



DFID Diversity and Inclusion – Annual Report 2015-16



Department
for International
Development



Foreword

I've learned so much in my time as DFID's Diversity and Inclusion Champion, including just how important it is to have active and authentic leadership accompanied by a clear vision and that we need to keep challenging ourselves in order to make progress – without this active focus there is a risk that we stand still or move backwards. We must not allow that to happen.

Sir Jeremy Heywood, Head of the Civil Service, has publicly stated that diversity is one of his top three priorities and that it's fundamental for better delivery across all Government Departments and their agencies. Key aims and objectives have been set out in the Talent Action Plan, refreshed in March 2016.

I agree with all of the actions – they are key to us delivering on our future vision, our Future Direction. This is for staff, managers and leaders, and while we have made some progress, there is still a lot to be delivered. This report reinforces that we do some things well in DFID and we will continue to build on these. Equally, we must not get complacent and the report shows where we need to do more.

DFID's Executive Management Committee oversees the vision and plan of work on diversity and inclusion in the organisation. I'm delighted to say that we've also had active support from Ministers.

We have taken steps this year to broaden the conversation on diversity and inclusion; work on diversity data; tackle unconscious bias as part of a focus on inclusive leadership; and work on senior job design to encourage more flexible working. But we have a challenging agenda ahead in the next 12 months and beyond – including playing particular attention to improving line manager conversations and blockages on progression. This is not just something being led by HR and the EMC. We have re-energised, committed Network Groups, each of which I have enjoyed engaging with in recent months, and demonstrable commitment from a number of senior leaders. We are building support across the whole organisation - and while it is time for me to move on, I am confident that together you will ensure DFID is both a diverse and inclusive workplace.

David Kennedy, Diversity Champion and Director General Economic Development

Our people

Progress on data

We continue to develop the richness of our data and management information to provide enhanced corporate reports which will enable senior managers to analyse and plan based on better people information. Declared data on EDI will be included in these reports (where data protection allows).

Diversity declaration rates

A campaign to continue to drive declaration rates upwards was launched in July 2015. Declaration rates across all protected characteristics increased slightly, with the exception of disability, which remained unchanged. This is an area which requires sustained focus and we're looking for different ways to work with staff to encourage completion of the information e.g. ensuring leaders know why this is important and urging them to work locally with their staff on this.

Quality analysis and policy interventions

We continue to develop the quality and availability of our analysis and place data at the heart of our policy interventions. . We have used our analysis to tell rich thematic stories such as how female representation has shifted across our grade structure over time.

Levels of representation

Given the available data, our analysis suggests that we are a representative organisation across the majority of the protected characteristics when benchmarked against census and British household Survey data. The main exception to this is people with

disabilities, who are underrepresented in our workforce. We also know that we need a sustained focus on ensuring a diverse pipeline for senior roles, particularly with regards to ethnicity.

Progress on role modelling and inclusive leadership

Role modelling and sharing stories

Visible role models have a transformative impact on workplace inclusion. We have continued to work with leaders from across DFID to enable them to tell their story and inspire others – at internal Question Time sessions, through intranet blogs and at sessions with staff networks. This has been particularly powerful on mental health. Feedback suggests that the more we encourage people to open up, the more others are encouraged to think about what might be possible. On a practical level we are also taking steps to promote part time working at senior levels (with a pilot currently underway) and in the coming year we'll be working with all senior managers to ensure they are finding ways to champion diversity and inclusion.

Championing and leadership

David Kennedy, DG Economic Development, continues in his role as Diversity Champion. Joy Hutcheon, DG Corporate Performance and chair of our Talent Board, is both Gender Champion and responsible for people issues on a day to day basis.

Staff networks

Staff networks continue to play a vital role in delivering workplace inclusion for all of our people. They have played an instrumental role this year through collaborating on policy development, improving our engagement and, informing our strategies.

Experience across many sectors demonstrates that the success of staff networks is dependent on the level of staff engagement. Therefore our approach has been to support and facilitate self-sufficient networks. We provide technical guidance and an enabling environment in which staff networks can thrive so long as they are of use to their members.

Our range of networks continues to develop and expand and this year we saw the launch of the Parent Support Network and the Listening Network (providing mental health peer support). A Flexible Working Network is also in the pipeline, for launch in July 2016.

Building and running a staff network takes time and effort as well as a fundamental belief in the organisation that it is valued. It is important that line managers support staff and enable them to participate fully. To help with this, we are encouraging all who play key roles in networks to include this as part of their performance objectives. We are also working to embed an overarching 'business deal' between our networks and the organisation and have continued to hold quarterly meetings between our networks and our Board Diversity Champion (to provide updates, ensure senior awareness of key issues and facilitate sharing across networks).

Our networks include:

- Christians in DFID
- Ethnic Minority Network
- Disability Forum Network
- Lesbian, Gay, Bisexual and Transgender Network
- Listening Network (for peer support on mental health)
- Parents of Children with Disabilities
- Parent Support Network
- Women's Network

Talent, performance and development progress

Performance and talent management

We continue to develop the depth and detail of our data analysis – and this year (along with others in the Civil Service) will be carrying out multi-variate analysis of our performance data for the first time. Our information should be enriched by the fact we have extended year end talent conversations to include all B and C band (AO-HEO) staff.

We have promoted information about unconscious bias in our performance management guidance and strongly encouraged colleagues to undertake training on this, initially focussed on people managers. The uptake has risen to 982 as at March 2016 and we further promoted the benefits of the training and follow up as part of our end of year communications with staff and line managers. We will continue this focus on inclusive management and leadership over 2016/17 with many of our senior managers completing face to face unconscious bias training in April 2016.

Mentoring

The Civil Service Talent Action Plan requires all permanent secretaries and Director Generals to mentor a member of staff from SCS-G5 or below. The focus needs to be on underrepresented groups, supporting the creation of clear development plans so that potential can be realised. DFID meets this commitment and we are considering how we can target our efforts in the coming year more effectively – including via staff networks and more widely. We, along with other Government Departments, are also exploring how best to use mutual mentoring (where the more junior half of the relationship provides advice to the more senior as well as vice versa).

Talent Pipelines

As at 31 March 2016, our SCS is 43% female; 2% BAME; 6% with a declared disability. While we are pleased that some of our more senior BAME staff are out developing their skills in other organisations, we are concerned about our current levels of representation and know that we need to focus hard on how best to support the immediate and future talent pipeline.

This year we have been more active in promoting the Civil Service 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 with 3 staff taking part this year.

We have also actively promoted the Civil Service Accelerate Programme (for SCS in under-represented groups) and we are currently considering how we can diversify applications for both the Future Leader Scheme and Senior Leader Scheme (for Deputy Directors).

But we know that we cannot just rely on schemes to make progress. We need to focus on why people do/don't want to work at senior levels and ensure we are:

- Making it structurally possible e.g. through creating more SCS part time and job share opportunities;
- Demonstrating the positive benefits of having diverse leadership;
- Actively succession planning.

Diversity Internship Scheme

The Fast Stream Summer Diversity Internship Programme gives talented and diverse students real work experience with scope for concrete achievement. It challenges them to demonstrate their potential alongside permanent Civil Servants. The scheme offers first-hand experience of the work of the Civil Service. We were proud to host a further 3 summer diversity interns again this year.

Initiatives

Flexible working and job sharing

We see flexible working as key to ensuring we're an attractive and inclusive employer to the widest range of people. It is also a critical part of our response to the Civil Service Talent Action Plan, to "provide a compelling offer to attract, develop and retain a vibrant, diverse and modern workforce". There is increasing demand and provision of flexibility across the UK workforce, as well as several reported benefits, including improvements to retention, motivation, employee engagement, recruitment and productivity.

Proactive, effective management is essential to ensure that flexibility delivers for the business and all staff. In the main we have a culture which welcomes flexible working. This year we started to actively take steps to investigate whether more SCS roles could be performed on a part-time basis – and ensure we build this into our systems so that part time senior roles are not 'one off events' – with the aim being that during 2016 this approach to part time/flexible portfolio design for senior roles is a normal consideration and not an exception.

Training & Development

During 2015/16, a further 482 staff undertook unconscious bias training bringing our completion rates to: 62% of SCS staff; 60% of managers and; 47% of all staff. We will continue to promote this training and carefully monitor and review the impact this is having on areas such as performance management and resourcing. In 2016, 28 SCS staff have completed the face to face unconscious bias training and we plan a further round of training before the end of the financial year. A further 150 employees have also successfully completed the Equality & Diversity Essentials online course during the year. A dedicated section on inclusion is now part of our in house Management Essentials programme.

