

Intelligence and Security Committee of Parliament

Diversity and Inclusion in the UK Intelligence Community

Chair:
The Rt Hon. Dominic Grieve QC MP



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THE INTELLIGENCE AND SECURITY COMMITTEE OF PARLIAMENT

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The Intelligence and Security Committee of Parliament (ISC) is a statutory committee of Parliament that has responsibility for oversight of the UK intelligence community. The Committee was originally established by the Intelligence Services Act 1994 and has recently been reformed, and its powers reinforced, by the Justice and Security Act 2013.

The Committee oversees the intelligence and security activities of the UK including the policies, expenditure, administration and operations of the Security Service (MI5), the Secret Intelligence Service (SIS) and the Government Communications Headquarters (GCHQ).* The Committee also scrutinises the work of other parts of the UK intelligence community, including the Joint Intelligence Organisation and the National Security Secretariat in the Cabinet Office; Defence Intelligence in the Ministry of Defence; and the Office for Security and Counter-Terrorism in the Home Office.

The Committee consists of nine Members drawn from both Houses of Parliament. The Chair is elected by its Members. The Members of the Committee are subject to section 1(1)(b) of the Official Secrets Act 1989 and are routinely given access to highly classified material in carrying out their duties.

The Committee sets its own agenda and work programme. It takes evidence from Government Ministers, the Heads of the security and intelligence Agencies, officials from the intelligence community and other witnesses as required. The Committee is supported in its work by a Secretariat. It also has access to legal, technical and financial expertise where necessary.

The Committee makes an annual report to Parliament on the discharge of its functions. The Committee may also produce reports on specific investigations. Prior to the Committee publishing its reports, sensitive material that would damage national security is blanked out ('redacted'). This is indicated by *** in the text. The Security and Intelligence Agencies may request the redaction of material in a report if its publication would damage their work, for example by revealing their targets, methods, sources or operational capabilities. The Committee considers these requests for redaction carefully. The Agencies have to demonstrate clearly how publication of the material in question would be damaging before the Committee agrees to redact it. The Committee aims to ensure that only the minimum of text is redacted from a report. The Committee believes that it is important that Parliament and the public should be able to see where information had to be redacted. This means that the published report is the same as the classified version sent to the Prime Minister (albeit with redactions). The Committee also prepares from time to time wholly confidential reports which it submits to the Prime Minister.

* Subject to the criteria set out in section 2 of the Justice and Security Act 2013.

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FOREWORD

In a complex and interconnected world, the nature of our national security challenges and opportunities are increasingly global. As a society whose members trace their roots to every region around the world, the British people are our greatest asset when it comes to the UK's ability to build bridges to communities at home and abroad, address foreign threats and aggression, and keep our country safe. Today, in an increasingly competitive employment market, it is important that the intelligence community is able to attract and draw upon the skill, talent and experience of all sectors of our society – to reflect, protect and promote our values, and keep our nation safe. It is essential that these organisations reflect the UK of today with a diverse and inclusive workforce. Diversity encourages challenge, drives innovation and ensures better decision-making – whilst this is important in any organisation or sector, it is an operational imperative for the intelligence community.

The Intelligence and Security Committee has a wide-ranging oversight role across the intelligence community, covering the whole gamut of activity, from administration and expenditure to operations and assessment of future and ongoing threats. At the heart of this remit are the men and women who undertake this work, and whom we entrust with the vital task of safeguarding our national security.

It is therefore important that the Committee's oversight role includes looking at the profile and demographic data of staff working across these Agencies and organisations, and we routinely request evidence on staff numbers in terms of gender, ethnicity, sexuality and disability. Whilst these statistics are useful indicators, they do not provide the detail and context of what is happening inside these organisations when it comes to promoting diversity and inclusion.

The UK intelligence community employs some of this nation's most talented individuals – the Committee has seen at first hand the commitment and dedication of their staff. It is therefore right to consider what more can be done to develop and manage them, and to be clear that any improvements that can be made will benefit not just those who are currently under-represented in these Agencies and organisations, but all members of staff.

That is why the Committee elected to undertake a review across the Agencies and organisations we oversee and scrutinise those groups which are under-represented in terms of gender, sexuality,¹ ethnicity² and disability. Our aim was to highlight good practice, identify possible gaps and, where appropriate, make recommendations to help improve the approach. We have found that there has been significant progress in recent years, and we have highlighted specific examples in this Report. We welcome those improvements. However, as many of the people we have spoken to have acknowledged, there is much still to be done. At senior levels in particular, the intelligence community is still not gender balanced and does not fully reflect the ethnic make-up of modern Britain – whilst 31% of the senior civil servants in MI5 are women, that figure is considerably lower (around 25%) across the other Agencies and rest of the intelligence community. In 2016–2017, just one of the organisations overseen by the Committee had any staff at Senior Civil Service level who declared as BAME.

The UK intelligence community should reflect the society it protects. In Britain we pride ourselves on our commitment to democracy with freedom of speech, mutual respect and

¹ Sexuality is referenced in this Report as LGBT (Lesbian, Gay, Bisexual and Transgender).

² Ethnicity is referenced in this Report as BAME (Black, Asian and Minority Ethnic).

opportunity for all, underpinned by a modern system of law and justice. This is in stark contrast to our adversaries, who absolutely do not share these values and may seek to undermine our security and prosperity through hostile action. In the face of such threats, it is essential that the intelligence community is seen to lead by example, and to reflect the population and values of those that it serves.

We have heard from the Heads of each of the organisations about their personal commitment to diversity and the significant work they are doing to create more inclusive workplaces. We have also been told about some of the challenges they face and what they are doing to try and overcome these. For example, the Committee recognises that there are particular challenges in terms of security vetting and nationality rules, and that the wider public often has inaccurate and outdated perceptions about these organisations and the type of staff they are now looking to recruit.

There is of course no substitute for hearing at first hand from the individuals who work in these organisations. Accordingly, in addition to reviewing data from the intelligence community, we also visited these Agencies and organisations to seek the views of a variety of staff at all grades about diversity and inclusion in their workplace. The agendas for these meetings were set by the Agencies and organisations themselves, and the discussions were informal and ‘off the record’. They have been crucial in providing the Committee with an insight at grassroots level into this important issue. The key findings and recommendations of this Report are based on the contributions of those staff – we would like to take this opportunity to thank all those who shared their experiences and ideas and gave so freely of their time. The Committee could not have undertaken this study without them.

This work, which builds on the Committee’s 2015 Report, *Women in the UK Intelligence Community*, was started by the Right Hon. Fiona Mactaggart MP in December 2016. Ms Mactaggart wrote to the National Security Adviser on 27 April 2017, prior to the dissolution of Parliament, with her initial findings and these have been drawn upon in this Report. The Committee is extremely grateful for her excellent work on this important project.

We applaud the vital work that the intelligence community is doing to safeguard our national interests. These people are working tirelessly, often under great pressure and in very challenging circumstances, on behalf of us all. We are grateful for their dedication, and pay tribute to their courage, tenacity and professionalism. The Committee hopes that this Report will help to further promote and support the important work being done, and ensure that these men and women are truly representative, across every level of their organisation, of our society today.

Rt Hon. Caroline Flint MP

Rt Hon. Kevan Jones MP

The Rt Hon. the Lord Janvrin

GCB GCVO QSO

1. THE INTELLIGENCE COMMUNITY

This Report covers the issue of diversity and inclusion in each of the seven organisations overseen by the Intelligence and Security Committee. These are the intelligence Agencies (SIS, MI5 and GCHQ – referred to in this Report as ‘the Agencies’) and four other organisations: DI (Defence Intelligence); OSCT (the Office for Security and Counter-Terrorism); JIO (the Joint Intelligence Organisation), and NSS (the National Security Secretariat). Together, these organisations make up the intelligence community – a brief explanation of their respective roles follows.

GCHQ (Government Communications Headquarters) employs more than 6,000 people. It works with Her Majesty’s Government (HMG) and industry to defend Government systems against cyber threats and provides support to the Armed Forces. It gathers and analyses electronic communications intelligence both inside and outside the UK.

MI5 (the Security Service) employs around 4,000 staff and protects the UK against threats to national security. It gathers and analyses intelligence on national security threats to the UK.

SIS (Secret Intelligence Service) employs around 2,500 staff and works secretly overseas, developing foreign contacts and gathering intelligence. It operates across the globe to counter terrorism, resolve international conflict and prevent the spread of nuclear and other non-conventional weapons.

DI (Defence Intelligence) is part of the Ministry of Defence (MOD) and has a workforce in the region of 4,000 staff, over 65% of whom are military personnel. It gathers and analyses intelligence for military and national security purposes.

NSS (National Security Secretariat) employs around 150 staff and co-ordinates security and intelligence matters across Government. It also directly supports the National Security Council (NSC), which provides political leadership and high-level strategy for intelligence and security activities.

OSCT (Office for Security and Counter-Terrorism) employs more than 600 staff and is part of the Home Office. It provides co-ordination and strategic direction for, and delivery of, the UK’s counter-terrorism strategy.

JIO (Joint Intelligence Organisation) employs fewer than 100 staff. It supports the Joint Intelligence Committee, which comprises senior intelligence and policy officials and produces all-source intelligence assessments for Government.

2. DIVERSITY IN THE INTELLIGENCE COMMUNITY – OVERVIEW

Diversity – what the Agencies and organisations are doing well ...

- There is tangible commitment and leadership from the Heads of the Agencies and organisations.
- Staff networks are demonstrating initiative, energy and commitment when it comes to galvanising support for, and recognition of, under-represented groups.
- The Agencies are working together effectively, sharing resources and best practice.
- The Agencies have developed strong and effective partnerships with external organisations – in particular with Business in the Community (BITC) on gender issues, and with Stonewall on LGBT matters.
- Agency recruitment campaigns are increasingly innovative as the Agencies seek to promote ‘brand awareness’ and attract a more diverse range of applicants from under-represented groups.
- Progress has been made across the Agencies and organisations when it comes to offering flexible working and support to staff returning from maternity leave.

... and where is there room for improvement

- Collecting the data – there is a disparity of declaration rates across the intelligence community.
- There is a glaring lack of BAME staff at Senior Civil Service levels across the intelligence community – whilst the Committee is aware that measures are being taken to address this, these will take time. Action needs to be taken now on introducing role models at a senior level.
- The vetting process is bureaucratic, takes too long and is widely considered by many of those we met to be an inhibitor to diversity.
- The vetting officer cadre as a whole needs to be more diverse and there is a need for vetting officers to receive training in cultural awareness.
- There should be a concerted effort to actively recruit individuals from under-represented groups who are already employed in the public sector – in the Civil Service and Armed Forces, for example.
- Active talent management needs to be promoted and kept under constant review. Organisations should ensure that they have put in place systems for identifying talent from under-represented groups in their workplace.
- Greater engagement from middle management – these individuals are often line managers and have an important role in supporting under-represented groups.
- The Agencies need to share their expertise and best practice and to open up training opportunities in this area to the other organisations in the intelligence community (DI, JIO, NSS and OSCT).
- Exit interviews should be mandatory across the intelligence community.

