

EC REPORT JUNE 2015

MINUTES OF EC COUNCIL MARCH 2015

Minutes were agreed, no matters arising

MINUTES OF FGPC APRIL 2015

Minutes were agreed, no matters arising

MINUTES OF FGPC MAY 2015

Minutes were agreed, no matters arising

GENERAL SECRETARY'S REPORT

Public Meetings and General Events

- Delivered the Lord Bill Wedderburn Lecture to the Industrial Law Society at The Royal College of Surgeons, Lincoln's Inn Fields, London on 19 March 2015.
- Attended Roundtable discussion: "What would Brexit mean for workers' rights?" with Alan Johnson, MP at Portcullis House, Westminster.
- Attended the re-opening of Unite's office in Gibraltar.
- Interviewed by Oxford Professor, Roger Undi for his paper on the T&G/Amicus merger.
- Attended the funeral of Fred Higgs, former National Secretary of the T&G and General Secretary of the ICEM.
- Whistle-stop tour of Wales to help mobilise union members and the public to drive the Tories out at the general election.
- Election Tour to City of Chester CLP.
- Attended the Casa Solidarity Fundraising gig at the Liverpool Philharmonic.
- Election Tour to Scotland including North Ayrshire and Arran, Paisley & Renfrewshire North, and Glasgow South West and Glasgow Central.
- Speaker at TULO Trade Unions for Labour event in London.
- Speaker at Unite International Workers' Memorial Day event in Red Lion Square unveiling a Unite bench.
- Paul Flanagan presentation.
- Election Tour visits to Bermondsey and Old Southwark, Halesowen & Rowley Regis, Easington, Dewsbury, Pudsey, Calder Valley, Elmet and Rothwell, & South Ribble.
- Attended Unite Irish Policy Conference.
- Speaker at the Anjou Lunch Club at the Gay Hussar.

Political, International & Inter-Trade Union Matters

- Meeting with Larry Broderick of IBOA to discuss the Finance Sector.
- Meeting with Executive Officer, Sharon Graham and Tom Woodruff from the SEIU.
- Meeting with Paul Kenny, General Secretary, GMB.
- Meeting with Leo Gerard of the USW and Simon Dubbins, Director Research & International.
- Met briefly with Amirul Amin, President of the National Garment Workers' Federation of Bangladesh whilst he was visiting London.
- Meetings relating to Labour's general election campaign.
- Meeting with Andrew Little, Leader of the New Zealand Labour Party.
- General discussion about legal services with Stephen Cavalier, CEO Thompsons.
- Attended National Political Meeting, 30th May 2015, Liverpool.
- Meeting with representatives of UCATT.

Administrative & Organisation Issues

- Meeting with AGS Gail Cartmail and Regional Officer Colenzo Jarrett-Thorpe regarding the CYW Conference proposals.
- Various meetings with the Chief of Staff; Political Director, Jennie Formby; Executive Director, Howard Beckett and AGSs.
- Meetings with Executive Director, Howard Beckett; Director of Education, Jim Mowatt; Head of HR, Barbara Kielim and Chief of Staff, Andrew Murray to discuss the Martin Reuby Employment Tribunal.
- Various meetings in preparation for Unite Rules Conference.
- Meetings with Officer Reps and Director of HR and Executive Director of Finance on Officers' pay claim.
- Meeting with Sharon Graham, Executive Officer, Ed Sabisky, Executive Director and Andrew Murray, Chief of Staff to discuss 100% Campaign resources.
- Addressed Unite's Equalities Conferences at Eastbourne.
- Meeting to discuss Unite Officers' pay and expenses with Head of HR, Barbara Kielim, Executive Officer, Ed Sabisky and Chief of Staff, Andrew Murray.
- Attended meeting at Gatwick Airport with CEO Stewart Wingate and HR Director, Tina Oakley and Unite Branch SE6105 reps to discuss the South East runway expansion.
- Political update meeting with colleagues in the Communications and Political departments.
- Meeting with Bobby Morton, NO, on industrial matters relating to the passenger section.
- Meeting with Sharon Graham, Executive Officer, and Kevin Coyne, NO, on Unite Energy Campaign.

Principal Media Appearances

- Since the March Executive Council Unite has been mentioned 1,356 times in regional and national print and online media, and 358 times on TV and radio; the General Secretary has been mentioned 755 times in regional and national print and online media, and 131 times on TV and radio.

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- ITV News Interview, Joel Hills, on public inquiry into safety of aeroplane cabin air, 21st April 2015.
- Interview in the Guardian, 'Len McCluskey says Prime Minister Ed Miliband would work with SNP' 27th April 2015.

- Interview with LBC Radio, Friday 1st May 2015.
- Monthly column for Tribune magazine.
- Article published in the Guardian, 'Mandelson is wrong: Labour can't survive without the unions', 13th May 2015.
- Newsnight interview with Emily Maitlis, BBC2, 14th May 2015.
- Sky News interview with Jon Craig, chief political correspondent, 15th May 2015.
- BBC Radio 5 Live interview with John Pienaar, Pienaar on Politics, 17th May 2015

Rules Conference 2015

As previously reported arrangements for the Rules Conference this year are in hand. Delegates to the Rules conference have been elected and the first mailing has been sent out and they have been allocated their hotel accommodation. The deadline for notification of substitute delegates is 19th June.

The agenda for the conference will be printed for distribution to conference delegates and branches in advance of the conference. A paper containing the amendments to be put to the conference for consideration of the Council for their recommendation has been circulated.

National Equalities, Young Members and Retired Members Conferences 2015

The National Women's, BAEM, LGBT and Disabled Members conferences were held in the Winter Gardens, Eastbourne from 18 – 20th March.

The National Young Members Conference was held on 1st and 2nd April at the View Hotel Eastbourne.

Arrangements are in hand for the **National Retired Members Conference** is meeting on 25th and 26th July at the View Hotel, Eastbourne delegates have been elected and an initial mailing has been sent. Preparation of the Agenda for the conference is ongoing.

CAMPAIGNS AND COMMUNICATIONS

This period has unavoidably been dominated by campaigning up to and during the general election period –and then the aftermath of Labour's defeat.

Since Ed Miliband resigned as Labour leader, there has been the inevitable media and Westminster debate about the shortcomings of the party's campaign and the direction it should follow in order to win back the voters' confidence.

