



  
torus

a place where  
*everyone*  
belongs

Inclusion Report 2024

## Welcome

Reflecting on the past year's progress of our inclusion journey, I am proud of the significant steps we have taken to create an inclusive organisation. From working closely with our diverse communities on local projects to developing meaningful interactions with our tenants, leaseholders, customers and colleagues, achieving customer excellence accreditation, improving our recruitment practices, and embedding equity, diversity and inclusion into our colleague competency and behavioural framework.

Torus's commitment to inclusion remains unwavering as we continue to promote inclusion in all we do. We know there is more we can do, so we will deepen our understanding of our tenants, their families and communities. We will further develop our colleague networks and create an inclusive work environment for our colleagues.

Our 'Getting to Know You' commitment ensures that real experiences and needs inform our initiatives. This is also about the data journey and the valuable insights it will give us to make informed decisions. The importance of this work cannot be overstated, as it is integral to how we operate, build trust, and deliver meaningful impact for everyone.

From our Tenant and Diversity Inclusion Panel, Tenant Measure Surveys, and the Colleague Engagement Survey, we know we are progressing, but we know there is more to do.

Moving forward, we will focus on active listening and engagement, driving change where it matters most, prioritising actions with impact, and measuring our progress.

We will also intensify our efforts to build stronger partnerships externally and ensure that we remain inclusive, accessible, and supportive. We will strengthen our commitment to vulnerable tenants and customers and foster career development for all.

An effective inclusion strategy requires ongoing commitment, engagement and effort.

Diversity really does fuel the creativity and innovation that is needed. It enables us to navigate the complexities of our sector with agility and foresight and create a place where everyone belongs.

**Cath Murray-Howard**

Chief Operating Officer and Inclusion Sponsor



## 2024 at a glance



### Tenant Data Collection

Completing our tenant census has reinforced our commitment to understanding our diverse customer base. The insights gained have inspired us to initiate further data collection projects to deepen our understanding of tenant experiences. These projects will focus on data maturity, customer governance, building customer relationships, and enabling us to make informed, inclusive decisions that enhance our services.

### One Torus Management Development

Torus proudly celebrated over 180 Group Managers awarded the Institute of Leadership and Management Certificate for completing the One Torus Management Development Programme. This year-long initiative, co-designed with The Learning Foundry, equipped our managers with essential skills to excel in a supportive environment. The programme delivered effective leadership and development and inspired inclusion to unite Colleagues.

### HMS Customer Service Excellence

HMS has proudly maintained its Customer Service Excellence accreditation, marking over a decade of outstanding service.

This recognition highlights our commitment to understanding the unique needs of our customers and our daily efforts to reach out and support disadvantaged tenants.

## 2024 at a glance



**Neurodiversity  
Celebration Week**  
18-24 March 2024

### Remarkable People



### International Women's Day

#InspireInclusion was the theme for International Women's Day 2024, and we are committed to recruiting diverse talent and invest in our colleagues through initiatives like the Emerging Leadership scheme. We offered management development, apprenticeships, and professional studies to enhance gender representation. Torus Chief Executive, Steve Coffey has signed the Delivering Women in Leadership Charter, pledging to create gender-inclusive teams.

### Neurodiversity Celebration Week

To challenge stereotypes about neurological differences, we celebrated Neurodiversity Celebration Week. This campaign connects with our colleagues and customers, boosts awareness, and contributes meaningful cultural change. We shared helpful information to support one another, encouraged understanding of neurodiversity, and listened to colleagues' stories. Following customer feedback, we use coloured paper for printed letters, which can greatly benefit those with neurodiversity, like Dyslexia.

### Al-Rahma Mosque Event

Torus Foundation attended an event organised by our South Liverpool Health Promotion Officer.

Colleagues from across the Torus Group attended to support. Engaging with over 150 residents from Black and Global Majority backgrounds, colleagues shared information on the services and activities available from Torus Foundation, local support and how to get involved.

