

**Draft**

## **Wiltshire Council Human Resources**

### **Religion and Belief in the Workplace Policy and Procedure**

This policy can be made available in other languages and formats such as large print and audio on [request](#).

#### **What is it?**

This policy and procedure outlines Wiltshire Council's approach to equality and diversity in respect of religious beliefs and practices in the workplace to ensure fair and lawful practice and procedure at all time throughout recruitment and employment.

This policy and procedure is directly linked to and forms part of the council's equality and diversity policy and procedure.

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### **Who does it apply to?**

This policy applies to all employees and prospective employees (job applicants and prospective job applicants) of Wiltshire Council with the exception of teaching and non-teaching staff employed in locally managed schools.

The council is also committed to equality in relation to all workers, contractors, sub-contractors, consultants, agency workers, staff seconded from other organisations and volunteers and these groups are expected to adhere to the principles set out in this policy and procedure whilst undertaking work or tasks for Wiltshire Council.

The Equality Act 2010 also extends protection against unlawful discrimination to ex-employees. Managers should be mindful of this in relation to matters concerning ex-employees including the provision of (or failure to provide) an employment reference.

### **When does it apply?**

This policy and procedure applies at all times prior to employment, during the recruitment process, and throughout employment.

### **When does it not apply?**

There are no exemptions under this policy and procedure.

### **What are the main points?**

1. The council has set out a clear policy statement in the [equality and diversity policy and procedure](#) which includes; a commitment to treat all employees with dignity and respect, to value diversity and provide equality of access to opportunities in the workplace and this includes the grounds of religion and belief. You should not receive less favourable treatment or be unfairly disadvantaged by policies, procedures, conditions or requirements unless this can be shown to be justified (justification can include positive action e.g. action under the Double Tick Symbol under the [disability support in the workplace policy and procedure](#))

2. In line with the above policy statement, the council is committed to supporting all employees and prospective employees, regardless of their religion or belief throughout employment including; recruitment, promotion, transfers, training, terms and conditions and dismissals.
3. On coming into force on the 1 October 2010 the [Equality Act 2010](#) consolidated and harmonised much of the previous discrimination legislation (which has now been repealed).
4. The 'protected characteristics' which qualify for protection from discrimination under the act include:
  - Age
  - Disability
  - Gender reassignment
  - Marriage and civil partnership
  - Pregnancy and maternity
  - Race
  - Religion and belief
  - Sex
  - Sexual orientation
5. The Equality Act has increased the range of types of discrimination relating to religion or belief to include all forms of discrimination as set out in the [equality and diversity policy and procedure](#).

**What is the definition of religion or belief?**

6. Religion or belief is defined as:
  - Any religious belief, provided the religion has a clear structure or belief system. Denominations or sects within a religion can be considered a protected religion or religious belief.
  - A philosophical belief
7. To be protected under the Equality Act, your philosophical belief must:
  - be genuinely held
  - be a belief and not an opinion or viewpoint, based on the present state of information available
  - be a belief as to a weighty and substantial aspect of human life and behaviour
  - attain a certain level of cogency, seriousness, cohesion and importance

- be worthy of respect in a democratic society, compatible with human dignity and not conflict with the fundamental rights of others.
8. Humanism and atheism are examples of philosophical beliefs.
  9. It is just as unlawful to discriminate against a person for not holding a particular (or any) religious or philosophical belief as it is to discriminate against someone for holding a religious or philosophical belief.
  10. Discrimination can occur even where both the discriminator and the person being discriminated against hold the same religious or philosophical belief.
  11. Not everyone holding a particular religion or belief follows the same practices and observances and may interpret their religion or belief differently. You should check individual needs rather than make assumptions about their religion or belief.
  12. Further advice on the application of the definition of religion and belief and consistency is available from the HR Equality and Diversity Partner and the Equality and Inclusion team.

### **Monitoring**

13. The council currently collect and monitor workforce equality and diversity information related to the protected characteristics of sex, age, disability and ethnicity. This information is published annually on the [council's website](#).
14. Monitoring plays an important part in enabling the authority to understand the make-up of the workforce and the council will use this information to inform and review policies and procedures to ensure that they are relevant and/or take positive action when required.
15. The Equality Act 2010 requires employers to collect data on religion and belief as one of the protected characteristics both in relation to service users and employees. The council recognises that this may be regarded as sensitive data by some employees and work is currently being carried out to ensure that the organisation is culturally ready to include monitoring of this protected characteristic. Corporate guidance to all departments on collecting and monitoring data is currently being prepared.
16. All monitoring information is collected on a voluntary basis only and reflects 'headline' figures so that individuals cannot be identified.