The general secretary took some time to reflect on the defeat before writing in the Guardian about the importance of genuine understanding about what went wrong, cautioning against a rush to blame policies that were popular, such as the energy price freeze. He followed this up with interviews with Newsnight, Sky and BBC Radio 5's Pienaar on Politics where he made the case that debate is not to be feared, could be energising and would see the party rise stronger from the electoral ashes.

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Against the backdrop of the leadership election contest, sections of the Westminster-based media have rushed to establish the union movement as a problem for Labour, continuing in the vein of the past five years. The media's widespread lack of understanding of the place of affiliated unions in the party, a feverish need to attack unions by some in the press and a failure to explain the new Collins affiliation process are reflected in the misleading, yet extensive, press coverage.

The first Tory Queen's speech since 1996 saw them make up for lost time with a cut-glass right wing assault on rights and social mobility. The general secretary's warning that this was a government with staggeringly wrongheaded priorities, and that their assault on opposition party funding would take the country backwards, was picked up by all the national print, broadcast and online media.

Unite media coverage continues to be significant, reflecting our leading role in the movement. Between March and May, Unite stories – industrial and political – were read by tens of millions of people, doubling over the period, and rising across all formats, print, broadcast and internet. To pay for coverage of this enormity, Unite would have had to spend over £38 million pounds.

Ahead of the election we joined forces with other campaign groups and the Daily Mirror to drive up voter registration, which had plummeted since the coalition's changes from household to individual voter registration. Unite's particular concern was that working class voters in England and Wales in particular were disappearing off the roll, with evidence to show that in some constituencies tens of thousands of hard to reach voters had fallen off the register. With the government promising to redraw constituency boundaries on the basis of the composition of the register, it was vital that we found the missing millions and persuaded them to sign up.

Our NoVoteNoVoice bus tour took in some of the hardest hit and most marginalised communities over two weeks, registering tens of thousands of potential voters. We were helped along the way with support from the casts of Emmerdale and the Only Way is Essex, and with videos of support from popular figures such as actors Ricky Tomlinson and Sue Johnston. In April we launched our short film urging people to register before the deadline of April 20th, produced with the support of the celebrity friends we have made during the campaign. As a further benefit, Unite members who helped with the tour made contact with hundreds of people, talking to them in the towns where we stopped, or going door to door as part of the mobile registration service, over the course of the tour, with community members again taking a starring role.

In recent weeks, the team have also supported community with the first national day of action against sanctions, assisting with materials and events around the country, while on the economic front we spoke out against the jobs threat in the North Sea and at Rolls Royce where offshoring was announced prompting distress across the workforce. We also called for urgent talks with employers when Heinz and Kraft announced their merger plans at the end of March. We supported the march against homelessness and the People's March for the NHS protests in London, and helped to promote National Waiters' Day with its call for Pizza Express to pay the waiting staff fairly.

During the general election campaign, the department developed dedicated versions of UniteWorks for members in Scotland, Wales and England to highlight how voting Labour could help deliver jobs, homes, health and hope for our members. With the Mirror, we produced a '7 Days to Save Britain' supplement that was included in the paper so seen by millions of readers, and in addition was seen by sizeable numbers of online readers too.

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The department produced dedicated digital content to put members' voices at the forefront of the election campaign, focussing on the issues members have worked with us to highlight over the past five years – growing inequality, the rise in foodbank use, the curse of zero hours work, the threat to the NHS and services and the desperate need to build affordable homes.

The department used the leaders' debates to promote our content with much of what we produced seen and shared by tens of thousands of people, many of whom were new to Unite.

Since the beginning of the year, our Twitter following has increased by 12 per cent. We now have over 37,000 followers, the most for any UK union and rapidly catching up with major players like Labour List. Our focus on the production of new content and targeted messaging is paying off as we continue to increase the numbers following Unite on our main social media platforms.

In the last four weeks, Unite images on Twitter were seen 2.2 million times, while 583,000 Unite website pages have been visited. On Facebook, 890,036 people have looked at Unite's content, with around 450,000 of these new visitors to Unite.

The team are also delighted with the continued success of UniteLive, our digital news site – a first for any union. It has seen a jump users jump by nearly 50 per cent in the past month – over one third are returning readers but 62 per cent are new visitors. Unsurprisingly most readers are in and around the capital but we are being read regularly in Manchester, Leeds, Birmingham and Liverpool, too. We have ambitions for the site to be able to offer a comment facility, allowing readers to engage, and we hope to develop this in the near future.

We are now working on plans to enhance the digital skills of community members to support them in campaigns to defend members' jobs against workfare and the fight for decent work across the hospitality sector. We are also mobilising for the People's assembly demo on June 20th, and helping to promote the hustings for Labour leader and deputy leader to our members. A special edition of UniteWorks, setting out the very real challenges for members presented by this government, will be produced in time for the Rules Conference.

RESEARCH DEPARTMENT REPORT

The Research Department continues to perform a range of activities supporting the union's campaigns, negotiations, industrial and policy work.

We wrote a number of leaflets, particularly in relation to industrial sectors, to support the union's work in the run-up to the General Election.

Support, including co-ordination and writing of speech notes, has been given to the union's delegation to the General Federation of Trade Unions biennial conference.

Collaborative work with academics from Warwick Business School, Royal Holloway (University of London) and Cass Business School demonstrating how having a union rep in the workplace can improve job quality has been promoted and summarised in a blog on the CLASS website and been commented on by other organisations including the TUC, LRD and CIPD.

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In addition to this, and the work cited below, recent activity has included briefings on 'Inflation Measures and Pay Bargaining' and 'UK Public Contracts Regulations 2015', support for the union's work on zero hours contracts, industrial hub work and mapping, involvement with the Trade Union Share Owners (TUSO) group and production of the monthly Bargaining Brief.

Public services

In health we submitted evidence to the NHS PRB on proposals to implement seven day services. These proposals appear designed to open a new attack on NHS terms and conditions, particularly unsocial hours payments.

Alongside Unite Equalities we have conducted work under the banner of "snowy white peaks" to investigate and challenge race discrimination within the NHS. This has involved carrying out Freedom and Information request to all NHS trusts about race and gender equality in staffing roles, recruitment, training and disciplinaries. Work has also been done to look at official statistics about the NHS workforce and develop a new guide to support reps at workplace level.

We worked with Unite's guild of pharmacy members to carry out a FOI investigation of the quality of pharmacy students from all university pharmacy courses across the UK. A dossier on the four largest private ambulance companies operating in the NHS has been produced alongside the NHS Support Federation.

