

# Equality, Diversity & Inclusion



In this Line Manager Toolkit for Equality, Diversity & Inclusion (ED&I) you can gain information on and understand

- What ED&I is and why it's important to have a fully inclusive and engaged workforce
- The UKRI Policy and Procedures for ED&I
- How to ensure you consider the importance of ED&I in every aspect of managing your people and how to spot and challenge inappropriate behaviour
- Promoting a culture of inclusiveness and enhanced wellbeing

You can access bitesize learning which will include reading documents and slides, watching videos, listening to podcasts, and carrying out suggested activities. You can dip in and out as needed. ([Link to essential learning ED&I](#))

If there is anything that you think was particularly useful or something that we have missed, please do let us know in the very short questionnaire [\[link\]](#).

## INTRODUCTION

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### What is Equality, Diversity & Inclusion?

≡ **The UKRI Equality, Diversity & Inclusion Policy**

≡ **Why is Equality, Diversity & Inclusion Important?**

#### WHAT YOU CAN DO

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≡ **The Legal Bit....**

≡ **Managing the team**

≡ **What is an equal, diverse and inclusive culture?**

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#### FURTHER INFORMATION

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≡ **UKRI Policies, Documents & Resources**

≡ **Training Available**

≡ **Videos, Articles and Podcasts**

# What is Equality, Diversity & Inclusion?

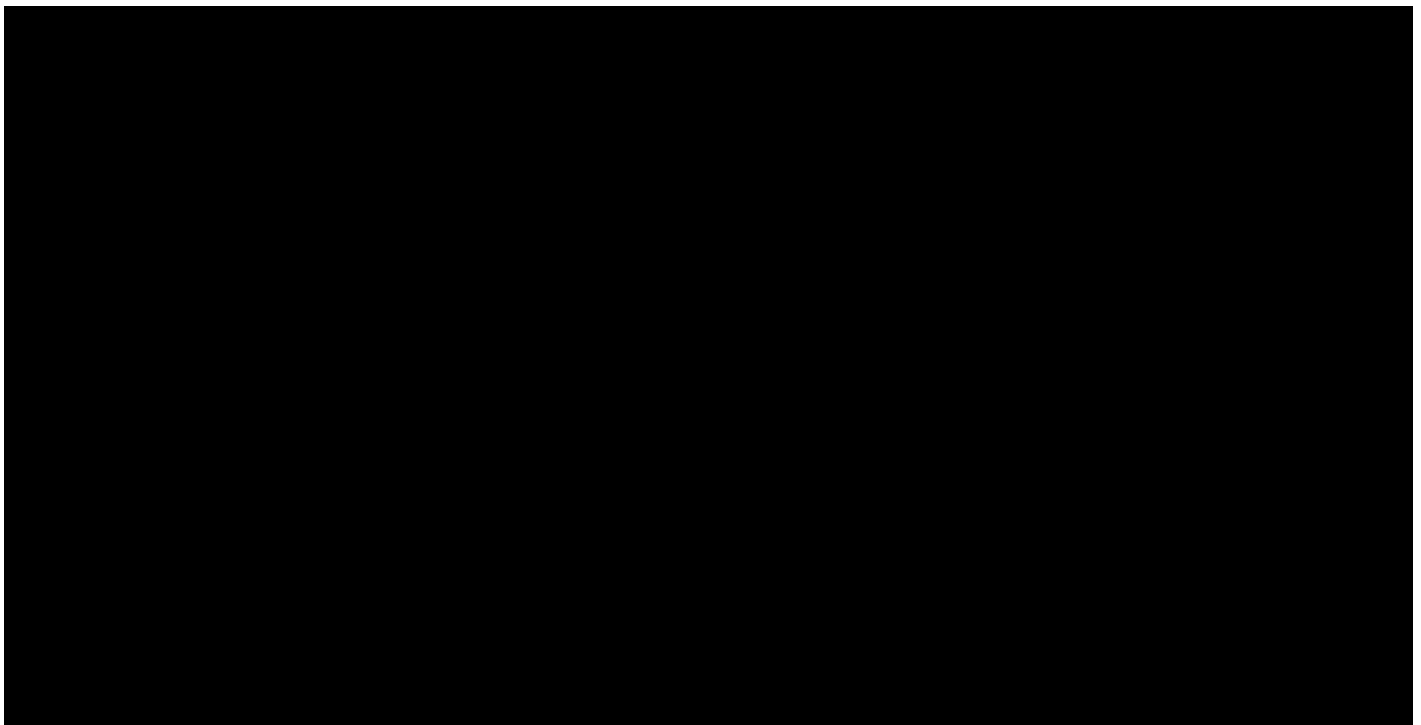
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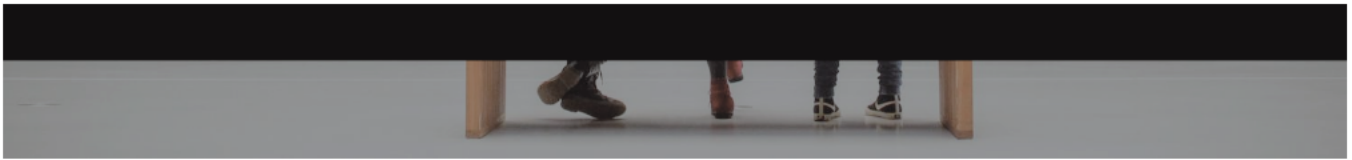
## What is Equality, Diversity & Inclusion (ED&I)?

ED&I is more than complying with legal requirements. It is about providing equal opportunity, creating a culture where all staff feel safe to bring their true selves to work and treating everybody fairly based on their individual needs . It is not always necessary to treat everyone equally, but it is important to treat everyone fairly based on their individual requirements.

ED&I is about embracing difference and seeing this as a real opportunity to enrich the diversity of the organisations thinking and to be truly representative of the community we work with.

When people feel comfortable to be their true selves without fear of judgement or detriment they will perform at their best. ED&I seeks to challenge assumptions, promote a zero tolerance attitude towards bullying and harassment and provide support to people from minority groups or those with particular needs.





## Equality

"Equality is about ensuring that every individual has an equal opportunity to make the most of their lives and talents.

It is also the belief that no one should have poorer

## Diversity

"Is where people's differences are valued and used to enable everyone to thrive at work" - CIPD



## Inclusion

"Is about recognising difference. It's acknowledging the benefit of having a range of perspectives in decision-making and the workforce being representative of

## What does it involve?

UKRI believes that everyone has a right to be treated with dignity and respect, and to be provided with equal opportunities to flourish and succeed in an environment that enables them to do so. We also value diversity of thought and experience within inclusive groups, organisations and the wider community.

As a principal funder of research and innovation, UKRI is in a unique position to model equality, diversity and inclusion principles in our own actions and behaviours and take a strategic lead in promoting equality, diversity and inclusion in the research and innovation landscape, nationally and internationally.

Every person working in UKRI has a personal responsibility for implementing and promoting the Equality, Diversity and Inclusion Policy (ED&I), and its principles in their day-to-day interactions with each other and when working with partners and collaborators whether permanent and temporary staff members, visitors, students or those workers provided by a third-party agency.



"We need to build a truly inclusive system that values and nurtures a much wider range of careers and career paths. A good place to start is to change ideas about who

is part of the research and innovation system.”

- Ottoline Leyser, UKRI CEO

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“As an organisation, we are committed to creating a diverse and inclusive research and innovation system in the UK, which is ‘for everyone, by everyone’

In order to achieve this, we need to become a more diverse and inclusive organisation internally, where every individual has a voice and feels like they belong.”

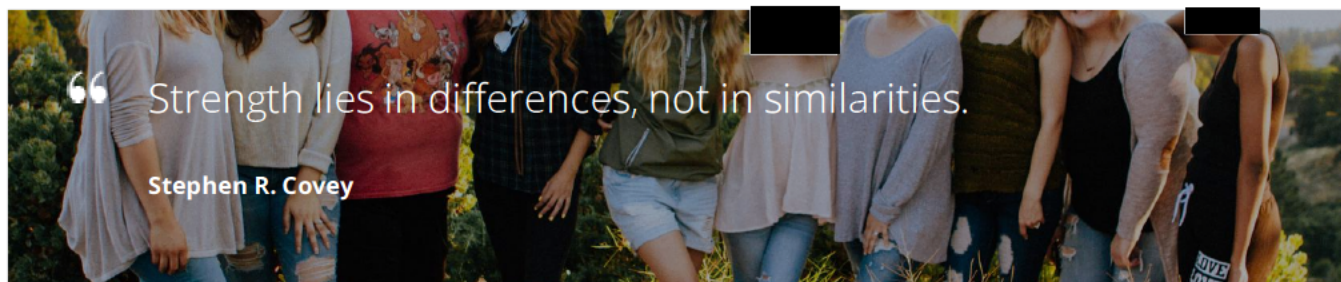
- Sue Donaldson, Chief People Officer

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# The UKRI Equality, Diversity & Inclusion Policy

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## The UKRI ED&I Policy

You can find the full UKRI Equality, Diversity and Inclusion Policy [here](#) to read in full. Below shows the overarching principles of the policy.

## Principle 1

### Your Right

Everyone has the right to be treated with dignity and respect and to be included in all activities irrespective of a protected characteristic. No-one should experience disadvantage (of experience or outcome) or be discriminated against in any way.

