

Diversity: it's in our nature.

Our principles

We consider the needs of all individuals in our policies, in delivering services and in relation to our own employees.

Public Sector Equality Duty

Under the Equality Act 2010 we are committed to eliminate discrimination in employment in relation to the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, sex (gender), sexual orientation, and pregnancy and maternity.

The Public Sector Equality Duty (PSED) also means that we publish equality workforce data every year.

Our diversity and equality policy principles

1. We recognise the benefits of having a diverse workforce and we will strive for fairness and equality of opportunity in all areas of employment, identifying and removing barriers that prevent all employees from progressing and developing their potential. We also support and encourage employee networks to provide peer group support for employees.
2. We ensure that the service we provide to our customers, communities and partners is free from discrimination. We ensure our services are accessible to all and that the diverse needs of our customers are understood and met wherever reasonably possible.
3. Diversity and equality is taken into account and reflected in our procurement of goods, facilities and services.
4. We encourage all employees to self disclose their diversity details on our confidential database. We will use this information to understand what we need to improve in the workplace and to our policies.
5. Our corporate plan states "we develop our people and benefit from diversity". We do this by ensuring:
 - all managers and team leaders have responsibility for considering diversity and equality within their teams (and the work of their teams);
 - employee networks are our partners and critical friends, inspiring, engaging and supporting our diversity aspirations and challenging us where we need to take action;
 - Trade unions are our partners ensuring the policies we apply to our employees are legal, supporting our diversity aspirations and challenging us when necessary.



We all come from different places.

Diversity: it's in our nature.

Our governance

Directors and the board

Our directors' team and board provide visible leadership to ensure that diversity is embedded in our organisation.

We have two diversity champions on the board. [In July 2013](#) we reported that:

- In response to the employee survey we have introduced a new approach to dealing with bullying and harassment
- Our employee networks continue to grow; we now have a BAME forum, Christian fellowship, Dyslexia forum, Hearing loss forum, Islamic fellowship, LGBT network, Sikh fellowship, and women's network
- We are continuing to roll out unconscious bias awareness training which has been attended by the board and directors' team
- We are benchmarking ourselves against others to improve the way we manage diversity
- We have achieved a 76% self disclosure rate (end November 2013) and continue to encourage all staff to complete the exercise
- We have introduced a new learning framework for managers to help develop them

Diversity strategy group

We have a steering group of directors and executive managers from across the business that meet on a six monthly basis. Their role is to set the strategic direction for diversity, review progress and identify what additional focus or action needs to be taken.

Executive diversity leads

We have executive champions who lead on protected characteristics. They are personally responsible for taking action and act as role models internally and externally. The leads and their areas are listed below:

Age: Mark McLaughlin and Martin Weiler
Disability: Toby Willison and Robin Gaulton
Gender: Miranda Kavanagh and Doug Wilson
Race and ethnicity: Mark McLaughlin, Julie Foley and Abida Bashir
Religion and belief: Mark McLaughlin and Kate Marks
Sexual orientation and gender identity: Mark Sitton-Kent and Lisa Pinney
Bullying and harassment: Sue Longstone
Lead for managers and team leaders: Andrew Pearce

Diversity leadership groups

Some executive diversity leads have leadership groups to support them. We already have leadership groups in place for age, disability and race.

Senior executive managers

This group act as role models and provide strong leadership by actively promoting diversity at a directorate, regional and local level. They lead on diversity initiatives such as equality analysis and employee self-disclosure.

Environment & performance managers

Our environment and performance managers are at the front line of our business and work to ensure we have the support and toolkits which help embed diversity and inclusion into everything we do. They are supported by their environment planning and engagement manager.

Diversity centre of expertise

Our centre of expertise works closely with diversity strategy group to shape the diversity strategy and business case. The team also works closely with the diversity implementation group to implement diversity activities and rolls out national diversity initiatives. They have established relationships with our external diversity partners to adopt best practice approaches to equality, diversity and inclusion.

Trade unions

We consult and negotiate with our trade unions and ensure that we agree the policies and procedures we apply to our employees remain legal. They provide advice, protect the interests of their members, and work in partnership with us to achieve our diversity aspirations, challenging us when necessary.

