DENTSU INTERNATIONAL
DIVERSITY, EQUITY & INCLUSION POLICY

Our Vision
At dentsu International, (‘dentsu’) we believe that creating diverse and balanced teams is not just a moral imperative, it is a business imperative. To help our clients reach millions of different people every day, we need our people to reflect the society that we represent.

We are proud of what makes us different. At dentsu we believe that everyone can lead and our Leadership Framework sets out the expectations and competencies we expect of all our leaders, including fostering a culture of inclusion. Our shared values, the “8 Ways to Never Before” embody our commitment to Diversity, Equity and Inclusion and the Global DEI principles reflect our pledge to be an organisation that promotes wellbeing and inclusivity for everyone - regardless of ethnicity, race, sexual orientation, gender (incl gender identity and gender expression), age, neuro-diversity or physical ability. Here in the UK, our DEI Council concentrates on driving positive change for our people, helping them to create meaningful progress for our clients and society.

Purpose and Scope
This policy sets out our commitment to equality, diversity, equity, and inclusion at dentsu. It is also designed to help you understand what it means to work in an inclusive environment, to have equality of opportunity and outcome and to feel valued for who you are and your contribution to the business.

This policy’s purpose is to help us all deliver on equality of opportunity and outcome, fairness and respect for everyone at dentsu. It applies across all sectors to employees, job applicants, workers, clients, contractors, volunteers and suppliers with whom we are engaged whether on a full-time, part-time, fixed-term, permanent or temporary basis.

The policy applies in all work situations including during normal working hours, work-related or sponsored functions, travelling on work-related business or any other opportunity or occasion where an employee is representing dentsu. It also applies to the advertising of jobs, recruitment and selection; to training and development; opportunities for promotion; conditions of service, benefits and facilities and pay; to health and safety and to conduct at work; to grievance and disciplinary procedures and to termination of employment.

Business case for diversity and inclusion
Embedding equality, diversity, and inclusion values and practices at dentsu is good for our business. It helps us to:

- Deliver effective cultural relations across all sectors, for example, by demonstrating our respect for, knowledge of and skills in working within the diverse cultures and countries in which we operate
- Achieve a fair, inclusive organisational culture, recognised as such by our people, suppliers and clients
- Maintain our strong brand and positively benchmark ourselves alongside other organisations in the areas of employment, mutually beneficial partnerships, services and varied opportunities
- Maximise and retain valued knowledge, experience and expertise
- Foster committed and motivated staff who feel fairly treated and respected, leading to better employment relations and fewer grievances
- Attract new talent and fresh perspectives
- Continue to nurture creativity, innovation and flexibility and spot new opportunities to work with others

**Ethical case for diversity and inclusion**

We believe that people from different backgrounds and experiences bring valuable insights to the workplace that enable us to deliver excellence. This belief drives our commitment to build a diverse, balanced organisation where everyone feels respected and able to give their best. The moral benefits of a diverse and inclusive working environment are clear; reduced stress, fewer grievances, discrimination and unfairness experienced by our people. We understand that in order to create a working environment that is free from bullying, victimization and discrimination we must take account of equality and diversity in everything we do.

**Our responsibilities**

Although this policy does not form part of your contract of employment, it reflects standards of behaviour that apply to everyone and, as an essential piece of guidance you are required to comply with it and ensure that others do the same. Whilst applicable to all, this policy will be of particular relevance to leaders, line managers and those concerned with our recruitment, training and promotion procedures and with employment decisions that affect others. Any behaviours, words or actions that contravene this policy will not be tolerated and may be investigated in line with our disciplinary procedure.

**What is Equality, Diversity, Equity and Inclusion?**

**Equality** means providing equal opportunities for everyone at dentsu. We can achieve this by challenging bias or prejudice so that no-one is treated less favourably because of who they are or what makes them different from others. We need to be mindful of the visible and invisible barriers people face at work and take reasonable steps to remove or reduce those barriers. Equality also means treating people in ways that make sure they are not unfairly blocked from accessing resources and opportunities and to safeguard against unfair advantage.

**Equity**, like equality, is about achieving fairness and justice. However, simply making the same opportunities available to everyone overlooks the fact that we do not all start from the same place. Equity involves providing varying, perhaps unequal, but proportionate levels of resources based on
individual needs. For example, booking a translator so that those who don’t speak the dominant language can fully participate in meetings with those who do.

