

Equality Act 2010
HM Revenue and Customs
Workforce Diversity
Data for 2012-13

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Equality Act 2010 – HM Revenue and Customs Workforce

Diversity

Data for 2012-13

Introduction

HMRC is required under Section 149 of the Equality Act 2010 (the Public Sector Equality Duty) and the Equality Act 2010 (Specific Duties) Regulations 2011 to publish information that demonstrates our compliance with the general equality duty with regard to age, disability, ethnicity and gender. In addition to these statutory categories, we also monitor our workforce with regard to working patterns, religion or belief and sexual orientation.

Structure of the report

Section 1 of this document provides summary profiles of our workforce by age, disability, ethnicity, gender, and sexual orientation, as at 31st March 2013.

Section 2 shows the diversity of our workforce in key areas within a typical employment cycle and represents the 12 months ending on 31st March 2013. The elements of the typical employment cycle for which workforce equality data is provided are:

- 2A: Recruitment
- 2B: Performance markings
- 2C: Mandatory training
- 2D: Promotions (substantive)
- 2E: Adoption leave and maternity leave returnees
- 2F: Grievances
- 2G: Disciplinary procedures
- 2H: Leavers (includes dismissals)

The data is presented as percentages against each of the following characteristics:

- age
- disability
- ethnicity; and
- gender

Data excluded

Where available, data on sexual orientation, working pattern and geographical region is also included.

Pay Gap Analysis 2013

Following the implementation of the 2013 pay award, HMRC are conducting the Equal Pay Review for delegated grades (Admin Assistant to Grade 6) focusing on base pay, performance markings, recognition award schemes and promotions by the protected characteristics such as gender, age, ethnicity, disability and working hours. From this information we will be able to calculate and publish the Gender Pay Gap Analysis by the end of March 2014.

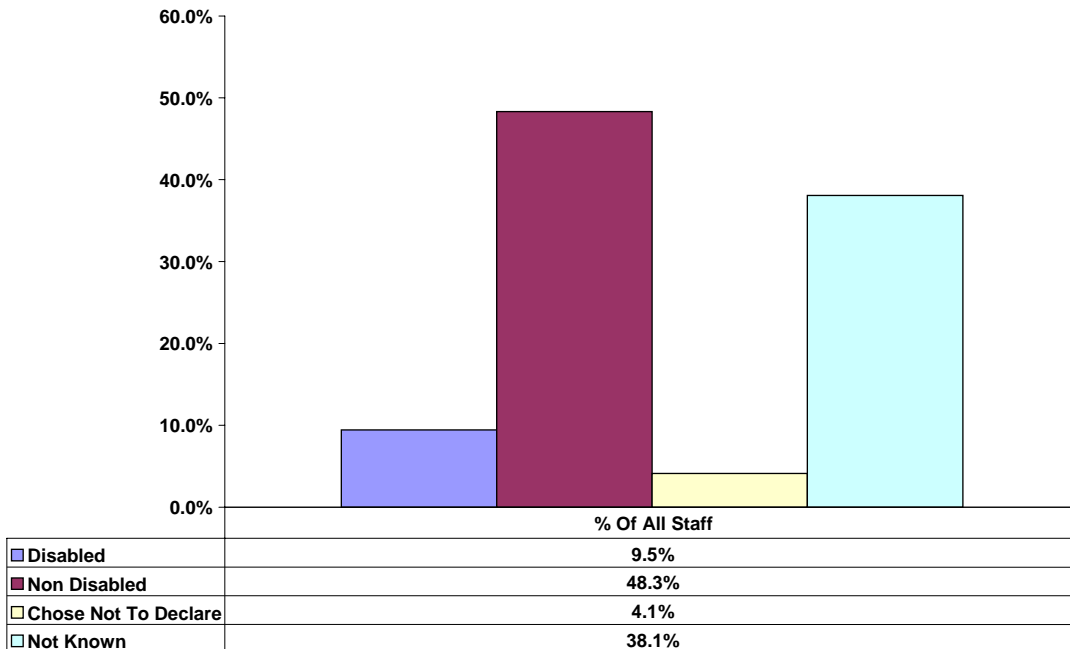
Section 1

1A. Diversity declaration rates

Using our online HR system we ask all employees to tell us their disability status, their ethnicity, their religion or belief and their sexual orientation. For each of these areas, they have the option to 'choose not to declare'. The declaration rates, based on a headcount of 72,742 as at 31st March 2013 were as follows:

