Department for Environment Food & Rural Affairs

Inclusive Inclusion, Inclusively

or, *Investment* (getting buy-in)

Invention (making a gameplan)

and *Investigation* (monitoring)

Raphael Richards

Head of Equality, Diversity & Inclusion Programme

Food, Biosecurity & Trade Group

Defra

We will cover:

Investment

What is inclusion?

Why inclusion?

Give them what they want, show them what they want

Make it critical

Invention

The five As of EDI intervention

Vision, Mission & Outcomes

Strategy – Benefits mapping

The POAP

Investigation

Learning from Listening

Listening Circles

Feedback Loops

Getting buy-in

Inclusion

Diversity is being invited to the party;
inclusion is being asked to dance.

Verna Myers

Inclusion refers to how the workforce experiences the workplace and the degree to which organisations embrace all employees and **enable them to make meaningful contributions**.

McKinsey

Inclusion is what's needed to give diversity real impact, and drive towards a world of work where all employees are empowered to thrive and allows everyone at work to contribute and feel a part of an organisation. Given that **all employees are unique, inclusion is relevant for everyone in a business**.
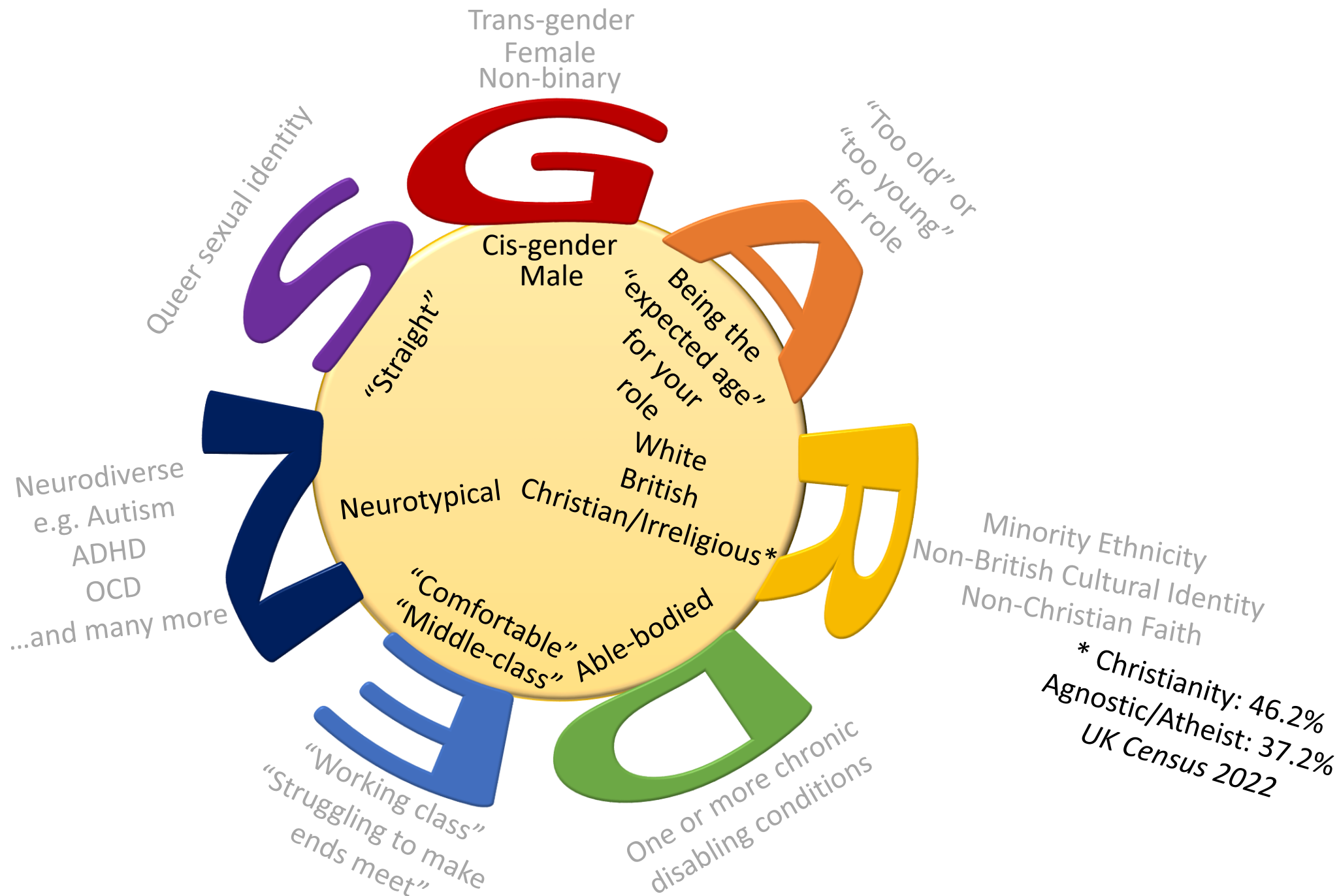
CIPD

Protected Characteristics?

GARDENS

'Gender' & Sex	Age	Race, Culture & Religion	Disability	Economic ('Class')	Neuro-diversity	Sexuality
Women	Older	Geography	Chronic health	"SEB"	Chronic mental	Lesbian
Trans spectrum	Younger	Ethnicity	Physical	Current	ill-health ('D')	Gay
Non-binary		Upbringing	impairments	financial	Learning	Bisexual
Genderqueer		Language	Workplace	status	difficulties	Pansexual
Agender		Faith	adjustments	Cost-of-living	Autism spectrum,	Asexual
…				crisis	ADHD, OCD,	Demisexual
					Depression,	…
					Anxiety,	
					Misophonia, …	

The "Charmed Circle"

Trans-gender
Female
Non-binary

"Too old" or
"too young"
for role

Queer sexual identity

Cis-gender
Male

Being the
"expected age"
for your
role

"Straight"

White
British
Christian/Irreligious*

Neurotypical

Neurodiverse
e.g. Autism
ADHD
OCD
...and many more

Minority Ethnicity
Non-British Cultural Identity
Non-Christian Faith

"Comfortable"
"Middle-class"   Able-bodied

"Working class"
"Struggling to make
ends meet"

One or more chronic
disabling conditions

* Christianity: 46.2%
Agnostic/Atheist: 37.2%
UK Census 2022

The "Strange Circle"

SGARRODEN

Trans-gender
Female
Non-binary

"Too old" or "too young" for role

Queer sexual identity

Cis-gender Male

"Straight"

Being the "expected age" for your role

White British Christian/Irreligious

Minority Ethnicity
Non-British Cultural Identity
Non-Christian Faith

Neurodiverse e.g. Autism ADHD OCD ...and many more

Neurotypical

"Comfortable" "Middle-class"

Able-bodied

One or more chronic disabling conditions

"Working class" "Struggling to make ends meet"

The Hokey Cokey

SGARROENS

Non-binary
Trans-gender
Female
Cis-gender Male

Queer sexual identity
"Straight"

"Too old" or "too young" for role

Being the "expected age" for your role

White British

Christian/ **Irreligious**

Minority Ethnicity
Non-British Cultural Identity
Non-Christian Faith

Neurodiverse e.g. Autism
ADHD
OCD
...and many more
Neurotypical

"Comfortable"
"Middle-class"
"Working class"
"Struggling to make ends meet"

Able-bodied

One or more chronic disabling conditions

Fly further with less baggage!

