

GMB

U N I O N

CEC Special Report

GMB Taskforce for Positive Change Final Progress Report to Annual Congress 2023

Together, we
**MAKE
WORK
BETTER**

GMB Congress

Brighton 2023

GMB Taskforce for Positive Change Membership

CEC members

Barbara Plant – National President, Southern Region

Gwylan Brinkworth – Wales and South West Region

Elaine Daley – Midlands Region

Anne Dean – GMB Scotland

Margaret Gregg – North West and Irish Region

Colin Gunter – Midlands Region

Fiona Heneghan – Southern Region

Mary Hutchinson – North East, Yorkshire and Humber Region

Farzana Jumma – North East, Yorkshire and Humber Region

Carol Robertson – Midlands Region

Robbie Scott – London Region

Staff

Ruth Brady – Regional Secretary, Wales and South West Region

Michelle Gordon – Regional Equality Officer, Southern Region

Cerys Way - Regional Equality Officer, Midlands Region

Tyehimba Nosakhere – National Race Organiser

Krissy O'Hagan – Unite/NNC, London Region

Jenny Preston – admin support, North East, Yorkshire and Humber Region

Jo Hepworth – Project Manager, North East, Yorkshire and Humber Region

Independent external facilitator

Dr. Helen Mott

We would like to acknowledge the work of the following members, Rachel Hookway – London Region and Victoria Austin – Unite/NNC rep, North East, Yorkshire and Humber Region who stood down from the Taskforce during 2022/23 and thank them for their contributions.

It must be acknowledged that due to the unexpected death of her partner, this Special Report has been written without the input of Dr. Helen Mott. Her view has always been highly regarded and significant in the progress that the Taskforce has made to date, and GMB will be forever indebted to her for her considerable contribution in making our union a safer and better place.

Terms of Reference

GMB Taskforce for Positive Change

Purpose

The Taskforce was established in January 2021. Its purpose is to create the structures and processes that will assist the GMB to make permanent positive changes to its culture, policies and practices, so that sexism, sexual harassment, racism and other behaviours that go against our values are not tolerated, contributing to the realisation of GMB's ambition to promote equality and eliminate discrimination across all protected characteristics.

Process

It will do this by:

- Reviewing the recommendations made by:
 - o The Monaghan Review of 2020 which assessed the culture of the GMB; the effectiveness of actions taken by the GMB in response to formal and informal reports of sexual harassment; the policies and procedures relating to sexual harassment and the manner in which these policies and procedures have been implemented; the steps taken to ensure that victim/survivors are not victimised. The Monaghan Review made 27 recommendations.
 - o The Henry Review of 2003 which assessed the demographic profile of GMB officers, employees and lay activists; the ways in which the GMB relates to ethnic minority workers; the impact of recruitment and retention efforts on ethnic minority workers; the employment practices of the GMB with regard to race relations. The Henry Review made 9 recommendations.

- Putting forward clear plans for implementing each recommendation including designating the timescales for implementation and the resources needed for implementation and sustainability of each recommendation. Further actions as required to enact the recommendations.
- Ensuring that governance and accountability mechanisms are in place to assure the sustainability of this work over the long term, recognising that institutional sexism and racism are reflective of deeply embedded social norms and practices.

Principles

The Taskforce will apply an intersectional understanding of inequalities related to sex, race and ethnicity together with all other forms of inequality and discrimination.

The Taskforce will engage with the wider membership to inform its work from planning to completion.

Duration of Taskforce

The Taskforce will continue to meet until all the processes identified above are complete. This is anticipated to be between one and two years, reviewed at one year.

These Terms of Reference will be reviewed annually and at a minimum of every two years until the dissolution of the Taskforce.

Should the Taskforce be at risk of failing to complete its work plan, members should agree to advise the TUC who are the recommended external monitors.

Membership and Administration

The Taskforce membership includes representation from different key stakeholder groups, including CEC members, GMB regional and national staff and GMB staff union representatives. It is constituted in the following way:

- 1 external facilitator
- 1 project manager
- 1 LGBT+ Reserved seat
- 1 Disabled reserved seat
- 1 Young reserved seat
- 3 Race reserved seats
- 5 Regional women's seats

- National President Barbara Plant
- 2 seats - Regional Equality Officers
- 2 seats - National Negotiating Committee reps (staff union)
- 2 seats - Director of Human Resources and the National Equality and Inclusion Officer

Of 18 members, 12 seats are held by CEC members, ensuring representation from all of GMB's 5 equality reserved seats, all GMB Regions and industrial sectors.

