



a place where
everyone
belongs

Inclusion Report 2022/23

Welcome

Our tenants, their families and other Torus customers come from all walks of life, and so do we.

Putting inclusion first is not just the right thing to do. It makes us a better, stronger and more responsive organisation. It creates a place where everyone belongs – everyone who works for or with us, and every one of the people we exist to serve.

This is our first Inclusion report, having published a Gender Pay Gap report for the past six years. Inclusion activities at Torus began many years ago, but this year we have built a momentum on the importance of equality, diversity and inclusion.

I am really proud to shine a light on the progress we have made in 2023. We do need to recognise, however, that we are not 'there' yet.

There is more to be done. That's why we have created inclusion goals and commitments for 2024 and beyond. These are shown later in this report.

Clear and measurable improvements in inclusion and representation are not just about numbers; they really matter. Data alone does not show the full picture. We need to remember that it is the lived experiences of the people who interact with Torus that matter most.

We passionately believe that listening and acting on those lived experiences will make us a better organisation.

Understanding their experiences and tackling practical barriers to inclusion will be how we measure our success and how we create a place where everyone belongs.

Cath Murray-Howard
Chief Operating Officer
and Inclusion Sponsor



2023 at a glance



An Equality Analysis supported the decision to keep investing in the Wagestream service for colleagues. This means people can access wages before pay day – an essential support in times of hardship.

We recruited both Christine Fallon and Cath Murray-Howard as Board and Executive Sponsors, demonstrating our leadership team's commitment to inclusion.

Our digital Diversity and Inclusion community launched on Viva Engage (Yammer), encouraging colleagues to speak openly about inclusion. Almost 700 people use the community as a trusted place to talk. Conversations have included how people manage their neurodiversity at work and the support they receive, how we can be mindful of colleagues experiencing Menopause and sharing a family's celebration of Eid. The result is a growing sense of community.

We supported International Women's Day and the drive toward gender parity through a range of activities. HMS hosted a VIP event with special guest Tara Jones, St Helens Women's Rugby and England international. Airing the first of our 'Torus Talks' Show to celebrate women across the Group. This year's theme was #EmbraceEquity.

This was the first of four campaigns the Inclusion Steering Group selected for 2023. Each was chosen based on its alignment with organisational objectives and the potential impact for our colleagues.

2023 at a glance



Our Colleague Conference centred on inclusion and launched our commitment for Torus to be 'a place where everyone belongs'. Colleagues used the 'Diversitree' to make pledges and tenants spoke of real-life experiences with Torus. The event was a resounding success and received exceptional feedback. The Colleague Conference is profiled in depth further in the report.

Torus Foundation kickstarted its 'Future Focus' project in south Liverpool. Partnering with Fusion21, the local Job Centre and community hubs, Future Focus is on track to support 150 people from a BAME background to access work or training.

We were actively and passionately involved in Pride month celebrations. Colleagues and customers joined across communities at major events in Liverpool, St Helens and Warrington. The Torus Talk Show aired for a second time; hosts Debbie Appleton (Group Inclusion Lead) and Molly Addison (M&E Scheduling Team Manager, HMS) led a discussion on the history of Pride and how we can create a more inclusive workplace. Our offices lit up with colour and Pride Parties took place across the month.

2023 at a glance

JULY



“The memorial is a symbol of unity and resilience while working towards a brighter future for all”

Cath Murray-Howard,
Chief Operating Officer



Chief Executive Steve Coffey joined the Mandela8 event in south Liverpool, celebrating Nelson Mandela's outstanding achievement for humanity in the company of Nelson Mandela's granddaughter Tukwini Mandela and daughter Dr Makaziwe Mandela.

We came together to support Disability Awareness Day and Disability Pride at Walton Gardens, Warrington. #DAD2023 is one of the largest in Europe promoting Independence Through Life and Work. We showcased equipment that people may find helpful at home and resources for our customers who came over for a chat and to make a wish and place a ribbon on the Diversitree.

Disability Pride Month aims to raise awareness about the challenges faced by people with a disability in the workplace and kickstart conversations. Colleagues changed their screen backgrounds to the Torus Disability Pride Month Flag and useful information was shared for any colleague looking for support.

2023 at a glance



43 apprentices joined Torus – 8 were aged 16-18, 11 were aged 19-24, 9 were aged 25-30 and 15 aged 31+, with our oldest recruited apprentice aged 51, making up a diverse apprentice workforce who can share skills and experiences

The 'Tenant Census' began. Our route to truly understanding our tenants and the lives they lead. Responses to the 33 essential questions we asked all Torus tenants will help us shape services to fit individual needs. It's essential that our services work for everyone living in Torus homes and diverse communities. Our Housing Teams are working hard to reach as many customers as possible to encourage them to complete the survey.

