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# Tim Moss CEO

## Foreword



**“ Our role is to make life better through IP. IP touches everything that makes modern life more enjoyable, easier, safer, and prosperous. Our work gives researchers, inventors and creators, whether as individuals or businesses the confidence to invest their time, energy and money in doing something new – making life better. ”**

In fulfilling our role, the IPO's ambition is to be the best IP office, helping the UK to become the most innovative and creative country in the world. We will achieve this through our goals of:

- Delivering Excellent IP Services,
- Creating a World-Leading IP Environment, and by
- Making the IPO a brilliant place to work.

This last goal is vital to achieve the first two. We want a culture and environment which is inclusive, supporting people to be their best and leading to engaged and well-motivated people. This will lead to our people feeling confident being themselves and bringing their diverse talents and skills to work. This must be underpinned by shared values and behaviours, resulting in a respect for difference and common purpose.

This report shows the great work that has been accomplished on diversity and inclusion for period April 18 - March 19 and I am very proud of what our team has already done. We were placed 13th in the Top 100 Employers list for 2019 by LGBT equality charity Stonewall and were accredited Gold in Mind's Workplace Wellbeing Index 2018/19. We have demonstrated our commitment to a zero-tolerance approach to bullying and harassment through our Respect at Work initiatives and continue to develop our mental health support offering. During 2018/19 we also launched a cultural initiative to clarify the mutual expectations between the IPO and our people underpinned by respect.

However, we recognise that there is more to do and we are on an exciting journey. We will continue our focus on ensuring our culture is positive for all and that our interactions with each other and behaviours are respectful and inclusive. We recognise there is significant work to do supporting greater diversity in STEM subjects which will help us address the issue we see in the overall Gender Pay Gap. The physical and mental wellbeing of our people will continue to be a priority having policies that support our people to successfully balance work and family life. In doing so we retain valuable skills in the workplace and give all our people the opportunity to meet their full potential.

# Our Vision

“Confident in being yourself in work”. For this to become a reality for all of our people, we want to operate in an inclusive, open environment, one where diversity is respected and our differences valued. Here at the IPO we want our organisation to be built on fairness and opportunity for all, a place where we all respect and value each other’s abilities and talents. This relates to one of our core values – “Valuing our People” where we work together to achieve our goals and make the IPO “a brilliant place to work”.

To ensure we are delivering our obligations under the 2010 Equality Act, we need positive leaders with the right skills who will help shape our desired environment going forward.



# Our shared values and behaviours

To be a brilliant place to work, able to support delivering excellent IP services and creating a world leading IP environment we need to ensure that we have a set of shared values and behaviours that underpins what we want the IPO to be.

We have been working hard during the past year to establish a culture of shared ownership and set out mutual expectations between the IPO and its employees. This includes ensuring that we are respectful, accountable, confident, reasonable, and pragmatic. A priority in the coming year will be to bring these expectations to life, ensuring they run through the fabric of our organisation.

# Our People

“ Our people are at the heart of our efforts to improve Inclusion and Diversity in the organisation. Here’s what they have to say about working in the IPO, in and amongst our Inclusion and Diversity Networks. ”



## Ros Lynch, Sponsor of the BAME (Black and Ethnic Minority) network:



**“ The IPO is already a fantastic place to work but we want to make it a brilliant place to work. This means, among other things, building a working environment where everyone feels comfortable and confident in being themselves at work, irrespective of their race, gender, religion etc. ”**

I'm proud of the steps we've taken thus far towards our goal. Our BAME network has been going for over a year now; we have used special moments in the calendar e.g. Chinese New Year, Ramadan and Black History Month to raise awareness and promote other cultures. In October we held a very successful panel celebrating the power that comes from being a black woman. But, there is more to do and that is why we are working on reducing bullying and harassment and are looking at our recruitment practices to ensure they don't inadvertently exclude suitable talent. We are on a journey.”

## Gary Clements – i-Think member:



**“ The office wants to be a brilliant place to work by supporting us and, in my opinion, helping us excel as individuals and as a group. ”**

I am part of the iThink dyslexia network which brings together colleagues from across the office with similar backgrounds. As a group we look to support each other and pass on our experiences so that everyone can access the support they need. Our main aims are to raise awareness of dyslexia and similar conditions within the office and to try and implement positive changes to make the office dyslexia friendly.

## Stephen Williams - Faith and Belief Network:



The UK Equality Act 2010 covers faith and belief as one of the nine protected identities, but it is often considered that two things one should never discuss in polite society are 'politics' and 'religion'. Aside from hiding part of our identity it also means that as a society we have lost the ability to respectfully disagree with one another over our fundamental beliefs, whilst still demonstrating love and compassion for our fellow humans.

The IPO 'Faith and Belief Network' attempts to promote staff engagement with philosophical, theological and lifestyle based beliefs in order to promote diversity and inclusion through facilitating respectful, productive discussions and understanding, as well as making staff feel comfortable with expressing each aspect of their identity.

**“ I consider my primary identity to be my faith in Jesus, which influences every aspect of my life (although in complete honesty I very often fall short of my desired mark). ”**

In my first month at the IPO I mentioned in passing to my Deputy Director that I was going to bible study later that evening. Instead of being dismissive, as I had expected, he was inquisitive and supportive. This made me feel comfortable expressing this aspect of my identity, which in turn made me feel more comfortable at work. I have always felt that the IPO has been supportive and encouraging of my identity and development.”

## Doug Adams - Chair of the i-Can network:



As chair of iCAN I am delighted at the progress our network has made over the last year. The network continues to provide both support and a voice for disabled colleagues, and continues to be at the forefront of issues they face.

**“ We have contributed to improving the workplace environment making it far more inclusive, benefiting all of our people by raising awareness such as increasing the number of automated fire doors in the office. ”**

We continue to raise awareness of barriers and obstacles faced by our people, and provide information via training facilitated by colleagues who have long lasting conditions. Those include (but are not limited to) Visual Impairments, Diabetes and Hearing Loss which has allowed us to promote and continue to make positive changes to the office and how our people interact with their colleagues.

We continue our support of other networks to help foster support and improve and challenge inappropriate behaviour.

## Clare Saunders – Chair of Women’s Inclusive Network:



I’ve been really proud to be part of setting up the IPO’s Women’s Inclusive Network which was launched on International Women’s Day 2018.

**“ We set the network up to help the IPO achieve its goal of being a workplace where everybody is able to achieve their full potential regardless of their gender. ”**

While there have been many advances in terms of gender equality over recent years there is still lots of progress to be made. The World Economic Forum’s 2017 Global Gender Gap Report findings telling us that gender parity is over 200 years away. Here at the IPO, despite women making up 43% of the IPO’s workforce, they are under-represented in specialist Science, Technology, Engineering and Maths roles (21%) and in SCS positions (29%). We want to play our part in tackling any barriers to recruiting and progressing women in the workplace so that they can achieve and prosper.

# Listen to what our people have to say:

**Clare Boucher**



**Fraser Stewart**



**Dominic Houlihan**



**Kelsey Lewis**



# Our Networks



## **iCAN**

A network to support and promote a positive, safe and respectful environment for people with disabilities.



## **BAME (Black, Asian, Minority Ethnic)**

A network committed to increasing BAME representation in the IPO. The network offers challenge to the overall Diversity Steering group and are consulted on policy matters relating to race.



## Peer-to-Peer

The IPO's mental health peer support network that was established by the organisation's Mental Health Champion.



## iPride

The IPO's LGBT+ network, committed to supporting those in the LGBT+ community by creating a safe space for socialising and support, as well as providing guidance to the organisation on LGBT+ inclusion.



## **iThink**

The IPO's neurodiversity network. We are committed to supporting colleagues in the IPO with neurodiverse conditions, such as Autism and Dyslexia, and parents of children with autism.



## **WIN**

The Women's Inclusive Network supporting the IPO to be a workplace where everyone can reach their full potential regardless of gender.



## Caring for Carers

Network aimed at supporting the wellbeing of colleagues. Carers face many day-to-day challenges, juggling demanding roles outside of the office along with their work.

