

# ORGANISING FOR PALESTINE IN THE WORKPLACE

## TOOLKIT FOR TRADE UNIONISTS



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# WHY WE ORGANISE FOR PALESTINE IN THE WORKPLACE

Israel's system of institutionalised racist discrimination – amounting to the crimes of apartheid and genocide – includes the targeting of Palestinian workers and our sister Trade Unions in Palestine. It can only be sustained because of the weapons, technology and other support Israel receives from western governments, institutions and companies around the world. Britain has a long history of involvement in Israel's oppression of the Palestinian people, going back to its time as the former colonial power.

As Trade Unionists and workers in this country, we have a responsibility to organise to end British complicity and support the calls from the Palestinian people for boycotts and divestment in solidarity with their struggle for freedom.

## Boycott, Divestment and Sanctions

The Palestinian-led BDS movement is a global campaign initiated with a 2005 call from Palestinian civil society for the international community to use boycott, divestment and sanctions to oppose Israel's ongoing violations of Palestinian human rights and international law.

The call was endorsed by over 170 organisations including trade unions, student bodies, women's groups and many others representing Palestinian refugees in exile, Palestinians under occupation in the West Bank and Gaza Strip and Palestinian citizens of the Israeli state.

Inspired by the South African struggle, the Palestinian BDS call urges nonviolent pressure on Israel until it complies with international law by meeting three demands:

- 1) End the occupation and colonisation of Palestinian land**
- 2) End inequality for Palestinian citizens of Israel**
- 3) Respect and promote the right of Palestinian refugees to return to their homes**

BDS campaigns are driven by the moral imperative to do no harm; to ensure the companies, institutions, and governments we work for are not contributing to the denial of the fundamental rights of the Palestinian people.

# HOW TO USE THIS TOOLKIT

This toolkit is designed to support trade union members and workplace representatives who want to organise in their workplace to support Palestine and end complicity with Israel.

It provides practical tools, templates, and strategies for workplace mapping, campaign planning and communicating about Palestine.

## Who it's for:

- Workplace reps and shop stewards
- Branch organisers
- Union members taking their first steps into organising in the workplace

## How to use it:

Each section includes practical guidance, reflection prompts, and editable templates, but always refer to your own workplace recognition agreement if you have one, and adapt these tools to fit your specific campaign.

This toolkit is a developing resource, so please get in touch for updated versions or for specific campaign guidance.

We strongly encourage anyone using this toolkit to ensure they are a member of a trade union. If you aren't sure which union to join, check the TUC trade union guide here: <https://www.tuc.org.uk/join-a-union>

As with all workplace campaigns, organising for Palestine is most effective when you have a recognised trade union at work. For more information on how to win recognition in your workplace if you do not already have this, scan the QR code to check out the TUC guide to recognition:



# WHAT DOES WORKPLACE COMPLICITY LOOK LIKE

## Types of complicity

## Example

**Investments in or from Israeli firms which finance military occupation, genocide, destruction of Palestinian homes and construction of illegal settlements.**

Queen Mary, UOL has £39,639,778 in complicit investments, including direct investments in Alphabet and Siemens

**Investments in complicit companies which, in turn, invest in and finance Israel's war machine and continued illegal occupation.**

Local Government Pension Funds have at least £12 billion in investments in direct or indirect investments including companies like Amazon and Google.

**Trade agreements and deals with Israel (directly or indirectly)**

The UK issues licenses to companies such as BAE systems to supply components for the F-35 fighter jets, used by Israel.

**Providing financial, intelligence or digital services to complicit companies**

Barclays Bank provides financial services to Elbit Systems, an Israeli arms manufacturer supplying drones and weapons used in Gaza and the West Bank.

**Using, purchasing, stocking or advertising services, products or companies which are part of the international solidarity boycott**

Stocking Coca Cola, which has a regional distribution centre in an illegal Israeli settlement in occupied Jerusalem, helping to entrench Israel's military occupation.

**Breaching the cultural boycott of Israel by hosting, supporting or attending Israeli arts or sporting events**

Radiohead ignored calls of PACBI not to perform in Tel Aviv, a demand put to artists to prevent artwashing of Israel's regime of apartheid and military occupation.

**Anti-Palestinian bias in reporting and coverage relating to the Gaza genocide and crimes of apartheid, human rights abuses and ethnic cleansing.**

Centre for media monitoring report analysed over 35,000 pieces of media coverage and concluded that the BBC is systematically biased against Palestinians in coverage relating to Gaza

**Silencing support for Palestine in the workplace and targeting pro-Palestine employees**

Management clamping down on union communications relating to Palestine and targeting employees for wearing Palestine badges.

