

ORGANISATIONAL ANTI-RACISM ROADMAP

For Community Development
and Youth Work

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Empower

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INTRODUCTION

Why This Roadmap Was Created

The Organisational Anti-racism Roadmap is specifically directed towards **Community workers, Community Organisations, NGOs and HR professionals**. It offers a practical guide to dismantling systemic racism and embedding inclusive practices into daily operations, policies, and procedures. It calls on organisations to make a meaningful commitment to anti-racism, to ensure staff are equipped with the knowledge and tools to respond effectively, and to create structures that support both racialised individuals and the professionals working alongside them.

This Organisational Anti-racism Roadmap was developed through a collaboration between **Empower** and **TU Dublin**, stemming from research that explored the experiences of **racialised individuals** in Irish workplaces and community settings. The study revealed that many people from minority backgrounds continue to face racism, exclusion, and a lack of adequate support. It also shed light on the emotional toll experienced community workers, who are tasked with supporting individuals affected by racism.

In addition to the primary research, a **comprehensive literature review** was conducted, examining the practices of organisations that have implemented support mechanisms for minority communities. This review provided valuable insights and materials that have been integrated into this roadmap, ensuring that it reflects both empirical findings and established best practices.

Through a focus on education, inclusive leadership, policy reform, and community engagement, the Roadmap fosters accountability and sustainability in anti-racism work. Ultimately, it aims to build environments—both in the workplace and in community settings—where diversity is respected, equity is practiced, and every individual feels valued, safe, and supported.



<https://www.un.org/en/fight-racism/get-involved/share>

Core Values of the Organisational Anti-racism Roadmap

- **Commitment to Anti-Racism:** We are an anti-racist organisation that stands firmly against all forms of racism and racial discrimination. We recognise the impact of systemic racism and are dedicated to confronting and dismantling it at every level, both within our organisation and in the broader community.
- **Respect for All Identities:** We believe that true inclusivity means embracing people in their full identities. We are committed to opposing sexism, homophobia, transphobia, ableism, and all forms of discrimination that hinder people from feeling safe, accepted, and valued.
- **Equality and Fair Treatment:** We are guided by a core belief in equality for all. Every individual, regardless of their background or identity, deserves equal opportunities, fair treatment, and respect. This belief drives our policies, our interactions, and our approach to every aspect of our work.
- **Promoting Inclusive Language:** Language shapes perceptions and can either empower or marginalise. We are dedicated to using inclusive and respectful language when referring to people of diverse ethnic, cultural, religious, gender, and sexual identities. By avoiding stereotypes, we aim to foster an environment that honours each individual's unique identity.

Core Actions of the Organisational Anti-racism Roadmap

- **Training and Education:** We provide regular, ongoing training on anti-racism, unconscious bias and racism, and inclusivity to ensure our team members are equipped with the knowledge and tools to actively uphold our values. We believe that education is a cornerstone of meaningful change.
- **Creating Safe and Brave Spaces:** Our organisation is a safe and supportive anti-racist and inclusive environment where individuals are encouraged to express their true selves without fear of discrimination or prejudice. We support open dialogues, provide resources, and offer a clear and accessible process for reporting any incidents of discrimination.
- **Accountability and Transparency:** We hold ourselves accountable for maintaining an inclusive and respectful culture. We actively seek feedback from our team and community members and are committed to being transparent about our efforts and progress in promoting diversity, equity, and inclusion.
- **Community Engagement:** We extend our commitment beyond our organisation. We work closely with community partners to support initiatives that promote social justice, fight discrimination, and create a more inclusive society. Together, we believe we can drive change and foster understanding.

Organisational Anti-racism Roadmap's Vision for the Future

Our vision is to build a world where everyone feels seen, heard, and valued. We strive to be a model of inclusivity and anti-racism, inspiring others to adopt these values in their own lives and organisations. By holding true to these principles, we hope to create lasting change that extends beyond our walls, promoting a future where equality and respect for all are the norms.



DEFINING RACISM

Racism

The National Action Against Racism endorses the ICERD definition of racism. According to the International Convention on the Elimination of All Forms of Racial Discrimination (ICERD), **racism** is defined as:

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

This definition encompasses actions or policies that discriminate against individuals or groups based on their racial or ethnic characteristics, whether intentionally or as an outcome. It highlights the impact of such discrimination on individuals' rights and access to opportunities, Emphasising equality and fairness in all areas of life.

Racism in the Workplace

Racism in the Workplace refers to discriminatory practices, behaviours, or policies within a professional setting that disadvantage individuals based on their race, colour, ethnicity, or national origin. It can manifest in various ways, often impacting both the personal well-being of employees and the overall health of the organisation.

Forms of Workplace Racism

1. **Direct Discrimination:** This occurs when employees face unfavourable treatment directly because of their race or ethnicity. Examples include denying promotions or job opportunities based on race, assigning less desirable tasks, or making offensive racial remarks.
2. **Indirect Discrimination:** Policies or practices that appear neutral but have a disproportionately negative effect on certain racial or ethnic groups fall into this category. An example might be a dress code that restricts cultural attire without valid business reasons.
3. **Microaggressions:** These are subtle, often unintentional comments or actions that reinforce stereotypes or convey hostility. Examples include questioning someone's qualifications based on race or making jokes that reference cultural stereotypes.

4. **Harassment:** Racial harassment involves unwanted behaviours, such as offensive remarks, exclusion, or intimidation based on race. This can create a hostile work environment, making it difficult for affected employees to feel safe or supported.
5. **Institutional Racism:** This form is embedded within the organisation's structure or culture. It can be seen in hiring practices, promotion criteria, or a lack of diversity and inclusion initiatives, which lead to the underrepresentation of minority groups.

Consequences of Workplace Racism on an Individual

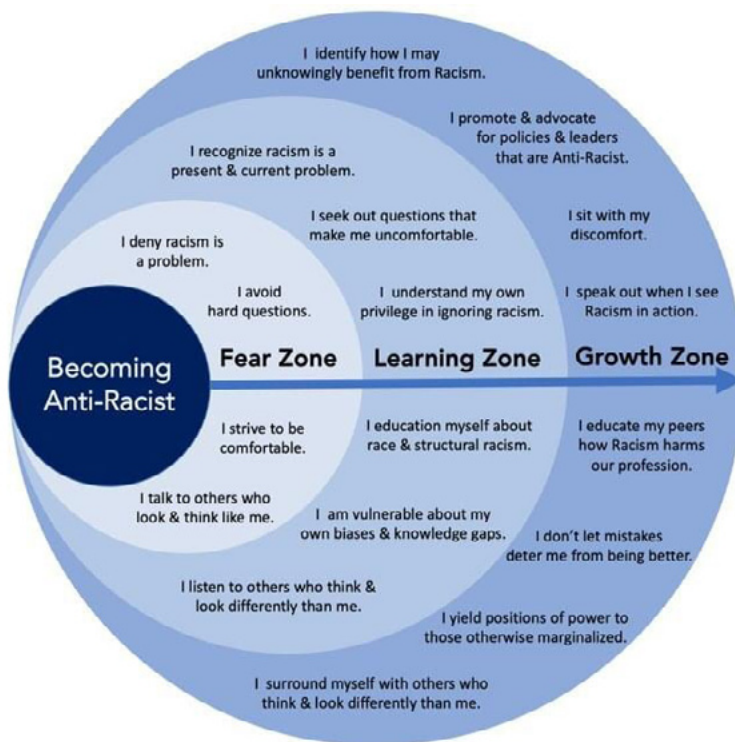
- **Employee Well-Being:** Racism impacts mental health, causing stress, anxiety, and feelings of isolation.



Consequences of Workplace Racism on an Organisation

- **Productivity:** Employees whose wellness is impacted can have lower productivity and higher absenteeism.
- **Talent Retention:** Employees who experience or witness racism are more likely to leave the organisation, leading to high turnover, which disrupts team dynamics and increases hiring costs.
- **Workplace Culture:** A culture that tolerates or does not actively address racism fosters division, lack of trust, and decreased morale.
- **Reputation and Legal Risks:** Organisations that fail to address racism risk damage to their reputation, legal action, and potential financial liabilities.

Addressing Workplace Racism



<https://x.com/blmcymru/status/1282450183712841728>

Chart was adapted by Andrew M. Ibrahim MD, MSc from "Who Do I Want to Be During COVID-19" chart (original author unknown) with some ideas pulled from Ibram X. Kendi's work.

1. **Establish Anti-Discrimination Policies:** Clear, accessible policies that outline zero tolerance for racism, harassment, and discrimination set expectations and provide guidelines for behaviour.
2. **Provide Training and Education:** Ongoing training on topics such as unconscious bias, cultural competency, and anti-racism helps employees recognise and address discriminatory behaviours.
3. **Encourage Open Dialogue:** Creating safe spaces where employees can discuss experiences and concerns fosters understanding and promotes inclusivity.
4. **Diverse Hiring and Promotion Practices:** Actively working toward diversity in hiring, promotion, and leadership roles helps create a more inclusive environment and demonstrates a commitment to equity.
5. **Set Up Reporting and Accountability Mechanisms:** Accessible reporting channels and transparent accountability procedures ensure that complaints are addressed promptly and fairly, protecting employees from retaliation.
6. **Commit to Continuous Improvement:** Regularly reviewing policies, practices, and outcomes helps the organisation evolve and respond effectively to ongoing and emerging issues related to racism.

Conclusion

Addressing racism in the workplace is essential for creating an environment where all employees feel respected, valued, and supported. By taking proactive steps to prevent and respond to racism, organisations can foster a culture of inclusivity, improve employee satisfaction, and ultimately drive better organisational outcomes.

OVERVIEW OF THE KEY POLICIES

Policies and laws related to racism and discrimination that apply in Ireland, from national to global levels.

National Level

NAPAR

NAPAR (National Action Plan Against Racism) is Ireland's official strategy to combat racism and advance racial equality, launched in 2023. It provides a national framework built on four core pillars — Protection, Inclusion, Provision, and Participation — with the goal of ensuring that people of all ethnic and racial backgrounds can live in dignity, safety, and with equal access to opportunities.

Equality Acts (Employment Equality Act 1998-2015 & Equal Status Acts 2000-2018)

These acts prohibit discrimination on nine grounds, including race, religion, and membership in the Traveller community, across employment, goods and services, education, and housing. They mandate equal treatment and prohibit direct and indirect discrimination and harassment.

Irish Human Rights and Equality Commission Act 2014

This act established the Irish Human Rights and Equality Commission (IHREC), which works to promote and protect human rights and equality in Ireland. IHREC can take legal action on behalf of individuals, conduct research, and provide public awareness on issues of discrimination and equality.

