



Government  
Internal Audit  
Agency

Better insights better outcomes

# Public Sector Equality Duty

2021/2022 report

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# Equality report

The Government Internal Audit Agency (GIAA), is committed to fairness, promoting equality and diversity in everything we do. We continue to focus on creating a healthy, safe and inclusive working environment for our colleagues to thrive and feel they belong, enabling them to deliver effectively to meet our objectives as an organisation.

Taking equality considerations into account in our work is an important and integral part of our approach.

In carrying out our functions we are required to have due regard to and achieve the objectives set out under section 149 of the Equality Act 2010 to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it

This report reflects this act and our commitment to meet the above objectives.

To ensure transparency, and to assist in the performance of this duty, the Equality Act 2010 (Specific Duties) Regulations 2011 require public authorities, to publish:

- equality objectives, at least every four years (from 6 April 2012)
- information to demonstrate their compliance with the public sector equality duty (from 31 January 2012)

This report provides aggregated information relating to our employees and a benchmark that enables us to measure progress and identify priority areas for further research and action. It shows how we carry out our statutory duty to promote and monitor equalities.

# Eliminate discrimination

## Bullying Harassment and Discrimination (BHD)

- We reviewed our BHD policies and processes and have plans to make improvements to our written policy documents and our GIAA intranet in 2022-23.
- We produced a video explaining what we mean by BHD and shared this widely across GIAA encouraging everyone to watch it.
- We have included content supporting our people to call out poor behaviours in our 'Coach and Focus' model for managing the performance of our people.

## People networks

We continue to support our wide range of people networks, which at the time of writing include the following:

- DAWN – Disability & Wellbeing Network
- Faith Networks
- Flexible Workers Network
- GEM – GIAA Ethnic Minority Network
- GLEAM - GIAA LGBTQ+ Equality and Allies Members' network
- Menopause Matters
- SupportNet – a source of support to others.
- Women in GIAA

Support for our networks was improved during 2021-22 with the provision of dedicated time for those who lead these groups on our behalf, in recognition of the valuable contribution that they make to our GIAA community. Each network has a dedicated intranet page that is accessible for all colleagues. These play an instrumental role in raising awareness of equality, diversity and inclusion issues, contributing to GIAA's people policies and acting as a critical friend to the organisation.

## Gender pay gap report

Our GIAA gender pay gap figures for the 2021-22 financial year are included in [HM Treasury's Gender Pay Gap Report 2021 to 2022 - GOV.UK \(www.gov.uk\)](#) which was published on 24 November 2022 as part of the 'Transparency day' initiative – along with reports from across the other main government departments.

# Advance Equality of Opportunity

## Mentoring

Catapult is a mentoring scheme led by the Ministry of Justice (MOJ), which aims to support colleagues from less privilege backgrounds to realise their full potential, helping to build confidence, realise aspirations and aid progression through connections with mentors. In 2021, GIAA signed up to the scheme for the first time.

## Mutual mentoring

We piloted mutual mentoring to learn, build confidence, develop understanding and perspective, and encourage more diversity of thought across the organisation.

## Reverse mentoring

We piloted reverse mentoring, specifically inviting colleagues with a protected characteristic to take part. Eight colleagues were paired with senior leaders to upward mentor, helping to broaden understanding of the barriers people face in their personal life, working life and career aspirations.

# Foster good relations

## Communications

One area of focus for 2021-22 has been on making diversity and inclusion activity more visible across the GIAA. One of the ways we did this was through making improvements to our communications approach.