**“ Our Inclusion and Diversity networks have achieved significant changes in the IPO over the last year, and have some exciting transformational plans for 19/20. ”**



# Beyond Shame Beyond Stigma

Young people's mental health

Breaking down walls surrounding





## Women's Inclusive Network

### Achieved in 2018/19:

- Commissioned a "Collaborating with Men" study to explore the barriers to women's progression
- International Women's Day event
- Supported the launch of a new internal mentoring scheme
- Dispelling myths around intersectionality week
- Promoting women in STEM, girls in to science conference
- Sent delegations to Empowering Women in IP
- 11 members attended Women in to Leadership conference

### Planned for 2019/20

- Improve confidence of women from within the network
- Agree action plan of work following Diversity and inclusion analysis
- Undertake work on Imposter Syndrome- Collaborative effort between networks
- Work on promotion of the Reverse Mentoring initiative



## iPride LGBT+ and Allies Network

### Achieved in 2018/19

- The IPO was awarded 13th place in Stonewall workplace equality index (top 4 in Government)
- Making Human Resources policies gender neutral
- Organising LGBT/Mental health talk with IP Out in October
- Creating South Wales LGBT+ Network Chairs Group
- Attended Swansea Pride for the first time

### Planned for 2019/20

- Continue progress with gender neutral toilets project and pronouns on letters to customers
- Create series of products to coincide with LGBT+ awareness days (e.g. Bi visibility day, national coming out day)
- Joint event with IP Out about LGBT and mental health
- Continue support of Stonewall Workplace Equality Index submission and look to improve scores
- Increase engagement with network
- Redevelop training sessions
- Journey mapping for colleagues (see what's behind People Survey scores, understand people's experiences)
- Inclusion clause in procurement contracts
- Continue to establish our organisation as a leading employer in Wales for LGBT inclusion
- Outreach



## iCAN Capability Network

### Achieved 2018/19

- Growing the network, we now have sixteen members
- Raising awareness of issues faced by colleagues with disabilities, for example hosting a 'wheelchair challenge' session where colleagues could experience activities as wheelchair users.
- Helped towards bronze Disability Standard award from Business Disability Forum
- Raising Visual Impairment awareness-two courses ran-several stalls
- Celebrated the network's birthday
- Collaboration discussions across other diversity networks

### Planned for 2019/20

- Shine charity talk to promote awareness of conditions such as Spina Bifida and Hydrocephalus
- Trying to arrange sport/keep fit inclusion for all
- Guide dog awareness talk/outreach
- Join up action with other networks. i.e. Intersectionality
- Raise awareness of Personal Emergency Evacuation Plans, Display Screen Equipment, Disability Passports and Diversity records
- Join all networks in a Civil Service Live stand to celebrate success



## iThink Neurodiversity Network

### Achieved 2018/19

- Case studies from employees with a neurodiversity
- Autism staff, managers and lunch and learn talks
- Work with our internal Design team to ensure branding is dyslexia friendly
- Work with HR on success profiles and recruitment
- Produced leaflet on autism and dyslexia
- Updated Patent Examiner work checklists
- Sought volunteers to become Autism buddies
- Liaised with other Government departments to share best practice
- Activities to raise awareness within the organisation
- IP inclusive podcast on Autism

### Planned for 2019/20

- Dyslexia event (Oct/Nov)
- “Quiet Hour” in Wellbeing Suite to make it inclusive and Autistic friendly
- Continue networking with other Government departments to learn and share best practice
- Consideration of Dyslexia and Autism friendly benchmark and certification
- Recruitment improvements



## Caring for Carers

### Achieved 2018/19

- Training with Fire Service on safety
- Celebrated Carers week by promoting the IPO's Carer's Passport and flexible working policies, signposting to local support services and providing an opportunity for carers to connect with each other
- Dementia Friends session to help build awareness of the condition
- Building relationship with Carers Wales charity
- Collaborating with other Inclusion and Diversity groups
- Ran stories for our people to help them understand the role of a carer looking after diabetic children
- An increase in number of members

### Planned for 2019/20

- Run a 'safeguarding vulnerable adults in the home' session/s
- Promote the 'Carers Passport'
- Toolkits/guidance to support employees and their managers in place and pulled together
- More 'drop-ins' and networking opportunities
- Benchmark and accreditation for being a carer friendly organisation
- Work on measures for impact
- More stories shared-reality brought to life
- More Dementia Friends sessions
- Podcasts for our people



## **BAME - Black, Asian & Minority Ethnic Network**

### **Achieved 2018/19**

- We celebrated Black History Month by hosting a “Strong Women Of Colour” event, showing a film and hosting a quiz to raise awareness
- BAME colleagues created a Cook book with sale proceeds going to charity
- Contribution to the Organisation’s Race Charter submission
- We celebrated our 1st anniversary

### **Planned for 2019/20**

- Increase engagement within the organisation
- More outreach in the organisation
- More involvement in Recruitment process



## **Faith and belief network (ONS & IPO shared)**

### **Achieved 2018/19**

- Held 2 events with ONS to open up discussion around faith and belief, celebrating Interfaith week Nov 18, and hosting a panel discussion in December 2018
- Linked with BAME network to raise awareness of celebration such as Ramadan

### **Planned for 2019/20**

- Another Interfaith week event planned for Nov
- Increase engagement in the network
- Encouraging honest conversations around faith and belief



## Peer to Peer Mental Health Support Group

The mental health Peer-to-Peer support group was established in October 2016 by the IPO's mental health champion. As a Time to Change Wales champion, he had given talks to colleagues on his own mental health story of living with PTSD and was subsequently contacted by colleagues saying there was a need for a place where they could talk openly and frankly about their own mental health.

With experience of running a successful mental health support group outside of work, our mental health champion, Dave Watts, established, and chairs, the mental health Peer-to-Peer support network within the IPO.

The group has grown from 30 to over 40 members in the last year indicating that there continues to be a need for the group. Peer-to-peer meets regularly to discuss a range of mental health topics based on a 10 week rolling schedule of topics for discussion which are decided by group members. such as "Living with OCD" and "Social media effects on mental wellbeing". General discussion also takes place as to how the group can grow and develop, which it continues to do.

### Highlights from 2018-2019:

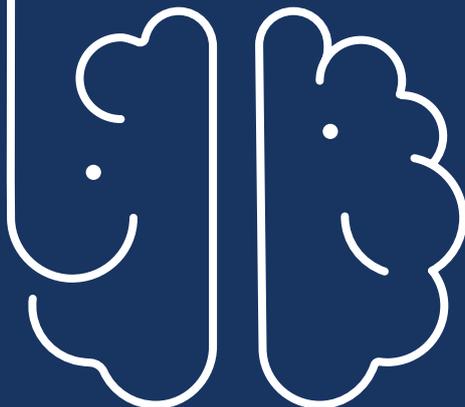
- Group has grown from 30 to over 40 members
- A growing number of attendees are willing to share their personal mental health stories
- A new staff counsellor has attended to give talks to the group
- The chair has developed a working relationship with and provided advice to colleagues from ONS who are planning to establish their own peer-to-peer group

### Plans for the year 2019-2020 include:

- Develop a peer-to-peer group resource catalogue to be used to publicise the group and what it stands for during office mental health events
- Encourage more confident members of the group to present their story as part of the IPO's mental health "Stories from the Coalface" series of talks

# Health and Wellbeing

“ As part of making the IPO a brilliant place to work our strategy commits us to support the physical and mental wellbeing of our people across all our activities. ”



As part of making the IPO a brilliant place to work our strategy commits us to support the physical and mental wellbeing of our people across all our activities.

We maintain a wellbeing roadmap which outlines the campaigns that we will get involved in during the year. Highlights from this year include the following activities:

- Action on Hearing Loss provided free hearing tests
- An annual flu jab programme during which over 200 staff took advantage of free vaccinations
- “Movember” delivered a talk which addressed some of the biggest health issues faced by men - prostate cancer, testicular cancer, mental health and suicide
- We organised a health and wellbeing fayre where we showcased some of the health and wellbeing related activities on offer in the office
- External speakers provided awareness talks on the signs and symptoms of bowel cancer, ovarian cancer and prostate cancer
- Action on Stroke provided an awareness session and free blood pressure tests
- We gave away free fruit at regular fruit drops. Our free veg soup packs complete with recipe cards also proved very popular
- We continued to offer workplace massage sessions, weight loss group, stop smoking sessions and various exercise classes
- Osteoporosis Assessment Service visited the office to provide part funded health checks
- We promoted Civil Service Active Wellbeing Week – advertising local walks and wellbeing services and giving people the opportunity to win daily prizes
- An expert speaker from a local hospital provided a well-received talk on the Menopause
- We advertised Bike Week and provided bike maintenance demonstrations and promoted IPO cycling facilities



## Mental health

Our focus this year was to measure the effectiveness of our current mental health services. We set ourselves a ministerial target to “externally validate and benchmark our provision for the mental health of our people” and used the MIND Workplace Wellbeing Index as the vehicle for this.

At the end of April we received a copy of our report which confirmed that we were one of only 15 organisations this year to achieve the highest category of a Gold Award which is given to organisations which have successfully embedded mental health into their policies and practices. Out of 106 employers we were ranked 12th overall. Over the coming year we will work through the recommendations in the report and implement any areas for improvement.

### Some of the other activities we took forward during the year are:

- Continued our work with IP Inclusive to share experiences with the IP community. We provided speakers for a joint event held at a law firm based in Bristol on World Mental Health Awareness Day
- LawCare, a charity who support and promote good mental health and wellbeing in the legal community, spoke at an IPO event to highlight their work
- Organised a series of events to mark Mental Health Awareness Week. We advertised the services of the Mental Health Advocates and the Peer-2-Peer support group. We showed our commitment to the Green Ribbon Campaign to end the stigma of mental ill health and ran a series of sessions where our people told their personal stories about their experiences of mental ill health
- We were aware that some areas of the office were suffering from higher than usual levels of stress and we worked with managers in those areas to better understand this. We implemented a programme of short stress reduction workshops ran by the staff counsellors and followed these up with stress reduction and resilience courses by an external trainer
- We have continued to run a series of 8-week mindfulness programmes. Staff can continue to practice this skill through regular mindfulness and meditation sessions
- We ran an event to highlight the issue of suicide. Several IPO people spoke about their personal experiences and we also invited the Samaritans and MIND to highlight the support that they can provide

