Inclusive behaviours

A UK polar community guide



British Antarctic Survey
NATURAL ENVIRONMENT RESEARCH COUNCIL

POLAR SCIENCE
FOR A SUSTAINABLE PLANET

Individuals may experience situations differently and have different expectations based on their past experiences. As a community we have the responsibility to create safer spaces which value listening and honest feedback, but equally we must take responsibility for our individual learning.

This document is a guide that outlines expected behaviours for the BAS community. It provides tools for collective learning and guidance on how to resolve challenging situations.

British Antarctic Survey (BAS) wants to create a responsible culture where we support inclusive leadership that puts everyone's safety first.



British Antarctic Survey

NATURAL ENVIRONMENT RESEARCH COUNCIL



DIVERSITY IN UK POLAR SCIENCE

Safety Together

physical safety • mental health • social wellbeing

Safety Together – a fair, safe and inclusive work culture at BAS.

Our approach to safety incorporates mental health and social wellbeing into our safety culture.

A **fair safety culture** is about understanding the intent of someone's action and supporting all parties to find resolutions that aren't simply focused on the consequence. In addition, an **inclusive culture** helps us understand people's different personal positions and that some social interactions can cause harm even when it is not so intended.

This cultural understanding and organisational learning allows everyone to be clear on where the line must be drawn between acceptable and unacceptable behaviour, while understanding nuances within our actions and interactions.

In a psychologically safe work environment we don't wait until there is something to report to speak up. Prevention starts with open conversations even when they might be uncomfortable at times.

Take control of your wellbeing: Just like you look out for physical dangers, remember to watch out for things that make you stressed or uncomfortable, such as too much work or unfriendly situations. Don't be afraid to speak up and ask for help. These things can negatively affect your mind and body.

Managers, lead the way: If you're a manager, it's not only about physical safety. Think about how your team feels too. Talk openly with your team to find out if there are things bothering them, even if it's not easy to see. Help make things better together.

Safety Together

Stand up for fairness: If there's a safety problem, treat everyone fairly. If something goes wrong, support the people involved and be transparent about the process.

Tackle stress together: Treat stress and worries like you treat other dangers. Use a plan to figure out what's causing harm, how bad it could get, and ways to stop it. Talk openly with your team about these things.



BAS cultural aspirations

As an organisation, one of our aims is to embrace diversity and foster an inclusive culture. BAS aims to give staff, students and visitors a secure environment where they are respected for who they are, no matter their age, disability, sexual orientation, religion, race, ethnicity, gender identity or other parts of their identity.

A diverse workplace offers more than just exposure to people from different cultures and backgrounds, we all benefit from a diversity of ideas and experiences.

Working in the Polar Regions is, by its very nature, isolating, but loneliness and frustration can be part of any workplace. Creating an open culture of respect and support benefits all within the organisation and improves mental and physical health.

BAS way of life

Our colleagues are key to our success.

Our organisation is built on mutual respect and inclusion;

- Living our values in the environment in which we work
- Transparent business practices, with partners that share our values
- Engaging and supporting our community
- Research with integrity

Inclusive leadership

BAS leadership have an important part to play in role modelling our cultural aspirations. Inclusive leadership leads to higher levels of psychological safety amongst staff which helps to create more effective, creative and safer workplaces.

We will achieve this through holding our leaders accountable for their actions, provide safe routes for staff to raise concerns, encourage open dialogue between team members and managers and provide inclusive leadership training.

Individual behavioural expectations

As part of the BAS community, I am:

- **Accepting of diverse viewpoints**
- **Accountable if I receive feedback on my behaviour**
- **Respectful to others**
- **Aware of my positionality, privilege and power**