The Taskforce is accountable to the members and staff of the GMB and all interested parties. Formally the CEC is the body to whom the Taskforce is accountable.

The Taskforce is chaired by the external facilitator, supported by the President.

The Taskforce has administrative and resourcing support from National Office through the posts of Project Manager and Project Administrator

Minutes / Action and Decision notes of the Taskforce will be taken by the Project Administrator or Manager (subbed by Victoria Austin) and will be posted for review and comment within one week of each meeting. The chair will be responsible for accepting amendments to minutes.

All members of the Taskforce have an equal vote, where voting is required. The quorum for decision-making is fifty per cent of the membership of the group.

If there are difficulties or concerns with the conduct of the Taskforce or any of its members, in any role, Taskforce members are advised to speak as appropriate to a person they feel most comfortable to approach. This person could be the chair of the group, the President, the National Equality and Inclusion Officer or the HR Director. Reporting to the Survivors' Trust Safe Space is also an available channel.

Ways of Working

Meetings of the Taskforce will normally be conducted online via Microsoft Teams. The potential for face to face meetings will be reviewed on request while attending to the access and equality implications of travelling to take part in face to face meetings.

Members of the Taskforce have a dedicated and private Microsoft Teams site hosted by GMB, where all documentation will be stored and through which information will normally be communicated. All documents and

communications will be shared by email and on the Taskforce Teams group. For any questions or concerns please contact the Project Manager.

It is recognised that some members of the Taskforce will be able to direct more capacity and resource into work between meetings than others. The minimum expectation is to attend the majority of Taskforce meetings.

Members of the Taskforce may form subgroups, to address elements of the workplan, as agreed by the Taskforce and reporting in to the Taskforce. Each subgroup will be supported by (at least) one staff member and one CEC member.

Members are expected to attend the majority of meetings of the Taskforce that take place in any calendar year. Members are expected to model inclusive, respectful behaviour at all times.

In the event that these conditions are not met, (if in a meeting) the chair may call upon a member to leave the meeting. Where necessary appropriate GMB procedures may be invoked.

The Taskforce will meet initially once per month and then 6-12 times per year, for 2-4 hours.

Regular progress updates and engagement opportunities are essential and will be communicated via the following channels:

Reports to CEC Led by President

Reports to Congress Led by President

Reports to staff Led by NNC members

GMB website - Led by National Equalities Officer and Project Manager to Comms

Member mailings, branch and regional meetings agreed by the Taskforce and led by National Equalities Officer and Project Manager to Comms

Where amendments to policies and procedures are proposed, they shall be circulated for consultation with the membership and shall be subject to agreement by the NNC and senior management team (internal) and CEC and Congress (members) as appropriate.

Confidentiality

It is fundamental to the successful operation of the Taskforce that there is trust and confidentiality: the Taskforce is a safe space for open and honest reflection and respectful dialogue.

Meetings of the Taskforce will normally not be recorded and no participants should be recording them nor should participants allow outside parties to be present at meetings.

Papers received by the Taskforce members and the details of emails, communications, and meeting discussions, are confidential to the members until and unless it is agreed between the members and the chair for them to be published or made public in a report.

Decisions formally agreed by the Taskforce on proposed amendments to policy, strategy and procedure will be published or made public by the GMB.

Introduction

The Taskforce for Positive Change takes pride in the fact that their work, on behalf of the CEC, has been at the forefront of making cultural change. This change, in regard to tackling and preventing sexual harassment and racism, is not just within the GMB but the wider union movement.

The Monaghan Report in 2020 gave rise to a commitment from the TUC to tackle sexual harassment within the union movement as a whole.

“Trade unions do not accept that sexual harassment or the cultures that enable it are acceptable or inevitable.....The strength in our movement lies in our solidarity, diversity and inclusivity – tackling and preventing sexual harassment is a priority for our movement. It is essential that, together, we show leadership by taking the necessary steps to deliver the cultural change demanded by women both in our movement and wider society”.

(Sue Ferns, TUC President 2021/22)

Although the remit for The Taskforce for Positive Change was focused on the recommendations from both the Monaghan and Henry reports, the process of addressing and implementing them creates the changed culture in which every equality strand can feel safe and thrive. As Karon Monaghan KC said in her report: “The GMB needs to address its culture more broadly if it wants to be an inclusive union as its aims declare”.