## 2024 at a glance



### Colleague Networks

Our Colleague Networks are officially established, bringing together passionate members, dedicated Chairpersons, and supportive Executive Team Sponsors. Each network proudly chose its own unique name – Love UNITY (Sexual Orientation), EMBRACE (Race), All Generations Empowered (Age), Beyond Boundaries (Disability), Top of the a Gender (Gender) – reflecting its identity and purpose. The networks will serve as a platform for advocacy, support, and positive change, ensuring colleagues are heard, valued and empowered.

### Corporate Induction

Inclusion is a key feature of the Group Corporate Induction. This session ensures that all new and existing colleagues understand our commitment to inclusion, reinforces our values and behaviours, and sets clear expectations.

It also offers practical guidance on navigating inclusion in daily interactions with colleagues and customers, helping to embed an inclusive mindset across the organisation.

### Pride Events

Once again, our Pride committee, Love UNITY Colleague Network and passionate colleagues were involved in Pride celebrations in Liverpool, Warrington and St Helens with a record number turning out for the amazing Liverpool March.

Colleagues were on hand in Warrington and St Helens to chat with customers, and tenants, and of course it wouldn't be a celebration without a Pride Party back at the offices.

## 2024 at a glance



### Marvellous Menopause

In response to colleague requests for menopause support, we invited Alison Telfer from Just Bee You, to host 'Marvellous Menopause' sessions. Nearly 100 colleagues attended, learning about menopause and its daily challenges at home and work. The sessions provided essential understanding for managers, individuals experiencing menopause, and male colleagues, too, recognising that menopause impacts everyone.



### National Inclusion Week

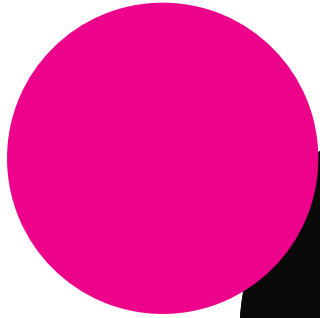
During National Inclusion Week, our Colleague Networks came together to connect with colleagues across the Group. Through discussions, resource sharing, and open dialogue, colleagues listened to personal experiences and explored ways to offer support in the workplace. The theme #ImpactMatters, emphasised the importance of making a real difference.



### Black History Month

Black History month marked a significant shift towards correcting the narratives of Black History and culture. Torus colleagues shared their own stories and experiences in the organisation's social media channel. #ReclaimingNarratives

## 2024 at a glance



### Domestic Abuse Housing Alliance

Torus achieved Domestic Abuse Housing Alliance accreditation in October 2024 for its response to domestic abuse, which has culminated from an organisation wide culture shift ensuring Torus, as a landlord, is responding to the needs of customers experiencing domestic abuse.

### Christmas Fundraising Campaign

As part of our 2024 Torus Group Christmas Campaign, we hand-delivered gifts to vulnerable older individuals living in Torus homes. Torus Foundation, local businesses, suppliers, and our dedicated colleagues across the Group, raised a record amount of over £9,000. This generous contribution provided hand-delivered gifts to more than 640 people.

### Customer Service Excellence

Every entity within the Torus Group proudly shines with the prestigious Customer Service Excellence Accreditation.

This national recognition highlights our commitment to delivering exceptional, customer-focused service.

## 2024 at a glance



### Future Focus Project

This project, co-funded by Torus Foundation and Fusion 21, aims to support multi-ethnic residents in South Liverpool by enhancing employment and financial skills. Key achievements include: 57 individuals employed, 76 enrolled in training and 165 ethnic minority residents have joined the program. This demonstrates the program's positive impact on the community.

### Hong Kong Pathways

Torus Foundation proudly delivers this project for Cheshire and Merseyside, supporting Hong Kong (British National Overseas) passport holders who have relocated to the UK. Awarded by the Regional Strategic Migration Partnership due to the proven success of the New Leaf project, which demonstrated a strong understanding of the challenges faced, and successfully creating effective pathways into employment.