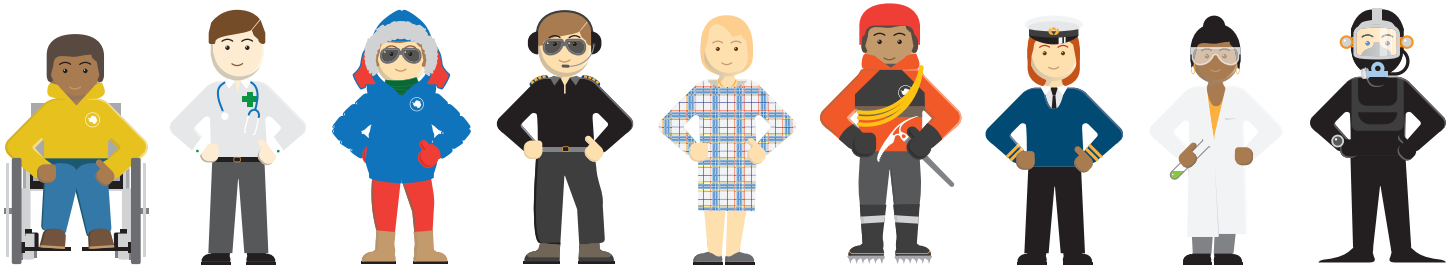
In practice, this could mean:

- Allowing all team members to express their opinions openly without judgment to partake in decision making and will not exclude others from meetings
- Being open with your team members, taking responsibility, and learning from your experiences
- Avoiding knowingly making misleading statements or engaging in activities that could be viewed as offensive
- Learning about and addressing your positionality, power, privileges, and implementing BAS values
- Being able to recognise and avoid aggression, stereotypical and discriminatory behaviour such as misogyny
- Recognising the colonial histories and cultural biases that may have led to people's different positions within the team
- Approaching others with an open mindset and being respectful of personal boundaries including avoiding discussing or debating colleague's personal identities in the workplace.

Being an accountable colleague

In practice, this could mean:

- **Asking for help** if needed and respecting those who ask for help, recognising that people have different strengths, and some disabilities are invisible
- **Respecting people's personal boundaries** including taking photos of or recording team members
- **Supporting victims** of misconduct and taking seriously the impact of that misconduct as well as respecting any wish for anonymity through the reporting process
- **Follow the rules** laid out by the organisation including respecting the property and facilities
- **Respect the physical and psychological safety of others**
- **Familiarising with the Equality Act** and its implications on protected characteristics
- **Supporting a positive reporting culture** where colleagues feel safe to speak up and proactive approaches are built to resolving conflicts together



The next section will provide with information on specific concepts and behaviours regarding prevailing challenges that have been recognised as part of our ongoing work towards inclusion.

What are biases?

Bias is the inclination or prejudice for or against one person or group, especially in a way considered to be unfair.

Each individual has biases based on their personal experiences and societal traditions and norms. Biases can show themselves in the workplace when:

- We need to act fast or are under pressure
- We decide what to remember
- We have too much information at hand
- We're not presented with enough information

