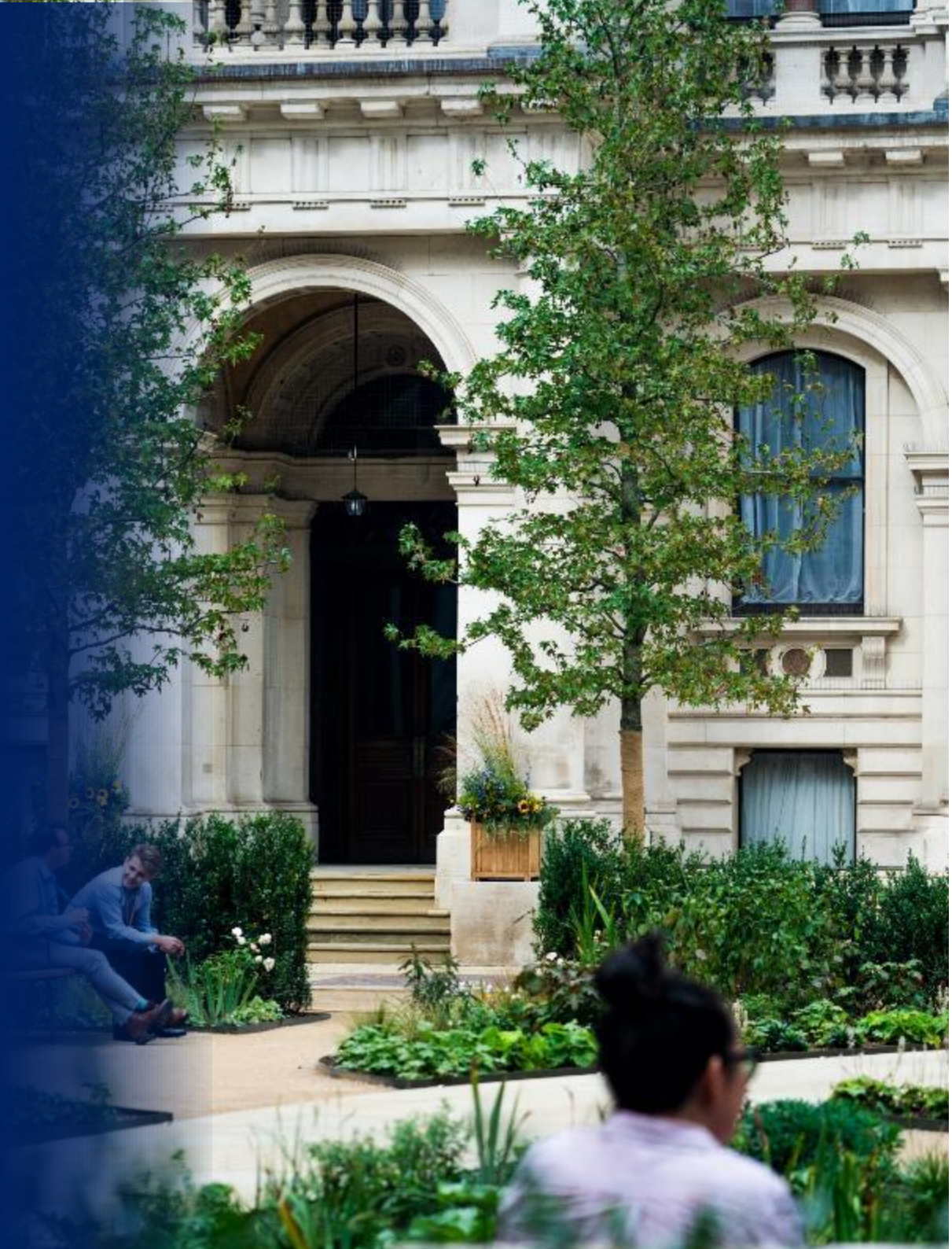
Foreign, Commonwealth & Development Office

# Chief People Officer Candidate Pack

**Salary: Up to £162,500 per annum, depending on skills and experience**

**Closing Date: Monday 11th January 2027**

regulated by Civil Service Commission



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# Opening message from Helena Vega-Lozano



Thank you for your interest in joining the Foreign, Commonwealth and Development Office as our Chief People Officer.