Criminal Justice (Hate Offences) Act 2024

As of May 2025, Ireland has enacted the **Criminal Justice (Hate Offences) Act 2024**, which came into force on **31 December 2024**. This law introduces specific hate crime offences and increases penalties for crimes motivated by hatred based on characteristics such as race, religion, gender, sexual orientation, and disability. However, the **incitement to hatred** provisions originally part of the broader **Criminal Justice (Incitement to Violence or Hatred and Hate Offences) Bill 2022** were **removed** before the final version passed, due to concerns over freedom of expression and a lack of political consensus. As a result, the **Prohibition of Incitement to Hatred Act 1989** remains the main legislation addressing hate speech in Ireland, despite criticism of its limited effectiveness and low enforcement. Updates to Ireland's hate speech laws are still expected but have been postponed for future legislative consideration.

Public Sector Duty (Section 42 of the Irish Human Rights and Equality Commission Act 2014)

This duty requires public bodies to proactively promote equality, prevent discrimination, and protect human rights in their policies and practices. Public bodies must integrate these principles into their strategic plans and daily operations.

International Level

Universal Declaration of Human Rights (UDHR)

Though not legally binding, the UDHR serves as a foundational document advocating for human rights, including the right to equality and freedom from discrimination. Ireland, as a UN member, aligns its policies with the UDHR principles.

United Nations International Convention on the Elimination of All Forms of Racial Discrimination (ICERD)

Ireland has ratified ICERD, which means Ireland has agreed to be reviewed under its terms. ICERD obligates countries to eliminate racial discrimination in all forms, promote understanding among races, and submit regular reports on measures taken to achieve these goals. The treaty also requires legal action against racial discrimination.

The International Covenant on Economic, Social and Cultural Rights (ICESCR)

The **International Covenant on Economic, Social and Cultural Rights (ICESCR)** is a multilateral treaty adopted by the United Nations General Assembly in **1966** and came into force in **1976**. It is one of the core international human rights treaties forming part of the **International Bill of Human Rights**, alongside the **Universal Declaration of Human Rights** and the **International Covenant on Civil and Political Rights (ICCPR)**.

International Covenant on Civil and Political Rights (ICCPR)

Ireland has ratified the ICCPR of the UN, which protects individuals from discrimination and promotes equal civil rights. This covenant includes obligations to uphold freedoms of speech, religion, and peaceful assembly without discrimination.

European Level

EU Charter of Fundamental Rights

This legally binding charter outlines fundamental rights, including the right to non-discrimination based on race, ethnicity, religion, gender, and other statuses. It applies to all EU member states and institutions.

Race Equality Directive (2000/43/EC)

This directive mandates that EU countries combat racial and ethnic discrimination in employment, education, social security, healthcare, and access to goods and services. It requires equal treatment and provides protection against harassment and victimisation.

Employment Equality Directive (2000/78/EC)

This directive prohibits discrimination on various grounds, including religion and belief, in employment and occupation. It mandates equal treatment in the workplace across all EU countries.

Framework Decision on Combating Racism and Xenophobia (2008)

This framework decision aims to harmonise laws across EU countries to ensure that racist and xenophobic conduct, such as incitement to violence or hatred, is effectively penalised.

EU Anti-Racism Action Plan (2020–2025)

A framework that aims to combat racism through better enforcement of laws, funding, inclusive education, policing reform, and promoting diversity in institutions.

Framework Convention for the Protection of National Minorities – 1995 (Council of Europe)

Legally binding for member states. Protects the rights of national minorities, including language rights, cultural expression, and participation in public life.

European Commission Against Racism and Intolerance (ECRI) – Established 1993

A monitoring body of the Council of Europe that provides country reports and policy recommendations to combat racism and promote tolerance.

European Convention on Human Rights (ECHR)

The ECHR, enforced by the European Court of Human Rights, mandates non-discrimination and equal protection of all individuals within the jurisdiction of signatory states, including Ireland. It has been incorporated into Irish law through the European Convention on Human Rights Act 2003.

Conclusion

Ireland's anti-discrimination landscape is supported by national legislation, EU directives, and international treaties. Together, these frameworks aim to protect individuals from racism, foster equality, and promote human rights, making discrimination a legal offence across various sectors. These laws not only mandate compliance but also encourage proactive measures to foster an inclusive and equitable society.

ORGANISATIONAL ANTI-RACISM ROADMAP

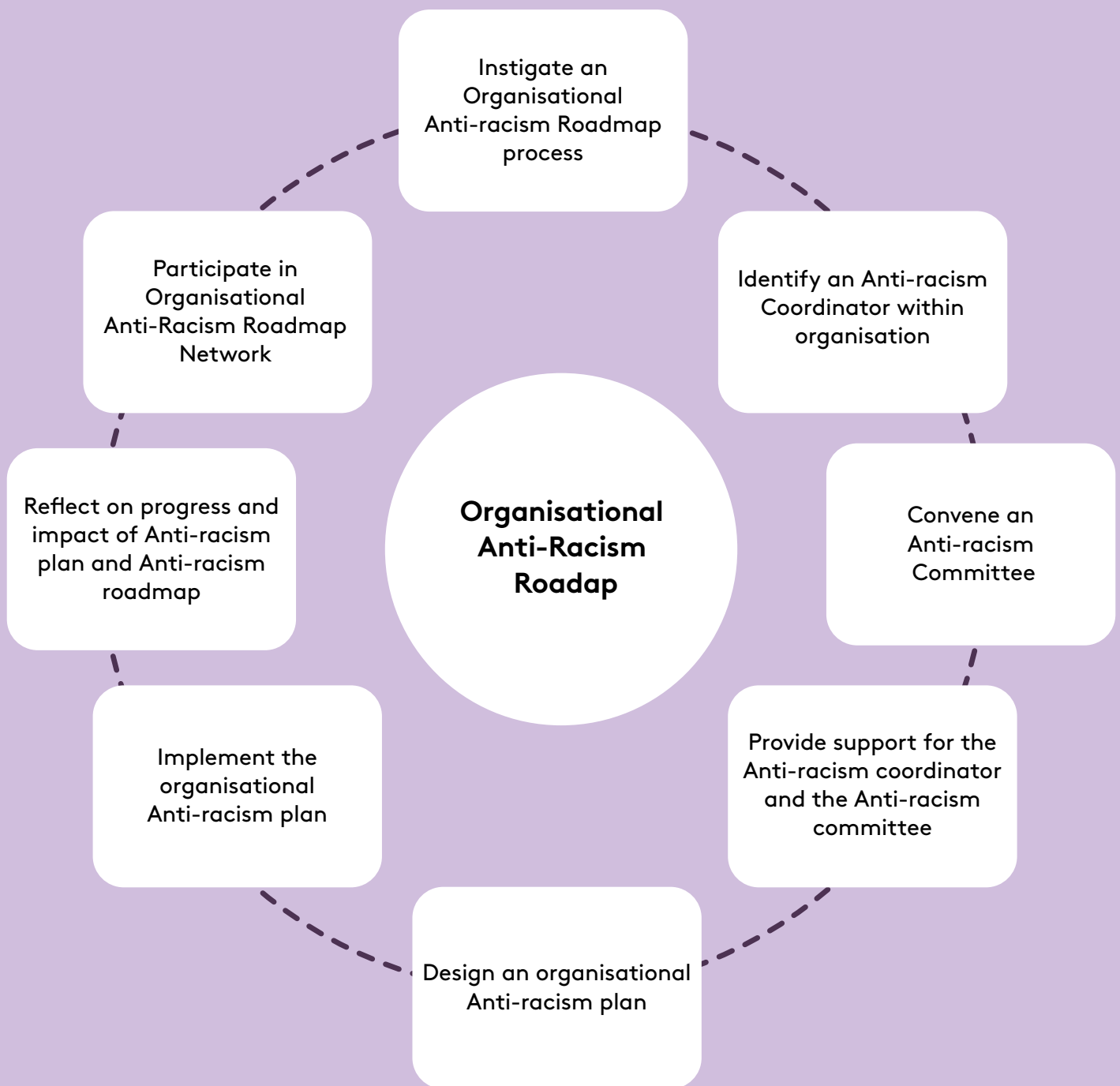
The Organisational Anti-Racism Roadmap is a strategic guide designed to help individuals and organisations take meaningful action against racism. It outlines clear steps for identifying and addressing racial bias, promoting equity, and building inclusive environments. This roadmap is not just about raising awareness—it's about implementing real, lasting change. The following section introduces why this roadmap is important and how it can be effectively put into practice.

Key features

- **Flexibility:** The Organisational Anti-racism Roadmap is designed to be functional to all organisations in all sectors.
- **Adaptability:** The Organisational Anti-racism Roadmap is designed to accommodate all organisations through a process regardless of their current practice status.
- **Detailed support:** each element of each stage of the Organisational Anti-racism Roadmap is supported with detailed templates, recommendations and guidance.

Overview of Organisational Anti-racism Roadmap

1. Instigate an Organisational Anti-racism Roadmap process
2. Identify an Anti-racism Coordinator within organisation
3. Convene an Anti-racism Committee
4. Provide support for the Anti-racism coordinator and the Anti-racism committee
5. Design an organisational Anti-racism plan.
6. Implement the organisational Anti-racism plan
7. Reflect on progress and impact of Anti-racism plan and Anti-racism roadmap
8. Participate in Organisational Anti-Racism Roadmap Network



Step 1: Instigate an Organisational Anti-Racism Roadmap Process

The starting point for engaging with the Organisational Anti-racism Roadmap is to reflect on the values and the process and to learn about what is involved and to ensure there is a commitment to the process. Other organisations who have implemented an anti-racism roadmap will be available to offer guidance on the initial steps and to deepen the understanding of organisational requirements

See Appendices for detailed Roadmap support:

- The values, vision and mission of the Organisational Anti-racism Roadmap process.
- Template Organisational Charter: Nurturing a Culture of Respect, Equity, and Belonging
- List of Organisations that Provide Anti- Racism Support
- Recommended organisational resources
- Recommended Organisational policies for good Mental Health and Wellbeing
- Recommended feedback and recognition mechanisms
- Guidance for external Networks and Partnerships

See below an example of one of the Appendices

Template Organisational Charter: Nurturing a Culture of Respect, Equity, and Belonging

At [Name of Your Organisation], we are unwavering in our commitment to building an inclusive and equitable society where everyone, regardless of race, gender, sexual orientation, religion, or background, is respected and valued. We believe that diversity strengthens communities, drives innovation, and creates meaningful connections, and we work every day to embody these principles in our practices and culture.

Step 2: Identify an Anti-Racism Coordinator within organisation

The **Anti-Racism Coordinator** plays a strategic and supportive role in embedding equity, diversity, and inclusion into **all** aspects of an organisation's culture and operations. This position ensures that anti-racism is not just a value but a practice that guides decision-making, staff engagement, and community interaction.

