



# DFID Diversity and Inclusion – Annual Report 2013-14



Department  
for International  
Development



**UKaid**  
from the British people



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# Foreword

In this last year we have achieved a great deal. The UK has met its commitment to achieve the 0.7% ODA / GNI ratio in 2013. Achieving 0.7% has been the result of hard work and commitment right across the Department, and has enabled us to improve the lives of millions of people across the world. We have also continued to deliver a range of corporate change programmes, aligning with other government departments and implementing Civil Service reform.

We have worked hard this year to consolidate our staff diversity information which has enabled us to conduct robust analysis on the employment journey at DFID. This will enable the delivery of a range of targeted interventions in the coming year. As DFID's Diversity Champion I have been particularly proud of the work we have done to tackle the stigma associated with mental health in the workplace. We made a very public commitment to deliver change in this area last summer and are beginning to see some early rewards as a result. Our employee engagement scores for people with disabilities have risen significantly and for the first time we have surpassed the Civil Service wide target for the proportion of our SCS community being made up by people with disabilities.

DFID's leadership team continue to be 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.

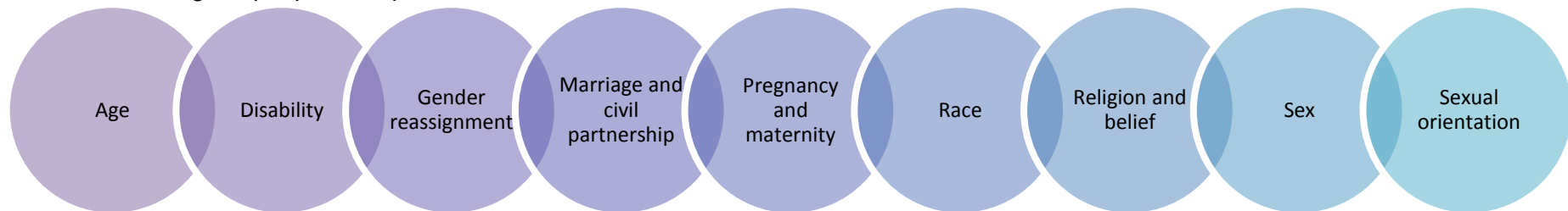
Over the coming year I want to take tangible steps forward which is why you will find a prioritised action plan at the end of this report and will also find a maturity model which will enable us to chart our progress towards mainstreaming inclusion into our ways of working. To read more about what we 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 and Director General Finance & Corporate Performance

# 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



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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>

DFID has championed the rights of girls and women, enabling them to have voice, choice and control over their own development. With strong political leadership from our Secretary of State and ministerial team, we have continued to play a pivotal and driving role in tackling violence against women and girls internationally and through the campaign to end female genital mutilation (FGM) in a generation. Beyond DFID, the Foreign Secretary has also played a vital international role in raising awareness of and addressing the issue of sexual violence in conflict affected countries.

DFID led on government support for Bill Cash MP's International Development (Gender Equality) Act 2014, which became law on 13 March. The Act means that before providing development assistance, consideration must be given to how it will contribute to reducing gender inequality. Gender related differences in needs must also be taken into account before the provision of humanitarian assistance. The Act also introduces a new annual reporting duty on progress towards achieving the Millennium Development Goal (MDG) 3.

## International Call to Action on Protecting Girls and Women in Emergencies

In November 2013, the UK convened “Keep Her Safe”, an international Call to Action on Protecting Girls and Women in Emergencies. This brought together governments, UN heads, international NGOs and civil society organisations to make concrete commitments to improve the protection of and response to violence against women and girls (VAWG) in all types of humanitarian emergency.

Participants committed to prevent and respond to VAWG from the onset of emergency rather than waiting for evidence of VAWG to emerge, through a combination of risk reduction measures and specialised programming.

The UK committed £21.6 million to ensure the commitments translate into action, with other participants committing a further £19.7 million. The event has already resulted in improved approaches in the Philippines and Syria. The US has now taken on leadership of the Call to Action and will push forward implementation of commitments, including through a high level event at the United Nations General Assembly (UNGA).

<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 at the beginning of this document.



In 2013, DFID refreshed its Strategic Vision for Women and Girls. The Strategic Vision drives action to increase opportunities for women and girls through:

- **Voice** in decision making in their household, community and country, in politics, business, the media and civil society;
- **Choice** to complete education and to benefit from paid work and economic opportunities; over whether, when and with whom to have sex, marry and/or have children, ending child, early and forced marriage;
- **Control** over their own bodies and mobility, including their safety from violence; over income, productive assets and other resources (including food, water, energy); with equal legal rights and access to justice; and freedom from discriminatory social norms such as female genital mutilation/cutting (FGM/C).

Enabling women's and girls' voices to be heard	Enabling women's and girls' to have greater choice in their lives	Enabling women's and girls' to have more control over their lives
DFID worked with the Foreign and Commonwealth Office (FCO), the Government Equalities Office, the Home Office and partners around the world to secure a successful outcome at the United Nations Commission on the Status of Women in March 2014, where governments called for a post-2015 development goal on gender equality and for women's rights to be mainstreamed across the post 2015 agenda.	By September 2013, DFID had supported over 3.1 million girls in primary and lower secondary school (out of 6.4 million children) through its bilateral aid programmes around the world.	In March 2013, DFID started a second phase of support to the Africa-led movement to end FGM through a joint United Nations Joint Programme, now operating in 17 countries. In January 2014 the End FGM/C Social Change Campaign was launched which will work in at least 10 affected countries and with the UK diaspora, to build a movement to end FGM/C.

In 2013-14 the Prime Minister announced the Girl Summit 2014 - a high level event on 22 July 2014 to galvanise global action behind developing country efforts to end child, early and forced marriage and FGM within a generation.

# Strengthening our relationships with faith organisations

In 2012, the then Secretary of State launched the Faith Partnership Principles paper, which recognises the importance of faith in development and aims to strengthen our relationships with faith organisations. The main working areas defined by the paper were to build a common understanding of faith and development, to document the impact of faith organisations and to establish an open and frank forum to debate contentious issues. The DFID Faith Team and the Faith Working Group are continuing to take this work forward. In 2013, during Inter Faith Week, HR (in partnership with Christians in DFID and the DFID Civil Society Department) organised a series of high profile events which brought together senior leaders from DFID, members of parliament, academics as well as both leaders and practitioners from faith based development organisations. These events provided a forum for discussing the role of faith in international development with the aim to provide an understanding of possibilities and challenges of working with faith in the development context.



We would particularly like to thank the people below for their contribution in planning and delivering the events:

- Lord Bates
- Dr Maureen Sier (Director of Interfaith Scotland)
- Loretta Minghella (CEO of Christian Aid)
- Dr Julie Clague (University of Glasgow)
- Jehangir Malik (Director of Islamic Relief UK)
- Habib Malik (Head of Islamic Relief Scotland)
- Chris Bain (Director of CAFOD)
- Bob Fyfe (Interfaith UK)
- Liz Patterson (Christians in DFID)
- Magdalen Lambkin (Interfaith Scotland)



# Disability

## Education

DFID is supporting a range of activities on access to education and learning for children with disabilities, through both governments and local and international partners.

A lack of comparable data and a weak evidence base continue as challenges. DFID will be supporting the UNESCO Institute of Statistics to publish education indicators routinely disaggregated by specific population groups, including people with disabilities, and to develop new standards for school censuses and surveys to include marginalised populations. DFID's upcoming 'Inclusive Learning Guide' will supplement the existing guidance note on 'Educating Children with Disabilities' by exploring the evidence specifically related to learning.

In **the Punjab**, DFID is working with the Government and the World Bank to develop better inclusive education. This will include (1) better communicating the government's position on inclusive education; (2) developing training for teachers on detecting disabilities, and adapting instruction and classroom management practices to the needs of children with disabilities, and referral services; (3) school monitoring and support to children with disabilities through the government's school health programme, and (4) collating and disaggregating information on physical disabilities of children through the planned household and school surveys.

In **Burma**, studies showed that 85% of people with disabilities had no job or livelihood, compared with the national unemployment figure of 3.5%. The multi-donor funded LIFT livelihoods Programme funds a range of NGOs, including several who explicitly include households with people with disabilities. Examples include \$2.7m to Help Age to provide support to poor and vulnerable households on agriculture and livestock, and \$240,000 to the Disabled People's Development Organisation to help mainstream disability into larger development programmes.

## Livelihoods

Households including people with disabilities account for a significant percentage of all poor households – e.g. 16% in Myanmar. Often these households are more 'economically vulnerable' and women with disabilities are particularly marginalised. Many of DFID's livelihoods programmes target poor and vulnerable households, often explicitly seeking ways of taking an inclusive approach to households that include people with disabilities.

## Social protection

DFID's bilateral programme currently supports cash transfers and broader social protection programme and system development in 15 countries. The number of people benefiting from DFID-supported cash transfers is forecast to reach more than 7 million people by 2015.

Transfer programmes vary in objective and design, according to differing needs and context at the national level. Some programmes directly target people with disabilities and others benefit people with disabilities when they live within households targeted according to other criteria (e.g. according to household poverty status).

In Ethiopia, Mozambique, Rwanda, Uganda, Zambia and Zimbabwe, DFID supports cash transfer programmes (food and cash in Ethiopia) that target poor households with limited or no labour capacity. Beneficiaries in such households include people with disabilities, older people and people who are chronically sick. In some programmes disabled beneficiaries receive a higher transfer amount.

In **South Africa**, the Strengthening South Africa's Revitalised Response to HIV/AIDS (SAARAH) has specific requirements for access and treatment for persons with disabilities. DFIDSA has supported the legal establishment of the South African Office for Health Standards Compliance (OHSC) so that all health facilities will be obliged to implement standards relating to disability.

Disabled recipients in the **Zambia** Social Cash Transfer Programme receive double the transfer value (£30 bi-monthly). This is being rolled out nationally, with an initial focus on urban areas. School children with disabilities also receive higher scholarships.

## AIDS and reproductive health

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. A number of DFID programmes prevent disability; prevention of female genital mutilation / cutting, safe abortion, delaying first pregnancy.

## **Humanitarian**

DFID ensures that its humanitarian response programmes target the most vulnerable groups and works with partners to encourage detailed reporting on how these vulnerable groups are served.

Handicap International is part of DFID's Rapid Response Facility and a key partner in meeting the needs of vulnerable target groups. DFID is providing Handicap with £324,215 for the response to Typhoon Haiyan. This will provide 3,000 vulnerable people with emergency shelter and blankets, soap and cooking utensils. They will also provide expert training to another 20 charities on the ground.

In a consortium with Save the Children, World Vision and HelpAge, Handicap International shared a grant of £1,000,000 for the humanitarian response to Cyclone Phailin in October 2013. Handicap International are expected to meet the critical needs of 1350 of the most poor and marginalised households and provided access assistive devices for 500 people with disabilities.

## **Rehabilitation**

DFID provides significant core funding to the International Committee of the Red Cross (ICRC) which has a large physical rehabilitation programme. In 2012 the ICRC assisted 96 projects in 27 countries and one territory, and more than 240,000 people (an increase of 9% on the 2011 figure) benefited from various services at ICRC assisted centres. Services included the production of 20,345 prostheses and 60,372 orthoses, the provision of 3,414 wheelchairs and 17,196 pairs of crutches and the provision of appropriate physiotherapy treatment for 113,454 people. Children represented 25% and women 20% of the beneficiaries.

