

GUIDANCE

What equality law means for you as an employer: training, development, promotion and transfer

Equality Act 2010
Guidance for employers
Vol. 4 of 7

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Introduction

This guide is one of a series written by the Equality and Human Rights Commission to explain what you must do to meet the requirements of equality law. These guides support the introduction of the Equality Act 2010. This Act brings together lots of different equality laws, many of which we have had for a long time. By doing this, the Act makes equality law simpler and easier to understand.

There are seven guides giving advice on your responsibilities under equality law as someone who has other people working for you whether they are employees or in another legal relationship to you. The guides look at the following work situations:

1. When you recruit someone to work for you
2. Working hours and time off
3. Pay and benefits
4. Career development – training, development, promotion and transfer
5. Managing people
6. Dismissal, redundancy, retirement and after someone's left
7. Good practice: equality policies, equality training and monitoring

Other guides and alternative formats

We have also produced:

- A separate series of guides which explain what equality law means for you if you are providing services, carrying out public functions or running an association.
- Different guides for individual people who are working or using services and who want to know their rights to equality.

If you require this guide in an alternative format and/or language please contact us to discuss your needs. Contact details are available at the end of the publication.

The legal status of this guidance

This guidance applies to England, Scotland and Wales. It has been aligned with the Codes of Practice on Employment and on Equal Pay. Following this guidance should have the same effect as following the Codes and may help you avoid an adverse decision by a court or Employment Tribunal in proceedings brought under the Equality Act 2010.

This guide is based on equality law as it is at 6 April 2014. Any future changes in the law will be reflected in further editions.

1 | What equality law means for you as an employer: training, development, promotion and transfer

What's in this guide

If you are an employer, and you are making a decision, or taking action following a decision, about:

- improving your workers' skills, or
- promoting or transferring them to another job or role in your organisation, equality law applies to you.

Equality law applies:

- whatever the size of your organisation
- whatever sector you work in
- whether you have one worker or ten or hundreds or thousands
- whether or not you use any formal processes or forms to help you make decisions
- whether any training your workers get is carried out by you or by someone else.

This guide tells you how you can avoid all the different types of unlawful discrimination. It recognises that smaller and larger employers may operate with different levels of formality, but makes it clear how equality law applies to everyone, and what this means for the way you (and anyone who already works for you) must do things.

It covers the following situations and subjects (we explain what any unusual words mean as we go along):

- When you are offering training and development opportunities
- When you are making decisions relating to promotion and transfer
- Making sure disabled people do not miss out on training, development, promotion or transfer opportunities because of unlawful discrimination
- Voluntary positive action in training and promotion.

What else is in this guide

This guide also contains the following sections, which are similar in each guide in the series, and contain information you are likely to need to understand what we tell you about making decisions about training and development, promotions and transfers:

- Information about when you are responsible for what other people do, such as your employees.
- Information about making reasonable adjustments to remove **barriers** for disabled people who work for you or apply for a job with you.
- A Glossary containing a list of words and key ideas you need to understand this guide – all words highlighted in **bold** are in this list. They are highlighted the first time they are used in each section and sometimes on subsequent occasions.
- Advice on what to do if someone says they've been discriminated against.
- Information on where to find more advice and support.

Throughout the text, we give you some ideas on what you can do if you want to follow equality good practice. While good practice may mean doing more than equality law says you must do, many employers find it useful in recruiting talented people to their workforce and managing them well so they want to stay, which can save you money in the long run. Sometimes equality law itself doesn't tell you exactly how to do what it says you must do, and you can use our good practice tips to help you.

Making sure you know what equality law says you must do as an employer

Are you an employer?

This guide calls you an **employer** if you are the person making decisions about what happens in a work situation. Most situations are covered, even if you don't give your worker a written contract of employment or if they are a **contract worker** rather than a **worker** directly employed by you. Other types of worker such as trainees, apprentices and business partners are also covered. Sometimes, equality law only applies to particular types of worker, such as employees, and we make it clear if this is the case.

Protected characteristics

Make sure you know what is meant by:

- **age**
- **disability**
- **gender reassignment**
- **marriage and civil partnership**
- **pregnancy and maternity**
- **race**
- **religion or belief**
- **sex**
- **sexual orientation.**

These are known as **protected characteristics**.

What is unlawful discrimination?

Unlawful discrimination can take a number of different forms:

- You must not treat a worker worse than another worker because of a protected characteristic (this is called **direct discrimination**).

For example: An employer does not consider someone to be suitable for a promotion just because they are a disabled person.

- In the case of women who are **pregnant** or on **maternity leave**, the test is not whether the woman is treated worse than someone else, but whether she is treated **unfavourably** from the time she tells you she is pregnant to the end of her maternity leave (equality law calls this the **protected period**) because of her pregnancy or a related illness or because of maternity leave.
- You must not do something which has (or would have) a worse impact on a worker and on other people who share a particular protected characteristic than on people who do not have the same characteristic. Unless you can show that what you have done, or intend to do, is **objectively justified**, this will be **indirect discrimination**. 'Doing something' can include making a decision, or applying a rule or way of doing things.

For example: An employer only allows workers who work full-time to apply for promotion. This has a worse impact on women workers, who are more likely to work part-time. Unless the employer can **objectively justify** the requirement to work full-time, this is very likely to be indirect discrimination because of sex.

- You must not treat a disabled worker **unfavourably** because of something connected to their disability where you cannot show that what you are doing is **objectively justified**. This only applies if you know or could reasonably have been expected to know that the worker is a disabled person. The required knowledge is of the facts of the worker's disability but an employer does not also need to realise that those particular facts are likely to meet the legal definition of disability. This is called **discrimination arising from disability**.

For example: An employer who runs a fashion store turns down a worker who is a disabled person for a promotion to a customer-facing role, even though she is well-qualified for the job. The worker is a person of restricted growth and very few of the clothes the store sells fit her, which means she could not meet the requirement the employer has that shop staff should wear the clothes the store sells. The worker has been treated unfavourably (not getting the promotion) because of something arising from her disability (that she cannot wear standard sized clothing). This is almost certainly discrimination arising from disability unless the employer can objectively justify the requirement to wear particular clothes. This may also be a failure to make a reasonable adjustment.

- You must not treat a worker worse than another worker because they are **associated with** a person who has a protected characteristic.

For example: An employer does not ask a worker if they would like to go on a training course because they know the worker has a disabled partner who they assist in day-to-day tasks like washing and dressing. The employer assumes the worker would not want to be away from home for a longer than usual working day, which is what the training would involve. However, the worker should still be asked if they want to go on the course. Instead, they have been excluded from this opportunity. This is very likely to be direct discrimination because they are associated with a person with a disability.

- You must not treat a worker worse than another worker because you incorrectly think they have a protected characteristic (**perception**).

For example: An employer does not offer a worker a chance of a promotion because they think the worker is gay, even though they are not, and they do not think other workers would like to be managed by them. This is likely to be direct discrimination because of sexual orientation.

You must not treat a worker badly or **victimise** them because they have complained about discrimination or helped someone else complain or have done anything to uphold their own or someone else's equality law rights.

For example: An employer does not offer a worker training. This is because last year the worker supported a colleague in a complaint that she had been harassed at work. If the reason for the failure to give the worker the training opportunity is the help the worker gave to their colleague, this is victimisation.

- You must not **harass** a worker.

For example: An employer makes someone who is being interviewed for promotion feel humiliated by telling jokes about their religion or belief during the interview.

- In addition, to make sure that a disabled worker has the same access, as far as is reasonable, to everything that is involved in doing a job as a non-disabled worker, you must make **reasonable adjustments**.

For example: A suitably qualified and experienced disabled worker who has an impairment which affects their hand and arm mobility is promoted to a position where they need to word process documents. Their employer provides them with assistive technology to help with this part of the role. While they are waiting for the technology to be installed, the employer arranges for a temporary audio typist to assist them instead.

You can read more about making reasonable adjustments to remove **barriers** for disabled people in [Chapter 4](#).

We also highlight issues that are especially relevant in relation to training, developing, promoting or transferring a disabled person later in this guide.

You must not discriminate against or harass or victimise a person in the ways described above even after your employment relationship with them ends if what you are doing arises out of and is closely connected to the employment relationship that you had with them.

For example: An employee is turned down for a promotion by his manager. The employee believes this was because of his religion and brings a claim for religion or belief discrimination against his employer at the Employment Tribunal. After the employee leaves that job he asks the employer to provide a reference for him for a new employer. The old employer provides a bad reference because the worker made a claim of religion or belief discrimination. This will be unlawful victimisation by the old employer.

Situations where equality law is different

Sometimes there are situations where equality law applies differently. This guide refers to these as **exceptions**.

There are several exceptions which relate to training, development, promotion and transfer which apply to all employers.

There are others that only apply to particular types of employer.

This guide lists the exceptions that apply to the situations it covers. There are more exceptions which apply in other situations, for example, when you are selecting someone for redundancy. These are explained in the relevant guide in the series.

In addition to these exceptions, equality law allows you to:

- Treat disabled people better than non-disabled people.
- Use voluntary **positive action**. You can read more about positive action in relation to training and promotion later in this guide.

Age

Age is different from other protected characteristics. If you can show that it is **objectively justified**, you can make a decision based on someone's age, even if this would otherwise be direct discrimination.

However, there are only limited situations in which direct age discrimination will be objectively justified.

Be careful not to use stereotypes about a person's age to make a judgement about their fitness or ability to do a job.

For example:

- An employer rejects an application for a promotion by a 25-year-old worker because they are younger than the people they would be managing.
- An employer refuses to provide training to workers over 50 because the employer believes they are likely to be too set in their ways.

Both of these employers would have unlawfully directly discriminated against their workers because of age unless they can objectively justify what they have done, which is highly unlikely.

To show that something is **objectively justified**, you must be able to show that there is a good reason for doing what you are doing and that what you are doing is **proportionate**.

The test is not quite the same as for **indirect discrimination**. This is because for indirect discrimination you are allowed to rely on any reason for wanting to make a decision or apply a rule provided it represents a real objective consideration and it is **proportionate**.

When what you are doing is **direct** age discrimination you are only allowed to rely on a limited number of reasons. These are generally those that would be in the wider public interest, like promoting access to employment for younger people, or preserving the dignity of older workers as opposed to reasons particular to your business. Even if you have a good reason, your actions must still be **proportionate**.

Since the abolition of the default retirement age of 65 in 2011, employers seeking to impose a retirement age for their employees must now objectively justify their decision to do so. You can find advice on managing retirement in our guidance on *What equality law means for you as an employer: dismissal, redundancy, retirement and after a worker has left*.

Provided access to training or another opportunity counts as a benefit (so that it is treated like pay), you may be allowed to offer workers different access to training based on how long they have worked for you, even though this would otherwise be indirect discrimination (because younger workers are likely to find it harder to get the better benefits as they will have been at work for a shorter time).

For length of service up to five years, you do not have to justify differences at all.

For example: An employer runs an extra course to help workers with three to five years' service think about promotion opportunities. Workers with only one or two years' service do not get the opportunity to attend this.

Length of service can be worked out in one of two ways:

- by the length of time someone has been working for you at or above a particular level, or
- by the length of time someone has been working for you in total.

If you use length of service of more than five years to award or increase a benefit, this falls outside the exception.

There is a further difference: you may still be able to use length of service to set benefits (including training) after workers have been with you for more than five years if you reasonably believe that using length of service in this way fulfils a business need. You may believe it rewards higher levels of experience, encourages loyalty, or increases or maintains workers' motivation.

This is a less difficult test than the general test for **objective justification** for indirect discrimination. However, you must still have evidence on which to base your belief.

Examples of the sort of evidence you could use include:

- monitoring
- staff surveys
- individual or group discussions with staff.

Occupational requirements

If you can show that a particular protected characteristic is central to a particular job, you can usually insist that only someone who has that particular protected characteristic is suitable for the job, including for promotion or transfer. This would be an '**occupational requirement**'.

For example: An organisation promoting the interests of transsexual people may want to say that its chief executive, who represents it to the outside world, should be a transsexual person. This would probably be a genuine occupational requirement because only someone from the group whose interests are being promoted can explain the issues first-hand.

Obeying another law

You can usually take into account a protected characteristic where not doing this would mean you broke another law.

For example: A driving school cannot promote a 19-year-old administrator to a job as a driving instructor even after suitable training because a driving instructor must be aged at least 21.

National security

You can take a person's protected characteristic into account if there is a need to safeguard **national security**, and the discrimination is **proportionate**.

Exceptions that only apply to some employers

There are also exceptions that only apply to some employers:

- If you are a **religion or belief organisation**, you may be able to say that a job requires a person doing the job to hold a particular religion or belief if, having regard to the nature or context of the job, this is an occupational requirement and it is **objectively justified** (that is, a proportionate means of achieving a legitimate aim). This includes on promotion or transfer.

For example: A Humanist organisation wants to promote an internal candidate as its chief executive. It may well be able to say that the chief executive must be a Humanist and exclude applicants who are not.

- If a job is for the purposes of an organised religion, you may be able to say that a job or role requires a person to have or not have a particular protected characteristic or to behave or not behave in a particular way. This includes on promotion or transfer, and can also apply to training opportunities.

If:

- a job or role exists for the purposes of an organised religion, such as being a Minister or otherwise promoting or representing the religion, and

because of the nature or context of the employment, it is necessary to avoid conflict with the strongly held religious convictions of a significant number of the religion's followers or to conform to the doctrines of the religion by applying a requirement to the job or role, you may be able to refuse to train, promote or transfer a person because:

- they are male or female
- they are a transsexual person

- they are married or in a civil partnership, including taking into account who they are married to or in a civil partnership with (such as someone who marries a divorced person whose former spouse is still alive)
- they manifest a particular sexual orientation, for example, a gay or lesbian or bisexual person who is in a relationship with a same-sex partner.

The requirement must be crucial to the job or role, and not merely one of several important factors. The job or role must be closely related to the purposes of the religion, and the application of the requirement must be **proportionate**.

- If you are an **employment service provider**, you may be able to say that a person must have a particular protected characteristic to do **vocational training**, if the training leads to work for which having that characteristic is an **occupational requirement**.
- If you are an **educational establishment** like a school or college, you may be able to say that someone has to be of a particular religion or belief, or must be a woman, to hold a particular post, including on promotion or transfer.
- If you are promoting or transferring someone within the civil, diplomatic, armed or security and intelligence services and some other public bodies, you can specify what nationality a person has to be.
- If you are promoting or transferring people who are serving in the **armed forces**, you may be able to exclude women and transsexual people if this is a proportionate way to ensure the combat effectiveness of the armed forces. In addition, age and disability are, in effect, not protected characteristics for service in the armed forces.

There are more details of these exceptions in the *Glossary*.

Good practice tips: using exceptions

If someone disagrees with you and brings an Employment Tribunal claim, you may need to show why you thought an exception applied. When you're making the decision:

- Look at the exceptions to see if they might apply to your situation or organisation.
- If you decide an exception does apply, keep a note of why you decided this.
- Tell people which exception you are using, for example, through any information you give staff about the training, development, promotion or transfer.

Treating disabled people better than non-disabled people

Equality law allows you to treat a disabled worker better – or **more favourably** – than a non-disabled worker. This can be done even if the disabled worker is not at a specific disadvantage because of their disability in the particular situation. The reason the law was designed this way is to recognise that in general disabled people face a lot of **barriers** to participating in work and other activities.

For example: An employer has a policy of shortlisting and interviewing all disabled applicants who meet the minimum requirements for a job on promotion. The law would allow this. It would not be unlawful discrimination against a non-disabled applicant who also meets the minimum requirements but is not shortlisted because there are better-qualified candidates.

