Diversity Vlog Series
Sharing to Inspire

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- I'm Priscilla Marongwe, and I'm from the Equality and Human Rights team, and my role is mainly supporting the staff networks but that's about to change. So it's going to be a bit of staff networks and education, but we'll let you know more about that. We really are trying to look at again, how do we define allyship in the context of diversity and inclusion? What would be effective allyship in the workplace? So the bit about what does this look like and what can you do to be an active ally because we all are allies of something. So it's not about you need to qualify or anything. And where do you start from? I've got one example and some tips that I'm going to give you. And I'm hoping to also spend the rest of the time doing a Q&A because I know there might be things you want to ask and I might learn as well, or even other things that work that I have not touched on. So before we go on, I'm going to ask our chair for the NES. Now it's a long title and this was done deliberately because we thought if we just called it disability people wouldn't really understand what does that mean. So we then made it very clear that it's about disability, long-term condition, neurodiversity, and mental health staff networks, and it's Lynette Grieves. And she has kindly agreed to just do some reflections for you, what allyship means to her, and even some tips on things that she has seen work in NES for us. So over to you Lynette. And thank you very much for doing this.

- So thank you very much for inviting me to do this, Priscilla. So if you hear any background noise, I'm currently at the Golden Jubilee, so I've just had to find a kind of quiet corner to do this today. So for those of you who don't know me, I'm Lynette Grieves and I'm the employee director. And as Priscilla's also pointed out, I'm the chair of what I think is the longest network name, but the reasons Priscilla's just included there, why we've done that and we've not sorted it. So everybody knows who's involved. And so when Priscilla asked me to come along to introduce this, I had a look at the Cambridge diary, dictionary not diary. And what does it say that an ally is? So one of the definitions is someone who helps and supports other people who are part of a group that is treated badly or unfairly, although they're not themselves a member of this group. I thought that was really good to actually kinda look at that definition and define to myself, am I on the right track? Am my understanding of what an ally is. So what can you do to help? According to the Cambridge dictionary, you use your power to create a more inclusive workplace where everybody can thrive and find ways to make their privilege work for others. So what are we doing at NES? Well, you might have seen the draft strategy that's come out, but this year what I think is different is in the strategy, I think we can all see ourselves.

So where do I fit into this strategy? It's a high level document, but it now has that part. People, where do I fit in here? So Priscilla has asked me just to kind of read some of this out to you and then I'll talk about my reflections at NES throughout my career at NES. So our focus for 23 to 26 is to build careers, lives and the future sustainability of health and social care workforce. So we are focus on people, partnerships, and performance. So for our staff, this is a bit here that I think is really

important for you, you should feel part of an inclusive organisation that cares about my wellbeing, supports to achieve my career aspirations and values me for my contribution. It then goes on to say commitments and how do we measure that? So I'm not gonna go into that. You can look at the draft strategy if you want to look at that. But for me, I had some reflection on kinda why this was such a subject that I was interested in and why it's something that means a lot to me. So if anybody understands the employee director role, it's a lot about working with people, working in partnership with the organisation, but for those who know me, fairness, equality, and inclusion run through everything that I do. So it's not about the staff, it's not just about the staff groups that come to mind that you might think of 'cause we've got some fantastic staff networks, but it's also about that widening access agenda. Social exclusion. It's so many different things. Getting women into jobs, social exclusion, tackling racism, inequality in the workplace. So I was kind of preparing last night in my head a we list of people that I thought, oh, who are my allies in the organisation? And let me tell you, the list was too long and I worried about leaving people out. I really did. But I've been in NES since 2005 and over the eight 18 years I've been here, I've had some fantastic allies for me. So you might think, well, why do you need an ally? What group do you belong in? I think I am also a great ally to my colleagues who might suffer from any unfairness and be excluded. However, I kinda started off my career in NES, my kids were still quite young, but I came from a working class background. I came from an area in kinda, sorry, it's a bit noisy here. But I came from a working class area in North Edinburgh. And the fact that through NES I have been able to progress from an administrative secretary through to kinda like the head of the executive office working in planning and corporate governance. And now I'm sitting here as the employee director. So that inclusivity, that fairness, that widening access agenda runs through everything that I believe in and that fairness and that equity for us all, and it got me thinking to, what can we do? So when Priscilla came on board, Kristy Wong and I were delighted to interview Priscilla and to actually get her on board with us for the staff networks. Now I think we are really lucky in NES that we have those staff networks and we have the time, we've been given the time by our employers to actually attend those. So if you don't fit into one of those groups, you don't need to worry. You can come along and you can be an ally in those groups. So I'm the chair along with Claire. I mean Claire does all the work. I have to take my hat off to Claire, her and Priscilla and Tommy do all the work. So I'm the chair of the network with the longest name. But we've got the LGBT+, we've got the parents and carers, and we've got the underrepresented minorities. Now you might think, I don't want to go along to these meetings, but go along as an ally. If that is something you're interested and if that is something you believe in and look to your organisation to actually say, where can I be an ally? Who can I be an ally to? But one thing, when Priscilla asked me, I had said to Priscilla, how do you build allies in a hybrid work an environment? When we're not in the office, how do you build those networks? So I built mines up over 18 years of working in NES, primarily based in the Edinburgh office. But when we're working from home, how do we build those networks? How do we get together? And I'm hoping

