



EQUAL OPPORTUNITIES AND DIVERSITY POLICY

The Company is committed to being a successful, caring, and welcoming place for all employees. We want to create a supportive and inclusive environment where our employees can reach their full potential, without prejudice and discrimination. We are committed to a culture where respect and understanding is fostered, and the diversity of people's backgrounds and circumstances will be positively valued.

Equality of opportunity, valuing diversity, and compliance with the law is to the benefit of all individuals in our Company as it seeks to develop the skills and abilities of its people. While specific responsibility for eliminating discrimination and providing equality of opportunity lies with Directors and managers, all employees have a responsibility to treat others with dignity and respect.

Through this policy and the training and development of managers and staff, the Company will do all it can to promote good practice in this area to eliminate discrimination and harassment as far as is reasonably possible. The Company will also continue to work towards its goal of encouraging and promoting equality, diversity and inclusion throughout the workforce.

Policy Objectives

This policy aims to achieve equality by removing any potential discrimination in the way that employees are treated by fellow employees or the Company, including on the grounds of:

- Disability
- Sexual orientation
- Gender reassignment
- Race, colour, nationality, ethnic or national origin
- Sex
- Religion or belief
- Age
- Medical condition
- Part-time or fixed-term working status
- Marriage or civil partnership
- Pregnancy, maternity or breastfeeding

Roles and Responsibilities

The Company has established clear responsibilities for the implementation, monitoring and continuous improvement of this Equality, Diversity and Inclusion (EDI) Policy throughout the organisation.

- Directors are responsible for providing leadership, ensuring compliance with equality legislation, allocating appropriate resources, and promoting an inclusive workplace culture.
- Managers and Supervisors are responsible for implementing this policy within their teams, ensuring fair and consistent employment practices, addressing concerns promptly, and supporting employees in creating an inclusive working environment.
- Human Resources is responsible for providing guidance on the application of this policy, supporting managers and employees, monitoring equality-related data where appropriate, arranging training, and reviewing the effectiveness of the policy.

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- Employees are responsible for treating colleagues, customers, suppliers, contractors and visitors with dignity and respect, complying with this policy, challenging inappropriate behaviour where appropriate, and reporting any concerns relating to discrimination, harassment or victimisation.

Fair Treatment

All employees, whether full-time, part-time or temporary, will be treated fairly and with respect.

This policy applies to all employment decisions, including:

- Recruitment, selection, promotion and advertising of vacancies;
- Terms and conditions of employment;
- Training, career development and progression;
- Grievance and disciplinary procedures;
- Performance management;
- Relationships between members of staff;
- Treatment of employees during their notice period.

Positive Action

The Company may use positive action where permitted by legislation. Positive action refers to lawful measures taken to improve equality of opportunity for groups that are underrepresented or disadvantaged. Any positive action taken will be proportionate and in accordance with current legislation.

Enquiries About Disability and Health During Recruitment

As an equal opportunities employer, Threeshires Limited will not ask about the health of an applicant (including whether they are disabled) before offering employment or including the applicant in a pool of successful candidates, unless a lawful exemption applies.

The Company may make pre-employment health enquiries only where necessary:

- To establish whether reasonable adjustments are required during the recruitment process;
- To determine whether the applicant can carry out an intrinsic function of the role;
- To monitor the diversity of applicants;
- To implement positive action for disabled people;
- Where a particular disability is an occupational requirement;
- To comply with national security vetting requirements.

Promotion of Equal Opportunities

Every employee has an obligation to promote equality, diversity and inclusion within the Company. Employees must always observe and apply this policy. In particular, employees must not:

- Discriminate against or harass colleagues, employees or job applicants;
- Discriminate against or harass visitors, clients, customers, suppliers, consultants or contractors;
- Discriminate against or harass members of the public in the course of their duties, whether on or off Company premises;

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- Encourage or attempt to encourage others to practise unlawful discrimination;
- Victimise individuals who have made complaints of discrimination or supported others in making such complaints.

A breach of this policy is a serious matter and may result in disciplinary action, up to and including summary dismissal.

Monitoring and Review

The Directors, with the assistance and cooperation of senior management, Human Resources and employees, will take appropriate steps to ensure compliance with this policy and the Equality Act 2010.

The Company will monitor equality-related issues, complaints, employment practices and workforce data, where appropriate, to help identify opportunities for improvement.

The effectiveness of this policy will be reviewed periodically, and at least annually, to ensure it remains effective, compliant with current legislation, reflects best practice, and continues to support the Company's equality, diversity and inclusion objectives. The policy will also be reviewed following significant legislative changes, organisational changes, or where monitoring indicates improvements are required.

All employees will be made aware of this policy and its requirements. Appropriate training and guidance will be provided to managers and employees to support effective implementation and to address any identified breaches or areas for improvement.

Reporting Concerns

If you believe you have been treated in a manner that is inconsistent with this policy, you should initially raise the matter with your Departmental Manager.

If there is a valid reason why you are unable to do so, you should contact the HR Manager directly.

The Company takes all allegations of discrimination, harassment and victimisation seriously and will investigate complaints promptly, fairly and, wherever possible, confidentially in accordance with its Grievance Procedure.

Signed

Print

James Lloyd

Position

Managing Director

Date 22nd July 2026

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