

Equity, Diversity, and Inclusion Policy

Approved by: Rob Morgan - Director

Effective date: 06 Jan 2026

Next review date: 05 Jan 2027

1) Purpose

Zinc eConsulting Ltd t/a Drivers Domain UK is committed to building and sustaining a workplace and community where **equity, diversity, and inclusion (EDI)** are embedded in how we lead, hire, develop people, make decisions, deliver services, and work with partners.

This policy sets out our commitments and expectations to:

- Provide a workplace free from discrimination, harassment, bullying, and victimisation.
 - Remove barriers to participation and progression.
 - Promote fair access to opportunities, resources, and support.
 - Foster an inclusive culture where everyone feels valued, respected, safe, and able to contribute.
-

2) Scope

This policy applies to:

- All employees (permanent, temporary, fixed-term), contractors, agency workers, interns, apprentices, and volunteers.
- Job applicants and prospective workers.
- Board members, trustees, and senior leaders (where applicable).
- Visitors, clients, service users, customers, and anyone engaging with Zinc eConsulting Ltd t/a Drivers Domain UK.
- Work-related events, training, travel, social activities, online spaces, and any work-related communications.

3) Definitions

Equity: Fairness in outcomes by recognising that different people may need different support, resources, or adjustments to access the same opportunities.

Diversity: The range of human differences and lived experiences, including (but not limited to) race, ethnicity, nationality, disability, neurodiversity, sex, gender identity, gender expression, sexual orientation, age, religion or belief, pregnancy/maternity, marital or civil partnership status, caring responsibilities, socioeconomic background, and education.

Inclusion: A culture where people feel respected, heard, safe, and able to participate fully—where differences are valued and power is shared responsibly.

Belonging (often used alongside EDI): The feeling of being accepted and supported as your authentic self.

Discrimination: Unfair treatment based on a protected characteristic or other identity factor, whether direct, indirect, by association, or by perception.

Harassment: Unwanted conduct related to a protected characteristic that violates dignity or creates an intimidating, hostile, degrading, humiliating, or offensive environment.

Victimisation: Unfair treatment because someone made or supported a complaint, raised a concern, or participated in an investigation.

Reasonable adjustments / accommodations: Changes that remove barriers for disabled people or others who require adjustments to work or participate safely and effectively.

4) Our commitments

Zinc eConsulting Ltd t/a Drivers Domain UK commits to:

1. **Zero tolerance** for discrimination, harassment, bullying, hate incidents, and retaliation.
2. **Fair and transparent** recruitment, pay, performance, progression, and decision-making.
3. **Accessible and inclusive** workplaces, communications, technology, and events.
4. **Psychological safety** where concerns can be raised without fear.
5. **Continuous learning** and capability-building on inclusive leadership and anti-bias practices.
6. **Accountability and measurement**, including setting objectives and monitoring progress.
7. **Meaningful participation**, listening to underrepresented groups and involving people in decisions that affect them.
8. **Inclusive service delivery** (where relevant), ensuring our products/services meet diverse needs.
9. **Supplier and partner expectations**, encouraging inclusive practices beyond our organisation.

5) Responsibilities

5.1 Board / Trustees / Senior Leadership

Leaders are accountable for EDI outcomes and must:

- Set the tone and model inclusive behaviour.
- Ensure adequate resources for EDI priorities.
- Approve and review EDI goals, plans, and progress.
- Hold managers accountable through objectives and performance expectations.

5.2 People Managers

Managers must:

- Apply policies fairly and consistently.
- Create inclusive team norms and address inappropriate behaviour promptly.
- Support reasonable adjustments and flexible working where feasible.
- Ensure equitable access to development opportunities and feedback.
- Respond to concerns and escalate appropriately.

5.3 People & Culture / HR

HR will:

- Maintain this policy and supporting procedures.
- Provide training, guidance, and tools for inclusive practice.
- Monitor workforce data and trends (in line with privacy law).
- Support investigations and ensure fair processes.
- Advise on reasonable adjustments and accessibility.

5.4 All Employees, Volunteers, and Contractors

Everyone must:

- Treat others with respect and dignity.
- Challenge discrimination and exclusion (safely and appropriately).
- Participate in required EDI learning and comply with this policy.
- Report concerns promptly through the channels described below.

6) Inclusive workplace standards

Zinc eConsulting Ltd t/a Drivers Domain UK
expects:

- **Respectful communication** (including correct names and pronouns, avoiding stereotypes, and using inclusive language).
 - **Inclusive collaboration**, such as giving space for different communication styles and ensuring meetings allow participation.
 - **Fair decision-making**, including documenting decisions that affect employment outcomes (hiring, pay, promotion, performance).
 - **Professional boundaries**, especially in power-imbalanced relationships (manager-report, instructor-learner, etc.).
 - **Accessible practices**, including offering alternatives to in-person participation, captions, accessible formats, and appropriate breaks when needed.
-

7) Fair recruitment and selection

We will:

- Use job descriptions focused on essential criteria and avoid unnecessary barriers (e.g., inflated experience requirements).
- Advertise roles as widely as feasible and use inclusive language.
- Offer candidates an opportunity to request adjustments throughout the process.
- Use structured interviews, consistent scoring, and diverse panels where possible.
- Minimise bias by using evidence-based assessment and documented decisions.
- Ensure background checks (where used) are proportionate and relevant to the role.

