – we are offering BAME members of staff the opportunity to attend leadership training; Development Plus for WomenHR People Strategy 2019-23 states that “*we want to promote and enhance diversity across the organisation*” and includes specific areas of work (e.g. Worker group refresh; ‘Development Plus for Women’  | We need to examine our current workforce profile data and set targets that are appropriate for our local area, in order to increase diversity where needed. We have missing ethnicity data (20% unknown and additional 2% prefer not to say); sexual orientation data (17% unknown and additional 28% prefer not to say) and disability status (18% unknown and 7% prefer not to say). We need to continue to encourage staff to update their details on Itrent, giving them the confidence to disclose this information where they have indicated that they prefer not to say.  | May 2022Dec 2021 | HR/Equalities Team/CEDISHRCorporate Induction |  |
| **Our policies and strategies are inclusive** Reasonable Adjustment process and panel; Disability Leave Policy; Flexible workingPolicies for those with caring responsibilitiesWe are a Disability Confident Employer.As set out above, our HR People Strategy 2019-23 states that “*we want to promote and enhance diversity across the organisation*” and includes specific areas of work (e.g. Worker group refresh; ‘*Development Plus for Women*’ We review harassment and bullying claims, grievances etc at our 6 weekly casework meeting. This enables us to check if there are problems for staff in particular departments.  | Undertake an overarching Equality Impact Assessment of our suite of HR policies to ensure they are inclusive.We need to review our People Strategy to include additional equality related actions that are highlighted as necessary in this audit or in any Equality Impact Assessments we undertake. Review responses to Staff Surveys to monitor if there are issues in certain departments that staff have not reported through formal channels.  | Sept 22April 2022Date tbc | HR/Equalities TeamHR/Equalities Team |  |
| **We analyse and publish workforce data**Employee data on workforce profile, leavers, grievances and disciplinaries is published [here](https://www.bathnes.gov.uk/services/your-council-and-democracy/equality-and-diversity/workforce-profile) annually We have started to explore how we might assess our race pay gap.  | We need to analyse the data we have available to see if there are any trends (e.g. BAME people less likely to be shortlisted etc). Put on CEDIS agendaWe need to increase the completeness of our employee data, which will help us assess our performance (e.g. more complete ethnicity data will help us better assess our race pay gap).  | Ongoing | HR/CEDIS/ Business IntellHR/CEDIS/ Equalities Team |  |
| **We are taking action to address our Gender Pay Gap**Our Gender Pay Gap compares very favourably to other local authorities and is reducing. In 2019 the mean average hourly rate of pay of female employees across the council was £14.74 while the average hourly rate of men was £15.10. It means that over the past year the mean gender pay gap has reduced from 96 pence to 36 pence. See our [**Gender Pay Gap Report - March 2020**](https://www.bathnes.gov.uk/sites/default/files/siteimages/gpg_report_2020_for_cmt_and_informal_cabinet.docx) | Put Gender Pay Gap report on CEDIS group agendaEnsure payments are appropriately paid (so there are fewer ex gratia payments and therefore a reduction in bonus payments and increasing accuracy of hourly rate data) Arrange further Job Evaluation trainingContinue with the piece of work to identify gaps in data.Improve our reporting capability to have data to enable some detailed analysis on the gender balance within the employee lifecycle eg re. interest in posts, shortlisted candidates, successful appointed candidatesIdentify key areas of underrepresentation and further action Continue to embed unconscious bias training in our own practice and corporate training recruitment programmes **Support the development of women:** Support a further cohort of the Springboard Development Plus programme for women, (a further 4 B&NES employees signed up for the April 2020 cohort). Support the Stepping Up programme (a diversity leadership development programme) 2 female, 1 male - started April 2021Support training and apprenticeships that support women’s development into senior roles: Continue with workforce monitoring analysis in relation to change programmesContinue to promote flexible working – particularly within Managers @MyBest essential managers package and as part of the wider Preparing for the Future programmeReview Staff Engagement survey results to understand barriers to flexible workingIntroduce Blended Working Charter as part of Preparing for the Future and new ways of working post-Covid | May 2022April 2022April 2022April 2022April 2022April 2022April 2022April 2022April 2022April 2022April 2022April 2022April 2022April 2022 | HRHRHRHRHRHRHRHRHRHRHRHRHRHR |  |
