



FCDO Services

Diversity and Inclusion Strategy

2021-24

Introduction from [REDACTED]

“While members of the Executive have specific champion responsibilities, as Chief Executive, I have overall responsibility for championing Diversity and Inclusion in FCDO Services. It’s a role I take seriously and I am proud to introduce the 2021-24 D&I Strategy.

The strategy has been reviewed in light of changes to the civil service and FCDO’s approaches, the recent appointment of a Diversity and Inclusion (D&I) subject matter expert (SME), and continuous improvement to ensure the strategy remains fit for purpose.

Diversity and inclusion is about attracting and retaining the best talent, it increases innovation and problem solving, and enables us to better understand our global customer base. In summary it’s good for our organisation and good for our people. It is a key enabler for FCDO Services on our journey to be trusted, agile and global:

- trusted to keep nationally important assets safe
- agile in crisis response and developing bespoke solutions
- global in our operations, working worldwide

We are focused on inclusion for all, while also recognising that some underrepresented groups may need additional support to remove barriers which are preventing them from reaching their potential.

As an organisation we have made good progress over the last five years, and I would personally like to thank everyone for their passion and engagement.

I recognise, however, that we still have work to do, to achieve our vision. Achieving a truly diverse and inclusive environment isn’t something which can be left only to management, HR, or passionate diverse advocates. We each have a role to play. I am confident that by working together we will deliver this strategy, and achieve our vision.”

Definitions



Diversity is difference.

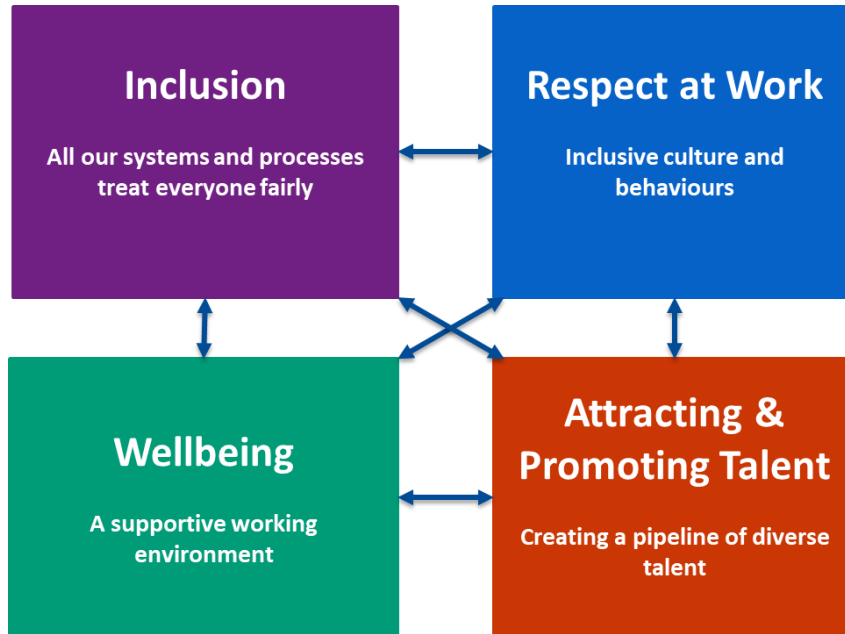
It is everything that makes each of us unique and is broader than the characteristics protected by law.



Inclusion is the extent to which everyone feels valued, accepted, supported to succeed and able to be themselves at work, regardless of any differences.

Our strategy

We will deliver our vision of “a diverse and inclusive organisation that looks after the wellbeing of all of our people”, through four areas of focus. Each focus area aligns to a work stream led by an Executive Champion. Our Diversity and Inclusion Strategy is aligned to that of the FCDO and the wider Civil Service.



Inclusion

Purpose: Foster an inclusive working environment by ensuring FCDO Services’ policies and processes support equitable outcomes and mitigate any direct or indirect negative impacts on particular groups.

Outcome: Everyone in FCDO Services feels that they are treated fairly at work.

Scope:

- Inclusive FCDO Services policies and processes
- Resourcing, training and development policies and processes are covered under Attracting and Retaining Talent
- Equality Impact Analyses
- Diversity data

Respect at Work

Purpose: Creating a positive culture that respects individual differences, and prevents / effectively tackles all forms of bullying, harassment and discrimination.

Outcome: Everyone is treated with dignity and respect. Everyone in the organisation feels comfortable to speak up and be confident that concerns and suggestions will be listened to.

Scope:

- “Ways of Working”
- Clarification of acceptable / unacceptable behaviours
- Promotion of inclusive behaviours
- Prevention and tackling of bullying, harassment and discrimination, including sexual harassment
- Lead by example
- Allies and “no-bystanders”
- Systems and processes to support

Wellbeing

Purpose: Creating a supportive working environment, and ways of working, which enable staff to positively manage their mental and physical health, and overall wellbeing.

Outcome: Everyone feels supported and can thrive.