### FireFit Coffee Mornings

Torus Foundation's coffee morning and support hub for Liverpool 8 residents helps those struggling to connect with services. It offers free refreshments and light meals in a welcoming space, supported by teams from Torus Foundation and Torus Housing alongside local partners, including Mobile Food Pantry, Community Police, Transform Lives, Life Rooms, Department for Work and Pensions and Citizens Advice Liverpool.



## From Vision to Results: Reflecting on Our Impact

I am proud to report the positive progress we've made during the last 12 months. Inclusion is not just about intent; it's about action, progress, and real impact. We set out with a clear purpose, to increase diversity, and embed inclusion in everything we do, driving meaningful change.

The report celebrates our achievements and reinforces our responsibility to know and understand our colleagues and customers truly.

Looking forward we will strengthen our understanding through listening to and having meaningful interactions with our colleagues and customers, improving our data collection and analysis, allowing us to make informed decisions about policy and practise.

Through these insights we can ensure our services are tailored, effective, and inclusive.

By consistently measuring the impact we will ensure our efforts lead to tangible improvements. We remain committed to developing a culturally inclusive environment.

The dedication and passion of our people continues to inspire us, and together, we will keep working to enrich our community.

**Debbie Appleton**  
Torus Group Inclusion Lead

Torus actively champions diversity and inclusion in all Board and Committee recruitment campaigns, which aligns with our commitment to the Code of Governance.

We recognise that a diverse Board that is reflective of our communities is essential for cultivating an exemplary governance culture. It sets a progressive tone for the organisation. We have identified an Equality, Diversity and Inclusion Board Champion, and our recent recruitment drive has resulted in the appointment of three new Group Board members. This has positively impacted gender balance and increased ethnic diversity.

Future succession planning and recruitment initiatives will reinforce our commitment to creating a Board that represents and celebrates the diverse communities we serve.

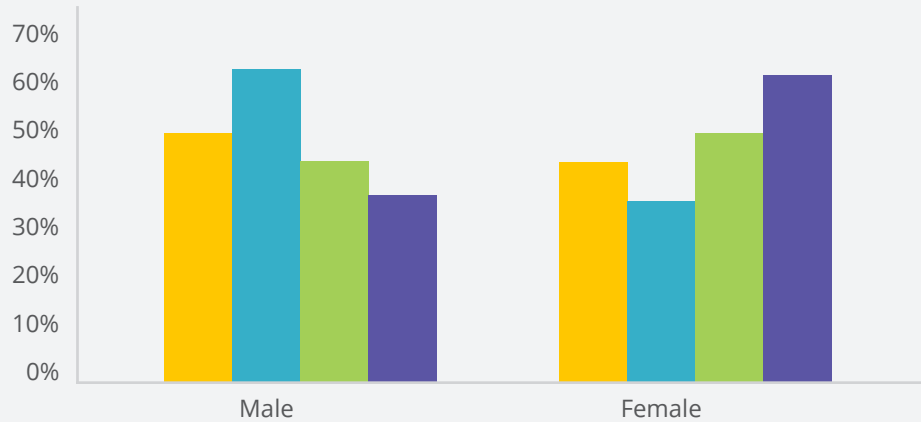
### The Torus Group Board



## Key Diversity Data (that has been declared as of November 2024)

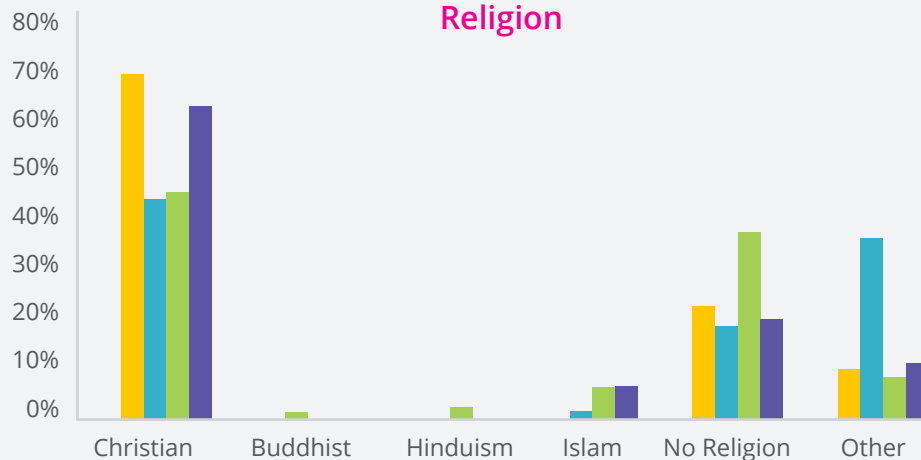
Understanding the composition of our leadership, workforce and customers and comparing the data with the wider community population by the protected characteristics is important. The data allows our teams to tailor services and activities to ensure our services and policies are inclusive. This is what the profile of our workforce and customers currently looks like.