The FCDO is an extraordinary organisation. Our people work across the UK and in almost every country in the world, representing the UK, responding to crises, supporting British nationals overseas and delivering our diplomatic and development objectives. They operate in environments ranging from some of the world's major capitals to places affected by conflict, instability and significant security challenges. That makes the leadership of our People function both unusually complex and hugely important.

This is also an important moment for the FCDO. We are changing how we operate, with a clear ambition to become a more agile, focused and high-performing organisation. We have already begun significant organisational change, and the next phase gives our new Chief People Officer a substantial mandate: to strengthen the capability and impact of our People function, build organisational capability, make much better use of data and technology, and help create a culture in which high performance is expected, supported and recognised. I am looking for an outstanding HR professional who can bring deep functional expertise and experience of leading change in a large, complex organisation. Just as importantly, you will need the judgement, curiosity and interpersonal skill to understand what is distinctive about the FCDO, build credibility with colleagues across our global network and bring people with you as we change.

You will have significant freedom to shape the next phase of our People agenda, working directly with me and alongside colleagues across the FCDO's senior leadership. This is a demanding role, but a rare opportunity to shape the next phase of a high-performing People function in an organisation with exceptional international reach and purpose.

If that combination of challenge, complexity and public purpose appeals to you, I very much hope you will consider joining us.

**Helena Vega-Lozano**
**Chief Operating Officer**
**Foreign, Commonwealth and Development Office**

# About the FCDO

The Foreign, Commonwealth and Development Office leads the UK Government's diplomatic, development and consular work around the world. Around 17,000 colleagues work across the UK and a global network spanning 180 countries and territories, including some of the world's most challenging and security-sensitive environments.

The FCDO's role is to protect and promote the UK's interests internationally, build enduring global relationships and respond with agility to evolving priorities, crises and geopolitical risk.

The organisation is undergoing significant change, with an ambitious agenda to strengthen performance, capability and delivery. The People function is central to that agenda.

The next Chief People Officer will have the opportunity to lead the next phase of the People function's transformation – strengthening business partnering, performance, talent and careers, workforce planning and the effectiveness of core HR services, while supporting the wider organisational transformation of the FCDO.

You can find out more about the organisation on the FCDO page on GOV.UK.



# The Role

As Chief People Officer (CPO) for the Foreign, Commonwealth and Development Office (FCDO), you will provide compelling professional leadership to the global People function, ensuring that our people, capabilities and culture enable the FCDO to deliver diplomatic, consular and development excellence around the world.

Reporting directly to the Chief Operating Officer, you will join the FCDO at an important point in its evolution. The organisation is changing significantly, with an ambitious agenda to strengthen performance, capability and delivery across the UK and our global network. The CPO will play a central role in shaping and enabling that transformation.

Your central task will be to lead the next phase of the People function's transformation, strengthening its capability, effectiveness and impact across the organisation. You will shape the FCDO's future workforce strategy and operating model, ensuring that we have the right people, skills and capabilities in the right places to deliver our priorities now and in the future.

A particular priority will be to strengthen HR business partnering across the FCDO, ensuring that the People function combines deep professional expertise with a strong understanding of the organisation and its operational priorities. You will ensure that leaders receive high-quality, pragmatic advice and constructive challenge, and that HR is able to translate professional expertise into solutions that work in a complex operational environment.

You will also help build a stronger culture of performance across the FCDO. Working with leaders across the organisation, you will strengthen performance management and accountability, talent, careers and succession, leadership capability and the organisational disciplines required to support consistently high standards. You will help create an environment in which strong performance is expected, supported and recognised, and in which our people are able to develop and perform at their best.

Alongside this, you will lead the continued modernisation and development of the People function itself. Leading a team of functional experts, you will strengthen HR capability, sharpen accountabilities and improve the quality and consistency of HR services, policies and processes. You will also help ensure that the FCDO derives greater value from its existing People technology, data and workforce insight, supporting better organisational and workforce decisions.



Japan state visit

The scale and complexity of the FCDO make this a demanding People leadership role. Our workforce of more than 17,500 people operates across the UK and an extensive global network, including some of the world's most challenging and conflict-affected environments. You will need to combine deep professional expertise with outstanding judgement, resilience and interpersonal sophistication, building credibility with a diverse group of senior stakeholders and influencing effectively in an intellectually rigorous environment.