**Diversity** simply means having differences. Diversity at dentsu means having a range of different personal characteristics across the workforce including, for example, people of different ages, from different cultures and ethnic backgrounds, different gender expressions and with different working styles and personalities. Some of these differences are protected by the law (please see UK Equality Act).

**Inclusion** means proactively ‘harnessing’ the differences within our workforce to the benefit of everyone. Most often it involves taking steps to make people of different backgrounds, experiences and identities feel welcomed, heard, respected and fully able to give their best. Inclusion isn’t only about creating a diverse environment but about creating a workplace where individuals can be their complete selves without fear of being treated less favourably than others.

**What does an inclusive culture look like at dentsu?**
Our people will be encouraged to develop their skills and fulfil their potential. As such, all leaders and managers should make fair, non-discriminatory decisions about work-related matters including:

- **Recruitment and Selection**
  We aim to ensure that no applicant suffers discrimination. All applicants, whether internal or external, will be considered for roles based on their relevant merits and abilities and we aim to reflect demographics of the local population.

  We will consider carefully the selection criteria used for each to ensure they are relevant and proportionate to the job. The shortlisting of applicants will be conducted in line with the requirements of the role and no account will be taken of any individual’s personal characteristics. Where an applicant informs us of a disability the effects of which put them at a disadvantage, we will make reasonable adjustments in order to reduce or avoid that disadvantage. We will also take steps to ensure that all vacancies are advertised to a diverse labour market.

  We are required by law to ensure that all employees are entitled to work in the country they are based. All applicants will, therefore, be asked to produce original documents indicating their legal right to work in the UK or in Ireland before their employment starts, to satisfy the relevant legislation. We will not make any assumptions about an applicant’s immigration status based on their appearance or apparent nationality.

- **Career development and promotion**
  To foster and maintain an inclusive culture, everyone will be equally valued and given the same opportunity to progress and develop regardless of their personal values or characteristics.
You will be given appropriate access to training to enable you to do your job and progress your career within dentsu. Training and development needs should be identified through regular conversations with your Line Leader. All promotion decisions will be made based on capabilities and requirements for the job.

- **Development**
  We will provide development in equal opportunities to all leaders and others involved in recruitment, training and promotion procedures and employment decisions that affect others. Those in management roles have a specific responsibility to set an exemplary standard of behaviour, to lead by example and to ensure that those they manage adhere to the policy and promote our equality aims and objectives.

Being inclusive and having an inclusive culture means hiring, training, compensating, promoting and providing employment without regard to an individual’s age, disability gender or gender identity (including those who have non-binary or transgender identities), marital and civil partnership status, pregnancy and maternity, race, religion or belief sexual orientation or any other characteristic protected by law.

**Unconscious bias**
dentsu recognises the dangers of unconscious bias arising at work, which is where an opinion is formed on an individual by a manager or colleague without them necessarily being aware they have formed it.

There are many different forms of unconscious bias, ranging from an affinity towards those of a similar background to placing too much significance on what has been identified as a negative trait.

We will work against forms of unconscious bias in all decisions taken for employment, including recruitment, promotion, restructuring and training opportunities, with a focus on promoting diversity, equity and inclusion.

In particular, the Company is committed to implementing the following:

- Omitting personal questions from job interviews
- Maintaining a diverse panel to make decisions
- Referring to specific job criteria when making recruitment decisions
- Welcoming discussions about reasonable adjustments that will support our colleagues
- Discounting any favourable personal relationships with staff.
- Making decisions collectively between HR and management.

**The Law**
The extent to which the law offers protection from discrimination, harassment and victimisation in employment across the 145 countries in which we operate, differs. This document refers to

Notwithstanding the different levels of local protection available, our aim is to ensure that wherever you are based you are treated fairly at work and that a consistent approach is taken within our high-performance culture to avoid or reduce discrimination, harassment or victimisation, whether based on a ‘protected characteristic’ or because of trade union membership or the fact that you are a part-time worker or a fixed-term employee.

UK Equality Law
In the UK, the Equality Act 2010 offers protection against unfavourable treatment in the form of discrimination, harassment and victimisation based on the following ‘protected characteristics’.