- We introduced monthly diversity and inclusion drop-in sessions creating a safe space for honest discussions about diversity and inclusion related activity at the GIAA.
- We have refreshed our internal intranet page, providing clear progress reporting and signposting
- We have created and published a number of internal communications videos to make our messages more accessible.
- GIAA has celebrated/commemorated the following days:

Deaf Awareness week, Eid Mubarak, Dementia Action week, Mental Health Awareness week, Windrush day, Autistic Pride day, Carers week, Pride month, Pride evolution of language, Schizophrenia awareness day, World Suicide prevention day, International week of happiness at work, Bi visibility Day, National Inclusion week, Black History Month, World Menopause day, Childrens' Grief awareness week, Wear it Pink day, Grief awareness week, Happy Chanukah, World Prematurity day, International Stress awareness week, Interfaith week, Carers Right day, Diwali, International Mens' day, Advent, Holocaust Memorial Day, Time to talk day, World Cancer day, LGBT history month, International womens' day, Lesbian visibility week, Easter reflections and Ramadan.

- We launched Inclusion discussions, facilitating 43 structured conversations in teams across the agency.

## Working through the Covid-19 pandemic

- Throughout the pandemic, the health and safety of our people was our priority. We provided regular updated guidance to staff and sent out monthly 'checking-in surveys' to monitor the physical and mental wellbeing of our people so that we could respond positively and quickly to particular concerns.
- We maintained two dedicated hubs on our intranet to provide the most up to date information and advice, focused on our people and our customers. This included a virtual 'school gate' for parents to connect and discuss the balance of working from home and educating children.



- We had a rolling programme of wellbeing related initiatives, tackling subjects such as loneliness, mental well-being, physical activity and the importance of balancing work and home life.
- We provided detailed HR guidance on matters such as flexible working, special leave as well as detailing the support available to order home working equipment such as monitors, desks and other workplace equipment.

## **Governance**

Diversity and inclusion is governed by our People Committee (a sub-committee of our Executive Committee) that provides strategic direction on all people matters including diversity and inclusion.

Our People Committee also acts as a consultative and decision-making forum, inviting views and perspectives from our people networks.

# Our people

## Overall workforce

The data presented here shows GIAA's workforce by protected characteristic as at 31 March 2022.

There were 446.2 full time equivalent people employed by the GIAA as at the end of March 2022.

Table 1: workforce composition by gender, ethnicity, disability, and sexual orientation. Positive declarations only, excludes unknown values.

Total proportion of Females across all grades %	Total proportion of Males across all grades %	Total proportion of Ethnic minorities across all grades %	Total proportion of Disability across all grades %	Total proportion of Lesbian/gay/bi/other across all grades %
52.8%	47.2%	21.9%	11.9%	2.9%

## Diversity data by grade

The following six tables illustrate the diverse make up of our organisation by grade as percentages in relation to the protected characteristics as at 31 March 2022 when we employed 446.2 full time equivalent people. The data shows positive declarations only. Please note, there is a table at the end of this document that explains the job banding used in the GIAA and some of the acronyms used below.

**All tables read across from junior grades at AO through to senior staff at SCS and the percentage are of the total. For example, of the total number of 16-24 year olds who work for GIAA, 78% of them work at HEO grade.**

**A Table to Show the Percentage of Age Group by Grade**

<b>Age</b>	<b>AO</b>	<b>EO</b>	<b>HEO</b>	<b>SEO</b>	<b>Grade 7</b>	<b>Grade 6</b>	<b>SCS</b>	<b>Total</b>
16-24	<b>22%</b>		<b>78%</b>					*
25-29	<b>8%</b>	<b>13%</b>	<b>63%</b>	<b>17%</b>				*
30-34			<b>11%</b>	<b>21%</b>	<b>63%</b>	<b>5%</b>		*
35-39	<b>2%</b>		<b>23%</b>	<b>28%</b>	<b>33%</b>	<b>9%</b>	<b>5%</b>	*
40-44	<b>2%</b>		<b>11%</b>	<b>41%</b>	<b>25%</b>	<b>15%</b>	<b>7%</b>	<b>14.2%</b>
45-49			<b>8%</b>	<b>49%</b>	<b>21%</b>	<b>13%</b>	<b>10%</b>	<b>12.2%</b>
50-54		<b>4%</b>	<b>13%</b>	<b>31%</b>	<b>28%</b>	<b>15%</b>	<b>10%</b>	<b>17.8%</b>
55-59		<b>4%</b>	<b>15%</b>	<b>33%</b>	<b>21%</b>	<b>21%</b>	<b>6%</b>	<b>19.6%</b>
60-64		<b>2%</b>	<b>26%</b>	<b>49%</b>	<b>19%</b>	<b>2%</b>	<b>2%</b>	<b>14.0%</b>

