

# DFID Diversity and Inclusion – Annual Report 2012-13



Department  
for International  
Development



**UKaid**  
from the British people

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# Foreword

This is an exciting time for us. We have been stepping up our policy and programme work as we deliver on the government's 0.7% commitment in 2013, and as we move towards delivering on the Millennium Development Goals (MDGs) by 2015. As our work gains pace we are already starting to plan for the future beyond the Millennium Development Goals.

We are committed to creating an inclusive working environment for all which is representative of the communities in which we operate. Our commitment to delivering on diversity and inclusion is enshrined in our corporate vision. In the last year we have worked to put in place objectives and a measurement framework to track our progress. This will enable us to deliver on the improvements which diversity and inclusion will bring for our people and to our work overseas.

DFID's leadership team are committed to delivering a fairer and more equitable world, where people are enabled to meet their full potential and do not experience stigma or discrimination. This is why diversity and inclusion are at the heart of everything that we do through our programme work overseas and our role as an employer. This approach is part of how we work. As delivery on diversity and inclusion is represented in everything that we do, this report signposts our broad thematic and programme areas, as well as giving a more detailed account of our corporate work.

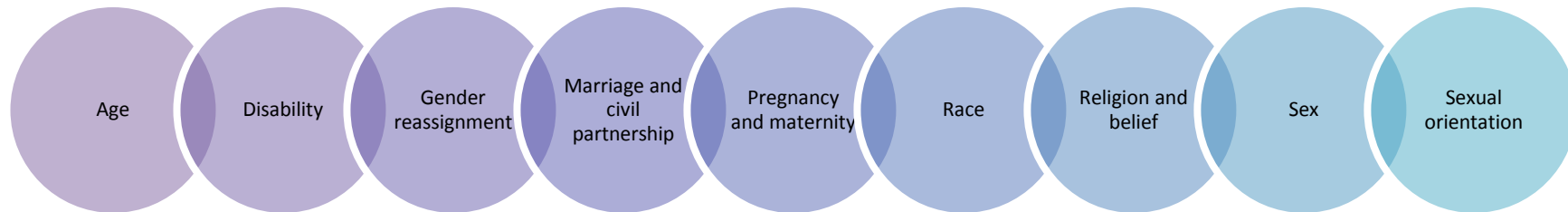
The coming year will mark a change of pace for our work in this area. To read more about what we are doing, to get involved and to have your say visit us online at <https://www.gov.uk/government/organisations/department-for-international-development>



Richard Calvert  
Diversity Champion  
Director General

# Statutory framework

In recent times equality law has changed. The Equality Act 2010 introduced the new concept of protected characteristics. Our duties now cover a much wider range of people. The protected characteristics are:



There is now a proactive body of law which places positive obligations on public sector bodies to anticipate discrimination and promote equality. DFID is subject both to the general and specific equality duties. As we are a government department, we work with the Equality Duty (section 149 Equality Act 2010) and The Equality Act 2010 (Specific Duties) Regulations 2011. DFID must have due regard to the need to:

- I. eliminate unlawful discrimination, harassment and victimisation
- II. advance equality of opportunity between different groups, and
- III. foster good relations between different groups

The Equality Act explains that the second aim (advancing equality of opportunity) involves, in particular, having due regard to the need to:

- I. remove or minimise disadvantages suffered by people due to their protected characteristics
- II. take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people, and
- III. encourage people with certain protected characteristics to participate in public life, or in other activities where their participation is disproportionately low

As part of our compliance measures with the above and the Equality Act 2010 we are required to report annually on our progress against a range of equality objectives. In April 2013, we published five objectives which act as a roadmap for mainstreaming diversity and inclusion into everything that we do. Our objectives are set out on the next page.

# Our objectives

1. DFID systematically considers equality and diversity across all programmes [CS]
2. Staff feel confident about taking personal responsibility for action on equality, diversity and inclusion in their work [CS]
3. All staff are valued and enabled to reach their full potential
4. DFID has a representative workforce [CS]
5. Equality and diversity is embedded within the organisation

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<sup>1</sup> The objectives with a 'CS' tag correspond closely to one of the themes in the Civil Service wide Diversity Strategy.

# Women and girls



## **DFID equality objectives 1 & 5<sup>2</sup>**

The Department for International Development's (DFID) Strategic Vision for Girls and Women was launched on the centenary of International Women's Day in March 2011. It identified 4 'game-changing' pillars of work for the department, challenging us to be more innovative and bold in our programming for girls and women. These 4 pillars were to:

- get economic assets directly to girls and women
- get girls through secondary school
- delay first pregnancy and support safe childbirth
- prevent violence against girls and women

Underpinning these 4 pillars and vital to ensuring maximum returns for girls and women in everything we do is our work to improve the 'enabling environment'. This requires action to understand and address the attitudes, behaviours and social norms which constrain adolescent girls' and women's lives, and which perpetuate exclusion and poverty.

## **Progress made since 2012**

Great progress has been made towards achieving the commitments for girls and women set out in the Strategic Vision in 2011, together with a sustained international momentum and focus on girls and women across the development agenda.

DFID was proud to see our strategic priorities on gender broadly reflected in the High Level Panel report on the post-2015 process, with a standalone goal on girls and women and a strong commitment to disaggregated data. The UK played a leading role in delivering a successful outcome at the Commission on the Status of Women achieving strong agreed conclusions committing members to eliminate and prevent all forms of violence against women.

Against this international background, DFID made real progress across commitments in the Vision, helping improve the lives of girls and women across the globe. The second annual report charting progress on the Strategic Vision will be available in September 2013.

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<sup>2</sup> Throughout this document you will notice that each item is cross referenced back to the equality objectives which we published in April 2012 that are shown on page two of this document.

- Since 2011, DFID support has helped nearly 14 million more girls and women gain access to financial services, and over twice as many now have improved rights to land and property.
- DFID has successfully achieved full disaggregation of data for girls and boys in primary and secondary education, and there are 90,000 more girls completing primary education than in 2011 as a result of DFID support.
- DFID has provided support to ensure over 1 million more births were attended by a nurse, midwife or doctor, with around 6000 maternal lives saved as a result. Additionally, nearly 4 million more girls and women have access to modern methods of family planning than in 2011.
- In governance and security, DFID has made great strides over the course of the year, with nearly 6.5 million girls and women having improved access to security and justice up from 3 million in 2011.

### **The enabling environment: giving girls and women voice, choice and control**

The Strategic Vision is underpinned by a commitment to build a positive enabling environment for girls and women that allows them to participate in, benefit from and contribute to economic and social development on an equal basis with boys and men. It is critical to unleashing the potential of girls and women, by ensuring that they have a voice in their homes, societies and governments; choice over the life they wish to live; and control over their autonomy and the resources needed to live full and healthy lives.

A number of DFID country offices are now supporting programmes that have been specifically designed to improve the enabling environment for girls and women, including the Voices for Change Programme in Nigeria, the Institutions of Empowerment and Accountability (IDEA) programme in Zambia and the 12+ programme in Rwanda. During the last year DFID has also launched the multi-country Leadership for Change programme, to build the evidence base on some of these key interventions.

DFID also co-hosted a technical workshop in April 2013 on social norms. A range of issues were covered: concepts, definitions, debates and analytical frameworks for social norms and institutions – particularly those that constrain and/or advance girls' empowerment – while seeking greater clarity for effective programming and measurement. The workshop brought together approximately forty technical experts, practitioners, academics and policy makers representing a range of thematic areas.

### **Taking account of equality in our business cases**

Since 2012 the social impact appraisal forms a mandatory part of the DFID business case process and allows DFID to apply due regard on equalities across our business, including gender. Any programme commitments for 2012 onwards have given due regard to gender. Currently, at stage 1, there is a light touch screening for risks and opportunities for social development, including gender. The social impact appraisal is then carried out at the next stage and includes analysis of issues around poverty and inequality, gender and social exclusion, power and politics in the context where the intervention will be implemented.

The business case approver is responsible for ensuring that the business case guidance, including the social impact appraisal, has been followed. For programmes of over £40 million and high risk programmes, the Quality Assurance Unit are required to check that gender is discussed and incorporated in the design of the programme at every stage including: the log frame (gender indicators and disaggregated targets), the strategic case (evidence of need), the appraisal case (how different options might affect gender issues differently) and the management case. 51 (or 8% of total business cases approved) of these business cases worth £8.6 billion (or 69% of total spend approved) are above the £40 million threshold and have been reviewed by the Quality Assurance Unit before spending decisions by ministers.





# The enabling environment that underpins voice, choice and control

Women's leadership and participation	Social norms; men and boys	Girls and women using new technology
<ul style="list-style-type: none"> <li>• <b>Parliamentary reform</b> work in <b>Ethiopia</b> helped improve the gender balance and oversight function of many standing committees.</li> <li>• In <b>Rwanda</b>, DFID supports the Forum of Parliamentary Women to integrate gender into parliamentary deliberations.</li> <li>• In <b>Pakistan</b>, through the Aawaz (Voice) programme, DFID aims to increase women's representation and voice in political organisations by 20%, at local, and 10%, at national, levels.</li> <li>• In <b>Afghanistan</b> DFID has approved funding for a programme to strengthen women's political participation ahead of and during the 2014 presidential/provincial and 2015 parliamentary election.</li> <li>• Under DFID's <b>Leadership for Change</b> programme, from 2012 to 2015, the UK will invest up to £4.5 million to help 24,300 girls and women develop leadership skills, in decision-making and participation in politics, civil society and business.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Girl Hub! DFID-Nike Foundation strategic collaboration.</b> Innovative and inspiring brand work, communications and action to shift social norms on girls in society, empower girls themselves and take interventions for their voice, health, economic resources and other outcomes to scale (see overleaf).</li> <li>• <b>Female Genital Cutting (FGC):</b> £35million over 5 years, with the aim of reducing FGC by 30% in at least 10 countries in Africa and a vision to see an end to the practice in a generation. This includes a key component on research and evidence on what works.</li> <li>• DFID Nigeria's new <b>Voices for Change</b> programme prioritises action by men and boys, including male traditional and religious leaders. Includes building state and national coalitions of male champions who speak out against Violence Against Women and Girls (VAWG) using innovative communications and behaviour change approaches.</li> <li>• DFID Ethiopia's <b>End Child Marriage</b> programme scales up a tried and tested approach to delay marriage for 200,000 girls in Amhara region, where 50% of girls marry before the age of 15. Highly commended by the International Development Committee who visited in 2013.</li> </ul>	<p>Centrally managed programmes which include the use of new technology with potential or explicit results for girls and women include:</p> <ul style="list-style-type: none"> <li>• Saving Lives at Birth (A Grand Challenge for Development): funding for innovative prevention and treatment approaches for pregnant women and newborns in poor, hard-to-reach communities around the world.</li> <li>• Assets to Girls Initiative</li> <li>• Girls Education Challenge Fund (GEC): examples include helping more girls to stay in school through the provision of bursaries, support for female teachers and improved infrastructure to provide safe and secure learning environments.</li> <li>• Violence against Women and Girls Research and Innovation Fund (VAWG): to deliver robust evidence on "what works" with a focus on prevention, conflict and humanitarian emergencies as well as funding for innovative new prevention programmes.</li> <li>• Humanitarian Innovation Fund: catalysing humanitarian imagination by encouraging the development of innovative solutions to humanitarian crises.</li> <li>• Making All Voices Count: a new \$45m programme that will support more people to develop and use mobile phones and online tools to open up governments and hold them to account.</li> </ul>

