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## Equal Opportunities, Diversity and Inclusion Policy

Design and Analysis Ltd is committed to a policy of equal opportunities in all aspects of employment practice, not only because we recognise our legal obligations but because as an organisation, we believe it is right.

It is our policy to promote equality of opportunity in all stages of employment (from recruitment through to departure) regardless of race, religion or belief, political opinion, colour, ethnic origin, age, nationality, marital/parental status, sex gender, sexual orientation, disability or employment status. Being open, honest, fair and professional in our dealings with people is one of our fundamental values at Design and Analysis.

We reinforce our commitment to equality and diversity by reflecting these principles in our employment policies, by raising everyone's awareness and understanding of the policy, by monitoring its effectiveness and by taking appropriate action against anyone found to be in breach of it.

We will treat breaches of this policy seriously and corrective action, including disciplinary action which could result in dismissal, will be taken in accordance with the UK Disciplinary Rules and Procedures. We will make those who participate in unlawful discrimination aware that they may find themselves personally liable to legal action by the victim.

Diversity and inclusion within our organisation go beyond the legal requirements covering age, disability, race, religion, gender and sexual orientation among others and sets higher standards to allow diversity of work practices and inclusion of all our personnel. We seek to add value to the organisation by facilitating personnel well-being and engagement. We want our personnel to enjoy coming into work, we want them to enjoy working for us. We feel that providing a high level of diversity, inclusion and flexibility in the workplace not only benefits the wellbeing of our personnel but greatly benefits the organisation and ensures we retain our workforce.

All employees and contractors under direct control of Design and Analysis, are required to adhere to the terms of this policy. Design and Analysis will not tolerate working with any suppliers who do not advocate and follow a similar policy themselves.

Any queries on the application or interpretation of this policy should be raised directly with the Managing Director.

Carl Woolley  
Managing Director

Last review: Feb 2026