3. THE BUSINESS CASE FOR DIVERSITY AND INCLUSION

Diversity is about a lot more than ticking boxes and meeting targets. As the Committee's 2015 Report *Women in the UK Intelligence Community* observed:

This is not just an ethical issue: it is vitally important from an intelligence perspective ... Logically, if all intelligence professionals are cut from the same cloth, then they are likely to share 'unacknowledged biases' that circumscribe both the definition of problems and the search for solutions. Diversity should therefore be pursued not just on legal or ethical grounds – which are important in themselves – but because it will result in a better response to the range of threats that we face to our national security.³

1. In recent years, the private sector has increasingly recognised diversity and inclusion as an impetus for competitive advantage. For some corporate organisations, it is a matter of social justice, corporate social responsibility or even regulatory compliance. For others, it is essential to their growth strategy as a business imperative, and the figures speak for themselves. The McKinsey study of diversity in the workplace, *Delivering through Diversity*, measured the financial performance of 1,000 companies covering 12 countries.⁴ McKinsey found that companies in the top quartile for gender diversity in executive teams were 21% more likely to perform on profitability. When it came to companies in the top quartile for ethnic diversity, that figure rose to 33%.
2. Whilst the private sector may have recognised the business case for diversity, many organisations still have some way to go to achieve diverse and inclusive workforces. In November 2016, a Government-commissioned report into the ethnic diversity of UK boards, led by Sir John Parker (chair of Anglo American), concluded that the UK's largest firms were failing to promote sufficient numbers of people from ethnic minorities to senior positions.⁵ More than half of firms in the FTSE 100 did not have any directors from an ethnic minority on their board and of the 1,087 director positions, only 8% were held by BAME individuals, even though 14% of UK citizens come from a BAME group.
3. Nevertheless, clear progress has been made in some areas. There has, for example, been an increase in the proportion of women on boards, with the 25% target set by Lord Davies of Abersoch following his review *Women on Boards*.⁶ This demonstrates that when there is a willingness to act, change can be achieved. More ambitious targets have now been set to try to eradicate gender inequality in the workplace and remove barriers to the success of women. These include mandating larger employers to publish information on pay by gender; extending plans for gender pay gap reporting beyond private and voluntary sector employers to include the public sector; and work with business to eliminate all-male boards in the FTSE 350. However, although the gap is narrowing, the average pay of men remains 18% higher than that of women in both the public and private sectors.

³ Intelligence and Security Committee, *Women in the UK Intelligence Community*, 2015.

⁴ McKinsey & Company, *Delivering through Diversity*, January 2018.

⁵ *A Report into the Ethnic Diversity of UK Boards*, the Parker Review, November 2016.

⁶ *Women on Boards: 5-year summary*, the Davies Review, 29 October 2015.

4. The public sector is also now recognising the need for change. The Cabinet Secretary has spoken about his desire for the Civil Service – which employs more than 423,200 staff⁷ – to be the most inclusive employer in the country by 2020. During the course of this Review we met John Manzoni, Chief Executive of the Civil Service and Cabinet Office Permanent Secretary, who explained why he thinks that diversity and inclusion matters so much to the Civil Service. He emphasised the importance of ensuring that the most talented staff are able (and, just as importantly, feel confident that they are able) to progress throughout the organisation whatever their background, and that it must be right that the Civil Service reflects the society it serves in modern Britain. He considered that, above all, the Civil Service should be championing diversity in the UK because it makes good business sense. The Civil Service faces massive challenges as it adapts to the rapidly shifting landscape of policy and public service delivery. It cannot meet these challenges without attracting, developing and retaining the best talent.

5. It is clear, from the people we have met, that there is commitment at the top of the Civil Service to achieving greater diversity and inclusion, and some progress has been made. In September 2017, the Office for National Statistics (ONS) reported that 54% of the Civil Service were women; 11.6% identified themselves as being from an ethnic minority; and 10% reported that they have a disability. These figures are broadly comparable to the percentages in the working population as a whole.

6. However, as senior leaders acknowledge, much more needs to be done – particularly at the top where the Civil Service is less representative in terms of ethnic minority staff. The September 2017 ONS data recorded that 41.6% of the Senior Civil Service were women, but out of the 4,030 staff of known ethnicity at Senior Civil Service level, just 7% were from an ethnic minority.⁸

7. Action is being taken to remove barriers to success and ensure that the best people progress into the senior ranks of the Civil Service. The implementation in 2014 of a Talent Action Plan set the ball rolling with a series of measures, including the introduction of ‘name blind’ applications and new recruitment tools.

8. The Civil Service Diversity and Inclusion Strategy, launched in 2017, is a targeted plan of action to take this forward and increase the representation of under-represented groups at all grades across the Civil Service.⁹ It has a dedicated programme for improving the representation of ethnic minority staff at senior levels, a revised Disability Inclusion programme, and a Diverse Leadership Task Force reporting to the Cabinet Secretary. The Strategy also commits the Civil Service to having specific plans to ensure working environments are LGBT inclusive. Highlighting accountability as a critical factor in driving improvement, the Strategy states that diversity and inclusion will be embedded within Single Departmental Plans so that it is central to the assessment of every Government department. It will clearly take time for some of these measures to have the desired effect and the Civil Service cannot afford to be complacent. In particular, progress continues to be slow on the appointment of BAME staff to senior positions.

⁷ Office for National Statistics, Public Sector Employment Statistics, Civil Service Employment, September 2017 (www.ons.gov.uk).

⁸ Office for National Statistics, Civil Service Statistics, 2017 (www.ons.gov.uk).

⁹ HM Government, *A Brilliant Civil Service: becoming the UK's most inclusive employer. The Civil Service Diversity and Inclusion Strategy*, 2017.

The intelligence community

9. In the 2015 *National Security Strategy and Strategic Defence and Security Review* (SDSR), which set out the priorities for those departments and Agencies working on security and defence, the Government committed to:

*Ensuring that our defence and security workforce is as inclusive as possible. A diverse workforce, with varied backgrounds, perspectives and styles of thinking, is better able to tackle emerging crises and to produce innovative, challenging policy advice for Ministers. It will help us to improve the intelligence, law enforcement and defence understanding of, and relationships with, broader communities.*¹⁰

10. The Office for Security and Counter-Terrorism (OSCT) informed us that it had made the case to include a commitment to diversity in the SDSR, the Government's key national security paper, on the basis that this would ensure cross-departmental buy-in and send a clear message to the wider world that promotion of greater diversity was an increasingly important priority. The Security and Defence Diversity and Inclusion Network (SaDDIN) was set up by OSCT to help take this forward, and includes a mix of policy and human resources representatives from the Agencies, the Foreign and Commonwealth Office, the Ministry of Defence, the Department for International Development, the National Crime Agency, Cabinet Office and the Home Office. In 2017, SaDDIN sponsored the publication of *Mission Critical*, a practical toolkit compiled by staff across the intelligence and security community (who volunteered to take this work forward) to promote diversity and inclusion in the workplace.¹¹ As the National Security Adviser, Mark Sedwill, observed on its launch:

The current national security environment is more complex than ever before. We face multifaceted threats from many corners of the world, facilitated by rapidly evolving technologies. To meet these challenges we need a national security workforce of different backgrounds, perspectives and ways of thinking. Diversity and inclusion are Mission Critical.

11. The Committee has, for a number of years, taken evidence and accumulated statistics, where they are held, on the diversity of staff in the three UK Intelligence Agencies (MI5, SIS and GCHQ).¹² It has been reassuring for the Committee to hear at first hand about the importance that senior leaders attach to diversity and inclusion issues, and that they see a clear imperative to increase diversity in order to achieve operational aims. As Andrew Parker, Director General of MI5, observed:

*We have some quite specific things about needing to blend in with society operationally. We have some specific things ... in our understanding of adversaries needing real breadth of perspective. We have the things that every other organisation does about wanting diversity in how we make decision[s] ... and how we operate as a team.*¹³

¹⁰ HM Government, *National Security Strategy and Strategic Defence and Security Review*, 2015.

¹¹ Cabinet Office, *Mission Critical – Why Inclusion is a National Security Issue and what You Can Do to Help*, July 2017.

¹² The Intelligence and Security Committee was established through the Intelligence Service Act 1994 and given responsibility to Scrutinise MI5, SIS and GCHQ. The Committee's remit was subsequently extended in the Justice and Security Act 2013 to include examination of other activities of HMG in relation to intelligence and security matters as are set out in a memorandum of understanding. This includes overseeing the strategic intelligence activities of the Chief of Defence Intelligence; offensive cyber; activities of the National Security Adviser and National Security Secretariat; the activities of the Joint Intelligence Organisation; and the Office of Security and Counter Terrorism.

¹³ Oral evidence – MI5, 1 December 2016.

12. Alex Younger, Chief of SIS, also highlighted operational effectiveness as one of the reasons why diversity and inclusion matters so much to SIS:

The first is there is something about the risks of being seen as an elite organisation and therefore disconnected from what the nation is and wants, and that stuff is all around us and we do not want to go there – so something about trust and legitimacy, making sure we physically resemble the country we serve.

Secondly, if you look at Chilcot and the Iraq problems, and what went wrong, there was a load of technical stuff but in large part this was about groupthink and groupthink is manifestly more likely to happen when you have the same sorts of people sitting round the table, so I also think in terms of the quality of our decision-making, it is absolutely key.

Then I am mesmerised by the operational possibilities of all of this. So as we recruit the new workforce, we dwell on the cultural and linguistic expertise, and we have a load of that sitting on our doorstep. So this all amounts to being extremely important to me and for us as an organisation.¹⁴

13. The Agencies also recognise the importance of recruiting from a wide and diverse talent pool. The Director of GCHQ, Jeremy Fleming, highlighted this in his opening address at CyberUK18, the National Cyber Security Conference, on 12 April 2018:

Whilst the lure of keeping the UK safe is appealing to a lot of people, we don't always do enough to make a career accessible to everyone who could contribute to our mission ... we need to offer more flexible careers, where individuals can more easily work at lower levels of classification, can pursue their interests in the private sector, and bring the best of that back into GCHQ. This means changing the perception of a career in the intelligence community so that men and women from every part of society can imagine themselves thriving in the intelligence and security world. Because of the challenges we face, we're continuing to grow. We're recruiting across our national network, including in London, Bude, Scarborough, and here in Manchester. I'm delighted that we're building a new site in this city [Manchester]. It will also help us to build on the work we're doing across the country to reach out to minority communities to explain who we are and what we do.¹⁵

14. It is also clearly important that the Agencies are seen to act in a manner that supports a set of values that marks them apart from their adversaries. As Andrew Parker, Director General of MI5, observed:

The adversaries that we are here to challenge and stop are ones who you could define in terms of those who least share British values. One of the things that you have a security service for yes, to protect national security, but what does that mean? Protect this country and the sort of country that this is, against people who want to change it by various means.

Daesh videos show they want to hoist a black flag over Downing Street. I will not list here the horrifying things they do in Syria, we all know what those are. But they are focused on people who, in British law, are mostly in protected categories and

¹⁴ Oral evidence – SIS, 17 November 2016.

¹⁵ Speech at CyberUK18, Director GCHQ, 12 April 2018.

*it would be a very surprising thing indeed if MI5 itself and its workforce was not in a position of ... being a set of people who wanted to make a stand against that sort of thing because we are here to protect the country from it. So all our people feel very strongly about this, on a values basis, on top of all the other reasons why you would want to have a diverse workforce.*¹⁶

15. In his evidence to the Committee, the Director General of OSCT, Tom Hurd, supported this approach:

*If you are countering a threat like ISIL or Al Qaeda, which is the antithesis of diversity, you need a diverse workforce. You need culturally to be the other side of that equation as much as you are operationally. So for me it is really important, and we take a lot of lessons, actually, from MI5 and the work they have done over many years to get themselves to be the best of class in that space, and I think that is amazing and we want to replicate that.*¹⁷

¹⁶ Oral evidence – MI5, 1 December 2016.

¹⁷ Oral evidence – OSCT, 3 November 2016.