Our Vulnerability and Reasonable Adjustments Policy launched, setting out how we will support vulnerable people and those facing exceptional circumstances. This was one of our first policies to use the new Equality Impact Assessment tool.

2023 at a glance



South Liverpool Councillor Rahima Farah joined Torus colleagues for a 'lunch and learn', as part of Black History Month, titled 'Saluting our Sisters'. The focus was on working more closely with diverse communities. As the first Somali female Muslim Councillor elected in Liverpool, it was great to learn about Rahima's inspirations and her drive to provide a voice for people in our communities who feel they don't have one.

Black History month also brought us 'Eat the culture'. Martyn, Torus Foundation's Food Security Officer toured our offices, offering a taster of authentic African and Caribbean food. Colleagues took home free recipe cards. Our housing team organised a neighbourhood estate walkabout in Liverpool 8, joined by colleagues from Tenant voice who were drumming up interest and inviting volunteers to join the Tenant Diversity and Inclusion Panel.

We were delighted that Gail, our Head of Customer Experience at HMS, won the National Federation of Builders' Top 100 Influential Women in Construction awards - Northwest Local Hero.

We began recruiting for our Colleague Networks: Race, Gender, Sexual Orientation, Disability and Age. Colleagues are coming together to promote inclusion and effect positive change across the organisation.

2023 at a glance

NOVEMBER



International Men's Day provided an opportunity to highlight issues that men face, both physically and mentally, in partnership with HMS and Everton in the Community.

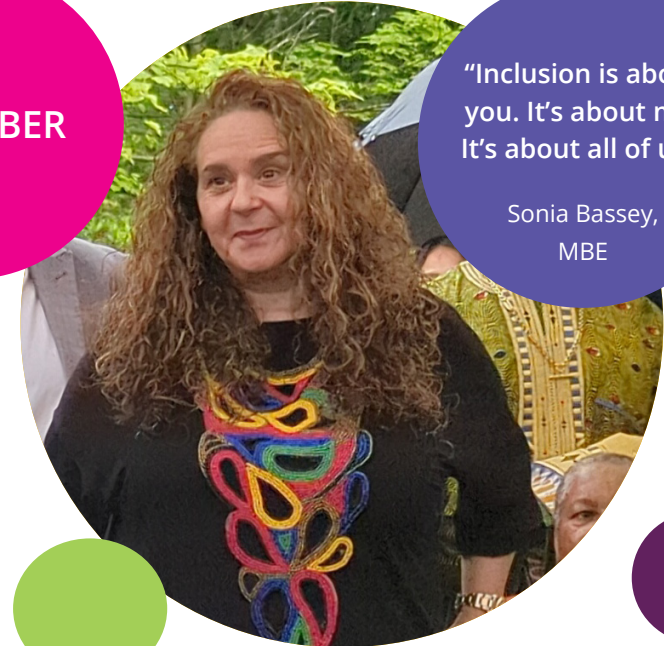
HMS hosted an evening of entertainment, food and heartfelt discussion with some local sporting legends to celebrate International Men's Day for colleagues across the Torus Group.

DECEMBER



Hosted by Soccer AM star, John "Fenners" Fendley, the evening was designed to help our male colleagues open up with the help of stories from others of the veteran, Invictus, Everton player and St Helens RFC world.

The conversation about mental and physical health focused on what to look for, how to help, what is available locally and how Torus can support.



"Inclusion is about you. It's about me. It's about all of us."

Sonia Bassey,
MBE

Sonia Bassey MBE joined Torus Group COO, Cath Murray-Howard for a 'lunch and learn' sharing early life experiences, how this shaped a passion for communities and empowered Sonia to create an educational legacy for young people. Sonia is currently Chair of Liverpool Charity and Voluntary Services (LCVS), Africa Oyé, Mandela8 and a Director of L8 Matters Community Land Trust.

Highlights

Theme	Highlights
Inclusive Culture	<ul style="list-style-type: none"> • Launched our new Inclusion Action Plan • Improved Colleague Satisfaction and a sense of belonging • Launched our Colleague Network Groups • Invited Colleagues to share their pronouns • Held our first Group wide Colleague Conference – A place where everyone belongs
Leadership and Accountability	<ul style="list-style-type: none"> • Appointed sponsorship at Board level and from within the Executive • Appointed a Group Inclusion Lead
Workforce Diversity	<ul style="list-style-type: none"> • Widened the membership of the Inclusion Steering Group • Communicated to colleagues on why Torus collects sensitive diversity data • Expanded our talent reach through our recruitment processes by increasing the number of diversity job boards
Data Transparency	<ul style="list-style-type: none"> • Encouraged self-identification through colleague communications • Launched a Tenant Census

Our Vision

Torus is committed to creating an environment that promotes inclusion across all of our activities, across frontline services and in our workplaces.

