



# Equal Opportunities and Diversity Policy

AUGUST 2025

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# INTRODUCTION

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3i is fully committed to being an equal opportunities employer and is opposed to all forms of unlawful and unfair discrimination. 3i believes the skills, capability and talent of its employees are the key to its success. There are great benefits to be gained from diversity and variety in a workforce and 3i encourages this diversity.

This policy intends to ensure that all 3i job applicants, employees (temporary, fixed term and permanent), non-executive Directors, contract workers, agency workers, remote workers and other members of the workforce who are affected by decisions of the 3i Board are treated fairly, and are offered equal opportunity in selection, training, career development, promotion, and remuneration. The policy also intends to ensure that employees are recruited, promoted, and rewarded on the basis of merit, ability, performance, and cognitive and personal strengths. Specifically, our aim is to ensure that:

- we have access to the widest labour market and secure the best employees for our needs;
- people are selected, promoted, and treated equally, enabling us to maximise potential to the benefit of individuals and 3i;
- we have employment procedures and practices which do not discriminate on grounds of age, marital status, gender, gender identity, gender reassignment, sexual orientation, race, colour, nationality, ethnic or national origin, religion or religious belief, disability, sensitive medical conditions, pregnancy or maternity, social background, political opinion, trade union membership or activities;
- we treat all those with whom we come into contact with respect;
- we meet our statutory obligations regarding employment legislation,
- we communicate the Equal Opportunity Policy and responsibilities for achieving fairness and equality;
- senior managers understand their responsibility for enforcing the Equal Opportunity Policy, and we all share responsibility for upholding the Equal Opportunity Policy.

The purpose of this policy therefore is to:

- Explain the 3i principles on equality and diversity
- Provide a framework for putting the principles into practice
- Explain the types of behaviours that are not acceptable.

This policy shall also apply, in so far as is appropriate to the non-executive Directors of the Board of 3i. When applying this policy to non-executive Directors, and for the purposes of this policy only, references to employees shall be deemed to include the non-executive Directors and references to contracts shall be deemed to include the letter of appointment for any non-executive Director.

# 1. Legal background and framework

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The Equality Act 2010 offers protection to individuals with 'protected characteristics' and ensures that they are not treated less favourably because of their:

- Sex (gender)
- Gender reassignment
- Marriage and Civil Partnership (marital status)
- Race (including colour, nationality, and ethnic or national origin)
- Religion or Belief (including religious and philosophical beliefs)
- Disability
- Pregnancy and Maternity
- Age
- Sexual orientation

Discrimination is unlawful when it takes place on the grounds of any one of the above characteristics. Additionally, the law prohibits:

- paying different rates of pay to men and women for the same work, work rated as equivalent, or work of equal value (i.e., there is a right to equal pay);
- treating part-time or fixed term employees less favourably than comparable full-timers unless the treatment is justified on objective grounds;
- giving instructions or putting pressure on others to discriminate;
- victimising individuals who have made allegations or brought claims of discrimination or assisted others to do so; or
- harassment of colleagues and third parties we deal with in the course of our work (e.g., suppliers, visitors)

## 2. What is harassment and bullying?

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Please refer to our '[Anti-Bullying and Harassment Policy](#)' within this section.

## 3. What are the consequences of discrimination at 3i?

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Discrimination and harassment are unlawful and there can be serious penalties if a claim for discrimination is upheld. If the harassment includes physical abuse there may also be civil or criminal liability, e.g., for indecent assault or assault and battery.

## 4. What are the consequences if I discriminate?

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You may be personally liable for acts of discrimination or harassment which you commit, authorise, contribute to, or condone. If there is sufficient reason to believe you have discriminated against someone or harassed them, this will be considered a disciplinary offence, and you may be summarily dismissed for gross misconduct (See 3i [UK Disciplinary Policy](#) for UK employees. Those overseas, local legislation will apply).

## 5. Who is responsible for equal opportunities?

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We all have responsibilities towards those we deal with in the course of our work, and we can all be held personally liable for discrimination. If you are concerned about behaviour you observe at work, you should raise it with your manager or HR Director. If you do raise an issue in good faith, which you reasonably believe is true, you can be assured that 3i will do everything possible to ensure that you do not suffer any adverse consequences as a result.