4. DATA

Declaration rates

- BAME declaration rates vary. From MI5 (just 1.5% of staff not declared) and GCHQ (3.9% not declared) to the Joint Intelligence Organisation (JIO) (40% not declared) and the National Security Secretariat (NSS) (39% not declared).
- LGBT declaration rates were, on average, lower. This was particularly noticeable in the case of GCHQ, with 92.9% of staff choosing not to declare (GCHQ advised that this was because collection of LGBT data was not introduced until June 2016).
- Disability declaration rates varied widely, and declaration rates were particularly low for JIO and NSS across all categories.
- Staff data cited throughout this Report is based on 2017 data.

16. To gain a clear understanding of diversity across the intelligence community, robust data is essential. Until an organisation knows where it stands and how it is performing, it cannot define and deliver progress. This means that no organisation's commitment to diversity and inclusion can be taken seriously until it collects, scrutinises and is transparent with its workforce data and can measure its progress accordingly. Unfortunately, the current data across the intelligence community is not sufficiently robust. In addition, the Committee has not, with the notable exception of MI5, been provided with the declaration rates for new recruits and entrants to the Agencies and organisations. This makes it difficult to properly evaluate BAME, LGBT and disability figures for those embarking on, or continuing, their careers in the intelligence community.

17. The Committee has been assured that the intelligence community is actively encouraging staff to record their personal data on internal staff surveys. It would be useful to know how regularly and in what format the Agencies and organisations are requesting this information. As declaration of this information is entirely voluntary, the Committee wonders how staff are persuaded to supply this personal information – are individuals aware of why the organisation needs this data and are they assured that their data will be held in confidence? What steps are taken to allay any concerns staff may have about providing this information? We do not see how it will be possible to effectively measure progress on the promotion of a diverse workforce if this data is not being collected. We suggest that the intelligence community should look at the methods adopted by other sectors when it comes to persuading staff to provide this kind of data. We shall be monitoring progress on this in the future.

Gender

Female staff – 2016–2017		
Agency/organisation	% Female staff – all grades	% Female staff – Senior Civil Service
SIS	38.9%	24.0%
MI5	42.2%	31.3%
GCHQ	35.2%	27.0%
DI	19.8% ¹⁸	16.7% ¹⁹
OSCT	47.5%	25.0%
NSS	42.0%	19.0%
JIO	30.0%	17.0%

18. The ratio of women on the Boards of the three intelligence Agencies compare favourably with the Boards of the FTSE 100 companies. All the Agency Boards have at least 25% women members.

19. However, below Board level, women remain in the minority at the most senior levels of the staff working in the intelligence community. At MI5, they currently make up just under a third of the Senior Civil Service cadre. Across the other Agencies and organisations overseen by the Committee, women account for 25% or less of the senior leadership cadre.

Ethnicity

BAME staff – 2016–2017			
Agency/organisation	All staff	Senior Civil Service	% of staff who chose not to declare
SIS	7.7%	0%	7.6%
MI5	8.6%	0%	1.5%
GCHQ	3.1%	4.8%	3.9%
DI	4.6% civilian 3.9% military	0%	19.4% civilian 1.4% military
OSCT	21.5%	0%	7.8%
NSS	15.0%	0%	39.0%
JIO	12.0%	0%	42.0%

¹⁸ This figure includes Defence Intelligence civilian and Armed Forces staff – women make up 37% of Defence Intelligence civilian staff.

¹⁹ This figure includes Defence Intelligence civilian Senior Civil Service and 1-star military and above Armed Forces staff.

20. The Agencies and organisations have each provided a breakdown of figures for the representation of BAME staff in a range of grades (for example, those in each of the junior administrative grades and middle-ranking grades as well as those at Senior Civil Service level). At first glance, it would appear that BAME staff are more widely represented in these junior grades; however, without 100% declaration rates it is not possible to determine this fully.

21. It is clear that the statistics for BAME staff at Senior Civil Service level are lamentable. Of all the Agencies and organisations covered by this Report, only one (GCHQ) had any BAME staff at this senior level during this period. Even then, GCHQ records that BAME staff account for just 4.8% of its Senior Civil Servant cadre.

LGBT

LGBT staff – 2016–2017			
Agency/organisation	All staff	Senior Civil Service	% of staff who chose not to declare
SIS	3.0%	5.1%	12.3%
MI5	4.4%	0%	15.8%
GCHQ	1.3%	0%	92.9% ²⁰
DI ²¹	1.0%	0%	34.0%
OSCT	3.3%	4.8%	13.5%
NSS	8.0%	0%	55.0%
JIO	13.0%	0%	47.0%

22. It is not clear why the declaration rates for the Agencies are lower for this group than for staff declaring as BAME, particularly as the LGBT groups across the Agencies and organisations are high profile and well established. It is disappointing that GCHQ data is clearly not representative due to low declaration rates, and NSS and JIO rates are low across all categories.

²⁰ GCHQ advises that it started collecting this data only in 2016 and that this accounts for the low declaration rate in this category.

²¹ Data covers civilian staff only and relates to those who identify as lesbian, gay or bisexual.

Disability

Staff with disabilities – 2016–2017			
Agency/organisation	All staff	Senior Civil Service	% of staff who chose not to declare
SIS	2.5%	0%	12.3%
MI5	3.6%	1.9%	12.5%
GCHQ	6.6%	4.7%	4.4%
DI ²²	7.0%	16.9%	34.0%
OSCT	5.0%	0%	5.8%
NSS	8.0%	8.0%	52.0%
JIO	0%	0%	75.0%

23. The term ‘disability’ covers a range of impairments which may be physical, cognitive, intellectual, mental, sensory, developmental or some combination of these. In order to promote awareness of the challenges faced by those who declare a disability, and to ensure they get the right support, it is essential that the Agencies and organisations communicate with staff on the importance of completing staff surveys, and declaring on this matter.

24. Low declaration rates by staff working for organisations across the intelligence community make it difficult for the Committee to reach conclusions about what is happening in some areas; more importantly, it must make management of issues impossible. The organisations we have talked to recognise the problem – the Committee would urge them to actively encourage their staff to declare when completing departmental personnel surveys (which are voluntary).

25. From the data we do have, it appears that each of the seven Agencies and organisations that fall within the scope of the Intelligence and Security Committee are dealing with different challenges when it comes to diversity and inclusion, partly reflecting the different way in which staff are recruited and developed, as well as the different size, status and function of each organisation.

26. It is obvious that there is no ‘one size fits all’ solution. For example, the Agencies all recruit individuals from the wider public and have the autonomy (and funds) to run their own external recruiting campaigns. In contrast, Defence Intelligence is made up primarily of military personnel (65%) – the majority of whom are male (reflecting the general composition of the UK’s Armed Forces) and many of whom will also spend periods of their career across defence more widely, thereby making it more difficult for Defence Intelligence to specifically recruit and retain under-represented groups. In turn, the smaller organisations (OSCT, JIO and NSS) are generally recruiting from an existing pool of civil servants rather than externally.

27. While this can make direct comparisons difficult, there are common themes that it would be helpful to address. We have identified three key areas on which this work is focused:

²² Figures are available for Defence Intelligence civilian staff only.

- the importance of **senior leadership**;
- **the recruitment process** – how people, especially those from under-represented groups, are attracted to apply to the UK intelligence community in the first place. A diverse field of applicants is a fundamental first step to achieving a diverse workforce. For some organisations, this has traditionally been a particular problem given security concerns, the technical nature of some of the work, as well as some misleading perceptions; and
- **career and promotion prospects** for under-represented groups – the intelligence community must nurture and encourage talent. It is essential to ensure there are pipelines in place to support the promotion of under-represented groups into more senior groups.

We consider each of these issues in the following chapters.

5. THE IMPORTANCE OF SENIOR LEADERSHIP

28. It is no surprise that **leadership and culture** play a key role in providing the solutions that facilitate greater diversity and inclusion. It is critical that support for building a diverse and inclusive organisation comes from the top – this agenda must have broad executive support, which needs to filter down through organisations.

29. Fortunately, at a senior level in the intelligence community there appears to be genuine commitment and a growing understanding that diversity and inclusion is essential to the successful delivery of business objectives. The Heads of the seven Agencies and organisations covered in this Report have each provided a view on why diversity matters to their organisation and its mission.

Andrew Parker, Director-General, MI5

To keep the country safe in the face of complex and shifting threats, MI5 needs the richest mix of the most talented people in our society. Diversity and inclusion is critical to our mission. Through nurturing talent, team working, encouraging innovation and fostering an environment where everyone can be themselves and fulfil their potential, we create the strongest team that delivers operational success.

We've worked hard to overcome the challenges, myths and external stereotypes that we face – we're rightly proud of our progress and our accolades. But there's of course more to do to ensure that our workforce fully reflects the country, people and values that MI5 works so hard to protect.

Alex Younger, Chief, Secret Intelligence Service

Diversity, equality and inclusion are strategic enablers for SIS to succeed in fulfilling our increasingly challenging and complex mission. A fully inclusive culture enables us to recruit, develop and retain the best talent. The different experiences and insights of our diverse staff promote greater creativity and innovation, allowing us to flex and respond at pace, devise better operations, and close enduring intelligence gaps. Different perspectives create a healthy challenge environment, leading to more robust decision-making, better identification and management of risk, and minimise the possibility of 'group-think'.

True inclusion enhances our reputation externally with the community we seek to serve and represent. Internally, it leads to improved well-being, higher morale, better motivated more engaged staff, and greater operational impact.

Jeremy Fleming, Director, Government Communications Headquarters

Diversity and inclusion (D&I) is at the heart of GCHQ's mission and the organisation we aspire to build. We know if we get this right, we will be better at keeping the country safe – there is no more powerful motivation.

D&I is core to our values – above all in this context, teamwork. We are committed to making GCHQ a place where we can all be ourselves at work and better reflect the society we serve. We have made great progress in this endeavour and have an excellent reputation for our approach. Nevertheless, we all know there is more to do.

Air Marshal Philip Osborn, Chief of Defence Intelligence

I believe it would be professionally negligent not to realise the clear benefits gained from promoting diversity and inclusion in all we do. Breadth of perspective and challenge are vital in our work, and can best be attained by being as diverse as possible.

We have made significant progress over the last two years but there is still much to do. Our representation levels are not as we would like, and engagement levels vary. However, we will seek out best practice and recognise our existing role models. Crucially, we will continue to encourage and challenge our leaders at all levels to role model the behaviours to foster a consistent approach to diversity and inclusion.

Mark Sedwill, National Security Adviser, National Security Secretariat

We are committed to ensuring that the most talented people join the National Security Secretariat and that we support them to develop the most robust policy advice for the National Security Council.

Our ways of working must embed creativity and challenge, which is why we have changed the way we develop policy advice for the NSC. We have made NSC(O), the officials committee that supports the NSC, more diverse by inviting more female permanent members. NSC(O) now has a Shadow Board of diverse junior officials from NSC(O) departments. It meets once a month and challenges the advice NSC(O) receives.

Both moves have increased the diversity of input into NSC(O) discussions. I was pleased to endorse the excellent Mission Critical toolkit, which junior staff developed to make their workplaces more inclusive. It is being used in NSS to support our move towards a more flexible and agile workforce, where challenge is not only expected, but welcomed.

Tom Hurd, Director General, Office for Security and Counter-Terrorism

I want OSCT to be a diverse and inclusive workplace, where everyone feels part of the team and can reach their full potential. I recognise that unconscious bias and discrimination still exist in OSCT and the wider Civil Service, and that they hold us back from being the best we can be.

Charles Farr, Chair, Joint Intelligence Committee

We want the Joint Intelligence Organisation (JIO) to be fully representative of the UK working population. This is not only legally and morally the right thing to do, but it is also key in ensuring the success of the organisation. A diverse workforce will ensure we produce better reports for our readers, bringing to bear a range of views and perspectives and better ensuring continuous internal challenge. Diversity requires that we dispel the myths about working in the national security community and create an environment that is genuinely inclusive.