Mental health

Mental health problems are common. One in four people will experience an issue with mental health at some point in their lifetime and it's therefore disappointing that nearly nine out of ten people who experience issues say they face stigma and discrimination as a result.

Our work started in 2013 with signing both the 'Time to Change' and 'See Me Scotland' pledges to tackle stigma. Throughout the year we have sustained momentum on this agenda. Externally our Director for People Operations and Change has shared his personal experiences at Civil Service Live and the Whitehall and Industry Group Annual Conference. Internally, inspired by the Time to Change ethos that you don't need to be an expert to speak about mental health, a group of staff have come together to form a peer support Listening Network. Early signs appear to be positive with people reporting the benefits of having such a group available – though we will, of course, continue to track progress.

National Inclusion Week and Question Times

We marked National Inclusion Week in September 2015 with a number of staff led events – including a session between our Women's Network and Melanie Dawes, Permanent Secretary Department for Communities and Local Government and Civil Service Gender Champion; a lunchtime talk by Human Development Department on mental health for women and girls; a performance by our choir; and a Question Time event led by the Parliamentary Under Secretary of State with the panel including a number of our Executive Management Committee. It provided a great opportunity to shine a light on inclusion in the workplace – both in our UK offices and overseas – which we did again at a follow up Question Time in January 2016 (where we took the opportunity to focus on mental health, amongst other issues, ahead of Time to Talk Day in February).

Social Mobility

We have been keen to learn from others and explore how we can bring in and on people from lower socio-economic backgrounds – including through our work on promoting use of apprenticeships and diversifying outreach for the Fast Stream. We have also been looking at how best to promote social mobility through supplier chains as well as through our work with Voluntary Services Overseas in diversifying applications for the International Citizenship Service. We have closely engaged with Cabinet Office work on developing common measures for socio-economic status.

Our goals for 2016-17

1. DFID systematically considers equality and diversity across all programmes
- All strands of the Talent Action Plan are fully embedded in DFID meaning:
 2. DFID has a representative workforce at every level
 3. All staff, regardless of background, are valued and enabled to reach their full potential
 4. DFID has a culture where all respect and promote the value of diversity and inclusion

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. This report covers data from April 2015-March 2016.

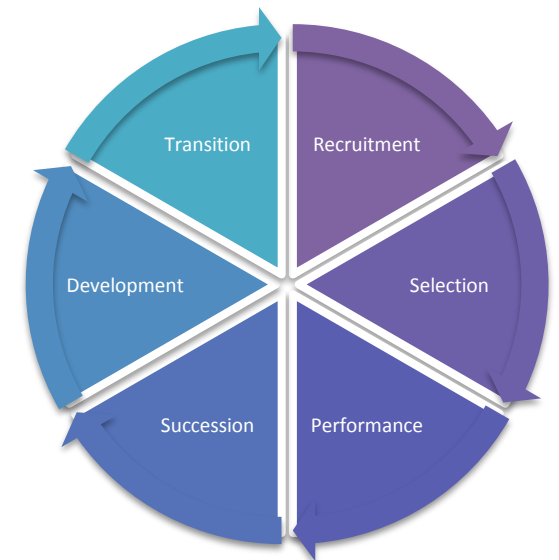
DFID migrated to a new HR computer system in 2013. While some legacy data is available, it is not possible to trace the employment journey of one individual through the course of their relationship with DFID. However, longitudinal analysis is constructed on the basis of data which has been captured annually and stored. Over time, this report continues to build a rich picture 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.

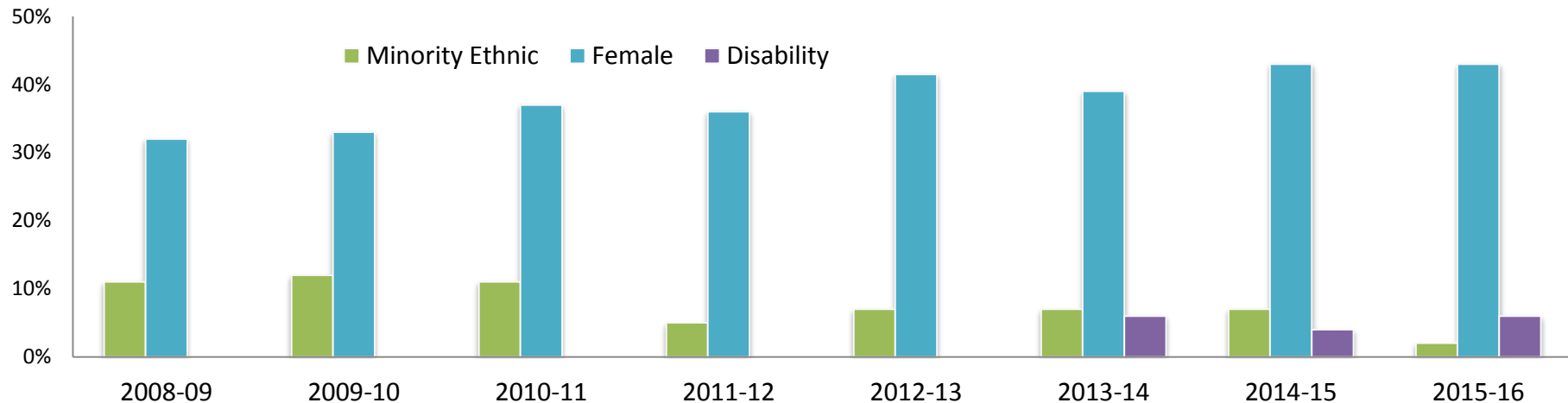
There are two main forms of employment relationship at DFID. Home Civil Servants (HCS) are appointed on UK terms and conditions of service and may be posted overseas, and Staff Appointed In Country (SAIC) who are appointed in their home country and work under local terms and conditions of service. This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

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.

The Office of National Statistics also compile their central representation data at the end of each financial year and publish this in late October. Therefore data sets used in the report may not be completely comparable.



SCS diversity



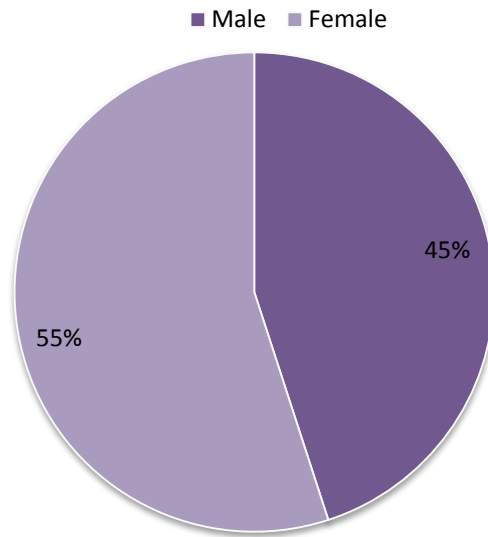
DFID has a rate of black and minority ethnic representation at SCS of 2%. Our level of representation remains volatile given the relatively low number of staff in the SCS in DFID. The comparable civil service figure in Q1 2016 was 4.4%.

Female representation in DFID SCS has remained at 43%. This is considerably higher than the equivalent civil service figures of 40.3%.

Analysis reveals that women continue to perform better in terms of performance management outputs with a higher frequency of box 1 ratings and are still undertaking a higher level of learning & development, particularly in the 'management and leadership' category. This may indicate that the investment by female colleagues in undertaking learning & development is affecting performance ratings and career progression in a positive way.

6% of DFID SCS employees have declared they are disabled. This is almost double the civil service figure of 3.4%.

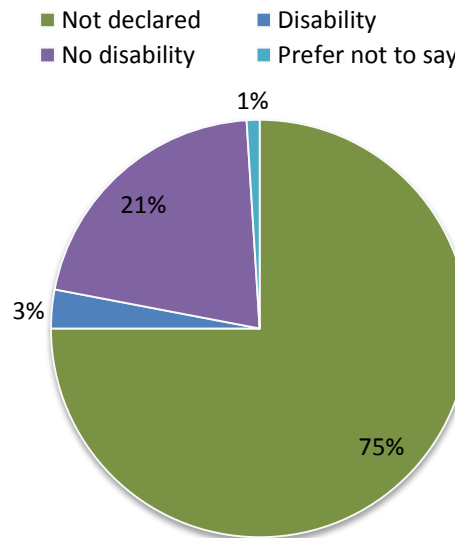
Representation at a glance



Gender

Female representation continues to increase and is now at 55% from 53% when compared to the 2014/15 report.