See Appendices for detailed Roadmap support:

- Key qualities and skills of an effective Anti-racism coordinator
- Duties of the role
- Recommended trainings
- Recommended terms of office

See below an example of one of the Appendices

Key qualities and skills of an effective Anti-Racism Coordinator

- Deep understanding of racism and social justice issues
- Empathy and cultural sensitivity: High emotional intelligence, empathy, and sensitivity to cultural differences and diverse perspectives.
- Strong Communication Skills: The ability to communicate complex issues clearly and sensitively across all levels of the organisation.
- Commitment to Continuous Learning: A willingness to stay informed about new developments in anti-racism practices, resources, and tools.
- Leadership and Influence: Ability to inspire and influence colleagues, driving a collective commitment to anti-racism within the organisation.
- Lived experience

Step 3: Convene an Anti-racism Committee

The Anti-Racism Committee is responsible for guiding the implementation of anti-racism policies, promoting inclusivity, and ensuring accountability within the organisation. Its work includes policy reviews, training oversight, monitoring progress, and recommending improvements.

See [Appendices for detailed Roadmap support](#):

- Recommended selection process
- Recommended committee structure
- Duties of the roles
- Recommended trainings
- Template for accountability procedures
- Recommended terms of office

See [below an example of one of the Appendices](#)

Key qualities of personnel

- Reflect organisational diversity across race, gender, age, role, and department.
- Demonstrate a genuine commitment to anti-racism.
- Bring relevant skills (e.g., DEI, HR, legal, communications).
- Possess strong interpersonal and collaboration skills.
- Be respected and trusted by peers

Step 4: Obtain organisational support for the Anti-racism coordinator and the Committee

Supporting an Anti-Racism Coordinator and the Committee requires a holistic, organisational approach that prioritises mental health, professional development, and a culture of inclusion.

See Appendices for detailed Roadmap support:

- Duties of the organisation
- Template budget categories
- Template budget requirements guidance
- Relevant grant opportunities

See below an example of one of the Appendices

Template budget categories

- Training and Education
- Policy Development and Implementation
- Recruitment and Retention
- Communication and Awareness
- Monitoring, Evaluation, and Accountability

Step 5: Design an organisational Anti-racism plan

The Organisational Anti-racism Plan is a collaborative effort between the Anti-Racism coordinator and the Committee. The plan should detail the education and training needs, the policy and practice updates required, and include an engagement plan for promoting anti-racism in the community. The plan should also detail a process of accountability and a method to measure progress.

Reviewing current HR policies in relation to racism and discrimination is a vital step in any anti-racism roadmap. It ensures the workplace is aligned with equality legislation, promotes a culture of respect and inclusion, and protects employees from harm. Clear, up-to-date policies help identify and address systemic barriers, provide safe and accessible reporting procedures, and ensure consistent responses to incidents of racism or discrimination. As part of the broader anti-racism strategy, this review supports accountability, builds trust among staff, and lays the foundation for lasting organisational change.

See Appendices for detailed Roadmap support:

- Recommended areas for development
- Template HR policy review process
- Recommended Training and Education
- Template racism incident report form

See below an example of one of the Appendices.

Template HR policy review process

Establish a Review Team

- Form a diverse team, including HR, legal counsel, and representatives from various departments and backgrounds, especially those experienced in DEI (Diversity, Equity, and Inclusion).
- Ensure the team has a clear understanding of anti-racism principles and inclusive practices.

Audit Existing Policies

Gather all current HR policies that may touch on topics of racism, discrimination, inclusion, and equity. Key policies to focus on include:

- Conduct an equity audit by assessing each policy for language, inclusiveness, and effectiveness in addressing racial discrimination.

Assess Policy Language and Tone

- Use clear, inclusive, and explicit language. Avoid vague or passive wording, and emphasize zero tolerance for racism and discrimination.
- Ensure language reflects a commitment to anti-racism, equity, and inclusivity.

Evaluate Training and Awareness Programs

- Review policies on mandatory training for employees and leaders on topics such as racial bias, unconscious bias, microaggressions, and allyship.
- Evaluate whether these training programs are frequent and comprehensive enough.

Engage Employees and Gather Feedback

- Conduct anonymous surveys or focus groups to understand how current policies are perceived by employees, particularly those from underrepresented groups.
- Use feedback to identify policy gaps or areas for improvement.

Update and Strengthen Policies

Based on findings, revise policies to:

- Enhance clarity around consequences for racist behaviours.
- Reinforce commitment to anti-racism and zero tolerance for racial discrimination.
- Specify support structures for employees experiencing discrimination (e.g., counselling, allies, mentors).
- Include detailed instructions on how to report incidents, with an emphasis on confidentiality and protection from retaliation.

Implement and Communicate Changes

- Communicate any changes to policies clearly and broadly within the organisation.
- Offer refresher training sessions to educate employees about new or updated policies and emphasize the organisation's commitment to an anti-racist workplace.

Monitor and Review Regularly

- Establish a schedule to review policies regularly, ensuring they evolve with best practices and legislative changes.
- Encourage ongoing feedback from employees to identify any emerging issues or areas of concern.

Set Up an Accountability Structure

- Assign a team or individual to monitor the implementation and adherence to these policies.
- Use metrics, such as incident reports, employee surveys, and retention data, to track the effectiveness of policies over time.

Recommended HR policies

- **Anti-Discrimination Policy:** Clear definitions and prohibitions against racial discrimination.
- **Anti-Harassment Policy:** Address racial harassment specifically, including microaggressions.
- **Equal Employment Opportunity (EEO) Policy:** Ensure a clear commitment to racial equity.
- **Recruitment and Hiring Policy:** Evaluate for biases that may affect minority candidates.
- **Promotion and Advancement Policy:** Ensure fair criteria and equal opportunity for advancement.
- **Grievance and Reporting Procedures:** Make sure there's an accessible, transparent, and supportive process for reporting racial discrimination or harassment.
- **Disciplinary Procedures:** Policies related to consequences for violating anti-racism and anti-discrimination guidelines.
- **Employee Code of Conduct:** Guidelines on respectful behaviour and anti-racism expectations.

Step 6: Implement the organisational Anti-racism plan

In implementing the Organisational Anti-racism plan and promoting the increased reporting of racist experiences, members of staff and the community will be exposed to significant trauma and wellness difficulties. Maintaining a supportive process for reporting racism is essential to fostering a safe, inclusive environment.

See Appendices for detailed Roadmap support:

- Steps to Reporting racism
- Recommended Emotional and Psychological Supports
- Procedures for Safe Reporting and Protection Against Retaliation
- Recommended training, Education and Awareness
- Guidance for promoting Empowerment and Advocacy
- Guidance for promoting Clear Communication of Rights and Procedures
- INAR: 4Rs Model for supporting a victim of racism
- INAR: procedure for supporting an employee affected by racism

See below an example of one of the Appendices.

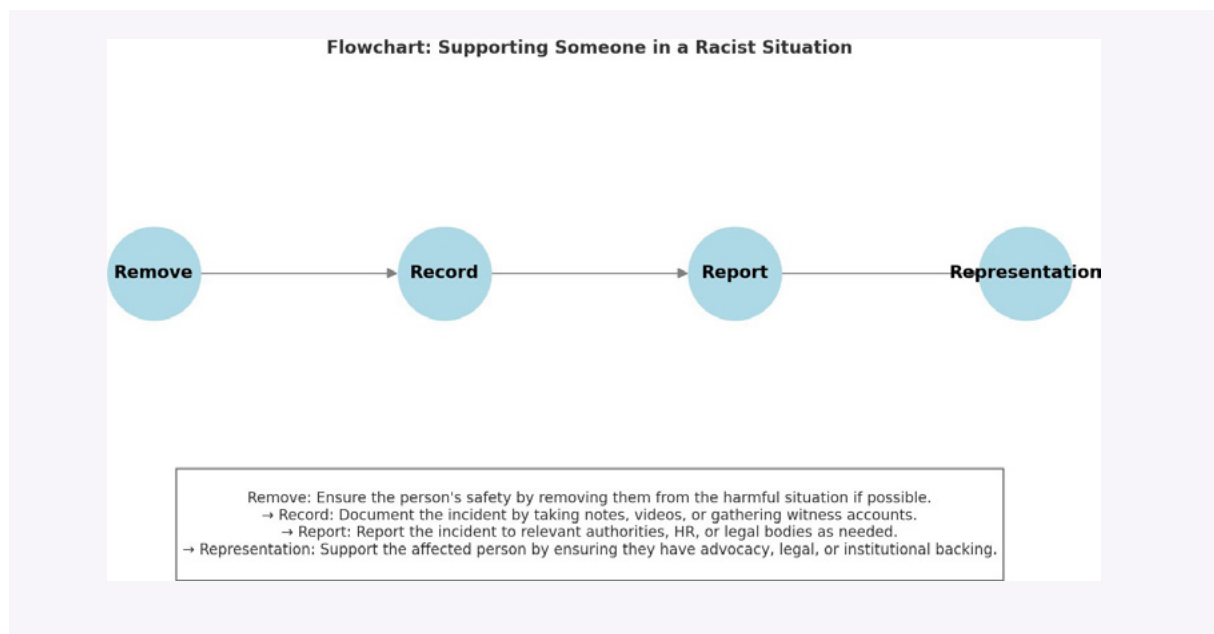
INAR: 4Rs Model for supporting a victim of racism

The **4R Model—Recognise, Record, Report, and Refer**—is a practical framework developed by the Irish Network Against Racism (INAR) to guide individuals and organisations in effectively responding to racism. This model is detailed in INAR's *Responding to Racism Guide: How to Report Racism and Where to Find Help*, which provides comprehensive information on identifying, documenting, and addressing racist incidents in Ireland.

The 4R Model Explained

1. **Recognise:** Identify incidents of racism, which can manifest in various forms such as verbal abuse, discrimination, or systemic bias.
2. **Record:** Document the details of the incident accurately, noting the time, location, nature of the incident, and those involved.
3. **Report:** Submit the incident to appropriate bodies. In Ireland, this includes reporting to iReport.ie, a national, confidential, and user-friendly online system for reporting racism.
4. **Refer:** Guide affected individuals to support services, such as counselling, legal aid, or community groups, ensuring they receive the necessary assistance.

This model promotes a consistent and compassionate response to racism, encouraging action at both individual and organisational levels.



Step 7: Reflect on progress and impact of Anti-racism plan and Anti-racism roadmap

Every stakeholder should be encouraged to participate in a robust reflective process to develop the Organisational Anti-racism Plan further. The Organisational Anti-racism Roadmap is a living document.

See Appendices for detailed Roadmap support:

- Template review process
- List of Alternative Organisational Roadmaps and toolkits
- Anti-racism Roadmap Progress Tracker

See over an example of one of the Appendices.

