



Diversity, Equity, Inclusion - **Kingdom CARE**

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CONTENTS

CLAUSE

1. Our commitments.....	2
2. About this policy	3
3. Who does this policy apply to?	3
4. Who is responsible for this policy?	3
5. Diversity and inclusion training	4
6. Discrimination	4
7. Recruitment and selection.....	5
8. Training, promotion and conditions of service	7
9. Colleague groups and networks	7
10. Monitoring	7
11. Termination of employment.....	8
12. Disabilities.....	8
13. Part-time and fixed-term work.....	8
14. Breaches of this policy.....	8
15. Related policies	9

1. Our commitments

1.1 At Kingdom, we're committed to creating a workplace where diversity is celebrated, and everyone is treated with dignity and respect. Our goal is simple—equal opportunities for all, and a culture where everyone feels they belong. As part of our zero-tolerance approach to discrimination in any form, you and any job applicants will receive equal treatment regardless of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation (**Protected Characteristics**). We are also committed to providing equitable treatment to all those we deal with as an organisation, including customers and suppliers.

1.2 We will take all reasonable steps to:

- Promote awareness and provide training to all colleagues and all managers on all aspects of equality and diversity in the workplace.
- Apply the principles of equity to all colleagues and all job applicants so that there is equality of opportunity. Our aim is that no individual is denied employment opportunities for reasons unrelated to ability.
- Establish programmes and processes that ensure a diversity of candidates at all career stages beginning with recruitment, including the development and promotion of talent through to the appointment of senior leadership.
- Implement all internal policies and procedures (on a fair and impartial basis).
- Create an inclusive working environment that is sensitive to the needs of colleagues of differing cultures, religions and beliefs. For example, in connection with festivals, religious observance and dress.
- Set measurable equality, diversity and inclusion targets for the organisation and report the progress made in achieving those targets to colleagues on an annual basis.

- Make reasonable adjustments to enable colleagues with disabilities to function effectively and to their full potential.
- Ensure that all work environments are free from all forms of discrimination, harassment, intimidation or bullying.
- Monitor how this policy is working in practice.

2. About this policy

- 2.1 This policy outlines how we at Kingdom put diversity, equity, and inclusion into action, ensuring a supportive workplace for all. Our aim is to encourage and support diversity, equity and inclusion and actively promote a culture that values difference and eliminates discrimination in our workplace. It applies to all aspects of employment with us, including recruitment, pay, benefits and conditions, flexible working and leave, training, appraisals, promotion, conduct at work, disciplinary and grievance procedures, and termination of employment.
- 2.2 This policy does not form part of any contract of employment or other contract to provide services, and we may amend it at any time.

3. Who does this policy apply to?

- 3.1 This policy applies to all colleagues, officers, consultants, contractors, volunteers, interns, casual workers and agency workers.

4. Who is responsible for this policy?

- 4.1 Responsibility for this policy lies with everyone at Kingdom, led by our Board of Directors. They work closely with our Head of Colleague Centre to ensure DEI is part of everything we do.
- 4.2 All managers must set an appropriate standard of behaviour, lead by example and ensure that those they manage adhere to the policy and promote our aims and objectives regarding diversity, equity and inclusion.
- 4.3 This policy is reviewed annually by Head of Colleague Centre

5. Diversity and inclusion training

- 5.1 Our managers receive ongoing training to recognise and prevent discrimination, and to promote inclusion and equal opportunities throughout recruitment, development, and promotion. Our Head of Training Centre has overall responsibility for equality training for all colleagues and as appropriate.
- 5.2 We will provide you with regular training to ensure that everyone is aware of and understands the contents of this policy. Following the training, you will be required to confirm that you have read, understand and will comply with this policy.