In the Community, Youth Workers and Not for Profit sector we contributed to two recently launched major policy documents. Firstly, "Magna Carta Today" prepared with Professor Marjorie Mayo and Goldsmiths University. This considers what a progressive government would need to do to ensure access to justice for social welfare in the twenty first century and was launched in parliament by Shadow Justice Secretary Sadiq Kahn MP. We continue to push this agenda via blogs and other commentators (e.g. supporting the Justice Alliance and the Relay for Rights event). Secondly, "A strong voluntary and community sector – the foundation for a thriving society" is a Unite strategy document setting out an alternative vision for the not for profit sector. We produced it with senior reps to further Unite's political lobbying agenda in the sector and confront the cuts, privatisation and co-option agenda of the Tory government.

We continue to offer support to reps and organisations in the sector including developing a substantial database of terms and conditions (due to be updated again in June) and providing industrial support such as producing a mileage survey for members in Action for Children and accounts information on housing associations.

The research department has continued to support policy development in the local authority sector including work on privatisation, cuts and housing. We have conducted ongoing mapping work to categorise employers/contracts in the sector, supported the surveying of work place reps on the new changes to Local Authority pension boards and continued to support members in individual councils with accounts analysis and campaigns (most recently on companies that are involved in the escalating Bromley Council dispute).

We continue to work on equal pay issues in local government including authorities in North Wales, the North West, East Midlands and public health consultants.

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In Education support has been given for national pay negotiations and we are involved in the JNCHES Gender Pay Working Group We helped prepare the pay claim for MOD and have also assisted in sector discussions concerning future challenges in the sector following the election.

Building, Construction and Energy

In Energy and Utilities information has been provided on the state of the wind industry in the UK, identifying locations for potential recruitment. Several briefings and letters have been drafted in response to calls to end the nuclear power industry in the UK. We have also worked with the Cold Home Week campaign team to help raise the profile of fuel poverty and the need to bring homes up to a better standard of insulation, creating jobs and ending the need for families to choose between heating and eating.

In Building, Construction and Allied Trades we briefed on new construction projects and assisted in pay claims and company information (e.g. Cemex).

Transport

In Passenger Transport we are preparing to give oral evidence in July to the Quality Contract Scheme (QCS) Board in its review of the proposal for a QCS in Tyne & Wear. We are working with Transport for Quality of Life on the production of a report to develop arguments in support of better bus regulation and public ownership.

We are supporting the Teamsters campaign in National Express for examination of workers' rights violations at their North American school bus operations. This has included assistance in submitting a resolution to and attending the AGM in London in May.

In Road Transport Commercial, Logistics & Retail Distribution, we are assisting academics from the University of West of England and University of Sheffield on a project looking at the practices of the parcels sector with a particular focus on the expansion of e-commerce. Research and analysis has been provided on the grocery retail sector. We have continued our work on the tax treatment of subsistence allowances paid to lorry drivers and have indicated to HMRC Unite's interest in being involved in any review.

In Civil Air Transport we have been involved in amendments to cabin crew training materials ahead of their use in Europe to train not only cabin crew but scheduling managers and pilots. Discussions have been had with the Fair Tax on Flying Campaign concerning the potential impact of devolution of Air Passenger Duty to the Scottish Parliament in respect of airports just outside the Scotland (e.g. Newcastle) which, given EU Law, may lead to the harmonisation of APD taxes across the UK.

In Docks Rail Ferries and Waterways we are assisting with work on the membership database to identify members by sub sector.

Food, Drink and Tobacco and Rural and Agricultural

In FDT bargaining support and other information on employers has been given (including CCE, Refresco Gerber, Unilever, Adecco/CCE, Fairline, S&B Herba, 2 Sisters, Tangerine, Britvic, Princes, Heinz, Sports Direct, White Company, Fox's Biscuits, United Biscuits, Cadburys/MI, Hovis, Fawcett Maltsters). We continue to deal with requests concerning companies applying to join the Ethical Trading Initiative and have provided company information on Walkers and PepsiCo for IUF.

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In Rural and Agricultural drafting has been done on a proposal for a new pay body for England, company information provided concerning redundancies at Pork Farms, support for Sustain working party on farming jobs and livelihoods, as well as other bargaining support.

Work is also being done on a food and agriculture strategy.

Manufacturing

A report has on Mittelstand companies in Germany looking at differences with UK manufacturing has been prepared and circulated to relevant NISCs and RISCs.

In Automotive we participated in the first planning meeting with the Ford hourly reps on their pay claim and in Aerospace we have assisted in the GKN pay claim.

In Chemicals, Pharmaceuticals, Process and Textiles, bargaining support has been given for pay claims and negotiations including for Johnson Mathey, Growhow, Mexichem, Egger and Goodyear/Dunlop. A briefing note was also prepared on shift pay. Assistance has been given in respect of membership mapping in Foundries.

In GPM & IT assistance has been given on a number of company specific issues including recognition, redundancy and administration. Pay claim support has been provided for Harper Collins, Coveris, Fujitsu and we continue to refresh the sector's pay database. We responded to a survey of digital education and copyright practices for the PPMI on behalf of the European Commission and undertook research into our membership in the publishing subsector for a report for the UNI-Europa Graphical conference in June. We continue to assist in the development of apprenticeships for the graphical and paper sectors.

In GEMS we have undertaken an analysis of social media policies, prepared a number of company briefings and assisted in the pay claim for Eaton Electrical. We continue to meet with EEF/Engineering UK around common industry issues.

Service Industries

We have provided company information and analysis on Facilicom who have entered into partnership with Johnson Controls to take over their cleaning contracts in the UK and assisted in respect of campaigning and potential AGM activity at Sports Direct. We have also prepared a response to UNI Europa's survey of postal and courier services.

Company accounts and analysis

The department continues to provide company accounts and FAME analysis across all sectors. In Quarter 1 2015 there were 140 requests for Annual Reports from Companies House and FAME analysis and so far in Quarter 2 2015 there has been 90 requests.

Additional specific analysis has been provided in a significant number of these cases for reps and officers including GKN Aerospace Services, Sumitomo Electric Wiring Systems (Europe), Sogefi Filtration, Coveris Rigid UK, CEVA Logistics, Bidvest Logistics, Halton Borough Transport, Premier Foods and BP.

