

The Horniman Museum Equity, Diversity, and Inclusion Policy and Framework

1. Scope

This policy and procedure applies to all Horniman Museum and Gardens staff, volunteers, other workers, and Board members (collectively known as our workforce), for the benefit of our workforce and our visitors. There are no exceptions to compliance with this policy.

2. Introduction and Key Principles

2.1 The Horniman is committed to:

- Thinking about equity, diversity, and inclusion in everything we do. There are profound social, moral, and economic reasons why we must ensure that what we do and who we work with is reflective of the world that we live in.
- Making the Horniman relevant and accessible to everyone.
- Being an inclusive organisation that aims to attract, recruit, develop, and retain individuals from across all parts of society with a variety of backgrounds and experiences into all levels of the Horniman.
- Creating an actively anti-racist environment and culture which treats everyone with dignity and respect
- Providing a warm welcome to all our visitors, reflecting our values around inclusivity, equity, and diversity, making the Horniman a place for everyone.
- Working collaboratively with communities to inform our practices and projects through their lived experiences.
- Helping staff understand their responsibilities with regards to our Equity, Diversity, and Inclusion policy and supporting them in challenging any difficult behaviour.
- Ensuring that all recruitment and employment policies and procedures comply with the Equality Act 2010.

2.2 We operate under the following definitions:

Equity

Recognising that people have different advantages and barriers in society, that not everyone has the same 'starting point', and therefore understanding the importance of providing appropriate resources and opportunities to address inequality.

Diversity

Recognising, respecting, and celebrating the wide range of experiences and perspectives reflected by groups and individuals from a variety of backgrounds, often specifically referring to individuals with one or more protected characteristic as defined by the Equality Act 2010.

Inclusion

Recognising the importance of connection and engagement for everyone; making sure that people feel valued, supported, welcome, and respected.

The Horniman does not tolerate attitudes, behaviours, or processes that reflect any form of discrimination including associative discrimination, discrimination by perception, indirect discrimination, harassment, victimisation, and bullying. Please see the appendix for more detailed definitions.

3. Policy Statement

In 1901, Frederick Horniman founded the Horniman Museum and Gardens, creating a legacy rooted in free access to collections and a commitment to serve “the people, in perpetuity.” This founding principle remains central to the Horniman’s ethos today, and through this Equity, Diversity, and Inclusion Policy, the Horniman aims to foster a space where all visitors, staff and volunteers feel belonging and respect.

The Horniman champions the insight, understanding and strength that is gained when a wide range of voices are valued and represented, and through this policy commits to pro-actively valuing diversity. A truly inclusive approach requires listening, learning, and acting in partnership. Through co-creation and collaboration with our workforce, communities, and visitors, the Horniman aims to be a place of belonging, celebration and meaning which resonates with a diversity of experiences and perspectives.

It is the Horniman’s goal to have a representative and diverse workforce at all levels of the organisation, and a workplace culture which develops policies, programmes, and practices which are grounded in equity and cultural relevance. This policy recognises that some inequities are more visible than others and sets out measures to support the workforce to feel safe in sharing their perspectives and contributing to our understanding of a diversity of experiences.

This policy provides clear expectations of the values and ethos to which our entire workforce is accountable. Everyone has a responsibility to promote and implement these principles in their day-to-day work and interactions, and to ensure that their own behaviours, assumptions and beliefs are aligned with an ethos of collective respect, understanding and growth.

These ethical commitments are rooted firmly in legal and government guidance. The Equality Act 2010 makes discrimination based on protected characteristics unlawful and provides legal safeguards for individuals with the following characteristics:

- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief

- Sex
- Sexual orientation
- Age

In accordance with the Public Sector Equality Duty the Horniman has a legal responsibility to eliminate discrimination against staff members, volunteers and job applicants based on protected characteristics - therefore any breaches of this policy will be treated with the utmost seriousness, and disciplinary action will be taken when appropriate.

Extending a commitment to fairness, and reflecting the sector's growing understanding of EDI, this policy gives meaningful consideration to inequities caused by other characteristics not covered by the Equality Act 2010 including socio-economic background, gender identity, caring responsibilities, part-time or volunteer status, trade union membership, spent convictions, asylum seekers and refugee status. It also recognises the importance in understanding intersectionality, where individuals may experience compounded inequities due to the interaction of multiple characteristics.

The EDI Policy provides a clear framework for translating our commitment into action. It outlines the responsibilities of the Board, Senior Management Team, Section Leads, and individual staff members, both in compliance with the Equality Act 2010 and to meet our wider EDI commitments.

