



PDA Anti-Racist Pharmacy Toolkit

#PDAbame

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Foreword by Roger Kline FRSA OBE Research Fellow, Middlesex University Business School

The murder of George Floyd and the disproportionate impact of Covid-19 on Black and Minority Ethnic healthcare staff has finally led some healthcare organisations to take the issue of racism seriously. NHS data is crystal clear: Black and Minority Ethnic staff in general, and pharmacy staff specifically, face discrimination in recruitment and career progression, in bullying and harassment from both members of the public and from their own colleagues. Research makes clear that race discrimination damages staff health and undermines patient care and safety.



If the NHS and other health care employers are to seriously tackle such racism it must stop relying on 'action plans' that are unsupported by evidence, and instead adopt strategies and interventions where research suggests real progress can be made. This toolkit is an excellent contribution to that work. The Pharmacists Defence Association are to be congratulated on producing this toolkit and I hope it makes the contribution it should towards tackling racism in pharmacy

Roger authored 'The Snowy White Peaks of the NHS' (2014) and designed the Workforce Race Equality Standard.

He was joint national director of the WRES team 2015-17

Roger is co-author of Fair to Refer (GMC 2019) and co-author of The Price of Fear (2018) on the cost of bullying in the NHS.

Roger was joint inclusion adviser to the NHS Aspiring Directors programme.

Foreword by Paul Day, PDA Director

The PDA established the BAME Pharmacists' Network to ensure that, in UK pharmacy, equality relating to ethnicity, nationality, race and religion is actively considered, understood and that action taken where there are concerns. The PDA is proud to describe itself as an anti-racist organisation and we encourage others to join us in rejecting inequality and discrimination of any type. The pharmacists who have developed this toolkit are to be commended, however it will only have the desired impact if pharmacists across all areas of practice and all parts of the UK use it within their workplaces.



If you are a pharmacist that shares our view that 'Either everybody lives in a world based on equality, or none of us do' I sincerely hope that you will join us in supporting this important work.

Foreword by the BAME Committee

The PDA Anti-racist Pharmacist Toolkit is a practical resource that will allow employees and employers to work together to tackle the causes of racial discrimination in the workplace.

So often, staff don't feel safe or empowered to speak up when they witness wrongdoing or unlawful practices. Now we have a clear pathway to do so collectively, so no one suffers for doing the right thing. It is encouraging to see that the Toolkit is designed to facilitate actions that will deliver tangible results.

However, the Toolkit will only do what is intended for if the pharmacist uses it.

Now is the time for all of us to come together and take steps to bring the changes we all want to see. We are all tired of promises of a better and fairer future. Now we have the chance to build a better future for ourselves, and we should use it.



1. Introduction

1.1 What is this toolkit for?

This toolkit is built upon research by Roger Kline's and includes resources that reps, active PDA members and other pharmacists could use in their workplaces to help make progress towards making their employer an anti-racist workplace. Through working with employers this may ultimately lead to change at a wider level across the sector to make pharmacy more inclusive.

1.2 Who is this toolkit for?

The toolkit has been created to help you as a PDA member, a PDA Representative or another pharmacist to determine whether there is a problem with racism in your workplace and to signpost you to where you can get help to resolve the issue. It focuses on equality for all members relating to race. This toolkit will help inform your work with other members and pharmacists within your own organisation so together you can create an anti-racist workplace. The toolkit has been developed by the PDA, the only independent trade union exclusively for pharmacists in the UK, working with pharmacy professionals, academics and policy advisors.

The toolkit also offers a starting point for trade union activists to engage in conversations with members about race inequality in the workplace, to build a local campaign and negotiate improvements. Where members identify concerns that pharmacists are being discriminated against, due to their race, whether directly or indirectly, then this indicates that racism is an issue. If an employer is not actively taking steps to level the playing field for all workers (for example bias in the employers' recruitment structures, lack of BAME representation in leadership or lack of equality, diversity and inclusion training), then these are also indications that racism likely still exists. Structures will need to be reviewed or changed so that all workers can have confidence that they are part of an inclusive and fair work environment.

This toolkit starts with some definitions and then explains how you can address racism in your workplace.

