

Email: foi.tsdft@nhs.net
Our Ref: TSD10756

Dear Sir/Madam

Request for Information

We are writing to confirm that we have now completed our search for the information you requested.

A copy of the information is below:

I request the following information relating to Diversity, Equity and Inclusion (DEI), Equality, Diversity and Inclusion (EDI), or similarly named programmes and activities within your council for the last five financial years.

For each financial year, please provide:

- 1. DEI/ EDI Training Expenditure i.e. how much was spent on external organizations providing DEI training**
[£9240](#)
- 2. DEI/ EDI Training Content i.e. copies of training materials, presentations, course outlines, learning objectives, handbooks, guidance documents, or other materials used for DEI/ EDI training.**
[Please see inclusion training transcript attached](#)
- 3. DEI/ EDI Staff Positions i.e. list of all roles whose primary responsibility includes DEI, EDI, equality, inclusion, diversity, belonging, positive action, or related functions. Please include an annual salary or salary band.**
[We hold two relevant posts: EDI Officer \(Band 6\) and Head of EDI \(Band 8b\)](#)

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If you wish to discuss any of the above, please contact us, quoting the FOI reference number above.

If you are unhappy with the way in which we have handled your request, please contact the Data Protection and Freedom of Information Lead in the first instance. If you wish to make a formal complaint, you should write to our Complaints Manager at Torbay and

South Devon NHS Foundation Trust, First Floor Bowyer Building, Torbay Hospital, Torquay TQ2 7AA or by email to tsdft.feedback@nhs.net

If you are not content with the outcome of your complaint or the internal review, you may apply directly to the Information Commissioner for a decision. Generally, the Information Commissioner will only make a decision once you have exhausted the complaints and/or internal review process provided by us. The Information Commissioner can be contacted at: The Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF or through this link <https://ico.org.uk/global/contact-us/>

Yours sincerely,

Freedom of Information Team

Inclusion Module

Introduction

Welcome to inclusion

Inclusion video transcript

(Redacted) – Chief People Officer

Hello, I'm (redacted) and I'm the Chief People Officer, and I'm delighted to welcome you to the beginning of our new EDI training. Equality, diversity and inclusion training.

We are rolling out our new leadership and culture programs. Our people strategy is to create a place of work and environment at work where everyone feels healthy, supported, and safe.

(Redacted)– EDI lead for our trust

This module has been launched to help ensure we all play our part in being a diverse, supportive, and inclusive place to work. However, there will be inevitably challenges along the way. Discrimination, violence and bullying have no place. If we do not role model this culture, then how can our patients expect to be treated equitably and as individuals?

It really does start with me.

End of transcript.

Inclusive culture video transcript

So what do I think, inclusion means? I've probably got quite a simple interpretation. For me, it's really important that everybody, whoever you are, wherever you live, whatever your values and beliefs, you are able to engage and be involved in the same way as everybody else.

I think the challenges are accepting people's difference and actually celebrating people's difference. Not normalising everything.

We know we haven't got it right. Not everyone feels safe, heard, respected, valued, and supported in our Torbay community.

So that everyone feels able to engage, be involved in the same way as everybody else. And that is a really important commitment for me. And I know a commitment of the board.

Which of these statements help to build an inclusive world?

Correct answers:

- I create safe spaces for people to be their authentic self
- I respect and accept everyone as they are
- I acknowledge and value difference

- I acknowledge I have unconscious bias
- I always use active listening

Incorrect answers:

- I accept I have no bias against anyone
- I judge people
- My religion & beliefs are important to me, I don't need to know about others
- I dismiss other perspectives

Unconscious bias

What is unconscious bias?

Unconscious bias refers to unintentional attitudes and stereotypes that influence our decisions and actions. These biases come from our cultural background and experiences, leading to quick judgments. Addressing these biases is vital for promoting fairness, equality, and diversity.

The impact of unconscious bias

Unconscious bias video transcript

Are you aware of your unconscious bias?

I think it can be very difficult for us to be aware of our unconscious biases, but I think we all, to some extent do have unconscious biases. I tend to be drawn to persons who act and think like me. What kind of work situations might be impacted by unconscious bias? I think a number of things, including how we recruit, how we allow people to take annual leave, how we might give people opportunities. It's very difficult sometimes not to stereotype. I experienced I think a lot of unconscious bias. Because of my age, the people around me were older and more experienced, and on a subconscious level, I think they had behaved towards me in a way that was discriminatory without them necessarily realising it.

