



## TENDER POLICIES AND PROCEDURES

## DIVERSITY, EQUITY AND INCLUSION POLICY



## STATEMENT ON OUR APPROACH

Tender believes that everyone has inherent dignity and deserves to be treated equally and fairly, but inequalities in society make this harder for some people. People who represent or engage with Tender may experience discrimination, prejudice and harassment because of who they are and the groups and communities they are associated with. As a result of this, people are prevented from accessing opportunities, resources and decision-making spaces equitably. We need to recognise and understand the nuanced ways in which people from different groups are excluded, and change our existing ways of working and behaviours to try to eliminate these disadvantages.

We want Tender to be representative of the society we live and work in, and we want to be accountable to the communities we support with our services. We know that our work will be strengthened if the people who represent us have a range of experience, viewpoints and persuasions to inform our decision-making, and that more diverse perspectives will lead to greater creativity, empathy and equitable problem-solving. We want to attract, retain and develop a diverse, talented group of people to represent Tender and ensure that everyone has access to the same opportunities to fulfil their potential.

Although we take a gendered approach to issues relating to domestic abuse (recognising that, while anyone can experience abuse, it is more frequently committed by male perpetrators and experienced by women and girls), we know that sex and gender-based discrimination intersect with other systems of discrimination, and that abuse and lack of access to support are compounded by all forms of discrimination, including on grounds of class, age, race, gender, sexual orientation, religion/belief, disability or other factors. Where women and girls face multiple forms of discrimination, they also face additional barriers to support, greater stigma, judgement and discrimination.

We are committed to identifying, understanding, challenging and seeking to remove the barriers to diversity, equity and inclusion (DEI). We are committed to recognising and valuing difference, seeking to redress inequality and disadvantage, and treating everyone fairly, openly and honestly. By removing barriers that exclude people, we want to be more effective at changing both Tender itself and, as a result, the society we work in to be fairer and more equitable.

Everyone who represents Tender has a role to play to make sure we are inclusive and reflect the diversity of the people we work with throughout all our activities, policies, processes and behaviours. We will reflect on our own experiences, assumptions and behaviours and be proactively inclusive in creating space for those often excluded. This includes acknowledging what power and privilege we have and how we can be active in addressing inequalities.



In 2021, we reviewed our organisational structure, processes and activities from an anti-racism perspective, and committed to being an anti-racist organisation. Racism is deep-seated, maintained by discrimination and prejudice and apparent across all sectors of society. We believe racism needs to be expressly addressed, given the longstanding lack of progress on race equality in our society and workplaces. It needs to be named and consciously addressed alongside – and separate to – an overarching commitment to inclusion. We recognise that we need to be not just non-racist, but anti-racist.

As well as specifically focusing in the near term on ensuring our structure, processes, activities, culture and behaviours are anti-racist, we will also develop our understanding of the intersectional nature of discrimination and inequality and develop commitments and actions which will seek to address additional barriers caused by multiple forms of discrimination.

This policy sets out our DEI commitments, how these will be embedded into all areas of our organisation, how we will hold ourselves accountable, both to ourselves and everyone who engages with us, and how we will continue to review and update this policy.

By valuing DEI and investing in achieving our commitments, we can uplift everyone who represents and engages with Tender through collective progress.

**Susie McDonald**  
CEO

**Matthew Layton**  
Chair

**Sharina Walia**  
Trustee DEI Champion



## 2. TERMINOLOGY

There is no one set of agreed definitions for terms like equity, diversity and inclusion. Our definitions for terms which are important to us, and used in this policy, are set out in the annex. Additional terms are used in other, related, policies, and those terms are included in the annex to this policy as well as being further defined in those separate policies.

In addition, throughout this policy we refer to various groups of people who work with or for Tender:

- Employees: staff employed under contracts of employment and with specific employee rights
- Management team: the CEO, COO, Head of CYP Services, Finance Manager and Development Manager
- People who engage with Tender: people who take part in our activities, either as beneficiaries or in a related role (e.g., teachers, parents/carers, local authority contacts)
- People who represent Tender: employees, contractors (e.g., workshop leaders and Youth Facilitators), trustees, the Youth Board and other volunteers
- Staff: employees and contractors

## 3. OUR COMMITMENTS

Tender is an equal opportunity employer and service provider, committed to ensuring a workplace and practices free from unlawful or unfair discrimination because of Protected Characteristics as defined by the Equality Act 2010. We aim to promote equity, diversity and inclusion in everything we do.