## Principle 2

### **Our Commitment**

UKRI is committed to identifying and removing barriers to participation, making reasonable adjustments where deemed necessary and appropriate and building a culture that values openness, fairness and transparency, where access to employment, work, and career progression is based on merit, demonstrable skills and experience.

## Principle 3

### Equal Opportunities

UKRI is an equal opportunities employer, operating in compliance with the Equality Act 2010 and its Public Sector Equality Duty provisions and as such is committed to eliminating discrimination, advancing equality of opportunity and fostering good relations between people who share a relevant protected characteristic and people who do not share it.

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We believe that everyone has the right to be treated with dignity and respect and are committed to the following...

- 1 Eliminating discrimination and advancing equality of opportunity.
- 2 Identifying and removing barriers to employment and progression.
- 3 Building a culture that values openness, fairness and transparency.

### Responsibilities

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Everybody

Working in UKRI has a personal responsibility for implementing and promoting EDI in everything they do, when working with colleagues, partners, collaborators

Line Management & Leadership

Have a collective responsibility to support UKRI's principles and contribute to the success of the plan for sustainable and transformational change in EDI.

Find out more about UKRI's approach to EDI [here](#).

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# Why is Equality, Diversity & Inclusion Important?

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## Why is it important?

The Chartered Institute of Personnel and Development (CIPD, Diversity and inclusion in the workplace, May 2020) states good people practice decisions benefit workers, wider society and organisations. Any business case for diversity must consider the potential positive outcomes for individuals, such as impact on wellbeing, and balance them with business outcomes.

Three of the main business benefits of taking diversity and inclusion seriously can be seen below.



## Benefit 1

### Talent

Research shows that people want to work for employers with good employment practices. They also want to feel valued at work.

To be competitive, organisations need everyone who works for them to make their best contribution. Increasingly, employers recognise the importance of diversity and inclusion in recruiting and retaining the skills and talent they need.

As well as designing appropriate and fair people practices, it is important to create open and inclusive workplace cultures in which everyone feels valued, respects colleagues, and where their contribution is recognised.

Flexible working and job design are also important components of diversity strategies and part of attracting and retaining a wide pool of talented people.

## Benefit 2

### Research & Innovation

#### Why diversity helps to produce stronger research

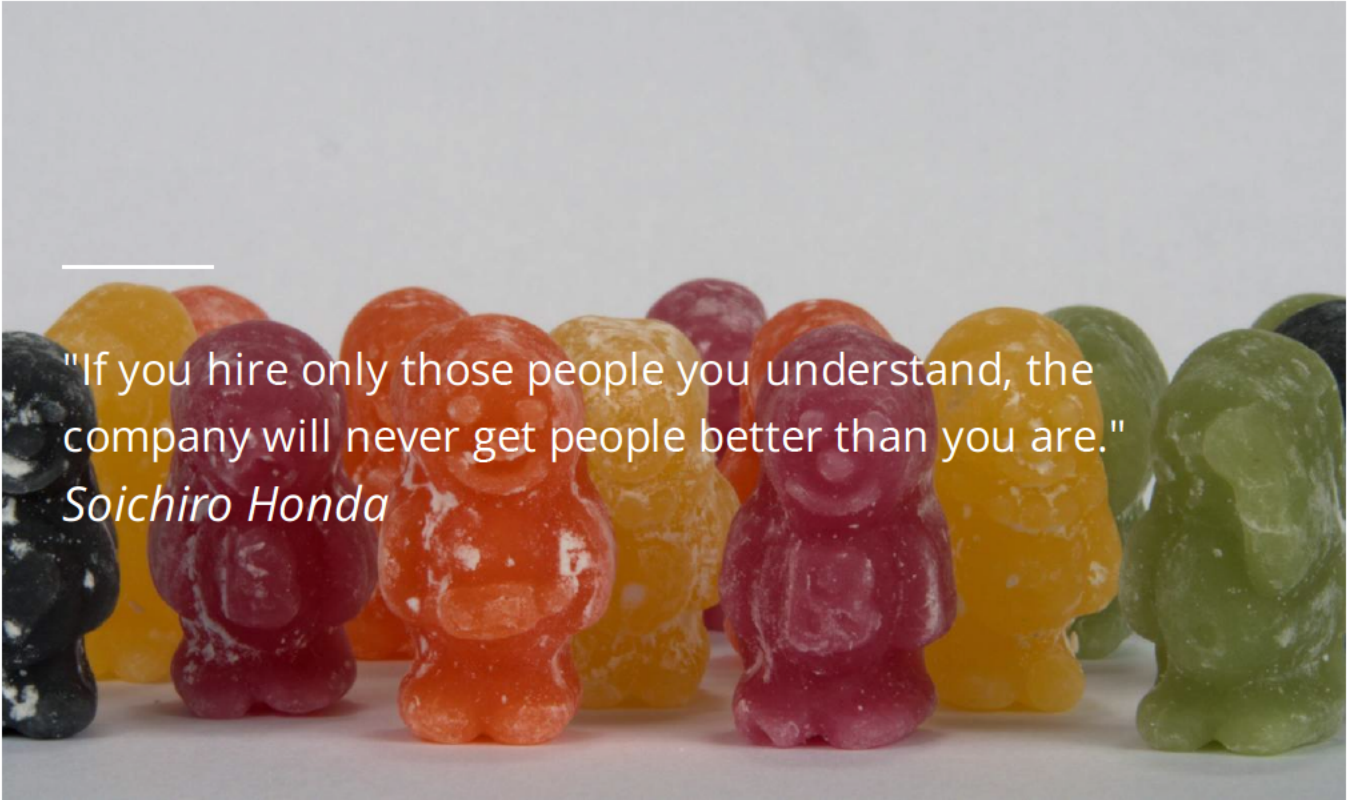
Gender diversity in the research environment can drive scientific discovery, but, to fully realize the potential for innovation, inclusivity must be cultivated at multiple levels - from the research team to society, suggests a Perspective in Nature Human Behaviour ( M. W. Nielsen et al. Nature Hum. Behav. 2, 726-734; 2018).

[Read more](#)

A diverse and inclusive culture made up of socially diverse and diverse inherent groups are reported to be more innovative and productive than homogeneous groups (Forbes). A key benefit is diversity of thought, perspectives, and experience which will improve organisational outcome. However, people need to feel they have a voice in the organisation to allow their different perspectives to be heard.

## Corporate reputation

Businesses need to consider corporate responsibility (CR) in the context of diversity as social exclusion and low economic activity rates can limit business markets and their growth. CR used to be centred on environmental issues, but an increasing number of employers now take a wider view, seeing the overall image of an organisation as important in attracting and retaining both customers and employees.



"If you hire only those people you understand, the company will never get people better than you are."  
*Soichiro Honda*

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# The Legal Bit....

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## Equality, Diversity, Inclusion and the Law

As a line manager, it is important that you embed all aspects of EDI into your management responsibilities. Before you can do this, you need to understand and comply with the law.

### Equality and Diversity Legislation

In October 2010, the Equality Act became law in the UK. This Act combined, simplified and strengthened the previous legislation below.

The Equal Pay Act **1970**  
The Sex Discrimination Act **1975**  
The Race Relations Act **1976**



The Discrimination Act **1995**  
The Employment Equality (Religion and Belief) Regulations **2003**  
The Employment Equality (Sexual Orientation) Regulations **2003**



The Equality Act **2006** part 2  
The Equality Act (Sexual Orientation) Regulations **2007**



This image shows the previous UK legislation around EDI which were combined into the Equality Act 2010

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## Key points of the legislation which impact line management

Parliament's purpose in creating the single Equality Act 2010 was not only to harmonise the law but to take a legal step towards creating a fair and just society. The Act seeks to recognise that people are

different and need different approaches in order to allow them to flourish in the contemporary world.

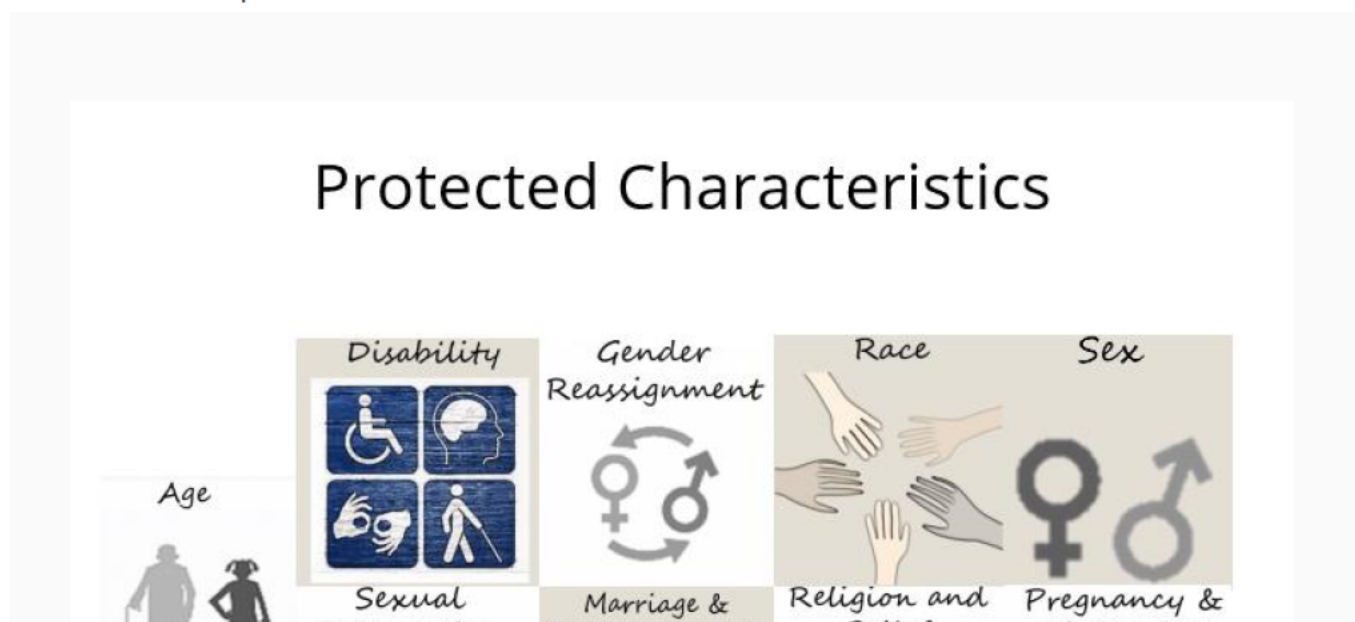
The Equality Act 2010 replaced and incorporated more than 15 anti-discrimination laws with a single Act. The legislation covers:

- employment and work
- goods and services
- premises
- associations
- transport.

