



Fairness, Inclusion & Respect Policy

September 2025

Our Commitment to a Positive Workplace Culture

At Civil Connect PLC, our people are our greatest asset. We are fundamentally committed to creating a workplace culture where every individual feels valued, respected, and empowered to contribute their best work. Our Fairness, Inclusion, and Respect (FIR) policy is the cornerstone of this commitment, guiding our actions and defining our interactions with each other, our candidates, and our clients.

We believe that a diverse and inclusive workforce drives innovation, enhances problem-solving, and is essential for our continued success. This policy outlines our approach to embedding FIR principles into every aspect of our business, ensuring a safe, supportive, and equitable environment for all.

Ramon Bell

Chairperson of Civil Connect PLC

What FIR Means to Us

- **Fairness:** We are dedicated to ensuring that all processes, from recruitment and promotion to daily operations, are conducted with impartiality, consistency, and transparency. Decisions will be based on merit, skills, and experience.
- **Inclusion:** We actively work to create an environment where everyone feels they belong. We welcome and value diverse perspectives, ensuring that every employee has a voice and the opportunity to participate fully in our organisation.
- **Respect:** We treat everyone with dignity, courtesy, and professionalism. We have zero tolerance for discrimination, harassment, bullying, or any form of disrespectful behaviour.

Our Guiding Principles

This policy is guided by the following core principles:

- **Equal Opportunity:** We provide equal opportunities for all employees and applicants, regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation.
- **Living Wage Employer:** We are proud to be an accredited Living Wage Employer, ensuring that all our employees receive a wage that meets the real cost of living.
- **Valuing Diversity:** We recognise that a diverse team brings a wealth of experience and ideas. We actively seek to build a workforce that reflects the diversity of the communities we serve.
- **Safe Environment:** We are committed to providing a safe and healthy working environment, free from intimidation, hostility, or victimisation.
- **Accountability:** We believe that everyone has a role to play in upholding this policy. We hold our leaders, managers, and employees accountable for their actions and behaviours.

Roles and Responsibilities

The Board of Directors is responsible for endorsing the policy and demonstrating visible leadership in promoting a culture of FIR.

Managers and Team Leaders are responsible for implementing the policy within their teams, promoting inclusive practices, addressing concerns promptly, and leading by example.

All Employees are responsible for treating their colleagues with respect, completing FIR training, challenging inappropriate behaviour, and contributing to a positive and inclusive workplace.

Policy Implementation

We will embed our FIR policy through the following actions:

- **Training and Development:** Providing regular training on FIR topics, including unconscious bias and inclusive leadership, for all employees.
- **Recruitment and Promotion:** Ensuring our hiring and promotion processes are fair, objective, and designed to attract a diverse range of candidates.
- **Communication:** Regularly communicating our commitment to FIR and sharing progress with our employees and stakeholders.
- **Policy Review:** Reviewing this policy and our related procedures annually to ensure they remain effective and fit for purpose.

Reporting Concerns

We encourage anyone who has experienced or witnessed behaviour that contravenes this policy to report it. Concerns can be raised with a line manager, HR, or through our confidential whistleblowing procedure. All reports will be treated seriously, investigated promptly and impartially, and handled with the utmost confidentiality.

Statement Approval

This policy has been approved by the Board of Directors of Civil Connect PLC and reflects our unwavering commitment to Fairness, Inclusion, and Respect.

Ramon Bell

Chairperson

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