



EQUAL OPPORTUNITIES AND DIVERSITY POLICY

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This Equal Opportunities and Diversity Policy may be issued to Clients on request as an 'uncontrolled' copy, meaning it is correct at the time of issue, but is not subject to update; or as a 'controlled' copy whereby holders receive updates by document transmittal.

This Equal Opportunities and Diversity Policy remains the property of the Company and must be returned on request.

This Equal Opportunities and Diversity Policy describes the policy and equal opportunities and diversity related practices within the Company, and is intended to assist the recipient in understanding how equal opportunities and diversity practices are applied within the Company.

This Equal Opportunities and Diversity Policy in whole or part may not be copied without the written permission of a Director.

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1	<i>Amended date on Equal Opportunities and Diversity policy statement to denote review</i>	
2	<i>Updated Org Chart -v10</i>	

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Section One
**Equal Opportunities and
Diversity Policy Statement**

1.0 Equal Opportunities and Diversity Policy Statement

Total Reclaims Demolition (the Company) is an Equal Opportunities Employer.

The Company recognises the value of diversity and is committed to equality of opportunity. Our aim is to create the conditions whereby staff at all levels are treated with dignity and respect and solely on the basis of their merits, abilities and potential, regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, socio-economic background, political beliefs and affiliations, family circumstances, spent criminal convictions or any other irrelevant distinction.

The Company believe that excellence will be achieved through recognising the value of every individual. We aim to create an environment that respects the diversity of personnel and enables them to achieve their full potential: to contribute fully, and to derive maximum benefit from their involvement with the Company.

To this end, the Company acknowledges the following basic rights for all Company personnel:

- To be treated with respect and dignity
- To be treated fairly with regard to all procedures, assessments and choices
- To receive encouragement to reach their full potential.

These rights carry with them responsibilities and the Company requires all personnel to recognise these rights and to act in accordance with them in all dealings with other Company personnel, Client personnel, members of the public and any other persons with whom they have contact. In addition, the Company will comply with all relevant legislation and good practice.

No individual will be unjustifiably discriminated against. This includes, but not exclusively, on the basis of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, socio-economic background, political beliefs and affiliations, family circumstances, spent criminal convictions or for any other reason

Selection criteria and procedures will be kept under review to ensure individuals are selected, promoted and treated on the basis of the relevant merits and abilities. All employees will be given equality of opportunity within the Company's services and will be encouraged to progress within the organisation.

To ensure that direct or indirect discrimination is not occurring, recruitment and other employment decisions will be regularly monitored in conjunction with records of job applicants and existing employees to ensure that Company policies and procedures are carried out on a fair and non-discriminatory basis.

This policy will be communicated to all employees upon commencement of employment with the Company.

The Company is committed to a programme of action to make this Policy fully effective and to ensure that the Policy is kept up to date.

To ensure this, the Policy and the way in which it operates will be reviewed as appropriate and at least every year.

The Equal Opportunities and Diversity Policy Manual defines the levels of individual responsibility and arrangements throughout the Company. Eventual responsibility for fulfilling the defined responsibilities and arrangements is vested in the undersigned,



MELVYN CROSS MIDE
Managing Director
December 2020

Section Two
Responsibilities

2.0 Responsibilities

The Managing Director has eventual responsibility for fulfilling the defined responsibilities and arrangements of the Company Equal Opportunities and Diversity Policy. The Company Organisation Chart details the structure and managerial communication and reporting responsibilities.

