



The Insolvency
Service

Equality Data Report 2014 - 2016

Contents

	Page
<u>Foreword</u>	3
<u>Section 1: Executive summary</u>	4
<u>Section 2: Employee declaration rates</u>	6
<u>Section 3: Overall employee equality data</u>	7
3.1 Gender	7
3.2 Age	9
3.3 Ethnicity	10
3.4 Disability	11
3.4.1 Reasonable adjustments	11
3.5 Religion and belief	13
3.6 Sexual orientation	13
3.7 Gender reassignment	14
3.8 Pregnancy and maternity	14
<u>Section 4: Equality data by employment process</u>	14
4.1 Joiners and leavers	14
4.2 Disciplinary proceedings and grievances	15
4.3 Learning and development	15
4.4 Full/part-time working	16
4.5 Flexible working	17
<u>Section 5: Discrimination, harassment and bullying</u>	17
<u>Section 6: Methodology</u>	18

Foreword

When I was asked to write this forward, it started me to think about the purpose of this report. All public sector organisations are required by law to comply with equality duties under the Equality Act 2010 and to demonstrate that we are meeting this requirement. This report, for me, is not about following a legal compliance process, but what sits behind the data that we publish and how important and central diversity is to the delivery of our business.

I am pleased to say that we continue to maintain a diverse workforce with an increased representation of women, and our disability and minority ethnic representation are above the civil service average. The diversity of our people helps us to provide challenge to established points of view and ways of working so that we can arrive at better solutions that meet the needs of our customers and successfully achieve our objectives.

We have also worked hard over recent years to build a Senior Management Team from a diverse range of backgrounds who lead and are representative of our workforce and society. Our leaders are responsible for creating a diverse and inclusive work environment where employees feel valued and engaged, which will make us more effective in meeting the needs of our diverse customers.

There is still further work to be done. In particular, we need to create an environment and culture where our employees feel comfortable so that they can work to the best of their abilities. Our talent strategy has a key role to play in achieving this aim, attracting a diverse range of people to work for us and supporting all employees, regardless of background to achieve their potential. Our measure of success will be that we have an increasingly high performing, talented, fully engaged and committed workforce.

The Insolvency Service, in common with most organisations, faces a challenging few years ahead. In particular, we are looking to change our operating model and introduce new technology that will result in changes to our ways of working. The support of our employees will be fundamental to our success. Having a workforce that brings a wide range of experiences, ideas and backgrounds, and where people feel comfortable in communicating varying points of view will, I believe, continue to make our organisation a first class insolvency service.

Louise Alexander
Director of People and Capability

Section 1: Executive Summary

Introduction

This report demonstrates how the Insolvency Service is meeting its Public Sector Equality Duty under the Equality Act 2010. Monitoring the equality and diversity of our workforce also shows us the effect of our employment policies and processes, which enables us to identify areas where there may be differences between groups and where interventions may be required. This report covers a three year period between 01 April 2014 and 31 March 2016. Unless specified to the contrary, the data for each year is as at 31 March of the relevant year.

Headlines

- It is not a mandatory requirement for employees to provide data relating to their diversity, however, there is insufficient information in some areas to make meaningful analysis and therefore, work is currently ongoing to encourage employees to complete their diversity information on the HR/Payroll system, as this will help inform all our policy changes and help assess business impacts.
- The representation of women in the Insolvency Service (56.6%) is now comparable to Civil Service figure (54%¹). There are proportionately more women in the administrative grades (Bands A and B) than men (61.2%) and this representation has shown an upward trend over the three years covered in this report. There are proportionately more men than women (54.7%) in the higher grades (Bands C and D) and the proportionate representation has not changed significantly over the last three years.
- Over half of the Insolvency Service's workforce is aged over 40 years. Over the last 3 years this age group has increased from 60.9% in 2013/2014 to its current figure of 63.5% in 2015/16. This is not surprising as the Insolvency Service has been restructuring and reducing employee numbers since 2010/11 with limited recruitment, leading to a compression of the age profile of the workforce. As a result there has been a decrease in younger employees joining the Insolvency Service, whilst our existing workforce has aged. Equality impact assessments carried out for the various voluntary exit schemes (VES) run since 2010/2011 show that the post-VES workforce broadly reflects the pre-VES workforce, indicating that the exit schemes had no direct impact on any of the age groups.
- The representation of our BAME employees has reduced over the last 3 years from 14.9% to 14.3%. However, proportionately our representation remains higher than the Civil Service average (10.6%). BAME employees continue to remain under-represented in the higher grades (C and D), although there has been some improvement in representation at Band D.

