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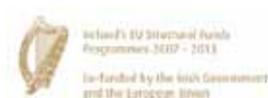
DELIVERY OF DIVERSITY AND ANTI-RACISM TRAINING

AND

THE DEVELOPMENT OF DIVERSITY STRATEGIES BY PUBLIC TRANSPORT PROVIDERS IN DUBLIN

Immigrant Council of Ireland Independant Law Centre Iarnród Éireann Irish Rail transdev MOBILITY INSPIRED BY YOU Dublin Bus
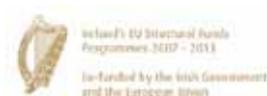
TOWARDS AN INCLUSIVE PUBLIC TRANSPORT SERVICE IN IRELAND:

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The Immigrant Council of Ireland was established by Sr. Stanislaus Kennedy in 2001. It is an independent human rights organisation that advocates for the rights of migrants and their families and acts as a catalyst for public debate and policy change. The Immigrant Council of Ireland is also an Independent Law Centre.

The work of the Immigrant Council of Ireland is underpinned by the belief that immigration is a permanent and positive reality in Ireland and that individuals' human rights must be respected, protected and upheld.

EQUALITY AUTHORITY
Foreword

The Equality Authority is delighted to support the development of this Diversity and Anti-Racism Resource Pack. This important resource showcases the work carried out by the Immigrant Council of Ireland in partnership with the transport sector with the support of our Equality Mainstreaming Unit. It offers practical support to the public sector transport service on how to build equality into their workplaces and to deliver a service that is inclusive of all customers.

The Employment Equality Acts 1998-2011 and the Equal Status Acts 2000 to 2011 mandate the Equality Authority to promote equality and work towards the elimination of discrimination on nine specified grounds – gender, civil status, family status, sexual orientation, religion, age, disability, race and membership of the Traveller community.

The Equality Mainstreaming Unit was established to support employers and service providers to become equality competent. Equality mainstreaming is about embedding equality into policies, procedures and practices in order to prevent discrimination from happening. A key principle that informs equality mainstreaming strategies is a partnership approach. It is vital that groups experiencing discrimination participate in defining solutions to problems that affect them. The partnership approach between civil society, transport companies, trade unions and the local authorities in the implementation of this project was essential to its successful outcome.

This resource pack demonstrates that a combination of tools can be used at the level of the workplace such as awareness raising, training and strategic planning for equality and equality and diversity statements to assist compliance and prevent discrimination.

The Equality Authority will soon be merged with the Irish Human Rights Commission to form the Irish Human Rights and Equality Commission (IHREC), a single enhanced body whose functions will also include a public sector duty on equality and human rights. IHREC Designate looks forward to continuing to provide support and guidance on how to effectively mainstream human rights and equality into policy, procedures and practices for workplaces and in service delivery.

On behalf of the Irish Human Rights and Equality Commission Designate I would like to congratulate the Immigrant Council of Ireland on the production of the Anti-Racism and Training Resource. We look forward to working with you into the future to promote equality and human rights.

Betty Purcell
Acting Chair, IHREC Designate
June 2014

IMMIGRANT COUNCIL OF IRELAND
Foreword

The Immigrant Council of Ireland is an independent human rights organisation and law centre which advocates for the rights of migrants, their families and loved ones. Since 2001 we have been at the forefront in developing responses to Ireland's changing society and to issues such as racism.

In 2013 we responded to 144 racist incidents, an 85% increase on the previous year. We believe the problem is much wider with complacency and under-reporting major barriers which must be overcome.

We know from those who turn to us for help, advice and support that racism can occur anywhere including workplaces, public transport, on the street and even attacks on people's homes.

Racism comes in many forms; name calling, bullying, physical violence.

Through our advocacy and communications work as well as strong partnerships with lawmakers, An Garda Síochána, public transport providers and at a EU level, we are committed to increasing awareness and ensuring this scourge is removed from Irish society.

As a frontline organisation the Immigrant Council of Ireland has conducted extensive research on the causes and impact racism and how best to move forward.

In order to increase awareness surrounding racism and xenophobia we have an extensive programme of work to bring about real change.

We work with many partners, including those in public transport to help stamp out racism on public transport. Through publicity campaigns, in-house training and new systems of recording incidents, we are ensuring that there is a robust response to racism on trains, trams and buses.

Our Ambassadors for Change Programme has placed successful migrants as mentors in second level schools in the Dublin area. Working with teens and teachers we are committed to keeping racism out of the classroom, playgrounds and sporting arenas.

In addition we have provided a template for schools to draw from when forming their own anti-racism policies.

At every level we are working with people who are committed to ensuring Ireland's rejection of racism is reflected in our laws, policies, education system, workplace regulations and all aspects of Irish life.

Denise Charlton
CEO
Immigrant Council of Ireland

OVERVIEW OF THE RESOURCE PACK

Over the past four years, the Immigrant Council of Ireland has been coordinating the work of a partnership involving three public transport companies operating in the greater Dublin area, Dublin City Council and the National Transport Authority. This work has involved research, campaigns and provision of services to victims of racism and discrimination.

The impact of these partnerships is noteworthy. In a few short years, the partnership has developed robust and proactive anti-racism strategies and policies. There has been a marked increase in staff awareness, a dramatic increase in reporting and the development of skills and procedures to ensure that victims of racist incidents are appropriately supported.

Wider impact is evident from the generation and momentum of media debate and commentary around the prevalence of racism in Irish society. It has spurred Oireachtas debate and parliamentary questions at the political level.

Attention has been drawn to real, harrowing and daily experiences of racist assault, abuse, graffiti, and vandalism of property. Regrettably, many of these incidents occur on public transport and are therefore pervasive in nature.

This resource pack further progresses the partnership and the body of work insofar as it includes an overview of modules of blended training for frontline services and management covering the areas of equality and human rights in general and racism and discrimination specifically. The pack has informed the delivery of training on the aforementioned issues within Dublin Bus, Iarnród Éireann-Irish Rail and TRANSDEV Ireland. The pack also includes diversity statements developed by the transport partners following consultation sessions with stakeholders within these companies. The companies involved have expressed an interest in mainstreaming the training within their overall training processes going forward.

While only 3 companies were involved in the initiative, it will be rolled out by other public transport providers.

Overall the purpose of the resource pack is to give the public transport partners the tools and skills necessary to ensure that they are holistically inclusive within but also inclusive in delivery of their public services. This is good for their business, good for the city and good for Ireland.
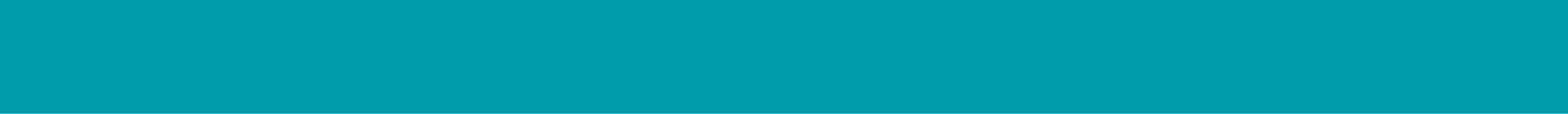
INTRODUCTION

The purpose of this document is to provide Public Transport Companies with a background document to assist with embedding equality and diversity within the workplace.

The document is designed for staff across varying categories including:

- Leadership teams;
- Human Resource Managers;
- Line Managers;
- Equality and Diversity Managers;
- Drivers;
- Ticket Inspectors and
- Support staff.

This pack is the result of a 12-month project, funded by the Equality Mainstreaming Unit at the Equality Authority. The Project was led by the Immigrant Council of Ireland, in partnership with Dublin City Council, Dublin Bus, Iarnród Éireann-Irish Rail and TRANSDEV Ireland – operator of the LUAS.

There were several steps undertaken in this Project:

a. Formulation of an Advisory Committee[1] and regular convening of meetings;
b. Input into the resource document;
c. Input into training models;
d. Contracting of consultants to undertake training and strategic planning sessions with each transport provider; and
e. Reflecting the learning of the trainings in the background document.

The resource showcases and documents the results of the learning which was undertaken during the lifetime of the project.

Background of the Project

The project proposal was submitted in response to a Call for Proposals from the Equality Mainstreaming Unit of the Equality Authority in May 2013.

By way of setting the context, the Immigrant Council of Ireland, Dublin City Council, TRANSDEV Ireland, Iarnród Éireann-Irish Rail and Dublin Bus have been working on diversity and anti-racism in public transport in Dublin over the past four years.

The Immigrant Council of Ireland undertook a small-scale research project co-funded by the Office for Integration of Dublin City Council, in collaboration with TRANSDEV Ireland and Dublin Bus. This Project resulted in the 2011 publication 'Taking Racism Seriously: Migrants' Experiences of Violence, Harassment and Anti-Social Behaviour in the Dublin Area'[2]. The following year, with funding from the Equality Authority, the Immigrant Council of Ireland ran workshops with young people exploring how they could be active agents in dealing with the racist abuse and attacks targeting employees of migrant backgrounds working with Dublin Bus and TRANSDEV Ireland. The outcomes of the workshops informed a public event in late 2012.

In 2013, the National Transport Authority (NTA) and Iarnród Éireann-Irish Rail joined the partnership and, as part of raising awareness on the issue of racism, the six partners ran a campaign entitled 'Dublin Transport Links, Racism Divides[3]'. These posters were displayed on the LUAS, Dublin Bus and the Iarnród Éireann-Irish Rail, DART, at Dublin Airport, Dundrum Town Centre and the Swords Pavilion Shopping Centre among other places. The launches and campaign ran by the partnership have been successful in terms of media coverage. An identical campaign, with a new strapline 'No Room on Board for Racism and Discrimination' was run in March 2014 on the back of the success of its predecessor.

Public transport companies have been working to embed diversity in their activities and dealing with racist incidents targeting their employees.

Outcomes of the work include: developing internal racism reporting mechanisms, providing advice and support services to the victims and training and mentoring.

The next logical step in the partnership is to develop and adapt a diversity programme and work on diversity strategies of the partner organisations.

Towards an Inclusive Public Transport Service in Ireland: Delivery of Diversity and Anti-Racism Training and the Development of Diversity Strategies by Public Transport Providers in Dublin

Project Aims

Development and adaptation of a diversity training programme and delivering same to senior managers, representatives of trade unions and representatives of staff members (Dublin Bus, TRANSDEV Ireland, Irish Rail and the National Transport Authority).

To undertake diversity and anti-racism strategic planning processes with the aforementioned organisations;

To produce and launch diversity anti-racism strategies in the relevant organisations .