## **Work with other bilateral agencies**

DFID has a particularly close relationship with the Australian Ministry for Foreign Affairs and Trade - DFAT - formerly Ausaid), who are considered the donor leaders on disability and have listed disability as one of their top ten development priorities. A DFID staff member was seconded to their disability policy team on a two year placement in June 2013 in order to share expertise, and DFID's disability policy lead spent a week with their disability policy team in January 2013. Both agencies regularly share tools, research and guidance and DFID is also a member of their DFAT global reference group on disability.

DFID also has a good relationship with other bilateral donors working on disability such as USAID and GIZ, although with less regular contact.

## **Work through multilaterals**

DFID also contributes to a number of multilaterals that are involved in disability (for example UNICEF, UNDP, the EU, the WHO and the World Bank) and engages with the key disability leads in each.

In order to support a strengthened response on disability, this year we have committed to:

- Publish a disability framework by November 2014. This will set out our clear commitment, approach and actions to strengthening disability in our policy, programme and international work. It will also include an explanation of how we will strengthen departmental capability on disability, how we will influence our partners to do more and a timeframe for taking forward the activities outlined in our response to the IDC recommendations. We will develop the framework in discussion with Disabled People's Organisations and Non-Government Organisations working on disability.
- Continue to advocate for 'no one left behind', as a key principle of the post 2015 development framework, and for goals to be underpinned by disaggregated data by different social group to ensure that they are met by everyone;
- Include people with disabilities systematically in our humanitarian response work;
- Announce further sectoral commitments on disability by October 2014;
- Develop, progress and deepen our work on improving global evidence and data on disability.

In order to strengthen DFID's capability we will:

- Provide clear and simple guidance for all staff on the principles for disability inclusion (including effective consultation and 'nothing about us without us'), and detailed sectoral guidance for advisors and specialists;
- Identify a senior level (managerial) champion in DFID on disability to work alongside the Ministerial champion;
- Include Disabled Peoples' Organisations (DPOs) in the PUSS' disability group;
- Increase the central staffing team working on disability,
- Appoint a group of experts on disability within DFID to provide stronger technical capability and advice across the department. We will explore how external expertise from DPOs, NGOs and academics can contribute to this network;
- Include disability as a focal area in the next social development advisers' conference (Autumn 2014).

# LGBT rights

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'.

Across the countries where we work, UK aid is used to promote an environment in which all people are able to claim their rights. This involves working to tackle the exclusion of Lesbian, Gay, Bisexual, Transgender (LGBT) people, and to increase their access to the resources and services that they need to lift themselves out of poverty. The UK Government monitors human rights overseas closely, including through assessments published annually in the Foreign Office's Human Rights and Democracy report. 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. During 2013-2014, DFID worked with civil society agencies to share practice on how LGBT rights can be protected through poverty reduction programming. We continue to fund research to support action on LGBT equality, through the 'Sexuality, Poverty and the Law' programme at the Institute for Development Studies at the University of Sussex.

DFID works with other donors on LGBT rights issues, including participation in the conference hosted by the German Federal Ministry for Economic Cooperation and the Lesbian and Gay Federation in Germany in December 2013, which fostered greater information-sharing internationally on supporting LGBT equality.

# Our people – corporate activity

## Positive Action

### DFID equality objectives 3 & 4



We continue to work with partners across government on the pioneering Positive Action Pathway (PAP). The PAP is a targeted year-long development programme which aims to accelerate the development of underrepresented groups. We have used the programme to support black and minority ethnic colleagues as well as colleagues who identify as having a disability. Over the coming year we will be using the scheme to facilitate the development of colleagues who identify as having a disability in order to raise our level of ambition on this agenda.

## Joining forces with Stonewall

### DFID equality objectives 1, 3 & 4



Having re-joined [Stonewall's workplace programme](#) in June 2013, we participated in the Workplace Equality Index (WEI) this year. We were placed in the top 200 organisations. We scored 123 points out of 210 points available and were 25 points away from being in the top 100. This is a very positive initial placing for DFID. We have used the feedback provided to action plan for change and improvement with a view to improving our placing this year.



## Addressing the stigma of mental health problems

### DFID equality objectives 2, 3 & 4



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 year mental health has been a strategic focus for our workplace inclusion programme. This work was instigated in August 2013 with our signing both the 'Time to Change' and 'See Me Scotland' pledges to tackle stigma. Throughout the year we have sustained momentum on this agenda through:

- The delivery of a series of strategic and targeted communications on the UN Day for People with Disabilities and the 'Time to Talk' day.
- Working with global experts in the field to overhaul our approach to delivering reasonable adjustments for colleagues with disabilities. Our new approach has the social model of disability at its foundation.
- Working with external partners to conduct an in-depth and impartial audit of our management practices where they relate to the mental health of our staff.
- Sharing our learning with other government departments.
- Providing authentic leadership on the issue of mental health by way of talks and blogs on the lived experience of our HR Director.

Our work in this area will continue over the coming year as we implement the recommendations of the audit above.

## 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 4 summer diversity interns from minority ethnic backgrounds again this year. 23% of DFID's current Fast Stream staff are from Black and Minority Ethnic (BME) communities which is testimony to the success of the Summer Internship Programme.

## Data quality

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



In our last annual diversity commitment we made a firm commitment to drive up our declaration rates across all of the protected characteristics. This year we ran a multi-channel campaign which utilised:

- Intranet communications
- Targeted briefings
- All staff emails
- Posters
- Social media

The campaign was incredibly successful and our declaration rates have increased which is enabling us to conduct robust analysis of our workforce in a way that we have never been able to do before.

## **Business Disability Forum policy review**

### **DFID Equality Objectives 3 & 4**



## **Connecting parents with children with disabilities to peer support**

### **DFID Equality Objectives 3 & 4**



During the 2013/14 financial year we built an important new relationship with the Employers Network for Equality and Inclusion (ENEI). ENEI are recognised for the pioneering approach to issues such as agile working, unconscious bias and age in employment. This makes them a perfect match for DFID in terms of the workplace inclusion issues we currently face and expect to face in the future. DFID has become an active member of the ENEI agile working group which facilitates the sharing and development of best practice approaches to agile working. We look forward to continuing to develop our relationship over the coming year.

This year we worked in partnership with a group of parents with children with physical and learning disabilities to establish a peer led support network. This group is for people working in DFID who have children with disabilities and additional/special needs (including Special Educational Needs – SEN). The group provides a safe space where employees can talk about:

- Coping strategies – both for home and work
- Useful resources for our children and for themselves
- Career and caring management guidance

Most importantly it's a place for employees to connect with people who may share a similar experience so they can start to build a stronger network of support and share any expertise they have picked up in their journey. We have also produced an informative video which case studies one of our employees who successfully manages his commitments in a senior role in concert with his care giving responsibilities.

## Supporting equal marriage

### DFID equality objective 3

The Marriage (Same Sex Couples) Act 2013 received Royal Assent in July 2013 and the first same sex marriages take place in 2014. To celebrate this occasion and to publically demonstrate our approach to inclusion we flew the LGBT pride flag over our offices in Whitehall. We have continued to work in partnership with our staff LGBT society throughout 2013/14 to benchmark our practice against other organisations and to improve employment policy for all.

## Promoting job sharing and progressing the narrative on flexible and agile working

### DFID Equality Objectives 3 & 4



DFID has long encouraged flexible working to fully capitalise on our diverse and talented work force. Job sharing is one of these options. This kind of flexibility promotes our core values including work/life balance and diversity. Of course there is also a strong business case for doing so. The evidence shows that flexible working arrangements enable staff to give of their best. It can contribute to an increase in productivity, the retention of skilled staff, better motivation and consequently enhanced happiness and wellbeing. This year we have worked hard to promote job sharing through:

- Setting up an online community to share expertise, skills and experience
- Holding regular meeting of a newly created job-share and flexible working form
- Revising our policy and guidance on job-sharing
- Engaging with partners across government to better promote job-sharing and connect people who are interested in finding a job-share partner

We have also worked to develop innovative approaches to promoting agile approaches to working this year. This has involved showcasing the working arrangements of remote and flexible workers across the department through video and social media channels.

## **Strengthening our partnership with the Charity for Civil Servants**

### **DFID equality objective 3**



## **Improving our guidance on the Gender Recognition Act for recruiting managers**

### **DFID equality objectives 3, 4 & 5**

The Charity for Civil Servants supports all civil servants, past and present, throughout their lives, with whatever problems they may have.

Recent research within the civil service identified the area of greatest need as financial and debt relief advice. Stress was another big issue affecting respondents and help with mental illness and caring responsibilities was also high up the list. The charity provides advice on all of these issues (including for those caring for a relative with dementia).

This year we have strengthened our partnership with the charity by consolidating our guidance for staff who may be experiencing problems with stress, anxiety and depression and by holding tailored briefing sessions for our staff in our UK headquarters.

This year we worked with the support of our trade unions and with expert guidance from Civil Service Employee Policy (CSEP) to implement guidance for recruiting managers on the Gender Recognition Act. This guidance will support the continued delivery of fair and recruitment processes which contribute toward making DFID a diverse and inclusive workplace.

# 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.

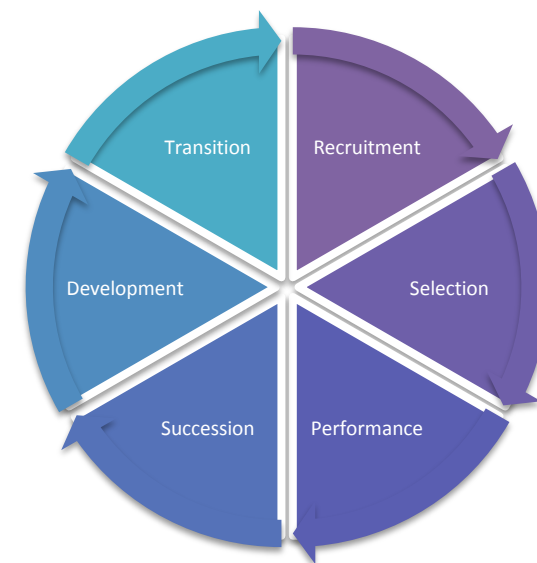
Disclosure of information on some of the protected characteristics is optional. There are low declaration rates for some groups which results in analysis being either impossible or for indicative purposes only. Where this is the case it is clearly stated.

DFID takes 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.





