



# NORTHERN

Powerhouse Briefings

## Understanding Equality, Diversity and Inclusion 101

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# Welcome

- Host
- Learning:
  - Basic understanding of compliance, legislation and good practice
  - Business case for Diversity and Inclusion - moral and commercial impact
  - Identify diversity issues difference, privilege, bias and social mobility
  - Advocating change
  - Building Strategies

# What is Equality?

- Equality is about ensuring that every individual has an equal opportunity to make the most of their lives and talents, and believing that no one should have poorer life chances because of where, what or whom they were born, what they believe, or whether they have a disability.
- Equality recognises that historically, certain groups of people with particular characteristics e.g. race, disability, sex and sexuality, have experienced discrimination.

# Recruitment process - The Disability Confident Scheme

- The scheme has 3 levels: Committed, Employer and Leader
- Employers must compete each level before moving on to the next
- Self assessment against a set of statements grouped into two themes:  
Getting the right people for the business and keeping and developing their people



# What Legislation is in place?

## The Equality Act 2010

Age

Disability

Gender  
reassignment

Marriage and  
civil partnership

Sexual  
orientation

Race

Pregnancy and  
maternity

Religion and  
belief

Sex

# Reasonable Adjustments



# Prepare for the meeting

- **Encourage the individual to consider the following before the meeting:**
  - What is causing them difficulty e.g.:
- **Physical surroundings;**
  - Ability to perform an element of their job;
  - Ability to participate in training/meetings.
- **How this may be addressed e.g.:**
  - Adjusting the way things are done;
  - Adjusting physical features of the workplace;
  - Providing extra equipment.

# How much can it cost?

- **Disciplinary process mishandled for bipolar council worker**

In *Richman v Knowsley MBC*, a disabled support worker with a bipolar disorder was awarded **£101,183** for the way in which disciplinary allegations over an altercation with a member of the public were handled.

- **2. Disciplinary procedure not adapted for NHS worker with learning difficulties**

In *Benedetto v Guys and St Thomas NHS Trust*, the disciplinary process was not adapted for a kitchen assistant with a “very significant” learning disability who was accused of spitting in a colleague’s coffee. The kitchen assistant was awarded **£121,863** for unfair dismissal and disability discrimination

- **3. Disciplining of RBS employee should have been delayed because of depression**

In *O’Doherty V RBS*, an employment tribunal awarded a former Royal Bank of Scotland (RBS) employee with depression **£126,348** over the bank’s handling of allegations that he inappropriately accessed a number of account