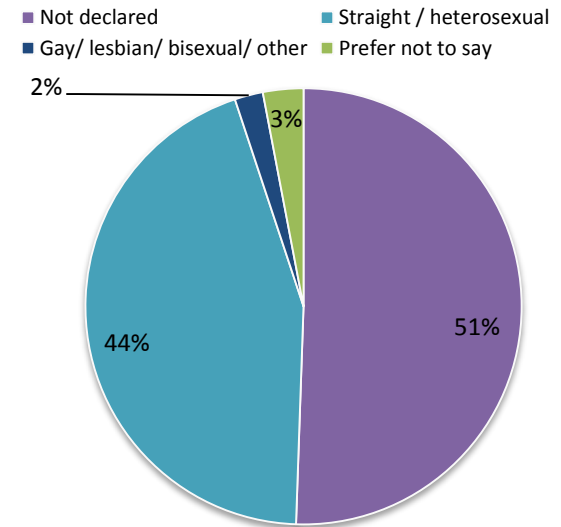
The gender split in DFID reflects the civil service figure where 54% of employees are female (and across the rest of the UK where the figure stands at 51%).



Disability

Of those who declared a disability in the wider Civil Service, 8.9% were disabled.

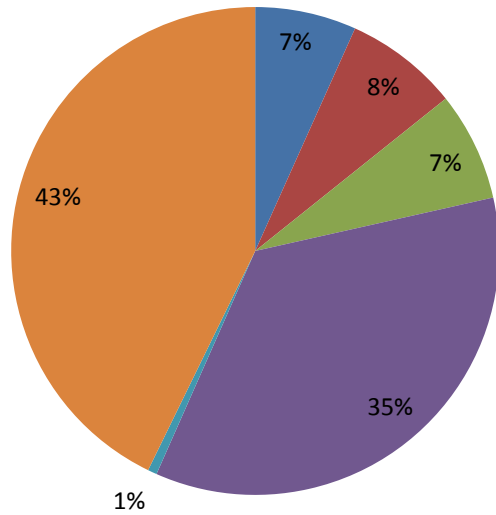
At 3% DFID representation is currently well below the civil service figure as well as the wider UK figure of 16% (of working age adults). Despite a slight increase in the last year, the low declaration rates when compared to other declaration levels should be noted.



Sexual Orientation

The Integrated Household Survey (IHS) is the largest social survey ever produced by the ONS, the biggest pool of UK social data after the Census. In 2014, the IHS stated that 1.6% of people identify as gay, lesbian or bisexual. If this data is used as a comparator it suggests that there are no issues in terms of LGBT representation in DFID. However, again, a focus on declaration is required along with a focus on UK vs overseas representation.

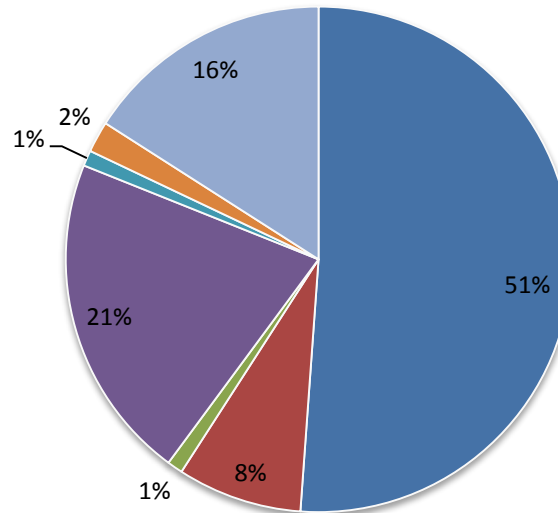
■ Other ■ Asian ■ Black
■ Not Declared ■ Prefer Not To Say ■ White



Ethnicity

The percentage of minority ethnic civil servants has increased from 10.1% in 2014/15 to 10.6% in 15/16. The level of BAME representation in DFID is significantly above this at 15%. Amalgamated census data from across the UK in 2011 tells us that the BAME population of the UK currently represents 12%.

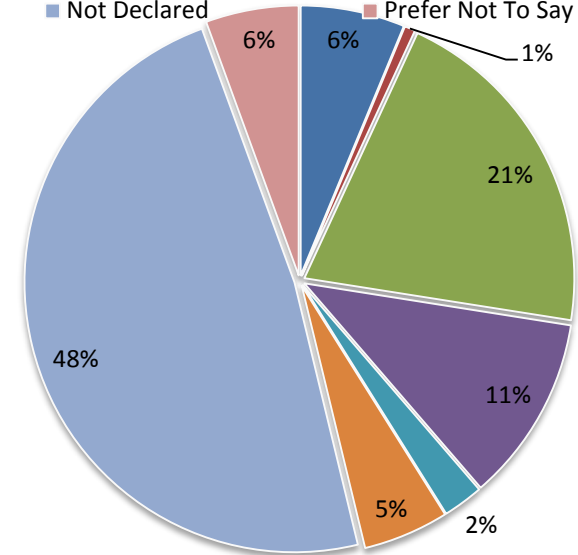
■ Married/ Civil partnership ■ Long Term relationship
■ Separated ■ Single
■ Widowed ■ Divorced
■ Not Declared



Relationship status

The mean age for marriage is rising 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. 'Not married' people are those who have never married or are divorced or widowed (ONS 2014). The data suggests that there is no issue in DFID in terms of relationship related discrimination.

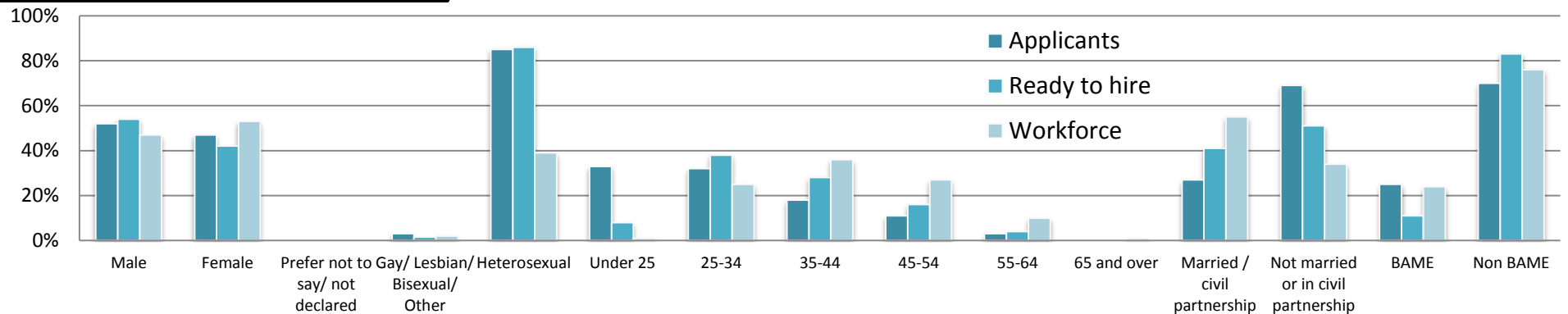
■ No Religion ■ Buddhist
■ Christian ■ Other
■ Hindu ■ Muslim
■ Not Declared ■ Prefer Not To Say



Religion and belief

In the British Social Attitudes survey 46% of the population described themselves as being Christian. The declaration rate within DFID is 52%, of whom 21% 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.

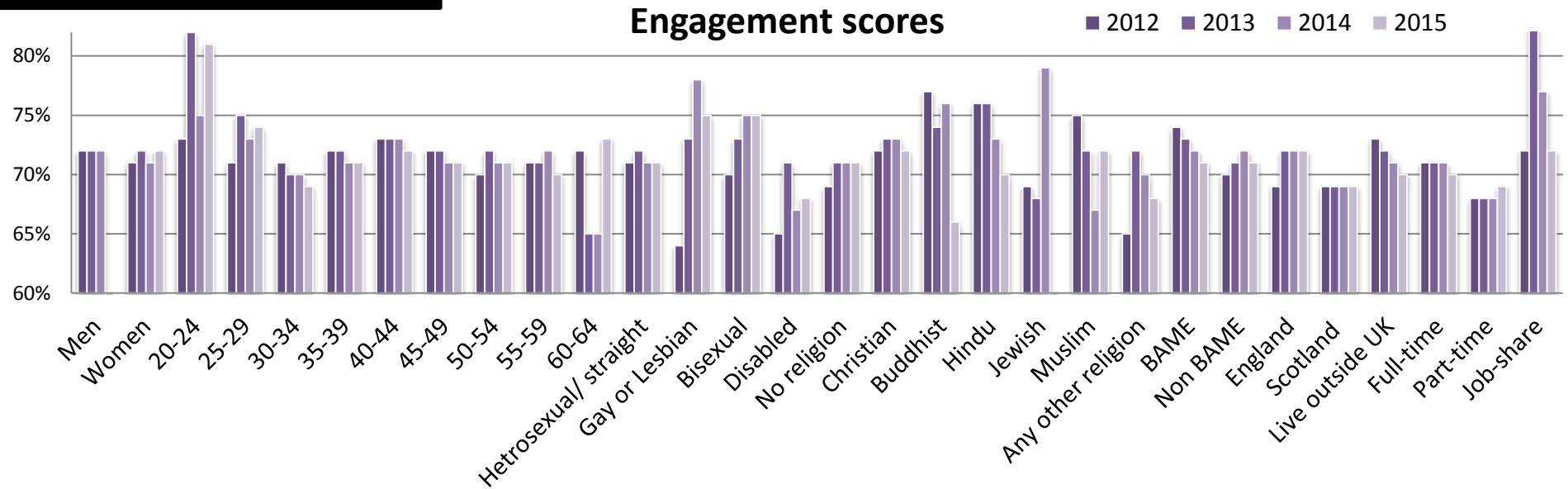
Starters



Data available on starters is supplied by Civil Service Resourcing (CSR), a centralised cross Civil Service function. Some key points to note:

1. Men were more successful than women in converting applications into job offers this year. This reverses the trend seen in previous years.
2. The data suggests that people who identify as being BAME still do not progress through the application process as well as people who identify as being non BAME.
3. The data suggests that married/in a civil partnership applicants fare considerably better than those not married/in a civil partnership recruitment process.
4. Younger applicants (25-34) are being appointed more frequently than those aged 35 and above.
5. The statistics on LGBT hires are in line with those in the broader workforce.
6. The statistics for applications in terms of disability are too low to report.

Engagement



DFID has one of the highest engagement scores of all government departments at 70%. However, there are areas where disparity exists.

- Disabled colleagues engagement scores rose this year but are still well below the levels we aspire to.
- BAME colleagues engagement continues to decline but, this year is at exactly the same level as non-BAME.
- Despite a rise in engagement amongst part-time colleagues, engagement of those on job sharing arrangements has declined in the past 2 years.
- Engagement amongst younger staff has recovered this year and is considerably higher than those aged above 30, with the interesting exception of those aged over 60 who have seen a marked increase in their engagement levels.

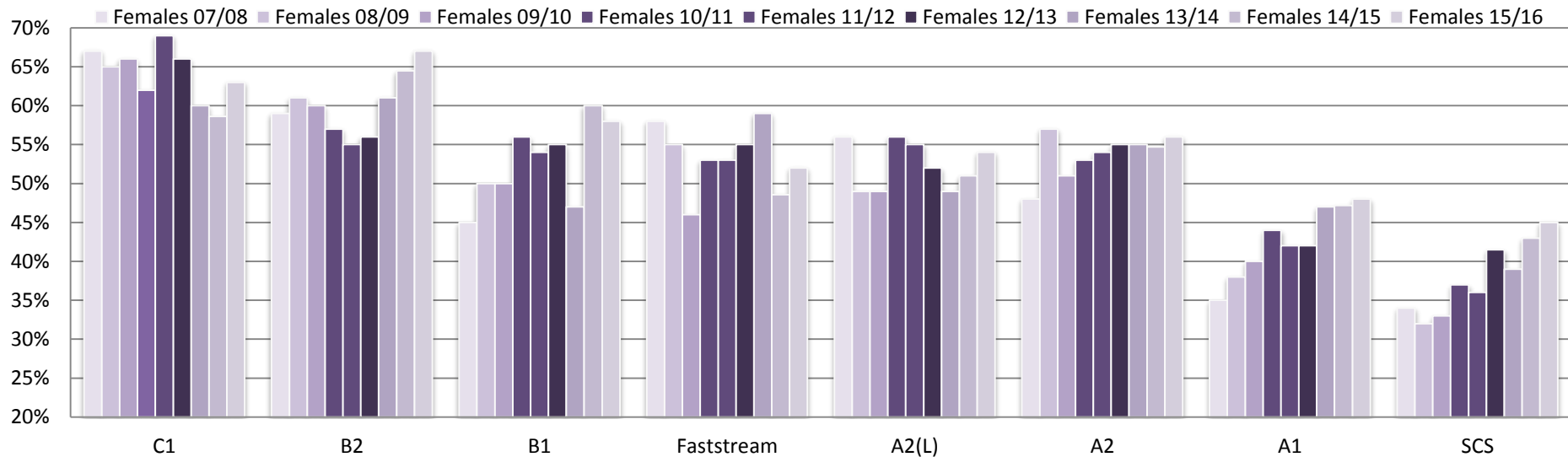
- In respect of sexual orientation, there has been no change to engagement rates amongst heterosexual or bisexual colleagues. Lesbian and gay scores have dropped slightly but are still higher than the comparable heterosexual figure.
- Engagement scores across religious groups generally saw a decrease this year with the exception of Muslim colleagues.

DFID has been engaging closely with staff over the past year to develop our vision, Future Direction. This has three pillars: what, why and how. We are using the 'how' pillar to work with staff on ensuring we are an 'inspiring, confident, empowering and effective organisation' and it is through this that we have built a sustainable vehicle for follow up on People Survey. We have two strands which are particularly focussed on diversity and inclusion – 'valuing all our staff' and 'building a diverse and capable workforce'.

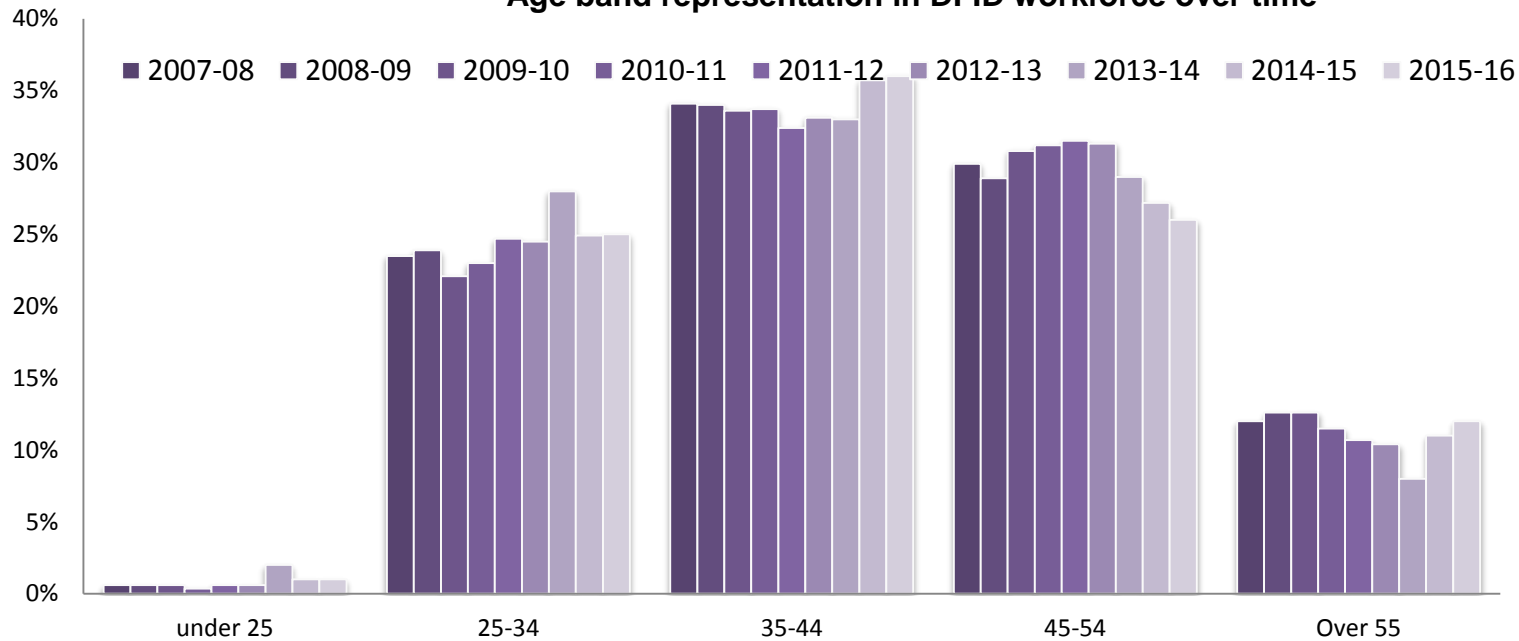
Succession

The DFID HCS workforce is 55% female. Female representation has increased across the senior grades since 2010/11. Representation has continued to increase at A1 grade and there has also been a significant increase at SCS grade. Looking at the data over time we can see that female representation continues to improve at senior levels. Furthermore, the increase in numbers in lower grades, including at A2(L) should ensure a stock of candidates to progress into the more senior grades of A2, A1 and SCS.