# Cross Civil Service diversity targets

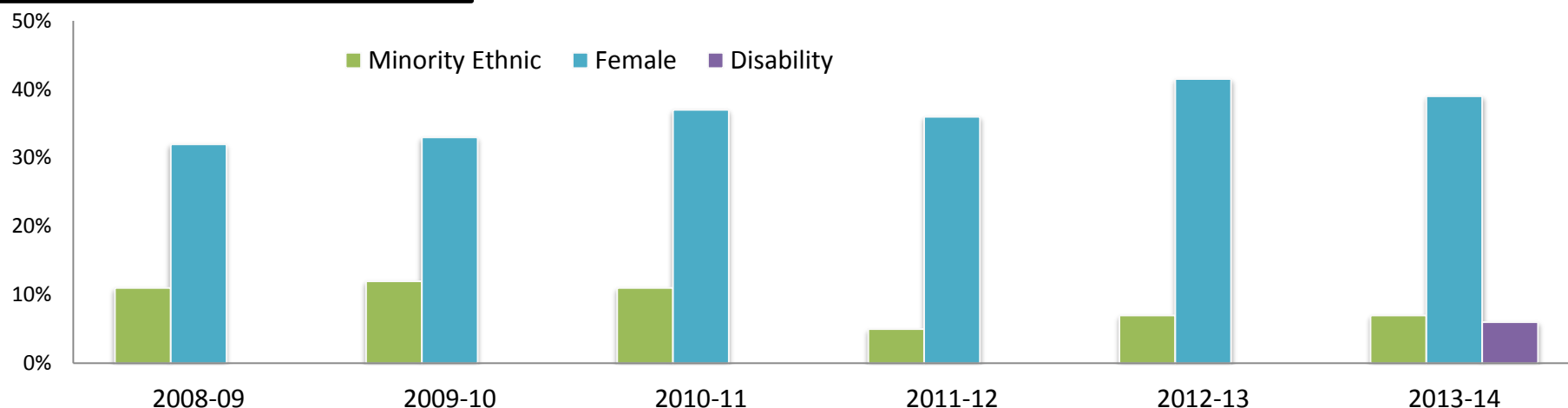
DFID has aligned with the Civil Service wide diversity targets for levels of representation in the Senior Civil Service (SCS). These targets are:

- 39% of the Senior Civil Service to be women – DFID has achieved this target as 39% of our SCS are women.
- 34% of top management posts (Director and above) to be held by women - DFID has exceeded this target as 42% of our top management posts (Director and above) are held by women.
- 5% of the Senior Civil Service to be minority ethnic staff - DFID has exceeded this target as 7% of our SCS are minority ethnic.
- 5% of the Senior Civil Service to be disabled people - DFID has exceeded this target as 6% of our SCS identify as having a disability.

In addition to this, DFID has made a commitment to improve staff engagement survey scores for people with disabilities as this is recognised as an issue across government. DFID has improved the overall staff engagement survey score for staff with disabilities from 65% in November 2012 to 71% in November 2013.

DFID recognises that more needs to be done on the above areas to achieve levels of representation which mirror the diversity of the society we live in. We will continue to support the development of progressively ambitious targets across the Civil Service.

# SCS diversity

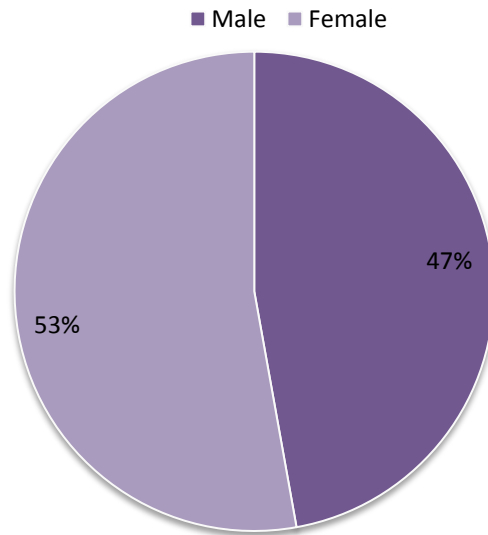


DFID enjoys a rate of minority ethnic representation at SCS of 7% which is above the Civil Service target of 5%. We recognise that representation has decreased in recent years. The decrease is as a result of BME members of our SCS team retiring or moving on to new posts. Our level of representation remains 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 rate of the wider UK population that has been reported following 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.

This is the first year that DFID has surpassed the cross Civil Service target in terms of representation of people with disabilities in the SCS. This also the first year that we have been able to publish data in this area as the numbers represented by the percentages are high enough to enable compliance with data protection legislation.

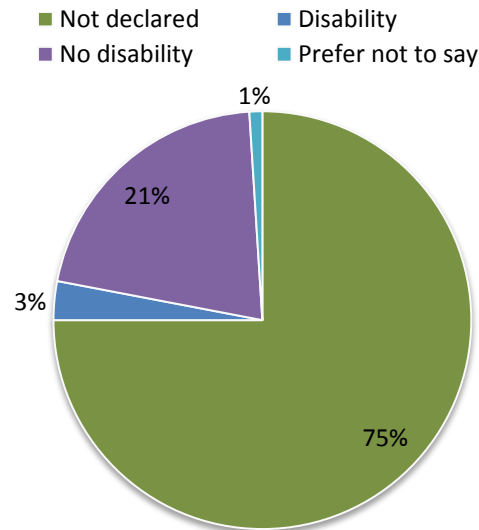
Female representation in the SCS continues to be above the Civil Service wide figure. However we know we can do more and acknowledge that progress is slower than we would like. Recent analysis has shown that although females are significantly less likely to put themselves forward, they are more likely than men to be successful when applying for posts at DFID. 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. The proportion of women in the SCS has decreased this year, however the general trend is for the proportion of women to increase.

# Representation at a glance



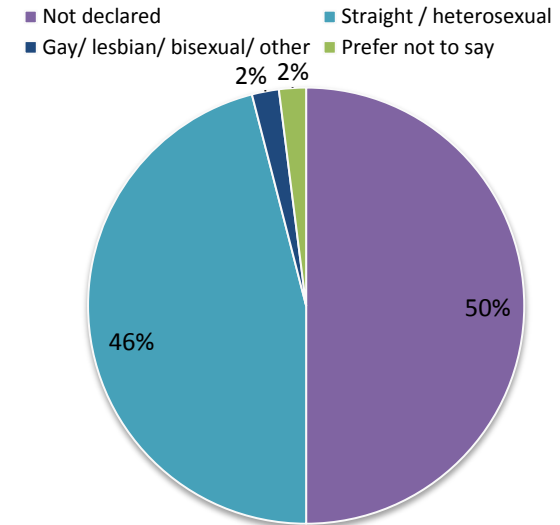
## Gender

This figure remains static when compared to the 2012/13 report. The general long term trend is for more women in the workplace. DFID mirrors the trend which is seen in the wider Civil Service. The number of women in senior leadership roles in the Civil Service has doubled since 1996.



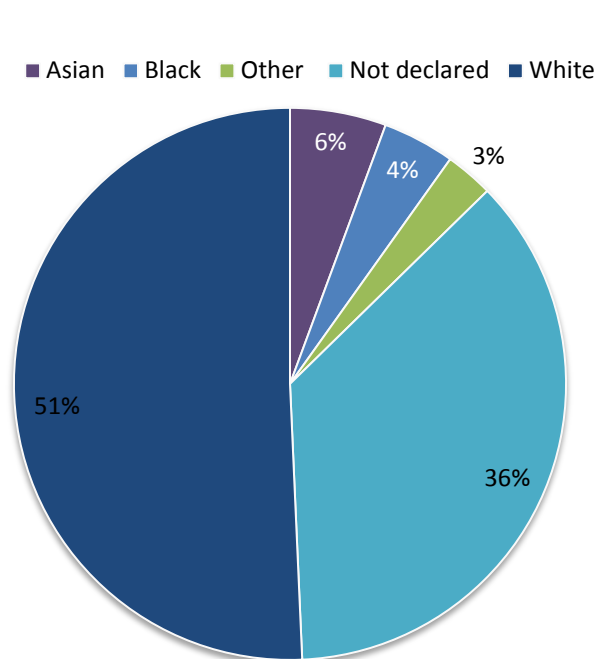
## Disability

While the proportion of the workforce identifying themselves as having a disability remains static and is lower than desired, there have been significant improvements made in data quality which allows for more robust analysis of key employment life cycle events. According to the Labour Force Survey, disabled people are now more likely to be employed than they were in 2002. but disabled people remain significantly less likely to be in employment than non-disabled people, and are underrepresented in the DFID



## Sexual Orientation

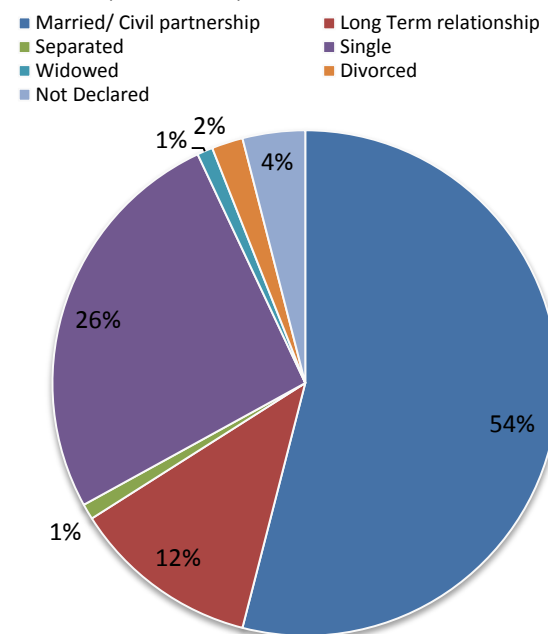
The Integrated Household Survey (IHS) is the largest social survey ever produced by the ONS and contains information provided by nearly 450,000 people - the biggest pool of UK social data after the Census. In 2012 the HIS identified that 1.5% of people identify as being gay, lesbian or bisexual. If this data is used as a comparator it suggests that there are no issues in terms of a lack of LGB representation in DFID.



### Ethnicity

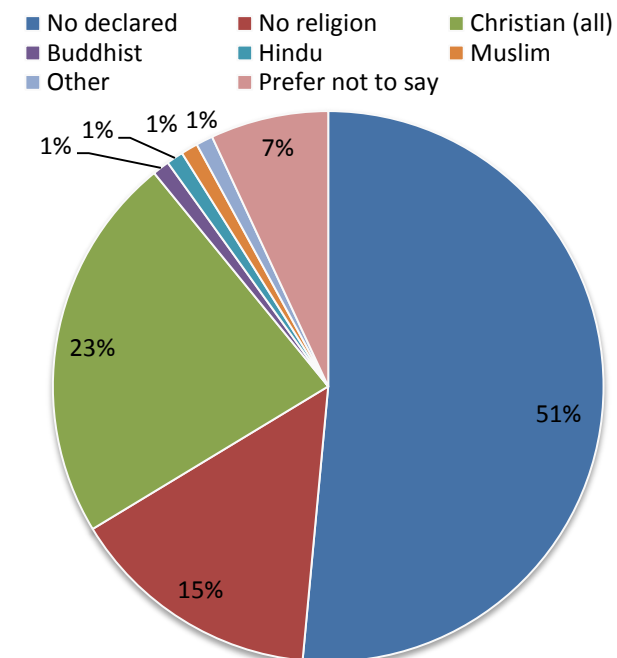
The percentage of minority ethnic civil servants has increased from 5.7% in 1992 to 9.6% in 2013. The level of BME representation in DFID is significantly above this at 13%. Amalgamated census data from across the UK in 2011 tells us that the BME population of the UK currently represents 12.9% (ONS 2013 and GROS 2013).

workforce (ONS 2014).



