

CMA SINGLE EQUALITY SCHEME – ONE YEAR ON REPORT 2016

The following pages provide an update on the progress we have made against our Single Equality Scheme action plan and also list the activities that we plan to do next.

Review against
planned
activities
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Foreword

CMA Single Equality Scheme – Progress report one year on

Background

On 24th April 2015 the CMA published its Single Equality Scheme which describes how the CMA will comply with its public sector duties under the Equality Act 2010 from 2015 to 2019.

The purpose of this paper is to inform you of the progress made against each of the actions in the CMA Single Equality Scheme Action Plan and also what we will be doing next.

Why this matters to CMA

The Board and Executive Committee agreed that our people are our biggest asset and therefore it is important that equality, diversity and inclusion are, and are seen to be, organisational priorities. It is not enough just to be compliant with legal requirements: we need to do more to promote equality and diversity actively and ensure we are a fully-inclusive organisation. We want our staff, and future employees, to view the CMA as a great place to work, and to be seen as a world class competition and consumer authority. Having a reputation for taking diversity seriously, where all our staff are supported and developed, work in a positive, supportive environment and are able to reach their full potential regardless of their background, will enable us to attract and retain the best staff in a highly competitive market place for talented people. We believe the diversity of our staff from many different countries is strong; however, the data shows that we need to do more to support the progression of staff from some under-represented groups, and to ensure that, whatever their background, all staff are given opportunities to develop in their careers, are valued and feel able to play a full part in the CMA.

The CMA's strategic aim is to ensure that markets work well for consumers, businesses and the UK economy. However, to remain authentic to our mission we recognise that the consumers whom we represent are not homogeneous and as such we need to do more to ensure our staff better reflect and understand those consumers. As we have recognised in our ongoing work to enhance the CMA's engagement with the widest range of consumers and the issues that they face, it is important that we are able to reach out to a diverse range of consumers and stakeholders and understand and represent their views in the decisions we make on our cases.

Being a more diverse and inclusive organisation will give the CMA a competitive advantage when recruiting new staff, better reflect consumers and will enable us to be more relevant, innovative and creative in problem solving. To achieve this we need to be seen as an inclusive employer externally; an organisation that people want to work for and are proud to be a part of.

In September 2015 a dedicated Equality and Diversity Group was created chaired by Nisha Arora, Senior Director Consumer Enforcement, to assist the CMA to meet its commitments under the CMA's Single Equality Scheme, and to promote equality and diversity in the CMA to move it from an organisation that is not only legally compliant to one that also actively promotes and celebrates diversity.

Summary

Although our plan covers five years, and we still have a way to go, we are delighted to report that within a short space of time the CMA Equality and Diversity Group have made significant headway in our planned actions in the CMA Single Equality Scheme Action Plan.

The following pages provide an update on the progress we have made and also list the activities that we plan to do next.

Andrea Coscelli
Acting Chief Executive
& Equality and Diversity Champion

Alan Giles
CMA Non- Executive Director
& Equality and Diversity Champion

Statement from Nisha Arora (Chair of the Equality and Diversity Group)

The Competition and Markets Authority is committed to promoting and developing equality of opportunity in all its functions, and values the unique contribution that each individual brings to their work.

Since we published the CMA Single Equality Scheme action plan in April 2015 we have established the CMA Equality and Diversity Group (E&D Group), which I have had the privilege to chair. The mission of the CMA's E&D Group is to support the CMA in becoming a fully inclusive organisation where we understand, accept, respect and value all people.

This update is to report on the progress made since April 2015, when the CMA Single Equality Scheme was published and our next steps.

The Single Equality Scheme remains the CMA's corporate strategy for promoting diversity and equality. Our Equality Scheme aims to ensure that we take action to:

- Eliminate discrimination and harassment
- Promote equality of opportunity
- Promote good relations and positive attitudes towards all people.

Since it was established in April 2015, the CMA, with the support and impetus of the E&D Group, has made good progress against the actions originally detailed in the CMA Single Equality Scheme Action plan (see Annex A). This also includes an update of our activities against each objective in the plan and management information relating to diversity declarations can be found at Annex B.