Y-axis: Performance
- High performing, regularly rewarded
- Average to good performance
- Heavily managed; poor performance

X-axis:
- Severely Disadvantaged
- Sometimes advantaged, sometimes disadvantaged
- Severely Advantaged

Even the best performers, with impactful characteristics, can be **perceived** as "falling short"

Bias in sift, interview and even day-to-day office settings can be hard for allies to challenge

Reward and recognition often favours the 'charmed circle'

Those in the 'strange circle' are painted with a single brush and have fewer freedoms

Candidates with disadvantage are likely to be less confident at application and interview, and in the workplace

Less disadvantage gives a greater control over one's fate

Those with protected characteristics have to spend more energy being seen/heard and defending their needs

Closing the gap

Performance (axis)
- High performing, regularly rewarded
- Average to good performance
- Heavily managed; poor performance

Raising awareness of issues that affect people with particular characteristics benefits the most disadvantaged and creates a caring, supportive culture

The vast majority of staff have at least one protected characteristic and are invested in creating a welcoming workplace culture

Targeting "basics" (raising awareness, pulling back the curtain on internal culture) while being accessible for all has greatest impact on the most in need

Interventions that are open to everyone support everyone, and are indisputably beneficial to the business

Severely Disadvantaged

Sometimes advantaged, sometimes disadvantaged

Severely Advantaged

Inclusive Inclusion

- Everyone is *allowed* to grow and develop – not just disadvantaged staff.

- This concept circumnavigates two common objections to EDI practice in the workplace:
  - The belief that there is no EDI problem, or that spending money on disadvantaged groups has poor value for money: if interventions are **universally available to all staff and target agreed problems and business concerns**, the argument for action is strong
  - The belief from privileged staff that they are excluded from accessing targeted support: **all staff are welcome** to lead and join interventions and discussion spaces – in fact, this is preferred!

The Business Case: Business Criticality

Sick leave

Capacity & capability requirements

Senior Representation profile

Recruitment statistics

Staff turnover rates & exit data

The mandate for action

Listening Circles

360 Leadership Feedback

Ongoing engagement

People Surveys

Complaints, grievances & BHD rates
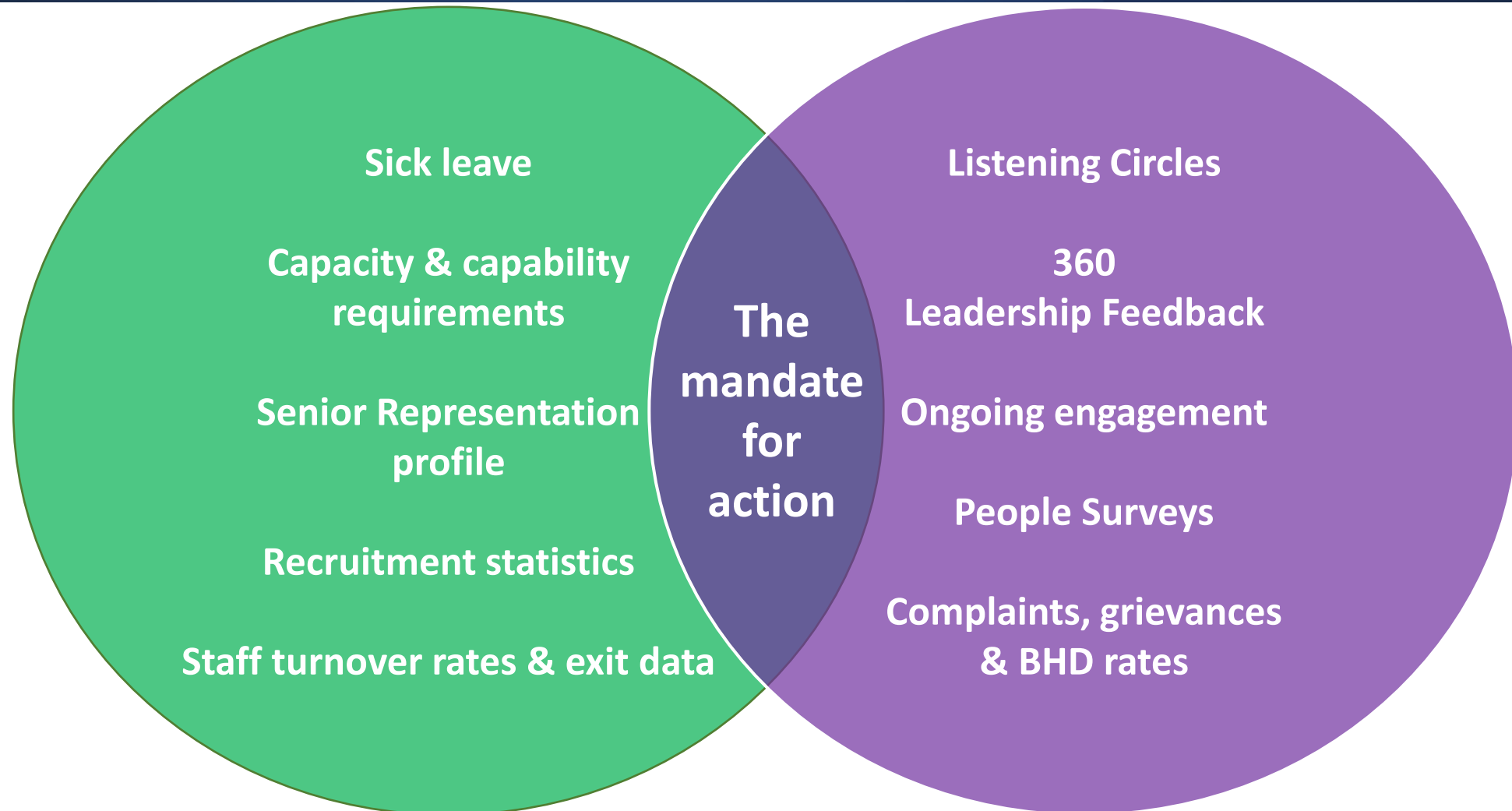
Mastering the Game Plan

What are these?

clement

mild

HOT

balmy

humid

temperate

sincere

The Five As of EDI Interventions

Interventions **must**…

- be **Aimed** at addressing staff and business concerns [**Inclusion**]
- **Allow** all staff to participate when needed [**Inclusive** Inclusion]

Inclusive Inclusion, **Inclusively**
We support the business and its staff to change by **leaving no room for excuses**

- be **Available** when needed and requested
- provide **Accessible** delivery, timing, and format
- be communicated in a timely manner to raise adequate **Awareness**

Vision, Mission, Outcomes, Strategy

- Start with a top-down approach: A clear vision – **set out your utopia**

- Define the mission: what needs to be done to achieve it?

