



**HM Revenue
& Customs**

**HMRC Gender Equality
Scheme**

**Annual Progress Report
May 2009 to April 2010**

Introduction

HM Revenue & Customs (HMRC) is committed to meeting our responsibilities under the Sex Discrimination Act 1975 as amended by the Equality Act 2006 by working towards the elimination of all unlawful discrimination and harassment and by promoting equality of opportunity between men and women. The introduction of the Gender Equality Duty and subsequent publication of the HMRC Gender Equality Scheme (GES) was viewed positively within the Department and the requirement to produce a monitoring report is welcomed as a means to take stock of our stated objectives and achievements. This is the third year of our GES. We have reviewed, updated and published the GES to show how we will make progress in gender equality. This work will be continued in HMRC's plans under the Single Equality Act which comes into force in October 2010.

Achieving Gender Equality, Diversity and Inclusion within the workplace is beneficial to business, good for employees and good for society. Opportunity Now has identified that organisations which take steps to improve their Gender Equality, Diversity and Inclusion, show improvements in business effectiveness, reduced running costs, and improved relations with employees and customers. The most successful organisations in this field take a holistic approach, incorporating Gender Equality, Diversity and Inclusion at the heart of everything that they do so that it becomes a part of the culture. The HMRC Diversity and Inclusion Strategy for 2008 to 11 (available on the HMRC website at [HMRC's diversity and inclusion strategy for the workplace - high level summary](#)) commitments to promote equality and diversity, tackle disadvantage, and build cohesive and sustainable communities.

The Strategy aims to improve the way we treat each other within HMRC and also to help us to have a closer and more effective relationship with our customers, so that we can understand and respond positively to their needs in the way we deliver our services. The Strategy provides a vision for the Department as a whole, as well as setting out our commitment and goals for:

- Senior Civil Service
- All managers, and
- All staff.

The aim of the Strategy is to engage with the organisation on the issue of diversity and to embed it in thinking and action at every level, so that it becomes part of everything we do.

A summary of progress in the key areas stated in our GES is as follows and progress against the whole action plan is at Annex A.

HMRC priorities on Gender Equality – progress to date

HMRC and its Customers

Pay As You Earn – multiple employment cases

What we promised to do - to examine our processes and procedures for issuing tax codes to individuals who have more than one Pay As You Earn (PAYE) source of income.

What we have done so far - The new 'PAYE Service' was launched in June 2009. PAYE tax codes are now issued automatically at the start of each employment. This will reduce the number of coding errors (thus the customer will pay the right amount of tax at the right time) for future years and means that PAYE records are held in one place for each customer. This also means that customers only deal with one HMRC office to discuss their tax affairs rather than when using the previous PAYE system, individuals had to contact a number of offices that dealt with their various employments, thus providing a better customer service. Statistically, more women tend to have more than one PAYE job than men.

Quality

What we promised to do - Examine quality results and issues, taking account of existing and future reports and the impact on customers from a gender perspective.

What we have done so far - Customer Contact Directorate worked with Enquiry Centres on proposals to improve the current monitoring system by developing a process for requesting a range of diversity data from visitors to Enquiry Centres who are identified as migrant workers. HMRC recognises that migrant workers are an important customer group and that, although they are often willing to engage with us, they may face barriers. For this reason HMRC has developed clear and concise guidance for migrant workers coming into the UK. The information is available on the HMRC website and gives a brief overview of the main HMRC-related topics for working in the UK with signposts to further information. Topics covered include: Tax and National Insurance, Working Tax Credits, National Minimum Wage, registering as self-employed, Self-Assessment, working in the construction industry, VAT, selling alcohol, Custom duties and tax, and Excise Duty. The information is available in English, Bulgarian, Czech, Lithuanian, Polish, Portuguese, Russian and Slovakian.

Procurement and Supply

What we promised to do - Develop a more robust approach and resulting policy when seeking tenders from external parties, ensuring the gender equality credentials of those tendering for work from us are impeccable. We need to have effective monitoring processes to ensure conformity with the Gender Equality Duty.

What we have done so far – We are committed to:-

- revising standard terms and conditions for contracting out service to include information about the Sex Discrimination Act (SDA) and the Equal Pay Act 1970 (EqPA);
- ensuring that relevant government guidance on social or equality issues in procurement is considered;
- including a requirement in every contract that the contractor must comply with the anti-discrimination provisions of the equality legislation, the EqPA and HMRC's own equality policies;
- where relevant, specifying what evidence the contractor may need to gather to demonstrate compliance with the general or specific duties of the Gender Equality Duty and HMRC's equality policies
- ensuring that gender equality is reflected appropriately in the specification, selection and award criteria, and the contract conditions, in a way which is consistent with EC and UK procurement rules;
- verifying that contractors fully understand any gender equality requirements of the contract;
- monitoring performance of gender equality, where relevant to the contract; and
- providing training for all staff involved in procurement work so that they fully understand the provisions of the SDA and EqPA and the relevance of the gender equality duty to their area of work.

