



Our Approach to Inclusion





What's inside?

In this policy you'll find more information about our values and behaviours, plus your and our responsibilities while at ManyPets.

We give everyone the same opportunity

We'll give you the same opportunities as everyone else. We won't discriminate against you at any point - from the time that you join through to the time you say goodbye.

This includes how we hire, our conditions of employment (including pay), feedback, promotions, learning opportunities, performance, disciplinary and grievance procedures - through to our partnerships, investors, supply chain, and procurement.

This applies to all of us: permanent employees, contractors, temps, volunteers, consultants, early careers, and partners. It's how we do business - and we promise to do things fairly, regardless of:

- Age
- Sex
- Gender identity or identities
- Romantic or sexual orientation
- Physical or non-visible disability
- Marital, relationship or civil partnership status
- Family, fertility, pregnancy, or parental status
- Nationality, ethnicity, ancestry, or heritage
- Genetic information
- Medical history (including HIV status)
- Past or present military service
- Religion or beliefs
- Political views or ideologies

We call these 'protected characteristics' – and because things change, we'll review this policy regularly to keep it up to date

Our values and behaviours

The foundations of our culture are rooted in our company values. These are our principles of inclusion - and how these translate to behaviours we expect to see in each other:

Show we care

- **We're kind** and we show forgiveness and tolerance so we can learn and grow.
- **We listen** and take time to understand different viewpoints and lived experiences.
- **We value feedback** and we share feedback with positive intent. We share successes and resolve misunderstandings.

Do the right thing

- **We're responsible.** We are accountable and we focus on what really matters to our customers, as this drives our results.
- **We're honest,** transparent, and open - building momentum through context and understanding.

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- **We're courageous** and we find solutions to challenges. We make brave decisions when it's the right thing to do.

Work together

- **We have one plan** and we're clear on what we need to do. We track our progress, move quickly, are agile and adaptable.
- **We make impact** and we bring the right mix of people together and do fewer things, better. We get it done – and done right.
- **We trust each other.** We offer and ask for help, relying on others and their expertise to add value.

What we ask of you

To bring our values and behaviours to life, we all need to make a commitment to making the world a better place.

We give everyone access to inclusion events, internal celebrations, and mental health first aider training from day one.

If you're a manager you'll know that being fair and equal is fundamental to how we hire, build teams and work with each other day to day. Please don't worry if you're a new manager - we'll support you with training to help you learn and lead by example.

Putting a stop to discrimination

Discrimination has no place in our business – and it's unlawful. We don't tolerate discrimination against employees, former employees, candidates or applicants, clients, partners, customers, consumers, suppliers, or visitors. It has no place in or outside of work and that includes our big get togethers, team meetups, social events, networking, interviews, client visits and meetings: both in-person or online. Here are five examples of how someone could be discriminated against:

Direct discrimination

This is when someone treats you differently because of who you are. It can be because someone *thinks* you have a particular protected characteristic too. An example would be rejecting a job application because of someone's ethnicity, or not interviewing someone because you think they might be disabled.

Indirect discrimination

This is when a rule or requirement that appears to be neutral and the same for everyone creates a disadvantage for someone in particular because of a protected characteristic. An example would be that we state we need to hire someone to work full-time hours for a job. A person who has caring or parental responsibilities could be at a disadvantage, as it isn't always manageable to care for someone else and work full-time hours. People with caring or parental responsibilities are statistically more likely to be female, so this would be seen as indirect gender discrimination.

Harassment

This is when someone deliberately pesters, bullies, or harasses you because of a protected characteristic. It could be doing or saying things which you feel violate your dignity, or something intimidating, hostile, degrading, humiliating or offensive to you. An example is sexual harassment, which means making unwelcome sexual or romantic advances towards someone else. This could be



from someone making obscene or suggestive comments in person - or sharing degrading jokes or images online by a work channel (e.g., Slack) or a personal medium (e.g., WhatsApp.)

Victimisation

This is when someone makes things worse for you because you've raised a concern about discrimination or harassment - or supported someone else's complaint. An example would be if you receive nasty or intimidating comments in person or online, after you've supported a colleague when they've raised a grievance.