# BUILDING A CAMPAIGN TEAM

**Collective action is essential for any industrial based organising, the strength of union campaigning is in our numbers.**

Building a campaign team in the workplace will help sustain your work and lead to a more effective campaign. Taking the time to build a committed base of activists to carry through the campaign is a crucial task that can't be short-cut: campaigns are built, not discovered!

We also know that employers can be hostile towards BDS campaigns and to workers organising on the issue of Palestine, particularly in workplaces with the highest level of complicity. Organising as a team and under the banner of the union will give you a greater level of protection than as individuals.

## **Effective teams will:**

- Be representative across departments and job grades.
- Share responsibilities to avoid burnout or individuals being targeted by employers.
- Utilise existing resources to develop campaigns.
- Prioritise calls from Palestinian civil society, focusing on targeted boycott and divestment campaigns.
- Meet regularly to keep up momentum and establish clear communication within the team.

## **Example roles and responsibilities of team members:**

- Coordinator: organising activity, liaise with union officials for support.
- Recruitment and 1-1 Lead: organising one to one meetings with reps and members.
- Communications Lead: Manages workplace updates and campaign messaging.
- Action Coordinator: Plans and tracks campaign actions.
- Office/hub leads: Individuals in each office to support with sharing information and organising in each area.

# SETTING CAMPAIGN GOALS AND TARGETS

Once you have identified areas of complicity in your workplace, focus on achievable, winnable but worthwhile goals. Even small wins in the workplace build towards the goal of dismantling apartheid, so although we want to deliver big, meaningful change, we have to start with smaller campaigns and build towards the bigger challenges as we grow in strength.

**Example starting issue:** Workplace stocking Coca cola

**Example goal:** Agreement from management to not stock Coca Cola, and for an ethical procurement policy negotiated with your Trade Union reps.



## RESEARCH YOUR TARGET

Start campaigns where there is robust evidence of a target's complicity. It's best to choose a target already subject to a campaign (e.g. Barclays or Coca-Cola). This means that your efforts are contributing to a broader campaign, and you are likely to be able to rely on existing research and resources. If this isn't possible in your workplace, take the time to research your target. This will help you when developing and communicating the campaign demands to your members and to management.

### Tools for research:

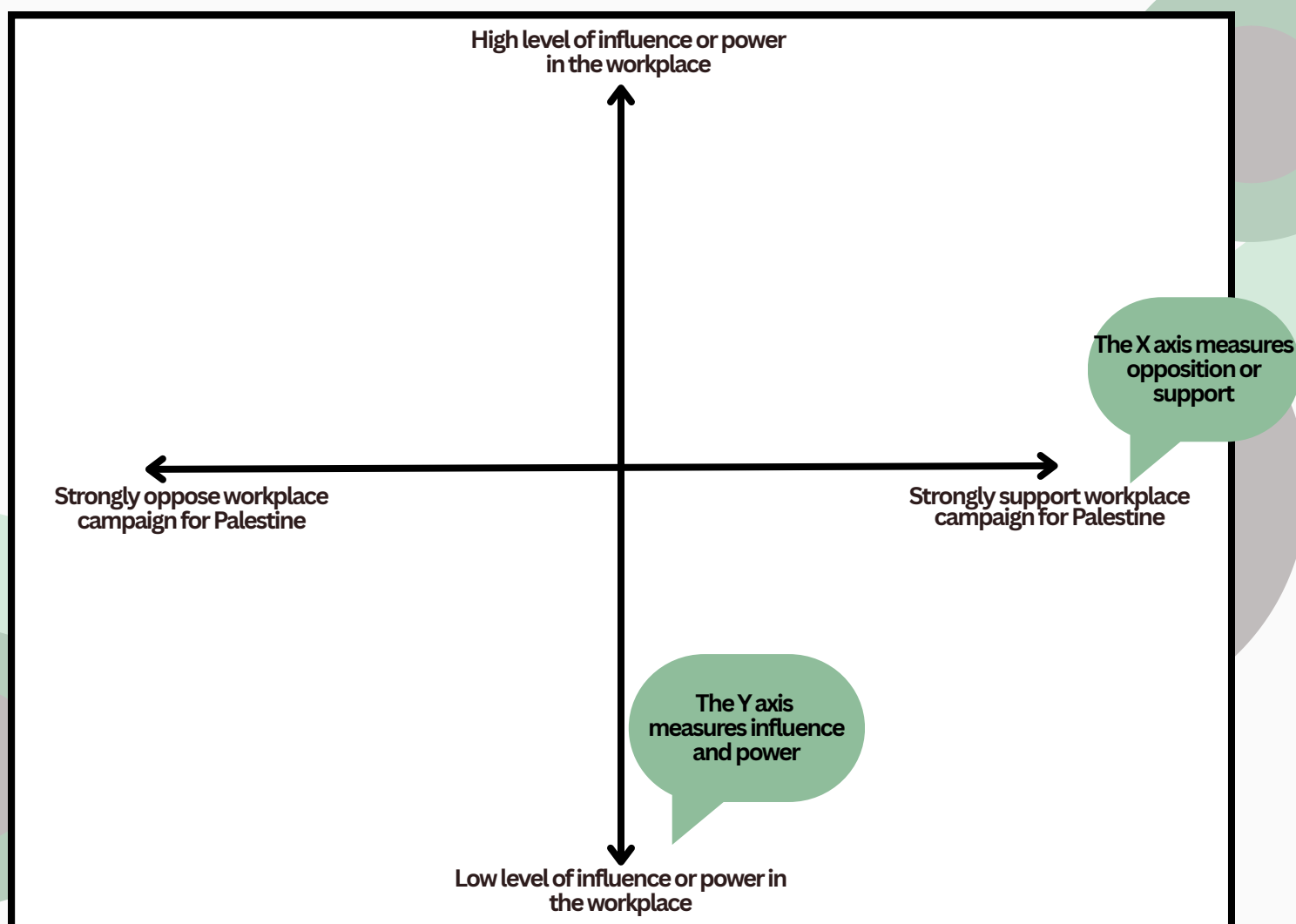
**Joint negotiation spaces:** If you have existing meetings between your workplace management and the union, these are a good place to raise questions about potential areas of complicity, e.g. contracts with complicit companies, their value and duration.