1.3 What is a Trade Union and why should I join the PDA Union?

A trade union is a group of workers who come together to collectively negotiate better terms and conditions of employment and improve their working lives on matters including:

- Pay
- Health and safety
- Job security
- Disciplinary and grievances
- Discrimination and harassment at work as well as other equalities issues
- General members' concerns with their employer
- Learning and development

Unions have democratic structures in place and can provide support and training to members, they can independently campaign on national and local issues to effect wider change.

When issues are collectively addressed by a group of employees, their employer must listen. It is proven that on average, union members get higher pay than non-members. Union members are also likely to get better sick pay and pension benefits, as well as more paid holiday. Only through a trade union are pharmacists across the UK able to improve their working lives by securing recognition to negotiate with the employer on their conditions of employment and to be consulted on significant changes such as training, and on health and safety issues.

If a trade union is recognised by your employer, you have more rights than if the union is not recognised. [Trade union recognition](#) is a formal agreement with an employer that enables a union to undertake collective bargaining on behalf of that employer's staff. Collective bargaining typically covers terms and conditions of employment (pay, hours and holidays), discipline and grievance matters, health and safety, allocation of work, and job security. It may extend to cover professional development and change management.

If your employer doesn't recognise the PDA Union, employees are encouraged to seek advice on how to secure recognition. It may be possible to gain '[statutory recognition](#)', even if your employer initially refuses to recognise the PDA Union.

Every employed or locum pharmacist has the legal right to join a union and an employer cannot discriminate against you for being part of a [trade union](#).

Terminology, Glossary and Acronyms relating to Race

We set out here our rationale for the use of the term '[BAME](#)' and we also provide an explanation of words and abbreviations that may be used in this document or sources that are referenced.

BAME is an acronym used in the UK to refer to Black, Asian and other Minority Ethnic people, those whose race differs from the majority population. During the 1970s, various ethnic groups united behind the concept of 'political blackness' to fight against discrimination. However, this term was criticised for grouping everyone together under a single label, and over time, 'political blackness' was replaced by BAME as it was seen to be more inclusive.

Sometimes the acronym BME (Black and Minority Ethnic) is used. BAME and BME are widely used by government departments, public bodies, the media and others when referring to ethnic minority groups. However, we recognise that language relating to race continues to evolve and that BAME and BME are terms that are not recognised or accepted by everyone. For the purposes of the PDA BAME Pharmacists' Network, we have used BAME as a starting point, but it is not intended to exclude anyone, so please read it as whatever acronym or other identity expressions you feel most comfortable with.

1.4 What is racism?

Racism is prejudice and antagonism directed towards individuals, communities or institutions from a particular race or ethnicity. The victims of racism are usually from a minority or are from a marginalised group.

The Equality Act 2010 in Great Britain, and similar legislation in Northern Ireland, make it unlawful for people of a different race to be discriminated against in the workplace and in wider society. Race is a 'protected characteristic' under the law, which ensures that all people are treated fairly and provides a framework for employers to think about equality when looking at who they employ and provide their services to and implement positive action to drive equality.

According to the law, there are different types of unfair treatment. Discrimination is a very common type of unfair treatment and can be [direct or indirect](#). Other forms of unfair treatment include bullying or [harassment](#).

1.5 What is anti-racism?

Anti-racism is the practice of actively identifying and opposing racism. Therefore, an anti-racist is an individual or group that is proactively against racism and makes an active commitment to work against racial injustice and discrimination.

Action is the catalyst for anti-racism. Anti-racist individuals' objective is to proactively challenge racist or neutral employers and change policies, behaviours, attitudes, and beliefs that perpetuate racist ideals and outcomes.

1.6 BAME factsheet

The BAME Network has produced a factsheet to help PDA members and others in the profession to educate themselves on terminology used when discussing issues and topics around race and ethnicity. Download the factsheet [here](#).

1.7 Why is anti-racism important?

The PDA believes that systemic racism is embedded in the society we live in. It is deeply entrenched in our judicial, health and economic systems and our culture, communities, and education.