What's next in this guide

The next part of this guide gives you more detail about how you can avoid all the different types of unlawful discrimination in the following situations:

- When you are offering training and development opportunities
- When you are making decisions relating to promotion or transfer opportunities
- Making sure disabled people do not miss out on training, development, promotion or transfer opportunities through unlawful discrimination
- Voluntary positive action in training and promotion

Avoiding unlawful discrimination when you are offering training and development opportunities

Training is usually aimed at improving someone's skills or knowledge or raising awareness of an issue, for example, of what equality law means for how workers behave towards one another.

As an employer, you can generally decide whether to offer training and, if you do offer it, who needs it. But if you do offer opportunities for training or development, you must do this without unlawful discrimination.

Use the information earlier in this guide to make sure you know what equality law says you must do as an employer to avoid unlawful discrimination.

Training and development opportunities can be delivered in-house or by external providers. They can happen face-to-face, online, in groups or one-to-one. They can include the following:

- learning 'on the job'
- coaching
- e-learning
- workshops
- induction programmes
- job shadowing
- mentoring
- networking and seminars
- formal classes on day release or out of working hours
- project work
- 'buddying'
- secondments and sabbaticals.

If you make assumptions on the basis of a person's protected characteristics about their ability to take part in training or the benefits they will gain, this may lead to unlawful discrimination.

For example:

- Don't assume that women are not interested in training or development because they have children and domestic responsibilities. If you act on this assumption, it would probably be direct discrimination because of sex.
- If a worker is older, don't assume that they will not want to continue to learn and develop. Or that younger workers will quickly move on and any investment in their training will be wasted.
- Don't make assumptions about disabled people's ability to take part in training or the benefits they will gain. Discuss training with a disabled worker and find out whether they need reasonable adjustments to participate fully.

You may need to offer training flexibly or to make changes to the timing, style and location of training to avoid unlawful discrimination, particularly indirect discrimination (if you cannot **objectively justify** what you are doing) or a failure to make reasonable adjustments.

For example:

- An employer only offers one chance to do a training course which is on a Friday in winter starting at 8.30am and finishing at 5.00pm, by which time it is dark. Unless the employer can objectively justify only offering this one chance on that particular day, this may be indirect discrimination against women (who are more likely to work flexibly) and Jewish people (who may need to have finished work before dark to observe the Sabbath).
- An employer uses computer-based training. They should not assume everyone will be able to use a computer without checking this first. Some disabled workers may not be able to use a computer without reasonable adjustments.
- An employer does not check that an external training venue is accessible to a worker who has a mobility impairment. When the worker, who uses two sticks to walk with, arrives, they cannot access the training room, which is up two flights of stairs with no lift. It is likely that offering the training at an accessible location would have been a reasonable adjustment.

Access to some opportunities, including training, may count as a benefit. This means they are treated in the same way as pay. You can read more about what this means in the Equality and Human Rights Commission guide: *What equality law means for you as an employer: pay and benefits*.

Training and development for women who are pregnant or on maternity leave

You must not deny a woman training opportunities because she is pregnant, on maternity leave or due to take maternity leave, or on pregnancy- or maternity-related sickness absence.

It would almost certainly be unlawful sex discrimination to deny a woman training for a reason related to her pregnancy (or impending maternity leave). An employer cannot try to justify this by saying they are protecting her from a health and safety risk, unless a specific risk has been identified.

Good practice tip

Make sure you don't make assumptions about who gets training opportunities.

Think about what your needs are in terms of the skills and knowledge of your workforce, not people's protected characteristics.

Think about who needs to know what and what sort of training each worker needs.

Equality good practice: what you can do if you want to do more than equality law requires

- Think about what your needs are in terms of the skills and knowledge of your workforce. Some employers use one to one meetings or staff appraisals to do this. You could have a written policy to help you work out what you need and who should get what training.
- Regularly review who you choose for training and other development opportunities to make sure your reasons are transparent, objective and justifiable.
- To avoid 'on the hoof' decisions that may unlawfully discriminate against people because of their protected characteristics, work out in advance how you will deal consistently with competing requests, especially if your budget is limited. Make sure the decision relates to the job, not the person who is asking. Does the training the person is asking for support their current role or one they may be able to move on to?
- If you're in a larger organisation, make sure that everyone involved in making decisions about who is selected for training and development opportunities understands how to do this without discriminating unlawfully because of a protected characteristic.
- Advertise training and other development opportunities as widely as possible throughout the organisation, and in a way which is accessible to everyone. For example, through notice boards, internal websites and circulars. Make it clear which roles the training is designed to support.
- Encourage workers to apply for relevant training and other development opportunities, including women on maternity leave (providing the training does not occur during the leave or can be fitted into any agreed keeping in touch days) so that no one is overlooked.
- Monitor the take-up of training and other development opportunities to ensure procedures operate consistently. Investigate any significant differences in take-up between different groups, and follow this up with action.
- Obtain feedback on the delivery of training and development opportunities from staff. This will help them to find out if content and delivery are working for everyone.
- Consider actively encouraging under-represented or disadvantaged groups to take up training and development opportunities through the use of voluntary **positive action** measures.
- Whether or not it avoids unlawful discrimination, it is good practice to offer

training flexibly, to enable as wide a range of people to participate as possible, and to make sure that the style, timing and location of the training you provide does not put anyone with a protected characteristic at a disadvantage.

- If you bring in external training providers, make it clear that you expect them not to discriminate in the design or delivery of their services.

Avoiding unlawful discrimination when offering promotion or transfer opportunities

You must offer opportunities for promotion, transfer or other career development without unlawful discrimination. This includes development opportunities that could lead to permanent promotion – for example, ‘acting up’ on temporary promotion, deputising or secondment.

Use the information earlier in this guide to make sure you know what equality law says you must do as an employer.

Promoting or transferring a worker is very similar to recruiting them in the first place.

If you want to know more about this, read the Equality and Human Rights Commission guide: *What equality law means for you as an employer: when you recruit someone to work for you*.

There are steps you can take to help you make sure you are not taking people’s protected characteristics into account in a way that equality law does not allow.

Do I have to advertise a promotion or transfer?

Although equality law does not require you to advertise vacancies or opportunities for promotion either inside or outside your organisation, doing this may help you avoid unlawful discrimination.

For example: An employer promotes a male worker to a post without advertising the vacancy internally. There are female workers who are qualified for the role and would have applied if they had known about it. They have missed out on an opportunity and if they can show either that the employer ignored them just because they were female (which would be direct discrimination) or applied a requirement to the role which had a worse impact on the female workers and which the employer could not objectively justify and this was why the employer did not consider them (which would be indirect discrimination), then the employer may find themselves facing a tribunal claim.

Promotion and other opportunities during pregnancy and maternity leave

You must not deny a woman promotion opportunities because she is pregnant or on maternity leave. If a woman is on maternity leave, she must be considered for promotion in the same way as any other worker who is not on leave.

To avoid unlawful discrimination, you should tell women about promotion opportunities when they are on maternity leave, and give them the opportunity to apply for any promotion they would have been told about had they been at work.

You should avoid making assumptions about women when promoting. Acting on an assumption that a woman with children will be unreliable, inflexible or not interested in a demanding role, and therefore unsuitable for promotion, would almost certainly be unlawful direct discrimination because of sex.

Equality good practice: what you can do if you want to do more than equality law requires

- Treat promotion and transfer opportunities like a job vacancy and use the same procedures, even if you only decide to look at internal candidates. You can find out more about equality law and recruitment in the Equality and Human Rights Commission guide: *What equality law means for you as an employer: when you recruit someone to work for you*.
- This does not need to take as long as an external recruitment, but it will be worth you taking the time necessary to make sure you get the best person, even if this takes slightly longer than just picking someone because you know their work.
- Even in a small organisation, telling every worker about a promotion or transfer could mean that someone whose skills are not already known about comes forward and turns out to be the best person for the job.
- Think about how you tell people about promotion and transfer opportunities. Letting as many people as possible in your organisation know about an opportunity and what's involved may mean you increase the number of suitable applicants.
- If an immediate promotion is absolutely necessary, make this temporary and then fill the post permanently, and openly, through the organisation's normal recruitment or promotion procedures. Otherwise, there may be workers who would be able to say they have been treated worse than the person who has been given the temporary promotion, because they were not considered. If they can show that this was because of a protected characteristic, this may be unlawful discrimination.
- Use a job description and person specification – and other more 'formal' processes like an application form, because:
 - this can make it easier for you to make sure you are not discriminating against people
 - they help you to focus on what the job involves and the skills, knowledge and experience someone needs to do the job well
 - you are less likely to get distracted by irrelevant factors, such as someone's protected characteristics
 - this makes it more likely you'll get the right person for the job – the person who can do it best – and can also help you avoid tribunal claims.
- If you decide to use a job description and person specification, make it clear what the job involves and the skills, qualifications and experience you are looking for. Write in plain language.

- Remember that you may need to make reasonable adjustments to these standard processes for disabled applicants, for example, allowing a disabled applicant to provide information to support their application other than on your standard application form, if having to use that form would put them at a substantial disadvantage.
- In the job description, if you use one to say what the person who gets the job will be doing, avoid unnecessary tasks or overstated responsibilities or jargon, acronyms and abbreviations, which may exclude people who don't understand what they mean – unless understanding special words is a necessary part of the job.
- If a disabled person applies for the job, the law requires you to make **reasonable adjustments** to remove **barriers** to their being able to do the job. This will be easier if you:
 - write the job description in a way that lists what the job is for and the results which the person doing it should produce
 - focus on what the job requires not how the job will be done as the reasonable adjustments might be for the person to do the job in a different way, but producing just as good results.

Making sure disabled people do not miss out on training, development, promotion or transfer opportunities through unlawful discrimination

To make sure that you are not excluding disabled people from training, development, promotion or transfer opportunities, you need to look at how you describe the role and the person you are looking for.

You must consider not only whether you are **discriminating directly** or **indirectly** because of a person's disability, but also:

- Whether you are treating them in a particular way which, because of something connected with their disability, puts them at a disadvantage and you cannot justify this way of doing what you are doing ('**discrimination arising from disability**').
- Whether **reasonable adjustments** are required to enable a person to take up a training, development, promotion or transfer opportunity.

Training

Make sure you are not discriminating against or causing **substantial** disadvantage to any disabled workers. Anything which is more than minor or trivial is considered to be substantial disadvantage.

This may require you to make **reasonable adjustments** to selection procedures for training or the training arrangements themselves. It could involve changing the way you do things, or changes to the premises that are used for training, or providing extra aids, services or equipment.

You can read more about making reasonable adjustments to remove **barriers** for disabled people in [Chapter 3](#).

This includes looking at how you give disabled people access to secondment opportunities, work shadowing, having access to a mentor or attending an event that may help a worker to develop their career.

Specialist training

You may need to provide disabled workers with specialist training so that they can make effective use of reasonable adjustments. This could include training on equipment which they have as an adjustment, for example, specialist computer software.

Or the training may in itself be an adjustment, for example, orientation training in a new workplace if someone has a learning disability or visual impairment.

Training for other staff

As a reasonable adjustment, you should think about whether other staff need to be trained to work with a disabled colleague (provided the disabled person has given permission for other staff to know about their situation). This could range from specialist training for managers who are making decisions about reasonable adjustments through to things like Deaf awareness training for people with a Deaf colleague.

Promotion or transfer

If a person who might be eligible for a promotion or transfer or other development opportunity is a disabled person:

- You must not make assumptions about their abilities or willingness to take on a new role.
- It is also important for you to consider whether particular qualifications are actually required or whether what you really need is a particular skill level.

- Any information about the role should not say or imply that it is unsuitable for a disabled person unless there is a clear role-related reason for this.
- You should tell everyone, including workers who have a disability, about any promotion or transfer or other development opportunity. This includes giving them the information in the format they normally use at work, for example, large print or electronically. This is likely to be a reasonable adjustment.
- If you decide to interview someone for a promotion or other opportunity and know that they are a disabled person you must make any reasonable adjustments they need to attend and participate in the interview.
- When assessing a disabled person's suitability for the new role you need to take account of how reasonable adjustments could enable them to meet the new requirements.
- If after working out how reasonable adjustments could enable a disabled person to meet the new requirements of a role to which you are considering promoting them, you decide they are not the best person for the promotion, you do not have to offer it to them. Obviously, if they are the best person you will want to offer it to them and make the reasonable adjustments.

Equality good practice: using positive action to target training or promote a wider range of people

In this section we look at the following issues:

- What is 'positive action'?
- Do I have to take positive action?
- When can I use positive action?
- Explaining why you are using positive action
- Treating disabled people better than non-disabled people
- The sort of lawful positive action steps you can take in relation to training, development, promotion and transfer
- When you are allowed to use positive action and what you have to do to show it is needed
 - What you have to show to be able to use positive action
 - The sort of evidence you can use
 - What 'disadvantage' means
 - What 'different needs' means

- What ‘disproportionately low’ means
- Tie-break situations
- Exceptions where a particular protected characteristic can be looked at during training, development, promotion or transfer but which are not the same as positive action

What is ‘positive action’?

‘Positive action’ means the steps that you can take as an employer to encourage people from groups with different needs or with a past track record of disadvantage or low participation to take up training, development, promotion or transfer opportunities.

You must have evidence of the different needs, disadvantage or low participation before you can take any of these steps.

When you are considering promoting someone, equality law allows positive action before or at the application stage, when the steps could include encouraging particular groups to apply, or helping people with particular protected characteristics to perform to the

best of their ability (for example, by giving them training or support not available to other applicants).

In relation to training and development, equality law allows you to target training at particular groups.

An example of when an employer might decide to take positive action is if they have evidence that the make up of a particular level in their workforce is different from the make up of their local population, so they decide to encourage people who share particular under-represented protected characteristics to undertake training.

Or there is evidence that people with a particular protected characteristic are less likely

to have a particular qualification which is relevant to a job or might increase their chances of getting promoted. The employer gives particular attention to training people from that group.

This is not the same as ‘**positive discrimination**’ or ‘**affirmative action**’ which equality law does not allow.

Do I have to take positive action?

Taking positive action is voluntary. You do not have to take positive action. However:

- Meeting the different needs of your workforce can help make your staff more productive.
- Recruiting from a wider range of people, in terms of their protected characteristics, can help your organisation to understand its customers, clients or service users better.
- If you are a **public authority**, positive action may help you meet the **public sector equality duty**.

When can I use positive action?

The steps you are allowed to take as part of positive action must be proportionate to these aims which means they must:

- be related to the level of disadvantage that exists
- not be simply for the purposes of favouring one group of people over another where there is no disadvantage or under-representation in the workforce.

For example: An education employer could not use positive action to attract male candidates on promotion for a head teacher's job where men already hold 80 per cent of senior roles, even though women make up 70 per cent of the teaching workforce as a whole. Since the steps would not be being taken to overcome a disadvantage for or under-representation of men this would be unlawful direct discrimination.

However, the employer could use positive action to promote more women as they are under-represented at this level, for example, they could offer a training programme targeted at women to encourage them to apply for senior jobs and help make sure they can demonstrate the necessary skills to be the best candidate for a particular position.

You must not have a blanket policy or practice of automatically treating people who share a protected characteristic better than those who do not have it. You must still appoint the best person for the job, even if the best person does not have the particular protected characteristic you are targeting. However, there are special tie-break provisions, see page 32.

Explaining why you are using positive action

Positive action may make people who do not have the particular protected characteristic feel they have not been given the same chance to apply for a promotion or transfer or to undertake training. It is a good idea for you to explain why you have decided to use positive action. That involves showing different needs or specific disadvantage or under-representation and that you are not doing more than is needed and proportionate to tackle those problems.