Inclusion at Torus means:

→ Equality

Everyone should have equal access to opportunities, taking account of people's different needs and capabilities

→ Diversity

Recognising and valuing people equally regardless of their age, disability, gender, race, marriage and civil partnership, pregnancy and maternity, religion or belief, sex and sexual orientation

→ Inclusion

Making sure everyone feels welcome and accepted as equals

Our Diversity and Inclusion Strategy 2021-2024 focuses on three priority areas:

1. Governance and compliance

Understanding the requirements of the Equality Act 2010 and the National Housing Federation's Code of Governance 2020 – and making sure we are fully compliant

2. Embed day-to-day

Reviewing our everyday activities and embedding best practice. We will develop and foster an inclusive culture by increasing confidence in talking about inclusion

3. Lead best practice

Collaborating internally and externally to advance best practice. We will seek external challenge and accreditation for our ways of working



Bringing the vision to life

Every part of Torus needs to work together to bring our vision and strategy to life.

We needed to invest in both people and time to drive positive change. That is why we started our Inclusion Steering Group and recruited Debbie, our Group Inclusion Lead in November 2022.

- Senior people from across Torus are members of the Inclusion Steering Group. Housing, Torus Foundation and HMS are all represented, alongside the People Services and Communications teams. This is the decision-making body that makes sure we continue to improve.
- Debbie's role is to drive positive action across Torus. Debbie works to inspire people across the business to take an active role in inclusion activities and build a culture we can all be proud of.

Tenant and colleague voices also have an essential role to play.

We rely on the knowledge and expertise of involved tenants, particularly the Diversity and Inclusion Tenant Panel, when making decisions that affect Torus customers. The new Colleague Networks will be the equivalent for our members of staff. Both are profiled later in this report.



Assessing our impacts

In 2023, we also launched Equality Impact Assessments (EIAs). These are designed to help the people who write business strategies, policies and funding bids check that nothing in the document presents any barriers to participation or disadvantages protected groups.

A short EIA is created for every strategy and policy. This process gives the writer the information they need about whether a full assessment is needed.

Use of the EIA tools for every strategy and policy is being rolled out, but this year the process has already had positive impacts.

It has helped to shape the production of such essential documents as:

- Customer Access Strategy – which makes sure every tenant can access Torus services easily and fairly. We started to review this strategy in July 2023. A full EIA is now being developed before the strategy is launched in early 2024.
- Vulnerability and Reasonable Adjustments Policy – which sets out how we will assist vulnerable tenants and residents and ensure they have the support they need to enjoy their home and community. Having completed an initial EIA in July, we decided to produce a one-year interim policy, rather than the usual three years. The policy launched in September and a full EIA will start early in the new year.

Debbie's message

As Torus Group Inclusion Lead, I envisage a future where everyone will feel valued, respected and empowered. Together, we will create a culture of belonging – a place where diverse perspectives thrive, and we all have the opportunity to contribute our best.

I have spent this year making sure that in every corner of our organisation I am listening to colleagues and tenants so that their views and needs are reflected now and in the future.

In the coming year, we will enhance inclusive leadership, improve how we recruit and create support systems through Colleague Networks. By amplifying open dialogue and implementing inclusive policies, we will drive progress, measure impacts and strive for a more inclusive environment.

Our commitment, combined with my passion, will pave the way for a more united and successful place where everyone belongs.

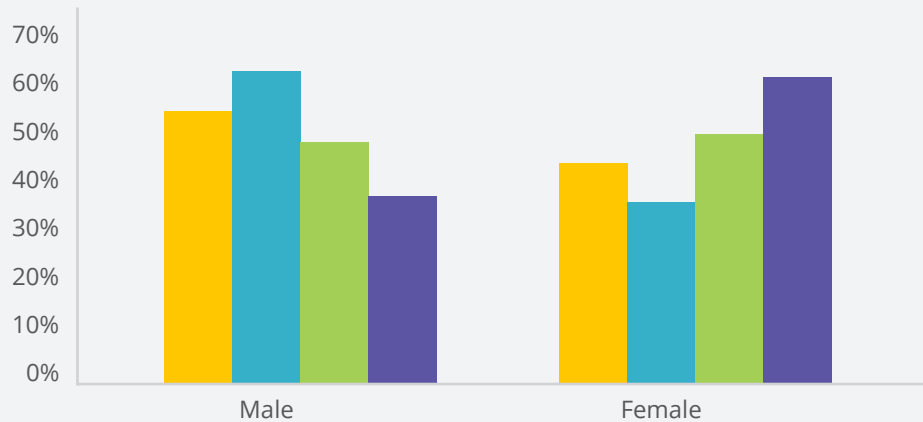
Debbie Appleton
Torus Group Inclusion Lead



