

EDI Strategy

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List of Abbreviations

EDI	Equality/equity, diversity and inclusion
NIHR	National Institute for Health and Care Research
NU	Newcastle University
PPIE	Patient and public involvement and engagement
PSRC	Patient Safety Research Collaborative

Definitions

Equity and equality:

Equity and **equality** are both concepts that relate to fairness – but have distinct and important differences.

Equality assumes that the objective is to treat everyone the same regardless of their starting point or their needs – however, this can be blind to the historical and structural disadvantages of different members of our communities and, in doing so, can perpetuate further disparity.

Equity, on the other hand, considers the start points for different individuals and therefore aims to achieve fairness by providing resources according to need. Equity acknowledges the historical systemic and structural disadvantages that different cultural and social groups may have been subjected to and strives to reduce barriers.

Diversity:

Recognising, understanding and respecting individual identifies and differences along social and cultural dimensions. Being reflective of the wider community. Having a diverse community, with people from a broad range of backgrounds represented in all areas and at all levels. A focus of diversity is on protected characteristics and on preventing and addressing all forms of discrimination. Then, beyond acknowledging difference, diversity implies knowing how to relate, collaborate, work and study together with experiences and conditions that are free from prejudice.

Inclusion:

An approach where groups or individuals with different backgrounds are welcomed, culturally and socially accepted, and treated equally. Inclusion is about honouring, celebrating and valuing diversity. Through inclusive practice, we aim to promote the message that everyone is

welcome as their whole selves and that we will ensure mutual respect. Inclusive practice means the voices of disadvantaged members will be at the centre of design and planning with the understanding that such an approach results in overall benefit to everyone.

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1.0: Background to the Newcastle NIHR Patient Safety Research Collaborative

1.1: Executive summary

This is the NIHR Newcastle Patient Safety Research Collaborative (PSRC) Equality, Equity, Diversity and Inclusion (EDI) strategy. It demonstrates our commitment to inclusion, our steps towards diversity, and ensuring equality and equity within every aspect of our work – from the people and public involved in our work, to the team members delivering on projects, to the research outputs delivered throughout. This strategy aligns with the NIHR's commitment to EDI in their Equality, Diversity and Inclusion Strategy 2022-2027.

As a leading research institution, we want to ensure equality, equity, diversity and inclusion are enacted throughout all of our activities, but in this context, specifically the Newcastle NIHR PSRC.

In this document, the PSRC team will demonstrate our commitment and support of EDI strategies from Newcastle University and the NIHR. We will reflect on our present EDI maturity based on available evidence and we acknowledge commitment to the journey of growth in these areas.

We set out an action plan that, over the coming 5 years, and thereafter in future work, will enable delivery of EDI matters in effective, meaningful and transparent change.

This strategy establishes our **overarching equality, equity, diversity and inclusion goals** in 4 key areas, which deliberately encompass both outward and inward facing approaches to growth in equality, equity, diversity and inclusion:

1. Our collaborative partnerships with others (outward facing);
2. Our approach to data collection and reporting of our research community (inward facing);
3. Our systems and processes within operating and running a successful PSRC (inward facing);
4. Our own understanding, awareness, cultural competency and training (inward facing).

In this strategy document, we set out how we will measure and report in our EDI maturity and progress against our action plan. We are explicit in our aims and believe the adoption of both inward and outward facing approaches to EDI will create, foster and shape more effective and efficient working together.

1.2: Context

Led by Professor Andrew Husband, the Newcastle NIHR Patient Safety Research Collaborative (PSRC) is focused on delivering visible research that results in real-world, transformative change for patient safety and health outcomes for those with multiple long-term conditions. Specifically, the work will be focused on the use of medicines, polypharmacy and the transfer of care between different healthcare environments.

There are four themes of focus making up the Newcastle NIHR PSRC:

1. Artificial intelligence and data science in multiple long-term conditions
2. Safer management of polypharmacy in multiple long-term conditions
3. Safer integrated health and social care environments
4. Safer management of multiple long-term conditions in disadvantaged communities

As reflected in our aims (discussed in Section 1.4 below), the Newcastle NIHR PSRC will ensure everyone can get involved with the research and work we do – including our staff, patients, and members of the public, regardless of protected characteristics, career stage or profession.