Organisational culture is a difficult concept to pin down but is often described as ‘the way we do things around here’. Trying to change the culture of any organisation is never going to be easy or quick, and it is certainly not just a tick box exercise. Culture change starts at the top of an organisation, and the leaders of any organisation are the key to making the necessary changes. The work of the Taskforce for Positive Change is therefore only one part of this wider culture change across GMB. The timeline below has tried to capture all the actions that have taken place since 2020 and thereby contributed to the transformational cultural change that both Karon Monaghan KC and Dr. Elizabeth Henry called for.

Staff terms and conditions

The Taskforce for Positive Change has never been able to change staff terms and conditions. It has made recommendations, but these have to be negotiated between the staff union representatives and senior management. In line with the rule book, and long standing practice, Congress does not debate or determine GMB staff terms and conditions which are matter for consultation with the staff unions. It is appropriate to set out factual information here where these matters relate to progress on the recommendations of the Monaghan and Henry Reports.

Timeline of events, work, and progress

2020

May

Karon Monaghan KC is commissioned to undertake an investigation into complaints of sexual harassment within GMB. Her investigation and call for information opened on 25th May and ran until June 2020.

A safe space phone line with The Survivors Trust is put in place for anyone who feels they need to speak about experiences of sexual harassment or bullying.

August

Karon Monaghan KC report is published in full. She finds “institutionally sexism” in GMB, and significant job segregation and under representation of women throughout. Karon Monaghan KC makes 27 recommendations.

September

The Central Executive Council (CEC) accepts all the recommendations in principle and sets up a Taskforce to look at how best to implement those recommendations. This Taskforce is made up of 6 staff and 12 CEC members,

ensuring representation from all Regions, industrial sectors and 5 equality strands.

Senior Management Team (SMT) also commits to implementing the recommendations and making the necessary changes in the culture of the union.

Karon Monaghan KC attends CEC meeting to answer questions from CEC members on her report and recommendations.

October

Equality and Inclusion officer becomes a member of the SMT and attends their first SMT meeting.

The CEC takes the decision, that in line with the recommendations, Regional Secretaries will no longer attend CEC meetings in the short term.

November

CEC agree that job competencies for General Secretary and Treasurer be reviewed in light of Monaghan report.

December

Dr. Helen Mott is appointed through an interview process as external facilitator to advise and chair the Taskforce. Dr. Mott is a sexual harassment and gender equality consultant and trainer, specialising in transforming culture through policy and practice. She also reports on our progress to TUC.

Dr Elizabeth Henry report from 2002 is brought to light. It's 9 recommendations have never been implemented, but the CEC agrees to incorporate them into the work of the Taskforce.

Warren Kenny takes over as Acting General Secretary from John Phillips and welcomed to his first CEC meeting.

2021

January

The Taskforce meets for the first time with Dr. Helen Mott as chair and becomes The Taskforce for Positive Change. The Terms of Reference are agreed and endorsed at Congress 2021. 4 sub-groups are created to address the different areas outlined in the recommendations. They were staff matters, data, training, and race equality.

The first ever woman Regional Secretary. Ruth Brady is appointed in Wales and South West Region. In line with the Monaghan recommendation, the CEC receives a report from the independent observer Tom Gillie from Matrix Chambers, regarding the process for the appointment of Regional Secretaries.

March

External project manager is appointed to assist Dr. Helen Mott and The Taskforce for Positive Change.

TUC sets up its own working group on tackling and preventing sexual harassment in the union movement.

Barbara Plant, National President, is invited to be a member of this working group. Dr. Helen Mott also works with TUC to produce materials, based on her work with GMB.

May

Dr. Helen Mott makes an on-line presentation to the CEC on the work of the Taskforce. CEC members and staff reps (NNC) were able to ask Dr. Mott questions.

Dr. Helen Mott makes a presentation to SMT on the work of the Taskforce.

June

Gary Smith elected as new General Secretary. He makes a commitment to "shed the practices and cultures that have blighted us in recent times."

[CEC presents their first Special Report to Congress.](#)

Dr. Helen Mott explains the work of the Taskforce to staff in a webinar.

August

Interviews are held for Acting Regional Secretaries in Northern Region and GMB Scotland. Hazel Nolan and Louise Gilmore are appointed to both positions. There are now three women Regional Secretaries.

