



## **EQUALITY, DIVERSITY, & INCLUSION POLICY**

### **Introduction**

At the heart of everything Marston's stands for, is our people. We are a diverse company committed to building an inclusive culture where our people and guests feel welcome and included for who they are. We, as a business, want to celebrate, include and work with individuals of all walks, traits and backgrounds in life. We aim to ensure this commitment is reflected through three areas of focus;

1. How we attract, nurture and develop our people.
2. How we ensure our guests have the best experience possible.
3. Supplier diversity to ensure inclusive procurement and an inclusive work environment.

### **Scope**

This policy applies to all Marston's employees, regardless of contract, location or level. We aim to ensure our inclusivity applies to all aspects of their careers, including recruitment, selection, benefits, and opportunities for training and promotion.

This policy also applies to our guests and improving their experience, whether they have travelled for a great night's sleep or a catch-up at their local. We want to encourage guests to enjoy our offerings in a friendly, inclusive and satisfying environment.

Lastly, this policy applies to our supply networks, with whom Marston's are actively engaged to ensure modern slavery does not occur, but also to ensure our suppliers are providing an inclusive environment for their own teams.

### **Policy Statement**

Equality, diversity, and inclusion in the workplace is about how we treat others, and we want to ensure that our policies, practices, and behaviours demonstrate our requirement that all employees treat their colleagues, the public, and our guests with respect. Behaviour that could be deemed as discrimination or treating others less favourably will not be tolerated. All employees and job applicants will be given equal opportunities.

We recognise the importance that the equality legislation plays in promoting equality and eliminating unlawful discrimination and will meet all of our legal requirements set out via the *Equality Act 2010*. This policy is not limited to the minimum standards imposed by the law, for Marston's, diversity is not only about the characteristics that are protected by the *Equality Act 2010*, it is also about social inclusion, making sure we are open to all.

We are committed to putting equality, diversity and inclusion at the heart of what we do by reflecting this in our decision-making; from tactical decisions through to strategic decisions and understanding the impacts of our decisions. Our vision is to be an 'employer of choice', with a rich and diverse mix of people who reflect the societies and communities in which we work and serve. This policy reinforces our commitment to equality, diversity, and inclusion, and to having a truly representative workforce where every member of our team, every guest, and every supplier feels respected, valued, and able to be their best.

### **What do we mean by equality, diversity & inclusion?**

Equality is about ensuring that every individual has an equal opportunity to make the most of their lives and talents, nobody should have poorer chances than others as a result of the characteristics they possess, or their background.

Diversity can be described as recognising the value of difference, each person is an individual and we all have visible and non-visible differences. By respecting these differences, everyone can feel valued for their contributions.

Inclusion is acknowledging the benefits of having a range of different perspectives and welcoming different ways of thinking so that everybody feels valued, comfortable to be themselves and are able to express their views

Equality, diversity, and inclusion are not interchangeable, they are interdependent; there can be no equality of opportunities if differences are not valued, harnessed, and taken account of.

### **Our Commitment to you**

Marston's is a great place to work and we will continue to build on that by not tolerating or condoning any kind of inequality or unlawful discrimination. All employees will be treated fairly and with respect, and when issues or concerns do arise, we will treat them sensitively and fairly. We want to ensure that equality, diversity, and inclusion is a core part of how we operate, that it's embedded in our culture, and reflected in our people and their behaviours.

We are committed to:

- Reviewing and adapting our policies and procedures to ensure workforce diversity and equal opportunities.
- Implementing initiatives that drive an inclusive culture where all employees and guests feel accepted and valued.
- Promote a more inclusive environment, which attracts more candidates, guests, and new suppliers, and signals our commitment to celebrate and promote diversity.
- The use of clear statements which promote equality and inclusion within our recruitment and procurement processes and beyond.
- Training our managers and wider teams to increase cultural diversity awareness, knowledge, skills and behaviours.