- Divide the mission into areas: these are your **outcomes**

- Your vision can only be realised through tangible outputs (deliverables)

- Your strategy must link to deliverables with SMART objectives:
  – Specific, Measurable, Achievable, Realistic, and Time-bound.

- Check your working by asking your staff (bottom-up)

Civil Service Diversity & Inclusion Strategy

The **Civil Service D&I Strategy** asks D&I practitioners to:

• Attract talent from all backgrounds **(Recruitment & Representation)**

• Invest in our people capabilities **(Access to Develop)**

• Drive a performance culture that delivers improved outcomes for our citizens **(Performance, Reward & Recognition)**

EDI Programme Vision, Mission & Outcomes

Vision: The International & Borders Group instinctively includes people through its **organisational culture of belonging**, and **becomes a beacon** to encourage the whole of Defra to do the same.

Mission: To ensure that the experience of staff with protected characteristics is the same as that of staff without, and remove the discrepancy in outcomes related to senior representation, recruitment processes, performance ratings, engagement, and eliminate bullying, discrimination and harassment.

Outcome 1: Leadership

Outcome 2: Inclusion & Culture

Outcome 3: Representation & Recruitment

Outcome 4: Performance, Reward & Recognition

Outcome 5: Access to develop

EDI Programme: Five Outcomes

Leadership

"Our leaders inspire and promote a culture of instinctive inclusion throughout Defra" – delivery includes ensuring our leaders are committed to EDI through accountable objectives and public commitments, and are engaged in the EDI dialogue.

Inclusion & Culture

"All staff feel they belong in an environment where equality, diversity and inclusion are implicit and expected as the norm" – delivery includes providing clarity on escalation routes for microaggressions and discrimination, improving access to EDI training and resources, and providing opportunities for allyship.

Representation & Recruitment

"Our recruitment processes will almost always lead to a workforce representative of the UK population at all levels" – delivery includes process change for fairer recruitment practices, and sourcing/providing training based on the latest EDI best practice.

Performance, Reward & Recognition

"All staff feel fairly evaluated for their contributions to the workplace" – delivery includes supporting managers and direct reports in providing and assessing evidence for performance marking, improving guidance for reward and recognition, and ensuring all staff have a fair and equal chance to earn in-year awards.

Access to develop

"All staff feel they can access the same opportunities to develop, including temporary promotions and learning & development" – delivery includes ensuring all staff have access to mentoring opportunities, development programmes and talent management.

Culture & Inclusion Outcome

Strategy	Concept	Scope	Comments
Data	People Survey results / Directorate wellbeing survey results	To create a unified dashboard of all metrics that all EDI allies want to see. These metrics underpin proposed changes to policy and/or process and measure their success.	Components of EDI dashboard
Process	Escalation routes guidance* / Allyship group	Provide allyship support, dovetailing with and raising awareness of informal and formal HR processes.	Outline design stage
Process	Pro-inclusion resource library	A collection of literature, podcasts, websites, and other antiracism/anti-ableism/gender diversity/… resources.	Centralise/ formalise
Comms	Birdtable awareness sessions**	To update on EDI and People Group teams work and encourage volunteers.	Formalise rhythm
Comms	Listening sessions	To provide a forum to air concerns related to discrimination, bullying and harassment, and impacts on work life.	Regular and tied to 'events'
Comms	Monthly email buzz	A regular update on EDI to include links to resources, capture feedback, and engage and enthuse staff.	Centralise/ formalise
Comms	EDI surveys	To understand the current situation and perceived impact of EDI activity.	To design and link to dashboard

O1.2 SMART Leadership objectives

Must | Should | Could | Won't for now

Idea stage → Outline Design stage → Full Design stage → Development stage → Implementation

In Scope
Starting from senior leadership (DG, Directors and DDs) and flowing down, all leaders (down to G7) must subscribe to an agreed standardized EDI and Antiracism objective, against which they can be measured (SMART).

Out of Scope
All-staff objectives; these will flow from this objective, after it has been completed.

Outline Benefits
1. By mandating all staff to work on antiracism and EDI, necessary policy and process shifts will happen at pace.
2. Development of an 'all in this together' mindset

Accountability
Package Lead (R): *Unidentified*   Sign-off (A): Talking Race Group
Senior Users (C): Talking Race Group, Design Authority

Metrics
1. All G7+ have an EDI and antiracism objective.
2. Project Race survey results show an increase in acceptance of the problem, awareness of work to be done, and active volunteering.

Milestones
Awaiting identification of Package Lead.
1. Review & redrafting of SCS EDI / antiracism objectives
2. Sharing of objectives across IBG
3. Director-General to mandate SCS EDI/antiracism objective
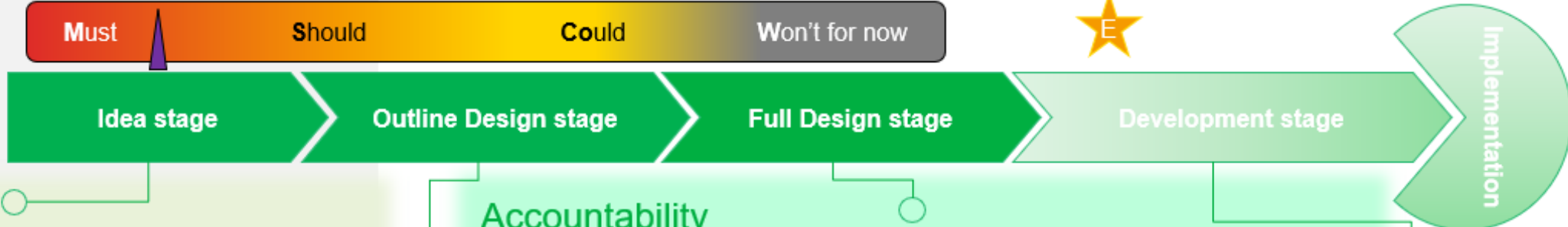4. SCS to mandate G6/7 cohort to have EDI/antiracism objective

Cost
None - FTE only.

Time
Initial development: Recommended deadline 31 March; work includes consultation, sharing, agreement to mandate, and redrafting.
BAU: Biannual (6-monthly) review

Resource
Assuming 2 month development timescale using 0.2FTE.

History
Current SCS EDI objectives exist, but may not be satisfactory, aligned, or comparable.