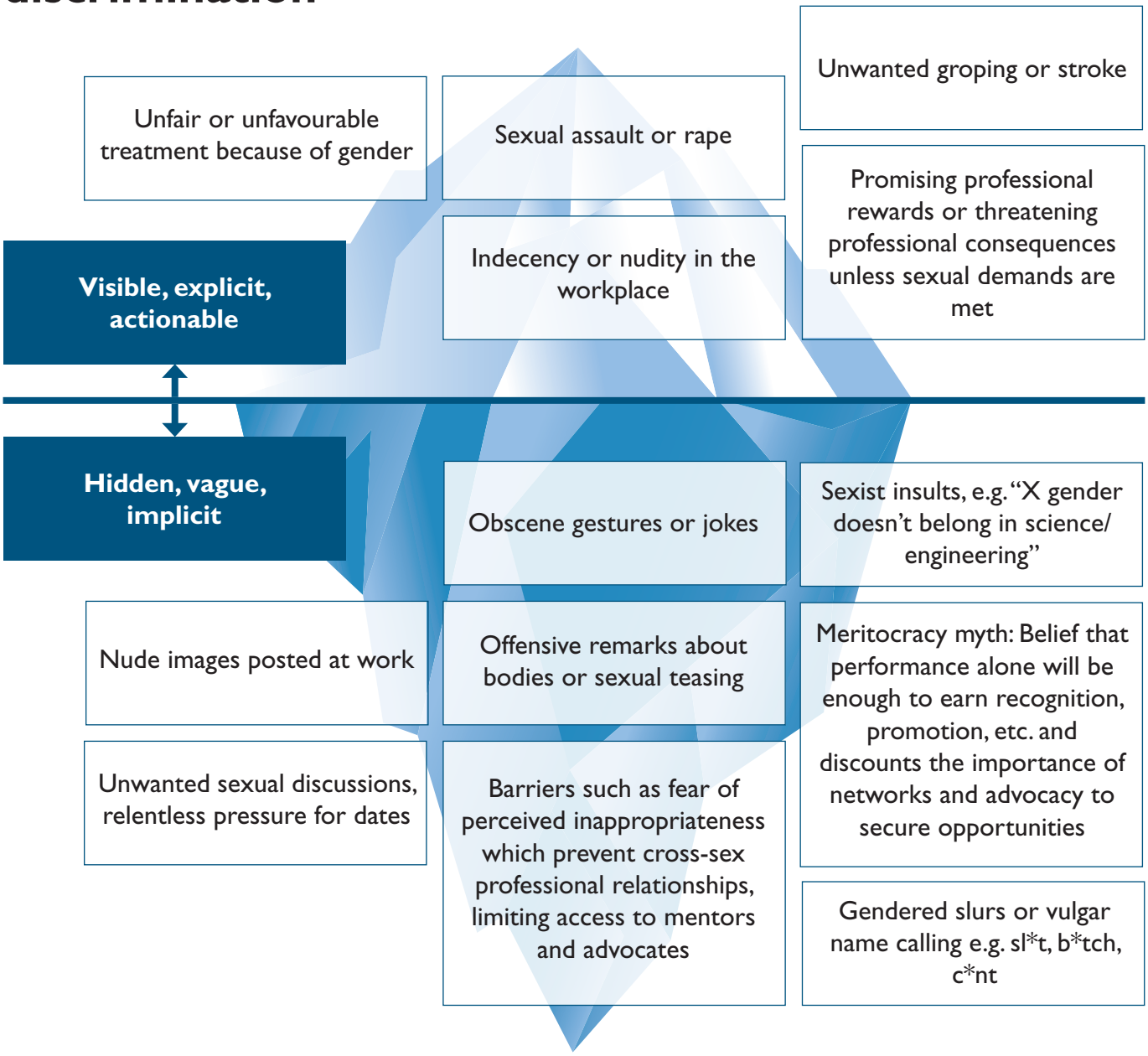
Breaking down bias

People differ in levels of bias, but they are held by all.

Ways of recognising and addressing your own biases include:

- Accept that we all have unconscious biases
- Think about why you are making decisions
- Familiarise yourself with the issues
- Widen your social circle
- Set ground rules for behaviour, meetings etc.
- Base decisions on facts and information
- Provide and learn from feedback
- Apologise if you get it wrong

Recognising sexual and gendered harassment and discrimination



Recognising racial harassment

What could racial harassment feel like for a colleague?

Theme	Microaggression	Message
Alien in own land When individuals are assumed to be foreign-born based on the colour of their skin	"Where are you from?" or "Where are you really from?" "Where were you born?" "You speak good English."	You are not British. You are a foreigner. You are different/not like us.
Colour blindness Statements that indicate that a White person does not want to acknowledge race.	In response to the Black Lives Matter movement or particular racial experiences: "All lives matter." "When I look at you, I don't see colour." "The UK is a melting pot." "There is only one race, the human race."	Denying a person of colour's racial/ethnic experiences and individual as a racial/cultural being. Assimilate/acculturate to the dominant culture.
Denial of individual racism A statement made when Whites deny their racial biases.	"I'm not a racist. I have several Black friends." "As a woman, I know what you go through as a racial minority."	I am immune to races because I have friends of colour. Your racial oppression is no different than my gender oppression. I can't be a racist, I'm like you.
Myth of meritocracy Statements which assert that race does not play a role in life successes.	"I believe the most qualified person should get the job." "Everyone can succeed in this society, if they work hard enough."	People of colour are given extra unfair benefits due to their race. People of colour are lazy and/or incompetent and need to work harder.
Pathologising cultural values/ communication styles The notion that the values and communication styles of the dominant/White culture are ideal.	Asking a Black person: "Why do you have to be so loud/animated? Just calm down." To an Asian or Latino person: "Why are you so quiet? We want to know what you think. Be more verbal. Speak up more." Dismissing an individual who brings up race/culture in work setting.	Assimilate to dominant culture. Leave your cultural baggage outside.

