



Equity, Diversity and Inclusion Policy

November 2022



Equity, diversity & inclusion policy

Title	Equity, diversity & inclusion policy (previously known as equal opportunities policy)
Version	4.1
Author	Helen Ioannou, Service Director
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Next review date	November 2024
Review schedule	This policy will be reviewed every 2 years, or in line with organisational or legislative changes
Responsibility	Board of Trustees
Responsibility for development, review and implementation	DCEO and EDI lead
Target audience	All staff, volunteers, clients, students on placement with Mind in Bradford, visitors to Mind in Bradford, our funding bodies, job and volunteer applicants and the Board of Trustees
Accessibility	Staff: OneDrive – Shared Staff Folder – Policies & Procedures Volunteers: People HR Clients and others: Mind in Bradford website If you would like this policy in another format, such as large print or audio, please contact us on 01274 730815 or at email admin@mindingbradford.org.uk or speak to a member of staff
Associated policies	Client involvement policy Code of conduct Complaints policy Coronavirus policy Management of violence & aggression policy Safeguarding adults policy Safeguarding children policy Self-harm and self-injury policy Vexatious complaints Trustee recruitment policy Volunteer policy All policies in the Mind in Bradford Employee Handbook; including recruitment and retention, family friendly policies and procedures, disciplinary and grievance procedures, equal opportunities and positive working, conduct and standard of behaviour at work, workplace wellbeing policy, whistleblowing policy

1. Purpose

We are Mind in Bradford, a local mental health charity with a diverse client-base, staff team and volunteer workforce and a wide geographical reach across Bradford, Airedale, Wharfedale and Craven. Our purpose (why we exist) is to make the best possible difference to the mental health and wellbeing of the greatest number of people.

Inequality and discrimination in any form can significantly affect people's mental health, their ability to access mental health support, the quality of support given, and the very decision to reach out for help. Addressing questions of equity, diversity and inclusion (EDI) are therefore essential to us fulfilling our purpose, and this is reflected in the mission and aims of this policy.

Our mission is to promote and uphold equity, diversity, inclusivity and anti-discriminatory behaviour within all aspects of the organisation and beyond.

We will always strive to deliver this mission with sincerity, authenticity and good intentions, whilst actively challenging oppression, direct and indirect discrimination, harassment and victimisation. We will do this as an employer, a service provider and as a member of our local community to ensure the people we seek to serve receive high quality mental health support, and those working and volunteering for us have an environment in which they feel safe, valued and confident to be themselves.

EDI is everyone's business at Mind in Bradford, and we demonstrate our commitment to actively improving EDI through our day-to-day contact with our clients, staff and volunteers, our trusted and respected position locally as a key system player, and through the strategies, values and policies that guide us. The aims of this policy are to:

- take positive action to improve EDI across our practices and approaches
- be transparent, bold and outspoken in our approaches, policies and mission
- celebrate, value, respect and reflect the diversity of the communities we seek to serve
- foster a supportive and non-judgemental culture of curiosity, learning and humility
- be widely seen as a trusted member of the local community, dedicated to ensuring that people from all backgrounds and circumstances feel seen, heard and valued
- use our trusted position and platform to call for change and elevate the voices of individuals and groups who are seldom heard in this call
- welcome and respond positively to challenge and feedback on our approaches
- drive change in our organisation and local communities
- be committed to actively identifying and challenging discrimination, harassment and victimisation of clients, staff, volunteers and other people in our local communities
- develop an EDI action plan that translates the commitments and principles outlined in this policy into actions

This policy outlines the key events, developments and pieces of work that shaped and informed this policy review, our current practices across service delivery, employment and volunteer engagement, the ambitions we have drawn from key messages that arose from consultation, how we will implement, monitor and review this policy, and our approach to responding to policy breaches.

2. Definitions

Equity - While equity sounds similar to equality, they mean different things and lead to dramatically different outcomes. Equality is understood as treating all people the same, regardless of differences. Equity recognizes that each person has different circumstances and that different approaches may be needed, dependent on the needs of the individual, to address disadvantage and reach a fair outcome.

Direct and indirect discrimination - Direct discrimination is when someone is treated unfavourably because of a protected characteristic or other identity marker. Indirect discrimination is when policies, procedures and practices which apply to everyone exclude and/or disadvantage certain people because of a protected characteristic or other identity marker.