Disability discrimination

This is when someone treats you differently because of a perceived or real disability. An example would be if we do not offer to make reasonable adjustments to help someone with dyslexia during the hiring process. Another example would be picking a venue for an in-person meeting, which does not accommodate a team member who you know has a physical disability.

Your time with us

Sourcing talent

When we hire, all our job descriptions are checked for gender language balance, and we also check the "reading burden" – so our job descriptions are accessible and easy for everyone to understand. We make sure that any candidate (internal or external) can contact us in confidence should they need help with their application. Our career site has a simple "easy-apply" process to support those with different accessibility needs and we use Greenhouse.io - one of the most accessible recruitment systems available. We advertise opportunities across multiple websites and our own internal career board to encourage applications from a wide talent pool: not just the easiest or quickest place to hire from.

Any recruitment partners we need to use have signed up to our terms of business which clearly state that they also need to uphold the same values when it comes to equal opportunities – and we won't work with anyone who doesn't actively promote inclusive hiring.

Our hiring process

When interviewing, we'll never ask questions that discriminate against someone. Anything we ask will be relevant to the job, the persons' experience, and their application. (It's also worth pointing out that if you're found to have discriminated against someone in the hiring process there can be serious repercussions for both the company and the interviewer.)

If we interview or meet someone face-to-face, we'll ensure we have an accessible venue and we'll take any reasonable adjustments into account, such as access to a hearing loop. When interviewing someone online (typically via Zoom) we'll ensure to check this is suitable and make sure the candidate can request any adjustments ahead of the meeting.

Extending offers

We won't ask about someone's health, wellbeing, or disability before we make an offer of employment. There are a few exceptions, including:

- Asking if we need to make any reasonable changes or adjustments so we interview or assess you fairly (for example, if you have dyslexia you may need more time with a written assignment).

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- Checking you can perform the essential parts of the job and making reasonable changes or adjustments, as needed.
- Taking positive action to hire people with visible or non-visible disabilities.
- Collecting data and feedback to help us measure our effectiveness and checking our processes on how we hire or make decisions on applications.
- If we need to, we can make job offers that depend on a medical check.

References and background checks

When it comes to checking your right to work, we won't assume anything about your immigration status based on how you look, how you speak, your application or your protected characteristics. We have a legal obligation to check everyone's right to work as part of the application process.

Reward and recognition

Our reward process is fair and backed by data. We ensure that everyone's salary and benefits are equitable for the job that they do, in the country where the role is based. We use a recognised system to benchmark the salary range for all roles throughout the company. This helps us understand where each role sits in the bigger company structure - and from here, we work out the right pay bracket for each role. When a salary is based on the role and not a person, it's a much fairer process for everyone.

We review the salary range and overall package when we initially scope out a new role. Once agreed, this then flows into our annual salary review process. This makes sure that we are paying people fairly for the job that they do – and that it's reviewed regularly.

We know that there is a wider systemic problem when it comes to fair pay between genders. To make sure we're doing the right thing, we run a gender pay gap analysis each year to highlight anything we need to adjust. We do not (and will not) ever pay someone differently based on their gender.

Learning and development

We believe that everyone should have access to both personal and professional learning and development. As we all learn in different ways, we naturally will have different preferences when it comes to learning.

Our content, learning partners and learning platforms will endeavour to provide inclusive learning and different ways to access the content. We'll aim to offer structured courses on a variety of days of the week to ensure that everyone can attend. We'll also provide a variety of learning content "on demand" via Kallidus so you can learn at your own pace and at a time that suits you best.

If you have specific requirements, we will make reasonable adjustments for you. This may include arranging for a sign language interpreter to attend a programme, adjustable fonts, colour schemes, and easy to read captioning on our e-learning platform.

Performance management and reviews

In your first few months after joining, you'll be able to take part in several probation check-ins. These meetings are there to give you clarity on your performance and to make sure you're getting what you need from us. You'll work alongside your manager to complete these check-ins until you pass probation.