Key Diversity Data

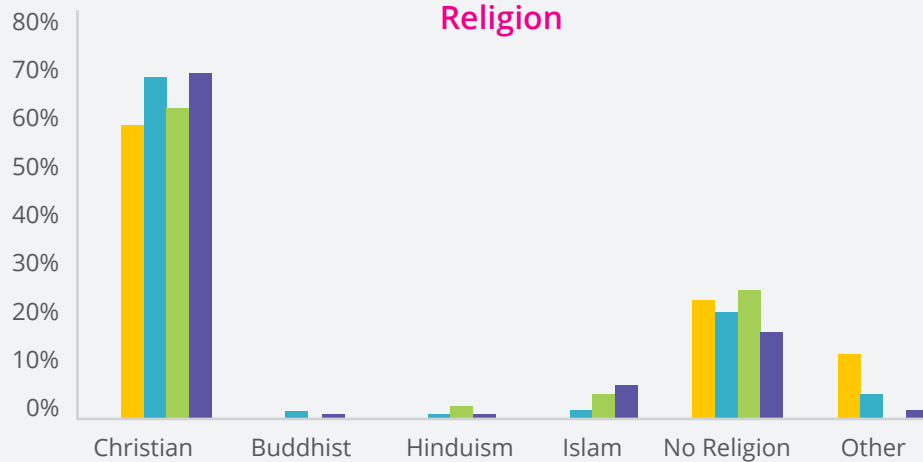
(as of November 2023)

Gender



	Leadership Group	Wider Workforce	Wider Population	Customers
Male	56%	63%	49%	38%
Female	44%	37%	51%	62%

Religion



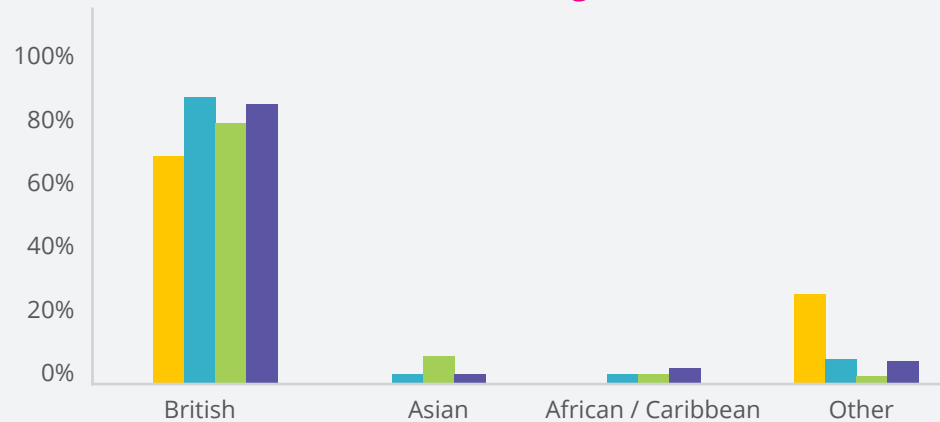
	Leadership Group	Wider Workforce	Wider Population	Customers
Christian	63%	72%	65%	73%
Buddhist	0%	0%	0%	0%
Hinduism	0%	0%	2%	0%
Islam	0%	1%	5%	7%
No religion	25%	22%	27%	18%
Other	13%	5%	0%	2%

Information relating to Torus Group Board demographics are currently being finalised and will appear in the 2024 Inclusion Report

Key Diversity Data

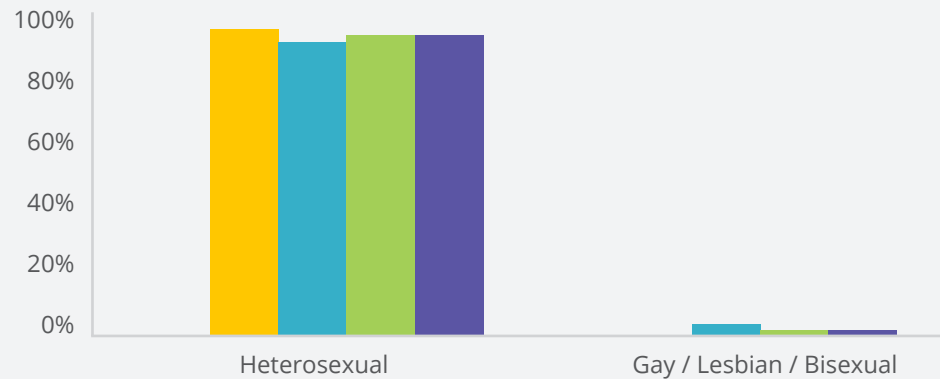
(as of November 2023)