### Relationship status

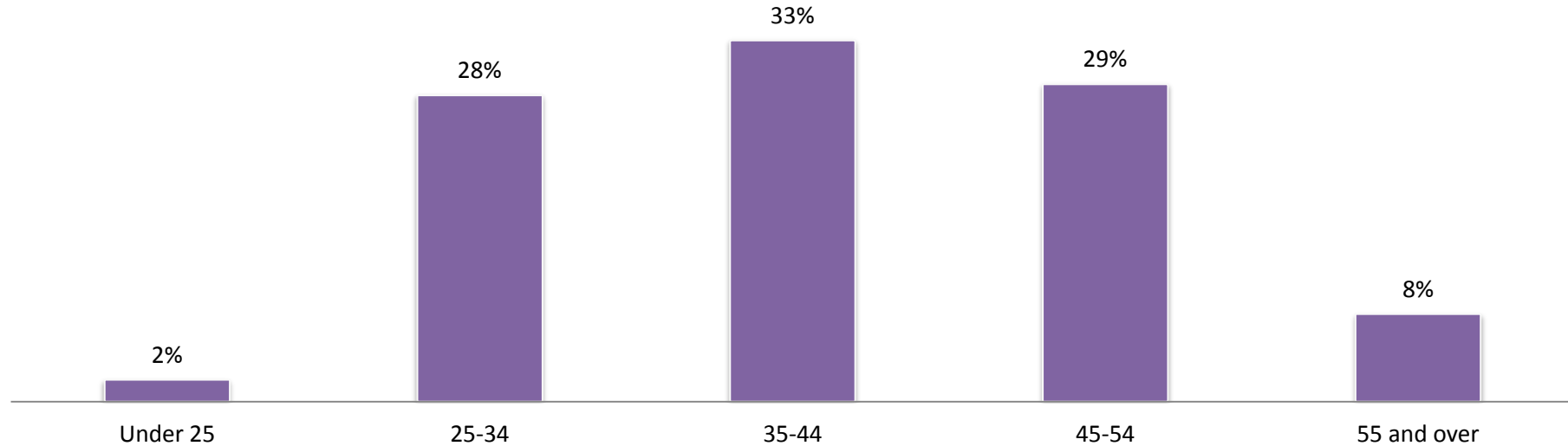
The mean age for marriage is increasing while the marriage rate decreases. In 2011 over 15.7 million adults (35% of those aged 16 and over) in England and Wales had never been married, a rise from 12.5 million (30%) in 2001. In contrast, there were 23 million (51%) 'not married' people, a rise from 19.4 million (47%) in 2001. Those 'not married' people were those who had never married or were divorced or widowed (ONS 2014). The data suggests that there is no issue in DFID in terms of marriage and civil partnership related discrimination.



### Religion and belief

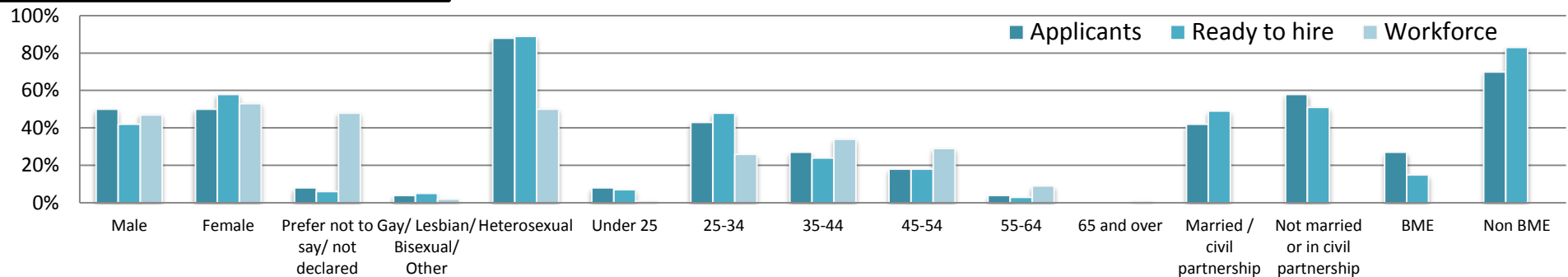
In the British Social Attitudes survey 46% of the population described themselves as being Christian. The declaration rate within DFID is 49%, of whom 23% identify as being Christian. Given the large number of religious groups it is not possible to undertake detailed analysis on the basis of religion without further driving up declaration rates.

## DFID Age profile



Over the last year the proportion of older staff has declined. This has been driven by a range of factors; two of which have been the high proportion of DFID graduates going on to secure substantive employment with the organisation after their placement, and the number of older workers leaving as part of restructuring exercises who are at the age where they can draw down the Civil Service pension.

# Starters

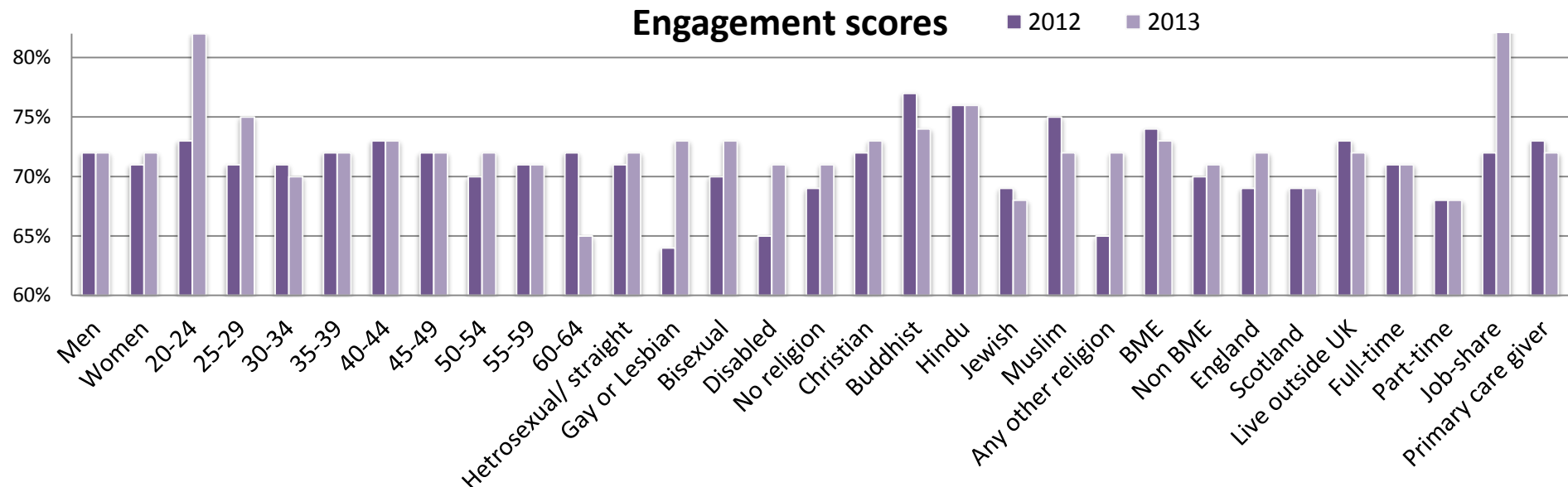


Data available on starters is supplied by Civil Service Resourcing (CSR). CSR is a centralised cross Civil Service function. This data does not include applications for the SCS, the DFID graduate scheme or the DFID Entry Scheme for Advisers.

1. The proportion of people joining DFID under the age of 34 has increased by 20% over the last year, with this age group now accounting for 55% of hires. This can, in part, be attributed to the high proportion of people on the DFID graduate scheme who go on to secure substantive employment after their placements. The data suggests that people between the ages of 25 and 34 are more likely to be appointed after making an application than other groups.
2. The proportion of women entering the DFID workforce is significantly higher than the proportion of men. While the overall DFID workforce level of female representation remains at 53%, given the relatively low level of recruitment activity it is anticipated that DFID will continue to become an organisation which is more densely populated by women over time. There is strong evidence to suggest that women are more successful in the application process for posts at DFID, with the level of applicants being equal for men and women.
3. The data suggests that people who identify as being BME do not progress through the application process as well as people who identify as being white (making up 27% of applicants but just 15% of those in the ready to hire pool). Further analysis of individual applications suggests that this phenomenon is driven by a large number of applications from out with the UK which failed to meet the initial eligibility criteria.
4. The data suggests that there are no issues in relation to marriage of civil partnership discrimination in the recruitment process.
5. The statistics for applications in terms of disability are too low to report.



# Engagement

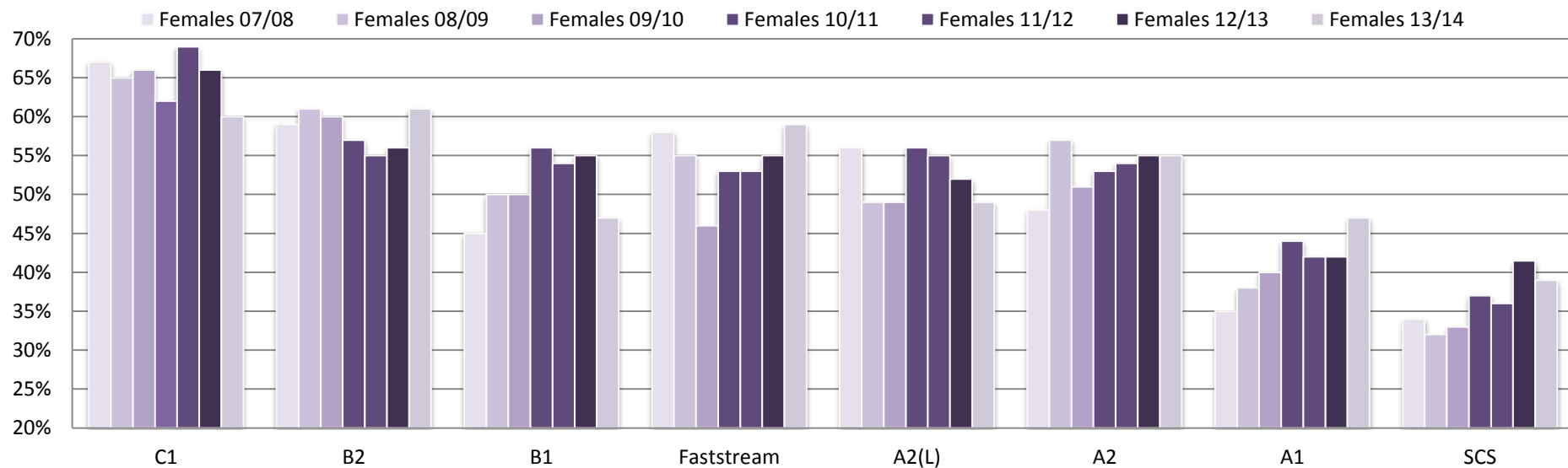


DFID is positioned amongst the highest engagement scores of all government departments. DFID's lowest scores remain above the aspirational level across Whitehall. However, there are areas where disparity exists. Over the past year we have worked in partnership with our disability and LGB staff networks on a number of key initiatives which has driven up our engagement scores for these specific groups. Specific activity to raise the profile of job sharing and other forms of agile working has also delivered dividends in terms of employee engagement scores. There are some specific areas of concern which will be addressed over the coming year. Specifically the decline in engagement rates for employees over the age of 60. DFID has undergone a range of acute changes in terms of structure and delivery over the last year and further investigation is required to determine the extent to which this has had an adverse impact on the engagement scores for older workers. A detailed analysis of the comments given as part of the people survey will be conducted and this will be used to action plan change and improvement.

