

Clan Partners and Subsidiaries are dedicated to developing and sustaining a culture of inclusion and fairness, that is supportive and positive where every employee and candidate feels valued and respected for their background, diversity, views, perspective, and ideas. The commitment to gender equality, inclusion, and diversity as a fundamental business strategy is embraced by our leaders, as they understand the benefits, including improved performance and economics when we promote diversity and eliminate discrimination.

Our aim is to have an agile, productive, and innovative workforce that mirrors the diverse communities in which we live, work, and serve and to ensure that all employees, job applicants and candidates are given equal opportunity where they feel included and that they belong as a person, not just an employee or applicant. Our mission is to target the most diverse range of applicants possible, eliminate unconscious bias, and engage people that add to our culture to ensure we are best placed to meet the current and future needs of our business and the sectors in which we work. We are confident that, in having equality, diversity and inclusivity at the heart of what we do we will benefit from the advantage of having a wider pool of candidates in roles that are traditionally harder to fill and where talent is scarce, which is the case for a number of sectors.

This policy reinforces our commitment to providing equality and fairness to all in our employment, whereby we do not permit or provide less favourable facilities or treatment on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, racial group, ethnic or national origin, colour, nationality, religion or belief, or sex and sexual orientation, part time or fixed term status. We are opposed to all forms of unlawful and unfair discrimination. Conversely, we encourage and celebrate the differences of the people we engage, so that they feel welcome and fully included at their place of work.

We embed equality, diversity, and inclusion from the outset and throughout the employment relationship. We do this by:

- Widening our recruitment channels as much as possible to reach as diverse a group as possible, particularly where there is a known demographic of candidates that “traditionally” fill these roles.
- Considering ways to make it easier for candidates from all walks of life to apply/enter our workforce, and in giving a clear path to progression based on competency, not their background.
- Ensuring that adverts, job specs and job descriptions are clear, open, and use language that is gender inclusive.
- Ensuring any interview testing is accessible, fair and inclusive to all, adapting the interview and selection process as appropriate.
- Where possible, having a diverse interview panel.
- Providing meaningful feedback to applicants, and similarly welcoming feedback from all those that are part of our recruitment process.

When Clan Partners and Subsidiaries select candidates for employment, work scopes, promotion, training, or any other benefit, it will be on the basis of their aptitude and ability. All employees, no matter their background, and whether they are part-time, full-time, or temporary, they will be treated fairly and with respect. We train our managers to ensure the workplace is an open and inclusive environment, where everyone feels valued, and they can talk openly about themselves, their different views, thoughts, ideas and concerns. We do have channels for individuals to raise concerns, albeit we expect that by having a safe and inclusive environment, use of these will be limited.

All employees and candidates will be given help and encouragement to develop their full potential and utilise their unique talents. Therefore, the skills and resources of our organisation will be fully utilised, and we will maximise the efficiency of our workforce.

Clan Partners and Subsidiaries commitments:

- To create an environment in which individual differences and the contributions of all team members are recognised and valued
- To create a working environment that promotes dignity and respect for everyone, so the “norm” is for diverse thinking and creativity to contribute, shape and inform decision-making throughout the business
- To not tolerate any form of intimidation, bullying, or harassment (including sexual), and to discipline those that breach policy
- To tackle “banter” and to clearly articulate what behaviours “cross the line” through training and good management practice
- To make training, development, and progression opportunities available to all
- To promote equality in the workplace, which Clan Partners & Subsidiaries believes is good management practice and makes sound business sense
- To ensure that shortlists represent a balanced cross section of candidates selected from as diverse a talent pool as possible
- To encourage anyone who feels they have been subject to discrimination to raise their concerns so we can apply corrective measures.
- To encourage employees and candidates to treat everyone with dignity and respect.
- To regularly review all our employment practices and procedures so that diversity and fairness is maintained at all times.

We expect you, and every one of our people, to take personal responsibility for observing, upholding, promoting and applying this policy. Our culture is made in the day-to-day working interactions between us so creating the right environment is a responsibility that we all share.

We expect you to treat your colleagues and third parties (including customers, suppliers, contractors, agency staff and consultants) fairly and with dignity, trust and respect. Sometimes, this may mean allowing for different views and viewpoints and making space for others to contribute.

Any dealing that you have with colleagues or third parties must be free from any form of discrimination, harassment (including sexual), victimisation or bullying.

If any of our people is found to have committed, authorised or condoned an act of discrimination, harassment (including sexual), victimisation or bullying, we will take action against them including (for those to whom it applies) under our Disciplinary process. You should be aware that you can be personally liable for discrimination and harassment (including sexual).

Clan Partners and Subsidiaries will inform all employees and candidates that an equality, diversity and inclusion policy is in operation and that they are obligated to comply with its requirements and promote fairness in the workplace.

The Directors and Senior Management team are fully supportive of this policy. This policy will be monitored and reviewed annually to ensure that equality, diversity, and inclusivity is continually promoted.



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