



Equality, Diversity and Inclusion Policy

Fair treatment, accessible delivery and inclusive decision-making.

Document owner: Max Pocock, Lead Consultant

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Review due: 23 July 2027, or earlier after a material legal, workforce or service change

Applies to: Managed Services Ltd's work, recruitment, human-specialist and supplier relationships, client delivery and public-facing activity

Managed Services Ltd will make decisions on relevant evidence and requirements, remove avoidable barriers, make reasonable adjustments, prevent discrimination and harassment, and design services so that different people can participate meaningfully.

1. Purpose and legal context

This policy describes how Managed Services Ltd promotes equality, diversity and inclusion in its business and delivery. It supports compliance with the Equality Act 2010 in England, Scotland and Wales, the employer duty to take reasonable steps to prevent sexual harassment, and the separate equality framework that applies in Northern Ireland.

The policy covers Max Pocock, applicants, workers where applicable, separately engaged human specialists, subcontractors, suppliers, clients, research participants, consultees and other people affected by the company's work.

A buyer, sector or jurisdiction may require stronger or more specific controls. These must be identified and applied during mobilisation.

2. Commitments

Managed Services Ltd will:

- treat people with dignity and respect;
- not unlawfully discriminate, harass or victimise;
- take reasonable steps to prevent sexual harassment and other foreseeable harassment;
- make reasonable adjustments for disabled people;
- use fair, relevant and proportionate selection and assessment criteria;
- design communications, engagement and outputs for accessibility;



- consider who may be excluded, under-represented or disproportionately affected by a method or decision;
- address concerns promptly and without retaliation;
- expect equivalent standards from people and organisations acting for the company; and
- review evidence and outcomes to improve practice.

3. Protected characteristics and wider inclusion

The Equality Act 2010 protects people in relation to:

- age;
- disability;
- gender reassignment;
- marriage and civil partnership;
- pregnancy and maternity;
- race, including colour, nationality and ethnic or national origin;
- religion or belief;
- sex; and
- sexual orientation.

The company also aims to avoid unfair barriers linked to socio-economic background, caring responsibilities, working pattern, language, digital access, geography or other circumstances, where considering them is lawful and relevant.

This wider commitment does not change the legal definition of a protected characteristic or justify unlawful positive discrimination.

4. Unacceptable conduct

The following are prohibited in company work:

- direct or indirect unlawful discrimination;
- discrimination arising from disability;
- failure to make a reasonable adjustment;
- harassment related to a protected characteristic;
- unwanted conduct of a sexual nature;

- less favourable treatment because someone rejected or submitted to harassment;
- victimisation for raising, supporting or giving evidence about a concern;
- bullying, intimidation, degrading or exclusionary conduct;
- instructing, pressuring or helping another person to discriminate; and
- retaliation against a person who raises a concern honestly.

The standard applies to in-person, online, written, social, client-site and work-related event activity. Conduct by clients, suppliers or other third parties will be addressed through proportionate preventative and contractual action.

5. Leadership and responsibilities

Max Pocock is accountable for this policy and for integrating equality and accessibility into company decisions.

Everyone acting for Managed Services Ltd must:

1. understand and follow this policy;
2. consider equality and access needs when planning work;
3. challenge or report inappropriate conduct safely;
4. cooperate with adjustments and investigations; and
5. protect confidential information.

Separately engaged human specialists and other suppliers must be selected for relevant capability and must agree to appropriate equality, conduct and complaint requirements before delivery.

6. Fair selection and work allocation

Recruitment, human-specialist selection, procurement and work allocation will use criteria connected to the genuine requirements of the role or assignment.

The company will:

- define essential and desirable requirements clearly;
- avoid unnecessary qualifications, experience thresholds or availability patterns that create barriers;
- advertise or source opportunities proportionately;
- offer accessible application and interview arrangements;
- ask health or disability questions only where lawful and relevant;

- assess consistently against recorded criteria;
- identify and manage conflicts of interest;
- record the reason for material decisions; and
- make reasonable adjustments throughout selection and delivery.

Positive action will be used only where lawful, evidenced and proportionate. It will not become an automatic preference or quota where that would be unlawful.

7. Reasonable adjustments and accessibility

Managed Services Ltd will anticipate common access needs and respond to individual requests. A person does not need to disclose a diagnosis where a practical adjustment can be agreed without it.