Diversity - Recognising, respecting and valuing people's differences. It highlights that there isn't just one experience, but endless different experiences. For example, if two people share the same ethnicity, it does not mean their experience of life will be the same or even similar. Respecting and celebrating diversity acknowledges that one person cannot be the sole spokesperson for a particular group and that individual differences matter, that everyone is unique and nobody is a stereotype.

Harassment – Unwanted behaviour towards someone that they find offensive. It can be written or spoken, via email or on social media, through images, physical gestures, facial expressions or “banter”.

Inclusion - Makes sure everyone, including marginalised groups and individuals, feel included and able to take part and be involved, regardless of additional support or different approaches they may need.

Intersectionality – Recognises that everyone has a unique combination of characteristics, such as age, disability, race, religion and so on, that overlap and interconnect to create a unique way in which our individual lives are shaped and experienced. It helps us understand how multiple forms of inequity compound to create unique challenges and experiences of discrimination, stigma and disadvantage.

Marginalised - Marginalised groups and individuals are excluded from key elements of mainstream society, such as education, employment, culture, health care, social life, politics and the economy. People are marginalised due to one or more parts of their identity, which could include protected characteristics, socioeconomic status, vulnerabilities and the geographical area in which they live.

Positive action - Measures targeted at enabling members of protected and vulnerable groups to overcome or minimise disadvantage, exclusion and inequity. Positive action is required to meet the unique and different needs of people from vulnerable and protected groups.

Victimisation – Treating someone less favourably because they have done something that is protected under the Equality Act (2010), such as making a complaint of discrimination, helping someone else make a complaint, giving evidence in a claim, or alleging a breach of the Equality Act.

Please see Appendix 1 for more information about these definitions, including links to videos and examples that bring these key terms to life.

3. Scope

At Mind in Bradford, we are dedicated to actively promoting and achieving EDI as an employer and service provider; ensuring EDI principles underpin all areas of our work and taking positive action to redress the discrimination and inequity experienced by many groups and individuals.

We are committed to our duties under the Equality Act (2010), which deems it unlawful to discriminate against people on the grounds of the nine protected characteristics, whether they have a protected characteristic, are perceived to have one, or associate with someone who has one. We are also dedicated to upholding our duties under employment legislation that deems it illegal to discriminate against people based on trade union membership or activity or part-time or temporary employment contract status.

We recognise that people experience discrimination, marginalisation and inequity for reasons not addressed by legislation, therefore, this policy applies to a range of characteristics and identity markers based on socioeconomic status and deprivation, vulnerabilities and the geographical areas in which they live.

1. Protected characteristics

Under the Equality Act (2010) it is illegal to discriminate against someone because of their age, disability, gender reassignment, marital/civil partnership status, pregnancy or maternity status, race, religion or belief, sex or sexual orientation.

2. Socioeconomic status and deprivation

This refers to people with less access to financial, educational, social, and health resources. For example, people who are “working class” or unemployed, on low incomes, have low job security, live in poor housing and/or have low educational achievement.

3. Vulnerable groups

For example, refugees and asylum seekers, the travelling community, sex workers, homeless people, people with health problems (physical health, mental health and ability), offenders and ex-offenders, children in care and care leavers, people struggling with alcohol or substance misuse, people who do not speak English as a first language, carers and young carers, and people who are part of the LGBTIQ+ community but whose identity is not covered by the Equality Act (2010).

4. Geography

This refers to people who experience inequality as a result of the place in which they live, for example, limited access to resources in remote rural areas and poor air quality, concentrated poverty and limited access to green space in inner city and urban areas.

Mind in Bradford is particularly concerned with the wellbeing of people with mental health issues and will strive to maintain their individual worth and dignity within the organisation and our community. It is our responsibility to recognise that mental health is intersectional, meaning it does not exist in isolation from our unique identities. Rather, mental health is impacted by multiple, interconnected characteristics and the unique life experiences, advantages and disadvantages that accompany them.

4. Background

We updated this policy in response to a range of significant events and developments that have taken place locally, nationally and internationally since it was last reviewed in 2019, as summarised below.

International events

The COVID-19 global pandemic shone a harsh spotlight on existing and increasing inequalities in the UK and around the world. Evidence tells us the pandemic has had a disproportionate impact on many who already face marginalisation, disadvantage and discrimination, and that the impact of the virus has been particularly detrimental on people living in areas of high deprivation, people from racialised communities, older people, people with disabilities and long-term health conditions, men and people with a learning disability. Reports looking through the lens of intersectionality highlight that racialised communities have often been most adversely affected, with the impact on mental and physical health being even greater due to various factors of social and economic injustice.