### **Declaring your religion or belief**

17. As the Council does not currently carry out monitoring in relation to religion or belief there is no formal declaration process in relation to this protected characteristic.
18. You can declare your religion or belief to your manager at any time. This will be particularly relevant if you are requesting any of the support outlined in this document. Your manager is required to treat your personal information confidentially in line with data protection requirements.

### **Religion and belief and HR policies and procedures**

19. Issues relating to your religion and belief may arise during recruitment or at any time during your employment and you should raise any requests or concerns with the recruitment manager or your line manager if you are an existing employee in the first instance.
20. Your manager should give careful consideration to requests or concerns which you raise in relation to your religion or belief and whether steps can be taken to ensure that you are not placed at a disadvantage, directly or indirectly. This includes giving consideration as to whether any existing policies, procedures or rules may be placing you at disadvantage (indirectly discriminating against you). This will need to be balanced against issues such as service delivery and whether other employees are placed at a disadvantage as a result of your request or concern and that any proposed steps do not set a precedent or establish a practice that could affect the organisation.
21. Your manager will need to consider whether existing policies, procedures or rules are justified and proportionate in the circumstances and whether there is an alternative solution which reduces any disadvantage which may exist. Your manager should seek further advice where necessary from their HR Advisor or the HR Equality and Diversity Partner.

### **Recruitment and Selection**

22. The recruiting manager must ensure that they carefully follow the council's recruitment policy and procedure together with the guide to recruitment – Equality Act 2010 update. These provide the recruiting manager with a fair and equitable process for recruiting to vacancies in the council which all managers are required to follow.
23. If you have been offered an interview and the date and time conflicts with a [religious or secular date](#), prayer time or event (as specified by your religion or belief) which affects your ability to attend the interview,

you should let the manager responsible for recruitment of the post know. The manager should consider any request for flexibility in these circumstances in relation to religion or belief and agree to these where it is reasonable and operationally possible to do so.

24. Occupational requirements – it may be lawful, in very rare circumstances under the Equality Act 2010 to specify that a job applicant needs to have particular religion or belief for a particular job role (e.g. they might specify that applicants must be Muslim). Where a post meets the criteria for an occupational requirement this will be stated in the advert. Recruiting managers must seek further advice from their HR Advisor before seeking to apply an occupational requirement.
25. Positive action may be used in relation to recruitment and promotion on a case by case basis to address under-represented groups in the workforce; including in relation to religion and belief. Positive action can also encourage declaration, demonstrates good practice and raises the awareness of colleagues. Recruiting managers must seek further advice from their HR Advisor before seeking to apply positive action.

#### Induction

26. As for all employees a fully accessible induction programme should be provided. This should also include ensuring that any support and equipment which has been identified is in place where appropriate. E-learning modules are available as part of the corporate online induction package which includes an equality and diversity module. These packages can also be made available to existing employees. For further details please contact the [corporate learning and development team](#).

#### Terms and conditions of employment

27. In line with the equality and diversity policy and procedure all terms and conditions of employment should be applied fairly and equitably to you. These are set out in your statement of particulars and further details on individual terms and conditions and how these are applied can be found on HR Direct.

#### Training and development

28. Access to training and development will be related to the needs of the job and section/department, the available resources and by an assessment of the employee's needs. Your manager will identify your training needs including any support needs in consultation with you and you are also able to make requests for training either through

supervision, appraisal or informally or, where appropriate, through the formal time to train policy.

29. If you are concerned that you are facing barriers to training as a result of your religion or belief you should raise your concerns directly with your line manager. Barriers may include the date and time of the training, content or dietary requirements or another factor relating to your religion or belief. Your line manager (in conjunction with the training provider where appropriate) should consider whether it is possible and reasonable to make an adjustment to resolve the issue and take the appropriate action to implement this.
30. Trainers are responsible for checking whether course delegates require any adjustments in the terms of the delivery of the course including content of course, presentation/training methods, venue and facilities and support needs. Timing of courses should also be considered at the planning stage to minimise potential exclusion.
31. Trainers and managers should also be aware and give consideration to the potential concerns for some employees of the use of religious venues and use neutral venues where possible.
32. Positive action may be considered in relation to training on a case by case basis to address disadvantage or under-representation or to meet the particular needs of those who share a protected characteristic.