After probation, we have a performance management framework (called Thrive) that gives everyone the opportunity to have regular check-ins and get feedback on your performance - and



to discuss future career aspirations. We'll ensure that everyone receives feedback regularly and that they know their progress against any goals that have been agreed.

If you're joining us as a manager, we'll make sure you have training that will enable you to give valuable feedback - and facilitate these conversations with your team.

Internal mobility

We want to make sure that everyone in our company can grow and develop their career with us. It might be a promotion in your team, a sidestep to a new department - or you might want to take an entirely new direction! We want to support you and we will do everything we can to help you along the way. Our approach to internal mobility is transparent - all roles are available to research or apply for on Greenhouse via our internal careers board. Each internal application is reviewed by multiple people before we decide on next steps - this includes the People team and hiring managers for the role.

Promotions

We have an internal career levelling approach, and every role is levelled within our STAGES framework. We will regularly review our roles within the STAGES framework to ensure that roles are assigned to the right level. The framework considers the size and complexity of the role, the scope, expertise, and experience that is required, the level of responsibility of budget, of relationships, influence, decision making and longer-term planning. It is focused on the role, not on the individual so that we can keep things fair. Your role may be reviewed and re-levelled if it has changed, grown in complexity, size, or with greater levels of responsibility or resource.

We will never discriminate against you and your suitability for a role or your eligibility for a promotion - all decisions we make will be based purely on the level of the role, your skills, experience and demonstration of our behaviours and values.

Saying goodbye

If you decide to leave us, we only share standard employment references with your new employer. The reference confirms the dates you worked with us and your job title. We don't offer informal or personal references or share any details on your performance, absence, health, or wellbeing.

Supporting disabilities

Disabilities can happen at any time. If you currently have a disability (or if something changes for you in the future) please let us know. We'd suggest that talk to your manager first - and our People team are also available if you need our advice.

We promise to make reasonable adjustments to help reduce any difficulties you might face. We may need to seek medical advice about how to best support you and if we can't make a specific adjustment work, we'll explain why and try to find another option. Please refer to our policies on Bob for more information.

We want our offices, meeting spaces and event venues to be accessible to everyone, no matter what your circumstances. We'll check them regularly and do our very best to improve things and make any changes we need to. If you see something we could improve, please let us know.



Making a complaint

If you feel like you're discriminated against (or see any behaviours you don't agree with in others) at any point during your time with us, you can use a formal process to resolve the issue.

Before taking things further and raising a formal complaint, we'd ask you to reflect on what's happened and decide if your complaint is something you are comfortable raising informally first. If you feel you can, we'd advise you to approach the person who is doing or saying something to make you feel uncomfortable - either yourself or with a colleague. Share the feedback and explain what you find offensive and unwelcome - and let them know you'd like it to stop straight away.

If you don't feel this is right for you (or if things are too serious) please review our Concern Resolution Policy which can be found on Bob - our People system. For discrimination, bullying or harassment grievances you can choose whether to raise it with your manager, our People team, or another leader in the business. We'll protect you from any victimisation or retaliation and we'll take your grievance very seriously.

Raising a grievance is serious stuff - and if someone breaches this policy, we'll use our disciplinary procedure to manage the outcome. Serious cases will be seen as gross misconduct and we can dismiss people from the business for this reason. It's also worth pointing out that we also treat malicious, spiteful, and deliberately false grievances as gross misconduct.

Further reading and related policies

All the policies related to this document can be accessed through in Bob under the "Company Documents" section. We'd encourage you to familiarise yourself with them and let us know if you have any questions.

A final (serious) note

We need to end this document on a serious note... a breach or misuse of this policy could result in disciplinary action. You are contractually obliged to comply with our company policies however the terms of each policy do not form part of your contract of employment. We'll look at this policy regularly to see if it needs updating, especially if the laws change and they may be amended by us at any time. If you have any questions, comments, or feedback, please contact the People team via People@ManyPets.com

Change control

Name of policy	Approach to Inclusion Policy
Version Number	2.0
Effective date	May 2024
Next review due	April 2025
Notable changes from previous policy	Revised language and tone of voice Updated references to probation, policies, systems, and processes
Related Policies	Inclusion Charter
Policy owner	Chief People Officer