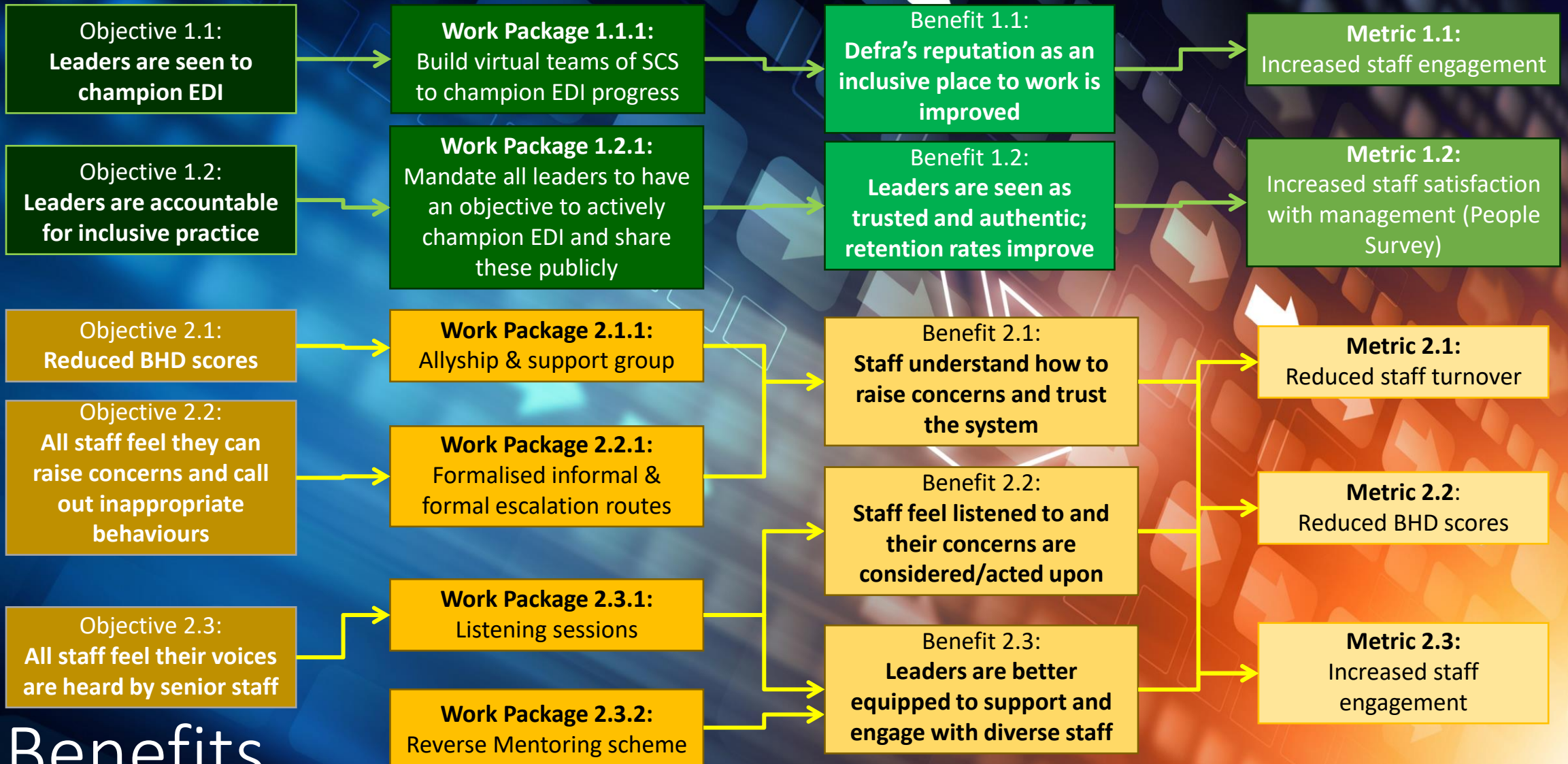## Potential barriers
SCS sign-off to being held accountable.

Progress update
Status: EUIT SCS have developed objectives and some of NID have.
To consider: wording around 'building diverse teams'.
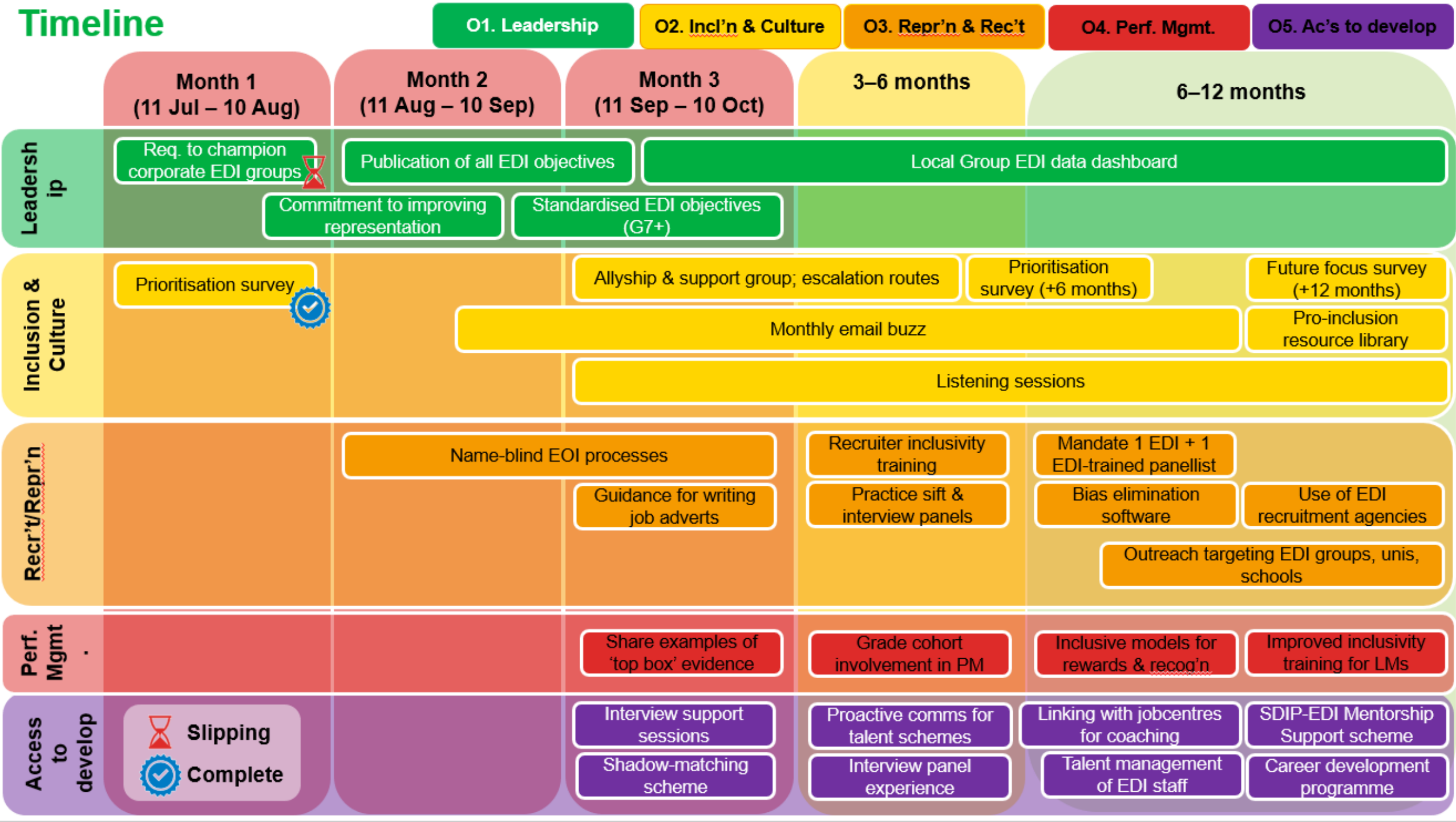**Active blockers:** None.

