Preventing race-based discrimination and supporting cultural diversity in the workplace

An evidence review: summary report

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***Creating Healthy Workplaces* evidence review series**
VicHealth commissioned five international evidence reviews to build a body of evidence and knowledge about effective workplace health interventions. Both full and summary reports are available for each of the five evidence reviews:

- Preventing race-based discrimination and supporting cultural diversity in the workplace
- Preventing violence against women in the workplace
- Reducing alcohol-related harm in the workplace
- Reducing prolonged sitting in the workplace
- Reducing stress in the workplace

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Cover photo
Race-based discrimination in the workplace affects almost one in five Australians. Population groups most at risk of race-based discrimination in the workplace are Indigenous Australians and people born overseas who speak a language other than English. Photo: Taras Mohamed

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THE UNIVERSITY OF MELBOURNE

VicHealth

VicHealth is playing a leading role in building the Australian knowledge base on effective workplace health interventions with our *Creating Healthy Workplaces* evidence review series. We hope that this report, and the series as a whole, becomes a focus for new conversations about workplaces and the critical role they play in the health of society.

> Jerril Rechter, CEO, VicHealth

Contents

Foreword	04
Executive summary	05
1. Introduction	06
2. Race-based discrimination: definitions and prevalence	07
3. The impacts of race-based discrimination	08
4. The benefits of preventing race-based discrimination and supporting cultural diversity	10
5. Population groups most at risk	11
6. Best practice: workplace interventions	12
7. Bibliography	15

Foreword

Workplaces are important settings for health action and improvement. VicHealth has identified five areas where workplaces can begin to make advances, not only in improving the health of employees and preventing future problems, but also in enhancing productivity and reducing absenteeism and staff turnover. These five areas – race-based discrimination and cultural diversity, violence against women, alcohol-related harm, prolonged sitting and stress – are the subjects of VicHealth's *Creating Healthy Workplaces* evidence review series.

This report deals with race-based discrimination and cultural diversity in the workplace and is a summary of the full evidence review, *Preventing race-based discrimination and supporting cultural diversity in the workplace (An evidence review: full report)*, available at www.vichealth.vic.gov.au/workplace. Its findings show that rates of race-based discrimination in the workplace are unacceptably high. The majority of race-based discrimination complaints received by both the Victorian Equal Opportunity and Human Rights Commission and Australian Human Rights Commission relate to employment settings, with some evidence that race-based discrimination at work is on the rise in Australia.

These trends are a concern, for while work has many recognised health benefits, the negative health consequences of exposure to race-based discrimination are now well established. The health problems of individual staff resound throughout the workplace, affecting co-workers, managers and businesses as a whole – not to mention families and communities. This is in addition to the direct impacts of race-based discrimination on businesses such as stifling productivity and workplace morale.

With most working-age Australians spending around one-third of their waking lives at work there are real opportunities to influence people's health in this setting. VicHealth is thrilled to be playing a leading role in building the Australian knowledge base on effective workplace health interventions with our *Creating Healthy Workplaces* evidence review series. We invite you to read and consider the findings summarised in this report. We hope that this report, and the *Creating Healthy Workplaces* series as a whole, becomes a focus for new conversations about workplaces and the critical role they play in the health of society. While this report is not a definitive review, it provides a framework for Australian workplaces and introduces some key issues that require consideration when designing effective workplace health programs.

And finally, we hope that individual workplaces and employers are inspired to put practical interventions in place that prevent race-based discrimination and support cultural diversity in the workplace. Around the world, successful enterprises have found that implementing measures that enhance the physical and mental health of employees results in benefits far greater than the costs.

