

Diversity and Inclusion Policy

▶ WHO IS THIS FOR?



UNITED KINGDOM



REPUBLIC OF IRELAND



ISLE OF MAN



GUERNSEY



JERSEY



TEAM MEMBERS



LINE MANAGERS

At Whitbread, we believe that our teams should be as diverse as the communities that we serve, and a place where, however you identify, you will be welcomed, be able to be yourself at work, and feel a sense of belonging.

To do this, we are committed to encouraging equality, diversity and inclusion through our principles. When these principles are applied, they demonstrate how we value difference at Whitbread to all our colleagues, whether full time, part time or temporary.

This policy outlines why this is important to us and who is accountable and responsible for ensuring that it works. It is in line with legal requirements and those set out by Whitbread.

This policy does not form part of any team members contract of employment and may be amended at any time.

From: Diversity and Inclusion

Published October 2021

Last updated October 2021 - [See all updates](#)

▶ WHY IS THIS IMPORTANT?

Our three principles demonstrate how we value difference at Whitbread:

1. We believe in equal opportunities for all, with no barriers to entry and no limits to ambition.
2. We treat everyone fairly, with respect and kindness. We have zero tolerance to discrimination.
3. We will monitor our diversity and inclusion to ensure we are continuously improving.

Personal characteristics

There are some specific personal characteristics which are legally protected. This means it is unlawful to single out one person (or a group of people) for detrimental treatment, solely because they have (or you think they have) one or more of these characteristics:

- Gender
- Sexual orientation
- Gender identity and expression including those who identify as non-binary and/or gender fluid
- Race - including ethnicity & cultural heritage
- Religion or belief

- Marriage or civil partnership
- Age
- Disability
- Pregnancy and maternity

It is also unlawful to implement rules that result in someone from a protected group being put at an unfair disadvantage, even if it was not intended to be discriminatory.

These protected characteristics are explained in more detail in the **▶ HOW DOES IT WORK?** guidance. The examples are sadly still evident in our world today but within work, it is both inappropriate and, in many situations, **illegal**. These protected characteristics are defined by the UK [2010 Equality Act](#) as well as the respective acts and ordinances for the other countries this policy applies to.

Bullying, harassment and victimisation

Bullying, harassment and victimisation are harmful, can cause stress and lead to accidents, illness and poor performance. We are committed to creating a working environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all staff are recognised and valued. We have zero tolerance for bullying on the basis of any characteristic including (but not limited to) transphobia, bi-phobia, homophobia or racism. Definitions of bullying, harassment and victimisation can be found in the **▶ HOW DOES IT WORK?** guidance.

Failure to follow this policy may result in disciplinary action (and in some cases is a criminal offence) so it is very important you understand your responsibilities and what is expected of you.

▶ WHEN DOES IT APPLY?

This policy applies at all times.

▶ WHAT MAKES IT WORK?

We expect that every team member is treated in a fair and unbiased way and the table below sets out our expectations for all team members.

TEAM MEMBERS

Accountable for:

- Demonstrating that you value difference, through developing inclusive working environments, working together and embracing diversity. You have the right to be treated respectfully and with kindness, as does every other team member and this includes by ex-employees, outside contractors and members of the public, if they are guests or customers.
- Ensuring that your actions are not discriminatory and, as Whitbread values integrity and open dialogue, if you see anyone acting in a discriminatory way you must report it to your line manager.

Responsible for:

- Ensuring that every team member, guest, supplier or anyone else we work with, is treated in a fair and unbiased way and with respect. This means that all decisions you make must be objective, free from any preconceived ideas you may have, and based solely upon work measures and merit. You must also treat everyone with kindness, in the way you'd like to be treated, whilst respecting individual needs and differences.
- Acting fairly and making reasonable decisions, for example, opportunities for progression are open to everybody interested, to ensure all team members have an equal chance to compete and develop (within the framework of established rules) and we will always appoint jobs to those most qualified for the role i.e. the person who is most likely to perform best.
- Not making assumptions about people, based on your own biases, experiences and/or personal views.
- Not making decisions based on someone's personal characteristics. Refer to ► **HOW DOES IT WORK?** guidance. These decisions include (but are not limited to) pay and benefits, terms and conditions of employment, dealing with grievances and discipline, dismissal, redundancy, leave for parents, requests for flexible working, and selection for employment, promotion, training or other developmental opportunities.
- Not discriminating, bullying, harassing or victimising anyone including based on their personal characteristics. Refer to ► **HOW DOES IT WORK?** guidance for more on personal characteristics and what is defined as bullying, harassment and victimisation.
- Completing Code of Conduct training on your rights and responsibilities and to understand unlawful discrimination on an annual basis. Refer to ► **HOW DOES IT WORK?** guidance for more on available training.

