



The Insolvency
Service

Equality Data and Gender Pay Gap Report 2017 - 2018

A BEIS SERVICE

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Section 1: Executive Summary

Introduction

This report demonstrates how the Insolvency Service is meeting its Public Sector Equality Duty under the Equality Act 2010. Monitoring the equality and diversity of our workforce also shows us the effect of our employment policies and processes, which enables us to identify areas where there may be differences between groups and where interventions may be required.

As part of the Equality Act 2010, public sector organisations with 250 or more employees are now required to publish details of their gender pay gap. BEIS published its [gender pay gap report](#) on 14 December 2018¹. BEIS included the Insolvency Service, an executive agency of BEIS, in the published figures². The gender pay gap section in this report is designed to sit alongside the BEIS report.

This report covers the period between 01 April 2017 and 31 March 2018. Unless specified to the contrary, the data is as at 31 March of the relevant year.

Headlines

- It is not a mandatory requirement for employees to provide data relating to their diversity, however, there is insufficient information in some areas to make meaningful analysis and therefore, work is currently ongoing to encourage employees to complete their diversity information on the HR/Payroll system, as this will help inform all our policy changes and help assess business impacts. This work to improve recording rates will continue this year.
- The representation of women in the Insolvency Service (54.7%) is comparable to Civil Service figure (53.9%³). There are proportionately more women in the administrative grades (Bands A and B) than men 60.2% as at 31 March 2018 which is just slightly lower than the previous year (62.8%). There are proportionately more men than women in the higher grades (Bands C and D) 54.3% as at 31 March 2018 showing a slight change from last year's results of 52.4%.
- Over half of the Insolvency Service's workforce is aged over 40 years. Over the last 3 years this age group has increased from 60.9% in 2013/2014 to its current figure of 64.7% as at 31 March 2018. This is not surprising as the Insolvency Service has been restructuring and reducing employee numbers since 2010/11 with limited recruitment, leading to a compression of the age profile of the workforce. As a result there has been a decrease in younger employees joining the Insolvency Service, whilst our existing workforce has aged. Equality impact assessments carried out for the various voluntary exit

¹ <https://www.gov.uk/government/publications/beis-gender-pay-gap-report-and-data-2018/beis-gender-pay-gap-report-2018>

² The data BEIS published on GOV.UK includes: Core BEIS, Companies House, Insolvency Service, Intellectual Property Office, Met Office and the UK Space Agency. As per the Gender Pay Gap regulations BEIS included its five Executive Agencies because they are not separate legal entities.

³ Figure as at 31/3/2018 – latest data published by ONS for civil service diversity

schemes (VES) run since 2010/2011 show that the post-VES workforce broadly reflects the pre-VES workforce, indicating that the exit schemes had no direct impact on any of the age groups. This position may slightly change with increasing numbers of apprenticeships being offered this year as they normally attract younger people.

- The representation of our BAME employees reduced over the last 3 years from 14.9% to 13.9% as at 31 March 2018. However, proportionately our representation remains higher than the Civil Service average (12%). BAME employees continue to remain under-represented in the higher grades (C and D), although there has been some improvement in representation at Band D. (Senior management representation has not been included due to the low numbers involved)
- Our representation of disabled employees 12.7% as at 31 March 2018 has slightly decreased from 13.3% in March 2017 and continues to be above the Civil Service average (10.0%).
- Overall the recording rate for sexual orientation is 47% across the civil service. Although in recent years civil servants have been asked about their sexual orientation, only 47% of civil servants in 2018 did so. As a result, we do not yet have a reliable picture of the representation of lesbian, gay, and bisexual staff and those who record their sexual orientation as 'other'
- The perceived rate of discrimination and bullying and harassment have both reduced 1% as at 31 March 2018 which is again a reduction from the previous year. There were a number of initiatives that were introduced in the 2017-18 year to address this situation; including providing additional support to employees who believe they are experiencing these circumstances but whether this reduction is as a direct result cannot be determined.
- There has been a slight decrease in part-time working from 18.4% as at 31 March 2017 to 17.8% as at 31 March 2018. Of our employees working part-time, there is a high proportion of women 78.5% reducing slightly from 79.7% at March 2017.
- Diversity analysis on learning and development opportunities has not been possible as it would result in disproportionate cost. Further consideration on how to capture and report on diversity information, particularly for locally run learning and development opportunities, will be given in the forthcoming year.

The Diversity Action plan detailed the agencies priorities.

