



Diversity, Equity and Inclusion Annual Report

Year ended 31 March 2025



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We believe in a home for everyone, and our focus is to combine our social purpose and commercial drive to provide quality homes and create communities that our customers are proud of.



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At LiveWest, we believe that everyone should feel welcome, respected, and treated fairly—whatever they are and wherever they come from. That’s why Diversity, Equity and Inclusion (DEI) matters so much to us.

This report shows the work we’ve done over the past year to make sure our services work for all our customers, and that our colleagues feel supported at work. We’ve taken big steps to listen, learn and improve—whether that’s through supporting young women into careers, helping people feel safe in their homes, or tailoring our services to individual needs.

We know that people face different challenges, and we’re working hard to remove barriers that make life harder for some. Our Customer Offer, apprenticeship schemes, and adaptations programme are just a few examples of how we’re turning our values into action.

We’re also proud to have been recognised by the Regulator for our positive approach to meeting customers’ diverse needs. And we were pleased that 88.3% of our customers told us they feel we treat them fairly and with respect—something we’ll keep working to improve.

We know there’s always more to do. That’s why we’ll keep working with our customers and colleagues to make sure everyone is heard and included.

Thank you to everyone who has helped shape this work—especially the customers who’ve shared their experiences and ideas with us. We hope this report shows that we’re not just talking about inclusion—we’re living it.”

Paul Turner
Executive Director of People and Communications



Making our services fair, inclusive, and personal

Embedding Diversity, Equity and Inclusion in Customer Services

The new Social Housing Consumer Standards focus on fairness, accountability, and inclusion. A recent inspection by the Regulator recognised our positive action to meet diverse customer needs.

To meet this challenge, we've continued to prioritise the collection of customer data and created a clear and simple approach—our Customer DEI Roadmap. This outlines how we'll use customer data to make sure our services are fair, accessible, and tailored to meet different needs, whilst delivering equal outcomes for everyone.

As part of the new regulations, we're also reporting on Tenant Satisfaction Measures (TSMs) which help us understand how our customers feel about the services we provide. Our findings show that satisfaction levels are mostly consistent across customer groups, however like many providers, we've found that younger customers tend to be less satisfied

than older ones. We're responding to this by improving our digital services, making it easier for people to get things done online and outside of traditional working hours.

We know our customers have different needs, so we're making our services more flexible and personalised through our Customer Offer project.

This year, we're training 1,200 colleagues to better tailor support—whether it's repairs, help with rent, or responding to antisocial behaviour. Through our DEI Roadmap, we're working to reduce inequality and make sure every customer feels seen, heard, and valued.



A photograph of a man and a woman sitting on a garden bench. The man, wearing glasses and a brown cardigan, is leaning forward and laughing heartily. The woman, with short white hair and wearing a black jacket over a pink top, is also laughing and looking towards the camera. They are outdoors, with a brick wall and some plants in the background.

Supporting independent living at home

Over the past year, LiveWest has made big strides in making its homes more inclusive and accessible for customers who need extra support.

In 2024/25, we invested £430,000 in our minor adaptations programme—funding changes that help customers live safely and independently. From grab rails to ramps, we carried out 1,767 small but important adaptations, using a simple process where customers could make requests online or by phone.

Alongside this, we supported 621 major adaptations through local authority Disabled Facilities Grants (DFGs), helping people make more substantial changes to their homes.

We've worked hard to remove barriers in how we deliver services. By collecting information about customers' support needs during day-to-day contact, we're now better

able to tailor services across our teams. Our assessments for home adaptations focus on what each person really needs, with trained staff providing expert advice and guidance.

To avoid long delays in more complex cases, we also commission independent Occupational Therapists when urgent help is needed. This means customers don't have to wait as long and can get the support they need, when they need it.

It's all part of our commitment to providing fair, timely, and personalised services—so more people can live well in homes that work for them.

Need help?
[Find out more here.](#)



Making homes work for everyone

Sometimes small changes aren't enough, especially when customers face more complex challenges. That's why LiveWest goes the extra mile to make sure larger home adaptations can still happen, even when budgets are tight.

This year, we helped fund bigger projects where extra support was needed. One family received a property extension after an Occupational Therapist highlighted how difficult day-to-day life had become. Another customer urgently needed a home adaptation flagged by our Fire Safety team and we made sure it was delivered quickly.