# Disability

## DFID equality objectives 1 & 5

Disability is implicit in much of the work that DFID undertakes. The universal **MDGs** on education and healthcare cannot be met without reaching people with disabilities. **Women and girls** with disabilities face additional exclusion and are often further marginalised in the women's movement. They are more likely to experience violence and less likely to access education, vocational training, health services or employment opportunities<sup>3</sup>. There are obvious openings to support women with disabilities in all pillars, particularly 'preventing violence against women and girls'. Almost all progress on disability rights and improvement for people with disabilities in any country has been driven by national and international disability movements. **Empowering** and strengthening disabled people's organisations (for example through the Disability Rights Fund) to form coalitions and demand more accountability has already, and continues to, drive progress in participation, voice and consequently in improved development outcomes for people with disabilities<sup>4</sup>. People with disabilities are some of the hardest to engage in the creation of an open society. **The Humanitarian Emergency Response Review (HERR)** found that the humanitarian system is poorly equipped to ensure an equitable response for the most vulnerable, including people with disabilities, and that there are few mechanisms to deal with the specific issues they face.

1. Disability can be built into programmes in different ways. Tracking what country offices are currently doing on disability is challenging as there is not a mechanism against which to measure progress. However some examples include:
  - I. In Nepal we have given financial and technical support for the Schools Sector Reform Plan (SSRP) - the national education programme. This incorporates initiatives to improve enrolment by children with disabilities include: targeted scholarships for disabled girls; tracking enrolment and progress by disabled students; targeted schools for children with special needs.
  - II. In Ghana we have worked with Volta physically Challenged Independent Group (VOLPHIG) to adapt schools structures to make them accessible for children with disabilities in Ho in the Volta Region.
  - III. In India DFID has provided £320 million to the Government for India's Education for All Programme, which has increased the number of children with disabilities who attend school. A total of 3.04 million have been identified with special needs. Over 90% of them are in school now. Home-based education is being provided for children with severe disabilities.
  - IV. We are supporting core support to Comprehensive Community Based Rehabilitation in Tanzania (CCBRT), a disability hospital, providing low cost high ophthalmic and gynaecological services to reduce disability and also working on national disability policy and inclusion.

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<sup>3</sup> World Health Organisation/World Bank (2011) *World Report on Disability* (Washington)

<sup>4</sup> World Health Organisation/World Bank (2011) *World Report on Disability* (Washington)

Some programmes may also play a role in preventing disability, for example reproductive health programmes. It is estimated that for every woman who dies during pregnancy or childbirth, an additional 20 or 30 suffer complications which could lead to disability<sup>5</sup>.

2. DFID's support through civil society includes:
  - I. **Action on Disability and Development (ADD)** – A strategic Programme Partnership Agreement (PPA) to support ADD's work with people with disabilities in Africa and Asia to challenge disability discrimination
  - II. **Sightsavers** - Strategic PPAs helping to eliminate avoidable blindness and promote equality of opportunity for people with disabilities
  - III. The **Governance and Transparency Fund** finances the National Association of Societies for the Care of the Handicapped which is supporting the constitutional rights of people with disabilities
  - IV. The **Common Ground Initiative** is working with people with disabilities through organisations such as the Woodford Foundation in Northern Malawi which is extending services to families with deaf children unable to access education
  - V. **The Global Poverty Action Fund (GPAF) and Civil Society Challenge Fund (CSCF)** support a number of NGOs to work on disability projects. For example the CSCF funds Deaf Child Worldwide to help parents and the national disability community influence decision makers to support deaf children in Kenya
3. DFID funds the **Disability Rights Fund (DRF)** together with AusAID. The DRF supports **disabled people's organisations** in the global south to take the lead in advocating for the human rights of people with disabilities, at both the local and national level, using the mechanisms of the UN Convention on the Rights of Persons with Disabilities (UNCRPD). The DRF has contributed to seven developing countries ratifying the UNCRDP so far.
4. Through our Research and Evidence Division (RED), DFID is addressing the limited evidence base, both on links between disability and poverty, and initiatives to improve conditions for people with disabilities, particularly related to water and sanitation, and urban agriculture:
  - I. RED supported the **Cross Cutting Disability Research Programme (CCDRP)** a Leonard Cheshire Centre for Inclusive Development initiative at University College London which ended in June 2013. This 3.5 year £950,000 programme collaborated with other research programme initiatives to address evidence gaps on links between disability and poverty and effective methods to improve access to services for people with disabilities. The programme produced research in four thematic areas of reproductive health (Nepal); mental health (India); water and sanitation (Zambia) and urban agriculture (Kenya), as well as tools and methodologies for incorporating disability in mainstream research and development programmes which can be used widely.
  - II. **The Programme for Improving Mental Health Care (PRIME RPC)**: The Programme for Improving Mental Health, (£6m from 2011-17) led by the University of Cape Town, South Africa aims to generate evidence and scaling up of what works for delivering mental health care, and

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<sup>5</sup> C Murray and A Lopez (2008), eds. Health Dimensions of Sex and Reproduction, Vol. 3, Global Burden of Disease and Injury Series. Boston: Harvard University Press

addressing the challenge that over 75% of people in low and middle income countries do not get mental health services they need. Research is being conducted in South Africa, Ethiopia, India, and Nepal on issues including psychosis, epilepsy, depression, and alcoholism.

III. Looking forward, RED has recognised the need to **continue to support research on disability**, including on the link between disability and poverty and evidence on what works to support the rights of people with disabilities and enable them to improve their conditions. This may include investments in new technologies and innovations. DFID, together with the Economic and Social Research Council (ESRC), has recently launched a call for an innovative £2m programme on disability to investigate barriers to inclusion for persons with disability, and what works to address these barriers in areas of health, education, social protection and labour market services.

5. Our Conflict and Humanitarian and Security Division (CHASE) works to ensure that assistance is provided and funded by DFID in accordance with humanitarian principles and to alleviate human suffering. Responses are needs based and targets the most vulnerable regardless of race, religion, age, sex, caste or disability. A number of measures are taken to ensure this is addressed during the response, including dedicated information requests on funding proposals. This includes information on how the specific needs of groups will be addressed, particularly those vulnerable to gender based violence and / or exploitation, the disabled, elderly, adolescents, people living with HIV/AIDs and ethnic minorities. Partners are also encouraged to ensure that beneficiary feedback and complaints mechanisms are in place. CHASE is further working to influence multilateral agency reporting for sex and age disaggregated information.

CHASE funds agencies who specialise in providing protection related activities and assistance to vulnerable groups, including the International Committee of the Red Cross (ICRC), United Nations High Commissioner for Refugees (UNHCR), Help Age International and Handicap International. CHASE will also fund specialised interventions, such as in Haiti where surgical teams worked with communities to reduce stigma and provided information to help people with disabilities to live more integrated lives.



### Conference on Disability at University College London

*Speech by Parliamentary Under Secretary of State (PUSS)  
Lynne Featherstone*

The PUSS spoke at the reception of the Final Conference of the Cross Cutting Disability Research Programme (CCDRP) – a 4 year £1m programme that generated policy relevant research on:

1. women's access to maternal/child health care
2. water and sanitation
3. urban agriculture, food security and nutrition
4. mental illness, stigma, and multi-dimensional discrimination

Approximately 60 attendees including academics, think tanks, NGOs, donor agencies, and members of the UK and international disability movements, saw a range of presentations and panel events about the research generated by the programme.

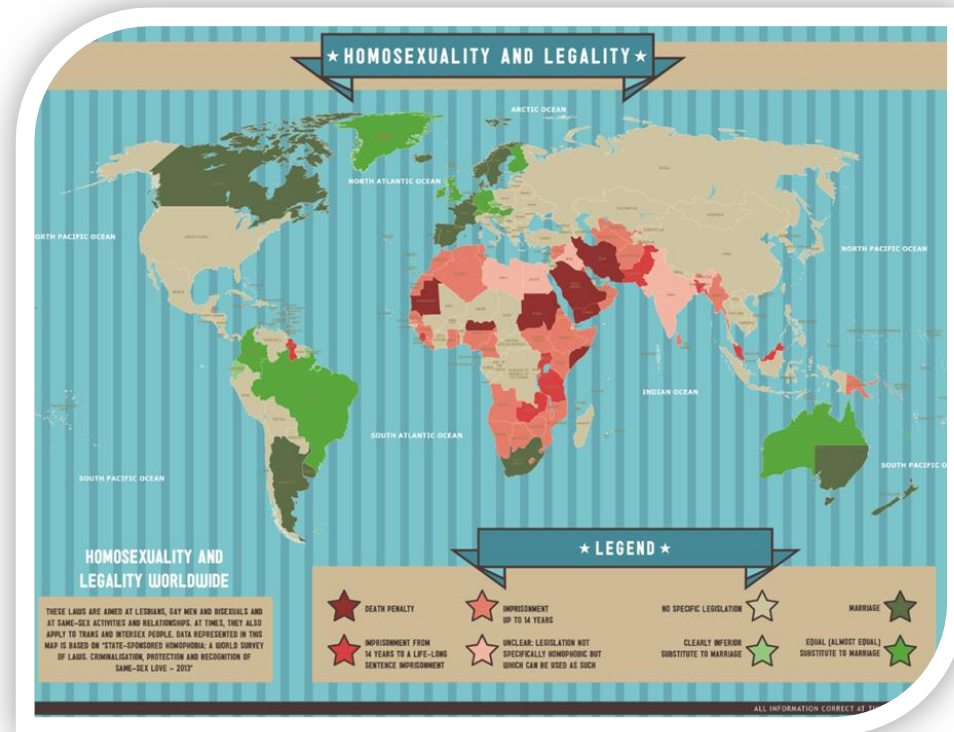
# LGBT rights

## DFID equality objectives 1 & 5

UK aid is used to support an environment in which all people can claim their rights. DFID works together with the Foreign and Commonwealth Office (FCO) and the Government Equalities Office (GEO) to promote the rights of Lesbian, Gay, Bisexual and Transgender (LGBT) people internationally, guided by the government's action plan 'Working with Lesbian, Gay, Bisexual and Transgender Equality'.