that that's something that Priscilla will explore in the discussion. But for me, you can join the staff network if you want to be an ally there. There's also the line managers network. You might find an ally within there. You might get together with a cohort like we do in the staff network. We have cohorts that meet, the neurodiverse people. I was chatting yesterday to Elaine Laura, she did a session on widening access, and I actually said to her, when I started at NES I would not have ticked any of those boxes. Any disability, any mental health, but now the staff network that I chair, I tick all those boxes. I've got all of those things that are there, long-term condition, mental health, neurodiversity, hopefully through this session with Priscilla you can explore where you can get involved, what you can do, and actually what being an ally means to you. But it's something that we've got some fantastic people across the organisation. Sometimes it might be a case of actually reaching out to somebody and saying, next time you're in Westport, can we catch up for a coffee or can I have a Teams chat with you and just explore how we can actually do further work. But the staff networks for me gives you a fantastic opportunity and I know I'm trying to sell them here. I'm not really. To come onboard and to be an ally. So Priscilla, I think I've said enough here. I don't think you want me to say anymore, but yeah, I was delighted that we're doing this we're in network week and actually to be involved as well. So thank you.

- Thank you Lynette. It's always lovely listening to you and I know you have to go to another meeting so I just want to ask is there anything that you want to ask Lynette? 'Cause I think she'll be leaving us in about 15 minutes, please. Or you could just send it later and I could pass it on to her.

- And then to actually see that if anybody does want to get in touch with me with any concerns, you can do that as I'm the employee director in the organisation and the staff of this organisation to me are the most important thing the people that we have. So I'm always keen to hear from people, whether you've got any issues or whether you just wanna chat. Please feel free to drop me an email or a Teams call. So it's Lynette Grieves and I'll happily have a conversation, come in and meet anybody for a coffee should they wish. I'm always happy to build up allies for myself and for colleagues as well. So thank you, Priscilla.

- No, it's us who have had the pleasure of your time and you can listen and I know you said you need to leave, so thank you very much for doing that. Okay, back to me. One of the key messages I wanted to say for this building on from what Lynette has said and if we look at it, you've seen the NES draft strategy is talking about us and Lynette has then come in and talked a bit again about us. And for me it's that bit about just reminding ourselves that allies should act in support of and in partnership with different communities, not on behalf of them. So as someone once said to me, it's like I don't want you to walk behind me, I don't want you to walk in front of me, I want you to be there beside me and doing. So it's an active role in that sense. And sometimes I've even seen that some people get a bit annoyed when someone is just saying, oh, I'm an ally. Because it's more about... And you are an ally and what it is it that you do rather than just a declaration, if that makes sense. But again, I find when someone says I'm an ally, it's an opener for you to start having the discussion, oh, what does this mean? And how do you do that? Because just being there and saying you're an ally is not good enough. But it's that bit about acting and that's the things I'm going to go through with yourselves. And if you have any questions, could you please put them in the chat and Nick is going to keep an eye on the chat for us. And if there's anything, I'll just check with breaks and see if that there's anything that has come up and we can then look at it. So starting off with a definition, there's various