To be a truly equitable, diverse and inclusive organisation, we are committed to going beyond the requirements of the Equality Act 2010. We aim to take positive steps to redress discrimination, improve equality of opportunity and prevent inequitable outcomes stemming from unreasonable or unfair treatment which places people at a disadvantage for any reasons not directly related to their ability to perform their role for us or eligibility to receive services from us.

We therefore commit to the following objectives:

- **Access to our services:**
  - We will ensure that our services, tools and resources are accessible, inclusive and meet the needs of a diverse range of users
  - We will seek to identify, reach and engage people from minoritised groups, and work to remove barriers which may prevent such groups from engaging with our services
- **Representation:**



- We will integrate explicit diversity goals into our work at all levels, to ensure that our organisation and services are inclusive and reflective of the society we live and work in
- **The board and leadership:**
  - We will work to understand where power and decision-making lie in Tender and impact on how we serve users, and understand how external structures of inequality manifest
  - We will ensure that sufficient resources are committed to achieving the objectives set out in this policy
- **Recruitment, retention and development:**
  - We will be diverse at all levels, with recruitment, progression and retention based on merit and where individuals can contribute fully
- **Culture and working practices:**
  - We will not tolerate discrimination on the grounds of sex, gender, gender reassignment, age, race, colour, nationality, ethnic or national origin, disability, marital/civil partnership status, sexual orientation, pregnancy or maternity, responsibility for dependents, trade union or political activities, criminal record, place of residence, religion, faith or other beliefs, health status or any other reason which cannot be shown to be justified, and will take seriously any claims of bullying, harassment, victimisation or discrimination
  - We will challenge discrimination and unequal treatment, and in particular racism, wherever we see it, and celebrate diversity in all its forms
  - We will ensure an inclusive culture that values diversity in how we treat each other, those who represent Tender and those who engage with Tender
- **Accountability:**
  - We will make our DEI objectives and targets public, and publish a report on our progress against our objectives annually
- **Developing an intersectional approach:**
  - Through an intersectional lens, we will seek to address all forms of discrimination and understand how the intersection of different characteristics affects the people who represent us and engage with Tender.

#### 4. ACTIONS

To achieve these objectives, we will ensure that all our strategies, policies, procedures, processes, and behaviours promote DEI at all times.

##### *Access to our services*

We will ensure that our services are promoted in a way that everyone eligible is encouraged to attend, particularly those groups facing discrimination, for example by providing information in plain English, seeking to offer information on request in



accessible formats, accessing interpretation or translation services on request as appropriate, and using diverse imagery where relevant to represent the diverse groups we work with. We will ensure that the content of our activities acknowledges and explains the ways in which inequality and discrimination specifically affect minoritised groups within the context of domestic abuse and sexual violence.

We will ensure that people representing Tender have the ability and confidence to interact with a diverse range of participants. Everyone who engages with Tender will be informed of our commitment to DEI and be directed to a copy of this policy on our website, so that everyone will know the standards that we are trying to achieve and have the opportunity to assist us in trying to achieve them. Everyone who engages with Tender will know they have the right to complain if they feel these standards are not being adhered to or are dissatisfied with the service provided to them.

We will actively seek feedback, consult people who engage with Tender in developing strategies and projects, and offer opportunities for challenge, and make a particular effort to include and hear the voices of marginalised groups. We will ensure that individual needs are recognised, that we include and welcome all kinds of people, and that everyone is always treated with dignity and respect.

We will use the knowledge and insights we gain about the experiences different people have of domestic abuse and our activities to influence policy and change makers to ensure that services are suitable for and available to all.

### *Representation*

We will agree specific targets to redress under-representation amongst those who represent Tender. In particular, we will seek to increase and sustain representation of male-identifying, ethnically diverse and people with disabilities within the workshop leader pool, amongst employees, within management, and at board level. Targets will be discussed and agreed, based on an analysis of the current makeup of those who represent Tender.

We will actively expand our pipeline of people who could represent Tender (as employees, contractors, volunteers or trustees) from minoritised groups, by identifying and developing relationships with a diverse talent pool for each group of Tender representatives.

### *The Board and Leadership*

The Board and management team will take individual responsibility for learning about the impact of Tender's own decision-making structures, and wider societal factors, on people with different characteristics. In particular, they will educate themselves about racism, current anti-racist thinking and how racial bias can manifest in Tender and wider



society. They will work to be allies to people from minoritised groups who represent Tender.

