

GMB

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Congress 2021
CEC Special Report
Taskforce for
Positive Change

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GMB Taskforce for Positive Change Membership

Barbara Plant - National GMB President

CEC Members

Gwylan Brinkworth	Activist W&SW (CEC)
Elaine Daley	Activist B&WM CEC)
Ann Dean	Activist SCO (CEC)
Margaret Gregg	Activist NWI (CEC)
Colin Gunter	Activist M&EC (CEC)
Fiona Heneghan	Activist SO (CEC)
Rachael Hookway	Activist LO (CEC)
Mary Hutchinson	Activist NO (CEC)
Farzana Jumma	Activist YO (CEC)
Carol Robertson	Activist M&EC (CEC)
Robbie Scott	Activist LO (CEC)

Staff

Nell Andrew - National Equality and Inclusion Officer

Victoria Austin - Unite/NNC rep, Yorkshire & North Derbyshire Region

Emma Golding - National HR Director

Michelle Gordon - Regional Equality Officer, Southern Region

Tyehimba Nosakhere - Regional Equality Officer, Midland and East Coast Region

Helen Purcell - Unite/NNC rep, London Region

Bally Sahonta - Project Co-ordinator, Birmingham and West Midlands Region

Dr Helen Mott, Independent External Facilitator

Foreword

2020 was a challenging and unprecedented year for GMB. The values of equality, that we fight for every day, were shown to be lacking in our own organisation. The report by Karen Monaghan QC into sexual harassment makes for painful and difficult reading. I would urge any member who has not already read the report to do so. Many members, reps, and members of staff bravely provided evidence. The Monaghan Report is our report - and we did not shy from publishing it in full. This CEC Special Report forms part of that same commitment to transparency.

A Taskforce, representative of all GMB sectors, Regions, and equality strands, was set up to look at all 27 of the report's recommendations. It outlines the actions we have taken, and progress made so far on the Monaghan recommendations. The report also sets out the progress on the nine recommendations made in Dr Elizabeth Henry's report, which are also being examined by the Taskforce and refreshed in light of modern legislation and best practice, as agreed by the CEC.

This report sets out the progress that has been made, and the work that lies ahead. In line with longstanding practice, Congress does not debate GMB staff terms and conditions, but it is appropriate to set out factual information here where these matters relate to the findings of the Monaghan Report (and any changes that are proposed in future in these areas should be subject to consultation with the staff unions). Across the work of the Taskforce, much has been done – and there is much to do.

A meaningful and lasting change in the culture of any organisation will not happen overnight. It must be a real transformation – and that is what we are committed to. It will involve an intense period of self-reflection, many difficult conversations, and hearing hard truths. Where we have failed, we must listen, learn, and change.

As Recommendation 27 of the Monaghan Report states:

'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.'

As trade unionists, we know that collective change is possible. Members, reps, branches, and staff should be able to feel proud that GMB is finding the 'institutional courage' to address sexism, harassment, racial injustice, and all forms of inequality inside and outside of the union's structures.

Although this collective change is being led by the Taskforce, and those with lived experiences, there must be a role for everyone, and this change must include everyone. No-one must be left behind.

As Karon Monaghan QC concluded in her report:

'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.'

The power to change GMB is our own hands. We alone can determine what sort of organisation we want to be.

Our union has a proud history. We are the union of Eleanor Marx, Mary Macarthur, the Grunwick strikers, the first successful claims for equal pay, and the battle for equality and dignity at work that continues to this day. The pursuit of those values must be at the heart of everything we do. That is our historic purpose. In the words of Will Thorne:

'While there is breath and life in me, I shall continue the fight ... there is a world of freedom, beauty and equality to gain.'

Those are the values that we should always fight for and always be true to in our own structures and actions today.

Real change is a process, not a single event. This report does not represent the end of the task, but it is an important step. On behalf of the Taskforce and the CEC I commend it to Congress.

Barbara Plant
GMB National President

Background and history

In August 2020 Karon Monaghan QC submitted her report to the CEC, finding a culture of “institutional sexism” in the GMB with what she described as significant job segregation and underrepresentation of women throughout the ranks, and endemic bullying, misogyny, cronyism and sexual harassment.

As a part of its commitment to transparency, the GMB [published the Monaghan Report](#) and has a dedicated [page](#) on its website where members and others can access information about actions taken and progress made in the light of the report.

In its initial response to the report, the CEC was unequivocal about the need for change, stating the GMB’s commitment to achieving transformational change, to create a safe and inclusive place for all so that women in the union and women in society more widely are supported in the struggle for equality, inclusion and social justice.

