

**Stonewall**  
**DIVERSITY  
CHAMPION**



**This is our**  
**Equity, Diversity  
& Inclusion**

**Policy 2023/2024**



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## STATEMENT OF INTENT

Liquid Friday and its subsidiary companies (Liquid Link) do not discriminate based on "protected characteristics". Protected characteristics include age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

This Equity, Diversity & Inclusion Policy (the Policy) applies equally to the treatment of our visitors, clients, customers and suppliers by our employees and workers and the treatment of our employees and workers by these third parties.

Liquid Friday values and celebrates the diverse nature of its people and seeks to manage any diversity issues which arise in a fair and sensitive manner. Everyone has a duty to act in accordance with the policy and to always treat colleagues with dignity and respect. Liquid Friday will not tolerate any discriminatory practices or behaviour.

We have a clear aim to promote the following priorities within our business:

- Building a safe environment
- Promote and welcome open discussion
- Hold no judgement
- Educate
- Shape behaviours
- Protect boundaries
- Recognise uniqueness
- Be open and accepting
- Celebrate each other

This Policy does not form part of any employee's contract of employment, and it may be amended at any time.

## DEFINITIONS

### Equity

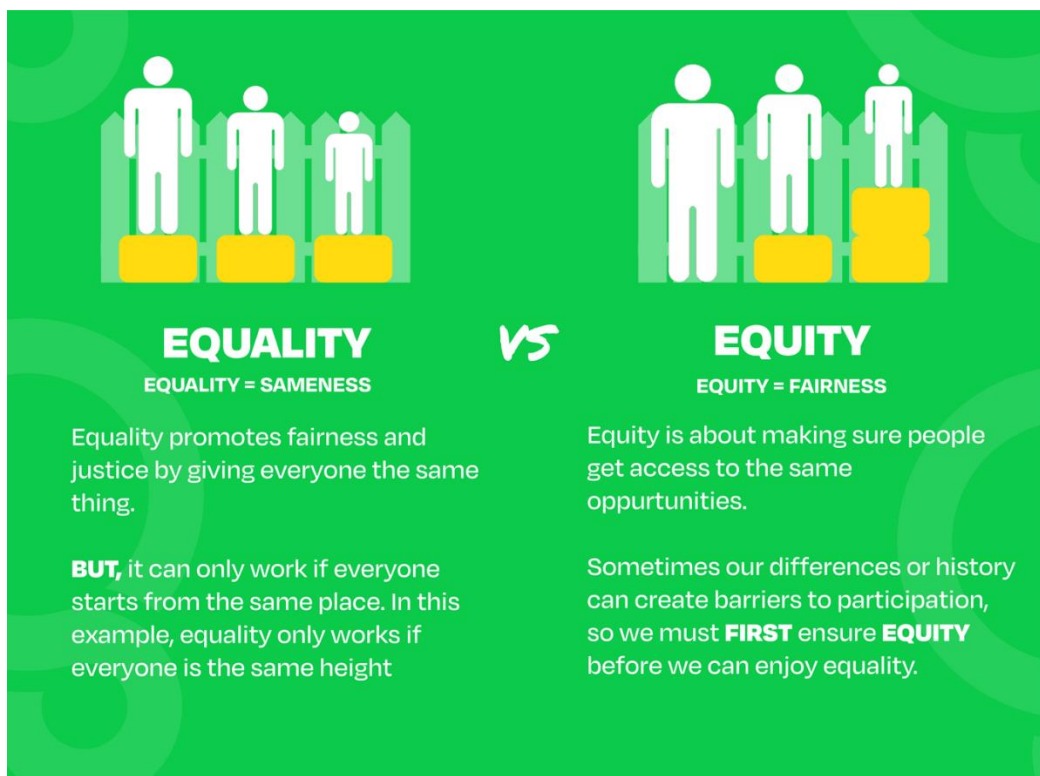
- Equity recognizes that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.
- Recognises that marginalised communities do not have the same opportunities to thrive compared to others

### Diversity:

- Means that everyone is unique and recognises, values, and takes account of people's diverse backgrounds, knowledge, skills, needs and experiences.
- Celebrating and using those differences to create a cohesive community and effective workforce.

