



FLAMESTAR LTD

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Equality & Diversity Policy

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1. Purpose

Flamestar Ltd is committed to promoting equality and diversity across all aspects of its business and to eliminating unlawful discrimination in employment, service delivery, and supply chain engagement. This policy sets out our approach to ensuring that all individuals are treated fairly, consistently, and with respect.

2. Scope

This policy applies to all stages of employment and engagement including recruitment, selection, induction, training, promotion, pay, disciplinary and grievance procedures, and termination of employment. It applies equally to directly employed staff, subcontractors, and all those working under the management or supervision of Flamestar Ltd.

3. Protected Characteristics

Flamestar Ltd will not discriminate — directly or indirectly — against any individual based on any protected characteristic as defined under the Equality Act 2010:

Protected Characteristic	Definition
Age	Any age group or generation
Disability	Physical or mental impairment with long-term substantial effect
Gender Reassignment	Transitioning or having transitioned gender
Marriage & Civil Partnership	Legal relationship status
Pregnancy & Maternity	Pregnancy and post-birth period
Race	Color, nationality, ethnic or national origin
Religion or Belief	Any religion, belief, or lack of belief
Sex	Male or female



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Protected Characteristic	Definition
Sexual Orientation	Heterosexual, homosexual, or bisexual

4. Types of Discrimination

The following forms of discrimination are strictly prohibited:

- **Direct discrimination** — treating someone less favorably because of a protected characteristic
- **Indirect discrimination** — applying a provision, criterion, or practice that puts a group at a particular disadvantage
- **Harassment** — unwanted conduct related to a protected characteristic that violates dignity or creates an intimidating, hostile, or offensive environment
- **Victimization** — treating someone unfairly because they have made or supported a complaint under equality legislation
- **Associative discrimination** — discriminating against someone because of their association with a person with a protected characteristic
- **Perceptive discrimination** — discriminating against someone because they are perceived to have a protected characteristic

5. Recruitment & Selection

- All vacancies are advertised through accessible channels using inclusive and non-discriminatory language
- Selection criteria are based solely on the skills, experience, and competencies required for the role
- All candidates are assessed consistently against the same objective criteria
- Interview panels are briefed on equality and diversity obligations prior to conducting interviews
- Reasonable adjustments are made at every stage of the recruitment process for applicants with disabilities

6. Employment & Development

- All employees have equal access to training, development, and progression opportunities



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- Pay and benefits are applied consistently and equitably across the workforce
- Flexible working requests are considered fairly and in accordance with statutory rights
- Employees returning from maternity, paternity, or adoption leave are supported back into their role without detriment
- Performance management and disciplinary processes are applied consistently regardless of protected characteristics.

7. Reasonable Adjustments

Flamestar Ltd will make reasonable adjustments for employees and operatives with disabilities or health conditions to ensure they are not placed at a substantial disadvantage. This may include:

- Modification of duties or working patterns
- Provision of specialist equipment or tools
- Adjustments to the physical working environment
- Phased return to work following absence

8. Complaints & Grievances

- Any employee or operative who believes they have been subjected to discrimination, harassment, or victimization has the right to raise formal grievance
- All complaints will be investigated promptly, thoroughly, and impartially
- Confidentiality will be maintained throughout the process to the extent that is practicable
- No individual will be penalized or treated less favorably for raising a complaint in good faith
- Outcomes and lessons learned from grievances are used to improve policy and practice

9. Breaches of This Policy

Any employee, operative, or subcontractor found to have breached this policy will be subject to disciplinary action. Serious breaches including harassment, bullying, or deliberate discrimination may result in dismissal or removal from site without notice.



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10. Legal Framework

This policy has been developed in accordance with:

- Equality Act 2010
- Human Rights Act 1998
- Employment Rights Act 1996
- Public Sector Equality Duty where applicable
- ACAS Code of Practice on Disciplinary and Grievance Procedures

11. Review & Monitoring

This policy will be reviewed:

- Annually as a minimum
- Following any equality-related complaint, tribunal finding, or legislative change
- In response to workforce, client, or audit feedback

Authorized by: Amandeep Singh,
Director — Flamestar Ltd

Date: May 2026