

## Statement

Cedar believes that our success is a direct result of the experience and quality of our employees. We are, therefore, committed to focusing our employment procedures and practices on maximising the potential of each unique individual. We believe this is best achieved by developing our employees' talents, whilst recognising their differences.

By treating people fairly and equally and by accepting and embracing their diversity, we can also improve our market competitiveness, foster innovations, enhance our corporate social responsibility and enrich employee relations.

Cedar is committed, not only to the letter of the law, but also to promotion of equality of opportunity in all areas of work and employee relations. It is the policy of Cedar that no person acting on our behalf shall discriminate in any situation against another individual or group, directly or indirectly, because of sex, marital status, age, disability, colour, race, nationality, citizenship, ethnic or nation origin, creed, religion or sexual orientation. Cedar endorses the principle that the workforce should reflect, as far as is reasonable possible, the composition of the local community.

These principles apply to recruitment selection, training, promotion, transfer, pay and benefits and performance appraisal procedures, in addition to all terms and conditions of employment.

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## Scope

This policy covers all Cedar employees, regardless of position or status and to contractors and subcontractors.

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## Aims

- To ensure equality, diversity and inclusion in the workplace and community.
- To offer fair treatment in every aspect of working life in Cedar, from our written procedures through to every decision made.
- To promote a culture where each employee and colleague is treated with respect and dignity and recognises the value that a diverse workforce can bring.

## To achieve these aims, Cedar commits to the following:

- Ensure that the principles of this policy are embedded in HR strategy and all policies and procedures are regularly monitored and reviewed.
- Provide awareness training and guidance to all employees and managers to ensure Cedar's commitment to diversity is known and understood.
- Monitor and measure diversity at every stage of employment to remove any direct or indirect discrimination.
- Challenge and investigate discriminatory behaviour and enforce the disciplinary procedure, when this is considered necessary.
- Communicate and regularly review the positive initiatives that have been implemented and ensure ever-wide access to them.
- Support and uphold the communities in which we live and work to ensure that we are involved, accessible and socially responsible and perceived as a positive presence.
- Work with external groups and advisory bodies to keep up to date and aware of the necessary issues and best practice.

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## Recruitment

Cedar's recruitment and selection procedure is based solely on the necessary and justifiable job requirements and the individual's suitability.

Job profiles and person specifications are drawn up for every post to be filled. Where posts are advertised externally, consideration is given to the most appropriate outlets to ensure that a wide range of potentially suitable applicants have the opportunity to apply.

Selection methods, including interviews, are conducted in accordance with documented and standardised procedures and checklists, designed to ensure that discrimination forms no part of the recruitment process. The objective is to make each appointment on the grounds of selecting the most suitable candidate for the post.

## Training and development

Through its performance management procedure, Cedar ensures that all staff are given an opportunity to take part in both job specific training and have an individual performance plan designed to promote their opportunities and career advancement within the Cedar Group. The appraisal process is carried out in accordance with clear and laid down criteria to ensure that its application is free from discrimination at every stage.

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## Selection Process for promotion

Whenever undertaking processes to select between groups of staff, for instance for promotion or in redundancy situations, Cedar undertakes to ensure that a fair and consistent procedure is applied and that the selection criteria applied are free of discrimination and based on objective assessments of competence. Promotion opportunities are available to all our employees on an equal basis.

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## Flexible working

Cedar recognises the benefits of flexibility in working arrangements. Furthermore, we recognise the rights of all employees working under such arrangements to be treated fairly and consistently in comparison to full-time, permanent employees and to be given the same opportunities for development. The treatment of pay and benefits for employees on flexible working arrangements is consistent with full time entitlements, whenever possible, these are provided on pro rata basis.

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## Disability & Special Needs

When a disabled person or anyone with special needs applies for a job in Cedar, we always consider application based on relevant skills, experience and knowledge. If you are disabled or have special needs then Cedar will do our best to adapt the job and the workplace to meet the needs of the individual/s.

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## Pay Awards

Cedar's arrangements for determining employees' salaries are based on the principle of rewarding individual merit and of providing equality of pay and reward for all employees.

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## Grievance and Harassment

While it is hoped and intended that most problems relating to employment in Cedar can be resolved on an informal basis, the Grievance Procedure exists so that causes of genuine concern can be dealt with equitably.

By having clear and well-publicised grievance and harassment procedures in place, Cedar ensures that every opportunity is given to address any area or situation where discrimination is perceived to have arisen.

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## Disciplinary Procedure

Cedar takes a serious view of any and all discrimination and breaches of this policy are deemed as misconduct. Any such actions will be investigated as possible disciplinary offences and dealt with in accordance with the Company's disciplinary procedure.

All staff have a shared responsibility to ensure that the Equality and Diversity policy is adhered to and to promote dignity and equality of opportunity and outcome at work.

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## Responsibilities

Whilst we all have a collective responsibility to ensure this Policy is successfully adopted, there are specific responsibilities within this:

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## Directors

The Directors of Cedar fully endorse this policy and hold ultimate responsibility for reviewing and achieving its aims.

The Directors of Cedar recognise their role in being responsible and accountable for the development of diversity awareness in Cedar and, as such, will lead by example.

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## Management

All managers are responsible for implementing and enforcing this policy and ensuring that their teams and employees are aware of their responsibilities.

Managers should promote, respect and encourage each employee to reach their full potential and deal appropriately with any breach of this policy.

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## Employees

All employees of Cedar, at every level have an individual responsibility for ensuring equality of opportunity and adherence to this policy.

This can be achieved by respecting the right to work in an environment free from prejudice and discrimination, exhibiting the correct behaviours and challenging colleagues who fall short of these expectations.

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## Monitoring

We continuously review this policy, together with all our employment policies and practices to maintain our focus on equality of opportunity.

To ensure that this policy and other procedures are operating effectively, the Directors will continue to

monitor and measure the records of our employees, benchmark our performance as a Company and ensure that any patterns or trends are identified and resolved.

To achieve the aims and commitments of this policy, the Directors will ensure that further regular monitoring will take place. This will be in the form of:

- Quarterly statistics, broken down into diversity categories, to be reviewed by the Directors. Where necessary, targets and performance management objectives will be set for specific areas in need of improvement, along with necessary support and training.
- Directors monitoring of our central employee database, to ensure the application and effectiveness of this policy.

Signed: .....

  
*Tom Manser, Managing Director*

Last reviewed September 2020