Lack of diversity in decision making can lead to poor outcomes and systemic racism can be so intertwined that we may not notice how the policies and systems that have been put in place by predominantly white males can disproportionately favour some people while disadvantaging others at the same time.

The PDA believes that it is not enough to just be 'not racist', this is an inactive position which can devoid individuals of actively participating in initiatives that are anti-racist.

The pharmacy profession is a diverse workforce with 44% of pharmacists being from Black, Asian and Minority Ethnic backgrounds. However, there is still a general lack of diversity across posts in pharmacy leadership and senior management in the UK. It is expedient we redress the balance of race equality and for every pharmacist and aspiring pharmacist and their patients to see the profession as inclusive of the communities they care for.

Anti-racism is important because it promotes equality, diversity, and inclusivity of all people. It is ethical and just to be fair to all people, talent is not wasted, organisations are more effective, staff are more fulfilled and lastly it has a positive impact on patient healthcare and safety.

1.8 Why do we need an anti-racist action plan?

The conversation around race discrimination has had an overwhelming worldwide resurgence in recent times. Inequality and discrimination have always been a concern for pharmacists. Considering the wider context amid a pandemic that disproportionately affects ethnic minority groups, the global condemnation of the killing of George Floyd in the US alongside feedback from PDA members regarding their concerns, it's time for PDA representatives and other members to lead anti-racism in the sector. PDA members report a lack of BAME representation in senior leadership positions and opportunities for leadership development alongside the continuing enquiries of discrimination, it's time for change. The profession must support pharmacists to address their issues. The PDA will support representatives' networks and active members to examine their workplaces for signs of racism and to lead change. We must encourage employer organisations to work with pharmacists to take proactive steps towards creating an inclusive and anti-racist working environment.

According to a survey of nearly 900 pharmacy professionals on incidents of racism in pharmacy carried out by the Chemist + Druggist magazine 51% of BAME staff would leave their job over an experience racism at work. Findings also highlighted other ways in which racial discrimination had affected them, 56% of BAME respondents said they felt 'demotivated', while 53% said it made them 'stressed' and 42% that they felt 'less confident' as a result.

The PDA conducted a similar survey of the BAME Pharmacists Network members and found that most respondents highlighted career related issues such as lack of representation in pharmacy and healthcare leadership and structural racism in healthcare as the most important issues BAME pharmacists face. On issues stifling career development, respondents ranked lack of job progression opportunities as the highest issue while discrimination in the workplace and lack of positive BAME role models in more senior leadership positions ranked the second highest.

The PDA has always been in the frontline of tackling inequality, supporting members who may have experienced discrimination in their workplace and with an objective to *“promote equality for all and to eliminate all forms of harassment, prejudice and unfair discrimination”* engrained in the union constitution since its inception. The PDA Anti Racist Pharmacy Toolkit builds on Roger Kline’s research and report [‘No More Tick Boxes’](#) and sets out the framework for PDA Representatives, members and potential members, to work together. With the toolkit we campaign with allies to ensure pharmacy consists of anti-racist working environments for all pharmacists and to influence and lead meaningful and lasting change in workplaces and employer organisations.

A more inclusive healthcare and a broader awareness of specific issues that individuals face would lead to improved health outcomes of the BAME community. Certainly, this can be achieved through education, advocacy and challenging stereotypes. However, this should not fall solely rest on the shoulders of BAME people but also on the wider population. Allyship and challenging personal prejudice is the responsibility of all and either we all live in an anti-racist world, or none of us do.

PDA Anti-Racist Charter Principles

Employers and leaders within an organisation that commit to this charter will ensure that they personally, and managers across all levels in their organisation, will implement the following points:

1. Leadership

- Be accountable for the racial diversity of their pharmacist workforce and the impact of their decisions and leadership in the sector
- Ensure the representation of BAME pharmacists in leadership positions and on leadership development
- Support allyship and mentoring opportunities targeted at underrepresented racial groups
- Undertake Equality Impact Assessments and strategic decision audits in relation to organisational change, decisions and policies
- Create an anti-racist culture and exemplify values aligned to racial equality, diversity, and inclusion.

