
Inclusivity Policy

Project number

02010:37

Date

23 July 2025

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Checked by

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1.0 Purpose and scope

1.1 Ryder Architecture Ltd is an equal opportunities employer and actively supports human rights and all equality legislation. Ryder promotes Equity, Diversity and Inclusion (EDI) throughout the business, regardless of where people are located.

1.2 It is important to respect and value people's differences and to help everyone achieve more at work as well as in their personal lives. You should feel proud of who you are and of the part you play in our success.

1.3 Ryder believes that all decisions about people at work should be based on the individual's abilities, skills, performance, behaviour and our business requirements. We embrace our legal obligations under the Equality Act 2010 and all equality legislation, which, regardless of country, makes it generally unlawful to discriminate directly or indirectly in recruitment, employment or after employment on the grounds of the following protected characteristics:

- Age
- National or ethnic origin
- Religion
- Sex
- Race
- Sexual orientation
- Disability
- Gender
- Marital status
- Genetic characteristics
- Family status
- Pregnancy and maternity

1.4 Ryder aims to deliver advice and services to the highest standards of expertise and quality, seeking to select, promote and reward by merit. An effective inclusivity policy enables Ryder to develop employment practices which in turn reflect the level of skills and expertise we can attract, retain and nurture. Our policies and procedures must prevent discrimination and support a culture in which equity of opportunity and equal treatment is a reality.

2.0 Responsibility

2.1 The managing director has a responsibility for this policy and its effective implementation. However, our people have individual responsibility for ensuring discrimination or harassment is eliminated, both in employment practices and business dealings.

2.2 This policy on EDI in employment provides the necessary encouragement and guidance to our people to implement it. We create space to gather voices and opinions of our people to learn more about what behaviours are unacceptable, so everyone is comfortable being themselves at work. Our aim is not merely to comply with legal requirements, but to establish and give effect to a positive policy of inclusion. As such, non adherence to this policy will result in disciplinary action.

2.3 On joining, you will be informed of Ryder's inclusivity policy and you are obligated to comply with its requirements and promote fairness in the workplace. We expect everyone to adhere to our policy.

3.0 Procedure

3.1 Discrimination

3.1.1 Any form of discrimination (see glossary) even when it is unintentional is unacceptable behaviour.

3.1.2 Anyone found to be in breach of this policy will be liable to disciplinary action, which could result in dismissal without notice.

3.1.3 People who feel they have been subject to any form of discrimination must not hesitate to raise their concerns in accordance with the [grievance policy](#).

3.2 Grievances and complaints

3.2.1 All allegations will be dealt with seriously, promptly and, as far as possible, in confidence. Ryder will not ignore or treat lightly grievances or complaints about unlawful discrimination.

3.2.2 Such complaints should be raised promptly under the terms of the grievance policy.

3.2.3 There may be occasions when you want to talk to someone in confidence about something that is concerning you. Ryder has therefore arranged an external HR director, The HR Department, to provide this service. Their team is available to all our people should you wish to talk confidentially and can be contacted by email from MyRyder. They will offer coaching and advice to support you.

3.2.4 Conversations are intended to be confidential, there are no records made, and nothing is shared without an agreement, unless there was a potential risk to someone then it may be shared with appropriate professionals. There is no limit on the number of times someone can contact The HR Department.

3.2.5 No one will be penalised for raising a grievance, even if it is not upheld unless the complaint was both untrue and made in bad faith.

3.3 Cultural and religious events

3.3.1 Ryder closes at 12:00 on the last working day before Christmas Eve and reopens on the first working day following New Year's Day.

3.3.2 A proportion of your annual leave will be allocated for the Christmas close.

3.3.3 If you would prefer to use this leave for other religious festivals then please arrange with your team leader, who will exercise their discretion based on workload at the time in question, including your ability to work productively during the Christmas break while most of your colleagues and clients will be on leave.

3.3.4 Should you require support at work to enable participation in religious or cultural events (eg fasting, private prayer, meditation) please arrange with your team leader.