**Visible  
Diversity  
Traits**

**Skin color**

**Physical Traits**

**Gender**

**Behaviors**

**Age**

**Body Size/Type**

**Physical Abilities**

**Religion**

**Socio-economic Status**

**Sexual Orientation**

**Military Experience**

**Level in Organization**

**Culture**

**Ethnicity**

**Geographic Location**

**Personality**

**Values**

**Beliefs**

**Thinking Styles**

**Marital Status**

**Invisible  
Diversity  
Traits**

**Functional Specialty**

**Habits**

**Work Background**

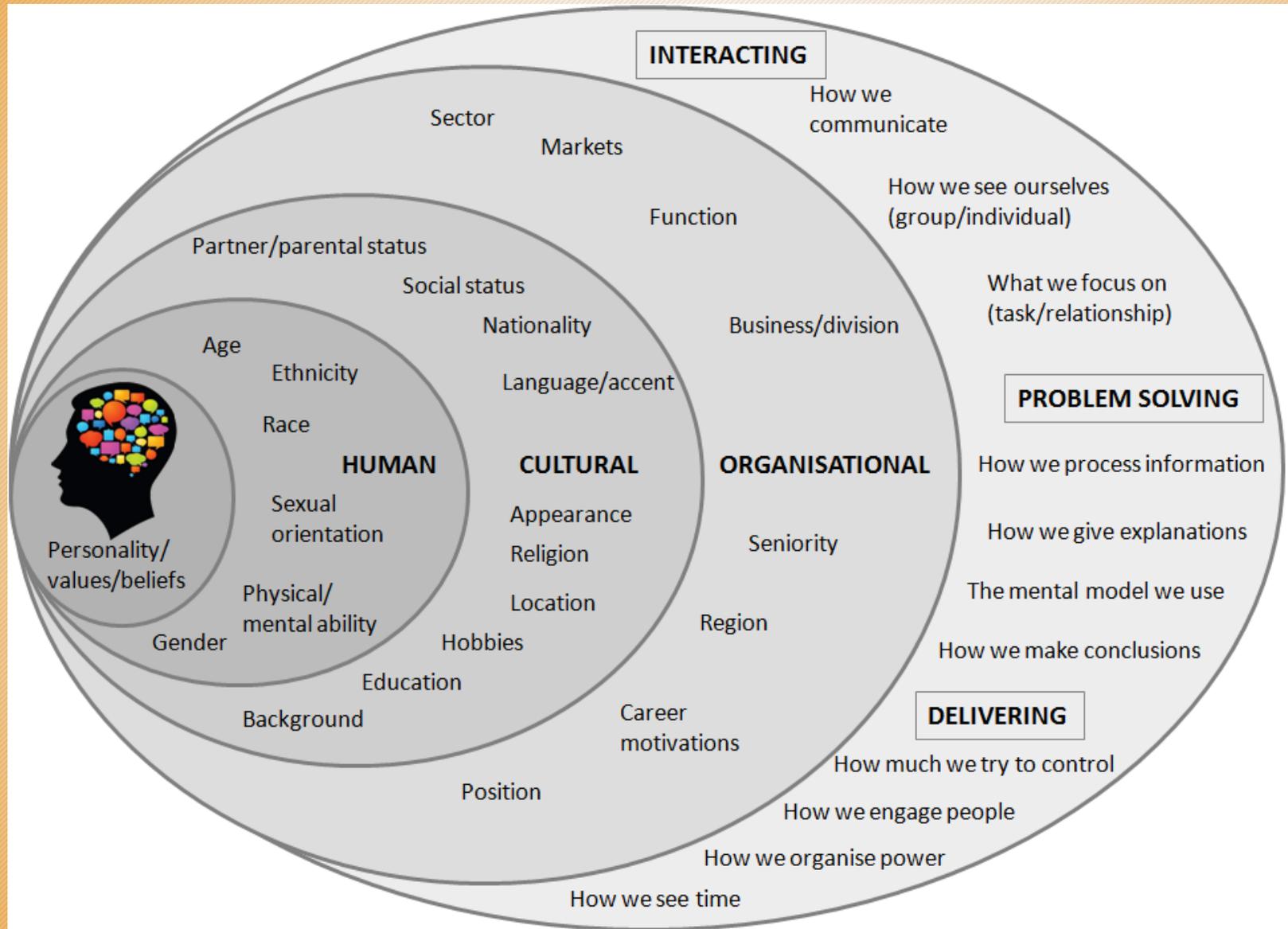
**Parental Status**

**Communication Style**

**Native born/non native**

**Education**





# What is a good cultural fit?

- People who conform to 'mainstream' organisational culture
- People we feel comfortable with
- Behaviour and visual characteristics we're familiar with
- Often explained in the context of organisational values

# Positive Discrimination

- Positive discrimination is generally unlawful in the UK. For example, an employer recruiting a person because he or she has a relevant protected characteristic rather than because he or she is the best candidate would be committing discrimination under the Equality Act 2010. It is also unlawful to set quotas to recruit or promote a specific number or proportion of people with a particular protected characteristic.
- There are limited circumstances in which it is lawful to require a job applicant or worker to have a particular protected characteristic, for example where an occupational requirement applies. Equality and Human Rights Commission guidance gives the example of a women's refuge requiring all members of staff to be women.
- Positive discrimination, should be distinguished from positive action, which is lawful.

# Positive Action

- The Act also includes provisions for Positive Action, which enables employers to provide additional benefits to some colleagues to address disadvantage, where it is established that individuals with protected characteristics suffer disadvantage, have different needs or have low participation.
- So it would be positive action to encourage girls to take more science subjects where it was established that they were underrepresented.