# Succession

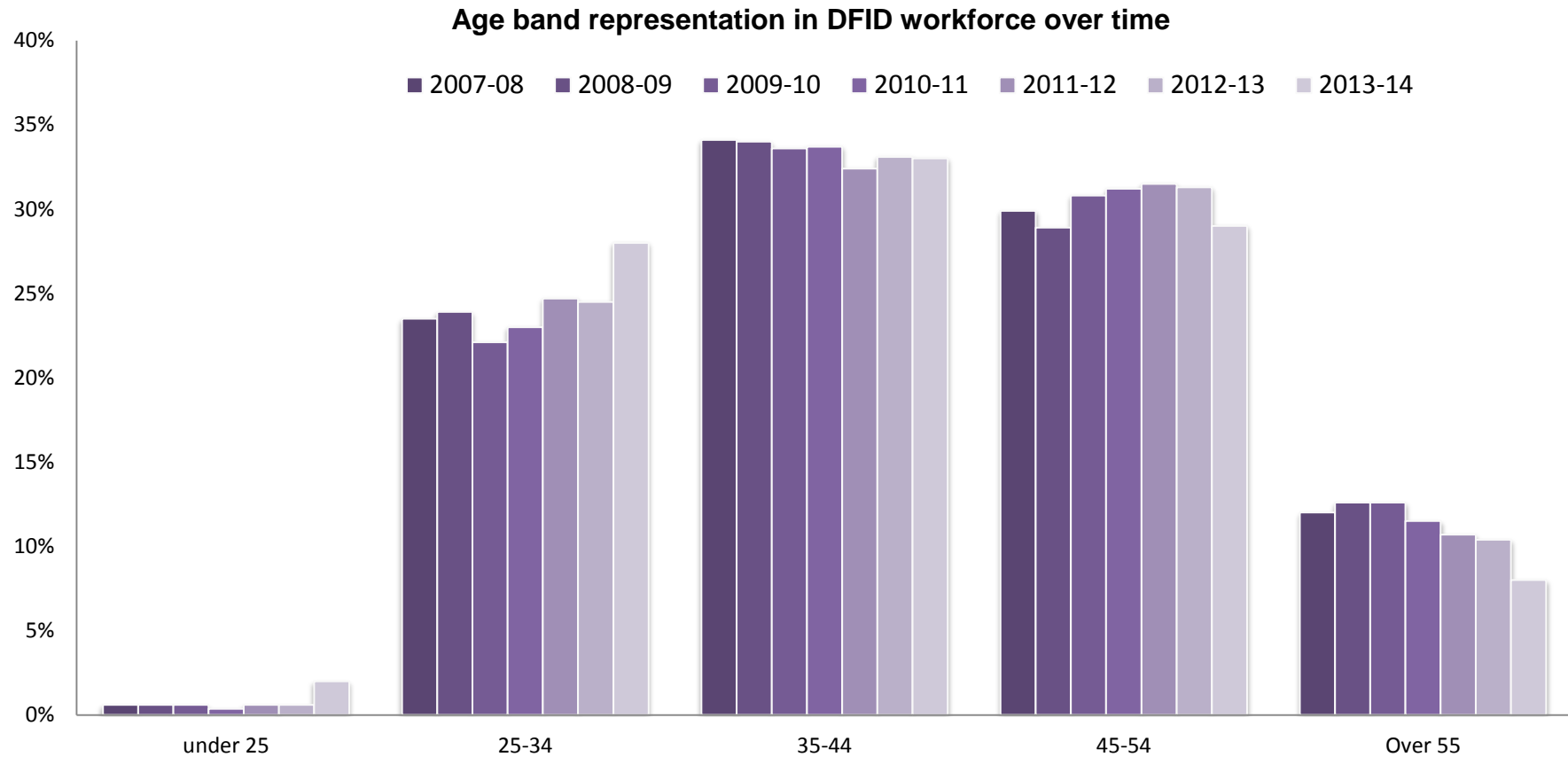
The DFID HCS workforce is 53% female. Females are under-represented at A1 and SCS grades. Looking at the data over time we can see that female representation is improving at senior levels. However there is a pronounced bottle neck at the transition point between A2 and A1. It is also noted that the level of female representation within the SCS has declined this year. This is discussed further in the section of this report which speaks to SCS diversity.

## Female representation year on year HCS



3

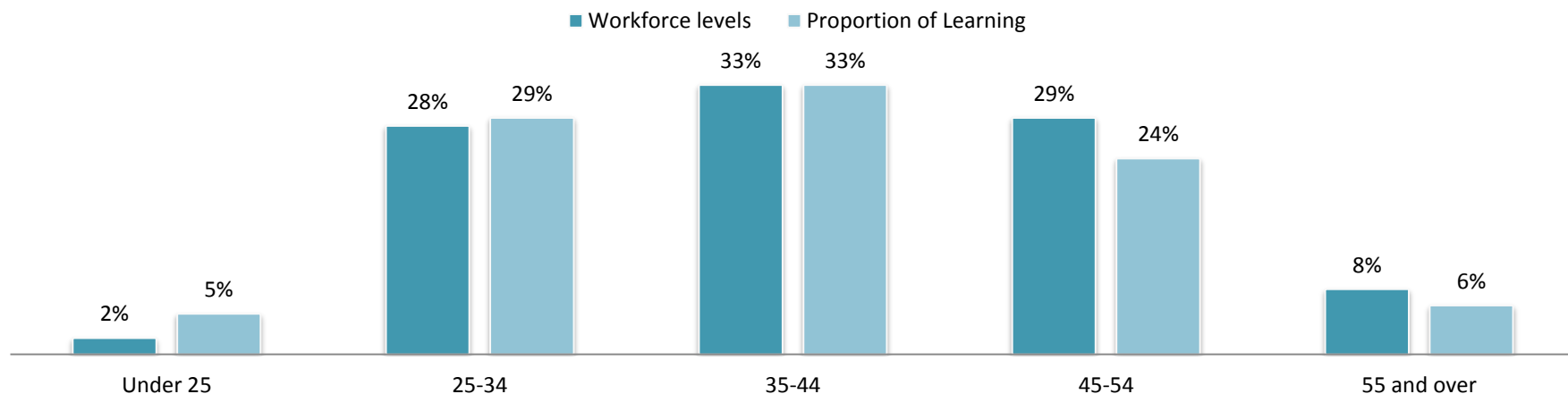
<sup>3</sup> There are a low number of employees at grade C2 and so percentages are liable to be distorted by small changes. As such this grade has been omitted from the graph above.



Over the last year the number of staff over the age of 55 has been in steady decline. This trend started in 2010/11 at the time when government departmental staffing levels were reacting to the recession. The availability of the Civil Service Pension Scheme for draw down by older workers, and a range of other factors, have driven this phenomena. The age band 25-34 has seen the most significant growth as a proportion of the workforce over time, with the expansion of DFID's advisory cadres.

# Development

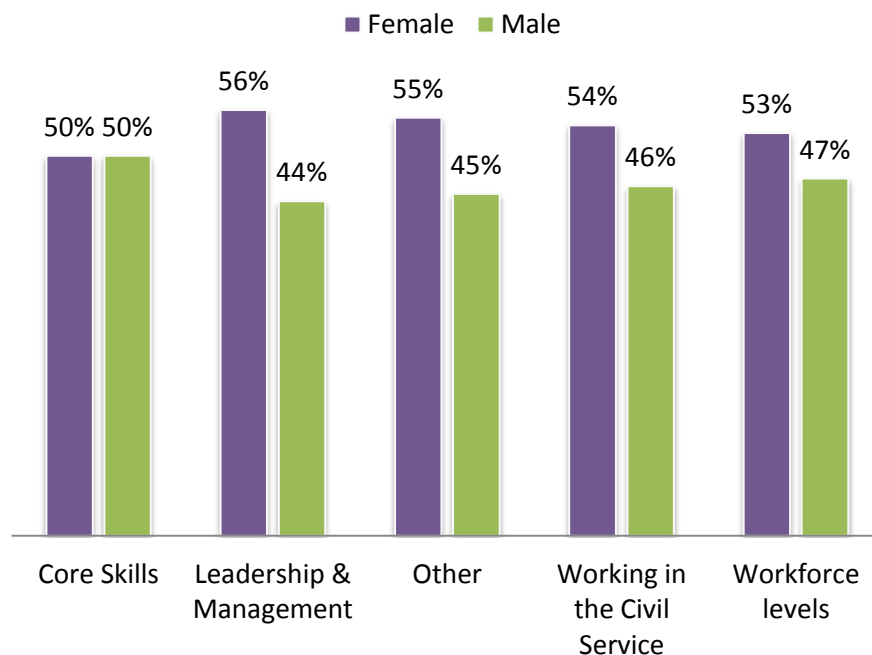
The majority of formal training<sup>4</sup> delivered across the Civil Service is delivered through Civil Service Learning (CSL). CSL manage the provision of generic learning and development (L&D) across the Civil Service. Civil Servants use the CSL website to access e-learning, view online resources and book onto face to face courses for all generic learning. The following data comes from CSL systems. In the financial year 2013/14, there were 5,471 training courses completed through CSL by DFID staff. This is a huge increase from 3,561 which was the number reported for 2012/13. Percentages may not add to 100 due to rounding, and some people have decided not to share their diversity information on CSL which also impacts on the reported levels.



Workers aged 45 and over are less likely to have accessed training through CSL in the last financial year. This phenomenon was noted last year and the gap has been reduced by one percentage point. There is, however, a need for the development of a clear strategy on ageing in the workplace which cuts across many of the areas in this report.

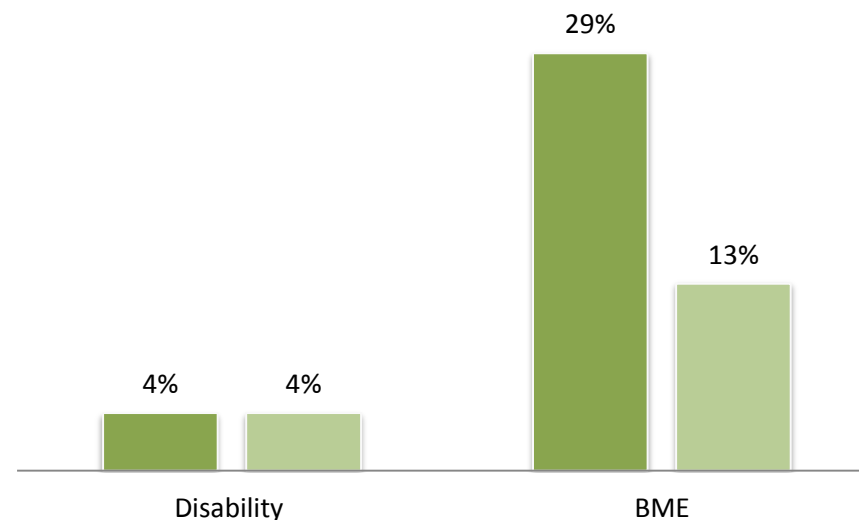
<sup>4</sup> DFID recognises the 70/20/10 Learning and Development model which describes L&D as being derived from 70% from on-the-job experiences, tasks, and problem solving, 20% from feedback and from working around good or bad examples of the need, and 10% from courses and reading. Training reported on within this report falls within the 10%.

**Proportion of learning taken by category against gender**



The data available from CSL suggests that women are significantly more likely than men to take courses which are categorised as being about leadership and management. The general trend in DFID is for women to occupy an increasing number of senior roles although this year the number of women in the SCS has decreased by a small amount.