- Age
- Disability (incl Neurodiversity)
- Gender reassignment (where a person has a gender identity which is different to that assigned to them at birth. That gender identity can be non-binary)
- Marriage and civil partnership
- Pregnancy and maternity
- Race (includes skin colour, nationality or ethnic or national origins)
- Religion and belief
- Sex
- Sexual orientation

Types of unlawful discrimination
Direct Discrimination
The Equality Act states that a person (A) directly discriminates against another person (B) if, ‘because of a protected characteristic’ they treat them less favourably than they treat or would treat others.

For example, you’re a woman who has been turned down for a job in web design because your Line Leader says men make better web designers than women. This is direct sex discrimination.

It doesn’t matter whether the person who treats you unfavourably intended to discriminate. What’s important is the effect of the treatment. If you are treated less favourably or suffer disadvantage compared with someone who doesn’t share your protected characteristic – it is still direct discrimination.

Example: you are working in client sales when you inform your Line Leader that you are a trans man and intend to transition. In response, you are moved to a role without client contact. This is direct discrimination because of gender reassignment.
It would still be direct discrimination if your Line Leader offered to increase your salary and make up for the loss of job status.

Direct discrimination can arise even if you and the person treating you unfavourably has the same protected characteristic as you.

For example, as a young woman who has recently married, you are refused a role in the Accounts Department because the Line Leader, who is also a woman, assumes you will get pregnant in the near future. Regardless of the fact that you are both women, the reason for the less favourable treatment is your sex so it would still be direct sex discrimination.

Unlawful discrimination isn’t always obvious – it can take many subtle forms.

Example: you are unsuccessful in your application to join the marketing team. Having requested feedback on your performance at interview you are advised that although you met the essential criteria required for the role, having taken account of the existing team, you would not be ‘a good fit’. You subsequently discover that you were the only applicant of Asian ethnicity to apply and that a white person with similar skills and experience was appointed instead. This is direct race discrimination.

Being treated less favourably than others will not always amount to direct discrimination. In certain circumstances, having a particular protected characteristic may be a genuine occupational requirement for the role. For instance, it would not be discriminatory for an organisation providing shelter to women victims of sexual violence to recruit a counsellor from a selection pool comprising exclusively of suitably qualified women. However, the occupational requirement must be crucial to the performance of the role in question.

**Associative Discrimination** – direct Discrimination because of someone you’re with or someone you know is where you are directly discriminated against because either someone you are with or someone you know has a protected characteristic.

Example: you are a white, British employee who has been offered a promotion. While out shopping with your partner, who is Black, you bump into the Line Leader who interviewed you. Back in the office the Line Leader starts to treat you differently and decides to promote someone else to the role.

Protection from association discrimination also applies to harassment at work, however it does not apply to the protected characteristics of marriage and civil partnership or pregnancy and maternity.
**Perception Discrimination** – direct Discrimination because of who others perceive you to be is where you experience discrimination because of a protected characteristic which you do not have but which others perceive you as having.

For example, you identify as heterosexual and your colleagues are aware of this but because you do not like football or participate in office banter, you become the target of homophobic jokes and slurs. This is direct discrimination by perception because of the protected characteristic of sexual orientation.

**Indirect discrimination** occurs when a company’s policies, procedures or practices (rules) which apply to everyone have the effect of placing people with a certain protected characteristic at a disadvantage when compared with those who do not share that characteristic.

For example, as a senior analyst with a recent diagnosis of autism, you often feel distracted by noise and smells in the open plan office. You sit near a busy walkway and since the building works started, you’ve found it difficult to concentrate. You make your Line Leader aware of this but your request to work from home is refused. The company’s requirement that you ‘work in the office’ puts you, as a disabled person, at a disadvantage compared with your non-disabled colleagues.

**Intersectional Discrimination**

We all have overlapping characteristics and identities and the way in which they connect influences our experience of the world. This is often referred to as intersectionality.

The concept of ‘intersectional or combined discrimination’ recognises that discrimination can occur on the basis of more than one perceived characteristic. For example, a person who is discriminated against because of their gender may be also face discrimination for their ethnicity, sexual orientation, age, and so on. It can, and often does, create cumulative disadvantage.