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Submissions

In addition to those identified elsewhere in this report, submissions to government departments, parliament and other agencies have included:

- Senior Traffic Commissioner consultation on Vocational Driver Conduct Statutory Document;
- EC Consultation on Review of Working Time Directive;
- Department of Health consultation on updating the NHS constitution;
- HMRC consultation: Employment intermediaries: Temporary workers - relief for travel and subsistence expenses;
- Department for Transport Maritime Growth Study: keeping the UK competitive in a global market - Call for Evidence.

Pensions

General briefing and advice in relation to the new freedoms to cash-in pensions has been placed on the Unite website (under 'Access to Pensions') to try and alert members to the potential dangers and give them a steer on what factors should be considered in planning for retirement.

In the private sector the prospective impact of higher NI contributions from April 2016 associated with the end of contracting-out by DB schemes is being raised increasingly by employers as an issue warranting further changes in schemes. Consultations on ending DB for the existing employers of some of the major schemes in the retail sector are in progress.

In the public sector the focus has been on finalising revised governance arrangements for the new CARE schemes and dealing with transitional issues.

Health and Safety

The Health and Safety Unit has engaged in a range of activities. These include representing the union on tripartite committees such as the Paper and Board Industry Advisory Committee, Chemical and Downstream Oil Industry Forum, the Process Safety Management Board, the UK Chemical Stakeholder Forum, the COSHH Essentials Working Group, Safety in Manufacturing of Plastics and Composites, Asbestos Liaison Group, Construction industry guidance meetings for new Construction (Design and Management) Regulations 2015, meeting HSE officials responsible for local government, the review of the Dangerous Substances in Harbour Areas Regulations, Asthma Partnership Board, the Construction Dust Partnership, speaking at the HSE Logistics Forum with the National Officer and attending planning meetings with the Office of Rail and Road for the next ORR/TU safety reps' conference in November.

In addition, we liaise with the TUC and other unions through the TUC Union H&S Specialists meetings and participate in Joint Union Asbestos Committee campaign meetings.

We continue to work with Equalities on national training courses eg Dignity at Work and facilitated workshops on mental health at the Equalities conferences. Internal Unite meetings include the Road Transport Retail Logistics health and safety committee, BOC reps and Unite cabin crew.

Representing the union at meetings with employers' organisations included Port Skills and Safety RSSB, Energy Networks Association, the Construction Industry Training Board, National Rail Suicide Prevention Group, launch of the IOSH Solar Radiation campaign. Company related H&S activities have included BOC Group, Babcock at Devonport Dockyard, Northern Rail and Network Rail.

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In respect of International Workers' Memorial Day on 28th April we worked with Communications and Bernard McAulay (National Officer for Construction) to develop new materials for IWMD based on the ITUC theme of preventing exposure to hazardous substances, spoke at the Sheffield IWMD event and promoted participation in IWMD. We have been in continuing discussions with the British Occupational Hygiene Society about supporting their work on health and safety, which has a similar agenda to that of Unite, particularly on occupational health issues and these discussions continue post launch of the campaign on 28th April.

International work has included attending and participating in the United Steelworkers Health and Safety Conference in Pittsburgh and a Women's Health and Work international conference organised by the European Trade Union Institute in Brussels.

As part of our asbestos campaigning activities we also participated, at the request of the Australian Manufacturing Workers' Union, in a protest/lobby of the Rotterdam Convention meeting at the United Nations in Geneva in May to encourage the inclusion of chrysotile (white) asbestos in the 'right to know' provisions of the Rotterdam Convention along with other dangerous chemicals and the other types of asbestos and call for a worldwide ban on all types of asbestos. The Unite delegation also had meetings with the international trade unions the BWI and IndustriALL and with the Deputy Director of the ILO, Greg Vines. There is extensive coverage and photographs on the IndustriALL website and on flickr.

The Unit continues to respond to regular H&S queries from Regions and safety reps, provide a quarterly report for all the NISCs and attend some of the NISCs. The health and safety bulletin resumed publication in February 2015. To sign up please go to the health and safety pages on the Unite website.

ORGANISING & LEVERAGE REPORT

OVERVIEW

100% UNITE

- Moving towards an industrial strategy: anniversary dates, % pay increase and Agreements
- Over 18,000 new joiners since the last EC

UNITE LEVERAGE

- Yorkshire Ambulance Service
- In defence of our NHS

NEXT STEPS FOR ORGANISING: FIVE YEAR PLAN

- Quad

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100% UNITE

Moving Towards an Industrial Strategy

At the last EC we delivered our review of 100% UNITE, which proved beyond doubt its success in helping to grow our Union. Our analysis proved that the vast majority of 100% campaigns are not just increasing membership but also more likely to deliver sustainable, full-time membership.

The next stage of advance, building on our success, requires developing 100% UNITE to become an overtly industrial strategy. Working with Unite Regions this process has progressed well over the last quarter.

The first phase of development requires additional information to be gathered from all areas where the Union is engaged in collective bargaining. As you will see from the "Progress Report" (a verbal report will be given) the 100% system now holds a significant amount of information related to three additional fields:

- Anniversary dates
- % pay increase
- Agreements

Every Unite Region has agreed to submit all requested information for every 100% Campaign before the next EC. The importance of gathering, holding and analysing this data should not be underestimated. This information will for the first time allow us to simply analyse our bargaining progress on pay for a significant number of Unite workplaces across Unite Sectors and Unite Regions. The material will also allow us to look at anniversary dates in a strategic way, across the whole union, for the first time as Unite. As agreed at previous Policy Conferences, this information should be held for all Unite workplaces and we aim to make this happen in the near future.

However, the real benefit to holding the information is when it is used as part of developing an industrial strategy, allowing greater industrial co-ordination of our 100% campaigns within Sectors and across Regional boundaries. For example, it will become simple for us to look at companies in the same sector but situated in different Unite Regions that are engaged in 100% campaigns, and to co-ordinate our campaigns through an increasingly joined up approach to pay bargaining. We will be able to look towards, in agreement with our Reps, harmonising anniversary dates wherever logical and plausible in order to give us maximum power at the bargaining table. The information would then allow us the ability to analyse practical results.

One of the first practical actions to be delivered by this process will be the introduction of automatic pay claim campaigns within 100% target workplaces twelve weeks prior to the stated anniversary date (please see attached pay claim campaign paper). This practical and deliverable activity will become a cornerstone of Tier 100% campaigns.