### Gender



	Leadership Group	Wider Workforce	Wider Population	Customers
Male	50%	61%	49%	37%
Female	50%	39%	51%	63%

### Religion

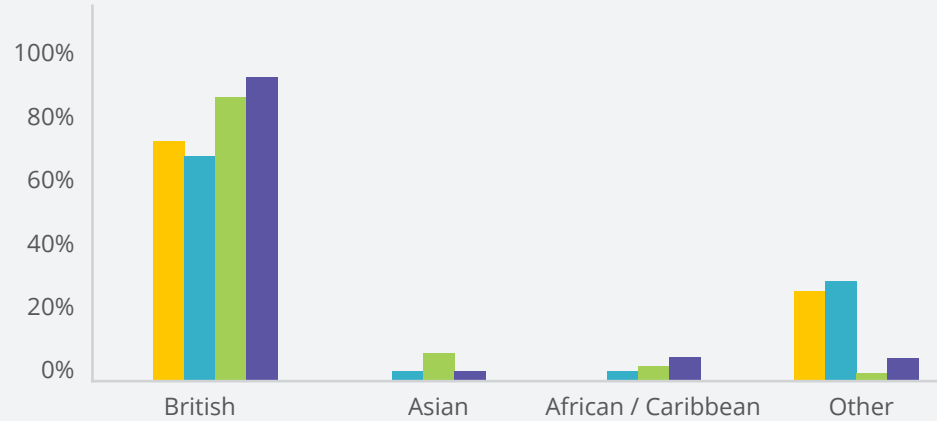


	Leadership Group	Wider Workforce	Wider Population	Customers
Christian	70%	45%	46%	64%
Buddhist	0%	0%	1%	0%
Hinduism	0%	0%	2%	0%
Islam	0%	1%	7%	7%
No religion	20%	16%	37%	18%
Other	10%	38%	7%	12%

## Key Diversity Data (that has been declared as of November 2024)

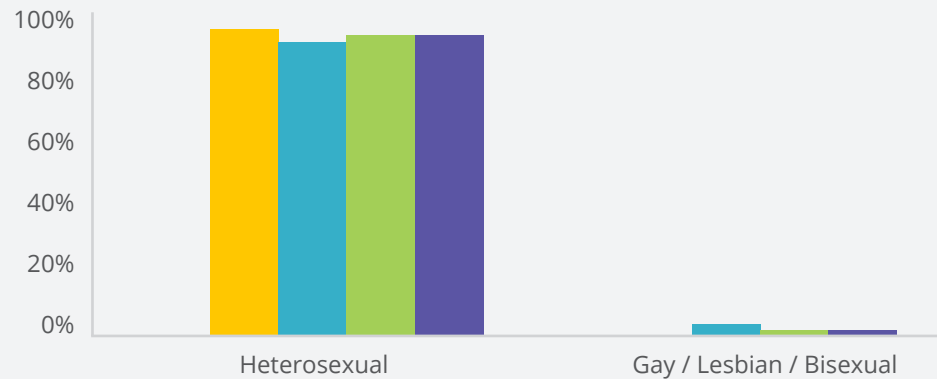
The diversity of our workforce has increased when compared to the previous year, which is as a result of the direct actions taken by the Group.