# Bullying or harassment - is there a difference?

- There are clear similarities between the two types of behaviour as both bullying and harassment are linked to an abuse of power. However, it is useful to understand the difference between the two, particularly as there are greater legal remedies available to someone subjected to harassment.
- Harassment can be defined as conduct which is unwanted and offensive and affects the dignity of an individual or group of individuals. Whether the harassment is intentional or not is irrelevant; the key is that the person being harassed sees the comments or actions as offensive, demeaning, disrespectful or unacceptable.
- Harassment is caused by prejudice against specific members of society, as in racial and sexual harassment, or harassment on the grounds of sexual orientation, gender identity, disability, age, religion or nationality. Most forms of discrimination are outlawed by specific legislation, so it is important to recognise when bullying takes a discriminatory form.

# Recognising Bullying

- Bullying can occur in a number of different ways. Some are obvious and easy to identify. Others are subtle and difficult to explain. Examples of bullying behaviour include:
- Ignoring views and opinions
- withholding information which can affect a worker's performance
- setting unreasonable or impossible deadlines
- setting unmanageable workloads
- humiliating staff in front of others spreading malicious rumours
- intentionally blocking promotion or training opportunities
- ridiculing or demeaning someone by picking on them or setting them up to fail
- overbearing supervision or other misuse of power or position
- deliberately undermining a competent worker with constant criticism

# Insight: Impact on BHD

Engagement score for employees who have had no BHD type behaviours 80%

Those who prefer not to say 52%

Those who said yes 59%

**How to measure Inclusion in Engagement Questions to support:**

- I can be myself in the workplace
- My manager role models inclusive behaviours
- I feel pride in my work and organisation
- My manager creates an environment where my voice can be heard



What do we mean by Inclusion?

# Different types of bias

- Stereotypes
- In-groups/Out-groups
- Affinity Bias
- Halo Effect
- Attribution bias
- Confirmation Bias

## Blind CV's

In 1952 the Boston Symphony was looking to diversity!



# Inclusive language

- Men apply for jobs when they meet 60% of the criteria, while women wait until they feel they meet 100% of the criteria.”

## Problematic terms

ambitious	hierarchical
analytical	rigid
assertive	Silicon Valley
autonomous	stock options
best of the best	strong
boastful	takes risks
chairman	workforce
competitive salary	
dominate	
foosball	
ninja	

# How can I recognise my own biases?

- When we are tired
- When we are stressed, under pressure, when in a rush
- When we are nervous
- When we have low sugar in our blood stream
- When we are under the influence of alcohol or drugs
- When we have information that is ambiguous
- When we need to make a quick decision
- When we need or want to go home
- When we are anxious, angry, frustrated



## BREXIT - Has this had an impact on workplace behaviour

- More than a hundred incidents of racial abuse and hate crime have been reported since the UK voted to leave the European Union.
- Many of the alleged perpetrators cited the decision to leave the EU explicitly. One video, purportedly filmed in Hackney on the morning after the referendum, shows a man arguing with someone in a car before yelling: "Go back to your country."



# Practical steps to reduce risk and maintain workplace harmony

- Communicate your expectations clearly
- Enforce your policies and procedures
- Lead by example
- Keep your employees informed and be as transparent as possible
- Communicate
- Two way communication
- Mediation

## 5 Steps to Social Inclusion

1. A social mobility strategy.
2. A social mobility champion.
3. Invest in socially disadvantaged young people or programmes
4. Set targets
5. Data



# Building Strategies



# Ways to be more inclusive

## REFLECT

Spend time reflecting on the biases that you might have

## CONFRONT

Consider why you might be holding onto a bias. Is it because of fear - for example based on a bad experience?