¹ Figure as at 31/3/2015 – latest data published by ONS for civil service diversity

- Our representation of disabled employees (12.7% in March 2016) has remained relatively constant over the period of this report and continues to be above the civil service average (8.9%).
- Turnover of employees with a BAME background has decreased from 23% in 2014-15, but still appears high (16.1%).
- There is a relatively high rate of perceived discrimination, bullying and harassment (12% in 2015/16) which has remained constant over the last 3 years. There are a number of initiatives that will be introduced in the 2016-17 year to address this situation; including providing additional support to employees who believe they are experiencing these circumstances.
- There has been a decrease in part-time working since 2013/14 and 14.07% of our employees were working part-time as at 31 March 2016. Of those who work part-time, there are a high proportion of women (82.2% at March 2016) and this proportion has continually increased over the last year from a baseline of 79.9% at March 2014.
- Diversity analysis on learning and development opportunities has not been possible as it would result in disproportionate cost. Further consideration on how to capture and report on diversity information, particularly for locally run learning and development opportunities, will be given in the forthcoming year.

A Diversity Action plan has recently been approved by senior managers that replaces the Diversity Continuous Improvement plan which was introduced in 2014/15.

Our Diversity Action plan has the following aims:-

- To build an Insolvency Service workforce that is diverse and represents the customers and the public that we serve
- Help our employees to mainstream Diversity and Inclusion through training
- To create a workforce where all Insolvency Service employees are able to be themselves at work
- Put measures in place to support managers and employees to reduce sickness absence levels, improve management skills and provide the right level of support to employees
- Supporting employees who have caring responsibilities.
- Review accessibility issues for employees, stakeholders and customers with limited mobility across the Insolvency Service estate

To help promote and mainstream diversity and equality we have also introduced Diversity Champions who are members of our Senior Management Team.

In October 2014 The Civil Service Talent Action Plan was launched and updated in 2015 and 2016. This gave broad themes for achieving a vision of a diverse civil service utilising clear leadership and an open culture. Our priorities in this area have also been aligned to meet those of the civil service as a whole.

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

• **Section 2: Employee Declaration Rates**

The employee profile analysis is based on a headcount figure of 1,822 as at 31 March 2014, 1,553 as at 31 March 2015 and 1493 as at 31 March 2016 (all the relevant periods last from 1 April to 31 March), and unless otherwise stated, excludes temporary workers². Any actual figure of 5 and under will be represented by an asterix (*) to protect individuals from being identified. The Insolvency Service grading system is as follows:

Band A1	-	Administrative Assistant
Band A2	-	Administrative Officer
Band B1	-	Executive Officer
Band B2/B3	-	Higher Executive Officer
Band L	-	Insolvency Examiner
Band C	-	Senior Executive Officer
Band D	-	Grades 7 and 6
SCS	-	Senior Civil Servant

Table1: Employee Head Count						
	2014	2014	2015	2015	2016	2016
Grade	People in post (count)	People in post (%)	People in post (count)	People in post (%)	People in post (count)	People in post (%)
Band A	727	39.9	538	34.6	517	34.6
Band B	283	15.5	261	16.8	241	16.2
Band L	466	25.6	402	25.9	378	25.3
Band C	255	14.0	255	16.4	253	17
Band D	83	4.6	91	5.9	96	6.4
SCS	8	0.4	6	0.4	8	0.5
Total	1,822	100%	1,553	100%	1493	100%

In some areas, the declaration response is low – particularly in relation to sexual orientation (see Table 2). There have been issues with the data in connection to religion and belief where categories were amended and the data results have changed too significantly to be relied upon. This is primarily due to the capture of such equality data only comparatively recently being introduced into a central human

² Employees (includes all permanent and fixed term employees but not agency workers or consultants)