Ethnic Origin



	Leadership Group	Wider Workforce	Wider Population	Customers
British	71%	90%	82%	88%
Asian	0%	2%	8%	2%
African / Caribbean	0%	2%	2%	4%
Other	29%	7%	1%	6%

Sexual Orientation

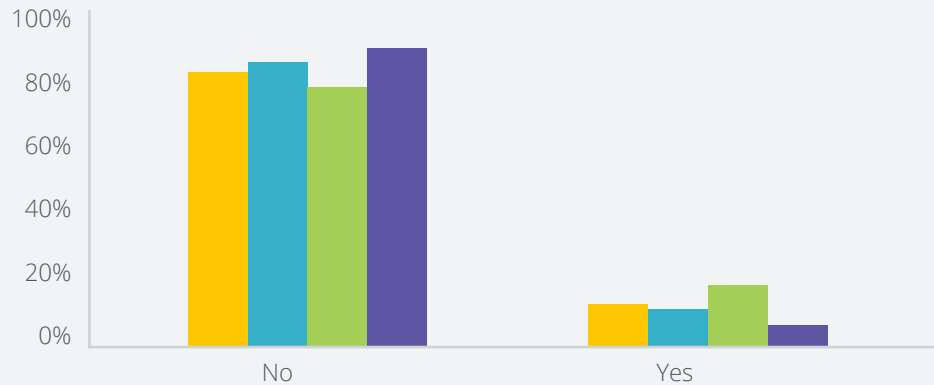


	Leadership Group	Wider Workforce	Wider Population	Customers
Heterosexual	100%	96%	98%	99%
Gay / Lesbian / Bisexual	0%	4%	2%	1%

Key Diversity Data

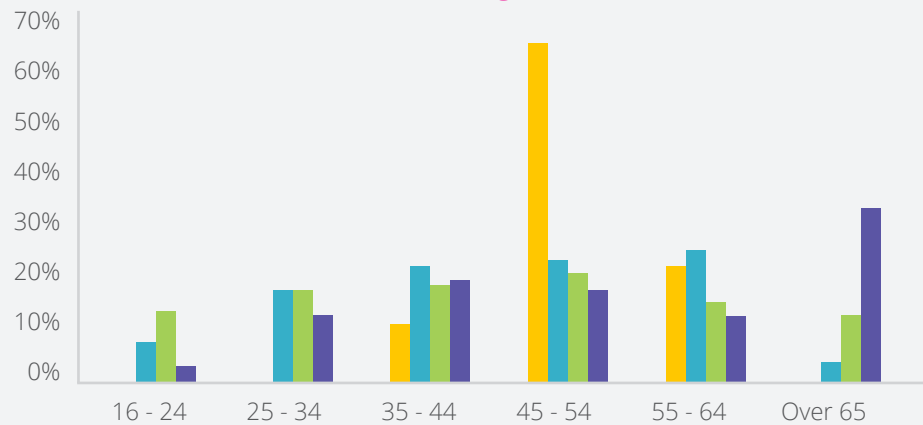
(as of November 2023)

Disability



	Leadership Group	Wider Workforce	Wider Population	Customers
No	88%	89%	82%	94%
Yes	13%	11%	18%	6%

Age



	Leadership Group	Wider Workforce	Wider Population	Customers
16 - 24	0%	8%	13%	3%
25 - 34	0%	18%	18%	13%
35 - 44	11%	22%	19%	20%
45 - 54	67%	24%	21%	18%
55 - 64	22%	25%	16%	12%
Over 65	0%	3%	13%	34%

Tenants and customers

Holding essential information about tenants and households means we can respond well to individual differences at each point of contact. At a higher level, it also helps to shape current and future services, making sure they are relevant, appropriate and fair for all.

We recognise that the information we currently hold at a customer level is incomplete and due to ongoing challenges with data systems, sometimes inconsistent. For example, we are very likely to have accurate information about a tenant's age or gender, but less likely to know about a disability or health condition.

A survey of all Torus households (the 'Tenant Census' project) asks tenants 33 core questions. This is one way in which we are overcoming the data challenge.

We expect that these initiatives will enhance the information we hold in the coming months.