Possible adjustments include:

- alternative document formats and accessible digital files;
- captions, transcripts, interpreters or communication support;
- additional time, breaks or a different pace;
- changes to timing, location, seating or remote participation;
- accessible venues and step-free alternatives;
- different interview, workshop or response methods;
- compatible technology or auxiliary aids; and
- allowing a support person where appropriate.

Requests will be discussed respectfully and decided promptly. Where a requested adjustment is not reasonable or cannot safely be provided, the company will explain the reason and consider an effective alternative.

Information about an adjustment will be shared only with those who need it to arrange access or meet a legal duty.

8. Inclusive client and research delivery

At the start of relevant work, the delivery plan will consider:

- who is affected and who needs to be heard;
- barriers to participation, access, trust or digital inclusion;
- sampling or engagement gaps;
- accessible information, channels, venues and formats;

- timing, caring, language and travel constraints;
- power imbalances and risk of tokenism;
- safe handling of equality and demographic information;
- how different experiences will be analysed without stereotyping; and
- whether conclusions or recommendations could create disproportionate effects.

Equality analysis will be proportionate to the decision and evidence. The company will distinguish between a missing perspective, a small sample and a generalisable finding. No individual will be expected to represent an entire group.

9. Data and monitoring

Equality information will be collected only where there is a clear and lawful purpose. The company will:

- explain why information is requested and whether answering is optional;
- collect the minimum categories needed;
- record the lawful basis and any special-category condition;
- restrict access and use aggregation or anonymisation where possible;
- avoid reporting small groups or characteristic combinations that risk identification;
- set retention and deletion rules; and
- use findings to identify barriers or improve practice, not to stereotype individuals.

Monitoring will be proportionate to the company's size, activity and risk. Absence of a large workforce does not remove the need to examine decisions and complaints.

10. Preventing harassment

Before relevant work, the company will assess foreseeable harassment risks arising from the setting, travel, lone working, power relationships, alcohol, online contact, client interaction, public events and third parties.

Proportionate controls may include conduct terms, briefing, safe reporting channels, supervision, event rules, removal of access, contractual escalation and review of previous concerns.

Where harassment is reported, the company will protect immediate safety, preserve fairness and evidence, avoid retaliation, and take proportionate action to prevent recurrence. A complainant will not be required to confront the person complained about.

11. Raising and handling concerns

A concern may be raised verbally or in writing through any normal company or engagement contact. No special form is required, and accessible communication or a representative may be used.

The Complaints Handling Process will normally apply. Safeguarding, immediate danger, criminal conduct and data-protection matters are triaged through their specialist route. Where Max Pocock is personally implicated, an outside route appropriate to the circumstances must be offered, such as the buyer's contract or equality contact, an independent adviser or a competent authority.

No person will be disadvantaged for raising a concern honestly or requesting an adjustment.

12. Breaches and remedies

Confirmed breaches may lead to:

- an apology, correction or accessible alternative;
- changed working arrangements or removal from an activity;
- additional instruction, training or supervision;
- supplier or human-specialist corrective action;
- contractual action or termination;
- referral to a client, regulator or competent authority; and
- changes to methods, risk controls or this policy.

Actions will be proportionate, documented and consistent with confidentiality, contractual and legal obligations.

13. Monitoring and review

The annual and event-driven review will consider:

- adjustment requests and response quality;
- complaints, near misses and themes;
- accessibility defects in outputs or processes;
- selection and supplier decisions;
- engagement gaps or disproportionate effects;
- harassment risk controls; and
- legal or buyer changes.

Actions and owners will be recorded and followed through.



14. Official references

Official sources checked on 23 July 2026:

1. UK Government and Equality and Human Rights Commission, Equality Act 2010 guidance - [View official source](#)
2. UK Government, Discrimination - protected characteristics - [View official source](#)
3. Equality and Human Rights Commission, Terms used in the Equality Act - [View official source](#)
4. Equality and Human Rights Commission, Preventing sexual harassment at work - employer guide - [View official source](#)
5. UK Government, Positive action in the workplace - [View official source](#)

15. Document control

This policy is reviewed at least annually. Tender-specific copies must be checked against the current company version, applicable jurisdiction and buyer requirements before issue.