Prohibited practices include informal “culture fit” gatekeeping, unchecked referral-only hiring, and inappropriate questions (e.g., about family plans, health, or protected characteristics unless legally permitted and necessary for adjustments).

8) Pay, performance, development, and progression

We will:

- Maintain clear salary bands or pay principles and apply them consistently.
- Use objective criteria for performance reviews and promotions.
- Provide equitable access to learning, stretch assignments, and mentoring/sponsorship.
- Monitor for patterns indicating bias or barriers (e.g., performance ratings, promotion rates, turnover, grievances).

Managers must document decisions and ensure opportunities are communicated transparently.

9) Accessibility and reasonable adjustments

Zinc eConsulting Ltd t/a Drivers Domain UK will make reasonable adjustments to remove barriers, which may include:

- Changes to working hours, location, workload distribution, or job design.
- Assistive technology, equipment, or ergonomic support.
- Communication adjustments (e.g., written follow-ups, captions, interpreters).
- Recruitment and onboarding adjustments.
- Adjusted performance measures where appropriate to reflect agreed accommodations.

Requests should be treated respectfully, handled promptly, and kept confidential as appropriate.

10) Flexible working and inclusion

We recognise that flexibility can be a key equity tool. Where operationally feasible, we will support:

- Flexible hours, remote/hybrid options, and predictable scheduling.
 - Support for caring responsibilities.
 - Faith and cultural observance where reasonable.
 - Return-to-work support after parental leave, long-term sickness, or other absence.
-

11) Preventing and addressing discrimination, harassment, and bullying

11.1 Reporting options

Anyone can raise a concern through:

- Your manager (unless they are involved).
- People & Culture / HR.
- A designated EDI Lead / Safeguarding Lead (if applicable).
- An anonymous reporting channel (if available): [details].
- A union representative or trusted colleague (as support).

We encourage early reporting so issues can be addressed before they escalate.

11.2 What happens next

Depending on the situation, we may:

- Provide informal resolution options (where appropriate and safe).
- Implement interim measures to protect individuals (e.g., changing reporting lines).
- Conduct a formal investigation under grievance/disciplinary procedures.

11.3 No retaliation

Retaliation against someone who raises a concern, supports a complaint, or participates in an investigation is prohibited and may lead to disciplinary action.

12) Training and capability

We will provide training appropriate to roles, including:

- Induction on EDI and expected behaviours.
- Inclusive leadership and managing bias for managers.
- Anti-harassment and bystander skills.
- Accessibility and inclusive communication.
- Role-specific training for recruitment, safeguarding, customer-facing teams, and investigators.

Training is not a “tick-box”; we will evaluate impact and update content.

13) Data, monitoring, and confidentiality

We will collect and use EDI-related data responsibly to identify barriers and measure progress. This may include:

- Workforce demographic information (voluntary where appropriate).
- Recruitment funnel data, pay and progression analysis.
- Staff survey feedback and qualitative insights.
- Complaints/grievances trends (anonymised where possible).

All information will be handled in line with applicable privacy and data protection requirements. Individual-level information will be shared only on a need-to-know basis.

14) Inclusive communications and events

We will aim to ensure:

- Communications use plain language and inclusive imagery.
- Events consider accessibility (physical access, hearing/visual needs, quiet spaces, dietary needs).
- Scheduling considers different time zones, caring responsibilities, and religious/cultural observances where possible.
- Online spaces are moderated to prevent harassment and hate speech.

15) Suppliers, partners, and third parties

We expect suppliers, partners, and contractors to:

- Treat our staff and service users with respect.
- Not discriminate or harass anyone when working with Zinc eConsulting Ltd t/a Drivers Domain UK.
- Align with our EDI expectations where relevant to the relationship.

We may consider supplier diversity and inclusive practices in procurement decisions, proportionate to our size and context.

16) Governance, objectives, and review

16.1 EDI Objectives

Each year, Zinc eConsulting Ltd t/a Drivers Domain UK will set EDI objectives, which may include:

- Representation goals (where lawful and appropriate).
- Improvements in recruitment fairness metrics.
- Accessibility upgrades.
- Reduction in reported harassment incidents.
- Inclusion and belonging improvements in staff surveys.
- Training completion and effectiveness measures.

16.2 Review cycle

This policy will be reviewed at least annually, and sooner if:

- Legislation or guidance changes.
 - An incident indicates the policy is not effective.
 - Organisational structure or strategy changes significantly.
-

17) Breaches of this policy

Breaches may result in action up to and including termination of employment/contract, depending on severity and applicable procedures. Serious misconduct may also be reported to relevant authorities where required.