Sample Anti-racism Roadmap Progress Tracker

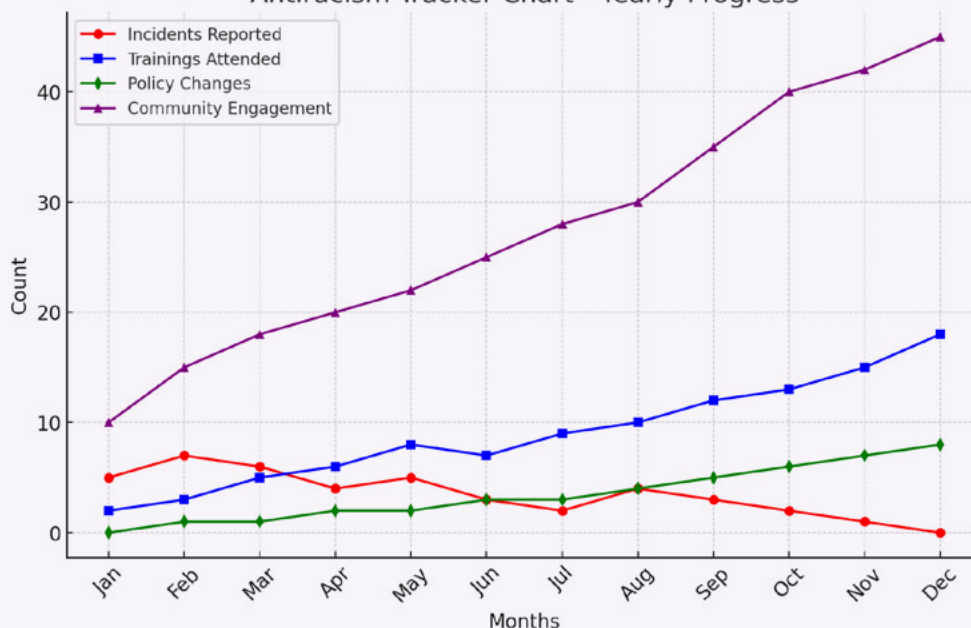
Implementing an Anti-Racism Tracker is a vital step when introducing an Anti-Racism Roadmap within an organisation. It offers a clear and structured method to monitor progress, identify areas needing attention, and ensure accountability at all levels. By tracking actions and outcomes, organisations can ensure their anti-racism commitments translate into real, measurable, and lasting change.

You can design a tracker that aligns with your organisation's unique structure and goals. Below are two examples of effective tracker formats that can be adapted to suit different organisational needs."

ANTI-RACISM TRACKER

GOAL AREA	ACTION STEP	TEAM/DEPT	TIMELINE	STATUS	PROGRESS NOTES
POLICY REVIEW	Review and update all policies	HR	6 months	In Progress	Initial review conducted
TRAINING & EDUCATION	Implement mandatory training on anti-racism	TRAINING	6 months	Not Started	
RECRUITMENT	Expand outreach to underrepresented groups	DIVERSITY	6 months	In Progress	New partnerships established
RETENTION	Establish mentorship program for BIPOC employees		6 months	Completed	Launched in three departments

Antiracism Tracker Chart - Yearly Progress



Step 8: Participate in Organisational Anti-Racism Roadmap Network

Collectivity is a core community work value, it includes collective analysis, collective action and collective outcomes. The Organisational Anti-racism Roadmap promotes the building of solidarity to organise and take action in pursuit of a more just and equal society.

See Appendices for detailed Roadmap support:

- List of Organisational Roadmap Network members: organisations who have implemented an Anti- Racism Roadmap
- Support services for victims of racism

See Appendix 8B an example of one of the Appendices.

Legal and Advocacy Support

Organisation	Support Provided	County	Website
	IREPORT and Advocacy	National Organisation	https://www.ireport.ie/web-report-racist-incidents/
	Racism Incident Reporting Centre	Cork	https://nascireland.org/
	Free legal Advice	Dublin	https://www.flac.ie/
	Legal representation	National Organisation	https://www.ihrec.ie/your-rights/
	Support and Referral Service provider	National Organisation	https://www.immigrantcouncil.ie/
	Advocacy		https://salaam.ie/about/
Fingal Anti-Racism Network	Advocacy	Fingal	Home - Empower
	Advocacy	National	https://hopeandcourage.ie/

ANTI-RACISM ROADMAP: BUILDING INCLUSIVE AND EQUITABLE ENVIRONMENTS

Developed collaboratively by **Empower** and **TU Dublin**, the Anti-Racism RoadMap is a strategic framework designed to address systemic racism within Irish workplaces and community settings. This initiative stems from comprehensive research highlighting the persistent challenges faced by racialised individuals, including experiences of exclusion and inadequate support systems. Additionally, it acknowledges the emotional toll on community workers and frontline staff who support those affected by racism.

The RoadMap serves as a practical guide for organisations committed to fostering inclusive practices. It emphasizes the importance of:

- **Education and Awareness:** Implementing ongoing training to build cultural competency and understanding of systemic inequalities.
- **Policy and Practice Review:** Assessing and revising organisational policies to eliminate discriminatory practices.
- **Inclusive Leadership:** Promoting diversity within leadership roles to reflect the communities served.
- **Community Engagement:** Collaborating with minority communities to ensure their voices inform decision-making processes.
- **Accountability and Sustainability:** Establishing clear goals and monitoring progress to ensure lasting change.

By integrating these components, organisations can create environments where diversity is respected, equity is practiced, and every individual feels valued and supported.

CALL TO ACTION

We invite HR professionals, community workers, NGOs, and community organisations to adopt this RoadMap as a foundational tool in their anti-racism efforts. For guidance on implementation and to connect with others committed to meaningful change, please reach out to **Empower** and **TU Dublin**. Together, we can build a society where equity and inclusion are not just ideals but everyday realities.

CALL TO ACTION

We invite community workers, NGO's, community organisations and HR professionals to actively engage with this resource.

Contact Empower to register your interest.

- We will meet with all interested parties to discuss the Roadmap in detail and provide tailored support throughout your implementation plans. Email: antiracismroadmap@empower.ie

Join Empower to form a network of organisations providing support to each other.

- We will coordinate regular meetings to establish the terms of the network in accordance with the needs of its members, to provide support with the Roadmap and the implementation of anti-racist practice.

Share the Roadmap widely in your networks.

- The value of the Roadmap as a tool for social change is only realised in the participation of a broad community of organisations.

Together we can build structures that not only challenge racism but replace it with lasting systems of equity and belonging.

Now is the time for meaningful change.



REFERENCES

<https://hea.ie/assets/uploads/2022/03/Anti-Racism-Principles-for-Irish-Higher-Education-Institutions.pdf>

<https://lgbt.ie/>

<https://wellcome.org/who-we-are/diversity-and-inclusion/wellcomes-anti-racist-principles-and-toolkit>

<https://www.garda.ie/en/reportahatecrime/>

<https://www.ihrec.ie/your-rights/>

<https://www.masi.ie/2024/09/10/2024-masi-conference/>

<https://teni.ie/qr/>

Pavee Point - Traveller and Roma Centre - Pavee Point <https://www.alltribeswelcome.com/n>

<https://www.ireport.ie/web-report-racist-incidents/>

<https://www.mentalhealthireland.ie/>

Home | Immigrant Council of Ireland Welcome to Community Work Ireland

<https://www.aieb.ie/>

APPENDICES

Appendix 1 : Step 1: Instigate an Organisational Anti-Racism Roadmap process

Appendix 1A: The values, vision and mission of the Organisational Anti-racism Roadmap process.

Core Values of the Organisational Anti-racism Roadmap

Commitment to Anti-Racism: We are an anti-racist organisation that stands firmly against all forms of racism and racial discrimination. We recognise the impact of systemic racism and are dedicated to confronting and dismantling it at every level, both within our organisation and in the broader community.

Respect for All Identities: We believe that true inclusivity means embracing people in their full identities. We are equally committed to opposing sexism, homophobia, transphobia, ableism, and all forms of discrimination that hinder people from feeling safe, accepted, and valued.

Equality and Fair Treatment: We are guided by a core belief in equality for all. Every individual, regardless of their background or identity, deserves equal opportunities, fair treatment, and respect. This belief drives our policies, our interactions, and our approach to every aspect of our work.

Promoting Inclusive Language: Language shapes perceptions and can either empower or marginalize. We are dedicated to using inclusive and respectful language when referring to people of diverse ethnic, cultural, religious, gender, and sexual identities. By avoiding stereotypes, we aim to foster an environment that honours each individual's unique identity.

Core Vision of the Organisational Anti-racism Roadmap

Our vision is to build a world where everyone feels seen, heard, and valued. We strive to be a model of inclusivity and anti-racism, inspiring others to adopt these values in their own lives and organisations. By holding true to these principles, we hope to create lasting change that extends beyond our walls, promoting a future where equality and respect for all are the norms

Core Actions/Mission of the Organisational Anti-racism Roadmap

- **Training and Education:** We provide regular, ongoing training on anti-racism, unconscious bias and racism, and inclusivity to ensure our team members are equipped with the knowledge and tools to actively uphold our values. We believe that education is a cornerstone of meaningful change.
- **Creating Safe and Brave Spaces:** Our organisation is a safe and supportive anti-racist and inclusive environment where individuals are encouraged to express their true selves without fear of discrimination or prejudice. We support open dialogues, provide resources, and offer a clear and accessible process for reporting any incidents of discrimination.
- **Accountability and Transparency:** We hold ourselves accountable for maintaining an inclusive and respectful culture. We actively seek feedback from our team and community members and are committed to being transparent about our efforts and progress in promoting diversity, equity, and inclusion.
- **Community Engagement:** We extend our commitment beyond our organisation. We work closely with community partners to support initiatives that promote social justice, fight discrimination, and create a more inclusive society. Together, we believe we can drive change and foster understanding.

Appendix 1B: Template Organisational Charter: Nurturing a Culture of Respect, Equity, and Belonging

At [Name of Your Organisation], we are unwavering in our commitment to building an inclusive and equitable society where everyone, regardless of race, gender, sexual orientation, religion, or background, is respected and valued. We believe that diversity strengthens communities, drives innovation, and creates meaningful connections, and we work every day to embody these principles in our practices and culture.

Appendix 1C: List of Organisation that Provide Anti- Racism Support

Legal and Advocacy Support

Organisation	Support Provided	County	Website
	IREPORT and Advocacy	National Organisation	Irish Network Against Racism
	Free legal Advice	National Organisation	https://www.flac.ie/
	Legal representation	National Organisation	https://www.ihrec.ie/your-rights/
	Advocacy	National	https://www.masi.ie/
	Support and Referral Service provider	National Organisation	https://www.immigrantcouncil.ie/
	Advocacy	National	<u>Pavee Point - Traveller and Roma Centre - Pavee Point</u>
	Advocacy	National	<u>Irish Traveller Movement - Promoting Equality for Travellers in Ireland</u>
	Advocacy	National	https://teni.ie/qr/
	Advocacy	Fingal	<u>Cairde - Challenge and improve healthcare inequalities for minority communities in Ireland.</u>
	Advocacy	Donegal	
	Training and Advocacy	Donegal	Donegal Intercultural Platform – 18 Academy Court, Oliver Plunkett Road, Letterkenny Letterkenny Co. Donegal F92 D684

Organisation	Support Provided	County	Website
	Training and Advocacy	Limerick	Home Doras
	Network	Galway	https://www.alltribeswelcome.com/n
	Advocacy	Fingal	Home - Empower

New additions to the list are welcomed. Please email any suggestions to antiracismroadmap@empower.ie

Appendix 1D Recommended Organisational resources

- A dedicated budget for anti-racism work.
- A dedicated budget for ongoing training (e.g., trauma-informed care, conflict resolution).

