

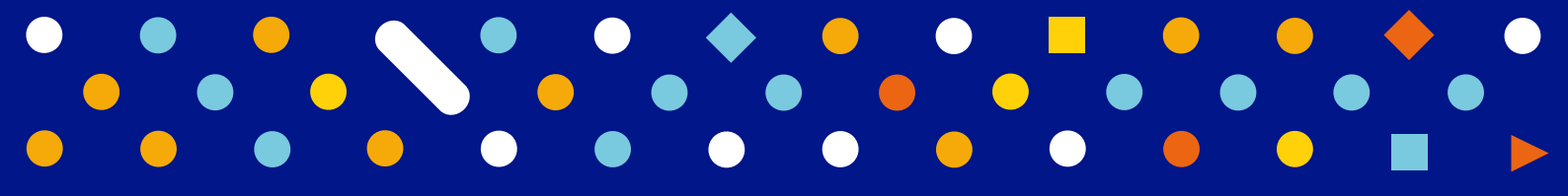


Livv
housing group



Equality, Diversity and Inclusion Strategy

2025-2028



Summary

At Livv, we're embedding Equality, Diversity, and Inclusion (ED&I) principles into everything we do. Our goal is simple: to ensure that every colleague, customer and stakeholder is treated fairly, included, and empowered; no matter their background, identity, or circumstances.

ED&I isn't just the right thing to do, it's also smart business. Diverse and inclusive companies are more likely to attract top talent, keep colleagues happy and engaged, and foster innovation, better decision-making, and stronger customer relationships.

Our aim is to celebrate diversity, strive for equity, and make inclusion the norm. We want to build a workplace where everyone can thrive and contribute to their fullest potential. This strategy is our blueprint for making that vision a reality.

While the terms 'equality', 'diversity', and 'inclusion' are often used interchangeably, they each have distinct meanings. Together, they empower organisations to excel, meet the diverse needs of customers and stakeholders, and enable colleagues to thrive.

Equality

Equality is about fair and impartial treatment.

To us it means ensuring that equality of opportunity is available to everyone. We ensure that our employees and customers are treated fairly and according to their needs so that no-one is treated differently or discriminated against because of their characteristics.

Diversity

Diversity means all the ways in which we differ.

It also means recognising and valuing that difference in all of us. It includes the differences we can see but also the differences that we can't see and those differences are recognised, respected and valued.

Inclusion

Inclusion means ensuring that everyone is given the opportunity to participate. For us this means ensuring that no-one feels left out and that everyone feels that they belong.

We aim to ensure that our employees and customers feel included in our mission, that they have a say in our plans and activities and their views are heard, supported, and respected.

At Livv, our corporate values shape our vision, our culture, and set us apart. These values guide our decision-making and interactions with customers, colleagues, and stakeholders.

Livv is here for the long term - to help colleagues and customers live happy, successful and fulfilled lives in diverse, welcoming places where they want to stay. Our core values underpin our mission to provide opportunities for everyone regardless of their age, race or background. They are;

Making a difference daily

We invest in our people, our customers and in the creation of a fairer society.

Positively open

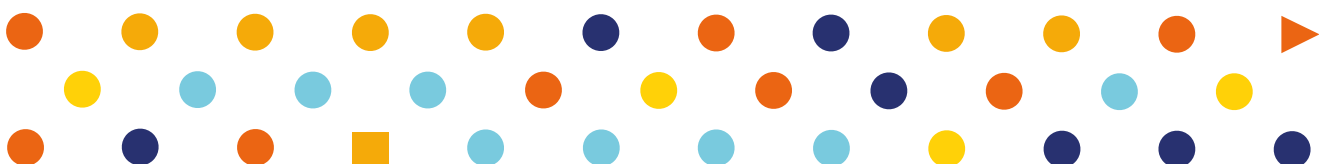
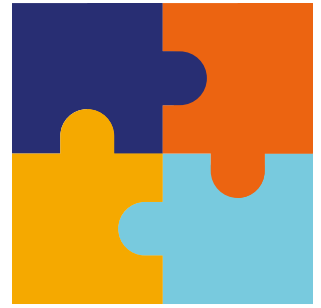
We are open to feedback at all times, as we strive to deliver a first class customer experience.

Forging the right way

We're creating an inspiring road which others will want to follow.

Together as one

Our teams work on another level of cohesiveness to enable us to deliver better outcomes.





1. Our vision

When prospective colleagues and customers are looking for a place to work or a place to live, we want them to recognise the Livv brand and associate it with kindness, fairness and an opportunity to thrive. When our existing colleagues talk about Livv we want them to talk about an employer that's fair, kind, inclusive and supportive when they need us. They will recommend us as a place to work that allows them to thrive and be themselves.

As a major employer and primary housing provider in Knowsley and the wider area, we're already a household name, a name synonymous with quality and professionalism. In an area with social and economic challenges, we want our name to also be synonymous with opportunity, prospects and community cohesion.