# IPO Staff Counselling Report for 2018-19

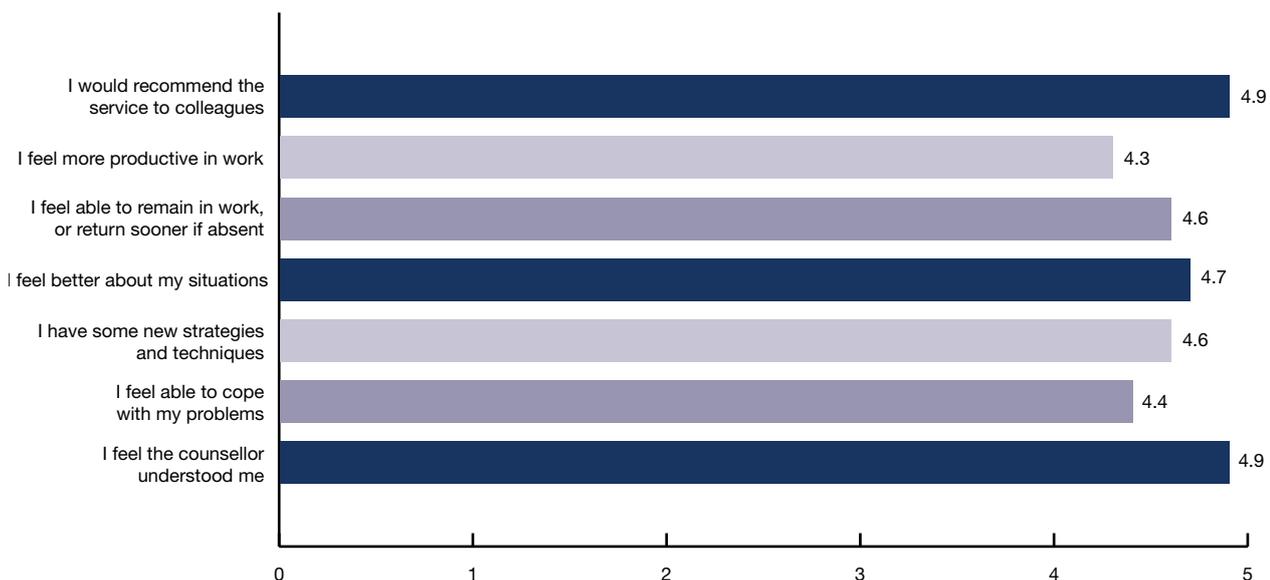
At some point most of us will encounter issues, either personal or work-related which can affect our mental health and wellbeing. Colleagues, line managers and HR Advisors can offer support and guidance, but sometimes independent help is needed. Our Staff Counsellors are professionally qualified to offer therapeutic support to all staff. Much of the counselling work involves directly supporting individuals while they address problems that are either undermining their effectiveness at work or necessitating absence from work. As in previous years, most clients self-referred, indicating a high level of awareness of the service among staff. There has also been an increase in the number of staff who have been referred by line managers, suggesting that various mental health awareness and training initiatives have been effective.

**40%** self-referred based on a personal recommendation

**20%** found us via Intranet

**22%** were advised to contact us by a line-manager

## Evaluation of the service



## Staff feedback

“ So glad the service exists as NHS has very little resources and it's quite expensive for anything private. Was a useful support when I was off sick. I also had very sympathetic management which was a real help. ”

“ I would not have coped as well as I did without the help and recommendations. I think having this service in work helped me to stay in work rather than have to go on the sick. I would highly recommend this service and hope that the office always keep this help in place for people who need it. ”

“ This is a fantastic service to have within the workplace, and I can't thank my counsellor and the IPO enough for providing it. The response of both to my mental health problems really has been brilliant. ”

“ Invaluable. Faster than the NHS waiting list, has been fantastic with helping me cope with clinical depression and anxiety. Brilliant service. Very grateful. ”

“ Has made a huge difference to my relationship with the office. I feel valued and looked after and my counsellor has helped me tremendously. ”

## Other work

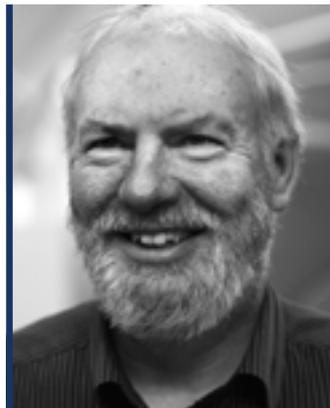
The counsellors continued to work closely with the IPO Sustainability Team on a programme of work associated with the Mental Health Strategy and delivered a series of Stress & Resilience workshops. Staff Counsellors support the Harassment Contact Officers and Mental Health Advocate Networks and have links with the Peer-to-Peer support group.

Overall, our staff counsellors are a part of an evolving culture at IPO which aims to equip members of staff with the coping mechanisms and support networks they need to maintain good mental health. We recognise how much value our people put on these resources and this year have welcomed a new Counsellor to the team to ensure the quality of the service is maintained.

## Our staff counsellors



**Ceri Davies**



**Jamie Palmer**



**Aimee Gregory**

## Harassment Contact Officers



**Alexandra Symonds**



**Donna Box**



**Elaine Jones**



**Laura Stephens**



**Leon Lynn**



**Mark Sexton**



**Sarah Whitehead**

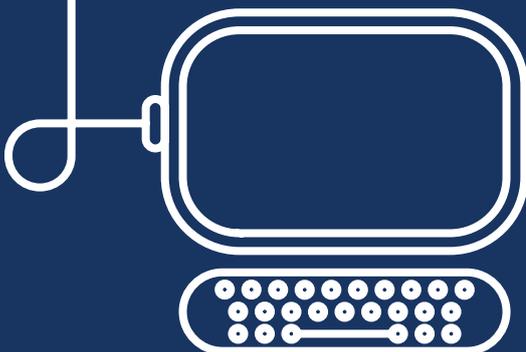


**Sian Simmonds**

# How we've developed our services for our customers

## From Corporate Report 2019/20:

'We will develop our understanding of our customers, their needs and what they value. This is essential to shaping our future services and identifying where improvements are needed. We must work with our customers in the right way, ensuring both our engagement with them is right and also how we measure and capture their feedback.'



## Our Customer Insight Team say;

**“ User Research exists to put the users of our services first. This means making sure that the services being designed are accessible to all.**

**We check this in a number of ways by applying different software plugins to simulate the effects someone with accessibility issues might experience, but nothing can replace the validation of testing products with real users. Working with the Digital Accessibility Centre (DAC) based in Neath, we can test prototypes with real users affected with a whole range of accessibility needs.**

**IPO are working on a suite of transformational projects, designed to enhance customer experience and User Research is a key part of all these projects.**

**Particularly important with online services is the need to ensure that screen readers and “zoom” functions work correctly to support our visually impaired customers; not just on our own internet platform or devices but also on a variety of other platforms and devices, including mobile phones.**

**In developing the new eRenewals service, which will allow online completion of IP rights renewals, we have tested each iteration of the prototype with a range of users, and are highly aware of accessibility needs. We’ve visited DAC to test our Renewals prototypes throughout the development phase, to ensure that the service is accessible to all, and meets all the criteria listed above.** ”

# Results and Achievements

## Flexible working – Top 10 Working Families’ Employer 2017 and 2018

The IPO was ranked Top 10 Working Families’ Employer again this year. Employers from many sectors compete annually to gain a place on the list of Top Employers for Working Families and this was the second year The IPO submitted an entry. Employers are scored in four key areas to obtain a picture of their flexible and family friendly working environment. The four areas are:

**Integration** - looking at culture, attitude and how far flexibility has become embedded

**Policy** - the creation, development and deployment of flexibility

**Consistent Practice** - how well flexibility is supported

**Measurement and results** - the effects of flexibility on the organisation and their ability to understand those effects.

The scoring is weighted in response to where employers are focussing efforts on flexibility and work life balance. Some of our notable results were:

Our number of contractually based home workers, part time employees, and staff with flexible start and finish times is higher than the benchmark average of 90.1

Our figures for Ad hoc working from home are far ahead of the benchmark average of 90.1 for both men and women in the business

We have a 99% retention rate for part time workers which is well in excess of the benchmark average of 71.4.



## Stonewall Workplace Index 2019 – Lesbian, Gay, Bisexual, Trans (LGBT)

IPO has once again been named one of the most inclusive employers in Britain by LGBT equality charity Stonewall in its Top 100 Employers list for 2019, placing 13th on the list.

This comes after our breakthrough into the Top 100 list last year where we placed 93rd, and means that we have moved up a total of 358 spaces in the last 3 years. We are now in the top 5 in Wales and top 4 of government organisations.

This year's Top 100 index was the largest ever with 445 employers entering, demonstrating their commitment to LGBT workplace inclusion. The Stonewall Top 100 Employers are the best performing employers on the Stonewall Workplace Equality Index, an annual audit of workplace culture for lesbian, gay, bi and trans staff. The index has helped us measure our commitment to LGBT equality and shows how we compare to the best employers in the UK when it comes to LGBT inclusion.

Quote from Dominic Houlihan Director of People, Places and Services:

**“ As Board Sponsor for iPride, I’m naturally very proud of this terrific achievement, as well as the hard work and effort put in by the network (which was also Highly Commended by Stonewall) and its allies over the past 12 months. ”**

However, this is not just about LGBT inclusion. This is just one part of our broader commitment to creating an inclusive culture where everyone can be confident in being themselves in work.

“Confident in being yourself in work”. For this to become a reality for all of our people, we want to operate in an inclusive, open environment, one where diversity is respected and our differences valued. Here at the IPO we want our organisation to be built on fairness and opportunity for all, a place where we all respect and value each other’s abilities and talents. This relates to one of our core values – “Valuing our People” where we work together to achieve our goals and make the IPO “a brilliant place to work”

To ensure we are delivering our obligations under the 2010 Equality Act, we need positive leaders with the right skills who will help shape our desired environment going forward.