Recognising ableism

Individuals with disabilities deal with challenges in different ways. We must respect each individual's right to determine their abilities, and not assume their needs based on past experiences. Not all disabilities are visible.

As organisations and individuals we need to consider what barriers are in place for colleagues with disabilities and how we could break them down and support people better.

Social barriers

Environment

Inaccessible

- Facilities
- Buildings
- Education
- Services
- Transport
- Poverty & low income
- Communication

Organisations

Inflexible

- Structures
- Procedures
- Practices



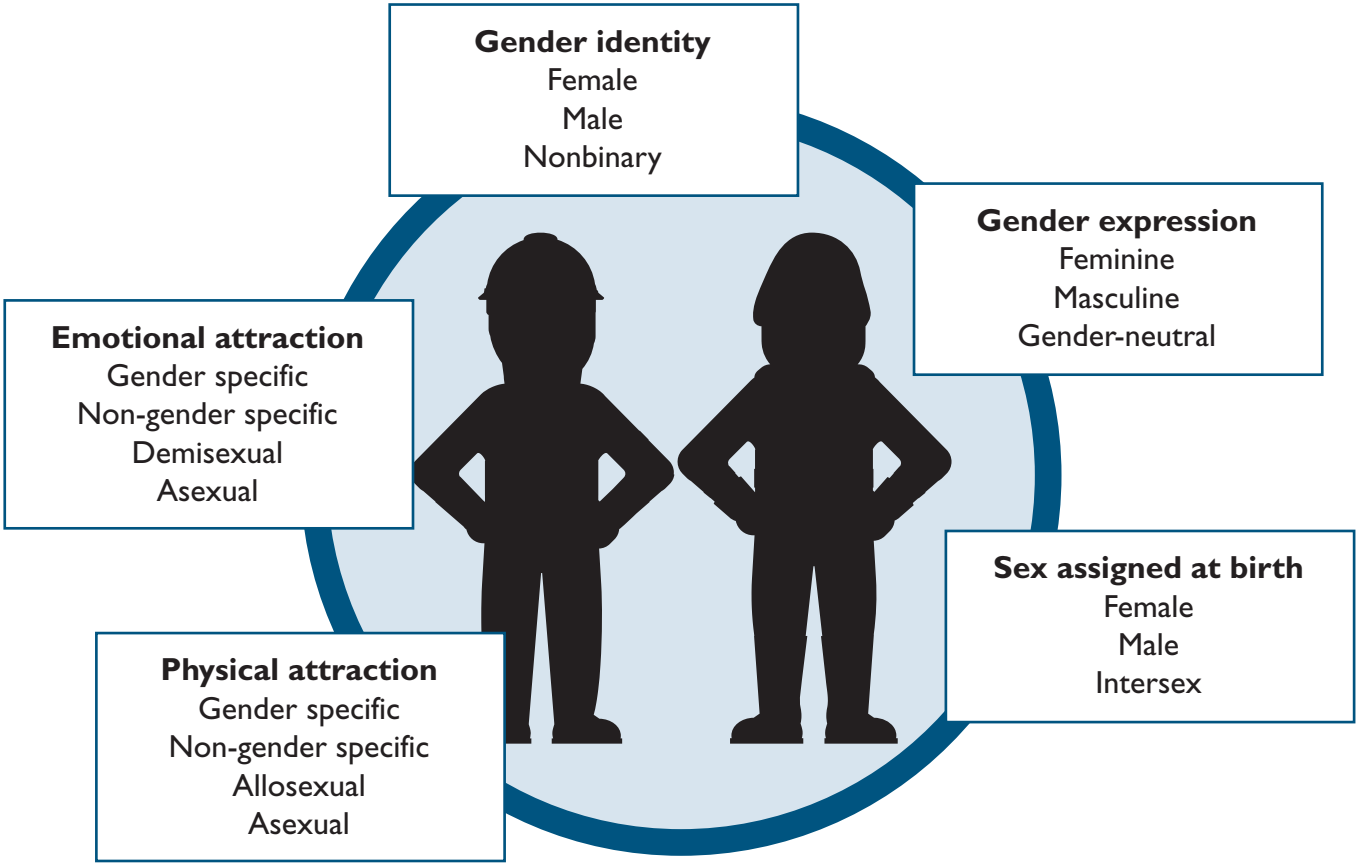
Attitudes

- Prejudice
- Stereotyping
- Discrimination
- Lack of understanding
- Isolation

Understanding differences in sexual and gender identities

Each person's sexual and gender identity consists of a combination of different elements, whether you're a member of a minority or not. The LGBTQIA+ community refers to people from marginalised sexual and gender identities.