We'll continue to work with our community partnerships to tackle some of the less enviable associations this community has, such as poverty, deprivation, social unrest and violence towards women and girls. We want our communities to be known for their compassion, sense of neighbourhood, and to be a place where people want to live. We'll continue to enrich our colleagues with learning opportunities around equality, inclusion and diversity, with the goal of fostering a kind, empathetic and inclusive workforce.

2. Where we are now

At Livv, we've committed to eliminating unfair discrimination in all aspects of our work and service delivery. We've worked hard to ensure that robust mechanisms are in place to implement, monitor, and coordinate progress toward achieving our equality and inclusion goals. This commitment goes beyond compliance, we are taking a proactive approach to creating an inclusive environment where everyone is treated with fairness and respect.

We've made progress towards improving equality, diversity and inclusion across the business including, but not limited to:

- a dedicated resource with the recruitment of an Equality, Diversity and Inclusion Manager
- Livv Inclusive, a group of colleague volunteers that help shape and influence our equality, diversity and inclusion plans with the support of an executive champion
- reviewed our approach to equality, diversity, and inclusion within learning and development
- provided colleagues, including managers and senior leaders, with ongoing equality, diversity, and inclusion training

- developed and delivered an EDI communications plan including a calendar of educational and experiential wellbeing, learning and inclusion events
- reviewed and extended our membership of networks, programmes and organisations that champion EDI
- reviewed our policies, procedures and projects through an EDI lens and strengthened our equality impact assessment processes to ensure it is robust
- expanded our parental leave and flexible working arrangements
- worked to engage more diverse community groups in our Livv and Flourish Investment fund application process.



Legal

We're committed to compliance with the Equality Act 2010 and relevant legislation. We adhere to the specifications of the Gender Recognition Act 2004 while also recognising its limitations and going above and beyond its requirements, in line with best practice.



Best Practice

We do not limit inclusion to what is legally required. We take inspiration from our peers both within and outside the housing sector when deciding what is the right thing to do. Our Board reviews all proposals with a consideration of EDI best practice.



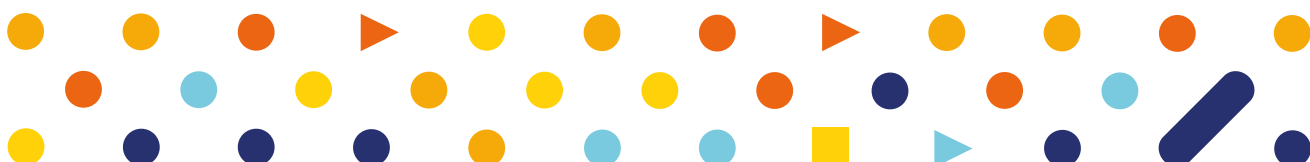
Regulatory

The Regulator of Social Housing (RSH) introduced new Consumer Standards in April 2024, which state that Registered Providers must:

- understand the diverse needs of tenants, including those arising from protected characteristics, language barriers, and additional support needs
- assess whether their housing and landlord services deliver fair and equitable outcomes for tenants
- ensure that communication with and information for tenants is clear, accessible, relevant, timely and appropriate to the diverse needs of tenants
- ensure that landlord services are accessible, and that the accessibility is publicised to tenants. This includes supporting tenants and prospective tenants to use online landlord services if required
- allow tenants and prospective tenants to be supported by a representative or advocate in interactions about landlord services.

Customers have told us that we don't always get it right and that they are not aware of, or how to ask about, how services can be tailored to meet their needs.

We're improving the data we hold about our customers. Our challenge is to maximise the information we hold, discover where we can do more, and then embed and share with customers any positive results we achieve.





Community cohesion

Our customers have told us we should lead by example, through our implementing and sharing our own approach to supporting different individuals.

Our own data shows that the number of customers needing our support due to domestic abuse is growing. We need to work with our communities and local partners on preventative measures.

We have established a working group to develop our approach to community enrichment and cohesion in areas such as domestic abuse, hate crime and positive inclusion.

3. Where we want to be

Theme 1 - Employee inclusion and engagement

- All colleagues are safe, valued, included and have opportunities
- our Board, leaders and colleagues understand and champion EDI
- colleagues understand who our Board EDI Champions are and why they choose to support EDI
- colleagues are empowered to assess, improve and deliver customer experiences that are reflective of, and tailored to, customer need
- colleagues influence equality, diversity and inclusion plans
- young people from our communities have opportunities to thrive at Livv
- our recruitment and induction processes are equally accessible to all, ensuring success in hiring and retention of the best candidates
- our employer brand, We're Livv....Together is recognised as diverse and inclusive.



Theme 2 - Customer inclusion and engagement

- We understand the diverse needs of our customers, including those arising from protected characteristics, language barriers and additional support needs
- our customers have fair access to, and equitable outcomes from housing and services
- our services, and the information we provide about them, are accessible to all customers
- 'representative' customer voice is heard throughout Livv, including at Board level and influences the improvements and decisions we make
- our customers know who our Board EDI Champions are and their reasons for supporting EDI
- customers are happy with services across all protected groups.

