



PAY, TERMS AND CONDITIONS DISPARITY SURVEY

BAME: Black Asian & Minority Ethnic Members

London Region

PAY, TERMS AND CONDITIONS DISPARITY SURVEY FOR BAME: Black Asian Minority Ethnic Members

We are determined to fight for equality. From tackling structural and institutional racism in our workplaces, fighting the far right, to tackling health and pay equality for everyone. We campaign and lobby locally and nationally on workplace issues across our region.

Our message is clear. There should be no glass ceiling because of the colour of someone's skin. Pay, promotions and bonuses in all sectors should be underpinned by ability and fairness. The survey data shows this isn't happening and there is a lack of transparency in pay and conditions across workplaces.

With a cost-of-living crisis hitting households hard, the loss of earnings faced by BAME workers will push them further into work poverty.

Reporting on the ethnicity pay gap is a vital first step to addressing pay disparities. Gender pay gap reporting has brought the question of inequality in the workplace to the forefront. There is no good reason why we shouldn't be doing the same for race.

GMB London Region joins a growing coalition calling for mandatory ethnicity pay gap reporting that includes the Equality and Human Rights Commission and the Confederation of British Industry.

We encourage you all to get involved and play your part in the campaign. Please do get in touch if you have any questions.

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GMB London

GMB London campaigns fights for better rights, pay and conditions for Black, Asian and Minority Ethnic workers. Ensuring that equality is at the forefront of everything we do - making work and society a better, safer place for everyone - is part of our core values.

Equality is at the heart of everything GMB does. We make sure that our members are treated fairly and the workplaces we organise are inclusive for all.

As a member of GMB we ensure that the Black, Asian and Minority voices are heard - not just at work but in wider society.

Survey results

Our GMB Race Group in London Region sent out a survey to Regional members to collect information about Pay, Terms and Conditions Disparity of BAME Workers in the Region. We received 240 responses and are analysed below which included 217 online responses and 23 paper responses.

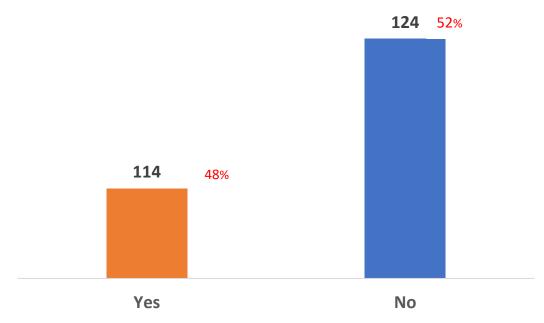
Please note:

The responses included in this document have been anonymised and are gathered from actual data collected from GMB members' personal opinions of their experiences in their workplace around this issue.

SURVEY ANALYSIS

Question 1.

Do you think you receive equal treatment and access to bonuses, overtime, pension, and other plus payments compared to non BAME staff?



In an ideal world, we hope that all our members are treated equally and fairly in terms of pay and access to other conditions.

Of those who responded YES they felt they had equal treatment and as for overtime, they believed they were all given a fair chance especially members in Local Government where basic rules should be applied across the board. Some members said they were in small companies and so treated fairly. A School member who commented noted that no support staff get overtime payments or bonuses.

Those who responded NO that they felt BAME and non BAME were treated differently commented that often non BAME staff were given "first priority" and "Overtime and preferable hours were available to the usual non BAME staff"

Many said that this was difficult to prove but they just knew this happened.

However, there were a number of responses which said that there was favouritism and that even though a BAME member had better or higher qualifications, white peers were given promotion. Also some members saw less experienced staff being promoted.

- A lot of irrational personal favouritism also applies",
- white staff get favourable treatment" and "some staff get special treatment"
- I definitely think I am overlooked at work for a face that better fits.
- Systematic discrimination. English people and white people are shown more"
- I have been working at a higher level with more responsibility for many years and also see less capable and less experienced white people being promoted ahead of me."
- BAME staff seem to be prioritised with higher roles and opened to others to be seen as advertised when the role is already taken."
- I have been repeatedly overlooked for any promotion or opportunity to get involved in projects and other events. I have always done an excellent and thorough job especially at a higher level of responsibility and have a blemish free record over a long period of time. I have repeatedly seen young non bame new employees given an extremely rapid progression to higher level jobs based on who they are and who they know."
- I have known that people with less experience and qualification have been brought into the organisation on a higher wage than me. "
- There is a disparity to how things are revealed to us. How we are approached and how we are treated especially when asking to re negotiate terms. "