How did it make you feel?

Unconscious bias creates unintentional exclusion. Well it just makes you feel unseen. Unvalidated, not acknowledged, not listened to, not heard.

End of video transcript.

What steps can we take to become less unconsciously biased?

We can:

- Raise awareness
- Use self-reflection
- Use inclusive language
- Be aware of negative stereotypes.

How do I challenge my unconscious bias?

Correct answers:

- Keep learning and stay open minded
- Reflect on your thoughts and actions
- Use language that welcomes and respects everyone
- Take time before making judgements
- Engage with a diverse range of people

Incorrect answers:

- Believe I have no bias
- Always trust my own opinion

The impact of unconscious bias

Unconscious bias can result in inequity anywhere within the trust which will increase unequal opportunities, and a lack of diversity and inclusion. By recognising and addressing unconscious bias, we can all work towards a more just and balanced workplace.

Question: Colleagues may be treated unfairly due to our unconscious bias?

Answer: True - Colleagues may be treated unfairly based on biases, affecting opportunities and experiences.

Question: Colleagues may feel excluded or isolated due to our unconscious bias?

Answer: True - Certain minority groups may feel excluded or isolated due to our unconscious bias. By reflecting on situations that occur we can challenge our unconscious bias to make all minority groups feel included.

Question: Our unconscious bias allows us to recognise all of our colleagues potential?

Answer: False - Talents of individuals may go unrecognised if we do not challenge our biases.

What you can do about unconscious bias video transcript

What actions can you take to reduce your level of unconscious bias? Be honest with yourself. By increasing our awareness of unconscious bias, we can start to mitigate against it. As an individual, it is important to recognise and understand what biases you may have. It can be helpful to have discussions with others to explore biases, but only when you feel psychologically safe to do so. Something we will explore later. Be open to conversations and challenges around decisions and potential biases. End of transcript.

Micro behaviours

What are micro behaviours?

Micro Behaviours are tiny actions or words that we use every day. Some of these actions are positive, like saying "please" and "thank you," some actions can be negative. Negative

micro behaviours are called Micro Incivilities. If a micro incivility is the result of persons race or ethnicity, it is known as modern racism.

Micro behaviours defined:

- Micro behaviours are often unnoticed, but we do them in our daily lives. These actions can have both positive and negative impacts on others and reflect our attitudes and values.
- Micro Incivilities are subtle and usually unintentional behaviours, comments, or remarks that can hurt or discriminate against individuals based on their race, gender, or other characteristics. These actions can convey negative stereotypes and biases, often without the person doing them realising the harm caused.
- Modern racism refers to forms of discrimination and prejudice that are more subtle and covert compared to the conventional understanding of racism. It involves expressing biases and treating people unfairly based on their race or ethnicity, but in ways that are less noticeable and harder to identify, often blending into everyday interactions and institutions.

What do micro behaviours feel like?

Micro incivilities video transcript

What are Micro-aggressions?

They are small things that can happen on a regular basis that you may not see, but I feel. The little things that you may do to people and people may do to you that you don't necessarily realise are coming across rude or, even aggressive sometimes.

How did it make you feel?

Emotionally it's made me hypervigilant. It made me feel that I wasn't part of the team.

How do you know when your words or behaviours have an impact on others?

It's really difficult to know what you've done. I hope that I pick up on, non-verbal communication, and I can see either when I'm doing something or one of my colleagues is doing something that is making someone feel uncomfortable. So I think it is just being aware that you have to take on a level of accountability and be aware that your behaviour can impact just as greatly on somebody as their behaviour towards you.

End of transcript.

Sometimes, we say things **or** ask questions that we don't realise can hurt others, even if we mean well. We should be careful with the words we use and how we ask things, to avoid accidentally being mean (micro incivilities) or showing unfairness based on someone's race or ethnicity (modern racism). End of transcript.

Examples of different comments

Micro incivility comments:

- No one has time for your comments, let's move on.
- I don't believe you, prove to me you completed the task.
- You really think your hair looks nice like that?

Modern racism comments:

- Are you from Asia? Your English is really good!
- It must be so warm in your country
- Your Afro is amazing, please can I feel it?

