[EXAMPLE]

TOOLKIT

to help managers build a culture of
Conscious Inclusion

Welcome to your *Build a Culture of Conscious Inclusion* Toolkit.

This flexible resource has been designed to give you a set of practical, fun tools that will enable you to proactively champion and sustain best practice in equality, diversity and inclusion within your organisation (without continued support from an outside resource.)

The toolkit has been designed by a team of Diversity & Inclusion Specialists especially for those with little or no experience in running training sessions. It is made up of a series of mini-training sessions, with step-by-step instructions, that are each 30-60 mins duration (depending on group size.) They have all been designed to be delivered face-to-face or virtually.

During each session relate the learning to your own organisations policies, processes and guidance, as appropriate. An action planning sheet has been included to help learners identify and commit to at least three actions at the end of every session.

Each has been designed to be super-easy to use and 100% flexible in terms of:

- **How many colleagues could you train at one time?**
  All tools are suitable for groups of 2+ learners, and many can be adapted for 1-2-1s. We recommend groups are no bigger than 12.

- **When can you run the session?**
  As part of formal training session, at the end of a team meeting, during 'awareness' weeks, induction or even as part of a 1-2-1

- **Where can you hold the training?**
  Via Zoom (or other virtual platform), in a traditional training room, in the office or on-the-job

- **Who could attend these sessions?**
  The content is suitable for use with colleagues from any function or level, including new starters.

- **Which sessions could you deliver and in what order?**
  You can run each short session separately over a few months or group them together to deliver a longer training session. Sessions do not need to be delivered in order; you can prioritise the learning depending on specific development needs, objectives or themes.

- **Where can I get additional training on this subject?**
  Our 4-module 'Conscious Inclusion' live-online programme has been designed to give managers the confidence to be inclusive leaders. Best of all, the course is brought to life with live actors. You can books a space on an open course or have it delivered for teams inhouse. Call the team on 0121 222 7313 for more details.

Example Contents & Resource List

Introduction

- Frequently Asked Questions
- How to Guidelines

Example Tools

Tool	Topic	Learning Outcomes	Resources & Preparation
1	**Understanding Equality, Diversity & Inclusion**	• Build confidence in what *equality*, *diversity* and *inclusion* mean and the differences between them • Understand how equality, diversity and inclusion apply in practice	• EDI Quiz - 1 per small group • Definitions Handout - 1 per delegate • Action Planning sheet - 1 per delegate • Flipchart paper & pens
2	**Cultural sensitivity**	• Understand how insensitivities can play out in the workplace • Explore assumptions we all make and how they can impact • Recognise ways of dealing with these as they arise	• Diversity Scavenger Hunt Activity - 1 per delegate • Cross Cultural Checklist Activity - 1 per delegate • Action Planning sheet - 1 per delegate
3	**Encouraging Inclusion**	• Individuals and teams to understand their part in creating and maintaining an inclusive team culture • Discuss and agree practical steps people can take to ensure that colleagues from their own and other teams are not made to feel excluded	• Guess What Activity sheet - 1 per delegate • Inclusive Conversations cards – print / photocopy (on card if possible) and cut so each question is an individual card • Optional: Inclusion Video clip + laptop + projector + speaker • Action Planning sheet - 1 per delegate

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4	**Nurturing Respect Behaviours**	• Explore the differences between banter, bullying and harassment • Increase understanding of what constitutes discrimination, harassment and bullying behaviours	• 'Ok / Not Ok' Activity - 1 per delegate • Definitions Handout - 1 per delegate • Activity sheet 'Bullying, Banter, Discrimination or Harassment' – 1 for the facilitator • Action Planning sheet – 1 per delegate
5	**Speaking out**	• It's a good thing to speak out about something that you feel is disrespectful • You will be listened to and your concerns taken seriously • How to challenge informally and amicably - so we all learn and move on	• Respect Behaviours Activity sheet - 1 per delegate • 'Wait a S.E.C' Technique Handout - 1 per delegate • Optional: Speaking Out Video clip + laptop + projector + speaker • Action Planning sheet – 1 per delegate
7	**Perspective Taking**	• Explore how the 9 protected characteristics impact in everyday life and in the workplace • Have a better appreciation of how other people feel, if we stand in their shoes	• 'Strangers on a Train' Activity - 1 per delegate • 'In Another's Shoes' Cards – print/photocopy on card and cut so each role is an individual card • 'In Another's Shoes' Questions – 1 for facilitator • Action Planning sheet – 1 per delegate
8	**Understanding Unconscious Bias**	• Understanding what Unconscious Bias is • How does it impact in the workplace? • Exploring how we can be aware of unconscious bias to guard against it	• Handout: Image A – 1 only • Handout: Image B – 1 only • 'Trusted Ten' Activity - 1 per delegate • Action Planning sheet – 1 per delegate

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Example Tool

Nurturing Respect Behaviours

4. Nurturing Respect Behaviours

BY THE END OF THE SESSION, ATTENDEES WILL HAVE:

- Discussed what types of behaviours are 'ok' or 'not ok', and why
- Explored the differences between banter, bullying, discrimination, and harassment
- An understanding of what constitutes discrimination, harassment, and bullying behaviours

