

Diversity and Inclusion Strategy 2021 – 2024

Regeneration for the Future

Inclusion is about creating an environment in which anyone can feel comfortable and confident to be themselves, live and work in a way that suits them, allowing them to be a high value asset to their community or employer. At Torus, we believe that understanding and supporting diversity and inclusion in our workplaces and amongst our customers is key to achieving success.

Torus People Strategy Vision

To deliver the ambitions of our Group Corporate Plan and Workforce Strategy, we will need to fully understand and embrace diversity. This is in relation to both our customers and our workforce. Our strategic and operational activities should be informed by recognized best practice which is systematically embedded in the way we work day-to-day.

We want to continually stretch ourselves by working with others to promote the challenges and successes involved in delivering diversity and inclusion, ensuring we celebrate our successes along the way.

Purpose of the strategy

This strategy establishes the methodology by which Torus and its entities will work to drive positive action to promote diversity and inclusion as a central value to ensure it is enabling staff, residents and its wider customers to thrive and so meet the deliver its Corporate Plan ambitions. It sets out a broad-ranging, best practice approach to diversity and inclusion, focused strategic and operational goals and on collaboration both internally and externally.

Our Diversity and Inclusion Priorities

Four Diversity and Inclusion Priorities underpin this strategy and, in combination, establish the platform from which a culture of consistent true inclusivity will be established. Focusing on this suite of essentials will empower Torus Group and its subsidiaries to develop a best-practice based approach to diversity and inclusion, united by a single ethos.



We will ensure we are successful by adopting a set of principles that reflect the Group's key objectives of Intelligence, Investment, Influence and Resilience. Linkages to these will be detailed at subsidiary workforce strategy level.

These will ensure that we are clear on what we are doing, why we are doing it and how we will know if it has worked.

Principle 1 Investment

Continually developing people, service and infrastructure, meeting changing need

Principle 2 Resilience

Future-ready, adapting and evolving for a long-term sustainable future

Principle 3 Intelligence

Evidence-based, focused on tracking and evaluation of impacts

Principle 4 Influence

A single group culture, supported by complementary cultures across entities

Making it happen - The following core actions underpin delivery of Torus' Workforce Priorities:

Meet our duties	Lead best practice	Embed Day-to-Day	Celebrate Achievements
<p>Ensure we proactively deliver on our requirements in relation to the publication of equality data including the annual gender pay gap report.</p> <p>Ensure we abide by the equality act in the way we deliver services and manage our workforce.</p> <p>Ensure quality of customer and workforce data through data disclosure campaigns</p>	<p>Collaborate across region and sector to demonstrate the significance of diversity and inclusion in our work</p> <p>Engage with external challenge and seek accreditation for our actions</p> <p>Baseline and vision to monitor, map and share our progress</p> <p>Review how to nurture talent from under-represented groups</p>	<p>Review of policies and practices to ensure they are based on recognised best practice</p> <p>Ensure staff have a good understanding of D&I and impact on staff and customers. Review roles and responsibilities.</p> <p>Develop and foster an inclusive culture Increase staff and customer confidence in talking about D&I</p>	<p>Provide support for internal diversity networks;</p> <p>Promote national and international diversity awareness calendar events;</p> <p>Celebrate successes, recognizing the contribution of individuals and teams in achieving inclusivity in our work.</p>

Measures of success

Meet our duties	Lead best practice	Embed Day-to-Day	Celebrate Achievements
<p>Increased staff and customer engagement levels;</p> <p>Improved diversity and inclusion data through increased disclosure;</p> <p>Publication of relevant diversity and inclusion reports and analysis;</p>	<p>Increased internal and external recognition of our role in advancing learning in diversity and inclusion best practice;</p> <p>External accreditation of our progress</p> <p>Increased staff engagement and customer satisfaction in under-represented groups</p>	<p>Improved outcomes for our under-represented groups amongst staff and customers;</p> <p>Increased staff satisfaction rating;</p> <p>Increased customer satisfaction rating and a reduction in complaints arising from access to services.</p>	<p>Increased diversity at all levels of the organisation and across the Group;</p> <p>Increased number of staff from local communities;</p> <p>Increased promotion of D&I across businesses and number of events held with customers.</p>

These overarching measures will be adapted and defined in detail within each entity-level Workforce Strategy implementation plan. In all cases, baseline positions will be established and performance targets will be set to quantify success and inform the business on progress of the strategy over its lifetime.

