

# ***RACE FORWARD***

*Tackling race discrimination  
in the workplace*



[www.unitetheunion.org](http://www.unitetheunion.org)

## WHY THE RACE FORWARD CAMPAIGN

Race discrimination in employment has been unlawful for over 30 years, yet black workers still have higher unemployment rates, a gap of 6.9%, lower hourly earnings and predominantly work in lower skilled jobs.

Research shows that unequal treatment by employers remains a significant barrier to ethnic minorities getting work and their treatment at work.

The latest government figures show that union density was highest for black or black British employees at 29.4% in 2007, with 28.3% for white employees and 23.2% for Asians or Asian British employees and these workers deserve fair treatment.

Unite has over 63,000 black, asian and ethnic minority (BAEM) members (nearly 6%) and London and Eastern Region accounts for nearly 60% of our BAEM membership followed by West Midland region at around 14%.

Our union stands for fairness and equality. We believe that all workers should have equal access to the labour market, career progression, equal pay and fair treatment at work.

We need to put an end to the 'ethnic penalty' which leads to disadvantage and must take action on our following key priorities:

### KEY PRIORITY AREAS

- **Closing the ethnic minority employment gap**
  - **Tackling the pay gap for black workers**
- **Fighting for equality of opportunity in promotion**
- **Dealing effectively with Racial Harassment, Discrimination and Bullying**
  - **Promoting fairness for black women workers**
    - **Negotiating for Union Equality Reps**
  - **Ensuring fair treatment of migrant workers**
- **Organising and recruiting black, Asian and ethnic minority (BAEM) workers into Unite the union.**



## GETTING STARTED

- Try to link with employer initiatives on equality and diversity kitemarks such as investors in people, race for opportunities, equality awards and also using the Equality Act 2010.
- Call a meeting of all union reps/union equality reps in the workplace to explain the campaign and get everyone involved. If there are no other reps then call a meeting of members or talk to members.
- Decide on the key priorities relevant to your workplace and the one you will start with.
- Set a timetable for action and agree on who will be responsible for taking specific action (see Sample Timetable Sheet).
- Take the actions forward, as set out in the action plan
- Regularly meet with relevant people to discuss and monitor progress and decide on future action.

## ACTION PACK FOR LOCAL UNION REPS/OFFICERS

### Includes:

- **5 Step Action Plan for each key priority area**
  - **Feedback Form**
- **What to do if the employer will not monitor or conduct an audit**
  - **Sample Timeline Sheet**
- **Further information and contacts**

# CLOSING THE ETHNIC MINORITY EMPLOYMENT GAP

## 5 point action plan

### STEP 1

Find out if ethnic monitoring records are kept by the company covering the whole recruitment and selection process, e.g. who applies, who is short-listed and who is appointed? If YES, move to STEP 2. If NO, negotiate with the company to develop an equality monitoring process for recruitment and selection (see Unite Race Negotiators Guide)\*.

### STEP 2

Using the equality monitoring information (if possible use records gathered over the last 3 years), analyse the proportion of BAEM people applying for, being short-listed and being appointed to positions in the company at all grade levels and compare this with figures on the local BAEM population. If this does not show UNDER-REPRESENTATION move to STEP 5, if this shows UNDER-REPRESENTATION move to STEP 3.

### STEP 3

Work with the employer to review advertising methods; Equality-proof interview criteria and tests and involve under-represented groups in the recruitment and selection process (see UNITE Race Negotiators Guide).

### STEP 4

Have all those involved in the recruitment and selection process been trained in equality and diversity? If YES, move to Step 5. If NO, work with the employer to set up and implement a suitable training programme for all those involved in recruitment and selection.



### STEP 5

Ensure that race equality monitoring records and equality and diversity training are regularly evaluated and reported on – at least once a year. If under-representation is shown in future, then revisit this Action Plan and implement areas as appropriate.



## TACKLING THE PAY GAP FOR BLACK WORKERS



### 5 point action plan

#### STEP 1

Find out from the employer whether or not a recent pay audit has been undertaken in the workplace, covering all areas and grades. If YES, move to STEP 2. If NO, negotiate with the employer to conduct a pay audit (See Sections 6.2 and 6.3 of Unite's Negotiator's Guide on Race Equality)\*.

