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## 1. Equal Opportunities Policy

Tony Gee and Partners LLP wholeheartedly supports the principle of equal opportunities in employment and opposes all forms of unlawful or unfair discrimination on the grounds of race, colour, nationality, ethnic or national origin, religion and belief, age, disability, sex, marital status or responsibility for dependents. We believe that it is in the company's best interests and those of all who work in it, to ensure that the human resources, talents and skills available throughout the community are considered when employment opportunities arise. To this end, within the framework of the law, we are committed, wherever practicable, to achieving and maintaining a workforce which broadly reflects the local community in which we operate.

Every possible step will be taken to ensure that individuals are treated equally and fairly and that decisions on recruitment, selection, training, promotion and career management are based solely on objective and job related criteria.

## 2. Learning & Development and Performance Management Policy

Tony Gee's policy is to encourage learning and development of all employees at all levels on both a formal and informal level. The objective of employee learning and development is to improve the quality of service provided to our clients by consciously seeking to extend the knowledge and efficiency of employees. The firm aims to ensure that employees are in a position, when appropriate, to progress as far as possible within their abilities.

Staff performance review is an important part of our overall performance management process that seeks to ensure employees are competent to fulfil their roles. The performance management process also seeks to ensure that all employees understand how their work and efforts contribute to the success of the whole business.

All Company employees regardless of background or personal circumstances have an equal opportunity to develop in line with the business objectives and in accordance with local legislation.

The purpose of the performance review is to allow appraisers and employees to:

- Formalise the continuous feedback process that takes place throughout the year
- Review performance and behaviours over the past 12 months
- Agree goals for the coming 12 months
- Agree learning and development needs for the coming 12 months
- Review future career aspirations

## Region Specific Policies

### 3. Hybrid Working Policy (UK)

We are committed to providing a flexible work environment that supports a healthy work-life balance. We are also committed to a policy that promotes and supports the development and supervision of all staff consistent with our culture. All employees with suitable roles are eligible to participate in hybrid working where work is split between home and office locations.

Attendance at our offices is important for all staff and the business, being physically present allows for spontaneous discussions and collaboration which fosters creativity, problem solving and effective teamwork. The office environment also provides greater opportunities for mentorship, learning and skills development as well as in-person meetings to be scheduled with clients.

Hybrid working does not include other forms of flexible working (e.g. amended hours). If an employee wishes to make a Flexible Working request this shall be submitted to HR in accordance with procedure [PR-HS-006](#).

Working from home under this policy does require approval by a director, and approval may be withdrawn, limited or restricted at any time, for any reasonable reason relating to the home worker, another affected person, or the work undertaken, as set out in [PR-HS-014](#).

It is the policy of Tony Gee and Partners for all employees:

- To work from the office at least three days a week (or two days for part-time employees).  
Alternative working arrangements must be discussed with your Line Manager and approved by the Office Lead. These arrangements should take into account both the individual circumstances and business requirements, and must be formally documented through a Flexible Working request.
- To have the option of working from home, where the role permits and this must be approved and documented using the [Approval to Work from Home](#) process, including carrying out a home workstation assessment.
- To attend the office to support and participate in team “all-in days”, to promote collaboration and in-person meetings when in the office.
- To respect differences in individual working styles, e.g. reasonable adjustments for quieter working spaces or social interaction.
- To plan, agree and stick to regular working patterns.
- To be flexible when required to be in the office or at a client location and make every effort to adjust working patterns to attend. Employees must not arrange client meetings at home locations.

To maintain good communication with your team regardless of working location, and to use webcams for meetings when working remotely to promote better communication.

- To keep online calendars and status messages up to date regarding working patterns.

- To be supported by line managers during an initial period with the business, with consideration of spending an increased amount of time working in the office to help integration with the business, building relationships and meeting colleagues.
- To respect time and location of different working patterns across teams.

## 4. Employment Accessibility Policy (Canada)

### Purpose

This Employment Accessibility Policy outlines the policies and actions that Tony Gee Canada Limited (the “Company”) undertakes to improve employment opportunities for people with disabilities in the Province of Ontario, Canada.

### Statement of Commitment

The Company will treat all people in a way that allows them to maintain their dignity and independence. We believe in integration and equal opportunity. The Company will meet the needs of persons with disabilities in a timely manner and will do so by preventing and removing barriers to accessibility and meeting the accessibility requirements under the Ontario Accessibility for Ontarians with Disabilities Act, 2005 (“AODA”).

### Accessibility in Employment

The Company is committed to fair and accessible employment practices.

We notify the public and staff applying to internal postings that accommodations are available for people with disabilities during the recruitment process. If an applicant is selected to participate in an assessment process, the Company will notify the applicant that accommodations are available upon request should the applicant have accessibility needs due to a disability. We will consult with the applicant to determine whether a suitable accommodation is available.

The Company notifies successful applicants of its policies for accommodating employees with disabilities. We also notify our employees and new hires about our policies to support people with disabilities and provide all such policies so they are available to all employees.

Where an employee requests, we will provide or arrange for the provision of accessible formats or communications supports for:

- i. information needed to perform the employee’s job (e.g., job descriptions and policy manuals, etc.); and
- ii. general information that is available to all employees at work (e.g., company newsletters, bulletins about company policies, health and safety information, etc.).

When undertaking any formal performance management processes or career development processes, we will ensure that the accessibility needs of our employees with disabilities needs are considered.

Where an employee, client, or other person identifies any accessibility barriers, we will try to remove the barriers identified.

When we become aware that an employee may need accommodation in an emergency, we will provide the employee and other staff with accessible emergency information.

Signed:



Alasdair Fowler  
Chief Executive Officer

Signed:



Jon Powell  
Managing Director (Canada)

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