Jerril Rechter
Chief Executive Officer
VicHealth

Executive summary

The evidence review, *Preventing race-based discrimination and supporting cultural diversity in the workplace (An evidence review: full report)*, found that race-based discrimination in the workplace has negative outcomes for individuals, organisations and society, resulting in considerable health, social and economic costs. There is strong evidence that race-based discrimination causes ill health, especially poor mental health, and certain risky health behaviours. It results in adverse social outcomes, impacting negatively on children, families and communities, and adverse economic outcomes for organisations and the broader economy. Organisations have a critical role to play in preventing race-based discrimination and supporting cultural diversity, and the subsequent benefits that can be realised provide a compelling argument for action.

Race-based discrimination is defined as discrimination based on race, ethnicity, culture or religion. The behaviours and practices that result in race-based discrimination, along with the beliefs and prejudices that underlie them, are sometimes collectively referred to as racism. Supporting cultural diversity means respecting different ways of living and being within an over-arching democratic and human rights framework, and valuing diversity as an asset. Reducing race-based discrimination is an important step in ensuring that cultural diversity is nurtured.

Race-based discrimination in the workplace affects almost one in five Australians. The majority of race-based discrimination complaints received by both the Victorian Equal Opportunity and Human Rights Commission and Australian Human Rights Commission relate to employment, with some evidence that race-based discrimination at work is on the rise in Australia. The proportion of people reporting 'not being promoted or treated fairly at work' due to race-based discrimination rose from approximately 12 per cent to 20 per cent between 2007 and 2009.

Population groups most at risk of race-based discrimination are Indigenous Australians and people born overseas who speak a language other than English. Australians from Asian, Middle Eastern and African backgrounds appear to be more vulnerable than those from European backgrounds.

The review identified an evidence-based approach to planning workplace interventions that address race-based discrimination and cultural diversity. Conducting an organisational self-assessment was identified as the first step in a process for workplaces to undertake. An organisational self-assessment is a conscious, planned and appropriately resourced process of change that seeks to incorporate non-discrimination across a range of organisational functions.

The review summarised but did not appraise the effectiveness of every possible workplace intervention that may address issues arising out of an organisational self-assessment. However, it details two evidence-based workplace interventions: cultural diversity training and inter-group contact (supporting contact between different racial groups), along with some promising interventions that have been shown to be effective in other environments.

1. Introduction

The workplace has been identified as a priority setting for health action and improvement in VicHealth's *Strategy and Business Plan 2009–2013*. Late in 2009 VicHealth established a new program, **Creating Healthy Workplaces**, to enhance and sustain workplace health promotion research, policy and practice in Victoria by building the evidence base on effective workplace health interventions.

VicHealth's *Creating Healthy Workplaces* program focuses on five factors that influence health:

- race-based discrimination and cultural diversity
- violence against women
- alcohol-related harm
- prolonged sitting
- stress.

In recognition of the limited research currently available to guide the design and delivery of interventions, VicHealth commissioned five international reviews to build the evidence base on effective workplace health interventions in relation to these five determinants of health.

This report is a summary of the full evidence review, *Preventing race-based discrimination and supporting cultural diversity in the workplace (An evidence review: full report)*, available at www.vichealth.vic.gov.au/workplace. The key objective of the evidence review was to identify interventions that prevent race-based discrimination and support acceptance of diversity in the workplace.

The review focused on interventions that target change at the organisational and systems levels. An organisational and systems approach involves a whole of workplace focus that includes all stakeholders and brings about change in the workplace culture and infrastructure as well as policy, procedures and practices.

Organisational and systems levels interventions represent an effective and sustainable approach to creating supportive and healthy workplace environments. They target and seek to change the influences on, or root causes, of ill health within the workplace (e.g. the working conditions and culture). Organisational and systems-focused interventions result in benefits to both the workplace and individual employees. In contrast, individually focused interventions can be effective at the individual level but don't always have favourable impacts at the broader organisational level. VicHealth's focus on interventions that target change at the organisational and systems levels will build upon and complement existing workplace health practices and evidence, which largely focus on effecting change at the individual employee level.

