

PROMOTING EQUALITY IN DIVERSITY AN AGENDA FOR ACTION

This Pamphlet for Trade Unions has been prepared by the Irish Congress of Trade Unions (ICTU) as a component of an 'agenda for action' on migration-integration.

The 'agenda for action' is a package of materials and practical guides intended to support social partners in preventing discrimination and facilitating integration in workplaces.

Materials comprising this package include:

- research and evaluation of integration indicators
- a compilation of practice profiles of measures and activities by employers, unions, government authorities and other actors
- orientation pamphlets and 'tool-kits' for employers, trade unions and church organizations
- a comprehensive practitioners handbook, and
- a practice evaluation methodology.

These materials were elaborated by a multi-partner INTI project "Promoting Equality in Diversity: Integration in Europe," implemented by the International Labour Office and partners with the financial support of the European Union INTI program administered by the EC Directorate General on Justice, Freedom and Security.

The partners in this project are:

- Centre for Social Innovation, Austria;
- Churches Commission for Migrants in Europe (CCME), Brussels;
- Europa-Kontakt, Berlin;
- International and European Forum on Migration Research (FIERI) Turin, Italy;
- Irish Business and Employers Confederation (IBEC); and
- Irish Congress of Trade Unions (ICTU).

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A PAMPHLET FOR TRADE UNIONS



PROMOTING EQUALITY IN DIVERSITY *MIGRATION-INTEGRATION*

— AN AGENDA FOR ACTION —



“The challenge before us is to work together towards a world of respect - respect for diversity. We must act to shape a world in which all human beings can live in safety and dignity, and enjoy access to decent work and living conditions”.

Extract from Joint declaration of ILO, IOM and High Commissioner for Human Rights (2001)

It is estimated that over 15m people in the European Union belong to minority ethnic groups. This figure comprises long-standing minority ethnic groups, families and workers who arrived in the European Union after its establishment and those seeking to enter the European Union as refugees and asylum seekers.

Worldwide estimates suggest that approximately 1 in every 50 people – that’s over 150 million people – live in countries that are not the country of their birth, as migrants or refugees. The International Organisation for Migrants predicts that the total number of international migrants will approach 250 million by 2050.

Workers are often forced to migrate for reasons such as war, famine, drought and when their own economy cannot sustain basic living standards for themselves and their families. Migrants can be drawn to countries with high growth rates that have a shortage of workers with which to sustain that growth.

These people are highly vulnerable to racism and discrimination for a range of reasons such as those put forward by Migrants Rights International who believe that racism is often fed by;

- ✘ Restrictive immigration policies;
- ✘ Increasingly narrow interpretations of government obligations to protect refugees;
- ✘ The reliance of migrants on often clandestine means of entry;
- ✘ Criminalization of so-called illegal migrants;
- ✘ The stigmatization of refugees as "bogus asylum seekers";
- ✘ The scapegoat of migrants and refugees as criminals and the cause of unemployment.
 - ✘ An increase in migration leads to a more diverse society bringing with it challenges to accommodate people of different cultures, religions and language whilst also enriching society with these differences.

What is Racism?

When cultural and ethnic minorities face discrimination because of their skin colour or ethnicity that’s racism

specific duties, for overseeing implementation of the Action Plan, and is responsible for providing leadership in the promotion and implementation of the Action Plan.

The Company’s Committee on Equal Opportunities is responsible for the promotion, development, implementation, monitoring, prioritisation and review of equal opportunities policies generally.

All committees are responsible for ensuring that this policy is embedded in their duties and functions in relation to both management and employees.

Those with managerial responsibilities have a duty to take forward specific actions under this policy as identified in the action plan in addition to the general duties under the Act.

Employee’s Rights

Employees have a right to a workplace free from racial discrimination or harassment. (Harassment can be physical, verbal or written. It can include words or statements that are transmitted by phone, fax, video conference or email). Every employee has a right to be treated fairly and with dignity and respect at all times. Treating someone less fairly because of their gender, marital status, family status, age, race, religion, disability, sexual orientation or membership of the Traveller community is both unjust and illegal under the Employment Equality Act 2004 and Equal Status Act 2004.

Contractors and service providers

[]’s procurement policies will address, where appropriate the obligation to promote equality and good relations between different racial groups.

Review

The Equality Policy will be reviewed annually to assess its effectiveness by the Committee after consultation within all appropriate committees at a specified time as set out in the Action Plan.