In addition, as field organisers are coming out of the 100%, Tier 2 C/D/E 100% campaigns will be agreed with the Regional management teams and introduced through the employment of temporary resource. As reported at the last EC we now need to deliver 100% campaigns in large Unite workplaces with low density and levels of activity where Officials can't be expected to deliver without dedicated assistance.

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Overall, 100% UNITE is continuing to expand and grow whilst delivering results. The success of Unite in this area is becoming widely recognised outside of the Britain and Ireland, with a number of Unions in different countries requesting presentations and training on our approach in this area. To this end the Department delivered a dedicated 100% presentation to the Global Organising Alliance in the last quarter.

100% UNITE Joiners since the last Executive: figures correct as of 18/05/2015

The table below shows that since the last EC over 18,000 new members have joined our Union as a direct result of 100% UNITE.

EQUALITIES REPORT

EQUALITY – PROTECTING GAINS AND CONTINUING TO ADVANCE

The majority Conservative government means we not only don't have the opportunity to take forward key equality commitments from Labour, but that we also have to be ready to withstand further attacks on : equality, human rights, social justice and respect. Over the last 5 years, equality has moved down the agenda as the message from government changed from pro-active under Labour to belittling and cutting under the ConDems. Alongside our positive equalities campaigning, we need a strategic industrial equality agenda, which clearly demonstrates to employers the benefits of action for equality, and the financial, employment and moral costs of inaction.

UNITE EQUALITIES CONFERENCES 2015 – NATIONAL WOMEN'S, BAEM, DISABLED MEMBERS AND LGBT CONFERENCES "Equality – Making a Difference"

The 2015 Unite National Equalities Conferences were powerful events and I would like to thank all involved. The reports are being finalised and the Equality Strategy will be updated to include motions agreed. The joint plenary with the General Secretary and AGS involved a wide range of participants, and the General Election Plenary with Minister for Equalities Sharon Hodgson confirmed Labour commitments, including rights for union equality reps.

Unite Equalities – implementation of decisions on Unite as employer and services

During the last quarter, I have had very positive meetings with Barbara Kielim and Jim Mowatt to discuss next steps in relation to key issues agreed at Unite Policy Conference and at the EC, including on the BAEM Strategy, the equalities aspects of the Assessment Centre and monitoring, equality-proofing education, raising awareness and developing equality audit courses. A very helpful report was produced from HR for the National Equalities Conferences setting out steps taken and planned.

National Demonstration against Racism, Fascism & Islamophobia 21st March

Diana Holland spoke on behalf of our union at the rally, between Jerry Dammers of the Specials and Gloria Mills of UNISON – the 2015 theme being "Learning from historical tragedies to combat racial discrimination today."

Equal Marriage referendum in Republic of Ireland – "A watershed moment in Irish history" –

victory for equality on 22 May 2015 in a popular national vote leads the way across the world for the global change needed. A tribute to all involved.

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Women and the Economy

We are currently building for the national People's Assembly demonstration on Saturday 20th June. We have continued to meet with Women Against Austerity in preparation for a new date for the national conference which will take place on October 3. A proposal has been endorsed by the national women's committee with regards to a campaign to implement our policy around women and the economy.

We will continue to chart the impact of austerity on women; we will demystify the exclusive language and jargon that is used by the media to create a myth that neoliberal economics is the only way that markets can work; we will also provide women with accessible resources and campaigning tools of an alternative economic vision. The success of our campaign relies on the activism of women taking the message to our communities and to decision makers. In taking our debate forward we will build the activism of women through developing participation; this means engagement in as many ways as possible with women already involved in campaigns against austerity as well as women who are new to our movement; we will build alliances with women's grass roots movements as well as women in the trade union movement with fringe meetings; discussion groups and online social networking and direct action.

MANUFACTURING SECTOR REPORT

We now face further five years of Tory rule and it can be expected that the Government will not adopt any kind of an interventionist manufacturing strategy, the type of which Unite has been campaigning hard for, for five years.

Instead we can expect "more of the same" policies we have seen over the last five years. The much vaunted 'March of The Makers' which the Tories said they would enact in 2005 has all but disappeared in the rear view mirror.

At a time when manufacturing should be expanding its share of UK GDP, its contribution is now lower than in 2010. Capital spending on infrastructure (a vital contribution for growth in manufacturing) has also fallen from around 20% in 2007 to less than 15% today, low investment in infrastructure and the lack of financial support from banks to finance expansion plans and R&D persistently remaining below 2% means there are continuing systemic problems with growth in the sector.

Evidence shows that while automotive and aerospace are still propping up the manufacturing sector the 'foundation' industries (iron, steel, chemicals, ceramics, brick, glass and pulp and paper) are shedding jobs and business capacity to the point where there has been a net loss of over 10,000 businesses and 36,000 jobs (1 in 7 of their workforce) between 2008 and 2013, a situation that can be laid squarely at the door of the Tories.

Productivity has slumped and is far below what would have been expected more than five years into what is supposed to be a 'recovery' and actually looks like a terminal decline!

The Government seem at a loss as to understand what has caused low productivity but low pay, lack of confidence, low skills, lack of investment are all at the root of the problem.

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In April, growth in factory exports lost momentum and dropped to a seven month low, new orders have also slowed, prices were cut at the fastest pace since 2009 and expansion of the sector was well below City analyst's forecasts according to the Latest Markit/CIPS UK Manufacturing PMI report.

Although manufacturing makes up only a tenth of the economy the latest weak report for April 2015 will show that any hope for stronger growth in the second quarter after the dismal figures in the first quarter are long gone, it is very concerning that there is also evidence of investment recovery stalling. The introduction of a €1.1 trillion quantitative easing scheme in the Eurozone has pushed sterling around 15% higher against the Euro since the start of 2015 which has impacted remarkably on exports with their greatest fall since the end of 2012. The only positive indicator worth mentioning manufacturing jobs growth – which continued in April for the 24th consecutive month.

Unite's membership in manufacturing will face uncertainty. There is speculation that BIS could be split up and issues such as skills and training being devolved (the SSCs are already conducting reviews). Industrial support does not normally fit with the Tories "non intervention" mantra and of course we face an EU referendum - already some big manufacturing employers are stating their preference to remain in EU membership and have made such announcements to our membership (Airbus for instance).

It is intended to review our manufacturing sectors strategies in the light of the General Election result and there will be the need to build a relationship with whoever will form the Labour BIS manufacturing team.