Question: Which of the following are micro incivilities?

Correct answers:

- Tutting
- Eye rolling
- Being talked over
- Being ignored

Tutting, eye rolling, being talked over, and having assumptions made about your honesty are all micro incivilities.

What is the impact of micro incivilities?

Micro incivilities may appear less offensive and harmful, but it can impact significantly on a persons morale, mental health and physical wellbeing.

What impact can micro Incivilities have on an individual at work?

- Emotional distress
- Low self-esteem
- Reduced productivity
- Decreased participation
- Strained relationships
- Diminished trust

If Micro incivilities continue, not only will the individual suffer, but the team as a whole

Question: What impact can this have on the wider team?

Correct answers:

- Reduced performance
- Increased stress
- High turnover of staff
- Additional sickness of colleagues

The impact of micro behaviours on the wider team can lead to reduced performance, increased stress and a high turnover of staff.

There would also be a decrease in productivity and create an exclusive, not inclusive culture.

If you notice any of these behaviours it is time to reflect on your actions and those around you.

Micro behaviours – what you can do video transcript

To prevent using microaggressions, we can:

Take time to reflect on our own biases, experiences and assumptions.

Make an effort to educate ourselves about different cultures, identities, and histories.

Actively listen to colleagues, experiences and stories.

Challenge any stereotypes or assumptions we might have about people based on their background.

Put ourselves in other people's shoes to better understand how our words and actions might be perceived.

Think about the potential impact of our words before speaking.

These actions can develop greater awareness and sensitivity, reducing the likelihood of using microaggressions and promoting a more inclusive environment. End of transcript.

Banter

What is banter?

Banter refers to friendly and light-hearted teasing or joking between people, often done in a playful and good-natured manner. However, it's important to note that banter can sometimes cross a line and become hurtful or offensive, leading to negative consequences or contributing to a disrespectful atmosphere.

Banter video transcript

Is banter important in the workplace?

Banter yes, you need a bit of that to have a good team spirit. It makes everybody smile, makes everybody happy. It makes the workplace, enjoyable. In order to be able to have banter with people, you've first got to develop an effective relationship with them. And it is a really tough line because what's funny to me is not funny to you.

Have you been at the receiving end of negative banter and how did that make you feel?

At first that you might laugh along, but when you hear the same kind of jokes all the time, it does get quite upsetting, and again, it makes you feel quite excluded. Yes, awful. I've worked in areas that were very, very male dominated areas and there was an awful lot of, innuendo, sexual humour that sometimes you think that's, a bit close to the line.

Did you feel safe enough to say stop?

No, unfortunately I didn't for fear of ostracization. Yes, very much so.

End of transcript.

Different types of banter video transcript

Understanding banter

Banter is a common way for colleagues to bond and have fun at work. But did you know that one in four people experience bullying in the workplace?

Types of banter

There are three types of banter, friendly, ignorant, and malicious. Friendly banter is harmless and avoids protected characteristics. Ignorant banter is unintentionally hurtful and can be resolved with an apology. For example, asking someone if they wear a hijab when they go back home. Malicious banter is bullying disguised as a joke. It's important to avoid this type of banter at all costs as it can cause significant harm.

Fostering positive banter

So how can we ensure that our banter is friendly and not harmful? First, avoid protective characteristics and always consider the feelings of others. Second, be mindful of the impact of your words and actions. Remember, inappropriate behaviour can lead to disciplinary action, including dismissal. Finally, if you witness inappropriate behaviour, speak up. Silence can be seen as condoning the behaviour, and it's important to create a safe and respectful workplace for all. End of transcript.

When having banter at work avoid using protected characteristics, these are:

Age, Disability, Gender reassignment, Marriage and civil partnership, Pregnancy and maternity, Race, Religion or belief, Sex, Sexual orientation.

These are protected characteristics in the UK under the Equality Act 2010.

Different types of banter comments

Friendly banter:

- I see your team lost again last night!

Ignorant banter:

- I love Indian food, I bet all of you can cook a lovely curry.

Malicious banter:

- Mind him. He's the gay guy in the department.
- Here she is, the dinosaur going through the menopause.
- Ooh, are you not man enough to lift that box?

Preventing banter turning into conflict

To prevent banter from turning into conflict we need to be mindful. This includes thinking over what we're going to say before we say it. It can also mean remembering that other people around us have different views and that our banter should be inclusive of them.