Publication

[] will publish the Equality Policy and results of monitoring and assessments. This will include providing information on consultation undertaken as part of the audit process, and the report will be presented to the [] annually in _____ and published.

MORE INFORMATION

Anyone experiencing discrimination or harassment of any kind in the workplace should discuss the issue with their trade union representative to ensure this behaviour stops **NOW**.

Your trade union can help you to tackle racism in the workplace.

It is against the law for any worker to be discriminated against or racially harassed in their workplace.

To learn more about racism and how to combat it contact your local trade union official or branch.

You could also contact your national trade union congress, European Confederation www.etuc.org, or global trade union federation such as the international Confederation of Free Trade unions www.icftu.org or

complement each other. Our Human Resources Strategy also identifies equality as a priority for action and the issues addressed therein encompass initiatives to progress racial equality.

Background

The Employment Equality Act 2004 and the Equal Status Act 2004 has placed an obligation on employers in carrying out its functions, to have due regard to the need to eliminate unlawful racial discrimination, promote equality of opportunity, and promote good relations between people of different racial groups.

Commitment

[] will ensure that in the conduct of all our activities, steps are taken to avoid the occurrence of racial discrimination, whether direct or indirect, and to promote good relations between employees.

Any unlawful discriminatory behaviour, including harassment or bullying by individuals or groups, will be regarded extremely seriously and could be regarded as grounds for disciplinary action, which may include expulsion or dismissal.

Consultation

There will be consultation at all stages in the implementation and review of this policy. This will include employees and trade unions and in particular those from different racial groups, Joint Equality Committees, and other interested and relevant groups within the Company.

Guidance, support and training

Guidance, support and training will be provided to members of staff to ensure that the Company's commitment to equality is fully realised.

Implementation of the policy

Any member of staff who considers that s/he has not been treated in accordance with this policy should raise their concerns in writing with their Line Manager. Any employee who considers that s/he has not been treated in accordance with this policy should raise their concerns in writing with their Head of Department or Manager of Human Resources.

Applicants for employment concerned about the application of the policy should write to the Manager of Human Resources. The Committee for Equal Opportunities will monitor concerns raised under this policy, annually.

Monitoring and audit

[] has in place arrangements to monitor the selection, recruitment and promotion of all employees. Responsibilities for this lies with the Equal Opportunities Office/HR Manager [as appropriate to structure].

In addition to the monitoring and audit arrangements, the Equal Opportunities Office has procedures to ensure that such additional monitoring is undertaken as is necessary to ensure that the Company is able to identify possible improvements in its practices in relation to: managing staff; selection, recruitment and training; career development and promotion; and service delivery.

The Equality Action Plan sets out monitoring arrangement in greater detail.

The monitoring results are collated by the Company's Equal Opportunities Officer in collaboration with the Trade Union's Equality officer and reported to the Board of Directors and CEO and forms part of the published Annual Report.

Management is responsible for securing compliance with the general and

When individuals or institutions exert abusive power over minority groups because of their racial heritage, that's also racism.

WHAT IS DISCRIMINATION?

Discrimination is when a person is treated in a less favourable way than another person is, has been or would be treated in a comparable situation and is denied equality of opportunity and access, due to their ethnicity, national origin, nationality or colour of their skin.

Indirect discrimination happens when there is less favourable treatment by effect or by impact of an action, rule, or process. This happens where for example a person from an ethnic minority is disadvantaged because of a provision, practice or requirement which they find harder to satisfy than comparators.

Discrimination by association occurs when a person, associated with another person belonging to a particular ethnic minority, is treated less favourably because of that association.

WHAT IS HARASSMENT?

Any form of unwanted conduct related to ethnicity or national origin that has the purpose or effect of violating a person's dignity and creating an intimidating, hostile, degrading, or offensive environment for the person is harassment.

WHAT IS PREJUDICE?

When someone is judged based on preconceived ideas, that's prejudice. No law can prevent prejudice, biased attitudes and opinions, however, laws can prohibit discrimination, unequal treatment and other actions that stem from those prejudices.

WHAT IS INTERCULTURALISM?

Interculturalism is about developing a more inclusive society and creating the conditions for interaction, equality of opportunity, understanding and respect. It embraces the concept that 'one size does not fit all', and that everyone will benefit from planning for and accommodating cultural and ethnic diversity.

ARE MY RIGHTS PROTECTED?

