



Diversity and Inclusion

How we will ensure equality, fairness and respect becomes what we are known for

Contents

Click on any of the headings below to read more

1.	Introduction and aim of policy	3
2.	Who does this policy apply to?	5
3.	Our diversity and inclusion vision	5
4.	Your responsibilities	5
5.	Our responsibilities	6
6.	Reporting issues	6
7.	Achieving Diversity on the Board	6
8.	Taking action	6
9.	Support	7

Introduction and aim of the policy

We care about our colleagues feeling included and respected in the workplace. We're proud to have a diverse group of colleagues working for us and want to make sure we continue to champion this. We're working together to promote a diverse and inclusive workplace and create great results for our clients. This policy supports our commitment to inclusion and diversity and is aimed at ensuring that all colleagues feel they belong and can succeed at the Carey Group. **Diversity** is the make-up of our people, and we want to ensure that everyone is represented, included and accepted in the workplace. **Inclusion** is all about creating a culture and environment where everyone can participate and thrive by feeling that they can be their authentic selves.

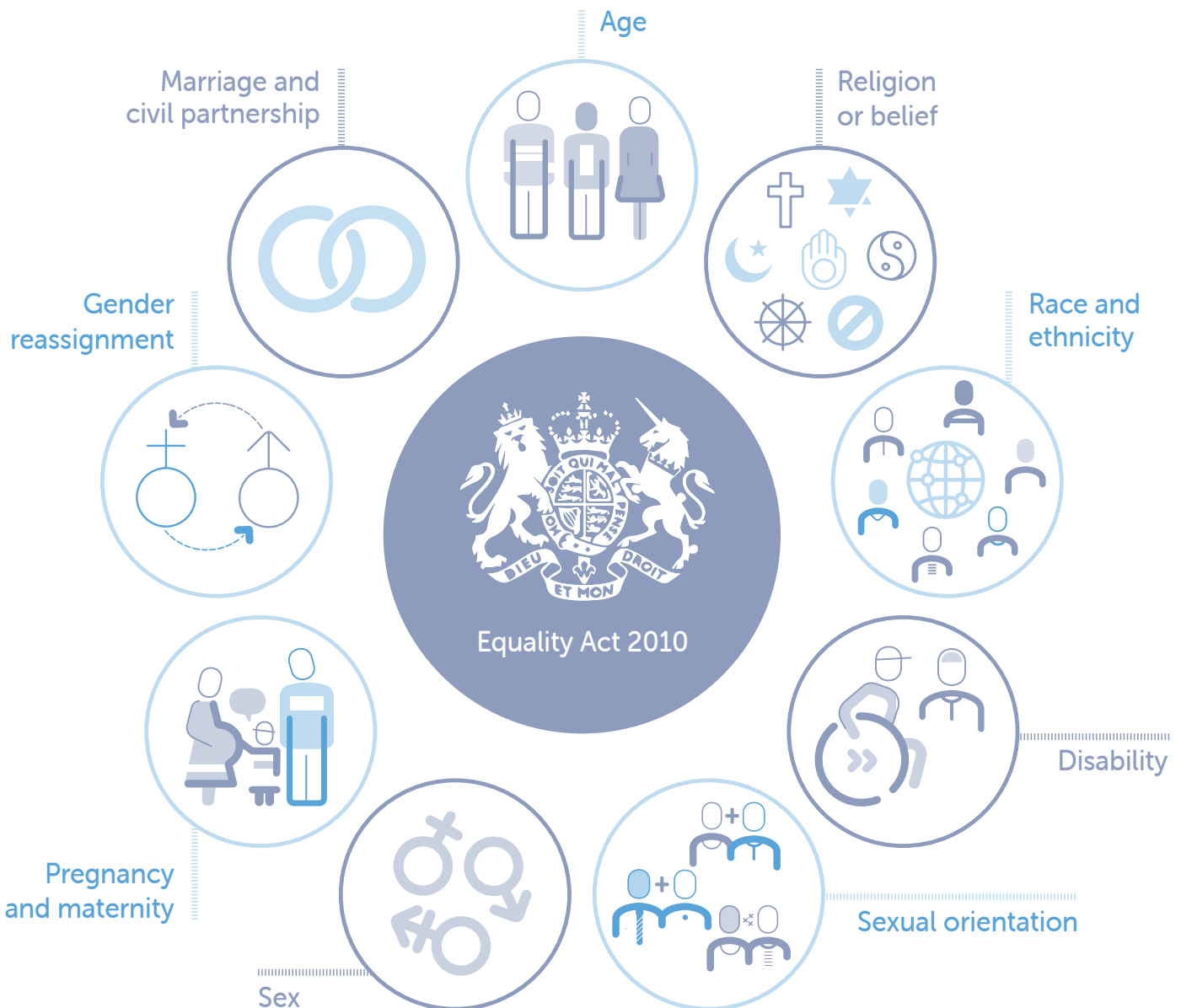
Our mission is to build a workforce which is both diverse and inclusive. We strive to be reflective of the society in which we operate, and for everyone to feel respected and able to give their best. We are committed to encouraging equality, diversity and inclusion among our workforce, and we will work continuously to eliminate unlawful discrimination.