DFID's work on LGBT rights focuses on reducing discrimination against LGBT people, supporting the decriminalisation of homosexuality and tackling violence and persecution. DFID regularly considers partner governments' commitments to human rights, including LGBT rights, through our partnership principles. Ministers and senior officials are committed to raising the issue at the highest levels where ever possible – whether this is done in public or private depends on the context. We are careful to ensure that LGBT people do not face increased risk because of our actions.

DFID also provides support to organisations that enable LGBT people access to the resources and opportunities they need to lift themselves out of poverty. For example we are working with the International Planned Parenthood Federation, The International Aids Alliance and the Global Network of People Living with HIV and AIDS on increasing access to services for marginalised LGBT people. Through an entry point on health, these programmes support people to raise awareness in communities, to combat violence, harassment and exclusion, and to challenge discriminatory laws.



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<sup>6</sup> Many of the countries in which DFID operates criminalise homosexuality. This map depicts the level of legal sanction associated with homosexuality in operating countries.

### **Case study: Sexual diversity in Cameroon**

*“Today, I am able to assume my sexual orientation because I have come out of the woods to claim my identity, and nothing will ever take it away from me.”*  
(Project beneficiary)

The UK is supporting the work of The International Planned Parenthood Federation (IPPF) by providing funding of £52 million between 2008 and 2014. The IPPF works with LGBT and other groups to improve access to health services.

In Cameroon same-sex sexual activity is punishable by up to five years imprisonment. Men who have sex with men (MSM), gay men, lesbians, bisexual and transgender (LGBT) people face arrest, abuse and discrimination on a daily basis. Many LGBT people in Cameroon do not attend government clinics and hospitals for fear of discrimination. Recognising the urgent need to reach this group with sexual reproductive health information and services the Cameroon National Family Welfare Association (CAMNAFAW) aimed to fill a critical gap in health care provision and sex education.

To reach out to LGBT people, project staff connected with a small number of leaders in the LGBT community. They used their personal networks to engage their peers and spread the word about the services on offer and within months, interest in both educational and clinical services rapidly increased. Education sessions increased young people’s knowledge of sexual health and rights, dispelling myths and fears relating to gender identity and sexuality.

CAMNAFAW staff and volunteers were also trained and sensitised on issues relating to sexual rights, sexual diversity and gender. Clinic staff were trained to provide high quality specialised services in a friendly, confidential and non-discriminative environment.

CAMNAFAW is now a trusted service provider among LGBT people. They are continuing to provide essential services and support to LGBT people in Yaoundé and are working extend this work to other cities in Cameroon.

# Corporate activity

## Positive action

### DFID equality objectives 3 & 4



## Addressing the stigma of mental health problems

### DFID equality objectives 2, 3 & 4



We recently celebrated the first DFID employee to secure a place on the Civil Service Learning's pioneering [Positive Action Pathway](#) (PAP) which has been specifically designed to accelerate the progression and career development of colleagues who are from underrepresented groups in our workforce.

The PAP is a structured development programme, which will include coaching and on the job learning as well as attending formal training events. It is an investment in the personal and professional development of our people and the next window for applications is in September which is fast approaching. Time spent on the PAP can form part of employees' 5 guaranteed learning and development days a year. The PAP replaces previously used positive action training courses and demonstrates a continued commitment to work across government on issues of under-representation and career progression.

Mental health problems are common - but nearly nine out of ten people who experience them say they face stigma and discrimination as a result. This can be even worse than the symptoms themselves. [Time to Change](#) is England's biggest programme to challenge mental health stigma and discrimination in the workplace. We have been asked by the Minister of State for Care and Support at the Department of Health to support this initiative and this is something which we welcome. In August we will be signing up to Time to Change and its sister programme [See me Scotland](#). As part of this work we have put in place an action in partnership with our Staff Disability Network to address the important issue of mental health stigma in our workplace.

## HR system changes

### DFID equality objectives 1, 2, 4 & 5



## Improving the way we recruit and retain colleagues with disabilities

### DFID equality objectives 3 & 4



We have been working hard in anticipation of the implementation of our new HR management system called Passport. The implementation of HR Passport by October 2013 will see the launch of a modern HR system that will deliver an improvement in the efficiency and effectiveness of people management across DFID.

The introduction of improved self-service, simpler standardised processes and better access to accurate management information will reduce some of the HR transactional work carried out across DFID. Passport will also bring a number of improvements to our work on diversity and inclusion including:

1. better quality data about the diversity of our workforce and how they experience the employment journey
2. streamlining of the initial reasonable adjustments process, and
3. better diversity categories to capture the global nature of our workforce

In July 2013 we were re-accredited with the Jobcentre Plus Two Ticks scheme. As part of this scheme have made a number of commitments:

1. to interview all applicants with disabilities who meet the minimum criteria for a job vacancy and to consider them on their abilities
2. to ensure there is a mechanism in place to discuss, at any time, but at least once a year, with employees with disabilities what they can do to make sure they can develop and use their abilities
3. to make every effort when employees become disabled to make sure they stay in employment
4. to take action to ensure that all employees develop the appropriate level of disability awareness needed to make your commitments work
5. to review each year the 5 commitments and what has been achieved, to plan ways to improve on them and let employees and Jobcentre Plus know about progress and future plans



## Joining forces with Stonewall

**DFID equality objectives 1, 3 & 4**



We re-joined [Stonewall's workplace programme](#) in June 2013. The Diversity Champions' programme is the UK's good practice employers' forum on sexual orientation. Our membership secures entry into the Workplace Equality Index (WEI) and access to a workplace adviser to provide expert guidance on policy and practice. Since 2005 around 750 major employers have taken part in the Index, using Stonewall's criteria as a model for good practice. Participating organisations are assessed against 109 individual criteria across 25 questions, divided into 8 areas of good practice. Each section is carefully weighted to reflect their impact on workplace culture. Current membership includes organisations such as BIS, Lloyds, Barclays, BT and, DWP. We are looking forward to continuing to develop our approach to inclusion in the workplace with their assistance and in partnership with our LGBT staff network over the coming year.

## Diversity internship scheme

**DFID equality objectives 3 & 4**



Society is served best by a Civil Service which is as diverse as itself. The [Fast Stream Summer Diversity Internship Programme](#) makes a major contribution to this aim. By giving talented and diverse students real work experience with scope for real achievement, it challenges them to demonstrate their potential alongside permanent Civil Servants. The scheme offers first-hand experience of the importance and intellectual appeal of the work of the Civil Service. We are proud to host 3 summer diversity interns from minority ethnic backgrounds again this year

## Business Disability Forum policy review

### DFID equality objectives 3 & 4



The [Business Disability Forum](#) is a not-for-profit member organisation that makes it easier and more rewarding to do business with and employ disabled people. We are a corporate member of the Forum. They have more than twenty years' experience of working with public and private sector organisations. Together, we seek to remove the barriers experienced by disabled people.

This year we have worked with the Forum to review key policies which can help us to increase the number of people with disabilities that we employ and which helps them to meet their full potential while in employment. The policies which we have reviewed together include:

1. flexible working policy
2. reasonable adjustments policy
3. performance management framework
4. diversity policy
5. maximising attendance policy

Their valuable feedback will inform positive changes to our policies.

## **Appendix: Workforce diversity report 2013**

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# Context, caveats and approach

Diversity and inclusion monitoring information lets us identify how people experience their employment journey with DFID based on their protected characteristics as covered by the Equality Act 2010.

DFID is midway through the process of migrating from one HR computer system to another. While some legacy data is available it is not currently possible to trace the employment journey of one individual through the course of their relationship with DFID. Longitudinal analysis is constructed on the basis of data which has been captured annually and stored. This report is the starting point for future analysis and a more sophisticated intelligence led approach to management, engagement and development based on the protected characteristics.

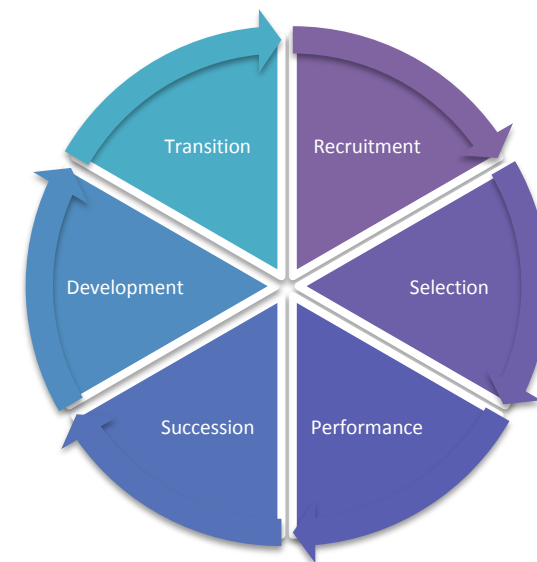
Disclosure of information on some of the protected characteristics is optional. There are low declaration rates for some groups which results in analysis being either impossible or for indicative purposes only. Where this is the case it is clearly stated.

DFID take the protection of personal data seriously. As a result, and following from best practice guidance published by the Equality and Human Rights Commission (EHRC), we have amalgamated some information types to protect the confidentiality of our colleagues.

There are two main forms of employment relationship at DFID. Home Civil Servants (HCS) are appointed on UK terms and conditions of service and may be posted overseas, and Staff Appointed In Country (SAIC) who are appointed in their home country and work under local terms and conditions of service. This report focuses on HCS employees. Where a broader view is taken this is clearly stated.

For some of the protected characteristics it is not possible to publish detailed analysis due to low numbers and low declaration rates.

Some of the data from this report is derived from central functions to the wider Civil Service such as Civil Service Learning and Civil Service Resourcing. This poses a number of challenges around categorisation for the purposes of analysis. For this reason the categories employed may not be consistent throughout.



# Executive summary – Action areas

## **Participation**

A priority for DFID over the coming months will be to increase the level of participation in the voluntary monitoring questions to enable the organisation to move from indicative to statistically robust analysis across all of the protected characteristics. This will be undertaken as part of the transition to the new IT system (Passport) in October 2013.

## **Gender and progression**

There is a bottle neck for female progression between grades A2 and A1. Analysis of recruitment processes is not available for all years. However, where available evidence demonstrates that women are favoured in recruitment processes and that they apply in fewer numbers than men.

## **Engagement**

DFID employee engagement scores remain amongst the highest for the Civil Service. There is, however, some disparity in terms of the engagement of some groups protected by the Equality Act 2010. So that we can enable our people to be as good as they can be we must examine why colleagues who are LGBT, have disabilities, or come from certain religious minorities return lower engagement scores.