Treating disabled people better or more favourably than non-disabled people

As well as these exceptions, equality law allows you to treat a disabled person better – or **more favourably** – than a non-disabled person. This recognises that disabled people face a lot of **barriers** to participating in work and other activities.

For example: Each year, an employer allocates a certain amount of money per worker to pay for training. They decide to allocate an additional budget to provide two sessions of management training which is only available to disabled staff. This would not be unlawful discrimination against non-disabled workers.

The sort of positive action steps you can take in relation to training, development, promotion or transfer

Examples of what you might do, which would count as positive action (depending on the protected characteristic you are targeting), include:

- Encouraging applications to promotions or transfers from under-represented groups, for example through targeted advertising;
- Offering pre-application training to particular groups where this meets a need, for example, updating people's skills ahead of the promotion process;
- Offering work shadowing or mentoring opportunities to people from a particular group to encourage individuals from this group to apply for the promotion, because they will then know what's involved;
- Making it clear that more senior roles can be done flexibly or as a jobshare;
- Offering funding to enable people to obtain qualifications;
- Making it clear that childcare facilities or vouchers are available.

Remember, you will need to consider if such measures are needed and are proportionate. You should regularly review what you are doing to make sure positive action is still appropriate.

More about when you are allowed to use positive action and what you have to do to show it is needed

What you have to show to be able to use positive action

You can use positive action where you reasonably think (in other words, on the basis of some evidence) that:

- people who share a **protected characteristic** suffer a **disadvantage** connected to that characteristic
- people who share a protected characteristic have **needs that are different** from the needs of people who do not share it, or
- participation in an activity by people who share a protected characteristic is **disproportionately low**.

Sometimes the reasons for taking action will overlap.

For example: People sharing a protected characteristic may be at a disadvantage and that disadvantage may also give rise to a different need or may be reflected in their low level of participation in particular activities.

To deal with the three situations, you can take action to:

- enable or encourage people to overcome or minimise disadvantage
- meet different needs, or
- enable or encourage participation.

The sort of evidence you can use

You can only decide to use positive action if you reasonably believe that a group of people who share a particular protected characteristic is under-represented or disadvantaged or has different needs.

You will need to have some evidence to show that your belief is reasonable, but it does not need to be sophisticated statistical data or research.

For example: You could look at the profile of your workforce and compare it to several comparable employers in your area or sector. You could also check what each level of your workforce is like, in terms of the protected characteristics workers have.

You could also look at it in relation to the local population where your organisation is based.

You may be able to use information provided by official statistics (which you can get from your local council or National Statistics) or by an employer organisation if you belong to one or by your recognised trade union if you have one.

It does not have to be information you have gathered for yourself, so you might hear about a research study which is relevant to your sector which you could use.

You can target more than one protected characteristic at a time, provided that for each characteristic you have evidence of disadvantage, different need or low participation.

Good practice tip for finding out about your workforce

It won't always be obvious that people in a workforce have a particular characteristic, so the best way for you to gather evidence is through **monitoring**.

What 'disadvantage' means

The law does not define 'disadvantage' but it may include exclusion, rejection, lack of opportunity, lack of choice and barriers to accessing employment opportunities. It is generally understood to relate to barriers or obstacles which make it difficult for a person to enter into, or make progress in, a trade, sector or workplace.

For example: A requirement to work full-time may act as a barrier for women to apply for a more senior job because they need flexible working so that they can combine paid work with family responsibilities. An employer may therefore adopt flexible working policies for jobs where these have not usually been offered to encourage more women to apply for such senior jobs.

What 'different needs' means

Certain groups with protected characteristics may have needs which differ from those persons who do not have the protected characteristic. A need is something required because it is essential or important, rather than merely desirable to those with a particular characteristic. A need does not have to be unique to those with that particular characteristic, but it must be something that the employer reasonably believes relates to the characteristic.

For example: Workers over 50 are less likely to have acquired computer skills during their school education. If a transfer opportunity required advanced computer skills, it would be legitimate for an employer to particularly encourage any workers over 50 who need it to do specific training to put them in as good a position to apply for the transfer as their younger counterparts whose education provided the necessary skills.

What 'disproportionately low' means

Low participation may or may not be disproportionate. For you to use positive action to overcome it, participation must be low compared with other groups or compared with the level of participation that could reasonably be expected. This might be evidenced by means of statistics, or, where these are not available, by qualitative evidence based on monitoring or consultation.

For example: An employer with a factory in an area with a high population of Polish origin has 10 section managers but only one section manager of Polish origin. They will be able to show low participation of Polish workers in supervisory positions by looking at their workforce profile at this level in comparison to the size of the Polish population in the area, as well as in comparison to the presence of Polish workers at lower levels in the same factory. But if the factory were located in another part of the country where the Polish population is significantly smaller, the presence of Polish managers in the factory may not be low when compared to the Polish population of that area.

Tie-break situations

The other positive action step you can take is to decide to promote a worker from a group sharing a protected characteristic if you reasonably believe this group to be disadvantaged or under-represented in the workforce or if their participation in an activity is disproportionately low. You should be able to show there is some information or evidence to support your belief, but it does not need to be sophisticated data or research, You could just review the profile of your own workforce or the sector as a whole. National labour force surveys may be a useful resource.

You can only use these 'tie-break' provisions when faced with a choice between two candidates who are as qualified as each other. It is also possible, though it would be unusual, that a tie-break situation could arise where more than two candidates were equally qualified for the post.

Although it is most likely that you would use the tie-break provisions at the end of the promotion process, you can also treat an applicant more favourably at any earlier stage of the process, for example shortlisting. But, remember, you can only use these provisions if it is a proportionate way of enabling or encouraging people from the disadvantaged or under-represented group to overcome or minimise the disadvantage of that group.

For example: A large company has no African Caribbean staff at manager level, even though it has many African Caribbean employees at more junior levels. When a vacancy at manager level arises, there are two candidates of equal merit. One candidate is African Caribbean and the other is not. The company could choose to offer the promotion to the African Caribbean candidate under the positive action provisions, so that the non-African-Caribbean candidate could not claim race discrimination.

The phrase 'as qualified as' is not defined by the law, but you should give it a broad meaning. You should do a full and objective assessment of each applicant's suitability, skills, qualifications (professional and academic), competence and professional performance, matched against a set of objective criteria for the job.

You must not have a general policy of treating people with the relevant protected characteristic more favourably in connection with promotion.

Exceptions where a particular protected characteristic can be looked at during training, development, promotion or transfer but which are not the same as positive action

There are a few exceptions where employers can target applicants with a particular protected characteristic without this being unlawful discrimination. These are not the same as positive action.

For example: If an '**occupational requirement**' exists for the job:

- An organisation exists to advance the interests of fathers. It may be possible for them to specify that their chief executive should be a father, since this post has a significant representative role. The applicant's sex would be what is called an 'occupational requirement' for the job and this would apply to internal as well as external candidates.

The difference between an occupational requirement and positive action is that:

- An employer using an occupational requirement says that only people with a particular protected characteristic can do the job.
- An employer who wants to use positive action says that anyone who has the right skills, knowledge and experience is able to do the job, but they want to look especially hard for someone with a particular protected characteristic.

Public Sector Duty and Human Rights

Public sector employers must have what the law calls 'due regard' to the need to eliminate the types of conduct which are prohibited under the Equality Act 2010 discussed in this guide and to advance equality of opportunity and foster good relations between those who have particular protected characteristics and those who don't. This is called the 'public sector equality duty'. Other bodies, who carry out public functions on behalf of public authorities, also have to comply with the public sector equality duty, in relation to those particular functions.

The three aims of the duty apply to all protected characteristics apart from marriage and civil partnership, which is only relevant to the first aim (eliminating discrimination). Thus a body subject to the duty must have due regard to the need to eliminate discrimination because of marriage or civil partnership in the context of employment, where it is prohibited under the Equality Act 2010.

Some public authorities are also subject to what are known as specific equality duties. These require those public authorities to which they apply to take specific steps which are designed to enable them to better perform the public sector equality duty. They include steps relating to their role as employers, like monitoring information about employees. These specific duties are different in England, Scotland and Wales.

In addition, public sector employers will be required to comply with the Human Rights Act 1998 and their employees may have rights against them under the Act.

Further information about the public sector equality duties and the Human Rights Act is available from the Equality and Human Rights Commission.

2 | When you are responsible for what other people do

As an **employer** or in another work situation, it is not just how you personally behave that matters.

If another person who is:

- employed by you, or
 - carrying out your instructions to do something (who the law calls your agent)
- does something that is unlawful discrimination, **harassment** or **victimisation**, you can be held legally responsible for what they have done.

This part of the guide explains:

- When you can be held legally responsible for someone else's unlawful discrimination, harassment or victimisation
- How you can reduce the risk that you will be held legally responsible
- How you can make sure your employees and agents know how equality law applies to what they are doing
- When workers employed by you or your agents may be personally liable
- What happens if the discrimination is done by a person who is not a worker of yours or your agent
- What happens if a person instructs someone else to do something that is against equality law
- What happens if a person helps someone else to do something that is against equality law
- What happens if you try to stop equality law applying to a situation

When you can be held legally responsible for someone else's unlawful discrimination, harassment or victimisation

As an **employer**, you are legally responsible for acts of discrimination, harassment and victimisation carried out by workers who are employed by you in the course of their employment.

You are also legally responsible as the 'principal' for the acts of your **agents** done with your authority. Your agent is someone you have instructed to do something on your behalf, but who is not employed by you. It does not matter whether you have a formal contract with them.

As long as:

- the worker was acting in the course of their employment – in other words, while they were doing their job, or
- your agent was acting within the general scope of your authority – in other words, while they were carrying out your instructions

it does not matter whether or not you:

- knew about or
- approved of

what the worker or agent did.

For example:

- A shopkeeper goes abroad for three months and leaves a worker employed by him in charge of the shop. This worker harasses a colleague with a learning disability, by constantly criticising how they do their work. The colleague leaves the job as a result of this unwanted conduct. This could amount to harassment related to disability and the shopkeeper could be responsible for the actions of the worker.
- An employer engages a financial consultant to act on their behalf in dealing with their finances internally and with external bodies, using the employer's headed notepaper. While working on the accounts, the consultant sexually harasses an accounts assistant. The consultant would probably be considered an agent of the employer and the employer is likely to be responsible for the harassment.

However, you will not be held legally responsible if you can show that:

- you took all reasonable steps to prevent a worker employed by you acting unlawfully

- an agent acted outside the scope of your authority (in other words, that they did something so different from what you asked them to do that they could no longer be thought of as acting on your behalf).

How you can reduce the risk that you will be held legally responsible

You can reduce the risk that you will be held legally responsible for the behaviour of the people who work for you if you tell them how to behave so that they avoid unlawful discrimination, harassment or victimisation.

This does not just apply to situations where you and your staff are dealing face-to-face with other people in a work situation, but also to how you plan what happens.

When you or your workers or agents are planning what happens to people in a work situation, you need to make sure that your decisions, rules or ways of doing things are not:

- **Direct discrimination**, or
- **Indirect discrimination** that you cannot **objectively justify**, or
- **Discrimination arising from disability** that you cannot **objectively justify**, or
- **Harassment**

and that you have made **reasonable adjustments** for any disabled people who are working for you or applying for a job with you or in another work situation you are in charge of.

So it is important to make sure that your workers and agents know how equality law applies to what they are doing.

How you can make sure your workers and agents know how equality law applies to what they are doing

Tell your workers and agents what equality law says about how they must and must not behave while they are working for you.

Below are some examples of reasonable steps you can take to prevent unlawful discrimination or harassment happening in your workplace:

- telling your workers and agents when they start working for you – and checking from time to time that they remember what you told them, for example, by seeing

if/how it has made a difference to how they behave. This could be a very simple checklist you talk them through, or you could give them this guide, or you could arrange for them to have **equality training**

- writing down the standards of behaviour you expect in an **equality policy**
- including a requirement about behaving in line with equality law in every worker's **terms of employment** or other contract, and making it clear that breaches of equality law will be treated as disciplinary matters or breaches of contract.

You can read more about equality training and equality policies in the Equality and Human Rights Commission guide: *Good equality practice for employers: equality policies, equality training and monitoring*.

Using written terms of employment for employees

Employment law says you must, as an employer, give every **employee** a written statement of the main terms of their employment. So you could include a sentence in these written terms that tells the person working for you they must meet the requirements of equality law, making it clear that a failure to do so will be a disciplinary offence.

Obviously, if you do this, it is important that you also tell the employee what it means. You could use an equality policy to do this, or you could just discuss it with them, or you could give them this guide to read. But it is important that they are clear on what equality law says they must and must not do, or you may be held legally responsible for what they do.

Remember, if the employee is a disabled person, it may be a reasonable adjustment to give them the information in a way that they can understand.

If you receive a complaint claiming unlawful discrimination by one of your employees or someone else in a work situation you are in charge of, you can use the written terms to show that you have taken a reasonable step to prevent unlawful discrimination and harassment occurring. However, you will have to do more than this to actively prevent discrimination.

If someone does complain, you should investigate what has taken place and, if appropriate, you may need to discipline the person who has unlawfully discriminated against or harassed someone else, give them an informal or formal warning, provide training or even dismiss them; the action you take will obviously vary according to the nature of the breach and how serious it was.

If you do find that a worker employed by you has unlawfully discriminated against someone else in a work situation, then look again at what you are telling your staff to make sure they know what equality law means for how they behave towards the

people they are working with.

You can read more about what to do if someone says they've been discriminated against in [Chapter 4](#).

Good practice tip for how you and your staff should behave

Ideally, you want anyone who works for you to treat everyone they come across with dignity and respect. This will help you provide a good working environment (not just without discriminating but more generally) and can make your workers more productive.

If your staff do unlawfully discriminate against their fellow workers or others in a work situation, your reputation may suffer even if the person on the receiving end does not bring a legal case against you.

When your workers or agents may be personally liable

A worker employed by you or your agent may be personally responsible for their own acts of discrimination, harassment or victimisation carried out during their employment or while acting with your authority. This applies where either:

- you are also liable as their employer or principal, or
- you would be responsible but you show that:
 - you took all reasonable steps to prevent your worker discriminating against, harassing or victimising someone, or
 - that your agent acted outside the scope of your authority.

For example: A factory worker racially harasses their colleague. The employer would be liable for the worker's actions, but is able to show that they took all reasonable steps to stop the harassment. The colleague can still claim compensation against the factory worker in an Employment Tribunal.

But there is an exception to this. A worker or agent will *not* be responsible if their employer or principal has told them that there is nothing wrong with what they are doing and the employee or agent reasonably believes this to be true.

It is a criminal offence, punishable by a fine, for an employer or principal to make a false statement which an employee or agent relies upon to carry out an unlawful act.

What happens if the discrimination is done by a person who is not a worker of yours or your agent

Usually you will not be responsible for discrimination, harassment or victimisation by someone other than you employees or agents. However, case law indicates that it is possible that you could be found to be legally responsible for failing to take action where you have some degree of control over a situation where there is a continuing course of offensive conduct, but you do not take action to prevent its recurrence.

What happens if a person instructs someone else to do something that is against equality law

An employer or principal must not instruct, cause or induce a worker employed by them or an agent to discriminate against, harass or victimise another worker, or to attempt to do so.

'Causing' or 'inducing' someone to do something can include situations where someone is made to do something or persuaded to do it, even if they were not directly instructed to do it.

