Westway

By Appointment to His Majesty The King

Diversity and Inclusion Policy 2026

Westway Coach Services Ltd values the different experiences, skills and perspectives that employees bring to the business. We want people to feel respected, involved and able to contribute, whether they work in driving, operations, customer service, the workshop, the yard or management.

This policy sets out how Westway will build an inclusive workplace in practice. It complements the Equal Opportunities Policy, which explains our legal commitment to prevent unlawful discrimination and provide fair opportunity.

What diversity and inclusion mean at Westway

Principle	What it means
Equality	Fair opportunity and treatment, with barriers addressed where necessary.
Diversity	Recognising the range of backgrounds, identities, experiences, skills, working styles and perspectives within our workforce and communities.
Inclusion	Creating a workplace where people are listened to, respected, supported and able to participate.
Belonging	Helping employees understand their value to the business and feel safe to contribute and speak up.

(A) Purpose and scope

The policy applies to directors, employees, drivers, office staff, workshop and yard staff, trainees, workers, contractors and agency personnel. It covers recruitment, induction, training, work allocation, communication, appraisals, promotion, employee events, customer service and everyday workplace relationships.

Westway recognises that inclusion is wider than legal compliance. It includes how people are welcomed, heard, supported and given access to information and opportunity.

(B) Our commitments

- **Respect individual differences.** Employees will be treated as individuals rather than through assumptions or stereotypes.
- **Remove avoidable barriers.** Policies, communication, training and working arrangements will be reviewed where they may exclude people unnecessarily.
- **Encourage employee voice.** People will be able to share ideas and concerns through managers, appraisals, surveys, meetings and the Open Door Policy.
- **Support fair development.** Training, recognition and progression will be based on transparent, relevant criteria.
- **Use inclusive leadership.** Managers will model respectful behaviour, seek different views and act when someone is being excluded.

- **Serve diverse customers.** Passenger and customer needs will be considered when planning communication and service delivery.

(C) Inclusive recruitment and induction

- Use clear, job-related descriptions and avoid unnecessary criteria that could restrict suitable applicants.
- Advertise through appropriate channels and present Westway as an employer welcoming applications from different backgrounds.
- Offer reasonable adjustments during recruitment and onboarding.
- Use structured and consistent selection methods wherever practical.
- Introduce new employees to Westway's values, expected behaviours, policies, reporting routes and development opportunities.
- Check that new starters understand how their role contributes to the business and where to obtain help.

(D) Inclusive communication and employee voice

Westway will communicate important information through suitable channels for different roles, recognising that drivers and operational employees may not work at a desk. Managers should explain decisions clearly, create opportunities for questions and avoid relying on informal networks that leave people out.

- Daily and operational meetings, toolbox talks and briefings.
- Staff newsletters, posters, electronic messages and driver communications.
- Appraisals, return-to-work discussions and employee surveys.
- Open Door conversations and anonymous feedback.
- Consultation on material changes where appropriate.

(E) Training, development and progression

The Westway Academy, induction, CPC activity, toolbox talks, appraisals and role-specific training provide important routes for development. Managers will consider whether access is affected by shift patterns, location, working hours, disability, caring responsibilities, language, confidence or other practical barriers.

Employees should receive constructive feedback and understand the skills or evidence needed for progression. Recognition schemes, including Employee or Driver of the Month and performance awards, should use clear and relevant criteria.

(F) Accessibility and individual needs

- Consider reasonable adjustments for disabled and neurodivergent applicants and employees.
- Use clear language and accessible formats where reasonably practicable.
- Consider religious observance, dietary needs and dress requirements where they can be accommodated safely and reasonably.
- Consider flexible-working requests fairly and in line with the relevant procedure.
- Support employees returning from illness, injury, bereavement, pregnancy, maternity or other significant life events.

- Respect privacy and allow employees to decide what personal information they wish to share, subject to safety and legal requirements.

(G) Respectful behaviour and everyday inclusion

Inclusion is reflected in daily behaviour. Employees must not exclude, mock, stereotype or undermine colleagues because of their background, identity, health, role, accent, age, working pattern or other personal characteristic. Banter is not acceptable where it causes offence, humiliation or exclusion.

Managers should notice whose views are being heard, whether information is reaching all teams and whether opportunities are being distributed fairly. Employees are encouraged to challenge inappropriate behaviour safely or report it through the available routes.

(H) Customers, passengers and communities

Westway serves a diverse range of passengers and organisations. Employees are expected to provide courteous and respectful service, consider accessibility needs and communicate professionally. Feedback from customers, schools, community groups and other stakeholders may be used to improve service delivery and employee training.

Community partnerships, volunteering and outreach activities should be planned inclusively, with reasonable opportunities for employees to participate and with respect for the needs of the people and organisations involved.

(I) Leadership and responsibilities

Role	Responsibility
Managing Director	Provides visible leadership, owns the policy and considers resources and material findings.
Managers and team leaders	Model inclusive behaviour, communicate fairly, involve employees and act on barriers or concerns.
Recruiting and training leads	Design accessible and fair processes and monitor participation where appropriate.
Employees	Treat others with respect, include colleagues, share constructive ideas and raise concerns.
Diversity and inclusion coordinator	Storm Rogers coordinates evidence, communications and review activity as part of Westway's social-impact work.

(J) Raising concerns and obtaining support

Employees who feel excluded, overlooked or treated unfairly should speak with their manager, another manager, a director or use the Open Door Policy. Formal complaints of discrimination, harassment or victimisation may be raised through the Grievance Procedure. No one should be treated unfavourably for raising a genuine concern or supporting another person.

(K) Action planning and monitoring

Westway will use proportionate evidence such as surveys, appraisals, recruitment outcomes, training participation, progression, recognition, complaints and themes raised through meetings or the Open Door Policy.

Review area	Examples of evidence
Recruitment and induction	Review wording, applicant experience, adjustments and completion of induction.
Training and progression	Review access to the Westway Academy, CPC, toolbox talks, qualifications and promotion.
Employee experience	Review surveys, appraisals, recognition, concerns and retention themes.
Communication and stakeholders	Check that all teams receive important information and use customer or community feedback to improve inclusion.

Material actions will have a responsible person and review date. Equality information will only be used where appropriate, lawful and sufficiently confidential.

(L) Communication and training

This policy will be shared through induction, the Staff Handbook, internal communications and relevant training. Managers will receive guidance appropriate to their responsibilities, particularly in recruitment, appraisals, allocation of opportunities, handling concerns and supporting reasonable adjustments.

(M) Related documents and framework

This policy should be read with the Equal Opportunities Policy 2026, Equality Act 2010, Open Door and formal employment procedures, Staff Handbook, Westway Values Framework, Westway Academy Handbook and Westway's social-impact documents.

(N) Approval and review

This policy will be reviewed at least annually and sooner where there is a material change in law, business structure, working arrangements or evidence that the policy is not operating effectively.

Approved By: David West, Managing Director
Approval Date: July 2026