## **Use of the Employee Assistance Programme (EAP)**

Use of EAP is disproportionately high for females and within the London office. Work will need to be taken forward over the coming year to raise the profile of the programme for colleagues across DFID's global operation and to ensure that messaging is relevant to men.

## **Data quality**

The legacy HR system does not lend itself to detailed retrospective and longitudinal analysis. In addition, low declaration rates of diversity data mean that disaggregating data into sub categories within the protected characteristics is challenging and at times not possible without placing the anonymity of colleagues at risk.

## **SCS disability**

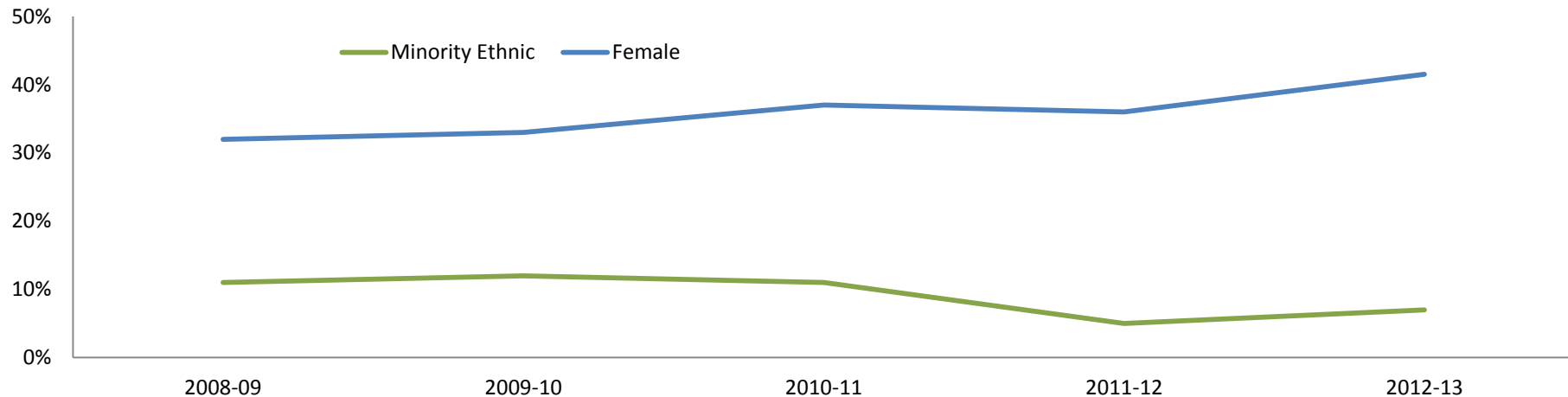
The number of colleagues who identify as having a disability in the SCS is low. Over the coming months, in partnership with the staff disability network, we will work to identify what dynamic interventions can be taken to secure a higher level of representation in the pipeline to SCS.

## **Learning and development**

Employees over the age of 45 are underrepresented in formal learning and development activities. Over the coming months we will work with Civil Service Learning to identify if this trend is repeated in other government departments and design appropriate interventions.

# SCS diversity

Due to the low overall number of employees in the SCS (around 80) percentages are volatile to small changes. Disability figures are too low to report.



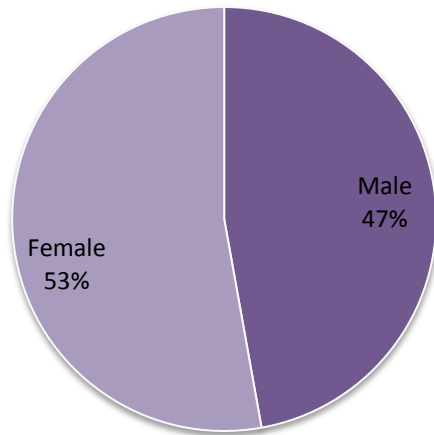
DFID enjoys a rate of minority ethnic representation at SCS of 7% which is above the Civil Service target of 5%. We recognise that representation has decreased in recent years. The decrease is as a result of 4 BME members of our SCS team retiring or moving on to new posts. Our level of representation remains volatile given the relatively low number of staff in the SCS at DFID. We recognise that the Civil Service has a wider representation target of just over 10% however we want to work to reflect the 14% rate of the wider UK population that has been reported following from the 2011 census. This will require considerable effort over the coming years and can only be achieved if we continue to work in partnership with our stakeholders.

Declaration rates for diversity information are high within the SCS we can therefore say with some certainty that the level of representation in terms of disability remains low. Over the coming year we will look to identify partners across the Civil Service and beyond who have a success story to tell about levels of representation of colleagues with disabilities at senior levels so that we can learn from the interventions which they have made. This number is currently too low to report publicly.

Female representation in the SCS continues to increase and is above the Civil Service wide figure. However we know we can do more and acknowledge that progress is slower than we would like. Recent analysis has shown that females are more likely than men to be successful when applying for posts at DFID although they are significantly less likely to put themselves forward. For every three applications received from men there are two from women. We can now focus our efforts on the pre-application stage of our recruitment process to encourage and support more women to apply for senior posts. Particular attention will need to be dedicated to the transition from grade A2 to A1.

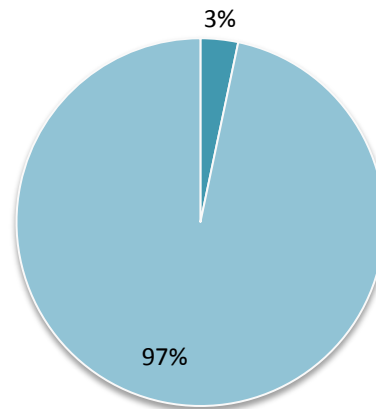
# Representation at a glance

## Gender



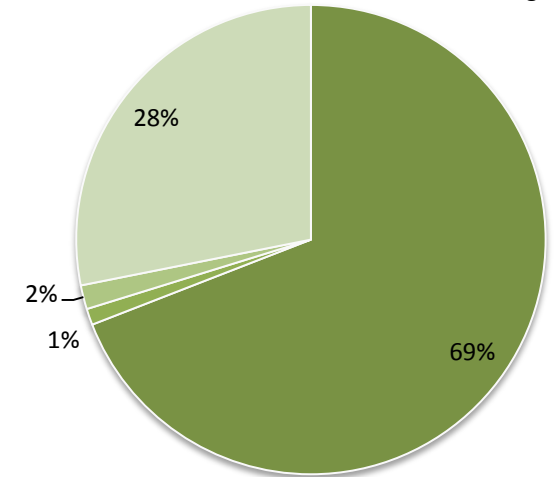
## Disability

■ Disability ■ No (or not declared)