#### STEP 2

Using the pay audit information, analyse the findings to find out:-

- a. If BAEM workers are concentrated in particular work areas or are being paid less
- b. If BAEM workers are concentrated in lower grade levels

If YES, then move to STEP 3. If NO, then move to STEP 4.

#### STEP 3

You will need to tackle this issue directly with the employer, either as part of the usual pay negotiations or as a separate area for negotiation.

#### STEP 4

In evaluating the findings of the pay audit for the current workforce, you will need to ensure that fair and equal pay policies and equal access to all grade levels are in place for the future.

#### STEP 5

Pay audits will need to be regularly conducted and the findings reviewed and monitored. If disparities are shown in the future, then these should be tackled with the employer at the earliest opportunity.

# FIGHTING FOR EQUALITY OF OPPORTUNITY IN PROMOTION

## 5 point action plan

### STEP 1

Find out from the employer if they keep monitoring information on who applies for promotion, who is short-listed and who is promoted in the organisation. If YES, move to STEP 2. If NO, negotiate with the employer to develop a process of monitoring those who apply for promotion, those who are short-listed and those who are successful in being promoted.

### STEP 2

Using the monitoring information on promotion (if possible, use records gathered over the last 3 years), analyse the proportion of BAEM workers who have applied for, who have been short-listed and who have been appointed to a higher position in the organisation. Does this show any disparity in relation to BAEM workers? If NO, move to STEP 5. If YES, move to STEP 3.

### STEP 3

Work with the employer to ensure the following: all those involved in the selection process are fully trained in equality of opportunity and diversity; access to training is fair and equally open to all employees; feedback processes to unsuccessful applicants are thorough, fair and helpful; appraisal methods are transparent, non-subjective and equal.



### STEP 4

You should work with the employer to see what positive action could be taken if evidence of under-representation at particular grades/levels have been found. These could include: Targeted training to level the playing field for those applying and active encouragement to BAEM employees to apply for promotion.

### STEP 5

The monitoring information on career development should be evaluated at least once a year. If this shows disparities in relation to BAEM employees being successful in promotion in future, then revisit this Action Plan and implement the relevant measures needed to address the problem.



# DEALING EFFECTIVELY WITH RACIAL HARASSMENT, DISCRIMINATION AND BULLYING

## 5 point action plan

### STEP 1

Find out from the employer if monitoring records are kept on complaints/grievances involving racial harassment, discrimination or bullying (HDB). If YES, move to STEP 2. If NO, negotiate with the employer to develop a monitoring process to record complaints of racial harassment, discrimination or bullying, what action was taken and what the end result was.\*

### STEP 2

Ensure that the Unite HDB1 form is always completed in relation to complaints/grievances related to racial harassment, discrimination or bullying and ensure that a copy is sent to your Regional Women, Race and Equalities Organiser.

### STEP 3

Has a joint union/employer policy been negotiated on racial harassment, discrimination or bullying. If YES, move to STEP 4. If NO, negotiate a joint policy that includes a statement on what is unacceptable; the commitment to tackling and preventing harassment, discrimination and bullying; training of managers to deal effectively with racial HDB; clear definitions on different forms of HDB; relevant legislation and how complaints of racial harassment, discrimination or bullying will be dealt with, referring to relevant procedures.

### STEP 4

As a union representative, always ensure the following: Members know what support is available if they are racially harassed, discriminated against or bullied; that all complaints are taken seriously; that members are given information on time limits if the case is to be taken to employment tribunal; that any agreed action is monitored and that all reps are trained in dealing effectively with racial harassment, discrimination or bullying.

### STEP 5

Regularly review and analyse monitoring information on racial harassment, discrimination or bullying. If patterns of harassment, discrimination or bullying are shown, raise the matter with the employer and your officer. You may also contact Unite Regional Women, Race and Equalities Organiser or Regional Officer with responsibility for BAEM equality to make sure that appropriate action is taken.

# PROMOTING FAIRNESS FOR BLACK, ASIAN AND ETHNIC MINORITY WOMEN WORKERS

## 5 point action plan

### STEP 1

Find out from the employer whether separate monitoring records are kept in relation to BAEM women workers. If YES, move to STEP 2. If NO, negotiate with the employer to ensure that separate monitoring records are kept in relation to black women, covering all areas of recruitment, promotion, pay etc.