1.3: Our team

The Newcastle NIHR PSRC team, all of whom are committed to equality, equity, diversity and inclusion, are listed below:

Director: Professor Andy Husband

CEO: Rob Harrison, Newcastle Upon Tyne Hospital NHS Foundation Trust

Operational Support

Operations Manager: Pippa Wood

Operations Administrator: Tom Myerscough

Theme 1: Artificial Intelligence and Data Science in multiple long-term conditions

Professor Nick Reynolds - Theme co-lead

Professor Mike Barnes - Theme co-lead

Theme 2: Safer management of polypharmacy in multiple long-term conditions

Professor Adam Todd - Theme co-lead

Professor Barbara Hanratty - Theme co-lead

Theme 3: Safer integrated health & social care environments

Dr Matt Cooper - Theme co-lead

Professor Annette Hand - Theme co-lead

Theme 4: Disadvantaged Communities

Professor Linda Sharp - Theme co-lead

Professor Clare Bambra - Theme co-lead

Patient & Public Involvement and Engagement (PPIE)

Professor Sheena Ramsay - Co-lead

Olivia Grant - Co-lead

Education & Training

Dr Chris Lovegrove - Co-lead

Professor Annette Hand - Co-lead

EDI Committee Champions:

EDI Lead and Committee Chair: Dr Anna Robinson-Barella

Theme 1 champion: Dr Ayesha Sahar

Theme 2 champion: Dr Anum Iqbal

Theme 3 champion: Dr Matthew Cooper

Theme 4 champion: Abi Collins and Long Phan Thanh

PPIE champion: Judy Baariu and Olivia Grant

Education & Training champion: Chris Lovegrove

1.4: Our aims

The work from the Newcastle NIHR PSRC aims to improve patient safety and reduce health inequalities, both of which have the potential to shape the delivery of high-quality patient care. To achieve this aim, we recognise that equality, equity, diversity and inclusion are essential to research excellence. Thus, our aims focused on equality, equity, diversity and inclusion aims consider:

- Our people – recruiting and interacting with diverse, multi-professional teams and research participants.
- Our work – through meaningful interactions both internal and external.

As the Newcastle NIHR PSRC, we recognise that we are in the early phases of our EDI journey. We have identified gaps in our data and practices, and are committed to working towards

embedding equality, equity, diversity and inclusion into all aspects of our work. Our goals to achieve these are explored in greater detail in Section 2.5: Action Plan.

2.0: The Newcastle PSRC EDI Strategy

The NIHR Newcastle PSRC is dedicated to the principles of equality, equity, diversity and inclusion. Our values and policies closely align with our partner organisations:

NIHR: We are committed to equality, diversity and inclusion in everything we do.

Newcastle University: NU is committed to developing a fully inclusive global University community in which colleagues and students from all sectors of society can thrive equally.

Newcastle upon Tyne Hospitals NHS Foundation Trust: We are proud of our diverse workforce and their commitment to deliver and improve our outstanding patient care.

2.1: Statement of our commitment and vision

*“Diverse people and communities shape our research”
– National Institute for Health and Care Research*

We are committed to embedding equity, diversity and inclusion (EDI) in every aspect of this PSRC body of work. We will give our full support to the NIHR objectives that aim to:

- Develop a robust evidence base to better understand those impediments in our systems and biases in our processes that have resulted in the under-representation in our research of some communities;
- Improve the diversity of research participants in the studies we support and the voices of those who shape our research agenda;
- Embed diversity and inclusion in all our business processes;
- Address behavioural and cultural change in research and the research environment.

To generate a robust evidence base of research within health and social care, it is important to improve the diversity of participants and voices contributing to the work. The same is said for:

- all aspects that encompass the *research teams* responsible for working on the grant;
- the collection and storage of anonymised, *personal* and *study-specific data*;
- the *research participants* that take part in the projects;
- and the *dissemination strategies* to share the findings and learning from the work.

2.2: Our scope

The Newcastle NIHR PSRC EDI Strategy commits to embedding diversity and inclusion throughout the entire programme of work – from project start to completion. For this to be successful, it is important to note that this EDI strategy is viewed as a dynamic entity and a live document. A ‘learn as we grow’ strategy will be employed to regularly review and update – this is subject to improvement over the course of the period, as we reflect on what we learn from ourselves, our collaborative partnership working and our findings. In this way, we hope to be ever more ambitious to address, embed and implement equity, diversity and inclusion within our research as we progress through our EDI maturity journey.

