

# EQUAL OPPORTUNITY

# AND DIVERSITY

# ENVIRONMENTAL POLICY

## Environmental policy

The British Council recognises that its activities can have an impact on the environment and is committed to minimising its own impact by preventing pollution and continually improving its environmental performance. This will be achieved through the setting and review of objectives and targets within the framework of a broader Environmental Management System (EMS).

A formal certified EMS has been developed and will be maintained to cover the activities at our three largest UK premises: Spring Gardens, Bridgewater House and Telford Way. The principles of environmental management and the objectives of the British Council will all apply at our other UK premises and an Environmental Framework will be rolled out to our overseas sites. Among our staff we have over 100 green champions globally and green office teams throughout the network.

## Equal opportunity and diversity

We continue to demonstrate our commitment to equality of opportunity and diversity and the contribution they make to our cultural relations work.

Our progress in bringing equality and diversity into the mainstream is supported by our Global Diversity Network and our Diversity Assessment Framework (DAF), a comprehensive evaluation and

assessment tool that feeds into the corporate scorecard report. This is championed by our Chief Executive, Martin Davidson, who set an organisational target of level 2. Ninety-six out of 110 countries participated, reflecting the level of engagement, and an organisational average of 1.4 fell short of our level 2 target but provides an excellent platform for future development and progression.

Particularly noteworthy are the achievements of the British Council in Beijing, which this year became the first office to meet level 5, and the achievements of South Africa and Egypt, both of whom attained a level 4. The efforts of the South-East Europe region are also worthy of commendation, boasting 100 per cent participation across all 16 counties and producing a regional average of above level 2.

## UK equality monitoring data shows overall progress

The percentage of minority ethnic staff has risen slightly to 16.8 per cent and in respect of pay band 10 is up from 5.3 per cent to 8.2 per cent, exceeding our 2008 target.

Gender representation within the organisation has remained consistent, with women making up 53.4 per cent of the workforce. There has been an increase of 0.5 per cent in the number of staff declaring a disability over the past year, so the proportion now stands at 2.6 per cent.

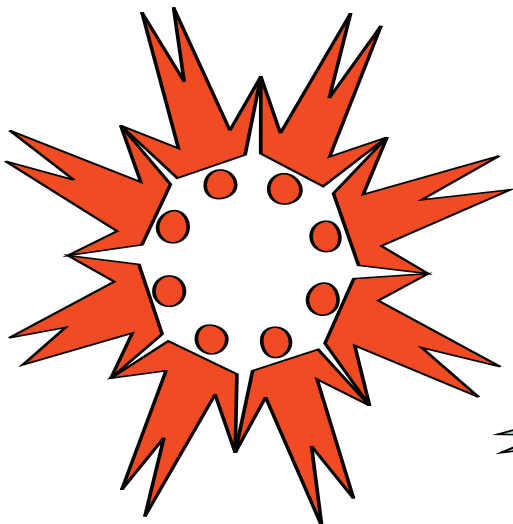
Equality monitoring addressed other areas, for example sexual orientation, religion and belief and flexible working.

We reported progress against the action points of our Integrated Equality Scheme and have worked with our Disability Advisory Panel in this context. Panel members act as a valuable resource and continue to include Chevening scholars.

In February 2008 diversity specialists from around the world gathered at the British Council headquarters in London for an international event aimed at exploring and sharing good practice. More than 90 participants attended the event, including 30 British Council colleagues representing eight of the 12 regions. In the morning there were presentations in plenary with speakers from ORC Worldwide, our event partners, the British Council, Sodexo, and Equality Research and Consulting, while in the afternoon, delegates had the chance to attend one of five interactive workshops, each focusing on a different part of the world. Feedback from the event was overwhelmingly positive, with many people commenting on the depth of knowledge and experience displayed by so many of the British Council delegates.

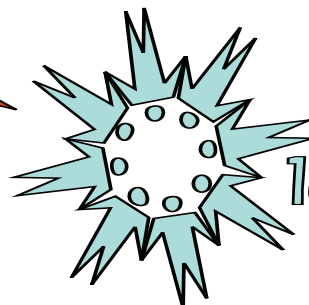
48

WOMEN  
53.4



DISABLED

2.6



MINORITY  
16.8 ETHNIC

# REGIONAL PERFORMANCE

## Impact scores by corporate output for 2007–08 and previous year

**INDICATOR**  
● Not met  
● Partly met  
● Met

		2006–07	2007–08	RESULT AGAINST PREVIOUS YEAR
<b>WESTERN EUROPE AND NORTH AMERICA</b>	Internationalism	68	91	●
	Long-term relationships	71	79	●
	Positive partnerships	68	69	●
	Self-development	67	64	●
	Creative ideas and achievements	68	65	●
	Evaluation of long-term outcomes	78	81	●
<b>RUSSIA AND NORTHERN EUROPE</b>	Internationalism	75	90	●
	Long-term relationships	72	71	●
	Positive partnerships	72	72	●
	Self-development	73	70	●
	Creative ideas and achievements	69	71	●
	Evaluation of long-term outcomes	82	79	●
<b>SOUTH-EAST EUROPE</b>	Internationalism	78	82	●
	Long-term relationships	76	78	●
	Positive partnerships	73	80	●
	Self-development	75	74	●
	Creative ideas and achievements	77	74	●
	Evaluation of long-term outcomes	82	79	●
<b>MIDDLE EAST</b>	Internationalism	83	86	●
	Long-term relationships	75	79	●
	Positive partnerships	85	85	●
	Self-development	75	77	●
	Creative ideas and achievements	78	80	●
	Evaluation of long-term outcomes	77	79	●
<b>NEAR EAST AND NORTH AFRICA</b>	Internationalism	86	77	●
	Long-term relationships	81	80	●
	Positive partnerships	79	87	●
	Self-development	77	75	●
	Creative ideas and achievements	80	81	●
	Evaluation of long-term outcomes	76	77	●
<b>EAST AND WEST AFRICA</b>	Internationalism	83	84	●
	Long-term relationships	87	88	●
	Positive partnerships	83	84	●
	Self-development	80	82	●
	Creative ideas and achievements	82	82	●
	Evaluation of long-term outcomes	86	81	●