Recognising that councils face

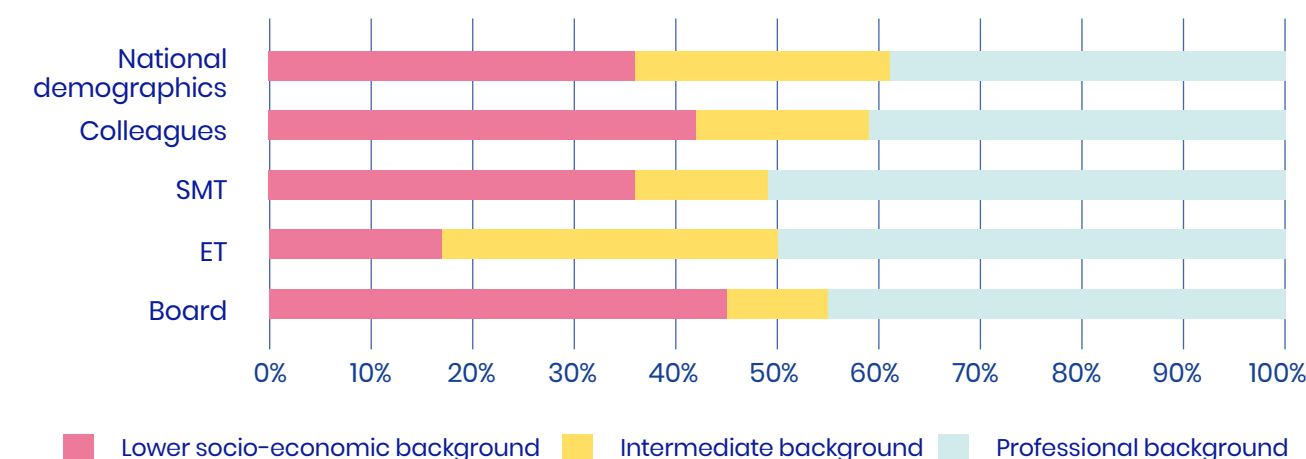
pressure on their Disabled Facilities Grant (DFG) budgets, we stepped in to help. In 2024/25, we approved four out of five top-up funding requests, contributing a total of £102,500. These supported essential works, including building ground-floor extensions for children with complex needs who need safe, accessible spaces.

We also helped make tricky projects possible. This included buying access to a private lane so a customer with mobility issues could reach their parking space.

These actions show our commitment to fairness, inclusion, and making sure every customer has a home that meets their needs.



Socio economic representation at LiveWest:



What does social mobility mean to us at LiveWest?

Social mobility is the comparison between your socio-economic status (your job and income) and your parent's status.

At LiveWest, we take important steps to create opportunities, so that your socio-economic background doesn't determine your outcomes in life.

What we have been up to over the last 12 months?

In 2024–25, we focused on helping people access better opportunities through training, apprenticeships, and careers – both within LiveWest and in the wider community. We attended 16 school careers fairs, helping young people learn about the many jobs and apprenticeships we offer.

We introduced guaranteed interviews for customers who meet the job criteria, resulting in 11 customers becoming LiveWest colleagues this year. In total, 73 people joined or continued on our apprenticeship programme, including 34 existing colleagues who used this route to progress their careers.

We also promoted trade roles to women and introduced more flexible working

options for trade teams. One of our female colleagues recently became a Building Surveyor, which is a great success story!

Our Community Connectors and Neighbourhood teams continue to support people on the ground. We're also exploring how our staff volunteer days can offer real help, like interview tips or work shadowing, to people looking for a fresh start.

Looking ahead, we're building a clear social mobility plan across the organisation. We'll develop a graduate scheme, grow our apprenticeship offer, and make sure we attract people from all walks of life—so everyone has a fair chance to succeed.



This year, LiveWest worked with the South-West Social Mobility Commission to help improve opportunities for disadvantaged young people in the South-West.

In May 2025, we asked our customers what they think about social mobility and the biggest challenges young people face.

We shared the results to support the commission's research to help them understand young people's challenges and views. You can read more in their 2025 report, [Breaking Ground](#).



Women in trades

Opening doors to new careers

At LiveWest, we're working to make sure trade jobs like plumbing, heating and electrical work are open to everyone. We're proud to say we've already passed our goal of having 4% of our trades team made up of women. Now, we're aiming even higher, with a new target of 8% over the next three years.