Both:

- the person who receives the instruction or is caused or induced to discriminate against, harass or victimise, and
- the person who is on the receiving end of the discrimination, harassment or victimisation

have a claim against the person giving the instructions if they suffer loss or harm as a result of the instructing or causing or inducing of the discrimination, harassment or victimisation.

This applies whether or not the instruction is actually carried out.

What happens if a person helps someone else to do something that is against equality law

A person must not help someone else carry out an act which the person helping knows is unlawful under equality law.

However, if the person helping has been told by the person they help that the act is

lawful and they reasonably believe this to be true, they will not be legally responsible.

It is a criminal offence, punishable by a fine, to make a false statement which another person relies on to help to carry out an unlawful act.

What happens if you try to stop equality law applying to a situation

You cannot stop equality law applying to a situation if it does in fact apply. For example, there is no point in making a statement in a contract of employment that equality law does not apply. The statement will not have any legal effect. That is, it will not be possible to enforce or rely on a term in a contract that tries to do this. This is the case even if the other person has stated they have understood the term and/or they have agreed to it.

For example:

- A worker's contract includes a term saying that they cannot bring a claim in an Employment Tribunal. Their employer sexually harasses them. The term in their contract does not stop them bringing a claim for sexual harassment in the Employment Tribunal.
- A business partner's partnership agreement contains a term that says 'equality law does not apply to this agreement'. The partner develops a visual impairment and needs reasonable adjustments to remove barriers to their continuing to do their job. The other partners instead ask them to resign from the partnership. The partner can still bring a claim in the Employment Tribunal for a failure to make reasonable adjustments and unlawful disability discrimination.
- An applicant for a job is told 'equality law does not apply to this business, it is too small'. She still agrees to go to work there. When she becomes pregnant, she is dismissed. She can still bring a claim in the Employment Tribunal for pregnancy discrimination.

3 | The duty to make reasonable adjustments for disabled people

Equality law recognises that bringing about equality for disabled people may mean changing the way in which employment is structured, the removal of physical barriers and/or providing extra support for a disabled worker.

This is the **duty to make reasonable adjustments**.

The duty to make reasonable adjustments aims to make sure that a disabled worker has the same access to everything that is involved in doing and keeping a job as a non-disabled person.

When the duty arises, you are under a positive and proactive duty to take steps to remove or reduce or prevent the obstacles a disabled worker or job applicant faces.

You only have to make adjustments where you are aware – or should reasonably be aware – that a worker has a disability. The required knowledge is of the facts of the worker's disability, but an employer does not also need to realise that those particular facts are likely to meet the legal definition of disability.

Many of the adjustments you can make will not be particularly expensive, and you are not required to do more than what is reasonable for you to do. What is reasonable for you to do depends, among other factors, on the size and nature of your organisation.

If, however, you do nothing, and a disabled worker can show that there were **barriers** you should have identified and reasonable adjustments you could have made, they can bring a claim against you in the Employment Tribunal, and you may be ordered to pay them compensation as well as make the reasonable adjustments.

In particular, the need to make adjustments for an individual worker:

- must not be a reason not to promote a worker if they are the best person for the job with the adjustments in place
- must not be a reason to dismiss a worker
- must be considered in relation to every aspect of a worker's job provided the adjustments are reasonable for you to make.

Many factors will be involved in deciding what adjustments to make and they will depend on individual circumstances. Different people will need different changes, even if they appear to have similar impairments.

It is advisable for you to discuss the adjustments with the disabled worker, otherwise the adjustments may not be effective.

The rest of this section looks at the detail of the duty and gives examples of the sorts of adjustments you could make. It looks at:

- Which disabled people does the duty apply to?
- Finding out if someone is a disabled person
- The three requirements of the duty
- Are disabled people at a substantial disadvantage?
- Changes to policies and the way your organisation usually does things
- Dealing with physical barriers
- Providing extra equipment or aids
- Making sure an adjustment is effective
- Who pays for reasonable adjustments?
- What is meant by 'reasonable'
- Reasonable adjustments in practice
- Specific situations
 - Employment services
 - Occupational pensions.

Which disabled people does the duty apply to?

The duty applies to any disabled person who:

- works for you, or
- applies for a job with you, or
- tells you they are thinking of applying for a job with you.

It applies to all stages and aspects of employment. So, for example, where the duty arises you must make reasonable adjustments to disciplinary or dismissal procedures and decisions. It does not matter if the worker was a disabled person when they began working for you, or if they have become a disabled person while working for you.

The duty may also apply after employment has ended.

The duty also applies in relation to **employment services**, with some differences which are explained later in this chapter.

Reasonable adjustments may also be required in relation to occupational pension schemes. This is explained later in this chapter.

Finding out if someone is a disabled person

You only have to make these changes where you know or could reasonably be expected to know that a worker is a disabled person and is – or is likely to be – at a substantial disadvantage as a result. The required knowledge is of the facts of the worker's disability, but an employer does not also need to realise that those particular facts are likely to meet the legal definition of disability. This means doing everything you can reasonably be expected to do to find out.

For example: A worker's performance has recently got worse and they have started being late for work. Previously, they had a very good record of punctuality and performance. Rather than just telling them they must improve, their employer talks to them in private. This allows the employer to check whether the change in performance could be for a disability-related reason. The worker says that they are experiencing a recurrence of depression and are not sleeping well which is making them late. Together, the employer and the worker agree to change the worker's hours slightly while they are in this situation and that the worker can ask for help whenever they are finding it difficult to start or complete a task. These are reasonable adjustments.

This does not, however, mean asking intrusive questions or ones that violate someone's dignity. Think about privacy and confidentiality in what you ask and how you ask.

Good practice tip: be prepared for making reasonable adjustments

Equality law says that you must make reasonable adjustments if you know that a worker is a disabled person, that they need adjustments and that those adjustments are reasonable.

You don't have to put reasonable adjustments in place just in case one of your existing workers becomes a disabled person.

But you may want to be prepared:

- Think in advance about what the core tasks of a particular job are and what adjustments might be possible (before starting a recruitment or promotion exercise, for example).
- Put in place a process for working out reasonable adjustments in the event of an existing worker becoming disabled or a disabled person starting work with the organisation, before being faced with an individual situation.
- Make sure you know in advance what support is available to disabled people from Access to Work.
- If you are making renovations or alterations to your building, thinking about how you can make the new parts of your building more accessible for disabled people will help you if you later employ a disabled person and will allow you to attract more potential employees.

As well as avoiding a possible Employment Tribunal claim, being open to making reasonable adjustments means you may be able to avoid losing the skills of a worker who has become a disabled person just by making a few changes.

The three requirements of the duty

The duty contains three requirements that apply in situations where a disabled person would otherwise be placed at a **substantial** disadvantage compared with people who are not disabled.

- The first requirement involves changing the way things are done (equality law talks about where the disabled job worker is put at a substantial disadvantage by a **provision, criterion or practice** of their employer).

For example: An employer has a policy that designated car parking spaces are only offered to senior managers. A worker who is not a manager, but has a mobility impairment and needs to park very close to the office, is given a designated car parking space. This is likely to be a reasonable adjustment to the employer's car parking policy.

- The second requirement involves making changes to overcome barriers created by the **physical features** of your workplace.

For example: Clear glass doors at the end of a corridor in a particular workplace present a hazard for a visually impaired worker. Adding stick-on signs or other indicators to the doors so that they become more visible is likely to be a reasonable adjustment for the employer to make.

- The third requirement involves providing extra equipment (which equality law calls an **auxiliary aid**) or getting someone to do something to assist the disabled person (which equality law calls an **auxiliary service**).

For example: An employer provides specialist software for a member of staff who develops a visual impairment and whose job involves using a computer.

Each of these requirements is looked at in more detail later in this part of the guide.

Are disabled people at a substantial disadvantage?

The question you need to ask yourself is whether:

- the way you do things
- any **physical feature** of your workplace
- the absence of an auxiliary aid or service

puts a disabled worker or job applicant at a substantial disadvantage compared with a person who is not disabled.

Anything that is more than minor or trivial is a substantial disadvantage.

If a substantial disadvantage does exist, then you must make reasonable adjustments.

The aim of the adjustments you make is to remove or reduce the substantial disadvantage.

But you only have to make adjustments that are reasonable for you to make. There is more information about how to work out what is reasonable a bit later in this part of the guide.

Changes to policies and the way your organisation usually does things

The first requirement involves changing the way things are done (equality law talks about where the disabled job worker is put at a substantial disadvantage by a **provision, criterion or practice** of their employer).

This means looking at whether you need to change some written or unwritten policies, and/or some of the ways you usually do things, to remove or reduce **barriers** that would place a disabled person at a **substantial** disadvantage, for example, by preventing them from being able to work for you or stopping them being fully involved at work.

This includes your criteria for promotion or training, benefits, working conditions and contractual arrangements.

For example:

- Supervisors in an organisation are usually employed on a full-time basis. The employer agrees to a disabled person whose impairment causes severe fatigue working on a part-time or job share basis. By doing this, the employer is making a reasonable adjustment.
- The design of a particular workplace makes it difficult for a disabled person with a hearing impairment to hear, because the main office is open plan and has hard flooring, so there is a lot of background noise. Their employer agrees that staff meetings should be held in a quieter place that allows that person to fully participate in the meeting. By doing this, the employer is making a reasonable adjustment.

Dealing with physical barriers

The second requirement involves making changes to overcome barriers created by the **physical features** of your workplace.

This means you may need to make some changes to your building or premises for a disabled person who works for you, or applies for a job with you.

Exactly what kind of change you make will depend on the kind of barriers your premises present. You will need to consider the whole of your premises. You may have to make more than one change.

Physical features include: steps, stairways, kerbs, exterior surfaces and paving,

parking areas, building entrances and exits (including emergency escape routes), internal and external doors, gates, toilet and washing facilities, public facilities (such as telephones, counters or service desks), lighting and ventilation, lifts and escalators, floor coverings, signs, furniture, and temporary or movable items (such as equipment and display racks). Physical features also include the sheer scale of premises (for example, the size of a building). This is not an exhaustive list.

- A physical feature could be something to do with the structure of the actual building itself like steps, changes of level, emergency exits or narrow doorways.
- Or it could be something about the way the building or premises have been fitted out, things like heavy doors, inaccessible toilets or inappropriate lighting.
- It could even be the way things are arranged inside the premises such as fixtures and fittings like shelf heights in storage areas or fixed seating in canteens.

For example: An employer has recruited a worker who is a wheelchair user and who would have difficulty negotiating her way around the office. In consultation with the new worker, the employer rearranges the layout of furniture in the office. The employer has made reasonable adjustments.

Providing extra equipment or aids

The third requirement of the duty involves providing extra equipment – which equality law calls **auxiliary aids** – and **auxiliary services**, where someone else is used to assist the disabled person, such as a reader, a sign language interpreter or a support worker.

An auxiliary aid or service may make it easier for a disabled person to do their job or to participate in an interview or selection process. So you should consider whether it is reasonable to provide this.

The kind of equipment or aid or service will depend very much on the individual disabled person and the job they are or will be doing or what is involved in the recruitment process. The disabled person themselves may have experience of what they need, or you may be able to get expert advice from some of the organisations listed in 'Further sources of information and advice'.

Making sure an adjustment is effective

It may be that several adjustments are required in order to remove or reduce a range of disadvantages and sometimes these will not be obvious to you. So you should work, as much as possible, with the disabled person to identify the kind of disadvantages or problems that they face and also the potential solutions in terms of adjustments.

But even if the disabled worker does not know what to suggest, you must still consider what adjustments may be needed.

For example: A disabled worker has been absent from work as a result of depression. Neither the worker nor their doctor is able to suggest any adjustments that could be made.

Nevertheless the employer should still consider whether any adjustments, such as working from home for a time or changing working hours or offering more day-to-day support, would be reasonable.

You may be able to get expert advice from some of the organisations listed in *'Further sources of information and advice'*.

Who pays for reasonable adjustments?

If something is a reasonable adjustment, you must pay for it as the employer. The cost of an adjustment can be taken into account in deciding if it is reasonable or not.

However, there is a government scheme called Access to Work which can help a person whose health or disability affects their work by giving them advice and support. Access to Work can help with extra costs which would not be reasonable for an employer or prospective employer to pay.

For example, Access to Work might pay towards the cost of getting to work if the disabled person cannot use public transport, or for assistance with communication at job interviews.

A person may be able to get advice and support from Access to Work if they are:

- in a paid job, or
- unemployed and about to start a job, or
- unemployed and about to start a Work Trial, or
- self-employed and
- their disability or health condition stops them from being able to do parts of their job.

Make sure your worker knows about Access to Work. Although the advice and support are given to the worker themselves, you will obviously benefit too. Information about Access to Work is in *'Further sources of information and advice'*.

What is meant by 'reasonable'

You only have to do what is reasonable.

Various factors influence whether a particular adjustment is considered reasonable. The test of what is reasonable is ultimately an objective test and not simply a matter of what you may personally think is reasonable.

When deciding whether an adjustment is reasonable you can consider:

- how effective the change will be in avoiding the disadvantage the disabled worker would otherwise experience
- its practicality
- the cost
- your organisation's resources and size
- the availability of financial support.

Your overall aim should be, as far as possible, to remove or reduce any disadvantage faced by a disabled worker.

Issues to consider:

- You can treat disabled people better or '**more favourably**' than non-disabled people and sometimes this may be part of the solution.
- The adjustment must be effective in helping to remove or reduce any disadvantage the disabled worker is facing. If it doesn't have any impact then there is no point.
- In reality it may take several different adjustments to deal with that disadvantage but each change must contribute towards this.
- You can consider whether an adjustment is practical. The easier an adjustment is, the more likely it is to be reasonable. However, just because something is difficult doesn't mean it can't also be reasonable. You need to balance this against other factors.
- If an adjustment costs little or nothing and is not disruptive, it would be reasonable unless some other factor (such as impracticality or lack of effectiveness) made it unreasonable.
- Your size and resources are another factor. If an adjustment costs a significant amount, it is more likely to be reasonable for you to make it if you have substantial financial resources. Your resources must be looked at across your whole organisation, not just for the branch or section where the disabled person is or would be working. This is an issue which you have to balance against the

other factors.

- In changing policies, criteria or practices, you do not have to change the basic nature of the job, where this would go beyond what is reasonable.
- What is reasonable in one situation may be different from what is reasonable in another situation, such as where someone is already working for you and faces losing their job without an adjustment, or where someone is a job applicant. Where someone is already working for you, or about to start a long-term job with you, you would probably be expected to make more permanent changes (and, if necessary, spend more money) than you would to make adjustments for someone who is attending a job interview for an hour.
- If you are a larger rather than a smaller employer you are also more likely to have to make certain adjustments such as redeployment or flexible working patterns which may be easier for an organisation with more staff.
- If advice or support is available, for example, from Access to Work or from another organisation (sometimes charities will help with costs of adjustments), then this is more likely to make the adjustment reasonable.
- If making a particular adjustment would increase the risks to the health and safety of anybody, including the disabled worker concerned, then you can consider this when making a decision about whether that particular adjustment or solution is reasonable. But your decision must be based on a proper assessment of the potential health and safety risks. You should not make assumptions about risks which may face certain disabled workers.

If, taking all of the relevant issues into account, an adjustment is reasonable then you must make it happen.

If there is a disagreement about whether an adjustment is reasonable or not, in the end, only an Employment Tribunal can decide this.

Providing information in an alternative format

Equality law says that where providing information is involved, the steps which it is reasonable for the employer to take may include steps to make sure that the information is provided in an accessible format.