All of the 27 recommendations in the report were agreed in principle by the CEC, some of which require a number of actions.

The CEC also raised the report by Dr Elizabeth Henry who aimed to undertake ‘a comprehensive race equality audit of the GMB union’ in 2002 (the Henry Report). The recommendations of this report had not previously been fully acted upon. The CEC committed itself to examine and refresh the recommendations and findings of the Henry Report in order to implement them, alongside those of the Monaghan Report, as part of the work of the Taskforce.

Immediate and early implementation of recommendations

It was possible for the CEC to adopt a small number of the Monaghan Recommendations (or parts of recommendations) with immediate effect. These are:

- To establish a taskforce to drive through the recommendations required (Recommendation 2)
- That voting at the CEC should not be by show of hands (Recommendation 3)
- The inclusion of the National Equality and Inclusion Officer on the Senior Management Team (Recommendation 5)
- That Regional Secretaries will no longer attend CEC meetings in the short term with effect from 6th October 2020 (Recommendation 3) with the decision to be reviewed by the Taskforce (outstanding)
- That the person specification for Regional Secretaries must include the ability to promote equality at regional level, and to demonstrate experience of having done so (Recommendation 11)

- The appointment of an external observer to observe senior (Regional Secretary and General Secretary) interviews (Recommendation 11)
- For the Safe Space facility run by the Survivors Trust to be retained and extended, and details widely advertised through the all-members email, staff email and website (Recommendation 21).

There remains work to be done to ensure that these changes are written into all the necessary documentation to ensure that the changes last, but it is important that these quick wins have already been achieved.

Other actions that are in progress that are under the remit of staff include:

- Strengthening of HR capacity at national level with recruitment of an additional HR position in April 2021 (Recommendation 16)
- Working with the TUC to provide external monitoring of the steps taken to meet the recommendations of the Monaghan Report (Recommendation 17).

Creation of the Taskforce

One of the first recommendations of the Monaghan Report was for the CEC to set out the steps it needs to take to implement the report recommendations, and to establish a taskforce to drive through the changes required. The taskforce, having been established, has created a project plan.

It is important that changes made through this project plan are made in a way that is:

- open
- consultative
- prioritised according to urgency balanced against complexity
- enduring.

As the Monaghan report made clear, and as discussions among taskforce members have also confirmed, it has never been more important for GMB to show to its current and potential members and its staff and reps that it will not let them down.

There are significant trust issues to be overcome. While the creation of the taskforce has been widely welcomed and heralded as a very good sign of progress both by those within the union and also those outside of it, there is also a legacy of anger, frustration, wariness and exhaustion in relation to the culture and practices described in the Monaghan report.

The feelings of wariness are not unconnected to the fact that recommendations have been made in the past by some previous taskforces or working groups – for example the Women’s Task Force - which have subsequently fallen by the wayside. It is important to honour those feelings and well-grounded concerns by proceeding methodically in a manner that shows care for all staff and members, that shows transparency and accountability and a drive to make sure that the changes made now are thoroughly considered and evidenced. At the same time, it is natural for everyone to want change to happen as swiftly as possible. The next section will describe progress made on the development of the project plan.

The Henry Report made nine wide-ranging recommendations which were not fully implemented at the time and those recommendations are also being incorporated into the project plan that will be used by the taskforce to drive through the changes that are required, alongside the 27 Monaghan recommendations.

In November 2020 the CEC agreed to constitute the taskforce. The constitution ensures representation from different key stakeholder groups including CEC members representing all sectors, regions and equality strands from the reserved seats, GMB regional equality officers, senior management staff from Equality and HR, and GMB staff union representatives. The full make-up of the taskforce was described above in the first section of this report.

The CEC also agreed to recruit and appoint an independent external facilitator who would also project manage the work of the taskforce. However at the recruitment stage it was clear that a separate experienced project manager role would also be needed both in terms of capacity to support the work of the taskforce and the specialism required for such a complex project. In December 2020 Dr Helen Mott was appointed through interview by members of the CEC. Dr Mott is a sexual harassment and gender equality consultant and trainer specialising in transforming culture through policy and practice. The Taskforce also welcomed a part-time Project Co-ordinator, Bally Sahonta, to oversee the administration of the taskforce.

The appointment of the project manager, anticipated to be in May 2021, will have a significant positive impact for the management and administration of the project plan, ensuring that both the facilitator and the taskforce members will be able to focus fully on delivering the actions as efficiently (effectively, and in a timely manner) as can be done.

The taskforce has met three times - in January, March and April - since the appointment of Dr Mott in December and has used the meetings and time outside of the meetings to achieve a number of outcomes. Outcomes relating to the project plan are described in the next section.