definitions of allyship, there's loads of stuff on the internet if you want to learn more and educate yourself in that. But the one that I've picked today was mainly this one and it's from a book that I'd been reading looking at seven ways to be more effective. And I'll go into that in a bit more detail. But it's that, bit about seeing, as you can see from those definitions, it's a journey, it's a process. So it's not about, I'm there, I'm done, take, it's that thing that is ongoing. And there again is the issue I've introduced immediately there; this fear of engaging in diversity and equality. And as someone who has been working in this field for so long is that issue of sometimes people say, oh, I'm not sure where to start. Oh, I don't want to offend. Or you also are finding people from the minority communities and the underrepresented communities worried about, I don't want to be the icon. I've sometimes gone into job roles where I've gone there really excited, new job, and you ask, who's the most senior ethnic minority person in the organisation? And they all look at you. And it's that thing of thinking, I don't want to be on a pedestal, I want to come in, do my work and go home like everyone else. But sometimes you have to. But sometimes it's also tiring. So it's that thing of the fear on the side for the marginalised people and the fear that also exists with the people who are not marginalised and thinking of how do we do this? And it's not a perfect science in that sense because you have to be looking more at your behaviour and it's our behaviours that then create the environment that we want in NES, the strategy is indicating, this is the journey where we want to go. So how do we create an environment that enables that? And also it's about lifting each other people, creating platforms. So if you are noticing probably that someone is not being included, they may not be doing it deliberately, but raise awareness to it. Someone's opinion is not being considered. Why is that when others are being considered? So that's what inclusion. Because inclusion is about how it feels rather than what you do. And the other thing that I also have some bad news for you guys is saying, how I feel as a... Like for myself as a minority person, you cannot challenge that. I felt it. But it's trying to then understand why did what I do make Priscilla feel like that? Because sometimes you get caught up in the challenging, that's what wasn't what I meant. But how it has landed is what is important. And that is clearly even demonstrated within legislation in terms of how you investigate harassment, for some of you who are working in HR, you'll relate to what I'm saying. And so that's the sort of context for me is how do we create something that is inclusive? And also when you are looking at it, it means that we... Lynette has said there when she looked at the dictionary definition; it's about learning and acting on behalf of communities that you may not be part of, but you can be an ally of those communities. And also it's not about fixing. I'm using myself as an example from a ethnic minority community. I don't want to be fixed. I have the same fault as you have. But it's about, again, how do we have a growth mindset? And what we mean by growth mindset is actually the thing about being open, knowing you will get it wrong, but you are wanting to grow. So you are not staying in that, I got this, and I usually say when I'm working in END, any of you who think they've got it, you need to take a huge step back and start again. 'Cause equality, diversity, inclusion is a journey. And even for someone like myself, I never say I've got it because every day I learn why you meet different people, you meet different challenges, you meet different perspectives. So you have to have that growth mindset that is open for it to be effective. Also, you need to remember that allies are what we sometimes call goodish people. So it's those people who are always work in progress, you want to learn, you'll be making mistakes as I said before, but also remember to own those mistakes because it's no use making a mistake and not learning from it and not improving because you just back way you started in that sense. And again, when you are looking at how to define equality in the context of diversity and inclusion, there's a few things I'm wanting to say in terms of caution. Being an ally, you don't have to be a cookie seeker, which is meaning if you do something good, you

want a pat on the back, you want to be appreciated because you've gone out of your way to do that. It should be something that you just do because it's the right thing to do. And an example of this is after the George Floyd murder was working in Scottish government, and the amount of people who were approaching me and wanting to try and tell me what good they are doing either in their own lives or at work to deal with race equality, and I think I must have probably even upset some people because I was saying, "Why are you coming to tell me? It's not my problem." It's society's problem on how we marginalise people. It's us as society, us as workers in NES who create an environment. So it's that bit about, I don't want to be the responsible person and it can also get very exhausting because for myself, just to share with you, I was heavily involved after the McPherson report with the police, end of the '90s, beginning of the naughties, and then comes the George Floyd thing and you're going back to square one. Sometimes that's how it feels because you're thinking the stuff I did then I'm now having to redo it again. It's 20-something or 30 years later and just think how exhausting that is. I sometimes joke at the dinner table with my kids when we used to have dinners and they were younger to say, "I wish I'd kept all the scripts of the work I did in the '80s and the '90s 'cause it's still very relevant because I'll just probably photocopy and pass it around in that sense." Also we need to remember, I've touched on this, that the thing is that the impact you are having on others it's only the other person who can tell you what that impact is because sometimes we are thinking we are having the right impact when it's not the right impact. So it's again that checking in with each other. Have you really heard me? Even if I've sometimes when I used to work with the different communities, if I got it wrong or it was to do with religion, you then apologise and you ask, why have I got it wrong? So you were wanting to grow, the growth mindset, and again, the issue around fear, I've already touched on both sides because we are now living in a cancel culture where sometimes if you say something that's not right, you're done. But is that bit about within the workplace is that what we wanting or rather do we want to create an environment where everyone feels safe and everyone can be themselves at work to be able to do their work effectively? So before I go onto the next bit, what does effective allyship look like in the workplace? Are there any questions that you want? Are there Nick?