The workplace as a health promotion environment

Workplaces are an important environment for health action and improvement. VicHealth identifies the workplace as a priority setting in its *Strategy and Business Plan 2009–2013* because:

- Employment and working conditions are important social determinants of health. There is strong evidence linking fair, safe and secure employment arrangements with good health. Conversely, poor job security and conditions are associated with poor health.
- Workplaces play a critical role in the health of society. The workplace directly influences the physical, mental, economic and social wellbeing of employees, and in turn the health of their families, communities and society. Effective workplace health promotion can therefore result in a multitude of beneficial outcomes across all levels.
- The workplace provides an ideal setting and infrastructure to support the promotion of health to a large audience. Approximately two-thirds of working-age Australians are in paid work – many spending up to a third of every day at work.

In 2010, a research team from The University of Melbourne was commissioned to conduct the evidence review and identify:

- the impacts (health, social and economic) of race-based discrimination in the workplace
- the benefits to the workplace of preventing race-based discrimination and supporting acceptance of diversity
- population groups that are most at risk
- workplace interventions that prevent race-based discrimination and support acceptance of diversity, including:
  - the major components of effective interventions
  - principles, frameworks and models to guide the design and delivery of interventions
  - tools and resources to support implementation
  - case studies.

This report is a summary of the full evidence review, *Preventing race-based discrimination and supporting cultural diversity in the workplace (An evidence review: full report)*, available at www.vichealth.vic.gov.au/workplace

2. Race-based discrimination: definitions and prevalence

Discrimination includes behaviours or practices that result in avoidable and unfair inequalities in power, resources or opportunities across groups in society based on various characteristics. These characteristics include race, ethnicity, culture and religion as well as, gender, sexual preference, age, social class and relationship status. Individuals may experience multiple discriminations at the same time on the basis of two or more of these characteristics.

> Race-based discrimination refers to behaviours or practices that result in avoidable and unfair inequalities across groups in society based on race, ethnicity, culture or religion.

Race-based discrimination refers to behaviours or practices that result in avoidable and unfair inequalities across groups in society based on race, ethnicity, culture or religion. The behaviours and practices that result in race-based discrimination, along with the beliefs and prejudices that underlie them, are sometimes collectively referred to as racism.

Race-based discrimination can occur at individual, interpersonal, community and societal levels. Two forms of race-based discrimination are commonly distinguished – interpersonal discrimination and systemic discrimination.

Interpersonal discrimination occurs when interactions between people result in avoidable and unfair inequalities across groups. Overt forms of interpersonal discrimination include bullying, harassment, rudeness, name-calling, exclusion, excessive surveillance, verbal and/or physical abuse, unfair performance appraisal and hiring/firing biases. Subtler forms include unrealistically positive feedback, overzealous helping, assigning overly easy tasks and tokenistic inclusion.

Systemic race-based discrimination refers to the way in which the rules, regulations and norms of an institution are set up to disadvantage certain racial groups – whether intended or not. This type of discrimination in the workplace occurs through avoidable and unfair differences in workplace conditions and practices, such as recruitment and selection (e.g. not recognising qualifications), job allocation, performance evaluation, promotion, remuneration and dismissal.

Supporting *cultural diversity* means respecting different ways of living and being within an over-arching democratic and human rights framework, and valuing diversity as an asset. Reducing race-based discrimination is an important step in ensuring that cultural diversity is nurtured.

Almost one in five Australians has experienced race-based discrimination in the workplace. In 2008–09, 84 per cent of complaints received by the Australian Human Rights Commission under the *Racial Discrimination Act* were related to employment. In Victoria in 2009–10, 66 per cent of discrimination complaints based on race or religious belief received by the Victorian Equal Opportunity and Human Rights Commission were employment related. However, the actual prevalence may be higher because there is evidence that many people do not report race-based discrimination when it occurs.

> Almost one in five Australians has experienced race-based discrimination in the workplace.

There is also some evidence that race-based discrimination at work is on the rise in Australia. The proportion of people reporting 'not being promoted or treated fairly at work' due to race-based discrimination rose from approximately 12 per cent to 20 per cent between 2007 and 2009.