Female representation year on year HCS



Age band representation in DFID workforce over time



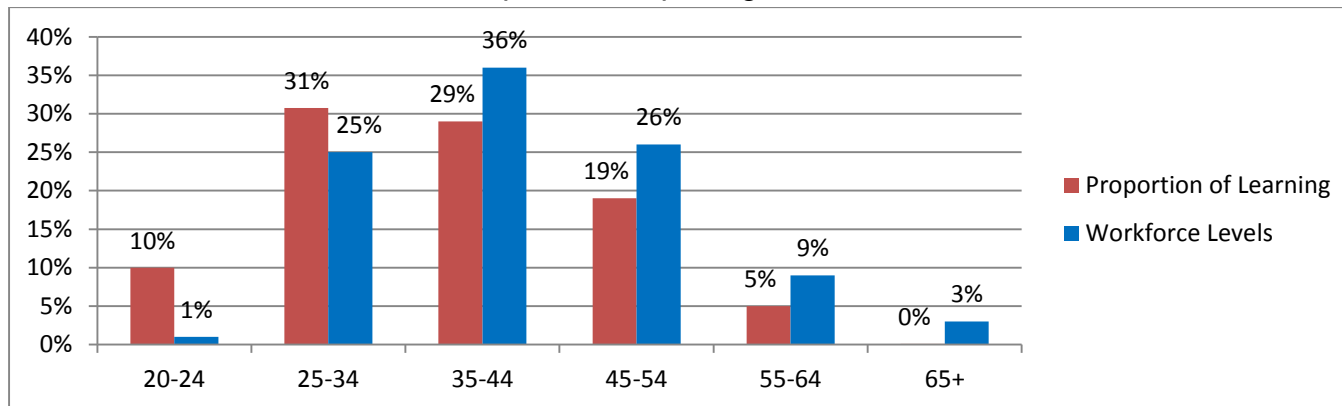
The number of staff over the age of 55 has continued to increase but they are still a significantly underrepresented element of our workforce. This population had been in decline in previous years as a number of staff took early retirement.

The increase in recruitment of staff under 25 along with continued graduate and apprentice recruitment should ensure our demographic becomes more evenly spread over the coming years. However, we will continue to monitor and review this position.

Development

The majority of formal generic training delivered across the Civil Service is delivered through Civil Service Learning (CSL). Civil Servants use the CSL website to access e-learning, view on line resources and book onto face to face courses.

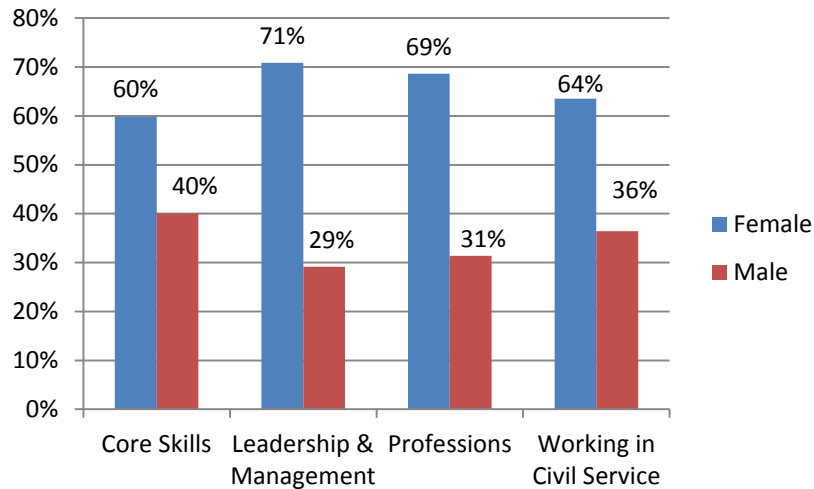
The following data comes from CSL systems. In the financial year 2015/16, there were 3044 training courses completed through CSL by DFID staff. This is a drop of 41% on the previous year which could partly be explained by a need to reprioritise budgets during the year. Percentages may not add up to 100 due to rounding and some people have decided not to share their diversity information on CSL which also impacts on reporting.



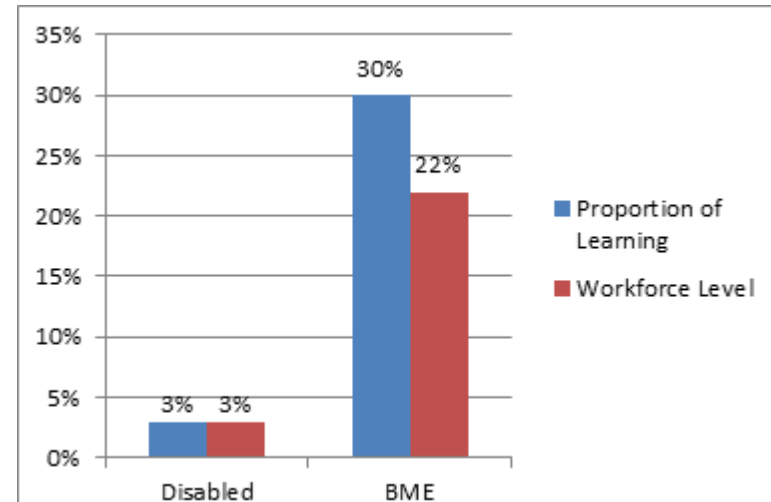
Workers aged 35 and over are (proportionately) less likely to have accessed training through CSL in the last financial year. This trend was noted over the last 2 years and the gap has been growing.

We will continue to develop a clear strategy on ageing in the workplace which cuts across many of the areas in this report.

Development



The data available from CSL suggests that women are twice as likely as men to take courses which are categorised as being about leadership and management and professions. The divide between men and women completing courses has widened since last year. Interestingly, women are faring, generally, more favourably in the recruitment and promotion process and there may be some correlation in these data sets



Colleagues identifying as having a disability access Learning in the same proportions as they are represented within the workforce. Colleagues who identify themselves as being BAME 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 BAME staff undertaking eLearning.

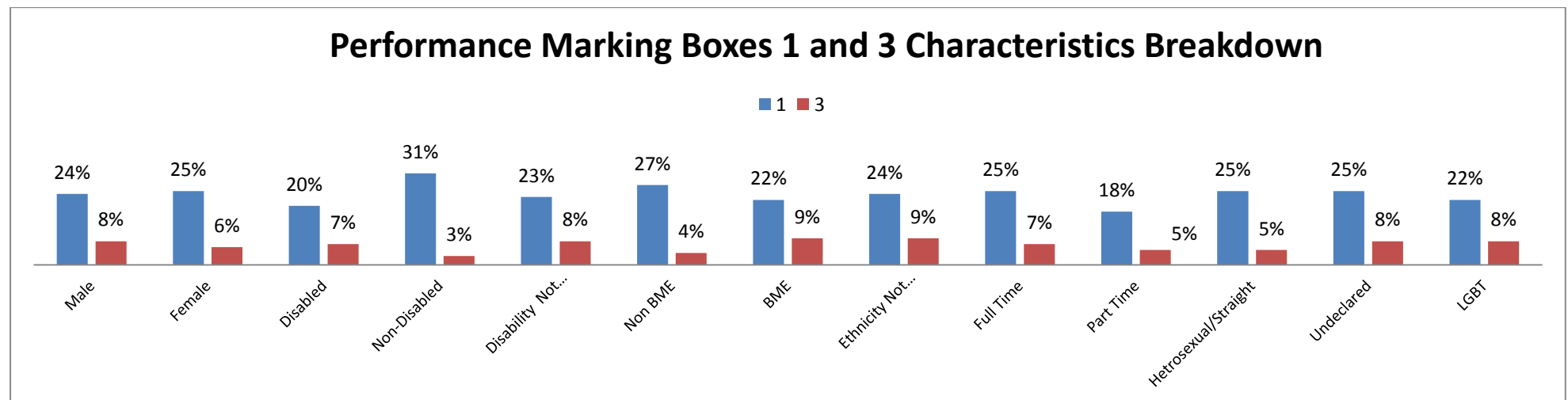
Performance

Effective performance and talent management (P&TM) 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). The information below breaks ratings down across all grades.