Theme 3 - Community inclusion and engagement

- Under-represented groups from our communities understand how to access job opportunities
- we protect our customers and communities of the future through prevention of domestic abuse, harassment and hate crime
- we lead by example through frequent and consistent messaging about how we meet the needs of our different customers
- notable diversification of social investment via the Livv and Flourish fund
- we play an active role in partnerships and events that tackle discrimination and champion EDI
- our suppliers and contractors demonstrate a commitment to EDI and recognise this as a requirement of working with us.

4. How we'll get there

We'll develop annual delivery plans to achieve our objectives. Our expected plans for each year of this strategy are summarised below.

● Annual activity (2025-2028)

Colleague inclusion and engagement

- Provide formal and informal learning and awareness opportunities for colleagues and leaders, including training around ASB and hate crime
- Strengthen Board and Committee decision making through enhanced presentation of EDI data
- Develop and extend Livv Inclusive

Customer Inclusion and Engagement

- Analyse customer EDI data to assess whether our homes and services provide equitable outcomes for customers
- Use data analysis to shape and improve services to meet customer need
- Analyse customer data to assess whether engagement activity is representative and inclusive of the customer base

Community Inclusion and engagement

- Develop and expand work placement/experience opportunities focussing on residents living in areas where Livv has homes
- Collaborate with Knowsley Stronger Communities Steering Group, to support delivery of the Stronger Communities Action Plan and contribute towards campaigns, events and activities that promote EDI and community cohesion

● Year one (2025-2026)

Colleague inclusion and engagement

- Collect colleague data including information about protected characteristics, access and communication needs

Customer Inclusion and Engagement

- Delivery of the 'Knowing our Customers' project to collect customer data including information about protected characteristics and communication needs
- Review accessibility to services according to customer EDI data

Community Inclusion and engagement

- Develop working group actions to tackle barriers to community cohesion such as racism, misogyny and homophobia
- Review procurement processes and practices to ensure our suppliers and contractors have good basic understanding of EDI principles and best practice.

● Year two (2026-2027)

Colleague inclusion and engagement

- Analyse data at specific colleague events (leavers, promotions, recruitment etc.) to assess whether our practices provide equitable outcomes for colleagues
- Embed good Equality Impact Assessment practice throughout the organisation
- Develop and expand our early careers offer

Customer Inclusion and Engagement

- Annually refresh our customer data as part of ongoing contact with customers
- Review accessibility to services according to customer EDI data
- Update website and other customer communication to ensure customers are aware of the different ways services are tailored to meet needs
- Enhance and listen to customer voice on areas where they have raised concerns (in consultations- such as communication, language, accessibility etc)

Community Inclusion and engagement

- Develop working group actions to tackle barriers to community cohesion such as racism, misogyny and homophobia
- Focus on awareness raising and prevention of known issues that impact service demand areas (domestic abuse and hate crime)
- Share regular and consistent messages about how we meet the needs of different customers, celebrate our successes
- Review procurement processes and practices to ensure our suppliers and contractors have good basic understanding of EDI principles and best practice.

● Year three (2027-2028)

Colleague inclusion and engagement

- Analyse data at specific colleague events (leavers, promotions, recruitment etc.) to assess whether our practices provide equitable outcomes for colleagues
- Embed good Equality Impact Assessment practice throughout the organisation
- Develop and expand our early careers offer

Customer Inclusion and Engagement

- Annually refresh our customer data as part of ongoing contact with customers
- Act on customers' concerns and feedback when shaping policy and actions

Community Inclusion and engagement

- Focus on awareness raising and prevention of known issues that impact service demand areas (domestic abuse and hate crime)
- Share regular and consistent messages about how we meet the needs of different customers, celebrate our successes
- Review procurement processes and practices to ensure our supplier pool is diverse and representative of our customers and colleagues

5. How we'll measure success

- 80% of colleagues recommend us as a good place to work
- 70% of our colleagues engage with EDI and wellbeing activities
- we hold comprehensive EDI data and information for 80%+ of customers
- measurable improvement in customer satisfaction and/or TSM score ("customer satisfaction that the landlord treats them fairly and with respect") for any customer EDI segments identified as having a lower satisfaction during year one data analysis.
- our customers engage with satisfaction surveys, and we're able to compare TSMs against protected characteristics
- information published on Livv website to show how we tailor services to meet customer needs
- customer feedback and engagement practice is representative of our customer base
- completion/delivery of actions agreed within the Knowsley Stronger Communities Action Plan
- delivery of campaigns or events that promote EDI and community cohesion.

Document control

Version	1
Applies to	All Livv Housing Group organisations
Approved by	Livv Common Board
Approved on	27 February 2025
Replacing	Equality, Diversity and Inclusion Strategy 2021-2024
Review due	February 2028
Responsible Executive Director	Executive Director – Resources
Author	Director - People
Equality Analysis	January 2025
Environmental Impact Assessment	Not required
Circulation	Intranet; Livv Housing Group website

Version control		
1	2025	New Strategy