Whilst prejudice and racist opinion cannot be legislated for, action permeating from that prejudice in the form of discrimination can. The rights of all people, including migrants and those from ethnic minorities should be enshrined within national legislation. A rights based approach will ensure that discrimination will not be tolerated or allowed to exist as it is a denial of an

individual's basic rights.

Human rights recognise that certain principles are true and valid for all peoples, in all societies, under all conditions of economic, political, ethnic and cultural life. Human rights are universal - they apply everywhere; indivisible - political and civil rights cannot be separated from social and cultural rights; and inalienable - they cannot be denied to any human being.

HOW CAN TRADE UNIONS FIGHT RACISM?

Trade unions stand against racism as a matter of fundamental principle. The promotion of human rights, equality and diversity is an integral part of trade unions' daily struggle for freedom, equality and justice for all. Trade unions recognise the central role to be played by those affected by racism in developing, implementing and monitoring relevant policies, programmes and activities.

Trade unions work within a number of different arenas and partnerships to achieve their core objectives. It is important that trade unions use existing links and work closely with government, employers, NGO's, other trade unions, confederations and their members to eradicate racism and racial harassment in the workplace and wider community.

Trade unions should mobilize their members to always be anti-racist in their approach and activities. Workplaces should be created that are free from racism, respect dignity and embrace interculturalism.

Trade Unions must recognize the need to ensure that workers from ethnic minorities are afforded the opportunity to access and participate in the workforce.

At European level a Joint declaration on the prevention of racial discrimination and xenophobia and promotion of equal treatment at the workplace signed by **ETUC**, **UNICE** and the **CEEP** proposed a set of measures, including the compilation of a Compendium of Good Practice. All the case studies demonstrate that **concrete action**, to prevent racism and xenophobia to promote equal treatment in the workplace, is possible. A summary is found on www.eurofound.eu.int.

In 2001 trade unions from around the world drew up a Plan of Action for trade unions, at national, regional and international levels, to fight racism more effectively in our communities, in the labour market, in the workplace and within our own structures.

RESOURCES

SAMPLE EQUALITY POLICY

Equal Opportunities Policy Statement

[] welcomes diversity amongst its employees and customers, recognising the particular contributions to the achievement of this Company's vision that can be made by individuals from a wide range of backgrounds and experiences.

In relation to staff, the policy and practice of [] require that all the staff are afforded equal opportunities within employment and that entry into employment and the progression within employment will be determined only by personal merit and the application of criteria which are related to the duties of each particular post and the relevant salary structure. In all cases, ability to perform the job is the primary consideration. Subject to statutory provisions, no applicant or member of staff will be treated less favourably than another because of his or her sex, marital status, family status, age, sexual orientation, racial group, religion, disability or as member of the Traveller community.

[] is committed to, using its best endeavours to ensure that all of its activities are governed by principles of equality of opportunity, creating a working environment that values cultural diversity and enables all employees are helped to achieve their full potential. This statement applies to advertising and recruitment, to promotion and selection, career progression, to welfare and support services, and to staff development and training.

Employees are asked to promote respect for the diverse cultural and religious values that exist in our Workplace.

This policy statement is supported by equal opportunities policies and codes of practice for all employees, []'s code of practice on harassment and sexual harassment, and the Company's equality policy.

Equality Policy

[] abhors acts of racism, promotes an environment which is free from any form of illegal discrimination and acts of racism are not condoned within this workplace.

[] is committed to promoting equality of opportunity and good relations and avoiding racial discrimination.

Purpose

The purpose of this policy is to promote diversity, fairness, justice and equality of access and opportunity, identify any barriers to progress, expose inequalities and their underlying causes and take remedial and preventative action. The creation of a Equality Policy will assist [] to identify its aims and aspirations for racial equality and the means by which this will be achieved at an individual, departmental and corporate level.

This policy document has an associated action plan, as progress towards racial equality will be measured by action in implementing the policy, institutional change and tangible outcomes rather than good intentions. This policy sets out []'s existing commitments and priorities for the coming year, after which progress will be reviewed and also identifies longer-term goals for the next ____ years.