# Women in STEM (Science, Technology, Engineering & Maths)

In 2018 we reported a mean pay gap of 22%, and median of 29%, in favour of men's salaries when calculated using Government Equalities Office's (GEO) methodology.

Whilst our concern isn't one of gender pay (by grade there's no more than 4% difference), there is an underrepresentation of women in specialist STEM roles in the IPO. 42% of our people are in specialist STEM roles. Although women make up nearly half of our workforce, the majority of them are in non-specialist roles. Our patent examining roles attract higher salaries due to their specialism, however, only 21% of these are taken up by women.

Although this issue isn't exclusive to the IPO, we need to address any perceived barriers that are preventing women from pursuing a career in STEM. We are actively seeking to recruit more women into our specialist roles with the support of our STEM ambassadors and our Women's Network. Work to date has covered:

- The launch of a STEM based outreach programme in local schools, delivering talks to students, aiming to inspire girls and women to study and build careers in these fields
- Working with local communities and beyond, speaking at careers fairs and in universities to promote STEM subjects, moving to mixed audiences
- We hosted the first of a series of STEM based sessions - IPO Girls in Science event
- March 2018 saw the launch of our Women's Network with guest women speakers who work in STEM divulging their workplace experiences
- In September 2018 we commissioned Collaborating with Men study to better understand how to make workplace Culture more inclusive for everyone. Culture issues looking primarily at our behaviours and how we interact with each other. This will help us see if there are any conscious or unconscious barriers to gender equality
- In Autumn 2018, the IPO launched a structured mentoring scheme. This scheme aims to help junior women in STEM find like-minded, experienced mentors who can support and encourage them

# Respect at Work

A vital part of making the IPO a brilliant place to work is building and maintaining a safe, inclusive workplace. Something that stands in the way of a safe, inclusive culture is bullying, harassing or discriminatory behaviour. Our Board have taken a zero tolerance approach to this kind of behaviour.

In the 2017 People Survey, 9% of respondents stated that they had suffered bullying and harassment at work. We took action to understand what lies behind these figures and eradicate incidences of bullying and harassment. In 2017/18 we completed neutral assessments using an external assessor to investigate the root behaviours, and we worked to increase our people's awareness of what constitutes bullying and harassment, and how to report it.

We set up a 'Respect at Work Task Force' who created a guide that helps identify aspects of bullying behaviours in the workplace in different example scenarios. They also created a number of other tools to help managers support their people who might be experiencing bullying, harassment or discrimination and how to build an inclusive teams.

We also developed and launched 'The Deal' to clarify the mutual expectations between the IPO and its employees, focusing on behaviours and underpinning the cultural aspects of our corporate strategy. Through consultation and discussion, we identified five mutual expectations, around our values and behaviours, which will guide our people in their interactions with each other and the organisation, forming a framework for our culture. These expectations are underpinned by respect so that our people are mindful of how they act towards others, considering our personal impact. We treat others as we expect to be treated ourselves.

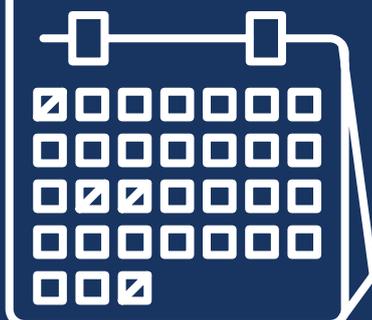
We highlighted how The Deal encourages our people to expect the best from each other, but to also be aware of the fact that people can interpret behaviours or actions in different ways. When this happens, it is important that our people can have confident conversations about what has gone wrong, understand its impact and how to move forward.

The number of people experiencing bullying and harassment has remained unchanged at 9% in the 2018 results, but we are pleased to have seen an improvement in more people being confident to report and challenge bad behaviour in our People Survey 2018. In this area, there was an increase of 10% of people who reported, and a 7% increase in those who felt it was resolved. Despite improved results in this area, our zero tolerance approach means more needs to be done. We will concentrate on further reducing instances over the coming year, whilst embedding the deal to give our people the confidence to challenge and report.

# Priorities and forward look

## Key high level objectives for 2019/20:

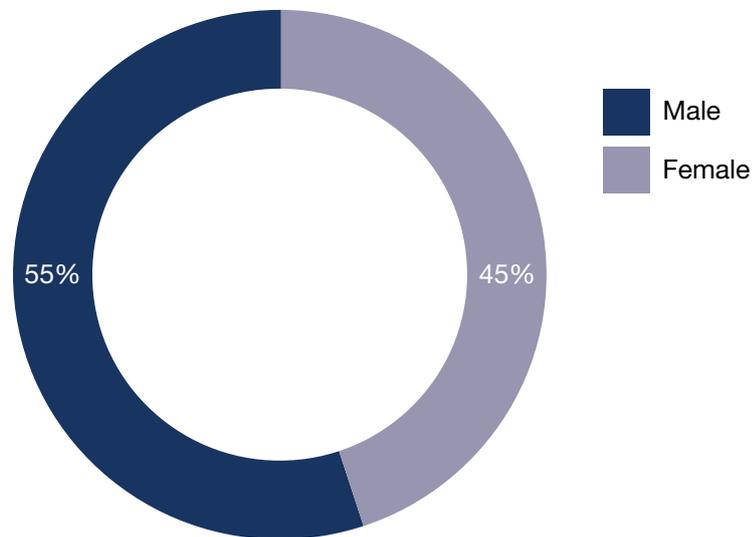
- Enhance interventions to increase the representation of women in our STEM roles as a means of tackling our gender pay gap
- Under the Respect at Work agenda, we will run a 'Nip it in the Bud' campaign to include training and awareness initiatives around early intervention and awareness of what constitutes unacceptable behaviours (aligned to the Deal)
- Reframe our approach towards diversity & inclusion to place the emphasis on inclusion for all and tackling issues around perceptions of gender bias
- To understand the composition of our workforce and if we are not representative of the local workforce develop targeted actions
- To promote IPO as an inclusive employer and understand if there are barriers for people from minority groups applying for posts
- To ensure our people managers and leaders are equipped to deal with wide age-ranging teams across different generations
- To ensure our working environment and policies for working parents, carers and grandparents are supportive and in line with best practice



# Workforce data

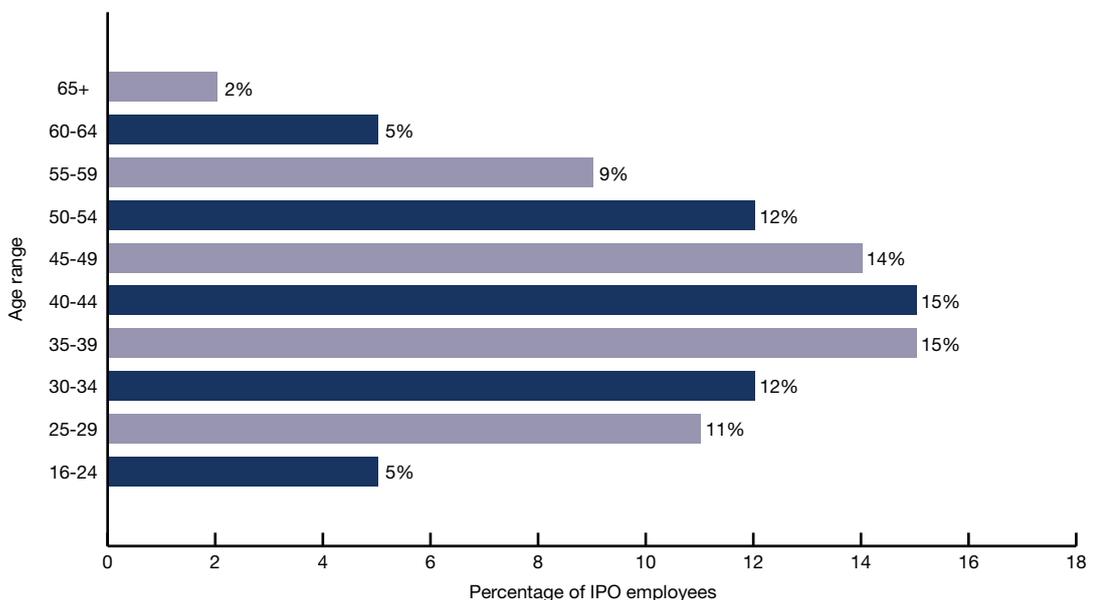
## IPO workforce split by gender:

### IPO workforce gender split March 2019



## IPO Age Demographic

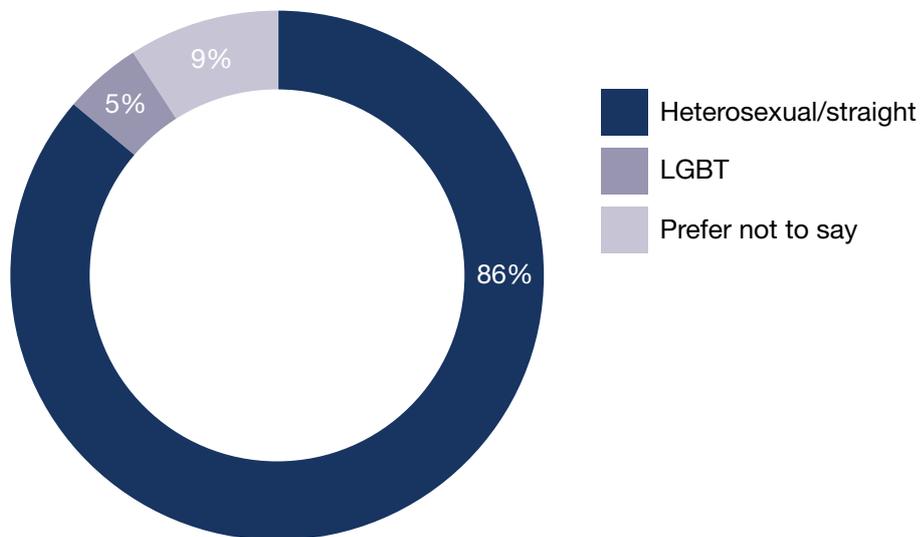
### Age range distribution March 2019



The percentages of declaration rates across the following Diversity Strands show a percentage of the number of declarations rather than a percentage of our total workforce

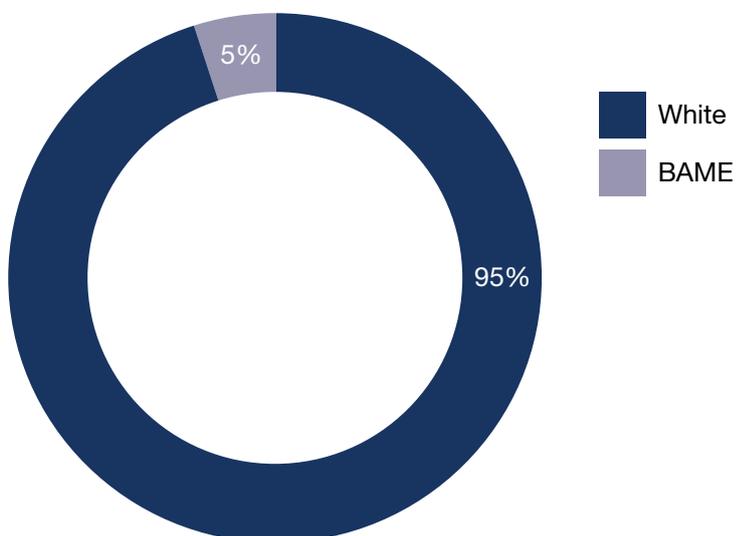
## Sexual Orientation Declaration Rate

### Sexual Orientation Distribution March 2019



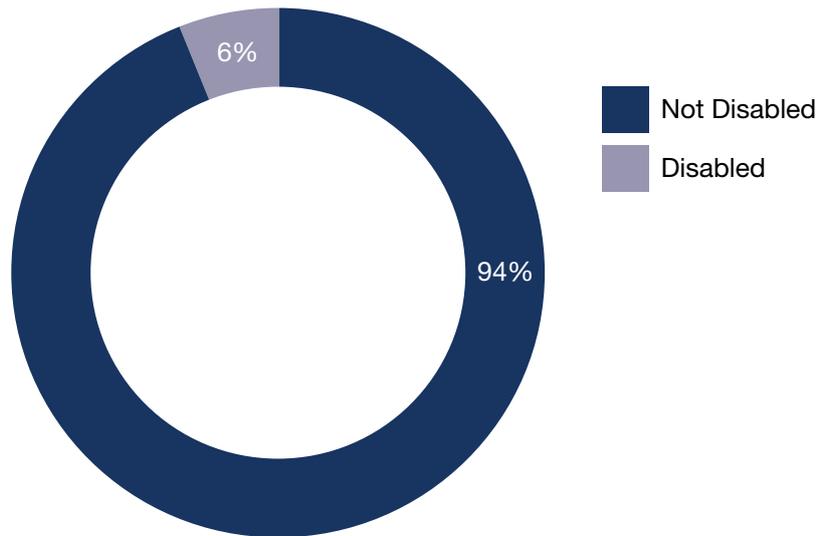
## Ethnicity Declaration Rate

### Ethnicity Distribution March 2019



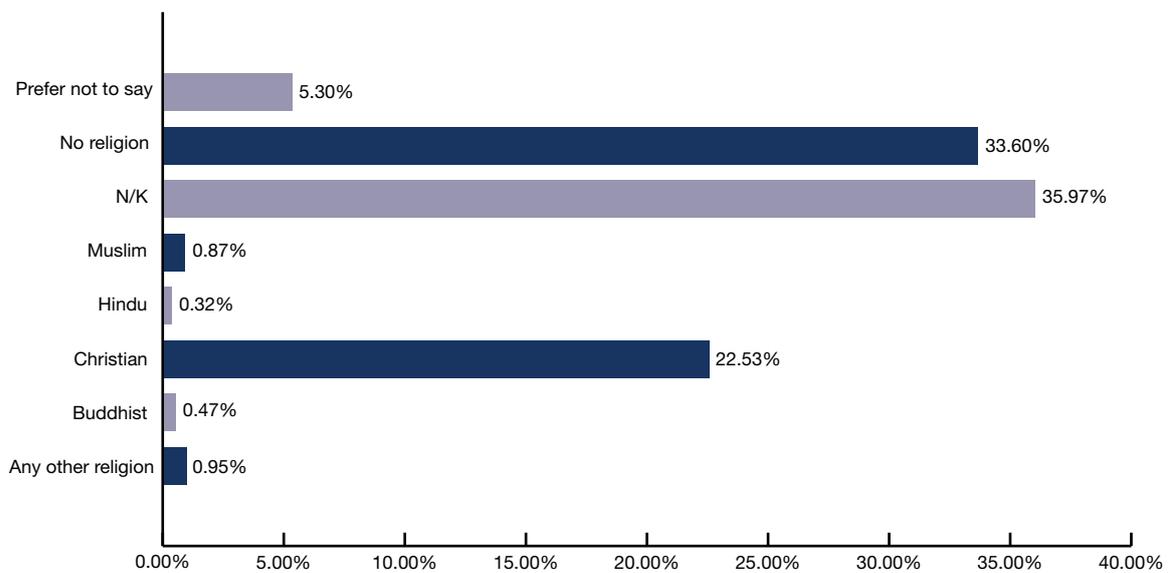
## Disability Declaration Rate

### Disability Distribution March 2019



## Religion Declaration Rate

### Religion Distribution March 2019



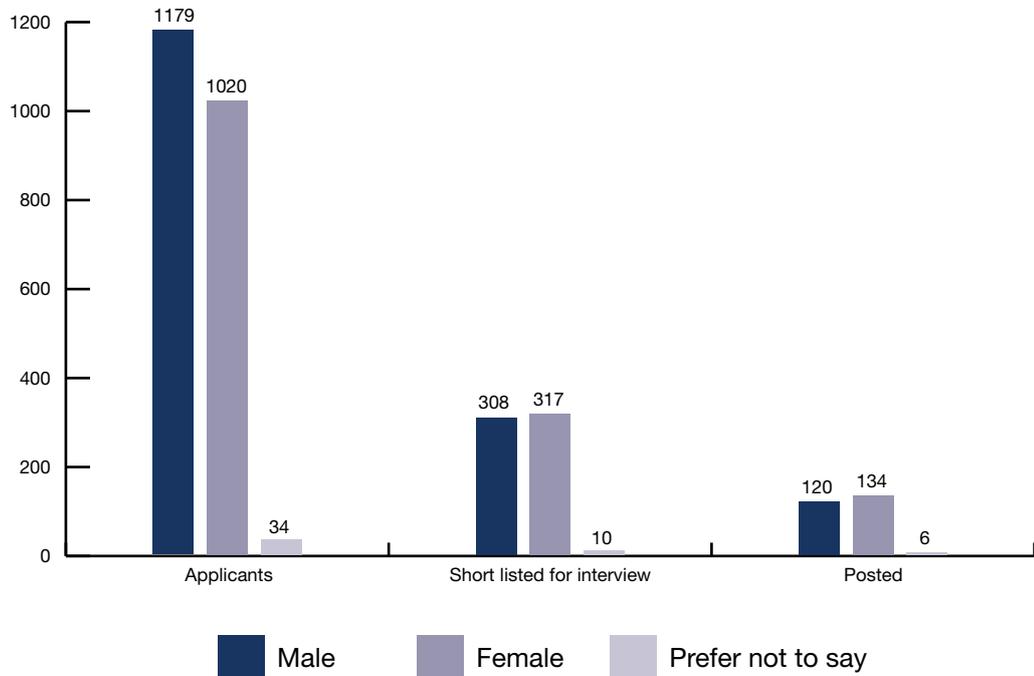
# IPO Recruitment data for 2018/19

We received 2,233 applications in 2018/19, the following figures show the percentage of applications received, number shortlisted for interview and number of people recruited broken down by diversity.