Leadership
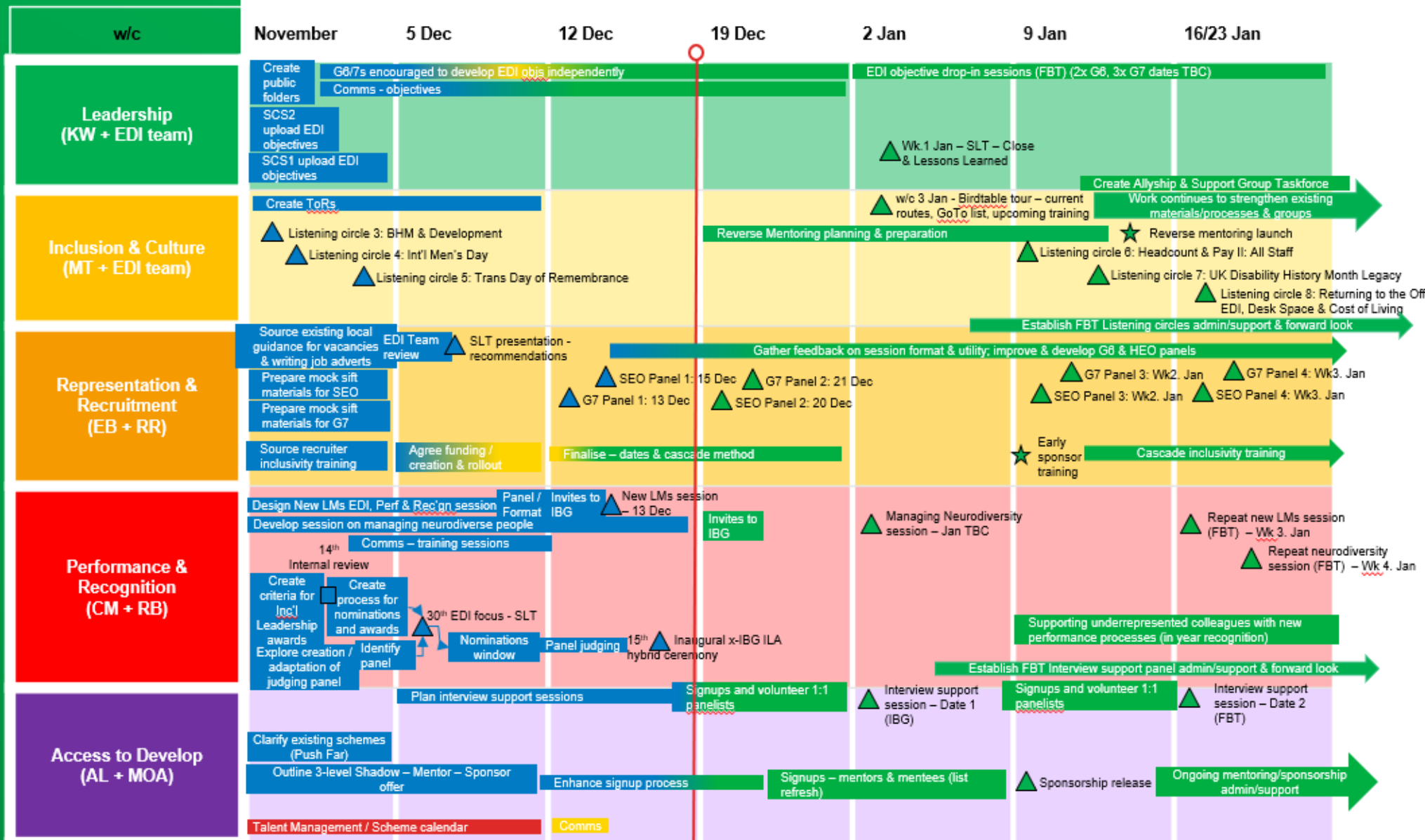
Strategy 2. Process change

Benefits Plan

| Objective 1.1: **Leaders are seen to champion EDI** | → | **Work Package 1.1.1:** Build virtual teams of SCS to champion EDI progress | → | Benefit 1.1: **Defra's reputation as an inclusive place to work is improved** | → | **Metric 1.1:** Increased staff engagement |
| Objective 1.2: **Leaders are accountable for inclusive practice** | → | **Work Package 1.2.1:** Mandate all leaders to have an objective to actively champion EDI and share these publicly | → | Benefit 1.2: **Leaders are seen as trusted and authentic; retention rates improve** | → | **Metric 1.2:** Increased staff satisfaction with management (People Survey) |

Objective 2.1: **Reduced BHD scores** → **Work Package 2.1.1:** Allyship & support group

Objective 2.2: **All staff feel they can raise concerns and call out inappropriate behaviours** → **Work Package 2.2.1:** Formalised informal & formal escalation routes

Benefit 2.1: **Staff understand how to raise concerns and trust the system**

Objective 2.3: **All staff feel their voices are heard by senior staff** → **Work Package 2.3.1:** Listening sessions

Benefit 2.2: **Staff feel listened to and their concerns are considered/acted upon**

Work Package 2.3.2: Reverse Mentoring scheme

Benefit 2.3: **Leaders are better equipped to support and engage with diverse staff**

Metric 2.1: Reduced staff turnover

Metric 2.2: Reduced BHD scores

Metric 2.3: Increased staff engagement

Benefits Plan

Timeline

	O1. Leadership	O2. Incl'n & Culture	O3. Repr'n & Rec't	O4. Perf. Mgmt.	O5. Ac's to develop