For example:

A manual worker asks for the health and safety rules to be read onto an audio CD and given to them. This is likely to be a reasonable adjustment that the employer must make.

Reasonable adjustments in practice

Examples of steps it might be reasonable for you to have to take include:

- Making adjustments to premises.

For example: An employer makes structural or other physical changes such as widening a doorway, providing a ramp or moving furniture for a wheelchair user; relocates light switches, door handles, or shelves for someone who has difficulty in reaching; or provides appropriate contrast in decor to help the safe mobility of a visually impaired person.

- Allocating some of the disabled worker's duties to another worker.

For example: An employer reallocates minor or subsidiary duties to another worker as a disabled worker has difficulty doing them because of their disability. For example, the job involves occasionally going onto the open roof of a building but the employer transfers this work away from a worker whose disability involves severe vertigo.

- Transferring the worker to fill an existing vacancy.

For example: An employer should consider whether a suitable alternative post is available for a worker who becomes disabled (or whose disability worsens), where no reasonable adjustment would enable the worker to continue doing the current job. This might also involve retraining or other reasonable adjustments such as equipment for the new post or a transfer to a position on a higher grade.

- Altering the worker's hours of working or training.

For example: An employer allows a disabled person to work flexible hours to enable them to have additional breaks to overcome fatigue arising from their disability. It could also include permitting part-time working, or different working hours to avoid the need to travel in the rush hour if this is a problem related to an impairment. A phased return to work with a gradual build-up of hours might also be appropriate in some circumstances.

- Assigning the worker to a different place of work or training.

For example: An employer relocates the work station of a newly disabled worker (who now uses a wheelchair) from an inaccessible third floor office to an accessible one on the ground floor. If the employer operates from more than one workplace, it may be reasonable to move the worker's place of work to other premises of the same employer if the first building is inaccessible and the other premises are not.

- Allowing the worker to be absent during working or training hours for rehabilitation, assessment or treatment.

For example: An employer allows a disabled person who has recently developed a condition to have more time off work than would be allowed to non-disabled workers to enable them to have rehabilitation. A similar adjustment would be appropriate if a disability worsens or if a disabled worker needs occasional treatment anyway.

- Giving, or arranging for, training or mentoring (whether for the disabled worker or any other worker). This could be training in particular pieces of equipment which the disabled worker uses, or an alteration to the standard workplace training to make sure it is accessible for the disabled worker.

For example:

- All workers are trained in the use of a particular machine but an employer provides slightly different or longer training for an employee with restricted hand or arm movements, or training in additional software for a visually impaired person so that they can use a computer with speech output.
- An employer provides training for workers on conducting meetings in a way that enables a Deaf staff member to participate effectively.
- A disabled person returns to work after a six-month period of absence due to a stroke. Their employer pays for them to see a work mentor, and allows time off to see the mentor, to help with their loss of confidence following the onset of their disability.

- Acquiring or modifying equipment.

For example: An employer might have to provide special equipment (such as an adapted keyboard for someone with arthritis or a large screen for a visually impaired person), an adapted telephone for someone with a hearing impairment, or other modified equipment for disabled workers (such as longer handles on a machine).

You do not have to provide or modify equipment for personal purposes unconnected with a worker's job, such as providing a wheelchair if a person needs one in any event but does not have one. This is because the disadvantages do not flow from things you have control over.

- Modifying instructions or reference manuals.

For example: The format of instructions and manuals might need to be modified for some disabled workers (such as being produced in Braille or on audio CD) and instructions for people with learning disabilities might need to be conveyed orally with individual demonstration or in Easy Read.

- Modifying procedures for testing or assessment.

For example: A worker with restricted manual dexterity who was applying for promotion would be disadvantaged by a written test, so the employer gives that person an oral test instead.

- Providing a reader or interpreter.

For example: An employer arranges for a colleague to read hard copy post to a worker with a visual impairment at particular times during the working day. Alternatively, the employer might hire a reader.

- Providing supervision or other support.

For example: An employer provides a support worker or arranges help from a colleague, in appropriate circumstances, for someone whose disability leads to uncertainty or lack of confidence.

- Allowing a disabled worker to take a period of disability leave.

For example: A worker who has cancer needs to undergo treatment and rehabilitation. Their employer allows a period of disability leave and permits them to return to their job at the end of this period.

- Participating in supported employment schemes, such as **Work Choice**.

For example: A person applies for a job as an office assistant after several years of not working because of depression. They have been participating in a supported employment scheme where they saw the job advertised. As a reasonable adjustment the person asks the employer to let them make private phone calls during the working day to a support worker at the scheme.

- Employing a support worker to assist a disabled worker.

For example: An adviser with a visual impairment is sometimes required to make home visits to clients. The employer employs a support worker to assist them on these visits.

- Modifying disciplinary or grievance procedures.

For example: A worker with a learning disability is allowed to take a friend (who does not work with them) to act as an advocate at a meeting with the person's employer about a grievance. Normally the employer allows workers to be accompanied only by work colleagues. The employer also makes sure that the meeting is conducted in a way that does not disadvantage or patronise the disabled worker.

- Adjusting redundancy selection criteria.

For example: A worker with an autoimmune disease has taken several short periods of absence during the year because of the condition. When their employer is taking the absences into account as a criterion for selecting people for redundancy, they discount these periods of disability-related absence.

- Modifying performance-related pay arrangements.

For example: A disabled worker who is paid purely on their output needs frequent short additional breaks during their working day – something their employer agrees to as a reasonable adjustment. It is likely to be a reasonable adjustment for their employer to pay them at an agreed rate (for example, their average hourly rate) for these breaks.

It may sometimes be necessary for an employer to take a combination of steps.

For example: A woman who is blind is given a new job with her employer in an unfamiliar part of the building. The employer

- arranges facilities for her assistance dog in the new area
- arranges for her new instructions to be in Braille, and
- provides disability equality training to all staff.

In some situations, a reasonable adjustment will not work without the cooperation of other workers. Your other staff may therefore have an important role in helping make sure that a reasonable adjustment is carried out in practice. You must make sure that this happens. It is unlikely to be a valid 'defence' to a claim under equality law for a failure to make reasonable adjustments to argue that an adjustment was unreasonable because your other staff were obstructive or unhelpful when you tried to make an adjustment happen.

You would at least need to be able to show that you took all reasonable steps to try and resolve the problem of the attitude of your other staff.

For example: An employer makes sure that a worker with autism has a structured working day as a reasonable adjustment. As part of the reasonable adjustment, it is the responsibility of the employer to make sure that other workers cooperate with this arrangement.

If the worker does not agree to your involving other workers, you must not breach their confidentiality by telling the other workers about the disabled person's situation.

If a worker is reluctant for other staff to know, and you believe that a reasonable adjustment requires the cooperation of the worker's colleagues, explain that you cannot make the adjustment unless they are prepared for some information to be shared. It does not have to be detailed information about their condition; just enough to explain to other staff what they need to do.

Specific situations

Employment services

An employment service provider must not unlawfully discriminate against people who are using or want to use its services. There is more information about what this means in the *Glossary*.

In addition, an employment service provider has a duty to make reasonable adjustments, except when providing a **vocational service**.

For employment service providers, unlike for employers, the duty is 'anticipatory'. If you are an employment service provider, this means you cannot wait until a disabled person wants to use your services, but must think in advance (and on an ongoing basis) about what disabled people with a range of impairments might reasonably need, such as people who have a visual impairment, a hearing impairment, a mobility impairment, or a learning disability.

For example: An employment agency makes sure its website is accessible to disabled people and that it can provide information about job opportunities in a range of alternative formats. It also makes sure its staff are trained to assist disabled people who approach it to find out about job opportunities.

Occupational pensions

Occupational pension schemes must not unlawfully discriminate against people. There is more information about what this means in the Equality and Human Rights Commission guide: *What equality law means for you as an employer: pay and benefits*.

In addition, an occupational pension scheme must make reasonable adjustments to any provision, criterion or practice in relation to the scheme which puts a disabled person at a **substantial** disadvantage in comparison with people who are not disabled.

For example: The rules of an employer's final salary scheme provide that the maximum pension receivable is based on the member's salary in the last year of work. Having worked full-time for 20 years, a worker develops a condition which leads them to reduce their working hours two years before their pension age. The scheme's rules put them at a disadvantage as a result of their disability, because their pension will only be calculated on their part-time salary. The trustees decide to convert the worker's part-time salary to its full-time equivalent and make a corresponding reduction in the period of their part-time employment which counts as pensionable. In this way, their full-time earnings will be taken into account. This is likely to be a reasonable adjustment to make.

4 | What to do if someone says they've been discriminated against

If a **worker** says that you or another worker employed by you or your **agent** have **unlawfully discriminated** against them in a work situation, your responsibility is to deal with the complaint in a way that finds out if there has been unlawful discrimination and, if there has been, to put the situation right.

A worker may:

- complain to you
- make a claim in the Employment Tribunal

Claims about equal pay can be brought in other courts – this is explained in the section on *'Where claims are brought'* below.

These are not alternatives, since the person complaining still has a right to make a claim in the Employment Tribunal even if they first complained to you.

This part of this guide covers:

- If a worker complains to you
- What you can do if you find that there has been unlawful discrimination
- Monitoring the outcome
- The questions procedure, which someone can use to find out more information from you if they think they may have been unlawfully discriminated against, harassed or victimised. The questions procedure will be abolished on 6 April 2014. However, it will still apply to events that happened before that date and a worker can ask you questions about events that happened on or after that date.
- Key points about discrimination cases in a recruitment situation
 - Where claims are brought
 - Time limits for bringing a claim
 - The standard and burden of proof
 - What the Employment Tribunal can order you to do

- More information about defending an Employment Tribunal case.

Good practice tips for avoiding and sorting out claims about discrimination at work

A worker who believes they have experienced unlawful discrimination has a right to make an Employment Tribunal claim.

Defending an Employment Tribunal claim can be lengthy, expensive and draining, and it can have a damaging impact on the reputation of your organisation.

It is likely to be in everyone's interest to try to put things right before a claim is made to an Employment Tribunal.

If you have good procedures for sorting out complaints about discrimination, you may be able to avoid the person feeling it is necessary to bring a claim against you.

An important factor will be for all your workers to be sure that complaints about unlawful discrimination will be taken seriously, and that something will happen to put the situation right if someone has discriminated unlawfully.

Make it clear what will happen if, after investigating, you find out that someone has discriminated unlawfully against someone else:

- that if necessary you will take any disciplinary action you decide is appropriate
- that if necessary you will change the way you do things so the same thing does not happen again, then make sure you do this.

Also:

- consider **equality training** for yourself and/or people working for you
- think about having an **equality policy**.

If a worker complains to you

You have two ways of sorting out the situation:

- trying to deal with the complaint informally
- using your grievance procedures.

You may also want to use other people to help you sort the situation out through something like conciliation or mediation. This is often called 'alternative dispute resolution' and this guide tells you where you can find out more about it.

Make sure that in the way you respond to a complaint, you do not unlawfully discriminate against anyone.

For example: An employer takes what a disabled person, who has a learning disability, says less seriously than what the person they say has unlawfully discriminated against them says. If the employer's attitude is because of the disabled person's learning disability, this is likely to be unlawful discrimination.

If anyone involved in a complaint is a disabled person who needs **reasonable adjustments** to remove barriers they would otherwise face in taking part in the complaints process, you must make these. You can read more about reasonable adjustments in [Chapter 3](#).

Dealing with the complaint informally

It may be that you can look into the complaint and decide what to do without it being necessary for your worker to make a formal complaint.

If the complaint is about the way you or your organisation does something, think about getting it changed.

If it is about how the person's manager or colleagues are behaving towards them, it may help to speak informally to the person or people involved before getting into formal procedures.

This will only be possible if the person who has complained agrees that you should speak to the other person informally.

Make sure you tell the worker what the result of their informal complaint is, otherwise they may make a formal complaint or bring an Employment Tribunal claim.

If a worker makes a formal complaint

If a worker makes a formal complaint, this is often referred to as a 'grievance'.

You can find out about investigating and handling grievances (whether they relate to discrimination or to other workplace issues) from Acas. Contact details for Acas are in *'Further sources of information and advice'*.

If your worker is not happy about the outcome of a grievance procedure, then they have a right to appeal.

Alternative dispute resolution

If you want to get help in sorting out a complaint about discrimination, you could see if the person complaining will agree to what is usually called 'alternative dispute resolution' or ADR. ADR involves finding a way of sorting out the complaint without a formal tribunal hearing. ADR techniques include mediation and conciliation. For more information see the section on *'Settling a dispute'* below.

What you can do if you find that there has been unlawful discrimination

The action you take will depend on the specific details of the case and its seriousness. You should take into consideration any underlying circumstances and the outcome of previous similar cases. The actions you could take include:

- Some form of alternative dispute resolution (which is explained above).
- **Equality training** for the person who discriminated.
- Appropriate disciplinary action (you can find out more about disciplinary procedures from Acas).

What you can do if you find that there wasn't any unlawful discrimination

If your investigation and any appeal find that there was no unlawful discrimination, then you need to find a way for everyone to continue to work together.

You may be able to do this yourself, or it may be helpful to bring in help from outside as with alternative dispute resolution.

Monitoring the outcome

Whether you decide that there had been unlawful discrimination or not, make sure that you do not treat badly the person who complained or anyone who helped them. For example, forcing the person who complained to transfer to another part of your organisation (if it is big enough) may be **victimisation**. However, if they ask to be transferred, you should do this if you are sure this is what they really want, and it is not a sign that you have not dealt with their complaint properly.

Monitor the situation to ensure that the unlawful discrimination (if you found there was discrimination) has stopped and that there is no victimisation of the person who complained or anyone who helped them.

If your worker is not satisfied with what has happened, they may decide to bring a claim in the Employment Tribunal.

The questions procedure

It is good practice for a worker who thinks that they may have experienced unlawful discrimination, harassment or victimisation under equality law to seek relevant information from you before issuing a formal claim. This can help them to decide if they have a valid claim or not.

How they can do this will depend on whether or not the claim is about events that happened before 6 April 2014.

Claims about events which happened before 6 April 2014

If the claim is about events that happened before 6 April 2014, there is a set procedure which the worker can use to obtain information from you. It includes a set form called 'the questionnaire' or 'questions procedure' available at:

<https://www.gov.uk/government/publications/discrimination-and-other-prohibited-conduct-complaints-questionnaire>

The questionnaire form does not need to be used, provided the worker uses the specified questions used in the form.

If you receive questions from someone, you are not legally required to reply to the request, or to answer the questions, but it may harm your case if you do not.

The questions and the answers can form part of the evidence in a case brought under the Equality Act 2010.

A worker can send you the questions before a claim is made to the Employment Tribunal, or at the same time, or after the claim has been sent.

If it is before, then you must receive the questions within three months of what the worker says was the unlawful discrimination. If a claim has already been made to the Employment Tribunal, then you must receive the questions within 28 days of the claim being sent to the Employment Tribunal.

If you do not respond to the questions within eight weeks of them being sent to you, the Employment Tribunal can take that into account when making its decision. The Employment Tribunal can also take into account answers which are evasive or unclear.

There is an exception to this. The court cannot take the failure to answer into account if a person or organisation states that to give an answer could prejudice criminal proceedings and if it is reasonable to claim that it would. Most of the time, breaking equality law only leads to a claim in a civil court. Occasionally, breaking equality law can be punished by the criminal courts. In that situation, the person or organisation may be able to refuse to answer the questions if in answering they might incriminate themselves and if it is reasonable for them not to answer. If you think this might apply to you, you should get legal advice on what to do.