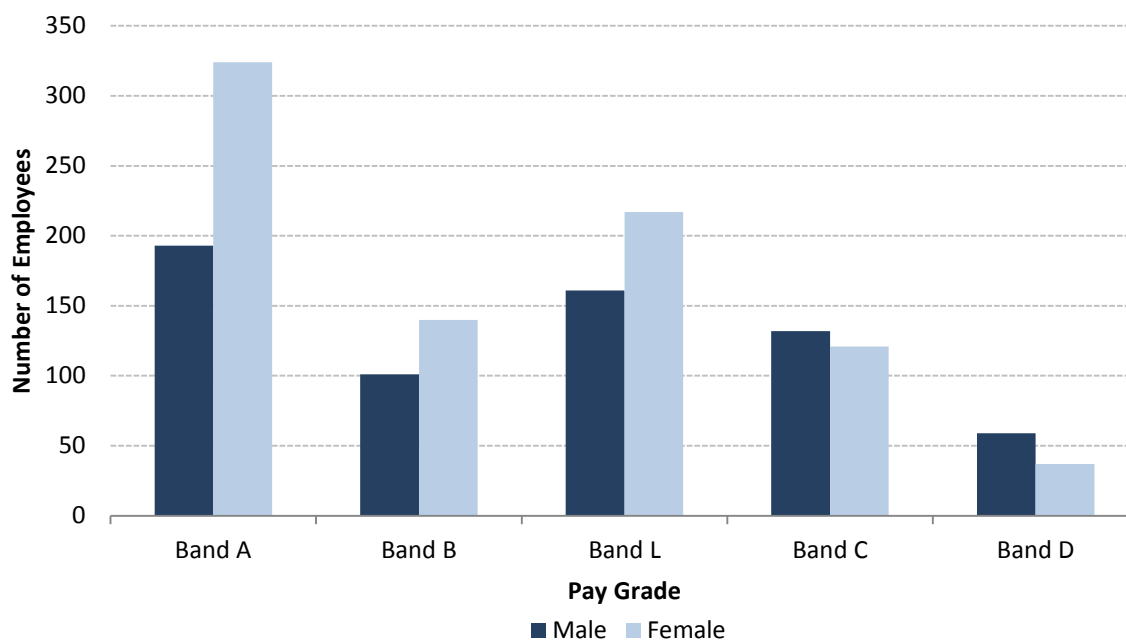
resources database, but also it is not mandatory for employees to complete this information.

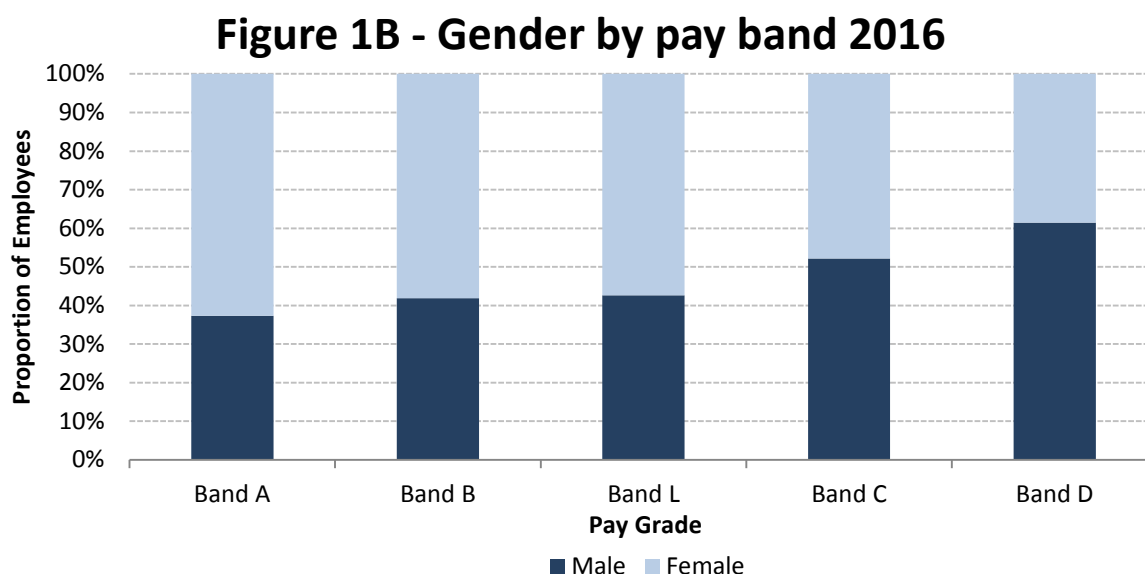
Table 2						
Equality Strand	Declaration Rate 31/03/14	% Declaration 31/03/14	Declaration Rate 31/03/15	% Declaration 31/03/15	Declaration Rate 31/03/16	% Declaration 31/03/16
Gender	1,822	100%	1553	100%	1493	100%
Age	1,822	100%	1553	100%	1493	100%
Ethnicity	1,105	60.6%	957	61.6%	917	61.4%
Disability	1,810	99.3%	1489	95.9%	1403	94%
Religion and Belief	820	45%	727	46.8%	717	48%
Sexual Orientation	502	27.6%	506	32.6%	505	33.8%