Our Diversity Action plan had the following aims:-

- To build an Insolvency Service workforce that is diverse and represents the customers and the public that we serve
- Help our employees to mainstream Diversity and Inclusion through training

- To create a workforce where all Insolvency Service employees are able to be themselves at work
- Put measures in place to support managers and employees to reduce sickness absence levels, improve management skills and provide the right level of support to employees
- Supporting employees who have caring responsibilities.
- Review accessibility issues for employees, stakeholders and customers with limited mobility across the Insolvency Service estate

To help promote and mainstream diversity and equality we also have Diversity Champions who are members of our Senior Management Team additionally each one of our employee network groups have been sponsored by a named senior leader.



In October 2017 The Civil Service published its Diversity and Inclusion strategy “A Brilliant Civil Service: becoming the UK’s most inclusive employer.” This replaced the Talent Action Plan which as a result will mean that we will be updating and amending our priorities.

We are revising our business operating model and this will result in significant changes to how we work over the next few years. As part of our change management processes, we will be looking to ensure that there are no adverse impacts on the diversity of our workforce or equality issues. We will also be seeking to address the perceived discrimination and bullying and harassment reported by introducing a number of initiatives. More details of these are given later in this report in the Discrimination, harassment and bullying section.

• Section 2: Employee Declaration Rates

The employee profile analysis is based on a headcount figure of 1610 as at 31 March 2018 and 1493 as at 31 March 2017 (all the relevant periods last from 1 April to 31 March), and unless otherwise stated, excludes temporary workers⁴. Any actual figure of 5 and under will be represented by an asterix (*) to protect individuals from being identified. The Insolvency Service grading system is as follows:

Band A1	-	Administrative Assistant
Band A2	-	Administrative Officer
Band B1	-	Executive Officer
Band B2/B3	-	Higher Executive Officer

⁴ Employees (includes all permanent and fixed term employees but not agency workers or consultants)

Band L	-	Insolvency Examiner
Band C	-	Senior Executive Officer
Band D	-	Grades 7 and 6
SCS	-	Senior Civil Servant

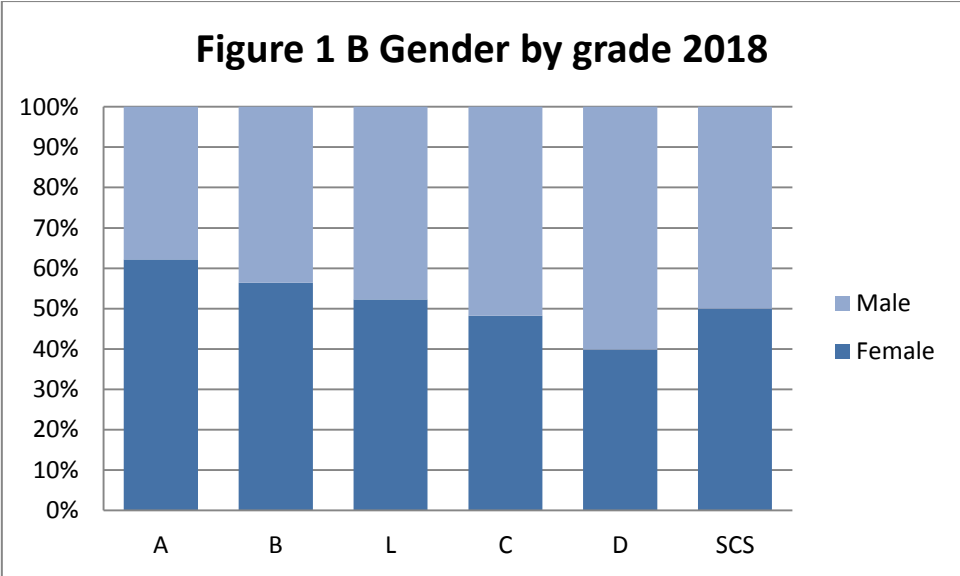
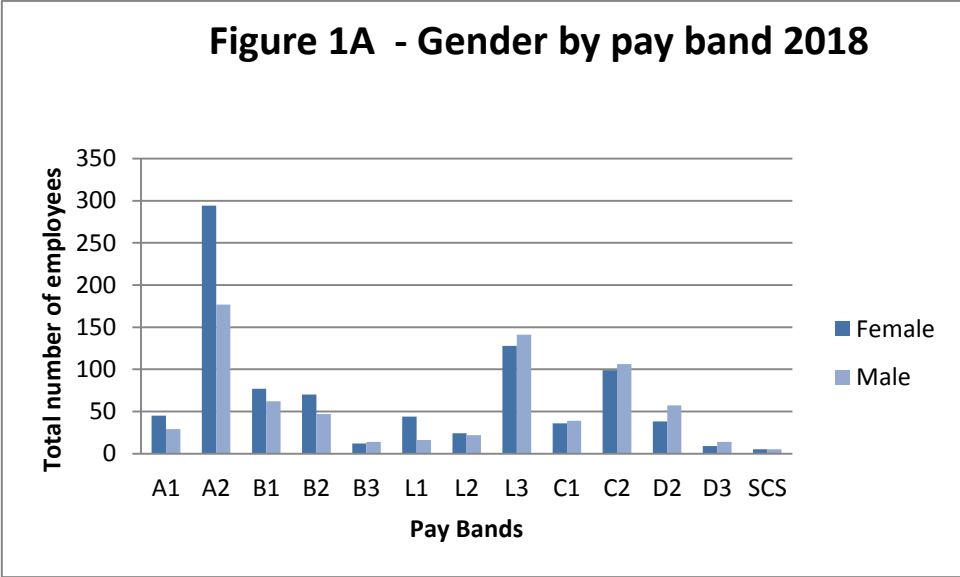
Grade	2016 People post (count)	2016 People in post (%)	2017 People in post (count)	2017 People in post (%)	2018 People in post (count)	2018 People in post (%)
Band A	517	34.6	484	34.7	545	33.9
Band B	241	16.2	233	16.7	282	17.5
Band L	378	25.3	327	23.5	375	23.3
Band C	253	17	245	17.6	280	17.4
Band D	96	6.4	97	6.9	118	7.3
SCS	8	0.5	8	0.6	10	0.6
Total	1493	100%	1394	100%	1610	100%