September

A three quick question survey from the Taskforce goes out to members and staff, asking what GMB are doing well in equalities, what barriers exist and any ideas for improvement. The survey showed that there were still significant concerns around **trust** and **consistency**.

Update on the work of the work of the Taskforce is put onto the website, alongside information on how lay members and staff could engage in consultation with them:

www.gmb.org.uk/Monaghan-report-progress-updates

This update showed the status of the Monaghan and Henry Recommendations: **4 Tasks completed**, **21 Tasks in progress**, **11 Tasks not started**.

October

Rhea Wolfson appointed as Head of Internal and Industrial Relations, to sit on SMT and start the expansion of the equality department.

The General Secretary is invited to attend a special meeting of the Taskforce and gives his commitment to their work. It is noted how important it is that any changes within GMB should be aligned with the work of the Taskforce.

November

The importance of allyship is recognised, and the General Secretary circulates to staff and CEC an article by Paul Nowak, the then TUC Deputy General Secretary, on the need for men to speak up and step up, taking part in the fight for positive change.

2022

January

Dr. Helen Mott delivers anti-sexual harassment training to SMT, which highlights barriers to reporting, and explains how staff and members may feel institutional betrayal when trusted institutions, like trade unions, act in ways that harm an individual's safety and well-being.

February

Real Clear start their leadership training programme for SMT. This programme continued to be delivered throughout the year. The emphasis is on values and living those values to make permanent culture change.

The Zero Tolerance Statement is updated by the Taskforce for Positive Change, and endorsed by the CEC, alongside a new Code of Conduct. A risk assessment approach is taken, and this new Code of Conduct reflects the new hospitality protocol of only 2 free drinks at GMB events.

Following the departure of the project manager, a new project manager is provided to the Taskforce internally.

March

Dr. Helen Mott attends a special (in person) CEC meeting to present the new sexual harassment policy for members. The policy is unanimously agreed.

Voting at CEC on important or contentious issues is done by confidential vote.

A new draft relationship policy is discussed at a Taskforce meeting with HR, and feedback given. The need for a safeguarding policy is also acknowledged, and will be developed by HR.

June

CEC presents their [second Special Report to Congress](#). This includes a Rule Change which allows sexual harassment allegations to be dealt with under the new policy.

A new safeguarding protocol which includes key contacts and sign posting resources is distributed to staff and regional delegation leads attending GMB Congress.

National Race Officer Tyehimba Nosakhere appointed. This is a new post in the history of GMB, and in line with Recommendation 7 of the Dr. Elizabeth Henry Report.

Work begins on developing the training needed for investigators of sexual harassment using the new policy. This work is still on-going.

July

Regions go from 9 to 7. Regional Secretaries are no longer in the majority on SMT.

September

CEC given a report on the new Conflict of Interest policy, designed so that no-one benefits from a decision taken by the CEC or its sub-committees. This policy will apply to CEC members, Regional Council members, Senior Managers, and all staff.

October

National President, Barbara Plant, speaks at a TUC conference fringe on sexual harassment on the work of the Taskforce.

December

Regional Presidents are invited to attend a meeting with the General Secretary, National President, and Vice President.

A Green, Amber, Red update is given to the CEC on progress of the 27 Monaghan recommendations.

11 completed, 11 in progress (M1, 3, 8, 9, 11, 14, 20, 22, 23, 24, 27) and 5 to be started (M6, 7, 10, 12, 13)

2023

January

Relevant lay members and all staff sent the new Declaration of Interests form to complete. GMB commits to conducting its business in a manner which upholds selflessness, integrity, objectivity, accountability, openness, honesty,

and leadership. In completing and signing the declaration members and staff are confirming that they adhere to these principles in the conduct of their GMB duties.

February

Helena Kennedy KC report on sexual harassment and culture within TSSA is published. This report highlights the need for external governance training for lay members on their executive to “ensure absolute clarity of their roles”.

Equality data gathering pilot reaches its conclusion and recommendations.

GMB are invited by the TUC to take part in 3 pilot sessions for their training programme on tackling and preventing sexual harassment in our movement – 45 places available.

General Secretary, National President and Vice-President begin their visit to all 7 Regions – to meet members and discuss the Rule Book and union democracy.

March

HR department is increased to 4 people – Head of People Management and Support, 2 HR advisors and 1 assistant. A new HR strategy will be taken to both SMT and CEC.