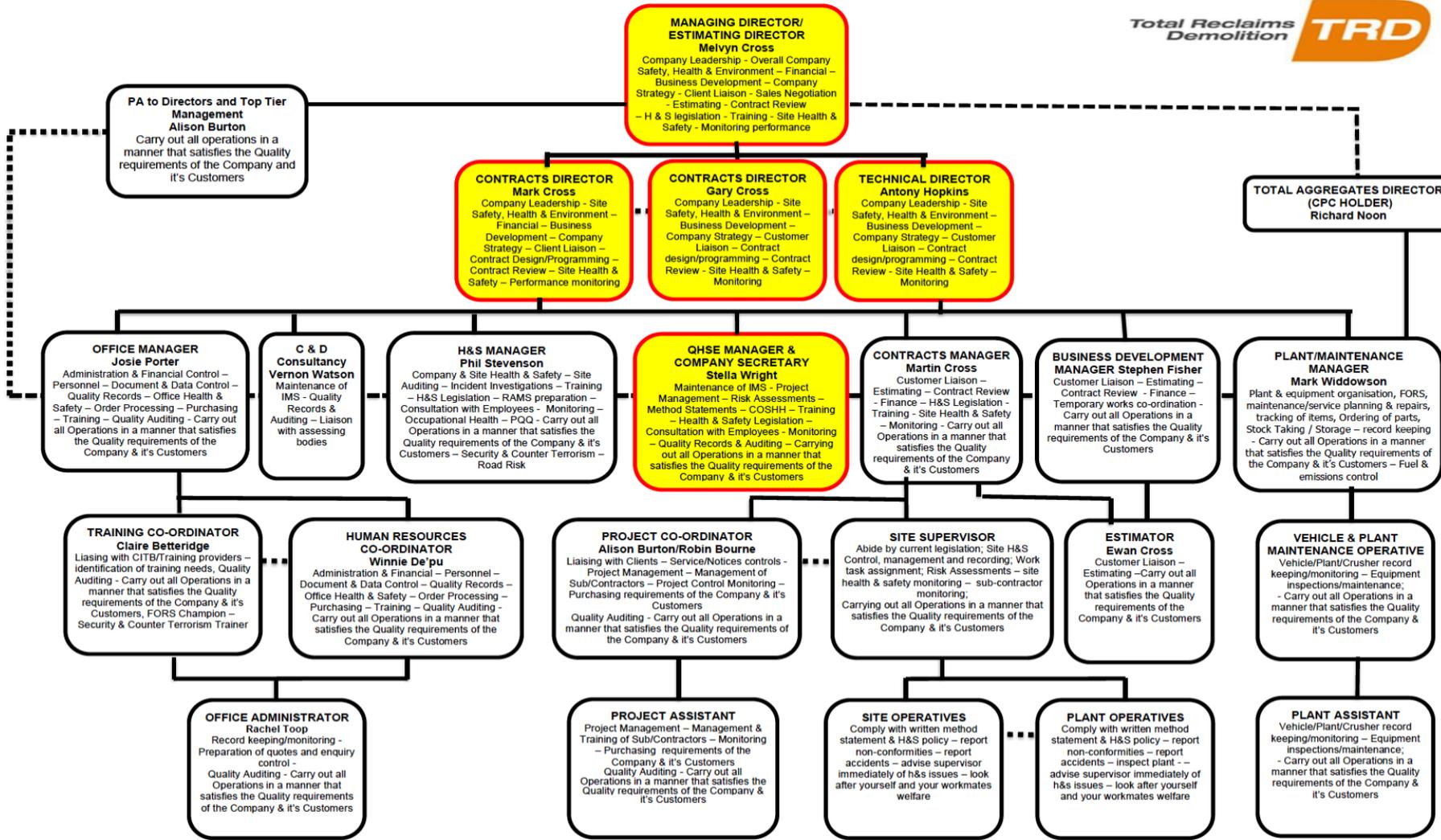
The person responsible to advise on and monitor the Equal Opportunities and Diversity Policy is the Managing Director, hereafter called the designated person.

The designated person will ensure that the Policy is maintained and that adequate training in equal opportunity matters is provided to all company employees. The designated person will deal with all equal opportunity queries and, in association with the Managing Director, any complaints and/or grievances.

All Directors, Managers and Supervisors are made aware of the Company's Equal Opportunities and Diversity Policy and are instructed to the requirements of the policy and their individual responsibilities to ensure that Company policies and procedures are carried out on a fair and non-discriminatory basis. This instruction will be either by in-house or external training.

In addition, all employees are made aware of the Company's Equal Opportunities and Diversity Policy upon joining the Company and are instructed to the requirements of the policy and their individual responsibility to accept their personal involvement in the practical application of this policy. The details and requirements of the Policy are communicated at induction when joining the Company and are reiterated on an ongoing basis

COMPANY ORGANISATION



**ISO 9001:2015 + ISO 14001:2015 + ISO 45001:2018
TOP MANAGEMENT**
Persons identified have the power to delegate authority and provide resources [ISO 9000:2015 (3.1.1)]

Section Three
Arrangements
(Implementation)

3.0 Arrangements (Implementation)

3.1 Legislation

The Company Equal Opportunities and Diversity Policy will take cognisance of all legislation and related Codes of Practice designed to promote equality.

