Diversity and Inclusion Strategy: 2024 to 2027

Our progress to date

Diverse representation, equal pay and inclusion

We have increased representation across the majority of our target characteristics.

The percentages of ORR colleagues who are female or recording a disability have increased and the proportion who are as minority ethnic matches the national average.

Protected characteristic	ORR 2023 percentage	ORR 2020 percentage	Civil service 2023 percentage	England and Wales Census 2021 percentage
Female	44%	Up from 40% in 2020	55%	51%
Minority ethnic	19%	Up from 18% in	15%	18%

Protected characteristic	ORR 2023 percentage	ORR 2020 percentage	Civil service 2023 percentage	England and Wales Census 2021 percentage
		2020		
Disability	7%	Up from 5% in 2020	16%	18%
LGBTQ and other	6%	Up from 5% in 2020	6%	3%

Actions that have made a positive difference

Our increase in representation has, in part, been achieved by improving our recruitment process. We have broadened our criteria in job descriptions, used recruitment channels with wider coverage and improved the diversity of our interview panels.

We set an expectation for everyone to have a D&I objective and provided mandatory and non mandatory D&I training.

We have also refreshed our values, making inclusivity explicit. These are promoted across the organisation, with formal recognition of where individuals demonstrating them have made a difference.

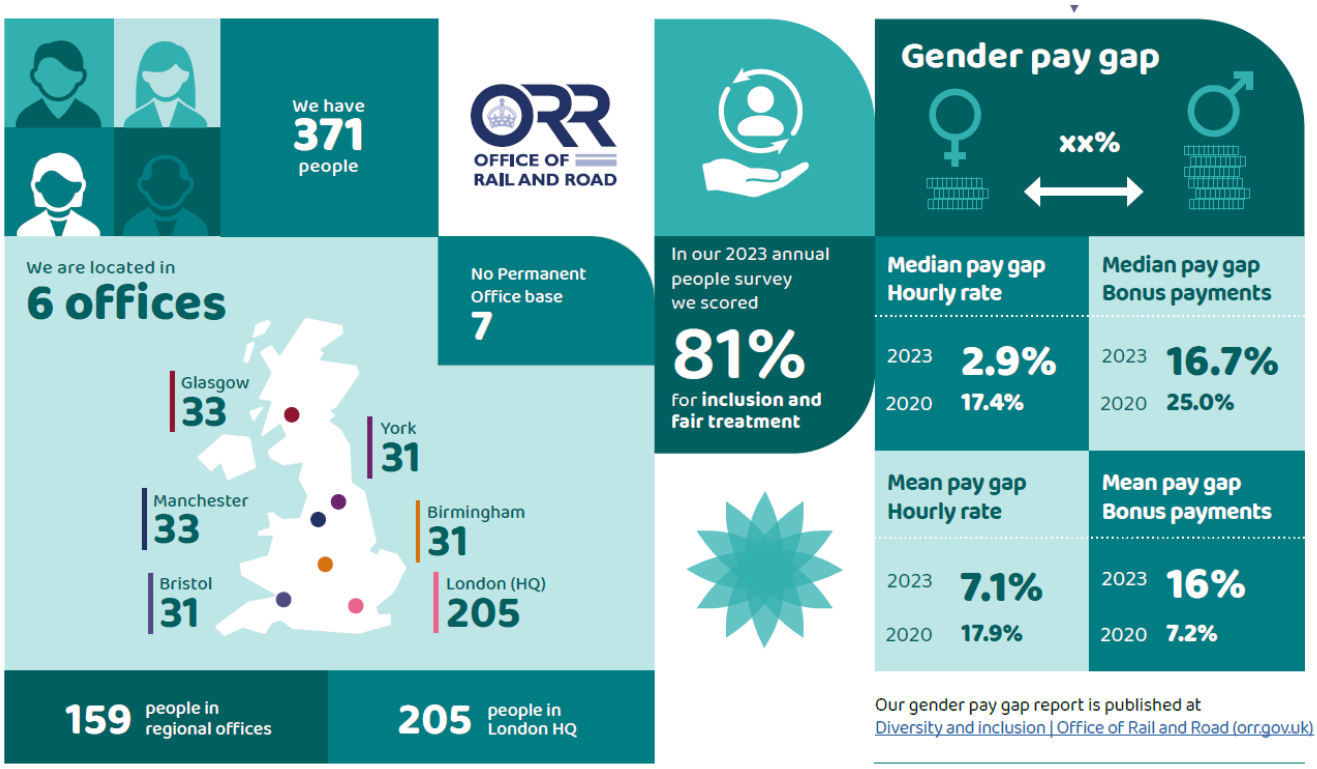
Continuous improvement

We have developed this refreshed strategy learning lessons from the last three years.

For example, we have:

- made the D&I themes simpler and more engaging, to increase buy-in
- ensured responsibilities for delivery are clear, with no gaps and overlaps
- reflected the pace that D&I policy is developing and factored in learning on topics such as intersectionality

This strategy was also informed by the rich and varied set of responses and suggestions we received from engaging with colleagues and our D&I network.



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