"If I was to sum up the support I have had in the health and wellbeing team in one word it would be perfect, colleagues, team manager and head of service all understand neurodiversity and the difficulties we face on a day-to-day basis. "



Tenant Satisfaction Measures

In April 2024, we will report for the first time on the Government's new Tenant Satisfaction Measures (TSMs).

These are designed to see how well landlords are doing at keeping properties in good repair, maintaining building safety, respectful and helpful engagement, effective handling of complaints and responsible neighbourhood management.

There are 22 tenant satisfaction measures, including 12 tenant perception measures (TPMs) and 10 management information (MI) measures. When we report our performance against each measure, we will include information about how experiences of Torus may differ for people based on their protected characteristics.

Year one will be a learning experience for Torus and every housing provider. We are committed to taking positive actions should the reporting process identify that tenants from underrepresented groups are less satisfied with the service we provide.

At Torus, we believe every colleague has at least some role to play in driving improvements in tenant satisfaction. We will report on how we're doing against the TSMs in next year's Inclusion Report.

"I have worked alongside some fabulous women in Torus who have inspired me and helped me to develop personally and professionally."



Housing Vision

In Autumn 2023, we started working on a new Housing Vision and Neighbourhood Offer. This defines the service that tenants can expect from Torus and showcases our commitment to valuing individuals and tailoring services to meet different needs.

Our vision is:

To provide consistently outstanding landlord services that put tenants, leaseholders and their families first.

Our homes and services play a central part in people's lives.

Tenants and leaseholders have the right to live in a safe, warm and comfortable home, supported by clear, approachable and effective landlord services.

Five key commitments will make sure tenants and leaseholders benefit from services they can trust and depend on. We will:

1. Treat tenants and leaseholders with respect, empathy and understanding, every time they access our services
2. Tailor how we deliver services to meet individual customer needs and preferences
3. Keep our promises - and keep tenants and leaseholders informed of how we are delivering them
4. Get it right first time and, if we don't, act quickly and effectively to make things right
5. Be visible to our customers and actively present in our neighbourhoods, harnessing the power of partnerships with local service providers and community groups

As individuals, we will live the Torus values of **'we own it', 'we care'** and **'we deliver'**. As a team, we recognise that colleagues are our best asset and the heartbeat of the landlord service.

"I like to think that the work Torus is doing in celebrating Pride Month and embracing diversity generally will go some way to making a difference outside of the workplace."



Tenant Voices

Tenants are at the heart of everything we do at Torus. Tenant views really do matter. They help us to make sure the services we provide are fit for purpose – and fit for all.

The Diversity & Inclusion Panel is one of many tenant forums that provide essential insight and feedback.

The Panel was established to review and, where appropriate, challenge how Torus services respond to the diverse needs of Torus customers and communities. Specifically, it works to:

- Ensure we offer tailored services that provide choice, information and communication appropriate to the diverse needs of tenants, including those with additional support needs
- Support Torus' commitments to ensure compliance in all aspects of equality, diversity and inclusion (EDI) legislation including the Equality Act 2010
- Support Torus in meeting specific requirements of the Regulator of Social Housing (RSH) Tenant Involvement and Empowerment Standard related to diversity and inclusion

The Panel met early in 2023 to agree its Terms of Reference. Since then, highlights include:

- Reviewing the questions asked in the Tenant Census in June. Tenants' suggestions resulted in several changes and improvements
- Reviewing our draft Allocations Policy in July to make sure it is fit for purpose and accessible, fair and equitable across our diverse communities
- An in-depth consultation session on the new Customer Access Strategy. This included a presentation by Housing Diversity Network (HDN), our expert partner for inclusion advice and support

We are actively looking for tenant volunteers to grow the Diversity & Inclusion Panel and other tenant groups. A recruitment campaign is underway and will continue into 2024, striving to increase numbers of tenants who engage with us, and to make sure the involved tenants we have truly represent the communities we serve.

"It's important that our organisation is as diverse as the customer base it serves and this is just one part of it."



Our colleagues

We recognise that a lack of diversity and inclusion means that we are potentially missing out on reaching a proportion of our tenants, simply through a lack of understanding.

There are many other business benefits in having diverse teams, from a range of experience, expertise and establishing a sense of belonging through to working methods.

By ensuring our colleagues represent a diverse range of backgrounds, experiences and perspectives we are able to design more effective policies and services. This benefits tenants and communities and colleagues directly connects people better to the organisation and our purpose.

Understanding the diversity of our colleagues will allow us to know where underrepresentation exists, which in turn will drive future inclusion activities and initiatives.

Data plays an essential role in this. Transparency of data will allow senior leaders to make informed decisions. Having the ability to track progress in numbers keeps us accountable. We are improving how we collect and analyse data to enable and drive intelligent decision-making.

