



UK Export  
Finance

# **EQUALITY, DIVERSITY & INCLUSION STRATEGY & PLAN 2016 - 2020**

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## **Introduction**

The vision of UK Export Finance is to 'Be The Best ECA', with a number of departmental objectives set out for 2016/17 to support with the achievement of this vision. In order to meet these objectives, the department must ensure it has people with the right knowledge, skills, attitude and behaviours to meet existing and emerging needs.

This Strategy & Plan aligns with wider work being undertaken to increase Employee Engagement, and supports the UK Export Finance Well-being Strategy & Plan. By developing and delivering on these strategies, the opportunity is provided to make UK Export Finance an even better place to work.

This Strategy & Plan builds on elements of work undertaken in recent months, including the delivery of a diversity data collection exercise, and provides a clear focus on the actions required to achieve key outcomes.

## **What is Equality, Diversity & Inclusion?**

### Equality

"Equality is about ensuring that every individual has an equal opportunity to make the most of their lives and talents, and believing that no one should have poorer life chances because of where, what or whom they were born, what they believe, or whether they have a disability. Equality recognises that historically, certain groups of people with particular characteristics e.g. race, disability, sex and sexuality, have experienced discrimination". (*Equality and Human Rights Commission*)

### Diversity

"Everyone is a unique person. Even though people have things in common with each other they are also different in all sorts of ways. Differences include visible and non-visible factors, for example, personal characteristics such as background, culture, personality, and work-style, size, accent, language and so on. A number of 'personal characteristics' – age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation – are covered by discrimination law to give people protection against being treated unfairly.

It's important to recognise that a 'one-size-fits all' approach to managing people does not achieve fairness and equality of opportunity for everyone. People have different personal needs, values and beliefs. Good people management practice demands that people propositions are both consistently

fair but also flexible and inclusive in ways that are designed to support business needs”. (*Chartered Institute of Personnel and Development*)

### Inclusion

“Inclusion involves bringing together and harnessing these diverse forces and resources, in a way that is beneficial. Inclusion puts the concept and practice of diversity into action by creating an environment of involvement, respect, and connection—where the richness of ideas, backgrounds, and perspectives are harnessed to create business value”. (*Diversity Journal*)

### **Governance**

UK Export Finance’s Equality, Diversity & Inclusion Strategy & Plan is owned by Human Resources Division . The Strategy will be reviewed on a quarterly basis in order to monitor progress.

Any new actions, arising from updates to the Talent Action Plan or other work streams, will be incorporated at these quarterly intervals.

## The Business Case for Equality, Diversity & Inclusion

Making the most of our diversity is the right thing to do. Equality, Diversity and Inclusion (EDI) is about valuing our people, in all roles and grades, and providing opportunities to support them in achieving their own goals, as well as delivering UK Export Finance objectives.

Organisations that embrace diverse workforces deliver better results. Business benefits of EDI include improved employee engagement, greater attraction for potential new hires, and greater opportunities for succession planning.

### Civil Service Talent Action Plan

In March 2015 a civil service-wide Talent Action Plan was published, setting out measures to remove the barriers preventing talented individuals succeeding. The aspiration for the Civil Service is to be the **UK's most inclusive employer**, representative of modern Britain. This [Plan](#) was updated in 2016, to demonstrate progress to date, and include a number of new priorities.

### Public Sector Equality Duty

As a public authority we are required to comply with the [Public Sector Equality Duty \(PSED\)](#) created in 2011 under the Equality Act 2010. This requires UK Export Finance, in the exercise of its functions to have **due regard** to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not

Additionally, there are two specific public sector duties which we are required to comply with, which are to:

- publish equality and diversity information to show compliance with the Act at least annually
- set and publish one or more specific and measureable equality objectives at least every 4 years

The Action Plan sets out specific actions to be undertaken to ensure compliance with the PSED.

## **UK Export Finance Equality, Diversity & Inclusion Action Plan**

### Where we are now

The 2015 People Survey told us that:

- 76% of people feel that they are treated fairly at work
- 85% of people are treated with respect by the people they work with
- 63% of people feel valued for the work they do
- 73% of people think UKEF respects individual differences (e.g. cultures, working styles, backgrounds, ideas etc)
- 12% of people said they had personally experienced discrimination at work
- 15% of people said they had personally experienced bullying or harassment at work

The diversity data for UKEF, comparing where possible against the Civil Service, can be found [here](#).