- [Nick] Yes. So Elaine is asking how do you find out if you are having an impact?

- Okay, what I would say Elaine is the communication. Ask the person. Similar even sometimes when we are having our discussions, whether it's the team meetings or it's you working on something, it's just asking the person. And one of the things I always say if I'm doing like cultural stuff is actually say to people, if you ask someone exactly what it is you wanting to find out, you very rarely offend. It's when you are asking someone and try to make it look nice, that's when it's actually then... You can see like I say for me, see if you patronise me, that is a red flag for me because I will then have to be even struggling to hold how I'm feeling or wanting to respond. But if you are asking exactly what it is you are asking you very rarely, often and when you do, you started the dialogue so the person can then explain and talk to you. I hope that explains it but if you need a bit more, get in touch and I'll send some stuff over. Anything else Nick?

- [Nick] No. Just something from Kayleigh there in the chat saying, there was a great quote from another learner work week session that was something like, "An equity of voices." I love this phrase and it's so important for all of us.

- Okay. And thank you for that Kayleigh because as you're saying, equity of voices for me is

that thing again about, we are supporting each other to create that equity and also sometimes some of us who might be in positions of privilege are using that privilege to readdress and even playing field in that sense. So thank you for that. So the next book that I'm going to talk about is what would effective allyship in the workplace look like? Any ideas before I start? For you, what would effective allyship look like? Remember, I always say you have to talk to me, otherwise I don't stop talking. No volunteers.

- [Participant] No volunteer, Priscilla. What about asking thank asking instead of assuming?

- Yes, that's a good one. Anyone else want to share in terms, from their own perspective?

- [Nick] Elaine has said, and creating space for other people to learn. Lynette has said, I think we always need to keep learning and growing the staff and networks are a great place. Then we've got David Taylor saying, using my privilege to break down barriers for others. Margaret is saying a happy comfortable group for all. And Colin is saying a workplace where you feel safe. So they are kind of similar points as well.

- And again, people not being... I just seen something flashed through there as well, Nick. So thank you very much for sharing that because everything you said is correct. What I'm just trying to do here is just to pull things together, but for those of you who've thought about it a bit, you got it in that sense, but it's that bit about just reminding ourselves of some of the things we forget because they don't then become habit. Whereas when you're doing this, you are wanting to create, you are making it a habit to change your behaviour to be more inclusive and the impact of that is then everyone feels included. The next bit of the presentation is what would effective allyship as I said in the workplace look like? And you find that, I usually say that inclusion is not about the action plans, the strategies, the plans and everything, roadmaps, guidances, that's not inclusion. Inclusion, like I said, allyship is about being active, inclusion is about how we make each other feel. So yes we may have it on paper right and we may be saying the right things on comms, but again, we need to be thinking in reality what does that mean? And one of the challenges like Lynette mentioned there is we are working remotely. So how do we work on trying to make this inclusion happen? And I've also heard from some staff network members the issues around when you do go to the office, it's not the pre-pandemic office environment. So it's that thing or probably needing to work a bit harder to engage with other people than you would normally do. And it's then also giving yourself permission to be able to do this. And some of us, it's not our character to just approach people and talk to people, but just thinking a bit more of what behaviour can I do that does increase this? And if everyone's role as an enabler to do this, people will then feel valued, respected, appreciated. And it's that sense of belonging, do I belong here or do I stick out like a sore thumb? Do I have to ask for certain things to happen and if I don't, no one notices? So it's that thing that sometimes within even our teams, are we treating each other with equity or are there some people that have a little clique and some who are the other? So again, even if you are in the clique and enjoying it, part of your role is also then thinking how do I make the one that's not been included included? So it's about saying things like even in meetings or things like that you're saying to people, "Oh, so-and-so you haven't said anything, what do you think?" Or if they make a comment and it's then microaggressions is just slapped to the side saying, "No, no, no I think that's a really really good idea." So it's thinking about more of those things. And again in networks, staff networks, building your own networks, one of the things I try to do because I work mostly from home than in the office is try to have catchups with people. And