In UK society gender is still seen traditionally within the binary, with people falling into one of two categories: male or female.



Being an active bystander

Sometimes, a situation just does not feel right. It might be comments made by a friend that you feel are inappropriate or you spot someone feeling uncomfortable with how they are treated.

Being an active bystander means being aware of when someone's behaviour is inappropriate or threatening and choosing to challenge it. If you do not feel comfortable doing this directly, you can get someone to help you.

Strategies for intervention

- **Good interventions** are about getting your point across authentically in order to get your desired result. It does not mean being bossy, judgmental, deliberately confrontational or unnecessarily authoritarian
- **Intonation** – think about how you are speaking
- **Manage your mindset** – concentrating on a fact that you know (e.g. your name and age) can help calm your mind and help you appear more assertive

Active bystander training is one way of developing essential skills to deal with difficult situations and challenge inappropriate behaviour. Our collective interpersonal skills and emotional intelligence have a profound impact on how well equipped we are to resolve conflict.

What to do when you see a problematic situation?

Below are some examples of different ways you can take action in a situation that is not appropriate.

Distract

Approach the victim with a reason for them to leave the situation – tell them they need to take a call, or you need to speak to them; any excuse to get them away to safety.

Direct action

Call out negative behaviour, tell the person to stop or ask the victim if they are ok. Do this as a group if you can.

Delay

Wait for the situation to pass then ask the victim if they are ok. Or report it later when it's safe to do so – it's never too late to act.

Delegate

Tell someone with the authority to deal with the situation, or call for help.

What can I do if I have experienced inappropriate behaviour?

Each situation is unique. Below is a non-exhaustive list of things you might consider before reporting an incident.