Others commented:

- race plays a big role but proving it, unfortunately, will be the problem."
- senior staff regularly get bonus. front line staff hardly ever"

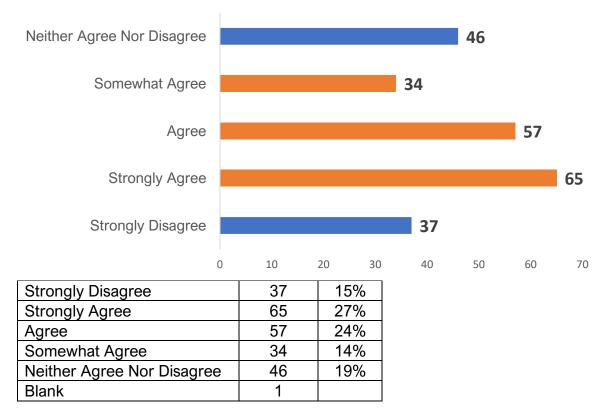
Sometimes there is hard evidence of a different such as with

• my white peers were getting min 25% more pay then us. The company actually lost a case in court on that and a manager was given compensation."

On a positive note, two responses said:

- You only need one person in an organisation with influence to create a culture of indifference. "
- Until we break down the barriers in society, I won't be as equal as my white counterpart in terms of bonuses, overtime, pension, plus other payment"





156 responses (65% of total) <u>agreed</u> with this statement (combination of Strongly Agree, Agree, Somewhat agree)

From those who said that Race didn't play a part this was because "certainly different sets are treated differently." Or that all staff "get additional tasks regardless of being BAME." A few mentioned that being given extra duties to perform was because of poor management. Others felt that Race did play a part in being given additional jobs and that they were specifically chosen

- "Yes as I seem to be the only one to be chosen to clean
- "yes. I believe individuals are more likely to ask me to take on additional work, and work that is below my grade which they would not ask my white counterparts to do.
- "Yes! Only myself and another colleague who is black are given extra work
- "Yes ,you are expected to more jobs than other people

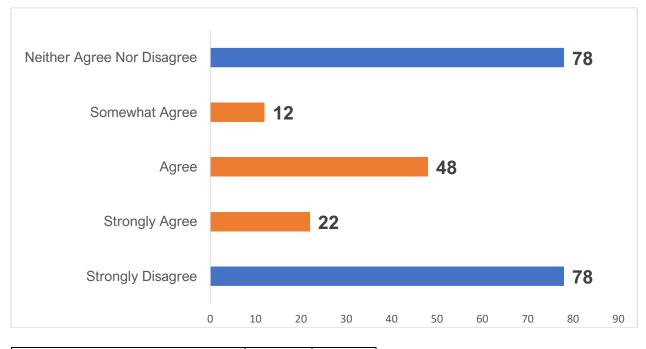
- I'm not sure. I can't say one way or another. But I do believe that people of an ethnic background are relied upon to work harder and are constantly overlooked
- Because majority of staff I work with is bame currently I would say it's even. But when it's just a few of us which has happened before I find I am asked to do more tasks.
- Difficult to say, but sometimes feel that when white colleagues say they are overworked stressed, they are believed more than BAME who are treated as though they have capability issues.
- It seems like the managers and supervisors pick on the minorities and elderly and those with a disability to do the unpleasant jobs.
- I am expected to do everything on my job description, whilst white colleagues can coast.
- Yes but they are all the less important/high-profile tasks which need to be done, but will receive no recognition.
- I have been given roles that are above me or am not supposed to do
- I feel like they are pushed towards me as a BAME person.
- Yes Management are happy to take disciplinary action against BAME officers and afraid of non BAME. We are always having to work longer and harder whilst some non BAME officers do not honestly do their core hours. Management are afraid to take action against them, but happily threaten BAME officers!

Some felt that they would be given extra duties and felt like they were unable to refuse.

- Other white colleagues get to refuse additional workload where I would get disciplined for saying I cannot
- I have been given a lot of additional tasks. Not sure if my race plays a part or my manager is unable to say no to the director.