You will lead a function that has itself been through a significant period of organisational change. Success will require the ability to combine pace and ambition with empathy and sound judgement: supporting and developing the team while creating the clarity and momentum required for the next phase.

As a senior member of the FCDO leadership cadre, you will contribute beyond the People agenda to the wider corporate leadership of the organisation. You will also represent the FCDO within the wider Government People Function and work with colleagues across government where this supports the Department's international and organisational priorities.

For the right person, this is a rare opportunity to lead a substantial People transformation in one of the UK's most internationally significant organisations, bringing fresh thinking and deep professional expertise to an agenda with real organisational and public impact.



Global Partnerships Conference 2026



Men's Football World Cup Reception 2026 at FCDO

## Key Responsibilities

This is a high-profile leadership role with responsibility for a complex global portfolio that is fundamental both to the experience of our people and to the FCDO's ability to deliver the Government's international priorities. You will:

- Lead the next phase of transformation of the FCDO People function, strengthening its capability, operating model and impact across the organisation.
- Strengthen HR business partnering, ensuring leaders receive high-quality, pragmatic professional advice and constructive challenge grounded in a strong understanding of organisational and operational priorities.
- Strengthen a culture of performance, driving performance management, accountability, talent, careers, succession and leadership capability.
- Improve the quality, consistency and effectiveness of core HR services, policies and processes, ensuring they are responsive to the needs of the organisation and its people.
- Shape and deliver the FCDO's workforce strategy, ensuring that the organisation has the people, skills and capabilities required to deliver its priorities across the UK and overseas.
- Ensure that the FCDO derives greater value from its People technology, data and workforce insight, using these to support better organisational and workforce decisions.
- Lead organisational capability and talent priorities, ensuring that the FCDO can attract, retain and develop exceptional people and build the leadership and specialist capabilities required for the future.
- Ensure that the FCDO has the People policies, capabilities and support required for a globally deployed workforce, including supporting the safety, wellbeing and resilience of colleagues and their families through complex, high-risk and rapidly changing environments.
- Partner closely with the FCDO's senior leadership to shape and embed wider organisational change.
- Promote an inclusive and diverse organisation in which people from different backgrounds can contribute, develop and perform at their best.
- Act as a trusted adviser to senior leadership, bringing independent professional judgement and constructive challenge to complex organisational and people decisions.
- Provide strategic leadership of significant resources, leading teams across the UK and overseas and managing a Directorate accountable for approximately £200 million.
- Play an active role in the wider leadership of the FCDO and, where relevant, the wider Civil Service.

# Person Specification

The FCDO offers a complex and consequential people leadership challenge. We aspire to be the best diplomatic and development organisation in the world and need a People function capable of supporting exceptional performance across a global workforce operating in environments that range from Whitehall to some of the world's most challenging locations.

We welcome applications from talented people from a wide range of career backgrounds and will consider the transferability of your skills and experience. To be successful in this role, you will need to demonstrate the following **Essential Criteria**:

- **Deep HR leadership**: Substantial senior HR leadership experience with broad functional depth and professional credibility across the People agenda.
- **Transformation**: A strong track record of modernising People functions and delivering significant organisational transformation at scale.
- **HR business partnering**: Proven ability to build and lead effective HR business partnering, establishing the People function as a trusted, expert and pragmatic partner to senior leaders and the wider organisation.
- **Performance and organisational capability**: Evidence of strengthening organisational performance through culture, leadership, talent, careers, succession and performance management.
- **Scale and complexity**: Significant experience operating at senior level in a large and complex organisation, with the judgement to navigate competing priorities, sophisticated stakeholders and significant organisational change.
- **Leadership style and influence**: Exceptional judgement, EQ, resilience and influencing capability; able to establish credibility, build trusted relationships and achieve change through influence rather than positional authority.




Global Partnerships Conference 2026

## Desirable Criteria

The following experience would be advantageous, but is not essential to success in the role:

- **International experience:** Experience of leading or operating within an internationally distributed organisation, ideally with exposure to the people complexities associated with multiple jurisdictions, international mobility and globally dispersed workforces.
- **Data, technology and workforce insight:** Deep experience of using people data, technology and workforce insight to improve organisational and workforce decisions.