In some areas, the declaration response is low – particularly in relation to sexual orientation but the rates have been increasing due to repeated activity aimed at encouraging people to declare their diversity details (see Table 2). This is primarily due to the capture of such equality data only comparatively recently being introduced into a central human resources database it is not mandatory for employees to complete this information.

Equality Strand	Declaration Rate 31/03/16	% Declaration 31/03/16	Declaration Rate 31/03/17	% Declaration 31/03/17	Declaration Rate 31/03/18	% Declaration 31/03/18
Gender	1493	100%	1394	100%	1610	100%
Age	1493	100%	1394	100%	1610	100%
Ethnicity	917	61.4%	910	65.3%	995	61.8%
Disability	1403	94%	1250	89.7%	1287	80%
Religion and Belief	717	48%	774	55%	829	51.5%
Sexual Orientation	505	33.8%	628	45.1%	691	43%

Section 3: Overall Employee Equality Data

3.1 Gender:



Figures 1A and 1B profile Insolvency Service employees by gender for the 2017/18 financial year. As at 31 March 2018, 54.7% of our employees were women compared to 56.7% at 31 March 2017. The gender balance of our employees has therefore remained more or less static since last year.

Proportionately, there are more women than men in our administrative grades (Bands A, B) and our Examiner grade (Band L). This pattern had been on an upward trend until this year. On 31 March 2018, 60.2% of our employees in Bands A and B were women, compared to 62.8% as at 31 March 2017. In contrast, in our higher grade (pay band D) there are proportionately more men than women 60.2% as at 31 March 2018 (57.7% as at 31 March 2017). There are

equally the same men and women in the highest pay band SCS as at 31 March 2018. Band L contains specialist grades within the agency and some are middle managers, the trend of more women in lower grades persists in this pay band (L) with 52.3% as at 31 March 2018 which has reduced from 56.3% female as at 31 March 2017.

To help address under representation of women at the higher grades, we introduced two initiatives; the Civil Service Positive Action Pathway, 'Levelling the Playing Field', aimed at under-represented groups below Senior Civil Service level who have the potential to progress (including women, minority ethnic and disabled employees) and the Whitehall and Industry positive action Leadership and Mentoring Programme for women. Further developmental initiatives have also been subsequently introduced, although these are not necessarily specific to women.

3.2 Gender pay gap⁵:

In 2017, the government introduced world-leading legislation that made it statutory for organisations with 250 or more employees to report annually on their gender pay gap. Government departments are covered by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 which came into force on 31 March 2017.

These regulations underpin the Public Sector Equality Duty and require relevant organisations to publish their gender pay gap by 30 March annually. This includes the mean and median gender pay gaps; the mean and median gender bonus gaps; the proportion of men and women who received bonuses; and the proportions of male and female employees in each pay quartile.

The report published by BEIS on 14 December 2018 fulfilled the department's reporting requirements. This section provides additional information on our gender pay gap on the snapshot date of 31 March 2018. For bonuses, we used the period of 1 April 2017 to 31 March 2018, which was the 12 months preceding the snapshot date.

The gender pay gap shows the difference in the average pay between all men and women in a workforce. If a workforce has a particularly high gender pay gap, this can indicate there may be a number of issues to deal with, and the individual calculations may help to identify what those issues are.