- **Disability**

Disability declaration percentages of all staff as at 31st March 2013

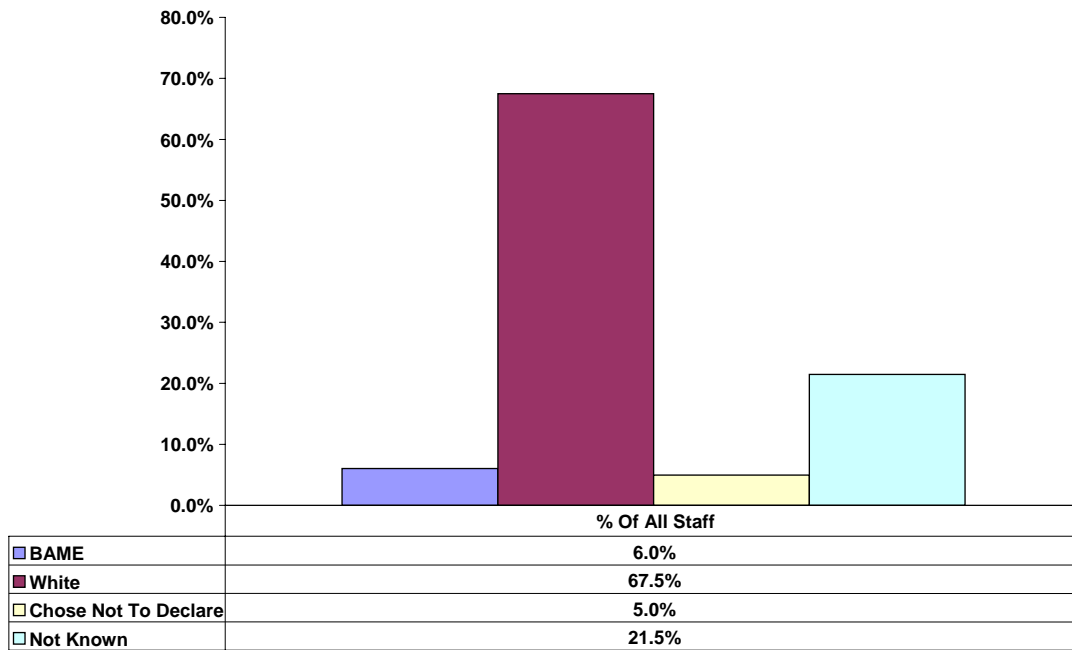


57.8% of HMRC employees made a disability declaration. 6,879 (9.5%) employees declared themselves disabled and 35,165 employees declared they are non-disabled. In addition 3,000 (4.1%) employees chose not to declare their disability status.

- **Ethnicity**

For the purpose of this report, where staff have declared their ethnic origin in categories other than white, they are described as BAME (Black, Asian and Minority Ethnic), unless otherwise stated.

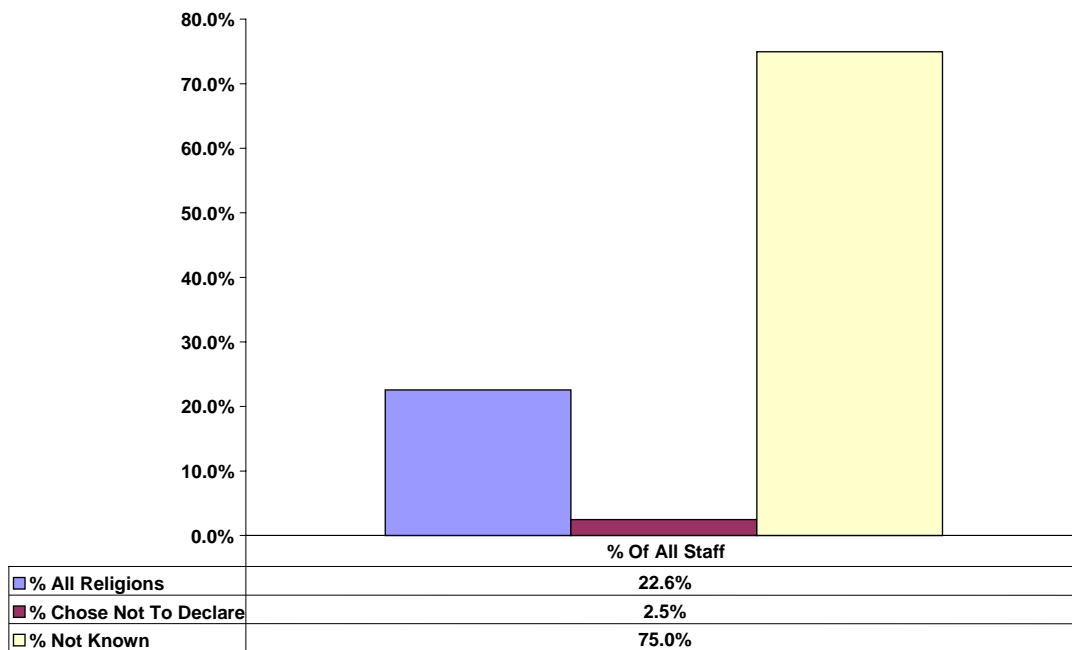
Ethnicity declaration percentages of all staff as at 31st March 2013