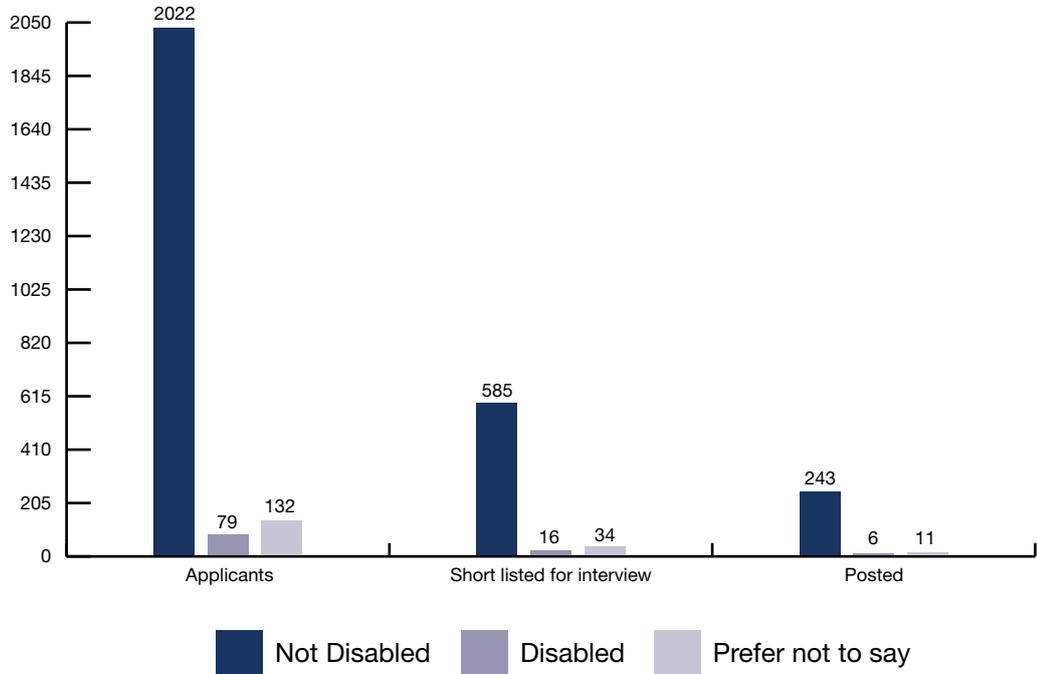
The experience of our people is that the IPO is a great place to work and it's important that this is reflected in our recruitment campaigns and outreach work to attract applicants from a diverse pool of talent. We are re-evaluating our recruitment data at a deeper level combined with a review of our advertising and recruitment processes to establish whether there are any perceived barriers that we need to overcome.

The IPO already has a number of outreach programmes, engaging with schools and universities which we are continuing to develop to attract wider interest.