	Month 1 (11 Jul – 10 Aug)	Month 2 (11 Aug – 10 Sep)	Month 3 (11 Sep – 10 Oct)	3–6 months	6–12 months
Leadership	Req. to champion corporate EDI groups ⧖	Publication of all EDI objectives		Local Group EDI data dashboard	
		Commitment to improving representation	Standardised EDI objectives (G7+)		
Inclusion & Culture	Prioritisation survey ✓		Allyship & support group; escalation routes	Prioritisation survey (+6 months)	Future focus survey (+12 months)
			Monthly email buzz		Pro-inclusion resource library
			Listening sessions		
Recr't/Repr'n		Name-blind EOI processes		Recruiter inclusivity training	Mandate 1 EDI + 1 EDI-trained panellist
			Guidance for writing job adverts	Practice sift & interview panels	Bias elimination software / Use of EDI recruitment agencies
					Outreach targeting EDI groups, unis, schools
Perf. Mgmt.			Share examples of 'top box' evidence	Grade cohort involvement in PM	Inclusive models for rewards & recog'n / Improved inclusivity training for LMs
Access to develop	⧖ Slipping / ✓ Complete		Interview support sessions	Proactive comms for talent schemes	Linking with jobcentres for coaching / SDIP-EDI Mentorship Support scheme
			Shadow-matching scheme	Interview panel experience	Talent management of EDI staff / Career development programme

Risk Assess Your Solutions

- "Staff from some ethnic minority backgrounds get marked as "poor performance" or "growing" disproportionately more than White staff.

- Solution: remove box markings and increase the In Year Awards (IYA) allowance.

- Risk: Staff from certain minorities receive even less performance-related pay due to poor monitoring of IYAs.

- Mitigation: Establish processes within R&R committees to drive fair award distribution.
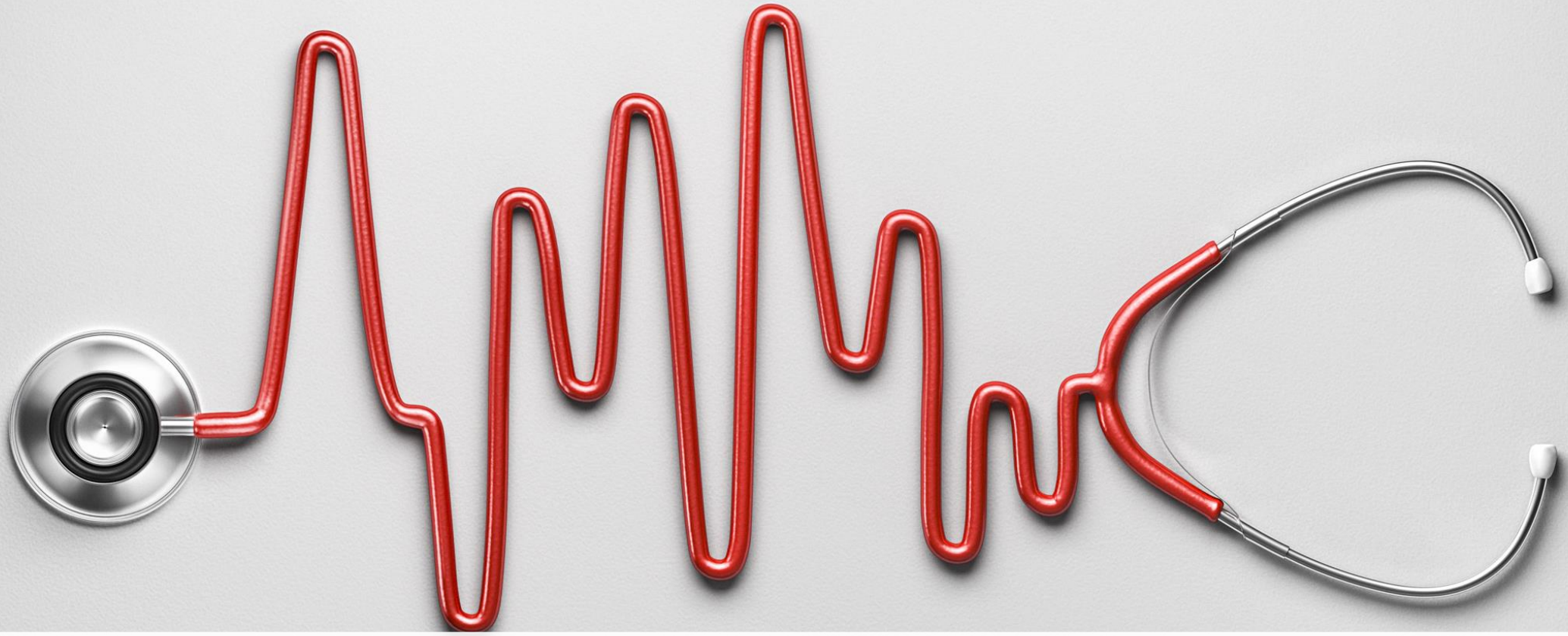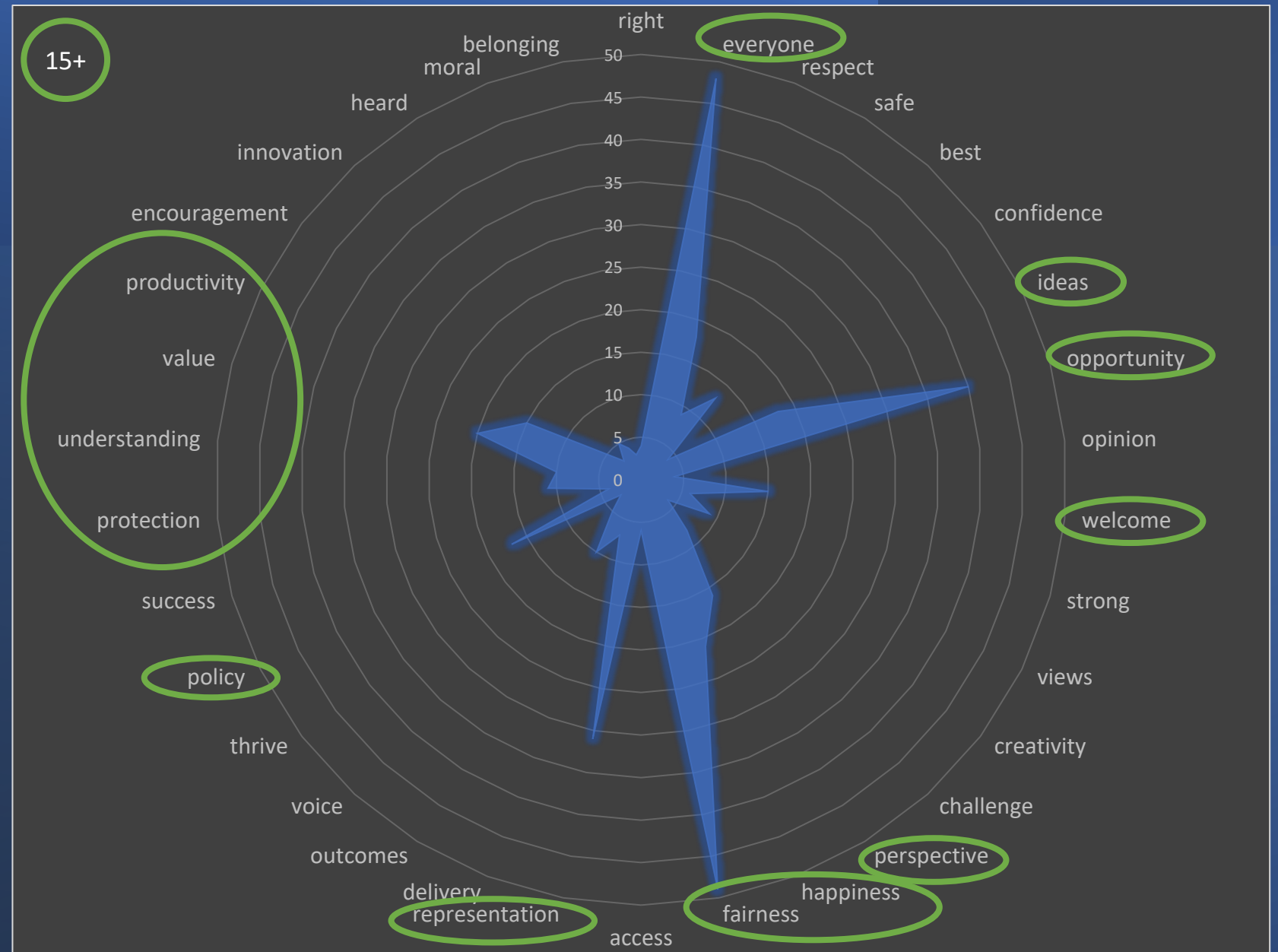
Monitoring the Heartbeat