Section 3: Overall Employee Equality Data

3.1 Gender:

Figure 1A - Gender by pay band 2016





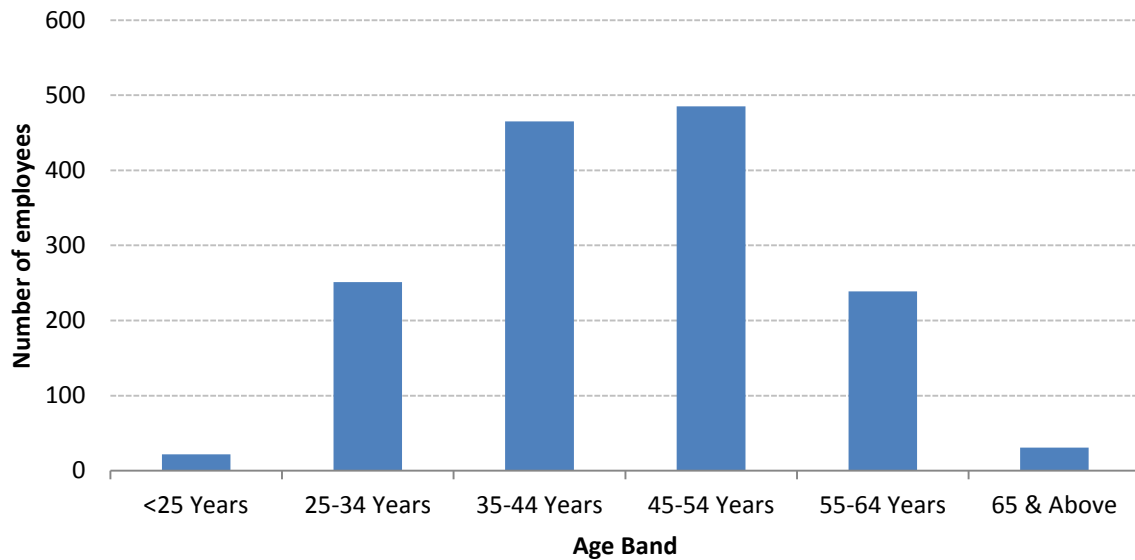
Figures 1A and 1B profile Insolvency Service employees by gender for the 2015/16 financial year. As at 31 March 2016, 56.6% of our employees were women compared to 56.9% at 31 March 2015. The gender balance of our employees has therefore remained more or less static since last year.

Proportionately, there are more women than men in our administrative grades (Bands A, B) and our Examiner grade (Band L). This pattern has been on an upward trend. On 31 March 2016, 61.2% of our employees in Bands A and B were women, compared to 60% as at 31 March 2015 and 51.6% as at 31 March 2014. In contrast, in our higher pay bands (Bands C and D) there are proportionately more men than women (54.7% as at 31 March 2016). This proportion has also remained relatively constant with a corresponding figure of 54.6% as at 31 March 2015. Band L contains both first line and middle managers, The trend of more women in lower grades persists in this pay band with 67% females at L1, 56% at L2 and 50% at L3.

To help address this under representation of women at the higher grades, we introduced two initiatives during the 2014/15 financial year; the Civil Service Positive Action Pathway, 'Levelling the Playing Field', aimed at under-represented groups below Senior Civil Service level who have the potential to progress (including women, minority ethnic and disabled employees) and the Whitehall and Industry positive action Leadership and Mentoring Programme for women. Further developmental initiatives have also been subsequently introduced, although these are not necessarily specific to women. Further details of these can be found in the learning and [development section](#) of this report