The gender pay gap is different to equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

Please see Annex A for the Insolvency Service Gender Pay Gap figures

⁵ The Equality Data pool was 1,610 employees including those on career breaks and leave, whereas the Gender Pay Gap data pool was 1,575 employees currently on payroll.

3.2.1 Gender Pay Gap Findings

The table below shows the mean and median gender pay gap in 2018 and 2017.

	Ordinary Pay (as at 31 st March 2018)		Bonus Pay (in the 12 months ending 31 March 2018)	
	Mean Gender Pay Gap	Median Gender Pay Gap	Mean Gender Pay Gap	Median Gender Pay Gap
The Insolvency Service (2018)	9.3%	16.2%	-3.9%	-11.1%
The Insolvency Service (2017)	9.4%	9.2%	2.0%	4.5%

The above table shows that the ordinary pay mean gap has decreased by 0.1% and median gap has increased by 7%. It also shows that the bonus pay mean gap has decreased by 5.9% and the median bonus gap by 15.6%. The difference in figures between the mean and the median bonus gaps will be driven by the differing sizes of bonuses. As stated in our 2017 report, for the reporting period commencing 1 April 2017 and for the 1 August 2017 pay award, we changed our performance management and recognition and reward system. The change in our recognition and reward system would have contributed to our bonus pay figures for 2018

The decrease in the bonus pay mean and median gaps may be linked to an overall increase in the proportion of females that were paid a bonus; 80% in 2018 from 42% in 2017. However, males have also seen an increase from 45% receiving bonuses in 2017 to 73% in 2018. Therefore, there will be other contributing factors to this improvement; including actions taken following the 2017 report as well as an increase in take up in the rewards system.

The 7% increase in the median ordinary pay gap can be explained by an increase in the proportion of female in the lower quartile, and an increase of males in the higher quartiles.

The proportion of male and female employees in each quartile has seen some change since 2017. As the table below shows there has been a slight increase in the percentages of females in the lower quartile (1.6%) and decreases in the other quartiles, with the most notable difference in the upper middle quartile (5.17%).

	Female		Male	
	2018	2017	2018	2017
Lower quartile	61.18%	60.06%	38.82%	39.94%
Lower middle quartile	59.38%	61.99%	40.62%	38.01%
Upper middle quartile	50.39%	55.56%	49.61%	44.44%
Upper quartile	46.53%	47.81%	53.47%	52.19%

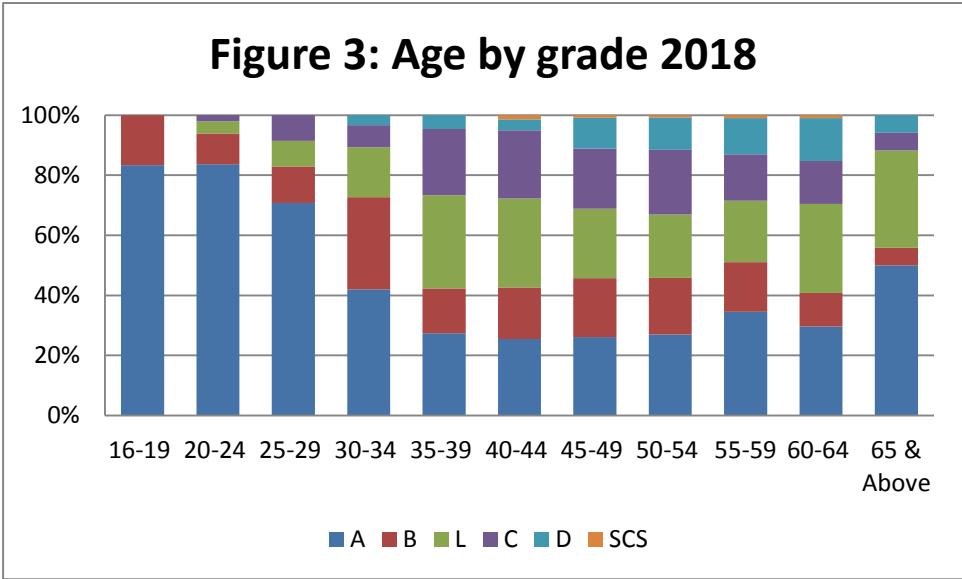
3.2.3 Closing the Gender Pay Gap

The Insolvency Service is committed to reducing the Gender Pay Gap and we continue to have a range of measures to address this, including:

- As stated in 3.1 above, we have two initiatives to help address under representation of women at the higher grades, namely the Civil Service Positive Action Pathway, 'Levelling the Playing Field and the Whitehall and Industry positive action Leadership and Mentoring Programme for women.
- We have mandatory unconscious bias training for all of our employees.
- External recruitment is carried out under Civil Service Commission Principles; recruitment is based on fair and open competition; and successful candidates are selected on merit. We also operate anonymous sifting.
- Our diversity networks play a pivotal role in delivering workplace equality and inclusion, whilst fostering a diverse and inclusive workforce aligned to our organisational values. We currently have six employee diversity networks, including our Women's Network (to provide a forum where women can feel safe to discuss matters that concern them, and to help ensure that all are treated fairly and offered equal opportunities) and our Gender Network (to promote gender equality across the agency for our staff and customers)
- We also offer family friendly policies including flexibly working, maternity, paternity and parental leave. In 2018, we also issued laptops to all our employees and this has given greater opportunity to work flexibly from home.
- Grades below SCS are covered by the Insolvency Service annual pay award, the award date being 1 August. We are continuously exploring how employees can move up the pay range as part of our pay award.

We also continue to review our approach going forward to ensure that it is as effective as possible. This helps inform the actions being undertaken as part of the Diversity Strategy Action plan. The Insolvency Service Diversity Action Plan aims to achieve and advance equality and inclusion.

3.3 Age:



In the year ending 31 March 2018 30.7% of employees were in the 45-54 age band which is a slight decrease from last years results of 33.1%. The majority of employees are over 35 years old with 82.2% as at 31 March 2018 which has remained largely the same as the previous year of 83%.

Employees in the lower grades A, B and L make up the largest proportion of overall employees in the agency. 74.7% as at 31 March 2018 (75.1% as at 31 March 2017) of these 45.5% are over the age of 40 an increase of 5.5% on the previous year.

It is clear from the data that the Insolvency Service has an ageing workforce. In part, this situation may be due to the relatively low level of recruitment over recent years. Additionally, our Examiner structures tend to encourage employees to remain in the organisation as the role is relatively specialist and unique to the Insolvency Service and employees have had a relatively lengthy training period to become qualified. Although we have had a relatively high level of leavers in the past few years, particularly from exit schemes, where a number of leavers have been in the older age range, this has been counteracted with a number of younger employees joining the agency. Further details are given in the joiners and leavers section of this report.

3.4 Ethnicity:

Based on those who have reported their ethnicity (61.8% declaration rate as at 31 March 2018), the percentage of employees in post from a Black, Asian or minority ethnic background (BAME) had been reducing over the last three years 13.9% as at

31 March 2018 compared to 14.7% as at 31 March 2017. Our representation of those from a BAME background continues to be above the Civil Service average of 12%⁶.

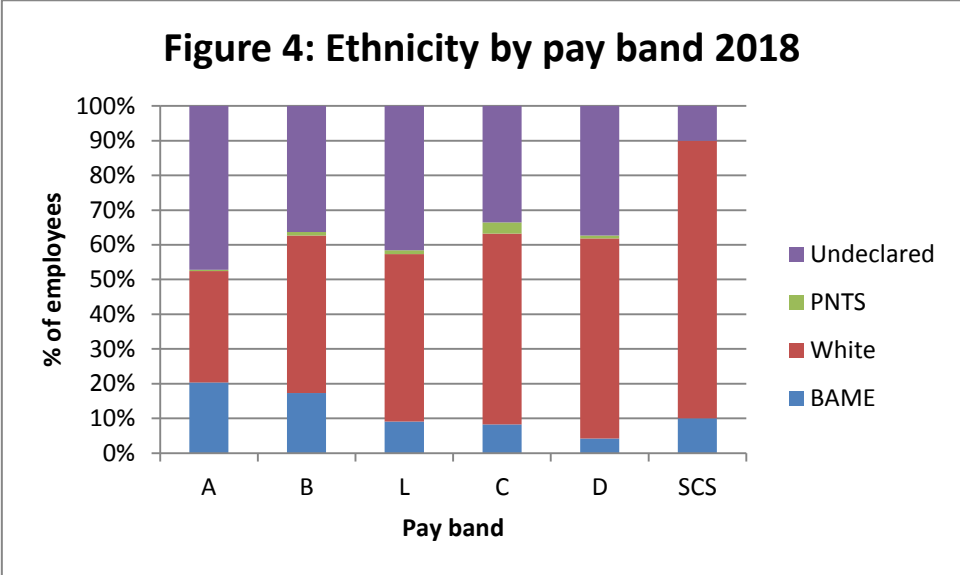


Figure 4⁷ shows that there is still an under-representation of BAME employees in the higher grades. . This under-representation has been highlighted in previous reports as an action to take forward. As a result, two Positive Action Career events were held during 2014/15 aimed at helping to overcome barriers to promotion, with a further one in 2015/16. Other developmental initiatives which may also assist the situation, although not specifically targeted at BAME employees are outlined in the learning and development section of this report. The agency is also sponsoring some participants in the Civil Service positive action pathway aimed at under represented groups. The agency also launched a role model programme where individuals can highlight their experience and lead by example.