Background and Learning Themes

Several issues have been identified in recent years in the transport sector regarding effective diversity management and the skills needed to facilitate and deal confidently with existing and growing diversity in the workforce, the workplace and more broadly, in Irish society.

Public Transport companies have particular relevance with regards to diversity and anti-racism, in (a) workplace relations; (b) service provision; and (c) occupying a public space.

Diversity goes to the heart of good business and professional workplace performance. Good diversity management - based on rights and equal respect – promotes performance, skills and commercial excellence. Hindering such performance by actions that reflect prejudice and discrimination, fostering negative attitudes and unproductive shop-floor relationships is unprofitable.

The identified issues in the transport sector include:

- Negative interactions with the public (incidents, disruptive behaviour, hostility, aggression and insults – frequently based on racist attitudes or on other type of diversity e.g. sexual orientation, disability, religious symbols, etc.);

- Cultural sensitivities in interactions between staff;
- Effect of such attitudes and actions on staff morale – leading to stress, absenteeism and underperformance;
- Recognition of the pivotal role of public transport in demonstrating promising practice by occupying a public space and setting acceptable standards with regards to equal access to public services.

This resource aims to address these issues by way of developing the skills, knowledge and techniques to accept and capitalise on growing diversity in Ireland.

This section outlines and develops awareness around the project aims and objectives and serves to highlight the context of the initiative, and refer to the application of anti-racism and equality-driven diversity principles to the workplace.

These principles will be reflected throughout the document and centre on:

- The impact of significant social and economic change in Ireland, including migration and diversity in the workplace;
- The need for legislative compliance (equality legislation, etc.) and
- The benefits of promoting equality and managing diversity in the workplace based on respectful interpersonal relations, professional competence and effective managerial support.

Aim

The general training aim is to develop the skills, knowledge and techniques to capitalise on the growing diversity in Ireland and to enshrine this within anti-racism and equality and human rights-driven planning and diversity principles in the public transport environment.

Another key aim is developing/enhancing communication skills that facilitate dialogue, problem solving and agreed techniques of mutual learning and adaptation to difference (perceived or actual). A key component of this is to inform stakeholders of the resources available to assist them in dealing with the diverse nature of the current Irish employment environment - to assist employers to develop, monitor and maintain their businesses, personnel, and change management functions by promoting the benefits of equality strategies (including vigorous anti-racism initiatives) and diversity management in the workplace.

Furthermore, the background document seeks to promote a broader understanding of the issues related to the management of diversity in the workplace and the need to proactively combat the effects of racism and other forms of discrimination. It is also a resource to develop shared understanding of best practice in designing and implementing strategies

and action plans that are positive, practical, sustainable and focused in developing equality competence at all levels.

The resource also refers the employers to existing tools and resources that are available to assist them deal with the diverse nature of the current Irish employment environment.

A workplace where equality and diversity is at the centre of all practices should not be regarded as a token aspiration but be recognised as a legal necessity and acceptable norm. It is also a competitive and commercial imperative that the needs of all stakeholders are to be met – employees, management, communities and customers. Diversity is no longer an obscure optional extra. Rather it is an integral element in ensuring that Ireland will succeed, compete on the international stage and grow in the years ahead.

Diversity also involves a number of skills, attitudes, behaviour-patterns and knowledge types that are appropriate, relevant and critical for both combating racism and promoting an environment of intercultural competence and equality for all.

Diversity, however, is not confined to ethnic differences and the negative impact of racist attitudes and behaviour. Diversity encompasses the wide range of inherent human differences from gender to religious belief, from disability to sexual orientation, from age to family status.

The training aims and objectives are suggested as follows:

- The training will develop a clear understanding of equality, diversity, non-discrimination and associated issues and allow senior management to explore their own perspectives in a challenging but supportive environment;
- The training will provide senior management with the competence and expertise in addressing and responding to the challenges and opportunities involved in managing and promoting diversity and equality; and
- The training will provide tools for equality and anti-racism strategic planning and will provide guidance on equality action planning to implement strategic statements and policies on anti-racism and equality.

Training Development and Design

Any equality and diversity training interventions should be based on adult education principles and should be tailored for the transport sector. The training should be based on the following principles:

- Learner focused;
- Neutral and non-judgmental;

- Facilitative in learning style;
- Centred on experiential learning;
- Founded on the Irish and EU legislative framework around equality;
- Adopting established best practice at national level and already existing tools;
- Promoting a pro-active rights approach with defined benefits for all stakeholders; and
- Based on the practical application of embedding equality and diversity into organisational practices by inclusive processes, such as equality action planning by staff, management and trade unions.

The key **objectives** of quality diversity training in the transport sector should be:

- To provide senior management and other relevant leadership/stakeholders (and by extension the whole organisation) with a better understanding of the diversity needs of employees and customers;
- To develop new methods of leadership response to a pro-active approach to equality in the workplace, through equality action planning;
- To develop best practice models in the understanding of and response to diversity and use existing tools around equality mainstreaming and anti-racism policy and practice;
- To ensure staff and stakeholders are equipped to respond appropriately to the quality transport needs and requirements of an increasingly diverse and multi-ethnic customer-based;
- To recognise the public space being occupied by public transport organisations and demonstrate leadership in equality and diversity within this space;
- To facilitate effective collaboration and partnership;
- To address emerging topics around intercultural competence and communications;
- To develop best practice models in equality action planning;

Opportunity to report incidents to the Immigrant Council of Ireland Anti-Racist Incidents Support and Referral service via stopracism@immigrantcouncil.ie

Slides which were used during the trainings with the transport providers can be found in Annex 1.

Theme 1: Analysing the Community

This theme will explore the dynamics of difference within diverse communities in Ireland and their respective cultures, histories and interactions. It will explore how recent demographic changes in Ireland, including changes in the labour market, impact on

modern public transport delivery. Examples from national and international best practice may be employed. It will create awareness of the impact of prejudice and discrimination and the implications for effective, safe, secure and professional public transport provision.

Theme 2: Reflecting on Diversity Challenges in the Transport Sector

This theme will reflect on the requirements and shape of the modern public transport sector with regard to a diverse and inclusive work environment and how its relationship with customers is articulated.

This theme is designed to inform thinking and practice on how the transport work-environment may be viewed by staff and customers alike from the point of view of respect, non-discrimination and engagement with diverse individuals and groups in society. It will examine the critical advantages and opportunities for the commercial public transport sector from pro-active approaches to difference, conflict transformation and management of diversity.

Theme 3: Increasing Equality Awareness and Opportunity for Equality Action Planning

This consolidates the learning through facilitated discussion and consideration of specific case studies and examples. It will be designed to raise awareness through short presentations followed by question and answer sessions.

This will involve:

- Examination of public transport-specific strategies around anti-racism and equality, communications and engagement with staff and customers alike and
- Building a strategic approach to anti-racism and equality through equality action planning

This theme is intended to develop the skills, competence and knowledge to engage confidently with the nature and scope of diversity by building trust, shared information, expertise, planning and objectivity in managing and delivering a professional and inclusive public transport service in an increasingly differentiated society.

The following modules are a set of sample learning objectives and training contents which can be tailored to suit specific needs.

MODULE 1:   SOCIAL CONTEXT

Aim

The aim of this section is to introduce key concepts around social change, equality, diversity and employment contexts with specific reference to work and the transport sector. The issue of marginalisation in Irish society provides an important starting point for the development of a focused and honest debate on equality and anti-discrimination. The importance of recent social and demographic change is addressed. The relevance of proactive diversity approaches and policies in the employment sector is addressed. **Managing diversity** emphasises managerial skills and policies needed to optimise each employee's contribution to the overall organisational goals. Initiatives are undertaken to enhance organisational morale, productivity and shared benefits.

Learning Objectives

By the end of this module participants shall be able to:

1. Define the key elements of change in Irish society over the past two decades;
2. State the key elements of discrimination and the nine grounds for anti-discrimination in the Irish equality framework;
3. Demonstrate appreciation of the key elements of diversity management in employment related contexts;
4. Articulate an understanding of the role of leadership in promoting organisational growth, learning and renewal;
5. Examine European dimensions (legal and applied) of anti-racism and diversity measures in public transport environments.

A vibrant economy requires a vibrant and diverse supply of labour. As far back as 1997, the **European Employment Strategy** recognised the challenge of diversity for workplaces throughout the European Union and the corresponding challenges this posed for employers and their managers who were now increasingly obliged to take on board the need for inclusive work practices and good relationships in the environment in which employers and employees co-exist.

According to the last Census[4] there were 544,357 foreign nationals in Ireland in April 2011. The largest non-Irish populations include: Polish, British, Lithuanian, Latvian, Nigerian, Romanian, Indian, Filipino, German, American and Chinese.

Since 2011, 60,000 people have naturalised as Irish citizens. This has contributed to the development of a new Irish identity and culture.

Transport Partner Employee breakdown

Dublin Bus, as of December 2012, had 3,300 employees from 68 different countries of origin.

Ethnic minorities more highly represented in bus driver role, 16% of bus drivers with country of origin outside Ireland.

During the same period, TRANSDEV Ireland had 282 employees from 17 different countries of origin; 23% of employees with country of origin outside Ireland Ethnic minorities were more highly represented in revenue protection officer role.

Iarnród Éireann- Irish Rail employs 3,763 staff. Of this cohort, 24 different counties are represented in a variety of roles: drivers, engineers, craftsperson's, clerical and general operatives.

The booming economy masked continuing social inequalities and disparities in access to income. The issue of marginalisation in Irish society has provided an important starting point for the development of a vigorous and impressive debate on equality.

The Equality Agenda

Equality is an integral part of the international standards of human and fundamental rights. The Universal Declaration of Human Rights states the universal dignity and worth of all human beings, equality of all before the law, and the importance of the principle of anti-discrimination in relation to the enjoyment of all human rights and as a stand-alone right.

Equality does not mean uniformity or sameness. Concepts of equality are linked closely to concepts of tolerance and democracy. The struggle for the recognition of equality and human rights is seen as one of the key tasks of contemporary Irish society.

Irish Legislation

The Employment Equality Act, 1998 and the Equal Status Acts, 2000-2012 outlaw discrimination in employment, vocational training, advertising, collective agreements, the provision of goods and services and other opportunities to which the public generally have access on nine distinct grounds. These are: gender; civil status; family status; age; disability; race; sexual orientation; religious belief; and membership of the Traveller Community.