Previous legislation has been revoked, either whole or in part by the Equality Act. The revoked legislation includes, but is not limited to:

Acts of Parliament

- Equal Pay Act 1970¹
- Sex Discrimination Act 1975¹
- Race Relations Act 1976¹
- Disability Discrimination Act 1995¹
- Race Relations (Amendment) Act 2000²
- Civil Partnership Act 2004¹
- Disability Discrimination Act 2005¹
- Equality Act 2006²

Regulations

- Sex Discrimination (Gender Reassignment) Regulations 1999¹
- Race Relations Act 1976 (Amendment) Regulations 2003¹
- Equal Pay Act (EPA) 1970 (Amendment) Regulations 2003¹
- Employment Equality (Sexual Orientation) Regulations 2003¹
- Employment Equality (Religion or Belief) Regulations 2003¹
- Employment Equality (Sex Discrimination) Regulations 2005¹
- Employment Equality (Age) Regulations 2006¹

¹ – Whole of Act/Regulation revoked ² – Part of Act/Regulation revoked.

This legislation detailed above has been replaced by the Equality Act 2010, hereafter called 'the Act'. The Act harmonises and replaces previously detailed legislation and ensures consistency in what the Company need to do to both make the workplace a fair environment and to comply with the law.

In addition to the Equality Act, cognisance is taken of the Human Rights Act 1998 in matters relating to equal opportunities and diversity.

3.2 The Equality Act 2010

i) Introduction

The Act harmonises and replaces previous legislation and ensures consistency in what is needed to do to make the workplace a fair environment and to comply with the law.

The Equality Act covers the same groups that were protected by existing equality legislation – age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity. These are now called 'protected characteristics' and are described in Section iv)

The Act extends some protections to characteristics that were not previously covered, and also strengthens particular aspects of equality law.

Table 1 shows the form of discrimination which apply to each protected characteristic.

ii) Key Changes

Positive action

As with previous equality legislation, the Equality Act allows positive action to be taken if it is felt that employees or job applicants who share a particular protected characteristic suffer a disadvantage connected to that characteristic, or if their participation in an activity is disproportionately low.

Pre-employment health-related checks

The Equality Act limits the circumstances when health-related questions can be asked before we have offered an individual a job. Up to this point, health-related questions can only be asked to help the Company to:

- Decide whether we need to make any reasonable adjustments for the person to the selection process
- Decide whether an applicant can carry out a function that is essential ('intrinsic') to the job
- Monitor diversity among people making applications for jobs
- Take positive action to assist disabled people
- Assure ourselves that a candidate has the disability where the job genuinely requires the jobholder to have a disability

A jobseeker cannot take the Company to an Employment Tribunal if they think we are acting unlawfully by asking questions that are prohibited, though they can complain to the Equality and Human Rights Commission. However, if we do ask these prohibited questions, and not employ the applicant, they may bring a claim of discrimination against the Company and the burden of proof would be on us to demonstrate that we had not discriminated.

Once a person has passed the interview and we have offered them a job (whether this is an unconditional or conditional job offer) we are permitted to ask appropriate health-related questions.

Extension of employment tribunal powers

Under previous legislation, an employment tribunal could make a recommendation that an employer must eliminate or reduce the effect on the claimant of any discrimination. The Act extends this power so that it will now be possible for a tribunal to make recommendations that an organisation takes steps to eliminate or reduce the effect of discrimination on other employees, not only on the claimant. For example, the tribunal might specify that an employer needs to train all staff about the organisation's bullying and harassment policy. This power does not apply to equal pay cases.

Equal pay – direct discrimination

The Act retains the framework that was previously in place. This means that in most circumstances a challenge to pay inequality and other contractual terms and conditions still has to be made by comparison with a real person of the opposite sex in the same employment.

However, a change in the Act allows a claim of direct pay discrimination to be made, even if no real person comparator can be found. This means that a claimant who can show evidence that they would have received better remuneration from their employer if they were of a different sex may have a claim, even if there is no one of the opposite sex doing equal work in the organisation. This would be a claim under sex discrimination.

Pay secrecy

The Act makes it unlawful for the Company to prevent or restrict our employees from having a discussion to establish if differences in pay exist that are related to protected characteristics. It also makes terms of the contract of employment that require pay secrecy unenforceable because of these discussions.

The Company can require their employees to keep pay rates confidential from some people outside the workplace, for example a competitor organisation.

iii) Discrimination

Direct discrimination

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have (see perception discrimination below), or because they associate with someone who has a protected characteristic (see discrimination by association below).