those catchups for me are quite invaluable because they're my way of being an enabler as well as my way of learning other things that are happening in NES that I might not necessarily be in touch with. So even if we go like even now, we are in a workshop and someone says some things that I like, you'd be surprised, I tend to even sometimes email them, oh, I really enjoyed what you said or what you commented on, can we talk a bit more? Because we need to be reaching out and we need to keep building our personal networks in that sense. The staff networks are welcome to allies, we always welcome them. And I know David's on the call there as well, is the Leading to Change team, again, are going to be looking at allyship. So again there might be other ways of being able to do that. Also, another thing, when we were in the office we used to have lunch, coffee together, try again to do it sometimes online, because if you do that then you are trying to look at the change 'cause we've moved on and things have changed, but how do we sustain it? And occasionally even if you can, meet each other in the office or one of the things I'm thinking with someone is meeting and the park and just having... When the good weather comes by the way, having a picnic there. So that's, again, just thinking a bit more about what it is we do and where we are at. And I know there's been some comments there or okay, I'll just stop. Nick, could you just share some of the comments please?

- [Nick] Yeah, no definitely. So what we've got here is people just saying, I'm having a discussion about people being afraid to speak up. And Lynette has said that, and this worries me as staff might be afraid to speak up and that points to the culture and values of an organisation that should allow us to feel like we can speak out. And then someone has said back to that Kayleigh, "I think the courage to speak up is really important so that people feel like they're contributing rather than feeling like it's speaking out rather than speaking up." in there as well. And Katie Hetherington has just said that there was a good quote that she picked up in the line manager's network that, "We forget what people say and do, but we do not forget how they make us feel", which they said they really liked.

- That's Maya Angelou.

- [Nick] Yeah it is.

- Thank you Katie. So thank you for that. And I think it's, again, for me is it about courage to speak up or no? I'm posing this to you to think of because you get someone like me, I don't have a choice on how I look, I walk in or I log in and I look different. Does that need courage from me? So sometimes think of where other people are or even if it's relating to visible disability, they don't have a choice. Just think of where they're coming from and then also think of where you are coming from. You have to start from somewhere and sometimes it's even taking small steps, it doesn't have to be big steps in that sense. And one of the things I sometimes say when I do training is like when we used to do the in-person training, if someone makes a dodgy comment and no one comments on it, like might be racist or sexist or ageist or whatever, I used to say I'd go home and people were saying, oh mom, how was your day? And I'll say, oh, well, it was a bunch of, because this is what happened. But if someone makes a dodgy comment that is an ism and someone else within that group makes a comment, I would go home and I'd say, oh, well, I was training this group of people and there was one person, to get the impact thing because the other people have spoken up so I then feel a bit more included in that sense rather than if no one speaks up. And then it seems as if it's my role to do that because that's not also my role. So it's the thing again about... I'm going on to the next bit,

I'm going to explore that a wee bit more. So is it okay if I move on? Thumbs up?

- [Nick] Yeah, definitely.