3.4 Gender transition

3.4.1 If you inform Ryder of any changes in your personal circumstances and/or intention to transition, Ryder will discuss any support that may be required and adjustments to ensure that you are supported. Your personnel records will be updated at your request from yourself though Ryder may need a legal name change for certain records.

3.5 Names and pronouns

3.5.1 People will be addressed by the name and pronoun that they choose. Often pronouns are gender implied, such as he/him/his or she/her/hers, but these associations are not always accurate, and Ryder cannot assume someone's pronouns based on name or physical appearance. Some people in the LGBTQ+ community do not align with the gender that was assigned to them at birth, and it is important for Ryder to enable empowerment – specifically transgender and gender non conforming individuals.

3.5.2 You can choose pronouns via MyRyder, this will in turn update email signatures and your profile on the R4 Our People page.

3.5.3 Using correct pronouns demonstrates respect and courtesy. In an instance where a pronoun is not known, gender neutral pronouns provide a useful option – they/them. Incorrect pronouns can be hurtful, angering, invalidating and distracting.

3.6 Terms of employment, benefits, facilities and services

3.6.1 All terms of employment, benefits, facilities and services will be reviewed regularly to ensure that there is no unlawful direct or indirect discrimination because of one or more of the protected characteristics.

3.6.2 Ryder is committed to equal pay and equality of terms in employment. Everyone will receive equal pay where they are carrying out like work, work rated as equivalent or work of equal value. To achieve this, Ryder will maintain a pay system that is transparent and free from bias.

3.7 Recruitment

3.7.1 The recruitment process is conducted in such a way as to result in the selection of the most suitable person for the role in respect of abilities and qualifications. Ryder is committed to applying its equal opportunities policy at all stages of recruitment.

3.7.2 Advertisements will positively encourage applications from all suitably qualified people. When advertising vacancies, to attract applications from all sections of the community, Ryder will, as far as reasonably practicable:

- Ensure advertisements are not confined to those areas or publications which would exclude or disproportionately reduce the numbers of applicants with a particular protected characteristic
- Avoid setting any unnecessary provisions or criteria which would exclude a higher proportion of people with a particular protected characteristic

3.7.3 Where vacancies may be filled by promotion or transfer, they will be published to all eligible people in such a way that they do not restrict applications from people with a particular protected characteristic.

3.7.4 The selection process will be carried out consistently for all roles at all ranks.

3.7.5 The selection of new colleagues is based on the role requirements and the individual's suitability and ability to do, or to train for, the role in question. Person specifications and role descriptions are

limited to those requirements that are necessary for the effective performance of the role. Candidates for employment, promotion or transfer will be assessed objectively against the requirements for the role.

- 3.7.6 With applications from disabled people, Ryder will have regard to its duty to make reasonable adjustments to work provisions, criteria or practices, to physical features of work premises or to provide auxiliary aids or services in order to ensure that a disabled person is not placed at a substantial disadvantage in comparison with a non disabled person.
- 3.7.7 Any selection tests which are used will be limited to questions relating to the particular role. The tests will measure the individual's actual or inherent ability to do or to train for the role. Thus, questions or exercises on matters which may be unfamiliar to applicants with a particular protected characteristic will not be included in the tests if they are unrelated to the requirements of the particular role.
- 3.7.8 All applications will be processed in the same way. People responsible for shortlisting, interviewing and selecting candidates will be informed of the selection criteria and the need for their consistent application.
- 3.7.9 All applicants will be interviewed by at least four interviewers. All questions that are put to the applicants will relate to the requirements of the role.
- 3.8.0 If it is necessary to assess whether personal circumstances will affect the performance of the role – for example, if the role involves unsociable hours or extensive travel, this will be discussed objectively, without detailed questions based on assumptions about any of the protected characteristics.

3.9 People development

- 3.9.1 Ryder has a positive policy toward training and believes everyone should continually develop their skills and knowledge. Everyone is encouraged to discuss their personal development and training needs with their team leader. These matters are also discussed at development reviews and comments are formally noted, but informal discussions are also encouraged.
- 3.9.2 The assessment criteria for promotions are examined to ensure that they are not discriminatory. When a group of people who predominantly have a particular protected characteristic appear to be excluded from access to promotion, transfer and training and other benefits, systems and procedures will be reviewed to ensure there is no unlawful discrimination.