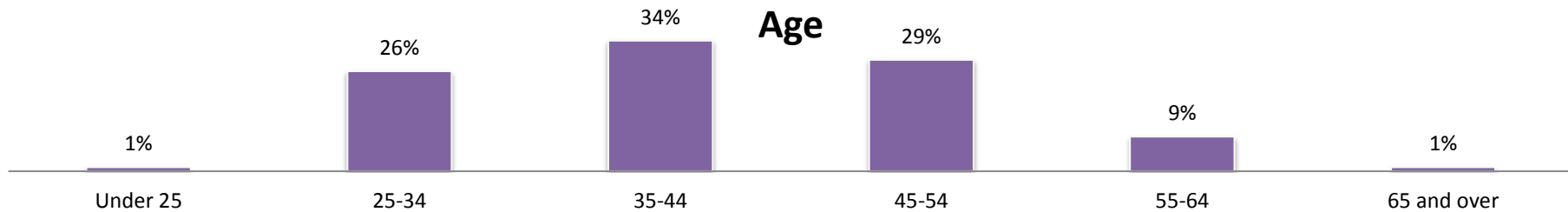


## Sexual orientation

■ Unknown ■ Gay/Lesbian/Bisexual  
■ Info refused ■ Heterosexual/ straight

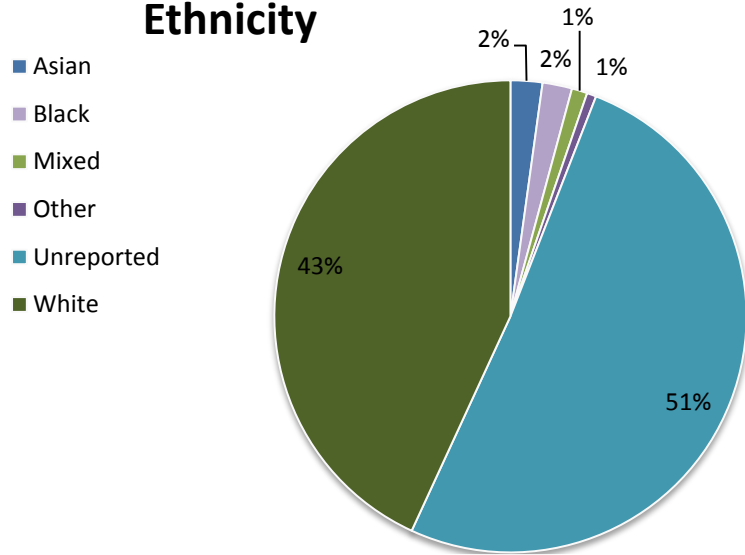


## Age

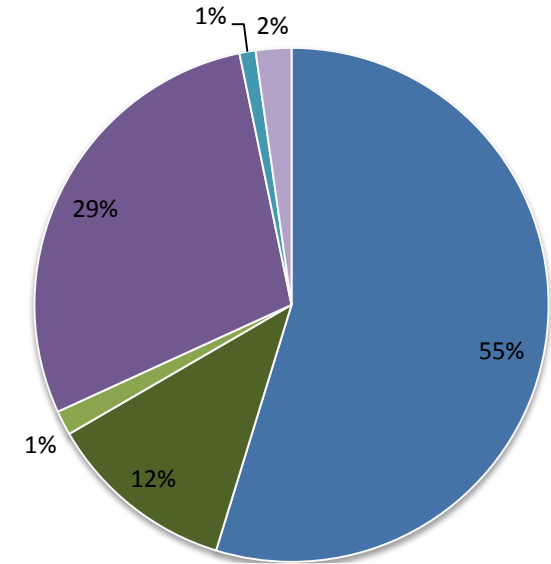




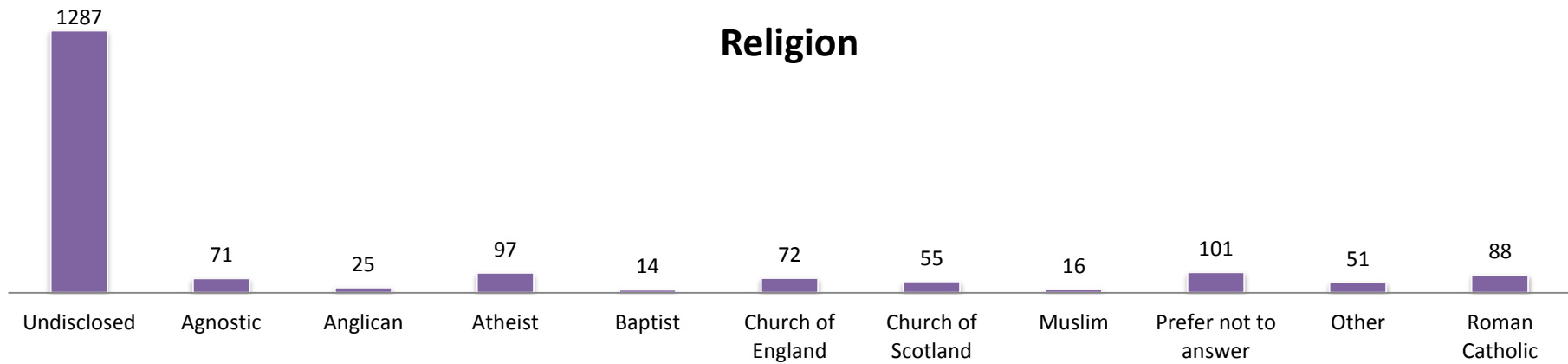
### Ethnicity



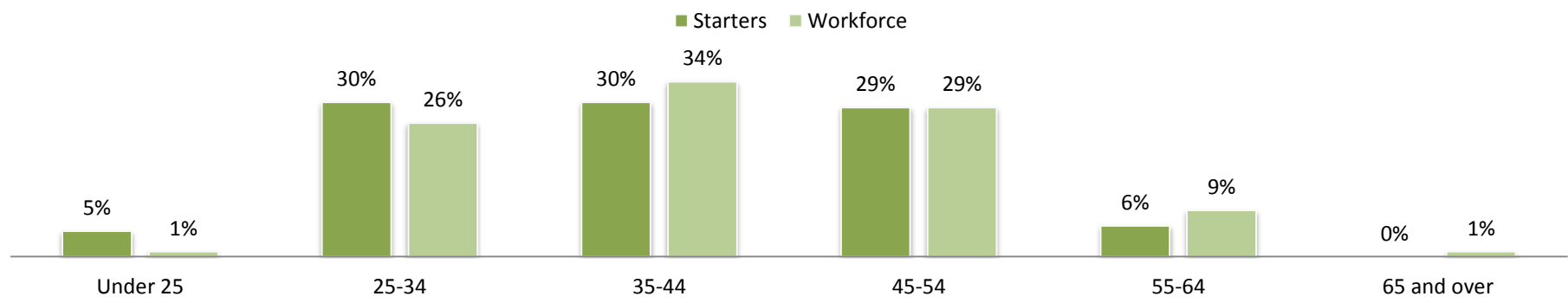
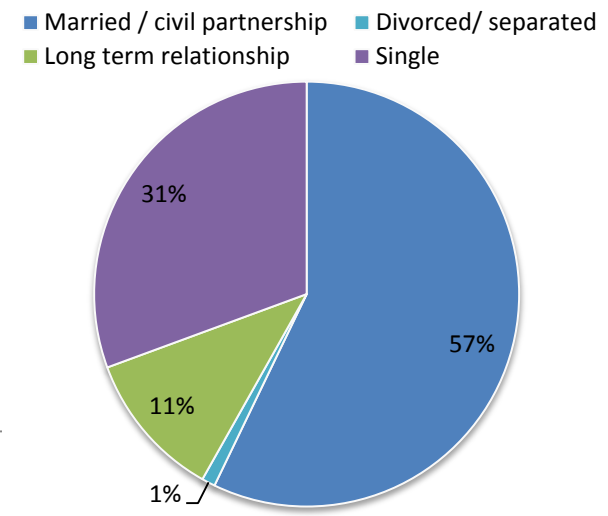
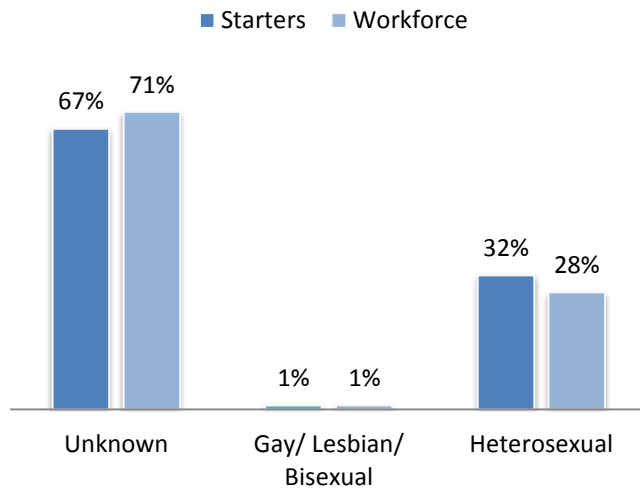
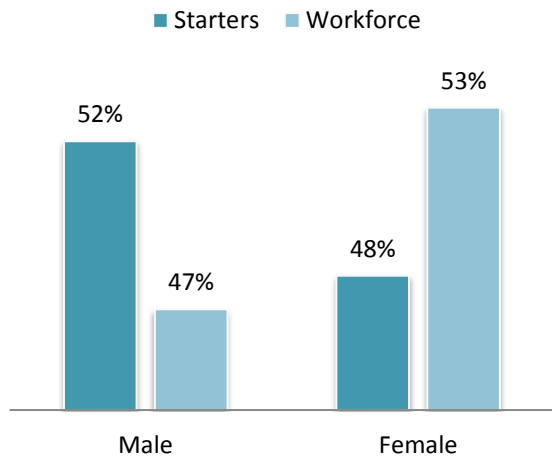
### Relationship status



### Religion

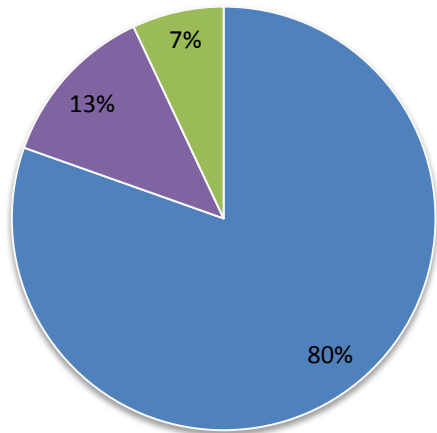


# Starters



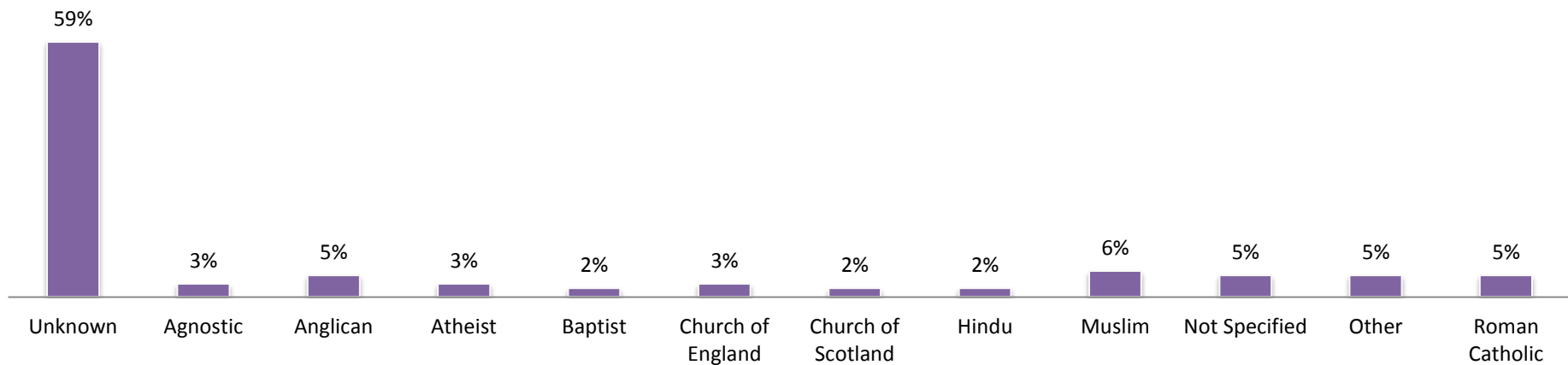
## Ethnicity

■ White ■ BME ■ Unknown/ refused



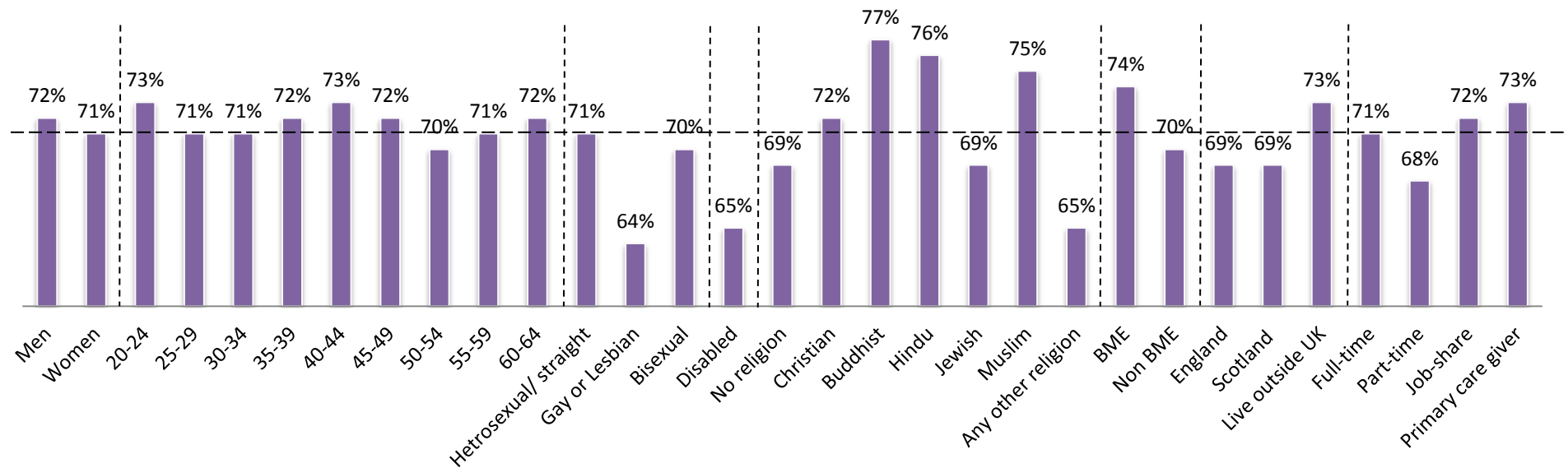
Data available on starters is supplied by Civil Service Resourcing (CSR). CSR is a centralised cross Civil Service function.