To enable us to monitor our suppliers more accurately in September 2009 HMRC launched the pilot of CAESER (Corporate Assessment of Environmental, Social and Economic Responsibility), a software evaluation tool which verifies the diversity and equality policies and practices of our suppliers from the tendering process through to the time when the contract expires.

Our main suppliers were asked to support HMRC's equality objectives by completing the self-assessment thereby benchmarking their business practices. HMRC then looked at the self assessments and provided guidance for our suppliers to improve in any areas where necessary. Following this HMRC will be tracking the actions our suppliers are taking in relation to the recommendations to improve. CAESER has now been adopted by several other public sector organisations.

Customer Focus

What we promised to do - to understand our customers and ensure that our services respond to their behaviours, expectations and different needs

What we have done so far -:

Outreach Events - Benefits & Credits (B&C) business area delivered a programme of customer outreach events. These face to face events were with customers and potential customers to inform, educate and support with claiming Child Benefits and Tax Credits. Research from customer immersion sessions informed the project with what our customers wanted (that is, to speak to us face to face in venues that they were able to easily attend). To facilitate this, the events were held in venues such as supermarkets and community centres. Mixed gender Outreach Volunteers were

allocated proportionately at these events to reflect the expected audience. B&C have also introduced a Customer Experience Team to develop knowledge/insight into customer experiences and to take forward appropriate actions.

Community Involvement Programme – HMRC has an active community involvement programme that focuses on helping our customers, particularly those living in deprived areas. Gender targeted assistance has included: our Tax Credits employees attending ‘Bump and Beyond’ days to provide advice and information on tax credits, Child Benefit, the Health in Pregnancy Grant (HiPG) and the Child Trust Fund to new and expectant mums; and staff from our Preston office and Nottingham campus leading a drive to gather items such as toys, cooking utensils and clothing for donation to local women’s refuges.

Driving forward Equality Impact Assessment (EQIA) activities in B&C – Assessors have been identified within Exchequer Losses (Error & Fraud), and this team will be responsible for EQIA’s connected to Error and fraud. Further work continues with People Function Team (CRD&W) in ensuring EQIA are considered and completed. An EQIA briefing session was delivered to Senior Managers, Officers and above in the first quarter of 2010. No information has been received to indicate any impact on compliance policies from a gender perspective.

HMRC as an employer

What we promised to do - Remove barriers to the employment, development and advancement of staff that use alternative working patterns and/or have dependants

What we have done so far:-

Childcare vouchers – HMRC runs a salary sacrifice childcare voucher scheme whereby staff can sacrifice up to £243 per month to buy childcare vouchers. This sacrifice can save participating staff up to £1,195 per year by not having to pay Income Tax and National Insurance on the amount of salary they have sacrificed. The scheme is now in its third year and staff participation is continuously increasing despite a reducing workforce. We have renegotiated our contract and made savings in the cost of the service charge we pay for this scheme. Due to a change in legislation, we have set up a process to ensure that those who are entitled to childcare vouchers provided by HMRC whilst on maternity leave receive them at the correct time.

Carers’ Staff Network – Following last year’s project researching into Carers Staff Networks HMRC made the decision to create its own Carers Staff Network. The Carers’ Network, which Steve Lamey, Director General, Benefits and Credits and HMRC’s Carers Champion, was set up to help employees with carer responsibilities maintain a healthy balance between their work and caring responsibilities and was launched to coincide with Carers’ Day on 4 December 2009. The majority of members are women and the network aims to:-

- provide advice, information and support to employees with caring responsibilities and their managers
- promote understanding of the pressures that carers can face
- reduce the sense of isolation experienced by some carers

- raise awareness of the barriers that carers face within society and the workplace
- contribute to the development of an inclusive and accepting organisation, helping to create a 'carer friendly' environment that recognises and values all staff; and
- help build and maintain HMRC's reputation as an employer of choice

A new web page for the Network was launched on the same day. This provides information on what is available to staff in respect of caring and where the information is located along with how to access awareness training in our online learning facility. The page also lists some external organisations and how to contact them. There is a message from the Carers Network Champion Steve Lamey, Director General Benefits and Credits and ExCom member saying that by raising awareness of carers' issues and engendering mutual respect and understanding, HMRC can take a step along the path towards a truly carer-friendly culture. The Network currently has 190 members and membership is increasing monthly.