Of those who Strongly disagreed with the statement 15 said that Race didnt play a part as their jobs have distinct boundaries.

Question 3. Promotion decisions between BAME and non BAME staff are fair at my workplace.



Strongly Disagree	78	33%
Strongly Agree	22	9%
Agree	48	20%
Somewhat Agree	12	5%
Neither Agree Nor Disagree	78	33%
Blank	2	

The responses were evenly spread with 78 disagreeing 32%) and think are unfair 82 agree (34%) are fair and 78 are unsure

Those who disagreed with this statement said that promotion is based on performance, merit and work ethic and the opportunity is open to all so Race didn't play a part in this

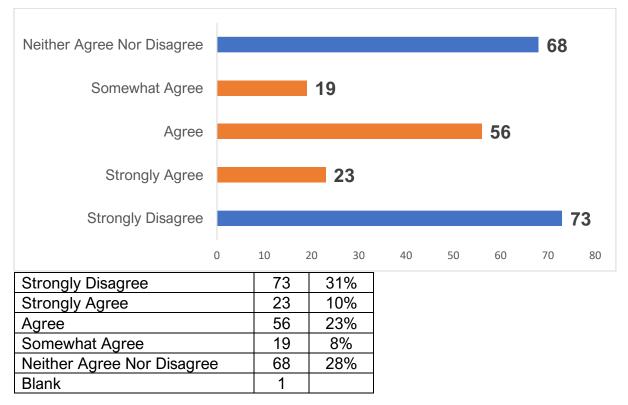
Interestingly there were a number of responses that indicated that some workplaces have no promotion systems in place especially within schools. Also within schools it was noted that the community is diverse yet this is not reflected in staff posts.

There were a number of responses where members felt that Race did play a part in this through bias, lack of training or selection, poor interview skills, lack of communication.

- I've been in situations when white staff have gotten the role I applied for with the same qualifications as me, yet my qualifications were not satisfactory
- I have never been encouraged to go further or been offered career progression or a promotion

- Never get notifications of any promotions
- In this particular job, the main problem is lack of opportunity/progression.
- 100% I believe race plays a factor, individual bring their prejudices our when interviewing for jobs
- Race and nepotism play a role in promotions at my workplace.
- because senior management provides training to whose face fit and then advertise the job. Black people are hardly given training before advertising a job
- I have been with my company for nearly 20 years and in those years there has been only 1 black manager/ team leader. And since he left over 11 years ago, we haven't had any.
- White staff promoted over BAME staff/ white british people are favoured more in the workplace
- Because I have seen people get promotion when they are not better than you
- We have a wealth of experience and skills in the workplace but there is a lot of bias. So existing staff are overlooked.
- less experienced white people being promoted ahead of me on many occasions.
- This is my experience as I am always given the jobs of a higher pay grade without being given the required pay but when it comes to getting promotion, people of another race are always chosen despite you already doing the job well and being praised for it. When you question this you are always met with excuses or are gas lighted
- BAME worker hardly move up, there is a ceiling for black staff
- Yes. I have been an excellent employee with a high level of ability and yet have never been accepted for any higher level position

Question 4. My job performance is evaluated fairly.



The responses were evenly spread with 73 disagreeing and think job performance are evaluated fairly and 98 agree they are fair but a number (68) were unsure

On the question of Performance, appraisal and evaluations, of those companies who did hold appraisals, 40 said that race didn't play a part in this and found these to be fair:

- Manager is exceptionally fair and goes by the book.
- I am not aware of being treated differently
- We have appraisals every year and so far have not had issues with my line manager who does it but feel that some colleagues who are lesser qualified feel threatened that I am more qualified than them
- I strongly agree with this as the supervisor I had was fair to all. But not from management.
- I find that a professional reputation helps and that my colour does not mean as much

Some members said that it wasn't race but the fact that they were female, others said the fact that they were Union members or reps.

