

Equality and Diversity Policy

Last updated 22 May 2026 • Approved by the Board

Our position

ORRJO Ltd is an equal opportunity employer. Everyone who works at ORRJO, applies to work at ORRJO, or interacts with ORRJO in any commercial capacity has an equal chance to succeed on the basis of their ability, contribution, and conduct. This policy sets out how we make that real.

We treat this policy as a floor, not a ceiling. We are committed to going further than the Equality Act 2010 requires where it is in our power to do so.

1. Scope

This policy covers:

- All ORRJO employees, contractors, and interns, at every stage of their relationship with ORRJO (recruitment, onboarding, day-to-day work, pay and progression, training, and exit)
- All ORRJO suppliers and partners in their dealings with ORRJO

- All ORRJO clients and prospects when interacting with ORRJO staff

ORRJO.

2. Protected characteristics

ORRJO does not discriminate against, harass, or victimise any person on the basis of the following characteristics, all of which are protected under the Equality Act 2010, or any other characteristic protected by applicable law:

- Age

- Disability

- Gender reassignment

- Marriage and civil partnership

- Pregnancy and maternity

- Race

- Religion or belief

- Sex

- Sexual orientation

We also do not discriminate on the basis of political opinion, socio-economic background, neurodivergence, caring responsibilities, or any other characteristic that is not a genuine occupational requirement.

3. Commitments

3.1 Recruitment

- Job descriptions are written to focus on the work, not on a "type" of person
- Adverts are placed across multiple channels to widen the candidate pool
- Shortlisting is done against a written scoring rubric tied to the role

- Interview panels include at least two people where practical
- Reasonable adjustments are offered to candidates at every stage
- We do not ask for a candidate's salary history

3.2 Pay and progression

- Pay is set against the role, not against the individual's prior salary or ability to negotiate
- We pay at least the Real Living Wage to all permanent staff
- Performance reviews are calibrated by a panel to reduce individual bias
- Promotion criteria are written down and applied consistently

3.3 Working environment

- All employees have the right to work free from harassment and bullying, whether based on a protected characteristic or any other form of unwanted behaviour
- We provide flexible working arrangements where the role allows
- We support employees through pregnancy, parental leave, and return to work
- We make reasonable workplace adjustments for disabled and neurodivergent staff
- Our physical and digital working environments are accessible

3.4 Training

- All staff complete equality, diversity, and inclusion training within 30 days of joining and refresh it annually
- Managers receive additional training on inclusive recruitment, performance management, and recognising bias

4. Harassment, bullying and victimisation

Harassment, bullying, and victimisation in any form are unacceptable at ORRJO and grounds for disciplinary action up to and including dismissal. This applies whether the conduct happens in person, online, in writing, on client sites, or at any ORRJO-related event.

Harassment includes unwanted conduct related to a protected characteristic, sexual harassment, and any conduct that violates a person's dignity or creates an intimidating, hostile, degrading, humiliating, or offensive environment.

5. Reasonable adjustments

If you are a member of staff, candidate, supplier, client, or prospect and need a reasonable adjustment to engage with ORRJO (for example, accessible documents, captioned meetings, longer interview slots, a quieter working space, or assistive technology), let us know. We will discuss the request privately, agree the adjustment, and put it in place.

6. Reporting a concern

If you experience or witness conduct that breaches this policy, raise it as soon as you can. You have several routes:

- Talk to your manager
- Email the Head of Operations directly
- Email hello@orrjo.com with the subject line "E&D report"
- Use ORRJO's confidential whistleblowing channel (available on request from Operations)

All reports are taken seriously. We acknowledge receipt within five working days and investigate within 30 days. No one will face detriment for raising a concern in good faith.

7. Responsibility

- The Board is accountable for this policy and reviews it annually
- **ORRJO.**
- The Head of Operations owns the day-to-day implementation
- Every manager is responsible for applying it within their team
- Every employee, contractor, and supplier is responsible for their own conduct

8. External resources

If you would prefer to seek advice or report a concern outside ORRJO, the following bodies can help:

- Equality Advisory and Support Service (EASS): 0808 800 0082, equalityadvisoryservice.com
- ACAS Helpline: 0300 123 1100, acas.org.uk
- Equality and Human Rights Commission: equalityhumanrights.com

9. Review

This policy is reviewed annually by the Board and updated as required by changes in law, regulation, or our own practice. The next review is due on or before 22 May 2027.

10. Contact

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