2. Policy

- Review and maintain policies to ensure de-biasing processes/anti-racist policies are in place
- Appoint named anti-racism champions across the organisation
- Have zero-tolerance policies in relation to racist behaviours, discrimination and harassment by staff, patients, suppliers, or others.

3. Transparency

- Capture diversity information and undertake ethnicity pay gap reporting
- Publish recruitment data in relation to ethnicity
- Share information from exit interviews regarding race disparities.

4. Wellbeing

- Develop a culture of psychological safety in the workplace
- Recognise the importance of cultural dignity and nurture a culture of belonging for everyone which improves well-being.
- Address the impact that racism has on the stress and well-being of pharmacists
- Respect in the workplace develops trust, safety, and improves well-being.

5. Education and training

- Provide mandatory training on equality for all staff and leaders placing equality, diversity, and inclusion as core behaviours for the organisation
- Deliver manager training to challenge unconscious bias and debias recruitment, promotion and access to development processes.

6. Employee involvement

- Recognise that the involvement of existing BAME employees and those who represent potential employees in becoming an anti-racist organisation is key, and the PDA can provide support
- Work with and recognise the PDA as a stakeholder that can help to develop anti-racist employment practice and working environments for pharmacists
- Recognise that the PDA BAME Network and representatives give members a voice at work, influence within their employer and defense and representation when pharmacists need it
- Encourage employees to get involved with the PDA and work with their reps to develop positive action and activities to challenge racism and work towards an anti-racist pharmacy sector
- Facilitate PDA members to be active in organised workplaces so that pharmacists are not alone, feel supported and can make real differences to work together.

2. An Anti-Racist Approach

2.1 A summary of Roger Kline's research findings

Roger Kline says that most organisations rely up on a paradigm that states that if we put in place policies, procedures, and training, they should be sufficient to set the standard of equality and fairness we expect to see. Instead, he argues in isolation, policies and procedures won't change an organisation's work culture, and diversity training itself will produce very limited results.

Roger Kline's research concludes that we must adopt a new paradigm to recruitment and career progression that would lead to systems and processes being free from bias and stereotype and eventually lead to a work climate that is anti-racist. He emphasises the importance of accountability and transparency from leaders, and the significance of seeing fair and effective career progression as a key management function. He stresses the importance of leaders and managers understanding biases that shape decision making, including their own and how to mitigate it. Roger emphasises that all employers should track all individual's development proactively, carry out effective appraisals and promote to transparent access to stretch opportunities which would help create a workplace culture that promotes equality and fairness.

2.2 Anti-racist action plan (what should an anti-racist action plan look like in a workplace?)

An anti-racist action plan should be an action orientated workplace activity plan that representatives and other members use proactively to inform their work with colleagues within their workplaces to help create an anti-racist work environment based on the research.

This anti-racist action plan covers 6 main themes:

1. Accountability is key

- Organisations should adopt a mandatory 'explain or comply' approach that demands for department leaders to explain disproportionate outcomes for staff with protected characteristics and are expected to engage with colleagues to improve processes and outcomes.

2. Leadership

- Managers must understand the importance of diversity and inclusion, nurture a culture of compassion and model exemplary behaviour. They must carefully listen to concerns and hold themselves and others to account on the outcomes of their interventions and strategy. They can only achieve that by first understanding and acknowledging their own biases, stereotypes, and assumptions.
- A clear narrative explaining why addressing disproportionality in recruitment, development, promotion, and retention is crucial. Board members should convey this clearly to managers, so it becomes an expectation rather just an instruction. A 'command and control' approach in which line managers are told what to do will not prove effective if senior leaders themselves are not modelling the behaviours they expect to see.

3. Positive action and stretch opportunities

- Employers should take positive action such as introducing diversity tasks forces and creating policies that reflect an organisational approach towards diversity and bias and not policies that rely on individuals raising issues. Organisations must pay attention to intersectionality issues and ensure that institutional practices that discriminate are being addressed.
- Staff should have access to stretch development opportunities such as acting up posts, secondments, and involvement in project teams that are key to career progression. These opportunities should never be filled informally, and access should be monitored and, where appropriate, filled preferentially through positive action for under-represented groups to help level the playing field.