It is important that your application provides clear evidence and examples demonstrating how you meet the Essential Criteria. We also welcome evidence of the Desirable Criteria where relevant to your experience and these will be used in the event of any tied candidates at interview.



UK Aid arriving in Kathmandu




FCO staff providing consular assistance in Kathmandu

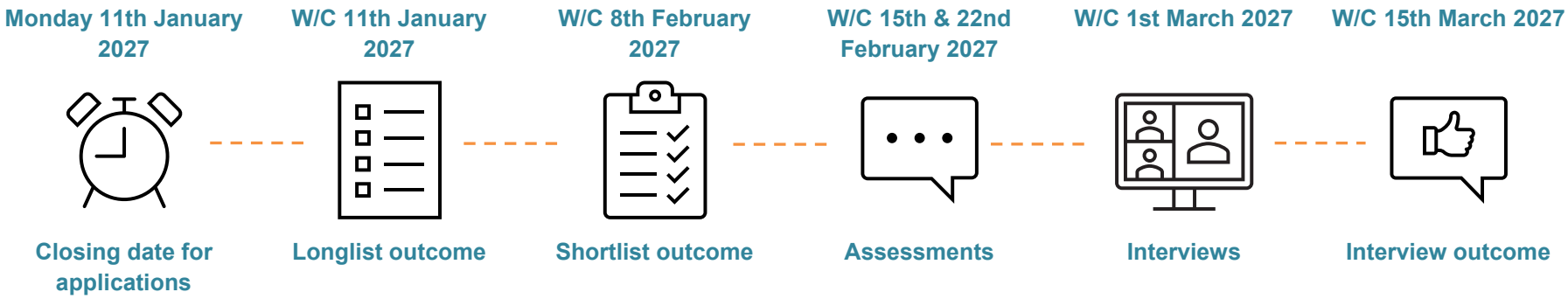


FCO staff with British Nationals

# Our recruitment process

Civil Service recruitment processes at Director level are regulated by the Civil Service Commission, and we follow clear guidelines to ensure that our recruitment is fair and open. We also design our recruitment processes to reflect our values-based approach to HR and to ensure that shortlisted candidates have the opportunity to meet key stakeholders for the role, before they join us.

We expect the process for this role to be as follows (please note these dates are indicative):




- **The closing date for applications will be 12 Noon GMT on Monday 11th January 2027**
- **CVs** and **Statements of Suitability** will be reviewed by Russell Reynolds Associates and then assessed by the Panel.
- Longlisted candidates will be invited to meet with Russell Reynolds Associates for a preliminary interview.
- A shortlist of the applications will take place w/c 8th February 2027.
- Across w/c 15th and 22nd February 2027 shortlisted candidates will be asked to:
  - Undergo an Individual Leadership Assessment (ILA) with psychological profiling.
- Meet with a key senior leader from the FCDO to learn more about the role. Please note, this is not part of the formal assessment process, and it will not be used to inform the Panel's decision in any way.

The selection panel will comprise:

- Lea Patterson, Civil Service Commissioner – Chair
- Helena Vega-Lozano, Chief Operating Officer, FCDO

- Mark Adams, Head of Government People Profession
- A representative from the Cabinet Office

We expect the process for this role to be as follows (please note that dates are indicative):

| **Milestone** | **Date** |
|---|---|
| Candidate application materials will be reviewed by Russell Reynolds Associates and the selection panel against the requirements of the role. | w/c 11 January 2027 |
| Longlisted candidates will be invited to a preliminary interview with Russell Reynolds Associates. | Mid-late January 2027 |
| Following consideration of the longlist, a shortlist of candidates will be agreed by the selection panel. | w/c 8th February 2027 |
| Shortlisted candidates will undertake an Individual Leadership Assessment, including psychometric testing and meet FCDO senior leader. | w/c 15th and 22nd February 2027 |
| Shortlisted candidates will attend an interview with the selection panel. | w/c 1st March 2027 |

As part of the interview, candidates will be asked to deliver a Presentation on a topic relevant to the future leadership and development of FCDO's People function. The topic will be provided in advance of the interviews.

Interviews are expected to be held in person at FCDO offices in London. Full details will be provided to shortlisted candidates. References and open-source due diligence checks may be undertaken for shortlisted candidates. Unfortunately, we will not be able to reimburse you for any expenses incurred as part of this recruitment process.