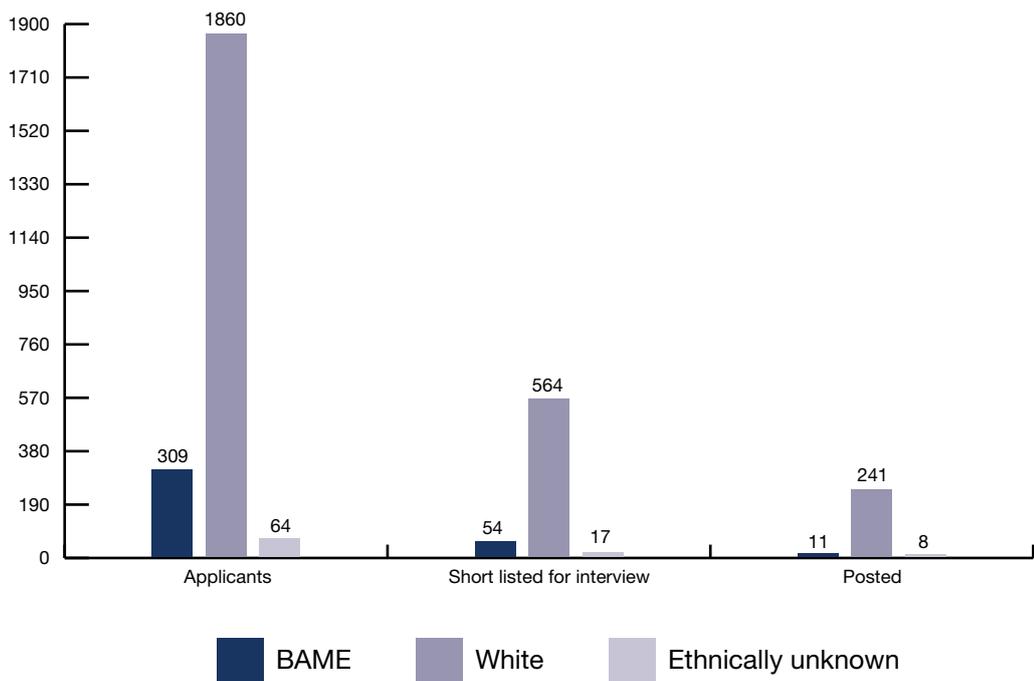
## Recruitment by Gender



## Recruitment by Disability

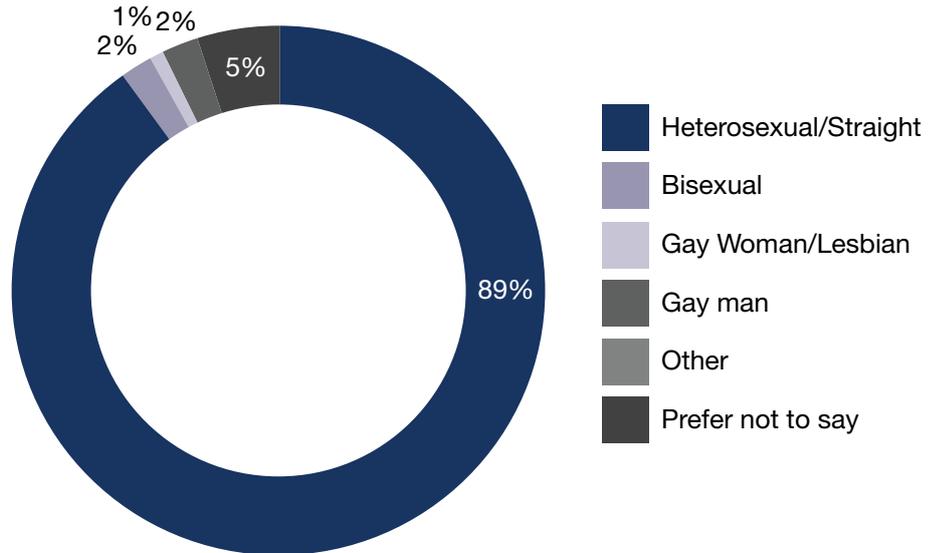


## Recruitment by Ethnicity

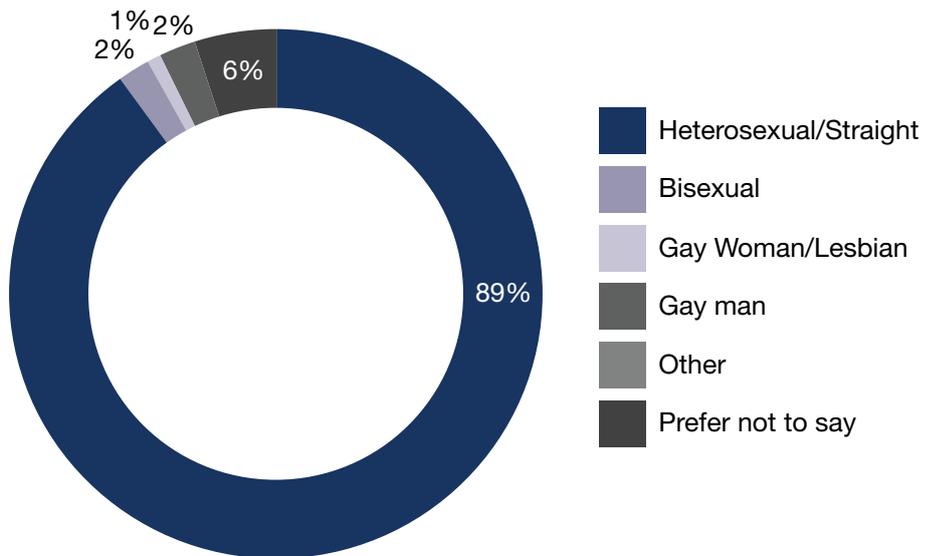


## Recruitment by Sexual Orientation

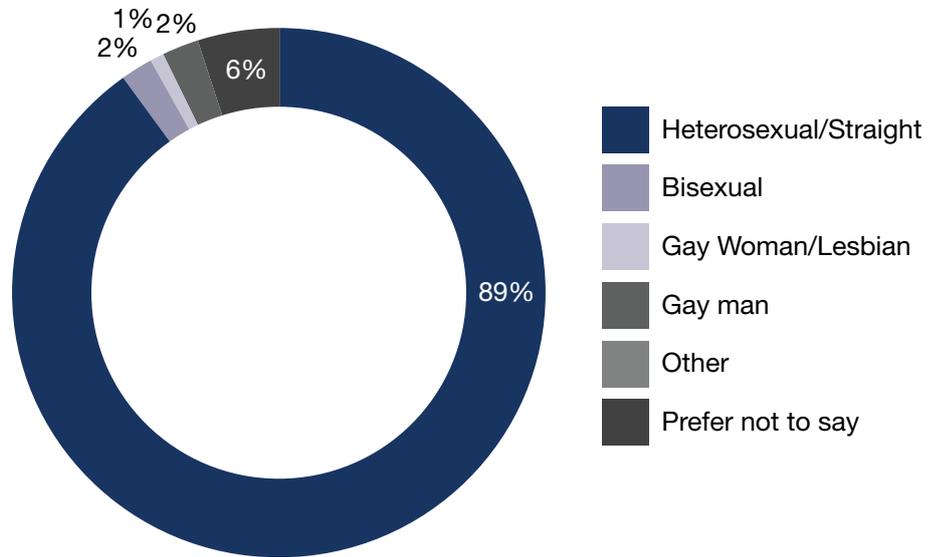
### Applicants



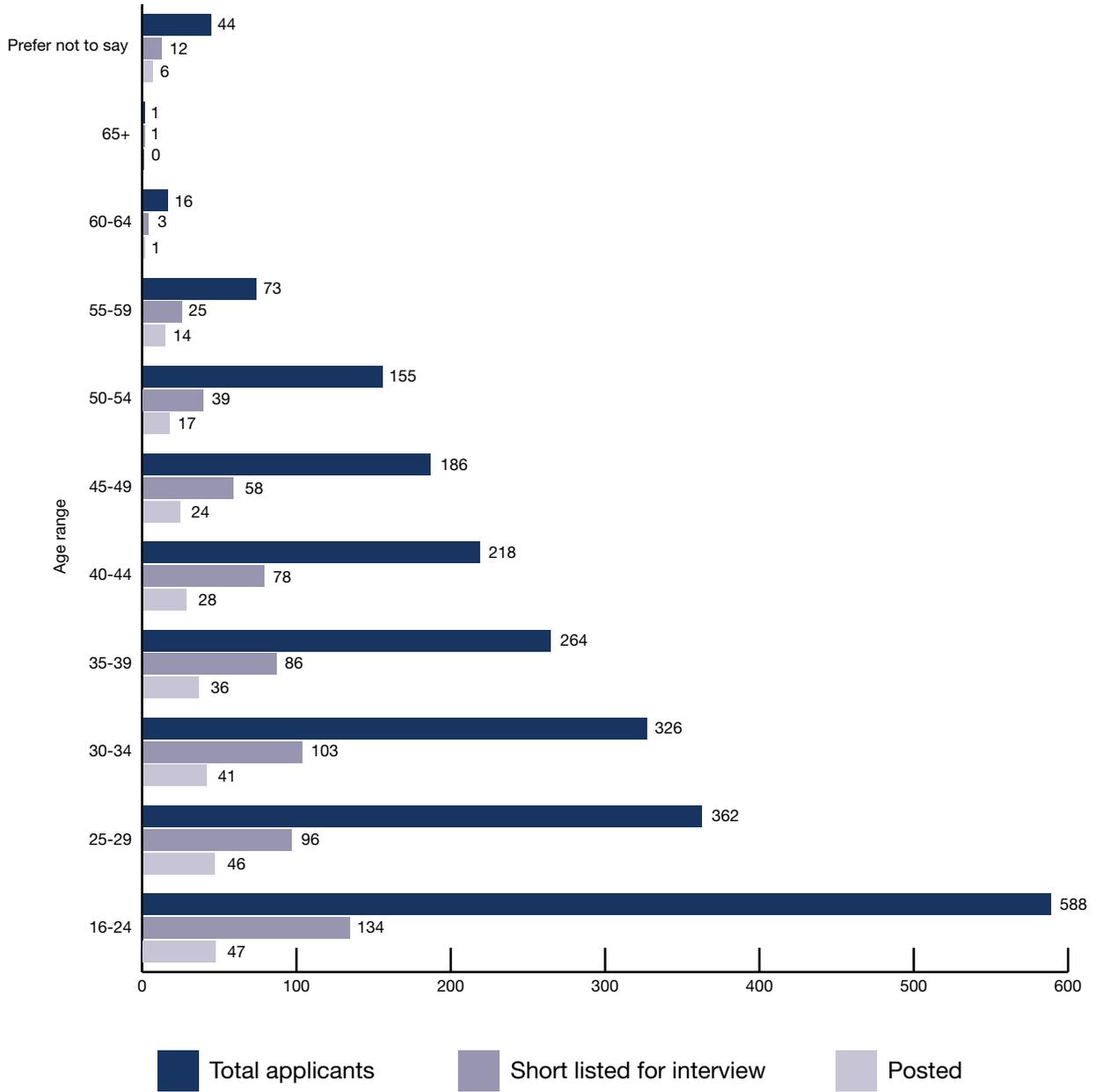
### Short listed for interview



### Posted



## Recruitment by Age



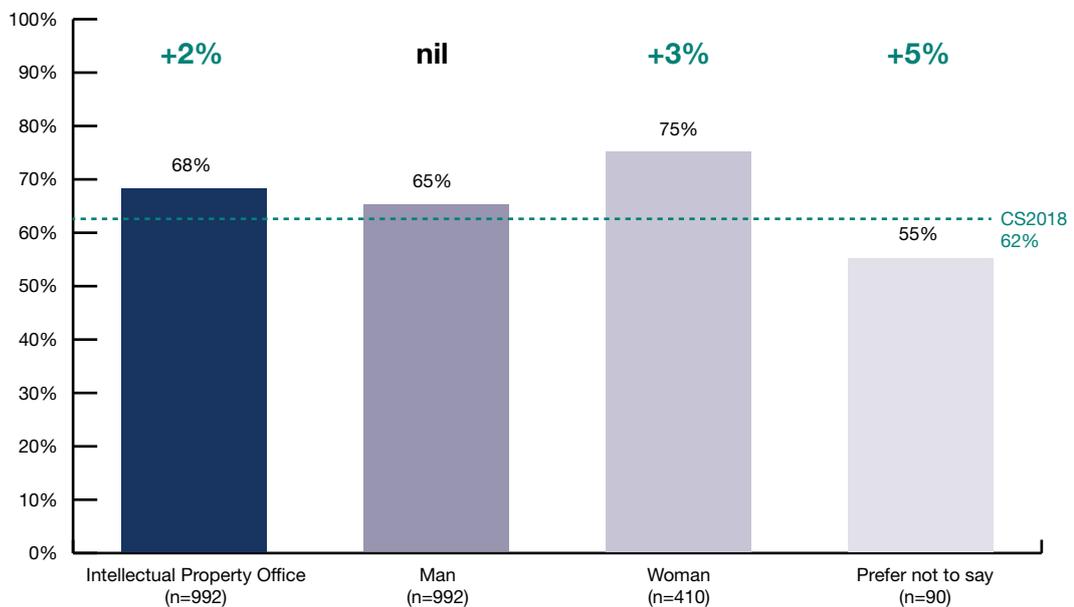
# IPO People Survey findings 2018

The results of the People Survey 2018 showed our overall engagement score rising by 2% since 2017, and we are 6% above the Civil Service average, putting us within the Civil Service high performance bracket. Details of our results by different characteristics are detailed below.

## Gender

- As in 2017, female staff were more engaged than male staff with the gap widening
- Numbers in the prefer not to say category stayed the same but were 5% more engaged than last year

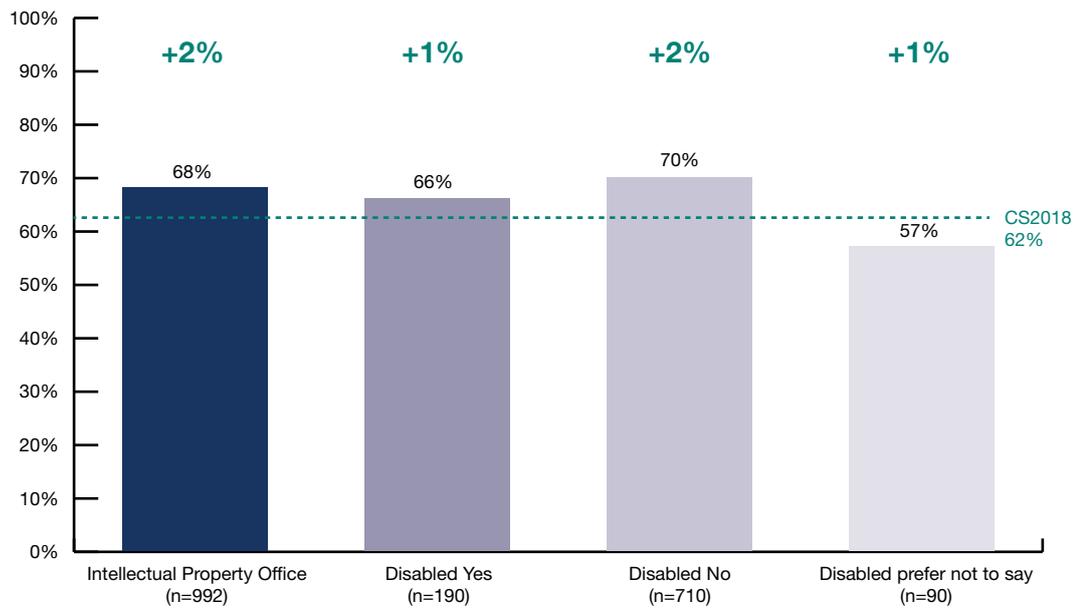
### Change from 2017



## Disability

- Engagement figures for disabled staff have increased slightly since 2017 but less than those who are not disabled
- Declaration rates have increased: 190 declaring themselves as disabled compared to 180 last year
- Numbers in the prefer not to say category have stayed the same at 90 but were 1% more engaged than last year

