People Policy & Procedure

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palliative,
neurological
and bereavement
support

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1. Introduction

1.1 We are committed to inclusion and equal opportunity. We are committed to the elimination of unacceptable behaviour and unfair discrimination and we value the benefits a diverse workforce can bring. This policy is referred to in employment contracts as a key policy.
1.2 We will not tolerate bullying or harassment of any kind. Such acts may make people very upset, may cause them stress and affect their health, family and social relationships. It may also affect their work performance and could cause them to leave their jobs. We will therefore take all steps possible to:

- Create a climate free from bullying and harassment
- Ensure all workers feel confident to raise concerns of this nature
- Provide a clearly defined mechanisms and procedures to raise and support the resolution of complaints effectively and in a timely and sensitive manner

1.3 We aim to ensure that all the talents and skills available within the community are considered when employment opportunities arise and as far as possible the workforce is representative of the local communities in which the Charity operates.

1.4 Every possible step will be taken to ensure individuals are treated equally and those from underrepresented groups are supported on an equitable basis. We aim to ensure all decisions on recruitment; selection, training, and reward and career development are based on clear, objective criteria.

1.5 This policy and associated policies/procedures will be reviewed periodically in line with legislation, demographics and internal business requirements.

1.6 This policy feeds in to the Charity's Brand and Culture development programme. Progress will be monitored and reported regularly. Attached are our organisational commitments at Appendix A.

2. Legislation

- Equality Act 2010
- Trade Union and Labour Relations (Consolidation) Act 1992
- Pensions Act 2008
- Employment Relations Act 1999 (Blacklists) Regulations 2010 (SI 2010/493)

2.1 The Equality Act 2010 defines direct discrimination as less favourable treatment because of a protected characteristic. The protected characteristics under the Equality Act are:

- gender
- pregnancy and maternity
- marital status, including civil partnership/same sex marriage status
- gender identity and expression
- disability
- race (including colour, nationality and ethnic/national origins)
- age
- sexual orientation
- religion/belief

2.2 Discrimination law under other legislation listed above protect those who are members of trade unions or members of pension schemes. These are separate to the Equality Act.

2.3 At Sue Ryder, we recognise that The Equality Act is limited as it does not provide clear protection against discrimination for non-binary people. This policy makes it clear that Sue Ryder's non-binary employees are seen, valid and will be supported in our workplace. (We will use the term gender identity and expression to explicitly cover all trans identities, rather than gender reassignment.)

2.4 Indirect discrimination against individuals because they have a relevant protected characteristic is also covered in the legislation.

2.5 Please note that the Charity also works with volunteers who are on the community payback and community plus schemes. Whilst certain criminal convictions are not accepted by our volunteering programme, the Charity commits to ensure as far as possible based upon the level of risk that a past criminal conviction is not perceived a barrier to volunteering or gaining employment.

3. Eligibility

3.1 This policy is applicable to all employees, volunteers and contractors including agency workers.

4. Responsibility

4.1. The Chief Executive has overall responsibility for ensuring that Inclusion remains a key priority and that senior leaders are held accountable for ensuring we meet our objectives.

4.2 All Managers are responsible for inclusion in their areas, ensuring the non-discriminatory treatment of all job applicants, employees/volunteers; identifying and removing discriminatory attitudes and practices; creating a climate free from bullying and harassment, dealing fairly

and speedily with any issues raised in the course of employment; supporting and contributing to the monitoring and review process.

4.3 All our people have a responsibility to abide by the spirit and objectives of this policy and to actively discourage or challenge conduct or behaviour that would be in breach of this policy.

4.4 All our people will be expected to undertake mandatory education/training on Inclusion, Equality and Diversity.

4.5 All those who develop or review policy, procedure and practice in their area of responsibility are expected to conduct an Equality Impact Assessment before finalising any new or reviewed policy, procedure or practice. This is designed to:

- Help to identify and address existing or potential inequalities, resulting from policy and practice development
- Improve the work of Sue Ryder by making sure it does not discriminate and that, where possible, promotes equality.
- Support individuals and teams to think carefully about the likely impact of their work and understand how organisational decisions can affect people.