### STEP 2

Using the monitoring information (if possible, use records gathered over the last 3 years), analyse the information to find out if there is under-representation of BAEM women in areas of recruitment and selection, promotion and whether they are they at lower grade levels or receiving less pay? If YES, move to STEP 3. If NO, move to STEP 5.

### STEP 3

Ensure the following:- All involved in recruitment and promotion are fully trained in equality for BAEM women; Pay audits look specifically at BAEM women; stereotypes of BAEM women are challenged; race, gender and family friendly policies are fully inclusive, taking into account BAEM women workers.

### STEP 4

Make sure that BAEM women are consulted and involved, particularly in issues around race equality and gender equality.

### STEP 5

Regularly analyse monitoring information on BAEM women in relation to recruitment, promotion, pay etc. If under-representation or disparities in pay are found, then revisit this Action Plan and implement action in relevant areas.



# NEGOTIATING FOR UNION EQUALITY REPRESENTATIVES

## 5 point action plan

### STEP 1

Are there workplace Union Equality Representatives in your workplace? If YES, move to STEP 2. If NO, find out more about the role of Union Equality Representatives through the Unite 'Union Equality Representatives Toolkit' and speak to your Officer about setting up procedures to elect one or more Union Equality Representatives as appropriate. Make sure that other union reps and members are clear about their role and importance of what they do.

### STEP 2

Are the Union Equality Representatives granted full facilities and time off to undertake their duties? If YES, move to STEP 4. If NO, move to STEP 3.

### STEP 3

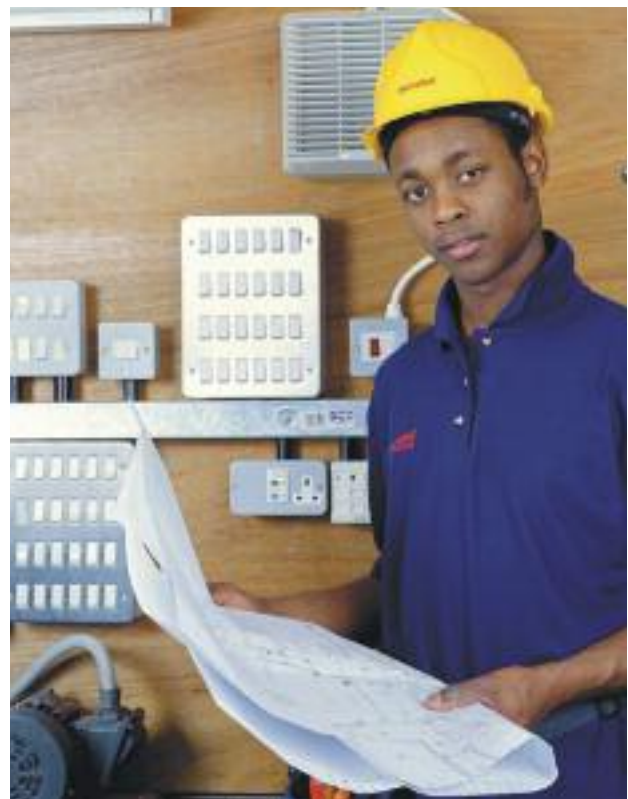
Negotiate with the employer to support facilities for Union Equality Representatives (Using the arguments laid out in p.10 of the Unite 'Union Equality Representatives Toolkit').

### STEP 4

Ensure that Union Equality Representatives:- go on union equality education; are involved in carrying out equality audits and are supported in raising awareness on equality issues and in getting equality on the bargaining agenda.

### STEP 5

Our Union strongly believes that in the fight for equality the role of Union Equality Representatives can make a real difference for our diverse membership. The more evidence we can give the Government that Union Equality Representatives have a key role to play in tackling inequality, the greater our chances of achieving statutory rights for Union Equality Representatives. Your support in getting Union Equality Representatives elected and supported in the workplace is important.



# ENSURING FAIR TREATMENT OF MIGRANT WORKERS

## 5 point action plan

### STEP 1

Find out if the employer keeps monitoring information on where migrant workers are employed in the workplace? If YES, move to STEP 2. If NO, then negotiate with the employer to develop a monitoring process to show information on grade/levels, types of jobs, complaints of harassment, discrimination or bullying, training etc.

### STEP 2

Using the monitoring information (if possible use records gathered over the last 3 years), find out if: there are high proportions of migrant workers at low levels/grades and if most of the migrant workers are employed through agencies. If NO, move to STEP 4. If YES, move to STEP 3.