Recognising that there are a number of steps in the process, we will do our best to arrange the sessions in a way that works for you. For information about acceptable and unacceptable use of Artificial Intelligence in recruitment see Artificial intelligence and recruitment | Civil Service Careers.

# How to apply

**You must be a British Citizen at the point of application.**

The recruitment process is being undertaken by Russell Reynolds Associates on behalf of the FCDO, **please click here to apply** using job reference number **2610-069L.** You will be asked to register your details, answer any application questions and upload your CV and Statement of Suitability. Should you wish to speak with someone before submitting an application, or if you have difficulty in accessing the online platform, please contact responses@russellreynolds.com in the first instance, quoting reference number **2610-069L.**

All applications will be acknowledged and considered by the selection panel.

Your submission should include:

- Your **CV**, with educational and professional qualifications and full employment history, including an explanation of any gaps in your employment history.
- A **Statement of Suitability** (no longer than two pages) explaining your personal skills, qualities, abilities and experience relevant to the requirements of the job in support of your application with particular reference to the Essential Criteria in the Person Specification. It should also explain what attracts you to the opportunity and how your experience would equip you to approach the transformation agenda described in this pack.
- As part of the application process, you will be asked to complete a Diversity questionnaire. The FCDO is committed to equal opportunities. Our officers are recruited on merit, through fair and open competition. We seek our strength through diversity and appoint suitably qualified individuals regardless of ethnicity, religion, sexual orientation, gender, social backgrounds, age or disability. To help us ensure that our recruitment activity reflects the diversity of British society, we would be grateful if you could complete the diversity monitoring form. As part of the application process, you will be asked a number of diversity-related questions. If you do not wish to provide a declaration on any of the particular characteristics, you will have the option to select 'prefer not to say'. All monitoring data will be treated in the strictest confidence and will not be provided to the selection panel. The information you provide when submitting your application will help us monitor our progress towards the Civil Service becoming the most inclusive employer. See the Civil Service Diversity and Inclusion Strategy for more information. All data is reported in an anonymous and aggregate format and will not be seen by anyone assessing your application.

# Detailed Terms and Conditions

**Terms of Appointment**

This is a full-time, permanent appointment to the Home Service of the Foreign, Commonwealth and Development Office and it is graded at FCDO Pay Band SCS2. We expect the successful candidate to take up the appointment as soon as practicable, subject to Developed Vetting security clearance and approvals. The probation period is three months. Provided the period of probation is completed successfully, the appointment will be confirmed. However, if the standard required for confirmation of appointment is not met, the appointment may be terminated. Any former members of the Home Service/Diplomatic Service who are re-employed as substantive civil servants after a period of five years or more will be required to serve another period of probation. You will also be required to serve a period of probation if you are re-employed at a Band higher than that at which you left the FCDO.

**Location**

The role can be based from our offices in King Charles Street, London, East Kilbride or Hanslope Park, Milton Keynes. The successful candidate will be expected to spend significant time in London and to travel across the UK and internationally as required.

**Salary**

The salary for this role will be in the SCS Pay Band 2 range of £105,000 - £162,500 per annum depending on the successful candidate's particular skills and experience. Existing Civil Servants on level transfer will retain their existing base salary. Existing Civil Servants applying on promotion will have their substantive base salary increased by 10% or start on the minimum of the SCS PB2 scale of £105,000 per annum, whichever is greater. The FCDO does not recognise and will not import any allowances paid at your current department.

A non-consolidated, non-pensionable Location Allowance of £5,000 (FTE) will apply if you are based in London, or £1,750 (FTE) if you are based in Milton Keynes. Location Allowances will apply where staff are working in line with the FCDO's Hybrid Working Policy.

**Pay Awards**

All future pay awards are subject to guidance issued annually by HM Treasury and the Cabinet Office. The FCDO offers performance-related pay reviews on an annual basis, assessed against delivery in role.

**Working Pattern**
This is a full-time role (37 hours per week), but flexible working arrangements are welcomed and will be considered (including existing job share arrangements and compressed hours). Given the nature and seniority of the role, the successful candidate will be expected to maintain a strong presence at FCDO offices and with colleagues across the organisation.

**Restrictions**
During the period of appointment there will be certain restrictions on political activities.

**Pension**
Your pension is a valuable part of your total reward package where:

- the employer makes a significant contribution to the cost of your pension.
- your contributions come out of your salary before any tax is taken.