4.6 This process focuses on systematically assessing and recording the likely equality impact of an activity or policy on people with protected characteristics. Through EIAs the likely positive impacts can be anticipated and strengthened; while potential adverse impacts can be eliminated or mitigated. Once this has been completed, action plans can be drawn up and any decisions to change the delivery of an activity or policy can be made.

Please refer to the Equality Impact Assessment Procedure for further information and guidance.

5. Liability

5.1 The Charity may be held liable for the discriminatory acts of individual members of staff and will therefore not tolerate any discriminatory practices or unacceptable behaviour such as any bullying, harassment and micro-aggressions. You can find more information on micro-aggressions here.

https://sueryder.sharepoint.com/sites/Blog/SitePages/Recognising-small-acts-of-exclusion-(microaggressions).aspx

5.2 Individual employees and volunteers may be held personally liable for acts of discrimination or unacceptable behaviour that they commit, authorise, contribute to or condone. This includes behaviour that may occur outside of working hours e.g. at a team event or evening meal. Behaviour that an individual displays or actions, that contravene this policy or other workplace policies/procedures may be treated misconduct and will be subject to disciplinary action under the Charity's Disciplinary Procedure. Any serious breach of this policy may lead to termination of employment or a request for a volunteer to cease involvement with the Charity.

5.3 If called upon the Charity will co-operate fully in any formal investigation that may relate to this policy.

6. People Processes

Recruitment & Selection

6.1 We will ensure that any job applicant, employee or volunteer does not receive any less favourable treatment and is not placed at a disadvantage by unreasonable or irrelevant selection criteria. In assessing the ability of an individual to carry out a specific job, the assessment will be based on the skills required for that job and the selection criteria will be fair and justified. The Charity will ensure that those involved in recruitment will receive appropriate training.

6.2 We will so far as reasonably possible ensure that job descriptions are free from bias or unreasonable/irrelevant requirements.

6.3 Specific adjustments will be made for candidates who request them.

Training, Development & Promotion Opportunities

6.4 We will ensure that all employees and volunteers have access to training and development opportunities which are related to their skills and competencies, on an equitable basis. All promotions will be based on performance and the assessment of objective selection criteria.

Remuneration Practices

6.5 We intend that those in jobs of equal value, responsibility and location will be paid similarly unless there are clear and objective reasons for paying an individual differently.

6.6 Pay decisions will be made on the basis of affordability, job evaluation, market benchmarking and performance using clear objective criteria.

7. Specific Groups

Disability

7.1 We recognise that those with a disability or ill health may require special arrangements to enable them to fulfil their duties effectively.   Everyone has access to our Inclusion Passport which enables individuals and line managers to discuss support and adjustments needed whether on a temporary or permanent basis.

7.2 We will consider all reasonable requests for adaptation to premises, modification of equipment, provision of special aids, job restructuring or flexible working in order to meet the needs of a disabled applicant and to take appropriate action within reasonable financial limits. However, the nature, location and/or restrictions placed upon some premises may restrict what adjustments can be achieved.

7.3 Where a current employee or volunteer becomes disabled due to illness or injury we will wherever possible and reasonable, provide assistance with rehabilitation, adaptation to premises, modification of equipment, provision of special aids, job restructuring, flexible working, retraining and/or redeployment opportunities. However, the nature, location and/or restrictions placed upon some premises may restrict what adjustments can be achieved.

7.4 We will as far as is reasonably practicable make every effort to accommodate essential customs and practices of any creed, religion or personal belief provided these do not run counter to this procedure by advocating discrimination or intolerance of others. Equally such customs should not unduly interfere with the efficient running of the business or its legal obligations.

Neuro-diverse Individuals

7.5 We aim to not exclude those who are known as "neuro-divergent". 'Diversity of thought' will bring innovation, creativity and better results.