Following the devastating murder of George Floyd in 2020, there were acknowledgements across the globe of the need to improve EDI across all parts of society, including the third sector and health care, acknowledging the existence of systemic racism and unconscious bias as prevalent factors in preventing fair and equitable access to support and services.

National policy developments

In September 2020, NHS England (NHSE) and NHS Improvement published their Advancing Mental Health Equalities Strategy, an acknowledgement of and response to the inequalities highlighted by recent global events, and a commitment to supporting local health systems tackle health inequality. You can read the strategy here:

<https://www.england.nhs.uk/wp-content/uploads/2020/10/00159-advancing-mental-health-equalities-strategy.pdf>

In 2021, the Government affirmed its commitment to reforming the Mental Health Act (1983), recognising the need for change and acknowledging disparities in how the Act has disproportionately affected people from racialised communities.

Commitments by National Mind

Mind has highlighted the impact of systemic racism on mental health care which results in disproportionate diagnoses, detention, hospital admission, humiliating and life-threatening practices and poor treatment and outcomes for people from racialised communities in the UK. Mind has made a commitment to becoming a truly anti-racist organisation as a pivotal part of its strategy. You can read more about Mind becoming a truly anti-racist organisation here: <https://www.mind.org.uk/about-us/our-strategy/becoming-a-truly-anti-racist-organisation/>

West Yorkshire and Bradford district and Craven

In response to the impact of COVID-19 on health inequalities, Root out Racism, an anti-racism movement, was developed by West Yorkshire and Harrogate Health and Care Partnership and the West Yorkshire Violence Reduction Unit, alongside nearly 500 organisations and community allies, including Mind in Bradford. As a member of the Root out Racism campaign, we pledged to improve EDI and acknowledge that not enough has been done to tackle structural and institutionalised racism. You can read more about this initiative here:

<https://www.wypartnership.co.uk/get-involved/root-out-racism>

In 2019 NHSE increased funding in areas with greatest need and highest rates of early death to address unfair and avoidable health inequalities between different groups. Central Bradford was one of these areas, and as a result, NHS Bradford District and Craven Clinical Commissioning Group (CCG) created the Reducing Inequalities in Communities (RIC) initiative, a series of services aimed at closing the health gap and tackling inequalities at different stages of life. Mind in Bradford delivers a RIC service aimed at improving mental health support for schools and communities. You can read more and watch a video about RIC here: <https://www.bradfordcravenccg.nhs.uk/ccg-information/strategy-and-plans/ric/>

Mind in Bradford

In 2021 we undertook an Equality Improvement Learning Exchange (EILE) with Leeds Mind aimed at providing a more meaningful understanding of needs and gaps in supporting people from South Asian backgrounds. Following focus groups held with people from South Asian communities, we published the findings and recommendations so we and other local organisations can be more inclusive to people from South Asian communities. We started embedding recommendations into service development and will ensure they are captured in our EDI action plan. You can read the recommendations, access the full report and watch a short film about the work here:

<https://www.mindinbradford.org.uk/news/report-on-mental-health-support-for-south-asian-communities/>

In 2021, following completion of the EILE, we established an EDI working group who conducted a consultation with clients, staff and volunteers, gathering a broad range of views via open questions about our approach to EDI. We received rich, detailed and insightful data from this consultation, and collated it with feedback received over the year via complaints, compliments, surveys, and feedback.

In August 2022 we published the first draft of this policy and conducted a consultation with clients, staff and volunteers, to gather their views on our new approach. The feedback from this consultation was used to further improve the policy and produce this final version in October 2022.

Combining key messages about areas for improvement with learning from the events, commitments and developments described above, we identified a set of ambitions against five key themes:

1. public profile
2. accessibility
3. workforce diversity
4. confidence and competence
5. leadership and governance

The ambitions that sit across these five themes are detailed in section seven of this policy; they will drive our mission and be managed through an EDI action plan informed by client, staff and volunteer feedback and routinely reviewed as part of our organisational reporting process.

5. Service delivery

Access

We are committed to fair access to all our services and broad availability of information about them for all people we seek to serve. Referrals are welcomed from anyone who believes they may benefit from our services; we set and publish clear information about our service offers, access criteria and referral routes on our website, social media and on leaflets and posters at our office and venues across our local communities. This information is also available on request over the phone, via post, email and live chat. Our Guide-Line service provides this information via freephone or live chat, 7 days a week and in up to 100 different languages.