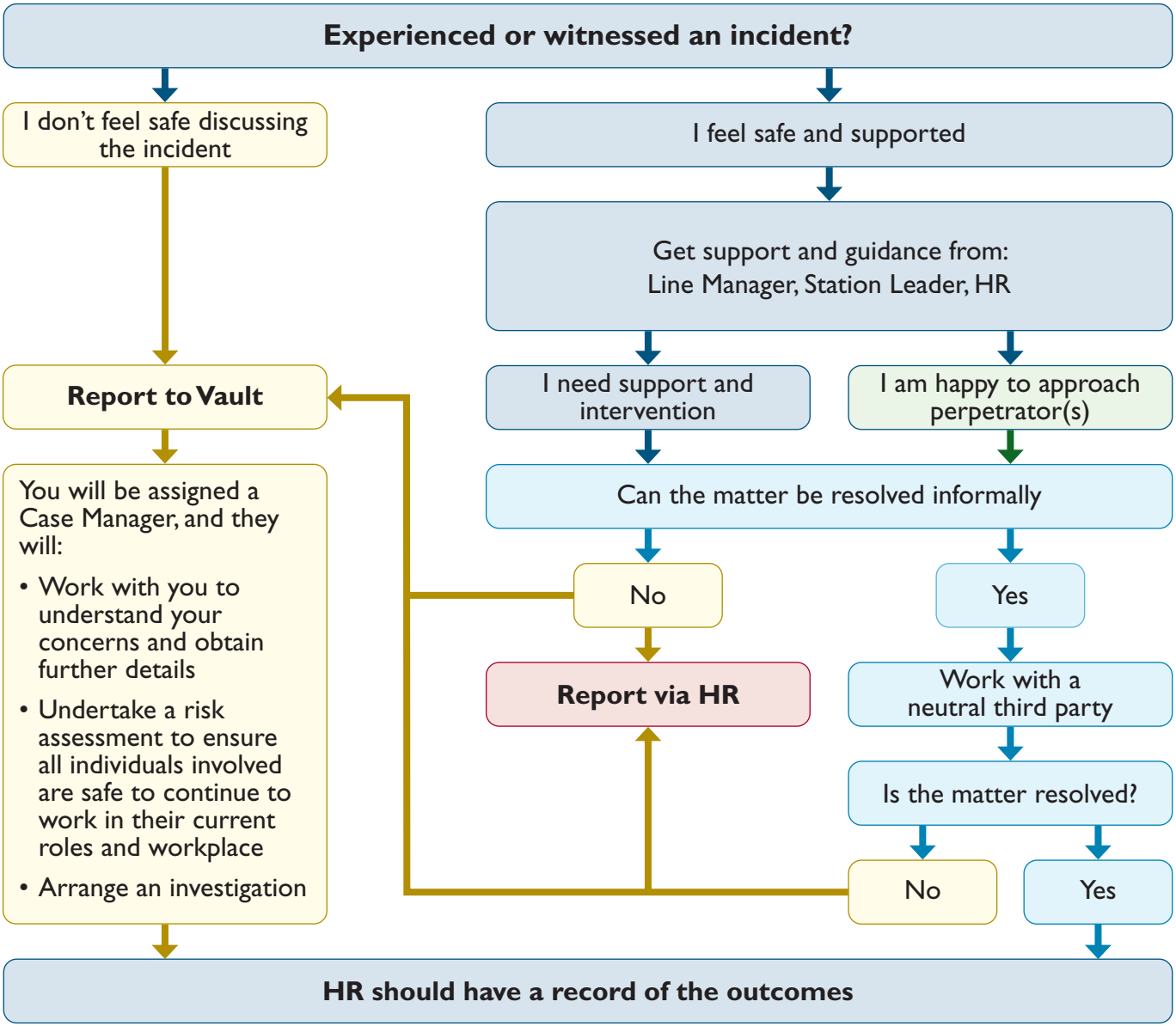
- If your health and wellbeing is at immediate risk, make sure you feel safe
- Seek out organisational support, BAS is committed to the safety and wellbeing of each employee
- Take notes of instance(s) of inappropriate behaviour
- Talk to someone you feel you can trust about your experience
- Remember that you can change your mind about talking to anyone about your experience at any time
- Report following the guidance given in this booklet *(see page 17)*
- Remember that you can bring someone with you to provide support during reporting or any resulting discussions
- Seek reasonable and appropriate accommodations to secure a safe working environment
- Seek assistance, both physical and mental if appropriate

Share your concerns

All team members have the responsibility to report instances of unacceptable conduct, no matter the severity. There are both formal and informal ways of addressing issues. An informal approach is encouraged, where appropriate, because it is likely to lead to earlier resolution, however, this may not always be possible.

The individual will decide the approach they wish to take, but there may be some circumstances in which a formal route needs to be taken, to protect and support the employee.

Share your concerns



You have the power to pause or withdraw from the process at any point

What will the organisational response to reporting Code of Conduct violation(s) look like?

Step 1: Meet with you to understand your concerns and the situation.

Step 2: Undertake a risk assessment to ensure all individuals involved are safe to continue to work in their current roles and workplace.

Step 3: Try to address matter informally and, if this is not possible to escalate to formal stage, as per UKRI policy.

If the complaint is upheld appropriate action will be taken. Some kinds of harassment are criminal offences. Any case of physical assault, including sexual assault, should be reported to the police. If, following investigation, a complaint is not upheld and is found to be malicious or vexatious, disciplinary action may be taken against the complainant.

BAS Safeguarding Protocol and Guidance

BAS has a duty of care and is committed to safeguarding the welfare of everyone working in our workplaces, aboard our research vessel, and during overseas deployments.

Due to the isolated and extreme environments in which BAS operates, situations may arise where an individual becomes vulnerable to, or at risk of, harm, abuse, or neglect and cannot reasonably protect themselves. Situations that have a significant impact on an individual's wellbeing may also occur. Risks may arise from others or from circumstances affecting the individual themselves.