### Ethnic Origin



	Leadership Group	Wider Workforce	Wider Population	Customers
British	70%	66%	82%	87%
Asian	0%	1%	8%	2%
African / Caribbean	0%	1%	2%	4%
Other	30%	32%	1%	7%

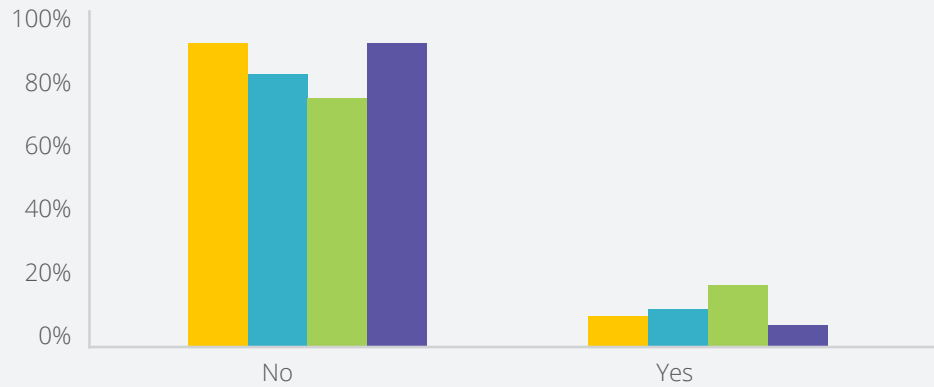
### Sexual Orientation



	Leadership Group	Wider Workforce	Wider Population	Customers
Heterosexual	100%	95%	98%	98%
Gay / Lesbian / Bisexual	0%	5%	2%	2%

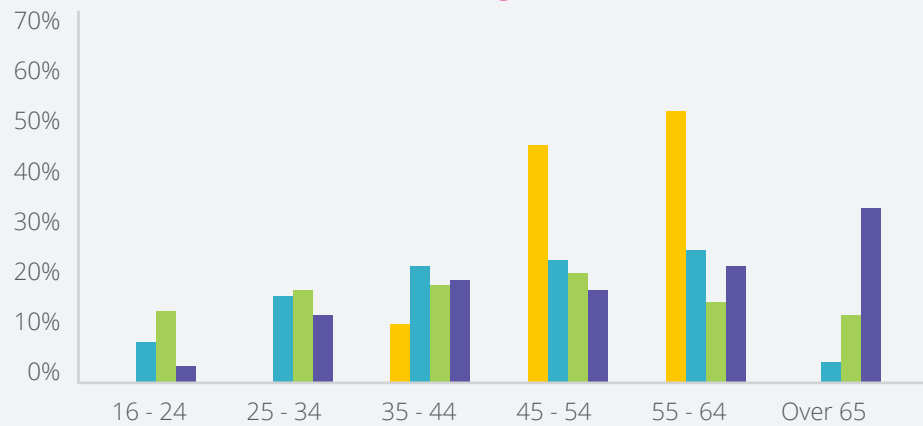
## Key Diversity Data (that has been declared as of November 2024)

### Disability



	Leadership Group	Wider Workforce	Wider Population	Customers
No	89%	87%	82%	89%
Yes	11%	13%	18%	11%

### Age



	Leadership Group	Wider Workforce	Wider Population	Customers
16 - 24	0%	8%	13%	3%
25 - 34	0%	17%	18%	13%
35 - 44	10%	23%	19%	20%
45 - 54	40%	24%	21%	18%
55 - 64	50%	25%	16%	20%
Over 65	0%	3%	13%	26%

## Tenant Satisfaction Measures (TSMs)

In June 2024, we reported for the first time on the Government's new Tenant Satisfaction Measures. This survey evaluates how well landlords keep properties in good repair, maintain building safety, engage respectfully and helpfully, effectively handle complaints, and manage neighbourhoods responsibly. It also complies with public sector equality duty under the Equality Act 2010.

### Key objectives include:

- Eliminate discrimination, harassment, and victimisation.
- Promote equal opportunities, reduce disadvantages, meet specific needs, and encourage participation for those with protected characteristics.
- Foster good relations, tackle prejudice and promote understanding.