Age	AO	EO	HEO	SEO	Grade 7	Grade 6	SCS	Total
65 +		25%		50%	25%			*

\* data is less than 10% so has been replaced by an asterix as individuals may be identifiable

### A Table to Show the Percentage of Gender by Grade

Gender	AO	EO	HEO	SEO	Grade 7	Grade 6	SCS
Female	1%	5%	22%	38%	19%	10%	6%
Male	2%		14%	33%	29%	15%	6%

### A Table to Show the Percentage of Ethnicity by Grade

Ethnic Minority	AO	EO	HEO	SEO	Grade 7	Grade 6	SCS
Ethnic minority	4%	4%	27%	36%	19%	7%	3%
Undeclared			13%	35%	30%	4%	17%

Ethnic Minority	AO	EO	HEO	SEO	Grade 7	Grade 6	SCS
White	1%	3%	17%	35%	25%	14%	6%

**A Table to Show the Percentage of Disability by Grade**

Disability	AO	EO	HEO	SEO	Grade 7	Grade 6	SCS
Disabled	2%	4%	28%	37%	19%	6%	6%
Not disabled	1%	2%	18%	35%	25%	14%	5%
Undeclared	4%	6%	10%	35%	27%	8%	12%

**A Table to Show the Percentage of Sexual Orientation Group by Grade**

Sexual Orientation	AO	EO	HEO	SEO	Grade 7	Grade 6	SCS
Heterosexual	2%	3%	19%	34%	24%	14%	5%

Sexual Orientation	AO	EO	HEO	SEO	Grade 7	Grade 6	SCS
LGBO			25%	30%	15%	15%	15%
Undeclared		4%	11%	50%	23%	2%	11%

**A Table to Show the Percentage of Religion by Grade**

Religion	AO	EO	HEO	SEO	Grade 7	Grade 6	SCS
Agnostic	5%	5%	20%	35%	25%	5%	5%
Atheist/None	1%	2%	17%	27%	28%	20%	6%
Buddhism				50%	50%		
Christian	1%	4%	19%	34%	21%	14%	7%
Hindu	8%		25%	42%	17%		8%

Religion	AO	EO	HEO	SEO	Grade 7	Grade 6	SCS
Muslim	3%		23%	35%	26%	10%	3%
Other			43%	57%			
Sikh	10%	10%	30%	40%	10%		
Undeclared		1%	12%	50%	28%	3%	6%

**Table 2: grade structure**

There are 9 pay grades within the GIAA that follow the grade structure used across the civil service. The different grades are shown in the table below

GIAA Grade	
AO	Administrative Officer
EO	Executive Officer
HEO	Higher Executive Officer
SEO	Senior Executive Officer

<b>GIAA Grade</b>	
<b>Grade 7</b>	Grade 7
<b>Grade 6</b>	Grade 6
<b>SCS 1</b>	Deputy Director
<b>SCS 2</b>	Director
<b>SCS 3</b>	Director General

## Recruitment

We have sought to continue to attract, retain and develop diverse talent through innovative recruitment strategies, using social media, employee advocacy and targeted candidate packs. Our recruitment practice is inclusive, ensuring adverts are checked for language and include positive statements. All roles are open to reasonable adjustments to support the recruitment process. We highlight our work life balance benefits, including flexible working, in all of our job adverts. We continue to use name-blind job applications.