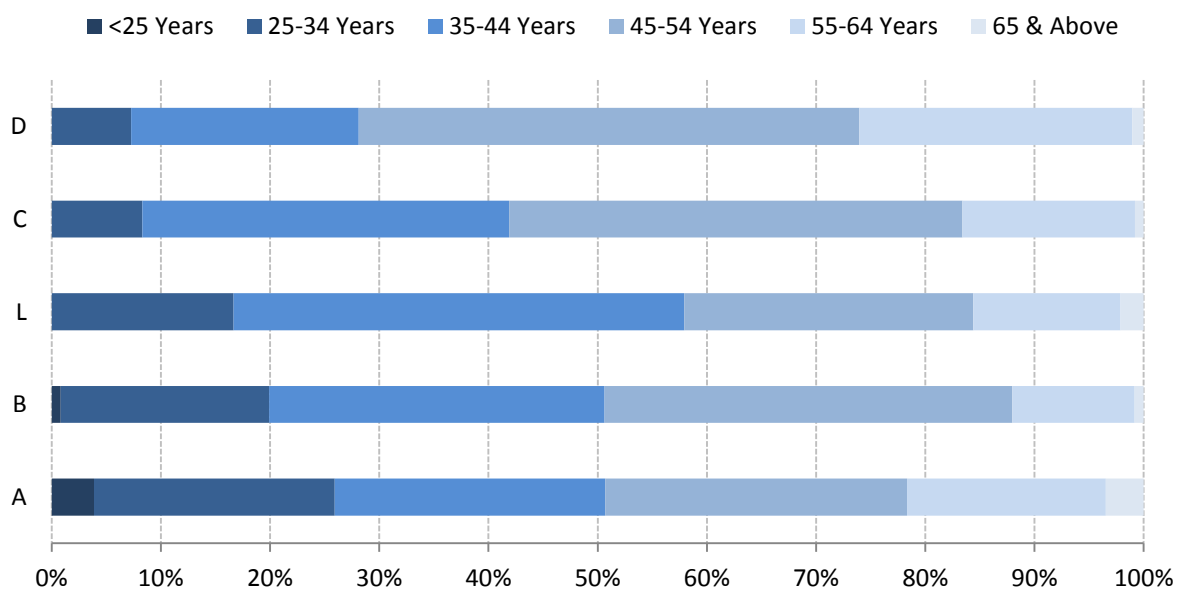
3.2 Age:

Figure 2: Distribution by age band 2016



In both years ending March 15 and March 16 32% of employees were in the 45-54 age band. The majority of the Agency's employees are aged over 35, with 16.32% of employees in the 45-54 age band at 31 March 2016. This situation has not changed since the previous year.

Figure 3. age by pay band



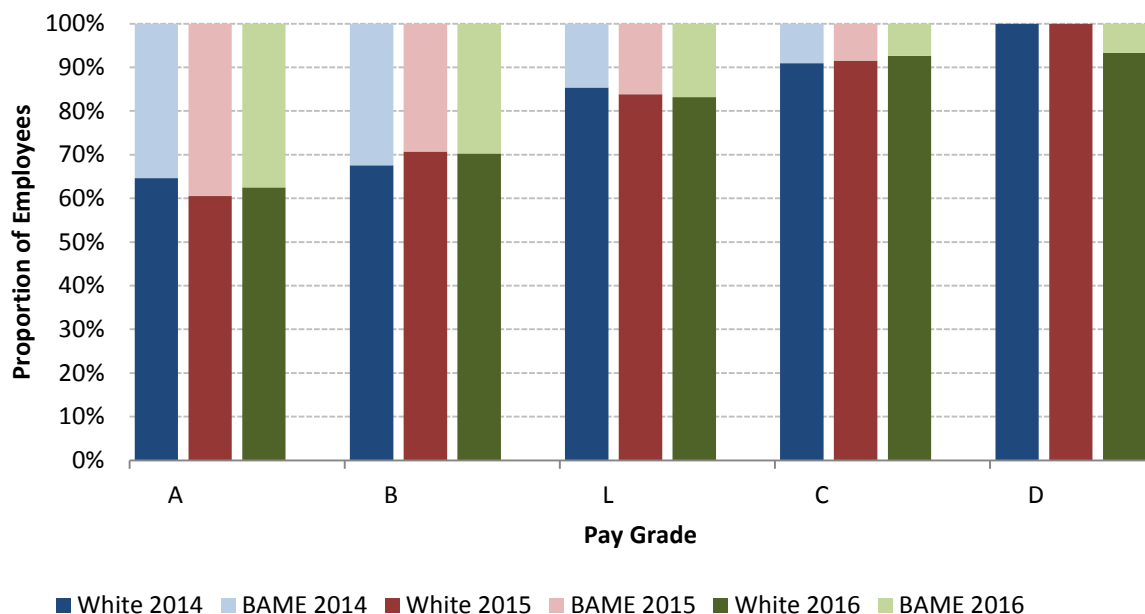
Employees in the lower grades A, B and L make up the largest proportion of overall employees in the agency. (76.1% as at 31 March 2015) of these 59.3% are over the age of 40.

