



THE C3 CHURCH

EQUAL OPPORTUNITIES POLICY

Prepared by: HM	Last Reviewed by: HR & Compliance Lead Compliance Admin	Last Approved by: HM
Prepared on: Nov 2021	Last Reviewed on: July 2026	Last Approved on: July 2026

1. Equal opportunities statement

- 1.1 The C3 Church is committed to promoting equal opportunities in employment to reflect both the mission and purpose of The C3 Church and the spirit and intentions of legislation which outlaw discrimination.
- 1.2 You and any job applicants will receive equal treatment regardless of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation (**Protected Characteristics**)
- 1.3 The National Minimum Wage and National Real Living wage rates are updated annually on 1 April. The C3 Church endeavours to pay all employees at least the current National Real Living Wage, where practicable and in line with business requirements.

2. About this policy

- 2.1 This policy sets out our approach to equal opportunities and the avoidance of discrimination at work. It applies to employees, workers, volunteers, trustees, contractors, job applicants and anyone working on behalf of The C3 Church, in regards to recruitment, pay and conditions, training, appraisals, promotion, conduct at work, disciplinary and grievance procedures, and termination of employment.
- 2.2 The Trustees together with the HR and Compliance Manager are responsible for this policy and any necessary training on equal opportunities.
- 2.3 This policy does not form part of any employee's contract of employment and we may amend it at any time.

3. Discrimination

- 3.1 You must not unlawfully discriminate against or harass other people including current and former employees, job applicants, clients, customers, suppliers and visitors. This applies in the workplace, outside the workplace (when dealing with members of The C3 Church, suppliers or other work-related contacts), and on work-related trips or events including social events.
- 3.2 The following forms of discrimination are prohibited under this policy and are unlawful:
 - (a) **Direct discrimination:** treating someone less favourably because of a Protected Characteristic. For example, rejecting a job applicant because of their gender or age.

- (b) Indirect discrimination:** a provision, criterion or practice that applies to everyone but adversely affects people with a particular Protected Characteristic more than others, and is not justified. For example, requiring a job to be done full-time rather than part-time would adversely affect women because they generally have greater childcare commitments than men. Such a requirement would be discriminatory unless it can be justified.
- (c) Harassment:** this includes sexual harassment and other unwanted conduct related to a Protected Characteristic, which has the purpose or effect of violating someone's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them.
- (d) Victimisation:** retaliation against someone who has complained or has supported someone else's complaint about discrimination or harassment.
- (e) Disability discrimination:** this includes direct and indirect discrimination, any unjustified less favourable treatment because of the effects of a disability, and failure to make reasonable adjustments to alleviate disadvantages caused by a disability.

4. Recruitment and selection

- 4.1 Recruitment, promotion and other selection exercises such as redundancy selection will be conducted on the basis of merit, against objective criteria that avoid discrimination. Shortlisting should be done by more than one person if possible.
- 4.2 Vacancies should generally be advertised to a diverse section of the labour market. Advertisements should avoid stereotyping or using wording that may discourage particular groups from applying.
- 4.3 Job applicants should not be asked questions which might suggest an intention to discriminate on grounds of a Protected Characteristic. For example, applicants should not be asked whether they are pregnant or planning to have children.
- 4.4 Job applicants should not be asked about health or disability before a job offer is made, except in the very limited circumstances allowed by law: for example, to check that the applicant could perform an intrinsic part of the job (taking account of any reasonable adjustments), or to see if any adjustments might be needed at interview because of a disability. Where necessary, job offers can be made conditional on a satisfactory medical check. Health or disability questions may be included in equal opportunities monitoring forms, which must not be used for selection or decision-making purposes.

4.5 The interview panels should normally consist of at least two people. Where practicable, interview panels should include individuals with differing backgrounds and perspectives to help minimise bias and promote fair decision-making. At least one of the panellists should review the life thrive reports with Senior Pastor Angie Campbell to bring insights and additional interview questions. A panel may include:

- the line manager
- a HR representative e.g. The HR and Compliance Manager or Business Pastor.
- a trustee
- A person from a different department who may bring additional perspective
- additional panellists could include a colleague or a volunteer with experience in the area

5. Disabilities

5.1 If you are disabled or become disabled, we encourage you to tell us about your condition so that we can consider what reasonable adjustments or support may be appropriate.

6. Part-time and fixed-term work

6.1 Part-time and fixed-term employees should be treated the same as comparable full-time or permanent employees and enjoy no less favourable terms and conditions (on a pro-rata basis where appropriate), unless different treatment is justified.

7. Preventing Sexual Harassment

7.1 The C3 Church is committed to taking reasonable steps to prevent sexual harassment in the workplace. We will assess risks, implement appropriate preventative measures, provide training where appropriate, and take prompt action where concerns are raised. This commitment applies to conduct by employees, volunteers, contractors, service users, visitors and other third parties.

8. Breaches of this policy

8.1 All employees, trustees, leaders and volunteers are expected to uphold this policy and promote a culture of dignity, inclusion and respect.

8.2 We take a strict approach to breaches of this policy, which will be dealt with in accordance with our Disciplinary Procedure. Serious cases of deliberate discrimination may amount to gross misconduct resulting in dismissal.

8.3 If you believe that you have suffered discrimination you can raise the matter through our Grievance Procedure. Complaints will be treated in confidence and investigated as appropriate.

- 8.4 You must not be victimised or retaliated against for complaining about discrimination. However, making a false allegation deliberately and in bad faith will be treated as misconduct and dealt with under our Disciplinary Procedure.

9. Occupational Requirements

- 9.1** In relation to matters of religion and belief and sexual orientation, for certain roles where there is a genuine occupational requirement, The C3 Church may require the post holder to be a practising Christian and to support the vision, values and mission of The C3 Church in order to preserve its distinctiveness, in accordance with the Equality Act 2010.
- 9.2** The C3 Church is a Christian organisation which seeks to operate in and for the name of Christ and those who work in the organisation must be in sympathy with the evangelical Christian beliefs as set out in Part 2 of this Handbook.
- 9.3** For some posts within The C3 Church, more than a loyalty to the Christian ethos of the organisation is required and these posts are recognised as having an Occupational Requirement.
- 9.4** The C3 Church recognises that the United Kingdom has a rich diversity of cultures from around the world and seeks to bring Christian witness equally to all cultures. Accordingly, The C3 Church is committed to equal opportunity, and it is its policy to treat job applicants, employees and members of the Church in the same way, subject to requiring employees to adhere to The C3 Church's vision, values and mission.

CHANGE TRACKER

S. no.	Changes Summary	With effect from	Approved by	Approved on
1.	Added about paying National Real Living wage into 1.3	July 2026	HM	July 2026
2	Added section 7 on Preventing Sexual Harassment	July 2026	HM	July 2026
2	4.5 – adjust wording on interview panellist demographics to make more practical, and not interpreted as making appointments based on protected characteristics	July 2026	HM	July 2026