But there is still more to do and members of the E&D group will continue to work with staff across the CMA to deliver the actions to support the objectives listed in the Single Equality Scheme Action Plan, with a view to ensuring equality is at the heart of everything we do.

Our scheme will be reviewed annually and we will publish any subsequent updates. These updates will include equality data, as well as providing a general account of our progress in meeting our statutory duty and organisational commitments.

**Nisha Arora (Senior Director – Consumer Enforcement)
Chair of Equality and Diversity Group**

CMA Single Equality Scheme 2015 – 2019

The table below illustrates the CMA commitments against each of the Public Sector Equality Duty commitments, including key actions, achievements to date and planned activities

A number of activities in support of the CMA's Single Equality Scheme and the Civil Service Talent Action Plan were being taken forward by HR before the E&D Group was established. Whilst these still remain the responsibility of HR, the E&D Group has been complementary in supporting these activities, working collaboratively with HR to achieve progress and generally being champions and raising the profile and importance of E&D across the CMA.

1. Eliminate unlawful discrimination, harassment and victimisation

CMA objectives:

- Ensure all HR policies and procedures are considered for unintended consequences that could disadvantage someone with a protected characteristic
- Collect and use equality information
- Use any influence that the CMA may have to steer any stakeholders with whom we have a commercial relationship to work towards meeting equality standards

Action	Measure	Activity since plan	Planned activity
All new CMA policies and procedures will be considered by SURE (Staff and Union Representative Executive) and by relevant CMA committees to test them for unintended issues.	All new policies and procedures have been discussed at an SMC (Staff and Management Council) meeting and feedback has been provided to SURE about how their input has been	Changes to existing HR policies and new policies that are created are discussed with the People Policy Sub Group (PPSG) on a monthly basis.	Ongoing activity

Action	Measure	Activity since plan	Planned activity
	taken into account.		
Review the CMA's Equality and Diversity policy to ensure that it is an accurate statement of the CMA's approach to safeguard staff from unlawful discrimination.	The policy has been reviewed, discussed at an SMC meeting (or relevant sub-committee) and republished. Staff have been notified of the new policy.	We have now reviewed the policy and discussed it at an SMC meeting. Staff have been made aware of any changes to the policy.	Ongoing activity The policy will be reviewed again when any new legislation is released or changes to good practice are cascaded from Civil Service Employee Policy (CSEP).
Review all the core HR policies developed during the transition period to check for clear statements regarding the CMA's approach (including recruitment, flexible working, grievance, disciplinary, bullying and harassment).	Amendments discussed and agreed with SURE and new policies published.	Two members of the E&D Group have volunteered to review HR policies and discuss any amendments with SURE before they are published.	Ongoing activity
HR will work with relevant stakeholders across the CMA to design a process for ensuring decision-makers consider the potential impact of their decisions across internal CMA work on people with different protected characteristics.	Proposals for new initiatives include a statement on the impact on staff with protected characteristics and suggestions on how the impact can be mitigated.	A tool has been designed to help managers and senior leaders involve and engage staff in decisions that affect them. The tool specifically requires the decision maker to consider the impact of the	The E&D Group will work closely with the Involvement and Empowerment work stream of the Staff Survey Corporate Action Plan to ensure the tool is

Action	Measure	Activity since plan	Planned activity
		<p>process on staff with different protected characteristics and take appropriate action to mitigate any potentially adverse impacts.</p>	<p>embedded and to monitor its impact on staff.</p>
<p>Collect and use equality information to help the CMA identify equality priorities and to understand the impact of its decisions and proposals on people with protected characteristics. Help senior managers to spot any worrying trends emerging around the recruitment and retention of staff with a protected characteristic.</p>	<p>Raise the awareness of the benefits of disclosure amongst staff (and give guidance on how to update their personal details) to improve the disclosure of information on staff with protected characteristics.</p> <p>Capture the data of all new starters as part of their pre-employment arrangements. Send a reminder to staff each year to update their data.</p> <p>Provide a mid-year update to XCo including equality and diversity statistics and update</p>	<p>See Annex B</p> <p>Throughout 2016 HR have taken steps to encourage staff across the organisation to update their diversity data online. This data has been used to monitor the impact of our policies and in particular was used to analyse the operation of our non-SCS and SCS performance management processes. The data was shared and discussed with the Remuneration Committee, which is a sub-committee of the Board and</p>	<p>The E&D Group, in collaboration with HR, will continue to regularly encourage more staff to complete their diversity data which will help the group to plan future activities and identify whether any changes need to be encouraged in current practices to ensure that the CMA is a diverse organisation. A complete data set will also help the CMA to ensure that the diversity breakdown for activities such as recruitment, promotion and</p>