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

3.3 Ethnicity:

Based on those who have reported their ethnicity (61.4% declaration rate as at 31 March 2016), the percentage of employees in post from a Black, Asian or minority ethnic background (BAME) has been reducing over the last three years, with a 14.9% representation as at 31 March 2014, reducing slightly to 14.8% in the following year and now stands at 14.3% as at 31 March 2016. Our representation of those from a BAME background continues to be above the civil service average of 10.6%³.

Figure 4 - Ethnicity by grade



³ ONS civil service statistics published October 2015

Figure 4 shows that there is still an under-representation of BAME employees in the higher grades, although there has been a slight improvement in Band D for the 2015/16 year. This under-representation has been highlighted in previous reports as an action to take forward. As a result, two Positive Action Career events were held during 2014/15 aimed at helping to overcome barriers to promotion, with a further two in 2015/16. Other developmental initiatives which may also assist the situation, although not specifically targeted at BAME employees are outlined in the [learning and development](#) section of this report. **The agency is also sponsoring some participants in the civil service positive action pathway aimed at under represented groups.**

3.4 Disability:

The proportion of employees who classified themselves as having a disability has remained stable over the last three years (12.7% as at 31 March 2016, 12.0% as at 31 March 2015 and 12.8% as at 31 March 2014). This representation compares favourably with that of the civil service where a disability has been declared (8.9%⁴). As our workforce has reduced, a slight fall in the number of disabled employees might be expected. The relative consistency of representation may be due to greater retention rates, or as a consequence of existing employees acquiring a disability. As people get older, disabilities are likely to be more prevalent and our workforce is ageing. We do not currently have available data on the retention rates of our disabled employees and we are looking to address this. However, it is thought that existing employees acquiring a disability is the more likely explanation for this trend

The distribution of disabled employees between the grades is largely reflective of the civil service with a higher percentage of disabled employees in the lower pay bands e.g. 30% of those who declared themselves as disabled were at A2 grade as at 31 March 2016. The latest available statistics show that 9.8% of civil servants declaring a disability were in administrative roles compared to 4.5% who were in senior civil servant roles⁵.

3.4.1 Reasonable Adjustments (RA):

The Equality Act (2010) requires employers to make reasonable adjustments to remove the disadvantage that those covered by the Act may have in the workplace. In the 2015/2016 financial year, 90 new workstation assessments/reasonable adjustment cases were received with 86 cases closed and 55 cases carried forward. There were 55 reports commissioned from occupational health (67 in 2014/2015 and 76 in 2013/2014), medical specialists and workplace assessment providers during the year to provide specialist advice on the reasonable adjustment required. In total in 2015/2016 158 pieces of equipment (ranging from chairs, monitors, footrests, software programmes etc.) were purchased to support the specific needs of

⁴ ONS civil service statistics published October 2015

⁵ ONS civil service statistics published October 2015

individuals. This was less than in previous years (193 in 2014/2015 and 193 in 2013/2014) and probably reflects the reduction in our workforce and limited recruitment.

Proposals to revise the workplace adjustment process and devolve responsibility and budget to business areas have been agreed and put in place from April 2016. The Insolvency Service also joined the Civil Service Workplace Adjustment Team (CSWAT) network at that time and now contributes to the cross government information gathering undertaken by this body and benefits from the collective expertise it provides. Further development of our workplace adjustment process is being carried out collectively this year between our People & Capability, Procurement and Information & Technology colleagues.

In 2013/2014, new computer equipment was rolled out and extra support was needed by specialist software users to ensure that they had a good level of continued service. This was provided by the new IT supplier and successfully allowed specialist users to use the newer software and operating system. The new software also meant that work that had been previously been done manually could be undertaken electronically e.g. as documents could be scanned. This enabled a number of our disabled employees to work flexibly.

The estates strategy also had an impact in 2013/14 on reasonable adjustments with a number of disabled employees moving offices and as part of that agreement starting to work flexibly. Reasonable adjustment equipment was purchased for their use at home which meant that there was an increased demand for equipment in the year.

Eyesight Tests

There were 155 claims for eyesight tests and the provision of glasses for display screen usage⁶ during 2015/16 with 145 claims approved. This figure was largely comparable to previous years with 164 claims in 2014/2015 and 150 in 2013/2014.