Our research community includes everyone who either works at the Newcastle NIHR PSRC or who is involved with or in our research activities, as described by the NIHR people framework.

Our EDI and PPIE strategies overlap and complement each other. We will ensure that the diversity of the people who participate in our wide range of PPIE activities is representative of our regional population and includes proactive reach to, and connection building with, local underrepresented and underserved communities. Thought will also be given to how findings are disseminated in a fair, inclusive, accessible manner.

2.3: Self-assessment and reflection on our EDI maturity level: where are we now?

Whilst our leadership team has collective and individual commitment to driving change around EDI, we acknowledge that, as an independent entity, our PSRC EDI maturity level is less mature. Using the Meyer Diversity, Equity and Inclusion (DEI) Spectrum Tool, we have performed a self-assessment and reflection on our EDI maturity level across 12 domains: DEI vision; policy; diversity; decisions; commitment; infrastructure; data; accountability; leadership; training; community and inclusion. We currently place our PSRC between the stages of ‘ready to start’ and ‘launched’. Whilst we view our EDI vision as ‘well on the way’, we acknowledge that our overall EDI maturity across the other 11 domains is less advanced. We have ambitious aims for EDI within the Newcastle PSRC and have sought to reflect this in our action plan and strategy – both of which we believe are appropriate and achievable at this stage. At minimum, we aim to use the Meyer DEI Spectrum Tool on a yearly basis as we actively reflect on our EDI journey. This will be fed into the strategic management of the PSRC and the internal and external advisory groups.

It is important to note that our partner organisations (Newcastle University and Newcastle upon Tyne Hospitals NHS Foundation Trust) are relatively advanced in their EDI maturity in

comparison with us. We will adhere to the principles and aims of our partner policies with respect to EDI and, in doing so, we aim to act in a way that can firstly: inspire other PSRC and research teams, and secondly: support our own maturity development.

The above information has been used to support us in shaping and setting the following overarching goals, see Section 2.4 below.

2.4: Overarching goals we are looking to achieve: where do we want to be?

We believe that equality and equity create a positive working environment, which promotes staff wellbeing, supports staff retention and nurtures good ideas and team working. We also believe that diversity helps us all to learn, innovate and develop as individuals, in turn leading to better results in our work. We are committed to making our workplace an inclusive, safe and supportive space.

Thus, our key overarching goals are outlined below:

1. **Leading from the top:** we want to have leaders who lead by example and take personal ownership and responsibility for equality, equity, diversity, inclusion.
2. **Diverse and representative workforce at all levels:** we want to create a culture where people respect, value and celebrate their differences and those of others within the workforce.
3. **Inclusive participation and career opportunities:** we want to ensure equitable access for people to participate in research, as well as career development opportunities for staff, regardless of profession or career stages.
4. **Continual review and growth:** considering the everchanging landscape around equality, diversity and inclusion, we will conduct regular reviews of key processes and systems.

Our aim is to embed EDI within, and across, all streams of our PSRC work; making EDI a natural part of what we do is part of this. If people feel respected and valued, and are encouraged to be their authentic self, they are more likely to strive to achieve equity. Including all voices, and making the goals (outlined above) a priority for all, means it is much more likely that we will achieve and maintain a respectful, equal and equitable working environment.

To deliver on the above, we aim to focus on long-term, sustainable and meaningful change – centre to this is a leadership team that has EDI priorities at the core. Working with our leadership team, we aim to translate our EDI strategy into actionable activities, outlined in Section 2.5. EDI is central to our Patient and Public Involvement and Engagement (PPIE)

stream of work – we will grow and develop the synergy across both streams, and wider PSRC areas.

2.5: Action plan with SMART objectives: how are we planning to get there?

Our PSRC EDI Strategy provides the basis for the development of our EDI action plan. In the action plan, we outline our commitment to the delivery of specific goals, in accordance with the following overarching NIHR EDI themes:

1. Widen access and participation for greater diversity and inclusion
2. Improve and invest in the NIHR talent pipeline
3. Embed evidence-led diversity and inclusion approaches
4. Collaborate with partners for impact and sustainability

Further detail on the above is provided in Section 3.3.

Our action plan will be monitored, reviewed and evaluated annually (at a minimum) to measure our progress against key goals; to measure this at ongoing periods, reports will be provided at our quarterly Newcastle PSRC management meetings.