This first year serves as a valuable learning experience for Torus. We are committed to taking positive action should the process identify tenants from relevant protected characteristics who are less satisfied with our service.

### Here are some of our key findings to overall customer satisfaction:

- 63.12% of tenants felt Torus treated them fairly and with respect.
- Older tenants (45-64 and 65+) show higher satisfaction than younger groups.
- Tenants with disabilities report a satisfaction rate of 76.5% compared to 72.8% of tenants without disabilities.
- There are no significant satisfaction differences among ethnic groups.
- Male tenants have a satisfaction rate of 76.1%, while female tenants have 70.8%.

We recognise that there is significant room for improvement. Ensuring every tenant feels valued, heard, and respected is fundamental to our commitment to inclusion.



## Listening to our tenants

We listen to our tenants and value their feedback. Here are some examples of how we use the Tenant Satisfaction Measures Survey results to plan, shape and improve our services:

- Introduced a new Neighbourhood Services model in June 2024 with more neighbourhood officers and smaller patch sizes.
- Launched a new Repairs Policy.
- Established a centralised Customer Resolution Team for formal complaints.
- Trained colleagues in Customer Excellence across the Group.
- Developed an online customer portal for improved communication with customers.
- Formed a Rapid Resolution Team in the Contact Centre to quickly resolve enquiries.
- Reviewed communal areas and grounds maintenance contracts and standards.
- Working with involved tenants using the Tenant Satisfaction Measure results.

We will listen more closely to tenant experiences, identify key areas for change and take meaningful action to improve satisfaction.

The full Tenant Satisfaction Measures Survey results can be viewed here:  
**[Torus - Performance Dashboards](#)**



## Tenant Data Collection

As part of our 'Getting to Know You' efforts, we are committed to improving how we gather and use data to ensure our services truly meet the diverse needs of our tenants.

We aim to better understand tenants' access requirements and personal preferences, enabling us to tailor our services effectively.

We respect our tenants' choice regarding personal information sharing and ensure tenants are aware of how their data will be used to enhance their experience.

Ultimately, we will be better equipped to support tenants with a wide range of needs, including those related to protected characteristics, language barriers and additional support requirements.

Data collection is focused on the following key priorities. At some point, tenants will engage with one of our colleagues, who will gather this information:

Data Priority	Definition
Priority One	Fundamental for essential function of landlord/tenant relationship (e.g. name, date of birth)
Priority Two	Required to support Torus' strategic priorities, identifying needs, and making evidence-based decisions and includes protected characteristics
Priority Three	Required to provide additional insight, improve processes, refining strategies, planning, and understanding broader implications (e.g. employment status, dependent children)
Priority Four	Supplementary information (e.g. next of kin, marketing preferences)

## Evolving the Vision: Housing with Purpose

In 2023, our vision centred on restructuring and tailoring services to better meet communities' needs. In 2024, we have evolved that vision with a renewed focus on housing with a purpose, ensuring every tenant and leaseholder feels heard, valued, and supported.

It's all about our people - their voice, data, and access - so we can better understand their lived experiences and shape services accordingly.

By strengthening our engagement and using real insights to drive meaningful change, we are committed to building a housing experience that is fair, inclusive, and truly reflects the people we serve.

### Putting it into practice

All colleagues completed Customer Excellence and person-centred training and signed a pledge with inclusive commitments to:

- Understand customers' needs to enhance their quality of life at home.
- Accommodate specific communication preferences customers tell us about.
- No discrimination based on age, disability, gender, race, sexual orientation, marital status, nationality, or religion.
- Use plain, jargon-free language.
- Provide clear and accurate information in all customer interactions.





## Evolving the Vision: Housing with Purpose

Based on tenant feedback, we have improved access to services through our online Customer Portal, offering a faster, safer, more efficient, and improved digital experience for tenants to manage their accounts.

Involved tenants from our Diversity and Inclusion Panel contributed to the Equality Impact Assessment for our Vulnerability and Reasonable Adjustment Policy.

In October 2024, we achieved Customer Excellence Accreditation. One of the key recognition areas was our commitment to Information and Access and our work on inclusion to ensure we meet the needs of underrepresented groups.