**Databases:** There are also several online tools you can use, including complicity databases on the PSC website <https://palestinecampaign.org/> and the Palestinian BDS National Committee for more information on boycott and divestment targets <https://www.bdsmovement.net/Guide-to-BDS-Boycott>

# MAPPING THE WORKPLACE

Power mapping is an important starting point to organising in your workplace. We use power maps to understand, analyse and consider everyone who might be involved, supportive of, or opposed to your workplace campaign and the power they might hold over achieving change. The power map tool below is a helpful place to start for all campaigns, whether mapping public decision makers or having a better understanding and visual tool for your own workplace.

For workplaces you will want to think about fellow trade union members, but also consider supportive managers, board members, people with useful campaign experience, or workers who hold a lot of influence in a particular location or role.



Use this Axis of Power and Support format to map out your own workplace and boycott or divestment campaigns for Palestine

# MAPPING MEMBERS

When organising in the workplace for Palestine boycott and divestment campaigns, you will want to have an understanding of density and activity of members. This will help with planning how much groundwork you need to do, to educate members about the issue you are campaigning on, to mobilising support for future tactics.

You will have lots of members interested in the campaign, but for some of them this will be a new area, it's our job to help them take action and educate new members.

## Member mapping will need to track:

- How many workers are covered by the union?
- How many are active members?
- Where are the gaps in union presence (departments, shifts, sites)?
- When each member has been supportive or willing to take action on this issue.
- When the member was last contacted about the campaign

## Example member mapping grid:

Member	Job title	Attended launch meeting?	Signed open letter?	1-1?
Ramana Barton	Shop manager	yes	no	yes
Dean Porshe	Assistant designer	no	no	no
Loreen Hill	Support worker	yes	yes	no

# PLANNING A CAMPAIGN STRATEGY

When you have mapped your workplace, identified issues you want to change and carried out research into your workplace complicity, you will need to start building a campaign strategy.

You can prioritise your campaign's focus on one or more targets, but in order to keep the message clear, it is probably best to emphasise one target when spreading the message of your campaign. This is completely down to you and your group to decide, depending on the context of your campaign and strength of the union in your workplace.

## Here are some example questions to think about when planning your campaign with the campaign team:

- **What specific demands do we want to make of our employer?**  
(What do we want? Who within the organisation can deliver this and who has the power to make the change we want to see?)
- **What resources do we already have, and what resources do we need?**  
(Do we need to approach our trade union branch for funding/support officers for advice? Do we need help developing campaign materials?)
- **How will we communicate our campaign to members?**  
(Do we already have communication structures in place, are they up to date and what methods are most effective for our members? How can we bring members with us?)
- **How will we manage opposition to our campaign?**  
(Have we considered what opposition there might be? Will there be bad faith tactics? Can we anticipate these arguments?)
- **How will we protect members and provide support for members?**  
(Have we consulted with our union? Do we anticipate the employer will target pro-Palestine employees, and do we have the power to escalate action to defend our members if needed?)
- **What does a campaign win look like?**  
(How will we measure this? Are we prepared to compromise? How will we evaluate the campaign?)