Given the ever-changing landscape around EDI, and our commitments to delivering long-lasting change and impact, we plan to work alongside our key partners toward achieving success in our action plan on a short- (within 1 year), medium- (within 2-3 years) and long-term (3+ years) basis. We acknowledge that some time is needed to establish processes to collect baseline data and form partnerships with EDI and working groups – both of which are vital to success. Our action plan is set out in Table 1 below, informed in reflection of our current EDI maturity level.

2.6: Monitoring: how will we monitor and review our progress?

We will use both qualitative and quantitative data to measure progress in line with our goals proposed. The scale of this monitoring will be proportionate to the size and maturity level of our PSRC. Updates of progress will be provided to the NIHR as part of the annual reporting period during year 3 of the award (financial year 2025/26).

Table 1: Newcastle PSRC EDI Action Plan

No.	Specific PSRC Goal	Description / Background	Measurable	Achievable	Relevant	Timeframe	Action owner(s)	Progress status?
1.0	Short-term goals							
1.1	Appoint an overall EDI lead for the PSRC	The Director and the Operations Manager aim to establish the necessary staffing, structures and	Appoint a person to the role	Advertise across professional networks and externally, if needed.	Input into the delivery of our EDI strategy.	August 2023	AH, GF	Complete
1.2	Appoint EDI committee leads from each PSRC theme.	procedures within the five research and two core themes, in line with the strategic objectives of the PSRC.	Appoint people to the roles, having representation from each of the PSRC themes.	Advertise and recruit from people working within each theme.	Input into the delivery of our EDI strategy and disseminate findings down throughout each theme.	January 2024	AH and EDI committee	Complete
1.3	Publish our EDI strategy on the PSRC website.	Echoing the NIHR's commitment to equality, diversity and inclusion, we also recognise that diverse people and communities shape research – we strive to develop our EDI strategy and adapt and shape our processes in a transparent manner.	Publication of the EDI strategy as a 'live document' on our PSRC website (in the knowledge that this will be continually reviewed as we grow and develop).	Close team-working amongst PSRC management, EDI lead and members of the EDI committee to develop the strategy.	Report and recognise our commitment to EDI; in completion of this, we are proud to transparently share our strategy and recognise the journey we are on towards EDI maturity.	October 2023 (and ongoing, continual review)	AR-B, AH, EDI committee	Complete

1.4	Ensure an actively inclusive research culture.	The Newcastle University Equality Analysis is a systematic analysis of policies, strategies, services, systems, projects and plans that involve people. It is a tool that predicts and determines equality. It is designed to determine the extent of any differential or adverse impact on under-represented groups. (https://www.ncl.ac.uk/who-we-are/equality/equality-analysis/)	Completion (100%) of the tool by each research theme.	Close working with the Newcastle University EDI team – ensuring delivery of bespoke Equality Analysis training for our PSRC policies and practices.	Ongoing reviews of processes and projects ensure the delivery of inclusive and equitable research. Leading from the top, with leaders who take personal ownership and responsibility for EDI to ensure that the research culture supports equality, diversity and inclusion.	1-2 years	Theme leads, AH.	Complete
1.5	Build and grow a PSRC team that is diverse and multi-professional. Specifically, the term 'diversity' here aims to encompass all aspects relating	By establishing understanding of our baseline diversity within our teams, we aim to inform our longer-term goal of seeking to 'build and grow a PSRC team that is diverse and multi-professional'.	To aim for a survey completion response rate of over 40%.	Distribute a survey to all current PSRC teams and staff for completion.	We acknowledge that to measure our success around this, it is important to understand our baseline data first.	By March 2024 (i.e. to collect this data within the first year of Newcastle PSRC to best establish our baseline 'working level' to then monitor growth on a	Theme leads, AH, GF and EDI committee	Complete

	to protected characteristics of staff within our teams, as well as job roles and career stage.					longer-term basis).		
2.0	Medium-term goals							
2.1	Organise and host a research conference to showcase the work of our PSRC, placing focus on EDI and capturing diversity within research.	Establish the Newcastle PSRC as an inclusive, internationally leading centre for translational research around safety for patients with MLTCs. This will include other PSRCs in England.	To host a research conference within the first 2-3 years of PSRC operation.	Liaise with networks to plan logistics (venue, facilities etc) and involve support across the PSRC team with advertising and communications.	To showcase our work and facilitate national and international networking and collaboration.	2-3 years.	AH, all theme leads	Complete
2.2	Encourage and support PSRC researchers and wider teams to be advocates for EDI to ensure inclusion in all we do.	Sharing best practice around EDI will support learning and raise awareness amongst our teams, helping to foster an inclusive research culture.	Increase the profile and visibility of PSRC EDI activity, including communication about EDI events, work, signposting to EDI campaigns across our PSRC channels.	Close communication between the EDI committee of our PSRC, the wider Newcastle University and Trust partners, and theme leads to share examples of good practice and awareness campaigns.	To raise awareness about EDI matters and to foster inclusive approaches to research across all themes.	2-3 years	EDI Committee, AR-B, all theme leads.	On track for timely completion