53,507 (73.6%) HMRC employees declared their ethnicity. 4,399 employees declared themselves as black and minority ethnic (BAME) and 49,108 declared themselves as white. 3,614 (5%) employees chose not to declare their ethnicity.

- Religion or belief

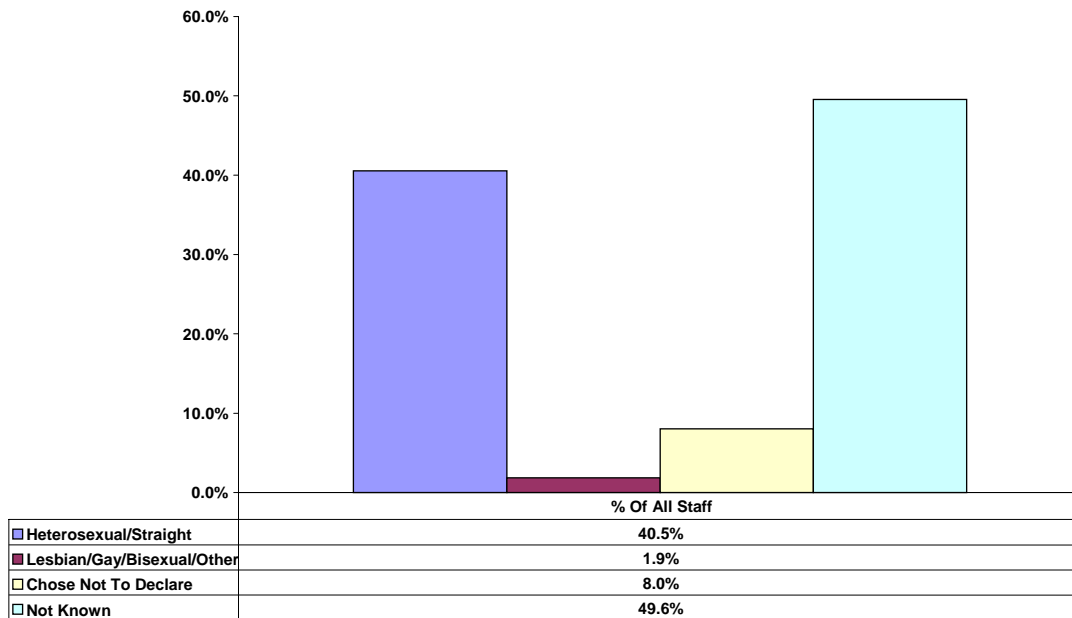
Religion or belief percentages of all staff as at 31st March 2013



16,416 employees (22.6%) declared themselves as having a religion or belief (including no belief) and 1,798 (2.5%) chose not to declare their religion or belief. Over 54,500 employees have not made a religion or belief declaration. It should be noted that in respect of religion or belief, there is insufficient data to carry out any further analysis until declaration rates increase.