1. The proportion of colleagues who have declared themselves as having a disability, as LGB and those who have identified as transgender in the starters group is too small to report.
2. The report does not take into account the DFID Graduate as they do not form part of our permanent staffing cohort.
3. Broadly speaking 2011 census categories are used where possible.
4. Due to rounding, percentages may not add to 100%.
5. We have amalgamated some categories, such as black and minority ethnic groups, to allow for publication



# Engagement

Engagement scores

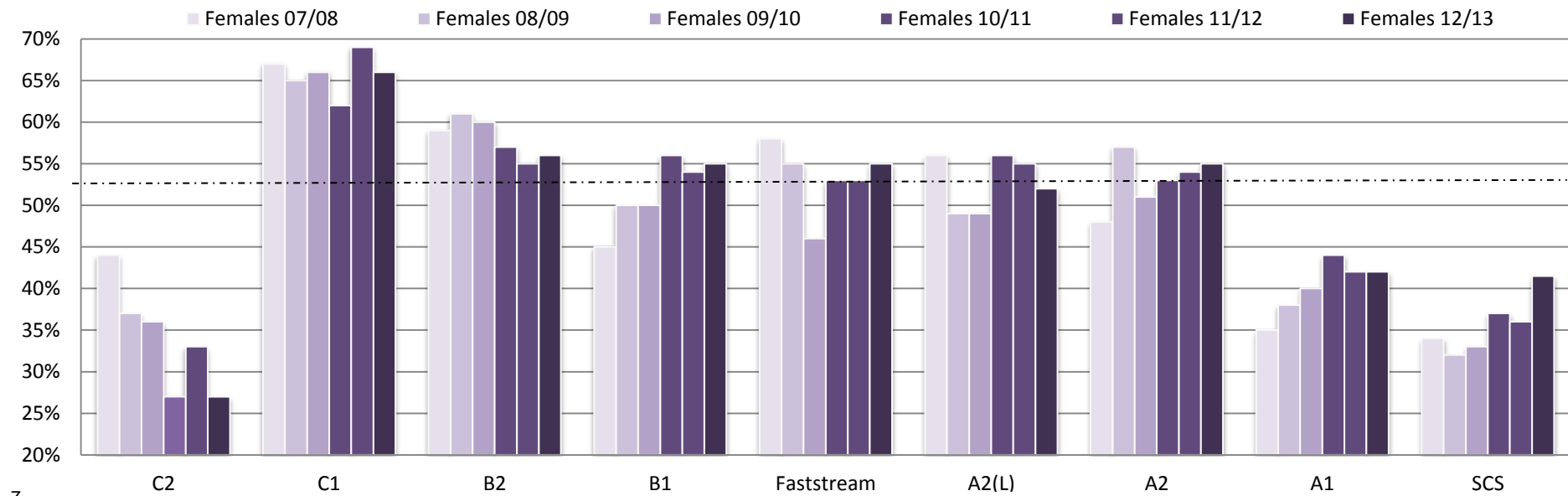


DFID enjoys amongst the highest engagement scores of all government departments. DFID's lowest scores remain above the aspirational level across Whitehall. However there are areas where disparity exists. Over the coming year we will work in partnership with the disability and LGBT staff network groups to identify the cause and appropriate intervention to raise scores across these areas. The sample size is 2285.

# Succession

The DFID HCS workforce is 53% female. Females are under-represented at A1 and SCS grades. Looking at the data over time we can see that female representation is improving at senior levels however there is a pronounced bottle neck at the transition point between A2 and A1.

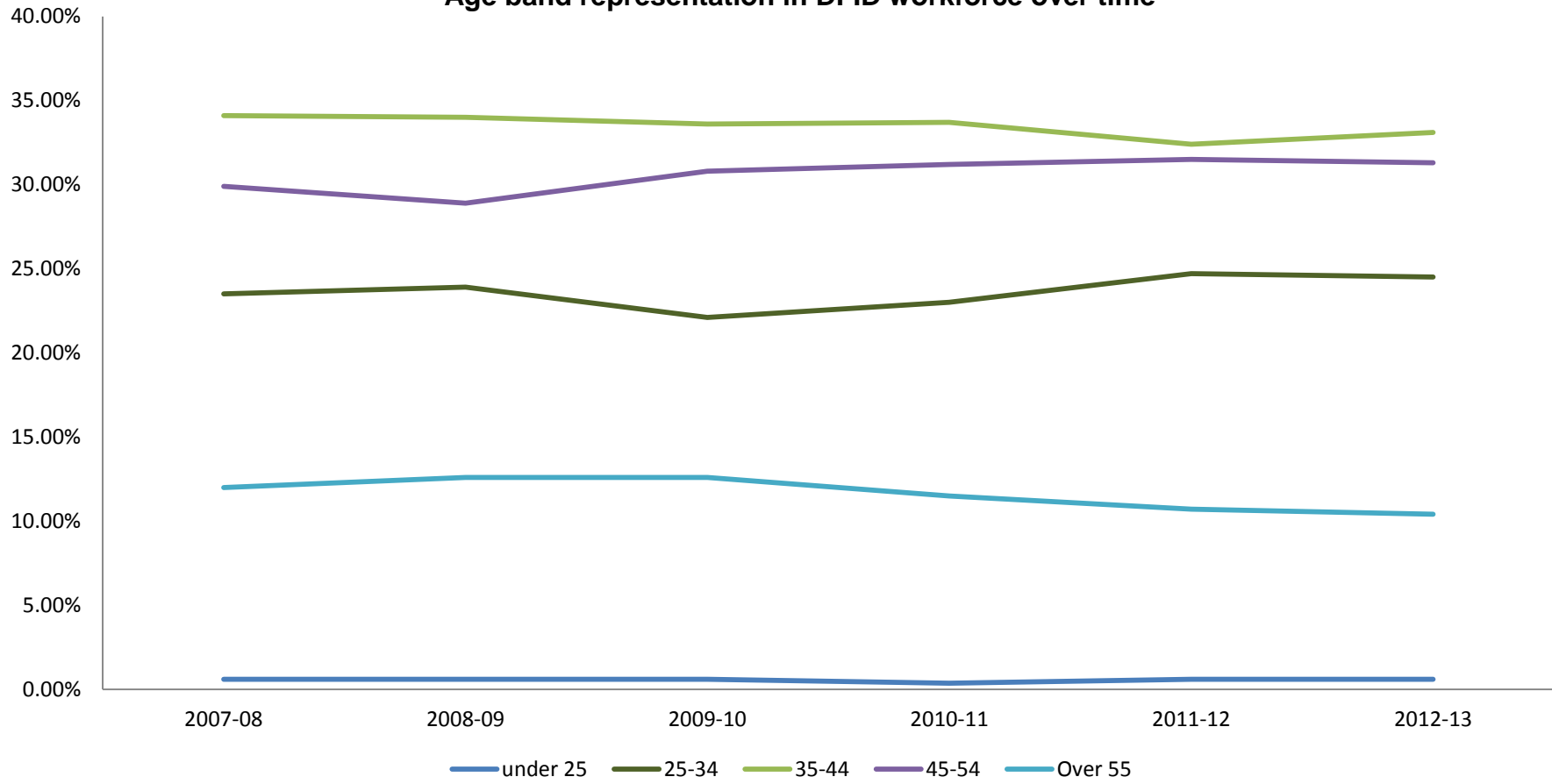
### Female representation year on year HCS



7

<sup>7</sup> There are a low number is employees at grade C2 and so percentages are liable to be distorted by small changes.

### Age band representation in DFID workforce over time

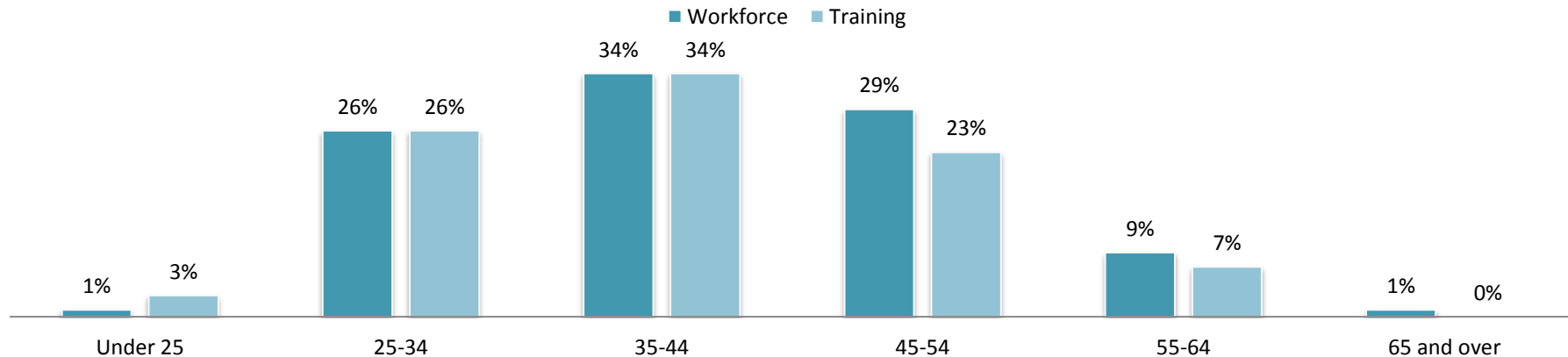


The average age of HCS staff up to A1 is 42 years old. The average age of Civil Servants increased from 40 to 44 between 1999 and 2010.

# Development

The majority of formal training<sup>8</sup> delivered across the Civil Service is delivered through Civil Service Learning (CSL). CSL manage the provision of generic learning and development (L&D) across the Civil Service. Civil servants use the CSL website to access e-learning, view online resources and book onto face to face courses for all generic learning. The following data comes from CSL systems. In the financial year 2012/13 there were 3,561 training courses completed through CSL by DFID staff. Percentages may not add to 100 due to rounding.