Denise Walker is appointed as Regional Secretary in North West and Irish Region. Women are now in the majority amongst Regional Secretaries (4 to 3).

CEC agree for mandatory governance training for newly elected CEC members and for this to be refreshed on a regular basis. CEC also agree for the collection of equality monitoring data across GMB lay structures, nationally and regionally.

Wales TUC launches its own toolkit and action on tackling sexual harassment in the workplace.

Historic meeting of the race sub-group with Dr. Elizabeth Henry.

The Taskforce for Positive Change met 22 times between January 2021 and March 2023. All meetings have been held on-line. As a consequence of Covid, the Taskforce have not had the chance to meet in person.

April

CEC agree to the continuation of the race sub-group to support the National Race Organiser, and the implementation of the Henry recommendations.

CEC agree protocol for Regional Secretaries attending CEC meetings.

June

Third and final CEC Special Report on the work of the Taskforce goes to Congress.

Karon Monaghan KC report

The timeline above highlights the outcomes of the work of the Taskforce, but in no way reflects the level of work that has been necessary to achieve them and the continuing work that is needed to complete them.

The CEC thanks all past and present members of the Taskforce for their hard work, dedication, and ongoing commitment to fulfilling the 36 recommendations in both reports that will lead to lasting transformational cultural change in the GMB.

Whilst the Taskforce has been undertaking its work, it has also become apparent that other unions face the same problems in regard to sexual harassment and bullying. The TSSA commissioned their own independent report by Helena Kennedy KC in 2022, that identified similar issues in terms of the power dynamics, the issues of good governance and honestly listening to the voices of women and other underrepresented groups.

Equality Monitoring Data Project

How do we measure and celebrate success if don't know where we started? Collecting data and knowing where those with protected characteristics are within our union is the first step in addressing inequality, both in our own structures and in the workplaces of our members. Without this essential information we are unable to maximise our efforts to organise and campaign on equality issues to make work better for all workers.

The SMT requested pilot projects on the new form. These pilots have now been completed and were very successful. Online joiners were monitored over a month-long period and 98% of people shared their equality data with us. One region piloted collecting data on existing members in a particular employer and had a 99% success rate (from those that responded). Feedback for the workplace pilots has been considered and actions taken to iron out any issues identified. The equality monitoring questions on the form below have now been added to the online joining form and the membership system. Going forward Regions will be asked that this form will be used for all events, including training, and information on Congress delegates. Data will also be collected on the make-up of our regional councils/ committees and CEC.

Equality Monitoring Form

GMB collects equality monitoring data in order to ensure diversity in our membership and democratic structures and help us to meet our aims of being a fully inclusive union. We follow the most recent government guidelines, which we understand are not fitting for everyone so there is an option to self-define, although choosing a specific category will assist us with analysing data if you can. Sharing this information with GMB is optional. All data will be kept securely.

You are asked to complete this form and return it to your region.

1. What is your date of birth?

2. What is your gender?

Man Woman Non-binary

Prefer not to say Self-define:

3. Do you identify as trans or have a trans history?

Yes No Prefer not to say

(Trans is an umbrella term used by people whose gender is not the same as the sex they were assigned at birth)

4. What is your sexual orientation?

Bisexual

Gay man Gay woman/Lesbian

Heterosexual/straight Prefer not to say

Self-define:

5. Are you disabled or living with a long-term impairment, illness or health condition?

Yes No Prefer not to say

(This can include physical and mental health conditions, a neurodivergence (ADHD, autism, dyslexia, dyspraxia etc), diabetes, musculoskeletal disorders, limb difference, chronic pain, vision impairment, being deaf or hard of hearing, chronic conditions relating to older age, and other conditions not listed here)

6. What is your ethnicity?

- Asian/Asian British - Bangladeshi
- Asian/Asian British - Chinese
- Asian/Asian British - Indian
- Asian/Asian British - Pakistani
- Asian/Asian British - any other Asian Background
- Black/Black British - African
- Black/Black British - Caribbean
- Black/Black British - any other Black Background
- Mixed/Multiple ethnic groups - White and Asian
- Mixed/Multiple ethnic groups - White and Black African
- Mixed/Multiple ethnic groups - White and Black Caribbean
- Mixed/multiple ethnic groups - any other Mixed or Multiple ethnic background
- White - UK/English/Welsh/Scottish/Northern Irish/British
- White - Irish
- White - Gypsy or Irish Traveller
- White – Roma
- Any other White background
- Other ethnic group – Arab
- Prefer not to say
- Other ethnic group - Self-define (please state below)

.....