A few said that race could be a factor but also poor management

- It depends on the management.
- Management pick and choose who they want to have a problem with when it suits them.
- I believe Manager's favourite people have been evaluated higher.
- Is not the race issue as much as management not appreciate your work
- No. Political. Favouritism
- This depends on who your manager is. I have had good managers who evaluate performance fairly and managers who have had prejudice and incorrect perceptions which meant they were unable to fairly evaluate my performance

Similarly, those who responded that race didn't play a part also said that there was a lack of management application

- The system is inherently biased, noy just against race
- No. Just poor practice in assessing work performance and appraisal
- No, bad management
- I don't think anyone s performance is done fairly
- depends upon how this person is liked by the seniors
- Again, they pick and choose their favourites.
- Awards are given to staff who are friends with management

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- I think with this, it is more of human factor, the one who favour the boss get what he wants but outspoken worker are always suppressed.
- Because even though we have the same process in evaluating there's always not fair decision at the end

A few members noted that there was a cultural difference and that it wasn't in the BAME culture to be assertive or promote yourself so members often miss out as being non assertive and so not good at their job

Those who disagreed with this statement said that race did play a part

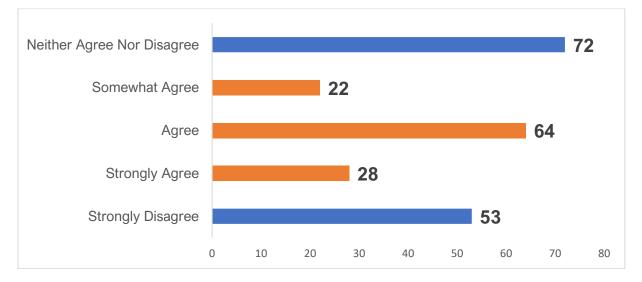
- I keep being criticised for the work I do despite doing the job properly. Other BAME employees especially Asian men face the same problems at my workplace.
- Non BAME performances are not evaluated fairly
- They have to accept our performance but will always find an excuse not to promote us
- Yes I do. I am highly experienced and qualified with a masters in my field for my job, but constantly turned down for higher roles that I have covered in the organisation
- Because it's the truth, they do not treat me fairly at all
- Yes. Institutional and systematic racism plays a big part.
- Yes I do worry that race plays a role. We are never hardly praised individually or as a team. The mistakes are very often highlighted.
- I felt I always done extra but never recognised for doing so
- Promises made were not honoured
- Not given credit for good work
- Nothing is really done to show appreciation for meeting targets. I have asked about progression/ training but feel our age and race plays a big part in fair treatment. Sometimes I clearly can see the lack of equal opportunities.

The survey found that a large number of companies didn't hold performance appraisals or evaluated jobs on a regular basis

- I can't tell you the last time I had a job evaluation
- I hardly get evaluated or appraised
- my job performance has not or ever been evaluated
- haven't had one for 3 years

Question 5.

Do you feel you receive fair wages at my workplace compared to non-BAME people, for similar roles we carry out?



Strongly Disagree	53	22%
Strongly Agree	28	12%
Agree	64	27%
Somewhat Agree	22	9%
Neither Agree Nor Disagree	72	30%
Blank	1	

114 responses (81% of total) <u>agreed</u> with this statement (combination of Strongly Agree, Agree, Somewhat agree) , 72 were unsure and 53 strongly disagreed

Of those who agreed, 29 said that race had no part as everyone were paid the same and on the same salary scales or structures

- No disparity, Nothing to do with the race
- My race doesn't play a role because we are all on the same wages, as far as I know.
- All employees pay bands can be checked
- Schools have a pay structure and staff have to be paid accordingly
- Wages are paid fairly
- This council operates a consistent scheme of paying allowances
- I know that I am paid the same as my white colleagues

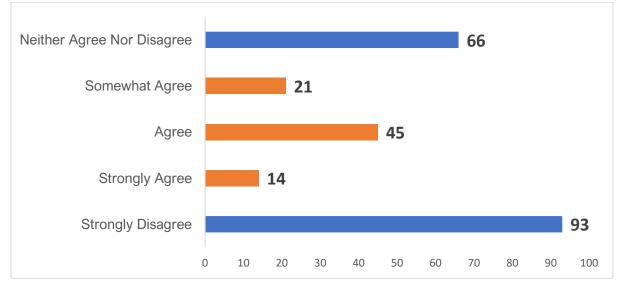
Some commented that they were unaware of what other staff earnt so were unsure or couldn't answer the question

Those who disagreed with this statement that there were different wages for BAME and non BAME

- We've known people being paid more and carry out less task than my role.
- Because it's the truth and I am just feed up now with this attitude.
- There is a difference
- Because white staff are paid more than black staff in my organisation
- Because being a proactive black person in a union play a major part of the inequalities
- I'm working at the same level as people with a higher grade and higher pay.
- At this level I have had to sweat to get the pay increase. Non BAME colleagues who are not qualified to do the role walked in unchallenged.
- because I have never been given the opportunities as others

Question 6.