Action	Measure	Activity since plan	Planned activity
	<p>them on progress towards delivering the objectives set out in this scheme.</p> <p>Review with XCo the annual report of progress against equality objectives which will be published on the CMA webpages.</p>	<p>with SURE and will be used to improve the implementation of the policy.</p> <p>We have taken steps to capture diversity data through our recruitment processes to ensure we are reaching a more diverse talent pool.</p> <p>We have taken steps to use the diversity data to review decisions taken in relation to cross-government talent development programmes to ensure that staff with protected characteristics are able to successfully apply for these programmes.</p>	<p>performance management moderation is fair and encourage more open conversations where this may not be the case.</p> <p>The E&D Group together with HR colleagues will work with staff to understand the reasons why they have chosen not to disclose their data, and in particular to understand if there are any barriers to disclosure.</p>
<p>Encourage members of the Senior Leadership Team, commercial staff and Corporate Service Directors to promote good practice with third party suppliers by ensuring commitment to good</p>	<p>The progress report in 2016 shows that work has been undertaken to integrate good practice around equality and diversity into the commercial</p>	<p>The progress report in 2016 shows that work has been undertaken to integrate good practice around equality and diversity into</p>	<p>The E&D Group will consider what further action is required in this area.</p>

Action	Measure	Activity since plan	Planned activity
practice is included in tendering documents and forms part of the discussion on selecting suppliers.	decisions of the CMA and to support those procuring services in understanding their responsibilities to the delivery of this action.	the commercial decisions of the CMA and to support those procuring services in understanding their responsibilities to the delivery of this action.	

2. Advance equality of opportunity between people who share a protected characteristic and those who do not

CMA objectives:

- The CMA is proactive in ensuring that opportunities are communicated widely to all potential candidates
- Ensure that reasonable adjustments are considered promptly and all possible adjustments that could support someone in reaching their full potential are considered and implemented

Action	Measure	Activity since plan	Planned activity
Make sure that all managers are aware of their own unconscious bias in making decisions by making mandatory at the start of employment with the CMA the Civil Service Learning unconscious bias e-learning course.	Report annually on how many staff have undertaken the course.	As part of the performance management process, we introduced a mandatory E&D objective for all SCS in 2016/2017 'to promote equality, diversity and inclusion in the CMA'.	We will actively review the SCS mandatory objective through performance management discussions.

Action	Measure	Activity since plan	Planned activity
		<p>The E&D Group commissioned dedicated training for CMA staff on unconscious bias, which was delivered to the Senior Leadership Team on 24 May by Pearn Kandola LLP.</p> <p>The Executive Committee felt it was important for all senior leaders within the CMA to complete the unconscious bias training and we have, therefore, encouraged the Board and all panel members to complete this online training. A link to the training was shared with Board and Panel Members in July 2016 and a number of Board members also attended the all staff workshop that was held at the end of July 2016.</p>	

Action	Measure	Activity since plan	Planned activity
		<p>All interview panel members are now expected to have completed the unconscious bias training before sift and interviews take place.</p> <p>To ensure the impact of unconscious bias is mitigated in recruitment the CMA introduced anonymised recruitment in January 2016. Prior to sift, an applicant's name and other personal information, such as age, gender and university attended are removed from all job applications and CVs.</p> <p>For Panel Member recruitment it is important that the same considerations are given. The E&D Group has committed to support Panel</p>	