The Equality Policy and Equal Opportunities Policy are intended to

lingual;

- ✘ Advertise the union in ethnic press and on ethnic media;
- ✘ Display anti-racist posters to communicate union's message of openness and inclusion;
- ✘ Circulate anti-racist policies outlining types of behaviour that will not be tolerated and how it will be addressed in a joint statement or union article;
- ✘ Ensure meetings are accessible particularly considering members who work shifts, have caring or other personal responsibilities.
- ✘ Racist comments uttered during the course of any trade union activity should swiftly challenged and dealt with immediately;
- ✘ Invite keynote speakers to address racism and interculturalism at meetings, seminars or conferences.
- ✘ Advertise in all workplaces union equality and racial policies;

Equality Policies

Equality policies are key to the achievement of equality of outcomes and equal treatment and also to the success of an equality plan. Adopting an equality policy is a tangible commitment to equality and diversity. The following are important characteristics of a good equality policy (sample policy is contained at the end of this leaflet).

- ✘ Strong statement of commitment from the company including senior management to equality.
- ✘ All grounds of the Employment Equality Directive and legislation should be covered.
- ✘ Areas where equality action should be taken should include; employment, including recruitment and promotion, provision of goods and services.
- ✘ It should be made clear that discrimination, sexual harassment, harassment and victimization, will be eliminated from the organization and prevented.
- ✘ Procedures should be developed and outlined in detail which deals with incidents of discrimination, sexual harassment and harassment, and victimisation.
- ✘ Actions should be identified for the promotion of equality and positive action, including diversity and reasonable accommodation for people with disabilities.
- ✘ All equality policies should be integrated with and linked to other union policies.

A STRATEGY FOR ACTION

All Trade unions should have an equality/diversity strategy to ensure both employers and members are aware of their obligations and commitments to the pursuit of full equality of opportunity, treatment and outcome for all workers. Trade Unions have influence in a number of arenas and at a number of levels and it is important that the strategy encompasses all of these individual and cross-cutting areas.

KEY ELEMENTS

The strategy should contain some of the following key elements:

- ✘ An **Equality policy** setting out key objectives in all areas of influence and within which there is a statement of commitment to the achievement of full equality and the elimination of discrimination;
- ✘ An initial **Equality Audit** which examines all policies, practices (formal and informal), procedures and rules operating within the Trade union, for discriminatory practices;
- ✘ An **Equality Action Plan** which outlines the specific actions to be taken based on the audit results, to improve procedures to achieve equality outcomes.
- ✘ An **Equality Infrastructure** which will support the attainment of goals, advance and mainstream equality/diversity objectives, as set out in both the policy and the plan; this infrastructure should be supported by senior officers within the Trade Union;
- ✘ An **ongoing monitoring mechanism** to assess outcomes and **regular reviews** to ensure policy changes are creating the desired effects.

INTERNATIONAL ARENA

Trade unions operate and lobby at international level and so have the power and opportunity to input into the international agenda. This can be achieved through actions which could include:

- ✘ Liaising with ICFTU in forwarding complaints on conventions via ILO Committee of experts;
- ✘ Support and co-operate with ILO through National Confederations Campaigns to implement Conventions;
- ✘ Support International Confederations to lobby international agencies to ensure that International Trade agreements do not erode employment rights and conditions and to ensure that migrant workers are guaranteed the same rights as workers in the receiving country;
- ✘ Ensure their National Congresses co-ordinate with ETUC and ICFTU on lobbying for implementation of

Conventions at conference and elsewhere;

- ✘ Develop with the aid of National Confederations/ Congresses guidelines on employment rights for workers entering their country.

NATIONAL ARENA

Trade Unions are key players within social partnership and should use these fora to achieve their equality/ diversity goals. Again, actions which can be taken to achieve this include;

- ✘ Press for further strengthening of equality legislation which promotes equality, addresses positive actions, and outlaws racism, xenophobia and all forms of discrimination and harassment;
- ✘ Enhance labour legislation and implement standards above the minimum imposed by EU Directives and International conventions;
- ✘ Ensure that migrants and ethnic minorities are entitled to the same rights as the rest of society;
- ✘ Examine and review statutory bodies for institutional racism;
- ✘ Ensure national employment rights are guaranteed to all workers including those from ethnic minorities;
- ✘ Ratify and implement international Conventions, notably the *UN Convention on the Protection of Migrant Workers and Members of Their Families*; the *Core ILO Conventions*, in particular **C111 on Discrimination in Employment** and others; implement and support UN programmes;
- ✘ Set up through Tripartite or Social partner models frameworks to monitor and enforce legislation;
- ✘ Provide resources for campaigns and programmes to combat racism in the labour market and at the workplace;
- ✘ Open public services recruitment practices to a more diverse workforce, reassess entry level criteria and set targets;
- ✘ Ensure foreign workers are not prevented from joining trade unions;
- ✘ Recognize foreign qualifications, develop bias-free national standards of assessment for various occupations and a register to assist with comparisons;
- ✘ Provide an independent national agency to advise, guide and provide legal advice for victims of racism and racial harassment;
- ✘ Begin a national monitoring campaign to identify minority populations, earnings, unemployment rates and highlight discrimination, etc.