3. The impacts of race-based discrimination

Race-based discrimination is a human rights violation both in its own right and because it compromises the attainment and enjoyment of other human rights, including the right to health. Race-based discrimination has negative outcomes for individuals, organisations and society, resulting in considerable health, social and economic costs. The health effects to individuals affected by race-based discrimination are summarised in Table 1.

Race-based discrimination causes poor mental health, depression and risky health behaviours.

Impacts on individual health

There is strong evidence that race-based discrimination is associated with poor mental health and wellbeing, including anxiety, depression, stress and poor quality of life. People reporting race-based discrimination are also more likely to be overweight or obese and to engage in behaviours known to cause poor health, including: smoking, substance misuse and alcohol misuse. While there are conflicting findings, some studies show an association between race-based discrimination and both infant low birth weight and heart disease and stroke. The link with heart disease is supported by emerging evidence of an association with factors known to increase the risk of heart disease and stroke (e.g. high blood pressure, increased heart rate, early coronary calcification and damage to red blood cells).

These negative health outcomes are understood to be due to a range of factors including:

- discrimination restricting peoples' access to resources required for health such as employment, health services and education
- affected individuals and groups internalising negative evaluations and stereotypes, leading to poor psychological wellbeing
- discrimination producing stress, fear and negative emotions which have negative psychological and physiological effects
- individuals disengaging from healthy activities (e.g. exercise, taking medications and maintaining good sleep patterns)
- individuals using coping strategies that impact negatively on their health (e.g. smoking, alcohol and substance misuse).

Impacts on children, family and communities

- The impacts of race-based discrimination are not confined to those directly subjected to it. Discrimination can create a climate of apprehension and fear that affects the mental health and wellbeing of others from similar backgrounds.
- Children of parents affected by race-based discrimination are at a higher risk of developing behavioural and emotional problems.
- Race-based discrimination affecting one generation may also compromise the social and economic prospects of future generations, contributing to intergenerational cycles of poverty and disadvantage.
- Ethnic and race-based discrimination can undermine positive intercultural relations and community cohesion. It is associated with peer violence among young people and large-scale community conflict and violence.

Impacts on organisations

Race-based discrimination has clear and adverse impacts for organisations. Low levels of staff commitment, trust, satisfaction and morale occur when workplace inequalities exist based on race, ethnicity, cultural and religious backgrounds (e.g. race-based bullying and exclusion, inequality in job allocation, promotion and remuneration). The economic costs of discrimination include:

- responding to grievances through formal complaints mechanisms, estimated to be an average of $55,000 per case
- reduced productivity and absenteeism, with an estimated 70 per cent of employees exposed to discrimination, violence or harassment taking time off work as a result
- staff turnover and recruiting and inducting replacement staff
- healthcare and social service costs associated with the long- and short-term consequences of discrimination (e.g. treatment and rehabilitation, income support payments).

Race-based discrimination reduces workplace productivity and staff morale, and increases absenteeism and staff turnover.

Race-based discrimination can also result in employers failing to recognise work related qualifications, resulting in significant under-employment (that is, a situation where employees have education, experience, or skills beyond the requirements of their job). Under-employment has adverse impacts for the employee, with evidence indicating that it can be a risk factor for poor mental health. In forgoing the application of potentially productive skills and the benefits of diversity (e.g. creative thinking) and increasing the risks of poor morale and staff turnover, it also impacts negatively on the workplace. At the broader societal level, under-utilisation of workforce skills can compromise productivity and efforts to address skill shortages. This is a significant concern in Australia given the projected skills shortages resulting in part from an ageing population.