Accountability

30. In the US, the then Director of National Intelligence (James Clapper) took the decision to lead on the promotion of diversity and inclusion within the US intelligence community. This included setting the strategic direction for ongoing efforts to improve diversity, collating data and publishing unclassified reports on the demographics of the US intelligence community, sharing best practice, and holding senior executives accountable for their performance. We consider this an excellent role model – if the individual at the top of the intelligence community demonstrates their own commitment, that sends the best possible message. We therefore consider that the National Security Adviser should adopt a similar approach.

31. At a group level, we consider that the NSC(O) – the group of officials who support the National Security Council – is best placed to drive the agenda. We note that, during the course of this review, the NSC(O) held its first discussion on diversity and inclusion, and it is excellent to see that the review has had an impact. However, diversity and inclusion should have a regular place on the agenda, and the NSC(O) should provide a forum in which best practice and progress can be shared.

32. At an organisational level, we consider that the Cabinet Office should take a leadership role. The Cabinet Office has a strategic and co-ordinating role across all the organisations overseen by the Committee. This co-ordination should extend to diversity and inclusion issues. We would encourage them to share best practice across the whole community so that all can learn lessons from each other, particularly on ways of recruiting and supporting the development of talented staff from under-represented groups. There will be opportunities to co-ordinate, for instance on policies and strategies, possibly even recruitment.

33. On an individual level, we welcome the introduction of personal objectives for Permanent Secretaries on diversity and inclusion matters, and would endorse an expansion of this approach. Aspirational targets can provide a catalyst for change. Differing approaches are taken to the setting of diversity targets across the intelligence community. All three intelligence Agencies said that they use internal targets to recruit, drive change and monitor performance. This appears to be achieving results with, for example, greater diversity in new recruits. We were told that other organisations, such as EY (formerly known as Ernst & Young, a professional services and accounting firm), had found setting and managing performance against targets to be extremely helpful in driving up performance. This is something that the intelligence community as a whole might consider.

Mentoring and sponsorship

34. We have heard about the value of tailored mentoring and sponsorship of individuals, and also of the important role of line managers in actively supporting people from all backgrounds to progress. This does, however, appear to be undertaken, in some instances, on a rather ad hoc and informal basis. This support should be integrated into working practices at every level, and regularly reviewed and monitored. The Committee was told that MI5 has had a reverse mentoring scheme since 2012, and that SIS is introducing a similar programme to raise awareness of the challenges faced by staff from under-represented groups among those in SIS senior leadership. We would commend this practical approach to other organisations in the intelligence community.

Role models

35. In discussions with the Committee, senior leaders acknowledged the need to create inclusive cultures that enable employees to bring their whole selves to work and encourage people to talk openly – it is clear from our discussions with staff that, whilst there are many successes, challenges remain. One notable example is the lack of senior role models for BAME staff. Such cultural change can take time, but it is a goal that each organisation should be working towards. We were encouraged to hear that SIS had recently appointed a BAME individual to its Non-Executive Board and commend this development. It is this kind of practical measure that provides impetus to the promotion of diversity.

Sharing best practice

36. The ways in which the different organisations that fall under the Committee's remit recruit and develop staff vary by necessity; however, we are sure that there could be greater collaboration in some areas. Whilst the Agencies are aligning their efforts and resources on diversity, the other organisations, such as NSS, JIO and OSCT, recruit staff in a different way, often for shorter periods of time and into higher, more generalist grades – however, they may wish to consider joining together for wider recruitment efforts. We are aware that an often cited barrier to greater collaborative working among these organisations relates to their differing set-up in terms of scale, size, the work they do and the particular skills they require. Promoting and embedding diversity calls for a bold approach and long-term commitment – if the intelligence community cannot look to each other for ideas and solutions, then perhaps the answer is to look elsewhere.

37. During the course of the review we heard from Birgit Neu (Global Head of Diversity and Inclusion, HSBC Bank) about the work HSBC is doing to ensure diversity and inclusion is properly embedded across the business. Ms Neu led a comprehensive review, which covered strategy, governance, leadership, people and reporting across all areas of the business and all geographical areas. This is the kind of broad and holistic approach that we would commend to the intelligence community, as the Agencies and organisations seek to build and develop a more inclusive workforce.

38. Whilst each country and organisation faces challenges that are unique to its history, size and role, there are many similarities in the issues that the UK and its allies are trying to tackle, especially on the recruitment, retention and promotion of ethnic minorities. The Committee is aware that there has been some sharing of experiences and best practice on diversity and inclusion between the intelligence Agencies and international partners. This is to be commended, and must now be built upon.

6. RECRUITMENT POLICY AND PRACTICE

39. In order for the intelligence community to become more diverse, the Agencies and organisations need a recruitment policy that has diversity at its heart – only then can they begin to build a sustainable talent pipeline. Monitoring progress on this requires evaluation of the numbers of incoming staff members choosing not to declare against the protected characteristics. Whilst the Committee requested the percentage of individuals who did not declare, these were not provided. MI5, however, was able to provide rates for those who did not declare, and these figures are included below. Defence Intelligence was unable to provide any data at all for this section.

Recruits/entrants to the UK intelligence community 2016–2017				
	% female	% BAME	% LGBT	% disabled
MI5*	46.8	11.9	8.0	3.5
<i>Undeclared</i>	0.0	4.0	6.2	4.2
SIS	45.2	9.1	2.3	0.9
<i>Undeclared</i>	0.0	N/A	N/A	N/A
GCHQ	30.1	6.5	1.2	4.7
<i>Undeclared</i>	0.0	N/A	N/A	N/A
JIO	36	14	25	0.0
<i>Undeclared</i>	0.0	N/A	N/A	N/A
NSS	53	15	11	0
<i>Undeclared</i>	0.0	N/A	N/A	N/A
DI	N/A	N/A	N/A	N/A
OSCT	41.5	23.0	4.1	8.1
<i>Undeclared</i>	0.0	N/A	N/A	N/A

*MI5 is the only organisation that has provided declaration rates.

Applicants

40. The first stage in the recruitment process has to be to attract a diverse range of applicants. The Agencies are concerned that, despite being hugely oversubscribed for the roles they advertise every year, they do not receive enough applications from people across a sufficiently wide range of backgrounds. Individuals from diverse backgrounds appear to self-select themselves out as possible candidates – often because they have a stereotypical image of these organisations. Whilst demographics may account for the differentials in the number of BAME individuals applying to work in a less diverse area such as Cheltenham, where GCHQ is based for example, the recruitment figures for BAME staff applying to join the Agencies and organisations based in London do not appear to reflect the BAME working population in the Greater London area. One practical step to address this might be to actively recruit and talent-spot across the wider Civil Service and among those leaving the Armed Forces.

41. Over recent years, parts of the UK intelligence community have reviewed their recruitment campaigns in an attempt to increase the diversity of applicants and, in particular, to target female and ethnic minority applicants. We were encouraged to hear that significant efforts are being made to ensure that relevant and appropriate language and images are used in job specifications and adverts, and in particular that the use of female and ethnic minority role models, and scenarios to which they can relate, is now more prevalent in the Agencies' recruitment material. One of the recommendations of the Committee's 2015 Report *Women in the UK Intelligence Community* was that the Agencies should target “*Women or mothers in middle-age or mid-career, who may have taken some years out to bring up children, (they) may offer an untapped recruitment pool*”²³ and it is encouraging to see that the Agencies have since adopted this approach.

Reaching out in new ways

42. There is increasing recognition from within the UK intelligence community of the need to reach out to under-represented groups in new ways, and to move away from the more traditional mechanisms for recruitment. There is now a more modern and inclusive approach to ‘sourcing’ candidates: all the Agencies now place recruitment adverts in lifestyle magazines and on social media rather than just in the broadsheet newspapers and on the Agency's website, and nationality rules have also been changed in order to make it easier for candidates from a broader variety of backgrounds to apply.

²³ Intelligence and Security Committee, *Women in the UK Intelligence Community*, 2015.

CASE STUDY: SIS RECRUITMENT OFFICER

This is my second stint in the Recruitment team after I was here ten years ago. In my first stint in recruitment we used to ask ourselves ‘would they fit in?’. Looking back, we were probably asking whether applicants were like ‘us’. In hindsight, we were contributing to ‘group think’, which is dangerous when an organisation needs to be challenged and have different opinions aired. We have seen numerous examples where an officer’s ethnic, cultural or religious background has enabled delivery on core business objectives. We’re an organisation working across the globe, across cultural, religious and ethnic boundaries, primarily working with human beings.

Difference can go a long way. So we looked at the figures. We needed more BAME people to join our investigator ranks. Our research suggested that we were seen as an organisation staffed by middle-class, straight, Oxbridge-educated white men and, historically at least, with some justification. Too many potential BAME candidates were self-selecting themselves out. It wouldn’t be for them; they wouldn’t fit in. We realised we needed to find creative ways of reaching out to potential candidates.

We decided to do what we do best. We increased our outreach and adopted a range of proactive approaches. The starting point was an innovative advertising campaign using BAME actors, which challenged perceptions of what it takes to be a successful investigator. This was followed up by including the ‘tap-on-the-shoulder’ within our recruitment approach.

In 2017, talent-spotting looks very different. We’re just as likely to seek potential candidates in Coventry or Leeds as in Oxbridge. It’s still fairly early days, but the network is building contacts in academia, and diversity groups are jumping on board. Alongside attracting talented people who have already had a career in another field, we have just opened a new entry point for high-performing graduates. It is important that a good number of these are from the BAME community, as some will become our future senior leaders.

Technical and specialised areas

43. All the organisations within the UK intelligence community have reported problems recruiting women to more technical and specialised areas. At GCHQ, where these skills are key, this remains a particular concern. The Agency also has a low proportion of staff declaring as BAME. This has prompted a comprehensive review of the end-to-end process to identify where effort is needed, particularly when it comes to promoting GCHQ to a more diverse range of potential applicants. GCHQ now runs an event for students, ‘GCHQ-Decoded’, which is particularly aimed at potential BAME and female candidates and offers them the opportunity to see the organisation first hand.

CASE STUDY: GCHQ OUTREACH PROGRAMMES

GCHQ now runs a familiarisation event ('GCHQ-Decoded') for all female and BAME applicants. These events offer applicants the opportunity to hear directly from GCHQ staff, including the Director, about the variety of careers on offer.

GCHQ also has an extensive outreach programme designed to promote engineering and technical careers to young people. They have taken a long-term approach to broadening the talent pool, including initiatives designed to promote science, technology, engineering and mathematics (STEM) subjects at schools, and to identify and nurture young talent.

Studies indicate that women make up just 8% of the Cyber Security workforce in the UK.²⁴ GCHQ is working hard to address this – the launch in February 2017 of the CyberFirst Girls Competition saw over 8,000 girls take part from across the UK.

The GCHQ-led Intelligence Agency Higher Apprenticeship Scheme is another example of effective outreach. Offering applicants the opportunity to continue their academic study whilst earning a salary. This scheme will help to diversify the Agency's workforce by providing employment opportunities to young people from a range of backgrounds.

44. Technical and specialised skills are in short supply in the UK and are also highly prized by the private sector. This is likely to be an ongoing concern and we would encourage GCHQ and other parts of the UK intelligence community to further their collaborative work with industry and education partners. This is an area that is typically under-represented in the female student population. GCHQ – which faces this problem to a greater extent due to the nature of its work – has therefore sought to broaden the range and scope of its recruitment and is to be commended for its efforts.

