

**MAPP**

# Equal Opportunities and Diversity Policy (LIVE)

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**This policy sets out the rights and responsibilities of employees around equality, equal opportunities and diversity.**

## Contents

### Introduction

MAPP is an equal opportunity employer and is committed to ensuring that within the framework of the law, MAPP's workplaces are free from unlawful discrimination on grounds of race, colour, ethnic or national origin, gender (including gender reassignment), marital or civil status, sexual orientation, age, religion or belief, disability, pregnancy, maternity or adoption rights, trade union membership or part-time or fixed-term working.

MAPP aims to ensure that all employees achieve their full potential and all employment decisions are taken without reference to irrelevant or discriminatory criteria.

### Our commitment

MAPP is committed to providing equal opportunities in employment and to avoiding unlawful discrimination in employment and against clients, tenants and customers.

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## Definitions

The following definitions are used in this policy:

**HRIS:** This refers to the Human Resources Information System. This is currently HiBob.

**ATS:** This refers to the Applicant Tracking System. This is currently PinPoint.

**Direct Discrimination:** This occurs when someone is put at a disadvantage on discriminatory grounds in relation to his/her employment. Direct discrimination may occur even when unintentional.

**Indirect Discrimination:** Indirect discrimination is the legal term that describes situations which occur when an organisation, or an employee, makes a decision, or puts in place a particular policy, practice or procedure, which appears to treat everyone equally, but which in practice leads to people from a particular protected group being treated less favourably than others. An example of indirect discrimination may be a minimum height requirement for a job where height is not relevant to carry out the role. Such a requirement would likely discriminate disproportionately against women (and some minority ethnic groups) as they are generally shorter than men.

**Disability Discrimination:** This occurs when an individual is unjustifiably disadvantaged in relation to his/her employment for a reason relating to his/her disability.

**Victimisation:** This occurs where an individual is put at a disadvantage on the grounds that he/she has made a claim under the discrimination legislation, given evidence or information in connection with a claim, done anything under or by reference to the discrimination legislation or made an allegation of behaviour by MAPP which would amount to unlawful discrimination.

## Principles and Procedures

### To whom does the Policy Apply?

This policy statement applies to the actions of MAPP employees, to ex-employees while in their employment at MAPP, to job applicants and to individuals such as agency employees and consultants (and volunteers) who are not our employees, but who work at our premises. The policy statement applies to the treatment of other workers and equally to visitors, clients, customers and suppliers to MAPP employees.

### The Scope of the Policy

This policy applies to all of the following; however this is a non-exhaustive list: the advertising of jobs and the recruitment and selection process; training and development; opportunities for promotion; conditions of service; benefits and facilities and pay; health and safety and conduct at work; grievance and disciplinary procedures and the termination of employment including redundancy.

MAPP works in adherence to the law. It is unlawful to discriminate directly or indirectly in recruitment or employment because of age, disability, sex, gender reassignment, pregnancy, maternity, race (which includes colour, nationality and ethnic or national origins), sexual orientation, religion or belief, or because someone is married or in a civil partnership. These are known as "protected characteristics".

Discrimination after employment may also be unlawful, eg refusing to give a reference for a reason related to one of the protected characteristics.

It is generally unlawful to discriminate directly or indirectly, harass or victimise a member of the public based on any of the protected characteristics in the provision of services or goods. It is unlawful to fail to make reasonable adjustments to overcome barriers to using services caused by disability. The duty to make reasonable adjustments includes the removal, adaptation or alteration of physical features, if the physical features make it impossible or unreasonably difficult for disabled people to make use of services. In addition, service providers have an obligation to think ahead and address any barriers that may impede disabled people from accessing a service.

## External Incidents

Incidents of third-party harassment will be treated in zero tolerance approach and will be managed in accordance with this policy.

## Implementing Equality of Opportunity

### Recruitment and Selection

Recruitment and employment decisions will be made on the basis of fair and objective criteria. MAPP's selection procedures are reviewed frequently to ensure that they are appropriate for achieving our objectives and for avoiding unlawful discrimination. Person and job specifications will be limited to those requirements which are necessary for the effective performance of the job. Interviews will be conducted on an objective basis and personal or home commitments will not form the basis for employment decisions except where necessary.

### Monitoring the Policy

In accordance with recommended practice the ethnic and gender composition of MAPP employees and applicants for jobs will be monitored and data gathered in the ATS will be anonymised at all levels where possible.