2.3	Work in partnership with Estate Teams and link in with established EDI networks in our partner organisations to help identify opportunities to develop spaces that cater to the needs of a diverse workforce.	As well as being inclusive for all, our working environment must be accessible for all.	Meet with Newcastle University Estate Teams, and those with lived experiences, to (i) review working spaces and (ii) and improve awareness of existing spaces.	Involve people with lived experiences in discussions with Estate Teams, to ensure person-centred suggestions for suitable inclusive places, e.g. prayer room and quiet spaces to cater for PSRC members with different needs, including but not limited to religion and neurodiversity.	As well as being inclusive for all, our working environment must be accessible for all.	2-3 years.	AH, GF, PW, AR-B.	On track for timely completion
2.4	Establish links with EDI groups and networks across the partnership.	We wish to join and contribute to existing EDI committees and groups that are based within the external partners.	Join and contribute to at least two EDI committees across our partnership (between University, Faculty and Trust).	We will compile a list of groups and networks, with a view of contributing to their network and learning.	We believe that sharing best practice and contributing to learning will feed back into our own work.	2-3 years.	AR-B, and wider EDI Committee	Complete
3.0	Long-term goals							

3.1	Build and grow a PSRC team that is diverse and multi-professional. Specifically, the term 'diversity' here aims to encompass all aspects relating to protected characteristics of staff within our teams, as well as job roles and career stage.	The PSRC will create an actively inclusive recruitment process to attract the best talent into the collaborative. This will be governed by us, alongside our partners (Newcastle University and Newcastle Upon Tyne Hospitals NHS Foundation Trust).	Recruit MSc students, PhD students and postdoctoral fellows for all themes within the PSRC (up to 10 of each).	We will actively seek to recruit from underrepresented groups and those people who currently drop out of academic careers because of their personal circumstances. We will also have a focus on non-medical allied health professionals (NMAHPs) and associated groups, for whom involvement in research is challenging, due to a mix of circumstances, including employment contracts.	Recruit a diverse and multi-professional cohort where equality, equity, diversity and inclusivity is at the centre.	Ongoing over the course of the PSRC at Newcastle.	AH, all theme leads	On track for timely completion
3.2	Build in diversity data monitoring processes within the PSRC	In alignment with NIHR progress made on diversity monitoring, and in	The mechanism of collecting diversity data is currently under review by	Close working with the two EDI teams at our partner	Gather and appreciate diversity data within our PSRC team itself, and in the research	Ongoing over the course of the PSRC at Newcastle.	AR-B, EDI committee in collaboration	On track for timely completion

	infrastructure, and capture diversity monitoring data within our research, in alignment with NIHR and guided by the information governance processes of our partner organisations.	alignment with Newcastle University and Newcastle Upon Tyne Hospitals NHS Foundation Trust priorities, we seek to build in, and begin to capture, diversity monitoring in our systems.	Newcastle University as part of the Athena Swan reaccréditation and the EDI team at Newcastle Upon Tyne Hospitals. The findings and processes following this review will be used to inform our working practices.	organisations will support this. We will be careful how this data is captured and reported so as not to introduce any inequalities within information governance.	data we capture, namely: - Gender (and gender assigned at birth) - Age category - Ethnicity - Primary language - IMD decile Review this data on an ongoing basis to establish a diverse workforce.		with our partners	
	Build and grow meaningful relationships with communities at the centre of our PSRC research focus, aiming to build inclusivity and ensure voices of those with lived-experiences are heard.	Minoritised groups have historically been underrepresented within health and social care research; this long-term goal aims to foster meaningful relationships with communities, upholding EDI at the core when participants are involved in research.	To seek to appoint and involve at least 1 public EDI champion to the PPIE research theme, who is a member of the public or community lay member, to represent minoritised group(s) having a voice in the shape and conduct of inclusive research.	Close working with the PPIE theme leads to ensure patient or public member voice is present within the PSRC work.	Involvement of a public EDI Champion throughout the entire research process – from conceptualisation of the research, all the way until dissemination of findings.	Ongoing over the course of the PSRC at Newcastle.	PPIE theme leads, AR-B	On track for timely completion