We proudly partnered with NHS England, St Helens Council, and Cheshire and Mersey Transforming Care to develop the Heathside Supported Housing Scheme. This groundbreaking facility enables independence for vulnerable tenants with autism, complex learning, and mental health needs.

Our dedication to training colleagues tailored to individual roles continues, including mandatory Domestic Abuse and Safeguarding sessions.

We recognise that a 'Support First' approach is vital to helping people at their most critical times. The new Hoarding Policy aims to focus on each person's quality of life.



## Tenant Voices

Torus tenants, leaseholders, and shared owners are central to everything we do. Their voices matter, and we are dedicated to listening to, learning from, and acting on their feedback to create an inclusive, responsive, and supportive community.

The Diversity and Inclusion Panel is one of many tenant, leaseholder, and shared owner forums that influence service design, delivery, and scrutiny. It provides essential insight and feedback from a lived experience perspective.

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

- Ensure tailored services that offer choice, information, and communication appropriate to the diverse needs of tenants, including those with additional support needs.
- Support Torus in complying with equality, diversity, and inclusion legislation, including the Equality Act 2010.
- Assist Torus in meeting the Regulator of Social Housing Tenant Involvement and Empowerment Standard related to diversity and inclusion.

### Key outcomes influenced by members

- Review of Hoarding, Safeguarding (Adults), and PREVENT policies to ensure they effectively support individuals and are fair, accessible, and equitable.

- Conducted an Equality Impact Assessment on the Vulnerability and Reasonable Adjustment Policy, focusing on lived experiences.
- Championed using plain language and easy-to-read documents, resulting in clear policy summaries and accessible leaflets, e.g. how to make a complaint.
- Created an induction pack for new tenants involved, including a jargon buster to simplify understanding.
- Engaging with diverse community groups to encourage participation and eliminate barriers for underrepresented voices.
- We are actively recruiting new members from all backgrounds to join our Diversity and Inclusion Panel and other tenant influence groups, aiming to ensure that every community we serve has a say in shaping our approach to inclusion.

## Our People: Driving Inclusion Forward

A diverse workforce allows us to understand the challenges faced by our tenants and customers and adapt our working practices to improve inclusion. Diverse representation at all levels of the organisation is central to achieving our goal of being an employer of choice. We take active steps to enable diversity in our workforce through people practices including recruitment, engagement and development opportunities.

The Torus Group actively engages in a concerted effort to embed key activities and initiatives that progress and foster an environment where everyone's voice is heard, valued, and empowered.

We have grown cultural awareness through our colleague networks and integrated knowledge sharing and campaigns.

### Colleague Networks

We have five colleague networks that support colleagues, help raise awareness of diversity, and work closely with People Services to promote and embed inclusive behaviours:



### Building a culture of inclusion and respect

Through our commitment to making our workplace inclusive for everyone, we have focused on activities designed to create an environment where all colleagues feel included and valued for their contributions to the organisation.

We've improved our data quality, enlisting the help of colleagues, allowing us to understand our workforce better and make informed decisions.

We've listened to colleagues about what matters most to them, capturing their sentiments through our annual Colleague Engagement Survey and sharing updates in our 'You said, we listened' bitesize communications. These highlight the actions we've implemented to improve the workplace, policies, and practices, as well as our services to tenants.

## Engagement with our communities

We encourage and prioritise recruitment applications from Torus tenants who meet the role criteria, automatically shortlisting them for interview. We also attend community organised coffee mornings and professional career fairs raising awareness of our diverse roles and recruitment processes, boosting awareness within the communities.

## New Torus Inclusion Strategy 2025 – 28

We will be launching our new Torus Group Inclusion strategy in April 2025. The overarching strategy will set out where we are now, where we want to be and how we will get there over the next three years.

The strategy will drive a culture where colleagues across varying identities feel valued, welcomed, respected, represented, heard, and included. Our culture is everyone's responsibility.