To support a consistent and appropriate response to safeguarding concerns, BAS has established a clear framework for reporting and managing concerns. The BAS Safeguarding Protocol and Guidance outlines what constitutes a safeguarding or welfare concern, how concerns can be raised, and how they are reviewed, managed, and addressed.

If you have concerns about someone's safety, welfare or wellbeing, please contact the Safeguarding Team at safeguarding@bas.ac.uk. If you are deployed, you can report concerns through the Vault reporting system. UK-based staff can submit a report via the UKRI Raising Concerns Safeguarding Platform, Raise Your Concern.

All concerns are taken seriously and handled in line with the BAS Safeguarding Protocol.

Welfare support

Should you feel additional welfare support would benefit you or a colleague in relation to the topics covered in this guide or in general during your polar experience, please seek assistance at the earliest opportunity. In addition to Station Leaders and deployed colleagues, we offer the following services from BAS Cambridge:

Welfare services

BAS Staff can access support from our team of Mental Health First Aiders or our Health and Wellbeing Manager. Both provide a confidential listening service to help you work through issues, identify solutions and further support.

- **BAS team of Mental Health First Aiders**
  Information on Ice Flow's Wellbeing Hub
- **Gemma Douglas**
  Health and Wellbeing Manager
  Email: gemas@bas.ac.uk

HR support

Provide advice and support, including the ability to link you to relevant specialist professionals such as occupational health and counselling.

Email: hr@bas.ac.uk

Whilst polar deployment is exciting and can provide the experience of a lifetime, it is also challenging and can result in unexpected emotional responses. It's okay not to be okay and to talk to someone about it.

Welfare support *continued*

BAS staff have access to the UKRI Employee Assistance Programme (EAP)

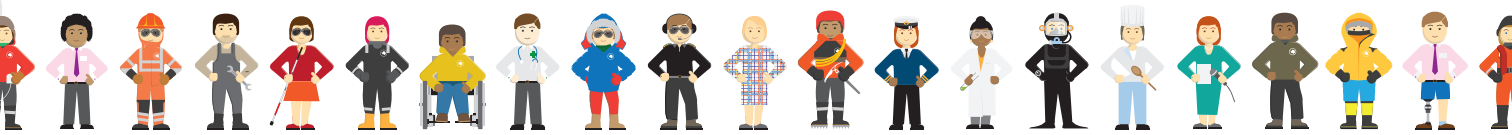
EAP is a confidential 24/7, 365-days-a-year offering for employees providing a range of wellbeing services to support employees experiencing any mental, physical, emotional, health or financial challenges.

The EAP support is available through PAM Assist 24/7, 365-days-a-year, online and via their helpline.

- PAM Assist Helpline, 0800 882 4102
- PAM Assist Deployed Helpline, +44(0)845 450 8882
- Champion Health web portal. If you are using it for the first time, click on 'Register Today' and enter organisational code UKRI to start setting up your account
- The Champion Health App is available to download on Google Play and Apple Store

The organisational code to access the EAP is UKRI.

Contact the Health and Wellbeing Manager for more information.



Feedback and further information

We welcome your feedback and comments on this document. These should be addressed to:

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For further information about BAS, please visit:
www.bas.ac.uk