Action	Measure	Activity since plan	Planned activity
		Member recruitment to ensure there is a diverse range of candidates at the sift, interview and selection stages and HR will continue to work to support diversity in Panel Member recruitment.	
Ensure staff managers are aware of their obligation to bring job and learning opportunities to the attention of staff who have a protected characteristic and who are not currently working in the office.	Publish guidance on CMALive for managers on their role in keeping in touch with staff who have a protected characteristic and are not currently in the office.	All staff who are currently out of the office are made aware of job opportunities, however activity is planned to extend this further so that staff with a protected characteristic are also made aware of learning opportunities' when they are out of the office.	The group will prepare guidance for managers and publish this on CMALive to help them fully understand their obligations to make staff with a protected characteristic aware of learning opportunities when they are out of the office.
Make efforts to offer opportunities in a way that takes account of different working patterns and other individual circumstances in so far as is practicable.	Learning opportunities are available in a variety of different ways, times of day and days of the week.	<u>Mentoring</u> The E&D Group have launched a CMA mentoring	<u>Mentoring</u> To encourage staff to engage in mentoring, we

Action	Measure	Activity since plan	Planned activity
		<p>scheme for all staff, including people with protected characteristics.</p> <p><u>Positive Action Pathway Programme</u></p> <p>In September 2015, the CMA agreed to fund four places on the Positive Action Pathway Programme, which supports the development of talented EO and HEO/SEO staff across the Civil Service. There were a total of five applications for the EO cohort with two staff members being accepted onto the programme. The HEO/SEO cohort had three applications however none were successful in securing a place on the programme.</p>	<p>will use case studies from across the organisation to promote the benefits of mentoring and give individuals with protected characteristics an opportunity to share their own experiences on what they gained from mentoring.</p> <p><u>Parents and Carers</u></p> <p>The E&D Group will assess whether more needs to be done for staff with protected characteristics to ensure they can benefit from L&D and job opportunities. The group have recently run a Parents and Carers workshop to discuss challenges facing this group of staff and to understand what more the</p>

Action	Measure	Activity since plan	Planned activity
		<p>As part of the programme the CMA is required to appoint a Business Sponsor. Will Hayter, Project Director, is the CMA Business Sponsor.</p> <p><u>Women on Boards</u></p> <p>The CMA has joined the cross-Civil Service initiative 'Women on Boards' which aims to provide senior talented women with an opportunity to sit on the Board of another government department for up to 6 months to gain greater insights into how such boards operate.</p> <p>The CMA has agreed to support the future leadership development of Angela MacDonald, a Deputy Director who has</p>	<p>CMA can do to support them in L&D activities and job opportunities. The group are committed to running further sessions in the future and consider what support the CMA can offer to these staff.</p>

Action	Measure	Activity since plan	Planned activity
		<p>joined our Board from the Department for Work and Pensions for the next 6 months as part of this programme. Angela will also be joining the Remuneration Committee and the Audit & Risk Assurance Committee during this time.</p> <p><u>Stonewall Leadership Programme</u></p> <p>The CMA is sponsoring a Project Director on the 2016 programme.</p>	
<p>Ensure process for reasonable adjustments is well understood and there is awareness across all services and staff managers of the roles and responsibilities.</p>	<p>There is clear guidance published on CMALive on the CMA's approach to reasonable adjustments.</p>	<p>The CMA has recently introduced the Civil Service Workplace Adjustments Passport which aims to remove or minimise any barriers which may prevent individuals from making a full contribution at work, giving people peace of mind</p>	<p>Working flexibly can also be a reasonable adjustment. The group will look at promoting amongst existing staff the opportunities to work part time and other flexible working arrangements. Working with HR, it will</p>

Action	Measure	Activity since plan	Planned activity
		<p>that their needs are properly identified and understood. It helps staff with a disability or health condition move between jobs, either internally or within the wider Civil Service, without having to share details of their disability each time. Initially HR have been working with new joiners to the CMA and one member of staff has already been given a workplace adjustments passport. We will continue to work with new joiners to ensure the passport system is operating smoothly and then plans will be put in place to roll the programme out to existing members of staff requiring reasonable adjustments.</p>	<p>also seek to consider the number of roles that are currently advertised as offering flexible arrangements and whether the CMA should be doing more to encourage this internally and for new recruits.</p> <p>The CMA Wellbeing and Mental Health group are developing an action plan to support the 'time to change' pledge to tackle discrimination against mental health.</p>

Action	Measure	Activity since plan	Planned activity
		Staff in the CMA have recently set up a dyslexia network to support other dyslexic colleagues.	