Discrimination by association

Already applies to race, religion or belief and sexual orientation. Now extended to cover age, disability, gender reassignment and sex. This is direct discrimination against someone because they associate with another person who possesses a protected characteristic.

Discrimination by Perception

Already applies to age, race, religion or belief and sexual orientation. Now extended to cover disability, gender reassignment and sex. This is direct discrimination against an individual because others think they possess a particular protected characteristic. It applies even if the person does not actually possess that characteristic.

Indirect discrimination

Already applies to age, race, religion or belief, sex, sexual orientation and marriage and civil partnership. Now extended to cover disability and gender reassignment.

Indirect discrimination can occur when you have a condition, rule, policy or even a practice in your company that applies to everyone but particularly disadvantages people who share a protected characteristic. Indirect discrimination can be justified if you can show that you acted reasonably in managing your business, ie that it is 'a proportionate means of achieving a legitimate aim'. A *legitimate aim* might be any lawful decision you make in running your business or organisation, but if there is a discriminatory effect, the sole aim of reducing costs is likely to be unlawful.

Being proportionate really means being fair and reasonable, including showing that you've looked at 'less discriminatory' alternatives to any decision you make.

Harassment

Harassment is "*unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual*".

Harassment applies to all protected characteristics except for pregnancy and maternity and marriage and civil partnership. Employees will now be able to complain of behaviour that they find offensive even if it is not directed at them, and the complainant need not possess the relevant characteristic themselves.

Employees are also protected from harassment because of perception and association

Third party harassment

Already applies to sex, now extended to cover age, disability, gender reassignment, race, religion or belief and sexual orientation.

The Act makes you potentially liable for harassment of your employees by people (third parties) who are not employees of your company, such as customers or clients. You will only be liable when harassment has

occurred on at least two previous occasions, you are aware that it has taken place, and have not taken reasonable steps to prevent it from happening again.

Victimisation

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Act; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.

There is no longer a need to compare treatment of a complainant with that of a person who has not made or supported a complaint under the Act.

iv) Protected Characteristics

The Protected Characteristics are:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion or Belief
- Sex
- Sexual Orientation

Key points of the Protected Characteristics are:

Age

The Act protects people of all ages. However, different treatment because of age is not unlawful direct or indirect discrimination if you can justify it, ie if you can demonstrate that it is a proportionate means of meeting a legitimate aim.

Age is the only protected characteristic that allows employers to justify direct discrimination.

The Act continues to allow employers to have a default retirement age of 65 until April 2011.

Disability

The Act has made it easier for a person to show that they are disabled and protected from disability discrimination. Under the Act, a person is disabled if they have a physical or mental impairment which has a substantial and long term adverse effect on their ability to carry out normal day-to-day activities, which would include things like using a telephone, reading a book or using public transport.

As before, the Act puts a duty on you as an employer to make reasonable adjustments for your staff to help them overcome disadvantage resulting from an impairment (eg by providing assistive technologies to help visually impaired staff use computers effectively).

The Act includes a new protection from discrimination arising from disability. This states that it is discrimination to treat a disabled person unfavourably because of something connected with their disability (eg a tendency to make spelling mistakes arising from dyslexia). This type of discrimination is unlawful where the employer or other person acting for the employer knows, or could reasonably be expected to know, that the person has a disability. This type of discrimination is only justifiable if an employer can show that it is a proportionate means of achieving a legitimate aim.

Additionally, indirect discrimination now covers disabled people. This means that a job applicant or employee could claim that a particular rule or requirement you have in place disadvantages people with the same disability. Unless you could justify this, it would be unlawful.

The Act also includes a new provision which makes it unlawful, except in certain circumstances, for employers to ask about a candidate's health before offering them work.

Gender reassignment

The Act provides protection for transsexual people. A transsexual person is someone who proposes to, starts or has completed a process to change his or her gender. The Act no longer requires a person to be under medical supervision to be protected – so a woman who decides to live as a man but does not undergo any medical procedures would be covered.

It is discrimination to treat transsexual people less favourably for being absent from work because they propose to undergo, are undergoing or have undergone gender reassignment than they would be treated if they were absent because they were ill or injured.

Marriage and civil partnership

The Act protects employees who are married or in a civil partnership against discrimination. Single people are not protected.