The Equality Act 2010 states that discrimination occurs when a person treats another less favourably than they treat or would treat others because of a protected characteristic. These 'protected characteristics' will be explored further in the next section. Discrimination is generally unlawful. However, the Act does provide exceptions, and there are some exceptions arising from other legislation.

## Protective Characteristics

The Equality Act recognises nine 'protected characteristics'. Click on the pictures (below) to find out more on each protected characteristic.





Although the law separates people into protected characteristics, in reality we all have multiple identities and each of us falls into more than one protected group as described above as intersectionality. When considering the protected characteristics it is essential to understand that they are not just about 'minority or marginalised' groups but instead about everyone. All people have an age, sex, sexual orientation, race etc. So the protected characteristic on sex is not just about women but men too. We need to ensure that we are not viewing the Equality Act through our own stereotypes of who is included and excluded. Also, the fact that we belong to a group protected under the Act does not mean that we are incapable of discriminating against another group, or other groups similarly protected.

## Unlawful discrimination

- 1 **Direct discrimination** – treating a person worse than someone else just because of a protected characteristic.
- 2 **Indirect discrimination** – doing something that has a worse impact on a protected group than on people who do not have that characteristic.
- 3 **Discrimination by association** – treating a person worse because they are associated with a person who has a protected characteristic.
- 4 **Discrimination by perception** – treating a person worse than someone else because they are assumed to have a particular protected characteristic (e.g. if a straight person

does not get a promotion because they are assumed to be gay).

5

**Victimisation** – treating someone badly or victimising them because they have complained about discrimination or helped someone else complain (bystander intervention).

6

**Harassment** – engaging in unwanted conduct related to a relevant protected characteristic. Such conduct has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.

CONTINUE



# Managing the team

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## What can you do ...

You might be unsure of what you can and can't do as a line manager.

This toolkit will help you to:

- Attract the most suitable talent to UKRI
- Be confident about managing and supporting colleagues from a protected characteristic group, from recruitment and induction through to training, development and progression
- Understand, identify and reduce the barriers that could potentially be preventing a colleague with a protected characteristic from performing and/or developing to their full potential
- Identify appropriate workplace changes or adjustments to support team members with a protected characteristic to reach their full potential and thrive at work
- Ensure fair treatment for all colleagues and foster an inclusive working environment
- Be confident to have a conversations and make people-related decisions

It's **line management** who have the ongoing responsibility for implementing the people management policies and practices that will affect how supported someone with a protected characteristic feels, both in their role and as part of UKRI.

The line manager is responsible for role modelling inclusive behaviour at all times. This can be achieved by treating everyone respectfully at all times and appreciating the different contribution of the team. Being sensitive to individual circumstances and needs and creating a culture of openness and trust will foster greater wellbeing and engagement. Participating in and highlighting training and events to celebrate inclusivity will raise awareness of what is available within UKRI. See the training section for details of training available.



Line managers should ensure they have regular team and one to one meetings with their team members. During these meetings, managers should discuss wellbeing and take action if people

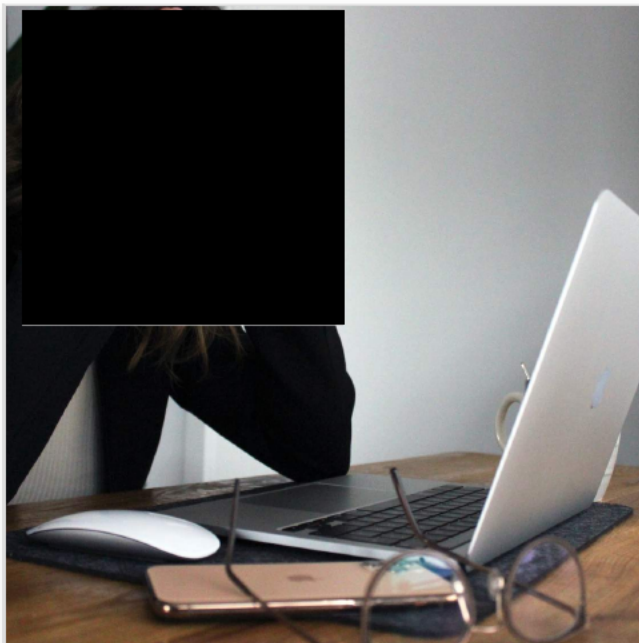


Thought should be given to any team events to ensure they are fully inclusive and everyone in the team is able to participate. This might mean considering timings and location of events to



Wellbeing is closely linked to mental health.

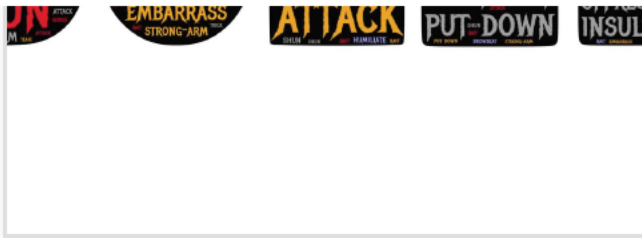
Managers should attend a Mental Health Awareness for Managers session to enable them to have conversations with the team and feel



There will be times where people are under stress, either through work or in their personal life. This cannot always be avoided but managers should be able to spot the sign and symptoms of stress and



UKRI have a zero tolerance approach to bullying and harassment as set out in the Bullying and Harassment Policy.



Managers should be alert to and act immediately if

## The Line Manager:

- Will typically be the first point of contact if someone needs to discuss their concerns or a change or adjustment to their work or working hours, to enable them to perform to their full potential
- Is usually responsible for managing absence and keeping in touch if someone is off work because of physical or mental health or their disability, as well as supporting a supportive return to work.

It's therefore essential that line management are knowledgeable about UKRI's framework for managing people from a protected group and understands their role within that. This includes UKRI's responsibility to make reasonable adjustments.

The type of relationship that a manager builds with team members is also key. A management style based on trust is essential if someone from a protected group is going to feel comfortable and empowered to discuss their situation and receive the support they need.

This approach will also help to develop an open and inclusive culture based on respect. This means line management having regular one-to-ones with staff, being comfortable having sensitive conversations and asking how people are on a regular basis. If people in your team (or those joining you) know you have a positive approach to equality and inclusiveness, they will be much more likely to tell you about their protected characteristic and how it impacts their lives, at work and outside of work



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In summary, line management should develop the confidence to treat everybody with dignity and respect.

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# What is an equal, diverse and inclusive culture?

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## What is an equal, diverse and inclusive culture?

Equality	Diversity	Inclusion
Fairness	Difference	Everyone feels welcomed
Equal of Opportunity	Diverse	Everyone feels valued
Respected	Unique	Integration
Progressive	Background	Respect
Justice	Values	Awareness
Community	Culture	Representative
Equity	Identity	Purpose

## What is intersectionality?

Intersectionality is the understanding that social inequalities are mutually constituting: ‘race, class, gender, sexuality, ethnicity, nation, ability, and age operate not as unitary, mutually exclusive entities, but rather as reciprocally constructing phenomena’ (Collins 2015:2).

Intersectionality recognises that social inequalities interact, so people’s identities and social positions are shaped by multiple factors. Among others, a person’s age, disability status, ethnicity, gender, gender identity, religion or belief, sexual orientation and socio-economic background contribute towards their specific experiences and perspectives.

Intersectional perspectives recognise that understanding the experiences of, for instance, black disabled employees, requires understanding how the combination of race or racism and disability or ableism creates specific circumstances. This is different from understanding race and disability

separately.

The term 'intersectionality' was coined by black feminist and legal scholar Kimberlé Crenshaw in 1989, drawing on ideas elaborated within rich traditions of black, women of colour and indigenous women's theorising of, and activism on, the synthesis of structures affecting their experiences. Race continues to be central to intersectionality, and these realms of thought and activism are the primary sites that intersectionality continues to be developed.

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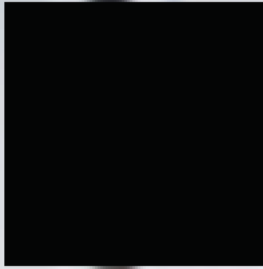
# EDI Case Studies

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## Example Case Studies

Take a moment to read the below case studies and select the right answer.