The Employment Equality Acts 1998-2011 aim to promote equality; ban discrimination across nine grounds; ban sexual and other harassment; ban victimisation; make sure suitable facilities for people with disabilities are available in relation to access, taking part

in training in employment; and allow positive action to ensure everyone gets full equality across the nine grounds. Aspects of employment that are covered include job advertising; equal pay; access to employment; vocational training and work experience; terms and conditions of employment; promotion or re-grading; classification of posts; dismissal; and collective agreements.

The Equal Status Acts 2000-2012 aim to promote equality; ban certain kinds of discrimination across nine grounds; ban sexual harassment and harassment; ban victimisation; promote 'reasonable accommodation' of people with disabilities; allow a broad range of positive action measures. The Acts apply to anyone who buys or sells a wide variety of goods; uses or provides a wide range of services; provides or uses accommodation (landlords, tenants, hotels and so on); attends or manages a pre-school, school, college or other educational establishment.

Different types of discrimination
- Direct discrimination is when a person is treated in a less favourable way than another person in the same situation under any of the nine grounds covered by the Acts;
- Indirect discrimination happens where an individual or group of people are placed at a disadvantage as a result of conditions or rules which they might find hard to satisfy and which cannot be reasonably justified. For example, a height requirement might seem neutral but it has a more negative impact on women than men. This is indirectly discriminatory unless it can be proved that the height requirement is justified, appropriate and necessary;
- Discrimination by association happens when a person is treated less favourably simply because they are associated with or connected to another person. For example, if a person was refused a product or service or was harassed because they were married to a person of a different religion, they are being discriminated against because they are being associated with their partner's belief and being refused on that basis; and
- Discrimination by imputation happens when a person is treated less favourably because it is assumed that they belong to one of the categories covered by the nine Grounds whether or not that is the case. For example, if you have a dark complexion and are refused a product or service because the service provider assumes you are of a different race or nationality, this would be discrimination on the race ground.

European Legislation
The Race Equality Directive[5] prohibits discrimination in employment and access to a range of good and services, including social protection, health, social security and education. The Directive:

- puts forward a number of important definitions including direct and indirect discrimination, harassment and victimisation;
- allows for positive action measures, the sharing of the burden of proof and the establishment of equality bodies; and
- gives victims and organisations protecting victims access to justice.

The European Commission is responsible for overseeing its implementation.

In addition, the EU Council of Ministers adopted a Framework Decision against Racism and Xenophobia in April 2007. It ensures that racism and xenophobia are punishable by effective, proportionate and dissuasive criminal penalties across the EU.

A Harsh Reality

The fact remains that modern Irish society is demonstrating disconcerting levels of uneven development, with sharp and sometimes accelerating economic and social divisions. This has increased with the effects of the social and economic crisis following the banking collapse in 2008. In addition to the immediate and evident problems arising, there have been increasing levels of documented inequality, poverty, racist behaviour and discrimination.

Since the launch of the Racist Incidents and Support Service at the Immigrant Council of Ireland, there has been a marked increase in the reporting of racist incidents. It is not possible to say however, whether incidents *per se* have risen, however numerous awareness-raising campaigns have led to increased reporting.

The Immigrant Council of Ireland established a Racist Incidents Support and Referral Service in 2009. Figures in 2013 revealed an 85% increase in the reporting of racist incidents, with a total of 142 racist incidents reported to the Service.

The breakdown of these figures were as follows:

Chart 1: Breakdown of 2013 Figures
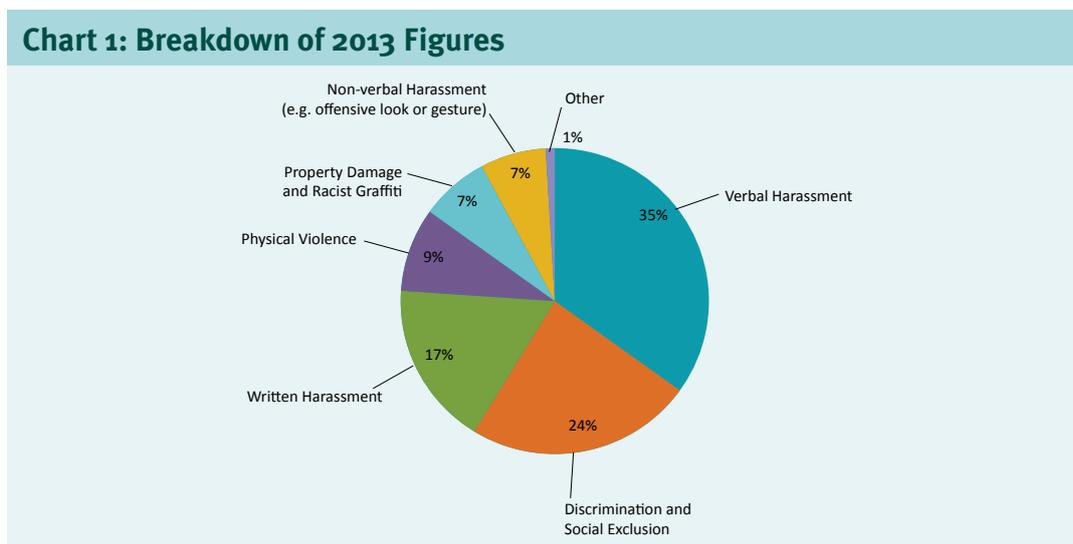
2013 breakdown of racist incidents

Robust partnership and awareness-raising activities with public transport companies have reaped interesting rewards, as, during April 2014, of the 21 racist incidents reported to the Immigrant Council of Ireland, 24 per cent occurred while travelling on public transport, closely followed by 18 per cent occurring in home and local communities and a further 14 per cent occurring in the workplace and whilst accessing government or community services. 42 per cent of victims identified as African.

The Immigrant Council of Ireland has also documented the numbers of Irish nationals of migrant background who have been subjected to racist abuse.

It is within this context, that this project was deemed a crucial and timely response to such issues.

The Business Case for Equality and Diversity

Ireland has proudly touted itself on the international scene as having a young, flexible, highly qualified and diverse workforce. Indeed, the numerous EU headquarters of multinational companies situated in Ireland is testament to this workforce.

A diverse workforce has diverse needs and requires diverse responses.

The engagement with and management of diversity is one of the key aspects of management and personnel practice to emerge from the profound socio-economic changes internationally of the past thirty years.

The nature of the modern labour market reflects the wider social environment in terms of increased diversity occasioned by migration, demographic change and the changing nature

of work due to technological advance. The labour market also reflects the changes in work practice that have been conditioned, on the one hand, by the process of globalisation and, on the other hand, by the enactment of equality-based legislation stemming from EU Directives.

Management of diversity in European terms has been centrally linked therefore to the question of enforcement of the principle of equality among citizens and the prohibition of discrimination on a wide range of grounds.

These issues have direct relevance to the rapidly changing workplace. Diversity is no longer 'out there'. It is here and it growing. Complex interactions between cultures, traditions, languages and beliefs are the norm.

For transport companies this impacts internally (staff and HR procedures), externally (customers and competitors) and legally (norms, standards and compliance).

Internally, equality at the cornerstone of HR practices presents a clear message to existing and prospective employees of fairness and equal treatment[6]. This in turn can lead to positive impacts on employee attitudes, well-being, commitment, performance and productivity.

Employers have identified perceived benefits gained from equality and diversity initiatives such as:[7]

- Access to new labour pools;
- Strengthened commitment to equality and diversity as organisational values;
- Enhanced corporate reputation;
- Helping to attract highly talented people;
- Improved motivation and efficiency of existing staff;
- Improved innovation and creativity amongst employees;
- Enhanced service levels and customer satisfaction;
- Helping to overcome labour shortages;
- Reduced labour turnover;
- Lowered absenteeism levels;
- Improved manager-employee relations;
- Improved access to new market segments;
- Legal compliance, and therefore avoiding litigation costs;
- Improved global management capacity;
- Competitive advantage;
- Improved relations with public bodies; and
- Internal culture change leading to improved collaboration and collegiality.
- Diverse management also can serve to bring about broad thinking and decision-making and engender greater agreement, cooperation and 'buy-in'.

MODULE 2: EQUALITY AND HUMAN RIGHTS FRAMEWORK.

Aim

Managing in an intercultural context sets a series of challenges for management, staff and customers alike regarding legal, cultural and demographic frameworks within which an organisation operates. The aim of diversity management is to develop organisational practices and structures in such a way that all employees' potential and capabilities can be maximised. Human rights education, training and information aim to build a universal culture of human rights. A comprehensive education in human rights not only provides knowledge about rights and the mechanisms that protect them, but also imparts skills needed to promote, defend and apply human rights in daily life, especially at work.

The increasing awareness among business corporations that their mission is not only to deliver benefits to shareholders but to demonstrate commitment to environmental responsibility and the promotion of social values, particularly for stakeholders underlines the learning aims of this module. Human rights mean best business practice.

Learning Objectives

By the end of this module participants will be able to demonstrate increased awareness of:

- The importance of equality and diversity in contemporary society;
- Conflict, communications and culture in the workplace;
- Legal, social and economic dimensions of inequality;
- The changing nature of work and employment in intercultural environments;
- Learning needs in a changing commercial environment;
- Specific equality challenges;
- Learning responses for the modern organisation;
- Diversity as springboard for innovation and collaboration; and
- Moving from legal obligation to competitive advantage.

Concepts of race and ethnicity

Ethnicity/ethnic group[8] – A group of people whose members identify with each other through a common heritage, often consisting of a common language, common culture (which can include a religion) and/or an ideology which stresses a common ancestry. It is the way that most countries and peoples choose to delineate groups and has superseded the biological idea of 'race'.

Prejudice[9] – A negative or hostile attitude/opinion based not on actual factual information, but on a pre-judgment depending on stereotypes about a whole group.

Definition of racial discrimination

International law, under Article 1 of the International Convention on the Elimination of All Forms of Racial Discrimination defines racial discrimination as:[10]

"….. the term "racial discrimination" shall mean any distinction, exclusion, restriction or preference based on race, colour, descent, or national or ethnic origin which has the purpose or effect of nullifying or impairing the recognition, enjoyment or exercise, on an equal footing, of human rights and fundamental freedoms in the political, economic, social, cultural or any other field of public life".

Definition of Hate Crime

Following the Stephen Lawrence Inquiry in Britain in 1999, it was recommended to move towards a victim-centred definition of hate crime.

A hate crime is defined as 'any incident which is perceived to be racist by the victim or by any other person'. This broad definition was adopted to encourage reporting.

Different types of racism

Racism as a direct form of discrimination

This constitutes less favourable treatment than another in similar circumstances by virtue of race, ethnicity, national origins, nationality or colour.