2.7: Strategy governance and lines of reporting

Our NIHR Newcastle PSRC activity is led by Dr Anna Robinson-Barella. Anna is a female researcher with interests in medicines inequity, working with minoritised groups and championing EDI within the School of Pharmacy at Newcastle University. Working closely with Anna are Gwen Foster and Pippa Wood, from an Operational Management and Administration perspective.

A Newcastle PSRC EDI committee comprising: Anna, Gwen, Pippa and appointed EDI theme leads will meet quarterly and report to the EDI Management group (which oversees the management and direction of the PSRC and meets quarterly). EDI is an ongoing agenda item on every EDI Management Group meeting, with updates provided to the theme leads and theme representatives at each meeting.

Each of our themes within the Newcastle PSRC will identify and appoint an EDI lead, who will be responsible for the development and delivery of EDI activity within research themes. Further, these EDI theme leads will form a collaborative network and share good practice across the wider partnerships involved in this PSRC. A recently established NIHR EDI working group was recently established within the North East and North Cumbria – with Anna and Pippa feeding into this; further meetings are in the pipeline and we plan to continue in our contributions to create a collaborative network of others working across our partner organisations and our NIHR infrastructure awards.

2.8: Aligning with, and in acknowledgement of, the NIHR EDI Strategy

As part of the wider NIHR research family, we place our strategy directly in line with the NIHR EDI Strategy 2022-2027. We acknowledge, accept, share and commit to the operating principles, objectives and approaches of the themes of that strategy.

We will ensure that equality, equity, diversity and inclusion are embedded through our research, culture and systems in line with four of the following NIHR EDI themes:

1. Widen access and participation for greater diversity and inclusion
2. Improve and invest in the NIHR talent pipeline
3. Embed evidence-led diversity and inclusion approaches
4. Collaborate with partners for impact and sustainability

Our aims to achieve this are discussed below.

1. Widen access and participation for greater diversity and inclusion

We will collaborate closely with the PPIE theme leads and align with areas from their PPIE strategy; one key feature of the PPIE strategy entails the provision of training, development and support for PPIE both to researchers and to public/community groups, particularly those who are under-represented in research. The goal is to help both PPIE members and researchers build confidence, communication and practical skills in PPIE. We see this overlap as beneficial to support in our EDI strategy deliverance.

2. Improve and invest in the NIHR talent pipeline

We commit to improve and invest in the diversity of our people in the talent pipeline through inward and outward facing EDI-centred approaches within our processes and systems. Already, the School of Pharmacy, based in the wider institution of Newcastle University, has excellent programmes to ensure widening participation plays a central role in staff and student recruitment, working with external stakeholders and reporting on the success of this programme.

3. Embed evidence-led diversity and inclusion approaches

As mentioned in our Action Plan, we seek to build in diversity data monitoring processes within the PSRC infrastructure to capture diversity monitoring data within our research and recruitment activities. To do so, we will work closely with our partner organisations and be guided by their information governance processes. We will use diversity monitoring data to make positive and demonstrable changes to our systems and practices and share these data where appropriate to support the wider aims of our partners, such as the NIHR.

4. Collaborate with partners for impact and sustainability

We acknowledge that the maturity level of our partner organisations is more advanced than our current level within the PSRC. We will adhere to the principles and aims of our partner policies with respect to EDI and, in doing so, we aim to support our own maturity development.

3.0: References and Resources

1. NIHR's Research Inclusion homepage:
<https://www.nihr.ac.uk/about-us/our-key-priorities/equality-diversity-and-inclusion/>
2. NIHR Learn: Research Inclusion:
<https://learn.nihr.ac.uk/>
3. Strategic Planning for Equity, Diversity and Inclusion (2015) by Elizabeth Gillis, Amy Scharf, University of California, Berkeley
https://diversity.berkeley.edu/sites/default/files/admin_strategic_planning_toolkit_final.pdf
4. Meyer DEI Spectrum Tool:
<https://mmt.org/news/understanding-meyers-dei-spectrum-tool>