Working Fathers – Over 400 fathers in Enforcement & Compliance (E&C) have taken part in a research project looking at the needs and aspirations of working fathers – to see how working fathers juggle their home and work responsibilities and the impact this has on them. E&C took part in this project on behalf of the Department and the research, which also involved a number of other organisations, was carried out by the business psychologists Robertson Cooper, on behalf of the charity 'Working Families' and Lancaster University. In total, 572 HMRC fathers expressed an interest in the survey and 428 actually took part, giving a very healthy response rate of over 74 per cent. This level of response will give a good idea of any impacts fathers in HMRC are feeling. This is a two year project with an interim report due later this year.

Additional Gender Equality Initiatives

HMRC has been active in progressing gender related activity across HMRC. With the support of the Gender Champion, Bernadette Kenny, and the Transgender Champion, Mike Eland, HMRC has listened to and addressed various concerns raised by our gender and transgender staff networks, monitoring and analysing feedback from employee surveys and customers. Outcomes from this have informed development of gender plans.

Bernadette Kenny, Director General Personal Tax and Mike Eland, Director General Enforcement and Compliance, are very proactive in supporting and promoting gender and transgender issues across HMRC. Bernadette is a keen supporter of our Senior Women's Networks and sits on the Board of Opportunity Now. Her commitment to gender equality was recognised in 2009 when she was a finalist in the Champion's Award category of the 2009 Opportunity Now awards.

Mike Eland provides resource for the cross-government transgender group (this is a Civil Service wide network for people who change gender or want to change gender on a permanent basis, or who are intersex and also includes friends who need or can give help and information) and has sponsored a number of joint ventures with

the Lesbian, Gay & Bisexual (LGB) network. These include: a LGB & Transgender conference; a booklet on the history of LGB & Transgender equality in HMRC and its former departments; and a publication to help LGB & Transgender customers understand how their personal circumstances relate to their tax, National Insurance and Child Benefit obligations.

Transgender - HMRC again participated in the annual Trans Equality Index gaining sixth place. We also partially fund a post for the Chair of the Civil Service Transgender Network a:gender.

Our **Transgender Network** has 49 members. During 2009-10 an online Community of Interest (COI) was developed and piloted. This allows genuine networking opportunities between all the members of the network and has been very successful in helping to reduce the feelings of isolation that transgender people can experience in the workplace as it allows people who wish to retain their privacy about their gender status to participate in the COI anonymously if they wish. The success of this forum means that it will be rolled out to HMRC's other diversity networks in 2010-11. HMRC's gender reassignment absence policy has been found by those using it to be of benefit to them and their managers and other Government Departments have used/adapted it for their own use after a:gender took it on board as best practice. A new awareness learning product was introduced with input from the Transgender Staff Network and this is now part of the staff induction product for Diversity. Our Equality Impact assessment (EQIA) guidance includes indicators for transgender staff and these have been amended to ensure that the requirements of the 2006 Equality Act are fully covered regarding our actions for trans people. This is covered by the list of indicators for trans people and the work was completed with input from our transgender network. This guidance has been put to other government departments by a:gender as best practice.

HMRC's Gender Employee Network – This is open to all employees, with a membership of 236 employees, and has over the last few years engendered a number of sub networks. These include a Senior Women's Network (SWN), a Very, Very Senior Women's Network, and a Black, Asian and Minority Ethnic (BAME) Women's Network.

HMRC's Senior Women's Network – This is a network for senior women and those aspiring to progress to senior roles in HMRC. In April 2010 HMRC's Senior Women's Network (SWN) won the Opportunity Now Award 2010 for Advancing Women in the Workplace. Opportunity Now, which recognises employers committed to creating an inclusive workplace for women, praised HMRC's Senior Women's Network for the work they have done to support increasing the number of women working at senior grades. The Network has helped to increase the number of women in HMRC in the senior roles from 28 per cent in 2007-08 to 32 per cent in 2009-10. The Network has over 500 members and is very active in providing information, developmental opportunities and role models for its members, through a dedicated page on HMRC's intranet and regular newsletters. It has also supported the development of locally-based networks for HMRC women in different business and geographical areas. The SWN runs a programme of mentoring with 100 mentor/mentee pairs from grades Assistant Officer (AO) to Senior Civil Service (SCS) having been matched geographically but from different business areas. Regional mentoring co-ordinators have been appointed to be responsible for the day to day running of the scheme in

their geographical area. There are also workshops where very senior men and women advise on how they made it to their positions and encourage others to take every opportunity they can to develop themselves.