STEP BY STEP INSTRUCTIONS:

PART ONE

- Introduce the session outlining the key learning points

- Tell participants that this session is going to focus specifically on behaviours in the workplace and we are going to start with an activity that explores what behaviours we think are ok / not ok

- Give each participant the 'Ok / Not Ok' activity sheet, ask them to complete individually and then pair up with another participant to discuss their answers. (If being delivered virtually you can do this in break out rooms, or you can discuss as a whole group)

- Go through the questions with the group taking feedback on their discussions; using the facilitator answer sheet make sure everyone has a clear understanding of the behaviours that are ok / not ok in the workplace, and why

- Then ask which of these types of situations are seen in your workplace. Also discuss how people might feel about calling colleagues out on discriminatory or non-inclusive behaviour. Where relevant, refer to your own policies, procedures and organisational values

- Explore the impact of not calling out 'not ok' behaviours and the organisational culture this might create

- (Note: Tool 5 provides some formal input on how to 'Speak Out' in a constructive, non-confrontational way)

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PART TWO

- Explain that it is important that we all feel comfortable and safe in our workplace and that our behaviours are appropriate. Most people don't deliberately set out to offend or cause upset – it is often down to lack of awareness or understanding

- However, discrimination, harassment and bullying can have legal consequences and *"I didn't mean it"* or *"it was just a bit of banter"* isn't a legal defence. This next activity will increase everyone's understanding and provide an opportunity to reflect on their own behaviours

- Divide the group into small teams. Give everyone a copy of the 'Definitions' Handout and give them chance to read it and ask questions if they have them

- Tell the group you will read out several statements, after each statement the team must agree whether the behaviour is discrimination, harassment, bullying or banter. The correct answer is in brackets on the activity sheet. Each correct answer scores one point. The team with the most points wins (maybe you can think up a fun 'prize' for the winning team)

- Encourage discussion about each statement

- Key learning points to emphasise:
    - We all have a responsibility to behave in a respectful and appropriate way in the workplace
    - We don't always get things right or intentionally offend but we must think carefully about our behaviour and challenge behaviours that are not acceptable in the workplace

- Finish the session by asking each participant to complete the 'Action Planning' sheet - pledging at least one thing they will stop doing; one thing they will start doing; and one thing they will do differently

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ACTIVITY: 'OK / NOT OK'

CLICK FOR THE DOWNLOADABLE-SHAREABLE VERSION

Behaviours	OK	Not OK
Swearing at a colleague because they have deleted a report you spent the past two days working on		
Bringing in cakes and other treats for colleagues		
Giving a colleague a friendly shoulder massage		
Turning up early to work and leaving late		
Telling colleagues that you've just heard Lauren used to be a man		
Asking a woman at interview whether she has children		
Posting comments on social media about a bad day you've had a work		
Wearing jeans to work		
Telling a joke about a Muslim, a Traveller and an Irishman		
Sharing a funny meme in a work WhatsApp group of a woman in a thong		
Avoiding sitting next to a colleague at lunch because their spoken English isn't great, and you find them difficult to understand		
Respecting others' opinions despite strongly disagreeing with them		
Trying to convince someone to vote Conservative instead of Labour		
Being helpful to a customer who is swearing at you on the telephone		
Telling a disorganised colleague every time they make a mistake to help them be better at their job		
Holding back in a meeting to let others share their opinions		
Being yourself at work		

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ANSWERS: 'OK / NOT OK'

Behaviours	OK	Not ok
Swearing at a colleague because they have deleted a report you spent the past two days working on There are likely to be different views on swearing in the workplace. Worth pointing out that there is a difference between saying a swear word when something goes wrong and swearing at someone – some people will still find both unacceptable. Conclude with expectations of your organisation and the need to be professional		X
Bringing in cakes and other treats for colleagues It is always nice to have treats at work, however, to be truly inclusive it is worth considering a broad range of treats e.g healthy options / cultural differences – also consider there may be times when colleagues are fasting e.g. during Ramadan (this doesn't mean that others can't have treats, it is just about being aware)	X	
Giving a colleague a friendly shoulder massage Touching colleagues in the workplace is not ok and if unwanted would be sexual harassment (this includes male touching male / female and female touching male / female). We don't always know people's backstory and sometimes people don't feel able to say they are uncomfortable with what is happening		X
Turning up early to work and leaving late There may be occasions when this is necessary, however if someone is always working beyond their hours this may suggest there may be an issue with time / workload management or personal issues that need to be explored / supported	X	X
Telling colleagues that you've just heard Lauren used to be a man This is not ok for several reasons – firstly in general, gossiping and sharing personal information that is not yours to share is not ok, but in this example disclosing someone's previous gender without their specific consent is illegal under Equality Legislation		X
Asking a woman at interview whether she has children This is sex discrimination and not permitted, nor is asking about health / disability – all are illegal under the Equality Act 2010		X
Posting comments on social media about a bad day you've had a work This could potentially have a negative impact on your company / organisation – particularly if people know who you work for – a consequence could be that you end up subject to a formal process		X
Wearing jeans to work The answer to this will depend on your own dress code and may vary depending on role. This question provides a good opportunity to explore expectations in your organisation	X	X