## Sex Discrimination

In this scenario we will be looking at Sex Discrimination case study within the workplace

CONTINUE

### Scene 1 Slide 1

Continue → Next Slide



Claire is the only female in an all-male team. A promotional opportunity has become available for which she is the only female applicant. Should she be given preferential treatment?

1

No, Claire should go through an open and fair competition to ensure she has the skills, knowledge and demonstrates the right behaviours for the role.

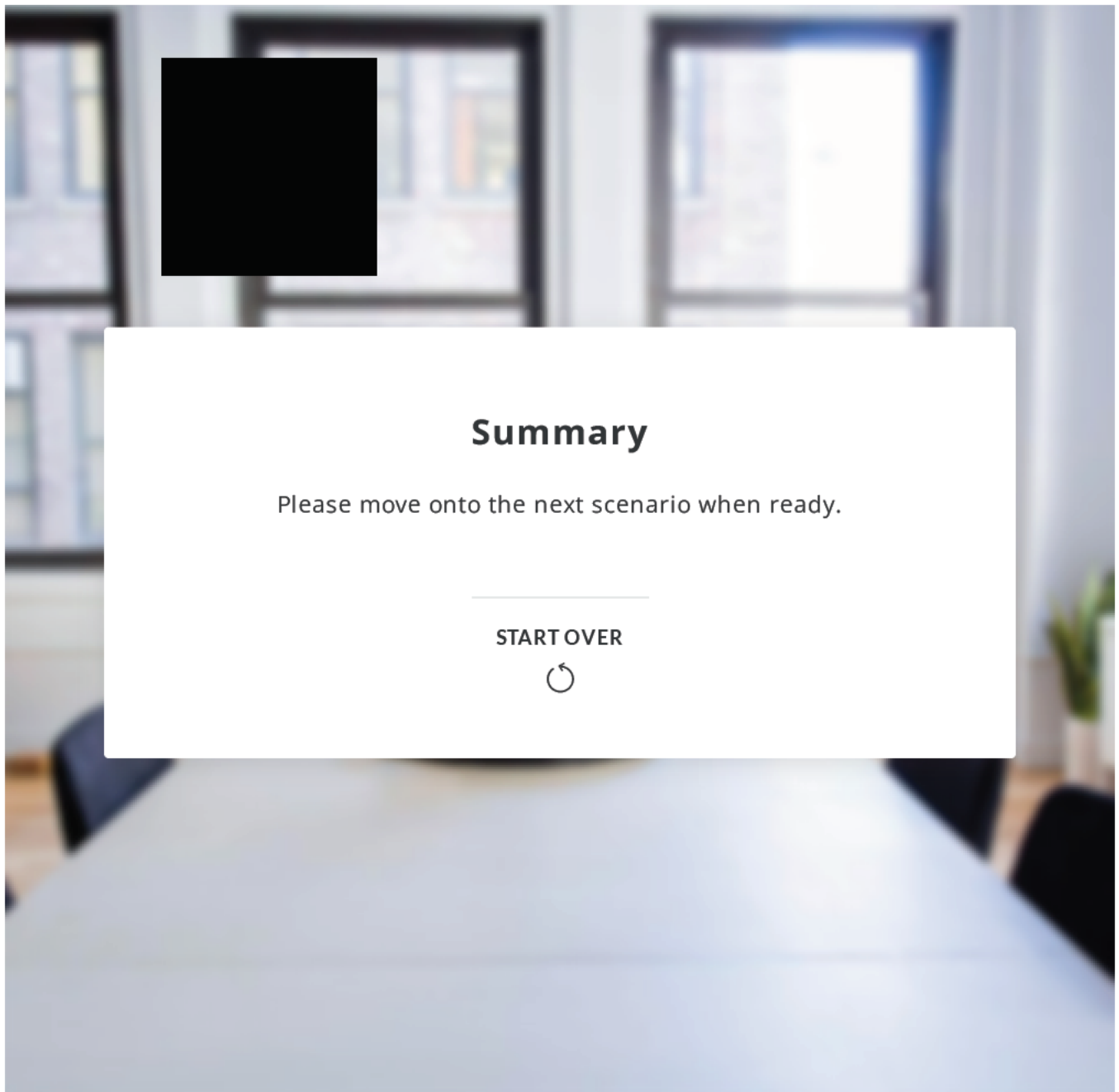
2

Yes, UKRI needs to promote more females to demonstrate its commitment to diversity in the workplace.

## Scene 1 Slide 2

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## Scene 1 Slide 3

Continue → End of Scenario

## Direct Discrimination

Peter has a high absence rate. His colleagues are complaining that they are having to pick up his work. He takes time off to care for his disabled child. Should I start absence management?

Yes. The issue is his work absence, not his child's disability.

**Correct Answer,** The issue is his work absence, not his child's disability. When investigating his absence, his child's disability needs to be taken into account as a mitigating factor but the

No, Peter has been with UKRI a long time and has extensive knowledge of our research community. I want him back soon and don't want to stress him further. I will give him the time he needs

**Incorrect Answer,** Leaving the issue could lead to further problems down the line such as low team morale, colleagues may change their opinions and thoughts about Peter

**Incorrect Answer,** HR would be willing to advise

Yes, but I'm not willing to do it. I will ask HR to lead on this.

and support the manager but their needs to be an conversation between manager and employee to establish the facts before



## Indirect Discrimination

In this scenario we will be looking at Indirect Discrimination case study within the workplace

CONTINUE

### Scene 1 Slide 1

Continue → Next Slide



Mary, a new single mum who has recently returned to work, is asked to travel overnight. Mary is informed it is a contractual requirement. Mary says she can't do this. As her manager what can you do?

1

Mary, has declined an instruction from me as her manager. I will find someone else to travel and look to start disciplinary procedures.

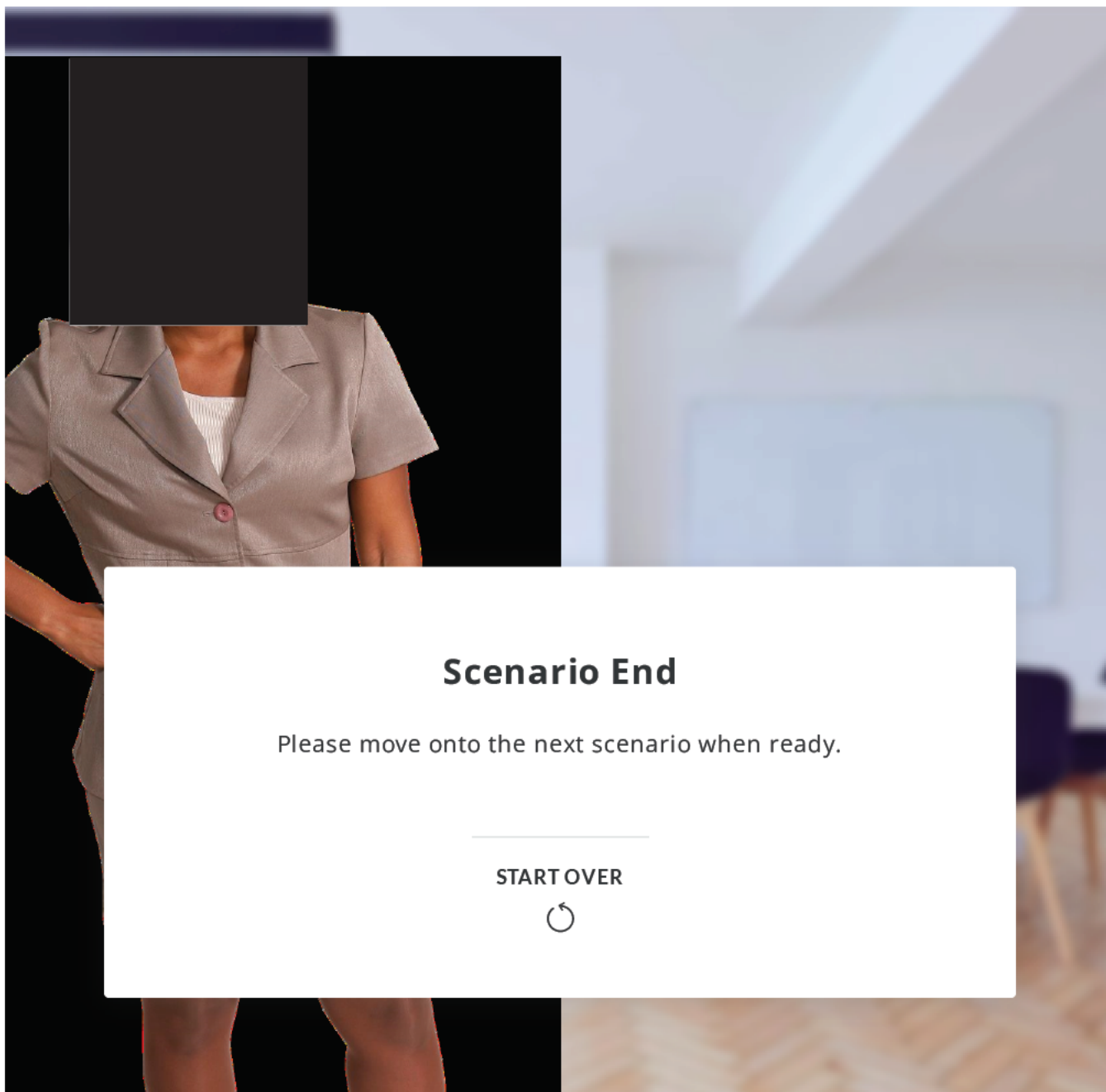
2

I should talk to Mary to see if we can resolve the issue and put some practical options in place to enable Mary to travel.