4. Actions and Implementation

The implementation of our equity and diversity policy is supported by the following policies and working practices:

- Our Mission and Values which underpin everything that we do
- Our Code of Conduct which shapes the way we conduct our business and how we expect our workforce to behave
- Our Equity, Diversity, and Inclusion Action Plan which identifies actions and targets for us to take forward over a four year period to help us improve our equality practice including improving and supporting workforce diversity.
- Our Equity, Diversity, and Inclusion Group who maintain and implement the EDI Policy and Action Plan
- Our Learning and Development Policy and Corporate Training Plan which we use to help us promote knowledge and awareness of equality and diversity.
- Our Recruitment and Selection Policy which informs the development of diversity in the workplace including staff, volunteers, trustees, contractors, and freelancers. Our aim is to have a workforce which reflects the diversity of the job markets from which we recruit (local or national as appropriate)
- Working closely with external advisory groups such as our Access Advisory Group to inform our equality and diversity practice

5. Roles and Responsibilities

5.1 The Board

- Take an overview of and monitor the delivery of our EDI Policy and Action Plan

5.2 Senior Management Team

- Set targets and monitor workforce and visitor diversity and take action if targets are not being met
- Take the lead on ensuring that EDI is embedded into the Horniman's strategies, plans, and policies
- Ensure that necessary resources for supporting EDI are provided
- Lead on compliance with relevant legislative requirements (e.g. the Equality Act 2010)
- Communicate clearly about how EDI is being supported both internally and to the Horniman's external audiences and partners
- Be accountable to the Board and the public
- Ensure that managers and staff are held accountable in accordance with the EDI policy

5.3 Equity, Diversity, and Inclusion Working Group

- Set, deliver and monitor an Action Plan which identifies and moves forward improvements to equality and diversity for our workforce and visitors, meeting targets as specified in the Plan.
- Managing the resources allocated to EDI including working group time and training budgets.
- Act as champions for anyone who has equity and diversity issues or suggestions at the Horniman.
- Record and review any incidents involving breaches of acceptable behaviour towards staff, volunteers, and visitors.

5.4 Managers

- Support the diversity of the workforce and ensure that staff understand our EDI policy and conduct themselves accordingly.
- Identify specific training needs and flag these with HR.
- Ensure that EDI is included in both departmental and individual workplans.
- Ensure that EDI policy and strategies are always being put into practice in daily tasks.
- Ensure that staff act according to the EDI policy and providing necessary support and information.
- Address any concerns or complaints regarding EDI efficiently.

5.5 HR

- Ensure that training relevant to the priorities identified by the EDI Group is included in the Corporate Training Plan.
- Support on compliance with relevant legislative requirements (e.g. the Equality Act 2010).

- Ensure our HR policies and staff handbook (including recruitment and retention) reflect and deliver on the EDI policy objectives.

5.6 Volunteering team

- Ensure all volunteers understand their rights and obligations as outlined within the EDI and associated policies.
- Provide guidance to volunteers and supervisors on issues which include EDI.
- Deal with any EDI related complaints by or about volunteers quickly and sensitively.
- Actively recruit from underrepresented groups to reach a demographic mix reflective of the local community.
- Ensure that all volunteers are appropriately inducted into the Horniman Volunteer team, enabling underrepresented groups to feel welcome and supported.

5.7 All Staff

- Behave in accordance with EDI Policy.
- Ensure that every aspect of the Horniman considers the needs and background of all visitors.
- Fulfil any aspects of individual and team workplans related to EDI.
- Participate in any relevant training relating to EDI.
- Be prepared and empowered to challenge others on inappropriate behaviour relating to EDI.

6. Monitoring and Review

The annual EDI Action Plan which is discussed, agreed, and monitored by the EDI Working Group is essential to monitoring, reviewing, and reporting on the effectiveness of the EDI policy and how well the Horniman is progressing towards meeting the commitments in the policy statement.

The EDI Action Plan can be found here:

[W:\02 Planning and Management\04 Work Groups\Equity, Diversity and Inclusion\Action Plan 25-2026\EDI action plan 25-26.xlsx](#)

The EDI Working Group is made up of members of staff from across the organisation including members of the Senior Management Team and representatives of staff networks relating to EDI.

7. Related policies and procedures

Recruitment

Access

Audience development

Appendix 1

The following are definitions provided by the UK Government.

Direct Discrimination: Treating someone with a protected characteristic less favourably than others.

Indirect Discrimination: Putting rules or arrangements in place that apply to everyone, but that put someone with a protected characteristic at an unfair disadvantage.

Harassment: Unwanted behaviour linked to a protected characteristic that violates someone's dignity or creates an offensive environment for them.

Victimisation: Treating someone unfairly because they've complained about discrimination or harassment.

The following are definitions provided by Neathouse(our Employment Lawyers) based on the Equality Act 2010

Associative discrimination: Treating someone less favourably because they are associated with someone who has a protected characteristic, for example because their partner is transgender.

Discrimination by perception: Treating someone less favourably because you perceive them to have a protected characteristic even if they do not, for example choosing not to promote someone because you mistakenly perceive them to be gay.

Bullying - There is no legal definition of bullying. However, we regard it as conduct that is offensive, intimidating, malicious, insulting, or an abuse or misuse of power, and usually persistent, that has the effect of undermining, humiliating or injuring the recipient.

Last Reviewed Date: June 2025

Next Review Date: June 2026

Policy Owner : EDI working group including an HR representative

Approval Date : 8 July 2025

Availability: Horniman website; Hornet; Fileshare