regularisation of undocumented workers;

- ✘ Lobby for legislation to protect those working in the underground economy;
- ✘ Work with communities to provide support and legal assistance for undocumented workers;
- ✘ Involve trade unionists from countries of origin of migrant workers to undertake special campaigns to organise migrant workers, including those who are undocumented;
- ✘ Develop clear policies on migrant workers within the Union;
- ✘ Produce guidelines to assist representatives to represent migrant workers ;
- ✘ Be actively involved in shaping fair and just immigration and migration policies in order to protect the interests of working peoples and their families;
- ✘ Organize cooperation between trade unions from sending and receiving countries, including:
 - ✘ Facility for workers to maintain union membership whilst abroad,
 - ✘ Information-sharing about labour market situations and working conditions
 - ✘ Combating abuses by recruitment agencies at both ends.
- ✘ Develop training courses targeted at members from minority groups to include basic language courses, explanation of trade unions and their functions and an outline of their rights.
- ✘ Encourage participation of all members, including members of minorities, in activities such as elections.
- ✘ Invite migrant workers to identify their specific issues for negotiation.
- ✘ Include the participation of cultural and ethnic minorities in trade union decision making.
- ✘ Initiate campaigns in ethnic press to inform migrant workers of their employment rights and right to join a trade union;
- ✘ Form Alliances and coalitions with NGOs that share their concerns and views about workers' rights.

Communication

Good communications are key to ensuring that members are aware of their rights and also the wrongs which are prohibited in the workplace. To ensure that a good communications policy is implemented and is inclusive of all members some of the following should be taken on board;

- ✘ Union literature and web-site should be multi-

- ✦ Develop and implement anti-racist initiatives, campaigns and research.
- ✦ Introduce mechanisms to monitor worker participation from minority groups both in the union and workplace.
- ✦ Set up and strengthen special structures to combat racism such as a temporary task force, permanent committee, and/or an officership;
- ✦ Establish a National Officer and Committee to deal with all issues of equality and diversity;

Trade Union Representatives

Trade union representatives are generally the first point of contact for members who have a grievance or complaint. It is important therefore, that union representatives are fully informed of policies and procedures for dealing with all issues as they arise and that these issues are dealt with seriously, sensitively and immediately.

In order to carry out their role effectively, Trade Union representatives should ensure:

- ✦ They are approachable to all members.
- ✦ All complaints are taken seriously and members should feel that there is willingness to not only take their case but also to support them.
- ✦ Members are consulted prior to negotiations and meetings to ensure that their specific needs and concerns will be taken into account during any discussions.
- ✦ The impact of any new collective agreements on the terms & conditions of all members, irrespective of national origin or ethnicity, is fully considered.
- ✦ Clauses aimed at ending discrimination and promoting equal opportunities are negotiated into agreements.
- ✦ All members are aware when meetings take place and they are accessible, paying particular attention to shift workers, part-time workers, religious festivals or other cultural holidays.;
- ✦ Racist comments and behaviour which is based on prejudice are challenged.

Migrant Workers

Migrant workers have issues which can be particular to them and it is important that these issues are recognised and addressed. The following are some examples of the issues which arise for migrant workers in the workplace and should form part of the trade union strategy to combat discrimination and inequalities.

- ✦ Urge governments to work towards the

WORKPLACE ARENA

Local Partnership Agenda

Trade Unions in collaboration with employers should strive to create an intercultural and anti-racist workplace which:

- ✦ Is free from discrimination & harassment;
- ✦ Is welcoming to black, minority ethnic and traveler employees and customers;
- ✦ Is respectful and affords dignity to all;
- ✦ Actively promotes and supports full equality for Black, minority ethnic and Traveler employees and potential employees;
- ✦ Accommodates the cultural and linguistic diversity of their employees;
- ✦ Communicates to all that racism is not tolerated and will be challenged at every opportunity.