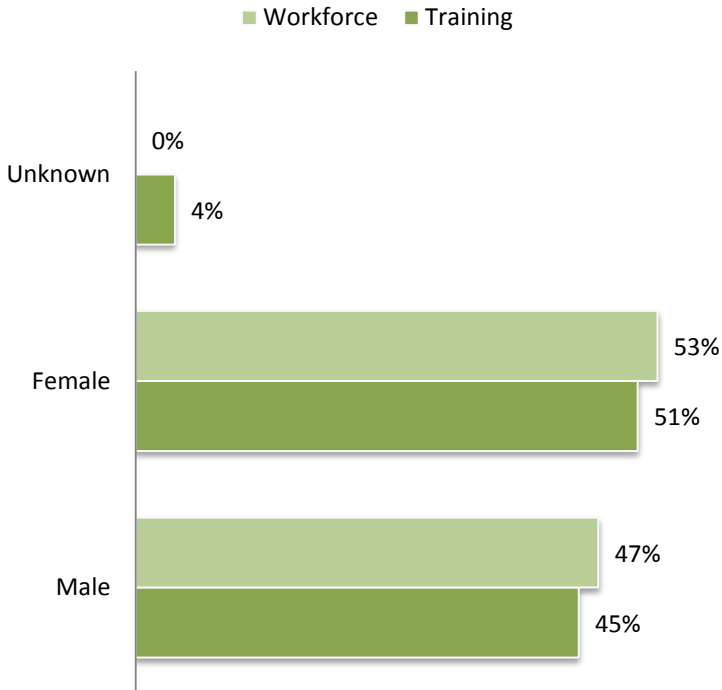
## Training by age



Workers aged 45 and over are less likely to have accessed training through CSL in the last financial year. Over the coming year DFID will work with CSL to ascertain if this phenomenon is replicated in other government departments and to explore what actions could be put in place.

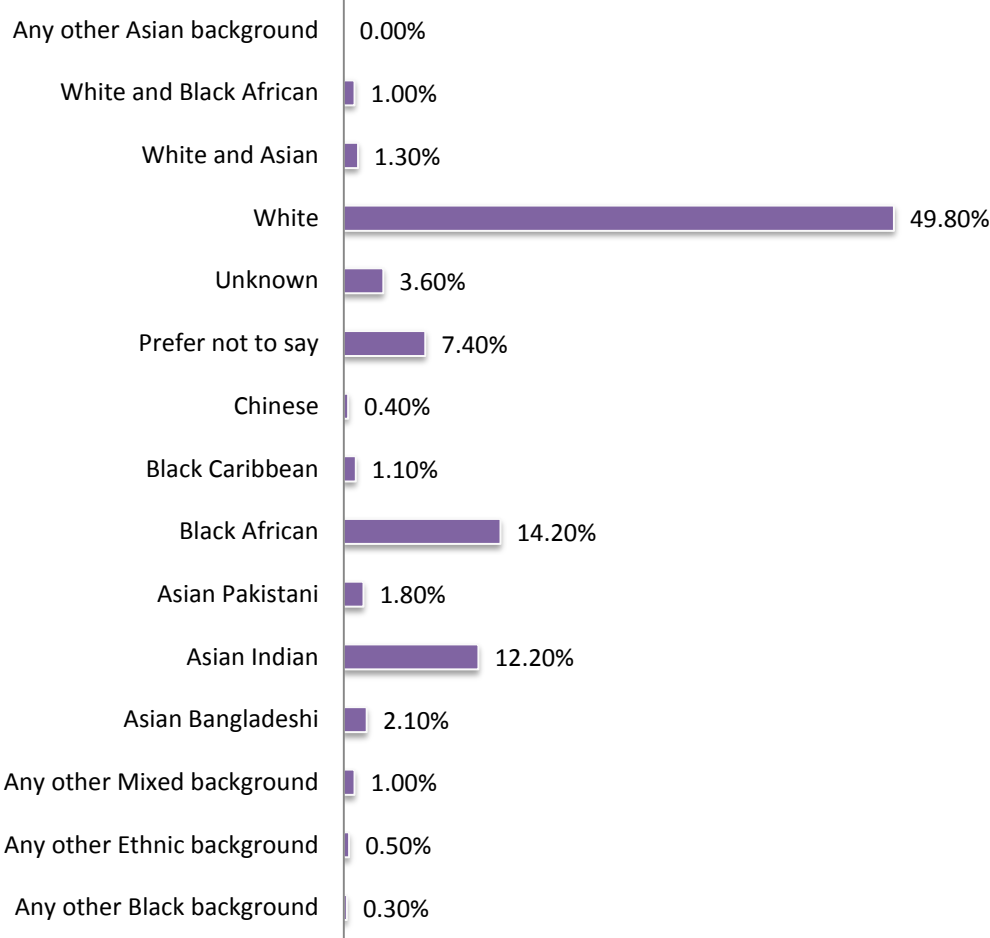
<sup>8</sup> DFID recognises the 70/20/10 Learning and Development model which describes L&D as being derived from 70% from on-the-job experiences, tasks, and problem solving, 20% from feedback and from working around good or bad examples of the need and 10% from courses and reading. Training reported on here fall within the 10%.

### Training - males/ females



Training uptake is broadly the same by gender. Historical data on the DFID workforce by ethnicity is not fully documented and so it is not possible to carry out a meaningful analysis against data from CSL. Over the coming year DFID will run a campaign to increase declaration rates. Data on a wider range of protected characteristics is not available from CSL.

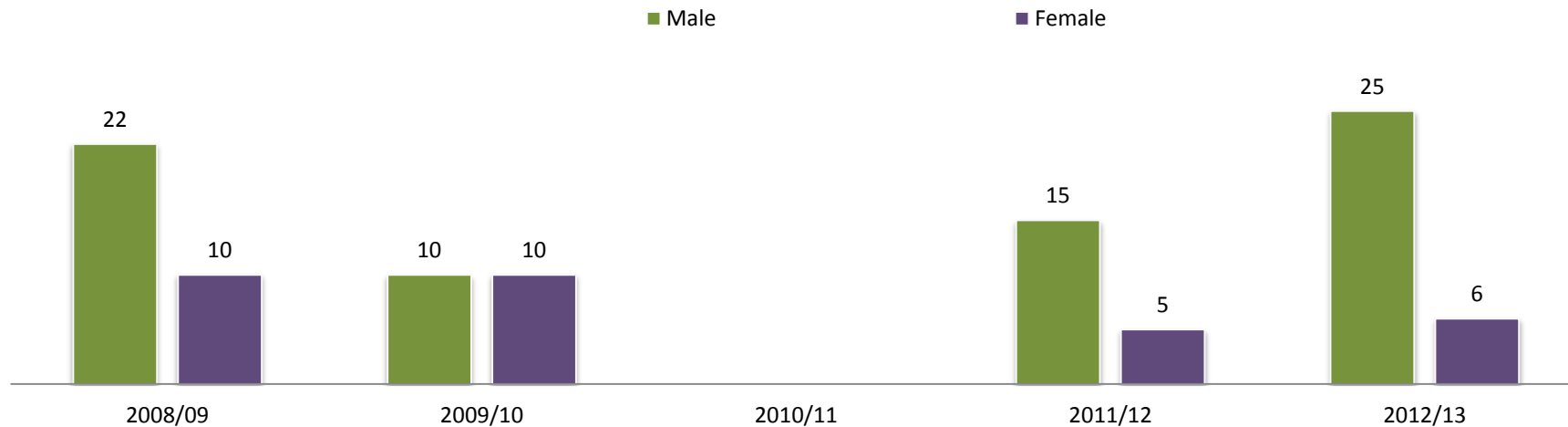
### Training - ethnicity





# Discipline

## Discipline

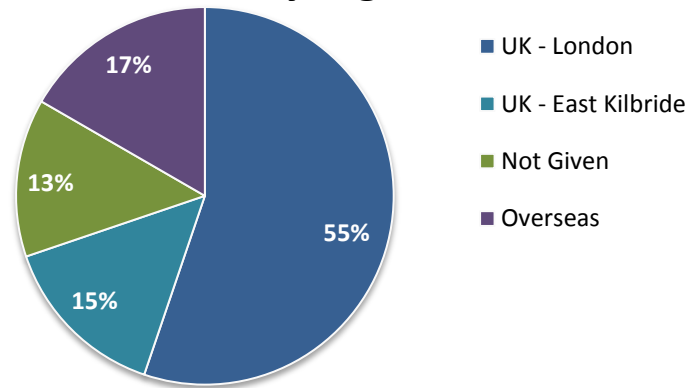


For the purposes of this report we cannot provide information on protected characteristics data beyond gender without risking the anonymity of colleagues. Overall use of the disciplinary procedure is low. However, we can see that men are significantly more likely to be disciplined than women. This phenomenon is not unique to DFID. Over the coming year we will conduct a retrospective analysis to identify if disciplinary process outcomes are shaped by gender. The disciplinary data for the 2010/11 year was not available at the time this report was drafted.

The number of grievances remains too low to report publicly. However, there is useful data which can be derived from the employee engagement survey on this general area which is presented on the next page.

# Employee Assistance Programme

**EAP use by region**

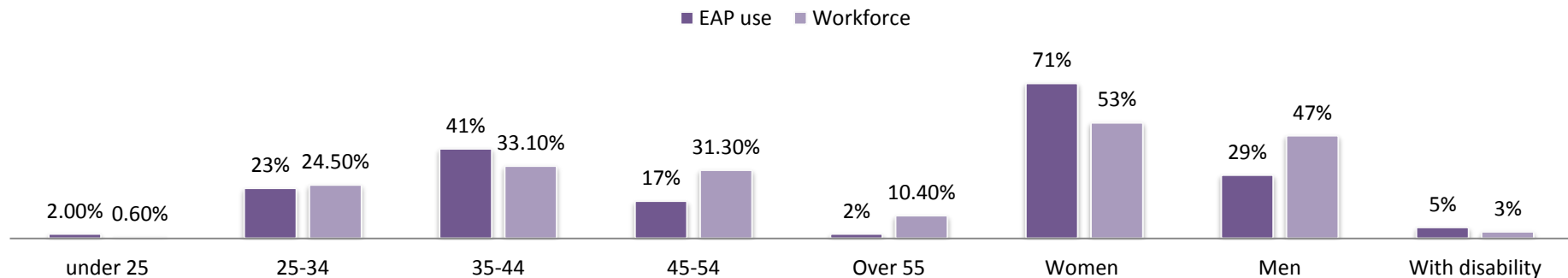


This data is based on information returned by the EAP provider and is for indicative purposes only.

EAP use is disproportionately high for females and within the London office. Work will be taken forward over the coming year to raise the profile of the programme for colleagues across DFID's global operation and to ensure that messaging is relevant to men.