Prioritisation: Survey

- We asked people things!

- Small group workshopping

- Work package ideas

- Risk of hemming in
  - Be broad and wild!
  - Offer write-ins/suggestions
  - Better than the alternative (blank page syndrome)

Do staff understand the benefits of EDI?

Verbal analysis of survey at project start, June 2022

Keywords analysis: members & allies

Bar chart values:
- GENDER: 88
- AGE: 38
- RACE: 74
- FAITH: 13
- DISABILITY: 61
- CLASS: 14
- NEURO: 14
- SEXUALITY: 69
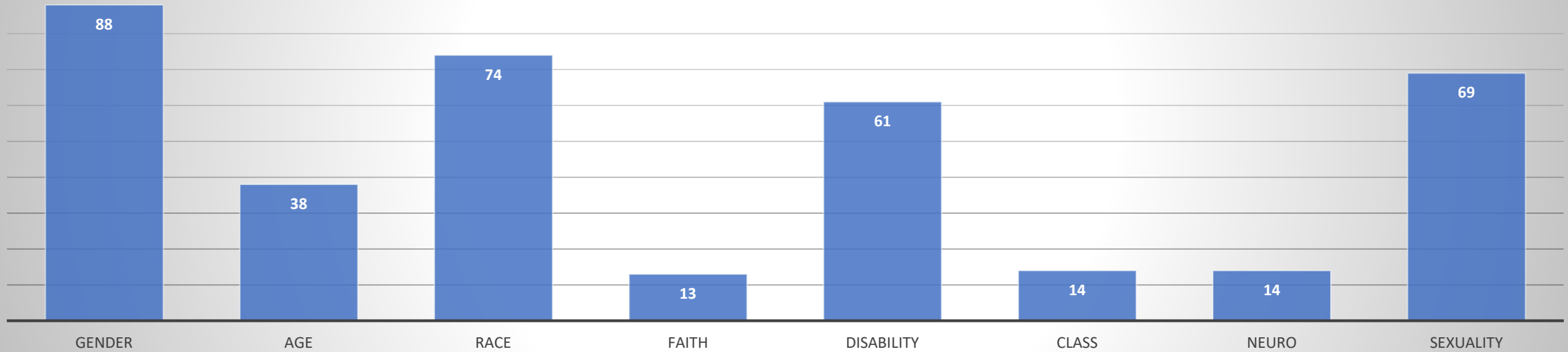
Allyship analysis

- When asked to specify their support, respondents were most likely to state that they were members or allies in support of issues relating to **gender/women (88)**, **race and culture(74)**, **sexuality (69)**, and **disability (61)**. There were very few mentions of **class or socioeconomic status, mental health and neurodiversity (14 each)**, and **faith/religion (13)**.

Active Participation

Are you willing to participate?
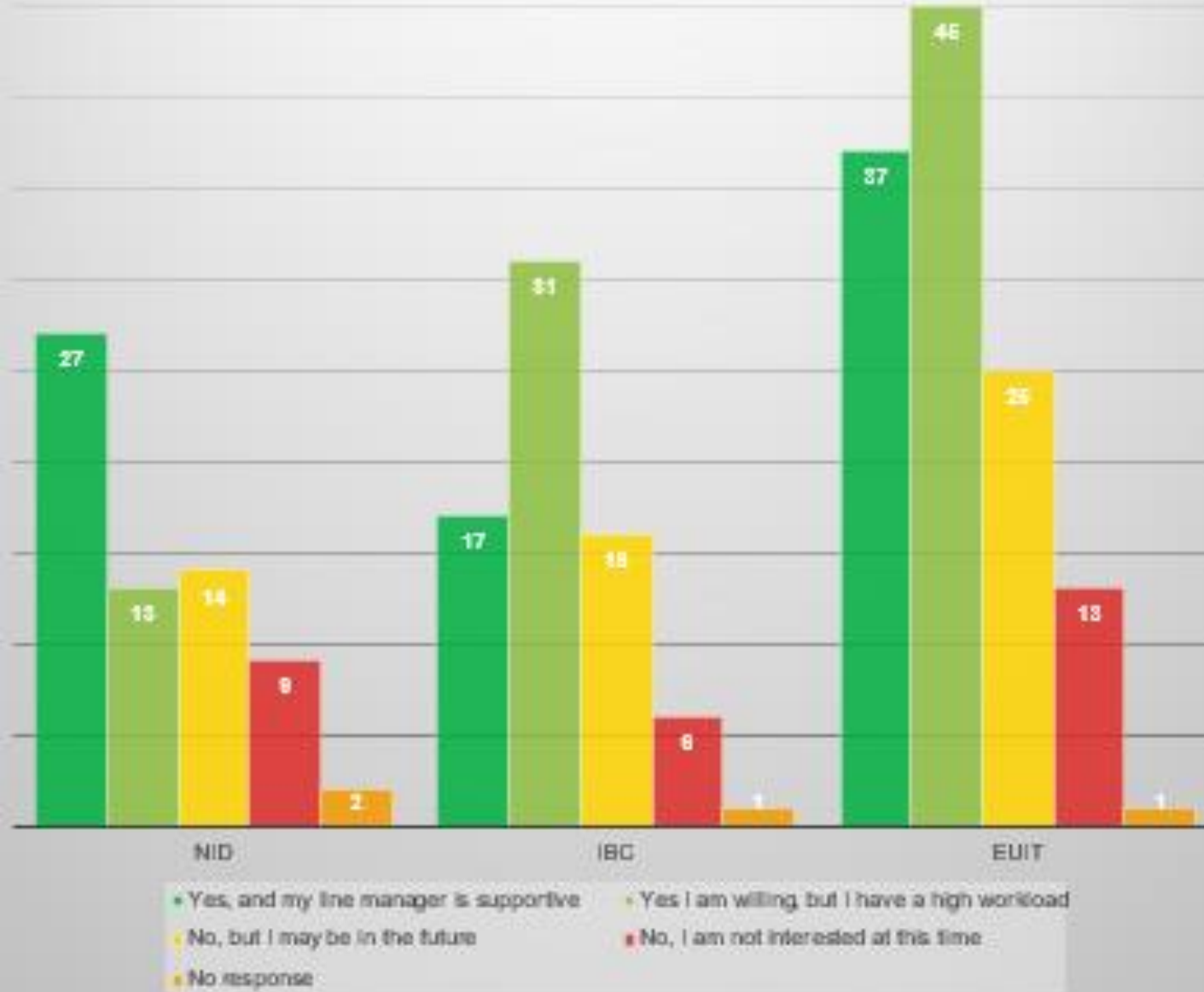
Ensuring HR policies in response to headcount reductions do not **disproportionately negatively impact staff** with protected characteristics