A collaborative culture of mutual trust and goodwill is being fostered within the taskforce. Members have identified learning needs (e.g. to enhance their familiarity with GMB structures) and training needs (e.g. confident use of IT systems) which the team are addressing.

The commitment to 'doing things properly' and transparently is underlined by the consultative development and agreement of terms of reference for the taskforce over the course of the first three meetings. The full terms of reference are reproduced as an appendix to this report and cover its:

- Purpose
- Process
- Principles
- Duration
- Membership and administration
- Ways of working
- Confidentiality specifications.

Members have agreed a suitable name that reflects the aspirations for the project: it will be known as the Taskforce for Positive Change.

The taskforce members have, between them, committed to moving the project plan forward in the following ways:

- Overseeing progress
- Contributing directly to the development of outputs such as policies, audits, training programmes, strategies as called for in the two reports and contributing to additional documentation that will help with transparency and accountability
- Actively creating engagement and ensuring consultation with members, staff and officers in regions, branches and equality structures, nationally and regionally.
- Joining dedicated subgroups which will work on progressing actions by themes.

Reference documents to assist the taskforce members in their work have been collated and shared. These include relevant reports, reviews and guidance documents.

Work undertaken by the taskforce so far includes a capacity-building exercise addressing sexual harassment in unions. Members looked at the national data on workplace sexual harassmentⁱ and how it is affected by factors such as power relationships, marginalised identities and job security or precarity. Members reviewed what is known about barriers to making reports and victim-survivor experiences of reporting sexual harassmentⁱⁱ, going on to consider the key concept of "institutional betrayal"ⁱⁱⁱ when institutions (such as clubs, churches or unions) let down their membership by reacting inappropriately to harm such as sexual harassment, sexism or racism. The failure to support and protect members in this position contributes additional harm and trauma instead of an institutional approach that offers support, justice and healing.

This alternative, positive institutional approach, known as “institutional courage”^{iv}, is the aspiration that the taskforce has for the GMB in its approach from now on issues of sexism, harassment, racial injustice and all forms of inequality inside and outside of the union structures.

Members have reflected on what is known about the institutional ingredients for increased levels of victimisation, many of which are found in the GMB as in other unions: for example, male-dominated environments and power hierarchies.

Members also reflected on the characteristics of institutions where institutional betrayal is likely to occur, which also mirror many of the characteristics of trade unions: for example, where there are membership requirements and a sense of shared social identity and where the reputation of the institution might be prioritised over the wellbeing of the individual people who work in it.

Insights such as these give a steer to the taskforce members on adopting methods to change unhealthy aspects of the culture where that is possible, for example, male-dominated environments or social norms around the consumption of excess alcohol. Risk factors that cannot be changed, which are tied up with the very nature of trade unions such as the fact of a strong membership brand and identity, need to be acknowledged and worked into the GMB’s prevention and support offer: for example, this is why a ‘safe space’ facility and the provision of anonymous reporting routes as recommended in the Monaghan report are important in the GMB’s context.

The Project Plan

The CEC gave agreement for the formation of the taskforce and for the work of the taskforce to proceed. Many of the 27 Monaghan recommendations and the 9 Henry recommendations contain multiple actions which themselves require multiple steps or activities to be undertaken by a range of stakeholders. Therefore the taskforce has begun to develop a detailed project plan to address the complex and far-reaching scope of the recommendations.

Breaking the recommendations down into individual actions

The project plan will be a living document on which progress is recorded and which will be made accessible to all members of the taskforce and the CEC, in the interests of transparency and accountability.

The project plan will identify what resources are needed in order to meet the actions as well as what sequence the actions should follow. For example, Recommendation 6 of the Henry Report mandates the development and roll-out of a positive action programme for expanding and promoting opportunities for Black and minority ethnic groups to participate at all levels of the GMB.

This will include drawing on data that is already held as well as conducting consultation with the relevant stakeholder groups (bearing in mind that the focus groups that led to the Henry recommendations were conducted in 2002). After a consultation process has been developed and implemented in order to understand needs and barriers, the positive action programme needs to be developed to address those needs and barriers. Subgroups of the taskforce (see below) will work together on the various strands of this recommendation. There will be resource implications which the project manager and subgroups will identify and bring to the CEC for approval.

Just as consultation is needed to ensure that initiatives such as new development programmes reflect the current needs and barriers experienced by members and staff, consultation is also needed to ensure that new policies or procedures that are being proposed will be acceptable/welcome to the affected staff, members and activists. The terms of reference for the taskforce have set out ways in which progress will be communicated at national, branch and regional level.

