

## **EQUALITY, DIVERSITY AND INCLUSION POLICY**

---

### **PURPOSE**

Sustrans is committed to reducing inequality, valuing diversity, enabling inclusion, and ensuring all people are treated with dignity and respect. We believe that these are essential attributes of any Charity that seeks to promote valuable and lasting change in our society.

### **POLICY**

Sustrans will work to ensure that all our employees, volunteers and others who work for and with us, partner organisations, suppliers and all others with whom we have contact, have a right to be treated with dignity and respect and to benefit from equality of opportunity in respect of employment and service delivery.

Sustrans values diversity and our intention is to ensure that anyone who has contact with us in the course of our work, whether in person, or through our website, our publications or as a recipient of any training or service that we provide, receives fair and equal treatment.

Sustrans is also committed to building a diverse workforce where we seek to realise everyone's potential by harnessing these differences and creating a productive environment in which all are valued. This commitment applies equally to our staff, volunteers, Board of Trustees and our senior management

We are committed to preventing unlawful discrimination, harassment victimisation, and other conduct prohibited by the Equality Act 2010

Sustrans will apply this policy consistently and will not discriminate on grounds of age, disability, gender, gender reassignment, marital or civil partnership status, pregnancy or maternity, race (including nationality, ethnic or national origin), religion or belief / lack of religion or belief, sexual orientation or contractual status (fixed term / full or part time).

These aims apply to all those who work or wish to work for Sustrans as a paid employee or as a volunteer, as well as to our interaction with, customers, clients, visitors, beneficiaries and other members of the public.

### **IMPLEMENTING OUR POLICY**

We implement our policy by:

1. Maintaining employment policies and procedures that are fair and equal in their treatment of all employees, regardless of age, sex, race (including ethnic origin, colour, nationality or national origin), faith, marital status, gender identity, sexual orientation, disability or pregnancy and maternity.
2. Maintaining a culture of zero tolerance of bullying and harassment where allegations of such behaviour are fully and frankly investigated, and necessary and appropriate action is taken by management in response.

3. Following recruitment procedures that are fair and open and prevent discrimination, whilst also helping to create a workforce that reflects the diversity of our society.
4. Having policies, procedures and practices that support employee wellbeing by encouraging a positive and healthy work life balance and ensuring that reasonable adjustments are made to support staff with special requirements in order for them to fully and effectively participate in the workplace.
5. Ensuring that the risk of impacts on Equality, Diversity and Inclusion are considered in new projects and services which are delivered by the Charity, and that identifying and addressing these risks becomes a 'normal' part of our work.
6. Ensuring that communications and engagement, both within Sustrans and with outside organisations and members of the public, are considerate of Equality and Diversity and Inclusion and follow best practice in terms of the language used, and the means employed to communicate.
7. Operating policies and procedures for the recruitment, management and involvement of volunteers and supporters that encourage diversity, support inclusion, and prevent discrimination.
8. Ensuring that the Charity's pay and benefits meet the requirements of Equal Pay legislation, including any obligations to publish details of the organisation's gender pay gap.
9. Ensuring that policies and procedures for the management of reward are fair, open and transparent.
10. Ensuring that opportunities for personal development, career progression and promotion are transparent fair, and open to all, and that efforts towards talent management are exercised in full compliance with the commitment set out in this policy.
11. Collecting and monitoring data on Equality and Diversity on a bi-annual basis to enable the Executive Team and the Board of Trustees to confirm whether the Charity is complying with this policy.

#### **COMPLIANCE WITH THIS POLICY**

12. Breaches of this policy will be dealt with under the Charity's Disciplinary Policy.

**Signed on behalf of the Charity**

**Signed:**

**Date:**

**Chief Executive**

## **Appendix 1**

### **RESPONSIBILITIES UNDER THIS POLICY (Who does it...)**

#### **Chief Executive**

1. Is accountable to the Board of Trustees for the implementation of this policy, and for ensuring that the commitments that it makes are reflected in all areas of the business in both policy and practice.

#### **Executive Team**

2. Act as EDI role models and have responsibility for the implementation of the EDI policy in their areas of responsibility. Collectively they encourage a culture of respect, tolerance and inclusiveness within the Charity as a whole.
3. Accountability for specific areas of policy and practice are distributed amongst appropriate members of the Executive Team (see policy procedure and practice).