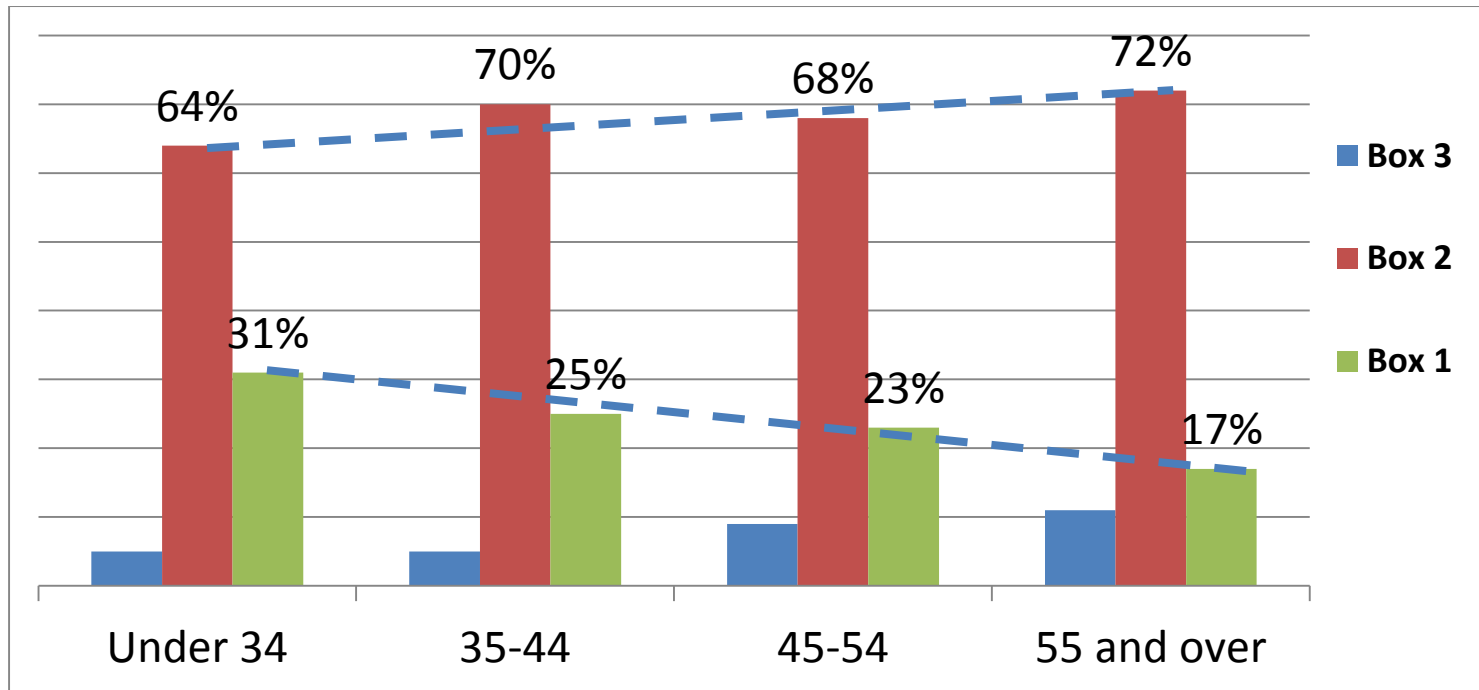
As has been highlighted earlier in the report, we'll be carrying out multivariate analysis for the first time in 2016/17. We hope this will add new insight for our reporting for the next annual report.



- Women continue to realise higher performance ratings than men.
- Men are more likely to receive a lower performance rating than women.
- People with disabilities are less likely to get a high performance rating and more likely to get a low performance rating than those who declared themselves as being non-disabled.
- Black and minority ethnic (BAME) employees have slightly less likelihood of receiving the highest box marking as non-BME colleagues but are twice as likely to get a box 3 rating.
- If you work part time you are less likely to receive a box 1 rating. However, you also have a slightly lower chance of receiving a box 3.
- Lesbian, gay, bisexual and transgender staff are less likely to receive a box 1 rating and have a higher likelihood of receiving a box 3.

Older workers are still more likely to receive the lowest performance rating and less likely to get the highest performance ratings. This phenomenon is amplified over time (chart on page 25) 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. Older workers may be more likely to have disabilities/health conditions which have been gained over time. Further analysis (and work to improve declaration rates on disability) is needed to see if there is a correlation between these two factors.
3. There is no corresponding link to a drop in engagement.



Discipline

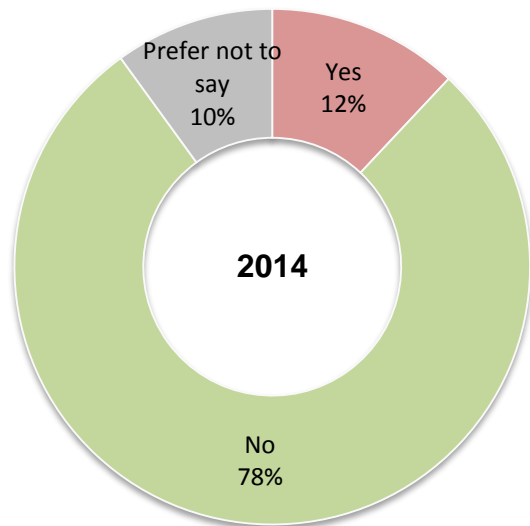


For the purposes of this report, we cannot provide information on protected characteristics data beyond gender, without risking the anonymity of colleagues. Overall use of the disciplinary procedure is at its lowest level since reporting began. Application of the procedure has been more even this year although the low levels of formal disciplinary action should be noted when interpreting these numbers.

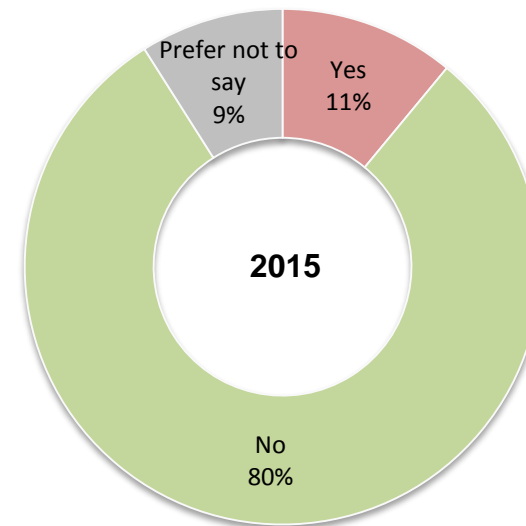
The number of grievances remains too low to report publicly.

Discrimination

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



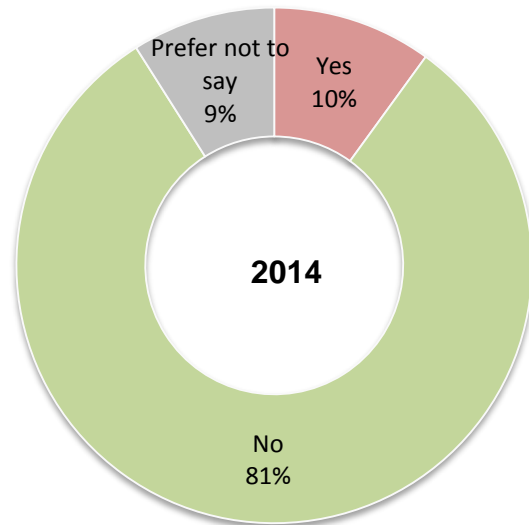
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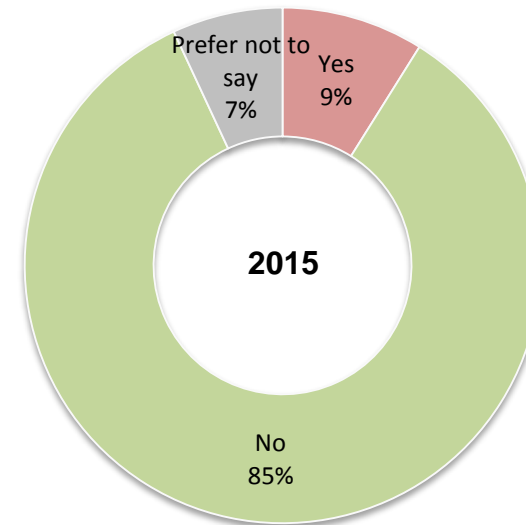
This data is drawn from the 2014 and 2015 people surveys which are conducted for DFID, and the Civil Service more widely by ORC International. The sample sizes are 2,343 (81%) and 2,392 (85%) respectively.