The Board and management team will model inclusive behaviours, actively challenge discrimination and injustice, ensure DEI activities are resourced, commit to building an equitable organisational culture, and be allies to people from minoritised groups.

We will regularly review the make-up of the Board and management team, recognising that our individual experiences shape our views, and proactively identifying which views are missing from decision-making, and work to include them in decision-making.

#### *Recruitment, retention and development*

In our recruitment and people practices, we will value everyone's unique experience and their ability to draw from their own experiences and background, and the insights they can bring.

When recruiting people to represent Tender we will recruit for potential, not perfection, and will hire for facts, not fit. We recognise that technical and hard skills can be learned and will vary in importance over time. As part of any recruitment process, we will work to create a pipeline of potential future workshop leaders, employees, trustees and volunteers from diverse backgrounds.

All positions will be filled following an open recruitment process. We will ensure that job descriptions and person specifications do not exclude people from diverse backgrounds and with unconventional work histories through the use of language or inclusion of arbitrary criteria, but do clearly articulate essential and desirable criteria. All roles will show the salary for the role. We will use a wide range of recruitment avenues to seek to attract as diverse a range of applicants as possible.

A consistent shortlisting and interviewing process will be used for all applicants. We will involve at least two people to independently score applicants for longlisting and shortlisting. If we use external recruiters, we will ask them to provide a diverse longlist and shortlist of candidates meeting the criteria and make it clear that their success in delivering a diverse pool of candidates is a key performance indicator.

Interviews will be conducted by at least two people, using a consistent process for all interviewees, and interviewers will be encouraged to reflect on whether unconscious bias has impacted their decisions. We will always give individualised feedback to anyone shortlisted for interview who is not ultimately successful.

We will ensure that anyone involved in recruitment receives specific training to understand Tender's and their obligations under the Equality Act 2010 in relation to recruitment, including the option for Positive Action, and understand how to prevent potentially discriminatory practices or outcomes in the recruitment process.



Once recruited, new people will be given induction training including in relation to Tender's approach to DEI. We will create a competency framework for recruitment and development which will be measurable and consistent, with clear objective criteria rather than subjective judgements. We will develop personal development plans with all employees and develop the talent that already exists within Tender, with DEI objectives forming part of personal development goals. Everyone will be helped and encouraged to develop their full potential, so their talents and resources can be fully utilised to maximise the efficiency of the organisation.

We will provide mandatory training for everyone to understand their rights and responsibilities under the law and this policy. People who represent Tender will also be provided with additional DEI learning opportunities so that they are equipped with the tools and development opportunities to provide support to a diverse range of people who come into contact with Tender. This will include a self-directed learning bank to increase understanding, share good practice and contribute to personal and organisational change. We will measure and assess the impact of the training on people's awareness, attitudes and, where possible, behaviours.

Decisions relating to recruitment, retention and development will be based on merit (apart from in any necessary and limited exemptions and exceptions allowed under the Equality Act 2010). We will consider whether to apply positive action to recruit and train people from under-represented minoritised groups. We will ensure we are aware of, and reach out to, underrepresented groups, whether by Protected Characteristic or by other areas such as socio-economic background.

We will monitor diversity at every stage of the recruitment, retention and development process, as described further below.

#### *Culture and working practices*

We will ensure DEI is considered at the outset of every strategic or organisational development, activity or project, for example by using a DEI impact assessment. We will consider whether there is any potential for unjustified discrimination or missed opportunities to promote equality and greater inclusion, and if so identify what could be done differently. This will help us to build DEI into our work from the start. We will involve people who represent Tender in developing strategic and organisational plans to ensure a more inclusive and democratic process.

We will encourage and facilitate open conversations between everyone representing Tender regarding DEI and agree individual and collective terminology, as we know and respect that expectations around terminology evolve and our work must reflect this. We will support management and line managers to lead the way in initiating positive conversations about DEI, and support line managers to manage their teams in a non-discriminatory and engaging fashion. We will communicate and celebrate our DEI aims





with everyone who works with or for Tender. We will create a psychologically safe space where people feel safe and that mutual trust has been created, as well as an overall inclusive culture. We will be willing to be vulnerable, admit mistakes and failures and frame these as learnings.

We will create a working environment free from bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all staff and volunteers are recognised, valued and celebrated. We will “call in” biased behaviour: challenging behaviour that exhibits bias by “calling in”, because we want to bring the person into a place of knowing how they can improve what they are saying or doing rather than feeling shame or guilt, while ensuring that we support anyone who has experienced bullying, harassment, victimisation or discrimination.