## Diversity in recruitment

Our job advertisements are more inclusive with improved language, cultural branding and highlighting our commitment to inclusion. To expand our audience, reach, we're exploring diverse job boards, such as DiverseJobsMatter, Investing in Women, and Evenbreak.

We've strengthened recruitment campaigns through social media platforms, using demographic targeting to reach diverse groups. Based on colleague feedback, we're looking to introduce a colleague referral programme to explore recruitment efforts in underrepresented communities, partnering with specialist local organisations and the Race Equality Hub.

A new Diversity Dashboard feature on our recruitment platform Hireful, collects data on the diversity of applicants. This allows us to track the effectiveness of our recruitment strategy. We are also working on a new feedback mechanism for candidates.

## Bias-Free

Through our One Torus Management Development programme, we are introducing unconscious bias training for all hiring managers and implementing standardised interviews with structured questions to ensure fairness and consistency in candidate assessments.

While we have made changes to enhance our recruitment practices, we remain committed to refining these efforts and fostering an inclusive recruitment process that attracts diverse candidates.

## Gender Pay Gap

Our efforts to close the gender pay gap for Torus (Landlord) continue on a positive path, with a mean gender pay gap of 15.66% in 2024 down from 16.6% in 2023. Tackling this issue is a long-term commitment, we are actively working to reduce it.

The gender pay gap in HMS is also reducing, with a mean gap of 7.46%, compared to 9.95% in 2023. HMS continue to raise women's profile in construction roles through representation at community events.

The reduction in both pay gaps has been driven by a number of contributing factors, including increased representation of women in our overall workforce and improved recruitment practices and campaigning.

Whilst our pay structures ensure colleagues are paid equally for their work, we recognise that we still have a gender pay gap due to a higher proportion of women working in roles in the lower quartile of our pay distribution.

A key focus of diversity and inclusion is representation, which ensures that colleagues from different backgrounds are adequately represented at all levels of the organisation, including leadership positions and decision-making roles. This promotes fairness and enriches our team with diverse ideas, perspectives and experiences.

The One Torus Management Development Programme includes a module which focuses on diversity and inclusion, covering commitments and the role of a leader.

### New pay gap reporting requirements

The Government's new proposals require large firms (250+ employees) to develop, publish, and implement action plans to address gender pay gaps, including outsourced workers in their reporting.

We already comply with these requirements annually for Torus and HMS, and all historical reports can be accessed on our websites. In addition, we review the entire Torus Group's gender pay gap and report this to the Board to ensure greater inclusivity and fairness in pay.

From 2026, the publication of ethnicity and disability pay gaps will be mandatory, mirroring gender pay gap reporting.

We are proactively updating personal and sensitive data to meet these forthcoming requirements.

## Building on Progress: The Road Ahead

As we reflect on our progress, it's clear that listening, learning, and acting on the voices of our colleagues and customers have been key to driving meaningful change.

The support and advocacy of our senior leadership have been instrumental in driving inclusion forward, ensuring that our efforts this year have had a real impact. But the work does not stop here.



### Moving forward, we will continue to:

- Focus and measure on what matters by using accurate data and understanding experiences to guide our decisions.
- Strengthen our approach by embedding fairness and respect into every interaction to build trust and create stronger, meaningful relationships.
- Enhance our digital services to ensure accessibility and inclusivity, meeting diverse customer needs and facilitating seamless engagement.
- Remain dedicated to supporting our vulnerable customers, ensuring they can access the right services, resources, and assistance to feel valued and safe in their communities.
- Invest in our colleagues by offering resources and career development opportunities, empowering everyone at all levels to grow, progress and reach their full potential.
- Ensure inclusion remains a continuous journey through learning to create a more equitable and understanding environment.
- Improve our inclusive recruitment practices to attract and empower diverse talent, supporting a culture of growth.
- Work alongside our peers, forming alliances to build stronger communities, staying proactive in addressing key societal inclusion issues and continuing to grow and strengthen together.

Equality, diversity, and equity guide our actions in everything we do, but the true measure of success will be the inclusive culture we build together, a place where everyone feels included, respected, and empowered to thrive.



  
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