Name:

GMB membership number:

GMB collects equality monitoring data in order to ensure diversity in our membership and democratic structures and help us to meet our aims of being a fully inclusive union. We follow the most recent government guidelines, which we understand are not fitting for everyone so there is an option to self define, although choosing a specific category will assist us with analysing data if you can. Sharing this information with GMB is optional. All data will be kept securely.

Providing equality monitoring helps us analyse our membership and get in contact on issues relevant to you.

Please tick this box if you DO NOT wish to be contacted

If you have chosen to be contacted, please tick if you DO NOT wish to be contacted by

Email Phone SMS

To understand how your data will be used, please visit <https://www.gmb.org.uk/legal-privacy>.

Dr Elizabeth Henry report

Following Tyehimba's appointment in 2022, which implemented recommendation 7 of the Dr. Elizabeth Henry report, progress has also been made on five main projects that begin the work on recommendations 4,5 and 6.

- **GMB Race Achievement Scholarship Programme (GRASP)** has been developed for Black, Asian, and Minority Ethnic members and is due to commence in October 2023.
- GMB centric Anti Racism training for all.
- Kick Starting Race Equality Campaigns in our workplaces.
- Coaching, Mentoring and Support Scheme for Black, Asian, and Minority Ethnic staff.
- Chronicling the GMB's historical presence of Black, Asian, and Minority Ethnic members, race-based campaigns, and disputes.

This has involved working with Regional Secretaries, the race sub-group of the Taskforce, Regional Equality Officers, Regional Organisers, and Education Officers.

In response to Dr. Elizabeth Henry Recommendations 1 and 8, working with the Head of Comms, we are building the framework that will fulfil those recommendations. The content on our website has been changed to reflect our focus on development, organising and campaigning on race.

Real Clear Training for SMT

Real Clear's Leadership training for the SMT was centred on 3 areas of leadership development:

- Individual leadership including leadership theory and the skills and behaviours of effective leaders and managers.
- Collective leadership including developing the relationships, trust, and effective working of the SMT.
- GMB Values and how to change the culture of the union from moving to campaigning to shared leadership and bottom-up listening.

Next Steps/Conclusion

Although a significant amount of work has been completed by the Taskforce, it has become very clear that the detail of some of the recommendations required work that would need on-going input from bodies external to the Taskforce, such as SMT, e.g., the branch development plan, a portal on the website for members to access relevant documents and policies, and specific training for investigators into sexual harassment.

In addition, there is also the need for the work that has been completed to be monitored, reviewed, and evaluated, to ensure that it is being properly undertaken by the union. It is felt that although the Taskforce has completed a natural cycle, there will still need to be oversight and a culture of accountability so that the cultural change that Karon Monaghan KC and Dr. Elizabeth Henry expected when they wrote their recommendations becomes a permanent part of our union.

As explained in the introduction to this report, this has always been more than just a straightforward tick box exercise. Although new processes and policies have been developed, cultural change takes time to embed. It requires patience and support whilst transformational change occurs. It will require regular monitoring, reviewing, and evaluating through such things as data analysis and climate surveys.

As the TUC states a climate survey "signals commitment to ongoing work, which can help to build trust and transparency." Regular climate surveys are one way of holding leadership to account.

"Above all, if the GMB is to change it must want to do so. It will take robust and committed leadership to successfully push this through. And those who do try to drive through change must be supported and applauded."

KARON MONAGHAN KC 31 August 2020

Appendix

Recommendations from Karon Monaghan KC Report

Recommendation 1:

The CEC and other lay bodies within the GMB should claim and exercise the authority the Rules give them over the GS, regional secretaries and the regional bodies.

Recommendation 2:

The CEC should draw up an action plan setting out the steps it needs to take to implement the recommendations in this report. It should establish a task force to drive through the changes required.

Recommendation 3:

Voting at the CEC should not be by show of hands. Regional secretaries should not attend CEC meetings unless it is to speak to a particular item, and then they should remain only for so long as is necessary for that purpose.

Recommendation 4:

The CEC should reclaim any powers or functions delegated by its decisions to the Regions. These include the power to set conditions of employment which should contain fixed hours of work and workplace; arrangements for performance management and reference to a sexual harassment policy.