## Scene 1 Slide 2

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## Scene 1 Slide 3

Continue → End of Scenario

**Maternity/Paternity**



Hilary has returned to work from maternity leave. She has informed me (I am her line manager) that she only wants to work 4 days a week, Monday to Thursday and that I can't say no because she is protected by law. Three other members of my team do not work a Friday. Whilst I'm happy to discuss how we can work with a 4-day week, agreeing to Friday as a non-work day would cause operational issues? Do I have to agree?

Yes, I just want Hilary to be happy and don't want to recruit a replacement.

**Incorrect**, a flexible working request needs to be balanced against the operational and team needs to ensure it doesn't impact our work and subsequently UKRI.

No, I need to consider the request in relation to my team.

**Correct**, You should consider her request but in relation to organisational and team needs. Even where contractual working arrangements have been agreed these should be

Yes, I don't want to risk discriminating against Hilary.

**Incorrect,** a flexible working request needs to be balanced against the operational and team needs to ensure it doesn't impact our work and subsequently UKRI.



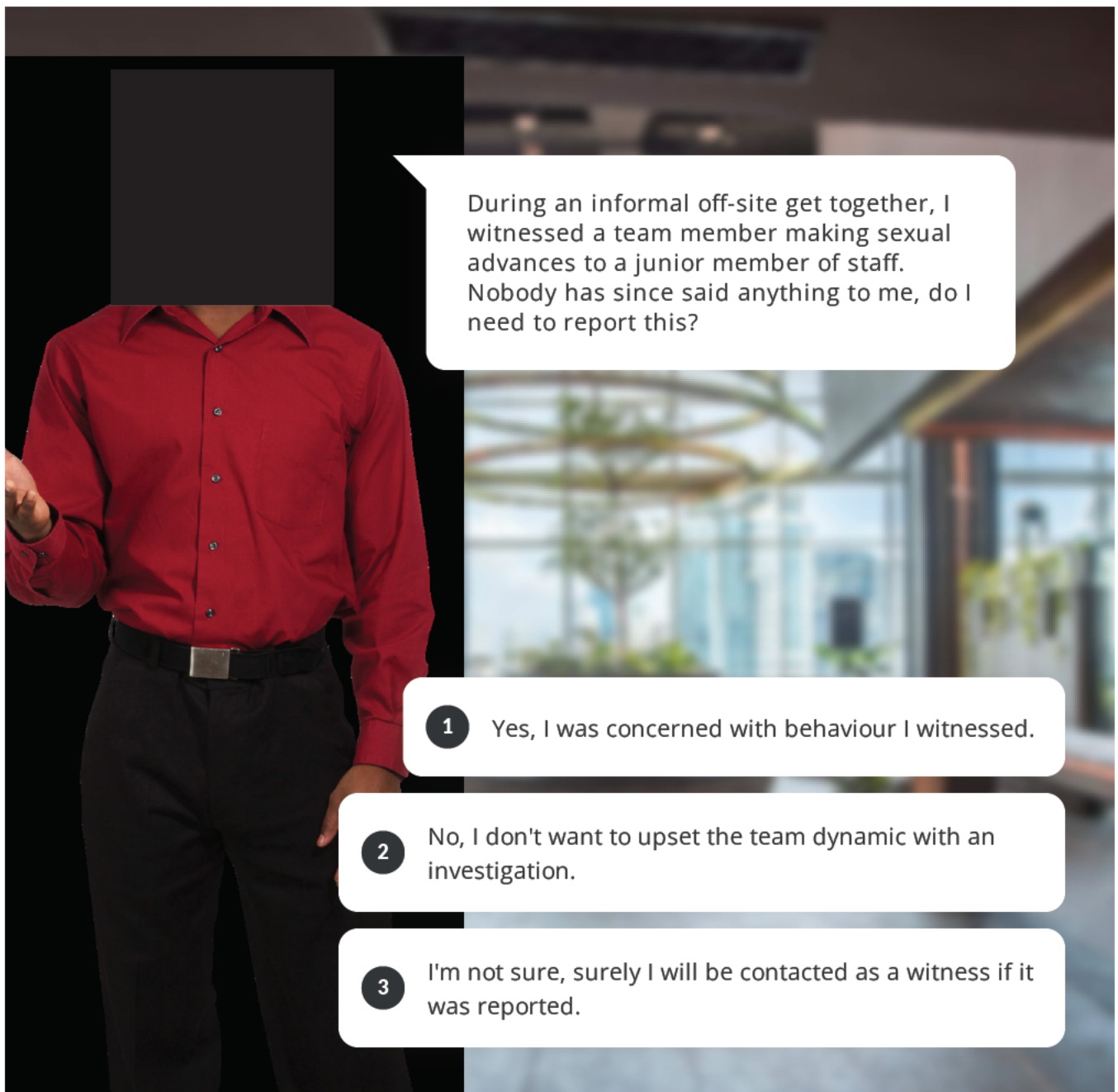
## Sexual Harassment

In this scenario we will be looking at Sexual Harassment case study within the workplace

CONTINUE

### Scene 1 Slide 1

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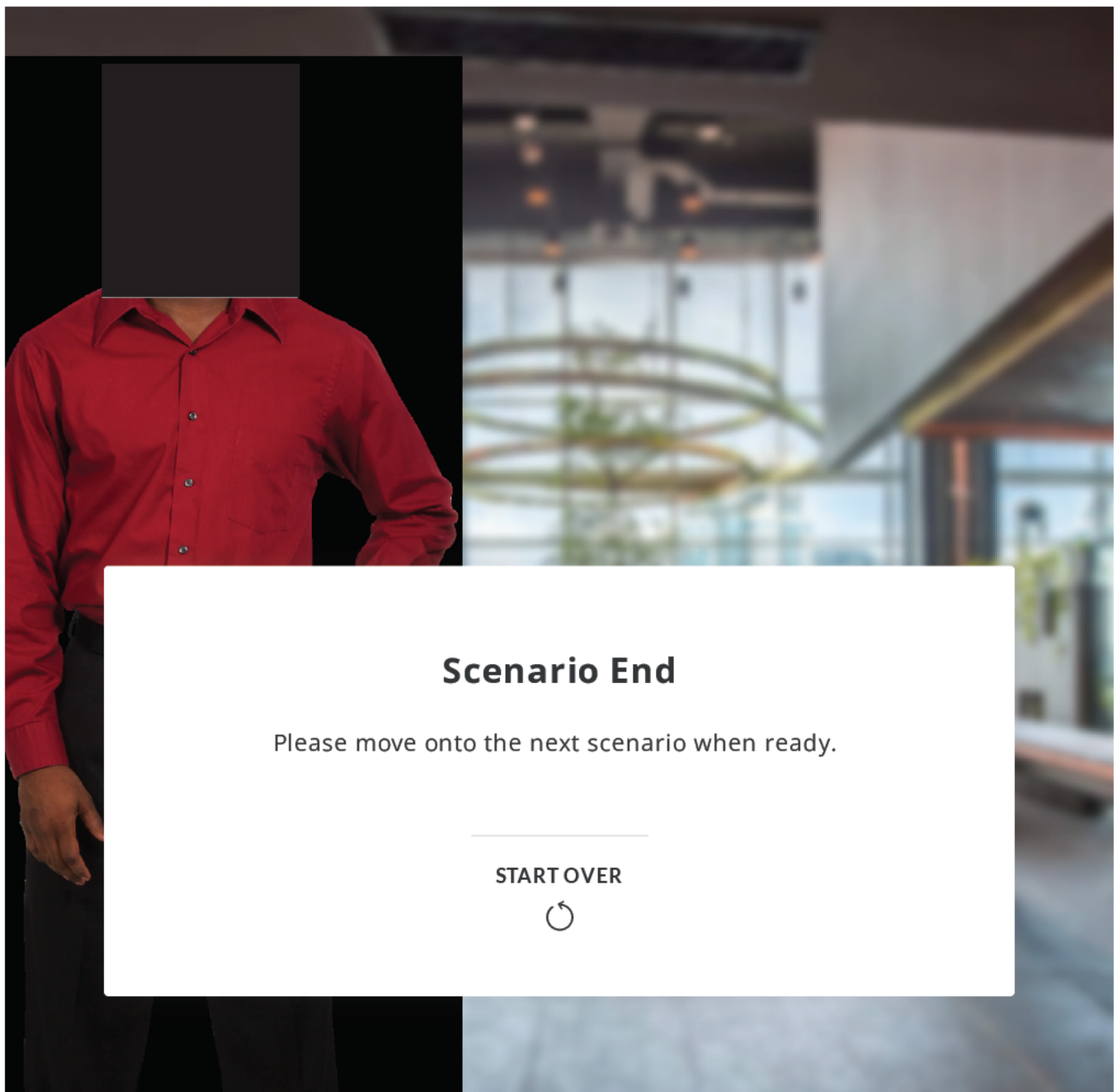


## Scene 1 Slide 2

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2 → Next Slide



## Scene 1 Slide 3

Continue → End of Scenario

## Gender Reassignment

A member of my team has started gender reassignment. They have asked for time off for medical appointments, counselling and surgery. Does this need to be recorded and do they have to take leave or is this classed as sick?