**Proportion of Learning Workforce level**



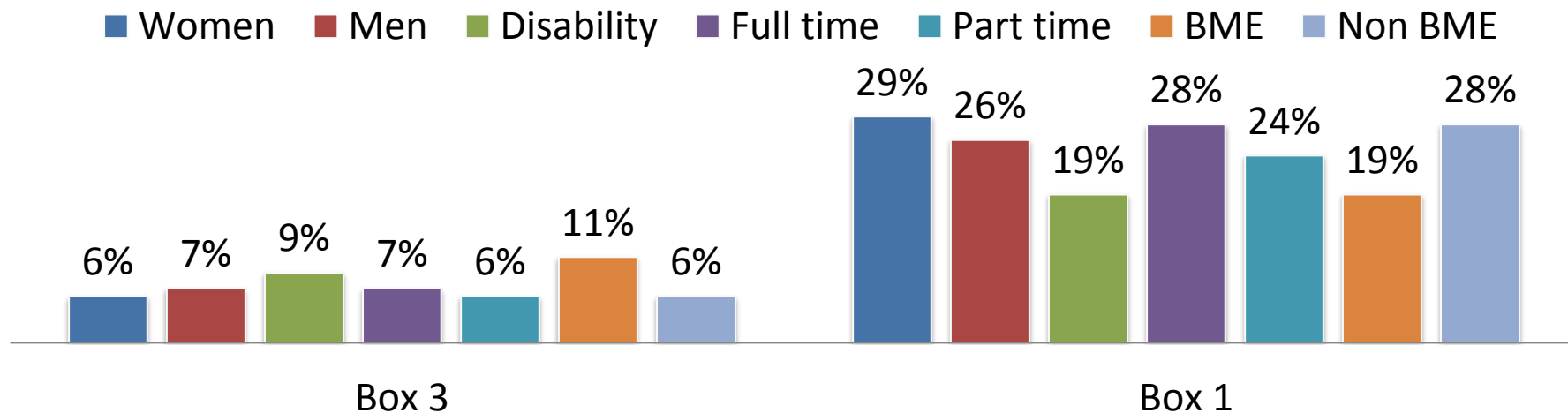
Colleagues identifying as having a disability access eLearning in the same proportions as they are represented within the workforce. Colleagues who identify themselves as being BME undertake a disproportionate amount of eLearning through CSL. The data from CSL, however, does not enable differentiation between Home Civil Servants and Staff Appointed in Country and so this may account for high number of BME staff undertaking eLearning.

# Performance

During 2013/14 we moved to using a new performance management system which was developed for use across the Civil Service. Effective performance and career management (P&CM) is crucial to develop and get the best out of people, and deliver our goals. The performance management cycle is central to ensuring that DFID continues to be a high performance organisation. The performance and talent management cycle has three key phases:

- Set - setting performance expectations and objectives
- Monitor - regular performance discussions, including reviewing underperformance
- Assess - mid/end of year reviews and talent management.

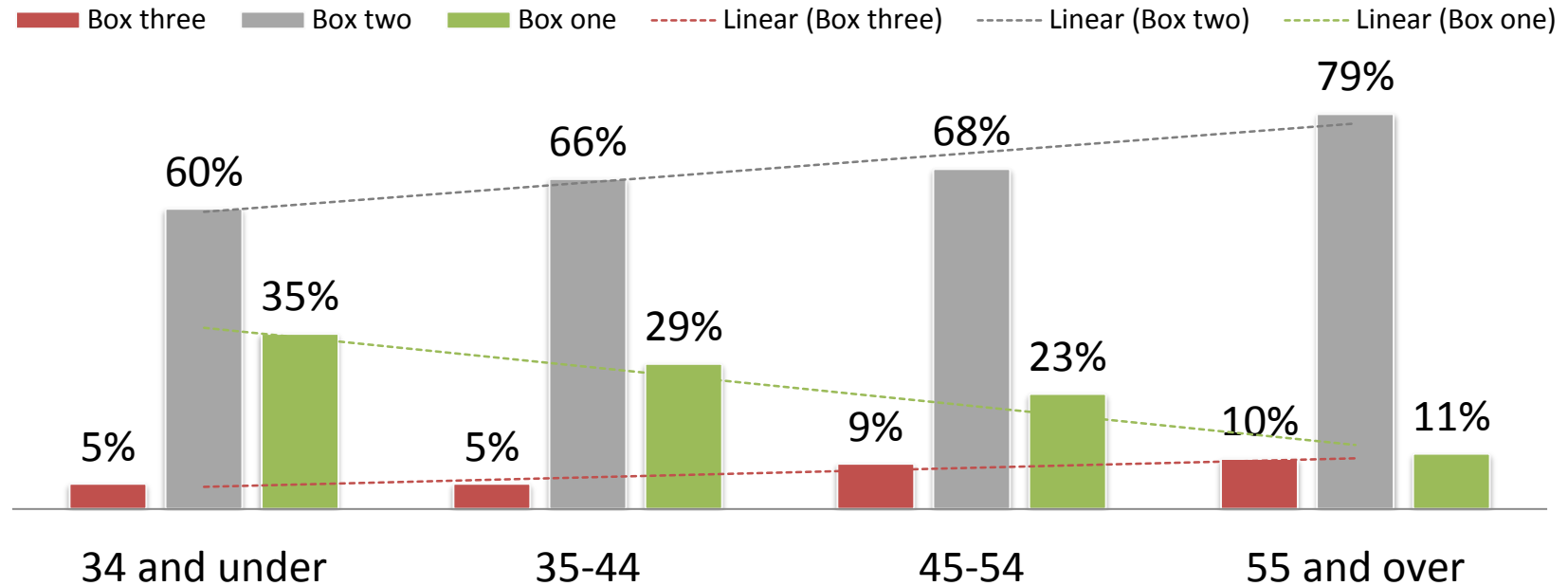
A rating is given at the end of the performance year with employees getting a rating between one and three (where one indicated that they have exceeded their objectives and a three indicating that they must improve).





This year we will be telling a story that we have never been able to tell before. On the back of the success of our diversity monitoring campaign, we are now able to present analysis based on the protected characteristics. This new baseline will be used to target interventions.

- This year women tended to be given higher performance ratings than men. This has been the case for the last 4 years.
- People with disabilities are less likely to get both high and low performance ratings, with the most common award being a box two grading. The overall level of participation in the diversity monitoring campaign, and the low level of reporting of disabilities, result in the data above not being statistically significant but will enable the mapping for future trends.
- Black and minority ethnic (BME) employees are less likely to receive the highest performance ratings. BME employees are also more likely to be given the lowest performance rating. Over the last year we have undertaken activity to promote mentoring- including high profile reverse mentoring between the head of our Black and Minority Ethnic staff association and the Director General for Corporate Performance. We have also been encouraging staff to undertake training on unconscious bias. It is clear that intervention on this issue will need to be more vigorous. A collaborative approach to addressing this will be developed in partnership with the BME staff association.
- At DFID the vast majority of our part time employees are female. Potential reasons for this lower number in part time workers achieving the highest performance rating include:
  1. Real or perceived differing priorities between work and home life
  2. Failure to secure development and performance opportunities for part time workers
  3. Concentration of part time workers in lower grades where higher performance ratings are given less frequently

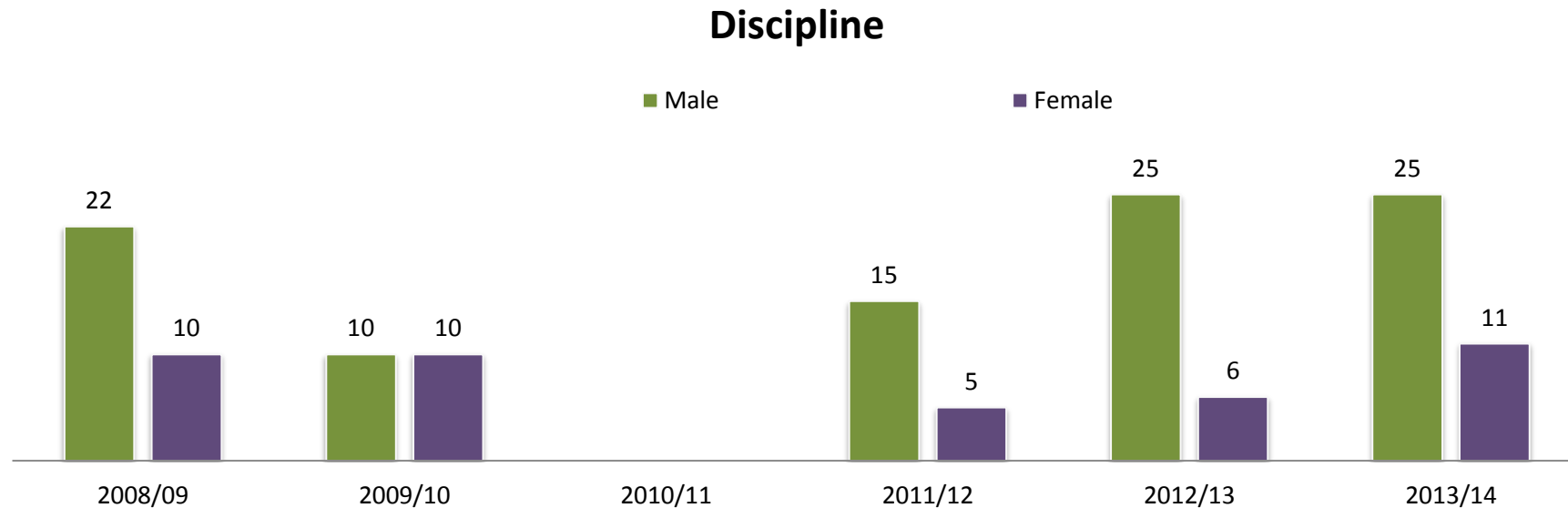


Older workers are more likely to get poor performance ratings and less likely to get high performance ratings. This phenomenon is amplified over time. There are a number of issues which need to be taken into consideration:

1. Within the wider labour force the average age of the workforce is increasing.
2. There is no corresponding link to a drop in staff engagement in DFID with the exception of workers who are over the age of 60 (engagement fell by 7% over the last year – although this represents a small proportion of the workforce).
3. Rapidly changing demographics without a structured approach to managing intergenerational dynamics.

Over the next quarter, DFID will commission research into age in the workplace and the impact that this will have on performance, engagement, absence and retention.

# Discipline

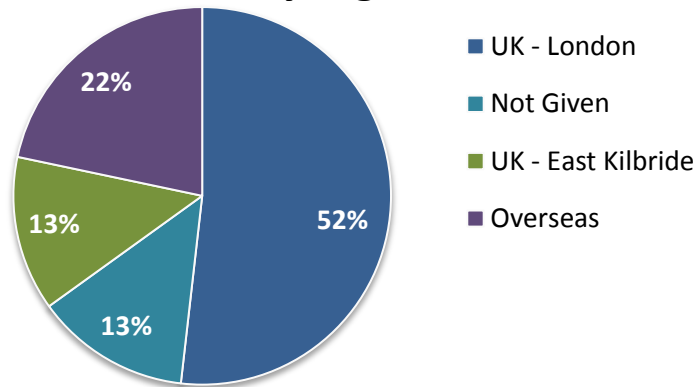


For the purposes of this report, we cannot provide information on protected characteristics data beyond gender, without risking the anonymity of colleagues. The disciplinary data for the 2010/11 year was not available at the time this report was drafted. Overall use of the disciplinary procedure is low.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

The number of grievances remains too low to report publicly. It is noted however, that women are more likely to be the subject of a grievance procedure than men. There is useful data, which can be derived from the employee engagement survey on this general area, which is presented later in this report.