3.5 Disability:

The proportion of employees who classified themselves as having a disability or long term health condition has largely remained the same over recent years 12.7% as at 31 March 2018 (11.9% as at March 2017). This representation compares favourably with that of the Civil Service where a disability has been declared (10.0%⁸). As our workforce reduced, a slight fall in the number of disabled employees might have been expected. The relative consistency of representation may be due to greater retention rates, or as a consequence of existing employees acquiring a disability. As

⁶ ONS civil service statistics as at 31/3/18
⁷ Key – BME (Black Minority Ethnic. PNTS (Prefer Not To Say)
⁸ ONS civil service statistics as at 31 March 2018.

people get older, disabilities are likely to be more prevalent and our workforce is ageing. We do not currently have available data on the retention rates of our disabled employees and we are looking to address this. However, it is thought that existing employees acquiring a disability is the more likely explanation for this trend as the prevalence of disability rises with age with around 6% of children are disabled, compared to 16% of working age adults and 45% of adults over State Pension age.⁹

The distribution of disabled employees between the grades is largely reflective of the Civil Service with a higher percentage of disabled employees in the lower pay bands e.g. 34.3% of those who declared themselves as disabled were at A grade as at 31 March 2018. The ONS published data show that only 10.6% were at administrative level in the Civil Service as at 31 March 2018 which is very different to our figure but this may not be a direct comparison The latest available statistics show that overall 10.0% of civil servants declared a disability.¹⁰

3.5.1 Reasonable Adjustments (RA):

The Equality Act (2010) requires employers to make reasonable adjustments to remove the disadvantage that those covered by the Act may have in the workplace. In this year the process and budgets were moved to Line Managers to improve the speed and ease at which adjustments can be made so no central record of the level of reasonable adjustments has been retained. The Insolvency Service has previously been consulted about the creation of the Civil Service Workplace Adjustment Team (CSWAT) network and has now joined. This means we contribute to the cross government information gathering undertaken by this body and benefit from the collective expertise it provides.

In the year 17/18 there was 88 Occupational Health referrals compared to 95 the previous year. There were also 50 formal referrals for work station assessments compared to 51 in the 2016/2017 financial year.

Eyesight Tests

In 2016 the organisation moved this benefit from a central provision to Line Managers therefore no records are now held but with contract changes information for future years will be available.

⁹ Disability facts and Figures. DWP and Office for Disability issues 2014

¹⁰ ONS civil service statistics published October 2016

3.6 Religion and belief:

Table 3	2016		2017		2018	
Religion and Belief	48% declaration rate		55% declaration rate		55% declaration rate	
	Count	%	Count	%	Count	%
Christian	368	51.3%	362	46.8%	413	49.9%
Other religions	101	14.1%	153	19.7%	147	17.7%
No religion	228	31.8%	235	30.4%	236	28.5%
Prefer not to say	20	2.8%	24	3.1%	33	3.9%
Total	717	100%	774	100%	829	100%

The declaration rates for this category are also low (see [Table 2](#)). There has been no change in the percentage of employees who have recorded their data although the number has increased. More work to improve all the recorded data is being planned for future.

3.7 Sexual Orientation:

The declaration rate for sexual orientation is low with the recording rate decreasing to 43% as at 31 March 2018 from 45% the previous year. Although there is a general upward trend in declaration rates for this area over the last three years (see [table 2](#)), only a limited analysis has been possible. As at 31 March 2018 91% of employees who declared a sexual orientation identified themselves as heterosexual, which remains the same as the previous year. Those declaring themselves as lesbian, gay, bisexual or other decreased from 2.9% as at 31 March 2017 to 2.5% as at 31 March 2018. The remainder of employees who made a declaration of sexual orientation indicated that they preferred not to say what this was.

The ONS does not produce statistics on sexual orientation for civil servants and therefore we are unable to say whether the sexual orientation of our employees is comparable to that in the wider Civil Service. In the 2015 ONS Experimental Data on Sexual Identity 1.7% of adults in the UK identified their sexual identity as lesbian, gay or bisexual.

3.8 Gender Re-assignment:

In accordance with guidance issued in September 2009 by a:gender¹¹ “Equality Monitoring of Transsexual People & Issues”, the Insolvency Service does not

¹¹ a:gender is the Civil Service-wide support network for employees in government departments and agencies who have changed or need to change permanently their perceived gender (transsexual/transgender), or who identify as intersex.

undertake any transgender monitoring. The agency is a member of Stonewall who now represent transgender issues and offer advice and guidance.