Table 1: The association between self-reported race-based discrimination and poor health outcomes, 2011

	Well established (a)	Established in some studies (b)	Emerging (c)
Negative outcomes for mental health	• Psychological, psychiatric, emotional distress • Depression/depressive symptoms • Anxiety • Stress		• Psychiatric disorders (e.g. post traumatic stress disorder) • Suicide risk • Sleep disturbance • Chronic fatigue
Negative outcomes for mental wellbeing	• Quality of life • Work and personal satisfaction	• Self-esteem • General mental health	• Psychological wellbeing
Negative outcomes for physical health		• Heart disease and stroke • Infant low birth weight/ decreased gestational age	• Self reported pain • Breast cancer • Workplace injury, illness and assault
Development of health risk factors	• Overweight and obesity	• High blood pressure	• Other risk factors for heart disease and stroke (e.g. increased heart rate, early coronary calcification) • Abnormal/higher fasting glucose (diabetes risk factor) • Damage to red blood cells (risk factor for a range of health problems)
Behaviours increasing the risk of poor health	• Smoking • Substance misuse • Alcohol misuse		
Impacts on health care	• Patient satisfaction	• Use of screening tests • Access to health care and treatment • Adherence to treatment	

(a) More than 60% of studies showing an association (b) Less than 60% of studies showing an association (c) Association explored in less than 5 studies, with all or most showing an association (only studies from 2005 onwards included). Only statistically significant associations included.

4. The benefits of preventing race-based discrimination and supporting cultural diversity

Race-based discrimination can be prevented by addressing its underlying contributors, and organisations have a critical role to play. The significant health, social and economic impacts provide a compelling argument for workplace action to prevent race-based discrimination.

Workplaces can proactively meet their legal obligations, increase workforce participation and reduce operating costs by taking action to prevent race-based discrimination.

The specific benefits for workplaces in preventing race-based discrimination include:

- proactively meeting legal obligations: new legal obligations under the *Victorian Equal Opportunity Act 2010* place a *positive duty* on organisations to take reasonable and proportionate measures to eliminate discrimination, rather than simply responding to complaints
- increased productivity
- reduced absenteeism and presenteeism (decreased on-the-job performance due to the presence of health conditions)
- decreased staff turnover
- reduced associated administrative costs
- improved health and wellbeing of employees
- improved staff morale including increased job satisfaction, trust, commitment and loyalty
- enhanced team performance
- realising the benefits of cultural diversity
- better customer and client satisfaction
- a positive image and reputation.

Economic benefits of preventing race-based discrimination and supporting diversity

While the cost of race-based discrimination to the Victorian economy has not been formally estimated, preventing race-based discrimination is likely to result in considerable economic benefits. Economic benefits will result from reversing the impacts and burdens described in the previous section and realising the specific benefits for workplaces (see left). Additionally, preventing race-based discrimination will result in:

- increased workforce participation
- reduced skills shortages and, by creating a welcoming environment for newcomers, a strengthened capacity to attract the best skilled migrants from around the world
- cultural diversity benefits including increased productivity, innovative and creative thinking, establishment of new and innovative businesses, links to new domestic and international markets, improved international trade, and increased demand and market share (e.g. in the tourism industry)
- reduced health and social service costs of responding to physical and mental health problems resulting from race-based discrimination
- reduced over-representation of some racial groups in social and economic problems (e.g. unemployment and in the criminal justice system). These problems are themselves associated with direct economic costs as well as compromising economic growth.

5. Population groups most at risk

Population groups that are most at risk of race-based discrimination are Indigenous Australians and people born overseas who speak a language other than English.

Indigenous Australians are more likely to experience race-based discrimination than non-Indigenous people. In the workplace, almost a third of Indigenous Australians have experienced race-based discrimination compared with 13 per cent of non-Indigenous Australians.

Populations groups most at risk of race-based discrimination in the workplace are Indigenous Australians and people born overseas who speak a language other than English.

People born overseas who speak a language other than English are also far more likely to experience race-based discrimination than those born in Australia. In the workplace, 38 per cent of employees born in non-English speaking countries reported discrimination because of their ethnic origin in 2006 compared to 13 per cent of Australian-born employees.