3. Foster good relations between people who share a protected characteristic and those who do not

CMA objectives:

- Introduce initiatives that enhance feelings of inclusion within the CMA and help the CMA's management to understand staff's experience of working in the CMA
- Promote awareness of all managers about issues of equality and diversity and their obligation to ensure that all staff are treated with dignity at work

Action	Measure	Activity since plan	Planned activity
Meet with people who have a protected characteristic and explore with them actions the CMA could take to improve their sense of inclusion. Capture what the CMA is already doing well to see if it could be expanded.	Suggestions and a plan for implementation considered or reasons for not taking them forward reported to those affected.	The E&D Group reviewed the results of the 2015 staff survey to help members identify any relevant E&D issues on which the group should focus activity. To complement the data already available from the annual Staff Survey, the	Ongoing activity Review 2016 survey results and draw comparisons over the year.

Action	Measure	Activity since plan	Planned activity
		E&D Group ran a short pulse survey to better understand staff attitudes towards E&D.	
<p>Set up a CMA Equality and Diversity Group to meet with the CMA Management and raise issues of concern.</p> <p>Ask the E&D Group to consider the benefits and value for money of membership to interest groups outside of the CMA that might be able to offer support and guidance and send a positive message to staff about the CMA's approach.</p>	<p>The group has been established and meets monthly.</p> <p>The CMA publishes a list of the groups of which it is a member and makes relevant resources available to staff through CMALive.</p>	<p>The group has been established and meets monthly.</p> <p>The CMA publishes a list of the groups of which it is a member and makes relevant resources available to staff through CMALive.</p> <p>In November 2015, Janet Hill CBE who is the Delivery Director for Diversity and Inclusion within the Civil Service was invited as a distinguished speaker to help raise awareness of E&D matters amongst staff. The session was well attended with good feedback received.</p>	<p>Reviewing activities</p> <p>The E&D Group will continue to review the CMA's commitments under the Single Equality Scheme and Civil Service Talent Action Plan.</p> <p>The group will also consider any new activities that can support its aim of ensuring the CMA becomes a fully inclusive organisation.</p> <p><u>Closer working with B&H Contact Officers</u></p> <p>The E&D Group will seek to build closer links with the Bullying and</p>

Action	Measure	Activity since plan	Planned activity
		<p>In May 2016 members of the E&D Group held a workshop with the Senior Leadership Team to raise the profile of diversity and ask them to take action as part of the Senior Leadership Diversity Pledge.</p> <p>In June 2016 members of the E&D Group presented on their activities at the quarterly All Staff sessions to raise awareness of diversity.</p> <p>At the Staff and Management Council in August 2016, HR shared and discussed progress against the Single Equality Scheme.</p>	<p>Harassment Contact Officers to better understand and take action as appropriate on any areas of discrimination where it has been reported.</p> <p><u>Activities to ensure an ongoing dialogue of diversity in the CMA</u></p> <p>The E&D Group would like to further raise the profile of E&D across the CMA and intends to run an annual series of events, comprising:</p> <ul style="list-style-type: none"> ➤ Distinguished external speakers from both public and private sectors ➤ Hosting events involving networks from

Action	Measure	Activity since plan	Planned activity
		<p>In September 2016 the E&D Group hosted an event for working parents and carers to explore how the CMA could better support staff with caring responsibilities.</p> <p>In November 2016 Jan Gooding, Chair of Stonewall was invited as a distinguished speaker to talk about her work with both Stonewall and Aviva, the importance of equality and diversity initiatives and the role that sexuality plays in career progression. This talk was well received by staff.</p> <p>In collaboration with the Corporate Action Plan work stream the CMA has developed a series of Tea and Talk sessions with</p>	<p>across the civil service and private sector</p> <ul style="list-style-type: none"> ➤ More informal events to raise the profile, or share experiences, of existing CMA staff with protected characteristics <p>The CMA will continue to offer Tea and Talk sessions to staff to raise the awareness of diversity.</p>