7.6 Neurodiversity is biological and represents how different minds operate and process information. This term is being used to represent a fast-growing sub-category of organisational inclusion that seeks to embrace and maximise the talents of people who think differently. We will take steps to ensure that employment processes and practices do not discourage those who are considered be or consider themselves as neuro-divergent.

Race and Ethnicity

7.7 We will develop a race action plan that seeks to ensure the needs of people of colour are considered in all areas and projects at Sue Ryder. The project will take steps to ensure that Sue Ryder becomes an anti-racist organisation; challenging racism and addressing racist structures within our organisation and help us take accountability for institutionalised racism. The project will help all staff of colour develop and thrive within our organisation.

Sexual Orientation and Gender

7.8 We will develop a culture that is tolerant of all gender identities and we will ensure that people within the LGBTQ+ community do not suffer discrimination or unacceptable treatment within our organisation.

8. Concerns

8.1 We encourage all our people to raise any concerns relating to inclusion or unfair treatment through the following channels:

- People Administration – peopleadministration@sueryder.org – telephone 01491 640905 (Employees).

- Volunteering Helpline – volunteerhelpline@sueryder.org – telephone 01302 380067 (Volunteers)

- Talk to your People Advisor directly.

- Log the incident via InChorus which is our platform for capturing trends and incidents.

- Formal complaints should be made by refer to our Bullying and Harassment Policy and Procedure.

Appendix A

Leadership

We will:

- set inclusion and diversity objectives as part of our EDI Strategy;
- identify a senior level champion and trustee for leading the inclusion agenda;
- develop and cascade an equality, diversity and inclusion vision statement;
- expect leaders of teams to work on inclusion initiatives in their own areas.

Audit

We will:

- undertake periodic reviews of policies, procedures and practices as they come up to ensure they are inclusive and meet business needs.
- obtain workforce metrics and compare them with sector and best practice organisations;
- identify EDI risks for senior board members to act as a catalyst for future activity.

Policy development

We will:

- benchmark with other Charities, appropriate organisations and advisory groups;
- develop people policies (outlining vision, scope, responsibility, accountability and where necessary monitoring);
- Conduct an Equality Impact Assessment to assess the equality impact of an activity or policy on people with protected characteristics.
- cascade any new policies and procedures through our communication channels and ensure they reach their target audience.

Training and education

We will:

- consult key stakeholders on organisational learning requirements;
- evaluate suppliers' training and secure budget for training design and delivery;
- integrate inclusion into mainstream training and development programmes;
- establish education programmes (including programmes that move from awareness to behavioural change)

Communication and consultation

We will:

- establish key lines of communication across the business through consultation with key stakeholders;
- talk to staff and volunteers about their stories, their views and seek their ideas;

- where necessary review existing communications channels so that inclusiveness is assured;
- ensure that communication imagery and graphics are inclusive, and reflect and reinforce the words within the documentation;
- ensure that mainstream business communications reinforce the inclusive messages
- communicate and celebrate the Charity's success in the area of inclusion.

Resources

We will:

- establish a process for monitoring progress against targets and objectives;
- select and establish an inclusion working group with representatives from different areas of the Charity;
- set up employee network groups driven by our people supported by our Diversity & Inclusion Manager.
- encourage individuals to participate and work within their areas;
- provide reasonable budget to enable related activities to be undertaken (for example reasonable adjustments to comply with the Equality Act 2010, communication, network events and training programmes).

Measurement

We will:

- capture all available workforce metrics from existing databases to benchmark against sector companies, demographics and best practice standards;
- agree the aspirational targets for the workforce composition over a five-year period with the chief executive, the board and inclusion steering group;
- establish formal measurement tools to assess the climate in the Charity (for example regular staff surveys);
- assess progress of our objectives and within team objectives;

External profile

We will:

- join appropriate organisations in order to network, exchange best practice and generally raise the Charity's profile;
- build relationships with relevant media to develop a good external image and to position the Charity appropriately;
- develop relationships outside the human resources arena in order to promote inclusion across all our services and business areas.