This means, if you pay tax, your take-home pay will not be reduced by the full amount of your contribution and your pension will continue to provide valuable benefits for you and your family if you are too ill to continue to work or die before you retire. For more information, visit www.civilservicepensionscheme.org.uk

If you are transferring from another employer who offers the Civil Service pension arrangements, you will continue to be covered by those arrangements for the duration of this appointment.

Appointees may choose to join the alpha or partnership schemes offered by the Civil Service Pension Scheme:

If you join alpha, an occupational pension scheme which provides a defined benefit worked out on a Career Average basis, details of the contributions you will pay are shown here. Employer pension contributions cover the rest of the cost of the scheme.

**Leave**
Full time new entrants to the FCDO will be entitled to 25 days annual leave per annum, increasing by 1 day for each year of service up to a maximum of 30 days, plus 9 public and privilege holidays per year. Existing Civil Servants will retain their current entitlement. We offer competitive maternity, paternity, and parental leave.

**Employee Assistance Programme**
This provides a 24/7 confidential counselling service on such matters as financial problems, childcare, social security benefits, elder residential care etc.

**Learning and Development**
The FCDO recognises that workplace learning is vital to success and needs to be accessible to all. We strive to create the right environment to empower staff to take responsibility for their own learning and developing both personally and professionally.

You will have access to formal and informal learning opportunities to help you develop the right skills, competences and knowledge at the right time.

The International Academy provides a first class learning facility, ensuring that all staff have the knowledge and expertise needed to represent the UK and pursue the national interest.

**Developed Vetting and Other Checks**
This job requires Developed Vetting security clearance as a condition of employment. If you are successful at interview, you will be asked to complete a number of security questionnaires.

Employment references will also be obtained. There will be checks on your nationality and other matters, before a formal offer of appointment can be made, including checking applicant details against the Cabinet Office Internal Fraud Database (see section below).

**Nationality and Residency**
You will be eligible for appointment only if:

- You are a British citizen; **and**
- You have been resident in the UK for five out of the last ten years immediately prior to your application. Please note: at least one year of this must have been a consecutive twelve- month period, unless you have served overseas with HMG Forces or in some other official capacity as a representative of His Majesty's Government or have lived overseas as a result of your parent's or partner's Government employment.

You should be aware that a lack of sufficient background information might preclude you from being granted security clearance.

**Equal Opportunity**
The Foreign, Commonwealth and Development Office is committed to equal opportunities. Our officers are recruited on merit through fair and open competition. We seek our strength through diversity and appoint suitably qualified individuals regardless of ethnicity, religion, sexual orientation, gender, social backgrounds, age, or disability.

To help us ensure that our recruitment activity reflects the diversity of British society, we should be grateful if you could complete the equal opportunities section of the application form. However, you are under no obligation to provide these details. The

Recruitment Section of the FCDO, those administering testing processes and the interview panel will not have access to the information you provide at any point during the recruitment process, nor will it be used as a selection tool.

**Disability Confident Scheme for Disabled Persons**
The FCDO is an accredited 'Disability Confident Employer' under the government's Disability Confident Scheme, which denotes organisations which have a positive commitment towards disabled people. We guarantee to interview anyone with a disability whose application meets the Essential Criteria for the role as outlined in the Person Specification in this pack. By 'Essential Criteria' we mean you must provide us with evidence in your application form which demonstrates that you generally meet the level required for each competency, as well as meeting any of the qualifications, skills, or experience defined as essential.

If you wish to apply for consideration under the Disability Confident commitment, please complete the appropriate section on the online application form. It is not necessary to state the nature of your disability and this will enable us to make the appropriate arrangements, if necessary.

This vacancy is part of the **A Great Place to Work for Veterans** initiative. For further information on whether you are eligible to apply under this scheme please follow the link.

**Our Values and Commitment to Safeguarding**
The FCDO is committed to preventing any type of unwanted behaviour at work including sexual exploitation, abuse and sexual harassment (SEAH). FCDO expects all staff to share this commitment through adherence to our safeguarding against SEAH policy. We place a high priority on ensuring that only those who share and demonstrate our values are recruited to work for us.