The approach of the task force will be to consult with regions and branches during development of policies or materials, and to provide suitable guidelines and standards for regions and branches (for example, regarding equality action plans for regional councils, as part of the implementation of Recommendation 7 of the Monaghan report; reviewing branch development plan templates as part of the implementation of Recommendation 15 of the Monaghan Report; addressing data reporting standards for branches and regions as part of the implementation of Recommendation 1 of the Henry Report).

Proposed amendments to the Rulebook should be presented to the CEC for consideration and then for debate at Congress in summer 2022.

Timelines and priorities

Whilst the taskforce will work on all recommendations, naturally there will be a need to prioritise. As identified above, the task of setting priorities concerning which actions to address first has been based on a consultative process with the taskforce members taking into account urgency, balanced against complexity and the most efficient ways of working.

The taskforce agreed that actions that will require consultation or negotiation among members, staff, officers, branches and regions should be the immediate priority.

Subgroups of the taskforce

Taking all the discussions about priority into account, and considering the order in which actions must take place (for example, training programmes and strategies must be based on robust data collection) the taskforce agreed in March 2021 to form four subgroups, each led by a staff member and an activist, to cover the following thematic areas:

- Staff Matters (this group includes the staff Unite/NNC reps and examines the recommendations of the Monaghan report that relate to staff's terms and conditions of employment)
- Race Equality (as mandated in Recommendation 9 of the Henry Report)
- Training
- Data

It was also agreed that a new staff sexual harassment policy would be drafted by Dr Mott to be discussed and consulted on by the whole taskforce, to ensure that Monaghan Recommendations 18 and 19 are also prioritised. They state:

Recommendation 18: "Free standing sexual harassment policies for (i) Employees (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 this person, then it should date to whom instead the complaint should be made".

Priority actions underway

All the recommendations of the Monaghan and Henry reports will be addressed through the project plan produced by the taskforce and to be endorsed by the CEC.

Sexual harassment workstream:

- A preliminary draft sexual harassment policy for staff was created by Dr Mott and presented to the taskforce for review in April 2021. The draft policy is based on the most up to date guidance from the EHRC and the literature and is closely aligned to the policy template that is currently in development by the TUC nationally. In the coming weeks the policy and procedure for staff will:
 - Be commented on by taskforce members
 - Be cross-checked against all the relevant Monaghan recommendations
 - Be cross-checked against the new (2021) ACAS guidance
 - Be cross-checked against the existing GMB policy set
 - Be submitted for legal review
 - Be circulated by the taskforce to staff and staff union for consultation
 - Form the basis for a sister policy on the sexual harassment of members
 - Come back to the taskforce for final review and submission to CEC for approval.

Staff Matters workstream:

- The Immediate priority for this subgroup is developing proposals for implementation of Monaghan Recommendation 4 which includes “conditions of employment which should contain fixed hours of work and workplace”. This subgroup is due to meet for the first time in May 2021.

Race Equality workstream:

- The subgroup had its first meeting in April 2021 and discussed the 9 Henry Report Recommendations, recognising 3 key issues:
 - The breadth of the subgroup’s work is extremely wide, including lay member, activist and staff structures: support and development, barriers; discrimination and safe spaces (including support needs analagous to the ‘safe space’ already provided by Survivors Trust for those experiencing sexual harassment); representation, leadership and capacity.
 - Because of this there is urgent need for sufficient time and adequate resources, including appropriate data to ensure priorities can be properly progressed
 - That the research for the Henry Report was conducted 18 years ago and although the recommendations are fully endorsed and accepted it is essential that the report is fully reviewed in terms of its limitations due to the culture and level of participation at the time and the inevitable changing of the landscape since.
- To address some of these issues the subgroup has agreed the following actions and priorities:
 - The subgroup will be led by 2 CEC co-chairs (that will alternate quarterly) and one staff co-chair, which allows for better gender and ethnicity balance and for the subgroup to meet fortnightly. The subgroup has also invited the Project co-ordinator, to be a permanent part of the subgroup which also allows for better gender and ethnicity balance for staff representation.