Appendix 1E Recommended Organisational policies for promoting good Mental Health and Wellbeing

- Offer free/subsidized counselling.
- Schedule monthly mental health check-ins (supervision).
- Create a peer support group for emotionally demanding roles.
- Promote cross-departmental collaboration to reduce isolation.
- Run workshops on stress management and resilience.
- Encourage regular time off and flexible working.
- Support healthy work-life boundaries.

Appendix 1F Recommended Organisational policies to promote Effective Leadership and an inclusive organisational culture

- Assign a dedicated mentor or supervisor.
- Hold regular debriefs with leadership.
- Empower the Coordinator with decision-making authority.
- Provide anti-racism training for all staff.
- Encourage visible allyship from leadership.
- Enforce a zero-tolerance policy for discrimination.

Appendix 1G Recommended Feedback and Recognition

- Focus performance reviews on wellbeing and growth.
- Create safe feedback channels.
- Celebrate milestones and achievements.

Appendix 1H Guidance for External Networks and Partnerships

- Support networking with other Anti-Racism Coordinators.
- Enable attendance at conferences and workshops.
- Partner with local/national advocacy groups.

Appendix 2:

Step 2: Identify an anti-racism Coordinator

Appendix 2A Duties of the role

- **Developing and reviewing anti-racism policies** in collaboration with leadership to ensure they are effective, current, and aligned with the organisation's goals.
- **Raising awareness** through ongoing training, workshops, and access to educational resources that help staff understand the impact of racism and how to counter it.
- **Providing confidential support** to employees experiencing or witnessing racism, offering practical guidance and promoting allyship across the organisation.
- **Monitoring organisational progress** by collecting and analyzing diversity, equity, and inclusion (DEI) data, preparing reports, and encouraging anonymous staff feedback to inform future action.
- **Fostering a culture of inclusion** by advocating for diverse representation in leadership, organizing events that celebrate cultural diversity, and removing structural or cultural barriers that may limit full participation.
- **Advising leadership** on anti-racism strategies and collaborating across departments to ensure inclusive practices are integrated into daily operations and long-term planning.
- **Engaging with external communities and partners** to extend the organisation's anti-racism efforts beyond the workplace and advocate for broader social change

Appendix 2B Recommended trainings

- Trauma informed care
- iReport
- conflict resolution

Appendix 2C Recommended terms of office

Anti-Racism Coordinator: Minimum Term: 2 years

Given the leadership role and the need to drive long-term cultural change, a two-year term is often recommended. This provides enough time to develop, implement, and assess policies and programs effectively.

- **Renewable Terms:** After the initial term, the Anti-Racism Coordinator's role can be renewed based on performance, interest, and organisational needs.

Appendix 3:

Step 3: Convene an anti-racism Committee

Appendix 3A Recommended selection process

- Open nomination and application process with interviews.
- Ensure departmental representation and balance.
- Include executive sponsors to support (not dominate) the work.

Appendix 3B Recommended committee structure

- **Chairperson:** Leads and facilitates meetings.
- **Vice-Chairperson:** Assists and fills in when needed.
- **Secretary:** Manages records and follow-ups.
- **Task Leads:** Assigned to focus areas like training, communications, policy, etc.

Appendix 3C Key responsibilities

- **Promote Anti-racism values**
 - promote inclusion and fairness,
 - guide anti-racism strategies and initiatives,
 - hold the organisation accountable to its commitments
- **Policy Guidance & Review**
 - Evaluate and recommend updates to policies and practices to align with anti-racism principles.
 - Ensure policies promote equity and prevent discrimination.
- **Training & Awareness**
 - Support the development and rollout of anti-racism training programs.
 - Help plan and promote educational campaigns, events, and resources.
- **Monitoring & Evaluation**
 - Track the progress of anti-racism initiatives and provide regular reports.
 - Identify areas of improvement and suggest data-driven solutions.
- **Advocacy & Representation**
 - Act as DEI ambassadors within their departments.
 - Ensure diverse voices and experiences are represented in discussions and decisions.

- **Collaboration & Accountability**
 - Collaborate with HR, leadership, and other departments to embed anti-racism in all areas of the organisation.
 - Maintain transparency through regular communication with staff and stakeholders.

Appendix 3D Recommended trainings

- anti-racism; unconscious bias, microaggressions, cultural competence, and allyship
- cultural awareness and sensitivity,
- bystander intervention training
- empowerment
- leadership
- Trauma informed care
- iReport
- conflict resolution

Appendix 3E Template for accountability procedures

- Assign a team or individual to monitor the implementation and adherence to these policies.
- Use metrics, such as incident reports, employee surveys, and retention data, to track the effectiveness of policies over time.

Appendix 4:

Step 4: Provide support for the Anti-racism coordinator and the Committee

Appendix 4A Template budget categories

- Training and Education
- Policy Development and Implementation
- Recruitment and Retention
- Communication and Awareness
- Monitoring, Evaluation, and Accountability

Appendix 4B Sample budget requirements guidance

Category	Annual Cost
Training and Education	€17,500
Policy Development and Implementation	€6,000
Recruitment and Retention	€10,500
Communication and Awareness	€6,000
Monitoring, Evaluation, and Accountability	€3,700
Community Engagement and Partnerships	€5,500
Total (Year 1)	€49,400
Total (Following Years)	€44,400

Appendix 4C Relevant grant opportunities

NAPAR related Funding	Yearly
IHREC Funding	Yearly
SICAP funding for Community Groups	Yearly
DoJ IPIF	Yearly
Rethink Ireland	Yearly

Appendix 5:

Step 5: Design an organisational Anti-racism plan

Appendix 5A Recommended areas for development

1. Define Vision, Mission, and Goals

- **Vision:** Articulate a clear, inspiring vision of an anti-racist, inclusive workplace. This vision should reflect the organisation's commitment to eradicating racism and promoting diversity, equity, and inclusion.
- **Mission:** Define the mission for the anti-racism plan, which could involve creating a workplace that respects all identities, ensures equitable treatment, and actively challenges racism at every level.
- **Goals:** Set specific, measurable goals. Examples include reducing incidents of discrimination, increasing diversity, and fostering an inclusive work culture.

2. Conduct an Organisational Assessment

- **Equity Audit:** Assess the current policies, practices, and culture within the organisation. Identify areas where bias or exclusion exists, whether in hiring, promotion, language, or daily operations.
- **Employee Surveys and Focus Groups:** Gather feedback on employee experiences, particularly from underrepresented groups, to understand the current climate and any concerns regarding race or discrimination.
- **Review Incidents and Complaints:** Analyse past reports of discrimination or harassment for patterns and systemic issues. This review can provide insights into gaps that need addressing.

3. Develop Policies and Procedures

- **Anti-Racism Policy:** Create or revise the anti-racism policy to outline zero tolerance for racism, specify prohibited behaviours, and describe consequences for violations.
- **Inclusive Language Guidelines:** Develop guidelines on inclusive language to avoid stereotypes, bias, and exclusion.
- **Reporting Mechanisms:** Establish a clear, confidential process for reporting racism and discrimination incidents, ensuring transparency and accountability.

4. Provide Training and Education

- **Anti-Racism and Bias Training:** Implement mandatory training on topics such as unconscious bias, microaggressions, cultural competence, and allyship. Offer ongoing sessions to reinforce learning and encourage behavioural change.

- **Leadership Development:** Equip leaders with tools and knowledge to foster inclusive teams, address bias, and model anti-racist behaviour. Leaders should be trained to recognise discrimination and take appropriate action.
- **Resources and Learning Materials:** Provide access to resources on anti-racism, diversity, and inclusion, including books, videos, workshops, and discussion groups, to promote continuous learning.

5. Build a Diverse and Inclusive Workforce

- **Diverse Hiring Practices:** Review and improve recruitment practices to eliminate bias, diversify hiring panels, and actively recruit from underrepresented groups.
- **Promotion and Career Development:** Ensure that all employees have equal access to growth opportunities, mentorship programs, and promotions. Establish clear, unbiased criteria for advancement.
- **Employee Resource Groups (ERGs):** Support and encourage ERGs focused on diversity and inclusion, such as groups for racial and ethnic minorities, to provide support and foster community within the workplace.

6. Establish Accountability and Measurement

- **Set Key Performance Indicators (KPIs):** Identify measurable KPIs to track progress, such as diversity metrics, employee satisfaction scores related to inclusivity, and the number of incidents reported and resolved.
- **Regular Reporting:** Share regular progress reports with the organisation to maintain transparency and accountability. Include achievements, areas for improvement, and upcoming goals.
- **Anti-Racism Task Force or Committee:** Form a dedicated team to oversee the implementation and progress of the anti-racism plan. This committee should have diverse representation and meet regularly to review goals, analyse data, and make recommendations.

7. Promote Open Communication and Feedback

- **Safe Channels for Feedback:** Provide safe, anonymous ways for employees to share experiences, concerns, or suggestions related to diversity and inclusion.
- **Encourage Dialogue:** Foster a culture of open dialogue where employees feel safe discussing issues related to race and discrimination. Host events like listening sessions or town halls to encourage conversation.
- **Respond to Feedback:** Actively respond to feedback by making adjustments to policies or practices as needed. Show employees that their voices are heard and valued.

8. Engage with the Broader Community

- **Community Partnerships:** Partner with organisations that promote anti-racism, diversity, and inclusion to support broader societal change and enhance the organisation's credibility.

- **Support Minority-Owned Businesses:** Where possible, source services and products from minority-owned businesses to support diversity in the supply chain.
- **Public Commitments:** Make a public commitment to anti-racism and diversity, setting an example and holding the organisation accountable to its community.

9. Review and Adapt the Plan

- **Continuous Improvement:** Regularly review the anti-racism plan and update it based on changing needs, feedback, and best practices.
- **Annual Assessment:** Conduct a formal assessment each year to evaluate progress, identify challenges, and reset goals for the coming year.
- **Celebrate Milestones:** Recognise and celebrate achievements in the anti-racism journey to reinforce commitment and motivate continued progress.