### Termination of Employment

MAPP will monitor redundancy criteria and procedures to ensure that they are fair and objective and do not directly or indirectly discriminate against employees. MAPP will also ensure that disciplinary procedures are carried out fairly and uniformly for all workers.

### Disability Discrimination

The requirements of job applicants and existing employees who have, acquire or have had a disability will be reviewed to ensure that whatever reasonable adjustments are required are made to enable them to enter into or to remain in employment with MAPP and provide satisfactory performance. Promotion opportunities, benefits and facilities of employment will not be unreasonably limited to the non-disabled and every reasonable effort will be made to ensure that disabled employees participate fully in workplace activities.

## Breaches of the Policy

All employees have both a right to equality of opportunity and a duty to implement this policy. A breach of the MAPP equal opportunity policy is potentially a serious disciplinary matter. Anyone who believes that they may have been disadvantaged on discriminatory grounds is entitled to raise the matter through MAPP's Disciplinary and Grievance Procedure (Found in Beekeeper).

### Harassment, Bullying and Victimisation

MAPP does not condone or tolerate any form of harassment, bullying or victimisation on the grounds of race, ethnic origin, sex, disability, religion, sexual orientation, age or social circumstances. MAPP makes all efforts to provide a safe and pleasant working environment free of harassment and intimidation.

This policy continues to apply at social gatherings outside the workplace if the social event is connected with work, e.g. a farewell party, an after work drink in a pub, or a formal Company social event.

It is essential that all employees comply with this policy and ensure that their behaviour at all times does not cause offence to another or constitute harassment. Formal complaints will be investigated

and in cases where the complaint is substantiated, appropriate disciplinary action, including dismissal, will be taken against the person or persons responsible. Harassers and their line managers/supervisors may be held personally liable in the event of any legal proceedings. This policy applies to all permanent, temporary and agency employees. All employees are made aware of this policy and have a responsibility to comply with its provisions. Anyone who experiences harassment during the course of their work or while attending MAPP social gatherings is entitled to use this policy (Equal Opportunities Grievance Procedure) to make a complaint. MAPP regards harassment as a serious matter and will investigate all complaints of this nature. Any act of harassment is unacceptable and may constitute gross misconduct under MAPP's disciplinary policy. Anyone guilty of harassment will have disciplinary action taken against them, which could lead to summary dismissal.

## Definition of Harassment

Harassment can take many forms and may involve inappropriate actions, behaviour, comments, or physical contact that is objectionable or causes offence and / or embarrassment, fear, stress or tension. It can include jokes, emails, name calling and persistent use of foul language. It is important to be aware that everyone reacts differently and what may be inoffensive to one person may be offensive to someone else. It can be an isolated act such as a comment or wilful gesture, or it can take the form of repeated objectionable behaviour against a person or persons.

Behaviour which amounts to sexual harassment includes unwanted conduct of a sexual nature, other conduct based on sex, unwelcome physical, verbal or non-verbal conduct and suggestions that granting sexual favours may enhance an employee's future career.

Behaviour that amounts to harassment on the grounds of race, ethnic origin or religion includes making derogatory remarks or undertaking actions of a racial or religious nature directed at a person or group of a different ethnic origin or religion, or because of their links with a different ethnic origin or religion.

Harassment may also be directed toward people because of their age, their sexual orientation, a physical or mental disability or some other characteristic. It can cause the recipient to feel threatened, humiliated, bullied or patronised, and may create an intimidating work environment.

## Examples of Harassment

Outlined below are some examples of personal harassment. The list is neither exclusive nor exhaustive and other forms of behaviour may be regarded as harassment, discrimination, and victimisation or bullying.

### Sexual Harassment

Sexual harassment is defined as unwanted verbal or physical advances or sexually explicit statements which have the effect of creating an intimidating environment. Examples might be:

- Lewd comments about physical appearance
- Verbal or physical advances of a sexual nature
- The transmission of offensive materials or statements via electronic means or through the post
- Offensive comments about personal characteristics or lifestyle including any suggestion of exclusion or banning from MAPP contracts, events or employment
- Photographs or drawings which are sexually explicit in nature which may be deemed offensive
- Offensive graffiti
- Obscene language
- Unwanted physical contact
- Continual unwanted invasion of personal space or contact including via digital channels

- Offensive jokes or pranks of a sexual nature
- Harassment of persons on grounds of their actual or perceived sexual orientation
- Harassment of a person on the grounds of their association with a person(s) of a particular sexual orientation

#### Racial or Religious Harassment

Racial harassment is defined as conduct which is intended to cause, or has the effect of causing, physical or emotional harm or mental distress to a person for reasons of racial, ethnic or national origins or for reasons of colour. Examples might be:

- Insensitive jokes or pranks of a racial, ethnic or religious nature
- Racially abusive language
- Offensive photographs, drawings, racist propaganda or racist graffiti
- Offensive comments about physical racial characteristics or lifestyle
- The transmission of racially offensive materials or statements via electronic means or through the post
- Harassment of a person on the grounds of their association with a person(s) who belongs to a racial or minority ethnic group

#### **Harassment on the grounds of Age or Disability or Medical or Mental Health Situation or Condition**

Such harassment is defined as conduct which is intended to cause, or has the effect of causing, physical or emotional harm or mental distress to a person for reasons of their age or disability. Examples might be:

- Insensitive jokes or pranks related to the person's age or disability
- Graffiti relating to age or disability
- Abusive language concerning age or disability
- Exclusion from the team on the grounds of age or disability or medical or mental health situation or condition
- Offensive comments about a person's age or disability

#### **Harassment on the grounds of Pregnancy, the Loss of a Baby, IVF Treatment or Absence of a Family or Pregnancy**

Such harassment is defined as conduct which is intended to cause, or has the effect of causing, physical or emotional harm or mental distress to a person for reasons of their pregnancy, loss of a baby including abortion, IVF treatment or lack of a family or pregnancy. Examples might be:

- Insensitive jokes or pranks related to a person's pregnancy, the loss of a baby, IVF Treatment or absence of a family or pregnancy
- Exclusion from the team on the grounds of pregnancy, the loss of a baby, IVF Treatment or absence of a family or pregnancy
- Exclusion from learning or promotional opportunities based on a person's pregnancy, the loss of a baby, IVF Treatment or absence of a family or pregnancy
- Offensive comments about a person's pregnancy, the loss of a baby, IVF Treatment or absence of a family or pregnancy

#### Bullying and Intimidation

Physical conduct ranging from the invasion of personal space to serious assault. Examples might be:

- Verbal, written and e-mail harassment through derogatory remarks, jokes, insults, offensive language, gossip and slander

- Open aggression, threats and/or shouting
- Deliberately setting objectives with unreasonable deadlines or changing objectives unfairly
- Intrusion by pestering, spying, following, stalking etc
- Unfair allocation of work and responsibilities
- Behaviour which makes direct or indirect reference to disability or impairment and this causes discomfort, patronises, insults or offends people with a physical, sensory or mental disability
- Treating someone adversely because they have or it is suspected/believed that they have HIV/AIDS
- Repeated gibes in reference to personal traits or appearances, invasion of privacy, or practical jokes causing physical or psychological distress
- Persistent pressure to become involved in anti-social or unlawful behaviour
- Repeated statements to an individual or third parties which demean his or her professional status and performance

## Equal Opportunities Grievance Procedure (Procedure for Dealing with Harassment)

If an employee is being harassed, bullied or victimised they should not wait until things become intolerable. Sometimes the person may not realise that his or her behaviour is unwanted or unacceptable and in such cases, misunderstandings can be resolved quickly. This procedure is an amendment to the traditional grievance procedure in the context of the nature of harassment allegations and the need to protect both parties' confidentiality during the process.

It is helpful to make a note of the time, place and nature of any specific incidents and any attempts the employee has made to discuss these particular incidents. This will provide useful information in following these procedures.

### Informal Procedure

If possible, if an employee is being harassed, bullied or victimised, they should state clearly to the person concerned that his or her behaviour is unacceptable and should stop at once. In some circumstances the employee might prefer to write a letter or email to the person concerned. They should date and sign the letter and keep a copy as this may be needed as evidence should the harassment, victimisation or bullying continue or happen again.

If they do not feel able to talk or write to the person concerned or if the behaviour does not stop, the employee may wish to discuss the matter with a colleague or with their line manager and ask them to approach the alleged harasser on the employee's behalf.

The People team and the relevant line manager are happy to facilitate this informal process if required.

### Formal Procedure

At any time, whether or not informal steps have been taken, if the employee feels that they or others have been harassed, bullied or victimised in a way that breaches this policy, they can raise the matter with their line manager or the People team, either verbally or in writing, who will deal with it accordingly.

If an employee has a complaint of harassment, bullying or victimisation which is of a serious personal nature against someone who is part of the normal grievance procedure, they may raise the matter directly with [the People team](#).



It is imperative that people are able to demonstrate that they have reasonable grounds for wishing to bypass the stages of the Grievance Procedure in this way. At all stages of the procedure an individual may request to be accompanied by a colleague or a trained trade union official of their choice.