### STEP 3

Work with the employer to ensure that there is equality of opportunity or migrant workers to have access to all grades/levels. Also, ensure that the agencies used are fully responsible and treat the workers fairly. If there are high levels of agency workers being used, the union may need to investigate why more people are not being employed directly on a permanent basis. Try to negotiate for workers to get the same terms and conditions, so that agency workers are not used to undermine union negotiated terms and conditions.

### STEP 4

The union should ensure that all workers are encouraged to join the union (making sure that information is in a language that is understood). Also, ensure that all workers are trained in health and safety and have access to learning. It is important that migrant workers are fully aware of their rights, particularly in relation to working hours, health and safety, pay, deductions, harassment, discrimination and bullying and family friendly rights. Union representatives should be fully trained in equality, diversity and meeting different cultural needs.

### STEP 5

Monitoring information on migrant workers should be regularly reviewed and evaluated. If disparities are shown in the future, then revisit this Action Plan and implement areas appropriately.





# ORGANISING AND RECRUITING BLACK, ASIAN AND ETHNIC MINORITY WORKERS INTO UNITE THE UNION

## 5 point action plan

### STEP 1

Has your mapping of the workplace shown where Black, Asian and ethnic minority workers are in the workplace, what areas they are working in and whether or not they are in the union? If YES, move to STEP 2. If NO, then ensure that your profile of the workforce includes information on BAEM workers.

### STEP 2

Do the proportions of BAEM workers match up with the proportions in the local population. If YES, move to STEP 3. If NO, work with the employer to find out: whether BAEM people are applying but not being appointed; if adverts are placed in appropriate places; if the equal opportunities policy is highlighted, including an indication of under-representation of particular groups; if positive action has been undertaken to encourage more BAEM people to apply for jobs.

### STEP 3

Does your profile of the workforce show that BAEM workers are both members of the union and are represented in the union at the workplace. If YES, move to STEP 4. If NO, then talk to them to find out either why they have not joined or why BAEM members are not involved. Encourage BAEM members to come forward as representatives, ensuring they get full support and training.

### STEP 4

Make sure that: the bargaining agenda reflects the needs of all workers; that religious and cultural needs are understood and catered for; that racist comments/actions are challenged; that you work with relevant community groups and that meetings are held in appropriate venues.

### STEP 5

Ensure that the monitoring information and workforce mapping is regularly analysed and evaluated in relation to BAEM workers/members. If in future BAEM workers are not joining or becoming involved in the union, then revisit this Action Plan and implement areas as appropriate.

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# WHAT TO DO IF THE EMPLOYER WILL NOT MONITOR OR CONDUCT AN AUDIT

If the employer refuses to co-operate with auditing or monitoring in any of the key priority areas, you should:

## STEP 1

Use the Equality and Human Rights Commission (EHRC) Guidance and ACAS Guidelines to negotiate for an audit/monitoring in the workplace.

**EHRC Good Equality Practice for Employers: equality policies, equality training and monitoring** recommends that employers can monitor information about:

- How many people with a particular protected characteristic (eg race, colour or national origin) apply for each job, are shortlisted and are recruited.
- How many people in the workforce have a particular protected characteristic (eg. race, colour or national origin) and the levels within the organisation.
- The satisfaction levels of staff with a particular protected characteristic (eg race, colour or national origin).
- It might be useful to monitor the levels of internal complaints and/or the number of staff using the grievance or harassment and bullying procedures.

**ACAS Advisory booklet 'Delivering Equality & Diversity: a summary guide' Section on monitoring** – 'The purpose of monitoring is to enable you to make sure your policy and action

plan are working. If they are not working well you need to ask yourself 'why?' and do something to put it right.

Monitoring involves gathering individual personal information on the diversity of your potential recruits or existing employees at certain times and then comparing and analysing this against:

- other groups of employees in your company
- jobseekers in your local community or even
- the broader national labour market'

## STEP 2

Ensure that members fully understand and support the reasons for auditing/monitoring and back up the request.