All offers of employment for those who are joining the FCDO will be subject to satisfactory references and appropriate security vetting. We expect staff to disclose if they have had a substantiated claim of sexual exploitation, abuse and/or sexual harassment made against them, or if they have left a role under investigation in the last 5 years. By submitting an application, the job applicant confirms their understanding of FCDO's recruitment procedures.

**Civil Service Commission Recruitment Principles**
The FCDO's recruitment processes are underpinned by the principle of selection for appointment on merit, on the basis of fair and open competition, as outlined in the Civil Service Commission Recruitment Principles.

If you feel your application has not been treated in accordance with the Recruitment Principles and you wish to make a complaint, you should, in the first instance, contact External.Recruitment@fcdo.gov.uk. If you are not satisfied with the response you receive from the FCDO, you can contact the Office of the Civil Service Commissioners at info@csc.gov.uk

# Further information

**Flexible Working**
This is a full-time role. We encourage flexible working requests, to help us role model this approach to the wider organisation. This could include some remote working, flexible start and finish times, job sharing or compressed hours. Please indicate what flexibility you would like in your application, and we will explore what's possible for this role with you.

**Cabinet Office Internal Fraud Database (IFD) Check**
From 29th January 2018, the FCDO started providing the Cabinet Office with information about employees who have been dismissed for fraud or dishonesty offences. This information is the individual's name, date of birth, national insurance number and a general description of the relevant misconduct. This also applies to employees who resign or otherwise leave but who, because of an adverse decision by the investigation panel, or decision maker, would have been dismissed for fraud or dishonesty had they continued in employment.

The Cabinet Office input this information onto a database – the Internal Fraud Database (IFD) – and retain it for a period of five years from the date of dismissal (or the date employment ended). It shares with the Foreign, Commonwealth and Development Office the name, date of birth and national insurance numbers of the staff included on the IFD. Where an applicant to a department is successful in interview, the FCDO will, as part of its pre-employment screening, check applicant details against the information received from the Cabinet Office. Any applicant who is included in the IFD will be refused employment.

**Conflict of Interest**
To ensure the integrity of the judgements and decisions they make every day, all civil servants must make sure that no conflict arises - or could be perceived to arise - between their public duties and their private interests when joining, or leaving, the civil service. This is a requirement of our Civil Service Code and is designed to protect both individual civil servants and their employing departments. If you believe you have any interests that might be relevant (or be perceived as relevant) to your ability to undertake this role, please let [email] know early in the process. Such interests may be financial or may be related to the relationships you have with specific individuals, organisations, or employers.

**Confidentiality**
You will be subject to the provisions of the Official Secrets Act.

**FCDO and General Data Protection Regulation (GDPR)**
Personal data collected as part of this job application will be processed in accordance with the FCDO's Data Protection Policy and Privacy Notice. You can read this here. The Privacy Notice explains what personal data the FCDO holds about you, how we collect it, and how we will use and may share information about you.

**The Civil Service Code**
Information about Civil Service values can be found in the Civil Service Code.

**Business Appointments**
Candidates should also note that on completion of the appointment, they will be subject to the Government's Business Appointments Rules, with the possibility of restrictions on future employment imposed by the Prime Minister, on the recommendation of the independent Advisory Committee on Business Appointments. Further information about the Rules and restrictions likely to be imposed on former Permanent Secretaries can be found at the address below:
https://www.gov.uk/government/organisations/advisory-committee-on-business-appointments