# Employee Assistance Programme (EAP)

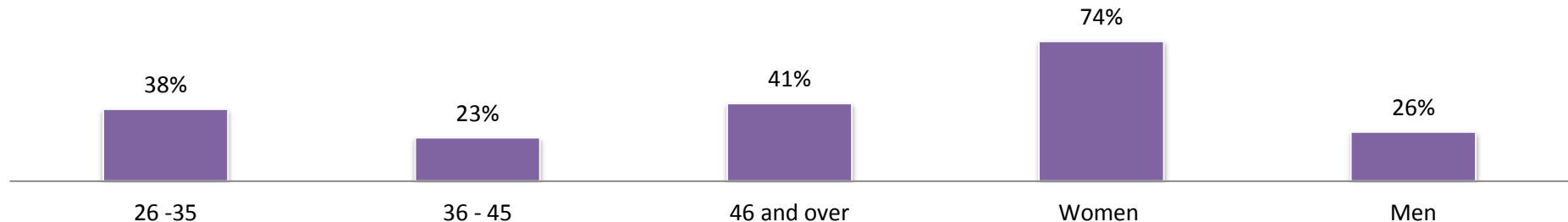
**EAP use by region**



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. Over the last year, we have campaigned significantly on the mental health and wellbeing agenda. We have noticed a rise in the level of calls from our overseas posts over this period. This is the second year running that women have been the majority users of the EAP service. This is common across organisations and is reinforced by public health research on the likelihood of men accessing health services.<sup>5</sup>

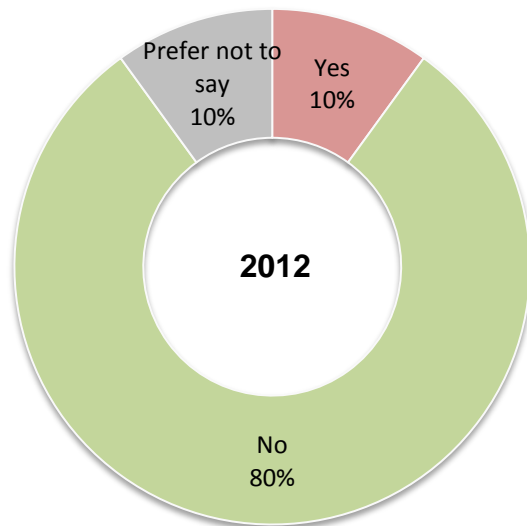
**EAP use (2013/14)**



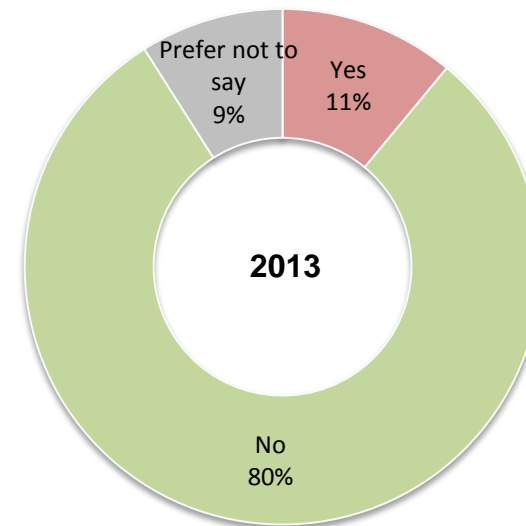
<sup>5</sup> Galdas, P. M., Cheater, F., & Marshall, P. (2005). Men and health help-seeking behaviour: literature review. *Journal of advanced nursing*, 49(6), 616-623.

# Discrimination

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



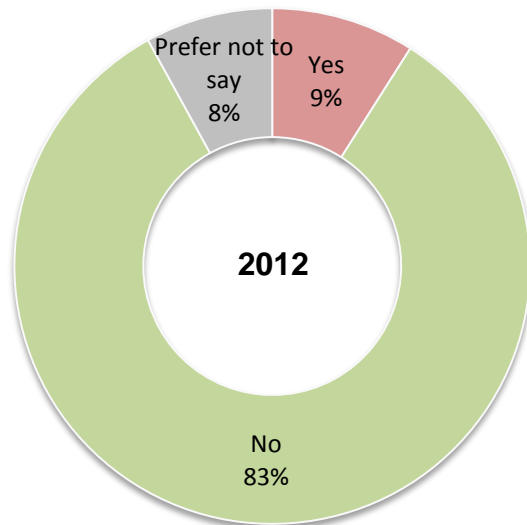
During the past 12 months, have you personally experienced discrimination at work?



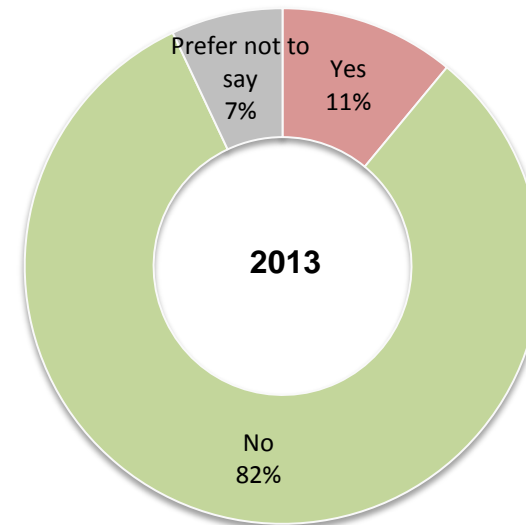
This data is drawn from the 2012 and 2013 people surveys which are conducted for DFID, and the Civil Service more widely by ORC International. The sample sizes are 2285 and 2510 respectively. The figures suggest that there has been a marginal increase in the number of people who say that they have experienced discrimination in the past 12 months. While the result is not statistically significant, we will continue to closely monitor this issue. The figure for permanent employees across the Civil Service as a whole, is higher than that of DFID, at 12%

# Bullying and harassment

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

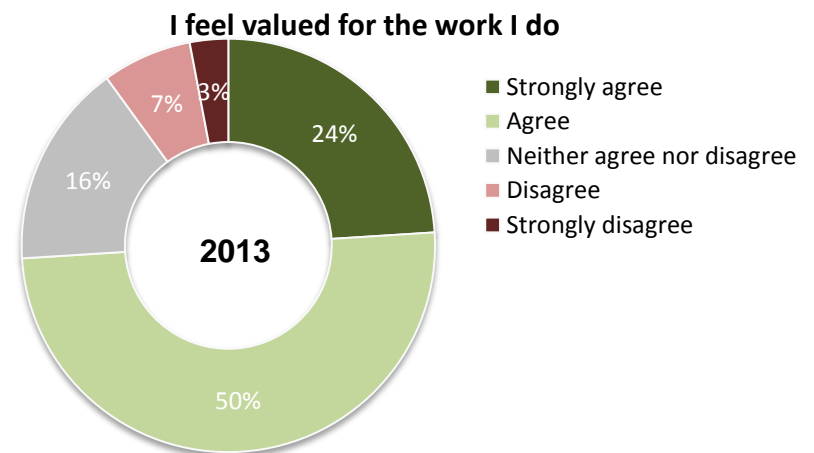
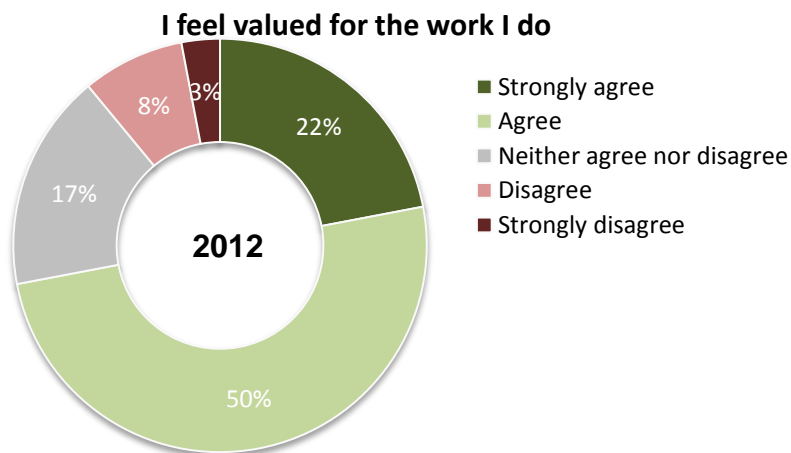
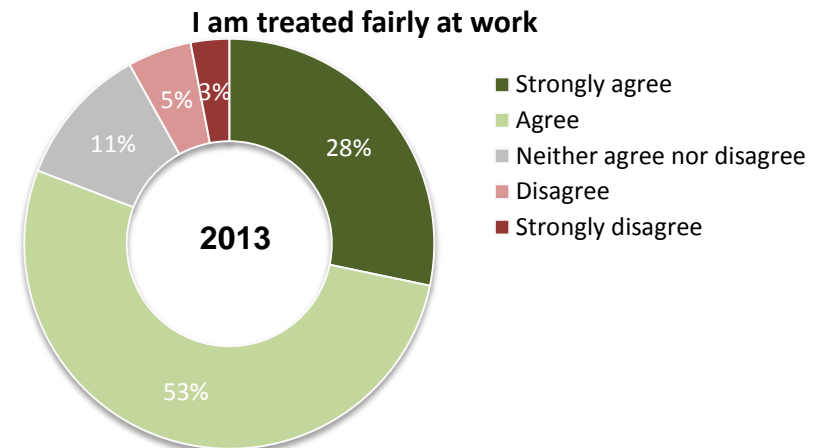
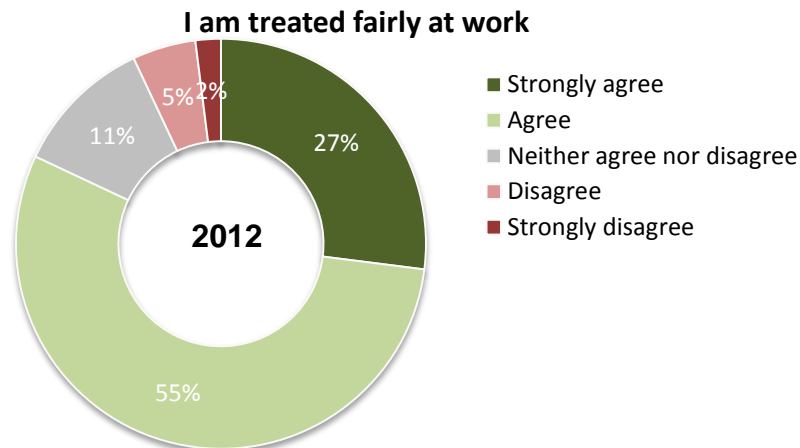


During the past 12 months, have you personally experienced bullying or harassment at work?



This data is drawn from the 2012 and 2013 people surveys which are 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 data shows that there has been an increase in the number of people who report having experienced bullying or harassment in the past 12 months. More detailed analysis will be conducted for each of our business units to determine this is a cross DFID issue, or if it has been driven by specific flash points. This figure is comparable with the level reported across the Civil Service, which is also 11% for permanent employees.