⁶ In accordance with the Health and Safety (Display Screen Equipment) Regulations 1992

3.5 Religion and belief:

Table 3	2014		2015		2016	
Religion and Belief	45%⁷⁷ declaration rate		46.8% declaration rate		48% declaration rate	
	Count	%	Count	%	Count	%
Christian	457	55.1%	386	52.7%	368	51.3%
Other religions	104	12.5%	94	12.8%	101	14.1%
No religion	269	32.4%	238	32.5%	228	31.8%
Prefer not to say			15	2%	20	2.8%
Total	830	100%	733	100%	717	100%

Data for the year ending 31/3/16 and 31/3/15 is not consistent in some categories with previous years declared data. This appears to be as a result of the introduction of our new HR and payroll system. The new system has amalgamated and changed some of the reporting categories for religion and belief which has meant that we have not been able to migrate some of the existing data across to the new system. As a consequence, we have been unable to undertake any meaningful analysis for this report. The declaration rates for this category are also low (see [Table 2](#)). In the forthcoming year, we will be undertaking an exercise to ask employees to check and, where appropriate, declare this information to enable effective analysis in future years.

3.6 Sexual Orientation:

The declaration rate for sexual orientation is very low (33.8% as at 31 March 2016). Although there is an upward trend in declaration rates for this area over the last three years (see [table 2](#)), only a limited analysis has been possible. As at 31 March 2016 92.2% of employees who declared a sexual orientation identified themselves as heterosexual, a slight reduction from the previous year (92.7%). Those declaring themselves as lesbian, gay or bisexual increased from 0.36% as at 31 March 2014 to 1.9% in the following year, but have reduced to 1.7% as at 31 March 2016. The remainder of employees who made a declaration of sexual orientation indicated that they preferred not to say what this was. The ONS does not produce statistics on sexual orientation for civil servants and therefore we are unable to say whether the sexual orientation of our employees is comparable to that in the wider civil service. In the 2014 Integrated Household Survey 1.6% of adults in the UK identified their sexual identity as lesbian, gay or bisexual.

⁷⁷ Declaration rates include the option “prefer not to say” the value for this option in 2014 is not disclosed because it is lower than 5.

3.7 Gender Re-assignment:

In accordance with guidance issued in September 2009 by a:gender⁸ “Equality Monitoring of Transsexual People & Issues”, the Insolvency Service does not undertake any transgender monitoring.

3.8 Pregnancy, Maternity and Paternity:

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

The Shared parental Leave Regulations 2014 came into force in December 2014 and allows eligible mothers, fathers, partners and adopters to choose how to share time off for work after their child is born or placed for adoption. During 2015/16 only 5 people took shared parental leave but it is expected that the uptake will increase as the legislation beds in.

Analysis shows that as at 31 March 2016 30 employees were on maternity/adoption leave. This compares with 17 during 2014/15 and 43 employees during 2013/14. .

Section 4: Equality Data by Employment Process

4.1 Joiners and Leavers:

Joiners

The number of people who have joined the Insolvency Service has increased over the last three years, rising from 14 in 2013/14, 15 in 2014/15 to 66 in 2015/16. These figures include people who have permanently transferred from other Government Departments.

There were more males than females who joined the Insolvency Service during 2015/16 (36 males compared to 30 females) and the majority (56%) were aged between 30 and 49. No further diversity analysis has been undertaken due to the low declaration rates. Analysis was also not undertaken in previous years for employees joining the Insolvency Service as a result of the low numbers involved.

⁸ a:gender is the Civil Service-wide support network for employees in government departments and agencies who have changed or need to change permanently their perceived gender (transsexual/transgender), or who identify as intersex.

Leavers

In the year ending 31/3/2016 133 people left the agency 45 of which left through a voluntary exit scheme. There were slightly more men who left (52%) than women. There was a fairly high turnover of people with a BAME background (16.1%). And it is possible that this rate may be higher due to the low declaration rate (56%).

In 2014/15, 235 employees left under voluntary exit and voluntary redundancy schemes.

The number of employees leaving the Insolvency Service was 154 in 2013/2014 (many under voluntary exit schemes). Based on declared equality data available there were more female leavers (54.5%) than males. The greatest numbers of leavers were aged between 30-39 and 50 and 59 – 26.53% and 29.7% respectively. These are similar to the 14/15 figures of 26.53% leavers aged between 30 – 39 and 29.7% aged between 50 and 59. In 2014/15 49 disabled employees left the agency.

4.2 Disciplinary proceedings and grievances:

In 2015/16 there were 3⁹ central discipline cases and 6 central grievance cases. This compares to 2 central discipline and 17 central grievance cases in 2014/15 and 16 central discipline cases and 1 central grievance case in 2013/14. The characteristics of those who were subject to disciplinary procedures and who raised a grievance were diverse, but because of the small numbers of employees involved (less than 1% of employees in total) a detailed equality analysis was not undertaken due to its limited reliability.