LINE MANAGERS

In addition to the accountabilities and responsibilities listed under **TEAM MEMBERS** you are also accountable for:

- Providing a duty of care towards team members and ensuring equal treatment of those that report into you. Decisions, such as recruitment, promotion prospects, holiday requests, shift patterns, tasks at work and training opportunities will be made carefully and with discretion on justifiable, objective criteria.
- Creating an inclusive environment & a sense of belonging for teams. Spotting and resolving when things go wrong and coach teams to be kind and have inclusive behaviours.

DIVERSITY AND INCLUSION TEAM

Accountable for:

- Reviewing policies and practices to ensure fairness and equity and update them to take account changes in the law on an annual basis.
- On an annual basis, monitoring the make-up of our workforce regarding information such as age, sex, ethnic background, sexual orientation* and

disability* in encouraging equality, diversity and inclusion, and in meeting the aims and commitments set out in this policy. Any information provided to us is treated as strictly confidential and managed in line with the Company's Data Protection Policy. (*these areas are not yet captured)

- Assessing how this policy, alongside our Diversity & Inclusion commitments, are working in practice, reviewing them annually, and considering and taking action to address any issues.

[Find out more about the Data Protection policy](#)

If we believe that any team member has been bullying, harassing or victimising a colleague, this may be regarded as gross misconduct under the Disciplinary Policy. Likewise, for line managers who have witnessed (or are aware of) any form of discriminatory treatment and haven't taken positive action.

[Find out more about the Disciplinary policy](#)

► HOW DOES IT WORK?

More information on how this policy works and what further support is available can be found in the accompanying Guidance.

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October 2021

First published – replaced previous Equal Opportunities Policy

Diversity and Inclusion Guidance

▶ WHO IS THIS FOR?



UNITED
KINGDOM



REPUBLIC
OF IRELAND



ISLE OF
MAN



GUERNSEY



JERSEY



TEAM
MEMBERS



LINE
MANAGERS

This guidance provides more detail on how the **Diversity and Inclusion** policy works and must be used in conjunction with the policy.

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1. Protected characteristics

There are some specific personal characteristics which are legally protected. This means it is unlawful to single out one person (or a group of people) for detrimental treatment, solely because they have (or you think they have) one or more of these characteristics.

Protected characteristic	Explanation
Gender	Often expressed in terms of masculinity and femininity, gender is largely culturally determined and is assumed from the sex assigned at birth. Sexism is a form of discrimination based on a person's gender with attitudes being based on traditional stereotypes of sexes.
Sexual orientation	A person's sexual attraction to other people, or lack thereof. Along with romantic orientation, this forms a person's orientation identity. Homophobia is the term commonly used to describe an attitude of dislike for people who have romantic relationships with other individuals of the same sex. Biphobia is the fear or dislike of someone who identifies as bi based on prejudice or negative attitudes, beliefs or views about bi people. Biphobic bullying may be targeted at people who are, or who are perceived to be, bi.
Gender identity and expression including those who identify as non-binary and/or gender fluid	Gender identity is the personal sense of one's own gender. Gender identity can correlate with a person's assigned sex at birth or can differ from it. Gender expression , or gender presentation, is a person's behaviour, mannerisms, interests, and appearance that are associated with gender. Transphobia is the fear or dislike of someone based on the fact they are trans, including denying their gender identity or refusing to accept it. Transphobia may be targeted at people who are, or who are perceived to be, trans. Refer to the <u>Transgender and Gender Identity policy</u>
Race - including ethnicity & cultural heritage	Racism is the belief that one race is inherently better than another (or all others) and includes making judgements on the basis of someone's colour, nationality or ethnic origin
Religion or Belief	Religious discrimination is unfair treatment because of someone's religious practises. The unfair treatment of someone who has different beliefs to you i.e. politics or an animal rights campaigner.
Marriage or civil partnership	Treating someone differently because they are married or in a civil partnership as opposed to being single.
Age	Ageism is stereotyping - assuming someone will behave in a certain way because of their age and treating them unfairly because of it (i.e. assuming that a young worker won't care as much about their job as an older worker would).
Disability	Disability discrimination is the second-class treatment of individuals living with physical, mental and/or emotional disabilities.

Pregnancy and maternity Treating someone less favourably because they are pregnant or on maternity leave (e.g. not allowing them to apply for a promotion).

There is also protective legislation covering: -

- People who have spent (expired) criminal convictions
 - Members of Trade Unions
 - Part time and fixed term workers
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2. Definitions of bullying, harassment and victimisation

Bullying, harassment and victimisation are harmful, can cause stress and lead to accidents, illness and poor performance. We are committed to creating a working environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all staff are recognised and valued. We have zero tolerance for bullying on the basis of any characteristic including (but not limited to) transphobia, bi-phobia, homophobia or racism.