- To ensure that there is sufficient capacity to drive, support and facilitate the work of the subgroup, including vitally scoping and report writing, the group accepted an immediate short-term release of a member of staff from the taskforce subgroup, Tyehimba Nosakhere, for 3 days a week from his regional duties. The group agreed as one of the priority actions going forward, to establish the key elements required for a credible, effective and sustainable role of the National Race officer including remit and resources, as recommended by the Henry Report.
- The group identified the essential need to ensure that work to address significant issues on racial inequality, is done meaningfully to build on restoring trust and confidence, requiring a comprehensive consultation plan that does not just 'ransack' our members' minds for their experiences and ideas but also embraces, enables and empowers them. It is also crucial that we balance the appreciation of the difficulties that people may have faced with the real opportunity for positive change, and we build a wide consultation process which has buy in from every level of the union, including equality groups regionally and nationally, in a way that is more considered, sensitive and safe to maximise the quality of participation.
- The work coming from the subgroup, the taskforce and the wider union on racial inequality, cannot be done in a vacuum. In recent years we have been bombarded with an avalanche of race issues that have shocked and injured Black, Asian and Ethnic Minorities to the core. From the Windrush scandal to the murder of George Floyd, Black Asian and Minority Ethnic members, activists and staff have been exposed to the trauma of racism and discrimination in our society and beyond. The emergence of the Black Lives Matters movement cannot be ignored after many years of oppression, discrimination and violence. The taskforce as a whole and the Race subgroup in particular cannot ignore the impact this has had on our members, as well as the disgraceful findings of the Sewell report. Therefore, to ensure that this work is reflective of the world we live in and the challenges we face as a society, it will need to include a progressive response on the Black Lives Matters movement that is incorporated into our action plan, for improved access, opportunity and support for our members, activists and staff.
- When the work of the subgroup is presented for consideration and adoption by the wider taskforce no decisions should be made without at least two members of the subgroup being present in the discussions.

Training workstream:

- The subgroup will analyse the current training offer on race equality and race relations, help to develop positive action training templates, sexual harassment training templates and consider current practice, as well as looking at wider inclusion issues regarding the staff and member training currently offered.

- The subgroup will work with national and regional groups, including Regional Equality Forums and self organised groups to find out, report on and learn from what they are already doing in the area of training. The subgroup will work closely with the Race subgroup to deliver the relevant Henry Report recommendations.
- In line with Monaghan Recommendation 14 (“General Secretaries and Regional Secretaries should be provided with Management Training”) the subgroup, working with the HR staff training officer, will consider a training package on management and equality covering the whole of SMT.
- The subgroup will consider appropriate training packages on sexual harassment to meet the requirements of Monaghan Recommendations 23 regarding regular refresher training for employees, and 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”)
- The subgroup will consider appropriate training packages to meet the requirement of Henry Recommendations 5 (a comprehensive race equality training programme for all activists, and additional leadership training for senior officials and dedicated race officers), and 6 (the training element of the Positive Action Programme).

Data workstream:

- The subgroup will assess, report and make recommendations on how equalities monitoring data is recorded, collected and monitored across branches and regions and for staff across the union, in order to understand where equality groups are underrepresented in the union.
- Immediate progress should be made towards implementing elements of:
- Monaghan Recommendation 6 (“The CEC and SMT should undertake an annual equalities audit”); Monaghan Recommendation 8 (“CEC should require & scrutinise regular reports from Regional Councils & Regional Secretaries. These reports should include a breakdown by sex of the employees, officers, including at branch level, & members of regional councils/ committees in their region, including by role & where applicable, grade”); Henry Recommendation 1 (to publish and communicate ethnicity monitoring figures annually regarding employees, activists and members).
- This group will be aiming to meet for the first time in May 2021.

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:
 - 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.
 - 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.

ⁱ E.g. TUC (2016) Still Just a Bit of Banter? <https://www.tuc.org.uk/sites/default/files/SexualHarassmentreport2016.pdf>; BBC/ComRes (2017) poll of 6206 British adults surveyed online - http://comresglobal.com/wp-content/uploads/2017/12/BBC-sexual-harassment_FINAL_v3.pdf; TUC (2019) Sexual harassment of LGBT people in the workplace https://www.tuc.org.uk/sites/default/files/LGBT_Sexual_Harassment_Report_0.pdf

ⁱⁱ See for example Pender, K. (2019). Us Too? Bullying and Sexual Harassment in the Legal Profession. International Bar Association, <https://www.ibanet.org/bullying-and-sexual-harassment.aspx>; ACHR (Australian Commission for Human Rights) (2020). Respect@Work: Sexual Harassment National Inquiry Report. <https://humanrights.gov.au/our-work/sex-discrimination/publications/respectwork-sexual-harassment-national-inquiry-report-2020>

ⁱⁱⁱ Smith, C.P. & Freyd, J.J. (2014). Institutional Betrayal. *American Psychologist*, 69(6), 575-587. Available from <https://dynamic.uoregon.edu/jjf/articles/sf2014.pdf>

^{iv} See The Centre for Institutional Courage: <https://www.institutionalcourage.org/>