4.3 Learning and Development:

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

- There have been a total of four Positive Action Career Events aimed at helping overcome barriers to promotion. These events were targeted at BAME and disabled employees who are under-represented at the higher grades. Two of these events were held in the 2014/15 year and 2 during 2015/16.

⁹ The term 'central' refers to those cases investigated and dealt with by People and Capability (P&C), as opposed to those investigated and dealt with at a local level. Please note that due to procedural changes over the report period the term has become more difficult to define as both processes have been fully devolved to the business. To ensure as much consistency as possible across the three year period, cases with "central" investigation and handling of one sort or another (rather than specifically P&C handling as such) have been included in the later period.

- Training designed to help front line employees with disabled customers was designed and rolled out during 2015/2016.
- The operational Delivery Programme aimed at administrative grades was launched in 2014/15. This programme can lead to a city and guilds qualification. It is not possible to provide a diversity analysis to the timescales required by this report, but it is known that there are a high proportion of women and BME employees on this programme.
- During 2013/14 a new desk top system was launched (D21). In addition to standard training, employees who used specialist software were provided with additional training on the upgraded versions of software and the interfaces with the new system.
- A new management development programme (MDP) was launched in 2013/2014 which is mandatory for all managers. There are two programmes, one aimed at managers at grade D and below and one aimed at our top managers in the Senior Civil Service pay bands. These programmes are now being reviewed and updated taking into consideration changes within the business.

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

The agency sponsored employee attendance on the Positive Action Pathway which is a civil service wide programme aimed at supporting employees from different grades, in particular underrepresented groups, to develop and progress in their career. Records of local training are not held centrally and therefore it would involve disproportionate costs to undertake a diversity analysis of those who have undertaken training. Further consideration will be given to how this information could be captured

4.4 Full/part-time working:

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

The number of part-timers in the agency has been decreasing steadily since 2013/14; 20.17% in 2013/14, 18.24% in 2014/15 and 14.07% in 2015/16. There has been an increase in the proportion of part-time employees who were female, with 79.9% of part-timers in 2013/14, increasing to 81.6% in 2014/15 and 82.2% in 2015/16. It is clear therefore that part-time working is a key element in assisting the Insolvency Service to recruit and retain female employees.

4.5 Flexible working:

The Insolvency Service recognises the benefits of flexible working in helping it attract, and retain a talented and diverse workforce. It also helps employees to balance other priorities e.g. caring responsibilities, to attain a better work-life balance.

The Insolvency Service operates a number of flexible working patterns:

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

Section 5: Discrimination, harassment and bullying:

The Insolvency Service employees take part annually in the Civil Service People Survey, in which they are asked if they have been discriminated against or experienced bullying or harassment at work. In the 2015/16 survey, 79% of employees stated that they had not experienced discrimination. However, 12% of employees stated that they had experienced discrimination and 9% preferred not to say. Disappointingly, these figures have remained relatively constant over the last 3 years, with reported discrimination varying by no more than 1%. The grounds on which employees believed that they were discriminated against included their protected characteristics.

Incidents of perceived bullying and harassment have also been consistently high over the three years of this report. In the 2015/16 survey 80% of employees stated that they were not subject to bullying and harassment, but 12% stated they felt they had been bullied and harassed and 8% preferred not to say. The reported bullying and harassment for the previous two years varied by no more than 2%. These figures are worse than the average civil service results.

In the forthcoming year, we are looking to put in place a number of initiatives aimed at reducing the levels of perceived discrimination, bullying and harassment. Some of the initiatives planned include:

- Behavioural and cultural change that focuses on respect and the ways we can better support those employee's who feel that they are subject to bullying and harassment.
- The introduction of mandatory e-learning on unconscious bias

- The introduction of Employee Assistance Representatives who will act as a first point of contact and provide support and an opportunity for people to discuss their concerns in a safe and confidential environment
- An increased emphasis on dispute resolution and the use of mediation.
- The inclusion of additional questions to the 2016/17 survey aimed at eliciting more information on the reasons for people's perception of being discriminated against, bullied or harassed.

Section 6: Methodology

This report shows the demographics of the Insolvency Service's workforce as at 31 March 2014, 31 March 2015 and at 31 March 2016 and utilises monitoring data from the year ended 31 March for both 2014 and 2015 to assess the fairness of employment processes.

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

Where appropriate, the Agency's diversity information has been compared to ONS civil service data published in October 2015.