To expand our pool of applications from a diverse background we posted all adverts on Diversity Jobsite to help target unrepresented groups in the agency. We also place all adverts on government's 'Find a Job' website which links to candidates who are claiming benefits due to a disability. The GIAA also participates in the Disability Confident Scheme which enables us to ensure all candidates who apply under this scheme and meet the minimum requirements of the role they have applied for are offered an interview.

All members of recruitment panels participate in equality and inclusion training. Interview panels consist of three people and are as diverse as possible, with mixed gender being a minimum requirement.

The GIAA advertises roles across seven different core locations further supporting our drive to become and even more diverse workforce. Interviews for most roles are also conducted remotely.

We apply an inclusive induction approach with built-in regular check-in points with new starters to promote networking and encourage feelings of belonging.



## **Learning, development and skills and apprenticeships**

GIAA is committed to developing a strong learning and development culture and people are at the centre of our values.

The new Civil Service apprenticeship strategy is just one of several steps the government has taken to grow the number of apprenticeship opportunities offered in the UK. The GIAA offers apprenticeships up to and including level 7 Graduate and Post Graduate. The government's strategy also includes a diversity and inclusion measure: the proportion of apprentices from lower socio-economic backgrounds should remain at or above the Social Mobility Commission benchmark.

Each year, the GIAA invests in a programme of learning for both National Apprenticeship Week and Learning at Work. These programmes promote the value of apprenticeships and the importance of learning and connecting with others.

## **Health and wellbeing**

GIAA are committed to supporting our people's wellbeing and aim to:

- Support our people's wellbeing: physical, mental and financial;
- Deliver GIAA (and Civil Service) Wellbeing priorities by;
- Promoting the range of wellbeing support in different ways to maximise take-up.
- Develop and trial new and innovative wellbeing tools, recognising that we access and use support in different ways
- Promote healthy lifestyles
- Continually improve the GIAA wellbeing offering
- Develop GIAA Wellbeing and Mental health strategies and action plans (aligned with Civil Service Wellbeing priorities).
- Early interventions for the prevention and management of musculoskeletal disorders .

## **Supporting mental and physical health**

We now operate a hybrid working approach which allows colleagues the flexibility of some home working alongside attending an office location.

We also ensure colleagues who require workplace adjustments are fully supported and equipment is provided both at home and the office as required.

All our people have access to our Wellbeing Hub which provides a one stop shop for practical advice and support. The Hub includes six wellbeing categories which are financial wellbeing, mental health support, learning resources, physical wellbeing, relationships and support services. Each category contains information and signposting.

All our people across the agency have access to an Employee Assistant Programme (EAP). The EAP offers a complete support network of expert advice and compassionate guidance 24 hours per day, seven days a week, covering a wide range of issues which include:

- Life support: access to counselling for emotional problems and a pathway to structured therapy sessions (employees only) at your convenience.
- Legal information: for issues that cause anxiety or distress including debt management, consumer, property or neighbour disputes (employees only).
- Bereavement support: the offer of qualified and experienced counsellors who can help with grief plus legal advisors to help with related legal matters.
- Medical information: qualified nurses are on hand to offer support on a range of medical or health-related issues offering practical information and advice.
- Online cognitive behavioural therapy

All our people have access to an occupational health service. This service is there to give line managers medical advice about their employees' health and / or disability and how this relates to their work. It can help with cases that could otherwise result in sickness absence or to help facilitate a return to work following long term sickness absence. The service can also advise on a range of other issues such as stress, attendance management and specialist workstation assessments.

All our people across the agency have access to the government's Access to Work Mental Health services programme. This programme can provide nine months confidential, no cost advice, guidance and support from mental health professionals to help people cope with work while they manage a mental health condition such as anxiety, depression or stress.

All our people across the agency have access to fully qualified Mental Health First Aiders (MHFA). They are a point of contact for anyone who is experiencing a mental health issue or emotional distress. This interaction could range from having an initial conversation through to supporting the person to get appropriate help, including in an emergency situation.

Our MHFAs also promote mental health awareness, with blogs and webinars, supporting key awareness days/weeks in the wellbeing calendar.