4.0 Development reviews

- 4.0.1 Everyone will have a six month review at the end of the probation period. Reviews are then held biannually on the anniversary of the start date and allows both the reviewer and the reviewee to discuss how the objectives of the next six months may be met. Reviews will be held more regularly if necessary.
- 4.0.2 It is a formal exercise, which asks specific questions of both parties, and is intended as a two way discussion. It is not a one way appraisal as the reviewee and reviewer are required to provide initial thoughts before the review via the MyRyder development platform. All questions and answers are discussed during the review with scores and actions agreed.

5.0 Implementing this policy

- 5.1 Team leaders will take such measures as may be necessary to ensure the proper training, supervision and instruction for everyone in their team. This will encourage people to familiarise themselves with this policy, helping them identify discriminatory acts or practices and to ensure that they promote equal opportunity and inclusion in their team.
- 5.2 Everyone responsible for identifying new people, people for training or people for transfer or promotion to other roles will not discriminate because of any protected characteristics.

6.0 Monitoring

- 6.1 All aspects of personnel policies and procedures are kept under review to ensure that they do not operate against equity, diversity and inclusion. Ryder carry out reviews when considered necessary to analyse data relating to the team to help identify any underlying areas of discrimination.
- 6.2 Where it is found that there is an underrepresentation of a group or groups, in comparison to their representation within the community and industry, this policy and the actions taken by Ryder will be re examined and amended as necessary to prevent discrimination.

7.0 Glossary

7.1 Direct discrimination

- 7.1.1 Direct discrimination occurs when, because of one of the protected characteristics, you are treated less favourably than other job applicants or colleagues are treated or would be treated. In addition, it can include cases where it is perceived that you have a particular protected characteristic when you do not.
- 7.1.2 Discrimination after employment is also unlawful if it closely connected to the employment relationship, for example refusing to give a reference or providing an unfavourable reference for a reason related to one of the protected characteristics.

7.2 Victimisation

- 7.2.1 Victimisation occurs when you are subjected to a detriment, such as being denied a training opportunity or a promotion, because you have raised or supported a grievance or complaint of unlawful discrimination, or because they have issued employment tribunal proceedings for unlawful discrimination, or you have given evidence in connection with unlawful discrimination proceedings brought by another person. However, you are not protected if you give false evidence information or make a false allegation, and you do so in bad faith.

7.3 Harassment

- 7.3.1 Harassment involves subjecting someone to conduct which is unwanted and where the conduct has the purpose or effect of violating the victim's dignity, or creating an environment that is intimidating, hostile, degrading, humiliating or offensive. Harassment also occurs where the perpetrator engages in unwanted conduct of a sexual nature and that conduct has the purpose or the effect referred to above. A person of any gender may be the victim of sexual harassment. Harassment can occur whether or not it is intended to be offensive, as it is the effect on the victim which is important, not whether the perpetrator intended to harass them or not.

7.3.2 Harassment or bullying is unacceptable even when it is unintentional. While not an exhaustive list, forms of harassment include:

- Physical contact and obscene or offensive gestures
- Jokes, banter, gossip, slander, offensive language, shouting and/or behaving in an intimidating manner
- Continued requests for social activities after it has been made clear that such suggestions are not welcome
- Offensive, insensitive or sectarian language
- Isolation or non co operation and exclusion
- Conduct of a sexual nature
- Coercion for sexual favours and sexually suggestive remarks
- Pressure to participate in political/religious groups
- Intrusion by pestering, spying and stalking

7.3.3 Harassment is unlawful in many cases and people may be held personally liable for their actions. In some cases, their behaviour may also amount to a criminal offence.

7.4 **Bullying**

7.4.1 Bullying may be described as offensive, intimidating, malicious or insulting behaviour, abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient.

7.3.2 Behaviour that is considered bullying by one person may be considered firm management by another. Most people will agree on extreme cases of bullying and harassment but it is sometimes the 'grey' areas that cause most problems.



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