We will take seriously complaints of bullying, harassment, victimisation and unlawful discrimination by fellow employees, customers, suppliers, the public and any others in the course of our activities. Such acts will be dealt with as misconduct under our grievance and/or disciplinary procedures, and appropriate action will be taken. Particularly serious complaints could amount to gross misconduct and lead to dismissal without notice. We will monitor grievances for DEI related complaints and address any issues raised.

We will aim to make reasonable adjustments to our working arrangements, policies and practices that enable people with disabilities or learning difficulties to represent or engage with Tender.

We will encourage other organisations to adopt similar policies on DEI and work with and pay DEI specialists to help us to improve our practices.

#### *Accountability*

We will use data to develop our understanding of where we need to improve our approaches to DEI. We will monitor the make-up of people who represent and engage with Tender regarding information such as age, sex, ethnic background, sexual orientation, religion or belief, and disability, to inform our assessment of our progress in achieving DEI objectives and becoming a truly inclusive, diverse and equitable organisation. We will compare data against national and local populations to detect under- or over-representation, and take action to try to achieve a better balance.

Any data we collect regarding diversity will be managed in line with strict information governance guidelines.

We will monitor training to ensure everyone completes mandatory training and that training is offered and accessed equitably. We will record the outcomes of grievances, disciplinary actions and complaints and assess any trends in relation to DEI. We will also



monitor our progress in achieving the objectives of this policy and any supporting policies and action plans and take action to course correct if we are failing to achieve our aims.

We will measure our progress against our objectives through key performance indicators, which we will set annually, and report on our progress against our objectives to the Board and to people who represent Tender every quarter, and publicly on our website annually.

#### *Developing an intersectional approach*

While we have already considered our structure, processes and activities through an anti-racism lens, we understand that people may experience prejudice and discrimination because of a range of characteristics, including but not limited to Protected Characteristics. So, while we are prioritising anti-racism at present, we will seek to properly understand and respect the personal characteristics of everyone we work with and seek to address the greater levels of discrimination and inequality arising from intersectionalities.

We will work with external consultants, staff, contractors, trustees and service users to create an evidence base of relevant characteristics and intersectionalities and how they impact the people we work with and for. We will then create objectives to seek to reduce the discrimination and inequalities that people may face as a result of their characteristics and intersectionalities. As well as considering Protected Characteristics, we will also consider the impact of a person's socio-economic class. Whilst the Equality Act does not place a specific duty on us to do so, we feel it is important to consider socio-economic disadvantage when making strategic decisions. We are also aware of evidence that suggests that addressing issues of class inequality and social mobility will naturally have a positive impact on inequalities in relation to race, disability, sexuality and gender.

## **5. ROLES AND RESPONSIBILITIES**

Everyone who works or volunteers for Tender has a role to play in achieving our DEI objectives.

The **Board** is accountable for achieving the objectives of the DEI policy, approving this first version of the policy and ensuring it is reviewed and updated at least every 2 years. The Board is also responsible for monitoring Tender's progress in achieving its objectives, and supporting the CEO and COO to put in place measures to correct course if objectives are not met.

**The CEO** is accountable for ensuring this policy is implemented in everything that Tender does, and ensuring everyone who represents Tender is aware of and carries out their responsibilities under the law and this policy.

**The COO** is responsible for integrating DEI actions into Tender's structure, policies, procedures and behaviours, and ensuring that DEI is a key element in induction and



ongoing training so that people working for and with Tender can proactively implement the DEI policy.

**Line managers** are responsible for ensuring that the teams they manage address DEI in all aspects of their work, and set a positive example by ensuring that their actions and behaviours uphold the standards expected of everyone who represents Tender.

**Everyone who represents Tender**, as an employee, contractor or volunteer, is responsible for ensuring that their conduct and work upholds the principles of this policy. This means that they must:

- Act in ways that respect, value and celebrate diversity
- Not discriminate unfairly against anyone they interact with in their role at Tender
- Challenge and report any behaviour towards others that could be interpreted as discriminatory as soon as they are aware of it
- Understand what is expected of them in terms of their performance, behaviour and conduct towards others
- Set a positive example at all times
- Complete appropriate training
- Understand that they, as well as Tender, can be held liable for acts of bullying, harassment, victimisation and unlawful discrimination, in the course of their employment, against fellow employees, volunteers, service users or the public

## 6. OTHER POLICIES AND GUIDANCE

### *Internal policies, procedures and guidance*

This policy forms a part of the Tender Code of Conduct for Trustees, Code of Conduct for Employees, and Code of Conduct for Workshop Leaders, and is referred to within those Codes of Conduct to support compliance and management of risk.