We know that no workplace is perfect, so we need to be clear that acts of discrimination, bullying and harassment will be not tolerated at the Carey Group. This policy also sets out how to report issues, and what actions we will take as a result.

The aim of this policy is to raise awareness with regards to:

- Our approach to providing equality, fairness and respect for all in our employment, whether temporary, part-time, or full-time and to prospective candidates for employment we would also extend this provision to individuals engaged with us on a self employed or third party basis.
- Avoiding unlawful discrimination under the Equality Act 2010 protected characteristics of sex, gender assignment, sexual orientation, religion or belief, marital or civil partnership status, age, race, colour, nationality, national origin, ethnic origin, disability, pregnancy or maternity/paternity – check the image below. Everyone will also be treated equally regardless of their employment status or membership of a Trade Union.
- Opposing and avoiding all forms of unlawful discrimination. This includes pay and benefits, terms and conditions of employment, dealing with grievances and discipline, dismissal, redundancy, leave for parents, requests for flexible working, and selection for employment, promotion, training, or other development opportunities
- Outlining how any suspected breaches of the policy will be handled

“Diversity is being invited to the party. Inclusion is being asked to dance.”



Who Does This Policy Apply To?

All colleagues directly employed with us on a pay as you earn (PAYE) basis.

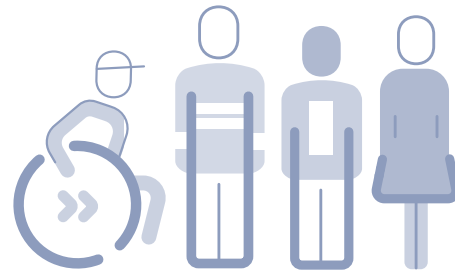
Our D&I Vision

We are committed to providing equal opportunities to all current and prospective employees regardless of any protected characteristic. We will take positive steps to ensure that our colleagues, stakeholders, contractors, and clients can enjoy an experience that is fair, equitable and free from discrimination in their dealings with us. We strongly encourage suitably qualified applicants from a wide range of backgrounds to apply and join Careys.

We aspire to have a diverse workforce because it leads to better business outcomes. A more inclusive workplace, where people of different backgrounds work together, ensures better outcomes for all colleagues.

From application to the end of the employee life cycle, we place diversity and inclusion at the heart of all we do. To help us achieve our vision of a diverse and inclusive workplace, our goal is to implement the following initiatives:

- Fair, ethical and impartial hiring process through use of anonymised applications and predictive, skill-based assessments to identify the best talent.
- Monthly Diversity and Inclusion Council meetings
- Diversity and inclusion training, including unconscious bias training for line managers
- Reviews of diversity data, with results shared with the wider business
- Deliver a programme of mentorships with an increasing focus on diversity
- Regular discussions around D&I as part of our engagement survey insight forums
- Effectively communicate and hold events and initiatives to celebrate demographics within the business



“ We want everyone to be represented, included and accepted and to become a leader in this space in our industry so that inclusion and diversity becomes part of what we are known for”

Your Responsibilities

We are all responsible for respecting each other and creating an inclusive environment that is free from discrimination, harassment, and bullying. We encourage everyone to enhance their awareness of potential unconscious bias through training. For more information about your responsibilities, please refer to our **Respect in the Workplace policy**.

If you think that you or somebody else is being treated unfairly at work, your concerns can be raised:

- With your line manager
- Through our **Whistleblowing process**
- Through our **Grievance process**

If you want more advice around diversity and inclusion, please reach out to members of the D&I Council

Our Responsibilities

As an employer that cares, we have committed to ensuring that Diversity and Inclusion is embedded into our culture, and is at the heart of everything we do. This includes:

- Encouraging Diversity and Inclusion both inside and outside of the workplace.
- Creating a working environment free of bullying, harassment, victimisation, and unlawful discrimination, whilst promoting dignity and respect for all.
- Creating a working environment where everyone feels valued and individual differences are embraced.
- Providing opportunities for training, development, and progression to all colleagues to develop their full potential, so their talents and resources can be fully utilised.
- Making decisions about our people based on merit (apart from in any necessary and limited exemptions and exceptions allowed under the Equality Act).
- Reviewing employment policies, practices and procedures to ensure fairness, and aligning them to changes in the law.
- Monitoring what makes up our workforce
- Role-modelling inclusive and respectful behaviour in the work environment and all work-related activities.
- Encouraging colleagues to collaborate, make suggestions, and respect and listen to diverse opinions.
- Cultivating a culture of respect for all colleagues, clients, suppliers, contractors, and others in the work environment.
- Appropriately addressing complaints or reports of bullying, harassment, victimisation and unlawful discrimination by colleagues, clients, suppliers, visitors, the public and any others during the company's work activities.
- Appropriately addressing any other behaviour not consistent with our approach to diversity and inclusion.
- Supporting the Diversity and Inclusion Council's purpose and plan. For more information please [click here](#)

Reporting Issues

We want Careys to be a Great Place to Work – an environment free from the harmful effects of harassment and improper conduct. Careys will not tolerate harassment, bullying or inappropriate conduct against anyone who is engaged with us and will actively seek to

provide protection from harassment or bullying by other colleagues or non-colleagues alike.

We encourage all individuals engaged with us to report any possible violation of this policy (see Section 4, 'Your Responsibilities', for information on how to raise concerns). We will not tolerate threats or acts of retaliation against any individuals because they report conduct reasonably believed to violate this policy, or in good faith provide information in connection with a report or investigation of any such conduct.

Achieving Diversity on the Board

We are committed to increasing diversity at every level of the Carey Group, inclusive of our Board of Directors and Senior Leadership teams. . We recognise that the more diversity we have across our leadership structures we will have more effective decision-making, better representation of our stakeholders, and stronger business outcomes.

To help achieve our goal in particular board-level diversity, we will:

- Ensure shortlists for Board roles include candidates from diverse backgrounds wherever possible.
- Engage with external partners or networks to access a broader and more inclusive talent pool.
- Review and refresh Board diversity policies regularly to ensure alignment with best practices and evolving legal requirements.

This commitment forms part of our broader Diversity and Inclusion strategy and aligns with our ambition to be a leader in fostering inclusive leadership across the business.

Taking Action

Careys adopts a zero-tolerance approach to discrimination on any of the protected grounds in the Equality Act 2010. We seek to ensure that all our people, without exception, are treated equally and fairly and that we are all aware of our responsibilities.

PAYE colleagues who do not comply with this policy and/or are found to have engaged in discrimination, harassment or bullying will be subject to a full investigation and possible disciplinary action, leading up to the potential termination of employment. Please see the company **Disciplinary Policy** for further details. Individuals engaged on a self employed or third party basis who do not comply with the policy will be asked to leave site and where applicable, their employer will be notified.

Some forms of harassment may amount to both an employment rights and a criminal matter. In addition, harassment under the Protection from Harassment Act 1997 – which is not limited to circumstances where harassment relates to a protected characteristic – is a criminal offence.

All colleagues should understand they, as well as Careys, can be held liable for acts of bullying, harassment, victimisation and unlawful discrimination, in the course of their employment. This includes acts against colleagues, clients, suppliers and members of the public.

Support

We care about the health and wellbeing of everybody who works with us. We would always encourage you to reach out to your line manager or Carey Group contact or a colleague when you need support.

There is a wealth of resources available on our Wellbeing Hub which cover emotional, physical and financial wellbeing topics and these can be accessed on CareysConnect.

Our Mental Health First Aiders are trained volunteers within the Carey Group who act as a first point of contact to anyone who may be experiencing a mental health issue or emotional distress. For further details on our Mental Health First Aiders, please visit CareysConnect or email HR@careys.co.

External Support – Lighthouse Club

We recognise that not everyone is comfortable sharing sensitive issues or concerns with colleagues, which is why as of January 2022, the Lighthouse Club Construction Industry Charity is our partner of choice for providing external support for our colleagues and their families.

Signed on behalf of Carey Group Ltd:

Signed: **Jason Carey**
Mr. Jason Carey, Group CEO

Date: July 2025

The Lighthouse Club can provide free, confidential and impartial advice and support to anyone working within construction in a variety of ways including:

Free access to a confidential, 24/7 helpline for support

Access to a free "Construction Industry Helpline" self help app available to download via your mobile phone

Access to up to 6 sessions with a counsellor for free, which can be accommodated in a range of languages

Advice on occupational health and wellbeing issues as an employee or an employer

Support and advice for sufferers of stress and addiction-related illnesses

Emergency financial aid in times of crisis following an illness, accident, injury or bereavement that forces a family into a state of poverty

Advice on matters ranging from employment, divorce and managing debt

Advice on specific tax-related issues concerning employment within the construction sector

Help to understand the benefits system and your entitlement, especially if you are caring for others



Construction Industry Helpline
UK 0345 605 1956
ROI 1800 939 122