This strategic plan provides a roadmap for creating an anti-racist organisation by focusing on transparency, accountability, and continuous improvement. Implementing these steps will help create a workplace where all employees feel respected, included, and valued

Appendix 5B Template HR policy review process

Establish a Review Team

- Form a diverse team, including HR, legal counsel, and representatives from various departments and backgrounds, especially those experienced in DEI (Diversity, Equity, and Inclusion).
- Ensure the team has a clear understanding of anti-racism principles and inclusive practices.

Audit Existing Policies

Gather all current HR policies that may touch on topics of racism, discrimination, inclusion, and equity. Key policies to focus on include:

- Conduct an equity audit by assessing each policy for language, inclusiveness, and effectiveness in addressing racial discrimination.

Assess Policy Language and Tone

- Use clear, inclusive, and explicit language. Avoid vague or passive wording, and emphasize zero tolerance for racism and discrimination.
- Ensure language reflects a commitment to anti-racism, equity, and inclusivity.

Evaluate Training and Awareness Programs

- Review policies on mandatory training for employees and leaders on topics such as racial bias, unconscious bias, microaggressions, and allyship.
- Evaluate whether these training programs are frequent and comprehensive enough.

Engage Employees and Gather Feedback

- Conduct anonymous surveys or focus groups to understand how current policies are perceived by employees, particularly those from underrepresented groups.
- Use feedback to identify policy gaps or areas for improvement.

Update and Strengthen Policies

Based on findings, revise policies to:

- Enhance clarity around consequences for racist behaviours.
- Reinforce commitment to anti-racism and zero tolerance for racial discrimination.
- Specify support structures for employees experiencing discrimination (e.g., counselling, allies, mentors).
- Include detailed instructions on how to report incidents, with an emphasis on confidentiality and protection from retaliation.

Implement and Communicate Changes

- Communicate any changes to policies clearly and broadly within the organisation.
- Offer refresher training sessions to educate employees about new or updated policies and emphasize the organisation's commitment to an anti-racist workplace.

Monitor and Review Regularly

- Establish a schedule to review policies regularly, ensuring they evolve with best practices and legislative changes.
- Encourage ongoing feedback from employees to identify any emerging issues or areas of concern.

Set Up an Accountability Structure

- Assign a team or individual to monitor the implementation and adherence to these policies.
- Use metrics, such as incident reports, employee surveys, and retention data, to track the effectiveness of policies over time.

Recommended HR policies

- Anti-Discrimination Policy: Clear definitions and prohibitions against racial discrimination.
- Anti-Harassment Policy: Address racial harassment specifically, including microaggressions.
- Equal Employment Opportunity (EEO) Policy: Ensure a clear commitment to racial equity.
- Recruitment and Hiring Policy: Evaluate for biases that may affect minority candidates.
- Promotion and Advancement Policy: Ensure fair criteria and equal opportunity for advancement.
- Grievance and Reporting Procedures: Make sure there's an accessible, transparent, and supportive process for reporting racial discrimination or harassment.
- Disciplinary Procedures: Policies related to consequences for violating anti-racism and anti-discrimination guidelines.
- Employee Code of Conduct: Guidelines on respectful behaviour and anti-racism expectations.
- Anti-racism policy (see appendix 10 for sample)

Appendix 5C Recommended Training and Education

- anti-racism; unconscious bias, microaggressions, cultural competence, and allyship
- cultural awareness and sensitivity,
- bystander intervention training
- empowerment
- leadership
- Trauma informed care
- iReport
- conflict resolution

Appendix 5D Template racism incident report form

For reporting incidents of racism, discrimination, or harassment.

Section 1: Reporter Information (Optional)

You may report anonymously if you prefer, but providing your contact information will help us follow up if more details are needed.*

Name (Optional): _____

Contact Information (Phone/Email): _____

Affiliation/Organisation (if applicable): _____

Relationship to Incident:

☐ Directly involved

☐ Witness

☐ Reporting on behalf of someone else

☐ Other (please specify): _____

Section 2: Incident Details

Date of Incident: _____

Time of Incident: _____

Location of Incident (e.g., address, online platform) _____

Section 3: Incident Description

Please provide a detailed account of the incident. Include any specific actions, statements, or behaviours that you believe to be racially motivated.*

Description of Incident:

Section 4: Individuals Involved

Person(s) Involved (if known):

1. Name: _____ | Role/Position (if applicable): _____

2. Name: _____ | Role/Position (if applicable): _____

3. Name: _____ | Role/Position (if applicable): _____

Did any of the involved individuals display the following behaviours?

(Tick all that apply)

- ☐ Racial slurs or offensive language
- ☐ Physical intimidation or threats
- ☐ Exclusion or isolation
- ☐ Discrimination in access to services or resources
- ☐ Harassment
- ☐ Other (please specify): _____

Section 5: Witness Information

Were there any witnesses?

- ☐ Yes
- ☐ No
- If yes, please provide their information, if known:
 1. Name:_____ | Contact:_____
 2. Name:_____ | Contact: _____

Section 6: Impact of the Incident

Did the incident cause any emotional or physical impact?

- ☐ Yes
- ☐ No

If yes, please describe:

Section 7: Previous Reporting and Actions Taken

Has this incident been reported to anyone else?

- ☐ Yes
- ☐ No
- If yes, to whom was it reported?

Were any actions taken?

- ☐ Yes

- ☐ No

- If yes, please describe the actions taken (if known):

Section 8: Additional Comments or Suggestions

Please share any additional information that may assist in the investigation or your suggestions for addressing or preventing similar incidents.

Section 9: Consent and Submission

Would you like to be contacted for further information or follow-up?

☐ Yes ☐ No

Do you consent to have this information shared with the appropriate authorities or organisations for investigation?

☐ Yes ☐ No

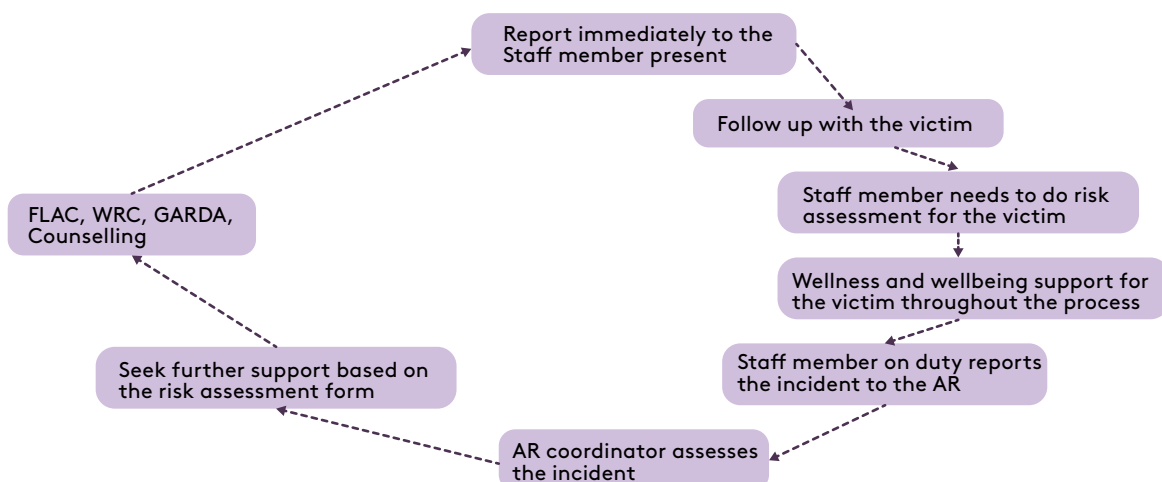
Signature : _____

Date: _____

Submission Instructions

Please submit this form to the designated authority or organisation handling racism-related incidents (e.g., HR Department, Local Community Organisation, Anti-Racism Hotline, or Government Agency). Alternatively, email it to [Email Address for External Reporting]

Anti racism response flow chart



Appendix 6:

Step 6: Implement the organisational Anti-racism plan

Appendix 6A Steps to Reporting racism

These Anti-Racism Reporting Guidelines have been adapted from the INAR (Irish Network Against Racism) resource *Responding to Racism*. These guidelines provide practical steps for recognising, reporting, and responding to incidents of racism in a structured and effective manner.

Step 1: Recognise and Document the Incident

- **Recognition:** Acknowledge and define the experience of racism, whether it's direct discrimination, microaggressions, or systemic bias.
- **Documentation:** Encourage the person experiencing or witnessing the incident to document details, including the date, time, location, people involved, and a description of what occurred. This documentation helps with clarity and accountability.

Step 2: Report the Incident

- **Internal Reporting Channels:** Report the incident to a designated person, such as the Anti-Racism Coordinator, HR representative, or a manager. Provide multiple ways to report (e.g., in person, email, anonymous reporting tool) to make the process accessible.
- **External Reporting:** If internal channels are inadequate or if the incident involves leadership, offer guidance on external reporting channels, such as the Workplace Relations Commission (WRC) or local advocacy groups.

Step 3: Investigation and Review

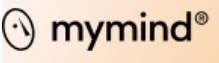
- **Timely Response:** Ensure the incident is acknowledged within a specified timeframe (e.g., 24-48 hours).
- **Impartial Investigation:** An appointed investigator, ideally trained in anti-racism, should conduct a thorough, confidential, and impartial investigation. They may interview witnesses, review documentation, and gather relevant information.
- **Confidentiality:** Protect the privacy of all parties involved to ensure a respectful and secure process.

Step 4: Resolution and Follow-Up

- **Outcomes and Remedies:** Share the resolution with the person reporting the incident, which could include disciplinary actions, changes in workplace policies, or other remedies as appropriate.
- **Follow-Up:** Conduct a follow-up meeting with the individual who reported the incident to ensure they feel the issue has been addressed and to offer further support if needed.

Appendix 6B Recommended Emotional and Psychological Supports

- **Counselling Services:** Offer free access to counselling or an Employee Assistance Program (EAP) for employees experiencing or reporting racism. Participants should also have referrals to supportive external resources or community groups if internal counselling isn't available.
- **Peer Support Groups:** Establish peer support groups where individuals can share experiences and coping strategies in a safe, confidential space. These groups should be facilitated by a trained professional or peer advocate.

Organisation	Location	Target group	Website
 Mental Health Ireland	National		https://www.mentalhealthireland.ie/
 LGBT IRELAND	National	LGBTQ+	https://lgbt.ie/
 mymind®	National		https://mymind.com/
 EXCHANGE HOUSE IRELAND National Travellers Service	National	Travellers	https://www.exchangehouse.ie/about.php
 JIGSAW Young people's health in mind	National	Young People	https://jigsaw.ie/
 Transgender Equality Network Ireland	National		https://teni.ie/
 pieta	National		https://www.pieta.ie/
 SAMARITANS	National		Samaritans Ireland
 Black Therapists IRELAND	National	Ethnic Minorities	https://www.blacktherapistsireland.ie/

Appendix 6C Procedures for Safe Reporting and Protection Against Retaliation

- **Confidential and Anonymous Reporting:** Provide confidential reporting methods and ensure no retaliation against individuals who report racism. This should be clearly communicated to all employees and Participants.
- **Zero-Tolerance Policy on Retaliation:** Enforce a strict policy against any form of retaliation, reinforcing that the organisation prioritizes safety and accountability.