No matter the nature of the banter, if the comments are ignorant or malicious, banter can swiftly transform into bullying. This progression could result in disciplinary action or even termination of employment.

Question: What symptoms may a colleague experience if they receive negative banter?

Correct answers:

- Anxiety
- Lack of Concentration
- Sleep Deprivation
- Fatigue

Remember to keep banter to acceptable topics and conversations no matter who it is with.

Banter at work

Banter can be a great part of the workplace, but remember to keep it civil. What can we do if Banter becomes ignorant or malicious?

Question: Should you laugh at a colleagues banter even if you don't find it funny?

Answer: No, you shouldn't laugh at banter simply to fit in, or because you feel you should.

Question: Is any Banter acceptable if someone points out 'It's only Banter'?

Answer: No, ignorant and especially malicious banter are never acceptable

Question: Should you try to ensure your banter is respectful and inclusive of everyone's feelings?

Answer: Yes, Banter always needs to remain respectful and Inclusive no matter the audience.

Let's look at what positive steps can be taken to ensure Banter remains polite and respectful

The same rules apply when working from home. Teams conversations and emails can be part of our working environment. Using emoji's and GIF's as banter needs to be carefully considered.

Banter – what you can do video transcript

Banter is a positive part of working life as it boosts morale and helps foster positive relationships. Knowing your audience is key. Understand personalities, communication styles and preferences are different for some. Tailor your banter accordingly.

Choose light hearted topics like hobbies, shared experiences, or funny anecdotes. These can bring people together without crossing boundaries.

Intent matters. Ensure your comments are meant to bring happiness rather than belittle or mock someone.

Respect boundaries. Pay attention to your colleagues' reactions, and body language. Always respect their feelings and preferences.

Include everyone. Create an environment where everyone feels part of the conversation. Avoid inside jokes or comments that might alienate certain colleagues.

Compliments and encouragement can be cleverly integrated into playful interactions. This will boost morale and increase team spirit.

Remember, positive banter is about creating a positive and comfortable workplace for everyone. Banter should boost morale and create a positive atmosphere where everyone feels valued.

Psychological safety

What is psychological safety?

Psychological safety refers to an environment where employees feel comfortable and confident in expressing their ideas, opinions, and concerns without fear of negative consequences, ridicule, or judgment.

Psychological safety promotes open communication, fosters trust, and encourages collaboration among team members, ultimately leading to improved innovation and productivity.

Psychological safety video transcript

Do you feel psychologically safe at work?

Yes, I feel safe at work. Mostly we have to identify who we can trust. Being in a place where you feel able to express yourself.

How does that feel?

To Feel safe, to feel that you are validated and that your feelings and you as a person is in a safe space when you are at work is tremendous. If we can't be vulnerable, then we can't really build proper relationships.

What can we do to make the environment more psychologically safe?

It is very important for us to, voice out what you feel and we all need somewhere that we can go for that support. Within our teams we've got it, and so do the organisation. Whenever I had errors at work, they always email me and then would always ask to have a safe space to talk with me. Kind approach, and I make them approachable to me. So they can come and ask me questions. It's calm, quiet, make an environment like that.

End of transcript.

The 4 stages of psychological safety

Inclusion Safety

- Members feel safe belonging to the team. They are comfortable, included, and valued.

Learner Safety

- Members can learn by asking questions. Team members may experiment, make and admit mistakes, and ask for help.

Contributor Safety

- Members feel safe to contribute their own ideas without fear of embarrassment or ridicule. This is challenging because it increases the psychosocial vulnerability of team members.

Challenger safety

- Members can question others' (including those in authority) ideas or suggest significant changes to ideas, plans, or ways of working.

Important tips to create psychological safety

Open & Trusting Environment

- Encourage open communication to foster trust. Encourage sharing of both negative and positive experiences.

Respectful Language

- Promote respectful language- Make sure everyone feels valued, openly saying sorry, thank you and asking for help.

Adapt to Diversity

- Tailor actions to accommodate individual differences.

Growth Mindset

- Embrace mistakes as valuable learning opportunities.

Compassionate Leadership

- Demonstrate empathy and offer support.

Combat Bullying & Harassment

- Establish clear expectations for respectful behaviour and offer training.