# TACTICS

Tactics are the actions within your campaign. You should plan out which tactics you want to explore for your workplace campaign to maximise pressure. You will want to increase pressure as support for your campaign grows; start with lower impact actions and build up towards the higher impact ones, as these tend to take more planning and have bigger asks of your members.

Just like when we are in pay negotiations, the first step isn't to immediately go on strike - we build towards this when needed, through a series of members meetings, negotiations, a workplace campaign and finally a ballot.

Use a tactics grid like the one below to think about which actions you would start with and where you want to end up, think about impactful dates and who within the campaign team will lead on each tactic. For instance, you might want to start with educational tactics before escalating to a walkout. Remember, there is no perfect formula for a campaign, so consult with other trade unionists to explore which tactics might work for you and what challenges to expect.

Tactic planner				
Tactic	Date	Status	Impact	Lead
Launch lunch time meeting with members	Jan 2026	✔ Complet... ▾	● Low ▾	JM
Freedom of information request	Mar 2026	✎ In progr... ▾	● Medium ▾	KP
Poster/awareness campaign on notice boards	Mar 2026	✎ In progr... ▾	● Medium ▾	LM
Workplace petition	Apr 2026	⌚ Not start... ▾	● High ▾	MH
Day of action	May 2025	⌚ Not start... ▾	● High ▾	AL

# TACTICS: MOTIONS

**Motions are a way to build consensus among trade union members, raise awareness of boycott and divestment campaigns and a method for agreeing allocation of resources to support a workplace campaign. Motions tend not to have a big impact on the decision making of our employers, but they are an important part of trade union democracy.**

Motions will tend to take the format : This branch notes (states the facts of the issue), This branch believes (what the branch thinks should happen) and This branch resolves to (what action the branch is agreeing to take)

## Example motion

### Divest for Palestine

#### **This Trade Union Branch Notes:**

- Israel's assault on Palestinians in Gaza has killed tens of thousands, displaced 90% of Gaza's population, and caused widespread destruction.
- The International Court of Justice has ruled South Africa's case, that Israel is committing genocide in Gaza, to be plausible, and the chief prosecutor of the International Criminal Court is seeking arrest warrants against senior members of the Israeli government for war crimes and crimes against humanity.
- Israel's militarised violence against Palestinians sustains its system of oppression that amounts to the crime against humanity of apartheid.
- Research by Palestine Solidarity Campaign (PSC) identifying that Local Government Pension Scheme (LGPS) funds collectively invest over £12.2 billion in companies enabling Israel's grave violations of international law.
- As a State Party to the Genocide Convention, the UK government, including local councils, have a legal obligation to take all possible steps to deter, prevent and punish genocidal acts.

#### **This Trade Union Branch Believes:**

- Workers are entitled to a decent pension that does not contribute to violations of human rights and international law.

#### **This Trade Union Branch Resolves:**

- To write to all members of the local council's pension committee demanding they adhere to their moral and legal obligations by immediately divesting the pension fund from companies complicit in Israel's war crimes, including companies supplying weapons, components and military technology to Israel.
- To circulate information to all members about the LGPS divest campaign, including how members can support the campaign locally.
- Affiliate to PSC and work with them to implement this motion.

# TACTICS: NOTICE BOARDS



Scan the QR code link to PSC leaflets & resources

If your workplace has a recognition agreement, this will usually include reference to access to trade union notice boards in the workplace, to provide you with a place to communicate with members and staff about your activity. If you do not have a trade union notice board, it is worth speaking to your employer about allocating a space for this so that you are able to communicate with members.

While lots of people are now remote working, if your workplace has a page for announcements or digital employee information area, you could negotiate a space for digital trade union updates alongside or in the place of a physical notice board.

Utilise these spaces to promote trade union led actions such as petitions, advertising upcoming meetings and sharing educational information. The PSC website has a large number of example information leaflets, but you can also create your own workplace specific resources.

**FREE PALESTINE**

**EXIST!**

**RESIST!**

**RETURN!**



**PALESTINE  
SOLIDARITY  
CAMPAIGN**

# TACTICS: PETITIONS AND OPEN LETTERS

Petitions and open letters are a really useful way to demonstrate that there is wide support for your campaign.



## When writing a petition or open letter:

1. Keep your demands clear and ensure that your chosen targets are used for the petition.
2. Have an addressee, who will most likely be the management of your workplace or the executive team.
3. Use your trade union networks to amplify the success of the petition.
4. Decide whether your petition will be exclusively for union members or open to all concerned staff members.
5. Notice boards, lunch time meetings and break rooms are a great way to collect large numbers of signatures in a short period of time.
6. Petitions allow you to build up a database of potentially-interested contacts: make sure to inform them of opportunities to get more directly involved with your campaign, and of any significant updates.
7. Remember: petitions are a tactic, but shouldn't be the primary tactic of your campaign.
8. Also, bear in mind that petitions may spread further than your members and pick up outside attention. Ensure that they concisely and accurately describe what your campaign is about and why it is important, so that there isn't a chance of it getting misrepresented.
9. Petitions can be both physical and digital. Think about which format is most accessible to people in your workplace.

