

Diversity Arts Network My Leadership Role Equality and Diversity

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Developed for the Diversity Arts Network Training sessions



Context

- ▶ Background to workshop
- ▶ Introductions and intention of session

In this workshop we will explore:

- ▶ How can I as a leader take action?
- ▶ What is positive action?
- ▶ How can positive action, as apposed to ‘positive discrimination”, make a difference?
- ▶ What is Unconscious Bias and how can it affect decision making?
- ▶ What will I do next?

Opportunities and Challenges

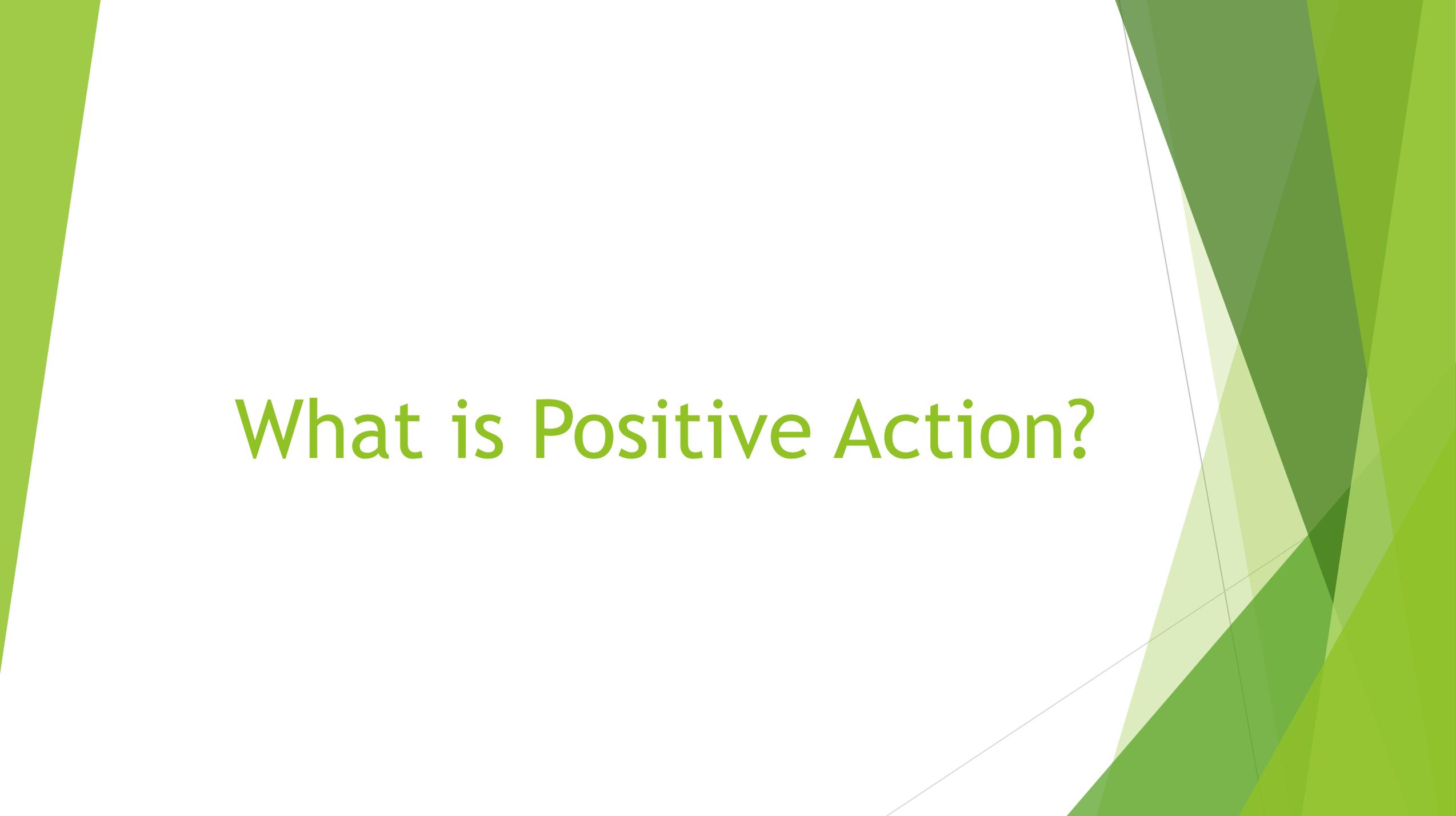
- ▶ What is going well for you in taking action on equality diversity and inclusion ?
- ▶ What is a challenge?