#### Becoming involved in key HR policies and procedures

33. Written policies and procedures exist to ensure that there is a fair and equitable process for managing all key HR issues such as grievance, disciplinary, work performance, absences and circumstances which involve an employee leaving the council.
34. Your manager should ensure that you are not discriminated on the grounds of religion and belief in terms of the operation of any HR policy and procedure and any final decision.
35. If you are involved in being managed under one of the key HR policies and procedures, and feel that you are facing possible barriers to fairness and equity in the process, in relation to your religion or belief, you should raise this with your line manager. Your manager or the manager involved in the process will give careful consideration to any possible support or adjustments as appropriate e.g. in relation to timing of meetings etc.
36. If you feel that you have experienced discrimination in terms of the operation or outcome of an HR policy and procedure and wish to raise

a complaint about this you should follow the section on complaints below.

### **Religion or belief and the equality and diversity policy and procedure**

37. Your religion or belief may involve you holding specific views about the protected characteristics of other employees or service users. You should be aware that you are required to adhere to the council's equality and diversity policy and procedure at all times in relation to the protected characteristics of others and are required not to manifest your religion or belief in a way that discriminates against other employees or service users or otherwise causes offence or disruption.
38. If you are required to perform specific tasks as part of your job which conflict with your religion or belief you should raise these with your line manager, who will consider whether it is possible and reasonable to respond to your concerns, for example, whether it is possible and reasonable to excuse you from a particular task. However, your manager will need to ensure that any requests do not conflict with the equality and diversity policy and procedure (i.e. the concern should not relate to the protected characteristics of others or discriminate against them in anyway).
39. Your manager will also need to ensure that any changes do not have a disadvantage on other employees, service users or the service itself and do not set a precedent or establish a practice that could affect the organisation.
40. For further advice contact your [HR advisor](#)

#### **Policies which provide flexibility**

41. There are also a number of policies and procedures aimed at providing you with the opportunity to request flexibility at work which can also assist with improving access to the workplace. Further information is available in the [equality and diversity policy and procedure](#) and [flexible working policies](#)
42. Your manager will also need to take into account circumstances where you are making a request for flexible working arrangements in connection with someone associated with you, who has a protected characteristic e.g. requesting reduced hours to care for a disabled parent or partner.

#### **Time off (annual leave) or flexible working requests**

43. If you make a request for flexibility or time off (annual leave) to attend religious or belief ceremonies, special festivals, spiritual observance



days (see [key multi-faith dates](#)) or extended bereavement arrangement due to your religion, your manager should give sympathetic consideration to your request where it is reasonable, balancing the needs of the service and those of other employees.

44. Where possible you should give your manager as much notice as possible when requesting leave and in doing so should also consider that there may be a number of colleagues who would like leave at the same time. In some cases religious or belief festivals are aligned with lunar phases and therefore dates change from year to year; the dates for some festivals do not become clear until quite close to the actual day. Your manager should try to resolve requests for leave which overlap with other colleagues through discussion and flexibility.
45. Although the Equality Act does not state that employers must provide time off for religious or belief observance in the workplace, managers should carefully consider whether their decisions and criteria for deciding who should and should not be granted leave are not directly or indirectly discriminatory.
46. All requests for annual leave should be made in accordance with the [annual leave policy](#).

#### Breaks for prayer

47. If your religion or belief requires you to pray at specific times during the day you may make a request to your manager for a break at these times. Your manager should give consideration to your request and whether it is reasonable and practical balancing the needs of the service and other employees. Any time taken for breaks will be unpaid and should be deducted from flexi-time. Alternatively you may choose to request a more fixed flexible working arrangement under the [ways of working policy and procedure](#).

#### **Other consideration specific to religion and belief**

##### Prayer rooms

48. You may request access to an appropriate quiet place to undertake prayer and storage space for ceremonial objects, if this is a ritual requirement of your religion. Your manager will give consideration as to whether this is possible.
49. Your manager does not have to provide a room for prayer if this is not available or would cause disruption to other employees or the needs of the service. It is good practice for managers to consult all affected employees about potentially converting a room into a prayer room and the rules for use of the room, to ensure that others are not placed at a

disadvantage. However, managers will try to meet requests and consult with employees to help them meet the ritual requirements of their religion where possible.