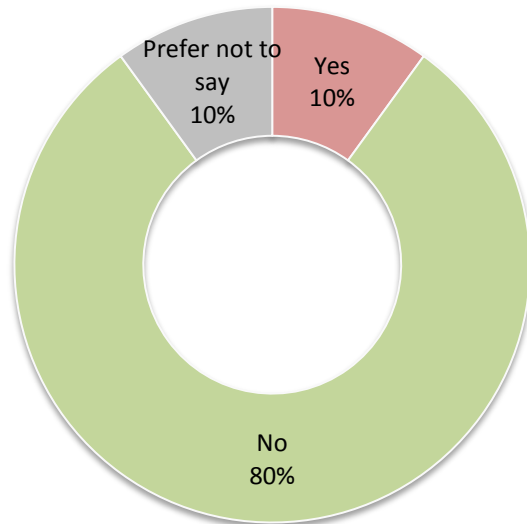
It is also noted that uptake of the EAP service is high for colleagues aged between 35 and 44 while those aged over 45 are significantly less likely to use the service when compared against workforce representation levels.

**EAP use against workforce levels (2012/13)**

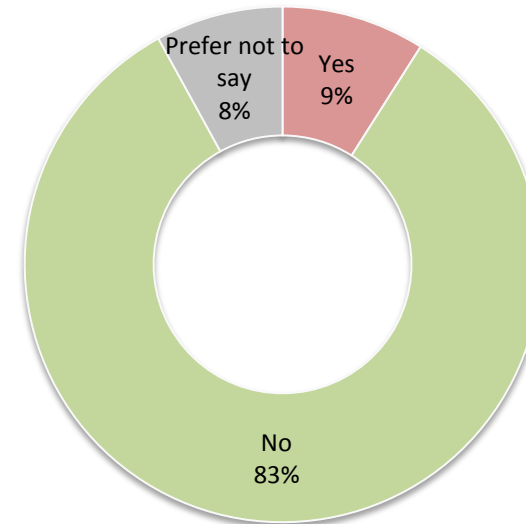


# Discrimination, bullying and harassment

During the past 12 months, have you personally experienced discrimination at work?



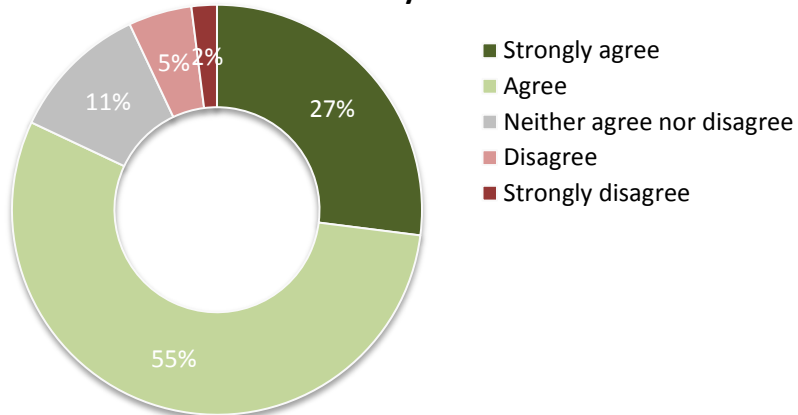
During the past 12 months, have you personally experienced bullying or harassment at work?



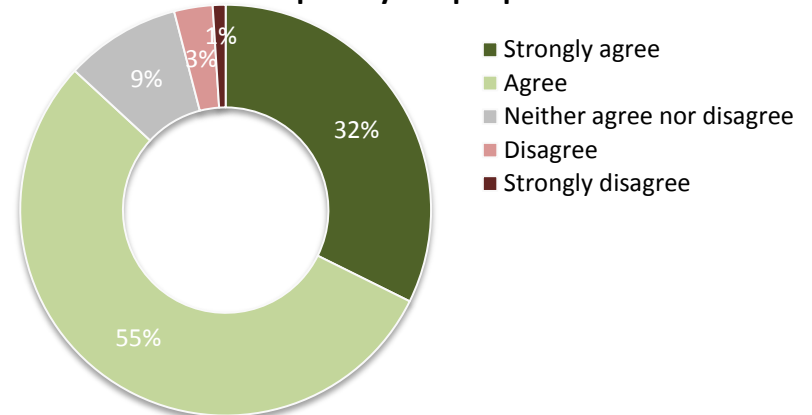
This data is drawn from the 2012 people survey which is conducted for DFID and the Civil Service more widely by ORC International. The sample size is 2285 and the overall response rate was 89%. The three top grounds cited by those who had experiences discrimination at work were; 'Grade, pay band or responsibility level', 'any other grounds' and 'working pattern'. For those that identified as having experienced bullying or harassment in the last 12 months the three most frequently identified perpetrators were; 'a colleague', 'another manager in my part of DFID', and 'your manager'. Each year data from this survey is used to inform HR interventions and targeted work with divisions across DFID.

# Felt fairness

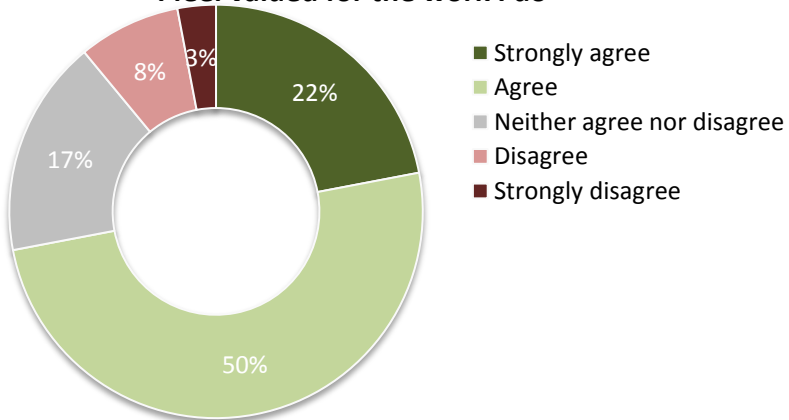
I am treated fairly at work



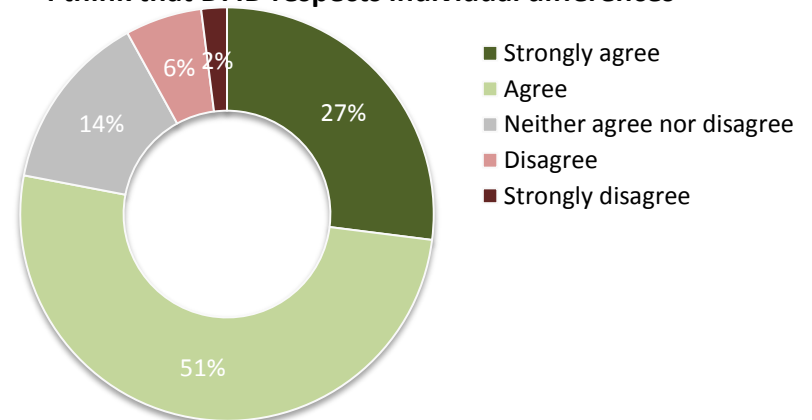
I am treated with respect by the people I work with



I feel valued for the work I do

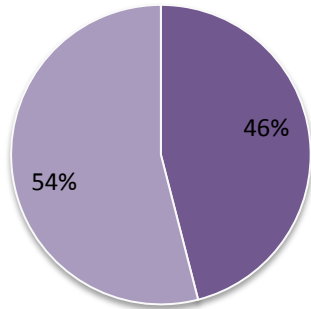


I think that DFID respects individual differences



# Transition

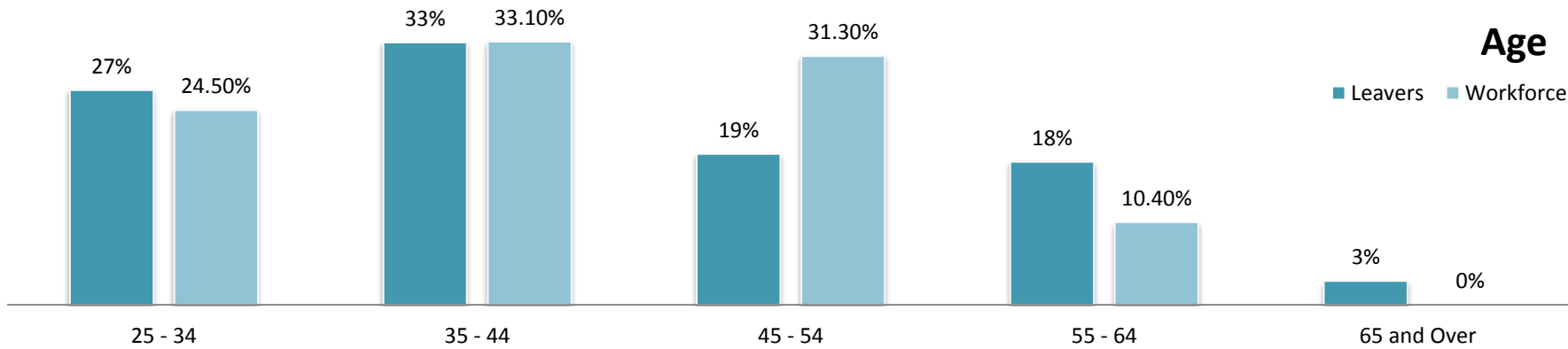
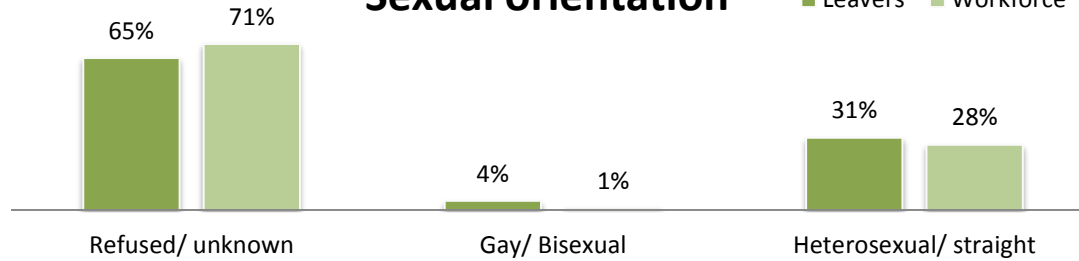
Male leavers Female leavers



**Gender**

## Sexual orientation

Leavers Workforce



**Age**

Workers between the age of 55 and 64 are over represented in the 'leavers' group. This is attributed to people taking voluntary redundancy and those and being able to draw upon their Civil Service Pension (CSP).

<sup>9</sup> The percentage of people under the age of 25 is negligible

# Declaration rates

Information on some of the protected characteristics is held on our systems as a matter of course. This includes data on things like age and gender. We need this information for other reasons such as pensions. Information on some of the other protected characteristics is given to us voluntarily by colleagues to help us to monitor the efficacy and fairness of our work. This benchmark of our declaration rates is the starting place from which we will measure how effective our campaigning has been to encourage people to disclose their protected characteristics using our new HR system. The high declaration rate for disability may not be an accurate reflection of the workforce. The way in which disability information is stored in the system dictates that the default position is 'no disability'. This will be remedied when DFID transition to a new HR system in Q2 2013/14.