Recommendation 5:

Regional secretaries should not be in the majority on the SMT. The national equalities officer should sit on the SMT.

Recommendation 6:

The CEC and other lay bodies within the GMB (including any committees the CEC establishes to carry out its work) must mainstream equality considerations when setting their own objectives and standards.

The CEC and SMT should undertake an annual equalities audit and conduct equality impact assessments of all significant decisions of the CEC and the SMT.

Recommendation 7:

The CEC should formulate standards for the achievement of equality in the Regions, including among officers and staff and regional lay bodies, including branches. The CEC should require regional councils to prepare action plans setting out the steps they intend to take to meet those standards.

Recommendation 8:

The CEC should require and scrutinise regular reports from regional councils and from regional secretaries.

These reports should include a breakdown by sex of the employees, officers, including at branch level, and members of regional councils and committees in their region, including by role and, where applicable, grade. Regional councils and regional secretaries should also identify what steps they have taken to meet any CEC instructions on improving diversity and equality and tackling bullying and harassment, if appropriate by the use of positive action, and their outcome.

Recommendation 9:

The CEC should consider exercising its powers to break up or suspend any region or regional council if they do not comply with instructions from the CEC, one of its committees, or from the GS when exercising functions under the authority of the CEC.

Recommendation 10:

The CEC should take steps to increase the representation of women at all levels in the GMB, among employees and lay officers and bodies.

Recommendation 11:

The CEC should ensure that its guidelines on appointments processes are properly applied in the case of all vacancies. These should include a requirement that all vacancies be advertised, and that recruitment be by open competition, and supported by person specifications and job descriptions.

In the case of regional secretaries, the person specification must include the ability to promote equality at regional level, and to demonstrate experience of having done so.

The CEC should not approve an appointment, and should direct that an appointments process be re-run, if the guidelines have not been followed. External observers (lawyers or human resources professionals, or similar, experts) should supervise the selection process for regional secretary appointments. Those external observers should report to the CEC before the CEC approves the appointment of a regional secretary.

Recommendation 12:

The CEC should oversee the performance of the GS and require regular reports from the GS on the steps taken to promote equality and their outcomes.

Recommendation 13:

The GS should undertake proper performance management and appraisals of regional secretaries' performance. If weaknesses are identified in the performance of regional secretaries, including as measured against equality standards, then training must be provided. If regional secretaries are unable or unwilling to meet those performance standards even with training, then appropriate action should be taken, if necessary under the capability or disciplinary procedures.

Recommendation 14:

GSs and regional secretaries should be provided with management training.

Recommendation 15:

Branches should be required to include equality objectives in their branch development plans. These should be directed at securing the greater participation of women in branch activities, including as officers, shop stewards and staff representatives. Regional secretaries, regional councils and regional committees should not approve or register branch

development plans that do not include equality objectives.

Recommendation 16:

The human resources department at national office should be strengthened and additional resources allocated to it, including additional staff.

There should be human resources capability at regional level.

All human resources staff should be adequately trained.

Recommendation 17:

The GMB should make arrangements for external monitoring of the steps they have taken to meet the recommendations in this report. The GMB should seek the assistance of the TUC in this regard.

Recommendation 18:

Freestanding sexual harassment policies for (i) employees and (ii) members should be drawn up. These should set out clearly what is meant by sexual harassment, giving examples of physical, verbal and other forms of, sexual harassment.

Recommendation 19:

The sexual harassment policies should include bespoke complaints procedures. These should clearly identify to whom any complaint should be made and if the complaint concerns that person, then it should state to whom instead the complaint should be made.

Recommendation 20:

Only a person who has had training in dealing with complaints of sexual harassment should be involved in investigating or reaching a conclusion on a complaint of sexual harassment.

Recommendation 21:

The “safe space” facility (or something analogous) should be retained as a source of support for employees, ex-employees and members and ex-members who have experienced sexual harassment. It should be widely advertised. A person should be permitted to make an anonymous report through the “safe space”. The GMB should monitor the number of

reports being made through the “safe space”.

Recommendation 22:

A portal should be established on the GMB’s website on its main page, and behind the members wall, containing all the documents relevant to sexual harassment i.e. its sexual harassment policies for employees and for members, and the complaints procedures and sources of support.

Recommendation 23:

Regular refresher training on sexual harassment should be provided to employees.