Bullying and harassment

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



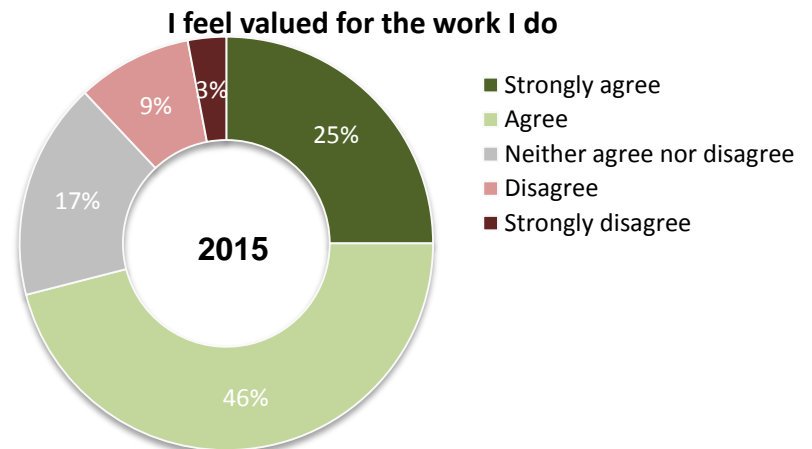
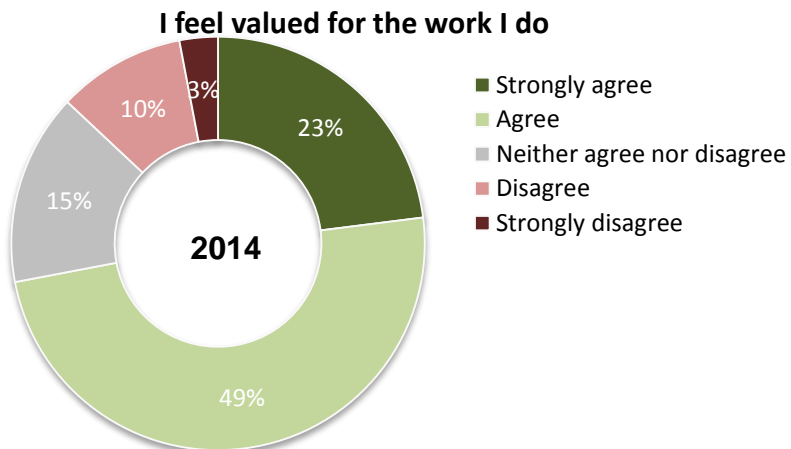
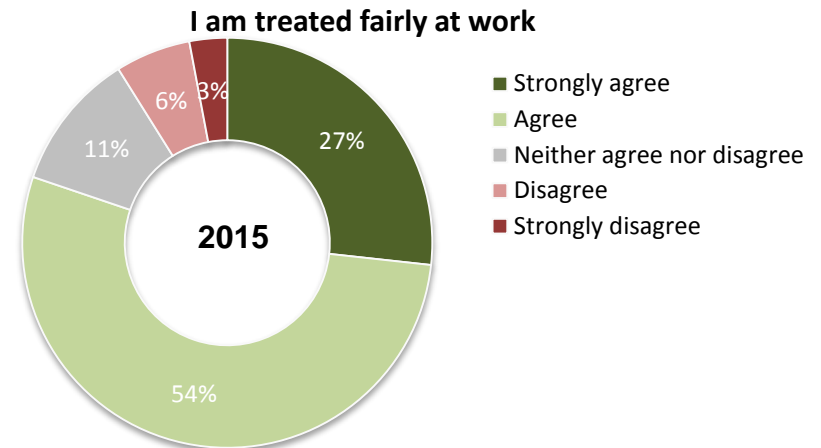
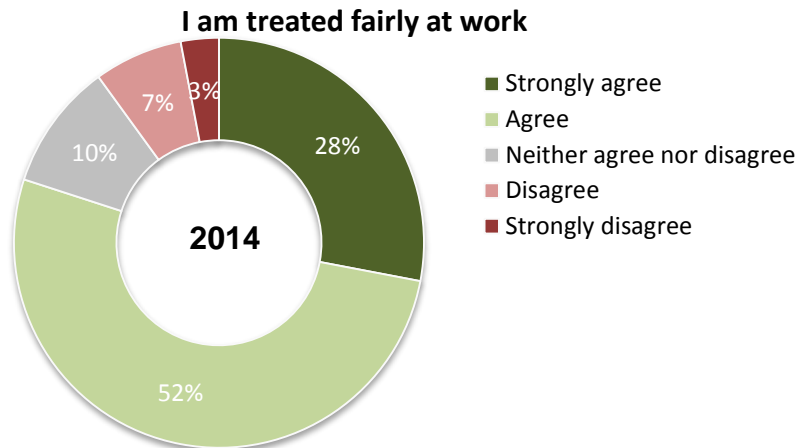
During the past 12 months, have you personally experienced bullying or harassment at work?



- The data shows that there has been a slight decrease in the number of people who report having experienced bullying or harassment in the past 12 months. The numbers of 'Prefer not to say' have also decreased.
- 25 less people across DFID have experienced bullying, harassment or discrimination than in 2014.
- 86% of staff feel respected by the colleagues they work with.

Mark Lowcock, along with other Permanent Secretaries, publicly signed the #NoBystanders pledge in November 2015. We continue to work in DFID and engage cross Civil Service to get behind the figures. 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 flashpoints.

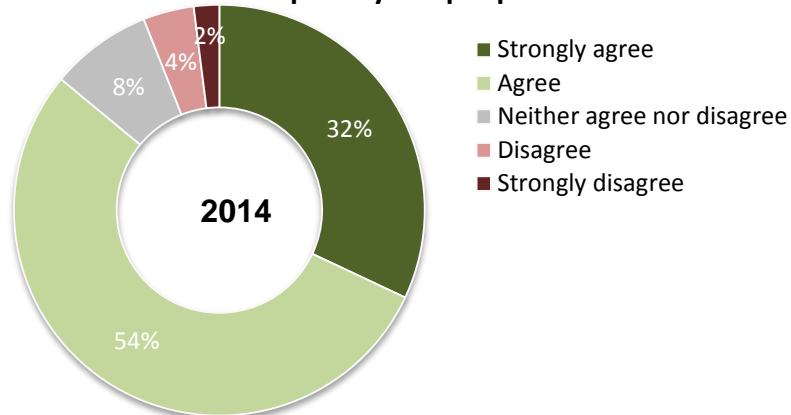
Felt fairness - one



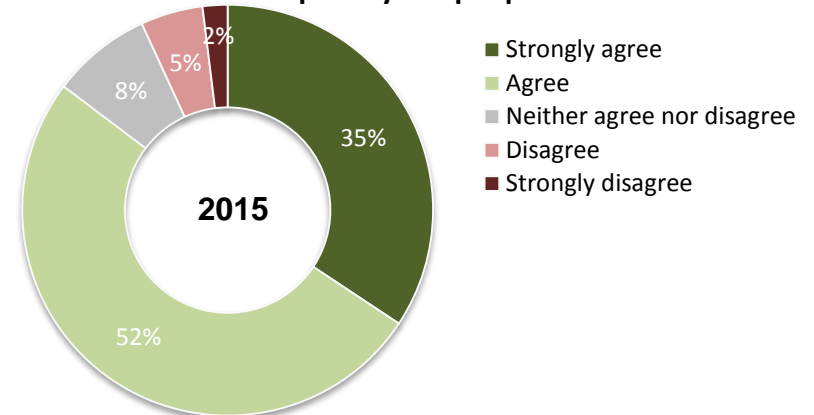
The number of people telling us that they feel fairly treated at work, through the people survey, has remained broadly static with the positive responses increasing 1% in 2015

Felt fairness - two

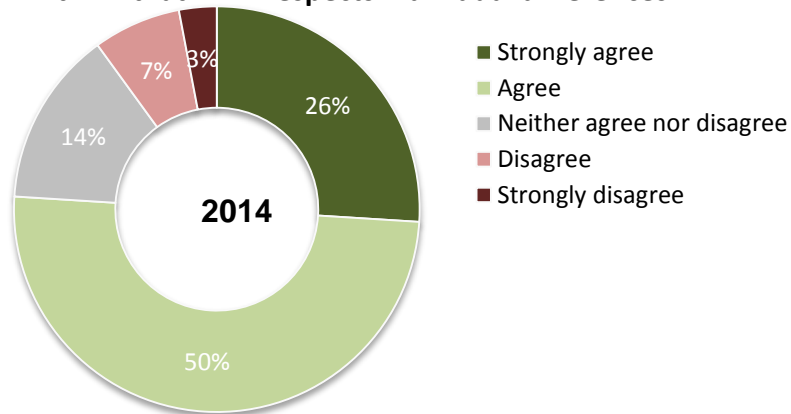
I am treated with respect by the people I work with