3.9 Pregnancy, Maternity and Paternity:

The Insolvency Service is committed to ensuring that employees are able to access the full range of benefits available in connection with pregnancy and maternity, which in turn will enable employees and skills to be retained. To achieve this, the Insolvency Service has a range of policies and practices in place. The Agency also applies these policies/practices as appropriate for adoption.

The Shared Parental Leave Regulations 2014 came into force in December 2014 and allows eligible mothers, fathers, partners and adopters to choose how to share time off for work after their child is born or placed for adoption. During 2017/18 5 people and 2015/16 4 people took shared parental leave.

Analysis shows that as at 31 March 2018 64 employees were on maternity/adoption leave compared to 47 employees during 2016/17.

Section 4: Equality Data by Employment Process

4.1 Joiners and Leavers:

Joiners

The number of people who have joined the Insolvency Service has decreased slightly over the last year, from 112 as at 31 March 2017 to 93 as at 31 March 2018. These figures include people who have permanently transferred from other Government Departments.

In 2017/18 there were more males (51) than female (42) joining the agency the results from the previous year were (53 males compared to 42 females) No further diversity analysis has been undertaken due to the low declaration rates. Analysis was also not undertaken in previous years for employees joining the Insolvency Service as a result of the low numbers involved.

Leavers

In the year ending 31 March 2018 118 people left the agency 42% of which left through resignation. There was again a fairly high turnover of people with a BAME background 18.3% as at 31 March 2018 (18.5.1% in 2016/17). It is possible that this rate may be higher due to the low declaration rate within this group (50%).

4.2 Disciplinary proceedings and grievances:

The procedure for handling grievances has changed to a local management resolution and no central records are held. We are now looking at ways to collate more data.

The characteristics of those who were subject to disciplinary procedures and who raised a grievance were diverse, but because of the small numbers of employees involved (less than 1% of employees in total) a detailed equality analysis was not undertaken due to its limited reliability and potential loss of anonymity.

4.3 Learning and Development:

The Insolvency Service considers the development of its employees as a key part of our talent strategy and provides a range of centrally-managed learning and development opportunities for all its employees. Some of these opportunities are specifically targeted towards those with protected characteristics under the Equality Act 2010 or where a particular group is currently under-represented in our workforce. Others may be less targeted but nevertheless aid development and retention of these groups. Some examples of these opportunities are shown below:

- Training designed to help front line employees with disabled customers was designed and rolled out during 2015/2016 currently work is ongoing to look at help customers with mental health issues.
- The operational Delivery Programme aimed at administrative grades was launched in 2014/15. In February 2016 Over 250 people were registered on the Core practice programme. This programme can lead to a city and guilds qualification. It is not possible to provide a diversity analysis to the timescales required by this report.
- A new management development programme (MDP) has been created and the first participants have been selected. This new programme has two strands for both new and experienced managers.
- Learning at work week was also celebrated again this year with the theme Lets get curious and creative
- As part of the mental health strategy a Mindfulness pilot was started in a number of locations. This is now being evaluated.

The new Senior Leaders Programme (SLP) was launched in September 2016. The SLP is now much more aligned to the Civil Service Leadership Statement and both programmes concentrate on 3 priority areas:

- leading through change and ambiguity
- honest, performance focused conversations
- enhanced communication skills

In addition to centrally running learning and development events, employees participate in a range of locally-organised learning and development opportunities, which are more tailored to individual employees' job roles or developmental needs. Employees are encouraged to make full use of the opportunities available to them and we encourage all employees to use at least 5 days a year on their learning and development. Examples of locally run opportunities programmes include on-the-job learning, coaching, internal secondment, job shadowing, and specialist job-specific training.

There is a network across the agency of capability champions whose responsibility is to facilitate training and help co-ordinate delivery across the agency to ensure that economies of scale are met. All employees have access to Civil Service Learning which contains e-learning and direct face to face learning opportunities on a number of learning and development opportunities.

Records of local training are not held centrally and therefore it would involve disproportionate costs to undertake a diversity analysis of those who have undertaken training. Further consideration will be given to how this information could be captured

Business Partners have also delivered and helped facilitate training for the directorates they represent. These include such topics as Attendance Management workshops and management development. There has additionally been an internal leadership development programme but the numbers are too small to analyse.

4.4 Full/part-time working:

The Insolvency Service encourages managers to accommodate a variety of working patterns which includes part-time employment.

The number of part-timers in the agency as at 31 March 2018 is 17.8% which is a decrease after the numbers had been increasing steadily from 14.1% in 2015/16 to 18.4% in 16/17. There has been a slight decrease of part-time employees who were female, with 78.5% as at 31 March 2018 reducing from 79.7% in 2016/17.