Claims about events which happened on or after 6 April 2014

The questions procedure and the questionnaire form were abolished on 6 April 2014. For claims about events which took place on or after that date it will remain good practice for a worker who thinks that they may have experienced unlawful discrimination, harassment or victimisation under equality law to seek relevant

information from you before issuing a formal claim.

Acas has produced non-statutory guidance for employers and workers asking and answering questions after 6 April 2014. It is available at:

<http://www.acas.org.uk/media/pdf/m/p/Asking-and-responding-to-questions-of-discrimination-in-the-workplace.pdf>

That guidance makes it clear that you should treat any such questions seriously and promptly and not ignore them. Any such questions and answers can form part of the evidence in a case brought under the Equality Act 2010.

Whether the claim is about events that happened before 6 April 2014 or on or after that date, you must not treat a worker badly because they have sent you questions about a claim. If you do, it will almost certainly be unlawful victimisation under the Equality Act 2010.

Key points about discrimination cases in a work situation

The key points this guide explains are:

- Where claims are brought
- Time limits for bringing a claim
- The standard and burden of proof
- What the Employment Tribunal can order you to do
- Settling a dispute

Where claims are brought

An Employment Tribunal can decide a complaint involving unlawful discrimination in a work situation.

Employment Tribunals can also decide cases about:

- Collective agreements, which can cover any terms of employment, such as pay or other benefits or working conditions.
- Equal pay and occupational pensions cases, which you can read more about in the Equality and Human Rights Commission guide: *What equality law means for you as an employer: pay and benefits*.
- Requirements an employer places on someone to discriminate against people as part of their job, for example, if someone works in a shop, telling them not to serve customers with a particular protected characteristic.

Claims about equal pay between men and women can also be decided by the County Court or High Court (in England and Wales) and the sheriff court or Court of Session (in Scotland). This is explained in the Equality and Human Rights Commission guide: *What equality law means for you as an employer: pay and benefits*.

An Employment Tribunal can only hear a case from a member of the **armed forces** if their **service complaint** has been decided.

A person making a claim to an Employment Tribunal on or after 29 July 2013 has to pay a fee to make a claim and another fee to have their case heard. Remission arrangements are in place, which mean that if a worker's income is below a certain level (and this varies depending upon, for example, family size), the fees will be reduced or waived entirely.

The Government has published online guidance on fees:

<https://www.gov.uk/employment-tribunals/apply-to-the-tribunal>

The Tribunal is likely to order you to pay the fees back to the person making the claim if you are unsuccessful in defending the claim.

Time limits for bringing a claim

A person must bring their claim within three months (less one day) of the claimed unlawful discrimination taking place.

There are two situations where this is slightly different:

- in equal pay cases, different time limits apply – see the Equality and Human Rights Commission guide: *What equality law means for you as an employer: pay and benefits*, and
- for cases involving the armed forces, the time limit is six months (less one day).

If a person brings a claim after this, it is up to the Employment Tribunal to decide whether it is fair to everyone concerned, including both the employer and the worker, to allow a claim to be brought later than this.

When a claim concerns behaviour over a length of time, the time limit starts when the behaviour has ended.

For example: An employer has a policy of only providing company cars to employees aged 35 years or over. Unless the policy can be objectively justified, someone aged 30 would be able to make a claim to the tribunal for age discrimination at any time while the policy continues to operate in favour of those aged 35. If the policy ceased to operate in favour of this age group, claims would have to be made within three months of this happening

If the person is complaining about a failure to do something, for example, a failure to make **reasonable adjustments**, then the three months begins when the decision was made not to do it. If there is no solid evidence of a decision, then the decision is assumed to have been made either:

- when the person who failed to do the thing does something else which shows they don't intend to do it, or
- at the end of the time when they might reasonably have been expected to do the thing.

For example: A wheelchair-user asks their employer to install a ramp to enable them to get over the kerb between the car park and the office entrance more easily. The employer indicates that it will do so but no work at all is carried out. After a period in which it would have been reasonable for the employer to commission the work, even though the employer has not made a positive decision not to install a ramp, it may be treated as having made that decision. A court can hear a claim if it is brought outside this time limit if the court thinks that it would be 'just and equitable' (fair to both sides) for it to do this.

Where a person has to contact Acas before making a claim because the early conciliation procedure applies, there are special rules about time limits. The normal three month time limit is extended to allow conciliation to take place. There is more information on the early conciliation procedure in the section of this guidance called '*Settling a dispute*'.

For more information see the Acas guidance on the early conciliation procedure:
<http://www.acas.org.uk/media/pdf/h/o/Early-Conciliation-explained.pdf>

The rules are not straightforward and legal advice should be taken where there is any doubt about how the rules apply.

The standard and burden of proof

The standard of proof in discrimination cases is the usual one in civil (non-criminal) cases. Each side must try to prove the facts of their case are true on the balance of probabilities, in other words, that it is more likely than not in the view of the tribunal that their version of events is true.

If a worker is claiming unlawful discrimination, harassment or victimisation against you, then the **burden of proof** begins with them. There are two situations in which the burden of proof will shift onto you:

1. If they prove enough facts from which the tribunal can decide, without any other explanation, that the discrimination, harassment or victimisation has taken place, or
2. If their complaint is that they have not been offered a job because you found out about their disability having asked questions which you were not allowed to ask under the rules against **pre-employment health or disability enquiries**.

In any of these situations, the burden then shifts onto you to show that you or someone whose actions or omissions you were responsible for did not discriminate, harass or victimise the person making the claim.

What the Employment Tribunal can order you to do

If the worker wins their case, the tribunal can order what is called a remedy. The main remedies available to the Employment Tribunal are to:

- Make a declaration that you have discriminated.
- Award compensation to be paid for the financial loss the claimant has suffered (for example, loss of earnings), and damages for injury to the claimant's feelings. There is no legal upper limit on the amount of compensation.
- Make a recommendation, requiring the employer to do something specific within a certain time to remove or reduce the bad effects which the claim has shown to exist on the individual.

For example: Providing a reference or reinstating the person to their job, if the tribunal thinks this would work despite the previous history.

- At present, the Employment Tribunal can make a recommendation requiring the employer to do something specific within a certain time to remove or reduce the bad effects which the claim has shown to exist on the wider workforce (although not in equal pay cases). The Employment Tribunal can make this kind of recommendation even if the person who has won their case no longer works for

the employer. The Government has said it will abolish the Employment Tribunals' power to make these kind of wider recommendations. If it may be relevant to a case in which you are involved, you will need to check whether it still exists.

For example:

- introducing an equal opportunities policy
- ensuring its harassment policy is more effectively implemented
- setting up a review panel to deal with equal opportunities and harassment/grievance procedures
- re-training staff, or
- making public the selection criteria used for transfer or promotion of staff.

If the recommendation relates to an individual and if an employer does not do what they have been told to do, the tribunal may order them to pay compensation, or an increased amount of compensation, to the claimant instead.

In cases of **indirect discrimination**, if you can prove that you did not intend what you did to be discriminatory, the tribunal must consider all of the remedies before looking at damages.

The Employment Tribunal can also order an employer to pay the claimant's legal costs and expenses, although this does not often happen in Employment Tribunal cases. However, the Tribunal is now likely to order you to reimburse any fees the person had to pay the tribunal to bring their claim if you are unsuccessful in defending the claim.

From 6 April 2014, the Tribunal may also impose financial penalties of between £100 – £5,000 (payable to the Government) on an employer if they are unsuccessful in defending a claim and the case has 'aggravating features'. These awards are only likely to be imposed sparingly in cases where the employer's conduct has been particularly reprehensible.

The Government also intends to introduce legislation in October 2014 which will require an Employment Tribunal to order, subject to certain exceptions, an employer to undertake an equal pay audit where the Tribunal finds that the employer has breached an equality clause and/or discriminated because of sex in relation to pay.

Settling a dispute

Legal proceedings can be a stressful and time consuming experience. It may be in the best interest of everyone to try to agree to settle a dispute to avoid going to an Employment Tribunal or court hearing. There are three ways in which a dispute can be settled:

- Agreement between you and the worker
- Acas conciliation service
- Qualifying settlement agreement

Agreement between you and the worker

Before a claim is issued by your worker in the Employment Tribunal, you can agree to settle a dispute directly with them. An agreement to settle a dispute can include any terms that you agree with the worker and can cover compensation, future actions by you and the worker and other lawful matters.

For example: A worker raises a grievance with her employers alleging a failure to make reasonable adjustments. The employer investigates the worker's complaint and upholds her grievance. The employer agrees with the worker to put the reasonable adjustments in place and offers her a written apology, which she accepts.

Acas

You may also seek assistance from Acas which offers a conciliation service for parties in dispute, whether or not a claim has been made to an employment tribunal.

From 6 May 2014, all claimants (with very limited exceptions) will have to comply with the Early Conciliation Procedure before they can make a claim to the Employment Tribunal. Under the procedure, a person wanting to bring a claim has to present a completed early conciliation form to Acas or telephone Acas giving their details and those of their employer. Acas will then offer a free conciliation service to try and help the parties resolve their dispute.

The time limit for bringing a claim will usually be extended to allow the conciliation to take place.

Early conciliation can be started by employers as well as individuals so you can contact Acas if you think someone might make a Tribunal claim against you.

The prescribed notification form and guidance on the early conciliation procedure are available from the Acas website: <http://www.acas.org.uk/index.aspx?articleid=4028>

For example: A worker raises a grievance with her employer alleging sex discrimination. The employer dismisses her grievance. She decides to make a claim to the tribunal but before she does so she contacts Acas in order to comply with the early conciliation procedure. Acas helps her and her employer to conciliate the dispute. As a result of the conciliation, the worker and her employer agree to settle the claim on terms which are agreeable to both of them.

Qualifying settlement agreement

You and the worker can also settle a claim or potential claim to the Employment Tribunal by way of a 'qualifying settlement agreement'. There are specific conditions which must be satisfied if a claim is settled in this way:

- the agreement must be in writing
- the conditions in the agreement must be tailored to the circumstances of the claim
- the worker must have received legal advice about the terms of the agreement from an independent advisor who is insured against the risk of a claim arising from that advice
- the person who provides the worker with independent legal advice on the settlement agreement must be a lawyer, a trade union representative with written authority from the trade union or an advice centre worker with written authority from the centre to give this advice.

More information about defending an Employment Tribunal case

You can find out more about what to do if someone brings an Employment Tribunal case against you from Acas – see in *'Further sources of information and advice'* for contact details.

5 | Further sources of information and advice

General advice and information

Equality and Human Rights Commission:

The Equality and Human Rights Commission is the independent advocate for equality and human rights in Britain. It aims to reduce inequality, eliminate discrimination, strengthen good relations between people, and promote and protect human rights. If you need expert information, advice and support on discrimination and human rights issues and the applicable law, especially if you need more help than advice agencies and other local organisations can provide, please contact the Equality Advisory and Support Service (EASS), below. EASS was commissioned by Government in 2012 to replace the EHRC Helpline, which is now closed. EASS is completely independent of the Commission.

Equality Advisory Support Service (EASS)

The Helpline advises and assists individuals on issues relating to equality and human rights, across England, Scotland and Wales. They can also accept referrals from organisations which, due to capacity or funding issues, are unable to provide face to face advice to local users of their services.

- Website: www.equalityadvisoryservice.com/
- Telephone: 0808 800 0082 (Mon–Fri: 9am to 8pm; Sat 10am to 2pm)
- Text phone: 0808 800 0084 (Mon–Fri: 9am to 8pm; Sat 10am to 2pm)

Acas – The Independent Advisory, Conciliation and Arbitration Service

Acas aims to improve organisations and working life through better employment relations. It provides impartial advice, training, information and a range of problem resolution services.

- Website: www.acas.org.uk
- Telephone: 08457 47 47 47 (Mon–Fri: 08:00–20:00; Sat: 09:00–13:00)

GOV.UK (Employing people)

Guidance from the government's website for employers.

- Website: <https://www.gov.uk/browse/employing-people>

Access to Work

Access to Work can help disabled people or their employers if their condition or disability affects the ease by which they can carry out their job or gain employment. It gives advice and support with extra costs which may arise because of certain needs.

- Website: <https://www.gov.uk/access-to-work>

London, East England and South East England

- Email: atwosu.london@jobcentreplus.gsi.gov.uk
- Telephone: 020 8426 3110
- Textphone: 020 8426 3133

Wales, South West England, West Midlands and East Midlands:

- Telephone: 02920 423 291
- Textphone: 0845 602 5850
- Email: atwosu.cardiff@dwp.gsi.gov.uk

Scotland, North West England, North East England and Yorkshire and Humberside:

- Telephone: 0141 950 5327
- Email: atwosu.glasgow@jobcentreplus.gsi.gov.uk

Advicenow

An independent, not-for-profit website providing accurate, up-to-date information on rights and legal issues.

- Website: www.advicenow.org.uk

Advice UK

A UK network of advice-providing organisations. They do not give out advice themselves, but the website has a directory of advice-giving agencies.

- Website: www.adviceuk.org.uk
- Email: mail@adviceuk.org.uk
- Telephone: 0300 777 0107 or 0300 777 0108

Age UK

Age UK aims to improve later life for everyone by providing information and advice, campaigns, products, training and research.

- Website: www.ageuk.org.uk
- Telephone: 0800 169 6565
- Email: contact@ageuk.org.uk

Association of Disabled Professionals (ADP)

The ADP website offers advice, support, resources and general information for disabled professionals, entrepreneurs and employers.

- Website: www.adp.org.uk
- Telephone: 01204 431638 (answerphone only service)
- Fax: 01204 431638
- Email: info@adp.org.uk

British Chambers of Commerce (BCC)

The BCC is the national body for a network of accredited Chambers of Commerce across the UK; each Chamber provides representation, services, information and guidance to its members.

- Website: www.britishchambers.org.uk
- Telephone: 020 7654 5800
- Fax: 020 7654 5819
- Email: info@britishchambers.org.uk

British Retail Consortium (BRC)

The BRC is a trade association representing a broad range of retailers. It provides advice and information for its members.

- Website: www.brc.org.uk
- Telephone: 020 7854 8900
- Fax: 020 7854 8901

Business Gateway

Business Gateway provides practical help, advice and support for new and growing businesses in Scotland.

- Website: www.bgateway.com
- Telephone: 0845 609 6611

Business in the Community

Business in the Community mobilises businesses for good, working to improve businesses in terms of their responsibilities to both the local and global community, helping to work towards a sustainable future.

- Website: www.bitc.org.uk
- Telephone: 020 7566 8650
- Email: informationn@bitc.org.uk
- Twitter: [@BITC1](https://twitter.com/BITC1)

Business Disability Forum (BFD)

BFD replaces the EFD and is the world's leading employers' organisation focused on disability as it affects business.

- Website: www.businessdisabilityforum.org.uk/
- Telephone: 020 7403 3020
- Fax: 020 7403 0404
- Textphone: 020 7403 0040
- Email: enquiries@businessdisabilityforum.org.uk

Citizens Advice Bureau

Citizens Advice Bureaux offer free, confidential, impartial and independent advice from over 3,500 locations. These include high streets, community centres, doctors' surgeries, courts and prisons. It is available to everyone.

Advice may be given face-to-face or by phone. Most bureaux can arrange home visits and some also provide email advice. A growing number are piloting the use of text, online chat and webcams.

- Website: www.citizensadvice.org.uk/getadvice.ihtml
- Telephone (England): 08444 111 444
- Telephone (Wales): 08444 77 20 20

Citizens Advice Scotland

- Website: www.cas.org.uk
- Telephone: 0808 800 9060.