Pregnancy and maternity

A woman is protected against discrimination on the grounds of pregnancy and maternity during the period of her pregnancy and any statutory maternity leave to which she is entitled. During this period, pregnancy and

maternity discrimination cannot be treated as sex discrimination.

You must not take into account an employee's period of absence due to pregnancy-related illness when making a decision about her employment.

Race

For the purposes of the Act 'race' includes colour, nationality and ethnic or national origins.

Religion or belief

In the Equality Act, religion includes any religion. It also includes a lack of religion, in other words employees or jobseekers are protected if they do not follow a certain religion or have no religion at all. Additionally, a religion must have a clear structure and belief system. Belief means any religious or philosophical belief or a lack of such belief. To be protected, a belief must satisfy various criteria, including that it is a weighty and substantial aspect of human life and behaviour. Denominations or sects within a religion can be considered a protected religion or religious belief.

Discrimination because of religion or belief can occur even where both the discriminator and recipient are of the same religion or belief.

Sex

Both men and women are protected under the Act.

Sexual orientation

The Act protects bisexual, gay, heterosexual and lesbian people.

Characteristic covered in the Act	PROTECTED CHARACTERISTICS								
Characteristic not covered in the Act									
TYPES OF DISCRIMINATION	AGE	DISABILITY	GENDER REASSIGNMENT	RACE	RELIGION OR BELIEF	SEX	SEXUAL ORIENTATION	MARRIAGE & CIVIL PARTNERSHIPS	PREGNANCY & MATERNITY
DIRECT DISCRIMINATION									
DISCRIMINATION BY ASSOCIATION									
DISCRIMINATION BY PERCEPTION									
INDIRECT DISCRIMINATION									
HARASSMENT									
HARASSMENT BY A THIRD PARTY									
VICTIMISATION									

TABLE 1

3.3 Recruitment

The recruitment process must result in the most suitable person for the job in respect of experience and qualifications.

Recruitment solely by "word of mouth" is not good practice and will not be used.

It is against the Company Policy and against the law to discriminate, either directly or indirectly, on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, socio-economic background, political beliefs and affiliations, family circumstances, spent criminal convictions or any other irrelevant distinction, at any stage of the recruitment process.

No assumptions or pre-judgements will be made by managers or recruiters about the suitability of any sex or race for a particular job.

No decision will be made, or preference stated, in advance regarding the outcome of the recruitment process, for example - instructions not to recruit a woman.

3.4 Advertising

The Company will utilise open recruitment methods, use of job centres, careers service or press advertisements, etc.

Copies of the Company's written Equal Opportunities and Diversity Policy will be given to all the recruitment and advertising agencies with which we deal.

Wording of job adverts will not place unfair restrictions or requirements on a particular group, for example - specifying length of residence in the United Kingdom, requesting specific qualifications, which are not necessary for the effective performance of the job.

In all recruitment and publicity literature and in all internal and external advertisements, the following will apply:

- It is stated that the Company is an Equal Opportunities Employer.
Job titles and job content are presented without bias of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, socio-economic background, political beliefs and affiliations, family circumstances, spent criminal convictions or any other irrelevant distinction.
- Jobs are described in such a way that no qualified person is deterred from applying.
- Recruitment publicity must positively encourage applicants from all suitably qualified and experienced people.
- There is nothing in either words or illustrations to indicate any role stereotyping. Illustrations showing

men in managerial positions and women in clerical positions or white people supervising black people or workers of minority ethnic origins are particularly to be avoided.

3.5 Selection Processes

Only those qualifications and skills that are essential for the job will be established as criteria for selection. These qualifications and skills may include educational, professional qualifications, industry related training, experience, and physical abilities. They will not exclude minority groups, or discourage people with minimum qualifications from applying.

Requirements for formal academic, professional qualifications or industry related training may be waived if candidates can demonstrate their suitability for the job by other means. The candidate's previous experience and willingness to undergo further training will both be taken into account.

All selection criteria will be strictly job-related.

The Company will not insist on higher qualifications than are strictly necessary for the job and will encourage applicants to undertake further training. In assessing educational/training qualifications, it should not be assumed that overseas qualifications are of a lower standard than their UK equivalents, where appropriate, overseas qualifications will be properly assessed.

All requirements for qualifications/training will be valid and job-related.

Where selection tests are used the Company will ensure that applicants or job holders have the skills and aptitudes required for the job, these tests are to be made only of skills which are essential to the job and to a standard no higher than is required for the job.