**Examples:**

1) A woman experiences discrimination in the labour market because she is part of an Irish traveller community and is perceived to be ‘untrustworthy’, because she is a woman and therefore ‘likely to want children’ and because she is young, her inexperience is equated with incompetence. In being perceived as ‘untrustworthy’, she shares experiences with other Irish travellers, including men. In the assumption that she ‘is likely to want children’ she shares experiences with other working women of a similar age, and in being considered inexperienced and therefore incompetent, she shares experiences of discrimination with young people. However, it is the particular intersection of all these factors that makes her case unique.
Protection for employees who experience ‘combined discrimination’ (Section 14 of the Equality Act 2010) is yet to be brought into force. However, we understand that people do experience multiple forms of discrimination simultaneously, which is why we aim to take account of intersectionality when dealing with complaints about discrimination, harassment and victimisation.

**Disability**

You are disabled if you suffer from a physical or mental impairment which has a substantial and long-term adverse effect on your ability to carry out normal day to day activities. This definition covers a broad range of conditions many of which may not be immediately obvious. It can cover fluctuating or recurring conditions affecting your physical and/or mental health as well as other progressive conditions, sensory impairments, auto-immune conditions, organ-specific conditions, developmental conditions including autistic spectrum disorders (ASD) and ADHD. People with HIV, cancer and multiple sclerosis (MS) are deemed disabled as soon as they are diagnosed.

You may be covered by the definition but would not describe yourself as disabled so may not think to ask for support or reasonable adjustments. If you’re unsure whether your condition would fall within the definition it might be helpful to check the ‘Guidance on matters to be taken into account in determining questions relating to the definition of disability’


**Disability discrimination** can either be direct or indirect (as defined above) however, unlike direct discrimination, it’s enough to show that you have been treated unfavourably because of your disability and there’s no need to compare yourself to someone else.

You might also experience discrimination for a reason that is connected to your disability. This is known as discrimination arising from disability.

Examples of things which might be connected to your disability include:

- a restrictive diet
- difficulties taking public transport
- the need for regular hospital visits
- the need for an assistance dog
- behavioural issues
- the need for a quiet, interrupted place to work
• the need for specialist equipment
• the need for regular rest breaks or to use the bathroom

Example, your team is given a new shift pattern which involves working into the evening. You have kidney failure for which you receive nightly dialysis. You are unable to work to the new shift pattern as a consequence of your disability. Requiring you to work the new pattern would be unfavourable treatment because of something connected with your disability, i.e. the need for dialysis at night.

Sometimes it is not unlawful discrimination if someone treats you unfavourably because of something connected to your disability. Discrimination can be justified if there’s a ‘good enough reason’ for treating you in a particular way.

It’s also not discrimination if the person who treated you unfavourably didn’t know and couldn’t have reasonably been expected to know that you are disabled.

You are not obliged to tell us about your disability however we would encourage you to let us know so that we can offer reasonable support should you need it. If your disability places you at a substantial disadvantage, then we have a duty to make reasonable adjustments that will help reduce or avoid the disadvantage. We would encourage you to tell us about the kinds of adjustments you think would be helpful to you. We will try to accommodate your request however we are not obliged to change the basic nature of your job or to create a new role for you.

What is considered ‘reasonable’ will depend on each situation. When deciding whether an adjustment is reasonable, we will consider whether making the adjustment is likely to remove or reduce the disadvantage you face, whether it is practical for us to make, whether it is affordable and whether by making the adjustment, we could harm the health and safety of others.

Good practice note: Any reasonable adjustments made for a disabled employee should be recorded so that an incoming Line Leader is aware of the situation.

**Bullying and Harassment**

The Equality Act 2010 does not offer specific protection against bullying, however, dentsu takes a zero-tolerance approach to all types of bullying including, but not limited to, offensive, intimidating, malicious or insulting behaviour and/or abuse or abuse of power which has the effect of undermining, humiliating or injuring the person on the receiving end.

**Bullying** – Bullying can take extreme forms such as violence and persistent intimidation to less obvious actions such as deliberately ignoring someone.
For example, assuming someone who is bi hasn’t made up their mind and questioning repeatedly on their ‘real’ sexual orientation (biphobic behaviour).

However, bullying does not include legitimate and constructive criticism of an individual’s performance or behaviour or an occasionally raised voice or heated discussion.

People often use the words harassment and victimisation interchangeably to describe situations where they feel unjustifiably singled out or ‘picked on’. Both have specific definitions in the Equality Act 2010.