Scope:

- Increased mental / physical (psychological) health and wellbeing awareness
- Financial wellbeing
- A wellbeing approach to work life balance and patterns of work
- Capable and accountable leaders and managers
- Mechanisms and processes to support

Attracting and Promoting Talent

Purpose: Creating a pipeline of diverse talent by raising the profile of FCDO Services as an inclusive employer, and by addressing barriers to particular groups achieving their potential at work.

Outcome: Everyone who works at FCDO Services feels fulfilled and has opportunities to develop within their roles. Our recruitment, and our organisation - particularly at senior levels - is more reflective of the diversity of the UK.

Scope:

- Inclusive FCDO Services resourcing, training and development policies and processes
- External (attracting) and internal (promoting)
- Outreach and apprenticeships
- Inclusive recruitment / promotion
- A review of best practice on talent, appointments and access to skills.
- Targeted interventions to enable diverse talent to overcome barriers / challenges
- Inclusive training and development

Engaging our people

Executive level D&I Champions supported by Deputy Champions from across the business (see [Appendix I](#)) are appointed to lead engagement on each of the four areas of focus. We recognise the especially important contribution that all our leaders and managers have to play as role models, getting involved and encouraging people in their teams to do so, applying and reviewing policies and through effective communications.

However, becoming a fully diverse and inclusive organisation is dependent on the active engagement and behaviours of all our people. We will continue to encourage everyone to play their part with promoting diversity and inclusion, seek feedback and act on it.

Whether it is from the annual Civil Service People Survey, sharing stories in the Bulletin or on The Hub, participation in recognition events, stepping forward to be support D&I initiatives and others - e.g. outreach initiatives, Mental Health First Aider and Respect at Work Adviser (previously called Harassment Advisers) - being an active member of one of the FCDO Services / FCDO / wider Civil Service staff networks, or supporting staff who call out inappropriate behaviours.

Actions to drive change

We are all different. Whether that be our physical attributes, previous experiences, values and behaviours, or something else. We are complex beings and it therefore follows that there is no magic formula or single action which will deliver D&I for all. Our aim is to focus on those key actions which positively impact our demographics and / or culture. Against each action we seek to understand the impact for our diverse staff.

The below gives an indication of some of the actions that we are focussing on:

Inclusion

- Ensure the potential D&I impact of policy changes are proactively analysed, and issues addressed through Equality Impact Assessments
- Increase transparency of our data e.g. voluntarily produce annual Gender and Ethnicity Pay Gap Reports
- Review HR policies to ensure they are as inclusive as possible
- Participate in external benchmarking to identify strengths and areas for improvement
- Introducing an annual D&I calendar to focus activities and communications on key recognition dates

Respect at Work

- Introduce mandatory Respect at Work training for all
- Update the Harassment Adviser Network
- Introduce a “No Bystanders” campaign
- Targeted interventions for areas with higher reported bullying, harassment and discrimination (BHD)
- Increase transparency of actions taken to respond to allegations of BHD

Attracting and Retaining Talent

- Introduce a work experience programme
- Develop a network of outreach volunteers
- Introduce dedicated Development programmes
- Increase visibility of role models
- Promote the mentoring scheme and expand the reverse mentoring scheme
- Agree annual ambitions / targets, and track / drive progress against these

Wellbeing

- Rebrand EAP to increase awareness and drive usage
- Refresh the Wellbeing strategy for 2022 onwards
- Reintroduce on-site “know your stats” health checks
- Improve the quality of health and welfare support to overseas staff
- Integrate wellbeing into return to the office processes and communications
- Increase the focus on financial, and physical wellbeing through delivering key initiatives

Governance, monitoring and reporting

The 2021-24 D&I Strategy introduces a Steering Group, chaired by the HR Director and comprising the executive champions and representatives from the staff networks, to ensure we are driving - and achieving - the change required.

Progress will be monitored through our workforce demographics, identified key / supplementary measures for each of the work streams, activity participation levels and qualitative feedback.

Progress against our overall D&I action plan and those of the work streams is reviewed 6 monthly by the Main and Executive Boards, and will be reported the Steering Group and regular staff communications.

Ongoing review

To ensure this strategy is still appropriate for FCDO Services and relevant to our strategic aims, it will be reviewed annually in collaboration with the key stakeholders.

V2.1 21/02/2022

Appendix I

D&I Executive Champions and Deputy Champions

Work stream	Champion	Deputy Champion
Overall Diversity and Inclusion	[REDACTED]	Not applicable
Wellbeing	[REDACTED]	[REDACTED]
Inclusion	[REDACTED]	[REDACTED]
Respect at Work (previously called Bullying, Harassment and Discrimination)	[REDACTED]	[REDACTED]
Attracting and Promoting Talent (previously called Diverse Representation)	[REDACTED] (outreach) – [REDACTED] during [REDACTED]. [REDACTED] (internal talent / development)	[REDACTED]

FCDO Services Executive Point of Contacts for Staff Networks

Staff Network	FCDO Services Exec Point of Contact
Disability. Carers. Wellbeing.	[REDACTED]
LGBT+	[REDACTED]
Race and Ethnicity. Religion and Belief	[REDACTED]
Social Mobility, Early Careers	[REDACTED] ([REDACTED] during [REDACTED])
Gender – WeConnect and FCDO Women	[REDACTED]