6. Discrimination

- 6.1 We expect everyone at Kingdom to treat each other with respect, both in and outside of work. Discrimination or harassment of any kind goes against our values and will not be tolerated."
- 6.2 The following forms of discrimination are prohibited under this policy and are unlawful:
 - (a) **Direct discrimination:** treating someone less favourably because of a Protected Characteristic. For example, rejecting a job applicant because of their religious views or because they might be gay. Direct discrimination can include associative discrimination, where a person is treated less favourably because of their association with an individual with a Protected Characteristic, and perception discrimination, where a person is treated less favourably because of the mistaken belief that they possess a Protected Characteristic.
 - (b) **Indirect discrimination:** a provision, criterion or practice that applies to everyone but adversely affects people with a particular Protected Characteristic more than others and is not justified. For example, requiring a job to be done full-time rather than part-time would adversely affect women because they generally have greater childcare commitments than men. Such a requirement would be discriminatory unless it can be justified.
 - (c) **Harassment:** this includes sexual harassment and other unwanted conduct related to a Protected Characteristic, which has the purpose or effect of violating someone's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them.

- (d) Victimisation:** retaliation against someone who has complained or has supported someone else's complaint about discrimination or harassment. This includes where someone mistakenly believes that the person victimised has done so.
- (e) Disability discrimination:** this includes direct and indirect discrimination, any unjustified less favourable treatment because of the effects of a disability, and failure to make reasonable adjustments to alleviate disadvantages caused by a disability.

7. Recruitment and selection

- 7.1 Our recruitment, promotion, and selection processes are based on merit and fairness, ensuring equal opportunities for everyone. When recruiting or promoting, we will aim to take steps to improve the diversity of our workforce and provide equality of opportunity. Shortlisting and interviewing should be done by more than one person where possible. Our recruitment procedures will be reviewed regularly to ensure that individuals are objectively assessed based on their relevant merits and abilities.
- 7.2 Vacancies should generally be advertised to a diverse section of the labour market by using a variety of social media channels as well as using recruitment agencies which provide a diverse range of suitable candidates. Advertisements should avoid stereotyping or using wording that may discourage groups from applying. They should include a short policy statement on equal opportunities and the employer's commitment to diversity, equity and inclusion in the workplace and state that a copy of this policy will be made available on request.
- 7.3 We will take steps to ensure that our vacancies are advertised to a diverse labour market and, where relevant, to groups that have been identified as disadvantaged or underrepresented in our organisation and reach the widest possible candidate pool. To address underrepresentation of certain groups within our organisation, these steps may include actively inviting applications from underrepresented groups, or other such lawful steps.
- 7.4 Job applicants should not be asked questions which might suggest an intention to discriminate on grounds of a Protected Characteristic. For example, applicants should not be asked whether they are pregnant or planning to have children.

- 7.5 Job applicants should not be asked about health or disability before a job offer is made. There are limited exceptions which should only be used with the approval of the Colleague Centre. For example:
- (a) Questions necessary to establish if an applicant can perform an intrinsic part of the job (subject to any reasonable adjustments).
 - (b) Questions to establish if an applicant is fit to attend an assessment or any reasonable adjustments that may be needed at interview or assessment.
 - (c) Positive action to recruit disabled persons.
 - (d) Equal opportunities monitoring (which will not form part of the selection or decision-making process).

Where necessary, job offers can be made conditional on a satisfactory medical check.

- 7.6 We are required by law to ensure that all colleagues are entitled to work in the UK. Assumptions about immigration status should not be made based on appearance or apparent nationality. All prospective colleagues, regardless of nationality, must be able to produce original documents (such as a passport) before employment starts, to satisfy current immigration legislation. The list of acceptable documents is available from the Engagement Centre or UK Visas and Immigration.
- 7.7 To ensure that this policy is operating effectively, and to identify groups that may be underrepresented or disadvantaged in our organisation, we monitor applicants' ethnic group, nationality, gender, gender identity, disability, sexual orientation, religion and age as part of the recruitment procedure. Provision of this information is voluntary, and it will not adversely affect an individual's chances of recruitment, or any other decision related to their employment. The information is removed from applications before shortlisting and kept in an anonymised format solely for the purposes stated in this policy and in accordance with data protection legislation. We may also continue to monitor the employment experience of those with certain protected characteristics to identify any inequalities and areas in which further support or changes are required to achieve equality of experience. Analysing this data helps us take appropriate steps to avoid discrimination and improve equality, diversity and inclusion.