Advice from staff network groups

45. Effective network groups have been established in many areas and are acting as a useful connection between staff and management. We were told that their advice is sought and welcomed by senior leaders and Diversity Champions. Staff representing the networks in the three intelligence Agencies have been given the opportunity to comment on recruitment material prior to it going live. We would encourage this expert form of feedback, particularly in the early part of any planning for a recruitment campaign. More broadly, senior leaders should continue to support the development and activities of staff network groups, and consider whether greater use of their experience and skills could be made – for example, in outreach activities to schools, universities and other external organisations. Their contribution to creating an inclusive workforce is key. The Committee was interested to hear about the outreach work being done by Defence Intelligence with under-represented groups in schools and colleges, and commend this approach. We also consider that there is potential for all the Agencies and organisations to do more outreach work with the traditional gatekeepers – families and communities, as well as schools and universities – when it comes to encouraging under-represented groups to consider a career in intelligence. We commend the work that GCHQ is doing in this area: as well as engaging with schools local to Cheltenham and universities

²⁴ Center for Cyber Safety and Education, *Global Information Security Workforce Study (GIWS)*, March 2017.

across the UK, it also holds a Community Day during which local leaders, charities and school leaders are invited into GCHQ Cheltenham.

Supporting staff networks

46. The Committee's visits to the Agencies and organisations all took place in London, with the exception of the meetings with GCHQ in Cheltenham. However, the wider intelligence community also has staff working in a range of locations and sites across the UK, and the Committee hopes that these staff are also able to fully participate in these networks, and that their local management is fully supportive of this activity and has a clear understanding of why it is important.

The process

47. We commend a number of the changes that have been implemented, but one aspect that does appear to need further effort is the bureaucracy of the recruitment process. We have heard during meetings with staff that this can act as a deterrent – especially for those less familiar with the process.

Nationality rules

48. The rules regarding nationality must have a disproportionate impact upon the recruitment and progression of ethnic minority staff in the intelligence community. British citizenship is mandatory; however, on top of that there are caveats regarding family background and other personal ties. GCHQ's website, for example, notes that at least one parent is required to be a British citizen, or have substantial ties to the UK and that "*if you're married to, or cohabiting with a partner who isn't a British citizen, we'll judge each case on its merits, taking into account your partner's ties to the UK*". We heard from some of the Agency Heads that they would like greater discretion over how the nationality rules should be applied in individual cases (similar to the approach taken by the US). We recognise that the current system places limitations on them and consider that a review to consider the practicalities and potential impact of adopting such an approach would be of benefit.

Developed Vetting

49. In the UK, staff must undergo a security vetting process before they can be given access to sensitive information. There are three types of national security vetting clearance: Counter Terrorist Check (CTC), Security Check (SC) and Developed Vetting (DV). The vast majority of roles in the intelligence community require the highest form of security clearance required for Government positions, DV.²⁵

50. A DV clearance requires more rigorous nationality and residency requirements than other areas of the Civil Service and public sector. It could be argued that these do not sufficiently take into account the changes in British society in recent years. We have heard anecdotal

²⁵ The aim of vetting is to ensure that the character and personal circumstances of an individual are such that he or she can be trusted with sensitive information or assets. The vetting process involves completing detailed questionnaires, discussing these with a vetting officer and agreeing references for interview (www.mi5.gov.uk/careers/vetting).

evidence that these vetting processes have had a negative impact on the recruitment of those unfamiliar with the processes and, in particular, on ethnic minority applicants and staff from other areas of the Civil Service seeking to progress their career by moving into DV roles. The vetting process is bureaucratic and can take a long time: whilst the Agency recruitment websites indicate that applicants should expect the vetting process to take in the region of three months to complete, the Committee has been told that it generally takes considerably longer if an applicant has links to, or family, overseas. It is not clear whether applicants going through the process are kept updated on the progress of their vetting case and the likely time it may take. It is therefore suggested that a ‘keep in touch’ procedure is introduced to ensure applicants are kept informed throughout the process, as it is possible that there are some instances in which applicants choose to withdraw their application as a result of this delay in the vetting process.

51. Whilst we are informed that over half of the vetting officers (the individuals who conduct vetting interviews) in SIS and MI5 are women, an aspect that was repeatedly mentioned was that the majority of the vetting officers across the wider intelligence community are still white, male and middle-aged. Anecdotally, it is apparent that they have a particular approach formed by their own personal experiences and background, both personal and professional. A number of individuals we spoke to from under-represented groups suggested that it would be helpful if all vetting officers were to receive specific training on cultural and behavioural norms – in areas such as personal relationships and finance, for example. We understand that vetting officers across the Agencies undertake professional development training on gender and identity awareness, and that active measures are being taken in some parts of the intelligence community to train and develop a more varied group of individuals to take on this important role. The Committee welcomes this initiative and will monitor progress on this important issue. The vetting process is, and will need to remain, an extremely thorough and intrusive process which, by necessity, investigates and evaluates every area of an individual’s life. However, that is all the more reason why the officers undertaking this important work should themselves be more diverse.

52. Regrettably, comprehensive and robust data on the security clearance process is not currently collected so it has not been possible to verify these claims, but the number of times that these issues have been raised would suggest that this is an area that must be looked at. The Office for Security and Counter-Terrorism advised the Committee that the National Security Council (Officials) had agreed to a review of the vetting process from a diversity and inclusion perspective. We have not had sight of that review, although, in finalising this Report, we were informed by the National Security Secretariat that this took place in 2017, and that the review “concluded that the main barrier is a lack of understanding about what the process involves, rather than the process itself being discriminatory”.²⁶ The Committee will wish to see the evidence base for this conclusion – from the discussions we held with staff during the course of this review, there appeared to be a widely held view that it is the vetting process itself that is a barrier to diversity.

²⁶ Written evidence – NSS, 6 April 2018.

7. CAREER AND CULTURE

Identifying and developing talent

53. The Civil Service Talent Action Plan seeks to “ensure that every talented, committed and hardworking person has the opportunity to rise to the top, whatever their background and whoever they are”. We commend this plan and the progress that has been made since its first iteration was published in 2014. By 2016, many of its more concrete recommendations – for example, ensuring that all-male selection panels and all-male shortlists for recruitment into the Senior Civil Service were by exception only – were implemented.

54. The first step is for all organisations to identify their talented staff. Once they have done so, they can put mechanisms in place to support them to reach their full potential. All organisations, where they are not already doing so, should develop timely and targeted mechanisms to identify, develop and promote talented people of diverse backgrounds, especially ethnic minorities, to ensure that over time there is a pipeline of candidates suitable for senior and Board-level positions. Mechanisms for identifying talent should be regularly reviewed, ideally involving professional advice, to ensure that there is no unconscious bias. Senior leaders should ensure that they know who their talent is and that these people are being given appropriate support to develop to their full ability.

55. The intelligence community should explore whether there is more that could be done through better career management, support with applications or the design of job roles to support applicants from under-represented groups, enabling them to undertake a greater range of posts and helping with promotion prospects. This also applies to those parts of the intelligence community that recruit mainly from existing civil servants – National Security Secretariat (NSS) and Joint Intelligence Organisation (JIO) are taking action on this, with blind sifting of applications and an expectation that interview panels will have a BAME member and a gender balance.

Sponsors

56. It is essential that structured systems are in place to ensure that senior people are actively ‘talent-spotting’ and that the identified individuals are then directly linked to an influential sponsor who can advocate for them, enabling them to be more visible and more recognised, engaged in ways that suit their skills and placed in positions that will help to develop them more fully as leaders. Such sponsorship could include advice and support on applications, career management and extra-curricular activities to help with progress. This will also require that promotion boards are balanced and diverse. We were told that Ernst & Young, Proctor and Gamble and Goldman Sachs have all taken similar steps and reported some degree of success. The Committee was told that SIS, MI5, Office for Security and Counter-Terrorism (OSCT) and GCHQ are all developing sponsorship schemes for staff in under-represented groups, and we will be following progress on this with interest.

Opportunities

57. The intelligence community should also ensure that, where it is appropriate, eligible staff are encouraged to participate in existing development programmes and other wider Civil Service talent schemes, such as the Future Leaders Scheme, the Positive Action Pathway, and Prospects. During meetings held with staff, we heard very positive feedback from participants of these schemes. There is increasing collaboration across the intelligence community in terms of development and leadership programmes, with delivery of Inspiring Women Leaders, Inspiring BAME Leaders, and Inspiring LGBT Leaders – programmes that draw on the expertise of external partners and have been developed for personnel working in the Agencies. Staff we talked to welcomed the partnerships being developed with external organisations such as Stonewall and Business in the Community – this type of benchmarking was raising the profile of LGBT, race and gender issues across their organisations (and also proving a useful recruiting tool). Greater collaboration on diversity across the community and within the private sector would no doubt bring benefits.

58. Some of these programmes and initiatives are, however, only open to staff working for the Agencies. It is suggested that all of these opportunities are opened up to staff in other organisations in order to promote and share best practice across the intelligence community.

Acting up

59. Where it is not already being done, organisations should encourage and support talented candidates, especially those from diverse backgrounds, to take on Board-level roles. This might include contributing to NSC (Shadow Officials) or subsidiary Boards internally, as well as Board and Trustee roles with external organisations (e.g. educational trusts, charities and other not-for-profit roles). These opportunities can provide experience and allow individuals to develop oversight, leadership and stewardship skills – they are therefore immensely valuable.

60. We are aware that some of these ideas have been taken forward to a greater or lesser extent within some of the organisations, but it is not always consistent. Mentoring and sponsorship in particular can sometimes appear to be informal, not sufficiently targeted or the effects properly appraised. We would agree with the May 2014 Hay Group Report *Women in Whitehall*, which examines blockages facing talented women succeeding in the Senior Civil Service, which states that “*talent governance needs more energy, more objective data, more focus*”.²⁷

Terms and conditions – flexible working arrangements

61. This was an issue that was highlighted in the Committee’s 2015 Report *Women in the UK Intelligence Community*:

*Flexible working is an issue that affects everyone, but not having any provision is a make-or-break issue for those with childcare and other caring responsibilities. We recognise that working from home is not a viable solution, given the security constraints ... however, we believe it is essential that requests for flexible working hours are taken seriously and the wishes of the staff are accommodated as far as possible.*²⁸

²⁷ Hay Group, *Women in Whitehall*, May 2014.

²⁸ Intelligence and Security Committee, *Women in the UK Intelligence Community*, 2015.

62. While the highly classified nature of intelligence means that working from home is generally not an option, some organisations are able to facilitate flexible or remote working. For many Agencies and organisations it is a matter of supporting staff to shape and adapt their working hours through job-sharing or compressed hours, for example. With the exception of GCHQ in Cheltenham, the Agencies and organisations have their main headquarters in London. However, some of the organisations we spoke to are able to offer staff the option of working from secure ‘out stations’ outside London – for example, OSCT offers staff the facility to work from locations in Liverpool, Cambridge and Manchester. GCHQ advises that it is actively recruiting staff in Manchester, Bude and Scarborough, as well as Cheltenham and London.

63. The Committee is encouraged by the progress made by the intelligence community in this area – there is a clear commitment across the Agencies and the organisations we visited to ensuring that this is an offer open to all staff. The Agencies and organisations now all offer some form of flexible and part-time working to staff – a broader reflection of the practice of many other major employers in the corporate sector, such as HSBC and Ernst & Young, which have adopted an ‘if not, why not?’ approach to requests for flexible working.

Percentage of staff on flexible working arrangements in 2016–2017	
MI5	13% of staff currently work part time 6.6% of staff currently have other flexible working arrangements ²⁹
SIS	7.9% of staff currently work part time 10.7% of staff currently have other flexible working arrangements ³⁰
GCHQ	14.8% of staff currently work part time N/K – % of staff who currently have other flexible working arrangements
JIO	6% of staff currently work part time N/K – % of staff who currently have other flexible working arrangements
NSS	6% of staff currently work part time N/K – % of staff who currently have other flexible working arrangements
DI	6.9% of civilian staff currently work part time 3.9% of civilian staff have other flexible working arrangements
OSCT	9.5% of staff currently work part time 57.6% of staff have other flexible working arrangements ³¹

²⁹ This percentage represents the number of staff that work compressed hours. It does not include staff who work flexi hours, as this information is not formally recorded on MI5’s human resources system.