4. Debiasing processes and recruitment

- Employers must ensure every part of the hiring process is carefully vetted for any kind of bias, this includes creating a post, identifying essential criteria, advertising, shortlisting, scoring, decision making, and finally onboarding. Tackling bias within the interview process alone is a serious mistake if bias exists in other aspects of the recruitment and career progression cycle is not addressed.

5. Allyship

- Allyship has a key role in driving the alternative, but all leaders and especially those that are not directly affected by racism at work need to be provocative.
- Allies must be problem sensing rather than comfort seeking and should be able to intervene in the moment.
- Allies should be equipped with the right training and skills to enable them to intervene as soon as discrimination takes place.
- Allies must be encouraged and empowered to speak out against racist workplace practices and adopt a zero-tolerance approach for this behaviour.
- Ethnic minority groups must feel included and be able to contribute to their organisations' anti-racism work from the expertise of their lived experience and cultural sensitivity, but managers should not make assumptions about their time, emotional capacity, or interest in contributing and be mindful not to [tokenise](#) them.
- Allies should reflect on their own advantages and being part of the cause of institutional disadvantages.

6. Organising workplaces

The approach requires trade unions, as well as HR directors, to collectivise the issues and to work proactively and preventatively to embed accountability and interventions backed by evidence. Employers can welcome a renewed interest in social justice, and both will need to change from talking about 'culture change' to acting on evidence of what may work.

- Create policies that promote a culture of transparency and accountability and gives staff a concrete way to share their concerns.
- Staff facing discrimination should not need to challenge their issues individually, it should be done collectively.
- There is a need for organisations to increase the proportion of BAME leaders at national level. Organisations should be aware and build aligned national and local strategies.

- Staff must ensure organisations provide timely access to data which must be regularly reviewed.
- Once they have the data, members should scrutinise the information to understand and benchmark best practice and poor examples of attainment which support the adoption of an 'explain or change' approach to their policy.
- Trade union members and reps could provide help on what best practice looks like based on case studies.

Roger Kline's message on the power of the 'collective' and members 'getting organised' is exactly what unions do to support members. This is just one of the reasons why the PDA established our equality networks and rep networks so that members can have a collective voice at work. Together we can hold leaders' feet to the fire on issues such as equality, diversity, and inclusion, discrimination and work towards creating an anti-racist working environments for all pharmacists.

3. Equality, an employer's legal duty

3.1 Call for employers to implement a zero tolerance approach to racism and discrimination

The [Public Sector Equality Duty](#) (PSED) is a legal duty for anyone who works in the public sector or does work on behalf of the public sector. It came into force on 5 April 2011. The equality duty was created under the Equality Act 2010.

The broad purpose of the equality duty is to integrate consideration of equality and good relations into the day-to-day business of public authorities.

Compliance with the general equality duty is a legal obligation, but it also makes good business sense. An organisation that can provide services to meet the diverse needs of its users should find that it carries out its core business more efficiently.

Under the duty, employers must consider how they could:

- Stop discrimination, harassment and victimisation for employees, patients and other users of your services
- Help support equality and equal opportunities in the day-to-day running of your organisation
- Help make good relations by tackling prejudice and promoting understanding on all protected characteristics.

The duty helps ensure public bodies consider the needs of everyone in their day-to-day work, including:

- Their employees
- When shaping policies
- When delivering services.

We urge all employers working in healthcare, whether in the public or private sector to comply with the Equality Duty.

4. How to address racism at work

4.1 Working with Members

Trade union representatives need to understand whether employees are being treated equally, therefore it is very important to get input from the workforce about whether they think there is race discrimination in the organisation. If their experience is very different from how the employer describes it, then this is probably an issue to ask further questions about or campaign around. For example, if the employer maintains that everyone knows how to access the organisation's ethnicity pay gap report, but members say in response to a survey that they have no idea how to do this, then this needs to be addressed.

We have developed a set of questions that will act as a member survey or member meeting tool to help you assess the issues and strength of feeling of colleagues. This is to engage them on collective issues and together come up with an action plan to help to create a fairer and more inclusive experience for all pharmacists and take positive steps towards creating an anti-racist workplace environment. The answers will help in discussions with the employer about the changes that may be needed to resolve race inequality and could help focus any campaign for change. Many of the questions relate to specific areas based on Roger Kline's research such as: debiasing processes and recruitment, culture, positive action/stretch opportunities and so on.