These are also covered in our [Code of Conduct](#) and in your [team member handbook](#).

We define **bullying** as:

- Physical/sexual abuse, offensive, intimidating, malicious or insulting behaviour.
- An abuse or misuse of power intended to undermine, humiliate or injure or degrade.
- People can be subjected to bullying verbally (i.e. rude comments, jokes, offensive pestering, threatening conduct including sharing offensive, derogatory or sexually explicit materials). This includes via online or in person.
- The definition of 'online' is any business communication tool including but not limited to email, text services or WhatsApp, on the internet or on social media. Make sure you read Whitbread's Social Media policy, which works alongside this policy for these purposes. Failure to follow it may result in disciplinary action so it is very important you understand what is expected of you.

Find out more about the [Disciplinary policy](#) and [Social Media Policy](#)

We define **harassment** as unwanted conduct affecting the dignity of a person, which can be persistent or a one-off isolated incident.

- Examples include making innuendos, teasing/jokes, uninvited disparaging or disrespectful comments, intentionally mis-gendering someone, or unwelcome touching of a personal nature. These could be explicit or by innuendo.
- Harassment also includes subtle acts of exclusion - for example gaslighting (emotionally manipulating someone) and micro-aggressions (brief, slight ways to put down and insult people, based on protected characteristics).

Teamwork and having fun with your colleagues is an important part of how we work at Whitbread, and clearly this means that some enjoyment will naturally come from the joking which exists between colleagues who become friends. However, you must be careful not to cross the line between such banter and harassment, as harassment, in any form, has no place in this Company.

Victimisation is unfair treatment towards a person because they:

- Complained about discrimination or harassment
- Helped some other person who is making such a claim e.g. by providing evidence

Victimisation is entirely offensive behaviour which can have a profound effect upon the working environment and lead to a reluctance from others to report acts of discrimination or harassment. It can take many forms i.e. ignoring someone or threatening them, but all are unacceptable.

3. Raising concerns

We take incredibly seriously any complaints of bullying, harassment, victimisation and unlawful discrimination by fellow employees, guests, suppliers, visitors, the public and any others in the course of our work.

If you believe you are being treated differently to other team members or being harassed by customers or suppliers:

- Don't ignore the issues
- Consider whether the problem can be resolved by speaking with the person directly
- Talk to your line manager
- Read the Grievance Policy for steps on how to take positive action to resolve the situation.
- If you would like to talk to someone outside the Company, call Hospitality Action, a free and confidential counselling service/information and advice helpline - available 24 hours a day, 7 days a week to all employees and any family they live with - 0808 802 2111

If we believe that any team member has been bullying, harassing or victimising a colleague, this may be regarded as gross misconduct under the Company's Disciplinary Policy. Likewise, for line managers who have witnessed (or are aware of) any form of discriminatory treatment and haven't taken positive action.

[Find out more about the Grievance policy](#)

4. Resources that support this policy

The following resources support the application of this policy:

Resource	Type of support and links
Code of Conduct <i>Sets out the principles that shape the way we work together. It spells out the standards we set for ourselves and explains how we can achieve them.</i>	Handbook Whitbread Academy Online training module
Power of Inclusion <i>Training that covers:</i> <ul style="list-style-type: none"> • <i>What is Diversity and Inclusion (D&I)?</i> • <i>Why does D&I matter to everyone at Whitbread?</i> • <i>Where can it go wrong?</i> • <i>Becoming more inclusive</i> 	Whitbread Academy Online training module
Diversity and Inclusion Hub <i>Includes our Diversity & Inclusion commitments, a guide to terminology and other useful and up to date resources</i>	Intranet pages
Human Resources Policies <i>Reflect an inclusive approach to under-represented groups</i>	Intranet pages
Our four inclusion networks that can provide a safe community: <ul style="list-style-type: none"> • Race, Religion and Culture • Glow - LGBTQ+ • Gender • Accessibility 	Intranet pages
Hospitality Action <i>Whitbread subscribes to Hospitality Action's Employee Assistance Programme (EAP) which is available to all Whitbread employees. It provides free, confidential advice and support for a range of issues that employees may encounter both in and outside work to help prevent it from escalating.</i>	Freephone: 0808 802 2111 (UK) 1800 911 121 (Irl) Intranet pages
Speaking out <i>Speaking Out is a confidential, independent and anonymous service available for anyone who becomes aware of a serious concern about a wrongdoing or a danger within the company which could affect a number of people.</i>	Freephone: 0808 0351 (UK) 1800 910 351 (Irl) Intranet pages
Employee Relations team <i>Helpdesk to help support the effective delivery of People Policies and Guidance within the business.</i>	Telephone: 01582 844 344 Email: employeerelations@whitbread.com