When negotiating;

- ✦ Ensure teams are representative of the union's membership including ethnic minority groups;
- ✦ Encourage employers to introduce anti-discrimination measures, for example, putting equal opportunity clauses in collective agreements which target discrimination and promote inclusion.
- ✦ Bring to employer's attention their legal obligations and responsibilities;

Negotiate for:

- ✦ Needs of **all** members to be accommodated and representatives are aware of those needs including:
 - ✦ Accommodation of diverse dietary needs or dress code requirements of workers.
 - ✦ Producing multi-lingual management communications.
- ✦ Effective workplace equality policies to be developed and implemented which deal with issues of discrimination and harassment.
- ✦ Employers to adopt equal opportunities statement and action plan;
- ✦ Recruitment drives to encourage ethnic minority applicants;
- ✦ Elimination of barriers to employment such as arbitrary tests not necessary for the job or which are culturally biased;
- ✦ HR and Management personnel are trained in employment legislation and anti-discrimination;
- ✦ Negotiate the following in collective agreements:
 - ✦ prohibit discrimination against and ensure

equal opportunities and treatment for migrants, workers of colour, indigenous peoples and ethnic minorities;

- ✧ Vocational and long-term training;
- ✧ Paid leave for language training;
- ✧ Positive action measures;
- ✧ Leave for religious and cultural reasons;
- ✧ Clear grievance procedures in dealing with and compensating victims of racism;
- ✧ Anti-racism and intercultural education and training for all workers and staff, including all levels of management;
- ✧ Develop procedure to recognise foreign credentials and qualifications;
- ✧ Lobby for strong and effective pro-active labour legislation, including employment equity and pay legislation; burden of proof to be placed on the employer/company accused of discrimination;
- ✧ Network with organisations and/or groups of workers facing multiple forms of discrimination with a view to developing a joint strategy and action programme;
- ✧ Seek a partnership approach with employers to combat workplace racism;
- ✧ Establish specific work and career development programmes for workers of colour, indigenous peoples and ethnic minorities to improve promotion opportunities at all levels;
- ✧ Set up mentoring programmes involving trade unionists to assist migrants, indigenous peoples, workers of colour and ethnic minorities to access trades, professions and the labour market in general; particular attention to be paid to women and youths.
- ✧ Support language training initiatives for migrant workers, but ensure employers do not use the language issue to discriminate on racial grounds.
- ✧ Discuss with trade unions in the media industry the issues of inciting hatred through subjective reporting of immigration issues and devise a strategy to combat this.

TRADE UNION ARENA

Racism also exists within trade unions, either perpetrated by individual members or embedded in institutional structures or practices. Trade Unions may have unwittingly erected barriers to exclude those from ethnic minorities. It is important that those barriers are identified and removed.

Actions should consist of the following principles of inclusiveness, openness, respect, and education:

- ✧ Recognition of the primary role of those directly affected by racism, in developing, implementing and monitoring trade union anti-racism policies, strategies and programmes;
- ✧ Ensure union structures allow for the integration of people of colour, migrants, ethnic minorities and indigenous peoples at all levels;
- ✧ Strengthen union policy and the organisation through the inclusion of all members, regardless of ethnicity or national origin, in their continued development;
- ✧ Develop and implement positive action programmes to remove barriers in accessing leadership positions for workers of colour, migrants, ethnic minorities and indigenous peoples;
- ✧ Develop and implement mentoring programmes for members who may feel marginalized, to give them support and integrate them into the movement;
- ✧ Set-up structures where groups, traditionally under-represented can develop and set their own agenda and increase activism;
- ✧ Adopt an Equality Strategy (see strategy section)
- ✧ Include a Model Equality Clause for inclusion in Union constitution;
- ✧ Develop anti-racism policies and programmes in line with the strategy;
- ✧ Co-ordinate with anti-racist groups at the community level to develop new policies and practices.
- ✧ Review policies and practices on a regular basis to ensure they are doing what they were introduced to do;
- ✧ Implement positive action measures - including internal equity audit - of union staff, both executive and administrative;
- ✧ Ensure the principles of dignity and respect are practiced in the workplace and any racist behaviour is dealt with swiftly and seriously.
- ✧ Awareness and consciousness of racism is best achieved through education of members such as;
 - ✧ sSpecific programmes and campaigns.
 - ✧ Assisting them to identify their own prejudices and biases and ensure they don't act upon them;
 - ✧ Providing tools to tackle racism, discrimination and harassment in the workplace;
 - ✧ Incorporating anti-racism awareness sessions in all trade union training and education programmes, policies and activities in all levels;