The survey questions are important as they provide evidence when negotiating with your employer about the issues that members or employees care about and want to address. You can use numbers ("90% of members surveyed responded that...") or anonymous quotations ("one respondent said that their manager had told them that they 'if we give blacks some of our power, we will have less") to support your arguments. Ideally, surveys can be sent out jointly so that both the employer and the employees/members are committed to analysing the data together and coming to a shared decision about the best outcome.

4.2 Member survey questions

The questions below will serve to assess the viability of a campaign using the questions to bring members together to understand the issues and get a strength of feeling.

Accountability is key

1. Do you feel that your employer engages with all staff members to improve ethnic representation at work? (never/seldom/sometimes/often/always)
2. Can you give examples of where your employer records and uses data to mitigate bias in their activities e.g. policies, publishing ethnicity-related data, recruitment, development and career progression?

Leadership

1. Does your employer provide leadership training in line with equality, diversity, and inclusion that challenges bias, stereotypes and assumptions? (never/seldom/sometimes/often/always)
2. Does your employer have a clear process for raising concerns in safety and confidence? (never/seldom/sometimes/often/always)

Positive action and stretch opportunities

1. Do you feel there are opportunities such as acting up posts, secondments and involvement in project teams you can take part in? (never/seldom/sometimes/often/always)
2. How easily do you feel they are accessible to you? (Very/somewhat/neither easy or hard/hard/very hard)
3. Does your employer actively monitor your development through appraisals and performance feedback? (never/seldom/sometimes/often/always)

Debiasing processes and recruitment

1. Do you feel that your employer ensures that every part of the advertising and shortlisting process is vetted for bias? (never/seldom/sometimes/often/always)
2. Do you feel that your employer ensures that every part of the interview and feedback process is vetted for bias? (never/seldom/sometimes/often/always)

Allyship

1. Does your employer provide ally training? (never/seldom/sometimes/often/always)
2. Can you provide examples of actions allies have taken to support their colleagues at work? (never/seldom/sometimes/often/always)

Organising workplaces

1. Does your employer recognise the PDA Union to represent people undertaking your role? (Yes/No/not sure)
2. Are all pharmacists at your workplace members of the PDA Union? (Yes/No/not sure)
3. Do you have active reps with members involved in workplace activity and campaigns? (Yes/No/not sure)

Overall

1. Do you feel you are valued and work within an inclusive organisation that promotes staff development and progression? (never/seldom/sometimes/often/always)
2. What else do you think your employer could do to improve equality, diversity and inclusion?

4.3 Questions for members to ask your employer

To start making tangible changes on your workplace culture, representatives and other members need to understand if employers treat their employees unfairly and they must be able to demonstrate how this is happening. This means the questions you ask your employer must be carefully framed to get the answers that are most useful to your talks with management. Remember an employer has a vested interest in tackling equality issues because resolving discrimination cases through the courts can be a lengthy and costly process, and good employers care about their reputation. The questions below will be useful first to build a picture of the employer.

1. **What accountability systems are currently in place, and do you (employer) engage with all staff members to improve ethnic representation at work?**

- How is the leadership held to account for the culture they are creating?
- How does the employer hold managers and other employees to account for their actions and behaviours?
- What happens when an employee reports a manager or a leader for discrimination or racist behaviours?
- What course of action does the employer take?
- What are the outcomes of past complaints and processes?

2. **Is there diversity amongst your organisations' leadership?**

- What is the percentage of BAME pharmacists in leadership positions within the organisation?
- What training does the employer provide in relation to equality, diversity, and inclusion which also challenges bias, stereotypes and assumptions?

3. **Are all staff equally given the chance to access opportunities such as acting up posts, secondments and involvement in project teams?**

- How are staff made aware of the opportunities for promotion?
- How long does it take for BAME staff to be promoted compared to others?
- What steps does the organisation take to ensure fairness and equality when awarding promotion?
- What is the percentage of BAME pharmacists offered leadership development opportunities/programmes?