Appendix 6D Recommended training, Education and Awareness

- **Anti-Racism Training:** Regularly conduct anti-racism, cultural sensitivity, and bystander intervention training to educate employees and Participants on recognizing and responding to racism.
- **Resources and Information:** Distribute resources (e.g., pamphlets, links to support organisations, contacts for legal support) to help those experiencing or witnessing racism understand their rights and available support.

Appendix 6E Guidance for promoting Empowerment and Empowerment Programs: Provide empowerment training to build confidence and resilience for employees and Participants who may face discrimination.

- **Anti-Racism Coordinators and Advocates:** Assign an Anti-Racism Coordinator who serves as an advocate, guiding individuals through the reporting process and offering support.

Appendix 6F Guidance for promoting Clear Communication of Rights and Procedures

- **Access to Reporting Policy:** Ensure all employees and Participants have access to and understand the organisation's anti-racism and reporting policies.
- **Right to External Resources:** Inform all employees and Participants of their right to seek support from external resources, such as local advocacy groups, legal aid, and the Workplace Relations Commission.

Appendix 6G 4rs model INAR

The **4R Model—Recognise, Record, Report, and Refer**—is a practical framework developed by the Irish Network Against Racism (INAR) to guide individuals and organisations in effectively responding to racism. This model is detailed in INAR's *Responding to Racism Guide: How to Report Racism and Where to Find Help*, which provides comprehensive information on identifying, documenting, and addressing racist incidents in Ireland.

The 4R Model Explained

1. **Recognise:** Identify incidents of racism, which can manifest in various forms such as verbal abuse, discrimination, or systemic bias.
2. **Record:** Document the details of the incident accurately, noting the time, location, nature of the incident, and those involved.
3. **Report:** Submit the incident to appropriate bodies. In Ireland,

this includes reporting to iReport.ie, a national, confidential, and user-friendly online system for reporting racism.

4. **Refer:** Guide affected individuals to support services, such as counselling, legal aid, or community groups, ensuring they receive the necessary assistance.

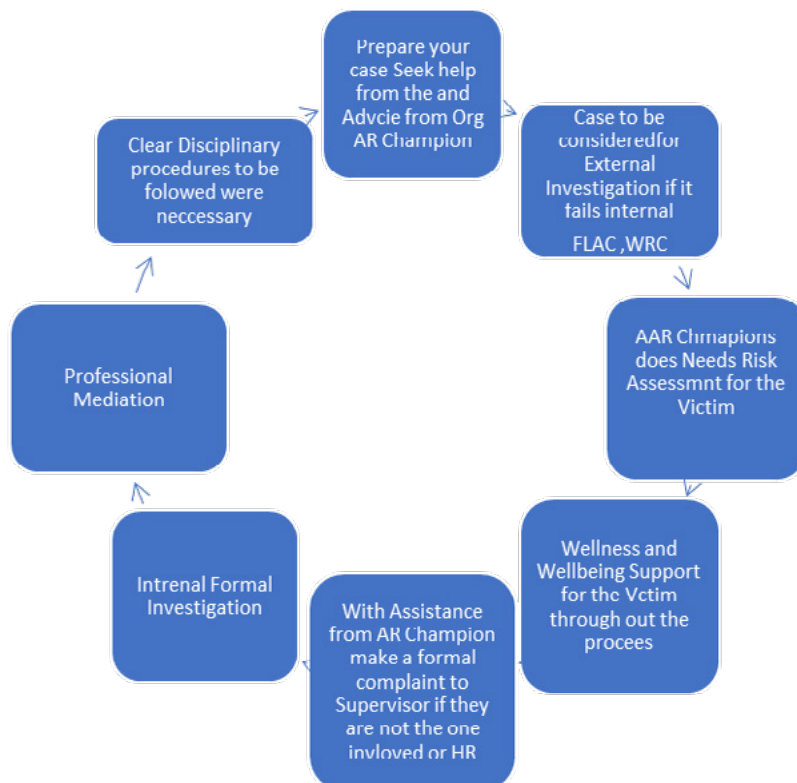
This model promotes a consistent and compassionate response to racism, encouraging action at both individual and organisational levels.

Flowchart: Supporting Someone in a Racist Situation



Appendix 6H INAR: procedure for supporting an employee affected by racism

Reference responding to racism guide from INAR page 82



Appendix 7:

Step 7: Reflect on progress and impact of Anti-racism plan and Anti-Racism Roadmap

Appendix 7A Template review process

1. Purpose and Goals:

- **Assess Progress:** Determine if the project is meeting its objectives and goals.
- **Improve Quality:** Identify areas where the project can be strengthened or refined.
- **Document Lessons Learned:** Capture valuable insights that can be used for future projects.
- **Promote Accountability:** Ensure the project is using resources effectively and is meeting its obligations.
- **Empower Communities:** Involve community members in the review process to foster ownership and participation.

2. Key Steps in the Review Process:

- **Data Collection:** Gather information on the project's activities, outcomes, and impact through various methods, such as surveys, interviews, focus groups, and document review.
- **Data Analysis:** Analyze the collected data to identify trends, patterns, and areas for improvement.
- **Review and Evaluation:** Compare the project's performance against its goals and objectives, considering both quantitative and qualitative data.
- **Report Writing:** Document the findings of the review, including recommendations for improvement and future action.
- **Feedback and Implementation:** Share the review findings with stakeholders, including community members and project staff, and implement necessary changes based on the recommendations.

3. Key Considerations:

- **Involve Community Members:** Ensure that community members are actively involved in the review process to gather their perspectives and ensure the project's relevance and responsiveness to their needs.
- **Use Diverse Methods:** Employ a variety of data collection methods to capture a comprehensive understanding of the project's impact and effectiveness.
- **Be Reflective:** Encourage a culture of reflection and learning within the project team and among community members.

- **Focus on Sustainability:** Assess the project's ability to continue operating and having an impact in the long term.
- **Promote Collaboration:** Foster collaboration between different stakeholders, including community members, project staff, and funding agencies, to ensure a shared understanding of the project's goals and the review process.

Appendix 7B: List of Alternative Organisational Roadmaps and toolkits

These resources support the Anti-Racism Roadmap and offer valuable guidance for developing and implementing a comprehensive organisational Anti-Racism Plan.

New additions to the list are welcomed. Please email any suggestions to antiracismroadmap@empower.ie

Organisation	Strategy	Website
	Step by Step of Becoming an Anti-Racism Org.	https://www.fingal.ie/step-step-guide-becoming-anti-racist-organisation
	Responding to Racism Guide	https://inar.ie/ireport-reporting-centres/
	Guide on Anti-Racism Education and Practice in AIEB Endorsed Programmes	Guidance on Anti-Racism Education and Practice in AIEB Endorsed Programmes - AIEB
	Transforming Hate	Transforming Hate Manual & Activity Resource - National Youth Council of Ireland
	Anti- Racism strategy 2024 -2027	https://www.iasw.ie/events/551-launch-of-iasw-anti-racism-strategy-2024-27-an-active-and-conscious-effort-to-challenge-and-combat-racism-in-all-its-forms#:~:text=The%20Anti%2DRacism%20Strategy%20was,allies%20to%20develop%20the%20Strategy.
	Submission to the consultation process of the Migrant Integration Strategy 2024	https://www.immigrantcouncil.ie/publications
	Yellow Flag	The Yellow Flag Programme - Irish Traveller Movement (itmtrav.ie)

Appendix 8:

Step 8: Participate in Organisational Anti-Racism Roadmap network

Appendix 8A List of Organisational Roadmap Network members: organisations who have implemented an Anti- Racism Roadmap

- Empower
 - Address: Dillon House, 106 Coolmine Ind Est, Blanchardstown, D15.

Appendix 8B Support Services for Victims of Racism and Discrimination at work and for Participants in Ireland

Legal and Advocacy Support

Organisation	Support Provided	County	Website
	IREPORT and Advocacy	National Organisation	https://www.ireport.ie/web-report-racist-incidents/
	Racism Incident Reporting Centre	Cork	https://nascireland.org/
	Free legal Advice	Dublin	https://www.flac.ie/
	Legal representation	National Organisation	https://www.ihrec.ie/your-rights/
	Support and Referral Service provider	National Organisation	https://www.immigrantcouncil.ie/
	Advocacy		https://salaam.ie/about/
Fingal Anti-Racism Network	Advocacy	Fingal	Home - Empower
	Advocacy	National	https://hopeandcourage.ie/

Appendix 9: Sample Completed Organisational Anti-racism Roadmap Plan

2023- 2026

Implementing an anti-racism plan requires a structured, strategic approach to foster lasting change and accountability. Here's a step-by-step guide for a strategic plan that we will follow as an organisation follow to embed anti-racism practices into our culture and operations.

1. Define Vision, Mission, and Goals

- **Vision:** Articulate a clear, inspiring vision of an anti-racist, inclusive workplace. This vision should reflect the organisation's commitment to eradicating racism and promoting diversity, equity, and inclusion.
- **Mission:** Define the mission for the anti-racism plan, which could involve creating a workplace that respects all identities, ensures equitable treatment, and actively challenges racism at every level.
- **Goals:** Set specific, measurable goals. Examples include reducing incidents of discrimination, increasing diversity, and fostering an inclusive work culture.

2. Conduct an Organisational Assessment

- **Equity Audit:** Assess the current policies, practices, and culture within the organisation. Identify areas where bias or exclusion exists, whether in hiring, promotion, language, or daily operations.
- **Employee Surveys and Focus Groups:** Gather feedback on employee experiences, particularly from underrepresented groups, to understand the current climate and any concerns regarding race or discrimination.
- **Review Incidents and Complaints:** Analyse past reports of discrimination or harassment for patterns and systemic issues. This review can provide insights into gaps that need addressing.

3. Develop Policies and Procedures

- **Anti-Racism Policy:** Create or revise the anti-racism policy to outline zero tolerance for racism, specify prohibited behaviours, and describe consequences for violations.
- **Inclusive Language Guidelines:** Develop guidelines on inclusive language to avoid stereotypes, bias, and exclusion.
- **Reporting Mechanisms:** Establish a clear, confidential process for reporting racism and discrimination incidents, ensuring transparency and accountability.

4. Provide Training and Education

- **Anti-Racism and Bias Training:** Implement mandatory training on topics such as unconscious bias, microaggressions, cultural competence, and allyship. Offer ongoing sessions to reinforce learning and encourage behavioural change.
- **Leadership Development:** Equip leaders with tools and knowledge to foster inclusive teams, address bias, and model anti-racist behaviour. Leaders should be trained to recognise discrimination and take appropriate action.
- **Resources and Learning Materials:** Provide access to resources on anti-racism, diversity, and inclusion, including books, videos, workshops, and discussion groups, to promote continuous learning.

