

Equality, Diversity & Inclusion Policy

1 Policy Statement

We want to be a 21st century organisation leading the world of Business Travel Our values incorporate honesty, openness, courage and service in an environment where we expect supportive and inclusive teamwork within our organisation and in partnership with others. We require all our people to treat each other, our stakeholders and partners with respect; and we want to maintain a working atmosphere in which everyone delivers a high quality service.

To demonstrate our values and achieve our aims we have updated our equality, diversity and inclusion policy to reinforce the behaviours that we expect to see in everyone employed by Key Reservations. We, and our customers will benefit from a diverse employee base, that reflects the variety of people that we serve; one that has high safety standards and is inclusive, flexible and responsive. We recognise the contribution of a diverse labour force to the history of the travel industry. We see equality legislation¹ as setting minimum standards and we want to go beyond ticking boxes. In promoting equality, we want everyone to have access to jobs, training and development opportunities and for all people to be treated fairly. Embracing diversity means that we acknowledge the full breadth of people who work for us, and reflect that variety within our staffing complement. We welcome different and fresh ways of thinking, encourage innovation and a culture of speaking up where things can be done better. Such a work place is best established when people feel that can express their views freely within the context of our values. By inclusion we mean that everyone that works for Key Reservations has a contribution to make, and we will work to create the kind of environment that will be receptive, welcoming and inclusive of all our people.

1.1

Scope This policy covers all employees, contractors, temporary workers and job applicants including people working on Key Reservations premises via a third party. It applies to all aspects of employment, from recruitment and selection through to termination of employment.

1.2

Principles Our objective is to be a more open, diverse and inclusive organisation. To realise this we are committed to providing a great working environment which recognises that people from different backgrounds, experiences and abilities can bring fresh ideas and innovation to improve our business and practices. The Company commits to working within the existing agreements or to develop these by negotiation in order to help deliver this equality, diversity and inclusion policy. We want to ensure that equality, diversity and inclusion is embedded in our culture, and reflected in our people and behaviours, all of which will help us to better serve our customers. We will endeavour to:

- Provide fair and open access to development opportunities in order to fully utilise the talents of all Key Reservations employees.
- Improve the recruitment and retention of people from diverse backgrounds.
- Ensure that employment decisions are objective, and reflect the collective agreements that have been established where appropriate.
- Enhance decision-making and innovation, by encouraging positive interactions and involvement throughout the business.
- Increase our ability to relate to existing and potential customers wherever they exist.
- Build effective and productive relationships in the wider community through partnerships with community -based groups and stakeholders.
- Be committed to exceeding the minimum legal requirements.
- Ensure that people are treated fairly and protected from discrimination, bullying or harassment and to take appropriate steps when complaints arise.
- Be committed to reviewing all existing policies within Key Reservation to ensure they demonstrate our equality, diversity and inclusion values.

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1.3.

Responsibilities Everyone working at Key Reservations is responsible for ensuring that our values and behaviours are demonstrated through our actions and the way we conduct our business.

Leadership

The Executive Committee has corporate responsibility for:

- Leading by example and promoting an organisational culture that is supportive of the benefits of equality, diversity and inclusion.
- Ensuring that the equality, diversity and inclusion policy underpins all aspects of our work by implementing it in their particular business functions, including business plans and objectives throughout the organisation.
- Developing the organisational culture in which this policy can operate effectively.
- Ensuring that this policy is implemented across all areas of the business.
- Reporting to the PERM on the effectiveness and outcomes of this policy.
- Deploying the appropriate resources and expertise to support the delivery of equality, diversity and inclusion, including the policy and corporate strategy.

Human Resources

Human Resources is responsible for ensuring that managers and employees alike are aware of the commitment to diversity and inclusion and to work to achieve a more open, inclusive and diverse organisation. Human Resources is expected to:

- Be the custodians of equality, diversity and inclusion and provide constructive challenge when behaviours do not promote or demonstrate openness, inclusion and diversity;
- Coach and support managers to take responsibility for their own behaviours and the behaviours of those they manage; and
- Ensure regular reviews and development of this policy as appropriate, and that any amendments or updates remain consistent with the equality, diversity and inclusion principles.
- Ensure all policies are consulted or negotiated (where appropriate) with all team members prior to circulation and implementation.

Managers

Additional and specific responsibilities apply to those who manage employees and to those who are involved in recruitment, promotion, training and development. Managers are expected to:

- Ensure that policies and procedures relating to equality, diversity and inclusion are implemented and communicated to all existing employees and new employees when they begin working for us.
- Promote a professional and positive work environment by being inclusive and open, and challenging behaviour or decisions that breach this policy.
- Raise awareness of equality, diversity and inclusion, act as a role model for others, and develop personal skills to promote diversity and inclusion and handle issues relating to bullying, harassment and discrimination.
- Take accountability for the timely and appropriate action to address and resolve bullying and harassment, and discrimination in their work area, in line with HR policies, including the disciplinary policy and procedure where appropriate and necessary.
- Ensure that our partners, stakeholders, contractors and suppliers receive a copy of this policy and agree to comply with it.