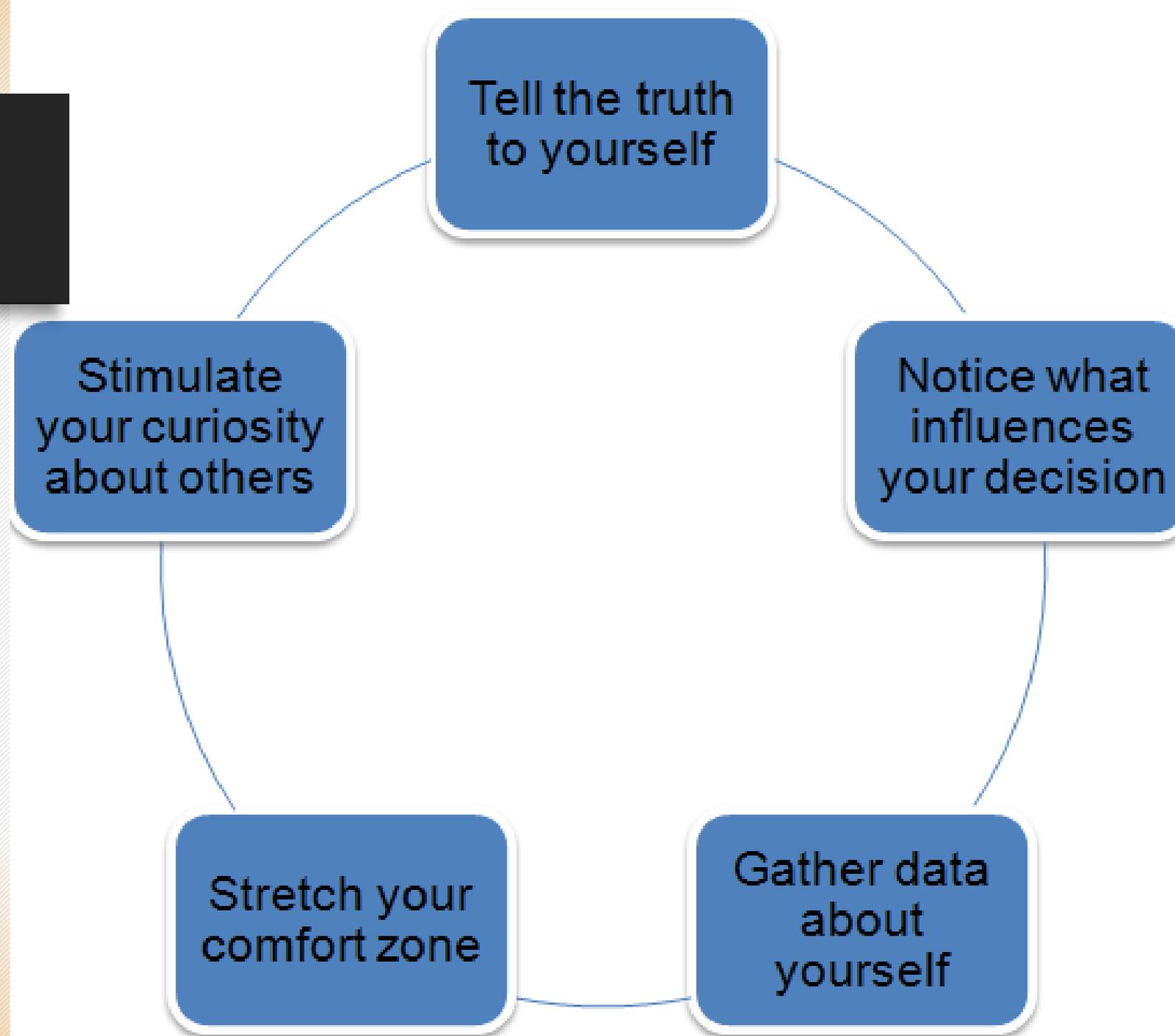
## ENGAGE

Prove bias wrong through personal experience and engagement

Get to know more about others, what their preferences etc.

How will this impact the way you think about them?

# Personal development model for inclusion



1. Moral
2. Commercial
3. Decision Making
4. Cultural
5. Values

Business Case For Diversity and Inclusion

# Commercial

LGBT

£70 Billion

\$3.7 Trillion

Disability

£12 Billion

\$2 Trillion

Ethnicity

£300 Billion

\$5 Trillion

Thank you



“PEOPLE WHO  
ARE TRULY  
STRONG LIFT  
OTHERS UP.  
PEOPLE WHO  
ARE TRULY  
POWERFUL  
BRING OTHERS  
TOGETHER.”  
— MICHELLE  
OBAMA



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