- Okay. The next slide that I have is, this is sometimes that thing and some of you who read will know what I mean if you read something then it's really, really interesting and that's some of the stuff that I've picked up to share with yourself today; it's a book called the "The Art of Active Allyship". And it had me quite interested because it's seven ways to practise active allyship. I usually like to put effective or active in front of allyship and it's that bit about, start off with yourself. Like how you were saying it might be difficult, there's the fear factor and so forth. But if you start with those first three things, they are more about you exploring what is inside you and the people you work with. So what it is then is them, you need to have that deep curiosity and what it means is about having curiosity about your own diversity as well as other people's diversity, curiosity about your own intersectionality, like saying for me there's bits of the gender, there's bits of the race, there's bits of the disability, and the bits of the age thing that is my identity as Priscilla. But also then remember other people have that as well. And one of the other things that Lynette said there, which is also something that I always try to remind people is more people with disability, it's onset rather than born with. So sometimes when we become disabled people you also have to go through that journey of probably accepting it, thinking what does this mean? How does this affect my life? And so forth. So that intersectionality again is something that you need to be thinking of. And when you are doing this, when you're looking at it, it's also having a clear understanding about biases. And I'm not talking of the bias where you're saying, oh, it's unconscious bias, so I'm unconscious biassed. So that's it. But it's actually then trying to make that unconscious conscious and it's also understanding discrimination. This is a word sometimes we try to avoid because we think it's negative and so forth, but that's literally what happens when things are not working well, people are discriminated against. So get a better understanding of what this means. Also understanding the historical, political, and social contexts. These are really important. Like after even the George Floyd things, here in Edinburgh we had the issue about slavery, the issue about the statues, the issues about Merchant Street in Glasgow being paid from slavery and all those sort of things. So those historical contexts are very important. And also for example with disability, it's historically people who are not disabled speaking on behalf of disabled people. Something we are trying to turn around. Also trying to understand the political context and also the social context in that sense, because this will lead you to understand more about biases, more about discrimination, actually even understanding more, why is that person like that. Another example I can use for myself is, I'm from Africa. So when we talk slavery it's like a bit by the side because my heritage weren't enslaved as such. But then is that bit then about being clear because we all look the same but people who might be coming from the Caribbeans and people coming from Africa might be slightly different perspective because of the historical and the social context. Also understanding the impact of bias and discrimination on each other on the work we do. So you're doing self, you are also doing about the work that you are doing because when you are looking at that, it's not only... If you're trying to be an ally, it's also an ally in how you do your work. It's not just the visible interactions that we have. So that's about having that deep curiosity to explore this a bit more. And this is why I say it's a journey because obviously you can't be able to do all those things at once. The second thing when you're looking at yourself and others is having honest introspection. And what I mean there is trying to look and admit that I don't know, or reflect on some things that you have privilege on and just thinking, other people might not have this privilege because of your own intersectionality. And

again, when people say privilege, some people then think, oh yeah, I'm not privileged and so forth. Or they see it as a word that they cringe. And what I'm saying to you is privilege can be used to lift others. So if you are in a position of power or if you are in a position where your identity gives you privilege, use that to lift other people rather than I don't have it, you have it. And when I talking in terms of gender equity, I usually say men are given power even if they're not using it, society has just given it to them. So again, thinking, okay this given power I've been given, how do I use it? I think is more important. And then the other thing that you need to be looking at yourself is the humble acknowledgement. So when we are talking about humble acknowledgement, again, oh, sorry I've done it the other way around. The humble acknowledgement is acknowledging what it is you don't know and how you do it. And the honest introspection is understanding about our biases. So for me, these three steps if you do them is creating awareness for you to know you. The next slide then is the more the action, how can you then make this happen? So is that bit about examining yourself first and then you moving on to the action. So within the action what you then doing are empathetic engagement. And Nick, before I go into the actions, I think there were some chat things flying.

- [Nick] Yeah, just a few things. Just discussing being trauma informed when working with underrepresented groups being really important, and then they was just pointing towards the co-production session where that was talked about quite a bit as well. And I was just wondering if you mentioned intersectionality a few times there Priscilla, it might be quite useful just to explain to everyone what you mean by intersectionality.

- For myself, if I'm looking at it from a quality and diversity perspective is the bit about the different identities that we carry as one person. So you get Priscilla, but like I've tried to say there is the bit about Priscilla is made up of different things. She's a mother, she's a grandmother, she's a coworker, she's got a social status. So it's all those things that make us up. So it is sometimes I know when we are working we are trying to pigeonhole people into things but you can't pigeonhole us in that way because we all are different. There's the generation thing, there's the where do you live, how you were brought up, there are social economic, environment, our education. So it's made up of all those sort of things. But I know Nick, you also like this, so do you want to say a bit more on that?

- [Nick] Yeah, I think it's just understanding that when you say you put two people to side by side, say you put two people that are care experience, so growing up in care next to each other, on that surface level they will experience similar barriers for being in care, but say one of those individuals is pregnant, they will experience a whole different range of things that affect them for being a pregnant care experienced person, and then they may also be another person next to them who is care experienced and pregnant, but they also might be a single parent. So that is a third person that has a completely different experience in the world due to some of the characteristics that sort of define them as a person. So it's not about just looking at that one level, it's about potentially digging deeper and understanding that over those three people, yeah, they may all be care experienced but due to their, what is called intersectionality, which is how they link to other and maybe protect the characteristics or other just characteristics in their lives, they are affected different to members of the care experienced community as well. And that goes to all communities as well. And if you think really hard about it, it becomes crazy complicated. Because there's like layers and layers and layers and layers and layers, but it is just about being aware of that as well that, people within a community will also experience stuff differently from each other as well.