There are also variations in vulnerability to race-based discrimination between different racial groups. People from African, Asian and Middle-Eastern backgrounds appear to be more likely to be exposed to discrimination than those from European backgrounds. For example, a study found that applicants with Chinese, Middle Eastern, Indigenous and Italian names had to submit 68 per cent, 64 per cent, 35 per cent and 12 per cent more job applications respectively to obtain the same number of interviews as an applicant with an Anglo-Australian name who had equivalent experience and qualifications.

6. Best practice: workplace interventions

Review method

The authors conducted an evidence review to identify interventions that prevent race-based discrimination in the workplace, including:

- the major components of effective interventions
- principles, frameworks and models to guide the design and delivery of interventions
- tools and resources to support implementation
- case studies.

The review focused on interventions that had a whole-of-organisation and systems approach.

While substantial Australian research was identified on the prevalence and impacts of race-based discrimination, very little Australian literature on interventions to address the problem were found. This suggests that Australian practice in this area has not been extensively documented. However, the reviewers concluded that there is potential to learn from the experiences of selected overseas organisations due to the social, economic and historical similarities.

The review identified an evidence-based approach to planning workplace interventions that address race-based discrimination and cultural diversity. A large body of literature on undertaking systematic assessments was analysed, and conducting an organisational self-assessment was identified as the first step in a process for workplaces to undertake. The review summarised but did not appraise the effectiveness of every possible workplace intervention to address issues arising out of the organisational self-assessments identified through the review. However, it details two evidence-based workplace interventions: cultural diversity training and inter-group contact (supporting contact between different racial groups), along with some interventions that have been shown to be effective in other environments.

Visit www.vichealth.vic.gov.au/workplace for a copy of the full evidence review: *Preventing race-based discrimination and supporting cultural diversity in the workplace (An evidence review: full report)*.

A process to prevent race-based discrimination: Organisational self-assessment

Workplaces seeking to address race-based discrimination and cultural diversity should undertake an organisational self-assessment as a first step. An organisational self-assessment is a conscious, planned and appropriately resourced process of change that seeks to incorporate non-discrimination across a range of organisational functions. These organisational functions include, for example: leadership; strategy, planning and policy; communications; data collection and monitoring; and workplace conditions and culture.

> Workplaces should undertake an organisational self-assessment as the first step in a process to prevent race-based discrimination.

This process is responsive to the variability in workplaces; it enables each workplace to diagnose and identify their own set of interventions or strategies, which are tailored to their context and their specific issues. It also helps organisations to establish a baseline from which further activity can be developed and measured against.

Key features of best practice organisational self-assessment include:

- a 'top-down' central team/committee with broad responsibilities and senior membership to lead, monitor and coordinate a whole-of-organisation approach
- a department, work unit or individual with a central rather than peripheral organisational location to provide administrative, logistic and managerial support to the team/committee
- 'bottom-up' strategies that promote transparency, trust and information exchange between staff and managers/leaders (e.g. staff surveys and forums)
- taskforces, change teams and/or workplans distributed across the organisation as appropriate
- clear goals, measurable outcomes, accountability, evaluation and continuous quality improvement
- diversity training to support both the assessment process and subsequent implementation.

Workplace interventions that may address issues arising out of an organisational self-assessment include: diversity training, inter-group contact, revising and developing new policies and practices, resource development, role modelling, mentoring programs, and systems to monitor staff outcomes. Desired outcomes from these interventions include:

- clear and well disseminated anti-discrimination policies, practices and procedures that ensure fair and equitable outcomes for staff from all backgrounds
- strong internal leadership and mentorship for preventing discrimination
- accessible, safe and supportive environments for all staff
- effective mechanisms for responding to discrimination when it occurs
- equitable and respectful inter-group relationships and interactions.

Workplace intervention: Cultural diversity training

Cultural diversity training is a common and effective intervention to prevent race-based discrimination in the workplace. Organisations often use cultural diversity training to gain support for new non-discrimination policies and to reinforce their implementation.