Employee networks

Our networks and forums are important to our diversity success. More details of each of our networks and forums is in the 'Our networks and forums' section.



The advertisement features three individuals: a woman in a saree on the left, a man in a white shirt and dark trousers in the center, and a woman in a dark jacket and trousers on the right. The Environment Agency logo is positioned in the upper right, with the tagline 'Creating a better place' below it. A pink banner at the bottom contains the text 'We all have our own beliefs. But here's something we can all believe in.' Below the banner are three small logos: 'Sharewell', 'not for opportunity', and 'empower'.

Environment Agency
Creating a better place

We all have our own beliefs.
But here's something we can all believe in.

Sharewell not for opportunity empower

Diversity: it's in our nature.

Our people

We've done diversity workforce analysis to show how representative we are against the six protected characteristics.

Staff profile – Quarter 2 - 2013/14

Please note: the figures referenced below can be found in 'Q2 2013-14 Environment Agency Workforce Diversity Statistics'.

In total, the Environment Agency employs 11343 staff. Grades 4 and 5 comprise the majority of Environment Agency staff with 52% of staff between them. Only 1% of staff is in the highest grade group (Executive Managers). See Figure 2.

Age

The largest age group is 30-35 years (17%); this has been the case for the last four years. See Figure 3.

The age group with a grade profile most similar to the overall Environment Agency grade profile are 41-45. This age group has 52% at grades 4 and 5 combined. See Figure 3d.

The age groups with a grade profile most different to the overall Environment Agency grade profile are; 25 or under, for this age group the highest proportion of staff (43%) are in grade 3, and 61-65, for this age group the highest proportion of staff (23%) are in manual grades. See Figure 3d.

The highest grade attained within the under 25 age group is grade 5; this is a small proportion of under 25's (3%). However for age group 26-30, the ratio increases to 26% for employees attaining higher grade posts, with grade 7 currently being the highest grade occupied (this is a tiny proportion of the age group with only 1 individual). See Figure 3d.

Disability

Out of the 74% of employees who declared their disability status, 11% said they were disabled. See Figure 4. The proportion of employees declaring a disability is below that of the general population (18.3% of UK population of working age¹).

The top three disability types that have been declared are; Chronic / long term health condition (3%), Dyslexia and other specific learning difficulties (2%) and other (2%). See Figure 4c.

The grade breakdown of employees who have declared a disability is in line with the grade breakdown for the Environment Agency overall, 52% of employees who have declared a disability are at grades 4 and 5. See Figure 4e.

The race breakdown of employees who have declared a disability is approximately in line with the race breakdown for the Environment Agency overall, 3% of employees who have declared a disability are Black, Asian or Minority Ethnic (BAME). See Figure 4g.

This is the first year that more than 50% of staff have declared their disability status, so there is no trend analysis.

Gender

The Environment Agency's workforce as a whole comprises a higher proportion of men (58%) than women (42%). See Figure 5.

¹ UK ONS Data for 2011

There are more men (95%) than women (5%) in non-staff grades; these grades include Operations Delivery Manual Staff, Nuclear, Non-Standard and Graduate Trainees. See Figures 5c.

At lower grades the gender is split is 50:50. At higher grades there are more men (58%) than women (42%). This is particularly the case with the gender breakdown for Grade 7's and Executive Managers both of which are approximately 70:30 Men: Women. See Figure 5c.

The age profile is slightly older for men than for women, see Figure 5d.

The proportion of women with a length of service of less than a year is 3% greater than for men, indicating that more women have been recruited in the last year than men, see Figure 5e.

Gender Identity

Over 58% of staff have declared their gender identity, of these a low percentage (5 individuals) are transgender. With such low numbers, no further analysis can be provided. See Figure 6.

Race/Ethnicity

BAME groups only comprise approximately 4% of Environment Agency staff. This is lower than the general population where BAME ethnic groups represent 13% of the general population². See Figure 7a.

The largest grade groups for BAME staff Eastern Europeans are grades 4 (30%) and 5's (26%), this is the same as the overall grade profile for the Environment Agency. See Figure 7c.