### Inclusion:

- Strives to make every individual or group feel welcome, accepted, and respected.
- An inclusive environment can only be created once we are more aware of our unconscious biases and have learned how to manage them.





## OUR POLICY

We are committed to respecting and celebrating equity, diversity, and inclusion for all our employees, contractors and stakeholders. In accordance with the Equality Act 2010, we will not tolerate any discrimination, harassment or victimisation of someone because they have or are perceived to have a 'protected characteristic' or are associated with someone who has a protected characteristic.

In addition to this we will not tolerate discrimination against unprotected characteristics and will investigate cases where such allegations have been made, where anyone believes they have been excluded or treated unfairly.

In accordance with its statement of intent, Liquid Friday is committed to the following:

1. We recognise that our success relies on developing the potential and ability of all our employees to the full. For this to occur, all employees will be given equity of opportunity and encouragement to progress within the organisation.
2. Everyone is required to take responsibility for their personal involvement in the practical application of the Policy.

To ensure that this is achieved Liquid Friday will:

- Ensure that copies of the Policy will be made available throughout the organisation. Everyone is responsible for the success of the Policy and must ensure that they familiarise themselves with the Policy and act in accordance with its aims and objectives.
- Those working at management level have a specific responsibility to set appropriate standards of behaviour, to lead by example and to ensure that those they manage adhere to the Policy. Development training programmes will raise awareness of the Policy as well as providing support to employees in promoting equity, diversity and inclusion in the workforce.
- All legal obligations under the Equality Act 2010 and other relevant legislation will be recognised.
- Grievance procedures are provided for any employee who believes they have been treated unfairly or subjected to discrimination, harassment, bullying or victimisation. Issues can be raised through the grievance procedure or via the



company's whistleblowing policy set out in our employee handbook. In addition, any relevant EDI training will be provided as part of any sanction.

- The disciplinary and whistleblowing procedures in our employee handbook may be used where employees fail to observe their own responsibilities within the Policy.
- Discrimination may be considered an act of gross misconduct which can lead to summary dismissal or summary termination of contract/engagement.
- The Director of Group Operations will assume the main responsibility for implementation and revision of the Policy.

## TYPES OF DISCRIMINATION

Discrimination may be direct or indirect and it may occur intentionally or unintentionally.

- Direct discrimination is the unjust or prejudicial treatment of different categories of people, especially on the grounds of protected characteristics.
  - Direct discrimination includes discrimination by association and discrimination by perception.
  - Associative discrimination occurs when someone is treated less favourably than another person because of association with another person who possesses a protected characteristic.
  - Discrimination by perception occurs when someone is treated less favourably because others think they possess a protected characteristic even if they do not actually possess that characteristic.
- Indirect discrimination occurs where someone is subjected to an unjustified provision, criterion or practice which puts them at a particular disadvantage because of a protected characteristic. Indirect discrimination can be justified if it is a proportionate means of achieving a legitimate aim.
- It is also unlawful discrimination to treat a disabled person unfavourably because of something arising in consequence of their disability. This type of discrimination can be justified if you can show that the treatment is a proportionate means of achieving a legitimate aim.



- Discrimination also includes victimisation which occurs when a person is subjected to a detriment because they have done a protected act or it is believed the person has done, or may do, a protected act. A protected act is, for example, when a person brings proceedings under the Equality Act 2010 or alleges that someone has contravened the Equality Act 2010.
- Discrimination also includes harassment which occurs when a person is subjected to unwanted conduct related to a relevant 'protected characteristic' which has the purpose or effect of violating that person's dignity or creating an intimidating, hostile, degrading, humiliating or an offensive environment.



## EQUITY, DIVERSITY AND INCLUSION IN RECRUITMENT AND SELECTION

### Recruitment of employees

The intention of Liquid Friday is to recruit for any position in a fair and non-discriminatory manner. It is essential that recruitment and selection procedures are based on objective criteria related to the needs of the job, and that such criteria are applied equally at all stages during the process to all applicants at all levels within the organisation (subject to any reasonable adjustments being made to the selection process).