### Dietary requirements

50. If you have special dietary requirements related to your religion or belief which you feel are currently not being catered for you should raise these with your manager who will where possible, work with you and other colleagues affected to see whether it is possible to find a practical solution to your concern.
51. Considerations relating to dietary requirements might include:
- Storage and heating of food bought in to the workplace – e.g. this could relate to concerns over contact with meat.
  - Handling of certain foods.
  - Catering for training or other events – specific food relating to different religions or belief do not have to be provided if it is not proportionate to do so but some appropriate food should be available (e.g. vegetarian) to avoid placing employees at a disadvantage.
  - Work-related occasions (including social gatherings related to work) – to be aware that some employees may not drink alcohol due to their religion or belief and ensure that non-alcoholic alternatives are available. Some staff may also begin to feel excluded and may miss out on networking opportunities, if all social events are centred on alcohol and it may be helpful to vary the focus of social activities. Managers should consult with their team regularly to ensure no one is feeling excluded.

Example: An employee who, for religious reasons, is vegetarian felt unable to store her lunch in a refrigerator next to the meat sandwiches belonging to a colleague. Following consultation with the staff and their representatives, the organisation introduced a policy by which all food must be stored in sealed containers and shelves were separately designated 'meat' and 'vegetarian'. This arrangement met the needs of all staff at no cost to the employer.

### Fasting

52. If your religion requires you to fast for extended periods and you require support, you may wish to discuss this with your manager. Your manager will need to give any request consideration but will need to ensure that they do not place any unreasonable extra burdens on other employees or are detrimental to the service.

## Dress

53. In some areas of the organisation employees may be required to wear uniform or have a dress policy. Legitimate aims for this might relate to health and safety, security or projecting the Council's professional image.
54. If you are required to wear uniform or there is a dress policy and your religion or belief involves you wearing specific items of clothes, jewellery or markings which are traditional within your religion or belief you can raise this with your manager to discuss whether there can be any flexibility.
55. If you are not required to wear uniform or subject to a dress policy in your role, you will be allowed to wear specific items of clothes, jewellery or markings which are traditional within your religion or belief unless there is a legitimate reason as outlined above, which your manager will inform you of. This might include the wearing of: kanthi mala (worn by some hindu men as an indication of their faith), hijabs (head covering worn by some muslim women), a cross (worn by some christians), a bindi sindoor (a body marking, red spot on the forehead). Please note these are examples only and are not an exhaustive list.
56. Your managers should give consideration to the nature of your request in the context of the legitimate aims (as above) of any dress rules and whether these are justified and proportionate. They should also consider the impact of dress upon your ability to do your job.

## Modesty

57. There are some religions or beliefs which require individuals to behave with modesty and this may be interpreted in different ways. Where your manager is aware of your religion or belief and the requirement for modesty they should give consideration to whether any policies and practices disadvantage you in respect of this and make adjustments where this is reasonable and appropriate.
58. If your manager is not aware of your religion or belief and you do require adjustments for reasons of modesty in connection with your religion or belief you should raise a request directly with your line manager who will give consideration to your request as above.
59. Some activities which may be considered immodest include:
  - shaking hands with a member of the opposite sex;
  - being alone in a room with a member of the opposite sex;
  - undergoing a security search, even if it is conducted by a member of the same sex;

- showering or changing clothes in the company of others
- having a photograph taken
- dressing in a particular way (see section above)

#### Religious symbols

60. If you feel strongly about having a symbol of your religion or belief on your desk or displayed with you while you are driving a council vehicle etc. you should discuss this with your manager. Your manager will need to consider issues such as the size, visibility and impact of the symbol on the working environment, the needs of the service and on other employees or service users.
61. If you are a hotdesk user you will need to also comply with the rules relating to hotdesking and ensure that they are cleared of personal objects at the end of your work session.

#### Raising a concern/making a complaint

62. If you have a concern or complaint relating to the support provided under this policy and procedure you should refer the matter to your line manager in the first instance. If the concern or complaint relates to your line manager you should refer the matter to your line manager's manager.
63. If, after raising the matter with your line manager or their line manager, the matter remains unresolved you are able to consider raising the issue under the [grievance policy and procedure](#) or [dignity at work policy and procedure](#) as appropriate.
64. Further information about unacceptable behaviour is set out in the [equality and diversity policy and procedure](#).