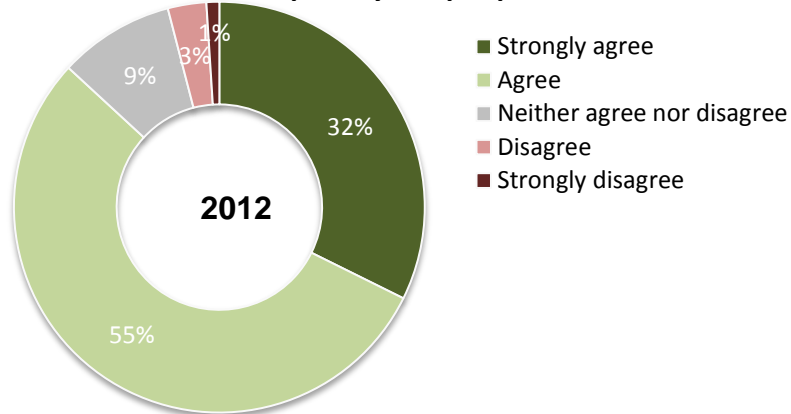
# Felt fairness - one



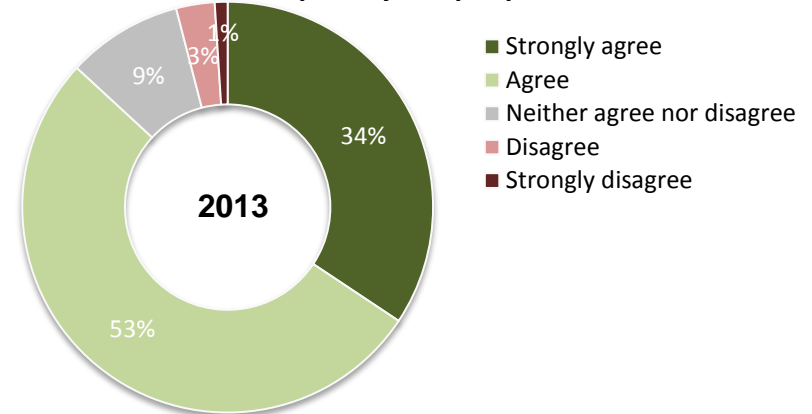
The number of people telling us that they feel fairly treated at work, through the people survey, has remained broadly static with the positive responses falling by just 1% in 2013. This will be closely monitored, to ensure that the trend is addressed if it should continue. The proportion of positive respondents to the question about feeling valued for the work people do, has increased by 2% over the last year. The DFID score in this area is 14% above that for permanent employees across the Civil Service.

# Felt fairness - two

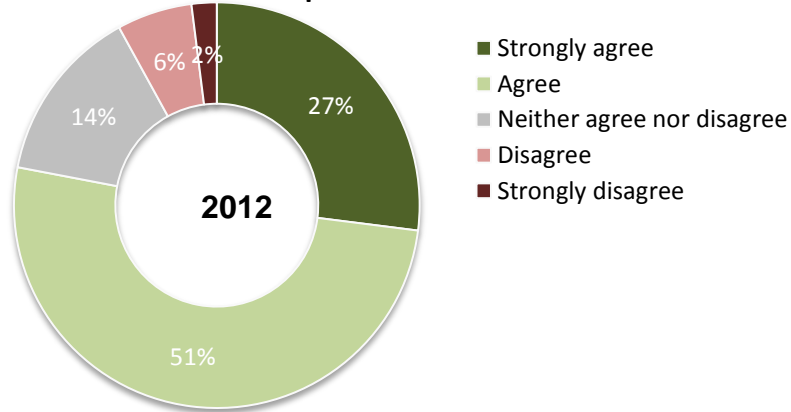
I am treated with respect by the people I work with



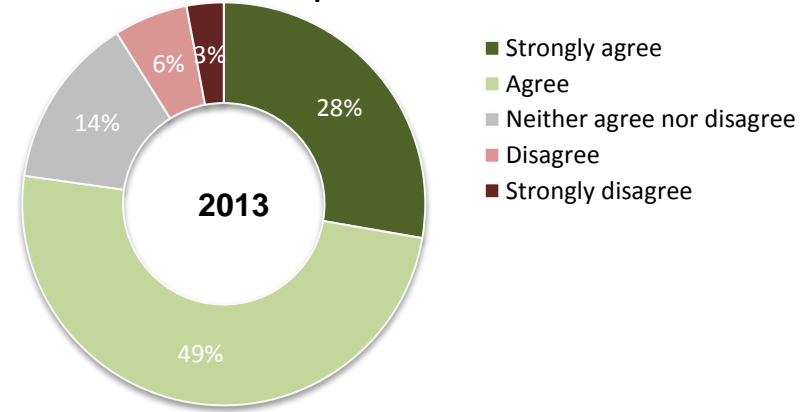
I am treated with respect by the people I work with



I think that DFID respects individual differences



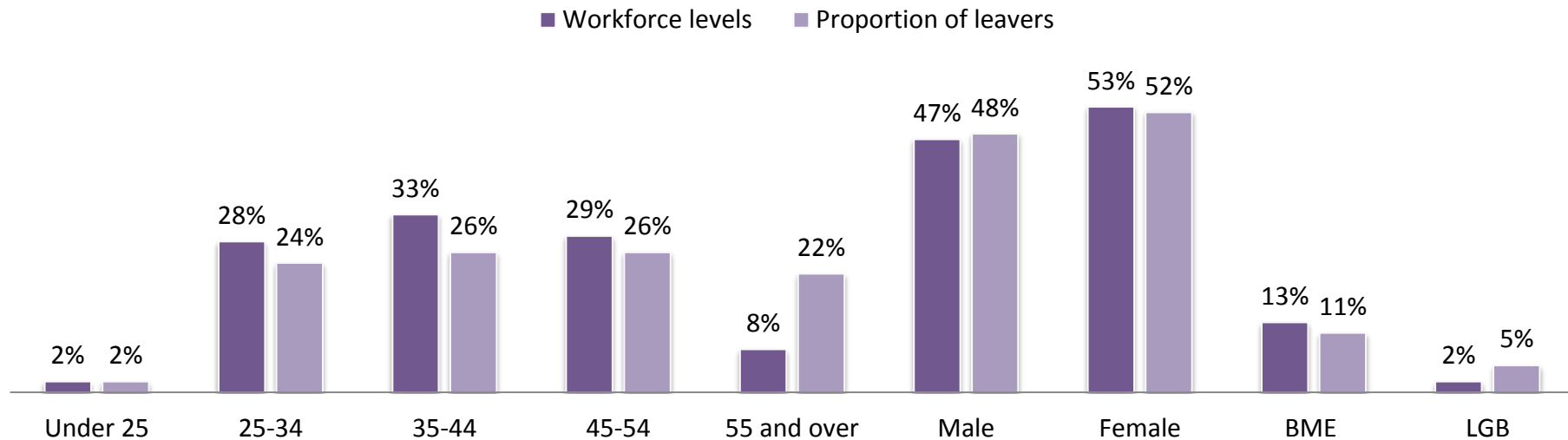
I think that DFID respects individual differences



The number of people telling us that they feel treated with respect by the people they work with, has remained static over the last year and continues to be higher than that reported by permanent employees in the wider Civil Service. The extent with which people agree with the statement about DFID respecting individual differences, has decreased by 2% this year. However it remains 6% above that reported by permanent employees across the Civil Service.



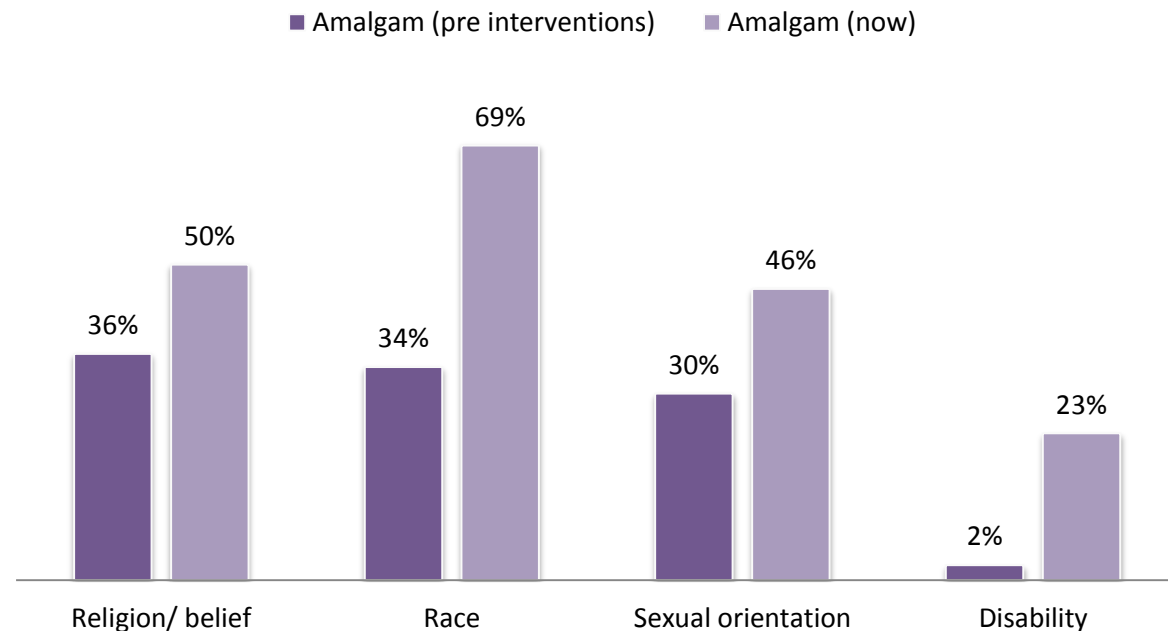
# Leavers



- As with the majority of analysis throughout this document, our graduate scheme has been excluded due to the extent to which it distorts the statistics. Workers in the age band 55 and over, are significantly more likely to have left in the last year than any other group. Voluntary redundancy and retirement are the two driving factors here.
- Men are marginally more likely to have left than women over the last year. Analysis of reasons for leaving suggests that there are not different factors driving male and female exits.
- LGB colleagues are over represented in the leavers group. While figures are not statistically significant, given the low sample size, this trend will be observed closely to enable the early identification of any issues.
- Analysis suggests that people with disabilities are not over represented in the leavers group. Numbers are too low to present here.
- Data quality for religion is also too low to report here.

# 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 are given to us voluntarily by colleagues to help us to monitor the efficacy and fairness of our work. Following the introduction of a new HR system, we ran a campaign to promote the value of declaring diversity information.



These higher rates of declaration are inclusive of our Staff Appointed In Country (SAIC). Contractors, agency staff, the ministerial team, Non-Executive Directors (NEDs), as well as those on training contracts, are not included in the above.

# Summary of corporate actions

Number	Action	Priority
1	The decline in engagement rates for employees over the age of 60. DFID has undergone a range of acute changes in terms of structure and delivery over the last year, and further investigation is required to determine the extent to which this has had an adverse impact on the engagement scores for older workers. A detailed analysis of the narrative comments given as part of the people survey will be conducted, and this will be used to action plan or change and improvement.	Medium
2	Commission a report on ageing in the workplace and how it impacts on engagement, performance, absence and development.	Medium
3	Review the performance management system in partnership with diversity staff networks to determine if there are ways in which it can be improved and rendered more equitable.	High
4	Roll out unconscious bias training and equalities training for all staff.	High
5	Critically examine recruitment and selection processes in partnership with diversity staff networks to determine if there are ways in which it can be improved and rendered more equitable.	Medium
6	Develop a shared communication plan for all staff diversity networks to raise awareness of their work and the value of membership	Medium
7	Use the positive action pathway to support the progression of colleagues who identify as having disabilities	Medium

# Enablers for success

## Maturity model

## Future state