Diversity training should be integrated into an organisational self-assessment and planning process and tailored according to the geographical, social and organisational contexts.

Principles for best practice diversity training are summarised in Table 2 (see next page).

Workplace intervention: Positive inter-group contact

Supporting contact between different racial groups, known as inter-group contact, is an effective way to reduce racist attitudes and beliefs, which can help to prevent race-based discrimination. Workplaces are ideal environments for positive inter-group contact as they facilitate positive and effective contact between different groups. Conditions in the workplace that are most likely to support attitudinal change are when:

- there is equal status between groups
- individuals from different groups seek to achieve common work-related goals rather than acting in competition
- contact is sanctioned (at least implicitly) by the workplace
- contact is sufficient and sustained to allow personal acquaintances and inter-group friendships to develop.

Organisational strategies to promote inter-group contact should be indirect and focus on ensuring that individuals from diverse racial, ethnic, cultural and religious groups from across the organisation are represented. Making shared spaces (e.g. lunch rooms) and social activities (e.g. organised sporting teams) available can promote positive inter-group contact. Inter-group contact can also be fostered by:

- matching mentors and mentees from different groups
- job rotations that enhance the diversity of work teams and committees
- heterogeneity in the cultural backgrounds of diversity training participants where appropriate.

Other promising interventions

Interventions that are effective in preventing race-based discrimination in other environments that are relevant to the workplace include:

- Bystander approaches. A bystander is someone who observes an act of discrimination, violence or other unacceptable or offensive behaviour. Bystander approaches encourage people not directly involved to identify, speak out about or seek to engage others in responding to discrimination or behaviours or practices that contribute to discrimination.
- Communication and social marketing campaigns (e.g. promoting pro-diversity attitudes and behaviours).
- Developing conflict resolution skills.

Table 2: Principles for diversity training

Do's	Don'ts
Content • Focus on both cultural awareness and issues relating to racism and power. • Focus on interpersonal and systemic racism. • Emphasise issues relating to diversity and commonality, both between and within groups. • Discussions of dominant culture privilege are important but should be approached carefully.	• Don't focus solely on interpersonal racism while ignoring systemic racism. • Don't focus solely on either commonality or diversity. • Avoid a singular focus on characteristics of minority groups. • Don't characterise people from the dominant culture as inherently racist – acknowledge that anyone can perpetrate racism. • Complex or difficult issues should be addressed not ignored (e.g. racism committed by members of minority groups). • Approaches should not encourage a colour-blind perspective.
Learning approach • Aim to enhance three central learning outcomes: awareness, attitudes and skills. • Reinforce learning by providing information about additional resources, encouraging further learning and repeating the training. • Combine cognitive and behavioural techniques by exploring critical incidents or alternative response strategies (e.g. use activities that promote reflective thinking and active participation, such as role-plays, worksheets, quizzes, debates and group discussions). • Use perspective-taking approaches; encourage everyone to engage with the privilege or powerlessness they may experience for other reasons such as their social class or gender. • Ensure that discussion is open by providing ample time to address complex issues at regular intervals and foster an atmosphere in which safe discussion takes place. • Provide course material that uses different media formats and multidisciplinary approaches. • Deliver the training over longer rather than shorter periods.	• Don't solely focus on enhancing awareness about specific minority groups because of the risk of perpetuating or reinforcing stereotypes. • Don't assume that participants will automatically transfer what is learnt during training to the workplace.

Facilitators
• Employ facilitators who are qualified, experienced and from differing cultural backgrounds.
• Facilitators should:
  ◦ remain neutral, informal, address emotional issues, and encourage participants to take responsibility for their learning
  ◦ use confrontation with caution
  ◦ consider whether participants self-selected to participate
  ◦ aim to meet the needs of participants on an individual level
  ◦ reference aims and intended outcomes at regular points throughout the training
  ◦ be willing to act as a mentor after training.
	• Don't select facilitators solely because they are from, represent or advocate for one or more minority groups.

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