To help reach that goal, we're trialling flexible ways of working, such as part-time hours and seasonal roles, which can help make these jobs more accessible to women.

One standout success this year was Georgia Popham-Roberts, our Apprentice Gas Engineer, who was crowned the winner of the HIP Female Skills 2025 Grand Final. Georgia won her regional heat in Bath, then went on to beat the top female apprentices from across the UK in a tough six-hour final. "I didn't think I'd win," Georgia said. "To be named the best female apprentice in the UK fills me with huge pride."

We also hosted a Women in Trades Taster Day to inspire more women to consider a career in trades. Attendees got hands-on experience and heard directly from female tradespeople about their journeys. The day proved that, with the right support and encouragement, women can build successful careers and make a real impact in their communities.

We're proud of the progress we've made—and we're excited to keep going. By opening more doors and offering more support, we're making trades a place where everyone can thrive.



Empowering future leaders

Mentoring through the Empowering Girls programme

As part of our work to support the community, Bernice Williams, our Director of Communications and Public Affairs, has been mentoring young women through the Empowering Girls programme. Run by the Devon, Plymouth and Torbay Careers Hub, the programme helps Year 9 girls—especially those facing challenges—build confidence, aim higher, and improve their future prospects.

This aligns strongly with our corporate values around inclusion, opportunity, and sustainable impact.

Bernice said: “I’m incredibly grateful for the opportunity to volunteer as a mentor – it’s been one of the most rewarding experiences of my career. I’ve learned so much from the girls I’ve worked with. It’s not just about mentoring – it’s about showing up consistently, creating opportunities, and helping these young women realise they belong in the spaces they dream about. When we bring education and business closer together, we don’t just inspire change – we help make it happen.”



Over the last 12 months, 11 of our customers have joined us as a colleague.

Our apprenticeship programme is more successful than ever! In 2024/25:

39 new colleagues have joined us to complete their apprenticeship

34 established colleagues have undertaken an apprenticeship to further develop their career

73 colleagues are now on our apprenticeship program in total

Our Executive Director of People and Communications, Paul Turner, said:

“Apprenticeships are a great way for people to achieve their career ambitions and are a key way to demonstrate people’s talent and giving them a platform to do this.”

LiveWest colleague statistics



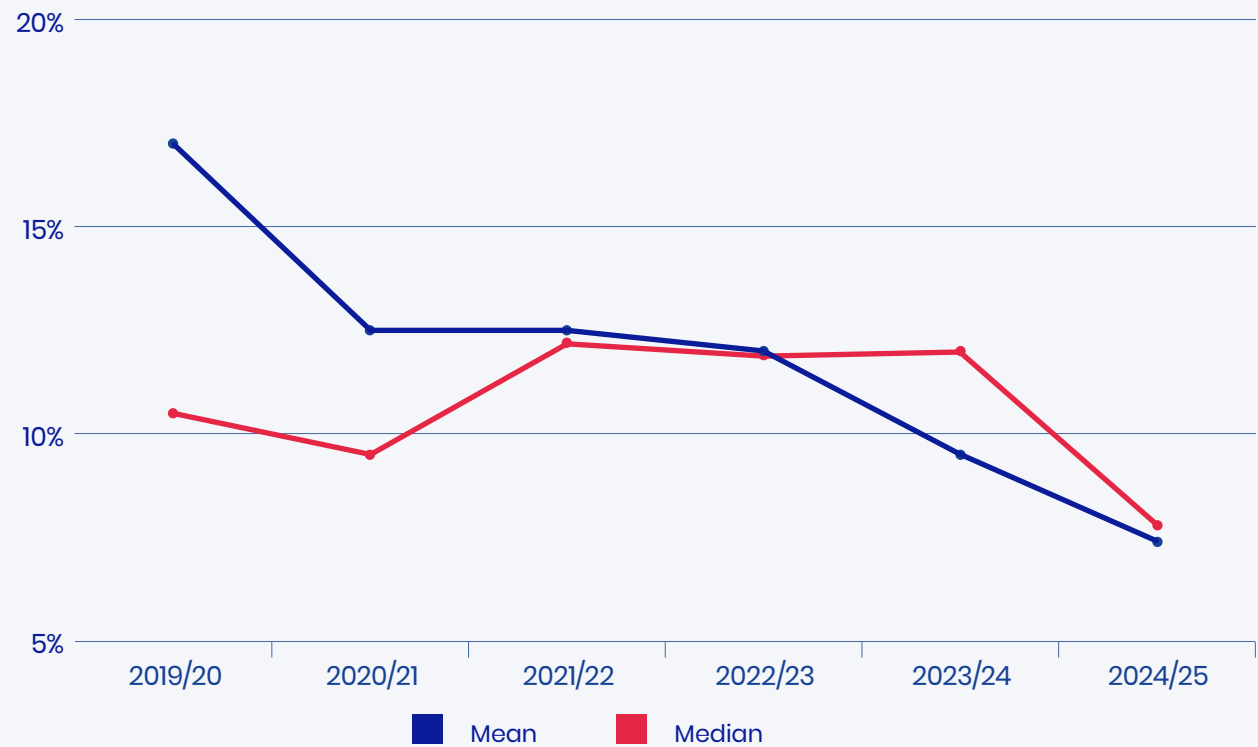
This table highlights the demographic of our colleagues, demonstrating the diversity at LiveWest by focusing elements of DEI.

