

# Equal Opportunities policy

<p><b>This is the statement of general policy and arrangements for:</b> <u>THE RIGHT TO WORK</u></p>	
<p><b>Debbie Lyall (Managing Director)</b> <b>Louise Macmillan (Operations Director)</b></p>	
<p><b>has overall and final responsibility for this policy</b></p>	
<p><b>Statement of general policy</b></p>	
<p>This policy is not part of your employment contract and may be amended.</p>	<p><b>Responsibility of:</b> Debbie Lyall Louise Macmillan</p>
<p>What does this policy cover?</p> <p>This policy covers all aspects of our company operations, how we treat those that work for us and how we recruit or engage others to join that community.</p> <p>Our policy covers but is not limited to the following:</p> <ul style="list-style-type: none"> <li>Your pay and employment conditions.</li> <li>Our recruitment processes.</li> <li>How we may appraise, reward, incentivize, promote, train and commit to the continuing professional development of our workers.</li> <li>Our procedures for addressing grievances and disciplinary matters.</li> <li>How we end employment contracts and give references.</li> <li>How visitors, clients and partners are treated.</li> </ul> <p>We will ensure, as far as possible:</p> <ul style="list-style-type: none"> <li>Full access to everyone applying for job vacancies</li> <li>All relevant decisions are made on the basis of objective criteria.</li> </ul>	<p>Debbie Lyall Louise Macmillan</p>
<p>What is discrimination?</p> <p>Under UK employment law, there are a number of characteristics relevant to an individual who is covered by the policy that must not be unfairly be considered in decisions relating to any aspect of their working life.</p> <p>These are called “protected characteristics” and are listed below:</p> <ul style="list-style-type: none"> <li>Age</li> <li>Disability</li> <li>Gender reassignment</li> <li>Marital or civil partnership status</li> <li>Pregnancy or maternity</li> </ul>	<p>Debbie Lyall Louise Macmillan</p>

- Race (includes colour and ethnic/national origin)
- Religion or belief
- Sex
- Sexual orientation

If employment related decisions are made about an individual on the basis (wholly or partially) of any of these protected characteristics, it is almost inevitable that unlawful discrimination has taken place.

We will not tolerate:

- Direct discrimination  
When someone with a protected characteristic is treated less favourably than somebody else has or would have been in identical circumstances.
- Indirect discrimination  
When a group of people with one of the protected characteristics is disadvantaged by a provision or practice that is applied to all staff.
- Harassment  
Hostile, humiliating, degrading, intimidating or similarly offensive treatment or conditions to which an individual with one or more protected characteristics is subjected.
- Victimisation  
This has a particular meaning under UK law and it is narrower than an ordinary dictionary definition, covering the situation only where:
  1. A worker has complained of discrimination or harassment
  2. or has supported a fellow worker in making a complaint about these concerns and has then suffered reprisals from others, including those responsible for that workers employment prospects and working conditions.
- Other discriminatory acts that are also prohibited
  1. Failure to make reasonable adjustments to minimize certain disadvantages suffered by a disabled employee
  2. Instructing another person to discriminate
  3. Knowingly assisting someone when they carry out a discriminatory act

#### Our Duties and Responsibilities

Overall responsibility lies with The Right to Work CIC management team, specifically the board of Directors and Senior Job Coaches. All managers are expected to lead by example and attain and maintain appropriate standards of behaviour within the teams they manage.

However, everyone who works at The Right to Work CIC is responsible for ensuring that this policy works to prevent the activities that it prohibits from taking place.

Any breach of these legal obligations alone will mean that any individual can be found personally liable for unlawful discrimination where they

Debbie Lyall  
 Louise Macmillan  
 Maxine Grantham (Operations Manager)  
 Lawrie Chalmers  
 Mitchell Cawte  
 All other staff and volunteers

<p>have breached this policy and they will face disciplinary action by us and potentially other legal actions.</p> <p>We expect you to take personal responsibility for adhering to this policy's aims and for promptly drawing any breaches to our attention.</p>	
<p>Recruitment and development</p> <p>In any selection process that we use we will apply a rigorous, objective selection process using non- discriminatory criteria as far as possible.</p> <p>There may be some circumstances where some indication of skills is justified and where self deselection is inevitable e.g. a physical task that cannot be adapted to make it more accessible.</p> <p>We emphasise that age discrimination may be lawful, if the less favourable treatment amounts to a proportionate means of achieving a legitimate aim.</p> <p>A legitimate aim must relate to a genuine business need e.g the health, safety and welfare of the individual concerned.</p>	<p>Debbie Lyall Louise Macmillan</p>
<p>Handling Breaches and Reinforcement</p> <p>We take all allegations of breach and any breaches that we discover very seriously. All allegations or suspicions will be thoroughly investigated.</p> <p>If you wish to raise an allegation you should contact one of the Directors as named above as soon as possible. If you want to take formal action, you will need to follow our grievance procedure.</p> <p>Anyone raising a concern, who does so in good faith, will have our full support and co-operation. There will never be any reprisals against those who genuinely have or consider that they have valid grounds to bring concerns about discrimination to our attention.</p> <p>However, complaints made in bad faith will be treated as misconduct .</p>	<p>Debbie Lyall Louise Macmillan</p>

Signed: * (Employer)		Date:	4 <sup>th</sup> Feb 2026
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