An offshoot of the SWN is the Charity, Assets and Residence (CAR) women's network which has been running for six months and is open to all female staff members in CAR Nottingham. The groups aim to create a mutually supportive network that makes the most of coaching, mentoring and learning opportunities and that enables them to develop themselves personally and professionally so that they might make a difference in CAR and contribute more to HMRC's business and transformation. The group has held three events so far and the content has included:-

- Guest speakers talking about their experiences in HMRC and how this shaped their careers. The speakers came from senior management within CAR, People Function and Trade Union Side.
- Continued the theme of guest speakers talking about how their career choices in HMRC have shaped their career. The speakers came from senior management in CAR, a front line manager, and a speaker from the Cabinet Office. CAR's Deputy Director also talked about talent management in CAR.
- Confidence boosting seminar facilitated as a learning workshop by a People Function trainer.

Senior and Aspiring Women – This network is for senior and aspiring women across government departments. HMRC led the way in establishing a network for 'Senior and Aspiring Women' in the West Midlands as part of the Civil Service in the English Regions (CSER) project which was launched on January 2010. A steering group has been set up and they will be taking forward issues like cross government mentoring and better use of virtual networks.

BAME Network for Women - This is the first network to focus on BAME women in Central Government Departments and has recently been short-listed for the 2010 Race for Opportunity Employee Network Award. It was launched in December 2009 and aims to encourage BAME women to develop the skills, knowledge and confidence to progress within HMRC and achieve their potential. This, in turn, will help us to deliver a better, more informed service to our very diverse customer base. Through a range of activities, for example, work-shadowing, mentoring, workshops, role models and reverse mentoring of senior staff by BAME women, the network is developing confident women who are able to recognise and take advantage of opportunities and career progression paths.

Monitoring – HMRC is increasingly extending its diversity monitoring and analysis to examine the relationship between the different diversity strands. HMRC monitors many of its HR functions for gender equality including: representation, performance appraisals, appointments and promotions, development programmes, pay and grievances.

- **Gender** - Women are well represented in HMRC as a whole, comprising 59 per cent of the workforce, compared to 45 per cent of the UK economically active population. However, they are under-represented at HO grade and above. HMRC's progress in this from 1 January 2007 to 1 June 2010 is shown in Annex B. Although we have also set ourselves a target of 35 per cent of

- **Age** - We have analysed the age diversity of men and women in HMRC and, through our Age and Carers' Networks, we will be exploring and seeking to address the issues and barriers which people can face at different times in their lives.
- **Performance Appraisal** – HMRC has analysed its performance appraisal box marking for 2009-10 and there are no apparent discrepancies between male and female assessments.
- **Joiners and Appointments** - Whilst HMRC still needs to see more women in our top jobs, in 2009-10 180 women joined HMRC compared with 112 men. The number of people promoted was also weighted towards women, with 563 progressing to higher grades compared with 497 men. This trend continues with our National Talent Pool, which identifies employees with the potential to reach the SCS and has a gender breakdown of 46 per cent men and 54 per cent women.
- **Tax Professionalism Programme** - HMRC monitors its employee development and professionalism programmes to identify and address any barriers or gender inequalities. This includes monitoring applicants and successful appointees to our Tax Professionalism Programmes, which form an important element of employee development and are key to our service delivery. The gender split from the 2010 Programmes is as follows:-
 - Tax Professional Development Programme (Applicants from TPDP2009 reserve list): applicants 27 per cent female and 73 per cent male with 50 per cent female and 50 per cent males being appointed
 - Accelerated Tax Professional Development Programme: applicants 37 per cent female and 63 per cent male with 39 per cent female and 61 per cent males being appointed
 - Business Driven Development Programme (Figures for 'Appointed' based on places allocated to date): applicants 47 per cent female and 43 per cent male and 37 per cent female and 63 per cent males appointed

We will continue to monitor carefully the applicants and those who are appointed and complete these Programmes. As an alternative to the Tax Professional Development Programme, we are promoting the 'career tax professional' route. This means that everyone has access to the same quality training material but those not on a development programme can, with the support of their manager, train at their own pace. This makes it much easier for people with caring responsibilities and those with alternative working patterns to work as tax professionals.

- **Grievances** - Of the grievances brought within HMRC last year, 52 per cent were from women and 48 per cent from men. The reasons for diversity-related grievances are being analysed to identify issues and problem areas, which will be addressed proactively for the future.