- **Sexual Orientation**

Sexual Orientation declaration percentages of all staff as at 31st March 2013



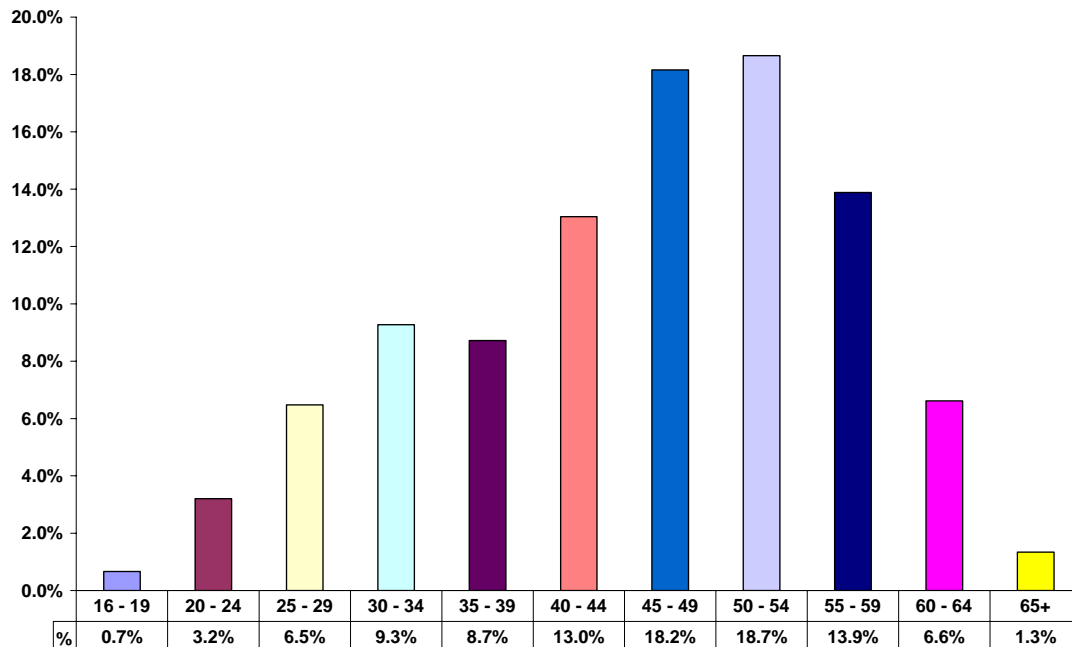
30,846 (42.4%) employees made a sexual orientation declaration. 1,358 employees declared themselves lesbian, gay, bisexual or other. More than 36,000 employees have not made a sexual orientation declaration.

HMRC recognises the need to increase employee diversity declarations and we have an ongoing campaign to raise awareness amongst employees, including intranet messages supported by Board level Diversity Champions.

1B. Age Analysis

- Overall age profile

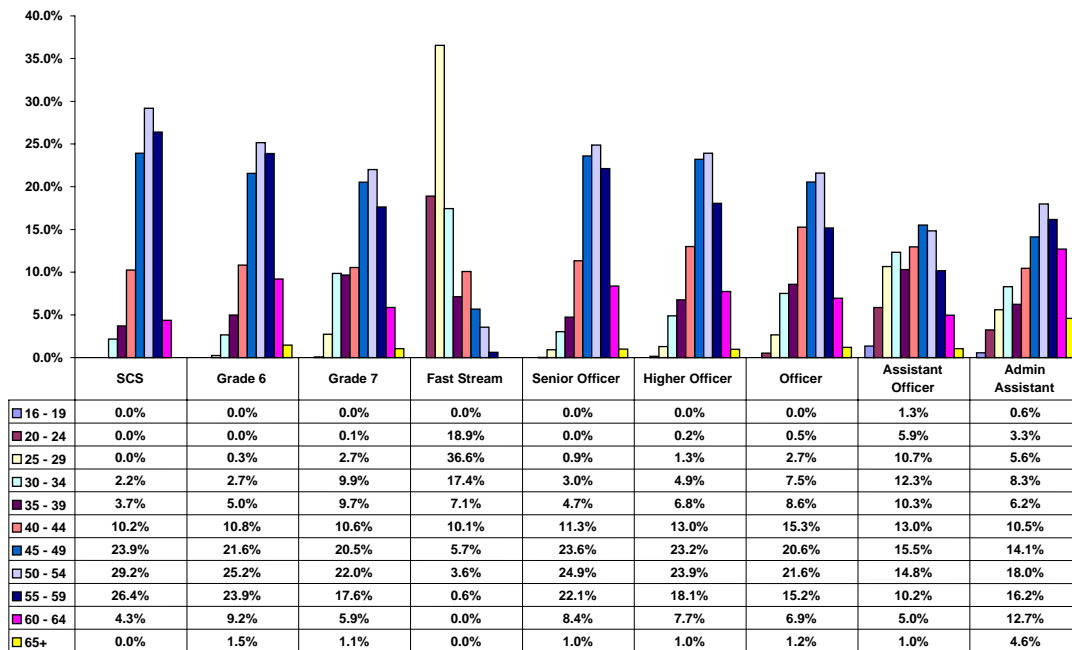
Percentage of staff by age range as at 31st March 2013