Promote Accountability

- Encourage everyone to speak up for a safe environment.

If staff feel psychologically safe they will be comfortable enough to share their vulnerabilities, concerns, worries and challenges without fear of retribution. Become highly effective, agile, productive and open to change and challenge.

Question: Which of the following actions would help to create a psychologically safe environment?

Correct answers:

- Feeling comfortable admitting a mistake
- Teams sharing ideas
- Positive encouragement
- Speaking up
- Going the extra mile

By taking these actions you will help yourself and your colleagues feel more psychologically safe which will lead to a more inclusive working environment.

If staff don't feel psychologically safe they may have a more negative mindset

If staff do not feel psychologically safe they will not dare to raise "stupid" questions, share mistakes or do things that risk embarrassment. As a result, we will have low production, lack of flexibility, poor problem solving and leave people feeling unable to challenge.

Actions staff may take depending on how they feel

Psychological danger

- I may stay silent
- I put minimal effort into each working day
- I sometimes speak negatively about colleagues
- I may not seem myself

Psychological safety

- I have a creative, innovative working mindset
- I am engaged with work
- I can own my learn from my mistakes
- I can share vulnerabilities

Psychologically safe work environments where people feel they are treated with dignity and respect, achieve more effective, safer patient care.

Allyship

What is allyship?

Allyship refers to the proactive and supportive actions taken by the trust and colleagues, particularly those in positions of influence or privilege, to advocate for and support marginalised or underrepresented colleagues.

Allyship involves actively working to address workplace inequalities, biases, discrimination, and fostering an inclusive and equitable work environment.

What does allyship at work mean to us?

Allyship video transcript

What is allyship?

Everybody needs friends, everybody needs people to support them, and it's so much better to work together than to work in isolation, so yes, we all need allies. The main thing, when I came here, I have, two buddies to start with me. They are really supportive. people who we perceive as being in power, who through that allyship can speak for us, when we don't feel powerful.

How did you feel when you needed an ally and there wasn't one there?

I could have really done when I came out and when I came out as non-binary, being able to have someone there and have someone on my side would've been phenomenal, and at that point I didn't have that. So it just made me feel completely unvalidated. Like nobody thought I was important enough to stand up for me.

What does it mean to be a good ally?

It's about being actively inclusive. So in my role as a trainer, it's around making sure that I am listening to people from all different groups, from all different characteristics, and that I'm not excluding anybody from it.

End of transcript.

Allyship is an ongoing process that requires consistent effort and action. Allies should be willing to learn, adapt, and respond to the evolving needs of marginalised groups.

How do we practice allyship?

Supportive Advocacy

- Allyship involves actively and vocally supporting colleagues from marginalised groups, advocating for their rights and fair treatment.

Listening and Learning

- It includes listening to and learning from the experiences and perspectives of marginalised colleagues to better understand their needs and challenges.

Challenging Bias

- Allies confront and challenge bias, discrimination, and exclusionary behaviours in the workplace when they encounter them, promoting a more inclusive environment.

Ongoing Commitment

- Allyship is a continuous commitment to equity and inclusion, requiring consistent efforts to create a workplace where everyone can thrive.

How to be an ally at work video

How to be an ally – what you can do

How to be an ally at work? Discover the path to becoming a stronger ally at work with these key steps.

Active listening. Allyship involves actively listening to colleagues, especially those in marginalised groups. Encourage open and honest conversations without judgment, understanding their experiences and perspectives.

Speak up for equality. Use your influence to speak up for underprivileged staff. Advocate for fairness and equality within our trust. Challenging biased comments and behaviours.

Self reflection matters. Self-reflection is crucial for allyship. Be aware, educate yourself about the challenges faced by marginalised groups and continuously assess your own biases.

Key points to remember

The key points to remember.

Allies educate themselves about the experiences and challenges faced by marginalised groups.

Allies, listen without judgment. Embracing the experiences and concerns of marginalised individuals.

Allies actively advocate for fair working conditions, supporting initiatives for diversity, inclusion, and fairness.

Allies commit to ongoing learning, seeking feedback, and correcting unintentional biases.

Belonging

What is belonging?

Belonging refers to the sense of being accepted, valued, and included as an integral part of our Trust.