5. Build a Diverse and Inclusive Workforce

- **Diverse Hiring Practices:** Review and improve recruitment practices to eliminate bias, diversify hiring panels, and actively recruit from underrepresented groups.
- **Promotion and Career Development:** Ensure that all employees have equal access to growth opportunities, mentorship programs, and promotions. Establish clear, unbiased criteria for advancement.
- **Employee Resource Groups (ERGs):** Support and encourage ERGs focused on diversity and inclusion, such as groups for racial and ethnic minorities, to provide support and foster community within the workplace.

6. Establish Accountability and Measurement

- **Set Key Performance Indicators (KPIs):** Identify measurable KPIs to track progress, such as diversity metrics, employee satisfaction scores related to inclusivity, and the number of incidents reported and resolved.
- **Regular Reporting:** Share regular progress reports with the organisation to maintain transparency and accountability. Include achievements, areas for improvement, and upcoming goals.
- **Anti-Racism Task Force or Committee:** Form a dedicated team to oversee the implementation and progress of the anti-racism plan. This committee should have diverse representation and meet regularly to review goals, analyse data, and make recommendations.

7. Promote Open Communication and Feedback

- **Safe Channels for Feedback:** Provide safe, anonymous ways for employees to share experiences, concerns, or suggestions related to diversity and inclusion.
- **Encourage Dialogue:** Foster a culture of open dialogue where employees feel safe discussing issues related to race and discrimination. Host events like listening sessions or town halls to encourage conversation.
- **Respond to Feedback:** Actively respond to feedback by making adjustments to policies or practices as needed. Show employees that their voices are heard and valued.

8. Engage with the Broader Community

- **Community Partnerships:** Partner with organisations that promote anti-racism, diversity, and inclusion to support broader societal change and enhance the organisation's credibility.
- **Support Minority-Owned Businesses:** Where possible, source services and products from minority-owned businesses to support diversity in the supply chain.
- **Public Commitments:** Make a public commitment to anti-racism and diversity, setting an example and holding the organisation accountable to its community.

9. Review and Adapt the Plan

- **Continuous Improvement:** Regularly review the anti-racism plan and update it based on changing needs, feedback, and best practices.
- **Annual Assessment:** Conduct a formal assessment each year to evaluate progress, identify challenges, and reset goals for the coming year.
- **Celebrate Milestones:** Recognise and celebrate achievements in the anti-racism journey to reinforce commitment and motivate continued progress.

This strategic plan provides a roadmap for creating an anti-racist organisation by focusing on transparency, accountability, and continuous improvement. Implementing these steps will help create a workplace where all employees feel respected, included, and valued.

Implementation plan to achieve an anti-racism strategy, broken down into phases for clarity and feasibility:

Stage 1: Foundation and Assessment (Months 1-3)

1. **Establish an Anti-Racism Task Force**
 - Identify and appoint members from diverse backgrounds within the organisation.
 - Define roles and responsibilities for overseeing the anti-racism plan.
2. **Define Vision, Mission, and Goals**
 - Create a vision and mission statement for the anti-racism strategy, clearly stating the organisation's commitment to fostering an inclusive, anti-racist culture.
 - Set measurable, realistic goals that align with organisational values.
3. **Conduct an Organisational Assessment**
 - Perform an equity audit of existing policies, practices, and culture.
 - Gather feedback from employees through surveys, interviews, or focus groups, with an emphasis on experiences with racial or other forms of discrimination.

4. Analyse Findings and Identify Gaps

- Compile the data collected, identify recurring issues or themes, and highlight areas needing improvement.
- Share findings with leadership and the anti-racism task force to inform the next stages.

Stage 2: Policy Development and Training (Months 4-6)

1. Revise Policies and Procedures

- Update or create an anti-racism policy outlining zero tolerance for racism, clear guidelines on prohibited behaviours, and consequences.
- Develop a reporting mechanism for employees to safely and confidentially report discrimination or harassment.

2. Create Inclusive Language and Conduct Guidelines

- Develop guidelines for using inclusive, respectful language in the workplace to avoid bias and stereotyping.
- Integrate these guidelines into employee handbooks, onboarding materials, and training resources.

3. Initiate Training Programs

- Launch mandatory training on anti-racism, unconscious bias, and inclusive practices for all employees.
- Schedule leadership-specific training to equip managers with skills for addressing racism and promoting inclusivity.

4. Establish an Employee Resource Group (ERG) Framework

- Encourage the formation of ERGs focused on diversity, equity, and inclusion (DEI).
- Provide resources, support, and recognition to these groups, allowing them to serve as safe spaces and sources of feedback.

Stage 3: Recruitment and Diversity Building (Months 7-9)

1. Develop Inclusive Recruitment and Hiring Practices

- Update hiring practices to reduce bias, such as using diverse hiring panels and standardizing interview questions.
- Actively recruit from underrepresented groups to promote diversity at all levels of the organisation.

2. Enhance Promotion and Career Development Policies

- Implement transparent, equitable processes for promotions and career advancement.
- Offer mentorship programs and professional development resources targeted at supporting minority employees.

3. Launch a Communication Campaign

- Communicate the organisation's anti-racism commitment internally and externally, sharing updates and reinforcing the vision.
- Highlight the revised policies, newly implemented training programs, and any other initiatives underway.

Stage 4: Monitoring, Feedback, and Accountability (Months 10-12)

1. Establish KPIs and Metrics for Progress

- Define clear metrics, such as incident reports, employee satisfaction scores, and diversity statistics, to evaluate progress.
- Track KPIs to measure the effectiveness of implemented policies and practices.

2. Introduce Regular Reporting and Transparency

- Share regular progress updates with employees, summarizing achievements and addressing areas for improvement.
- Develop an annual report on the organisation's anti-racism efforts to share internally and, if applicable, with external stakeholders.

3. Create a Feedback Loop

- Encourage continuous employee feedback on the anti-racism efforts, through anonymous surveys, suggestion boxes, or regular check-ins.
- Review feedback promptly, addressing any issues and adjusting the plan as necessary.

4. Hold All Staff Accountable

- Ensure that anti-racism practices and values are part of performance evaluations, particularly for leaders and managers.
- Recognise and reward those who actively contribute to fostering an inclusive culture.

Stage 5: Continuous Improvement and Community Engagement (Months 12+ and Ongoing)

1. Continuous Training and Education

- Schedule regular refresher training sessions and introduce new topics, such as allyship, cultural awareness, or managing diversity.
- Update training materials annually to reflect best practices and emerging insights.

2. Engage with External Communities and Partners

- Partner with external organisations that promote anti-racism and diversity to enhance organisational learning and outreach.

- Engage in initiatives or campaigns that support the broader community and contribute to social change.

3. Regularly Review and Adapt the Anti-Racism Plan

- Conduct an annual review of the anti-racism plan, using feedback and data to make improvements.
- Update goals, policies, and training based on organisational changes, industry best practices, and evolving social contexts.

Summary Timeline		
Stage	Duration	Key Actions
Foundation and Assessment	Months 1-3	Task Force, Vision, Assessment, Data Analysis
Policy Development & Training	Months 4-6	Policy Revision, Training, ERG Setup
Recruitment & Diversity	Months 7-9	Inclusive Hiring, Promotion, Communication Campaign
Monitoring & Accountability	Months 10-12	KPIs, Regular Reports, Feedback Loop, Accountability
Continuous Improvement	Months 12+ & Ongoing	Ongoing Training, Community Engagement, Review

Appendix 10: Anti-Racism Policy

Appendix 10A Template Organisational Anti-Racism Policy

1. Introduction

Our Organisation is committed to fostering an inclusive, respectful, and equitable environment for all employees, volunteers, and Participants. We recognise that systemic racism exists and that it disproportionately affects racialised and marginalised communities. As an organisation that works with racialised communities and employs individuals from diverse backgrounds, we actively oppose racism in all its forms and strive to be an anti-racist organisation.

2. Purpose

This policy sets out our commitment to anti-racism, our expectations for staff and stakeholders, and the measures we will take to ensure that racism is addressed, prevented, and eliminated within our organisation and in our interactions with the wider community.

3. Definitions

- **Racism:** Any prejudice, discrimination, or antagonism directed against individuals or groups based on race, ethnicity, nationality, or cultural background.
- **Anti-Racism:** Proactive measures taken to identify, challenge, and eliminate racism in all its forms, including structural, institutional, interpersonal, and internalised racism.
- **Racialised Communities:** Groups of people who experience racialisation due to societal norms, systems, and institutions that categorise and treat them differently based on race or ethnicity.

4. Commitment to Anti-Racism

Our Organisation is dedicated to:

- Actively challenging racism, discrimination, and bias in our workplace, services, and interactions.
- Ensuring our policies, practices, and decision-making processes are inclusive and equitable.
- Providing ongoing anti-racism education and training for all staff, volunteers, and board members.
- Creating a safe space for racialised employees and Participants to voice their concerns and experiences without fear of reprisal.
- Advocating for racial justice and equity in our work and within the broader community.

5. Responsibilities

- **Management & Leadership:** Responsible for embedding anti-racism in organisational strategy, policies, and culture. They must take swift action in response to racist behaviour or complaints.
- **Employees & Volunteers:** Expected to uphold anti-racist values, challenge racism when encountered, and participate in training and awareness initiatives.
- **Participants & Partners:** Expected to engage with Our Organisation in a manner that respects the dignity and rights of all individuals.

6. Reporting and Addressing Racism

- Any individual who experiences or witnesses racism within Our Organisation should report it to their line manager, HR, Any member of the Anti- Racism Committee or a designated anti-racism Coordinator.
- All reports will be taken seriously and investigated fairly, transparently, and timely.
- Our Organisation will take appropriate corrective actions, which may include disciplinary measures, mediation, or structural changes to address systemic issues.
- Confidentiality will be maintained throughout the reporting and resolution process.

7. Training and Education

- All staff, volunteers, and board members will undergo regular training on anti-racism, unconscious bias, and cultural competency.
- Our Organisation will provide resources and learning opportunities to support ongoing education on racial justice and equity.

8. Monitoring and Accountability

- Regular audits and assessments will be conducted to evaluate the effectiveness of our anti-racism efforts.
- Feedback from staff, Participants, and partners will be sought to continuously improve our approach.
- This policy will be reviewed annually to ensure its relevance and effectiveness.

9. Conclusion

Our Organisation is committed to being a proactive force in combating racism and fostering an equitable, inclusive society. We aim to create a culture of respect, belonging, and justice for all by upholding this policy.

Policy Review Date: [Insert Date]

Approved by: [Insert Name/Position]