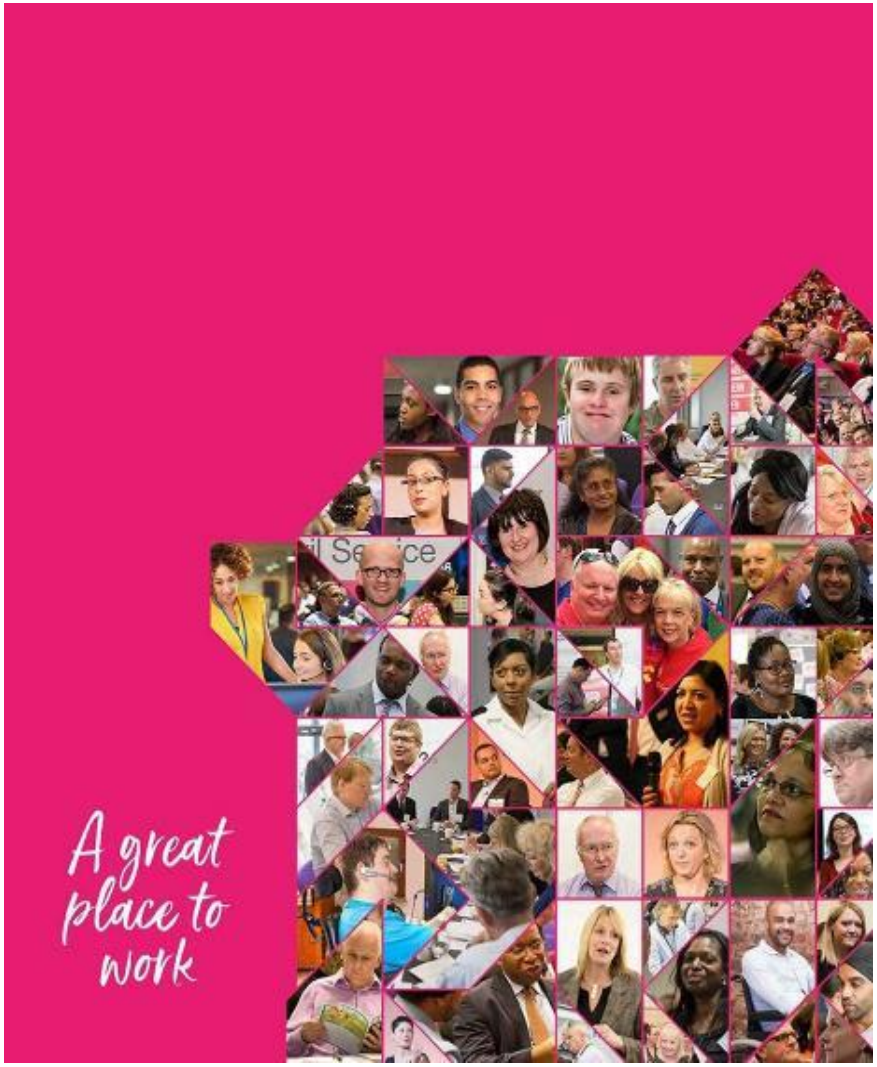
**Equality and Diversity**
We are committed to supporting the principle that everybody should have the same opportunities for employment, development and progression. This should be based on their ability, competence and suitability for the role. This means that no applicant should receive less favourable treatment on grounds of their ethnicity, gender, sexual orientation, age, marital status, disability, religion, transgender status, family or domestic responsibilities, or working patterns. Also, nobody should be disadvantaged by any specific conditions or requirements, unless it can be justified that these could affect their ability to undertake the role.

**Reasonable Adjustments**
We are committed to making reasonable adjustments in order to support disabled job applicants and ensure that you are not disadvantaged in the recruitment and assessment process. Reasonable adjustments could include allowing extra time during selection tests, ensuring that information is provided in an accessible format, or providing training.

If you feel that you may need a reasonable adjustment to be made, or you would like to discuss your requirements in more detail, please contact us in the first instance. If you wish to receive a hard copy of the information, or in an alternative format e.g., Audio, Braille or large font then please contact: responses@russellreynolds.com

# Diversity and Inclusion

## The Civil Service is committed to becoming the most inclusive employer in the UK.




We are committed to understanding, respecting and representing as broad a range of views and backgrounds as we have in UK society. We know that diverse perspectives and experiences are critical to an effective, modern Civil Service.

Our vision is to ensure the Civil Service represents modern Britain and is a truly inclusive employer – an example to other employers. We will create an organisation where diversity is not only respected and valued – but celebrated.

**What's in it for me?**
We want to maximise the potential of everyone who chooses to work for us – regardless of background.

If you're interested in becoming a world class leader, developing your career with us – starting with this interesting and challenging role – or doing things differently and inspiring colleagues, then the Civil Service is the place for you.

Our passion for diversity and equality means creating a work environment for all employees that is welcoming, respectful, engaging, and enriched with opportunities for personal and professional development.

**What's next?**
You've taken the first step and looked through this job pack to understand the skills and experience needed to perform this role. Now join us in achieving our ambitions and let us help you achieve yours. See the Civil Service Diversity and Inclusion Strategy for more information.