# EXAMPLE PETITION: DONT BANK WITH BARCLAYS

As employees of \_\_\_\_\_ we are calling on management to stop banking with Barclays and to divest any organisation funds from companies who are complicit in Israel's war crimes.

Israel's genocide in Gaza has killed many tens of thousands of Palestinians and caused almost incalculable devastation. Across the occupied West Bank, Israel continues its military assaults and ethnic cleansing of Palestinians, part of its system of apartheid.

Barclays invests £2billion in, and provides loans worth £6.1billion to, companies supplying Israel with weapons used in its attacks on Palestinians.

One of these companies is Caterpillar, which supplies armoured bulldozers to the Israeli army for the specific purpose of demolishing Palestinian homes, factories, agricultural land and civilian infrastructure in illegally occupied territory. This is a violation of international law, and we risk complicity in this crime by continuing to be financially associated with Barclays. The UN Human Rights Council has included Caterpillar in their blacklist of companies that have products that are known to be used in violating the human rights of civilians and actively breaking international law

The bank also has an agreement with Israel to act as a 'primary dealer' for its government bonds. This means Barclays directly helps Israel raise money to fund its atrocities.

As an organisation with a responsible Investment policy, it is incompatible to both strive for responsible investments while continuing to bank with Barclays and it is a risk to our organisation's reputation to continue to be associated with this bank.

Therefore, we, the undersigned, call on our workplace to adhere to its own responsible investment policy, to stop banking with Barclays and work with the recognised trade union to identify and transfer to an alternative ethical bank or building society.

Signed:

# EXAMPLE: DIVESTMENT OPEN LETTER

Dear Executive Leadership Team,

We are writing to you as a collective group of workers who passionately uphold the organisations values and commitments to social justice. We are urging the organisation to end all contracts with \_\_\_\_\_, as the company invests £\_\_\_\_\_ in companies directly involved in illegal Israeli settlements. We firmly object to our workplace continuing to hold contracts with companies facilitating and financing the illegal destruction of Palestinian homes.

Over the past two years, the unfolding events in Gaza, Palestine have been devastating. The ongoing genocide has led to the killing of tens of thousands of Palestinians, millions of people displaced and healthcare, education and basic infrastructure destroyed. Meanwhile, in the West Bank, Palestinian homes, schools and local infrastructure continue to be destroyed, all in breach of international law.

The role of corporate entities in sustaining the illegal Israeli occupation and its ongoing genocidal campaign in Gaza have been the subject of recent UN investigative reports, exposing how corporate interests underpin the Israeli settler-colonial twofold logic of displacement and replacement aimed at dispossessing and erasing Palestinians from their lands

The investment of these funds enable violations of Palestinian rights including occupation, displacement and crimes of apartheid and genocide.

The UN Special Rapporteur on the situation of human rights in the Palestinian territories has called for accountability for corporate entities and their executives at both the domestic and international levels, stating that commercial endeavours enabling and profiting from the obliteration of innocent people's lives must cease and that corporate entities must refuse to be complicit in human rights violations and international crimes or be held to account

We therefore call on you to withdraw from \_\_\_\_\_. Further information on this company and their investments can be found \_\_\_\_\_. This action would ensure that our organisations funds and finances are not used to further illegally displace Palestinians.

It would also demonstrate our solidarity with the 2.3 million Palestinians in Gaza, who are subject to grave infringements of their human rights as highlighted by Palestinian, international and Israeli human rights organisations such as the UN, Amnesty, Human Rights Watch, B'Tselem and many more.

We therefore urge ELT to withdraw all funding from \_\_\_\_\_ as a matter of urgency and to ensure that no further contracts are agreed between our organisation and \_\_\_\_\_

We also request a meeting with ELT to discuss establishing a more ethical funding policy to ensure that wherever possible, we are ensuring that no organisational funds are contributing to or aiding genocide or human rights abuses.

We look forward to your response.

# TACTICS: PAY CLAIMS

For trade unions who bargain on an annual and workplace basis, it is usual practice for trade union reps to submit a written pay claim, to let your management know what employees demands are and to begin annual pay negotiations. This process varies per workplace and sector, so always check with your Trade Union about the specific process in your workplace.

Helpfully, pay claims (despite the name) do not have to be limited to pay, and this could be an opportunity to raise your demands relating to boycotts, divestments and ethical procurement policies.