- Okay, thank you for that, Nick. And I'm conscious of our time, so if you have any questions please keep putting them in the chat there and I will try and respond to them after if we run out of time. So the other actions that I talked about in the art of active allyship is having empathetic engagement. And this is again thinking of when you'd engage in, for example, when there's the microaggressions things happening, it's about asking the right questions in the right tone to help someone to engage with someone when you're trying to look at probably something that you might think is biassed and trying to unpack that to help them on their journey and moving on as I've said. So you are asking things like, how do you get to that decision conclusion, or that's very interesting, tell me more about it, rather than going on at that, that's not right and we need to do A, B and C. And it's also empathetic engagement. It's about listening without getting defensive. It's about apologising if you need to. It's about reflecting on how you can do better in that sense. Authentic conversations are more about, again, creating what we call that psychological safety. Because if people don't feel safe, they won't say. And even someone like myself who might come across as very open and out, there are some situations when I think that this is not a safe environment, I will just shut my mouth and won't say anything because again, I've had the experience of the repercussions when I do, and that's what sometimes stops me. So again, it's that bit about thinking again in terms of psychological safety is, are we saying things in an environment that safe is not going to go in another direction that we weren't expecting it? And then that's way we are able to challenge our biases. We are able to look at discrimination when we see it and be able to talk about it because it's not about blame, or it's not about you got it wrong and so forth. So it's again, thinking and being curious about it, I think there's a comment there is very important. It's also about having vulnerable interactions because if you are an ally and sometimes there's that fear of, oh, it's going to be uncomfortable, I might say the wrong thing, you have to own your own vulnerability and work with others to identify the biases as well. So knowing yes, you're going to be vulnerable but you're doing it to be able to move forward. So hopefully again that will mean you are able to do that. And the book also talks something about bias campus circle, which is meaning you can create around you a group of people that you can run things by in a safe environment and they can help you to challenge that and then hopefully then you are able to move on. And also the last thing is taking responsibility and making the most of your sphere of influence. And sphere of influence is different for everyone, so how can you in your role make it a habit to include people around you, make it a habit to make others feel included, make it a habit to make others feel that they are part and belong to NES? So those are the seven habits that I was saying to you I was reading about. And I've got a couple of slides there before we end off. It's again, where do you start? For me, it's how do you take away that fear? Because that fear is the one usually that doesn't make us move on. And as I said at the beginning, the fear is on both sides. So the slides there and I think you'll have access to the slides talk about, again, why that fear is there or the types of fear that are there. We've also thinking about, if you wanting to overcome that, I've grouped it into the three; start with yourself, then include others. So you do the introspection and then you move on to the actions because allyship is about actions. I've said this, I think I did a kitchen catch up and I gave this as an example of note noticing. So use your noticing muscles and you all know if you don't use your muscles, what happens? They go flat. So do a bit more about noticing muscles and when you notice things interrupt the systems that they're coming from, if there are things that you are seeing are not creating an inclusive environment. Because it's only us who can change the culture at NES. I remember when I used to do a lot of OD and change management with different organisations, you'd go in and, oh, yeah, this person is the problem and stuff like that. And you'd having to remind them that each

and everyone in that organisation is also part of the problem because you're helping create it either by not challenging it or by sustaining it. So we are all responsible for what happens in NES. And the last slide there is try and do more than you did yesterday when you're thinking of how to act. Use your flexing muscles. Don't try cookie seeking because it's not nice. And also learn as you go. Be a goodish people. And also things like, for example, very easy things about how to pronounce someone's name is very important and not always like what I sometimes do, refer to him as Nick T because it's a challenge sometimes thinking, "Am I getting the right explanation, the right pronunciation of his name?" But making that right effort. As one Nigerian mother said to her daughter when the daughter said she wanted to change her name, 'cause at school they couldn't pronounce it. And the mother said, "Can they say Tarkowski?" And she said yes. And the mother says, "They will learn to say your name." Thank you very much for having me.