#### The Equality Act 2010

65. Religion and belief discrimination extends to all types of discrimination as set out in the equalities and diversity policy and procedure which in summary includes:
- direct discrimination where someone is treated less favourably than another person because of a protected characteristic they have or are thought to have (see perception discrimination below) or because they are associated with someone with a protected characteristic (see association discrimination below).
  - association discrimination where someone is associated with someone with a protected characteristic (e.g. a child, parent or partner)

- perception discrimination where someone is perceived to have a protected characteristic but does not actually possess it.
- indirect discrimination where a particular rule, practice or requirement disadvantages people who share a protected characteristic unless this can be justified
- harassment is extended to protect those who witness harassment of others and find it offensive including third party harassment.
- victimisation where someone is treated badly because they have made/supported a complaint or grievance under the Act.

## **Roles and responsibilities**

### **Line manager responsibilities....**

66. To ensure that all employees are managed fairly and consistently in line with the principles outlined within this policy and specifically:
67. To carry out recruitment and selection in accordance with the current policy and guidance and to ensure that prospective employees are also treated fairly and consistently in line with the principles outlined within this policy.
68. To ensure that employees receive an appropriate and fully accessible induction including information about policies, practices and procedures when they start a new post and that they continue to be informed and updated about changes to these.
69. To apply all other employment related policies and procedures and terms and conditions of employment fairly and consistently.
70. To ensure that supervision, appraisal and learning development plans for employees take full account of Wiltshire's commitment to equality and diversity as set out in this policy and procedure.
71. To ensure that equality and diversity is fully integrated into any training and development that is commissioned and delivered for employees.
72. To give careful consideration to any requests made in accordance with this policy and procedure where these do not conflict with the equality and diversity policy and procedure, needs of other employees or service users or the needs of the service.
73. To challenge discrimination and unfair treatment in the workplace and ensure that it is dealt with appropriately and where necessary under the dignity at work/disciplinary policy and procedure.

74. To ensure that contractors, sub-contractors, consultants, agency workers, volunteers and staff seconded from other organisations are also managed fairly and consistently in line with the principles outlined within this policy and are made aware of the equality and diversity policy and procedure including the religion and belief in the workplace policy and procedure and how they must and must not behave at work while they are working for you.
75. To provide support to any employee who is the subject of unlawful or unacceptable discrimination in the course of his/her employment.
76. To be mindful and take action to avoid all forms of discrimination as set out in this policy and procedure and the equality and diversity policy and procedure to ensure that equal rights and opportunities are provided to all.
77. To undertake Equality Impact Assessments for policy, procedure and practice where appropriate.

#### **Employee Responsibilities....**

78. To treat colleagues, managers, councillors, service users and members of the public with dignity and respect, in accordance with the principles set out in this policy and procedure and in the [council's equality and diversity policy and procedure](#), the [dignity at work policy](#) and the [code of conduct policy](#) and specifically:
  - to embrace a culture which provides supportive and positive working relationships and behaviour which underpins the council's vision, values and belief.
  - to be mindful of and take action to avoid becoming involved in any form of discrimination as set out in the policies and procedures outlined above regardless of your own religion or belief.
  - not to aid or collude in circumstances where colleagues, managers, councillors, service users and members of the public are treated in a manner which contravenes the policies and procedures outlined above and to report any such instances.
  - to make colleagues aware if their conduct or behaviour is inappropriate and to report this to your manager.
  - provide support to someone who is subject to such conduct or behaviour
  - to promote good community and workplace relations to foster and encourage an atmosphere of tolerance and support so that there is no place for behaviours which would negatively impact upon the community or workplace.
  - to ensure that you do not preach to other employees and service users who hold a different belief or no belief (this may in some

circumstances constitute harassment). This includes all forms of communications including verbal, leaflets, posters or in any other format.

### **HR responsibilities**

79. HR has an overall responsibility for the reviewing, updating and monitoring of this policy and procedure and specifically to: make available to employees its written policies, practices and procedures on equality and diversity and anti-discriminatory practice in employment through HR direct online.
- send the equality and diversity policy and procedure to all new employees.
  - inform new employees of its policies, practices and procedures during induction training.
  - inform all employees of changes to, and developments of its policies, practices and procedures.
  - provide advice and support and training to managers in relation to equality and diversity issues and issues relating to breaches of the policy and procedure.
  - to carry out equality impact assessments for all HR policies and procedures

### **Frequently asked questions**

**80. Can my manager ask me what my religion or belief is?**

Your manager does not have an automatic right to ask you about your religion or belief but if you are making a request for support under this policy and procedure including workplace adjustments your manager is entitled to establish reasonable information about your religion or belief to base their decision on.