Almost 37% of HMRC employees are aged between 45 and 54. Nearly 8% are aged over 60. This is in line with our low attrition rate and the current freeze on all external recruitment other than to fill business critical and graduate posts. We continue to look critically at all our recruitment processes to ensure they do not disadvantage younger or older applicants but there is little likelihood of making a significant impact on our age profile in the next 12 months.

- Age and grade

Percentage of staff by age range and grade as at 31st March 2013

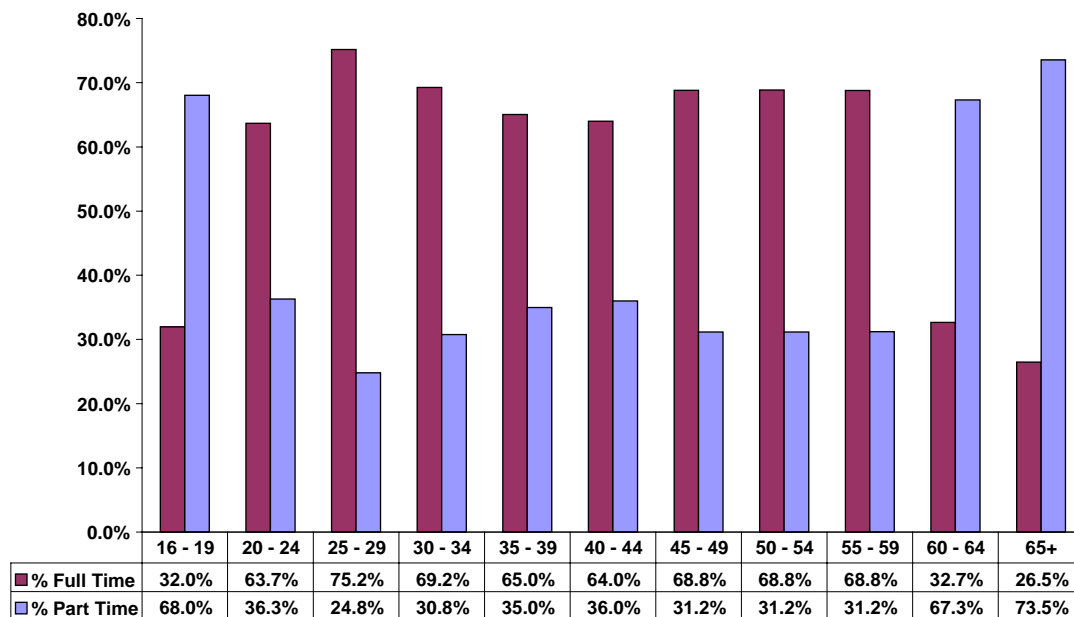


N.B. – SCS (Senior Civil Service) is our highest grade and Admin Assistant is our lowest grade.

17.3% of Admin Assistants are aged over 60. Overall, the majority of younger employees are in junior grades or on our graduate schemes (Fast Stream).