Do you feel you have equal opportunity for advancement compared to non BAME workers?



Strongly Disagree	93	39%
Strongly Agree	14	6%
Agree	45	19%
Somewhat Agree	21	9%
Neither Agree Nor Disagree	66	28%
Blank	1	

80 responses (33% of total) <u>agreed</u> with this statement (combination of Strongly Agree, Agree, Somewhat agree) , 66 (27%) were unsure and 93 (39%) strongly disagreed

Of those who **Agree/ Strongly Agree/ Somewhat Agree,** 32 said Race doesn't play a part and there were equal opportunities

- It's not your colour .
- No I don't think race plays a role in this in this scenario because some of the roles which would be suitable for someone with my qualifications I have not wanted to go for because they do not interest me. I also wanted to teach but feel that my grade on my degree would not get me onto that role. It has nothing to do with race. But it does leave me with more options to find something I like if I find I don't want to work in a school anymore
- No. I work for a very diverse local authority
- All staff had access to exactly the same opportunities.
- Nominations for roles are collectively applied and the individual with most nominations, subject to acceptance, is selected.
- the company try to make an effort to be inclusive, because there is a very low percentage of BAME workers

93 members Strongly Disagreed and felt that they didn't have equal opportunities and that Race played a role

Management bias

- Management always favoured non BAME workers
- I can put myself forward for advancement but no I won't get the job as they already have people in mind.
- Hard to progress with white managers. I've been blocked from doing work which was beneficial to the entire team but non-BAME encouraged to do extra work benefitting the team.
- Managers favour certain people and do not favour others. I myself feel I was treated unfairly by my managers for a long period of time
- An element of personal favouritism still applies...
- The top people are usually white and they always chose people of their colour first
- Feel white peoples get priority
- Yes I do think race plays a major role, but again it's the culture.
- Yes. Check the length of time for an Asian worker to become manager against an English.
- In some roles your race plays a role and this is supported by the evidence of who has advanced and who hasn't
- I think it's based on who you know rather than race, although with management being white British it's has a incidental factor in the hiring and promotion process.

- The industry is very white and who you know led, which impacts progression.
- I have felt non-BAME persons with less experience have been appointed in positions I have applied for.
- A lot of favouritism in store

Lack of training for BAME or training targeted at non BAME

- Non BAME on step up programme
- More non-BAME people have had opportunities over me despite me having better qualifications and experience
- Yes. They groom white colleagues for promotion and I am always overlooked despite asking for help
- Think so. As I have been overlooked in the past-
- Yes definitely, I'm not considered for any roles
- I'm told I lack experience but there is no scope to learn and improve. Non BAME are walking in due to their connections to Heads of Service and Directors. It's not what you know but who!
- I was not given any opportunity.
- jobs or training are given to non BAME
- As we are mainly teaching assistants/learning support staff there isn't much room for advancement. However some support staff have been sent on additional courses. This may be due to my race or it could be to do with my age.

Lack of encouragement

- I have never been encouraged to do better or progress
- I have to always work hard and prove myself when my other non BAME colleges don't
- For the past four years or more in my place of work, staff treatment was so unfair, on so many grounds. Training, overtime, present bought in from families during covid, Christmas. Friendship was running
- A few years ago other support staff have had opportunities for further development who are non BAME.
- Had to work 10 times as hard to get the role some guys just asked for or befriended managers for.
- I asked to do 2 courses to help my career progression. I was turned down on both requests
- Ability to advance isn't purely based on race. Also gender based and lack of recognition of support service roles.
- There is a ceiling to advancement in my organisation

- Less capable and less experienced white people being promoted ahead of me on many occasions.
- been in same role for over 20 years not encouraged or given training for management roles
- New opportunities and advancement are often given to those who are non BAME
- Evidence suggests that equal opportunities is often denied to BAME. I often feel that there is a clique and that in order to be part of this you have to assimilate, ie be less BAME.
- I do believe non BAME workers have a better chance of advancing.