**81. Can I refuse to work with a particular employees/service users on the basis of my religion or belief?**

No, the intention of the Equality Act 2010 is to protect people from discrimination and not to facilitate it. All employees are required to comply with the Council's equality and diversity policy and procedure and this policy and procedure at all times.

For example: a Christian registrar feels that she cannot reconcile her Christian beliefs with same sex marriages and requests that she is not involved in civil partnership ceremonies. The manager needs to take account of the employee's personal religious beliefs but equally needs to consider the rights of single sex couples to civil partnership

ceremonies. It is important that the manager does not allow the rights of one group to trump the rights of another as this could support discrimination. The employee is therefore unable to request this type of adjustment as it would be contrary to the council's ethos and equality and diversity policy and procedure.

**82. I do not have a religion or belief. What is my position?**

You are also protected against discrimination and are expected to comply with this policy and procedure. Your manager will need to take into account whether you or any other employee are placed at a disadvantage in relation to any requests others may make in accordance with this policy and procedure.

**83. What is my position if I want to apply for a job which includes a working on a regular day which I feel is in conflict with my religion/belief (eg working a Sunday, Saturday) or alternatively my usual pattern of work in my current job is changed so that I am required to work on this religious/belief day due to re-organisation?**

If you are applying for a job which includes working on a regular day (or part of a day) that is in conflict with your religion/belief you can make a request to the recruiting manager to find out whether it is possible to work an alternative working pattern in this job. The recruiting manager will consider whether your request can be accommodated in the context of the needs and delivery of the service and shall confirm this with you. If your request is turned down you will need to consider whether you wish to continue with your application for the post.

If you are currently in a post and there is a proposed change to your working pattern your manager should consult you about this. As part of the consultation you should inform your manager of any potential conflict relating to religion and belief, in terms of proposed change to your working pattern. Your manager will look at your request in the light of the needs and delivery of the service, including requests from other employees, with a view to accommodating your request where possible. If your request can not be accommodated your manager will explore alternatives with you. This may include seeking re-deployment where this is appropriate and available.

Further advice about procedures in these circumstances is available to managers from their HR Advisor.

**Definitions**



Diversity – is about recognising, valuing and taking account of people’s different backgrounds, knowledge, skills and experiences, and encouraging and using those differences to create a productive and effective workforce.

Protected characteristics – is a group which is protected from discrimination under the Equality Act 2010 and includes age; disability, gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

Positive action – these are voluntary measures which an employer may consider to improve equality for people who share a protected characteristic. Positive action is not the same as positive discrimination which is unlawful.

### **Equality Impact Assessment**

This policy has been Equality Impact Assessed (link to EIA for policy) to identify opportunities to promote equality and mitigate any negative or adverse impacts on particular groups.

### **Legislation**

[The Equality Act 2010](#). This policy and procedure reflects the first parts of the implementation of the Equality Act in October 2010 and April 2011. A number of provisions from the Act are still subject to consideration by the [Government Equalities Office \(GEO\)](#).

The council will also have due regard to the relevant codes of employment practice issued by the [Equality and Human Rights Commission](#).

### **Advice and guidance**

If you require help in accessing or understanding this policy you should contact your line manager or trade union representative if you are a member.

If, due to the nature of your query, it is not appropriate to contact your line manager you should contact your head of service who will nominate an appropriate manager or colleague to help you.

### **Further information**

There are a number of related policies and procedures that you should be aware of including:

- [equality and diversity](#)
- [disability support in the workplace](#)
- [dignity at work](#)
- [recruitment](#)

- [code of conduct](#)
- [whistleblowing](#)
- [grievance](#)
- [time to train](#)
- [sickness absence management](#)
- [disciplinary](#)
- [improving work performance](#)
- [computer email and internet](#)
- [annual leave](#)
- [flexible working](#)

For further information please speak to your supervisor, manager, service director or contact an [HR advisor](#).

Policy author	HR Policy and Reward Team – (Initials)
Policy implemented	DD-MM-YYYY
Policy last updated	DD-MM-YYYY