Belonging signifies employees feeling a strong connection to our workplace, other colleagues, and the Trusts culture, which can enhance job satisfaction, engagement, and overall wellbeing. Fostering belonging is crucial for creating a positive and inclusive work environment.

Belonging video transcript

How important is it to have a sense of belonging?

Belonging is, I think very important for everybody. You know. Oh, one of the things I love about working here is that sense of community, and if you lose that, you lose such a lot. It's really important to have that sense of belongingness from other people drawn to you. Yeah, it helps you to work properly, have that energy to be happy doing what you love doing. That Sense of belonging is comfort, isn't it? It's, knowing that when you come into work, that that's where you should be.

How does that make you feel?

Feeling accepted, feeling that you're appreciated. They never make me feel that different is worse.

What does it feel like when you don't belong?

How might it feel? Rejected, undervalued. Then it makes us not, feel worthy. I wouldn't perceive that you can feel happy unless you feel like you belong.

End of transcript.

How to achieve belonging

All staff can help create a workplace where we all belong by:

- Being friendly: Greet and be kind to everyone, regardless of their job, to make them feel valued.
- Listening and supporting: Listen to your colleagues' ideas and concerns, and offer help when they need it.
- Learning about differences: Try to understand and respect the unique qualities and backgrounds of your colleagues.
- Celebrating diversity: Acknowledge and appreciate the differences that make your organisation special.

Question: Which of the following will help create a culture of belonging?

Correct answers:

- Engage with additional activities
- Networking with other teams, departments etc
- Learn from others

Belonging is a two way street which can be very rewarding - here are some ways to help achieve belonging.

Engage with additional activities: Join in with events at work, like fun events or groups where you can meet new friends.

Network with other teams: Build relationships by reaching out to colleagues from different departments and backgrounds, both within and outside formal work settings.

Learn from others: Ask for help when needed, and learn from others to do your job well.

The benefits of belonging

There are many positive benefits to feeling like we belong.

Question: Staff are twice as likely to look forward to coming to work if they feel like they belong

Answer: False - In fact, staff are 3 times more likely to look forward to work if they feel like they belong there. They are also 3 times more likely to say their workplace is a fun place to be.

Question: Staff are 5 times more likely to stay working for the Trust if they feel like they belong

Answer: True - Staff are 5 times more likely to stay working for our Trust if they feel like they belong within the organisation.

Changing our behaviours

Changing our behaviour to make our workplace more inclusive involves self-reflection, awareness, and active steps.

How can we change our behaviour?

Start by examining your own biases and assumptions, actively listen to colleagues from diverse backgrounds, and commit to using inclusive language and actions that promote fairness and respect for all. Consistently practicing these behaviours can foster a more inclusive workplace environment.

Challenging behaviour video transcript

Changing our behaviours

The key is to be aware of and evaluate our own behaviour and see where we can change it. Consider changing your behaviours by doing the following:

Are there people for whom you have more time than others? Try spending more time with other colleagues and get to know them.

Do you find that you tend to look at certain people more than others in meetings? Make sure you pay attention to everyone in the room. All opinions matter.

Are there people whose suggestions you tend to listen to more closely than others? Listen to suggestions from all your colleagues. Someone else may have a perfect solution.

Is there a person or a group of people with whom you tend to socialise, get to know other groups? They may open up new ideas and experiences for you.

Do you find that you know much more about the personal lives and interests of certain people? Speak to other colleagues, get to know them more. Understand who they really are.

By making these changes and evaluating our behaviours, our trust will become a more inclusive and integrated place to work. End of transcript.

Self-reflection is the process of thinking about and examining your own thoughts, feelings, actions, and experiences to gain insight, self-awareness, and personal growth.

Question: Which of the following will help with self-reflection?

Answer:

- Evaluate a situation after the event
- Consider what other actions can be taken

Self-reflection is part of personal growth, take time to evaluate situations and your actions are considered and properly thought out.

First impressions and instinct can be based on our own preconceived ideas and concepts leading to bias and non-inclusive actions.

How to change our behaviour

Question: What information should we use to make decisions?

Answer:

- Facts
- Assessment

We always need to make decisions based on facts and assessments to understand any topic. Assumptions, generalisations and opinions will most likely include bias and produce a less effective outcome.

How do we make our trust more inclusive?

IT STARTS WITH ME

Please return to the HIVE to complete the interactive assessment and put into practice what you have learnt.