- Encouraging our people and guests to share their experiences and help each other to understand more about what diversity and inclusion means
- Authentically telling our diversity and inclusion story and celebrating our approach.

### **Your Responsibilities**

To help us to fulfil our commitment, we need your support. We expect you to treat everyone fairly and speak up if things are not right. It's important to realise that sometimes the things we say could unintentionally upset or offend others, so we need to be mindful of those around us and aware of the impact of our words, as whilst you may feel what you've said is harmless or inoffensive, it's how the other person has perceived the comment that is important.

- Ensure that you treat everyone with dignity and respect.
- Understand the value and benefits of equality, diversity, and inclusion.
- Ensure that you act in a manner that is in line with our values.
- Recognise that disabilities aren't always visible
- Inform your line manager or another appropriate person of any instances of behaviours that are not consistent with the aims of this policy, or register your concerns with the Speak Up line on 0800 007 3111 or send an email to [speakup@marstons.co.uk](mailto:speakup@marstons.co.uk).

### **Line Manager Responsibilities**

Our goal is not to put people in boxes; inclusion is not a nice to have, it's a business imperative. Inclusion makes employees feel happier in their workplace and stay longer with the company. Inclusion creates positive outcomes, inclusion increases productivity and staff morale, it reduces legislative risk, addresses industry skills gaps, enables businesses to become market leaders. Line Managers play a key role and should always;

- Ensure principles relating to equality, diversity, and inclusion are implemented and communicated to all team members.
- Promote a professional and positive work environment by being inclusive and open.
- Act as a role model.
- Be accountable for ensuring that concerns raised are dealt with appropriately, fairly, and timely.
- Challenge and manage behaviours deemed unacceptable or inconsistent with the aims of this policy.

## **Discrimination**

The *Equality Act 2010* protects individuals from discrimination and makes it unlawful to discriminate against individuals based on certain characteristics. These characteristics are called Protected Characteristics and they are as follows:

Age	Race	Sex
Gender Reassignment	Disability	Religion or Belief
Sexual Orientation	Marriage or Civil Partnership	Pregnancy & Maternity

Discrimination can take many different forms:

- Direct Discrimination; occurs when somebody is treated less favourably than another person because of a protected characteristic.
- Indirect Discrimination; occurs when a practice that applies to everybody puts one particular group who share a protected characteristic at a disadvantage.
- Associative Discrimination; occurs when somebody is discriminated against because of their association with another person who possess a protected characteristic.
- Discrimination by Perception; occurs when somebody is discriminated against because of a perceived protected characteristic, it applies even if the person does not actually possess the characteristic.
- Victimisation – occurs when somebody is treated less favourably because they have, or they are suspected of having, raised or supported a complaint of discrimination.
- Harassment – is unwanted conduct related to a protected characteristic that has the purpose or effect of violating someone's dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment for them.

We will not tolerate discrimination of any kind; all claims of discrimination will be taken very seriously. It is not defensible to state that the behaviour was not meant to cause offense, or that it was 'banter'; the important thing is how the conduct is perceived by others, not how the conduct was intended to be received.

## **Unconscious Bias**

When we need to make decisions and judgements quickly Unconscious Bias can occur. We are not making conscious decisions which are well thought through or taking all factors into account, and we have a tendency to draw on our personal experiences. This means there is a natural bias towards views and opinions which fit with the world view we are most familiar and comfortable with. This happens unconsciously and there is no malicious intent. We are often unaware that we have done it, or of its impact and implications.

Types of Unconscious

- Affinity bias – we are more likely to favour people who are like us.
- Halo effect – the tendency to believe that a person is capable and skilled simply because you like them.

- Perception bias – believing something about an entire group of people based on stereotypes and assumptions.
- Confirmation bias – finding reasons and ways to confirm stereotypes and assumptions about a group of people.
- Group think – trying too hard to fit into a group or culture. Agreeing with thoughts and opinions without truly sharing them. This results in loss of diversity and creativity.