8. Training, promotion and conditions of service

- 8.1 Training needs will be identified through regular appraisals which will be based entirely on an objective assessment of performance and will not be influenced by any Protected Characteristics that you may have. You will be given appropriate access to training to enable you to progress within the organisation and all promotion decisions will be made based on merit.
- 8.2 Workforce composition, training and promotions will be regularly monitored to ensure equality of opportunity at all levels of the organisation. Where appropriate, steps will be taken to identify and remove unjustified barriers and to meet the specific needs of disadvantaged or underrepresented groups.
- 8.3 Our conditions of service, benefits and facilities are reviewed regularly to ensure that they are available to all of you who should have access to them and that there are no unlawful obstacles to accessing them.

9. Colleague groups and networks

- 9.1 We encourage colleague-led groups and networks as part of our DEI strategy, bringing people together to support and CARE for one another and promote inclusion across Kingdom." These groups and networks bring together workers from across the business with the objective of promoting the cause of those who are historically underrepresented including women, ethnic minorities, LGBTQ+ individuals, and those with disabilities and their carers. They are organised as colleague-driven associations that are open to all, where our colleagues can participate locally and virtually on a voluntary basis.

10. Monitoring

- 10.1 We regularly review how well our DEI policies are working to make sure we're always improving and achieving the equality we strive for.
- 10.2 We will also monitor the treatment and outcomes of any complaints of discrimination, harassment or victimisation we receive to ensure that they are properly investigated and resolved, those who report or act as witnesses are not victimised, repeat offenders are dealt with appropriately, cultural clashes are identified and resolved, and workforce training is targeted where needed.

- 10.3 We will regularly share with you the progress and achievements we have made towards our diversity, equity and inclusion objectives.

11. Termination of employment

- 11.1 We will ensure that redundancy criteria and procedures are fair and objective and are not directly or indirectly discriminatory.
- 11.2 We will also ensure that disciplinary procedures and penalties are applied without discrimination, whether they result in disciplinary warnings, dismissal or other disciplinary action.

12. Disabilities

- 12.1 If you are disabled or become disabled, we encourage you to tell us about your condition so that we can support you as appropriate.
- 12.2 If you experience difficulties at work because of your disability, you may wish to contact your line manager **OR** the Colleague Centre to discuss any reasonable adjustments that would help overcome or minimise the difficulty. Your line manager OR the Colleague Centre may wish to consult with you and your medical adviser about possible adjustments. We will consider the matter carefully and try to accommodate your needs within reason. If we consider a particular adjustment would not be reasonable, we will explain our reasons and try to find an alternative solution where possible.
- 12.3 We will monitor the physical features of our premises to consider whether they might place anyone with a disability at a substantial disadvantage. Where necessary, we will take reasonable steps to improve access.

13. Part-time and fixed-term work

- 13.1 Part-time and fixed-term colleagues should be treated the same as comparable full-time or permanent colleagues and enjoy no less favourable terms and conditions (on a pro-rata basis where appropriate), unless different treatment is justified.

14. Breaches of this policy

- 14.1 We take any breaches of this policy seriously, with actions taken to address discrimination swiftly and fairly and in accordance with our

Disciplinary Procedure. Serious cases of deliberate discrimination and victimisation may amount to gross misconduct resulting in dismissal.

- 14.2 If you believe that you have suffered harassment, bullying or discrimination, or witnessed it happening to someone else in the workplace, you can raise the matter using the procedure set out in this policy and through our Grievance Procedure. Complaints will be treated in confidence and investigated as appropriate.
- 14.3 There must be no victimisation or retaliation against colleagues who complain about or report discrimination. If you believe you have been victimised for making a complaint or report of discrimination or have witnessed it happening to someone else in the workplace, you should raise this through the procedure set out in this policy.
- 14.4 We encourage the reporting of all types of potential discrimination, as this assists us in ensuring that diversity, equity and inclusion principles are adhered to in the workplace. However, making a false allegation in bad faith, or that you know to be untrue, will be treated as misconduct and dealt with under our Disciplinary Procedure.

15. Related policies

- 15.1 This policy is supported by the following other policies and procedures:
 - (a) Grievance Procedure.
 - (b) Disciplinary Procedure.
 - (c) Sexual harassment policy.
 - (d) Flexible Working Procedure.
 - (e) Family Leave Policy.
 - (f) Dress Code.
 - (g) Homeworking Policy.