Racism as an indirect form of discrimination

This constitutes practices/policies which intentionally or unintentionally discriminate against some groups.

Institutional Racism

Institutional racism excludes certain groups from society. Institutional racism manifests itself in the education system, the political system, the social welfare system and the general access to rights, entitlements and services.

Indeed the failure to adequately recognise and develop responses to racism has led to the continued victimisation of certain groups. It has led to families feeling under siege in their homes, fearful of their children playing outside and reluctance to report to An Garda Síochána.

Current legislation, by way of the Prohibition of Incitement to Hatred Act 1989 is clearly not fit for purpose and prosecutions are few.

Individual Racism

Whilst the vast majority of people in Ireland do not demonstrate racist tendencies, there is a cohort of perpetrators of racist incidents. These incidents include vandalism and physical and verbal assault. Legal definitions are as follows:

Racial violence[11]

Harassment of, or violence towards, someone who is perceived by the assailant to be racially or ethnically different and where evidence would indicate that someone of a different ethnicity, in the same place and similar circumstances would not have been attacked in the same way. Subject to the above, a formal legal finding or allegation of racial motivation would be taken as *prima facie* (but not definitive) evidence that an attack was racially motivated.

Xeno-racism[12]

A non-colour-coded racism which is directed specifically towards people because they are foreigners.

There is a body of existing research, training modules and publications which may serve as useful tools in broadening understanding and developing good practices including:

- Experiences of Discrimination in Ireland;[13]

- Guidelines on Anti-racism and Intercultural training,[14]

- Stereotyping of Young People Resource Pack,[15]

- Hate Crime in the European Union 2013, Fundamental Rights Agency;[16]

- Discrimination in Recruitment, Evidence from a Field Experience[17]

- Integrated Workplaces: An Action Strategy to Support Integrated Workplaces;[18]

- Promoting Equality in Intercultural Places[19]

Equality Mainstreaming

Equality Mainstreaming is the systematic integration of an equality perspective into everyday work. It involves service providers, equality specialists and groups experiencing inequality in the process. It aims to change organisational cultures so that an equality perspective becomes an integral part of what we plan and provide Equality mainstreaming is a long term strategy which aims to make sure that policy and provision can accommodate

diversity across the nine grounds. It leads to improved policy making through better information, better transparency and openness in the policy making process

Irish Human Rights and Equality Commission

The Equality Authority is currently being merged with the Irish Human Rights Commission. It is planned to bring together the work of the Equality Authority and the Human Rights Commission in a new body to be called the Irish Human Rights and Equality Commission (IHREC)

Positive Duty

The Irish Human Rights and Equality Commission Bill 2014 refers to a positive duty for public bodies. The positive duty expressly requests public bodies to take 'due note' of equality and human rights in carrying out their functions.

The positive duty on equality and human rights will require a public body to have regard to the need to:-

a. eliminate discrimination,
b. promote equality of opportunity and treatment of its staff and the persons to whom it provides services, and
c. protect, promote and fulfil the human rights of its members, staff and the persons to whom it provides services.

Public bodies will be required to set out in their strategic plans, an assessment of the human rights and equality issues it believes to be relevant and the policies, plans and actions in place or proposed to be put in place to address these issues. Public bodies will also be required to report to the public on developments and achievements in that regard in its annual report.

MODULE 3: EMPLOYER DIMENSIONS IN THE TRANSPORT SECTOR

Aim

The overall aim of this module is to provide key training inputs in the themes and issues in diversity management, equality action planning and anti-racism, to support personal and professional competence in dealing confidently with human and social difference in a commercial transport context.

The setting out, communication and dissemination of an organisational *diversity mission or strategy,* and the underpinning organisational culture also have crucial roles to play in helping all stakeholders to understand that the organisation places diversity at the heart of all its activities – not just as some minimalist legal requirement nor as a mere aspiration to feel better, but as a key commercially driven, best practice goal.

The aim of this module is to promote systems to treat all employees equitably by:

- Putting policies and procedures in place to prevent inequality and discrimination occurring;
- Acting swiftly and firmly if instances of inequality or discrimination do occur;
- Making it clear that employers expect fairness, respect and high standards of behaviour between individuals and groups.

Learning Objectives

By the end of the training, participants will be able to demonstrate:

- Self-awareness on bias, stereotypes, discrimination and prejudices about diverse groups;
- Understanding key elements in human difference;
- Define the main elements of cultural difference that lie behind diversity issues in the commercial transport sector;
- Interculturalism and institutional discrimination;
- Diversity competence and the transport sector - mutual benefit;
- Organisational culture: equal opportunities;
- Techniques and methods in managing conflict;
- Work based solutions to diversity, equality law and business best practice; and
- An ability to evaluate the critical roles of leadership and organisational culture in addressing equal opportunities, equity and diversity management.

Context

Migrant workers are likely to continue to form an important part of the European labour force. Declining birthrates in almost all countries (Ireland is a significant exception) mean that interculturalism and diversity will become essential elements in the emerging workforce.

Other challenges and opportunities for organisations will arise from an increasing desire amongst employees to change their work patterns in order to achieve a better work-life balance.

Given the operating context outlined above, organisations and companies best placed to succeed in the changed world of tomorrow will be those that value, encourage and accommodate diversity amongst their employees, customers and suppliers. In order for this to materialise, equality and diversity need to be made a *strategic priority*.

The consequences of doing so include important business benefits, such as a more engaged workforce, enhanced levels of client satisfaction, and increased marketplace opportunities.

At the individual level, it should be evident and the normal practice that each and every employee has the right to be treated fairly, and with *dignity* and *respect*.

A focus on diversity also helps to mitigate the risk of discrimination claims or costly employment tribunals. The setting out and communication of an organisational diversity mission or strategy, and the underpinning organisational culture also have a crucial role to play in helping all stakeholders to understand that an organisation embeds diversity in its activities as a key commercially driven, best practice goal. Diversity enhances profitability. That is a fact.

Examples of Cases

A number of cases have come before the Equality Authority with regards to discrimination on the basis of one or more of the nine grounds.

Equality Authority v An Airline Company

An e-mail was received from a member of the public who believed that an advertisement placed by an Airline for the recruitment of staff to the premium lounge of the Airline in Dublin airport was discriminatory on the race ground. The advertisement had stated that preference would be given to suitably qualified and experienced nationals of a named country.

Having contacted the airline the Authority were advised that the reference in the advertisement appeared in error as the advertisement was based on a previous advertisement for lounge staff in the country mentioned where it is a legal requirement to give preference to nationals for such positions. The Airline advised that on discovering the error, the advertisement was immediately removed from the site and that no hiring decisions were made on the basis of the advertisement.

Source: The Equality Authority Annual Report 2010 Page 10

Lithuanian woman awarded €34k in Mayo discrimination claim

A WOMAN HAS been awarded €34,000 in damages by the Equality Tribunal after a claim that her employer discriminated against her on race grounds during the time she worked in their Supermac's and Costcutters in Mayo.

The woman is a Lithuanian national who was employed by the company from January 2009 to June 2010.

She was at first working in a Supermac's franchise in Ballindine and was then moved to the local Costcutter, also owned by the business. In one incident, a female customer asked about the price of sweets. The complainant said that she told her that they were €2.99 and the customer said "f****** Polish why are they working here they don't understand English?".

Source: http://www.thejournal.ie/lithuanian-woman-mayo-1272851-Jan2014/ (date of access: February 21st, 2014)

Equality Tribunal finds Bus Éireann discriminated against disabled passenger

A SIGNIFICANT PERCENTAGE of Bus Éireann's fleet is still not fully accessible to all passengers despite the Equality Tribunal's ruling earlier this year that the company discriminated against a disabled man. Karol Doherty, a Paralympic athlete from Donegal, filed a complaint against the bus company for failing to provide accessible transport on the Derry to Dublin route between April 2010 and April 2011.

The tribunal found in his favour, awarding him €1,000 for the distress caused by the company treating him "less favourably" and failing to provide "reasonable accommodation in relation to its bus service". Doherty told the tribunal that he had difficulties getting on and off the bus because the driver could not use the vehicle's wheelchair lift. He said he had to drag himself onto the steps of the bus "on his bum" in a way that was "unhygienic, degrading, humiliating and very embarrassing."

Although Bus Eireann had claimed it had fulfilled the requirements set out in the Equal Status Acts, the company said it did not dispute any of the facts as stated by the complainant.

Source: http://www.thejournal.ie/equality-tribunal-finds-bus-eireann-discriminated-against-disabled-passenger-310516-Dec2011/

Possible Actions

In order to treat all employees equally it is important that organisations:

- Develop and implement robust policies and procedures to prevent inequality and discrimination occurring;
- Act swiftly and firmly if instances of inequality or discrimination do occur in line with established policies and procedures;
- Leadership to demonstrate and establish high standards of behaviour as the norm;
- Broad participation via representation of all workplace key actors are involved in an equality action plan to implement strategic statements on anti-racism and equality and/or equality and anti-racist policies, and
- Demonstrate leadership with regards to diversity

In attempting to explain the links between equality and diversity, we could say that diversity is the positive outcome of equality. It is frequently recommended that the starting point for any program to address fairness at work, diversity management or anti-racism should be an *equality policy*, backed up by an action plan to show how equality will be addressed.

Useful tools such as the Equality Benefits Tool[20] can assist your organisation to make the most of equality for your employees, customers or services users. 'A Toolkit for Equality Screening', Equality Authority is also a helpful resource.

HR departments

Hr departments will be expected to have an in-depth knowledge of anti-discrimination legislation, to formulate policies and procedures and to handle any disputes in this regard.

Line managers and supervisors will tend to be more involved in the practical application of these policies, e.g. in the recruitment process. Their most important role, however, is likely to be a cultural one – leading by example and creating a working environment in which every team member feels included, valued, and respected.

Senior leaders

Senior leaders are able to influence the diversity agenda at a strategic level. The success of any diversity strategy is based on 'buy-in' from senior leadership initially. It needs to be perceived as a weighty and real priority by internal and external stakeholders alike.

Senior leaders must therefore firstly clearly understand and support the diversity strategy and secondly be able to express and explain the organisation's diversity mission. Leaders must also detail what their expectations are vis-à-vis employee interaction and the support of diversity in it.

When it comes to diversity, it is vital that senior leaders lead by example in everything they say and do.

Diversity champions

Diversity champions may be appointed in some organisations. Where they exist, they are usually employees with authority and influence, who can promote the diversity vision and strategy internally. They can also offer advice to senior executives on diversity matters, monitor and evaluate the impact of any diversity initiatives and provide regular feedback to the senior management or the Board of Directors.