³⁰ This percentage does not include shift pattern working.

³¹ Working pattern and flexible working are not mutually exclusive. It is possible to be a part-time worker who also has a flexible working pattern, such as flexi time or job share.

Unconscious bias and cultural change

64. A key theme that emerged during our visits to the intelligence community is the extent to which cultural and behavioural issues can impede or improve progress on diversity and inclusion issues. The culture of an organisation cuts across all of those key points in the career cycle that we have raised in this Report. Whilst the intelligence community has introduced a number of processes and mechanisms to deal with diversity issues, transformation of a workplace culture is a less tangible, and often more lengthy, process.

65. Embracing diversity and inclusion at Board level, empowering junior staff and striving to recruit from the largest possible talent pool are all important steps, but none of them specifically tackles any prejudice or unconscious bias that may exist. We have been encouraged by the use of Diversity Champions at Board level, the rolling out of compulsory unconscious bias training, the launch of Diversity Weeks, and blogs and speeches to raise awareness and celebrate diversity in its broadest sense. Linking greater diversity to ‘mission critical’ success is to be commended. Practical measures have also been taken around the culture of language – for example, where JIO (which recruits predominantly from across the Civil Service) reviewed and revised the language in job advertisements to ensure that it was gender neutral.

Middle managers

66. However, we note that staff have commented that some managers, particularly at the middle-ranking level, do not always view diversity and inclusion as a priority issue. To address this, we would recommend that managers at all levels should be encouraged to become involved. Diversity and inclusion should not just be the responsibility of people at the top.

67. Line managers should be empowered and encouraged to create a culture that champions diversity and promotes inclusion. It is clear from our discussions with staff that consistency is needed across management as to how they approach and deal with diversity and inclusion issues – ensuring that all managers are aware of their responsibilities in this area and that all staff are given equal opportunity to progress is essential. The importance of effective mentoring, sponsorship, role models and support networks in delivering positive action needs to be understood at all levels of an organisation, with managers at all levels taking responsibility and being accountable for creating truly inclusive workplaces. The inclusion of clear diversity and inclusion objectives in the annual appraisals of all line managers would be a useful and practical step.

Diversity networks and initiatives

68. The increasing recognition across the intelligence community of the need to support and promote under-represented groups across their organisations is reflected in the growing number of networks and initiatives focusing on these issues. Continuing to build and sustain staff network groups will allow staff from across the organisation to come together and share experiences. The Civil Service Talent Action Plan specifically recognises that increasing opportunities for networking can help talented people in under-represented groups to reach their potential.

69. We met representatives from a range of networks championing LGBT, gender, BAME and disability issues at all the Agencies and organisations we visited.

Gender

70. The progress made by SIS and MI5 in this area has been recognised, with both appearing in *The Times* 2018 Top 50 Employers For Women list, and MI5 hosting a meeting of the 30% Club,³² at Thames House, its headquarters in London, earlier this year. This recognition reflects the work being done at grassroots level. The SIS DEUCE network and MI5 GENIE network, sponsored by Directors in each Agency, have worked closely with external partners in developing an Inspiring Women Leaders programme. The Agencies have also rolled out collaborative career momentum workshops to support women returning from maternity leave. DEUCE is an interesting example of the wide-ranging work that can be undertaken by a gender network. It organises events for colleagues to learn more about shared parental leave, and to access career advice from senior role models serving both overseas and in the UK. The group is also working closely with the SIS training team to overhaul the content, delivery and marketing of SIS training courses to promote these more effectively to female officers and encourage them to apply for jobs overseas. The issue of women returning to operational postings overseas following maternity leave was highlighted in the Committee's 2015 Report *Women in the UK Intelligence Community*³³ as a 'room for improvement' issue – we are pleased to see that SIS is proactively tackling this issue.

BAME

71. The Committee met representatives from the SIS network (EMBRACE) and MI5 network (My5). The Agencies have joined the Business in the Community campaign Race at Work, and are working with them to increase the range and availability of development opportunities for BAME staff across the Agencies. A Nurturing Talent programme has been piloted for junior BAME staff, together with a Leadership Learning Set for senior staff. Whilst staff working in other parts of the intelligence community are able to join cross-Government initiatives – BAME staff in Defence Intelligence, for example, form part of the wider Ministry of Defence cohort in the BAME cross-Government Positive Action Pathway programme – it would be useful if these staff were able to benefit from some of the dedicated programmes and activities being led in this area by the Agencies.

LGBT

72. It was clear from our discussions with staff across the intelligence community that LGBT networks are generally the longest established, and provide useful practical support to other groups, particularly BAME networks which have often been more recently set up. The LGBT network staff we met across the community (and their 'straight ally' colleagues) were clearly enthused by the tangible commitment and support of their senior leadership – the flying of the rainbow flag during PRIDE week over SIS, GCHQ and MI5, as well as Defence Intelligence buildings, the Home Office and Cabinet Office, was singled out as a particularly notable development. SIS told the Committee that the SIS headquarters building in London was not only lit up as a gesture in support of the Agency's LGBT staff, but also as a signal of commitment to prospective LGBT applicants. The close working partnerships developed with Stonewall are to be particularly commended – MI5, SIS, GCHQ and the Home Office are each now recognised as Stonewall Top 100 Employers in the Stonewall Workplace Equality Index.

³² The 30% Club launched as a campaign in the UK in 2010, with the goal of achieving a minimum of 30% of women on FTSE-100 Boards (www.30percentclub.org.uk).

³³ Intelligence and Security Committee, *Women in the UK Intelligence Community*, 2015.

Disability

73. The disability networks we spoke to highlighted some of the practical challenges facing individuals with certain disabilities, in particular with regards to workplace adjustments and access to IT systems. Some individuals required tailored software and, whilst efforts are made to adapt and personalise systems for staff with particular disabilities, it is clear that a more coherent approach is required across the intelligence community (not least because the requirement to personalise systems on an ad-hoc basis impedes the ability of individuals provided with these systems to ‘hot desk’ or work at other sites or overseas). We consider that, in future, the views of disability networks should be sought on the design of future IT systems – it was encouraging to hear from OSCT that they will be contributing to the design of any new cross-Government IT systems in order to ensure that they are more accessible, and we hope that OSCT will seek the views of the Agency disability networks (SIS Scooter, MI5 Ability Action and the GCHQ Disability Employer Network) as well as the individuals who work in the other organisations and are active in wider departmental networks. The Committee understands that some disability network members, in particular those working for the Agencies, already provide support in the testing of new IT infrastructure – we hope this will become common practice across the intelligence community.

74. GCHQ, MI5 and SIS are leading efforts for, and sharing best practice with, the rest of the intelligence community in the area of disability. They were awarded Disability Confident Leader status by the Department for Work and Pensions in 2017. Keen to remove barriers to recruiting and retaining employees with disabilities, GCHQ and SIS have also launched a comprehensive Neurodiversity Service, offering a range of support to GCHQ staff with dyslexia, dyspraxia or autistic spectrum condition. This service has also been offered to MI5.

75. In March 2018, MI5 launched a Disability Leadership Development programme, to be delivered by Disability Rights UK, in which SIS and GCHQ also participate. The Committee was also advised that all three Agencies run a range of workshops covering issues such as autism and Asperger’s syndrome, deaf awareness and visual awareness.

Diversity Champions

76. The Civil Service Talent Action Plan envisages roles for Diversity Champions to help to establish networks, and members of the Senior Civil Service in under-represented groups to lead the networks. Each of the intelligence Agencies has identified individuals at Board level to act as their Diversity Champions – known as Board Champions. These individuals have a key role in driving forward the diversity agenda. They ensure that the importance of diversity is well understood and emphasised at every level of the organisation, and that guidelines for fair treatment are adhered to. Board Champions are vital leadership roles and more should be done to evaluate the impact and effectiveness of individuals carrying out these roles.

Key recommendations

We have highlighted a number of issues in this Report, and chosen nine areas as key recommendations that we wish to see the intelligence community focus on. The Committee will regularly monitor and review progress on the recommendations below.

On data:

Improved collection, analysis and dissemination of workforce data. Data is an essential tool to help organisations to identify workforce talent gaps, assess the efficiency and effectiveness of their diversity and inclusion efforts, and promote transparency and accountability. What gets measured is what gets done. The quality of data held across the intelligence community varies significantly – all organisations need to reach the standard of the best performing. All organisations should take positive action to improve reporting rates on all protected characteristics amongst their workforce, by effectively communicating to all staff why declaration rates are so important in improving diversity – an individual’s decision not to complete staff personnel surveys (or, in many instances, to tick the box ‘Prefer Not To Say’) has ramifications for the business as a whole. Each organisation should also develop aspirational targets for applications, recruitment and progression, and report against their performance annually. Making this information more widely available will motivate those organisations that are not performing as well as others to tackle this issue with the determination and sense of urgency it deserves.

On recruitment:

Targeting talent from under-represented groups. The Committee was interested in the concerted effort being made by the Agencies to attract candidates from under-represented groups to apply for careers in their organisations – it is essential that these campaigns and initiatives continue to evolve and develop. They should ensure that they scope new ideas and approaches with their own ‘in-house’ experts – the men and women already working in their organisations. A return by SIS to the ‘tap-on-the-shoulder’ approach is obviously reaping dividends, and consideration should be given to seeing if other Agencies and organisations might also adopt this approach. This ‘targeting’ approach was one of the key recommendations in the Committee’s 2015 Report *Women in the UK Intelligence Community*.³⁴

Using positive action to improve the diversity of the candidate pool. All posts should be subject to fair and open competition. Where this is not already being done, job specifications should be drafted in gender-neutral and jargon-free language, and provide an accurate reflection of essential and desirable skills to ensure applications from a wider set of individuals. Selection and interview panels should include individuals from different backgrounds to help eliminate bias – where this is difficult within an organisation they should consider asking members from another part of the intelligence community to help. Tailored unconscious bias training should be mandatory for all staff with responsibility for recruiting and promotions. Aspirational diversity targets should be set for appointments. Where proposed shortlists won’t achieve agreed targets, they should be submitted to Board-level Executives and Diversity Champions for consideration.

³⁴ Intelligence and Security Committee, *Women in the UK Intelligence Community*, 2015.

Review the process for Developed Vetting to ensure that it is not unreasonably acting as a barrier to greater diversity. More should be done to clearly explain the vetting process to potential applicants, especially those from currently under-represented groups who may be less familiar with the process. This could, for example, be included in a ‘myth-busting’ section in recruitment outreach efforts. Senior leaders should consider whether anything more might be done to bring security, HR and recruiting managers together, to agree consistent messaging and ensure vetting, security, diversity and inclusion approaches are developed holistically. It is also clear that consideration should be given to the delivery of cultural training to vetting officers and managers, in order to ensure an informed awareness of cultural norms across different communities. Promoting a more diverse cadre of vetting officers is also recommended. We also heard from some of the Agency Heads that they would like greater discretion over how the nationality rules should be applied in individual cases. On the face of it, the Committee would support such flexibility, but a further review should be undertaken to consider the practicalities and potential impact of adopting such an approach.