Broader Challenges

- ▶ The Only One Burden
- ▶ Parallel Networks
- ▶ Unmapped Brilliance
- ▶ Sector Not Change Ready

Ready for change?

- ▶ Are you culture change ready?
- ▶ What does this mean for you and your organization?

The background features abstract, overlapping geometric shapes in various shades of green, ranging from light lime to dark forest green. These shapes are primarily located on the left and right sides of the frame, creating a modern, layered effect. The central area is a plain white space where the text is located.

What is Positive Action?

Definition

- ▶ Positive action is about taking “proportionate” steps to improve equality in the workplace by removing or reducing the hurdles faced by individuals in a group with shared protected characteristics.

It is lawful under s.158 of the Equality Act 2010 for an employer to take action to compensate for disadvantages that it reasonably believes are faced by people who share a particular protected characteristic (ie age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation). Separate provisions allowing positive action in relation to recruitment and promotion in limited circumstances are contained in s.159 of the Act.



What could these actions be?

- ▶ Using positive action measures can benefit your organisation by giving you a wider pool of talented and skilled individuals and a more representative workforce. But you must ensure that any positive action taken is a proportionate means of addressing the under-representation or disadvantage.

Examples: Training Opps for developing understanding, targeted programmes for development, Spring Board, Women into Leadership, reviewing policies and practices

- ▶ The employer can encourage people from disadvantaged groups to apply for work, and can provide training to help equip them for the particular work, but the decision on whom to select must be made on merit alone, except in circumstances where the candidates are "as qualified as" each other and s.159 applies.

- ▶ Section 159 of the Equality Act 2010 allows an employer to treat an applicant or employee with a protected characteristic (eg race, sex or age) more favourably in connection with recruitment or promotion than someone without that characteristic who is as qualified for the role. The employer must reasonably think that people with the protected characteristic suffer a disadvantage or are under-represented in that particular activity. Taking the positive action must be a proportionate means of enabling or encouraging people to overcome the disadvantage or to take part in the activity. Employers must not have a policy of treating people who share a characteristic more favourably; they should decide whether or not to take positive action on a case-by-case basis.

- ▶ The position in relation to positive action in favour of disabled people is different because it is not unlawful to discriminate in favour of a disabled person and employers have a positive duty to make reasonable adjustments to compensate for disadvantages related to disability.

- ▶ Positive action is lawful if it is taken to:
- ▶ enable or encourage people who share a protected characteristic to overcome a disadvantage connected to the characteristic;
- ▶ meet the needs of people who share a protected characteristic where those needs are different to those of people who do not have the characteristic; or
- ▶ enable or encourage people who share a protected characteristic to participate in an activity in which their participation is disproportionately low.



Unconscious Bias

- ▶ What is Conscious Bias
- ▶ What is Unconscious Bias



5 major biases

- ▶ **Affinity Bias** - love to be surrounded by people like us
- ▶ **Confirmation Bias** - objectively confirming decisions after already having decided - looking for examples of actions to confirm what we already believe
- ▶ **Safety Bias** - brain hardwired to pay more attention to threats than opportunities - see people who are different to us as a threat
- ▶ **Conformity Bias** - group think, needing to conform to majority
- ▶ **Benevolence Bias** - either consciously or unconsciously 'protecting' perceived vulnerable individual and take decisions on their behalf

What Next?

- ▶ What is the key issue/s for me?
- ▶ What will I do next?
- ▶ What can my organisation do next?