Equality Impact Assessments (EQIA) - We have a rolling programme of EQIAs to assess and ensure gender equality in existing policies and new policies and change programmes. HMRC's progress to March 2009 and future action plan can be found on the internet at [HMRC Equality Impact Assessments](#).

Pan-Civil Service Job Share Notice Board - HMRC participates in the Pan-Civil Service Job Share Notice Board. This enables civil servants who wish to job-share to find other people in a similar position and then apply for jobs together. It will help to facilitate an increase in job sharing across the Civil Service, with the benefits of enhancing the work-life balance and career progression of participants (for example, women, parents and carers, part-time workers and disabled staff) and broadening the diversity of the Civil Service.

Project with the University of Cambridge Centre for Business Studies - HMRC has participated in a research project with the University of Cambridge Centre for Business Studies. This looked at gender equality in employment and the extent to which organisations believe it is in their best interests to adopt progressive Human Resource practices in relation to gender equality, as well as the outside pressures on them to engage with this agenda from owners, customers, employees and legislation. The findings are due to be published later this year.

Criminal Investigations Team - When Compliance Operations formed, a new pilot team called Criminal Investigations staff were required to attend meetings/interviews/residential course etc. The EQIA process identified caring issues so mitigation was put in place. Adequate notice when arranging residential training courses was given and, where possible, provided an alternative to residential training. Also where possible, meetings were timed around the school day. Extra travel and childcare expenses were reimbursed where appropriate.

Attendance and Wellbeing Team - The Attendance & Wellbeing team in Benefits and Credits hold case conferences with jobholders and their managers to support them in attending work. Women are predominantly primary carers and may have increased restrictions on the times they can attend, therefore the conferences are arranged to accommodate this.

Talent Pools - Charity, Assets and Residence Business (CAR) ran two local talent pools (AA-SO and G6/7) which were analysed to look at gender balance. 3.3 per cent of all AA-SO males working in CAR were identified as having exceptional potential and are in the talent pool. 3.1 per cent of all CAR AA-SO women are on the same pool. 12.9 per cent of Female SO's are identified and placed in the talent pool while only 11.4 of SO males made the pool. The pattern escalates in the G6/7 talent pool where 19.11 per cent of female G6/7's in CAR are identified as having SCS potential and are being developed via the talent pool. The male equivalent is 9.4 per cent. The results show real evidence of equality within the pools. It also demonstrates that senior (SCS) leadership potential is being identified and actively developed in the Directorate.

Restriction to increase hours - Benefits & Credits selection & appointment team is researching the impact of the Department's policy to restrict increase in hours.

HMRC Enterprise Resource Planning (ERP) figures show that:

- 66 per cent of the B&C workforce are female
- 86 per cent of B&C Part time staff are female

An initial EQIA has been completed and is being monitored. A questionnaire has been issued to staff and findings regarding gender issues will be used to inform the EQIA process.

Workforce Management Programme

The following key activities have been undertaken within the Workforce Management Programme:-

- From 1 May 2009 to the launch of Phase 2 (127 offices for closure in 2010-11 and voluntary release schemes offered for around 1,700 staff) in January 2010, Implementation Teams were responsible for finding solutions for staff who couldn't move with their business and negotiated local management solutions for small groups of people .Twenty nine staff were moved permanently under this process.
- During the launch of Business Workforce Change (BWFC) Phase 2 the team considered and approved many cases where a 'change of circumstances' resulted in someone being made surplus to take advantage of Compulsory Early Retirement, Compulsory Early Severance or conversely to remove their surplus status. Everyone's personal situation was carefully reviewed; including caring responsibilities, working pattern, etc. to ensure their true status could be established.
- The 'Redeployment Discussion' process was introduced for surplus staff located in Phase 2 buildings to ensure the latest personal circumstances were taken into account when considering individuals' ability (and appetite) to move to a strategic location. Managers met with the individuals affected and options were considered in line with what was reasonable for that person, taking on board equality-related issues, keeping records of the discussions and using this to assess the impact on these staff and explore what action could be taken to mitigate any impacts (for example, Other Government Departments, redeployment, moving into other business units).
- The Equality Impact Assessment process continued throughout 2009-10. An updated report is due to be published in July 2010 which emphasises that within the Workforce Management Programme extensive efforts are made to implement a fair and consistent redeployment policy, including:-
 - Accommodation provided and work fed back to staff who could not move
 - Flexible working arrangements to assist in relocation to another office
 - No staff forced to move outside reasonable daily travel from their home
 - No compulsory redundancy as a direct result of an office closure.