We also have a wide range of referral methods, including phone, online and written referral forms. We also have key services that do not require referral, including our Guide-Line freephone and online live chat service and our volunteer-led, community-based Chatty Café and Tea 'n' Talk sessions. Referrals are prioritised in line with guidance given in the criteria for each service and full details about referral processes are available on our website. There is a right of appeal if any person, or their representative, feels they have been unfairly denied access to, or suspended from using our services.

Our staff and volunteers raise awareness of our services, highlight the range of options available to potential clients and engage with other agencies and individuals to increase visibility and accessibility of our services. Service uptake is monitored quarterly; where underrepresentation is identified, we will seek to identify barriers and address them, in line with a service equality impact assessment, and with reference to our EDI action plan.

We will take all reasonable steps to ensure our activities are carried out in premises which are accessible, welcoming and safe for the people we seek to serve, regardless of disability, socioeconomic status, ethnicity and any other characteristic or identity marker in the scope of this policy. In the event that premises do not meet this criteria, alternative arrangements will be explored and equipment sourced, wherever possible. When using external venues, we endeavour to ensure they also meet the criteria of our own premises; being accessible, welcoming and safe for all.

Move on

Fair exit from services is as important as fair access. Working to the recovery model and a goals-based approach, means we are committed to clients achieving their goals and moving forward in their recovery journey. As a result, for relevant services, we address goal-setting and 'move on' with each client from their first session, with timescales and procedures varying across services, and from client to client, to ensure a person-centred approach. Not every client will feel ready to move on from our services within agreed timeframes, but no one should feel they have been unfairly 'pushed out' of a service in a way that is unplanned, rushed or unstructured. We take an individualised, transparent and fair approach to this process, accepting that additional time and action may be required for some clients, to account for the specific disadvantage they face and their unique needs.

Service planning

We strive to take the diverse needs of the community into account when planning service delivery, using a co-production approach wherever possible, and planning services in line with this policy, our EDI action plan and the relevant equality impact assessment/s. We consult with clients and prospective clients to ensure their participation in identifying needs and barriers and the subsequent planning and delivery of services to meet those needs. Regular meetings are held within services in addition to monthly client forums with the Chief Executive Officer (CEO) to enable clients to comment on the organisation and services they are receiving and be involved in the ongoing planning and development of those services. Clients were consulted in the production of this policy and plans are in place to ensure their consultation in the creation, monitoring and review of our EDI action plan.

Subcontracting

In addition to our direct service delivery, we subcontract a wide range of organisations to deliver mental health services across the district, and have made it a contractual requirement that all subcontracted providers have and adhere to an appropriate EDI policy. As part of our approach to contract management we request all subcontracted providers report quarterly on feedback from clients and the reach and accessibility of their services, including demographic and vulnerable/priority group data. We work closely with our subcontracted providers to increase reach and engagement with underrepresented groups and individuals.

6. Employment practices and volunteer engagement

We are an Equal Opportunities Employer; we aim promote EDI as an employer and we are committed to ensuring that no job applicant, employee or volunteer receives less favourable treatment or is disadvantaged by conditions or requirements that cannot be shown to be justifiable within the context of the policy.

We regard direct and indirect discrimination, harassment, abuse, victimisation or bullying of staff, volunteers, clients or others in the course of work as disciplinary offences that could be regarded as gross misconduct. Condoning such behaviour will also be treated as a disciplinary offence. As well as disciplining perpetrator/s, we will give appropriate support to people who complain of discrimination, harassment, victimisation, abuse or bullying of themselves or others.

Selection, recruitment, training, promotion and employment practices will be subject to regular review to ensure they comply with this policy and are being updated in response to our EDI action plan.

We will consider flexible working requests, whether part-time or other working arrangements, for whatever reason, so long as agreement is consistent with the needs of the organisation. Our terms and conditions of employment allow for paternity and partner leave in addition to standard maternity leave, in accordance with current legislation. Allowance is also made for compassionate and dependent's leave to deal with domestic emergencies.

We recognise that we are obliged under the Equality Act (2010) to make reasonable adjustments to accommodate disabled people and to enable them to do their job without unnecessary difficulty. We will make reasonable adjustments, whether or not we are obliged to do so by law, and whether or not a disabled applicant or employee is covered by the definition of disabled under the Act.