“There is a lot of focus lately within the Women in Construction arena, it is rapidly expanding both on a national and international scale and I am very proud to be a part of these initial projects.”



The push for better data

Incomplete or inaccurate data can make it difficult to draw accurate conclusions.

We also recognise that including diverse perspectives in the data analysis process can bring unique interpretations of the data, uncovering patterns and trends that might have otherwise gone unnoticed. This enriches the analysis and leads to more comprehensive and accurate findings.

We launched a Data Subgroup in July this year, which reports into the Inclusion Steering Group. Through this group we track and manage progress in the push for better data.

Communications to colleagues have explained why we need to gather accurate inclusion data, how this information will be used and how it will enable us to become more inclusive in the months and years ahead.

Colleague Conference... a Place where Everyone Belongs

More than 1,300 colleagues came along to our first Torus Group Colleague Conference, held on 20 and 21 April 2023 at the Arena and Convention Centre, Liverpool.

Tenants were invited on stage to speak about their experiences and senior leaders took part in a Q&A session and answered questions from the audience.

One of the segments saw colleagues from across the group take part in a discussion about Inclusion and their experiences of working at Torus. In parts this was hard-hitting and highlighted how important the journey is to a culture where we all belong, and respect is part of our everyday.

Colleagues also considered their own vision for inclusion and how they may personally make changes, adding their pledges to the Diversitree. Feedback following the conference was widely positive. It sparked ongoing discussions about differences and how we see them but most importantly about what our plans are to include them.



Colleague Networks

Our Colleague Network Groups are voluntary and employee-led, bringing together a group of passionate people from across the group who represent the views and thoughts of a minority group. They provide a supportive community to employees relating to the specific themes of:

- Race
- Gender
- Sexual Orientation
- Disability
- Age

Support for the colleague networks has confirmed the passion and optimism that colleagues feel about inclusion. Disability has been our most popular network with discussion around neurodiversity and reasonable adjustments to make the workplace accessible. One member said:

“one approach does not fit all, we need to see everyone’s difference and support in the best way we can”

We have seen lower participation with the Race Network to date, which tells us we need to dig deeper, find out why, welcome colleagues who have something really valuable to say, and learn from this discussion.

The main purpose of each network is to empower colleagues and to make sure their voices are heard across the workplace. Engaging with colleagues means we can explore their views and opinions, gather feedback and put forward positive ideas to improve the workplace and business. Such ideas will flow into business decision-making and organisational change. One of those objectives will be to provide feedback on Equality Impact Assessment for new and reviewed colleague policies.

The networks:

- Encourage open communication in a safe space where people can voice ideas, ideas or concerns
- Actively listen to people’s thoughts and feedback, though both formal and informal channels
- Involve colleagues in the decision-making process and empowering them to make choices that directly affect their work or environment
- Include training programmes that promote effective communication skills and nurture empathy and understanding

Gender Pay Gap

We can only make the long-term progress we are striving for by continuing to build an inclusive culture, where all colleagues feel confident that they can be themselves and they can progress in their careers and reach their full potential, regardless of their background, gender and other protected characteristics.

Embedding a diverse approach in our recruitment processes is essential to building a workforce that is more representative of our tenants and communities.

Publishing our pay gaps is important. It helps us track where we are in the pursuit of our goals and helps us to understand what tangible actions we can take to improve representation over time.

Across the Torus Group women are underrepresented at 38.5% (men 61.5%). We recognise that within the different parts within the Group there are predominant male orientated roles, in trades for example.

Our data also tells us that women are overrepresented in less senior roles at Torus. This supports our gender pay gap position.

We are confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work.

Why is there a difference

Traditionally, men have accounted for the higher proportion of colleagues that have either been promoted to managers or recruited into managerial positions. During the past 12 months we have seen a decrease in the proportion of managers who are men. However, the proportion of women has remained static, which has reduced our gender pay gap.

We also see a higher proportion of men in operative roles. We are addressing this in a number of ways, including our colleague development programmes, colleague network groups and through proactive recruitment.

Next Steps

We recognise that women are under-represented in managerial roles and within the typical male dominated roles, such as at HMS, where the vast majority of colleagues are construction operatives.

We remain committed to taking action that ensures we improve gender representation and, in doing so, reduce the gender pay gap. We have created a 'roadmap' of activity that reflects our commitments as show on the following pages.

A roadmap to success

Inclusive Leadership and Culture

Ensure leaders are accountable for diversity and inclusion progress.