Equal Pay – bridging the Gender Pay gap

In 2009 HMRC undertook a mini pay review at the request of the Trade Unions. The results are summarised here:

- There appears to be statistically significant differences in base pay for gender and ethnicity. In particular this affects London and National pay quartiles for grade 7 and grade 6 staff. We believe that these differences can be accounted for by differences in length of service between the groups.
- There is a higher proportion of female staff in the administrative grades (AA and AO) and a higher proportion of male staff in the senior grades (G7 and G6). Similarly, there is a higher proportion of part time staff in the administrative grades (AA and AO) and a higher proportion of full time staff in the senior grades (G7 and G6).
- The previous Equal Pay review highlighted a difference between the average recognition bonus scheme payments to male and female staff at Senior Officer (SO) and G6 level. We have updated the analysis, and the problem identified appears to be a transient issue rather than a systematic problem. We will return to this issue again in the 2010 review to ensure that the problem has not re-appeared. This review has identified a small number of higher payments made to a small number of staff which skewed the averages that is, payment above £1,000 limit. These were exceptional circumstances cases and business case for approval had been made to central People Function team responsible for the scheme.
- HMRC currently lacks data on how long people have served in their current grade. This is an issue dating back to the merger, and as a result of this People Function have commissioned ASPIRE, HMRC's IT experts, to assess what data are available and to put procedures in place in the electronic HR system to ensure that this data set is captured in future. In the mean time, a modelling approach has been developed which gives an indication of likely length of service, and this has been used here.

Conclusion

HMRC continues to take its obligations seriously under the Gender Equality Duty. We recognise that, although we have made good progress in addressing many issues, there still remains much to be done. In taking this forward we have published our GES for 2010 to 2013 and are already making headway to introduce HMRC's single equality scheme next year.

We have continued to introduce initiatives that will have a positive impact on our gender diversity agenda and we will continue to work to develop these initiatives and others over the coming months which will enhance and complement the Gender Diversity agenda within HMRC.

Annex A

HMRC Gender Equality Scheme Action Plan

Task/Activity	Evidence of Achievement	Lead Responsibility	Risks	Progress
A. Consultation and Involvement				
A1. Continue to seek feedback on gender equality issues from staff and customers	Feedback from staff received	All Business Units	No feedback received – scheme becomes unrepresentative	Consultation with relevant external bodies and the Gender Staff Network is integral to our Equality Impact Assessment process. Benefits and Credits (B&C) have delivered a programme of outreach events in venues such as supermarkets and community centres after feedback saying customers wanted to speak face to face in easily accessible venues. Customer Contact Directorate (CCD) has set up a Diversity Network Group to discuss diversity in their work area. This includes a gender representative. They also have their own diversity pages on the Intranet where they publicise diversity information and good news stories.
A2. Poster campaign in public areas to invite feedback from external customers	Posters in public areas throughout HMRC & response from customers	Corporate Responsibility, Diversity & Wellbeing Team (CRD&W)/ Customer Contact Directorate (CCD)	No feedback received – scheme becomes unrepresentative	As there are three different schemes this is not easily facilitated so this will be looked at under the Single Equality Scheme.

A3. Support Gender Network Co-ordinator who will continue to act as a conduit for staff feedback and consultation	Feedback from staff network members	CRD&W	Barriers for men and women not identified and opportunities for improvements missed	Network Co-ordinator and CRDW Team in regular contact. Also regular meetings with other staff network co-ordinators to ensure consistency.
A4. Continue to work with external customer forums	Feedback from customers received	CRD&W / Individuals Customer Unit (ICD)	No feedback received from forums– scheme becomes unrepresentative	Teams in touch with external customer forums for advice on policy and improvements. ICD considering which underrepresented groups to target
A5. Continue to use feedback from customer surveys and similar exercises to inform policy development	Policies take account of different needs of men and women	Central Policy/ ICD/ Knowledge, Analysis and Intelligence (KAI)	Low volumes of feedback = scheme unrepresentative. Expectations not well managed	Charities, Assets and Residence (CAR) used customer survey to help shape services available. Tax Credit Office used local community links to target vulnerable customers. ICD continue to use customer surveys to inform business on which groups to target
B. Staff-focused issues				
B1. Continue to monitor pay arrangements to ensure equal treatment for men and women	Pay review data shows that men and women treated equally	People Function (PF)	Breach of legislation	A mini pay review took place in 2009. Please see Equal Pay – bridging the Gender Pay gap in main report for summary of outcomes.
B2. Refine recruitment and advancement policies to ensure equal opportunity for all qualified staff	Stats show people recruited and promoted in line with representation	PF	Breach of legislation	This has been cancelled due to Next Generation HR which is a cross government department project for HR, recruitment being one of the first processes considered. For now business areas are ensuring that all vacancy sifters are trained in diversity, including gender awareness and developmental opportunities (projects, Spring School, Prince's Trust, and Young Enterprise Volunteers etc) are open to all.