## Example: Unite Work Voice Pay survey

In recent years, Unite the union launched their work voice pay survey template, to support reps to consult with members about areas of work they want to campaign on.

Including a question in this survey relating to your workplace demand on Palestine is helpful for a number of reasons:

1. It raises awareness of any complicity issues to members in the first instance, as some members are more likely to engage with a pay survey than with other union content, so they may not be aware.
2. It will help measure support for a potential future campaigning, as you can explicitly ask 'would you support a demand for X' or 'a trade union campaign for Y'
3. It can later be used as leverage within management negotiations later down the line, to evidence that it is an issue employees care about and support.
4. Although this is usually carried out by your workplace reps, you don't need to be a rep to request that this is included in future member surveys or pay claims.

# TACTICS: PAY CLAIMS

You do not need to have a pay claim survey on Palestine in to campaign on this within the workplace. However, it is an easy way to get a high number of responses and to give the issue greater weight.

If members are supportive, have voted to include this in the claim going forward and you have established clear goals for the campaign, this is where negotiations can come in!

Negotiations are meetings between trade union reps and management. This is a space the union will use leverage to push for the demands of the members.

## Example: Unite Pay Survey Template. (Other unions may have similar resources upon request).

It is likely that your management will attempt to separate this issue out from common pay terms and conditions issues:

- It is up to reps on behalf of members to make a strong case for its inclusion, a bigger survey result will help provide this leverage
- Negotiations running alongside an active workplace campaign will increase the pressure on your management to take the demands seriously and see that staff are prepared to take action for the demand.

**Our Union at Company X**  
**PAY SURVEY 2024**

Unite is our union at Company X. We are running a pay survey and want to know what your main concerns are for our 2024 pay claim. Please take the time to give us your views. This will be treated in strict confidence and not seen by management.

1. My pay is (please tick one): Fantastic  Good  Could be better  Bad

2. Have you ever found it hard to make ends meet? Yes  No

3. Please rank the following issues from one to five (1 being most important, 5 being least important):

- Inflation + pay rise
- More holiday
- Better night shift payment
- Improvement to sick pay
- Improved canteen facilities

4. Do you think our union reps should have more time granted by the company to campaign for you? Yes  No

5. Is it important for you to see more temps made permanent? Yes  No

6. Is there anything else you would like to see included in this year's pay claim?  
.....

5. I am a member of Unite? Yes  No

6. I want to get more involved with my union at Company X? Yes  No

Name ..... Shift .....

Mobile ..... Email .....

Please keep me in touch about Unite the Union & this campaign by phone  email

This survey and your personal details will be kept confidential by Unite the Union. The results will be submitted to [company] only and will be retained by Unite for the duration of the [name of campaign] campaign and associated issues. Unite the Union's full up-to-date privacy policy can be found at [www.unitetheunion.org/privacypolicy](http://www.unitetheunion.org/privacypolicy)

# TACTICS: DAYS OF ACTION

Workplace days of action are a way to build up momentum behind your workplace campaign and secure specific commitments from your members to support the campaign.

Keep an eye on <https://palestinecampaign.org/events/> for upcoming workplace days of action

## Ideas for workplace days of action:

- Hold a lunchtime walkout or photo action and share on social media tagging #workplaces4palestine to show your solidarity
- Circulate petitions and letters with your colleagues drawing attention to your workplace campaign and any calls to action
- Organise trade union meetings, teach-ins or film screenings to raise awareness of the crisis in Palestine
- Promote upcoming national demonstrations and commit to attending with your colleagues
- Hold lunch time letter writing sessions to your local councils calling on them to divest local pension funds from arms and companies enabling apartheid
- Support the Don't Buy Apartheid campaign: no Israeli fresh produce, no Coca-Cola (both profit from illegal settlements on stolen land)
- Fundraisers, socials and lunch time stalls



Make sure you take pictures/videos of every event.

Make sure you collect the contact details of everyone you can to help build the campaign. Always have sign-up sheets and always send a follow-up email with a thank you and next steps

# NEGOTIATING ETHICAL PROCUREMENT POLICIES

To ensure our workplaces uphold international labour standards and human-rights principles in their operations, partnerships, and investments.

When a company's policies, suppliers, or investments are connected to human rights abuses, the crimes of genocide, apartheid and ethnic cleansing, workers have both the right and the responsibility to demand transparency and ethical conduct.