Part time workers also have a higher proportion of people who have declared that they have a disability (17.4%). The reasons may be varied but this may be a way of managing their disability. In this area there is a higher amount of women than men who have declared a disability (80%). It is clear therefore that part-time working is a key element in assisting the Insolvency Service to recruit and retain female employees as the numbers remain high in this pattern of working.

4.5 Flexible working:

The Insolvency Service recognises the benefits of flexible working in helping it attract, and retain a talented and diverse workforce after reviewing this policy it was changed in 2016 to relax the number of mandatory days attendance in an office. .

This also helps employees to balance other priorities e.g. caring responsibilities, to attain a better work-life balance.

The Insolvency Service operates a number of flexible working patterns:

- Flex working, where an employee works part of their working week in the office and part at home.
- Home working, where an employee works from home.
- Remote working, where an employee works from an office that is not their normal base.
- Flexi time
- Compressed hours
- Staggered working hours
- Job Sharing

Section 5: Discrimination, harassment and bullying:

The Insolvency Service employees take part annually in the Civil Service People Survey, in which they are asked if they have been discriminated against, or experienced bullying or harassment at work. In the 2017/18 survey, 83% of employees stated that they had not experienced discrimination. However, 9% of employees stated that they had experienced discrimination and 8% preferred not to say. Encouragingly this year there has been a small improvement which means that the agency is now 3% better than the overall Civil Service results. The grounds on which employees believed that they were discriminated against included their protected characteristics.

Incidents of perceived bullying and harassment have also been largely consistent over the previous three years but this year there has been a 1% improvement. In the 2017/18 survey 84% of employees stated that they were not subject to bullying and harassment, but 9% stated they felt they had been bullied and harassed and 7% preferred not to say. These figures are slightly better than the overall Civil Service results of 11%.

Additional questions were included in the 2017/18 survey aimed at eliciting more information on the reasons for people's perception of being discriminated against, bullied or harassed. The questions were for respondents who selected that they had been subjected to bullying and harassment in the last 12 months and asked if they had reported it. 47% of people said they had with 41% not reporting it and 13% preferring not to say. These figures were better than the overall Civil Service results. A further question asked those who had stated that they were subject to bullying and harassment had the situation been resolved, only 22% said yes with 62% saying no and 16% preferring not to say. This result is not dissimilar to the overall Civil Service results of 19% stating that the situation had been resolved and 62% answering no with 19% preferring not to say.

Going forwards, we are looking to put in place or further embed a number of initiatives aimed at reducing the levels of perceived discrimination, bullying and harassment. Some of the initiatives planned and recent introductions include:

- Behavioural and cultural change that focuses on respect and the ways we can better support those employees who feel that they are subject to bullying and harassment.
- The mandatory e-learning on unconscious bias
- The introduction of Employee Assistance Representatives (EAR)who will act as a first point of contact and provide support and an opportunity for people to discuss their concerns in a safe and confidential environment
- An increased emphasis on dispute resolution and the use of mediation.
- A new Mental Health strategy has also been agreed and work to implement it is now underway.

Section 6: Methodology

This report shows the demographics of the Insolvency Service's workforce as at 31 March 2018 and utilises monitoring data from the year ended 31 March 2018 to assess the fairness of employment processes.

The monitoring data is extracted from the Insolvency Service's internal records. With regards to employees in post, leavers and joiners, the data is as recorded on our HR/Payroll system. Employees are responsible for completing and updating their own diversity information online. Consequently, there may be some small differences arising as a result of, for example, employees on loan to other Government Departments who are removed from payroll records but remain on the HR system. Selected data held on the HR system was also renamed by the service provider and therefore there were some slight data issues as a result.

Where appropriate, the Agency's diversity information has been compared to ONS Civil Service data published in August 2018.

Annex A – Insolvency Service Gender Pay Gap Figures

Mandatory Gender Pay Gap Figures

Snapshot date	31/03/2018
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Gender pay gap	%
1. Mean gender pay gap - Ordinary pay	9.3 %
2. Median gender pay gap - Ordinary pay	16.2%
3. Mean gender pay gap - Bonus pay in the 12 months ending 31 March	-3.9%
4. Median gender pay gap - Bonus pay in the 12 months ending 31 March	-11.1%
5. The proportion of male and female employees paid a bonus in the 12 months ending 31 March:	
Male	73%
Female	80%

6. Proportion of male and female employees in each quartile.

Quartile	Female %	Male %
Lower quartile	61.18%	38.82%
Lower middle quartile	59.38%	40.62%
Upper middle quartile	50.39%	49.61%
Upper quartile	46.53%	53.47%