Action	Measure	Activity since plan	Planned activity
		senior leaders to improve visibility and to raise the awareness of diversity e.g. exploring mental health and work life balance.	
Help staff-led networks that are appropriate to the staff of the CMA and fitting with its culture to operate within the CMA by offering them space on CMALive and allowing the use of rooms, etc.	Suitable and applicable staff-led networks operate within the CMA.	<p>The E&D Group has considered the current staff networks within the CMA with a view to looking at whether there is a need for more networks to be created or if staff can be directed to other networks, including those which are active across the Civil Service.</p> <p>There are now a number of staff networks within the CMA. The E&D group has designed a 'How to' document describing how to set up a staff network – in order to support and guide</p>	<p>Ongoing activity</p> <p>Staff at CMA have launched a dyslexic support network. A Wellbeing and Mental Health Support Group has also recently been formed.</p> <p>The E&D Group will continue to consider how it can support staff led networks.</p>

Action	Measure	Activity since plan	Planned activity
		<p>staff who wish to establish and run networks.</p> <p>The CMA has also hosted events on behalf of other external networks, including 'Women in Competition Policy'.</p>	
<p>Ensure awareness of the importance of understanding and respecting equality and diversity forms part of the people objective for all managers. The objective must set out the actions they intend to take in-year to reflect or review their approach.</p>	<p>Equality and Diversity forms part of mandatory people objective for all managers as part of the CMA's performance management system.</p>	<p>Introduced an action-orientated Senior Leadership Diversity Pledge which was shared with the Senior Leadership Team on 24 May 2016. Mandatory E&D objective introduced for all the Senior Leadership Team as part of the performance management process which is 'to promote equality, diversity and inclusion in the CMA, including through committing to take actions under the Senior Leadership Diversity Pledge'. The</p>	<p>Making the CMA a more inclusive organisation will need to be a collective effort and we our aim is to encourage the Board and Panel members to consider what else they would like to do to promote diversity within the CMA. This can include showing commitment to the Senior Leadership Diversity Pledge through volunteering to act as a mentor or engaging in reverse mentoring, supporting the E&D Group</p>

Action	Measure	Activity since plan	Planned activity
		<p>Senior Leadership Team members have also been encouraged to take on an 'extra mile' activity to support diversity which could include speaker events, outreach activities etc. These activities will be monitored through performance management and future progress reports.</p>	<p>with its current activities or providing advice on any gaps that we should consider.</p>
<p>All staff are required to undertake the mandatory equality and diversity course on Civil Service Learning every four years.</p> <p>This training is mandatory for new joiners and is promoted on the CMA Corporate induction, CMA Essentials. For managers it is promoted in the management induction checklist.</p>	<p>Monitor compliance with e-learning and report to the Learning Governance Board and in the annual review of this scheme on the percentage of staff who have undertaken the course.</p>	<p>One of the Senior Leadership Diversity Pledge requirements is for all of the Senior Leadership Team members to complete the Civil Service Learning online unconscious bias training.</p> <p>The E&D Group commissioned dedicated training for CMA staff on unconscious bias, which was delivered to SLT on 24</p>	<p>Ongoing activity</p> <p>Continue to monitor compliance.</p>

Action	Measure	Activity since plan	Planned activity
		<p>May 2016 and to all staff on 22 July 2016.</p> <p>The Executive Committee felt it was important for all senior leaders within the CMA to complete the unconscious bias training and we, therefore, invited the Board and all panel members to complete this online training. Board and Panel Members were sent a link to the online unconscious bias training and asked to complete it. A number also attended the all staff training event in July 2016.</p>	
<p>Review the CMALive equality and diversity section and enhance it with links to useful materials, training and groups.</p>	<p>CMALive is refreshed and kept up to date.</p>	<p>The E&D Group updated the E&D pages on CMALive and shared details of the E&D Group members. The pages include details of the group's terms of reference,</p>	<p>Ongoing activity</p>