When making demands for ethical procurement agreements within your workplace, remember to:

- Ground wording in international law and universal human rights
- If you are not sure of the level of complicity, call for an ethical sourcing investment review AND actions to address any identified areas of complicity
- Include a demand for commitment to future transparency; this could be a call for the disclosure of suppliers, investment partners, and contracts to your trade union reps to review
- Emphasise that employees have a stake in how their employer operates
- Push for union involvement or representation on future ethical investment committees or decision-making bodies
- Embed within this policy a company endorsement of international peace and workers' rights standards, so this can be applied in the future

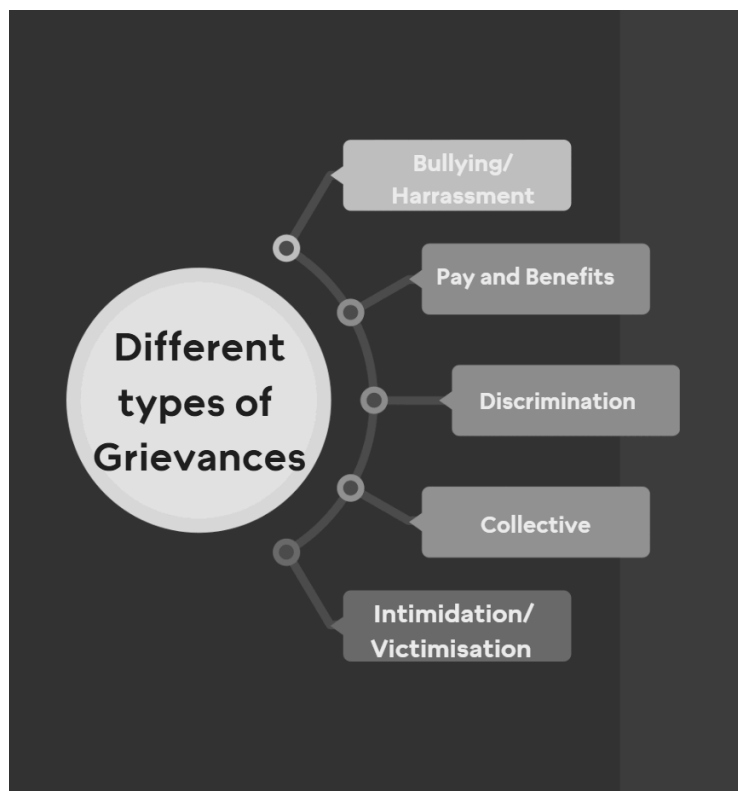
Often, employers will want to avoid breaking a contractual agreement with a complicit company early if there is likely to be a cost associated with it. Be prepared for this and consider negotiating with your employer for an early exit - remember, small wins are better than no wins!

Some workplaces already have some form of “socially responsible/ ethical investments” policy on investments and procurement. It's worth looking through the policy and discovering if there are points they are violating through their ties to Israel, because clearly investments in Israel's war crimes are not socially responsible. Using the companies own policies and words to hold them to account can be a very powerful and effective tool.

# WORKPLACE GRIEVANCES

If your employers are refusing to listen to staff or to engage with their concerns relating to workplace complicity, or staff are being unfairly targeted for Palestine solidarity, it is worth exploring a formal grievance process, ideally this would be a collective grievance to give the greatest weight possible to the complaint.

Workplace grievances are any real or perceived problem an employee experiences during employment and this should be outlined in your employers grievance procedure, which should be available to all staff.



This can include the perception of discrimination, harassment or unfair treatment.

Employees who feel they've been mistreated may lodge a complaint with their employers, hoping to correct the situation.

This forces the employer to formally acknowledge your complaint and often requires them to allocate internal resource to the investigation and findings. These are time consuming and often require a strong understanding of grievance procedures, so always consult with your trade union official to submit the strongest possible case.

Grievances are not a stand alone solution to the issue of workplace complicity in Israel's crime and they are often a flawed process with managers appointing investigators who are rarely impartial. However they can be an important step in increasing the pressure on your employer, are an effective tool for defending your members at work and a way to show collective opposition to attempts to shut down Palestine solidarity in the workplace.

# EXAMPLE: COLLECTIVE GRIEVANCE

Here is an example template for writing a collective grievance

Date:

Dear [management of company]

*In accordance with our Grievance policy and the provisions of the ACAS Code of Practice on Grievance and Disciplinary Procedures issued under Section 199 of the Trade Union and Labour Relations (Consolidation) Act 1992, we are writing to advise you that we would like to raise a formal grievance relating to managements refusal to consider our request to divest our pension from funds complicity with Israels' crimes of apartheid and genocide.*

*The key points of our Grievance are as follows:*

- Refusal to meet with our trade union reps to discuss this matter as per the recognition agreement*
- Failure to respond to concerns of our members health and safety concerns about the impact of their pension funds being invested in companies complicit in a genocide*
- Breach of the companies ethical procurement and investment policy*
- Victimisation towards trade union members by senior management*
- We are seeking the following resolution ...*

Development of grievance arguments should then take follow the format:

- 1. Issue: explanation of facts, what has happened and why it is an issue*
- 2. Policies and legislation: reference any relevent policies or legislation*
- 3. Evidence: relevant emails, supporting statements.*

Repeat this format for each point you are making within the collective grievance process.