At lower grades the BAME gender is split as Male: Female 47:53. At higher grades it is the other way around Male: Female 53:47. While there is a gender gap for BAME employees it is less than that for the Environment Agency overall. Calculated from Figure 7e.

Religion

69% of Environment Agency staff declared their religion. The top three religions declared are Christian (34%), No belief (30%) and Other (4%). There are small numbers of employees who belong to Muslim, Buddhist, Hindu, Sikh, Jewish religions. See Figure 8.

Sexual orientation

71% of staff have declared their sexual orientation and 2% of the workforce declared their sexual orientation as gay man, gay woman / lesbian, bisexual or other.

The grade profile is approximately the same for the LGB population as the Environment Agency population overall, with the highest proportion of people being grades 4 and 5 combined (47%). However the grade profile for LGB staff is slightly weighted towards lower grades (53%) compared to the proportion of Environment Agency staff overall in lower grades (44%). See Figure 9a.

Working pattern

Approximately 13% of staff have a part time working pattern. See Figure 10.

4% of men and 26% of women work part time. See Figure 10a.

The grade profile is approximately the same for the part time population as the Environment Agency population overall, with the highest proportion of people being grades 4 and 5 combined (60%). See Figure 10b

1% of staff in manual grades work part time. See Figure 10b.

The age group with the highest part time working pattern is the 36-40 year olds (26%), see Figure 10e.

63% declared if they are working flexibly, with 27% of the organisation saying yes. Of these

² UK ONS Data for 2011

- more women than men consider themselves to have flexible working
- 1% of staff who consider themselves to have flexible working are in manual grades.



Diversity: it's in our nature.

Our employee networks and forums

Employee networks support staff and play a powerful role in supporting our organisation's diversity initiatives.

Lesbian, gay, bisexual and transgender (LGBT) network

Our LGBT Network was set up in 2005, with the aim "We provide support to Environment Agency lesbian, gay, bisexual and transgender staff and challenge and support the organisation to improve awareness and inclusion of all staff". We are proud to be a member of Stonewall's Diversity Champions programme. We are working with Stonewall and other members to promote diversity across our organisation.

The LGBT Network makes a real difference to the lives of LGBT employees in the organisation. They offer a mentoring service for network members and have a group of regional and national contacts who are available for support. Our network includes a large proportion of friends or "straight allies" who show their support and help visibly champion LGBT diversity and equality.



We are very pleased to be involved in the Stonewall Diversity Champions Programme. The programme is Britain's good practice employers' forum on sexual orientation. We work with Stonewall to make our workplace the best it can be for everyone.

We already know that people perform better when they can be themselves. Benefits of being a member of the Diversity Champions programme include one-to-one advice from Stonewall's Workplace team, opportunities to share best practice on diversity & equality, and networking with hundreds of high profile employers.

Our current priorities:

1. Staff support – We acknowledge that our organisation has been and will continue to be subject to changes which may have additional impacts for LGBT staff. We will continue to be visible by working with our members and Friends in order to provide a community and a resource for staff. We will communicate our work and our Committee, local leads, online presence, as well as supporting HR / Managers to ensure that all staff are aware of the availability of personal and professional support in the Environment Agency.
2. Monitoring – We will build on the progress we have made and focus on helping the organisation use the employee data it collects; we will look for opportunities to make further improvements and to influence communications around any staff surveys / monitoring exercises in line with good practice. We will communicate our findings to ensure that staff and managers have a clear understanding of organisational successes as well as the impetus for continued change.
3. Community Engagement – we will continue our presence at Prides and work with pride organisers where possible to "green" them. Through our Committee leads, we will work with local teams on reaching diverse communities and work with other organisations to continually improve and share good practice on diversity and inclusion.

Women's network

Our women's network has been set up to improve awareness of gender equality issues to provide support and act as a network to enable members within the Environment Agency to be the best they can.

Our mission statement is to 'encourage, enable and equip women to achieve their full potential in the workplace'. We support our members (currently 1300) and interested staff to be the best they can.

This benefits individuals, our organisation and our customers. Our current work programme includes:

- personal skills events/toolkits
- leadership
- networking
- maternity
- work-life balance
- mentoring
- coaching
- On the job development (job shadow/ job swap)
- job share

We offer local events, one to one support, workshops, action learning groups and training sessions for professional and personal development.