If you manage others, you should ensure that your team is aware of this policy. Inappropriate behaviour, i.e., discrimination, unfair treatment, harassment, bullying, victimisation, or disrespect, is a serious issue and must be managed under 3i's UK Disciplinary procedures. If someone else raises an issue with you, either for someone else or themselves, you should also treat this seriously and in line with 3i's [UK Grievance Procedure](#).

## 6. How do we achieve fairness in terms of selection and promotion?

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We aim to identify the requirements of the job, and then to appoint the most appropriate person for the job. All appointments are based on merit and take all relevant criteria into account. If you are applying for a job, or resourcing one, the following should be fair and justifiable:

- job and person specifications;
- sources of applicants (via internal/external advertisements, consultants etc);
- selection criteria;
- selection process/methodology (shortlisting from application forms/CVs, interviewing, assessment centres, psychometric testing); and
- selection decisions.

See also the [Recruitment and Selection Policy](#).

### 6.1 Terms and conditions of employment

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Across all elements of your employment with 3i, we aim to be commercial and fair. Your employment terms and conditions will be agreed on the basis of the needs of the business, statutory obligations, market comparisons and the concept of everyone having a fair share in the success to which they contribute. Your remuneration (including salary and bonus) will be within the relevant salary range for your role and based on merit and your performance in the job.

If you are an established employee, whether full or part time, you will be eligible for a range of benefits depending only on your role. You will be informed about these in your contract of employment and via other policies.

If you work part time, your benefits will be pro-rated to your hours of work unless stated otherwise.

If you are on a fixed term or temporary contract, you will be informed about your terms.

## 6.2 Training

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If you are an established employee, whether full or part time, you will be provided with appropriate training to enable you to do your job. 3i doesn't set a target number of days for training each year, but everyone should discuss their training needs with their manager and participate in whatever training is considered necessary. Training may also be provided to those on fixed term or temporary contracts, if appropriate.

## 6.3 Performance management & career development

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You are encouraged to discuss personal and career development activities with your manager which will help you achieve your goals. In these discussions, you and your manager can agree appropriate training and development plans which will assist you to perform your role, as well as contributing both to 3i's success and your own career development. This is available to all employees and is managed via the Performance Management processes. Within these processes, assessment criteria should be applied equally and fairly.

## 6.4 Selection for redundancy or short-term working

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3i will seek to avoid redundancy wherever possible. If redundancy becomes necessary, and choices have to be made, these will be primarily on the basis of the need for the role to exist, and ability and performance.

## 6.5 Opportunities for those who are disabled

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If you are disabled you will be considered on merit in all areas of employment (e.g., recruitment, promotion, training etc), equally and fairly with others, and we will provide the necessary facilities, wherever practicable. You are encouraged to discuss your disability with us to enable us to be in the best position to help you. If you are an employee and you become disabled, the company will make every practicable effort to support you if you are able, and wish to, continue working. Your manager, Human Resources and Health and Safety will consult with you to establish your special needs and how reasonable adjustments can be made to meet them to enable you to perform your job (subject to medical advice and meeting any statutory requirements).

## 7. Visitors to 3i

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There are access and toilet facilities for disabled people in each of our offices, with the exception of Luxembourg. If you have visitors who are disabled, you should note any visible disability (e.g., impaired mobility or vision) so that extra assistance can be provided, if necessary, in an emergency; the designated Marshall and/or the person receiving the visitor is responsible for assisting their disabled visitor from the premises in an emergency.

## 8. Monitoring Procedures

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To ensure that this policy is operating effectively, we will maintain records of employees and (where possible and for a limited period of up to 6 months) job applicants' gender and personal details. We collect this information via application forms and speculative applications. Employee data is recorded on a secure Human Resources database, which is accessed only by authorised personnel. Human Resources monitors salary ranges and actual pay to ensure that any differences are justified on the grounds of merit and performance.

All managers are responsible for adhering to this Policy and monitoring its effect within their own department. If they observe any behaviour or trends which they believe contravene this policy, they should raise them with their senior manager and/or Human Resources Director immediately.