Senior **managers to include EDI as part of weekly team meeting**. My manager is yet to say a word related to EDI.

Make **contact points** as **simple and visible** as possible.

Publish **stats on diversity** in senior positions, recruitment, numbers who achieved high end of year markings or received rewards and recognition – look for any trends which have improved diversity since the amazing work EDI have done. How do we compare to other directorates and departments and maybe the wider population?

Particular attention can be put on highlighting ways to **develop soft skills** and **tailored L&D** towards developing those skills

To pushback to Ministers and **stress the importance of Diversity programmes** within the Civil Service

Constant training for leadership to sensitise them to build and retain a dedicated EDI sensitive team

Accountability and transparency of **Senior Leadership**

Leadership
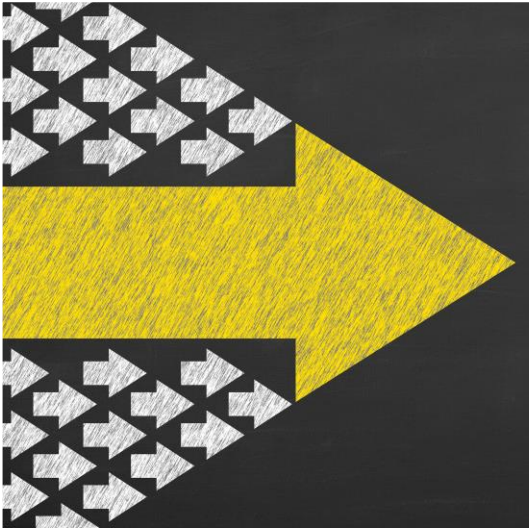
When surveyed at Project Start, Priority 1 for staff was:
Commitments and Targets to improve Representation (44%).
→ **Work Package**: Mandate all leaders to have an objective to actively champion EDI and share these publicly. We worked with the Director General and Directors on their objectives, and cascaded down to Deputies and Senior Managers.

The second priority was **Championing EDI Groups** (29%).
→ **Work Package**: Build virtual teams of Senior Civil Servants to champion EDI progress. We asked them to be accountable for the progress for their outcome plan.

Challenges included finding senior time, sustaining buy-in, and maintaining momentum. Leveraging the interest, cover and clout of the Director General was paramount.

While staff engagement decreased over the period, "My Team", "My Manager", and Inclusion-related scores *improved* slightly. Confounding factors during the period included the Cost-of-Living crisis and dispute over pay leading staff to report feeling less valued overall.

Culture & Inclusion

For the Inclusion & Culture pillar, **Regular Listening Sessions** (35%) and **Allyship groups & Escalation routes** (39%) both came out on top across the three directorates.

→ Work package: To provide a forum to air concerns related to discrimination, bullying and harassment, and EDI impacts on work life.

→ Work package: Provide allyship support, dovetailing with and raising awareness of informal and formal HR processes.

Challenges included senior time (again!), generating wide interest for listening sessions, and specifying the exact remit of allyship groups (e.g. "first responders", required training, overlap/dovetailing with similar support already available).
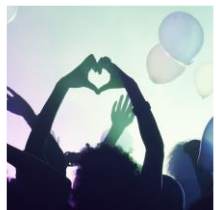
While staff engagement decreased over the period, team, manager and inclusion scores improved slightly. Confounding factors during the period included the Cost-of-Living crisis.

Group-wide Listening Circles

- **Aims**: To provide staff with the opportunity to comment openly and authentically on issues related to EDI and give leaders the chance to hear and understand feedback and escalate or engage in supportive action.

DATES & PANEL	TOPIC
6 OCTOBER 2022	HEADCOUNT & PAY EDI PERSPECTIVE
13 OCTOBER 2022	BLACK HISTORY MONTH: TIME FOR CHANGE, ACTION NOT WORDS I
3 NOVEMBER 2022	BLACK HISTORY MONTH: TIME FOR CHANGE, ACTION NOT WORDS II
10 NOVEMBER 2022	INTERNATIONAL MEN'S DAY (day is 19th)
29 NOVEMBER 2022	TRANSGENDER DAY OF REMEMBRANCE
9 JANUARY 2023	HEADCOUNT & PAY ALL STAFF
16 JANUARY 2023	UK DISABILITY HISTORY MONTH
13 JANUARY 2023	DESK SPACE, COST OF LIVING/RETURNING TO OFFICE
27 JANUARY 2023	RESPECT AT WORK: Update on BHD data, Signpost for support
10 FEBRUARY 2023	INCLUSIVE LINE MANAGEMENT
24 FEBRUARY 2023	LGBT+ HISTORY MONTH
10 MARCH 2023	INTERNATIONAL WOMEN'S DAY (day is 8th)

Make time for feedback

- Post-event feedback
- Biannual surveys – are we making progress?
  - Don't be dissuaded by early dips in scores
- Check in 1:1 with staff
- Create multiple avenues for feedback – who can you trust?
- You will hear complaints!
- Pinch of salt

Thank You

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for Environment
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