Recommendation 24:

Training on sexual harassment should be provided to members of lay bodies in the GMB, including the CEC, regional councils and regional committees and branch officers. This training be refreshed periodically.

Recommendation 25:

Sexual harassment should be treated as a serious disciplinary offence. It should be made explicit in disciplinary documents that even a single incident, depending on the nature of it, may justify summary dismissal or the cancelling of membership even for a first offence.

Recommendation 26:

Complaints of sexual harassment should not be subject to interference outside the sexual harassment policies and procedures.

Recommendation 27:

Employees and members from other protected groups, including Black and ethnic minority groups, that are underrepresented in the structures of the GMB should be encouraged to participate in its activities, including at officer level, and be supported when they do so. Positive action should be taken where appropriate to facilitate this.

The GMB should provide resources for regular events led by women and members from other underrepresented groups, including Black and ethnic minority groups. The availability of resources for these purposes should be

widely advertised.

9 Recommendations from Dr. Elizabeth Henry Report

Recommendations to assist GMB in becoming a fully inclusive union, and one which operates as a model of good practice in the area of race equality.

- Ethnicity monitoring - employee, membership and activist levels. Publish and communicate figures annually - **ESSENTIAL**
- Race Equality Strategy - that meets the minimum requirements set by the Race Relations (Amendment) Act 2000: (General Duty to) Promote equality of opportunity, good race relations and prevent unlawful discrimination - **ESSENTIAL**
- National Recruitment Strategy- to include targets for black and minority ethnic membership that reflect the local demographic composition - **ESSENTIAL**
- Membership Development Strategy that encourages member involvement and activism and includes targets and specific actions to improve and support black and minority ethnic representation - **ESSENTIAL**
- A comprehensive training programme for all activists, that includes; increasing awareness and education about what race equality/relations is and isn't. Additional training for senior officials and dedicated race officers on leadership in this area - **ESSENTIAL**
- A positive action programme that includes; expanding and promoting opportunities for black and minority ethnic groups to participate at all levels of the GMB. May involve, shadowing, mentoring and support, training, proactive consultation with black and minority ethnic groups to understand needs and barriers faced in becoming members and/or activists. Sets targets for inclusion, monitors and reports progress - **ESSENTIAL**
- Commit at least 1 FTE (full time equivalent) at a senior level and with sufficient resources to lead and champion this initiative - **ESSENTIAL**
- Communications plan that conveys a distinct message that GMB values the contributions of all of its members and activists. Demonstrates top-down commitment. Includes sharing and promotion of good practice between Regions and provides regular updates on progress - **ESSENTIAL**
- High profile Race Task Group that has the authority to oversee implementation and commitment to race equality - **ESSENTIAL**

Useful links and further reading

GMB union website: Karon Monaghan KC Report:

[gmb investigation report 2020](#)

Dr Elizabeth Henry Report

[Elizabeth Henry Report \(1\).pdf \(gmb.org.uk\)](#)

18/10/22 Report from TUC Executive Committee on tackling and preventing sexual harassment: <https://www.tuc.org.uk/sexualharassmentworkinggroup>

TUC (2016) Still just a bit of Banter – women’s experiences of sexual harassment in the workplace:

<https://www.tuc.org.uk/sites/default/files/SexualHarassmentreport2016.pdf>

Wales TUC toolkit for trade unionists on Sexual Harassment in the workplace:

<https://www.tuc.org.uk/sexual-harassment-workplace>

Fawcett Society: Tackling sexual harassment in the workplace: recommendations for employers:

[Tackling Sexual Harassment in the Workplace \(fawcettsociety.org.uk\)](#)

Helena Kennedy KC Report: [Independent Inquiry Report Published | TSSA](#)

6/10/21 Paul Nowak, TUC General Secretary, article in Daily Mirror:

['Men CAN stop violence against women – but it's up to us to stop turning blind eye' - Paul Nowak - Mirror Online](#)

Trade union anti-racism manifesto – TUC anti-racism Taskforce 2022-2027

[ARTF Manifesto 2022 AW Revised.indd \(tuc.org.uk\)](#)

Labour Research magazine March 2023 – article entitled “Keeping women safe: setting our own union houses in order.” This article references the work done by GMB and the Taskforce to “take forward Monaghan’s 27 recommendations, together with the recommendations of an earlier report on race equality.”

<https://www.lrdpublications.org.uk/publications.php?pub=LR&iss=2153>

(Log-in to Labour Research will be required to read this article)