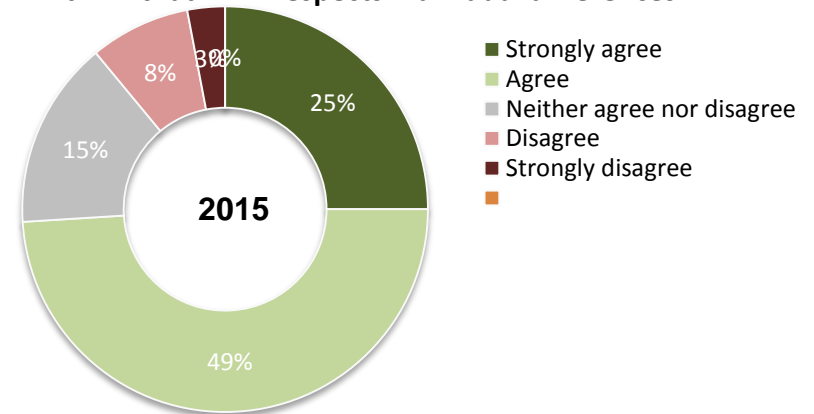
I am treated with respect by the people I work with



I think that DFID respects individual differences



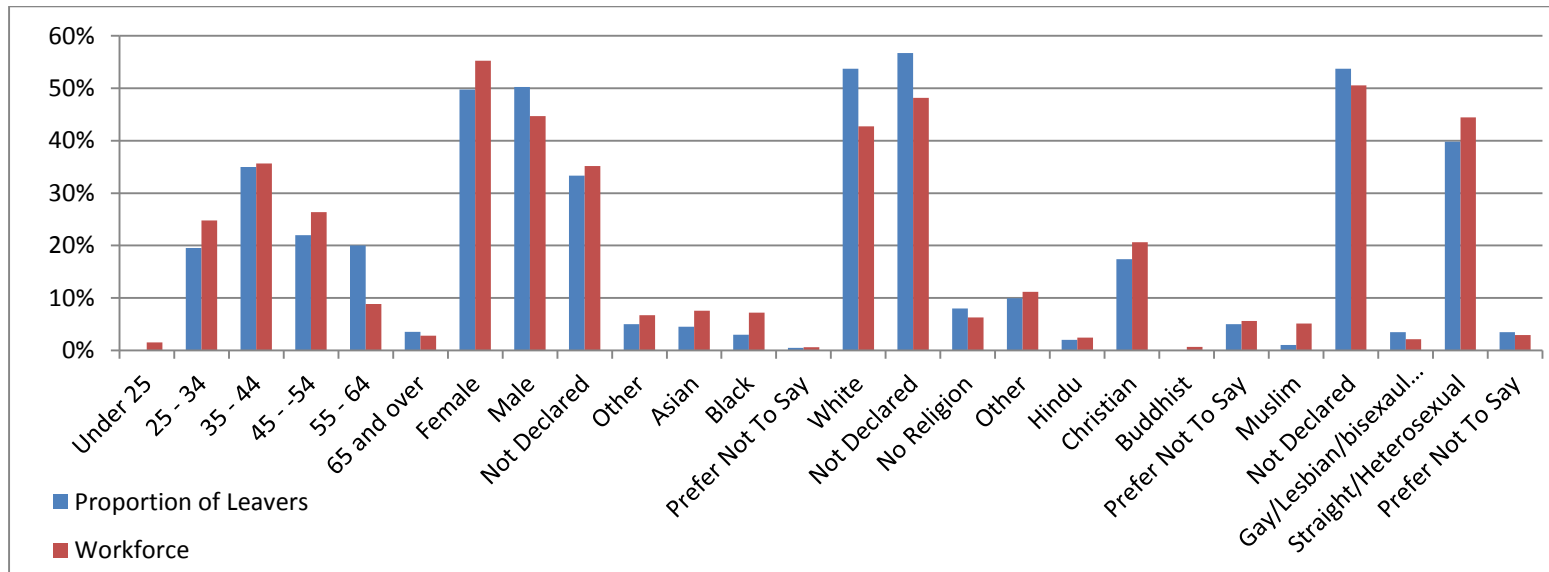
I think that DFID respects individual differences



The number of people telling us that they feel treated with respect by the people they work with, has remained broadly static over the last year.

The extent with which people agree with the statement about DFID respecting individual differences, has also remained static.

Leavers

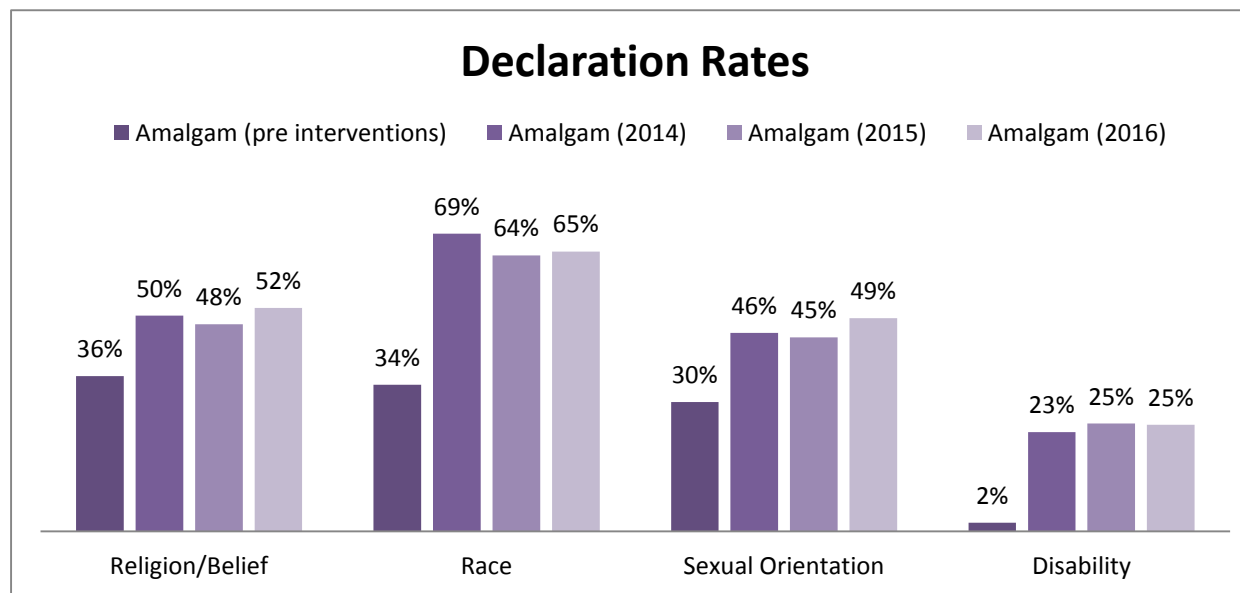


As with the majority of analysis throughout this document, our graduate scheme has been excluded due to the extent to which it distorts the statistics.

- Men and non BAME staff were more likely to leave DFID than women and BAME staff, respectively, in the last year
- Gay/Lesbian/Other were proportionately more likely to leave DFID than heterosexual colleagues
- Retirees account for a significant proportion of those leaving aged 55 and above. This is by no means unusual in employment terms.

Declaration rates

Information on some of the protected characteristics is held on our management information system (HR Passport) as a matter of course. This includes data such as 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. The data below is for all staff. Rates have slipped slightly this year across most characteristics with the exception of disability. In early July 2015, we commenced a low level campaign to drive up declaration rates – and highlighted the importance of this during Inclusion Week. Rates have increased slightly in most areas but we know greater focus is needed and we'll be working on this with leaders and all staff, calling on the help of networks and trade unions where possible.



Summary of corporate actions 2016-17

Number	Action
1	Pilot anonymised recruitment with our graduate recruitment scheme.
2	Explore whether more SCS roles can be open to flexible/part time working (unless there is a clear business reason why this isn't possible)
3	Carry out Level 2 assessment to become a Disability Confident employer
4	Implement Civil Service Workplace Adjustment Passport as well as use of the Civil Service Workplace Adjustment Service.
5	Review 2015/16 Performance and Talent data (including working with Cabinet Office on multivariate analysis of performance ratings).
6	Work to better understand the diversity of the pipeline for SCS roles.
7	Work to improve diversity data recording across all characteristics.
8	Staff networks: embed overarching 'business deal' between DFID and networks.
9	Ensure that all leaders are focussed on championing diversity and inclusion and that all staff demonstrate inclusive behaviours
10	Work with Departments/Country Offices to better understand the rationale for the levels of reporting for bullying, harassment and discrimination (across different protected characteristics); promote zero tolerance and work to reduce these.
11	Aging in the workplace: engage in work with others across the Civil Service to understand the realities of transgenerational working and any implications this may have for managers/HR.
12	Social mobility: actively engage cross Civil Service so that we can measure socio-economic diversity for existing employees and new recruits (including those joining as apprentices).