Diversity champions within the organisation allows for companies to showcase their openness, forward-thinking and acumen, attracting and retaining diverse talent, as well as impressing visually.

There are several reasons why equality and diversity should underpin today's organisations. Compliance with regulations regarding discrimination is demanded by law. A focus upon ethical and legal obligations can, however, distract organisations from successfully identifying and communicating the human and economic benefits of diversity.

Promoting and supporting equality and diversity in the Transport Sector

Public Awareness

To date, the transport sector has demonstrated a firm commitment to anti-racism and diversity and has been to the forefront in manifesting leadership in the public space. In close collaboration with the Immigrant Council of Ireland, all three providers have promoted anti-racism via two campaigns 'Dublin Transport Links, Racism Divides' (March 2013) and 'There's No Room on Board for Racism and Discrimination (April 2014).

Report a Racist Incident

The Immigrant Council of Ireland's Racist Incidents Support and Referral Service provides a range of supports to people who have experienced or witnessed racism.

The aim of the service is to provide supports and information to people who have experienced or witnessed a racist incident and to monitor the extent of racism in Ireland.

The types of supports we can provide range from referrals to counselling if that is required, information about avenues for redress, support in making a formal complaint to an appropriate agency and information as to where to seek legal representation. The data we gather about racist incidents will be used to inform advocacy for legislative or policy change.

Racist incidents are under-reported in Ireland. Whether the type of incident involves actual violence or threats, damage to property, racist insults, graffiti, racist publications – including on the web – or discrimination at work or when accessing services, we believe it should be recorded.

If you have experienced or witnessed a racist incident you can contact our anti-racism helpline by email: stopracism@immigrantcouncil.ie

Please be sure to include your telephone number and/or email address.

Pro-active approaches

Independently outside of collaborative partnerships, the transport companies have taken further initiative to send out a clear message to public transport users via strong messages as demonstrated in the posters below:
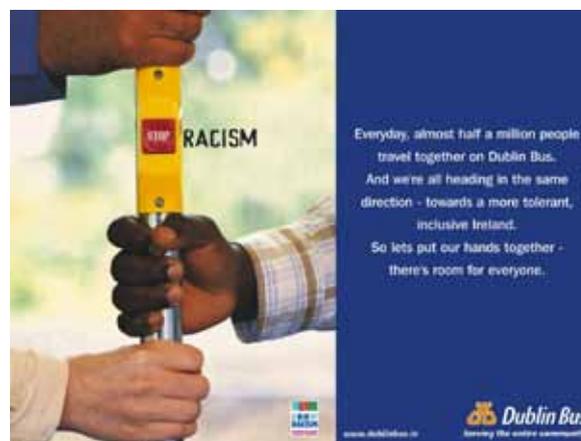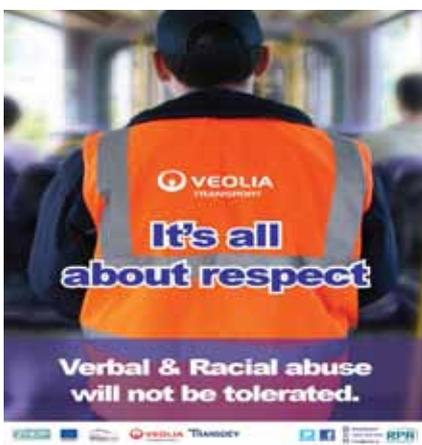
Internal Best Practice

The Transport companies have furthermore internalised anti-racism messages via their policies and reporting procedures.

These are demonstrated below:

TRANSDEV Ireland Policy on Racial Abuse.

1. All racially motivated incidents should be reported immediately to the CCR, specifically stating the abuse is/was racial in nature.
2. The CCR will log the matter under the Racial Provocation category in the Ted Database
3. The employee will be required to complete an incident report form outlining the details of the incident
4. A specific case number will be created by the Security and Compliance Department and the incident will be reported to the Gardaí.
5. The Security and Compliance department will manage the case until its conclusion and will keep the staff member involved fully aware of developments as they may arise.
6. All racially motivated incidents will be reviewed at the monthly security meeting and action plans to combat racial abuse will be devised from this meeting.
7. Information collated will be provided to the Immigrant Council of Ireland and will be used for the purposes of driving a strategic agenda to attempt to eradicate and minimise racially motivated abuse on the Luas system.

Drive against racism

Introduction

Dublin Bus are committed to promoting and maintaining equality and diversity as an employer and as a service provider.   We have in place an Equality Diversity Strategy which outlines our commitment to this.   A core part of this strategy was to promote an inclusive workplace that –

- accommodates and values cultural and other diversity,
- is free from discrimination and harassment
- supports and welcomes minority groups
- takes practical steps to achieve full equality in practice for employees and customers from minority groups

- makes sure that minority groups are represented and involved in various workplace activities, and
- communicates a message for greater equality in the wider community.

In 2011 we participated in research carried out by the Immigrant Council of Ireland which resulted in the publication "Taking Racism Seriously". This document sets out a proposed action plan to address issues arising from this research.

Issue to be addressed

Black and ethnic minorities - the research highlighted a high level of racial abuse of bus drivers from black and ethnic minorities. The drivers have also indicated that supervisors do not take into account the impact of such abuse and treat their complaints in the same way as other abuse complaints.

White Irish drivers and inspectors are regularly accused by customers of being racist, when they are pointing out that a ticket is not valid or that a customer must fold a buggy before getting on the bus. The drivers find this difficult to deal with and it has the potential of causing conflict and stereotyping.

Action plan

Dublin Bus wish to address the issues relating to racism by an initiative entitled "Drive against Racism". We believe the impact of any activities could be more effective and could reach a wider audience if we work in partnership with other transport providers in the city of Dublin.

Objective of plan
- To raise awareness of what racism is
- To make a stand against and challenge racism
- To support employees and customers who have been racially abused

Proposed actions

The proposed actions include :

- Consultation with stakeholders: bus drivers, Garda Síochána, managers/supervisors and trade unions.
- Development and implementation of a reporting structure for racist abuse
- Information and awareness raising publications – brochure and poster.
- Awareness and training event for managers/supervisors.
- Development of awareness raising in schools and local communities through Community Support Drivers, Garda Síochána, Immigrant Council of Ireland, and Dublin City Council.

Proposed stages of action plan

Stage 1   Consultation with a mixed group of bus drivers including some from black and ethnic minorities outline proposed plan and seek comments and suggestions.

Consultation with Garda Síochána to discuss how Dublin Bus can engage with them in reporting and following up on racist incidents.

(Discussion with other transport providers, if possible)

Final outline of action plan.

Stage 2   Briefing for Depot Managers on urgency of addressing issues.

Consultation with Depot Administrators on developing reporting structures.

Design information leaflet and poster (Dublin Bus Marketing Department).

Stage 3   Development of awareness raising training programme in consultation with Immigrant Council of Ireland.

Awareness raising training for depot administrators and inspectors.

Awareness raising training for community support drivers.

Stage 4   Consultation with stakeholders on community initiative.

Development of presentation/training material for schools and communities.

MODULE 4: SERVICE PROVISION DIMENSIONS

Aim

Diversity is about empowering people and the key learning aim of this module is to see how service quality relates directly to equality planning approaches. It seeks to make transport organisations effective by capitalising on the strengths of each employee. To establish and maintain competitive edge, public transport companies will need to grow their work-force from groups into teams that use the full potential of every individual. By thinking about the ways in which the culture of the organisation operates, participants can identify barriers that may, consciously or unconsciously, be holding back the potential of the workforce.

Learning Objectives

By the end of the training, participants will be able to demonstrate:

- Engagement with diversity - specific group issues
- Ability to describe key components of diversity in terms of rationale, origin, rights and legislation
- Examine work-based solutions in diversity management and HR practice in the operations, customer relations and business model of transport providers.
- Identification of key workplace barriers:
    1. Exclusion and Invisibility
    2. Stereotyping
    3. Imbalance/Selectivity
    4. Unreality
    5. Fragmentation and Isolation
    6. Linguistic Bias

Further guidance to assist with embedding equality can be found in "Embedding Equality in Public Services: What works in practice"[21]

Context

Diversity is about empowering people. It makes an organisation effective by capitalising on all of the strengths of each employee.

Simply enforcing government regulations will not achieve best practice. To obtain real competitive edge, public transport companies need to grow their work-force from groups into teams that use the full potential of every individual, whilst seeking to merge individual goals with organisation goals and vision.

Public transport is concerned with the safe, timely, regular and efficient movement of masses of people from one point to another. As such it is intimately connected with customer service and responsiveness, creation of a secure environment that is reliable. The expression of hostile or aggressive racist or exclusionary opinions or ideas can be profoundly disturbing to other passengers as well as staff. Standards of professional conduct and fair treatment are critical to ensure that passengers can avail of a service that is welcoming, safe and efficient. Duties of care towards staff by employers are essential in protecting dignity and creating a healthy work environment.

External Impact of Diversity Issues

Daily experiences of staff and commuters on board public transport can be categorised into two sets of responsibilities:

- Staff is obliged to abide by work 'rules' such as collection of fares etc.
- Staff is furthermore responsible for the safe transport of diverse groups of individuals from A to B.

An example of the cross-over between these two sets of responsibilities are illustrated in a case study taken from the Immigrant Council of Ireland report 'Taking Racism Seriously'.

They then wanted their money back. I said I could issue a refund but not give the money back. All three became abusive and started banging at the door and shouting: 'Bring the nigger out, we'll kill him.' One of them put his hand in the small hole to open the door. All the passengers were quiet. I held on to his hand and then released it. He then spat in my face and left the bus. – Adam

Anti-social behaviour (verbal and physical abuse), fare evasion and managing challenging group dynamics can powerfully influence staff and indeed customer perceptions and experiences of racism or exclusionary behaviour.

This is a critical dimension of a large amount of diversity and equality training – the external impact of diversity issues.

Diversity Management

Many public staff have experienced or witnessed abuse and offensive attitudes. This can lead to a blurring of the lines between diversity specific issues and conflict management.

Whilst there is a connection, it is essential to focus on what was relevant and appropriate – diversity is not always negative and/or linked with conflict. In this context, much attention needs to be paid in the diversity strategy or anti-discrimination training delivery to cultural difference, the meaning of symbols, cultural etiquette, customs, traditions, beliefs, language, social norms and courtesy. This is often highly valued by most staff and produces a large amount of new learning.