Chartered Institute of Personnel and Development (CIPD)

The CIPD is Europe's largest human resources development professional body, with over 135,000 members. It supports and develops those responsible for the management and development of people within organisations.

- Website: www.cipd.co.uk
- Telephone: 020 8612 6208

ChildcareLink

ChildcareLink provides details of local childcare providers for employees and employers, as well as general information about childcare.

- Website: www.childcare.co.uk
- Telephone: 0800 2346 346

Close the Gap Scotland

Close the Gap Scotland works to close the gender pay gap by working with companies and trade unions as well as carrying out research to illustrate the gender pay gap.

- Website: www.closesthegap.org.uk
- Telephone: 0141 337 8131

The Confederation of British Industry (CBI)

The CBI is the UK's leading business organisation, speaking for some 240,000 businesses that together employ around a third of the private sector workforce.

- Website: www.cbi.org.uk
- Telephone: 020 7379 7400

Department for Business, Innovation and Skills (BIS)

BIS is the UK government department with responsibility for trade, business growth, employment and company law and regional economic development.

- Website: www.gov.uk/government/organisations/department-for-business-innovation-skills
- Telephone: 020 7215 5000

Disability Law Service (DLS)

The DLS is a national charity providing information and advice to disabled and Deaf people. It covers a wide range of topics including discrimination, consumer issues, education and employment.

- Website: www.dls.org.uk
- Telephone: 020 7791 9800
- Minicom: 020 7791 980

EEF

EEF is a membership organisation which provides business services to help members manage people, processes, environment and more, so that members can meet their regulatory commitments.

- Website: www.eef.org.uk
- Telephone: 0845 250 1333

Employers Forum on Age (EFA)

EFA is an independent network of leading employers who recognise the value of an age diverse workforce. In addition to supporting employers, the EFA influences Government, business and trade unions, campaigning for real practical change in preventing age discrimination at work and in the job market.

- Website: www.efa.org.uk
- Telephone: 020 7922 7790
- Email: efa@efa.org.uk

Employers Forum on Belief (EFB)

EFB offers employers practical guidance and shares good practice around issues such as dress codes, religious holidays, the inter-relationship between religious belief and other diversity strands and conflict in the workplace. The forum is not affiliated to any religious group or philosophical belief.

- Website: www.efbelief.org.uk
- Telephone: 0 020 7922 7790
- Email: info@efbelief.org.uk

Equality Britain

Equality Britain aims to promote opportunities in employment, education, housing and sport to people from ethnic minorities.

- Website: www.equalityuk.org

Federation of Small Businesses (FSB)

The FSB works to protect, promote, and further the interests of the self-employed and small business sector. It provides a range of member services.

- Website: www.fsb.org.uk
- Telephone: 02075928100

Gender Identity Research and Education Society (GIRES)

GIRES provides a wide range of information and training for Trans people, their families and professionals who care for them.

- Website: www.gires.org.uk
- Telephone: 01372 801 554
- Fax: 01372 272 297
- Email: info@gires.org.uk

The Gender Trust

The Gender Trust is the UK's largest charity working to support Transsexual, Gender Dysphoric and Transgender people or those who are affected by gender identity issues. It has a helpline and provides training and information for employers and organisations.

- Website: www.gendertrust.org.uk
- Telephone: 01273 234024

GOV.UK

GOV.UK is the UK government's digital service for people in England and Wales. It delivers information and practical advice about public services, bringing them all together in one place.

- Website: www.gov.uk

Government Equalities Office (GEO)

The GEO is the Government department responsible for equalities legislation and policy in the UK.

- Website: www.gov.uk/government/organisations/government-equalities-office
- Telephone: 020 7211 6000

Health and Safety Executive (HSE)

The HSE provides information and guidance on health and safety.

- Website: www.hse.gov.uk
- Telephone: 08701 545 500
- Email: hseinformationservices@natbrit.com

Healthy Minds at Work

Healthy Minds at Work is a Wales-based initiative to help prevent absence from work due to stress-related illnesses through improving the welfare of employees.

- Website: www.healthymindsatwork.org.uk
- Email: info@healthymindsatwork.org.uk

Investors in People (IiP)

IiP offers a business improvement tool designed to help all kinds of organisations develop performance through their people. It provides tailored assessments designed to support organisations in planning, implementing and evaluating effective strategies and is relevant for organisations of all sizes and sectors.

- Website: www.investorsinpeople.co.uk
- Telephone: 020 7467 1900
- Email: info@investorsinpeople.co.uk

Law Centres Network

The Law Centres Federation is the national co-ordinating organisation for a network of community-based law centres. Law centres provide free and independent specialist legal advice and representation to people who live or work in their catchment areas. The Federation does not itself provide legal advice, but can provide details of your nearest law centre.

- Website: www.lawcentres.org.uk
- Telephone: 0203 637 1330

The Law Society

The Law Society is the representative organisation for solicitors in England and Wales. Their website has an online directory of law firms and solicitors. You can also call their enquiry line for help in finding a solicitor. They do not provide legal advice.

- Website: www.lawsociety.org.uk
- Telephone: 020 7242 1222 (general enquiries)

They also have a Wales office

- Telephone: 029 2064 5254
- Fax: 029 2022 5944
- Email: wales@lawsociety.org.uk

Scottish Association of Law Centres (SALC)

SALC represents law centres across Scotland.

- Website: www.scotlawcentres.blogspot.com
- Telephone: 0141 561 7266

Mindful Employer

Mindful Employer provides information, advice and practical support for people whose mental health affects their ability to find or remain in employment, training, education and voluntary work.

- Website: www.mindfulemployer.net
- Telephone: 01392 208 833
- Email: info@mindfulemployer.net

Opportunity Now

Opportunity Now is a membership organisation representing employers who want to ensure inclusiveness for women, supporting their potential to be as economically active as men. Opportunity Now is part of Business in the Community.

- Website: www.opportunity.bitc.org.uk
- Telephone: 0207 566 8650

Press for Change (Pfc)

PfC is a political lobbying and educational organisation. It campaigns to achieve equality and human rights for all trans people in the UK through legislation and social change. It provides legal advice, training and consultancy for employers and organisations as well as undertaking commissioned research.

- Website: www.pfc.org.uk
- Telephone: 08448 708165
- Email: office@pfc.org.uk

Race for Opportunity (RfO)

RfO is a network of private and public sector organisations working across the UK to promote the business case for race and diversity. It is part of Business in the Community.

- Website: www.raceforopportunity.org.uk
- Telephone: 0207 566 8716

Small Business UK

Small Business UK provides resources, products and services for small business owners and start-ups. It offers free online advice in the form of news articles, guides, tips and features to help people set up and run small businesses.

- Website: www.smallbusiness.co.uk
- Telephone: 020 7250 7010

Stonewall

Stonewall is the UK's leading lesbian, gay and bisexual charity and carries out campaigning, lobbying and research work as well as providing a free information service for individuals, organisations and employers.

- Website: www.stonewall.org.uk
- Telephone: 08000 50 20 20
- Email: info@stonewall.org.uk

The Age and Employment Network (TAEN)

An independent charity whose mission is to promote an effective job market that serves the needs of people in mid- and later life, employers and the economy.

- Website: www.taen.org.uk
- Telephone: 020 7843 1590

TUC – the Trades Union Congress (England and Wales)

With 59 member unions representing over six and a half million working people, the TUC campaigns for a fair deal at work and for social justice at home and abroad.

- Website: www.tuc.org.uk
- Telephone: 020 7636 4030

Scottish Trades Union Congress (STUC)

- Website: www.stuc.org.uk
- Telephone: 0141 337 8100

- Email: info@stuc.org.uk

Train to Gain

Advice and resources for businesses looking for support in training their staff.

- Website: www.traintogain.gov.uk
- Telephone: 0845 600 9006

Working Families

Working Families is a work–life balance organisation, helping children, working parents and carers and their employers find a better balance between responsibilities at home and work.

- Website: www.workingfamilies.org.uk
- Telephone: 0800 013 0313
- Email: office@workingfamilies.org.uk

Workwise

Workwise aims to make the UK one of the most progressive economies in the world by encouraging the widespread adoption of smarter working practices in order to gain better productivity and to balance work–life pressures.

- Website: www.workwiseuk.org
- Telephone: 01252 311 557
- Email: enquiries@workwiseuk.org

6 | Glossary

accessible venue	A building designed and/or altered to ensure that people, including disabled people, can enter and move round freely and access its events and facilities.
Act	A law or piece of legislation passed by both Houses of Parliament and agreed to by the Crown, which then becomes part of statutory law (ie is <i>enacted</i>).
affirmative action	Positive steps taken to increase the participation of under-represented groups in the workplace. It may encompass such terms as positive action and positive discrimination. The term, which originates from the United States of America, is not used in the Equality Act.
age	This refers to a person belonging to a particular age group, which can mean people of the same age (e.g. 32-year-olds) or range of ages (e.g. 18–30-year-olds, ‘middle-aged people’ or people over 50).
agent	A person who has authority to act on behalf of another (‘the principal’) but who is not an employee or worker employed by the employer.
all reasonable steps	In relation to discriminatory actions by an employee, all the things that the employer could reasonably have done to have stopped the discriminatory acts if they are not responsible; in relation to reasonable adjustments, ‘reasonable steps’ is another term for the things that the employer could reasonably have done to remove the disadvantage.
alternative format	Media formats which are accessible to disabled people with specific impairments, for example Braille, audio description, subtitles and Easy Read.

armed forces	Refers to military service personnel.
associated with	This is used in a situation where the reason a job applicant or worker is discriminated against is not because they have a particular protected characteristic, but because they are 'associated with' another person who has that protected characteristic, eg the other person is their friend or relative. For example, an employer decides not to recruit a non-disabled worker because they have a disabled child. This is sometimes referred to as discrimination 'by association'.
association, by	As in 'discrimination by association'. See associated with .
auxiliary aid	Usually a special piece of equipment to improve accessibility.
auxiliary service	A service to improve access to something often involving the provision of a helper/assistant.
barriers	In this guide, this term refers to obstacles which get in the way of equality for disabled workers and other workers put at a disadvantage because of their protected characteristics. Unless explicitly stated, 'barriers' does not exclusively mean physical barriers. For more on barriers in relation to disabled workers, see duty to make reasonable adjustments .
Bill	A draft Act, not passed by Parliament.
burden of proof	This refers to whether, in an Employment Tribunal, it is for the worker to prove that discrimination occurred or it is for the employer to disprove it. Broadly speaking, a worker must prove facts which, if unexplained, indicate discrimination. The burden of proof then shifts to the employer to prove there was no discrimination. If the employer cannot then prove that no discrimination was involved, the worker will win their case.
charity	A body (whether corporate or not) which is for a statutory charitable purpose that provides a benefit to the public.

Code of Practice	A statutory guidance document which must be taken into account by courts and tribunals when applying the law and which may assist people to understand and comply with the law.
comparator	A person with whom a claimant compares themselves to establish less favourable treatment or a disadvantage in a discrimination case. If a comparator does not exist it is often possible to rely on how a person would have been treated if they did not have the relevant protected characteristic (known as a 'hypothetical' comparator).
contract worker	Under the Equality Act, this has a special meaning. It means a person who is sent by their employer to do work for someone else (the 'principal'), under a contract between the employer and the principal. For example, a person employed by an agency to work for someone else ('an end-user') or a person employed by a privatised company to work on contracted out services for a public authority, may be a contract worker. The Equality Act makes it unlawful for the principal to discriminate against the contract worker.
data protection	Safeguards concerning personal data are provided for by statute, mainly the Data Protection Act 1998.
direct discrimination	Less favourable treatment of a person compared with another person because of a protected characteristic. This may be their own protected characteristic, or a protected characteristic of someone else, eg someone with whom they are associated . It is also direct discrimination to treat someone less favourably because the employer wrongly perceives them to have a protected characteristic.
disability	A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities. Sometimes people are treated as having a disability where they do not meet these criteria (e.g. asymptomatic cancer and HIV).

disabled person	Someone who has a physical or mental impairment that has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities. Sometimes people are treated as having a disability where they do not meet these criteria (e.g. asymptomatic cancer and HIV).
disadvantage	A detriment or impediment – something that the individual affected might reasonably consider changes their position for the worse.
discrimination arising from disability	When a person is treated unfavourably because of something arising in consequence of their disability, eg an employer dismisses a worker because of the length of time they have been on sick leave. The reason the worker has been off sick is because of their disability. If it is objectively justifiable to treat a person unfavourably because of something arising from their disability, then the treatment will not be unlawful. It is unlikely to be justifiable if the employer has not first made any reasonable adjustments . The required knowledge is of the facts of the worker's disability but an employer does not also need to realise that those particular facts are likely to meet the legal definition of disability.
disproportionately low	Refers to situations where people with a protected characteristic are under-represented compared to their numbers in the population or in the relevant workplace.
diversity	This tends to be used to refer to a group of people with many different types of protected characteristic; for example, people of all ages, religions, ethnic background, etc.

duty to make reasonable adjustments

This duty arises where (1) a physical feature of the workplace or (2) a provision, criterion or practice applied by an employer puts a disabled worker or job applicant at a **substantial** disadvantage in comparison with people who are not disabled. It also applies where a worker or job applicant would be put at a substantial disadvantage but for the provision of an auxiliary aid. The employer has a duty to take reasonable steps to avoid that disadvantage by (i) changing provisions, criteria or practices, (ii) altering, removing or providing a reasonable alternative means of avoiding physical features, and (iii) providing auxiliary aids. In many situations, an employer must treat the disabled worker or job applicant more favourably than others as part of the reasonable adjustment. More detail of the law and examples of reasonable adjustments are set out in Chapter 4 of this guide.

educational establishments

Schools, colleges and higher educational institutions.

employee

A person who carries out work for a person under a contract of service or a contract of apprenticeship or a contract personally to do work; or a person who carries out work for the Crown or a relevant member of the Houses of Parliament staff. This guide refers to someone in these categories as 'workers'. See **worker**.

employer

A person who makes work available under a contract of employment, a contract of service, a contract of apprenticeship, the Crown or a relevant member of the Houses of Parliament staff.

employment service provider

A person who provides vocational training and guidance, careers services and may supply employers with workers.

employment services

Vocational training and guidance, finding employment for people, supplying employers with workers.