- Starting with our Board and leadership, and across the organisation, making all appointments on merit, taking into account the specific skills and lived experience, independence and knowledge needed to ensure a rounded Board or team and the diversity benefits each candidate can bring to the overall Board or team composition
- Provide leadership teams with insight packs to track progress by business area for gender and ethnicity
- Continuing to embed Equality Impact Assessments so that policies and practices are considered from an EDI perspective at their development/review stage rather than after implementation

- Continuing to provide ongoing training and development for Board members and colleagues to develop and maintain a culture of respect and constructive challenge as part of a high performing culture
- Promoting our Colleague Network Groups internally and providing them with opportunities that enable them to influence business outcomes
- Promoting and embedding our new Torus Competency Framework to reinforce behaviours that support our diversity and inclusion goals and commitments and colleagues

"I have worked alongside some fabulous women in Torus who have inspired me and helped me to develop personally and professionally."



A roadmap to success

Workforce Diversity

Attract, recruit and retain a diverse workforce achieving our gender and inclusion ambitions.

- Facilitate the development and progression of diverse colleagues through our leadership and development programmes: Emerging Leaders and the 'One Torus' Management Development Programme
- Proactively search for female and underrepresented minority talent in the market
- Increase our routes to attracting a greater diversity of candidates and reviewing job adverts and job descriptions to make them more appealing for all candidates
- Introduce diverse interview panels, increasing the scrutiny of these processes to review how it is making a difference to our recruitment process

Data Transparency and Accountability

Deliver our diversity and inclusion ambitions, goals and commitments through data driven insights.

- We will ensure the representation of female data is regularly reviewed. This encourages leaders to take measurable actions
- We will actively identify potential challenges to female progression through diversity and inclusion related data sources and use this data to inform actions that are implemented
- We will continue to publish our gender pay gap and report on progress annually

"I love that HMS has some new female managers coming through and also female trades and apprentices bringing a new richness to our organisation"



Goals and commitments

We are setting clear goals for 2024 and beyond.

Each of the four commitments shown here has been designed to focus our future inclusion activities so they deliver the biggest possible practical benefits for both colleagues and customers. We'll measure our progress against each commitment and report on this in our next Inclusion Report.

Precise goals and measurables are currently being set. All will be in place and published on our website in early 2024.

Commitment	Goals
We will integrate equality, diversity and inclusion across the organisation's policies and practice	<ul style="list-style-type: none"> • Increase diversity at Board and Committee level • Equality Impact Assessments (EIA's) form part of all Torus Strategies and Policies • Launch an Inclusion resource library that is regularly monitored and updated for access across the Torus Group • Set out how Torus will support Tenants with accessibility barriers (e.g. language, visual impairment, simple text) in partnership with tenants and colleague networks
We will build a deeper understanding of Torus people and communities	<ul style="list-style-type: none"> • Hold 95% diversity profile of Torus colleagues • Annual colleague surveys support the development of Inclusion plans • To improve understanding of Torus Tenant diversity characteristics • Identify challenges and barriers for Torus Tenants to provide fairer services
We will take practical steps to make Torus and the services we offer more diverse and inclusive	<ul style="list-style-type: none"> • Increase the diversity of our talent pipeline, including a focus on the communities in which we work • Establish Colleague Networks • Provide a comprehensive and tiered training offer relevant to role and fit for purpose for <ul style="list-style-type: none"> • Torus Group Boards and Committee members • All colleagues • All colleagues to have at least one inclusion goal
And we will transparently report on our progress every year, publishing Inclusion and Gender Pay Gap reports	<ul style="list-style-type: none"> • Publish Inclusion Annual Report • Publish Gender Pay Gap Report

Looking ahead

Building a workplace where everyone feels like they belong empowers people to do their best work. 'Belonging' happens when we can all recognise, celebrate and value our differences so that our collective 'we' includes all people of all identities.

We have made significant progress in 2023 to remove barriers and develop a more inclusive and welcoming culture for people to thrive and succeed. But there is always more work to do and more to consider as the landscape evolves.

The expectations of our customers, colleagues and other stakeholders are rising. We will accelerate our efforts to ensure everyone who interacts with Torus and particularly those from underrepresented groups experiences Torus as an inclusive Landlord and Employer.

With this in mind, we will strive to continue building on the foundation we established in 2023 to accelerate progress in 2024 by:

- strengthening our commitment to removing any barriers facing diverse talent and developing a more inclusive and equitable culture for all colleagues
- improving our data through the adoption of evidenced based data driven practices

We recognise that diversity isn't a problem to be solved; it's an essential component in driving continuous improvement, success, engagement, and creativity.

"The support and understanding far exceeds support I have had in the past and this empowers me to go out of my comfort zone."






torus

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everyone
belongs

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