We fully accept our obligation not to discriminate against applicants, employees, volunteers and students on placement on the basis of their religion. We respect the beliefs of all applicants, employees, volunteers and students on placement and will always try to accommodate religious beliefs by:

- allowing time and if possible a place for prayers during the working day and at the workplace
- considering dietary requirements in catering for people and when providing facilities for them to eat and store food
- allowing staff to take their holidays for religious festivals and other religious observance, if necessary giving them priority over other members of staff not of that religion
- trying to arrange job interviews or other important work meetings at times when they do not clash with important religious festivals
- not imposing a dress code with which people of a particular religion cannot comply

Any accommodations made are subject to the availability of staff and other resources.

7. Ambitions

This policy will be supported by an EDI action plan informed by feedback from staff, volunteers and clients, that sets specific and detailed actions to drive our ambitions, aims and mission. The ambitions are summarised below across the five themes that arose from our 2021 EDI consultation.

1. Public profile

We will increase the accessibility and availability of our communications; ensuring we reflect the voices, experiences and faces of our diverse staff, volunteers and clients in our communications, and widening the presence of our communications across localities, venues and formats. Our messaging will look and feel authentic, from real people who live and work in Bradford district and Craven. It will be bold, address inequalities and not be afraid to instigate difficult conversations.

We will seek out more opportunities to engage in outreach work in local communities and continue to develop meaningful relationships with grassroots organisations and wider partners. Our strategic objectives guide us to 'build positive partnerships to maximise collective impact', hence, we will use our privilege of being aligned to a national, well-respected organisation to support other grassroots organisations within Bradford district and Craven for the betterment of our communities.

2. Accessibility

We will work with people impacted by the physical accessibility of our building to better understand their needs and the barriers to their equitable access to our premises. We will work with our landlord to make changes that will have the biggest impact to the people we seek to serve.

We will ensure our premises reflects the warmth and personality of our staff, volunteers and clients when we redecorate. Feedback from staff, volunteers and clients will feed into improvements and make best use of the multi-functional space.

We will more consistently produce communications in a range of accessible formats and work with partners to broaden our distribution to underrepresented groups and communities.

We will ensure consideration of EDI and individual need is embedded into the process of service design and development. We aim to produce equality impact assessments for our services to drive more consistent and meaningful consideration of EDI, intersectionality and individual need.

3. Workforce diversity

We will work towards the development of a workforce that is reflective of the communities we seek to serve. This includes volunteer and paid workforce at every level of the organisation. We aim to work towards compliance with the NHS Workforce Race Equality Standard and NHS Workforce Disability Equality Standard.

We will review our recruitment and retention policies to improve creative, co-produced approaches to recruitment and retention of staff and volunteers that reduce barriers to underrepresented groups and communities.

4. Competence and confidence

We will encourage cultural humility and foster a non-judgemental culture of openness and honesty through appropriate training and development opportunities and evolution of our policies and procedures. We will improve our collective ability to work confidently and effectively with difference and to challenge discrimination.

5. Leadership and governance

We will work towards the development of a Board of Trustees that is reflective of the communities we seek to serve. We will evolve Trustee recruitment processes and explore opportunities to increase the accessibility of the Trustee role.

We will improve our decision-making processes to ensure leadership decisions are more considerate of and connected to EDI. We will apply an equality impact assessment approach to key organisational decisions.

8. Policy implementation, monitoring and review

This policy is owned by the Board of Trustees who are accountable for its implementation across the organisation. The Board delegates this accountability to the CEO, and as such, our Executive Leadership Team (ELT) and Senior Leadership Team (SLT) are responsible for this policy's implementation, monitoring and review. The policy is

applicable to all of our current and prospective clients, staff and volunteers, including our Board of Trustees; we are all responsible for living its values.

Implementation

Implementation of the policy will primarily be driven by our EDI action plan, which will be owned by SLT and sponsored by our EDI Lead. The EDI Lead is responsible for establishing, maintaining and leading our EDI working group, made up of staff, volunteers and clients, and appropriately resourced within the context of available budgets.

Our HR Manager is responsible for ensuring EDI training is a mandatory part of all staff and volunteer inductions and that routine refresher training is offered.

SLT are responsible for raising awareness of the policy, which will be hosted on OneDrive for staff, People HR for volunteers and on our website for clients and other stakeholders.

Monitoring and review

SLT and ELT are responsible for the monitoring and review of this policy. Our EDI working group will report into SLT, who will ensure the action plan is reviewed and updated quarterly as part of our organisational reporting processes. SLT is also responsible for reviewing this policy every 2 years, or in line with organisational or legislative changes.