| **We train our staff and elected members so they are knowledgeable and skilled in respect of equality issues and working with diverse communities**Equalities training is available to staff via the @MyBest training Offer, and is also a part of corporate induction course. We use a wide variety of methods including standard courses, e-learning, 1-1 coaching, though no face to face learning at present.An Anti racist/equalities course run by the Equality Academy was rolled out to MT/LT group in 2020-21. In children’s services, we are exploring ‘reverse mentoring’ – where social workers from Black, Asian and Minority Ethnic backgrounds metor senior leaders on anti-racism.Councillors have all been asked to complete an online LGA course. R& S course includes equalities scenarios; Customer First, customer service course makes reference to equalities.PDC process allows managers to include equality objectives | Conduct an overarching equalities audit of @my best training offer to ensure equality issues are integrated (in terms of content, materials, methods). CEDIS members who did not attend the anti racism course will be invited to attend ‘Equalities For Team and Service’ delivered by the Equality Academy as part of the Corporate Training Programme. This course includes awareness of unconscious bias Explore how reverse mentoring could be rolled out across other parts of the CouncilReview R&S course and R&S guidance – to ensure there is enough information and emphasis on unconscious biasExplore how we can adapt the PDC templates to include specific equality references and objectives, e.g. *‘I am confident that I can deliver services in a way that meets the needs of our diverse community’*Publicise a summary of our local community profile to staff following release of Census 21 dataInclude within next Staff Survey Qs relating to understanding of equality objectives and delivering services to diverse customers | Sept 22Nov 21March 22Jan 2022April 2022March 22 | HR/Equalities TeamCEDISCEDISHR/EqualitiesHRResearch & Business IntelHR/ Research & Business Intel |  |
| **We support the health and wellbeing of our staff**See this comprehensive range of support [here](http://intranet/employee-wellbeing): which addresses a range of issues including MH; Employee Assistance Programme; Health Champions; Staff Groups and more We have a range of Wellbeing training on the Learning Zone. We have made the ‘MH at Work Commitment’; We have supported ‘Time To Change’ since 2017. We have Wellness Action Plans and resources for managers to use. We have staff groups for Disabled, LGBT+ staffThe BME staff group currently has no chair and has not been meeting. Menopause staff support group established and a development of a managers training package (40 females attended *Menopause Awareness* session, 24 managers attended Managers session (4 males) 19 male employees attended *Men: Let’s talk menopause* June 2021We have a Staff Engagement Officer. There are regular updates for staff. We have set up a Staff Engagement Group (SEG) , a diverse group of staff drawn from departments across the council, who are helping to create change for all our staff.  We have a ‘Reasonable Adjustment Process’ and Panel in place ensuring consistency (see 4.2). We have monthly meetings with Cordel and Management Information ReportsH & B Incidents are not included in our annual Employee Data Reports as this would compromise anonymity. However, the CEDIS group can be given an overview to highlight the numbers of equality related H&B cases | Continue to work with BME staff to find out how they would like to be supported and help to reform as a group if that is what would like. Conduct a survey of BME staffExplore ways of making the SEG more diverse in membershipExplore how equality issues raised by the SEG or TUs could be highlighted at the CEDIS Group. We need to regularly remind managers and staff of the RAP panel and process.Any equality related trends identified can be highlighted at CEDIS group.Include H&B incident reporting on the CEDIS Group forward agenda. | Jan 2022Jan 2022OngoingNov 21 and ongoingNov 21 and ongoing | HR/Staff EngagementHRHRHR/EqualitiesHRHR |  |