Employment Tribunal	Cases of discrimination in work situations (as well as unfair dismissal and most other employment law claims) are heard by Employment Tribunals. A full Hearing is usually handled by a three person panel – a Judge and two non-legal members.
equal pay audit	An exercise to compare the pay of women and men who are doing equal work in an organisation, and investigate the causes of any pay gaps identified; also known as an ‘equal pay review’. The provisions in the Equality Act directly relating to equal pay refer to sex equality but an equal pay audit could be applied to other protected characteristics to help an employer equality proof their business.
equal work	A woman’s work is equal to a man’s in the same employment (and vice versa) if it is the same or broadly similar (like work); rated as equivalent to his work under a job evaluation scheme or if she can show that her work is of equal value to his in terms of the demands made of her.
equality clause	A sex equality clause is read into a person’s contract of employment so that where there is a term which is less favourable than that enjoyed by someone of the opposite sex doing equal work, that term will be modified to provide equal terms.
equality policy	A statement of an organisation’s commitment to the principle of equality of opportunity in the workplace.
equality training	Training on equality law and effective equality practice.
ET	Abbreviation for Employment Tribunal.
exceptions	Where, in specified circumstances, a provision of the Act does not apply.
flexible working	Alternative work patterns, such as working different hours or at home, including to accommodate disability or childcare commitments. See also right to request flexible working .

gender reassignment	The process of changing or transitioning from one gender to another. The Equality Act prohibits discrimination against a person who is proposing to undergo, is undergoing or has undergone a process, or part of a process, for the purpose of reassigning their sex. See also transsexual person.
gender recognition certificate	A certificate issued under the Gender Recognition Act to a transsexual person who seeks such a certificate and who has, or has had gender dysphoria, has lived in the acquired gender throughout the preceding two years, and intends to continue to live in the acquired gender until death.
guaranteed interview scheme	This is a scheme for disabled people which means that an applicant will be invited for interview if they meet the essential specified requirements of the job.
harass	To behave towards someone in a way that violates their dignity, or creates a degrading, humiliating, hostile, intimidating or offensive environment for them.
harassment	Unwanted behaviour that has the purpose or effect of violating a person's dignity or creates a degrading, humiliating, hostile, intimidating or offensive environment for them. See <i>also</i> sexual harassment .
impairment	A functional limitation which may lead to a person being defined as disabled according to the definition under the Act. See <i>also</i> disability .
indirect discrimination	Where an employer applies (or would apply) an apparently neutral practice, provision or criterion which puts people with a particular protected characteristic at a disadvantage compared with others who do not share that characteristic, unless applying the practice, provision or criterion can be objectively justified by the employer.

instruction to discriminate	When someone who is in a position to do so instructs another to discriminate against a third party. For example, if a GP instructed their receptionist not to register anyone who might need help from an interpreter, this would amount to an instruction to discriminate.
job evaluation scheme	See job evaluation study.
job evaluation study	This is a study undertaken to assess the relative value of different jobs in an organisation, using factors such as effort, skill and decision-making. This can establish whether the work done by a woman and a man is equal, for equal pay purposes. <i>See also</i> equal work .
judicial review	A procedure by which the High Court supervises the exercise of public authority power to ensure that it remains within the bounds of what is lawful.
knowledge	This refers to knowledge of a person's disability which, in some circumstances, is needed for discrimination to occur. The required knowledge is of the facts of the worker's disability but an employer does not also need to realise that those particular facts are likely to meet the legal definition of disability.
less favourably	Worse – so 'less favourable treatment' means the same as 'worse treatment'.
liability	Legal responsibility. An employer is legally responsible for discrimination carried out by workers employed by you or by your agents, unless you have taken all reasonable preventative steps.
like work	See equal work.

marriage and civil partnership

In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between two people of the same sex.¹ This will also be true in Scotland when the relevant legislation is brought into force.²

Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples (except where permitted by the Equality Act).

maternity

See pregnancy and maternity.

maternity leave

Leave which a woman can take whilst she is pregnant and after the birth of her child. Statutory maternity leave is divided into compulsory, ordinary and additional maternity leave. How much leave a woman is entitled to, and how much of it is paid, will vary, but all women employees are entitled to 52 weeks.

monitoring

Monitoring for equality data to check if people with protected characteristics are participating and being treated equally. For example, monitoring the representation of women, or disabled people, in the workforce or at senior levels within organisations.

monitoring form

A form which organisations use to collect equality monitoring data – from, for example, job applicants or employees. It records information about a person's protected characteristics. It is kept separately from any identifying information about the person.

¹ Section 1, Marriage (Same Sex Couples) Act 2013.

² Marriage and Civil Partnership (Scotland) Act 2014.

more favourably	To treat somebody better than someone else. This is unlawful under the Act if it is because of a protected characteristic except in very limited circumstances. The law requires an employer to make reasonable adjustments for a disabled person to remove any disadvantage caused by their disability, and this often <i>requires</i> treating them more favourably. An employer can also <i>chose</i> to treat a disabled worker more favourably in other ways, eg by automatically shortlisting them for a job, even if they are not at a particular disadvantage on the relevant occasion. The law can also require pregnant workers to be treated more favourably in some circumstances.
national security	The security of the nation and its protection from external and internal threats, particularly from activities such as terrorism and threats from other nations.
normal retirement age	This is the retirement age at which, in practice, employees in a particular job and workplace would normally expect to retire. Normal retirement age can differ from the contractual retirement age. Regardless of age, it must be objectively justified.
objective justification	See objectively justified.
objectively justified	When something can be shown to be a proportionate means of achieving a legitimate aim – that is, the way of achieving the aim is appropriate and necessary. <i>See also proportionate.</i>
occupational health	Occupational health has no legal meaning in the context of the Equality Act, but it can be used to refer to the ongoing maintenance and promotion of physical, mental and social wellbeing for all workers. The phrase is often used as a shorthand way of referring to occupational health services provided by the employer.
occupational health practitioner	A health professional providing occupational health services.

occupational health service	This usually refers to doctors or nurses employed in-house by an employer or through an external provider who the employer may ask to see workers and give medical advice on their health when workplace issues arise.
occupational pension	A pension which an employee may receive after retirement as a contractual benefit.
occupational requirement	An employer can discriminate against a worker in very limited circumstances where it is an 'occupational requirement' to have a particular protected characteristic and the application of the requirement is objectively justified . There are two particular occupational requirement exceptions where employment is for the purposes of an organised religion or the employer has an ethos based on religion or belief, but very specific requirements need to be fulfilled.
office-holders	There are personal and public offices. A personal office is a remunerated office or post to which a person is appointed personally under the direction of someone else. A person is appointed to a public office by a member of the government, or the appointment is recommended by them, or the appointment can be made on the recommendation or with the approval of both Houses of Parliament, the Scottish Parliament or the National Assembly for Wales.
palantypist	Also known as 'Speech to Text Reporter'. A palantypist reproduces speech into a text format onto a computer screen at verbatim speeds for Deaf or hard of hearing people to read.
past disability	A person who has had a disability as defined by the Equality Act.

perception	<p>This refers to a belief that someone has a protected characteristic, whether or not they do have it.</p> <p>Discrimination because of a perceived protected characteristic is unlawful. The idea of discrimination because of perception is not explicitly referred to in the Equality Act, but it is incorporated because of the way the definition of direct discrimination is worded.</p>
physical barriers	<p>A physical feature of a building or premises which places disabled people at a substantial disadvantage compared to non-disabled people when accessing goods, facilities and services or employment. See <i>also</i> physical features.</p>
physical features	<p>Anything that forms part of the design or construction of a place of work, including any fixtures, such as doors, stairs etc.</p>
positive action	<p>If an employer reasonably thinks that people sharing a certain protected characteristic suffer a disadvantage connected to that characteristic or have different needs, or if their participation in work or other activity is disproportionately low, an employer can take any action (which would otherwise be discrimination against other people) which is a proportionate means of enabling or encouraging those people to overcome or minimise their disadvantage or to participate in work or other activities or meeting their needs. For example, an employer can put on training courses exclusively for workers with a particular protected characteristic. An employer is not allowed to give preference to a worker in recruitment or promotion because they have a protected characteristic.</p>

positive discrimination Treating someone with a protected characteristic more favourably to counteract the effects of past discrimination. It is generally not lawful, although more favourable treatment of workers because of their disability is permitted if the employer so wishes.

Moreover, the duty to make reasonable adjustments may require an employer to treat a worker more favourably if that is needed to avoid a disadvantage.

pre-employment disability and health enquiries

Generally, an employer must not ask about disabilities or the health of a job applicant before they have been offered the job. If the employer does ask such questions and then fails to offer the applicant the job, the fact that the employer made such enquiries will shift the **burden of proof** if the applicant brings a claim for disability discrimination. The Equality and Human Rights Commission can also take legal action against the employer if such enquiries are wrongly made. More detail is set out in the guide, 'What equality law means for you as an employer: when you recruit someone to work for you'.

pregnancy and maternity

Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context where special protections apply.

principal

In the context of a **contract worker**, this is someone who makes work available for a worker who is employed by someone else and supplied by that employer under a contract between the employer and the principal. See **contract worker**.

procurement

The term used in relation to the range of goods and services a public body or authority commissions and delivers. It includes sourcing and appointment of a service provider and the subsequent management of the goods and services being provided.

proportionate	This refers to measures or actions that are appropriate and necessary. Whether something is proportionate in the circumstances will be a question of fact and will involve weighing up the discriminatory impact of the action against the reasons for it, and asking if there is any other way of achieving the aim.
protected characteristics	These are the grounds upon which discrimination is unlawful. The characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
protected period	This refers to the time in a work context when the specific prohibition against unfavourable treatment of expectant and new mothers applies. The period begins at the start of a woman's pregnancy and continues until the end of her maternity leave.
provision, criterion or practice	Identifying a provision, criterion or practice is key to establishing indirect discrimination . It can include, for example, any formal or informal policies, decisions, rules, practices, arrangements, criteria, conditions, prerequisites or qualifications.
public authority	For the purposes of this Guidance a 'public authority' means: government departments, local authorities, courts and tribunals, health authorities and hospitals, schools, prisons, and police.
public bodies	For the purpose of this Guidance 'public bodies' includes public authorities (as above) as well as organisations which have a role in the processes of national governments but are not a government department or part of one. They operate to a greater or lesser extent at arm's length from Ministers, departmental government body or an inspectorate. This is not an exhaustive list.

public functions	<p>A 'public function' for the purposes of this Guidance is any act or activities of a public nature carried out by a public authority or public body or by the private or voluntary sectors which is not already covered by the other sections of the Act dealing with services, housing, education and employment. Specifically, in relation to the private and voluntary sectors it will cover certain acts or activities carried out on behalf of the state.</p> <p>Examples of public functions include: determining frameworks for entitlement to benefits or services; law enforcement; receiving someone into prison or immigration detention facility; planning control; licensing; parking controls; trading standards; environmental health; regulatory functions; investigation of complaints; child protection. This is not an exhaustive list.</p> <p>Any act or activity undertaken by a public authority in relation to delivery of a public service or carrying out duties or functions of a public nature e.g. the provision of policing and prison services, including, government policy-making or local authority planning services.</p>
public sector equality duty	<p>The duty on a public authority when carrying out its functions to have due regard to the need to eliminate unlawful discrimination and harassment, foster good relations and advance equality of opportunity.</p>
questions procedure	<p>A discrimination law procedure whereby written pre-action questions are issued to the respondent, i.e. the person or organisation against whom a discrimination claim may be made. The questions are usually put onto a standard written form which is often called a 'questionnaire'. This procedure will be abolished on 6 April 2014 (see, section in the Guidance on 'questions procedure' for details).</p>
race	<p>Refers to the protected characteristic of race. It refers to a group of people defined by their colour, nationality (including citizenship), ethnic or national origins.</p>
rated as equivalent	<p>An equal pay concept – see equal work</p>

reasonable adjustment	See the duty to make reasonable adjustments.
regulations	Secondary legislation made under an Act of Parliament (or European legislation) setting out subsidiary matters which assist in the Act's implementation.
religion or belief	Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.
religion or belief organisations	An organisation founded on an ethos based on a religion or belief. Faith schools are one example of a religion or belief organisation. See <i>also</i> religion or belief .
religious organisation	See religion or belief organisations.
retirement age	The age at which an employee retires or is expected to retire. This may be an age which is set in the employee's contract of employment or the normal retirement age in that employment. Employers must objectively justify any retirement age imposed, following the abolition of the default retirement age in 2011. The employer may also impose a retirement age on workers who are not employees, but this must also be objectively justified.
right to request flexible working	Employees with at least 26 weeks' service have the right to request flexible working under a formal procedure for any reason. This is simply an entitlement to go through a formal procedure to have the request considered in a meeting and to receive written reasons for any refusal. A right to be allowed to work flexibly for care reasons applies more widely to workers and is covered by indirect sex discrimination law under the Equality Act.
same employment	An equal pay concept (see equal work). Generally, women and men can compare their pay and other conditions with those employed by the same or an associated employer.

service complaint	Where the discrimination occurred while the worker was serving as a member of the armed forces, an employment tribunal cannot decide the claim unless the worker has made a service complaint about the matter which has not been withdrawn.
service provider	Someone (including an organisation) who provides services, goods or facilities to the general public or a section of it.
sex	This is a protected characteristic. It refers to whether a person is a man or a woman (of any age).
sexual harassment	Any conduct of a sexual nature that is unwanted by the recipient, including verbal, non-verbal and physical behaviour, and which violates the victim's dignity or creates an intimidating, hostile, degrading or offensive environment for them.
sexual orientation	Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.
single-sex facilities	Facilities which are only available to men or to women, the provision of which may be lawful under the Equality Act.
specific equality duties	These are duties imposed on certain public authorities. They are designed to ensure that the better performance by a public authority of the public sector equality duty. See <i>also</i> public sector equality duty .
stakeholders	People with an interest in a subject or issue who are likely to be affected by any decision relating to it and/or have responsibilities relating to it.
substantial	This word tends to come up most in connection with the definition of disability and the duty to make reasonable adjustments for disabled workers. The Equality Act says only that 'substantial' means more than minor or trivial.

terms of employment	The provisions of a person's contract of employment, whether provided for expressly in the contract itself or incorporated by statute, custom and practice or common law etc.
textphone	A type of telephone for Deaf or hard of hearing people which is attached to a keyboard and a screen on which the messages sent and received are displayed.
trade unions	These are organisations formed to represent workers' rights and interests to their employers, for example in order to improve working conditions, wages or benefits. They also advocate more widely on behalf of their members' interests and make recommendations to government, industry bodies and other policy makers.
transsexual person	Refers to a person who has the protected characteristic of gender reassignment . This may be a woman who has transitioned or is transitioning to be a man, or a man who has transitioned or is transitioning to be a woman. The law does not require a person to undergo a medical procedure to be recognised as a transsexual person. Once a transsexual person has acquired a gender recognition certificate , it is probably the case that they should be treated entirely as their acquired gender.
tribunal	See Employment Tribunal
two ticks symbol	A sign awarded by Jobcentre Plus to employers who are positive about employing disabled people and are committed to employing, keeping and developing disabled staff.
UK Text Relay Service	Text Relay is a national telephone relay service for deaf, deafened, hard of hearing, deafblind and speech-impaired people. It lets them use a textphone to access any services that are available on standard telephone systems.

unfavourably	The term is used (instead of less favourable) where a comparator is not required to show that someone has been subjected to a detriment or disadvantage because of a protected characteristic – for example in relation to pregnancy and maternity discrimination, or discrimination arising from disability.
vicarious liability	This term is sometimes used to describe the fact that an employer is legally responsible for discrimination carried out by its employees. <i>See also liability.</i>
victimisation	Subjecting a person to a detriment because they have done a protected act or there is a belief that they have done a protected act i.e. bringing proceedings under the Equality Act; giving evidence or information in connection with proceedings under the Act; doing any other thing for the purposes or in connection with the Act; making an allegation that a person has contravened the Act; or making a relevant pay disclosure.
victimise	The act of victimisation.
vocational service	A range of services to enable people to retain and gain paid employment and mainstream education.
vocational training	Training to do a particular job or task.
Work Choice	Work Choice provides support to disabled people in helping them get and keep a job. The type of support varies according to the help needed but can include training and developing skills; building confidence and interview coaching.
work of equal value	See equal work .

worker

In this guide, 'worker' is used to refer to any person working for an employer, whether they are employed on a contract of employment (ie an '**employee**') or on a contract personally to do work, or more generally as a **contract worker**. In employment law, the term 'worker' has a similar meaning to those people covered by the Equality Act. However, it is not quite identical to that and has its own definition; the term is used, for example, to people covered by the Working Time Regulations and the law on the minimum wage.

Contacts

This publication and related equality and human rights resources are available from the Commission's website: www.equalityhumanrights.com

For advice, information or guidance on equality, discrimination or human rights issues, please contact the Equality Advisory and Support Service, a free and independent service.

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