Employees

• All employees are expected to put this policy into practice. We require a personal commitment from every employee to treat each other with respect and dignity and set an excellent standard of behaviour for others to follow: Each individual employee has a responsibility to:

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- Understand the value and benefits of equality, diversity and inclusion.
- Familiarise themselves with our policy, follow it, and ensure that any employee for whom they are responsible does the same.
- Tell their line manager about any instances of discrimination, or any perceived problems in relation to employment, or potential discrimination in the way that we provide our services or products.
- Comply with the equality, diversity and inclusion policy and procedures.

2. Procedure

2.1. How we demonstrate our commitment

We will ensure that this policy is put into practice by developing an overarching equality, diversity and inclusion strategy, linked to our business plan and corporate strategies. We will take the following steps:

- Provide regular communication about equality, diversity and inclusion via team meetings and notice boards.
- Establish monitoring systems that enable the business to understand where it is making progress and where it needs to improve, for example, monitoring our recruitment campaigns.
- Establish diversity and inclusion 'champions' throughout the business, which will promote equality, diversity and inclusion.
- Provide ongoing training and development on the positive impact of equality, diversity.
- Create an environment where people can challenge potentially discriminatory behaviours, in particular we will have zero tolerance of ageism, classism, disablism, homophobia, racism, sectarianism, sexism.
- Managers and key decision-makers will be trained about equality legislation its key implications on the business.
- Complaints about discrimination, harassment or bullying will be regarded seriously and investigated, which may result in disciplinary sanctions, and even dismissal.
- All employees will be encouraged to develop their skills and qualifications, and to take advantage of promotion and development opportunities within Key Reservations.
- Training and development opportunities will be provided in a nondiscriminatory way.
- We will introduce measures to use our influence to support our suppliers and contractors to develop their own diversity and inclusion policies and approaches.
- The effectiveness of the policy and the corporate diversity and inclusion strategy will be monitored at regular intervals and a progress report will published annually.

2.2. Monitoring equality, diversity and inclusion

We will regularly collect, monitor and analyse diversity data, including information about the gender, age, ethnicity and disability of employees and job applicants to make sure our employment processes are fair and are achieving the aims of this policy. The information will be held in strictest confidence and will only be used to illustrate and promote equality, diversity and inclusion and prevent unlawful discrimination.

Any patterns of under-representation, for example, where people with certain identities consistently appear to have reduced chances of recruitment, promotion or training, will be fully investigated in conjunction with HR and positive steps to remove any barriers or discrimination and promote diversity and inclusion will be taken.

We will monitor the impact of re-organisations to check that the approach has been fair. We commit to undertaking a formal review of this policy every two years.

2.3.

What do I do if I have a complaint under this policy?

All employees should treat each other with dignity and respect whilst at work. Any employee who feels they have not been treated in accordance with this policy is entitled to raise the matter through the Individual Grievance Policy and Procedure.

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All complaints will be dealt with seriously, promptly and confidentially. If an employee is found to have breached the equality, diversity and inclusion policy they may be subject to disciplinary action which could result in dismissal.

2.4. Everyone needs to know about our commitment to equality, diversity and inclusion

All employees, including those newly appointed will be made aware of this policy and the responsibilities of both Key Reservations and the individual to observe and commit to its aims. We will ensure that access to a copy of this policy is provided to all employees upon joining the company.

We will ensure that all employees, job applicants and customers have access to this policy through the Key Reservations intranet and website.

This policy will be further communicated to all employees through induction, management training and displayed on company notice boards. Whenever appropriate this policy will feature in relevant training courses, guidance notes, booklets and manuals. We will take steps to ensure that this policy is included with tender information and contracts for work undertaken for us by external organisations and individuals, for example the Code of Business Ethics refers to this policy. All our policies, including those relating to equality, diversity and inclusion, will be monitored for clarity and plain English. We will arrange for policies to be made available in different formats where necessary, for example a translation or audio version.

2.5. Related documents and policies

This policy is part of our Code of Business Ethics and the Equality, Diversity and Inclusion strategy which is being developed. It is supplemented by our Special Leave, Family Friendly, Reasonable Adjustments and Bullying and Harassment policies. -----

The Equality Act 2010 describes 'protected characteristics' as:

- Age: young through to older people;
- Disability: including long term health conditions that impact on the capacity to work;
- Ethnicity/race: for example black, Asian and minority ethnic communities;
- Gender reassignment: people transitioning from one sex to another;
- Pregnancy and maternity/paternity: ensuring appropriate treatment for women returning to work, or for men who want to take paternity leave;
- Marital or civil partnership status;
- Religion and belief: including people who have no religion or belief;
- Sex: women, men and transgender people; and
- Sexual orientation: Lesbian, Gay, Bi-sexual or Straight All people are covered by one or more of the protected characteristics, which means this legislation covers everyone.