Harassment occurs when one person’s behaviour is intended to, or has the effect of, either
  - violating another person’s dignity and/or
  - creating a humiliating, hostile, degrading, intimidating or offensive environment for that person

Different people find different things acceptable – what is assumed to be a ‘joke’ by some may offend others. It’s important to remember that everyone has the right to decide what behaviour is acceptable to them and to have their feelings respected by others. Harassment takes many forms including abusive language, name-calling, jokes, banter, mimicry, gestures, assault, offensive emails, displays of pictures, drawings and posters, etc.

Few of us would deliberately set out to offend, upset or harass our colleagues. If, however, something we’ve said or done unintentionally causes hurt or offence, a prompt and sincere apology may be all that is required. Of course, it may not be so clear in advance that some forms of behaviour would be unwelcome to, or could offend, a particular person, for example, certain ‘banter’, flirting or asking someone out for a private drink after work. Likewise, we may not be aware that our behaviour is causing upset and those on the receiving end may not feel able to confront us by pointing out that our behaviour is unacceptable.

Whilst not all upsetting behaviour will amount to unlawful harassment, we are all responsible for maintaining high professional standards of behaviour while at work and all reports of bullying or harassment will be taken very seriously.

**Associative Harassment** – it is possible for one colleague to harass another because of that person’s association with someone who has a protected characteristic.

For example, a Muslim employee working for a company where the majority of staff are Muslim starts dating a Christian and experiences daily verbal abuse related to their partner’s religion. This is unlawful associative harassment based on the partner’s religion.
Perception Harassment – it’s also possible to experience harassment because someone perceives you to have a protected characteristic that, in fact, you do not have. [see Perception Discrimination above]

Third Party Harassment – Harassment can also arise in circumstances where you are subjected to unwanted behaviour by a third party, such as a client or customer. There is only limited protection under the Equality Act 2010 against employee harassment by a third party. However, if you believe that you are being (or have been) bullied or harassed by customers, suppliers, vendors or visitors, we encourage you to report the behaviour to your Line Leader or HR.

Victimisation
Victimisation arises when you are being punished or treated unfavourably because you have complained about discrimination or because you have helped a colleague who has experienced discrimination at work.

Example: you give evidence at a grievance hearing on behalf of a disabled colleague who has complained about disability discrimination. You are subsequently excluded from important meetings, refused a place on a training course and your annual leave request has been turned down. This conduct amounts to victimisation.

What should you do if you experience or witness bullying, discrimination, harassment or victimisation?
If you believe that another employee’s conduct amounts to bullying, discrimination, harassment or victimisation, you have the right to complain to HR using the Company’s grievance procedure. Furthermore, you have the right to complain if you believe that you have been bullied or harassed by a third party, for example a customer, client or supplier.

If you are not sure whether the way you have been treated amounts to bullying, discrimination, harassment or victimisation or you are undecided as to whether raising a formal complaint is the most appropriate action, you may wish to consider the following options:

- keep a note of each incident of inappropriate behaviour – include the date, what was said and done. This will be useful should you decide to speak with the person whose behaviour you find inappropriate or when seeking support from your Line Leader or HR. A written record can also be helpful should the unacceptable behaviour continue and you decide to make a formal complaint.
- speak informally with your Line Leader or someone from HR to let them know what’s been happening. You may also seek support from your employee networks.
- have an informal conversation with the person who you feel has been acting inappropriately; they may be unaware that their actions or behaviour have been affecting you negatively. An informal discussion may help them to understand the effects of their
behaviour and agree to change it. If you feel you can, you should tell the person what
behaviour you find offensive and unwelcome and say that you would like it to stop
immediately. You may want to add that, if the behaviour continues, you intend to make a
formal complaint to your Line Leader or the HR team.

- ask your Line Leader or HR to approach the person who you feel has been acting
  inappropriately, on your behalf.

If an informal approach does not resolve matters, or you think the situation is too serious to be
dealt with informally, you can make a formal complaint using the grievance procedure. In the case
of grievances about bullying or harassment, the normal grievance procedure is modified so that you
can choose whether to raise your grievance with your Line Leader or directly with the HR team.