Racist and negative attitude and abuse affect public confidence in public transport. This may have an immediate and significant negative affect on public willingness to purchase a transport service. Indeed young people in focus groups with the Immigrant Council of Ireland, in the context of another project, shared concerns with regards to their safety on certain routes, and also expressed reluctance at times to sit upstairs as they felt less secure.

Challenges in Service Provision

In this context and increasingly so, professional diversity management is also very much about customer service. In an increasingly diverse society this becomes and imperative.

A critical issue in looking at public transport is the fact that it provides a service. As a service provider transport provision is centrally involved with customers and public interface. It is in this sphere that significant challenges emerge in dealing with a changing Ireland. Public attitudes can vary wildly from bland indifference to new communities or people perceived as different to hostility and overt expressions of hostile or negative comments.

It has been established that racist incidents occur disproportionately against staff of migrant backgrounds. The Immigrant Council of Ireland 'Taking Racism Seriously' documented racist slurs, spitting, urinating on drivers and even serious physical assault resulting in hospitalisation.

Focus groups with young passengers in the context of a separate Immigrant Council of Ireland project, also identified racism between passengers as an issue of concern.

MODULE 5: STRATEGIC PLANNING FOR DIVERSITY AND ANTI-RACISM.

Aim

The aim is to develop a compelling business case for the management of diversity and planning for equality action. In this environment, new capabilities for diversity management need to be developed.

The responsibility of senior management is two-fold: to increase the diversity of the workforce in a purposeful way, and to lead this diversity with a new range of leadership competencies.

Managing the creation of a diverse workforce is a key task and responsibility of the strategic organisation in regard to diversity and anti-racism. To create an organisational approach to diversity that avoids tokenism and the mere appearance of diversity in favour of real differences to competitive advantage requires change on several levels. This module outlines the necessary areas of emphasis, and places the responsibility for creating change upon all those who lead others, regardless of job title, role or function.

Learning Objectives

By the end of this module, participants will be able to:

- Corporate Objectives for Diversity and integrate these into the corporate Business Plan;
- Include diversity principles in the corporate mission statement to integrate diversity into the corporate philosophy, day-to day practices, and way of doing business.;
- Develop a clear business rationale for diversity policies;
- Support managers to write up specific diversity plans for their departments.
- Involve Senior Leadership in Planning and Implementing the Company's Diversity Programs;
- To ensure leadership participation in diversity initiatives, understand the need to create a separate senior executive position focused on diversity objectives; and
- Value the importance of Organisational Structure: such as creating a diversity office focused on promoting diversity in the company.

Planning for Equality and Diversity

The contemporary world presents a compelling business case for the management of diversity. Globalisation, the increased diversity of potential workforces and markets, and the expansion of international team-working all play their part. In this environment, new capabilities for diversity management must be developed.

Managing the creation of a diverse workforce is a key task and responsibility of the strategic organisation in regard to diversity and anti-racism. The following model outlines the necessary areas of emphasis, and places the responsibility for creating change upon all those who lead others, regardless of job title, role or function.

Employees are offered an opportunity to reflect on their own attitudes and behaviour patterns, and unearth their underlying beliefs and prejudices. This exercise is vital, as the organisational culture will be constituted from this patchwork of individual, and often unconscious, prejudice. Skills training is offered to all leaders for both breaking down inter-cultural barriers, and effectively communicating with a diverse workforce.

Leaders are trained in the practice of seeking and encouraging differences, and leveraging benefits from these. For example, a new perspective from an employee from an ethnic minority could offer insight regarding the provision of carefully tailored services for clients with that same ethnic background. Leaders are encouraged to use high-quality levels of advocacy and inquiry, enabling the whole organisation to envisage the benefits of increased diversity.

The entire workforce is encouraged and trained to understand differences and their value in interpersonal and cross-team relations. Working relationships and groups are designed and developed such as functional teams for maximum productivity and quality of service via a greater understanding of so-called 'invisible' diversity factors, such as skills, potential, work styles and preferences, and team dynamics.

The diversity literature cites leadership more frequently than any other element in the effective development of a sustainable diversity and inclusion strategy. The company's leadership should cultivate a mindset that acknowledges that diversity requires long-term cultural change, views diversity as good for people, and interprets diversity to include all people.

The number of diversity policies that senior managers initiate and explain, and their communication— including memos, public statements, and company speeches—with employees on the topic, reveal the degree of executive commitment to diversifying the workforce or to acknowledge the existing diversity in the company.

Corporate leaders should also embrace diversity within their own ranks. Diversity at the top level signals the leadership's willingness to value and capitalise on it.

Senior leaders need to communicate their commitment to diversity through a corporate mission statement as well as memos, public statements, and speeches.

The professional and consistent use of communication — diversity newsletters, informational intranet, seminars and direct memos from the CEO — as an "internal marketing campaign"

can play a valuable role in winning the support and enthusiasm of employees and define what wider stakeholders need and can contribute.

Strategic Targets

From this a number of strategic targets can be developed. These can include:

- Development of Corporate Objectives for Equality and Diversity and integration of these into the Business Plan;
- Include equality and diversity principles in the corporate mission statement to integrate diversity into the corporate philosophy, day-to day practices, and way of doing business;
- Support managers to write up specific equality and diversity plans for their departments;
- Leader Involvement: Involve Senior Leadership in Planning and Implementing the Company's Equality and Diversity programs; and
- Create an equality and diversity office focused on promoting equality, diversity and anti-racism in the company.

Equality and Diversity Statements

The following statements were further developed in the context of this Project and demonstrate good practice in the transport sector:

Iarnród Éireann-Irish Rail Equality and Diversity

Iarnród Éireann-Irish Rail acknowledges that equality and diversity is not giving preferential treatment to individuals. Nor is it treating all in the same manner or lowering standards. Equality and diversity for the organisation is concerned with treating individuals in a fair and equitable fashion.

The organisation holds the belief that supporting equality and diversity is not only ethical but also good business sense. Our goal is to continue to support an inclusive environment for staff and customers.

At work we seek to sustain a safe and inclusive working environment that integrates a diversity of employees drawn from across the nine grounds covered by the equality legislation.

In our service provision we seek to achieve high levels of customer satisfaction and sense of comfort for the diversity of our customers drawn from across the nine grounds covered by the equality legislation.

To support this commitment to equality and diversity in 2012 we participated in an initiative 'Transport against Racism' in partnership with the Immigrant Council of Ireland and other transport providers in Dublin.

In moving this initiative forward Iarnród Éireann-Irish Rail has developed an action plan. Part of this action plan has seen the organisation gather together a committee of senior managers from different sections across the company to launch the goals of this initiative.

Goals of initiative
- Review and update our policy on equality and diversity in Iarnród Éireann-Irish Rail.
- Deliver a training programme in diversity and raising awareness of racism in all its forms to our staff.
- To measure the level of racist incidents occurring on our services.

Actions taken to date
A draft policy is now completed and will be presented to the organisation for final agreement

The organisation has recently delivered with the support of the Immigrant Council of Ireland training sessions to station and on board staff.

Proposed actions
- Integrated equality and diversity training into training session such as customer care programmes.
- Bring together stakeholders such as station manager, safety liaison executives and revenue protection officers to further develop the initiative.
- Measure the level of racist behaviours on our services.
- Create a specific incident report form to capture the level of incidents.
- Use our current report structures to record such incidents.
- Develop actions to combat such behaviours: such as poster campaign etc.
- Consult with our customer focus groups.

Development phases

Phase 1: Identifying managers to initiate and support the initiative.

 Status: Completed.

Phase 2 Review of equality and diversity policy.

Status: Final draft completed.

Phase 3 Introduce training sessions with the support of the Immigrant Council of Ireland

Status: Completed.

Phase 4 Identify relevant stakeholder to develop and deliver incident form and report structure into the organisation.

Status: Ongoing.

Phase 5 Work with our training centre to continue to develop and deliver awareness of racism in training sessions.

Status: Ongoing

TRANSDEV DIVERSITY POLICY JUNE 2014

Introduction

TRANSDEV serves a diverse customer base. Our customers are drawn from across the full spectrum of the general public. They include women and men; Black and minority ethnic people, including Travellers; young people and older people; lesbian, gay and bisexual people; trans people; people with disabilities; and people of different religions and no religion.

TRANSDEV employs a diverse workforce. Our staff members reflect the society around us. They are drawn from these same groups as our customer base. This diversity is an important part of our business success. It makes us more creative, flexible, productive and competitive.

TRANSDEV has a valuable track record in promoting equality, adjusting for diversity, and preventing discrimination. We provide diversity awareness training to our staff. We have run internal and external campaigns to promote diversity. We give leadership on this issue from the top.

We have developed competency based recruitment and promotion processes. We provide a flexibility that enables employees to balance work and life responsibilities. We have put in place effective procedures to address any instances of bullying or harassment. We have developed high levels of accessibility to our services for customers with disabilities.

We aim to continue our commitment to and our track record in responding to diversity through the implementation of this policy.

Commitments

We are committed to:

- Placing equality, diversity and non-discrimination at the heart of all that we do. These values are integral to, and reflected in, the work of each of the different Departments that make up TRANSDEV.
- Compliance with the Employment Equality Acts and the Equal Status Acts. These Acts prohibit discrimination in the workplace and in the provision of services on the grounds of gender, civil status, family status, age, disability, sexual orientation, race, religion and membership of the Traveller community.
- Going beyond this goal of non-discrimination to achieve a celebration of diversity and, in particular, the diversity of our staff and customers.

Objectives

We will implement our commitments by taking action to realise three objectives:

1. To manage and sustain a workplace that achieves diversity with staff members from all nine grounds, that values and respects this diversity, and that enables this diversity to be reflected at all levels in the company.
2. To provide a service to our customers that is accessible, welcoming to the diversity of our customers, and based on mutual respect.
3. To engage with the communities we serve and the companies we do business with in a manner that communicates our commitment to equality, diversity and non-discrimination and that reflects a corporate social responsibility based on these values.

Action Areas

To manage and sustain a workplace that achieves diversity with staff members from all nine grounds, that values and respects this diversity, and that enables this diversity to be reflected at all levels in the company.

a. Human Resource Management

- Recruitment and Promotion
  We ensure that our recruitment and promotion processes are competency based and free from discrimination.

  We make reasonable accommodation in our recruitment and promotion processes for people with disabilities and make necessary adjustments to reasonably accommodate diversity across the other eight grounds.

  We take steps to encourage job applications from people in groups across the nine grounds covered under the equality legislation. We give particular attention to encouraging applications from groups under-represented within our workforce.