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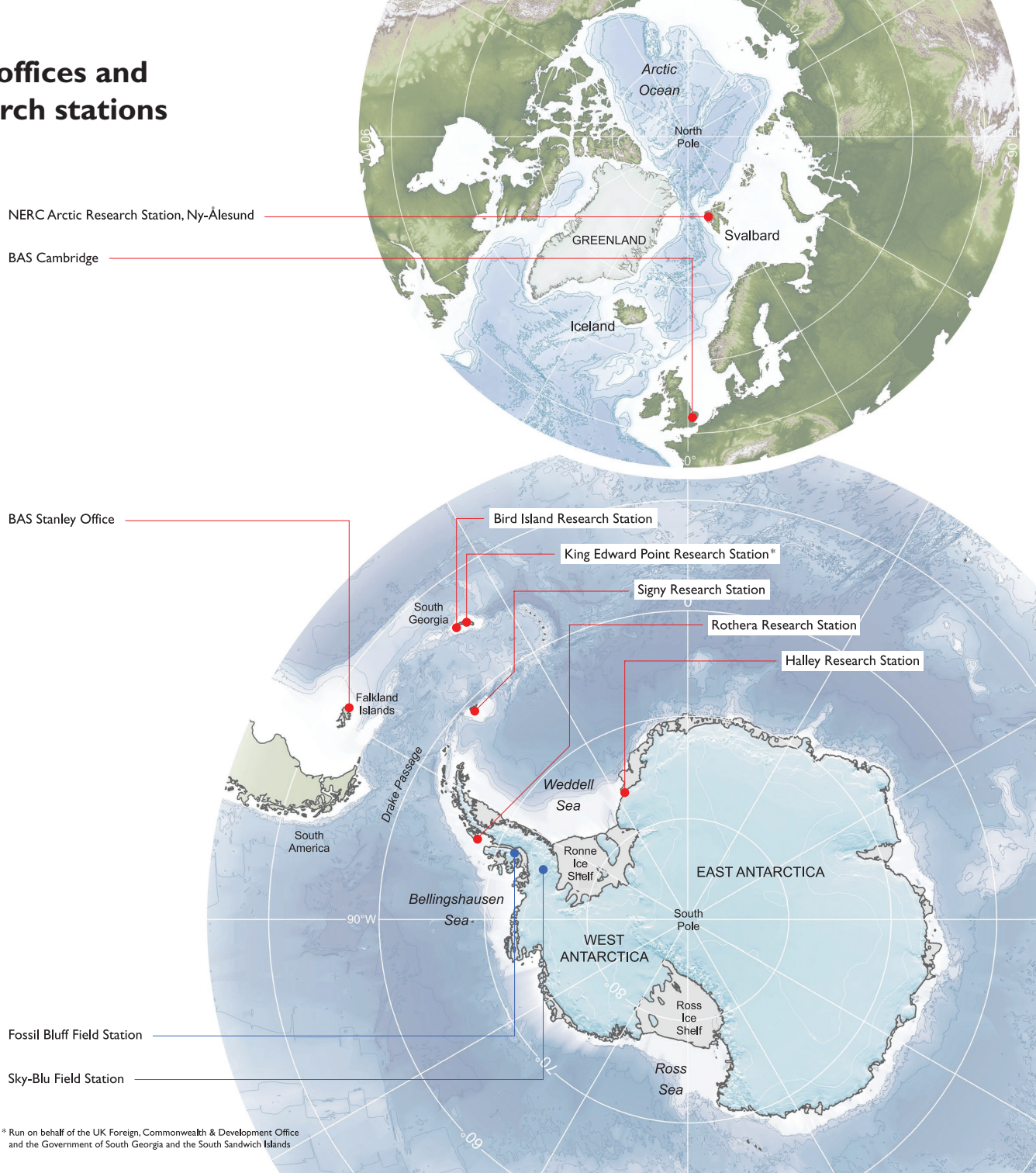
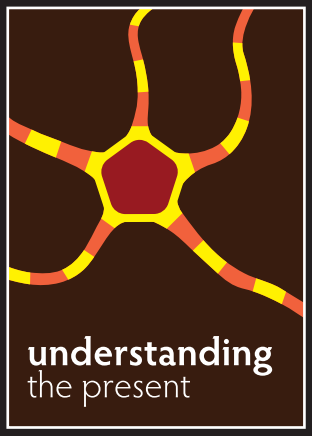
BAS offices and research stations



* Run on behalf of the UK Foreign, Commonwealth & Development Office and the Government of South Georgia and the South Sandwich Islands









British Antarctic Survey (BAS) delivers world-leading interdisciplinary research in the polar regions, advancing understanding of Earth systems and humanity's impact on them.

Based in Cambridge, Antarctica and the Arctic, BAS scientists and support staff collaborate on research into climate change, polar oceans, land and sea ice, ecosystems, the atmosphere and space weather. BAS provides essential operational support for the UK's presence in Antarctica.

Working with partners including the Foreign, Commonwealth & Development Office, Ministry of Defence and the Department for Science, Innovation and Technology, BAS combines science, logistics and innovation to address challenges and inform policy that impacts society around the world.

BAS is a world-leader in polar science and logistics and is partner of choice in many international collaborations for ambitious, large-scale polar projects.

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