SERVICES SECTOR REPORT

The Chancellor's much publicised spending cuts and continuing attacks on public sector union organisation serve to highlight the critical importance of building trade union density across the public sector. Unite's 100% campaign is making good progress in both Health and Local Government and workers continue to be attracted to Unite by issue based activities. An escalation in the sale of chunks of the public sector threatens to reduce overall union density UK wide and there is renewed urgency in Unite working across sectors to ensure outsourced workers retain union strength. Unite's post-election Public Sector Combine met 01 June and agreed cross cutting priorities. Combine meetings are set for the year ahead. Unite is developing a closer working relationship with the European Public Services Union (EPSU) to ensure better coordination on issues of common interest.

The role of UK coal and as yet no commitment by government to invest in carbon capture coupled with uncertainty in nuclear new build threatens decently paid and relatively secure jobs. This report to the EC outlines a number of the current threats. The Construction & Energy Sectors in the months ahead will make the case for a balanced energy policy that supports UK based energy generation and distribution.

These Sectors in particular but not exclusively will hold government to account for the pledge to create good quality apprenticeships as the skills crisis looms.

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Unite in both Health and Finance continues to promote the role of workers in defending public interest by arguing for whistle blowing without fear. Sadly the hoped for Public Inquiry into Blacklisting promised by Labour will now not materialise however Unite continues to challenge backlisting industrially and through the courts.

In Finance Unite has gained recognition within TSB now uncoupled from Lloyds and significantly succeeded in replacing a staff forum with recognition following Cofunds acquisition by Legal & General.

Demonstrating public sector ethos on an international stage, four Unite biomedical scientists employed by Brighton & Sussex University Hospital returned safely from Sierra Leone where they had worked as NHS volunteers helping to tackle the Ebola crisis. A selfless act that typifies public service values Unite can be proud of.

TRANSPORT & FOOD SECTOR

TAKING FORWARD OUR INDUSTRIAL STRATEGIES : “TRANSPORT MATTERS” AND “A FAIR AND ETHICAL FOOD SUPPLY CHAIN”

Together with Unite shop stewards and activists, we continue to build membership and advance key industrial issues across the workplaces where we organise. Sector and sub-sector organisation nationally and internationally is also increasingly important, particularly in the light of some major takeover developments, and we have taken strategic decisions to tackle key companies including World Fuels in Downstream Oil Distribution, Eddie Stobart in RTCLRD, Sainsbury’s in Retail, as well as rural and agricultural workers overall.

The election of a majority Conservative government raises many serious concerns for Transport and Food sectors – both from direct attacks, including on transport and strike ballots, but also from commitments gained from Labour that will not now be fulfilled : including on bus re-regulation, rail franchising, living wage, agricultural wages board, gangmasters licensing authority, justice for migrant domestic workers. Now is a vital time for us to ensure members, as well as reps, are fully informed, involved, and active.

QUALITY CONTRACTS – RE-REGULATING THE BUS INDUSTRY

The important decision on taking forward the first Quality Contract in the North East is covered in the National Passenger Officer’s report – it is a very important first step outside London, following the shameful privatisation and deregulation of the bus industry. The government’s announcement that certain transport planning decisions could be devolved in the future will need close scrutiny.

Inter-union dispute with RMT over the use of their reduced rate to recruit in the bus industry continues to be a serious concern and a formal complaint has been submitted to the TUC.

GROCERY RETAIL LOGISTICS – AND RETAIL

Following a series of announcements, the RTCLRD Grocery Retail sub-sector, who have been linking up with FDT Retail membership, we will approach the TUC with a view to them organising a meeting of key unions involved. This has received a positive response and is underway. (It should also be noted in relation to the Co-op, that there are some members in the Finance & Legal sector).

MIGRANT DOMESTIC WORKERS – MODERN SLAVERY ACT

At the end of the last government, the Act was forced through with minimal changes on migrant domestic workers and a commitment to a review – not the full rights we had won through the Lords amendment, but not the complacency of the ConDem government either. It will be vital for our members to ensure we achieve some recognition that the right for a migrant domestic workers to change employer is essential to prevent modern day slavery. We continue to organise with J4DW, Kalayaan and others on this vital issue.

POLITICAL REPORT

When the exit polls were published at 10pm on 7th May, the reaction for many was one of shock and disbelief but as the General Election results rolled out through the night, it became increasingly clear that if anything they had erred on the side of caution. After a long campaign where the polls consistently showed both parties neck and neck, the Tories ended up with 331 seats against Labour's 232, a loss of 26 seats overall, with the SNP all but wiping out Labour in Scotland and the Lib Dems reduced from 57 seats to a mere 8.

However, despite the relatively optimistic polls, the danger signs were there. The largest grouping in Unite's polling leading up to the election was of members who were undecided, and reports from activists around the country confirmed that this was reflected on the doorstep. Despite a raft of positive policies rolled out by Labour, too many people were either unaware of them or unconvinced, and it is clear that what was perceived as Labour's 'Tory-lite' approach to austerity and economic recovery significantly contributed to a view by many working class people that Labour doesn't represent them. The statistics of those who didn't bother to vote make difficult reading for the Party, showing substantial disengagement in traditional Labour seats, rising as high as 47% and 48% in some constituencies. In contrast, in general turnout was higher in seats won by the SNP who, whatever the analysis of their policies, have generated an excitement in politics in Scotland not seen for decades.

Our General Secretary's analysis was that far from being too left as many in the right of the party are claiming as they try to drive Labour to woo 'aspirational' voters, Labour needs to show they offer a radical alternative if they are to have a chance to overturn the Tory majority and gain power in 2020.

Over the next few months much focus will be on the Labour leadership and deputy leadership elections both for the national party and in Scotland, as well as the selection for London Mayor. But the day job of presenting a strong and attacking opposition has never been more important,

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with the Tories using the Queen's Speech to set out an even bolder programme for the next five years that will further entrench inequality and attack the democratic right of trade unions to work and fight back on behalf of members both in the workplace and politically.

Our task must therefore be to continue to develop strategies to engage our members politically at grassroots level, in particular through the campaign to sign them up as Affiliated Supporters, so union members are actively involved at every level both of the Labour Party and in wider political campaigning within their communities and elsewhere.

INTERNATIONAL REPORT

General Election & Europe: Since the last UNITE Executive Council the UK General Election produced a majority Conservative government for the first time in 18 years. This result has serious repercussions for UNITE's international work. Not only will a referendum on the UK's EU membership now be held, probably as early as next year, but the prospect of a UK referendum may serve as a catalyst for further tensions and changes within the EU that could bring unforeseen consequences.