The tests used by the Company will be free of bias and non-discriminatory.

Health related questions will only be asked when the applicant has passed the interview and has been offered a job. This applies whether the job offer is conditional or unconditional.

3.6 Communication of the Policy

The Policy will be communicated to new employees upon commencement of employment with the Company. This will be at Induction into Company requirements and will be recorded onto the appropriate induction documentation.

3.7 Promotion

Promotion criteria will relate specifically to the individual's ability and aptitude to carry out the job without bias of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, socio-economic background, political beliefs and affiliations, family circumstances, spent criminal convictions or any other irrelevant distinction, at any stage of the recruitment process.

3.8 Training

Identification of training needs is the responsibility of the designated person, in association with the Managing Director, Directors, Managers and Site Supervisors.

The training will be provided for employees in order to increase their knowledge and skills and will be commensurate with Company requirements. This has the advantage to the Company of greater efficiency and potential, while to the employee it opens up new opportunities and prospects.

All training course material must reflect our position as an Equal Opportunities employer.

Training opportunities will be made available to all employees based upon their ability and aptitude to carry out the job, without bias of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, socio-economic background, political beliefs and affiliations, family circumstances, spent criminal convictions or any other irrelevant distinction.

It is against Company policy and against the law to discriminate, directly or indirectly, either in the selection of candidates for training courses or in the arrangements made for selection.

3.9 Consultation and Reporting

Consultation is carried out concerning this Policy, as part of the Company consultation process, in association with the Health and Safety (Consultation with Employees) Regulations.

The Site Supervisors generally act as representatives of employees as defined in the Health and Safety (Consultation with Employees) Regulations.

All personnel are required to co-operate in the implementation of all Company policies to ensure the requirements and ethos of the appropriate Policy is maintained – in this case, to ensure that direct or indirect discrimination does not occur.

A meeting is held on annually, sooner if considered necessary. These meetings are attended by the designated person, Managing Director, Site Supervisors and any other personnel deemed appropriate. This meeting reviews all Company Policies and related activities, including any equal opportunities issues, incidents, grievances, etc.

Tool Box Talks, held weekly on all Company sites are the forum where the Site Supervisor can identify issues raised by Company management and related actions and where any operative can raise equal opportunities issues/concerns.

These concerns may be addressed either locally by the Site Supervisor or Company-wide by the Designated person. This may be after formal review and/or discussions with other Site Supervisors and/or other senior personnel.

Tool Box Talks are documented formally onto the Tool Box Talk Register.

3.10 Victimisation

It is unlawful to victimise any person who has pursued a grievance, as detailed in Section 4. or who has pursued a case, complaint or allegations of discrimination by:

- Disciplinary action
- Dismissal (including redundancy)
- Transfer (unless requested by the individual)
- Subjecting the individual to any other detrimental action

Any form of discriminatory harassment or bullying, will result in a formal investigation that could lead to disciplinary action being taken against personnel responsible for these actions.

Section Four
Grievance Procedure

4.0 Grievance Procedure

4.1 Introduction

Equal opportunities in the workplace will be achieved by the implementation of the policies outlined in this Policy Manual.

The Company Grievance Procedure is available to individual employees who feel that they have received unfair treatment in any of the following:

- Their right to promotion for jobs for which they are qualified or have the experience
- Selection of interview for promotion (if applicable)
- The interview process itself
- Training or development opportunities
- Terms and conditions of employment

The Company Grievance Procedure may also be invoked in cases of alleged discriminatory harassment, as detailed in Section 3.2.

All allegations of discrimination or harassment will be dealt with seriously, confidentially and speedily. The Company will not ignore or treat lightly grievances or complaints of discrimination or harassment, particularly those relating to age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, socio-economic background, political beliefs and affiliations, family circumstances, spent criminal convictions or any other irrelevant distinction

With cases of harassment, while the Company encourages employees who believe they are being harassed to notify the offender (by words or by conduct) that his or her behaviour is unwelcome, the Company also recognises that actual or perceived power and status disparities may make such confrontation impractical.

4.2 Equal Opportunities/Diversity Complaints

Any employee with a grievance under Equal Opportunities or Diversity should follow the procedure below:

- a) Before taking a decision to formally invoke the Grievance Procedure, the employees has the right to approach the Designated person for informal and confidential advice.
- b) In order to proceed, the employee makes known his or her grievance to the Manager or Supervisor involved in the situation. This must be done at the earliest opportunity.
- c) Either party may at this stage request the advice of the Designated person or other third party.