BAME forum

For our black, Asian and minority ethnic (BAME) employees, a community of people who are vibrant, in- demand and purposeful in supporting one another and in our way of working to deliver corporate objectives.

BAME forum objectives:

- Provide support to forum members through creating opportunities for self-development and career progression
- Help forum members adapt to life in the Environment Agency community and motivate them to make a real difference
- Help the organisation to understand and harness the positive values of cultural diversity.

Christian fellowship

A group of Christians working in the Environment Agency who organise locally to connect and meet together at work to support and encourage the health and wellbeing of each other and their colleagues.

- Who provide an opportunity and a place at work for Christians and others who want to meet together for quiet reflection on biblical principles for life, to discuss topics of interest, and to offer mutual support.
- Who are available to assist management and to respond to consultations on policies, procedures and change programmes that impact those of Christian and other faiths.

Dyslexia forum

The dyslexia forum aims to ensure that we work in a dyslexia-friendly environment and will:

- provide information and support to the Environment Agency community on dyslexia
- raise awareness of dyslexia and improve understanding about dyslexia amongst colleagues
- support the Environment Agency in delivering appropriate provision for dyslexics in the workplace
- provide advice and guidance to managers and employees on support for managing dyslexia

Hearing loss network

For our employees with hearing loss conditions:

- Self support – somewhere to talk in a safe environment
- Sharing experiences and helping others
- Influencing in the workplace – there are things that the Environment Agency does which act as a barrier and we should exercise our voice
- Network to act as a gateway to existing information

Islamic fellowship

A group of Muslims working in the Environment Agency who organise support, encouragement and awareness raising of Islamic workplace matters which contribute to the well-being of each other and their colleagues.

- Who provide an opportunity and a place at work for Muslims to discuss topics of interest, and to offer mutual support.
- Who are available to assist management and to respond to consultations on policies, procedures and change programmes that impact those of Islamic and other faiths.
- We extend our support to all the diversity forums and networks within the Environment Agency.

Sikh fellowship

A group of Sikhs working in the Environment Agency who organise support, encouragement and awareness raising of Sikh workplace matters which contribute to the well-being of each other and their colleagues.

- Who provide an opportunity and a place at work for Sikhs to discuss topics of interest, and to offer mutual support.
- Who are available to assist management and to respond to consultations on policies, procedures and change programmes that impact those of Sikh and other faiths.
- We extend our support to all the diversity forums and networks within the Environment Agency



Diversity: it's in our nature.

Our diversity initiatives

We have initiatives to help us ensure our policies and procedures are fair and do not discriminate against any group of employees.

Coaching squared

[Coaching squared](#) is one of the tools we use to develop staff talent. Each year we put 30 candidates across four programmes including BAME, disability, LGBT and women.

The programmes encourage staff to invest in their own career by establishing coaching partnerships with people in different organisations.

Diversity calendar

We produce an annual diversity calendar which is available on our website. You can view it [here](#). It's a great resource that helps us plan our activities and ensure our work doesn't impact negatively on any particular group.

Diversity road shows

We are rolling out diversity road shows across the country with different themes including, 'Be the Best, Be Yourself' and 'Flexible Working'. The road shows celebrate organisational diversity and provide a platform to discuss the issues at a local level.

e-Learning

We've recently updated our diversity e-learning in response to user feedback and also to include some new information about the Equality Act, along with updated information about our work on gender diversity, hidden disabilities and the 'big picture' around how diversity fits with our corporate strategy.

Employee self disclosure

In 2011 we introduced confidential self disclosure reporting to help us get a clear picture of the nature of our workforce, from this we can provide the right support for a healthy, productive and successful work environment, for example the launch of employee networks to support staff. We hit our target of 50% in 2012 and our 75% target in 2013, and we have a target of 90% by 2016. To help us achieve this we use electronic pop ups on our employees computer screens.

Employee surveys

We undertake biennial employee surveys which include a range of diversity and equality questions. The surveys help us identify any issues and inform our decisions so that we can benefit from having a diverse workforce.