On career and culture:

Career management and targeted professional development opportunities. Progress in the number of staff identifying as BAME and disabled at SCS level has been negligible for many years, and whilst the number of senior women has significantly improved, the proportion is still not as high as it could be. Organisations should ensure that they have put in place systems for identifying talent in their workplace that operate fairly and without unconscious bias – if necessary they should be reviewed by professional experts. There is plenty of evidence that staff from under-represented groups need more active encouragement and support to apply for jobs or promotion. One of the key recommendations from the Committee’s 2015 Report *Women in the UK Intelligence Community* was in the area of career management:

There is plenty of evidence that women need more encouragement to apply for jobs or promotion. So what is the system doing about it? Agencies should provide more centralised career management, sponsorship, and talent management for women to help them think strategically about their careers, to raise their ambitions and ultimately to help them fulfil their potential.³⁵

Each organisation should provide tailored career management, sponsorship or mentoring to talented staff, especially those from under-represented groups, to help them to think more strategically about their careers, raise their ambitions and ultimately fulfil their potential. More should be done to measure the effectiveness of these interventions. Retention is also an important issue – the reasons why individuals are choosing to leave an organisation should also be measured, with all organisations conducting exit interviews with departing staff.

³⁵ Intelligence and Security Committee, *Women in the UK Intelligence Community*, 2015.

On leadership:

Address the issue of a lack of BAME role models at a senior level. This was a recurring theme in our meetings with staff across all the Agencies and organisations we visited. The appointment of BAME Non-Executive Directors at Board level, for example, would be an important start. The BAME network leaders we met are to be commended for their hard work and dedication in championing the support and promotion of BAME staff in their organisations. These are often individuals working in more junior grades – it would be understandable if they felt under a certain onus to do a considerable amount of the ‘heavy lifting’ and drive this agenda from the bottom up.

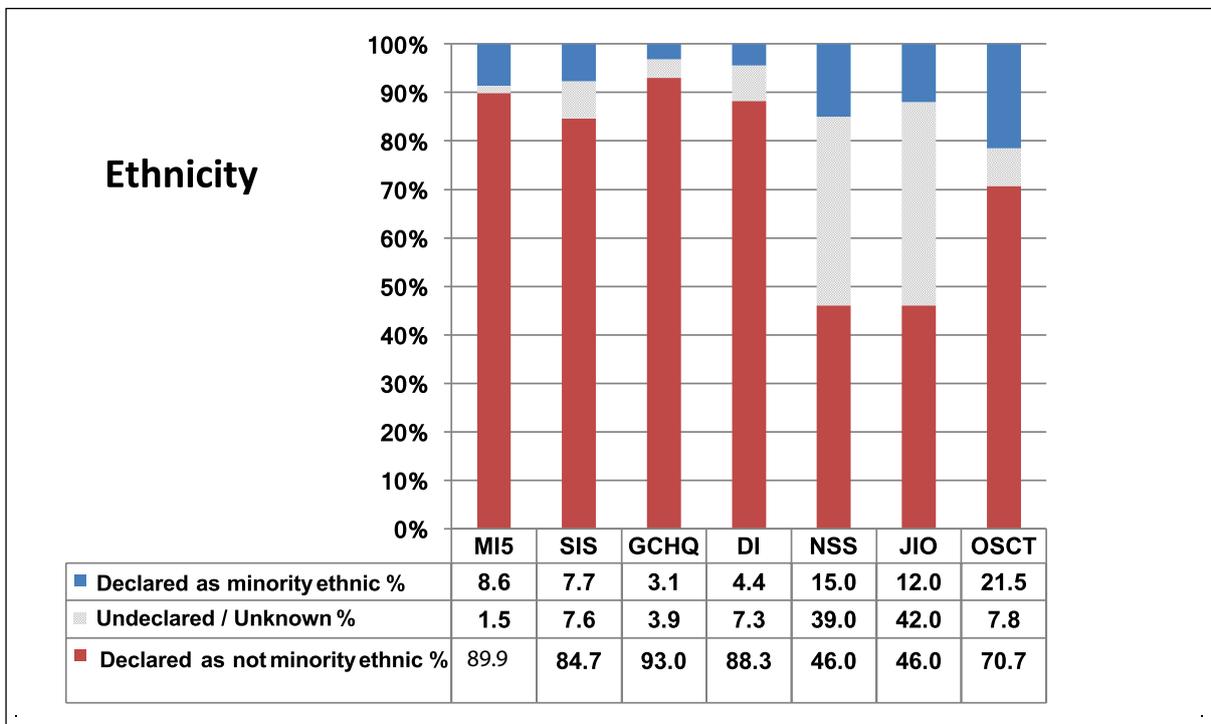
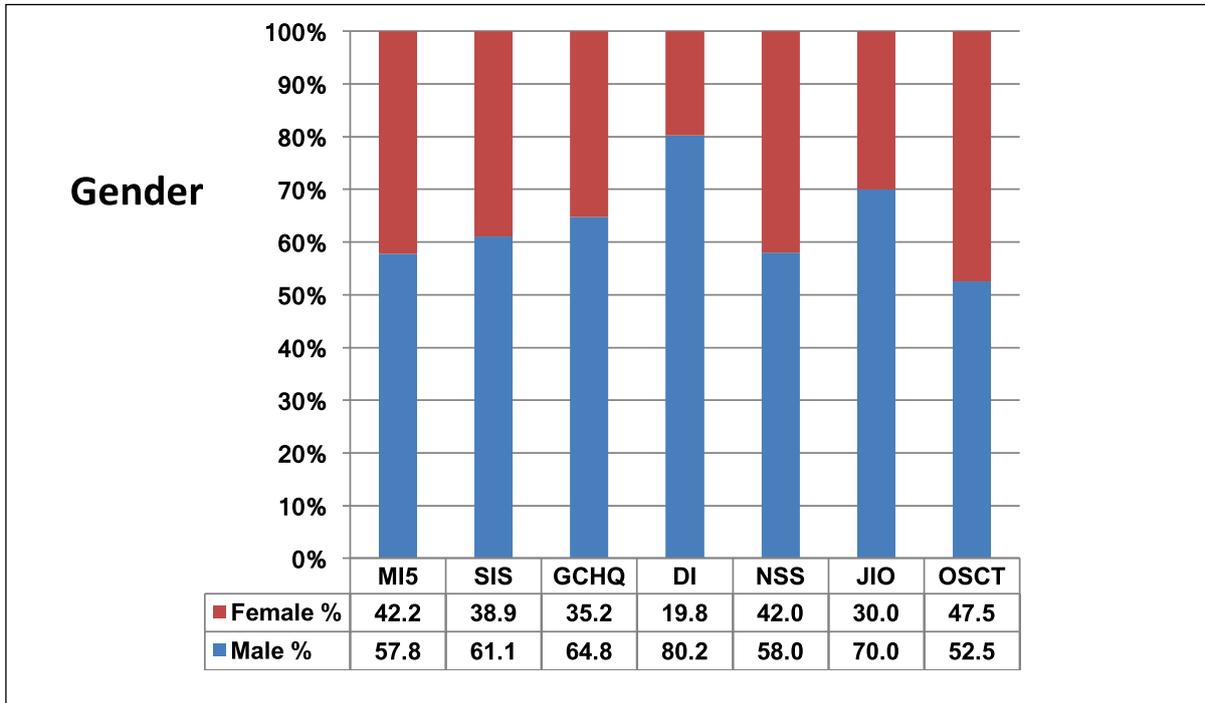
Diversity and inclusion to be fully integrated into the business and supported by sufficient resource allocation and effort. The Committee was impressed by the energy and commitment of the many individuals we spoke to who had set up, and were often leading, diversity networks in their organisation. However, in many instances they were undertaking this work in addition to their busy ‘day job’, and it was clear that very often organisations were relying on volunteer staff to initiate, organise and administer this important activity.

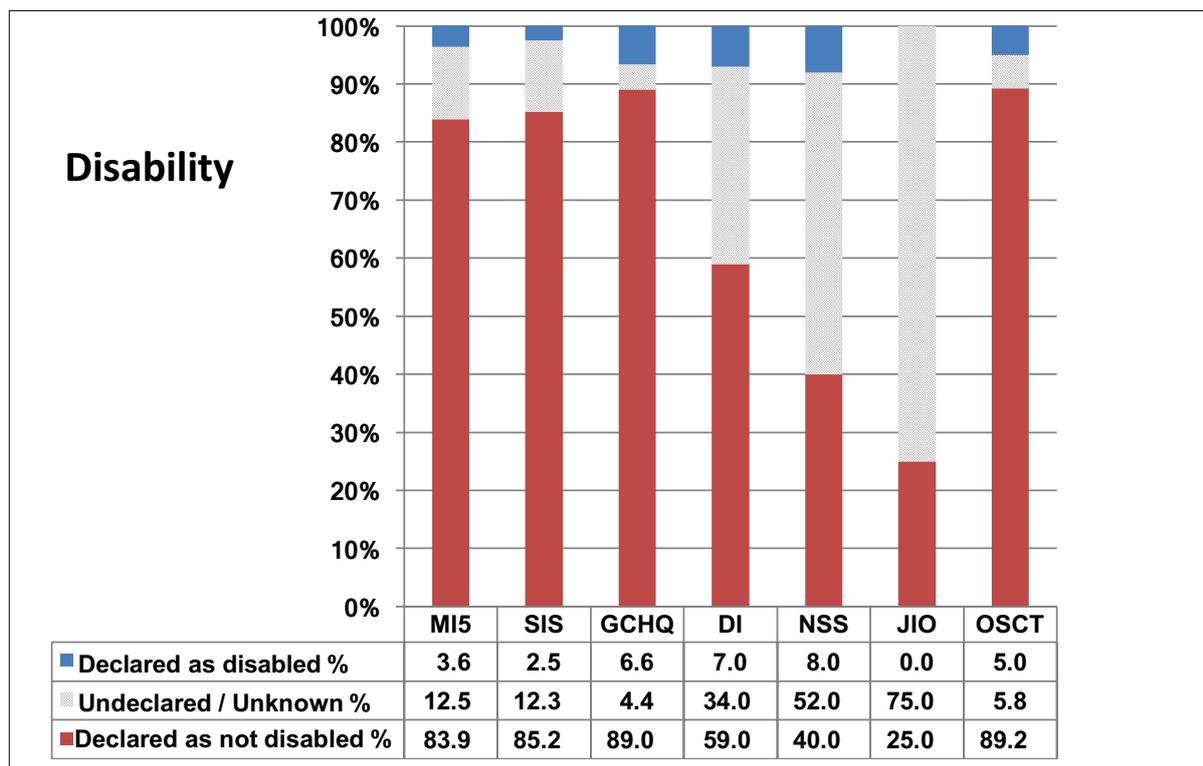
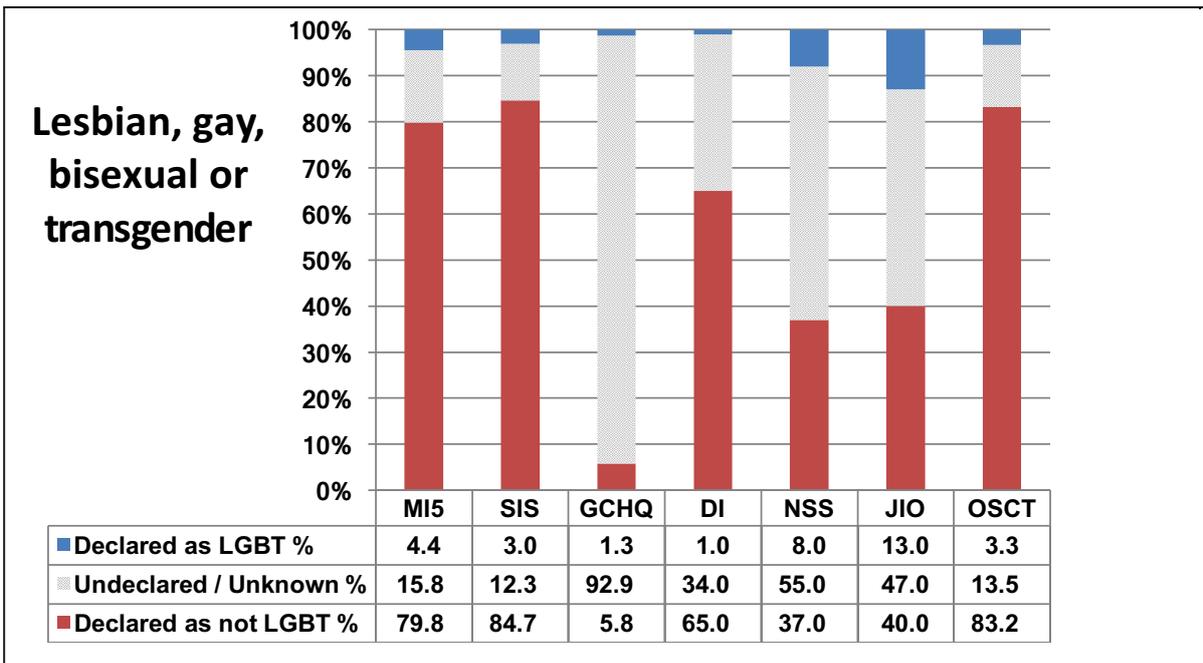
Continued strengthening of leadership engagement and accountability. This Report recognises the critical role that many of the senior leaders in the UK intelligence community have played in fostering a diverse and inclusive workforce – this is to be commended. We encourage organisations to reward and recognise efforts by senior leaders and other staff to participate in mentorship, sponsorship and recruitment; to disseminate demographic data more widely; and to encourage and support difference in the workplace. Further work in this area might include:

- encouraging senior leaders to actively seek out information on who and where the talent is when it comes to under-represented groups in their organisation, and to ensure that they are being given appropriate career management and support;
- reverse mentoring: senior leaders and Executive Board members should, where they are not already doing so, undertake reverse mentoring with individuals from under-represented groups within their organisation, to better understand their unique challenges as well as the positive impacts of diversity; and
- a clear diversity and inclusion objective should be included in the annual appraisals of all line managers, at every level, to ensure that they take positive action seriously.

Greater accountability, collaboration and sharing of best practice. We would encourage the National Security Adviser to act as a driving force behind further progress across the whole intelligence community, with the group of National Security Council (Officials) providing a forum in which best practice can be shared and performance challenged. The setting up by OSCT of the Security and Defence Diversity and Inclusion Network (SaDDIN) is a welcome development, with the potential to be an important platform for co-ordinating and directing effort when it comes to auditing progress across the intelligence community and scoping areas for greater collaboration, such as recruitment and training. It is essential that SaDDIN supports and adds value to the important work already being undertaken by the networks in the Agencies and organisations. The Committee will be following its progress with interest and looks forward to receiving regular updates from SaDDIN on its programme of work.

ANNEX A: DIVERSITY STATISTICS 2016-2017





ANNEX B: THE AGENCIES – RECRUITMENT CAMPAIGNS

MI5 (Security Service) – recruitment campaign



SECURITYSERVICE
MI5

Quite a morning

Fresh from the school run and straight into counter-espionage

Administrative Assistants

Full and part time opportunities £24,105 rising after 12 months to £26,058 pro rata

Many people don't realise that they have the skillset we're looking for. If you've got great administrative skills, you could work across a range of MI5 departments, playing a vital role in our ability to tackle everything from espionage to terrorism. Join MI5 and you could help to keep the country safe.

Whether you join us full or part-time, you'll have plenty of opportunity to broaden and enhance your administrative talents. To apply, you'll need five GCSEs (or equivalent) at grades A-C, or some office experience. We need people with excellent communication and organisational skills, an eye for detail and real initiative to add value to our busy teams.

To find out more and apply, [click here](#)

To apply to MI5 you must be a born or naturalised British citizen, over 18 years of age and normally have lived in the UK for nine of the last ten years. You should not discuss your application, other than with your partner or a close family member, providing that they are British. They should also be made aware of the importance of discretion.



MI5 (Security Service) – recruitment campaign

We only recruit one type of person

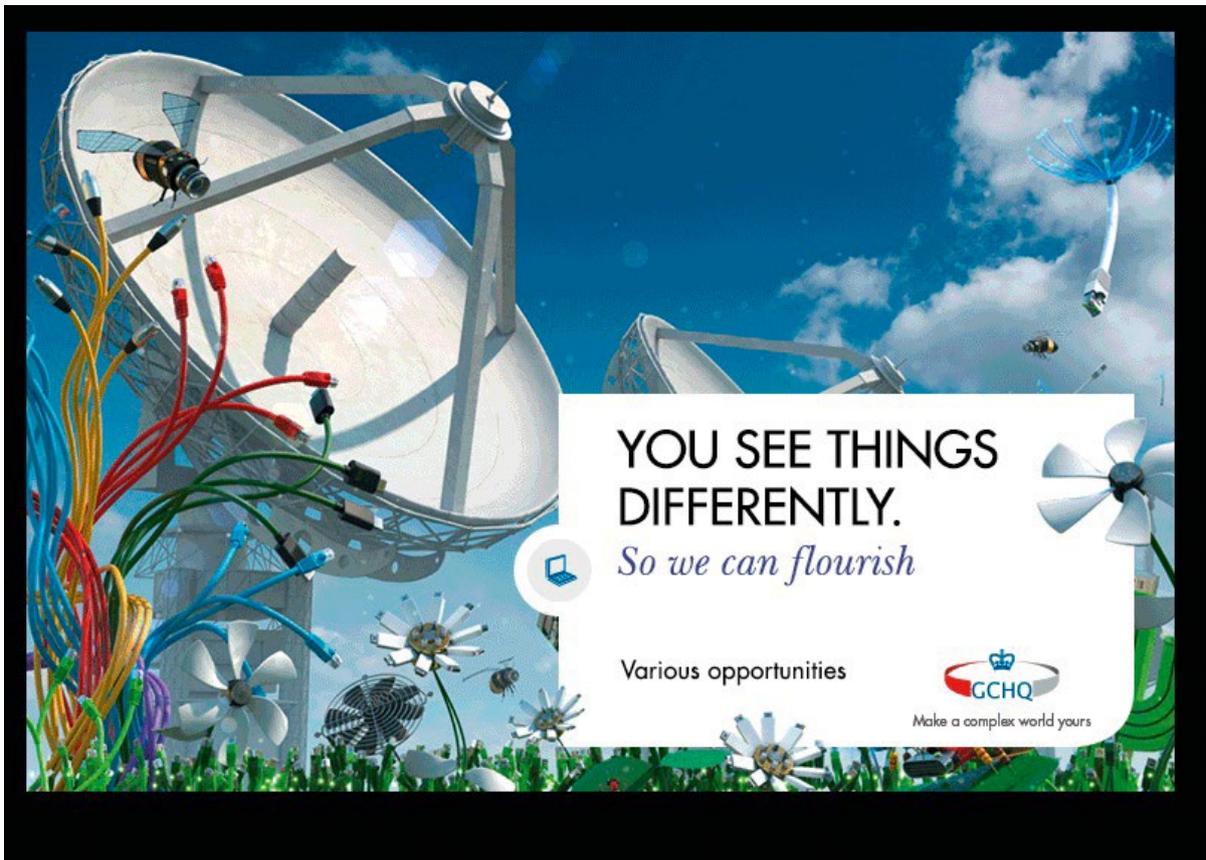
**FEMALE
BLACK
MALEASIAN
SCHOOL LEAVER
UNIVERSITY
GRADUATED
DISABLED
GAY
BRITISH
CITIZEN**

We understand it's the very differences between us that make us stronger. It's why we need people who bring a variety of skills, backgrounds and experiences, with fresh perspectives and ideas. However, there's one thing we do all have in common, a commitment to keeping the country safe.

To find out more, please visit www.mi5.gov.uk/careers



Government Communications Headquarters (GCHQ) – recruitment campaign



Government Communications Headquarters (GCHQ) – recruitment campaign



HOW TO MAKE OUR WORLD SAFER.
Be different, be unique, just be yourself.

 Various Opportunities

twitter.com/GCHQ
www.gchq-careers.co.uk


Make a complex world yours

As an intelligence agency, we are dedicated to protecting Britain's people, businesses and interests from a variety of threats – from sophisticated organised crime to hackers and terrorists. Combating these threats requires a combination of skills that only a diverse workforce will deliver. It's why we need individuals with many different backgrounds, experiences and ideas.

At GCHQ, we've created an environment that encourages our people to be themselves and develop their skills to achieve their full potential. We also ensure a healthy work/life balance by offering flexible working patterns. And due to the nature of what we do, you simply can't take work home with you, meaning more time for your personal interests and the people that matter most to you.

So if you're looking for a meaningful and rewarding career, there's something for you here.

Secret Intelligence Service (SIS) – recruitment campaign

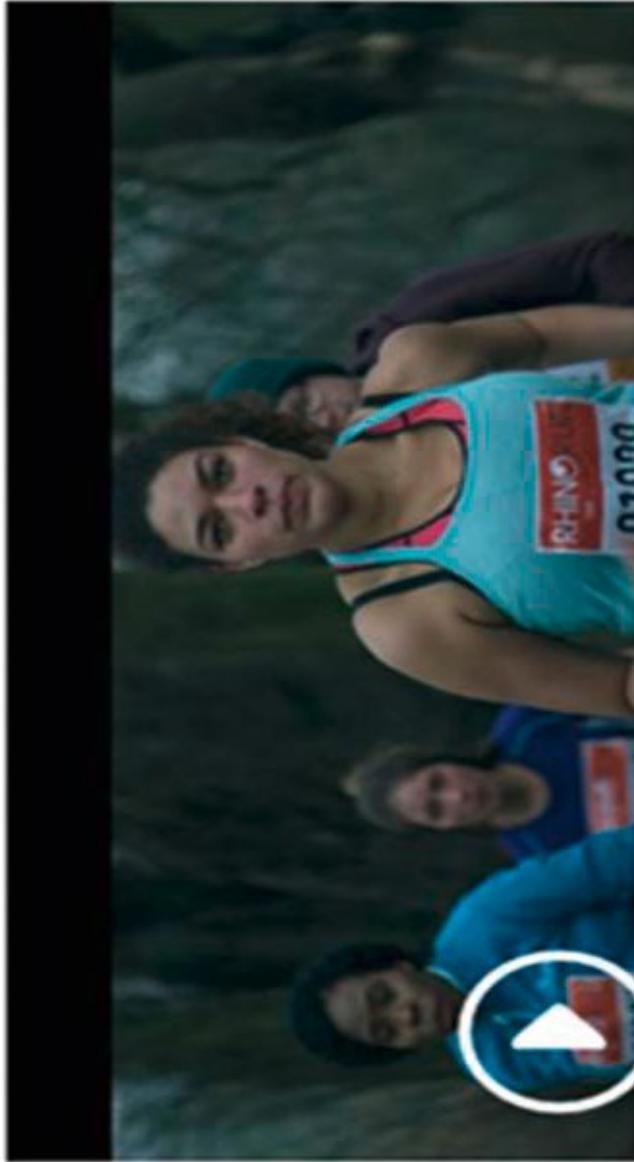


Secret Intelligence Service (SIS) – recruitment campaign

MI6 releases cinema adverts in attempt to recruit more diverse candidates

The intelligence agency says it is focusing on attracting black and Asian recruits rather than the classic Oxbridge "type".

18.11. UK
Friday 03 March 2017



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+B Babbel More Languages

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MI5

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