- Staff Development
  We take steps to support staff development for staff members from groups that are under-represented at more senior levels of the organisation including through talent spotting, mentoring, access to a varied work experience, and training.

  We ensure that training opportunities and work experience opportunities are open to all staff members including those from across the nine grounds covered under the equality legislation.

  We ensure that access to vacancies in the group worldwide is open to all staff members including those from across the nine grounds covered under the equality legislation.

- Flexible working arrangements
   We make reasonable accommodation in our work processes for staff with disabilities and take necessary steps to reasonably accommodate the diversity of staff across the other eight grounds.

  We provide flexible working arrangements to support work life balance for all staff provided the operational requirements are maintained.

- Dignity at work
  We take steps to ensure a workplace that is free from sexual harassment, harassment and bullying. We have a bullying and harassment policy.

  We include a focus on equality, diversity and non-discrimination in any survey of staff members' experience of working in TRANSDEV.

b. Organisational Culture

- Cultural change
  We take initiatives to stimulate and encourage a workplace culture that

celebrates and welcomes diversity. This includes training, internal campaigns, events, and internal communication processes.

- Interactions
  We ensure positive interactions across the diversity of our staff. This is a feature of social events, celebrations, and staff management.

To provide a service to our customers that is accessible, welcoming to the diversity of our customers, and based on mutual respect.

a.   **Customer Service**

- Passenger charter
  Our Passenger Charter includes a commitment to accessibility to customers with disabilities and staff awareness in relation to disability issues.

  This underpins the commitments in this strategy and is being developed to reflect our commitments to a wider diversity of customers across the nine grounds.

- Customer care
  Our customer care services take into account and make necessary adjustments to ensure the needs of the diversity of our customers across the nine grounds under the equality legislation are responded to.

- Diversity
  In our various interactions with customers we give consideration to equality, diversity and non-discrimination for the diversity of our customers.

  We include a focus on the diversity of our customers across the nine grounds covered under equality legislation in our mystery shopper exercises and our customer service surveys.

b.   **Reasonable accommodation**

- Customers with disability
  We make reasonable accommodation for customers with disabilities. This is a feature of our physical infrastructure. It is reflected in the work of our call centre, the knowledge and skills of our staff, and the formats and manner in which we communicate with customers.

- The diversity of our customers
  We take initiatives to better understand the diversity of our customers from across the nine grounds of the equality legislation and to respond to any practical implications of this diversity for the services we provide.

c. Communication with and feedback from customers

- Communication channels
  There is a wide range of channels of communication with customers available to the company. The messages transmitted reflect and communicate our commitment to equality, diversity and non-discrimination. The imagery used in these messages reflects and communicates the diversity of our customers. We conduct communication campaigns specifically on issues related to diversity.

- Feedback mechanisms
  The customer feedback mechanisms deployed ensure that we get feedback on the customer experience and customer needs of people from across the nine grounds covered by the equality legislation.

d. Mutual respect

- Staff to customer
  Our staff members are committed to respecting and celebrating the diversity of our customers. This commitment is enabled through training, management support, and company policy.

- Customer to staff
  Our staff members are, at times, subjected to anti-social behaviour. This can be further aggravated when there is a dimension to this behaviour that seeks to offend or humiliate the person on the basis of their membership of one of the nine grounds covered under the equality legislation. We take steps to respond to these situations when they occur, to give necessary care and support to staff members who are subject to this behaviour, and to prevent the emergence of this behaviour.

To engage with the communities we serve and the companies we do business with in a manner that communicates our commitment to equality, diversity and non-discrimination and that reflects a corporate social responsibility based on these values.

a. Marketing

- Branding
  The branding of our company in our public relations work reflects our commitment to equality, diversity and non-discrimination.

b. Contracts

- Non-discrimination
  We take steps to ensure that there is no discrimination in our procedures for and practice of tendering for and placing of contracts.

- Standards
  We take steps to ensure that companies we contract work to, adopt and

implement the standards of equality, diversity and non-discrimination that we have set for ourselves.

- Supplier diversity
  We take steps to support tendering by companies run by people from groups that experience inequality in our society.

c. **Corporate Social Responsibility**

- Our commitment
  Our corporate social responsibility makes commitments to a wide range of stakeholders. Our commitment to equality, diversity and non-discrimination is incorporated as appropriate into the implementation of these commitments.

- Marketplace, Workplace, Community,
  Our corporate social responsibility includes a specific focus on improving customer experience, providing support to our employees, and playing an active role in communities. A specific focus on the diversity of customers, staff and communities across the nine grounds is developed each year within the initiatives implemented under each of these headings.

- Leadership
  Our corporate social responsibility commits us to showing leadership in this field. This leadership includes a focus on issues of equality, diversity and non-discrimination.

Implementation

Responsibility

The Human Resources Department has overall responsibility to drive the implementation of this policy. All Departments of TRANSDEV assist them in implementing this policy within their areas of responsibility.

Annual review and plan

This policy is subject to annual review by senior management. This review assesses progress made in the previous year. It identifies priority actions for the coming year and establishes targets in this regard. An action plan for the coming year is agreed on foot of this review. Templates for the development of this action plan are set out in Appendix One.

Communicate the policy

This policy is available on our website and distributed to all staff. It is promoted to our customers through the various channels of communication available to the company.

Staff appraisal

Staff appraisal includes a focus on the implementation of this policy. Staff members are enabled to give feedback on issues relating to diversity that might be arising during the appraisal. Staff will receive feedback on their contribution to the implementation of this policy.

Diversity awareness training

Diversity awareness training is provided to staff to enable their effective engagement with the implementation of this policy.

Standards

We uphold a range of externally recognised standards to shape the way we operate as a company. These include the 'Business Working Responsibly' Mark, the EFQM Excellence Model, and the ISO 9001 Quality Management Systems.

External Stakeholders

We engage with Non-Governmental Organisations representing groups that experience inequality in the implementation of this policy.

We work with Business In The Community Ireland to develop and implement our commitment to corporate social responsibility.

Complaints

Any employee who feels they have been discriminated against or who feels they have been subject to harassment or sexual harassment can make a complaint under the company's grievance procedure. Any employee found to be in breach of this policy may be subject to the company's disciplinary procedure.

We implement adequate and effective procedures to investigate and deal with any alleged instances of sexual harassment, harassment and bullying and implement a specific bullying and harassment policy in this regard.

Appendix: Planning Templates

Objective:

To manage and sustain a workplace that achieves diversity with staff members from all nine grounds, that values and respects this diversity, and that enables this diversity to be reflected at all levels in the company.

Action Area	Action	Ground	Output	Outcome	Performance Indicator	Timing	Person Responsible
Resource Management: Recruitment and Promotion							
Resource Management: Career Progression							
Resource Management: Flexible Working Arrangements							
Human Resource Management: Dignity at Work							
Organisational Culture: Cultural Change							
Organisational Culture: Interactions							

Objective:

To provide a service to our customers that is accessible, welcoming to the diversity of our customers, and based on mutual respect.

Action Area	Action	Ground	Output	Outcome	Performance Indicator	Timing	Person Responsible
Customer Service: Passenger Charter							
Customer Service: Customer Care							
Customer Service: Diversity							
Reasonable Accommodation: Customers With Disability							
Reasonable Accommodation: The Diversity of Our Customers							
Communication with and Feedback from Customers: Communication Channels							
Communication with and Feedback from Customers: Feedback Mechanisms							
Mutual Respect: Staff to Customer							
Mutual Respect: Customer to Staff							

Objective:

To engage with the communities we serve and the companies we do business with in a manner that communicates our commitment to equality, diversity and non-discrimination and that reflects a corporate social responsibility based on these values.

Action Area	Action	Ground	Output	Outcome	Performance Indicator – Measure of Success	Timing	Person Responsible
Marketing: Branding							
Contracts: Non-Discrimination							
Contracts: Standards							
Contracts: Supplier Diversity							
Corporate Social Responsibility: Our Commitment							
Corporate Social Responsibility: Marketplace, Workplace, Community							
Corporate Social Responsibility: Leadership							

RESOURCES:

These will include contacts of relevant organisations, outline of relevant legislation, resources developed by partners in the project, promising practices from other jurisdictions, etc.

Taylor Cox Jr, Creating the Multicultural Organisation (Jossey-Bass, 2002) p3.

Lynda A C MacDonald, Equality, Diversity and Discrimination: How to Comply with the Law, Promote Good Practice and Achieve a Diverse Workforce (Chartered Institute of Personnel Development, 2004) p2.

Henrietta Hill, Promoting Equality and Diversity: a Practitioner's Guide (Oxford University Press, 2008) p6.

How to Build your own Business Case for Diversity and Inclusion, p6 at //www.cipd. co.uk/subjects/dvsequl/_bscsdvrstl.htm.

Lynda A C MacDonald, p2.

The Equality Benefits Tools are a compendium of processes and templates from different projects, they contain equality policies templates, equality action planning templates and various equality-proofing templates (screening, impact assessments) both from an employment and equal status perspective:
http://www.equality.ie/en/Good-Practice/Equality-Benefit-Tools/

This publication is very interesting from the point of view of processes for equality mainstreaming and what may work in the public sector:
http://www.equality.ie/en/Publications/Good-Practice-Publications/Embedding%20 Equality%20in%20Public%20Services.html

These are some of the publications that are specific on the race ground and on promoting equality in intercultural workplaces. Most of them give ideas on actions, best practice initiatives and organisational approaches

http://www.equality.ie/en/Publications/Good-Practice-Publications/Promoting-Equality-in-Intercultural-Workplaces.html

http://www.equality.ie/en/Publications/Good-Practice-Publications/Towards-a-Workplace-Equality-Infrastructure.html

http://www.equality.ie/en/Publications/Good-Practice-Publications/Achieving-Equality-in-Intercultural-Workplaces-.html

http://www.equality.ie/en/Publications/Good-Practice-Publications/An-Action-Strategy-To-Support-Integrated-Workplaces.html

http://www.equality.ie/en/Publications/Good-Practice-Publications/Anti-Racism-Resource-Pack-.html

Other publications on race ground, that may be of interest:

http://www.equality.ie/en/Publications/Policy-Publications/Investing-in-Equality-Improving-Services.html

(This is a Report of the work by Cavan and Kildare County Councils to improve services for Black and minority ethnic (including Traveller) people)

http://www.equality.ie/en/Publications/Policy-Publications/Responding-to-Racist-Incidents-And-Racist-Crimes-in-Ireland.html

Other Policy publications

http://www.equality.ie/en/Publications/Good-Practice-Publications/Guidelines-for-Employment-Equality-Policies-in-Enterprises.html

http://www.equality.ie/en/Publications/Good-Practice-Publications/Guidelines-for-Equal-Status-Policies-in-Enterprises.html

Transport specific initiatives on the age-ground

http://www.equality.ie/en/Publications/Good-Practice-Publications/Implementing-An-Action-Plan-to-Promote-More-Age-Friendly-Transport-Services.html

Slide 1

Anti-Racism Training

Rachel Mullen and Niall Crowley

"Funded by the Equality Mainstreaming Unit which is jointly funded by the European Social Fund 2007-2013 and by the Equality Authority"

Investing in your future

Slide 2

Aims of training

- Increase knowledge and understanding of racism: what it is and how it operates
- Increase understanding of an anti-racist approach in the workplace
- Explore your needs in terms of addressing racism in the workplace

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Slide 3

DEFINING RACISM

Slide 4

RACISM

- Prejudice: Forming an opinion without having the relevant facts. Usually negative though not always. Based on false assumptions.
- Racism: Combination of prejudice and power to inform attitudes, actions or organisational practices which subordinate a person or group.