### Recruitment Process

- All advertisements should conform to Liquid Friday's ambitious standards. Recruitment and publicity literature will state that Liquid Friday is a proud equity, diversity, and inclusion employer. If in doubt, contact HR for advice and guidance. All job adverts will be signed off by the Director of Operations or the HR Manager to ensure compliance.
- Each role advertised should be accompanied by a full job description and person specification.
- It is best practice for there always to be more than one interviewer during any interview process.
- Vacancies should be publicised appropriately to as wide a range of suitable candidates as possible. Personal word of mouth recommendations should not be used as the sole method of recruitment.
- Employment agencies, where their use is required, should be made aware that Liquid Friday is an equity, diversity, and inclusion employer. Job advertisements should avoid stereotyping or using wording that may discourage groups with a particular protected characteristic from applying.
- Applicants will not be asked about past or current pregnancy or childbirth, or future intentions related to pregnancy or childbirth.
- Candidates will not be asked health-related questions before a job offer is made except where the question is necessary to decide whether any reasonable adjustments should be made to the selection process, to establish whether a candidate will be able to conduct a function that is intrinsic to the job or to monitor diversity amongst people applying for jobs.





- When a candidate with a disability is invited to attend for interview, Liquid Friday shall make any reasonable adjustments necessary to facilitate their attendance. Candidates should advise Liquid Friday where such adjustments are necessary.
- Liquid Friday takes appropriate and reasonable steps to accommodate the requirements of candidates' religions, cultures and domestic responsibilities.
- Liquid Friday is required by law to ensure that all employees are entitled to work in the U.K. Assumptions about immigration status will not be based on appearance or apparent nationality. All prospective employees, regardless of nationality, must be able to produce original documentation (such as a passport) before employment starts, to satisfy current immigration legislation.

## **Selection**

The following guidelines should be observed when short-listing and interviewing candidates:

- Short-listing criteria should be objective, based on those skills, expertise and knowledge necessary to conduct the job. The requirement for formal academic or professional qualifications may be waived if candidates clearly demonstrate their suitability by other means. Willingness to undergo training should be considered.
- Interview questions should be relevant to the job; care being taken to ensure that no assumptions are made, or leading questions asked relating to personal circumstances and future plans. If job requirements are likely to affect a candidate's personal life (e.g., unsociable hours or travel arrangements) then the same questions regarding these should be asked of all applicants.
- Liquid Friday interview forms and any notes should be completed and retained in accordance with companies Data Protection Policies.
- Skills, knowledge, ability and competence will be the main criteria for selection and promotion.
- Any interviewer should have had relevant training to ensure that they are familiar with these requirements.



## RECOGNISING WIDER SOCIAL ISSUES

We are mindful that issues in current affairs and news which affects our stakeholder communities can be brought to our attention by any means.

Where novel issues emerge, we will strive to learn and gain knowledge to support and truly empathise with any effected employee and stakeholders.

It is the responsibility of everyone, and not only the responsibility of the effected individuals - whether employees or other stakeholders, to educate the organisation. We all have the responsibility to do our best to be sensitive with emerging issues, and not undermine continued efforts to live in an equitable, diverse and inclusive organisation.

We will learn from what is going on around us, and use this to develop appropriate policy, procedures, guidance and strategies.



## OUR EMPLOYEES

Employees must be aware of and take responsibility for equity, diversity and inclusion in their behaviour.

We will actively monitor the diversity of our workforce and strive to show equal representation throughout the hierarchical structure of the organisation.

If an employee witnesses a discriminatory incident at work, they have a duty of care to other employees and stakeholders to report discriminatory behaviour.



## COMPLAINTS

We will investigate all claims of discrimination in a thorough and serious manner and support any claims of discrimination, after an investigation.

An employee or contractor who feels they have been discriminated against within the scope of this policy should raise the matter through our Grievance or Complaints policies, details of which can be found within the Company Handbook.

Where any other stakeholder feels like they have been discriminated against, this can be raised through our Complaints policy, or by discussing their issue with a member of the team.