General evidence of discrimination and desperation

- I feel that i've lost out the whole of my life.
- I am very much discriminated against.
- Equal opportunity is just a statement that doesn't fit with a black African woman in the UK
- Systemic and systematic discrimination.
- I've experienced this first hand
- Yes. Where I work there is institutional and system racism.
- If I want promotion have to look elsewhere

Conclusion

The survey found evidence of disparity of pay and terms and conditions across BAME workers in the Region

Across the results it was evident that there is a lot of favourtism and management bias across companies and workplaces. Members felt that race played in role and BAME workers were often overlooked for promotion, career progression.

Some workplaces had no appraisal systems or ones where there was a lack of management training or application. GMB should ensure that there is no discrimination in application of pay and terms and conditions in workplaces.

All staff should be made available of all job opportunities and they should be open and fair to all.

GMB POLICY OF RACE ETHNICITY PAY GAP

Equality monitoring and reporting

GMB is disappointed that the race pay gap has never been formally addressed despite many research reports that confirms its existence.

We support mandatory ethnicity pay reporting for employers with more than 50 employees and encourages workers to regularly carry out pay audits, alongside other actions to campaign to reduce and eliminate the ethnicity pay gap. (2019:C5)

Congress 2018

A Special Report on a National Equality Organising Strategy was carried at Congress. This report ensured that all equality issues are mainstream in GMB and as equality activists were central to the organising agenda, all reps should be aware of and equipped to campaign on equality issues.

GMB has the power to make real change happen in our workplaces for women, LGBTQ+, BAME, young, disabled and migrant workers, that benefits all of us.

We must use the equality bargaining agenda to recruit, retain, empower and activate membership - working to ensure that all Equality campaigns and activities support the on-going work of building the Union, empowering members, developing activists and delivering change.

Equality should not sit separately to our branch and workplace structures, it should be at the heart of them.

GMB can and does deliver change for GMB members on equality. In workplaces we fight for equal pay, seek to ensure workplace/employment policies do not discriminate against BAME workers and that adjustments are made for people who need support to stay in work. From ensuring equality impact assessments are undertaken when employers make changes, to representing individual members who have faced harassment and bullying, GMB delivers on equality for our members

The Report committed that in order to make a practical difference on equality, GMB will:

• Produce guide to equality and diversity workplace mapping for officers and activists.

• Develop an Equality Bargaining guide, toolkit and training for officers and activists to use. Wherever possible, there should be an equality 'ask' on the table to improve workers' terms, conditions and work life when negotiating with the employers where we have open access to staff.

• Develop model policies which can be downloaded from the members' area of the GMB website to make it as easy as possible for all reps to secure equality and diversity policies in the workplace.

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• Work with Equality Strands to produce strands specific recruitment and organising materials, ensuring that these are embedded in the real lives of our members, working with strand representatives on the REFs and NEF. These should include toolkits on issues such as the gender pay gap, the pay gap for BAME workers, LGBT+ organisation, identifying and tackling modern slavery and highlighting and making adjustment for all disabilities, including hidden disabilities which by their very nature are more difficult to identify and support.

Congress 2019

At Congress 2019 there were 2 motions on the **Ethnicity Pay Gap** These noted that that there is a huge gap in the pay that BME workers take home compared to their white counterparts.

According to a survey covering London public sector employees, BME staff take home on average 37% less than white colleagues, driven by the lack of BME staff in senior posts.

Further research covering the whole economy by the Resolution Foundation showed that BME workers lose £3.2bn a year in wages compared to white workers. It found Pakistani and Bangladeshi male graduates earned an average £2.67 an hour (12%) less, while among female graduates, black women faced the biggest pay penalty, of £1.62 an hour (9%).

So far only 3% of employers with over 250 employees are voluntarily reporting their ethnicity pay gap, and this is just not good enough.

Our BME members deserve to know that they will have the same opportunities to earn good wages as their white colleagues, and that measure are being taken, not just to recognise the gap, but to eliminate it.