All allegations of discrimination or harassment will be taken seriously. The following procedure will be followed:

- a) The allegation will be promptly investigated by the Designated person or a nominated Director
- b) As part of the investigatory process, the complainant will be interviewed and asked to provide a witness statement setting out the details of their complaint.
- c) Confidentiality will be maintained during the investigatory process to the extent that this is practical and appropriate in the circumstances. However, in order to effectively investigate an allegation, the Company must be able to determine the scope of the investigation and the individuals who should be informed of or interviewed about the allegation.
- d) Once the investigation has been completed, the complainant will be informed of the outcome and the Company's conclusions.
- e) If the grievance cannot be resolved at this stage, the employee can invoke the company's formal grievance procedure.

The Company is committed to taking appropriate action with respect to all complaints of discrimination or harassment that are upheld.

Care will be taken to deal effectively and seriously with all equal opportunities appeals. It should not be assumed that they are made by people who are over-sensitive about discrimination.

The complainant will not be penalised for raising a complaint, even if it is not upheld, unless their complaint was found to be untrue and/or made in bad faith.

4.3 Company Grievance Procedure

The formal Company Grievance Procedure will be carried out in the strictest confidence, and will not prejudice the employee's current employment or future career prospects.

The use of the Company Grievance Procedure does not take away an individual's rights under law to take a case to an industrial tribunal or their rights to request Union representation where appropriate.

The Company Grievance Procedure is in two stages as detailed below:

i) Stage 1

- a) In the event of an you (the employee) having a formal grievance relating to their employment you should, in the first instance, put your complaint in writing and address it to your Line Manager.
- b) Where your grievance is against your Line Manager, your complaint should be addressed to the Managing Director.

- c) The Managing Director or a Director (who, in the event of the nominated Director being your Line Manager, will not be the Director to whom your grievance is addressed) will then invite you to attend a grievance meeting to discuss your grievance.
- d) You have the right to be accompanied at this meeting by a trade union official or a fellow employee of your choice.
- e) Every effort will be made to convene the grievance meeting at a time that is convenient for you and your companion to attend.
- f) If this means that the meeting cannot be held within a reasonable period (usually within five working days of the original date set), we ask that you arrange with another companion who is available to attend.
- g) Any employee who is chosen to accompany another in a grievance hearing is entitled to take paid time off for this purpose.
- h) You must take all reasonable steps to attend the grievance meeting.

Following the meeting, the Company will endeavour to respond to your grievance as soon as possible and, in any case, within five working days of the grievance meeting.

If it is not possible to respond within this period, you will be given an explanation for the delay and be told when a response can be expected.

You will be informed in writing of the Company's decision on the grievance and notified of your right to appeal against that decision if you are not satisfied with it.

ii) Stage 2

In the event that you feel your grievance has not been satisfactorily resolved, you may appeal. In such cases, the following procedure should be followed.

- a) State your dissatisfaction, in writing, to the Director within five working days of the grievance decision.
- b) On receipt of your appeal letter, the Managing Director or a Director (who, again, will not be the Director to whom your grievance is addressed) will arrange to hear your grievance at an appeal meeting.
- c) At this meeting you may again, if you wish, be accompanied by a trade union official or a fellow employee of your choice.
- d) You must take all reasonable steps to attend the grievance appeal meeting.

Following the meeting, the Director dealing with your appeal will endeavour to respond to your grievance as soon as possible and, in any case, within five working days of the appeal hearing.

If it is not possible to respond within this period, you will be given an explanation for the delay and be told when a response can be expected.

You will be informed in writing of the Company's decision on your grievance appeal.

This is the final stage of the grievance procedure and the Company's decision shall be final.

Section Five
Monitoring

5.0 Monitoring

In order for the Equal Opportunities and Diversity Policy to be fully effective, the Company will monitor age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, socio-economic background, political beliefs and affiliations, family circumstances, spent criminal convictions or any other irrelevant distinction, at all levels within the Company.

Monitoring exercises will be carried out at all stages of employment including:

- Job application and selection
- In post
- Training, development and selection
- Promotion
- Transfer
- Discipline/dismissal
- Leaving the Company

If monitoring reveals under-representation of the groups, positive action will be taken to make changes.

The Managing Director is the person with ultimate executive responsibility. The designated person is responsible for monitoring and implementation of all other aspects of this Policy.