B3. Examine the provision of opportunities for learning to ensure equal opportunity	Learning arrangements address different needs	PF	Breach of legislation	Learning Delivery activities were equality screened. All staff networks invited to comment; none did. A full impact assessment was not deemed necessary.
B4. Undertake work to ensure the dignity and privacy of transgender staff is not compromised by our policies.	Surveys show transgender staff believe they are treated fairly	CRD&W	Breach of legislation. Staff not 'cared for'	CRDW Team in regular contact with Network Co-ordinator who is also heavily involved in a:gender. Transgender issues are now fully covered in our EQIA process. HMRC has gained 6 th place in the Transgender Equality Index and our guidance on Gender Reassignment Absence is being used as best practice for other Government departments. One business area has set up a People Engagement Group (PEG) and they have been raising awareness of transgender people and trans issues
B5. Continue to monitor staff survey and exit questionnaires and consider emerging gender specific equality issues	Questionnaires analysed and trends/barriers addressed	PF/ Communication & Marketing (CaM)/ CRD&W	Opportunities for improvement not identified	There has only been a 15 per cent take up of exit questionnaires so any emerging gender issues are not reliable. Work has commenced on improving the leaver's guidance to encourage completion of the questionnaire. New guidance to be published later this year. All business areas are compiling plans to improve the results of the last staff survey.
B6. Continue work to develop staff in order to meet the Cabinet Office 10 - Point Plan	Staff gender data	PF	Targets not met. Workforce not representative of society	See stats at Annex B. Enforcement and Compliance ran a project to address the under representation of senior women. This is ongoing. CAR talents pools show progression to SCS feeder grades (see main body under HMRC as an 'Employer')

B7. Continue to deal with complaints on gender grounds efficiently	Complaints dealt with efficiently – timescales met and cases satisfactorily closed	PF/ CRD&W	Potential discrimination barriers in complaints process not identified	After a complaint that all staff were not being equally considered for temporary promotion posts one business area successfully implemented an expression of interest approach. Another business area has written a local policy document aimed at ensuring a consistent approach to dealing with requests for changes to hours/working patterns. This will compliment the Departmental guidance. Another area has an ongoing commitment to reduce travel for meetings and to take more account of childcare by arranging meetings at more convenient times and making better use of teleconferencing.
C. Customer-focused issues				
C1. Undertake work to ensure the dignity and privacy of transgender people is not compromised by our outward facing policies.	Trans people content with their interactions with HMRC	ICD/Policy	Breach of legislation; loss of confidence in HMRC by trans people.	New guidance on search of person for transgender staff and how to deal with transgender customers has now been published.
C2. Examine Quality results and issues, taking account of existing and future reports and the impact on customers from a gender perspective	Quality results improve	All customer-facing Business Units	Potential breach of legislation, sub-standard service to customers. Poor results from external validation exercises	Customer Contact Directorate (CCD) worked with Enquiry Centres and recognised that migrant workers often face barriers so they developed clear and concise guidance in several languages to assist migrant workers. See under 'Quality' in main body of report
C3. Consider the impact of our compliance policies from a gender perspective	Enforcement staff deal fairly with individuals – fewer complaints	All customer-facing Business Units	Potential breach of legislation	B & C have established a team to be responsible for EQIA's connected to Error and Fraud. No information received to indicate any impact on compliance policies from a gender perspective

C4. Develop better 'Customer Insight' to help identify particular needs of gender groups	Services and policies meet different needs	All customer-facing Business Units	Breach of legislation. Services do not meet needs of customers	B&C have introduced a Customer Experience Team to develop knowledge/insight and take forward appropriate actions. A Self Assessment and Claims Customer Focus Unit has been set up that focuses on ensuring HMRC deliver a service that meets the needs of our customers irrespective of gender
C5. Examine third-party feedback from external sources such as Adjudicator's Office and National Audit Office for any gender-specific equality issues	Feedback considered and used to inform policy-making	All customer-facing Business Units	Potential breach of legislation, sub-standard service and likely poor feedback in future Reports	Feedback collated on a database. Further analysis of data required to identify any specific gender equality issues
D. Procurement and supply				
D1. Examine our procurement and supply processes to ensure conformance with the Gender Equality Duty	Audit trail shows external suppliers vetted to ensure conformance	Commercial	Breach of legislation.	HMRC's Corporate Assessment of Environmental, Social and Economic Responsibility (CAESER) system is now in operation and all HMRC's top one third of suppliers have self assessed for diversity compliance. And guidance on where and how to improve has been issued where necessary. The remainder are due to be assessed by the end of May 2010. CAESER now being rolled out to other government departments
D2. Follow-up monitoring of suppliers	Reports held and action taken as required	Commercial	Breach of legislation.	Follow up monitoring is part of the CAESER system.

