Discrimination at work

Recognise patterns. Record facts. Seek support early.

1 Identify the issue

Unlawful discrimination can include direct or indirect discrimination, harassment, victimisation and disability-related treatment. The Equality Act protects specified characteristics; unfair or unpleasant behaviour is not automatically unlawful discrimination.

2 Build a useful record

Write down dates, words used, decisions, witnesses and the impact on you. Save relevant messages lawfully. Compare treatment carefully and identify the reason you think a protected characteristic or protected complaint was involved. Ask for written explanations of important decisions.

3 Get help and act

Consider a manager, HR, union or formal grievance where appropriate. Ask for reasonable adjustments if disability is relevant. Seek advice promptly if treatment continues, you are threatened or a dismissal is proposed. Do not resign expecting an automatic constructive-dismissal claim.

Remember
Protection can apply to job applicants and workers as well as employees. Northern Ireland has a different discrimination framework: this guide is for Great Britain.

Protect your deadline. Internal procedures and Centre enquiries do not pause tribunal time limits. Rules depend on the event date and claim. Check current Acas guidance promptly; some urgent claims have much shorter limits.

Acas: discrimination law

Acas: reasonable adjustments

Acas: current tribunal time limits