Reaction of French & German governments: The German and French governments signalled their intent push ahead with deeper integration without treaty changes in a statement issued shortly after the UK election, while the French government has indicated it does not believe that any significant changes can or should be made to accommodate the UK. The leader of the German Chamber of Commerce has also made clear he believes the German government should make no concessions. It remains to be seen if Cameron will manage to get any of the concession he has declared that he wants.

Eurosceptic forces, Greece & Spain: These additional strains come at a time when right wing Eurosceptic parties – such as the Danish Peoples Party, Swedish Democrats, True Finns, Front National, etc., continue to make strong showings in polls and elections. At the same time the crisis in Greece appears to be reaching a point where there is a serious possibility of Greece being forced out of the Euro. Despite this the Syriza party's popularity in government remains very high. In Spain the anti-austerity Podemos Party emerged very strong from local and regional elections with the PP losing considerable ground and unable to form governments despite remaining the largest party in many cases.

Global & European Federations, Workers Uniting: UNITE's work in the European and Global Federations has continued with participation in significant activities in virtually all organisations including UNI/UNI-Europa, ITF/ETF, IndustriAll/IndustriAll-Europe, BWI, EFBWW and the IUF. Workers Uniting activities have also continued with a focus on specific company campaigns, political activities, equalities, and education work. A number of important bilateral meetings took place with the Nordic manufacturing unions, French chemical union (CFDT affiliate), and the GS of the Swazi national centre TUCOWSA.

Multinational Companies: Work in relation to multinationals has also continued with significant activities in relation to job losses at Total, failure to adhere to I&C provisions with GKN, Brush, and Safran, and renegotiations or negotiations to set up EWCs or national structures in HP, Pricess Foods,

2 Sisters, Siemens, GE-Alstom, HSBC, Manpower and BMW. Further training courses and an EWC conference are also under preparation.

Solidarity work: Relations between Cuba & the Us continue to improve and UNITE sent a full delegation to May Day and the annual Youth Brigade; A UNITE delegation will visit Colombia between 30th May and 6th June 2015, visits to NGOs, unions and other organisations will take place as well as a solidarity visit to imprisoned FENSUAGRO leader Huber Ballesterro; Attempts to undermine the progressive government of Venezuela continue and UNITE maintains its solidarity activities with the government; Two further delegations to Palestine are being prepared and talks with PSC and LFPME about activities at Labour Party Conference are taking place; The situation in the South African union movement continues to deteriorate with the expulsion of the COSATU General Secretary having now taken place; Three UNITE members received the highest possible award from the Chilean state in recognition of their solidarity actions during the Pinchet dictatorship.

EDUCATION REPORT

The Education Department statistical returns January to March 2015 where;

No. of courses = 295

No. of students = 2898

No. of teaching days = 11197

The Union Learning Fund projects in England, Scotland, Ireland and Wales are all very successful. In the 2014/15 English Union Learning Fund (ULF) project Unite has maintained its integrity with both finances and outcomes. Regional Learning Managers (RLMs) have had to manage staff changes and implement regional strategies which achieve both our strategy for growth and the objectives as set by the bid.

The **ULF** funding has been cut from £15.2 million 2013/14 to £14 million 2014/15. Of the £14 million available, £12.2 million went to the unions who had their bids accepted and the remainder to Unionlearn. Unite was very successful in achieving £1.9 million. This means that the Learn with Unite (LWU) team will continue with our current numbers and structure.

SECTOR REORGANISATION

The Executive Council agreed the merger and reorganisation of several industrial sectors in 2013. As part of that review it committed to reconsidering the position of the Rural Agricultural and Allied Workers sector by the end of the present electoral period. In the intervening period, steps were to be taken to see whether the sector could grow its membership and establish strong lay democratic structures.

While some improvements have been recorded, experience has shown that the sector's position remains precarious. Membership is small and, more importantly, organising opportunities are limited. There is already a considerable industrial overlap with members organised in the Food, Drink and Tobacco sector, while membership in farming has declined considerably in line with the contraction of employment in that area over many years. In many regions either there is no RAAW

RISC meeting regularly, or it meets jointly with the FDT RISC. The two sectors are already serviced by the same National Officer. There is little evidence to suggest that further efforts in future would lead to a fundamental transformation in this position.

It is therefore recommended that the RAAW sector merge into the FDT sector to create a new sector with the provisional title of Food, Drink and Agriculture from the start of the new electoral period. Proposals for the make-up of new RISCs and NISC for the sector should provide for the full representation of activists presently in the RAAW sector, and these committees may, for the next electoral period, therefore be larger than would be normal. The Executive Council is also invited to authorise the creation of an Agricultural and Allied Workers sub-sector, which may constitute its own national sub-sector committee under the authority of the FDA NISC.

FINANCE REPORT

Lay Member Expenses

Two resolutions were submitted by the Education NISC and the Local Authority NISC and called on the Union to review the new expenses policy. In response, the General Secretary advised that it is proposed that if members are attending a non-overnight regional meeting, instead of the current £5, £10 can be claimed and the Union will pay tax on the extra £5. This will not affect the member's tax as the union will pay tax on the additional amount. The Remits were therefore accepted by the Council.

Property

On the new National Training, Education and Conference centre plus new West Midlands Regional office in Birmingham, the Birmingham City Council is expected to approve Unite's planning application on 18th June. Demolition has now commenced.

Other new or newly refurbished offices to open this year include Stoke, Preston, Edinburgh, Wrexham, Coventry, Southampton, Ipswich, Isle of Man and Dundalk. The refurbishment of the restaurant and build of the new mezzanine at Eastbourne will also be completed. We have also purchased the car park near to Jack Jones House in Liverpool.

Permanent Disability Benefit

It was agreed to improve the permanent disability benefit under the Enhanced membership scale as follows:

- The benefit, which the EC previously agreed to increase to £10,000 effective 1st September 2015 would be payable in the event of accidents outside work (currently only members who become permanently disabled as a consequence of accidents at work qualify) excluding

- accidents which occur while a member is participating in extreme sports. This extreme sports exclusion would also be applied to accidental deaths.
- A benefit of £5,000 would be paid should the accident prevent the member from pursuing their current occupation or equivalent occupation for which the member is suited, given their skills and experience. Currently, a member is only eligible if the accident permanently prevents them from following any and all occupations.