It should class as sick leave after all they are taking time off work.

**Incorrect.** Yes, it should be classed as sick leave gender reassignment should not be treated less favourably than if they were ill or injured. It is recommended that absence arising from

It should be recorded as annual leave and not treated as sickness.

**Incorrect.** It should be recorded as sickness asking the employee to take annual leave would be consider discrimination.

It should be recorded as an absence but shouldn't count towards any sickness absence triggers.

**Correct.** Employee work absence related to gender reassignment should not be treated less favourably than if they were ill or injured. It is recommended that

A blurred background image showing a brick wall and several metal chairs with blue seats. A black rectangular box is in the top-left corner.

## Religion

In this scenario we will be looking at a Religion case study within the workplace

CONTINUE

### Scene 1 Slide 1

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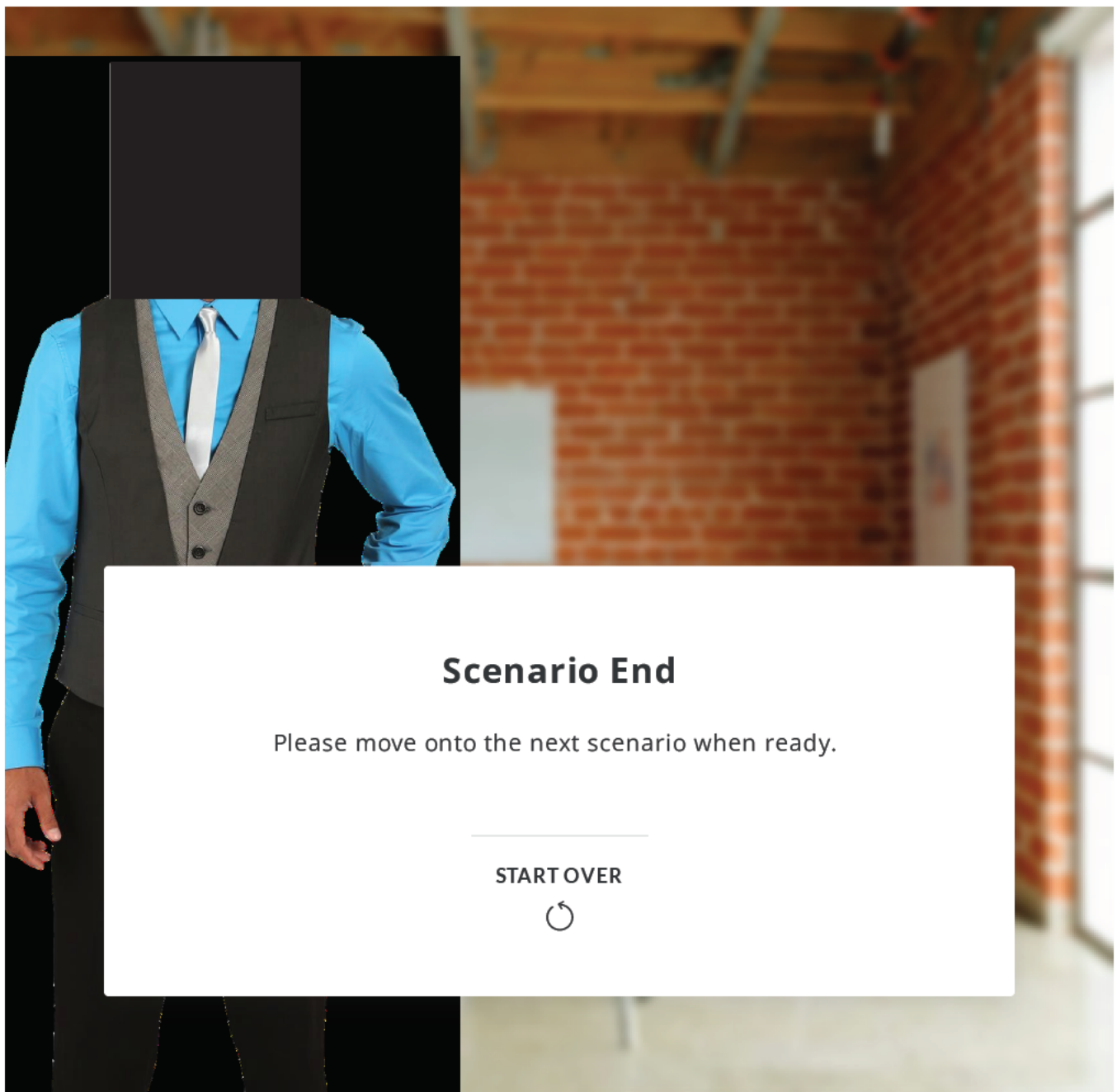




## Scene 1 Slide 2

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## Scene 1 Slide 3

Continue → End of Scenario

## Harassment

Vijay is a newly appointed entry level apprentice in a team of graduates. One of his colleagues, Jesse, keeps asking him where his toolkit is and what he studied for his A levels. Vijay went from secondary school straight into his business administration apprenticeship, which could result in a graduate qualification. As a line manager, you have noticed this behaviour. What, if anything, can you do?

I could check in with Vijay to ask him how he feels.

**Correct.** Regardless of his response, engage with the employee who is behaving in this way to establish the reasons for their behaviour. Make it clear that this is harassment and that UKRI

Vijay needs to answer the questions Jesse has posed and prove himself capable.

**Incorrect.** Vijay is clearly being hounded by Jesse. UKRI has a zero tolerance towards harassment.

Its not my concern, its just a conversation between two colleagues. Jesse challenging Vijay builds character.

**Incorrect.** Vijay is clearly being hounded by Jesse. UKRI has a zero tolerance towards harassment.



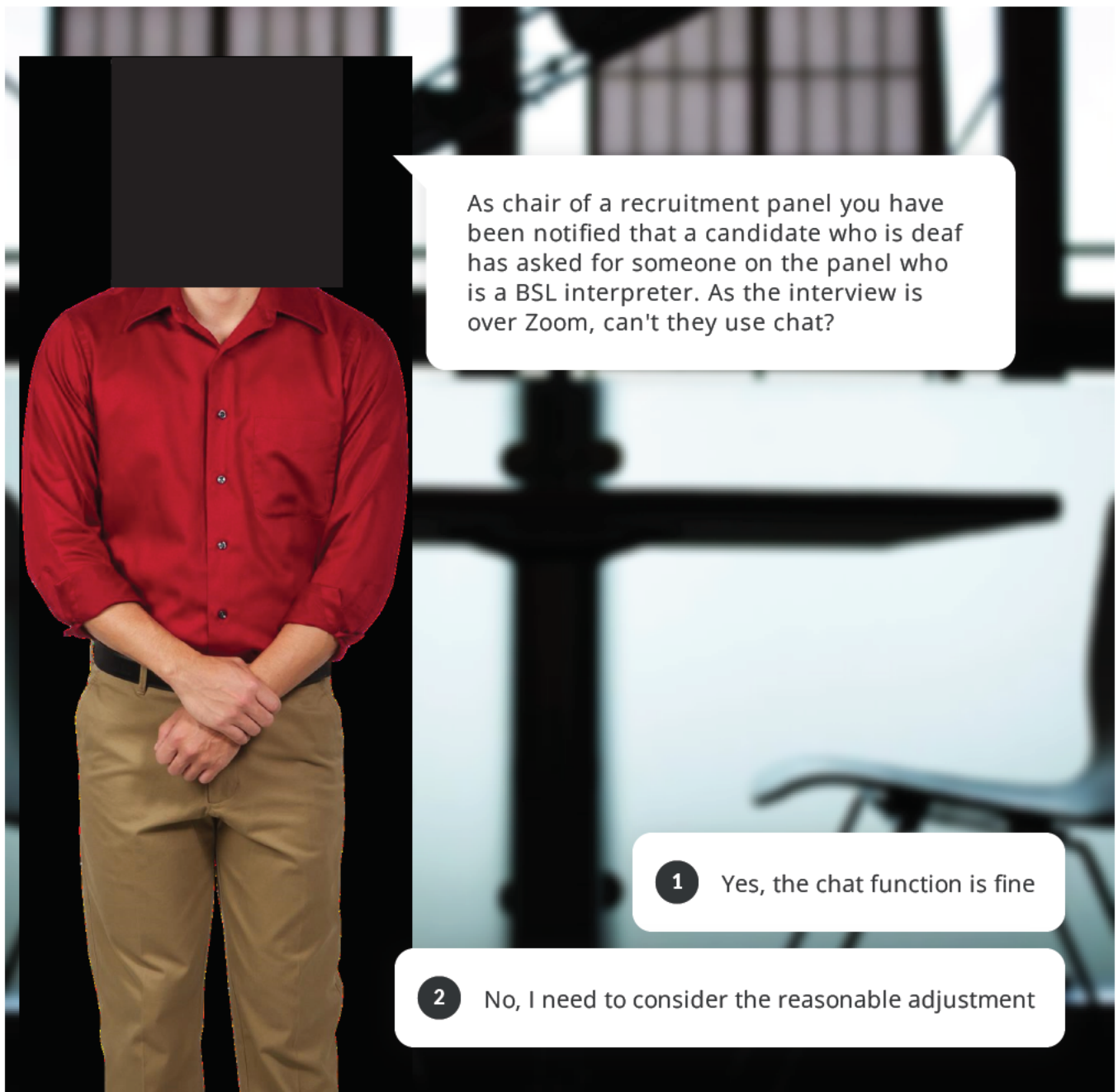
## Disability

In this scenario we will be looking at a Disability case study within the workplace

CONTINUE

### Scene 1 Slide 1

Continue → Next Slide



As chair of a recruitment panel you have been notified that a candidate who is deaf has asked for someone on the panel who is a BSL interpreter. As the interview is over Zoom, can't they use chat?

