

EQUALITY, DIVERSITY & INCLUSION POLICY

Policy statement

- 1.1 Glen is committed to promoting equality of opportunity for all staff and job applicants. We aim to create a working environment in which all individuals are able to make best use of their skills, free from discrimination, bullying or harassment, and in which all decisions are based on merit.
- 1.2 We do not discriminate against staff based on age, disability, gender identity or expression, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex, or sexual orientation (protected characteristics).
- 1.3 The principles of non-discrimination and equality of opportunity also apply to the way in which staff treat visitors, clients, customers, providers, suppliers, and former staff members.
- 1.4 All staff have a duty to act in accordance with this policy and treat colleagues with dignity at all times, and not to discriminate against or harass other members of staff, regardless of their status.
- 1.5 This policy does not form part of your contract of employment and may be amended at any time.

2. Who is covered by the policy?

- 2.1 This policy applies to all aspects of our relationship with staff and to relations between staff members at all levels. This includes job advertisements, recruitment and selection, training and development, opportunities for promotion, conditions of service, pay and benefits, conduct at work, disciplinary and grievance procedures, and termination of employment.

3. Scope and purpose of the policy

- 3.1 This policy applies to all employees regardless of length of service.
- 3.2 We will take appropriate steps to accommodate the requirements of different religions, cultures, and domestic responsibilities.

4. Forms of discrimination

- 4.1 Discrimination by or against an employee is generally prohibited unless there is a specific legal exemption. Discrimination may be direct or indirect, and it may occur intentionally or unintentionally.
- 4.2 Direct discrimination occurs where someone is treated less favourably because of one or more of the protected characteristics set out above. For

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example, rejecting an applicant on the grounds of their race because they would not "fit in" would be direct discrimination.

- 4.3 Indirect discrimination occurs where someone is disadvantaged by an unjustified provision, criterion or practice that also puts other people with the same protected characteristic at a particular disadvantage. For example, a requirement to work full time puts women at a particular disadvantage because they generally have greater childcare commitments than men. Such a requirement will need to be objectively justified.
- 4.4 Harassment and bullying related to any of the protected characteristics is prohibited. Harassment and bullying is unwanted conduct that has the purpose or effect of violating someone's dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment for them.
- 4.5 Victimisation is also prohibited. This is less favourable treatment of someone who has complained or given information about discrimination or harassment or supported someone else's complaint.

5. Recruitment and selection

- 5.1 We aim to ensure that no job applicant suffers discrimination because of any of the protected characteristics above. Our recruitment procedures are reviewed regularly to ensure that individuals are treated on the basis of their relevant merits and abilities. Job selection criteria are regularly reviewed to ensure that they are relevant to the job and are not disproportionate. Shortlisting of applicants should be done by more than one person wherever possible.
- 5.2 Job advertisements should avoid stereotyping or using wording that may discourage groups with a particular protected characteristic from applying. A copy of this policy should be sent on request to those who enquire about it when applying for vacancies.
- 5.3 We take steps to ensure that our vacancies are advertised to a diverse labour market.
- 5.4 Applicants should not be asked about health or disability before a job offer is made. There are limited exceptions which should only be used with a Regional Manager's approval. For example:
 - (a) Questions necessary to establish if an applicant can perform an intrinsic part of the job (subject to any reasonable adjustments).
 - (b) Questions to establish if an applicant is fit to attend an assessment or any reasonable adjustments that may be needed at interview or assessment.

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- (c) Positive action to recruit disabled persons.
- (d) Equal opportunities monitoring (which will not form part of the decision-making process).

5.5 Applicants should not be asked about past or current pregnancy or future intentions related to pregnancy. Applicants should not be asked about matters concerning age, race, religion or belief, sexual orientation, or gender identity or expression without the approval of a Regional Manager (who should first consider whether such matters are relevant and may lawfully be taken into account).

5.6 We are required by law to ensure that all employees are entitled to work in the UK. Assumptions about immigration status should not be made based on appearance or apparent nationality. All prospective employees, regardless of nationality, must be able to produce original documents (such as a passport) before employment starts, to satisfy current immigration legislation. The list of acceptable documents is available from the local branch office or the UK Border Agency.

6. Staff training and promotion and conditions of service

6.1 Staff training needs will be identified through regular staff appraisals. All staff will be given appropriate access to training to enable them to progress within the organisation and all promotion decisions will be made on the basis of merit.

6.2 Our conditions of service, benefits and facilities are reviewed regularly to ensure that they are available to all staff who should have access to them and that there are no unlawful obstacles to accessing them.

7. Termination of employment

7.1 We will ensure that redundancy criteria and procedures are fair and objective and are not directly or indirectly discriminatory.

7.2 We will also ensure that disciplinary procedures and penalties are applied without discrimination, whether they result in disciplinary warnings, dismissal or other disciplinary action.

8. Disability discrimination

8.1 If you are disabled or become disabled, we encourage you to tell us about your condition so that we can support you as appropriate.

8.2 If you experience difficulties at work because of your disability, you may wish to contact your manager to discuss any reasonable adjustments that would help overcome or minimise the difficulty. The Company may wish to consult

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with you and your medical adviser(s) about possible adjustments. We will consider the matter carefully and try to accommodate your needs within reason. If we consider a particular adjustment would not be reasonable, we will explain our reasons and try to find an alternative solution where possible.

- 8.3 We will monitor the physical features of our premises to consider whether they place disabled workers, job applicants or service users at a substantial disadvantage compared to other staff. Where reasonable, we will take steps to improve access for disabled staff and service users.

9. Fixed term employees

- 9.1 We monitor our use of fixed-term employees and their conditions of service, to ensure that they are being offered appropriate access to benefits, training, promotion, and permanent employment opportunities. We will, where relevant, monitor their progress to ensure that they are accessing permanent vacancies.

10. Part-time work

- 10.1 We monitor the conditions of service of all our staff to ensure that both full-time and part-time employees are being offered appropriate access to benefits and training and promotion opportunities. We will ensure requests to alter working hours are dealt with appropriately under our Flexible Working Policy.

11. Breaches of this policy

- 11.1 If you believe that you may have been discriminated against you are encouraged to raise the matter through our Grievance Procedure. If you believe that you may have been subject to harassment or bullying, you are encouraged to raise the matter through our Anti-harassment and Bullying Policy. If you are uncertain which applies or need advice on how to proceed you should speak to your manager, Regional Manager or local branch office.
- 11.2 Allegations regarding potential breaches of this policy will be treated in confidence and investigated in accordance with the relevant procedure. Staff who make such allegations in good faith will not be victimised or treated less favourably as a result. False allegations which are found to have been made in bad faith will, however, be dealt with under our Disciplinary Procedure.
- 11.3 Any member of staff who is found to have committed an act of discrimination, harassment or bullying will be subject to disciplinary action. Such behaviour may constitute gross misconduct and, as such, may result in summary dismissal. We take a strict approach to serious breaches of this policy.

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You should also be aware that if you are guilty of discrimination, you may, in addition to being subject to disciplinary action (including dismissal) be personally legally liable.

Inclusion - We value our people and the experiences they bring to work; everyone has the opportunity to develop at Glen. Our aim is to ensure our people feel involved, respected, and part of the Glen family. Please read in conjunction with this Policy, Document No: GGL/Policies/Whistle Blowing/014

Managing Director
Glen Group Limited Dated: 04 February 2026

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