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Behaviours	OK	Not ok
Telling a joke about a Muslim, a Traveller and an Irishman Any jokes linked to any of the 9 protected characteristics would constitute harassment and are not acceptable		X
Sharing a funny meme in a work WhatsApp group of a woman in a thong Again, this is likely to be both sex discrimination and sexual harassment. It is not ok to share any inappropriate memes or pictures that are likely to cause offence but particularly relating to any of the 9 protected characters		X
Avoiding sitting next to a colleague at lunch because their spoken English isn't great, and you find them difficult to understand This will lead to individuals feeling and being excluded, treating people differently based on language is discrimination on the grounds of race and ethnicity		X
Respecting others' opinions despite strongly disagreeing with them Everyone has different opinions, respecting this helps to create an inclusive environment	X	
Trying to convince someone to vote Conservative instead of Labour It is important to respect everyone's right to different political views and having discussions without forcing our opinions on others		X
Being helpful to a customer who is swearing at you on the telephone This can be hard, but it is important to remain professional. It is ok to ask someone to stop swearing	X	
Telling a disorganised colleague every time they make a mistake to help them be better at their job This may be received as bullying – it is worth considering different ways of achieving positive changes		X
Holding back in a meeting to let others share their opinions Giving everyone a chance to speak is important, if we are leading the meeting and speak first, others may not feel able to express different views and ideas	X	
Being yourself at work If we can be authentic at work, we are more likely to be focussed and productive – as long as being ourselves does not include behaving inappropriately	X	

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HANDOUT: DEFINITIONS

<u>**CLICK FOR THE DOWNLOADABLE-SHAREABLE VERSION**</u>

We are all accountable for our own behaviours and actions. It's important we demonstrate respect for all colleagues and reflect our organisational values.

Discrimination, harassment and bullying can have legal consequences and *"I didn't mean it"* or *"it was just a bit of banter"* isn't a legal defence. Note the difference between discrimination, harassment and bullying - which aren't ok - and the real definition of banter which shouldn't hurt someone else's feelings or marginalise them because of a particular characteristic.

Discrimination

Discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have (see perception discrimination below), or because they associate with someone who has a protected characteristic.

Harassment

Harassment is "unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual". It applies to all protected characteristics except for pregnancy and maternity and marriage and civil partnership. Employees can complain about behaviour that they find offensive even if it is not directed at them, and the complainant need not possess the relevant characteristic themselves.

Bullying

Offensive, intimidating, malicious or insulting behaviour; an abuse or misuse of power that undermines, humiliates, denigrates or injures the recipient (emotionally or physically). It doesn't have a legal definition in the Equality Act. Bullying behaviour is very similar to harassment, but it is not related to a protected characteristic.

Banter

Defined in the Oxford Dictionary as "The playful and friendly exchange of teasing remarks" or "An exchange of remarks in a good-humoured teasing way".

Banter can help to form and cement working relationships; good-natured fun is an important part of the working day for most of us. However, sometimes comments which are meant as banter may not be well received. If the comments / behaviours are unwanted and are related to one of the 9 protected characteristics, this is likely to be harassment; if they are unwanted but not linked to a protected characteristic, this could be bullying. We all have a responsibility to consider how our comments and behaviours impact those around us.

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ACTIVITY: BULLYING, BANTER, DISCRIMINATION OR HARASSMENT

1. Your manager stops you from applying for promotion because of your sex (Discrimination)

2. Spreading rumours or gossip, or insulting someone (Bullying)

3. Making offensive comments about a team member's age (Harassment)

4. Persistent and unreasonable criticism (Bullying)

5. Offensive comments / jokes (Bullying)

6. Isolating or excluding someone (Bullying)

7. Publishing, circulating or displaying offensive material or pictures (Bullying)

8. Physical contact (could be Bullying or Harassment)

9. Continually putting someone down in meetings (Bullying)

10. You hear a colleague constantly being teased about their disability (Harassment)

11. Commenting – "I can't be seen in public with a Manchester United supporter!" (Banter)

12. Gay colleague discovered homophobic comments about them in HR file (Discrimination)

13. Colleagues asks a new employee (who is heterosexual) whether he liked football. When he tells them that he was not interested, his colleagues said, "you're gay then". (Harassment)

14. Making the comment – "I can't be friends with someone who doesn't drink tea!" (Banter)

15. Repeatedly likening a colleague to women on the TV programme "My Big Fat Gypsy Wedding" (direct race discrimination & racial harassment)

16. Calling a Sikh colleague of Indian origin, a "monkey" or "cheeky monkey" during a golf match at which business matters were discussed (harassment)

17. Your friend makes a joke about your new haircut to you, and you respond back that even with a bad haircut you get more sexual attention than them (Banter)

18. You post a joke on social media about how young your colleague is (harassment)Action Planning

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ACTION PLAN

Following today's session…

One thing I will <u>stop</u> doing:

One thing I will <u>start</u> doing:

One thing I will do <u>differently:</u>

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For a chat about booking
training, or purchasing the
complete toolkit, contact us:

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