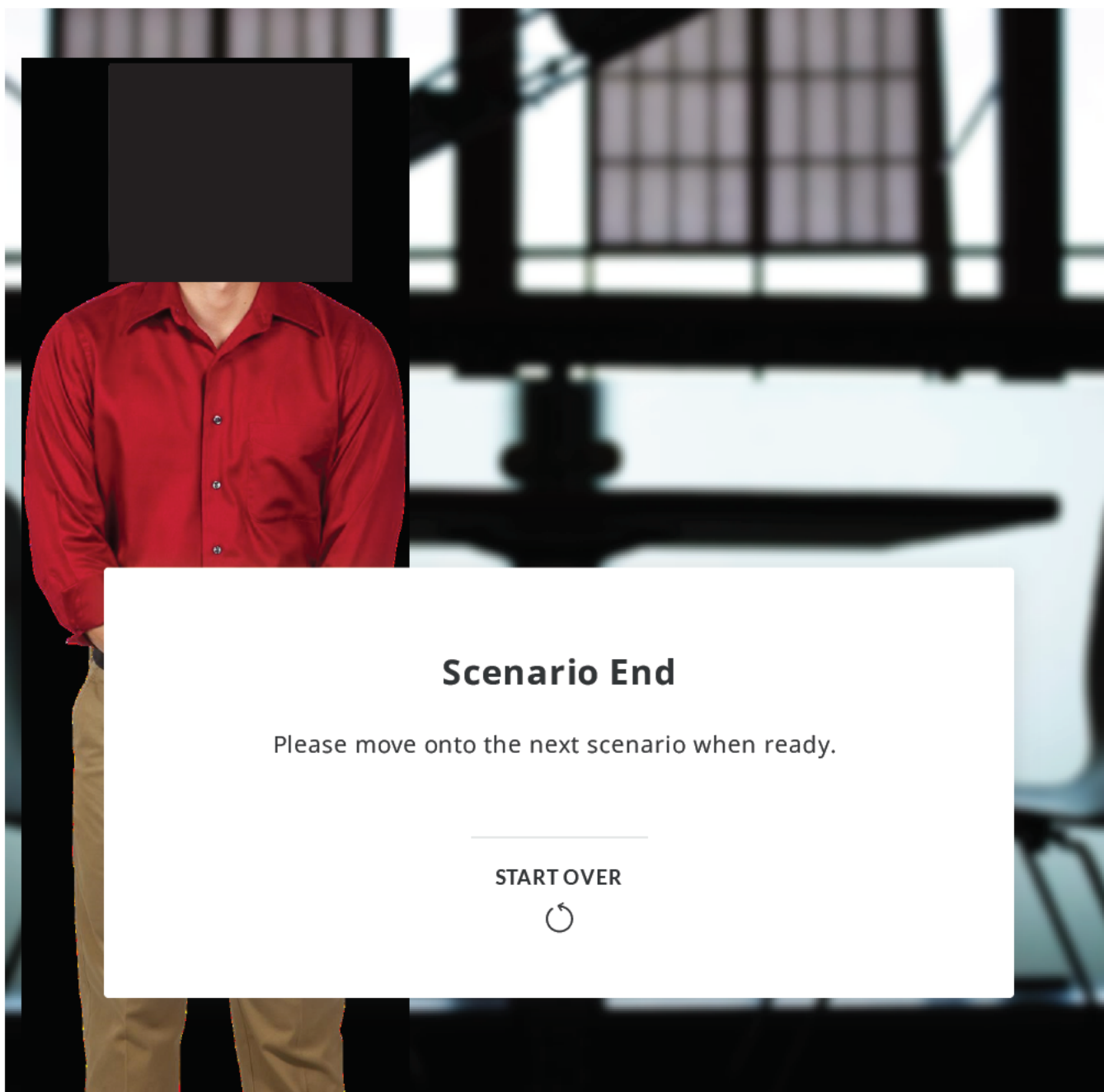
1 Yes, the chat function is fine

2 No, I need to consider the reasonable adjustment

## Scene 1 Slide 2

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## Scene 1 Slide 3

Continue → End of Scenario

**Race**

I have noticed that I have a very homogenous team of white, female managers. Does this constitute race discrimination?

No, it doesn't matter who's in the team as long we work well together.

**Incorrect.** It is worth exploring but to jump to conclusions can be dangerous without looking a variety of factors such as; industry you're working in and comparing to other teams It maybe

Maybe, it might be worth looking into.

**Correct.** It certainly raises the question of racism and should be considered in the context of the organisational and regional demographic. If your team looks materially different to

**Incorrect.** It is worth



Yes.

exploring but to jump to conclusions can be dangerous without looking a variety of factors such as; industry you're working in and comparing



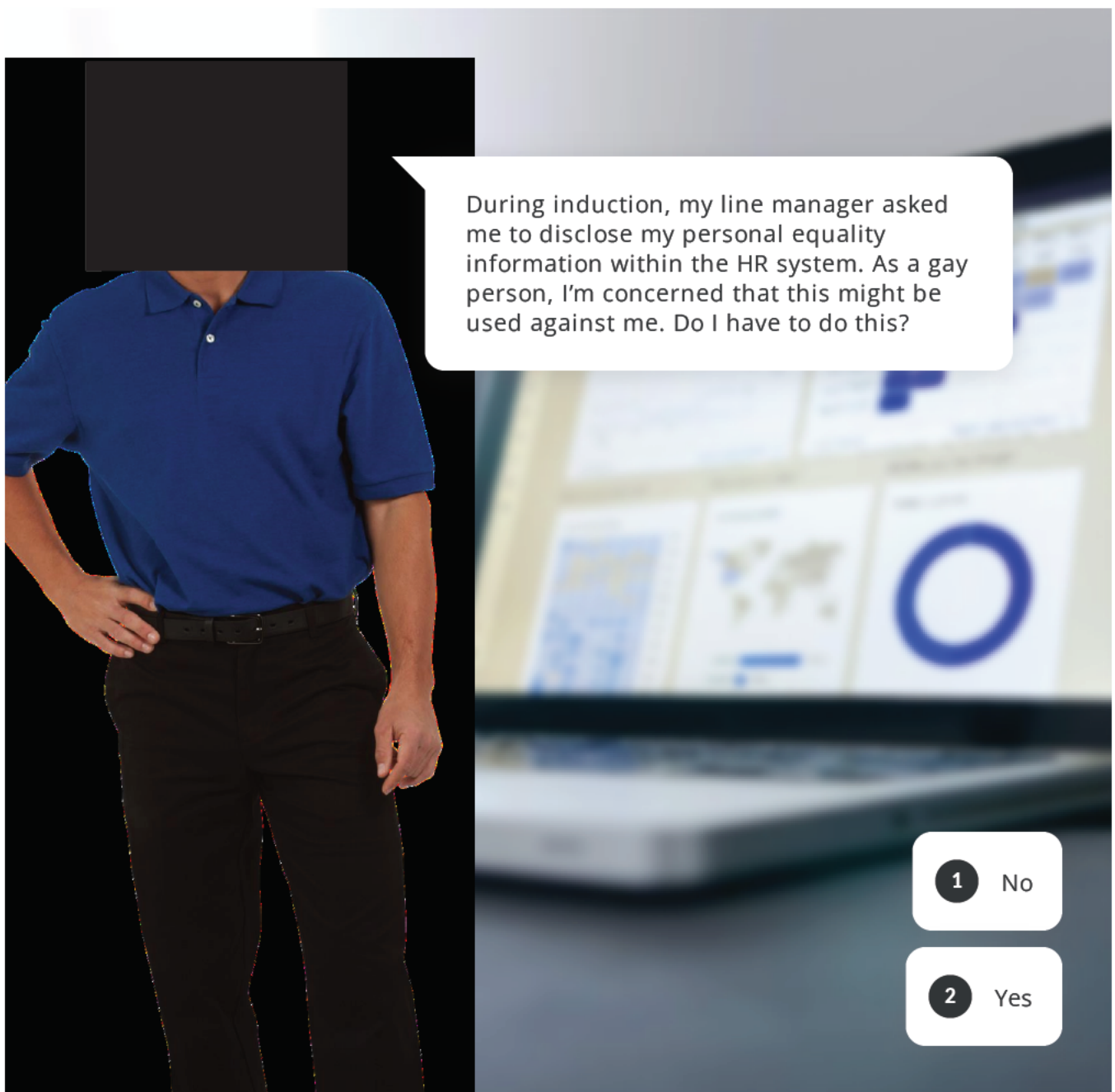
## Equality Information

In this scenario we will be looking at the use of personal equality information within the workplace