Slide 5

RACISM is:

ASSUMPTIONS, STEREOTYPING
PREJUDICES
+
DISCRIMINATION
Direct and Indirect
+
IDEOLOGY OF SUPERIORITY
Values, Education, Media, Political discourse

Slide 6

'RACE' THINKING

- Understanding the world in terms of 'Races' and in terms of a hierarchy of 'Races'.
- Biological determinism – economic, social and cultural features are products of biology.
- No scientific basis.
- 'Race is not so much a biological phenomenon as a social myth' UNESCO.
- Racism is an ideology: We learn to be racist.

ETHNICITY

- A collective sense of identity
- A cultural and social phenomenon.
- A long shared history
- A cultural tradition
- Other markers: common ancestry, language, experience of oppression

7

WHITE/ETHNIC MAJORITY PRIVILEGE

Unearned advantage and conferred dominance:
- My identity is affirmed by what I see, purchase or read around me and who I see in charge
- My poor choices are not attributed to my skin colour or my culture
- I don't get excluded, singled out or patronised because of my skin colour or culture
- As a rule I can expect people to be neutral or pleasant to me

8

LEVELS AT WHICH RACISM OPERATES

- Individual and Interpersonal
  - Physical and verbal abuse – often violent
  - Discrimination and less favourable treatment
  - Usually overt
  - Often conscious
  - Denial of racism or of ethnicity

9

LEVELS AT WHICH RACISM OPERATES

- Institutional
  - People going about their normal business without thinking about the implications for other ethnic groups
  - The procedures, practice, ethos, principles, decision-making structures of an organisation
  - Usually covert and often unconscious
  - Visible in the outcomes from the operation of an organisation that disadvantage a group
  - Gives racism its dynamic and ensures it is passed from one generation to another

10

EXPERIENCE of RACISM

- Sub-Saharan Africans (35%) more likely than any other group to experience harassment on the street, in public transport and in public spaces in Ireland. ESRI, 2005.
- 73% Sub-Saharan Africans in Ireland believed that discrimination based on ethnic origin was widespread. FRA, 2009.
- Race is the most commonly identified equality ground by those experiencing discrimination in Ireland. ESRI, 2012.

11

EXPERIENCE of RACISM

All Ireland Traveller Health Study:
- 62.1% report experiencing discrimination in school
- 56.5% report experiencing discrimination in securing accommodation
- 55.1% report experiencing discrimination in getting work
- 49.7% report experiencing discrimination in public spaces

12

EXPERIENCE of RACISM

- Black and minority ethnic people
  - Under-employment
  - Legal status, demands to fit in, public perceptions
  - Powerlessness, levels of organisation
  - Physical and verbal abuse
- Travellers
  - Unemployment, poor health status, low educational attainment, inadequate accommodation
  - Denial of ethnicity, rejection of nomadic traditions, public perceptions
  - Powerlessness, levels of organisation
  - Physical and verbal abuse

13

EXPERIENCE of RACISM

- 60% of those experiencing discrimination took no action. ESRI, 2012.
- Action on discrimination is much less likely if it is on the race ground (30%). ESRI, 2012.
- Under-reporting: Change is not possible; Discrimination is the norm; Fear; and Lack of knowledge.

14

RESPONDING TO DIFFERENCE

15

DIFFERENCE

- IDENTITY
  - ✓ Values, Symbols, Worldview, Ways of communicating, particular needs
- EXPERIENCE
  - ✓ Relationships with others, Engagement with institutions
- SITUATION
  - ✓ Employment and income, having a say and making decisions

16

RESPONDING TO DIFFERENCE

- Ignore or Deny
  - · Treating everyone the same
  - · Keeping it to yourself
- Stereotype
  - · Fixed unchanging characteristics associated with particular groups
  - · Inform expectations and shape decisions
  - · Positive or negative

17

RESPONDING TO DIFFERENCE

- Assimilate
  - · Fit in
  - · Adapt to dominant norms and values
- Discriminate
  - · Treat someone less favourably
  - · Fail to take account of difference
- Abuse
  - · Physical
  - · Verbal
  - · Psychological

18

RESPONDING TO DIFFERENCE

- Tolerate
  - · Putting up with something suggests there is a problem
  - · Can coexist with contempt
- Celebrate
  - · Accord value to difference
  - · Adapt for difference
  - · Celebrate difference and moments of importance to different groups

19

CULTURAL DIFFERENCE

- Everybody has a culture.
- The customs, traditions, symbols, values, phrases and other forms of communication by which we belong to a group.
- Culture encompasses everything a people does, thinks and possesses.
- Culture is dynamic, adaptable, and rooted in the political, social and economic context.

20

PITFALLS

- Culture is reduced to the tangible. The intangible is key to culture.
- Culture is deemed to be fixed and unchanging. Culture is dynamic and adaptable.
- People cannot give up their values, customs and beliefs totally and adopt others.
- Change cannot be imposed. It comes from within.

21

ANTI-RACISM

22

PITFALLS

- The non-racist racist
  - Remaining neutral
  - Helping those who experience racism
  - Focus on those who experience racism
- The anti-racist racist
  - Challenging individual behaviour alone
  - The issue becomes one of personal attitudes and understanding
  - Focus on tolerance and education

23

OBJECTIVES

Anti-racist workplace:
- Discrimination
  - ✓ Free from discrimination and harassment
- Diversity
  - ✓ Welcomes Black and minority ethnic workers
  - ✓ Make adjustments for diversity
- Equality
  - ✓ Diversity at all levels of the organisation
  - ✓ Realise full equality in practice
- Brand
  - ✓ Sends out a message for greater equality and diversity

24

MANAGEMENT SYSTEMS

- Equality policies:
  - ✓ Dignity and Respect
  - ✓ Employment
  - ✓ Customer Service
- Procedures
  - ✓ Deal with issues
- Voice
  - ✓ Diversity having a say

25

EMPLOYMENT

- Recruit
  - ✓ Presence of diversity
- Retain
  - ✓ Flexibility to accommodate diversity
  - ✓ Career progression
  - ✓ Performance management
- Workplace culture
  - ✓ Images, Canteen, Celebrations, Communication
- External
  - ✓ Procurement

26

SERVICE PROVISON

- Communication
  - ✓ Feedback from customers
  - ✓ Engagement with civil society organisations
- Marketing
  - ✓ Brand
  - ✓ User friendly information
  - ✓ Imagery
  - ✓ Channels of dissemination
- Provision
  - ✓ Accommodating diversity
  - ✓ Safety

27

PUBLIC SPACE

Welcoming to diversity and rejecting discrimination and harassment:
- Policy
  - ✓ A standard for diversity friendly spaces
- Safety
  - ✓ Design of public spaces
- Imagery
  - ✓ Of diversity
- Messages
  - ✓ Celebrating diversity
  - ✓ Zero tolerance for discrimination and harassment

28

ANNEX 1: ENDNOTES

1 Immigrant Council of Ireland, Dublin City Council, Irish Rail, TRANSDEV Ireland, Equality Authority, SIPTU, EUROFOUND, NBRU and Bus Éireann among others.

2 http://www.immigrantcouncil.ie/research-publications/publications/499-taking-racism-seriously-migrants-experiences-of-violence-harassment-and-anti-social-behaviour-in-the-dublin-area

3 http://www.immigrantcouncil.ie/media/press-releases/654-dublin-transport-stands-united-against-racism-dublins-transport-links-racism-dividea

4 http://www.cso.ie/en/census/census2011reports/

5 http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:32000L0043:en:HTML

6 The Business Impact of Equality and Diversity, Equality Authority 2007 http://www.equality.ie/Files/The%20Business%20Impact%20of%20Equality%20and%20Diversity.pdf

7 CSES (2003); EBTP (2005); Focus Consultancy and Conference Board Europe (2005); Metcalf and Forth (2000) http://www.ohchr.org/EN/ProfessionalInterest/Pages/CERD.aspx

8 Source – Institute of Race Relations - http://www.irr.org.uk/research/statistics/definitions/

9 Source – Institute of Race Relations - http://www.irr.org.uk/research/statistics/definitions

10 http://www.ohchr.org/EN/ProfessionalInterest/Pages/CERD.aspx

11 Source – Institute of Race Relations - http://www.irr.org.uk/research/statistics/definitions/

12 Source – Institute of Race Relations - http://www.irr.org.uk/research/statistics/definitions/

13 http://www.eapn.ie/eapn/wp-content/uploads/2010/04/experience-of-dicrimination-in-ireland-analysis-of-QNHS-equality-module-2008.pdf

14 http://www.integration.ie/website/omi/omiwebv6.nsf/page/AXBN-7STKX61616578-en/$File/Guidelines%20on%20Anti-Racism%20and%20Intercultural%20Training.pdf

15 http://www.equality.ie/Files/Stereotyping%20of%20Young%20People%20Resource%20Pack.pdf

16 http://fra.europa.eu/sites/default/files/fra-factsheet_hatecrime_en_final_0.pdf

17 http://www.equality.ie/Files/Discrimination%20in%20Recruitment.pdf

18 http://www.equality.ie/Files/Integrated%20Workplaces.pdf

19 http://www.equality.ie/Files/Promoting%20Equality%20in%20Intercultural%20 Workplaces.pdf

20 http://www.equality.ie/en/Good-Practice/Equality-Benefit-Tools/

21 http://www.equality.ie/Files/Embedding-Equality-in-Public-Services-What-works-in-practice.pdf

Immigrant Council
of Ireland
Independant Law Centre