Further guidance on how the objectives and actions set out in this policy will be implemented is set out in the following policies and guidance documents: Recruitment and Selection Policy and Induction Policy. Further guidance on our approach to bullying and harassment in the workplace, flexible working, reasonable adjustments and other HR procedures are set out in the Employee Handbook.

People representing Tender can raise any complaints or concerns regarding bullying, victimisation, harassment or discrimination by following the procedure set out in the Whistleblowing Policy. Any person who engages with Tender can raise complaints or concerns using the Complaints Policy, which is made available on the Tender website.

Employees can use the grievance procedures in the Employee Handbook to raise complaints of bullying, victimisation, harassment or discrimination. We will follow the disciplinary procedures in the Employee Handbook in handling any complaints or



grievances raised against an employee. We encourage anyone who feels they have faced bullying, victimisation, harassment or discrimination, however subtly, to speak to us about it. Use of the grievance and/or disciplinary procedures does not affect an employee's right to make a claim to an employment tribunal within three months of the alleged discrimination.

#### *External compliance and benchmarking*

In defining and implementing our DEI objectives and actions, we will ensure we comply with our legal obligations and Charity Commission guidance, as well as the Good Governance Code.

We are a Living Wage employer, and show the salary for all roles (as advocated for by Show the Salary).

We will commit to the values of the VAWG Anti-Racism Charter<sup>1</sup>, of centring anti-racism in our work, having representative leadership and governance, ending funding inequality, and disrupting power and influence. We will also become a Disability Confident employer<sup>2</sup>.

## **7. REVIEW**

This policy will be reviewed, updated and re-approved by the Board at least every two years. Any action plans to implement these objectives will be reviewed at least annually by the CEO and COO.

<b>Version</b>	<b>Purpose / changes</b>	<b>Author</b>	<b>Date</b>
1.0	First adopted policy	Trupti Reddy	12.05.22
2.0	Second review: minor updates to reflect changes on Board and changes in internal processes	Trupti Reddy	12.06.24

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<sup>1</sup> [Anti-Racism Working Group \(endingracisminvawg.org\)](https://www.endingracisminvawg.org/)

<sup>2</sup> [Disability Confident employer scheme - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/schemes/disability-confident-employer-scheme)



## ANNEX

### TERMS AND TERMINOLOGY

**Affinity bias:** the tendency to like people who are similar to us, in social background, career history, personality or attitudes.

**Ally and allyship:** people who support a social group other than their own, by acknowledging disadvantage and oppression and taking action on the behalf of others.

**Anti-racist:** an antiracist is a person who is supporting an antiracist policy through their actions or expressing an antiracist idea. It is more than just 'not being racist', it's about actively fighting against racism.

**Associated discrimination:** occurs when someone is treated worse than someone else because they are associated with a person who has a Protected Characteristic (e.g. having a disabled partner).

**Belonging:** a feeling that you are valued for who you are within a group or community.

**"Calling in" and "calling out":** calling out means letting someone know that their behaviour is discriminatory and that it will not be condoned. Calling in aims to get the person to change their behaviour, and is done with compassion and patience and with the aim of finding a mutual sense of understanding.

**Confirmation bias:** the tendency to search for information that confirms our perceptions.

**Cultural competence:** the ability to understand and interact effectively with people from other cultures, accepting that cultural differences and similarities exist without giving them a positive or negative value. Cultures are shaped by people's experiences, upbringing, ethnic background, religion and belief, the social groups and communities with which people associate, and more. Improved intercultural understanding starts by accepting that diverse cultures approach situations differently.

**Direct discrimination:** occurs when someone is treated less favourably than another person because of a protected characteristic they have.

**Discrimination:** the behaviour or action (usually negative) against a certain individual or group based on their shared characteristics. Includes all forms of discrimination – direct, indirect, associated, perception – and does not necessarily occur as a result of a conscious decision.

**Discrimination by perception:** direct discrimination against an individual because others think they possess a Protected Characteristic (e.g., assuming that a candidate for a job is pregnant).