	Women	BAME	Disability	LGBT
All colleagues	46.8%	2.8%	7.1%	4.5%
Trade	4.8%	3.8%	3.5%	4.2%
Board and Committees	29.0%	18.0%	0.0%	12.0%
Senior Management	42.0%	0.0%	4.0%	2.0%
Management	50.0%	2.1%	7.0%	3.6%

As of 31 March 2025

Gender pay gap

Our gender pay gap mean and median 2019–2025



Since 2018/19, we’ve reduced our average gender pay gap by almost 9%, bringing it down to 6.9%. This shows the real progress we’re making thanks to the ongoing efforts of our teams. Our aim is to close the gender pay gap completely by 2030.

What have we done to achieve this?

We are committed to inclusively recruiting

Our leadership team supports inclusive recruitment by considering flexible working for all roles. Recruitment managers attend workshops on unconscious bias and the value of diverse interview panels to help ensure a fair process for every candidate.

Listening to our colleagues and taking action

We worked with Inclusive Employers to hold anonymous listening circles with part-time colleagues, focusing on women and people with disabilities. These discussions shaped our 2024/25 Inclusion Plan, which aims to remove barriers, support fair progression, and celebrate part-time success, helping us build a more inclusive workplace.

As part of our commitment to Equity, Diversity, and Inclusion, we’ve been testing a new ‘40 in 4’ working pattern. This allows our trade staff to work 40 hours over four days instead of five.

The aim is to give more flexibility and a better work-life balance, while still offering great service, including evening appointments.

The feedback has been positive. Colleagues say they feel better, have more time for family and appointments, and don’t need to use annual leave as often. This trial showcases LiveWest’s goal to modernise how we work and support our people.

Making a difference at work through our Colleague Network Groups

At LiveWest, our colleague networks—DEAN, SAGE and REEN—help us build an inclusive workplace for everyone.

DEAN (Disability, Equality and Awareness Network)

DEAN plays a key role in raising awareness of disabilities and long-term health conditions. Each March, the group runs Disability Awareness Month, which in 2024/25 included a quiz raising awareness on invisible disabilities. The group run regular “Meet DEAN” sessions in offices and online.

DEAN also helped develop the LiveWest Inclusion Passport—a new tool co-designed by the group to help colleagues log any workplace adjustments they need to work at their best, like flexible hours or equipment support. Colleagues own their passport and choose what to share, making support more personal and respectful.

SAGE (Sexuality and Gender Equality Network)

SAGE supports LGBTQIA+ colleagues and promotes inclusion across LiveWest. Highlights this year included:

- LiveWest being a Gold Sponsor at Exmouth Pride, with colleagues attending and volunteering.
- A Pride Tea Party in Cornwall.
- Panel discussions and interviews featuring LGBTQIA+ senior leaders.
- Colleague stories shared on National Coming Out Day.

These events helped raise awareness and make sure our workplace reflects diverse identities.



REEN (Race and Ethnicity Equality Network)

REEN gives a voice to colleagues from ethnic minority backgrounds and helps shape inclusive change.

In 2024/25, REEN supported:

- Black History Month activities, including a creative event for young residents in Bristol
- Funding for Black Mothers Matter, helping expand their support groups. One mum said, “It’s been absolutely beneficial having the support of other Black mums in my community.”
- A Listening Circle for colleagues to safely share their workplace experiences



Together, our networks help us understand diverse experiences and what we can do to keep improving.