CONTINUE

### Scene 1 Slide 1

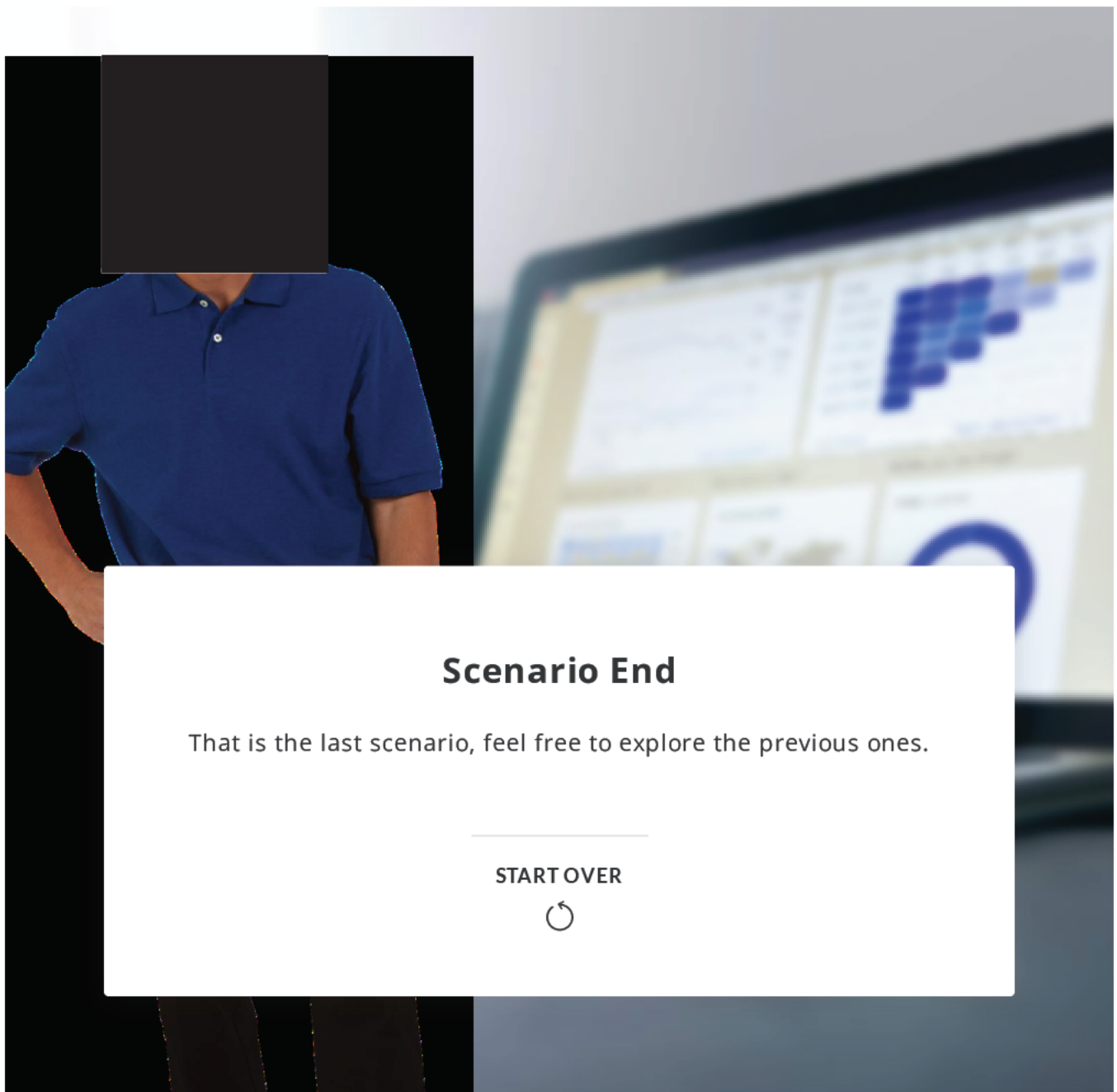
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## Scene 1 Slide 2

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## Scenario End

That is the last scenario, feel free to explore the previous ones.

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START OVER



### Scene 1 Slide 3

Continue → End of Scenario



# UKRI Policies, Documents & Resources

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## Handy Resources

Promoting EDI is at the heart of UKRI's vision. It is committed to embedding diversity, fairness and accessibility in all its activities as an employer, funder and partner.

These resources will support you personally as an employee and as a line manager so that you can embed accessibility and inclusivity into your work.

Here are links to relevant documents and resources:

[UKRI Equality, diversity and inclusion page](#)



[Equality, Diversity & Inclusion Policy](#)

[UKRI's gender pay gap 2019](#)



[UKRI Employee Wellbeing Policy](#)

[UKRI Code of Conduct](#)

[UKRI Guidance on supporting Transgender Employees in the Workplace](#)

[UKRI Grievance, Harassment & Bullying policy](#)

[UKRI Recruitment Policy](#)

# Training Available

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## UKRI Training

The HR Equality, Diversity and Inclusion (EDI) team have been working with partners and suppliers to put together a comprehensive EDI training curriculum which is tailored and designed to meet the needs of all UKRI employees.

The aim of this training package is to empower UKRI colleagues with the skills and knowledge necessary to cultivate a diverse, inclusive and equitable working environment which enables everybody to thrive and reach their full potential.

The training will be delivered by experienced facilitators and thought leaders across EDI. Their collective knowledge and expertise in the industry, drawing on real lived experiences and better practices, will ensure that the training provided is cutting edge and takes our EDI competence to new heights.

There will be multiple training and educational awareness options that will cover the following topic areas (not in priority order):

Promoting inclusion	Preventing Bullying and Harassment
Bystander Intervention	Bias, Micro-Aggressions and Culture
Anti-Racism & Anti-Sectarianism	Steps to Minority Excellence
Transgender Awareness	LGBTQ+ Awareness
Neurodiversity Awareness	Disability Awareness & Reasonable Adjustments

Please contact [REDACTED] to book onto the courses.

## Mind Tools

There are a number of useful articles, book insights, and expert interviews on Mind Tools, see below for the link then type Equality, Diversity & Inclusion into the search bar.

Mind Tools is a portal of over 2000 resources in a variety of skill areas that develop your learning. It includes articles, videos, infographics, self-assessments and Bite-Sized Training. A user guide and FAQs will help you navigate the portal.

- [Mind Tools website](#)
- [REDACTED]
- [REDACTED]
- [Mind Tools website for MRC CIU's](#)
- [REDACTED]
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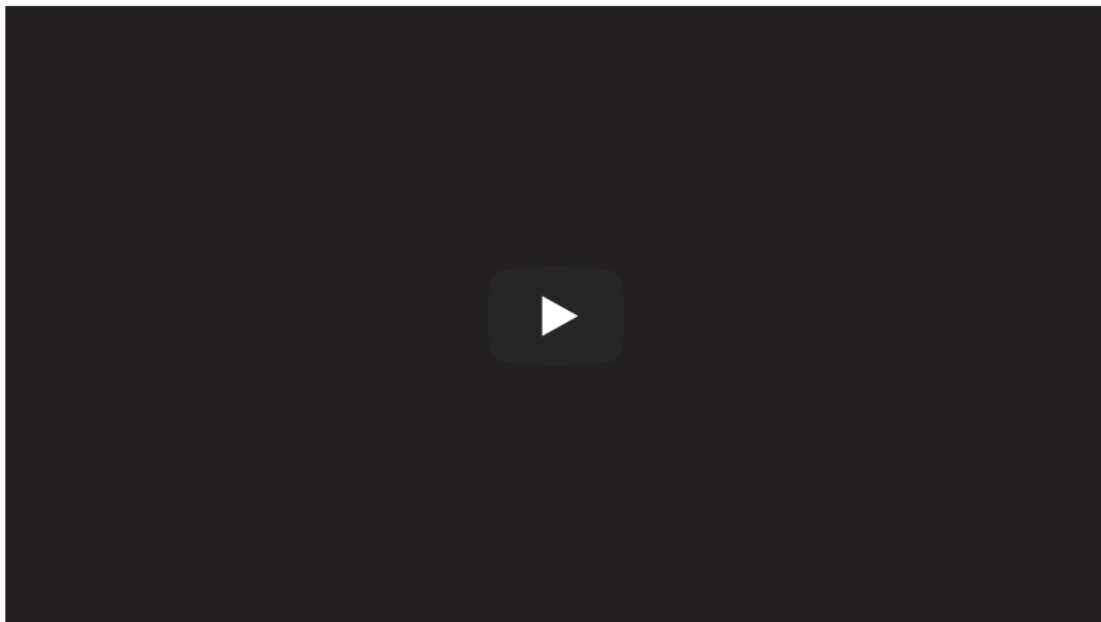


# Videos, Articles and Podcasts

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## Videos

 YOUTUBE



### Equality, Diversity and Inclusion - UK Research and Innovation

UK researchers and innovators explain why equality, diversity and inclusion is vital for the research and development to thrive. Promoting equality, diversit...

**[VIEW ON YOUTUBE >](#)**

## Information



## CIPD Inclusion and diversity in the workplace.pdf

548.6 KB



[Equality, Diversity and Inclusion - University of Plymouth](#)

## Podcast

[Rebel Ideas: The Power of Diverse Thinking](#)

## Glossary of terms - the evolving language

One of the barriers to having conversations with individuals from a protected group is fear of saying the wrong thing and offending people.

The UK Government has produced a guide on writing about ethnicity. It explains words and phrases we should and shouldn't use and explains how ethnic minorities and different ethnic groups should be described.

- [Writing about ethnicity](#)
- [Inclusive language: words to use and avoid when writing about disability](#)
- [Glossary of terms](#)
- [Policy & Publications - Friends, Families and Travellers](#)
- [Disability Confident: Line Managers Guide](#)