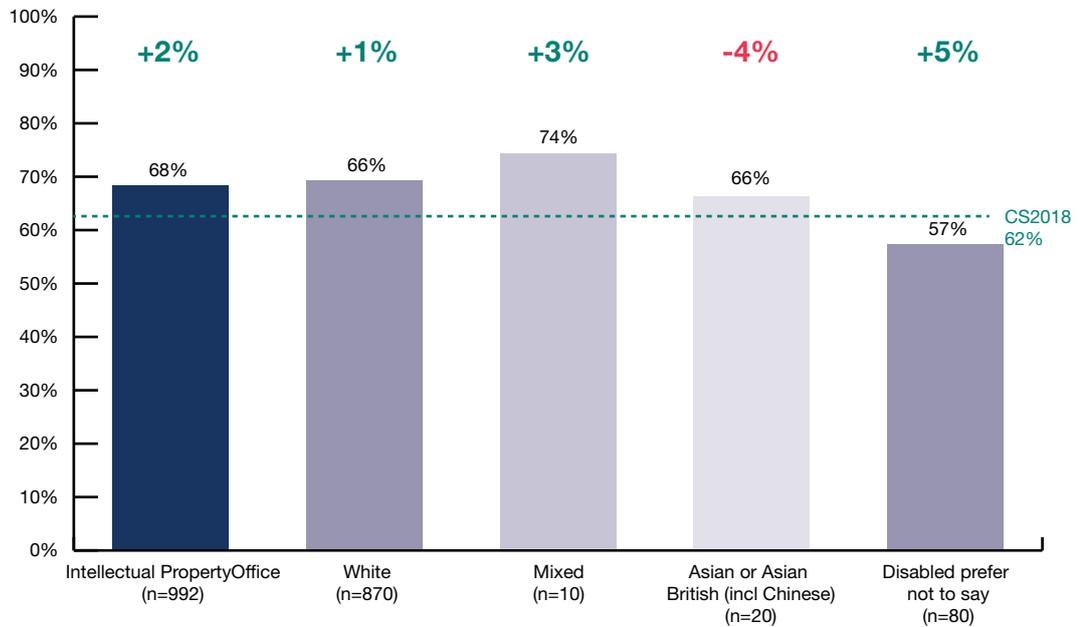
### Change from 2017



## Ethnicity

- Engagement figures for all staff have increased since 2017 with those from a mixed minority ethnic background feeling more engaged than those from a white background.
- Those identifying as Asian or Asian British (including Chinese) have decreased by 4%.
- 80 people preferred not to declare their ethnic origin this year (the same as 2017) and their level of engagement increased by 5%.

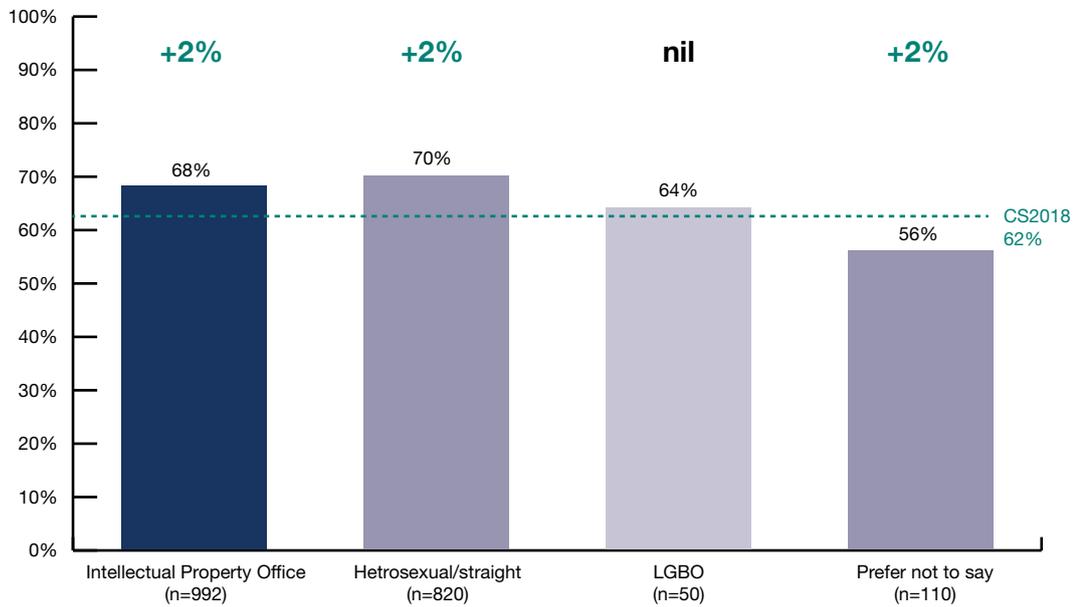
### Change from 2017



## Sexual Orientation

- Engagement figures for LGBO staff have stayed the same since 2017 despite engagement figures increasing for our heterosexual/straight population.
- The number of people in the prefer not to say category has stayed the same as last year but their engagement level has increased by 2%

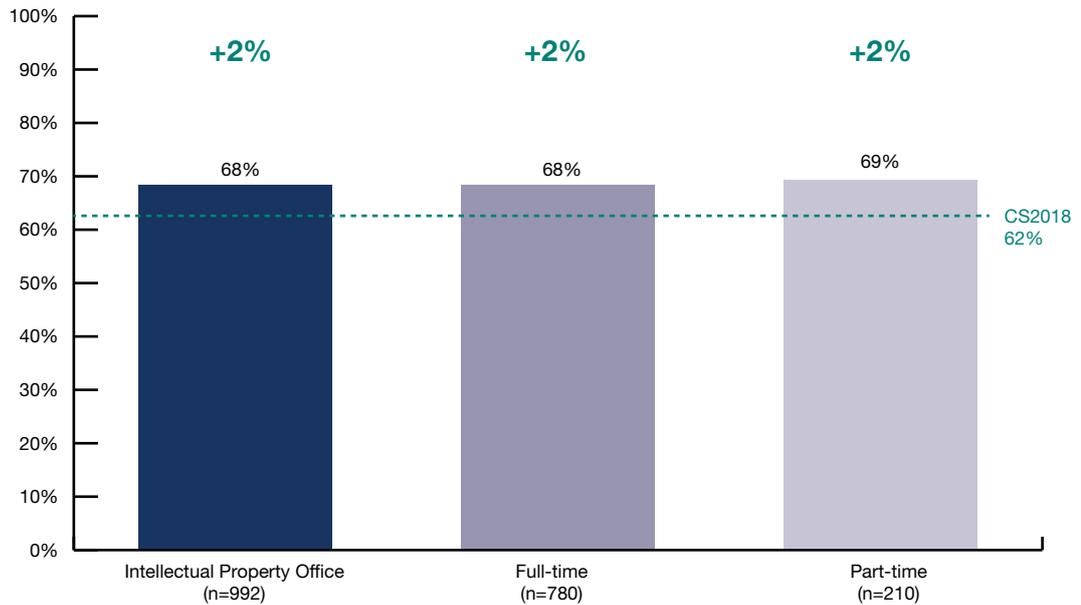
### Change from 2017



## Working Pattern

- Similar trend to 2017 with those working part-time hours being slightly more engaged than those working full-time.

### Change from 2017



## Highest positive scoring questions

**92%** I have the skills I need to do my job effectively

**90%** I am interested in my work

**89%** I am trusted to carry out my job effectively

**89%** The people in my team can be relied upon to help when things get difficult in my job

**89%** The IPO is committed to creating a diverse and inclusive workplace

# Ben Buchanan

Diversity Champion and Chair of IPO Diversity and Inclusion Steering Group



**“ The problem with working at the IPO is that it’s already a great place to work: Every year it gets harder to get better! ”**

Benchmarking against other organisations and feedback from our own people tells us that our priorities, our resources and our culture sincerely reflect our ambition to be a brilliant place to work. But there's still lots we can do better. For example we can reduce bullying and harassment; we can listen to people that feel left out; we can rise to the challenge of the gender pay gap.

Over the last year we have seen inclusion become a part of everyday language. So it should be – like health and safety, and sustainability. Like health and safety, or sustainability, inclusion can sometimes seem to be more relevant for some people than for others, but it isn't just about tackling inequality or reducing discrimination. Inclusion is about giving everybody a chance to speak up and be listened to; it's about being aware of difference and making the most of it. Yes, it's about challenging assumptions and reducing unfair bias but it's also about building a culture where everybody can fulfil their full potential and they have the support, the opportunity – and the choice – to do it to the best of their ability.

## Which is why:

- Over the last year you will have seen reminders about making meetings effective. Do you chair or attend a meeting? Are the meetings accessible to all who are invited and do all who attend play their full part? Do you get the most out of the time together? Are your meetings inclusive?
- The IPO works with IP Inclusive, the organisation increasing inclusion across the IP profession with whom we share many challenges like the STEM pipeline and social mobility. We have a seat at the table of the Management Committee, we have hosted and attended joint events on diversity and mental health and our staff networks are in touch with IP Inclusive communities.
- In November we hosted a conference bringing together BEIS, STEM Agencies, Academia and IP Inclusive to talk about common challenges and opportunities for inclusion within STEM and foster cross-profession collaboration.

How do we build on the achievements in this report, bring inclusion into focus and make it part of everything we do? We have the Deal to help quality conversations and build a healthy culture framework. We have networks across the profession and access to expertise and resources. And we have inclusive leadership and our personal contribution to make the most of each other. Just like health and safety or sustainability, we all have a part to play to make the IPO a brilliant place to work, and inclusion a part of everything we do.

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