# REGIONAL PERFORMANCE (CONTINUED)

		2006-07	2007-08	RESULT AGAINST PREVIOUS YEAR
<b>SOUTHERN AFRICA</b>	Internationalism	88	87	●
	Long-term relationships	89	91	●
	Positive partnerships	86	86	●
	Self-development	81	78	●
	Creative ideas and achievements	84	83	●
	Evaluation of long-term outcomes	82	79	●
<b>CENTRAL AND SOUTHERN ASIA</b>	Internationalism	77	82	●
	Long-term relationships	85	87	●
	Positive partnerships	84	92	●
	Self-development	84	79	●
	Creative ideas and achievements	86	84	●
	Evaluation of long-term outcomes	80	76	●
<b>INDIA AND SRI LANKA</b>	Internationalism	89	93	●
	Long-term relationships	87	85	●
	Positive partnerships	85	88	●
	Self-development	81	79	●
	Creative ideas and achievements	81	87	●
	Evaluation of long-term outcomes	81	78	●
<b>EAST ASIA</b>	Internationalism	77	79	●
	Long-term relationships	73	73	●
	Positive partnerships	73	77	●
	Self-development	74	75	●
	Creative ideas and achievements	76	78	●
	Evaluation of long-term outcomes	84	77	●
<b>CHINA</b>	Internationalism	83	89	●
	Long-term relationships	79	77	●
	Positive partnerships	76	79	●
	Self-development	77	71	●
	Creative ideas and achievements	75	76	●
	Evaluation of long-term outcomes	66	70	●
<b>LATIN AMERICA AND THE CARIBBEAN</b>	Internationalism	74	66	●
	Long-term relationships	76	70	●
	Positive partnerships	79	76	●
	Self-development	75	74	●
	Creative ideas and achievements	72	73	●
	Evaluation of long-term outcomes	87	80	●

# CORPORATE PERFORMANCE

**INDICATOR**  
● Not met  
● Partly met  
● Met

Impact perspective corporate outputs	RESULT 2006-07	RESULT 2007-08	TARGET 2007-08	RESULT AGAINST PREVIOUS YEAR	RESULT AGAINST TARGET
<b>Internationalism</b> Relationships brokered by the British Council broaden the international view of young people	79	83	79	●	●
<b>Long-term relationships</b> An increase in the number of quality relationships between the UK and other countries*	78	80	78	●	●
<b>Positive partnerships</b> The UK is increasingly recognised as a country of choice for partnering social change	76	80	78	●	●
<b>Self-development</b> The UK is increasingly recognised as a country able to satisfy aspirations for self-development	77	76	80	●	●
<b>Creative ideas and achievements</b> The UK is increasingly recognised for its creative ideas and achievements	75	76	78	●	●
<b>ELTO (Evaluation of long-term outcomes)</b> Evidence from senior decisions-makers and influencers – T1 and T2*	80	78	83	●	●
Strengthening of ties with the UK resulting from new or continuing engagement with the British Council	74	68	78	●	●
Personal/organisational beneficial changes resulting from new or continuing engagement with the British Council	83	82	88	●	●

\*We use the following definitions for our target audiences:

T1 High-level decision-maker; T2 Influencer or leading professional; T3 People with potential.

# CORPORATE PERFORMANCE

(CONTINUED)

**INDICATOR**  
 ● Not met  
 ● Partly met  
 ● Met

	RESULT 2006-07	RESULT 2007-08	TARGET 2007-08	RESULT AGAINST PREVIOUS YEAR	RESULT AGAINST TARGET
<b>Reputation and satisfaction perspective</b>					
Customers satisfied with the British Council	80	80	82	●	●
Customers perceive the British Council as innovative	81	81	82	●	●
Foreign and Commonwealth Office satisfied with the British Council <sup>†</sup>	87	76	87	●	●

<b>Audience perspective</b>	RESULT 2006-07	RESULT 2007-08	RESULT AGAINST PREVIOUS YEAR
Engaged through British Council projects, programmes and services*			
Remote reach (millions)	86.8 million	112.2 million	●
Engagement (millions)	16.5 million	15.6 million	●
A high proportion of T1 (high-level decision-makers and leaders) significantly engaged with the British Council	9,063	12,353	●
More international students in UK higher education	HE 356,080 (2005-06 results)	HE 376,190 (2006-07 results)	●
More international students in UK further education	FE 87,175 (2005-06 results)	FE 84,340 (2006-07 results)	●
Increasing numbers of participants pursuing British Council-offered opportunities for self-development			
Numbers of teaching centre students and examinations candidates (millions)	1.4 million	1.5 million	●
Increasing numbers of young people involved in links leading to broader international views (millions)	7.5 million	8 million	●

<sup>†</sup>The results from the Heads of Mission survey for 2007-08 are not strictly comparable with those for 2006-07 owing to differences in the survey coverage and data collection methodology.