#### **HR and Support Services Director**

4. Is the Executive Team lead for EDI and owns the Charity's annual EDI plan. They also ensure that EDI data is monitored and reported on effectively in order to enable the effective implementation of the EDI policy.

#### **HR Business Partners**

5. Act as champions of EDI and support staff and managers throughout the Charity to implement the EDI policy effectively

#### **Managers**

6. Ensure that Sustrans EDI policy is implemented in all business activities, and act as role models for their staff in EDI best practice

#### **All staff and volunteers of the Charity**

7. Have a personal responsibility for ensuring that they act appropriately and in accordance with the policy and associated procedures at all times.

## Appendix 2

### **EDI PROCEDURE AND PRACTICE (How we do it...)**

8. There are nine areas of procedure and practice which define or influence the way in which Sustrans' staff and volunteers carry out their duties in line with the commitment outlined in the EDI policy. Each area is assigned to an appropriate senior manager. These are:

### **HR Policies and Procedures (HR & Support Services Director)**

9. The HR & Support Services Director is responsible for ensuring the continuous review and improvement of Sustrans' employment policies so that they reflect changes to employment law, and comply fully with Sustrans' policy on Equality Diversity and Inclusion. Key policy documents include, but are not limited to:

- Bullying and Harassment
- Recruitment (including equal opportunities)
- Redundancy
- Grievance
- Disciplinary
- Performance Management
- Absence Management
- Working hours and TOIL
- Learning and Development

10. The HR & Support Director will also be responsible for developing systems and processes for ensuring that all employees have equal access to opportunities for, promotion, career progression and personal development. This will include ensuring that any talent management and staff development plans are compliant with this policy and its commitment.

### **Learning and Development (HR & Support Services Director)**

11. The Charity is committed to ensuring that all employees have fair and equal access to training opportunities, and that training is made available in such a way as to facilitate inclusion. The HR & Support Services Director has responsibility for ensuring that all training offered by the Charity meets this commitment, and to also be responsible for ensuring the development of specific training in Equality, Diversity and Inclusion best practice which can be rolled out to staff as and when appropriate.

### **Equality, Diversity and Inclusion Monitoring (HR & Support Services Director)**

12. The HR & Support Services Director is responsible for ensuring that there are effective systems for collecting and monitoring data on the equality and diversity of Sustrans workforce, and for setting the standards by which similar data can be collected and monitored by other areas of the business such as in volunteering and business development activities.
13. The data collected will be reviewed bi-annually to determine whether it is fit for purpose, and to ensure that records are kept accurate and up to date. A framework for reporting data to the Executive Team and the board will be put in place, and a system of reports will be developed to provide managers with

sufficient information to enable them to enact Sustrans' policy on Equality, Diversity and Inclusion.

14. At all times Sustrans will comply with its obligations for ensuring data is collected and held confidentially and in line with the requirements of the Data Protection Act 1998.

#### **Employee Wellbeing (HR & Support Services Director)**

15. The HR & Support Services Director is responsible for developing policies, processes, benefits and services that support Employee wellbeing within Sustrans. This will include, but not be limited to, provision for flexible working, effective support for employees who require reasonable adjustments, occupational health support, and initiatives such as support and promotion of healthy working.

#### **Projects and Services (National Directors)**

16. Sustrans believes that the projects and services it delivers should not unintentionally discriminate against or exclude people. Consequently the Charity is committed to ensuring that in all of the work that it undertakes in communities anywhere in the country, the impact on Equality and Diversity and Inclusion is carefully considered. To this end the National Directors will have responsibility for ensuring that there are procedures in place to ensure that equality impacts are considered as a key part of planning new projects or delivering services, and that actions are taken in response to any identified risks to Equality, Diversity and Inclusion.

#### **Volunteer Management (Development Director)**

17. Sustrans' values its volunteers and supporters, who make an essential contribution to the work of the charity. The Development Director will be responsible for ensuring that policies and procedures governing the recruitment, management and involvement of volunteers are clearly documented and reflect the principles and commitment outlined in this policy.