In some ways unconscious bias can be harmless with no lasting negative impact but it can also be enormously damaging, therefore we should all try to be conscious of this when going about our business.

## **Recruitment and Selection**

We are committed to creating a diverse and inclusive culture and will apply the principles of equal opportunities at all stages of the recruitment and selection and promotion processes. Our recruitment procedures are reviewed regularly to ensure that individuals are treated fairly and on the basis of their relevant merits and abilities.

Candidates should not be asked questions which might suggest an intention to discriminate on grounds of a Protected Characteristic. For example, candidates should not be asked whether they are pregnant or planning to have children.

Any candidate with a disability will be considered, having taken into account reasonable adjustments, including adjustments to the working arrangements or physical features in the workplace. Reasonable adjustments to the recruitment process will also be made to ensure that no candidate is disadvantaged because of their disability.

We are required by law to ensure that all our employees are eligible to work in the UK. All prospective employees, regardless of nationality, must be able to produce original documents (such as a passport) before employment starts, to satisfy current immigration legislation.

Where possible, and to ensure that this policy is operating effectively, we will monitor and identify groups that may be underrepresented or disadvantaged in our organisation. To do this, we will endeavour to monitor candidates' ethnic group, gender, disability, sexual orientation, religion and age as part of the recruitment procedure. Candidates will be invited to provide equal opportunity information for the purposes of monitoring Marston's recruitment processes only and this information will not be used in any part of the selection process.

## **Disabilities**

If you are disabled, or if you become disabled throughout the course of your employment with Marston's, you are encouraged to tell us about your condition so that we can support you where possible.

All reasonable measures will be taken to ensure that disabled employees are given the opportunity to participate fully in the workplace, and in training and development opportunities. We understand that not all disabilities are visible and will make equal

effort to provide appropriate support to those with both visible and non-visible disabilities.

Should you experience any difficulties at work arising from your disability, or should you require any reasonable adjustments to be made, you should discuss these with your Line Manager or a member of the Human Resources team, in order that these can be reviewed. We will consider any potential reasonable adjustments carefully and will try to accommodate your needs, within reason. We may need to seek medical guidance. If we deem a particular adjustment not to be reasonable, we will explain our reasons for this and will try to find an alternative solution.

### **Reporting Procedure**

Social responsibility means that individuals and companies have a duty to act in the best interests of their environment and society, and ensure this policy is followed. All concerns raised will be treated seriously, and any individual whose behaviour is deemed unacceptable may be dealt with under the Company's Disciplinary Procedure. Any employee that is found to have committed an act of discrimination will likely be subject to disciplinary action. We take a strict approach to serious breaches of this policy and such behaviour may constitute gross misconduct and, as such, may result in summary dismissal.

Marston's are committed to conducting our business with honesty and integrity and employees are actively encouraged to raise their concerns and can do so without fear. Should you have a concern in respect of equality, diversity, and inclusion, be it a personal issue or on behalf of a colleague or guest who may not feel confident enough to speak up, we recommend trying raise the issue informally in the first instance. If you are unsuccessful, or unable to approach the individual(s) directly, you should report the matter to an appropriate person; usually your Line Manager, their Manager, or Human Resources or use our Speak Up mechanism for reporting, investigating and remedying any wrongdoing in the workplace. Speak Up is there for team members and guests who don't feel able to follow the suggested approaches and you can contact Speak Up via email at [speakup@marstons.co.uk](mailto:speakup@marstons.co.uk) or telephone 0800 007 3111. Should you wish to make a formal complaint you should instigate the Company's Grievance procedure.

### **Other Policies**

This policy should be read in conjunction with the following other Company policies:

- Grievance Procedure
- Disciplinary Procedure
- Human Rights
- Whistle blowing policy
- Modern slavery policy
- Recruitment policy

## Document Control

Policy Title	Equality, Diversity & Inclusion	Issue Date	
Policy Owner	Marston's HR Team	Date of Review	October 2020
Department	Human Resources	Contact Name	Jo Bradford
Version	One		