We are committed to ensuring anonymised feedback is fed into the ongoing monitoring and review of this policy, via a range of routine reporting processes overseen by our SLT, including complaints monitoring, exit interviews, client feedback forms and staff and volunteer satisfaction surveys.

9. Policy breaches

We are committed to actively identifying and challenging breaches of this policy, including but not limited to indirect and direct discrimination, harassment, victimisation and bullying. We also strongly encourage our staff, volunteers, clients, prospective clients and other stakeholders to use the relevant procedures to make us aware of any perceived breaches of the policy, these include our whistleblowing, complaints and disciplinary and grievance procedures.

Staff and volunteer workforce

Our disciplinary and grievance procedure, found in our employee and volunteer handbooks, will be used to manage complaints about discrimination, harassment, victimisation or bullying involving staff, volunteers or students on placement. We are committed to establishing a work environment in which everyone feels able to reach out, regardless of line management arrangements. We therefore encourage staff and volunteers to raise concerns via the whistleblowing policy in our employee and volunteer handbooks.

Client, prospective clients and other stakeholders

To protect and uphold individual rights under this policy, any client who feels they or someone else has been subject to discrimination, harassment, victimisation or bullying are encouraged to report the matter to us, anonymously if necessary. All complaints will go through the procedures outlined in our complaints policy, which can be provided on request. We are committed to making clients aware of their right to complain and to taking a positive and solution-focused approach to complaints.

All instances or complaints of discrimination, harassment, victimisation and bullying will be treated seriously and investigated fully. Complaints or allegations of an unfounded or malicious nature will also be treated seriously and may involve using the disciplinary and grievance procedures and/or habitual or vexatious complaints policy.

We recognise that some clients may, because of their past or present distress or illness, say or do things which would otherwise be unacceptable and incompatible with this policy. We will do all we can to challenge such behaviour, and in cases where intervention is possible, an approach will be adopted which aims to alter attitudes and behaviour while maintaining support for the distressed client. A record will be kept of such situations, as appropriate to the circumstances.

We will strive to ensure that none of our policies or practices breach this policy by completing comprehensive equality impact assessments for all relevant policies and services and updating them regularly. We will also use our monitoring and review processes described above to monitor compliance with this policy and respond appropriately to issues and concerns.

Thank you for taking the time to read our EDI policy and thank you to everyone who participated in the conversations, completed a survey, or provided the feedback that shaped it. If you would like to share your thoughts or request this policy in another format; please give us a call on 01274 730815, email us at admin@mindinbradford.org.uk or speak to a member of staff.

Appendix 1 – More information about definitions

Please see links below to more information and examples to help define the key terms used in this policy.

Direct Discrimination, Indirect Discrimination, Harassment and Victimisation

- Video: Types of discrimination, <https://www.youtube.com/watch?v=illuTVfqhko>
- Factsheet: Discrimination in everyday life, <https://www.mind.org.uk/information-support/legal-rights/discrimination-in-everyday-life/examples-of-discrimination-in-everyday-life/>

Diversity and Equity

- Video: What is Diversity? <https://www.youtube.com/watch?v=XtzqA82F2KI>
- Video: Equity Vs Equality, <https://www.youtube.com/watch?v=XON22PMdF1U>
- Video: Equity and Equality, https://www.youtube.com/watch?v=nCS7Rus4_-Y
- Video: Let's talk about equity and equality, <https://www.youtube.com/watch?v=9isVHRDeGis>

Inclusion

- Video: What Is Inclusion? <https://www.youtube.com/watch?v=Ea4TdXGp8f0>

Intersectionality

- Video: Intersectionality and health explained, https://www.youtube.com/watch?v=rwqnC1fy_zc
- Video: What is intersectionality? <https://www.youtube.com/watch?v=O1isIM0ytkE>

Marginalised

- Article: What is marginalisation? <https://www.liberties.eu/en/stories/marginalization-and-being-marginalized/43767>
- Video: Hearing the unheard – how to successfully engage with marginalised groups <https://www.youtube.com/watch?v=SOaBwQICJ54>

Positive action

- Report: A guide to positive action 2020/21 <https://www.skillsdevelopmentscotland.co.uk/media/46021/a-guide-to-positive-action.pdf>
- Article: Positive Action - Meaning, Importance, Steps & Example, <https://www.mbaskool.com/business-concepts/human-resources-hr-terms/17890-positive-action.html>