4. **What does the employer currently do to ensure fair and unbiased recruitment processes?**

- Do HR departments anonymise applications by removing names, dates of birth, or addresses before applications are subjected to selection for interview?
- Does the employer require applicants for jobs to submit their previous salary on their application form?
- What is being done to ensure that certain demographics are not being steered away from job openings?
- Are people of all racial backgrounds likely to see job and promotion postings?
- Are these knowledge, skills, and abilities (KSAs) actually necessary for the role and create bias?

5. Allyship

- Are allies encouraged by the employer and leaders?
- Does the employer provide allyship training?
- How is the success of allyship training measured?

6. Recognition

- Does the employer recognise the PDA Union?
- Are there PDA Reps on the employer negotiating committee?

7. Engaging employees

- How often does the employer engage with union representatives?
- Does the employer have other opportunities to engage pharmacists such as equality and diversity groups?
- Does the employer involve the union in developing equality and diversity policies and procedures?
- How does the employer review exit interview feedback?

8. Equality Impact Assessments

- Has the organisation ever undertaken an Equality Impact Assessment (EIA)?
- If so, what was the purpose and result?
- What have been the results of recent EIA?
- Was the EIA carried out in collaboration with the PDA union?

9. Data

- Does the organisation record ethnicity data for employees?
- Does the organisation report ethnicity pay gap data?
- Does the employer record data in relation to ethnicity of employees who have had disciplinary and grievance procedures?

10. What else has the employer done or is undertaking to improve equality, diversity, and inclusion?

4.5 Action plan for members

Once you have identified what the areas of work to prioritise, the following points need to be considered when putting together an action plan.

Objectives are a specific description of the result or task. They state what must be achieved. The objective itself does not describe how it will be achieved as objectives can be achieved in many ways. Objectives should never be stated as activities but as end results. In this case, the objective is achieving an anti-racist workplace culture.

Activities can constitute any activity that will enable you to achieve your objectives. These could be learning and development activities, e.g., formal training courses, asking management to make policies more visible/accessible, creating a union branch at work, campaigning on a particular issue.

Impact describes the benefits of the employer and members to work together toward a common goal. i.e anti racist workplace. It also describes the benefits of members working together, i.e a stronger voice for members, improved communication, etc.

Support/resources describe what you need to help you achieve your objectives. Typically, this would involve support from your manager, department or colleague to enable you to undertake an activity such as allowing you time away from your role or funding for a course, allowing time to have regular discussions with management or other employees, accessing relevant data/policies.

Measure describes how success will be determined, i.e., quality/time/cost/quantity?

Target and **actual dates** state when you intend to achieve your objectives followed by the date you achieve them. Data in these columns is useful when you review your MAP (Member Action Plan) as it will enable you to identify any factors that may have prevented you from achieving your objectives on the target date and build in contingencies to prevent this from occurring in the future.

Further action describes further activity needed to enable the objective to be fully achieved.

Review date states when you will review progress on your MAP. It is recommended that you review your MAP, with management at a date agreed by both you and the employer (at an 'on track' meeting), enabling you to:

- Assess if your employer has met the objective set by the union members
- Assess the success of any ongoing campaigns
- Reflect on any agreed policies.
- Identify whether your objectives need to be amended
- Identify factors that may have prevented you from achieving your objectives
- Build in contingencies to enable you (where possible) to meet your agreed target date in the future.

5. Share your successes!

If you would like to share your own success story to encourage others, please email the PDA BAME Network at bame@the-pda.org.

You can also email the network if you would like support from a member of the Organising & Engagement Team or the BAME Committee.

6. Useful links

- [The PDA BAME Pharmacists' Network celebrates Black History Month with No More Tick Boxes by Roger Kline](#)
- [No more Tick Boxes by Roger Kline](#)
- [Join the PDA BAME Network](#)
- [Joining a Trade Union](#)
- [Public Sector Equality Duty](#)
- [51% of BAME staff would leave a job over racism in pharmacy](#)
- [Examples of Questions to ask to your employers](#)
- [Batch recruitment and improving diversity in nursing recruitment](#)