E Training and development				
E1. Review and update existing learning products for staff covering gender equality.	Relevant training available for staff	PF	Staff ill equipped to embrace gender diversity issues	New Gender Awareness training developed as online learning and included in Diversity Training package. Gender Network involved in production of package. Internal Audit is in the process of carrying out an EQIA of their professional training. Informal consultation has taken place and feedback is being incorporated into the EQIA.
E2. Launch new development programme	Programme launched and representation at higher levels improves	PF/ CRD&W	Failure to develop women, barriers not broken down	The Senior Women's Network (SWN) is a self help network to develop women. (see main body under 'Additional Equality Initiatives') for details. Women from the Black, Asian Minority Ethnic (BAME) Network are participating in mentoring run by Network for Black Professionals (NBP)
F Review of Gender Equality Scheme				
F1. Review our GES every three years and publish results	GES reviewed and results published	PF/ CRD&W/ All Business Units	Breach of legislation.	Reviewed GES published
F2. Consult staff and customers before publishing results	Staff and customers consulted	PF/CRD&W/ All Business Units	Breach of legislation.	GES currently being reviewed
F3. Consult with the Equal Opportunities Commission (or equivalent body) where appropriate and consider proposals that would enable progress on gender equality issues to be made	EOC (or equivalent) consulted as necessary – feedback used to progress issues	CRD&W/ All Business Units	Lack of consultation results in wrong approach taken to resolving gender equality issues	Consultation undertaken where appropriate

F4. Review gender objectives in annual review of Diversity Action Plan	Report covers gender areas	CRD&W	Failure to review risks not achieving desired outcome	Action ongoing. Reviewed GES published
F5. A statement concerning action that has been taken in line with the gender equality action plan will be published within the HMRC Annual Report	Statement appears within HMRC Annual Report	Executive Chairman's Office/ PF/ CRD&W	Breach of legislation, potentially poor publicity for department	A statement will be included in the 'HMRC Departmental Report 2009' due to be published later this year
F6. Publish details of Equality Impact Assessments (EQIA) carried out	Published on inter /intranet	All Business Units	Stakeholders unaware of EQIAs conducted and the emerging results	All full EQIA's are published on the internet as is our current plan and update reports.
G Complaints about the GES				
G1. Deal with complaints about the GES promptly and constructively	Complaints dealt with promptly	PF/CRD&W	Breach of legislation. Send out wrong signals about commitment to equality	No complaints received to date
G2. Use complaints as opportunities for improvement	Complaints used to inform policy	PF/CRD&W / All Business Units		N/A

Annex B

HMRC Staff in Post as at 1 June 2010

	Part Time	Total	% Of Part Timers	Diff from 1/1/07		Female	Male	Total	% Of Females	Diff from 1/1/07
SCS2 & Above	5	56	8.93%	5.33%		16	40	56	28.57%	3.57%
SCS1 & 1A	18	320	5.63%	0.83%		111	209	320	34.69%	5.39%
Grade 6	172	1193	14.42%	6.32%		400	793	1193	33.53%	5.61%
Grade 7	341	2457	13.88%	5.58%		956	1501	2457	38.91%	4.31%
Fast Stream	9	404	2.23%	-0.87%		156	248	404	38.61%	-5.59%
Senior Officer	432	3733	11.57%	5.77%		1468	2265	3733	39.32%	4.82%
Higher Officer	1695	9454	17.93%	6.23%		4283	5171	9454	45.30%	3.40%
Officer	4515	17449	25.88%	6.38%		10205	7244	17449	58.48%	3.28%
Admin Officer	11391	31571	36.08%	4.98%		20989	10582	31571	66.48%	0.38%
Admin Assistant	3781	9158	41.29%	7.39%		5979	3179	9158	65.29%	0.49%
Total	22359	75795	29.50%	5.10%		44563	31232	75795	58.79%	0.99%

The above table shows the position as at 1 June 2010 however HMRC is reducing its number of staff. The staff in post figure as at 1 January 2007 was 98,299 which is 22,502 more than at present