Remember its important to include the resolution you are seeking from this process, keep this practical and if you are able to, propose opportunities for negotiation directly with decision makers in your organisation.

# COMMUNICATIONS

Developing a communicating strategy for a workplace campaign is important for protecting your members from a hostile employer and for an effective campaign.

## 1. Always check your recognition agreement and your employment contract

Usually trade unions with workplace recognition agreements will have written into the recognition terms around communications with wider staff, but employers should not dictate the content of communications with your members.

The agreement will also usually include reference to which facilities TU reps will have access to (e.g. teams, outlook, etc.) This is more complicated for campaigning in workplaces without recognition, as your employer will likely obstruct any communication on their systems relating to Palestine. Remember some of the best tools we have are one to one conversations with our colleagues, Trade Union email outs and in person meetings.

## 2. Set up organising spaces and agree group expectations

For your organising team it is wise to set up a group chat away from your employers systems, e.g. a Signal or Whatsapp chat, so that you can keep discussions around your campaign private and secure. Make sure you get the consent of your team members before adding anyone to this and discuss expectations and conduct. Specifically you will want to agree confidentiality and data protection in line with your TU policies, alongside a clear agreement to keep these spaces focused on workplace organising, rather than general link sharing and news updates, as this can lead to people becoming disengaged.

## 3. Public communications and protecting yourself at work

Most employment contracts will prevent staff from publicly campaigning or disclosing information about your employer. For example, if you were posting about your employers complicity or financial information on social media this would likely result in action being taken against you by your employer. We strongly encourage TU members campaigns focus on internal communications, and any public communications about the issue be overseen and distributed by your trade union, rather than members of staff of the company or organisation, to give you protection.

# COMMUNICATIONS: MEMBERS MEETINGS

**Give enough notice for your members meetings:** for maximum attendance get creative with advertising the meetings, using posters on notice boards, have 1-1s and send email outs to get the word out.

**Have an agenda for the meeting:** setting an agenda before the meeting will give members a clear expectation about what to expect and will help the meeting stay on track. Although discussions can be helpful, keeping the meeting focused on a specific workplace campaign will be most impactful for the campaign.

**Share speaking responsibilities among the campaign team to communicate:** a team of people sharing research, information, minute taking and setting out a campaign plan is more likely to get a positive response from members than just one person talking.

**Build relationships:** giving people a chance to introduce themselves briefly will help them to feel more comfortable about being involved and help them to recognise their power in the union

**Make sure that your group is both inclusive internally, and welcoming to new people externally:** avoid cliques or language which is not accessible to new members to the campaign.

**Regular meetings are important to keep up the momentum.** Ensure these are structured and link to past meetings/action points. Short and frequent are more engaging for members!

**Highlight opportunities for people to get involved 'upfront' and behind-the-scenes with campaigning so that people can be involved in different ways.**

**Provide an opt-out option to your members:** Unfortunately, some members might not support your campaign. One way to avoid complaints about your work is to provide an opt-out clause from communications on Palestine, which you can then point to in the future should your management seek to use this as an issue.

# EVALUATING YOUR CAMPAIGN

Regularly reviewing and evaluating your campaigns is an essential part of building workers power and Palestine campaigns in the workplace, something we often forget to make time for. Before jumping into your next action it's important to allocate some time for reviewing your campaign.

## **Revisit your campaign aims:**

What was the goal of the campaign? Did you reach this goal?

## **How did you achieve these changes?**

- Assess how the campaign was successful, consider which tactics worked well, and which tactics didn't work so well.
- Look back on your campaign action timeline, identify key turning points in the campaign and whether these were linked to specific tactics you used. E.g. a very well attended members meeting or management concessions towards the demands of your campaign.

## **What lessons did you learn?**

- Consider as a team which lessons you learnt from the campaign. If you were to run it again, is there anything you would do differently?
- Which messages resonated with members the most? What actions might you want to take in the future to continue building on your success?

## **Combating challenges**

- If you faced challenges, opposition or unexpected problems, consider how this might change how you allocate resources next time.
- You may want to consider recruiting more people to your campaign team, reviewing the roles you initially created and reaching out to your union for additional resources and support.

## **Communicate and celebrate results**

After a wave of actions in a campaign, take time to communicate wins to your supporters and members and thank them for taking action. The struggle for Palestinian liberation and an end to British complicity is a long one. Its important that we acknowledge the work of members who have taken action with you along the way, encourage them to stay motivated and let them know about next steps for the campaign.



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# **Palestine Solidarity Campaign**



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