**Diversity:** having differences within an organisation or setting, recognising we are all different in many ways.

**Equality:** ensuring every individual has equal opportunities. By being conscious of and actively challenging bias or prejudice we make sure no-one is treated less favourably because of who they are or what makes them different from other people. This requires a proactive approach to make reasonable adjustments that address the visible and invisible barriers people face.

**Equity:** a tool for achieving equality, equity acknowledges systemic and institutional disadvantages and provides a more tailored approach to addressing them, giving people what they need for fair access. Simply providing the same opportunities to everyone is not an effective way to create equality. This is about removing inequalities to make sure everyone has the chance to realise their ambitions.

**Groupthink:** individuals suppressing their own objections in favour of group harmony.

**Halo and horn effects:** judgements on one aspect of something unduly influencing other aspects.

**Harassment:** unwanted conduct related to a relevant Protected Characteristic with the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.

**Inclusion:** being proactive to make sure people of different backgrounds, experiences and identities feel welcomed, respected and fully able to participate, and removing any barriers which prevent individuals from being their full selves.

**Indirect discrimination:** occurs when there is a condition, rule, policy or a practice that applies to everyone but disadvantages people who share a Protected Characteristic, unless it can be objectively justified.

**Intersectionality:** we all have overlapping identities including – but not limited to – disability, gender, race, religion or belief, sex, class and sexual orientation. Taking an 'intersectional' approach to DEI requires us to understand that these multiple forms of discrimination are experienced simultaneously, in different ways by people of different backgrounds.

**Minoritised:** used rather than 'minority'. In doing so we wish to indicate that the issue is not that one part of the population is in the majority and another in the minority. For example, blond-haired people are in the minority. Rather, the point is that people outside the category of 'white British' are subject to differential and disadvantageous treatment that can marginalise and constrain them.

**Out-group homogeneity:** the perception that everyone outside of your group is similar.



**Personal liking effect:** making decisions on the basis of whether they personally like or dislike someone.

**Positive action:** the steps an employer can take to encourage people from specific groups with different needs or with a past track record of disadvantage or low participation to apply for jobs. An employer can use positive action where they reasonably think (on the basis of some evidence) that: (i) people who share a Protected Characteristic suffer a disadvantage connected to that characteristic; (ii) people who share a Protected Characteristic have needs that are different from the needs of people who do not share it; (iii) participation in an activity by people who share a Protected Characteristic is disproportionately low. Positive action can also be taken with regard to service delivery when the below three conditions are met for a group of people who share a Protected Characteristic: (i) suffer a disadvantage linked to that characteristic; (ii) have a disproportionately low level of participation in this type of service or activity; or (iii) need different things from this service from other groups. The intention of positive action is to: (i) meet the group's different needs; enable or encourage the group to overcome or minimise that disadvantage; or enable or encourage the group to participate in that activity.

**Positive discrimination:** giving preferential treatment to people with a protected characteristic rather than due to their suitability. Whereas positive action is permitted in the UK, positive discrimination is illegal.

**Privilege:** one or a set of unearned benefits someone has solely because of their membership in a specific group, including race, gender, sexual orientation, religion, wealth and class.

**Protected Characteristic:** the nine characteristics listed in the Equality Act 2010 as protected: age, disability, gender reassignment, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex and sexual orientation.

**Psychological safety:** interpersonal trust that makes individuals feel they won't experience negative repercussions for speaking up with ideas, questions, concerns or mistakes.

**Racism:** prejudice, discrimination, or antagonism directed against someone of a different race, ethnicity, nationality, national identity, skin colour or caste based on the belief that one's own race is superior. Racism can be further defined as systemic or institutional, acknowledging that policies and structures can lead to racist outcomes.

**Representation:** we refer to representation to focus on how we should be reflective of the society we live in and the communities we serve.

**Status quo bias:** avoiding making a decision entirely and just sticking with the way things are.



**Self-serving bias:** the belief that success is linked to self, while failure is linked to external factors.

**Unconscious (or implicit) bias:** deep-seated assumptions we make about people who are different than us without even realising it. Everyone has unconscious biases, based on factors like socialisation and societal expectations. The first step in addressing bias is to acknowledge it.

**Underrepresented groups:** refers to a group whose members are disadvantaged and subjected to unequal treatment by the dominant group, and who may regard themselves as recipients of collective discrimination.

**Victimisation:** when an employee, client or service user is treated less favourably because they have made or supported a complaint or raised a grievance about unlawful discrimination or are suspected of doing so.