Action	Measure	Activity since plan	Planned activity
		<p>projects they are involved in and useful links for staff on E&D networks across the Civil Service to raise awareness of the work that the group is involved in and to make staff aware of who they can approach if they have a particular issue in relation to E&D.</p>	

Diversity data

The E&D Group has reviewed the diversity data captured on CMA Direct which is a combination of self-declarations by our staff and diversity monitoring data from all staff joining the CMA, to ensure that we have a clear picture of the diversity breakdown for CMA staff. This review showed that the majority of staff have declared their diversity status with a 100% declaration rate for gender, working pattern and age. However, a small number of staff have yet to declare their ethnicity, disability or sexual orientation.

The current diversity data highlights that the CMA needs to do more to improve its BME and disability statistics at SCS level, as this is below the Civil Service averages. For BME the CMA data shows that 2.65% of SCS staff have declared their ethnicity compared with 4.10% across the wider Civil Service. Likewise, for disability we currently have 1.33% of SCS staff who are disabled compared with 3.20% across the Civil Service.

The performance management data for 2015/2016 highlighted that fewer BME staff were given an 'exceeded' rating compared to those in the white ethnicity group. The E&D group will assess this under representation and consider the positive steps that can be taken to enhance it.

The following table shows the diversity of staff by grade and business area for the CMA (compared to the Civil Service benchmark – Q2 2016-17):

Diversity by area ¹ – (where data has been provided)									
All Staff	CMA	Civil Service	Corporate Services	Mergers & SRU	Cartels	LS	PI	OCEA	CCMG
M	52.52%	45.90%	44.44%	62.70%	52.21%	42.58%	47.92%	45.78%	71.43%
F	47.48%	54.10%	55.56%	37.30%	47.79%	57.42%	52.08%	54.22%	42.55%
P/T	13.93%	25%	13.26%	5.95%	6.62%	25.84%	31.25%	7.23%	15.37%
BME	16.95%	10.60%	26.88%	15.68%	19.12%	6.22%	31.25%	12.05%	15.22%
Disability	4.24%	8.90%	4.66%	0.00%	5.15%	2.87%	6.25%	7.23%	4.81%
Sexual Orientation	4.41%	N/A	8.24%	4.86%	3.31%	3.83%	0.00%	3.61%	3.73%
SCS	CMA	Civil Service	Corporate Services	Mergers & SRU	Cartels	LS	PI	OCEA	CCMG
M	61.50%	61.4%	34.62%	66.67%	57.14%	73.33%	100.00%	66.67%	60.58%
F	38.50%	38.6%	65.38%	33.33%	42.86%	26.67%	0.00%	33.33%	39.42%
P/T	21.24%	N/A	23.08%	20.00%	14.29%	33.33%	0.00%	0.00%	20.19%
BME	2.65%	4.10%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	2.88%
Disability	1.33%	3.20%	11.54%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Sexual Orientation	6.64%	N/A	11.54%	20.00%	0.00%	13.33%	0.00%	0.00%	2.88%

¹ Diversity data as per the CMA Workforce Dashboard (Q2 – 1 July-30 September 2016)

Non SCS	CMA	Civil Service	Corporate Services	Mergers & SRU	Cartels	LS	PI	OCEA	CCMG
M	51.17%	48.8%	45.45%	62.35%	51.79%	34.15%	44.44%	43.24%	56.85%
F	42.82%	51.2%	54.55%	37.65%	48.21%	65.85%	55.56%	56.76%	43.15%
P/T	12.83%	N/A	12.25%	4.71%	5.98%	23.78%	33.33%	8.11%	14.44%
BME	19.10%	10.07%	29.64%	15.29%	20.72%	7.93%	33.33%	13.51%	17.59%
Disability	4.68%	8.32%	3.95%	0.00%	5.58%	3.66%	6.67%	8.11%	5.74%
Sexual Orientation	4.07%	N/A	7.91%	3.53%	3.59%	1.22%	0.00%	4.05%	6.84%