- **2013**
The survey took place in September 2013 and the headline results will be available in early 2014.
- **2011**
In the 2011 employee survey, 80% of those who responded agreed that we are committed to diversity and equality at work, and 76% agreed that we respect individual differences. We also undertook focus groups looking at disadvantage amongst our older and younger staff and BAME staff, and the issues around bullying and harassment. As a result we revised our bullying and harassment policy and procedure, and used the findings to inform our race and ethnicity strategy, and age strategy.
- **2009**
In the 2009 employee survey, 79% of those who responded agreed that we are committed to diversity and equality. This was a 12% increase from 2007 when 67% agreed with this statement.

Equality analysis

In October 2011 we introduced our equality analysis process. The aim of the process is to identify any unintended consequences on all diverse groups protected by law, and to apply appropriate measures to mitigate

those impacts. It involves using quantitative and qualitative equality data and consultation with groups to understand the potential or actual effects of our policies, process changes, projects and decisions.

We are encouraging the business to do this and have introduced it for all change programmes, processes and HR policies.

Internal diversity awards

We are planning our first internal diversity awards in June 2014. The ceremony will award best practice in diversity, equality and inclusion across the organisation.

Managing in the Environment Agency training

Every month we run a training session for newly appointment managers and team leaders to introduce them to diversity and people management, and how diversity fits with the corporate strategy.

Unconscious bias training

[Unconscious bias](#) training helps us identify our own individual biases which improve the decisions we make for our staff and customers.

We have provided this training across many areas of the business starting with senior managers and recruiting managers. So far it has been rolled out to our board, directors' team, and regional leadership teams, executive director teams, recruiting managers, HR professionals, communications specialists, legal professionals and talent pool members.

Environment Agency
Creating a better place

We all have different voices.
But here's a language we can all speak.

Starneswall
nce for opportunity
employers' forum on disability

Diversity: it's in our nature.

Our external partners

We get professional advice and guidance to help us achieve our business outcomes and benefit from diversity.



We take part in benchmarking surveys every year to find out how we perform against other organisations and how we can improve. Our aim is to be in the top quartile of each benchmark by 2016.

In 2013 the Stonewall Workplace Equality Index ranked us 11th employer overall (out of 376 employers). We are now the Top arms length body/government agency, and our LGBT Network was awarded Star Performer status for the fourth successive year.

In 2013 we were awarded silver and ranked 19th out of 63 organisations entering the Opportunity Now gender benchmark, and 22nd out of 55 organisations entering the Race for Opportunity race benchmark.

In 2012 we were awarded bronze and ranked 49th out of 76 by Opportunity Now (gender) and 49th out of 76 by Race for Opportunity (race and ethnicity). The Employers Forum on Disability ranked us 25th out of 38 employers.

We also have excellent relationships with other public bodies and work together to ensure all our customers' needs are met. These include:

- Department for the Environment and Rural Affairs (Defra)
- Natural England
- Forestry Commission



Diversity: it's in our nature.

Our customers and communities

We ensure that the service we provide to our customers, communities and partners is free from discrimination.

We ensure our services are accessible to all and that the diverse needs of our customers are understood and met where possible.

Our customers

We are responsible for protecting and improving the environment in England. We also have responsibility for protecting communities from the risk of flooding and managing water resources.

We have regional offices working closely with other regional bodies to develop the right solutions for local environments. We also have area offices working with local authorities and others to tackle the immediate environmental issues in your area.

Our communities

We work closely with our teams across the Environment Agency to:

- engage with our local communities and improve the environment and flood awareness;
- engage with our flood risk team to ensure all our customers from hard to reach communities are fully informed and protected from flooding;
- improve access to the environment for people (for example building wheelchair accessible fishing platforms);
- share climate change implications at every opportunity with all our communities and customers from all diverse groups;
- ensure we are fair and inclusive.

We will aim to make our information as accessible as possible....

We provide access to our sites for people with disabilities. If you have hearing difficulties we have a minicom service which is available by calling 03702 422 549. We offer translations of written information. We can also speak to you in your preferred language using an interpreting service from Language Line (a company that provides a confidential telephone translation service in over 150 languages).



We all come from different places.