You are encouraged to report any incidents of bullying, discrimination, harassment or victimisation
that you experience or witness to HR so that they can be investigated. We will take your complaint
seriously and treat it sensitively, keeping any conversations between us strictly confidential.
However, in order to fully investigate or resolve your complaint, it may be necessary for
information to be shared with others involved in the investigation on a ‘need to know basis’. For
example, it would usually be most effective for your identity and the nature of the allegations to be
revealed to the person you are complaining about, so they are able to properly respond to the
allegations. Some details may also need to be given to potential witnesses however, the
importance of confidentiality will be emphasised to them. If the complaint is upheld, and a person
who has been found to have bullied, discriminated, harassed or victimised you is, following a
disciplinary action, retained, Line Leaders may need to be given some information to enable them
to manage the risk of further bullying, discrimination, harassment or victimisation by that person
against you or others.

It is important that your complaint is made in good faith. If you genuinely believe that you have
witnessed or experienced bullying, discrimination, harassment or victimisation we will take all
appropriate steps to protect you and/or the person being bullied, discriminated against, harassed
or victimised from further exposure to similar treatment.

We reserve the right to suspend the employee suspected of bullying, discrimination, harassment or
victimisation until after the investigation is concluded, if it would be in the interests of the
individual(s) or the organisation to do so. Suspension in these circumstances does not constitute
disciplinary action and will be on full pay.

Outcomes
As soon as possible following the conclusion of the investigation, we will inform you and the person
alleged to have bullied, discriminated, harassed or victimised you as to the outcome of the
investigation.
We will decide at that point whether or not it is appropriate to commence disciplinary action. Any disciplinary proceedings will be conducted by a different Line Leader or someone more senior than the person who conducted the investigation.

If your grievance is upheld, and the person who is found to have bullied, harassed, discriminated or victimised you is disciplined but remains in our employment, every effort will be made to ensure that you do not have to continue to work alongside them if you do not wish to do so. We will discuss all the options with you before any decision is made. The options may include transferring them to a different role or, if you wish, we may be able to transfer you to another post on no less favourable terms and conditions.

If a transfer is not possible, we will offer you ongoing support and will monitor the situation closely to minimise the risks of any further incidents taking place.
If, however, your grievance is not upheld, the HR team will support you, the person you have complained about and your Line Leader in making arrangements for you both to continue working together and to help repair the working relationship. We will consider arrangements that avoid you and the person you have complained about having to continue to work alongside each other, if either of you do not wish to do this.

Should we receive a report, or if there are reasonable grounds to believe, that an employee may have been bullying, discriminating, harassing or victimising another employee, whether or not a formal complaint has been made, we will commence an investigation into the matter. All bullying, discrimination, harassment and victimisation amounts to misconduct. It is also a disciplinary offence which will be dealt with under the Company’s Disciplinary Policy. Bullying, discrimination, harassment or victimisation may be considered gross misconduct, which can lead to dismissal without notice.

**Monitoring and Review**
This policy makes it clear that discrimination, bullying, harassment or victimisation will not be tolerated at dentsu and we will translate our commitment into practice consistently across all sectors. Accordingly, a monitoring system will be used to measure the effectiveness of the policy and its arrangements.

Monitoring involves the routine collection and analysis of information on employees by gender (including transgender and non-binary identities), marital status, race (including ethnic origin or identity), sexual orientation, religion or belief and sex. Information regarding the number of staff who declare themselves as disabled will also be maintained.

We also will undertake regular assessments to measure the extent to which recruitment to first appointment, internal promotion and access to training and development opportunities affect equal opportunities for all groups.
We [will] maintain information on employees who have been involved in Disciplinary and Grievance proceedings.

Where appropriate, equality impact assessments will be carried out on the results of monitoring to ascertain the effect our policies and our services / products may have on those who experience them.

The information collected for monitoring purposes will be treated as confidential and it will not be used for any other purpose.

If monitoring shows that dentsu, or areas within our business, are not representative, or that sections of our workforce are not progressing within the Company, then an action plan will be developed to address these issues. This will include a review of recruitment and selection procedures, Company policies and practices as well as consideration of taking legal positive action.

We may, from time to time, amend this policy. We will also review the policy every three years to take account of sector-level issues, challenges and opportunities including, for example, changes to the relevant equalities legislation.

Other relevant/ related policies:

- Maternity policy
- Paternity policy
- Adoption policy
- Shared parental leave
- Flexible working
- Grievance and disciplinary process
- Employee Assistance Programme
- Wellbeing Hub
- Mental Health First Aiders
- Transitioning at work policy
- Coming Out guide
- Flexible public holiday policy (coming soon)

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