LEGAL REPORT

UPDATE ON BLACKLISTING CASES

Legal Services are now representing 220 Claimants in the blacklisting litigation. The claims are for conspiracy, defamation, breach of privacy/misuse of confidential information and breach of the Data Protection Act. The Legal Services team continues to act as lead solicitors in the Claimant Solicitors' Steering Group. Legal Services continue to file and serve particulars of claim and summary of schedules of loss, using information obtained from HMRC, under a third party disclosure order, and from DWP.

Since the Case Management hearing in February, meetings with the Defendants' lawyers have taken place concerning the extent of disclosure, and the selection of lead cases. The meetings on disclosure have proved inconclusive, meaning that applications had to be made to the Court by Legal Services. An initial pool of 50 lead cases has been selected.

A further case management hearing took place in the High Court on 14 May. The Court has ordered that there be a trial of 20 lead cases, which will be selected from across all 4 Claimant groups, to take place between 9 May 2016 and 27 May 2016, and then from 7 June to 31 July 2016. The Defendants attempted to obtain an order that further information be provided in relation to the personal circumstances of the lead Claimants named in the initial pool, but that was refused by the Court.

The Court ordered that supplemental disclosure reports be filed by the Defendants, giving further details of the scope of the searches to be made, where it is believed that relevant documents may be held, and by whom. The Defendants have also been ordered to file Electronic Disclosure Questionnaires setting out information concerning electronic documents and emails. The Claimants' application for descriptions of documents destroyed was refused.

There is to be a further Case Management hearing on 14 and 15 July. At that hearing the Court will consider the Claimants' application to be permitted to rely on expert evidence to prove losses.

UPDATE ON LEGISLATION

Trade Union, Labour Law and Civil Justice Reforms: Legislative changes, concerns and Unite's responses

UNITE EC LABOUR LAW AND CIVIL JUSTICE UPDATE

May 2015

The Queen's Speech on 27 May announced 25 new bills and one draft bill. While the Queen announced that her government would govern in the interests of everyone in the country, the Speech included draconian attacks on trade unions, Labour Party funding, harsh controls on migrant workers and further erosion of employment rights.

The key points for this report are:

Bill of Rights

There has been much commentary on the Tory pledge to replace the Human Rights Act with a new Bill of Rights. While scrapping the HRA was not included in the Queen's Speech, there was a commitment to consult on a British Bill of Rights.

We had anticipated that the scrapping the HRA may not be as straight forward as the Tory rhetoric suggested. Even a Tory government pushed by its backbenchers was going to find it difficult to take the UK out of the Council of Europe¹, responsible for the European Convention on Human Rights and Fundamental Freedoms and its Court.

If there is to be a Bill of Right we need to lobby that a British Bill of Rights includes collective rights, which are core to all respectable conventions of rights for the last 70 years, in spite of the fact that successive British governments ignore such fundamental rights and freedoms, or at best suggest they are "aspirational" rather than true rights and freedoms. This brings us to the next Bill for consideration.

The Trade Unions Bill

This will introduce a 50% turnout threshold for union strike ballots, retaining the requirement for there to be a simple majority of votes in favour. It will require 40% of members to vote if strike action is to take place on some essential public services (health, education, fire, transport). The Queen and David Cameron wish to further "pursue our ambition to become the most prosperous major economy in the world by 2030 by "tackling intimidation" of non-striking workers during a strike. At the time of writing it seems still unclear what their intentions are reference lifting restrictions on the use of agency staff in order to allow strike breaking.

There is also an intention to limit the duration a ballot is valid for. We anticipate they will try to align this to the "12 week" protection laws and claim a ballot is valid only for 12 weeks.

In addition there is the inclusion of measures to change the political levy element of trade union subscriptions to an opt-in process. The Tory manifesto referred to an opt-in process for union subscriptions but not specifically the political levy.

As the Unite response to this announcement pointed out, political funds are already subject to approval being given in regular ballots by unions.

The Bill will also introduce changes to the role of the Certification Officer.

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It will be difficult and complex, but Unite needs to consider legal challenge to these plans along with other resistance.

The Enterprise Bill

This will cut “regulation” and enable “easier resolution of disputes for small businesses”, which is likely to mean an erosion of employment rights. The Bill will also cap public sector redundancy pay (though this is currently aimed at the highest earners).

The Immigration Bill

This will seek to control immigration by further harsh controls on migrant workers. It introduces a criminal offence of illegal working and will allow wages paid to illegal migrants to be seized as proceeds of crime.

The Bill will create a new enforcement agency that “cracks down on the worst cases of exploitation”. The background briefing to the Bill says: “Exploiting or coercing people into work is not acceptable. It is not right that unscrupulous employers can exploit workers in our country, luring them here with the promise of a better life, but delivering the exact opposite, and the full force of the State will be applied to them. A new single agency will have the scale and powers to do this.”

The Bill will also make it illegal for employment agencies to recruit solely from abroad without advertising those jobs in Britain and in English.

Extremism Bill

This includes measures to combat groups and individuals who “reject our values and promote messages of hate,” including enabling employers to check whether an individual is an extremist and bar them from working with children. There is no definition of extremist in the background notes. There is no mention of attacks on rights to compensation and union legal services, but the last 5 years has seen the greatest diminution of such rights since the Magna Carta and generally there will be much to do and respond to.

AFFILIATED SERVICES

Membership Programmes

Retired Member Plus

There are now 56,268 members in the programme which represents a small increase of 655 since the last report. This generates subscription income of £1,462,968 per annum.

There are almost 150,000 ‘Retired Free’ members and our aim is to try and convert as many of these as possible to RMP in the future.

Back to Work

A total of 15,086 members are now participating in the Back to Work programme, an increase of 807 since the last report. This means that Unite is receiving subscription income of £392,236 from these members, revenue that would most likely have been lost without the Back to Work option.

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Short Term Lapsed Members (over 6 weeks in arrears)

A total of 8,866 have now been reinstated. This is an increase of 2,372 since the last report which is an encouraging trend.

Member gets Member

The scheme continues to perform well. A total of 31,721 members have been introduced and 23,125 cards have now been sent out.

We have conducted a review of the scheme to see what the spread of activity is across workplaces. This shows that over 6,000 sites are involved which indicates that the recruitment activity is widely spread. Indeed in around 5,600 of these the number of cards sent out is in single figures.