Standard practice in all hearings is that they will be digitally recorded and transcribed and the documents will be shared with the relevant parties in accordance with MAPP People and HR GDPR Policy.

MAPP undertakes to deal with the matter as quickly as possible.

The matter will be dealt with as follows:

- MAPP will appoint an investigating officer, who will be a member of the senior management team, to conduct an investigation into the case as soon as possible to establish whether there is a need to take disciplinary action. The investigating officer will inform the person against whom the complaint is made of the nature of the complaint and that the matter is being investigated formally.
- Both parties will be informed of the decision as soon as possible after the investigation is finished.
- If the investigating officer decides that the case is not serious enough to take disciplinary action, they will decide how to resolve the issue following a discussion with both the employee and the other party.
- If the investigating officer upholds the complaint, he or she has an obligation to immediately start the appropriate disciplinary procedure. They will advise the employees of the outcome as soon as possible following any disciplinary action.
- Throughout the procedures, an employee is entitled to be accompanied by a colleague or a trained trade union official.

## Confidentiality

All complaints of harassment will be treated in strict confidence unless there may be threat to life including the employee or others. In such circumstances, the situation may need to be elevated to the police or other emergency services and further support will be offered where appropriate to those involved

## Malicious Allegations

Making allegations of harassment, bullying or victimisation is a very serious matter. Anyone who is found to have made malicious and unfounded allegations will have disciplinary action taken against them which could result in summary dismissal.

## Equal Opportunities Grievance Procedure

If an employee has a grievance concerning their employment it is important that they raise it using the MAPP Grievance Procedure. However, if the complaint concerns equality or harassment which is of a serious personal nature or against someone who is part of the grievance procedure, for example their line manager, they may raise the matter directly with the People team.

MAPP endeavours to deal with such matters as promptly and as effectively as possible and will ensure that each stage of the procedure is dealt with appropriately.

## FAQs and Important Things To Know

### **Do I have to be politically correct?**

You need to ensure that your words and actions do not offend anyone. Humour is always a balancing act, as a simple example it is acceptable to joke about oneself but be careful about drawing attention to someone else's flaws, faults or characteristics. At MAPP, we value diversity and individuality at the same time as appreciating and valuing unity.

### **What happens if I say something on social media?**

Any social media comment or action should be deemed to be public even if it is a private forum or chat group. You should act in a manner that upholds the values of MAPP as you represent the business in both your personal and professional lives.

### **Can I challenge a senior employee / client / supplier who says something inappropriate that would potentially violate this policy?**

In any potential conflict situation, it is important to consider the balance between maintaining relationships and ensuring that the values of MAPP values are maintained. Any challenge should be appropriate. In the case of a client, you should deflect and change the subject before discussing with the Client Director or a member of the Senior Management Team to address the situation appropriately. Senior employees should be appropriately challenged regarding any value violations at MAPP and the same for suppliers. This should be done in a calm and appropriate manner. Any questions or concerns in this regard should be directed to the Senior Management Team.

### **But I was only joking and messing around. Isn't that okay?**

Humour is not an excuse to justify inappropriate behaviour. Humour is always a balancing act, as a simple example, it is fine to joke about oneself but be careful about drawing attention to someone else's flaws, faults or characteristics.

### **Nothing that was done is listed in any of the examples, that means nothing was inappropriate.**

Employees should ensure that their conduct is not managed by a list or a tick box. MAPP encourages employees to be authentic but in the context of being kind and appropriate to colleagues. If in doubt, this should be discussed with a Director or Senior Management Team representative.

### **Does this apply to conduct with / to suppliers, contractors, clients, etc?**

This policy applies to all interactions internally and externally to MAPP.

### **Can I call someone a term of endearment (For example: "Love, Sweetie, Darling", etc)?**

Any term of endearment should be only at the reasonable consent from both parties as well as the independent party view point. Any independent view should be based on the agreement that it is a universal term of endearment and not any form of judgement, assessment or otherwise regarding the person's character, personality, appearance or nature.

### **What about fundamental disagreements in areas such as (for example) Vaccines, Health, Politics, Religion, etc?**

We operate in a country that values freedom of speech and expression. Freedom of expression does not protect expression which seeks to incite violence, hatred or discrimination against others. So in principle, be kind, be wise and thoughtful in your interactions especially in this space.

## Linked Policies and Guidelines (Found in Beekeeper)

Disciplinary and Grievance Policy  
Internet and Social Media Usage Guidelines and Policy  
Managing Poor Performance Policy