#### **Pay and Reward (HR & Support Services Director)**

18. Sustrans is committed to operating a clear and transparent pay structure which uses job evaluation to ensure that all roles within the Charity are rewarded on the basis of equal pay for work of equal value. The HR & Support Services Director is responsible for ensuring that pay structures, policies and systems are fit for purpose, and to work with the Director of Finance to ensure that decisions on pay and recruitment are auditable. The HR & Support Services Director is also responsible for investigating issues of potential pay inequality, and taking appropriate action to eliminate these if they are identified.

#### **Communications and Stakeholder Engagement (Chief Executive)**

19. The Chief Executive is responsible for ensuring that there is clear guidance on how to communicate effectively with stakeholders, the public, volunteers and staff, in a way that is clear, transparent and does not unintentionally discriminate, or encourage discrimination. The Chief Executive will also ensure that policies and procedures that apply to the engagement and involvement of supporters fully meet the commitment laid out in this policy.

**Buildings and Accessibility (Head of Estates)**

20. The Chief Operating Officer will be responsible for ensuring that the Estates team reflect the Charity's commitment to Equality Diversity and Inclusion, in the purchase, lease and/or maintenance of properties used by the organisation, as well as in infrastructure projects carried out by the Charity. This includes specifically the responsibility for ensuring that factors such as accessibility are considered.

**Equality, Diversity & Inclusion National Forums (HR Business Partners)**

21. The HR business partners' will be responsible for liaison with EDI Forums in Bristol, Edinburgh and London. Each EDI forum has a terms of reference agreed by their respective regions director. The HR business partner will serve an advisor, and communicator between Executive and each EDI forum.

### **Appendix 3:**

#### **EDI ACTION PLAN (What we do...)**

22. It is important that the Charity takes actions that will ensure the implementation of this policy, and the realisation of our commitment to Equality Diversity and Inclusion.
23. An overall Equality, Diversity and Inclusion action plan is prepared for the Charity as a whole on an annual basis, and identifies actions to be taken at an organisational level to support the implementation of this policy. Actions will include things like work to improve or update the areas of policy, procedure and practice outlined above, or one off initiatives that would be intended to affect the whole charity (e.g. an event promoting employee wellbeing). This plan is owned by the HR and Support Services Director and HR Business Partners on behalf of the Chief Executive, and tasks relevant staff with delivery of the actions as appropriate.
24. As part of the usual business planning cycle, and as a subset of the overall plan described above, regional, national and central teams, will also be empowered identify local actions that are required to ensure that this policy is enacted fully in their area (e.g. what steps will a regional team take to ensure that they assess risks to Equality and Diversity in the work they deliver, or how will they engage with local communities to improve the diversity of recruitment or volunteering applications in their area). Where an EDI group is present, such plans will usually be developed in consultation with them and signed off by the relevant Executive Director.
25. A template for the Sustrans' Equality Diversity and Inclusion action plan is included at appendix 1. This will be prepared each year by the Director of HR, and Support Services and signed off by the Executive Team.
26. The Director of HR and Support Services will report regularly to the board on progress against delivery of the action plan, and more generally on the Charity's compliance with this policy. This report will include relevant EDI data including Gender Pay Gap reporting.

**Appendix 1: Sample Action Plan Template**

Policy Commitment	Actions	Accountable	Responsible	Deadline	Progress		Notes
					This month	Last Month	
<i>EXAMPLE:</i> Maintaining employment policies and procedures that are fair and equal in their treatment of all employees, regardless of age, sex, race (including ethnic origin, colour, nationality or national origin), faith, marital status, gender identity, sexual orientation, disability or pregnancy and maternity.	<i>HR to draw up a review schedule for all employment policies</i>	<i>James Bigwood</i>	<i>Gill Walker</i>	<i>xx/xx/xx</i>			
	<i>Priority policies for review are to be looked at as soon as possible. These are:</i> <i>Harassment and Bullying</i> <i>Recruitment (including Equal Opportunities)</i> <i>Redundancy</i> <i>Grievance</i> <i>Disciplinary</i> <i>Performance Management</i> <i>Absence Management</i>	<i>James Bigwood</i>	<i>Gill Walker</i>	<i>xx/xx/xx</i>			