The motion called for:

- An investigation into the ethnic minority pay gap with our largest employers, either jointly with the employer, or if they will not participate, a union led survey of our members
- GMB to lead from the front by reporting on GMB's ethnic minority pay gap as an employer, and work with the TUC to encourage other trade unions to do the same
- The issue of an ethnicity pay gap to be publicised to our branch officers and reps with briefing and campaign materials explaining the issues which lead to the gap
- Work with the Labour Party to develop policies which not only ensure that employers report on their pay gap, but that there are measures to combat it across the economy

Race Pay Equality gap and Mandatory Reporting of the Race Pay gap

We were disappointed that the race pay gap between black and white workers has never been formally addressed except through research and reports which have consistently confirmed that it exists year upon year. It is time that the race pay gap is addressed.

Congress welcomes the publishing of the gender pay gap and the mandatory reporting on the government website. However, as in the case of the BBC, the gender pay gap like other equal pay reports has dismissed the racial parity in terms of pay.

The racial disparity in terms of pay gap is not addressed at any level be it in the gig economy, commercial, public, or manufacturing sector.

The extent of the race pay disparity for 1.9 million black workers is stark and impacts the standard of living of those affected.

The TUC report on the pay gap for minority workers in respect of achieved qualifications revealed that students who entered the workplace after GCSE are paid 11% less than their white counterparts. Those who attained degrees, the pay gap increased to 23%.

The race pay gap impacts the standard of living of those affected.

We welcome the GMB National Equality Organising Strategy Report agreed at Congress 2018 which agreed to develop a toolkit as well as the gender pay gap for BAME workers and would like to see if the union responded to the Government consultation on Ethnicity Pay gap which ended in January.

To build on the report, we call upon GMB to:-

- Call for mandatory ethnicity pay reporting for employers with more than 50 employees and encourage workers to regularly carry out a pay audit;
- Take action to reduce race pay gaps so that jobs are awarded on ability and fairness;
- Work with the government to encourage employers to ensure apprenticeship schemes are of quality instead of low paid or voluntary work;
- Campaign for more investment in industries where BAME workers are over represented;
- Undertake research/report on the impact of BAME workers who were prevented from taking legal action against their employers on race discrimination due to the tribunal fees;
- Continue to campaign vigorously and visibly on equality impact on organisations policies;
- Continually monitor and ensure that the recommendations as set out in the McGregor-Smith Review "Race in the Workplace" are implemented.

We are looking for GMB to:-

- 1. Work with GMB sponsored MPs to work with us for legislation for companies to report and publish their race pay gap.
- 2. Campaign in whatever way to raise awareness of the race pay gap and organise in workplaces for employers to publish this data.
- 3. Raise awareness of this inequality through fact sheets, briefings, etc or whatever means.
- 4. Work with relevant organisations such as TUC to campaign for employers to publish this data.

5. Ensure that the issue of the race pay gap is at the forefront in any restructure, GMB Union 17

Congress 2021

Motion 59 referred by Congress 2021 address the "**Race Ceiling Across The Public, Private And Third Sectors**" and called on employers across the public, private and third sectors to publish their practices and routes taken to understand, recruit, retain, and promote the BME workforce.

The motion referred to the work done on "Break the Race Ceiling" campaign led by GMB Scotland's Usman Ali as Chair of the STUC Black Workers' Committee where he has began auditing public sector employers in Scotland to develop a baseline and promote greater public accountability. This should be applied across all sectors across the whole of the UK. The motion called on GMB to urge public, private and third sector employers across the UK to:

- 1) Publish data regarding the number of BME employees they have and how this compares to the overall workforce, the number of how many BME employees have left their employment in the last five years and how this compares to the overall workforce, and the number of BME employees in Senior and Strategic roles and how this compares to the overall workforce employed in those same roles.
- 2) Publish the routes the employers take to understanding and engaging BME communities, the routes the employers take to recruit, retain, and promote BME people as part of their workforce.

Congress 2022

Motion 77 carried by Congress 2022 says there are inequalities in our workplaces and society and calls for "Fair Pay for all", workers should be treated fairly, and receive fair pay regardless of their gender, race or disability. The motion calls on the TUC to campaign for:

- In-depth research into the race and disability pay gaps in order to identify the causes and make recommendations to address these
- Place a duty on employers to report their gender, race and disability pay gap regardless of the number of employees and to demonstrate how they will address any gaps identified
- Robust monitoring and enforcement of this reporting

Congress believes that our trade union should lead the way on pay parity and calls upon the GMB to:

- Encourage Branches to work with their employers to undertake pay surveys in their own organisations and devise strategies to address any gaps identified
- Facilitate training for workplace representatives and officers