### Our Aims

Our over-arching aims are to:

- Provide an inclusive environment where staff respect and value each other's diversity
- Develop the potential of all staff, to create a diverse, representative workforce at all levels

We will know we have achieved these aims through:

- Improved People Survey scores, particularly in relation to the Bullying, Harassment and Discrimination, and Inclusion and Fair Treatment themes
- Having a workforce which is aligned to the representation shown across the civil service

The Talent Action Plan commits to a set of actions grouped under three headings:

- Clear Leadership and Open Culture
- Our Talent
- Capability

The actions within our action plan mirror this approach, to show alignment with the wider EDI agenda, as well as our own.

## Clear Leadership and Open Culture

Action	Deliverable	Owner	Timescale (work to begin)
Update UKEF Equality and Diversity intranet and internet pages	Equality, Diversity & Inclusion Strategy & Plan to be published, together with Diversity data. Any links to be updated to ensure they remain relevant Pages to be updated annually	Lucy Meekums	Q2 2016 - 17
Embed the Leadership Statement into the induction process	Clear reference to Leadership Statement and responsibilities of leaders incorporated into induction programme	Oliver Sergison	Q2 2016 - 17
Make diversity and inclusion training part of the formal induction process and ongoing L&D offering	All staff provided with access to relevant training on diversity and inclusion as part of induction process, and kept up to date as part of mandatory learning	Lucy Meekums / Oliver Sergison	Q2 2016 - 17
Include diversity and inclusion training in Leadership Development Programmes	Diversity and Inclusion learning opportunities to form part of all Leadership Development programmes	Lucy Meekums	Q2 2016 - 17
Members of SCS to take on role as	Each Employee Network has at	EC / SMT	Q2 2016 - 17

Diversity Champions and support Employee Networks	least one SCS Champion		
Update Flexible Working Policy and associated documents and run awareness sessions*	Process to apply for flexible working to be clear and easy to access Guidance on different types of flexible working and associated benefits to be clear and easily accessible Awareness sessions on options and benefits of flexible working run	Lucy Meekums	Q2 2016 - 17
Analyse diversity data, to highlight any areas of under-representation within UKEF	Specific actions identified to address areas of under-representation to be added to Diversity Action Plan	Lucy Meekums	Q3 2016 - 17
Implement formal process for undertaking Equality Assessments within HR processes, to comply with 'due regard' duty under the Public Sector Equality Duty	Have evidence to demonstrate compliance to the PSED for HR policies and processes	Shane Lynch Lucy Meekums Oliver Sergison	Q3 2016 - 17
Use information from focus group on Bullying & Harassment to identify	Actions agreed	Lucy Meekums	Q3 2016 - 17



further actions appropriate to dealing with this subject			
Implement Civil Service-wide Bullying & Harassment toolkit	Process for reporting, investigating and dealing with allegations of bullying & harassment to be clear and easily accessible	Lucy Meekums	Q3 2016 - 17

### Our Talent

Action	Deliverable	Owner	Timescale (work to begin)
Review recruitment practices	At recruitment planning meetings, broad advertising channels are discussed to optimise candidate diversity	Oliver Sergison	Q2 2016 - 17
Review recruitment practices	Develop more inclusive language in recruitment candidate packs	Oliver Sergison	Q2 2016 - 17
Promote talent management schemes for under-represented groups	Relevant schemes to be advertised and promoted	Lucy Meekums	Q2 2016 - 17

Introduce an Apprenticeship Scheme	<p>Develop programme including recruitment strategy and educational elements</p> <p>Identify opportunities with UKEF</p> <p>Recruit and induct apprentices</p>	Shane Lynch	Q3 2016 - 17
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### Capability

Action	Deliverable	Owner	Timescale (work to begin)
Implement policy on Reasonable Adjustments, to include ability to access cross civil service Workplace Adjustment Service	Clear policy to be published to outline responsibilities regarding the consideration and implementation of reasonable adjustments, and the process to follow (including at recruitment stage as well as for existing employees)	Lucy Meekums	Q3 2016 - 17
Support set up of Employee Networks within UKEF	Publish framework and guidance on setting up Employee Networks	Lucy Meekums	Q2 2016 - 17
Review options and implement approach for supporting with maintaining and improving mental health*	Information and support on managing mental health and seeking support is readily available and accessible	Lucy Meekums	Q3 2016 - 17

Promote CSL well-being campaigns and learning opportunities relating to well-being	Opportunities to be actively promoted and any links to be updated to ensure they remain relevant and easily visible	Lucy Meekums	Q2 2016 - 17
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\*Denotes actions which are also included in the [Well-being Strategy & Plan](#)