## STEP 3

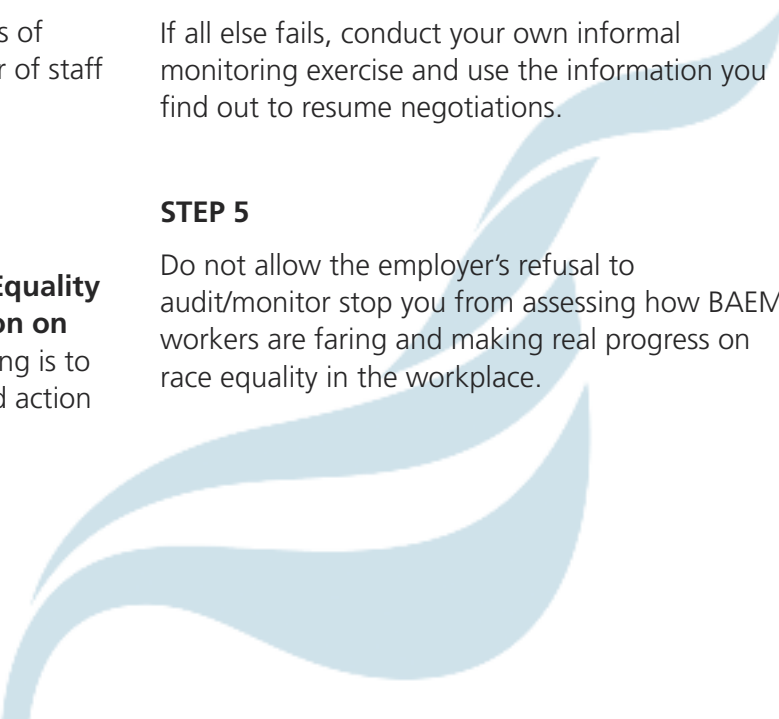
Enlist the assistance of the Regional Industrial Organiser and/or Regional Officer for BAEM equality.

## STEP 4

If all else fails, conduct your own informal monitoring exercise and use the information you find out to resume negotiations.

## STEP 5

Do not allow the employer's refusal to audit/monitor stop you from assessing how BAEM workers are faring and making real progress on race equality in the workplace.



# FEEDBACK FORM



To be returned to Collette Cork-Hurst, National Officer for Equalities, Unite the union,  
128 Theobald's Road, Holborn, London WC1X 8TN.

NAME OF UNION REP/OFFICER .....

WHICH KEY PRIORITY WAS IMPLEMENTED? .....

DID YOU GET SUPPORT FROM THE EMPLOYER? YES/NO

WHAT WAS FINALLY ACHIEVED? .....

.....

WHAT WORKED WELL? .....

.....

.....

WHAT DID NOT WORK WELL? .....

.....

.....

DID YOU USE ANY OTHER SUPPORT (i.e. publications, Regional or National BAEM Equality Officer, Regional or National BAEM Committee)? Please list:

.....

.....

ANY OTHER COMMENTS:

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.....

.....

*Please continue overleaf if necessary*

**UNITE THE UNION  
'RACE FORWARD' CAMPAIGN**







## SAMPLE ACTION TIMELINE

Key Priority Area.....

Action Step	Individual Responsible	Others Involved/ Additional Resources	Date to be completed	Evaluation & Monitoring

## For further Unite information please refer to:

- Unite Race Negotiators Guide
- Unite Equality Reps Toolkit (including Unite HDB1 Form)
- Unite Model Equal Opportunities Agreements

## Other relevant organisations and publications:

Equality and Human Rights Commission (EHRC):  
[www.equalityhumanrights.com](http://www.equalityhumanrights.com)

Trade Union Congress (TUC): [www.tuc.org.uk](http://www.tuc.org.uk)

ACAS: [acas.org.uk/equality](http://acas.org.uk/equality)  
Tel: 0113 205 3800

## Contacts:

NATIONAL  
Collette Cork-Hurst  
National Officer for Equalities  
Unite the Union  
Unite House, 128 Theobald's Road, London WC1X 8TN  
Email: [collette.corkhurst@unitetheunion.org](mailto:collette.corkhurst@unitetheunion.org)  
Telephone: 020 7611 2643

### REGIONAL ORGANISER FOR WOMEN, RACE & EQUALITIES:

North West	0161 848 0909
North East/Yorkshire & Humberside	0113 236 4830
West Midlands	0121 553 6051
East Midlands	0133 254 8400
South West	0117 923 0555
South East	0845 6052193
London & Eastern	0208 800 4281
Ireland	0289 023 2381
Scotland	0845 604 4384
Wales	0292 039 4521