- **Age and working pattern**

Percentage of staff by age range and working pattern as at 31st March 2013

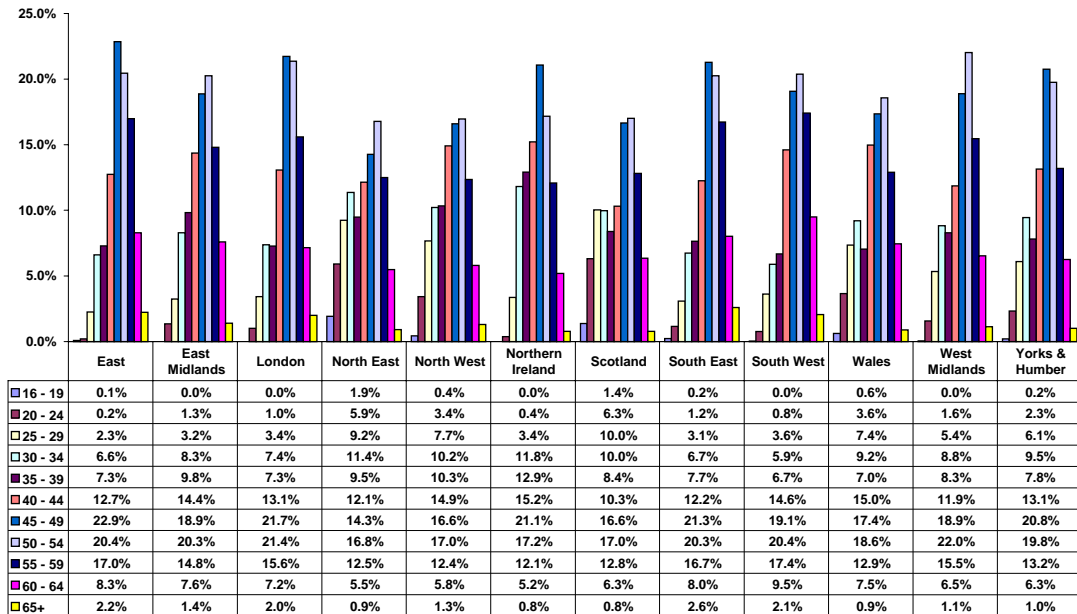


The high proportion of younger employees in part-time posts is the result, in the main, of external recruitment to deliver evening enquiry services to customers in our Contact Centres.

The proportion of part-timers increases significantly amongst the over 60s, which is due in part to our partial retirement arrangements which enable HMRC to maintain knowledge and expertise.

- Age and region

Percentage of staff by age range within each region as at 31st March 2013

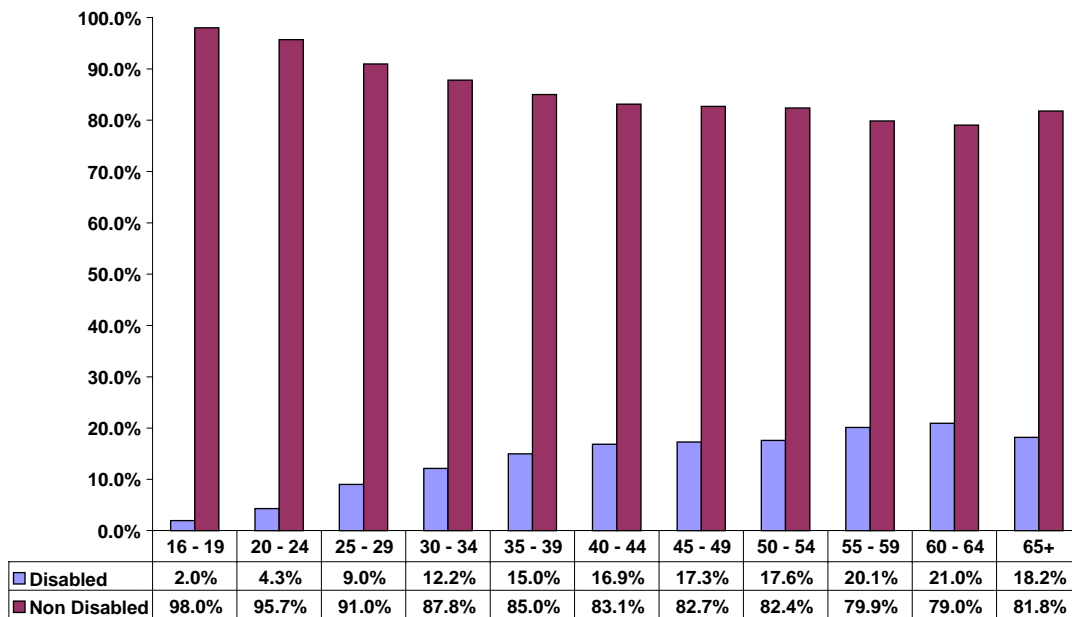


The highest proportions of younger employees (aged 16 to 34) are in Scotland and the North East. The highest proportion of older employees (aged over 55) is in the South West.

- **Age and disability**

All the data is quoted as a percentage of known disability status i.e. the numbers who have not made a declaration or who have chosen not to declare are excluded.

Percentage of staff by age range with known disability status as at 31st March 2013

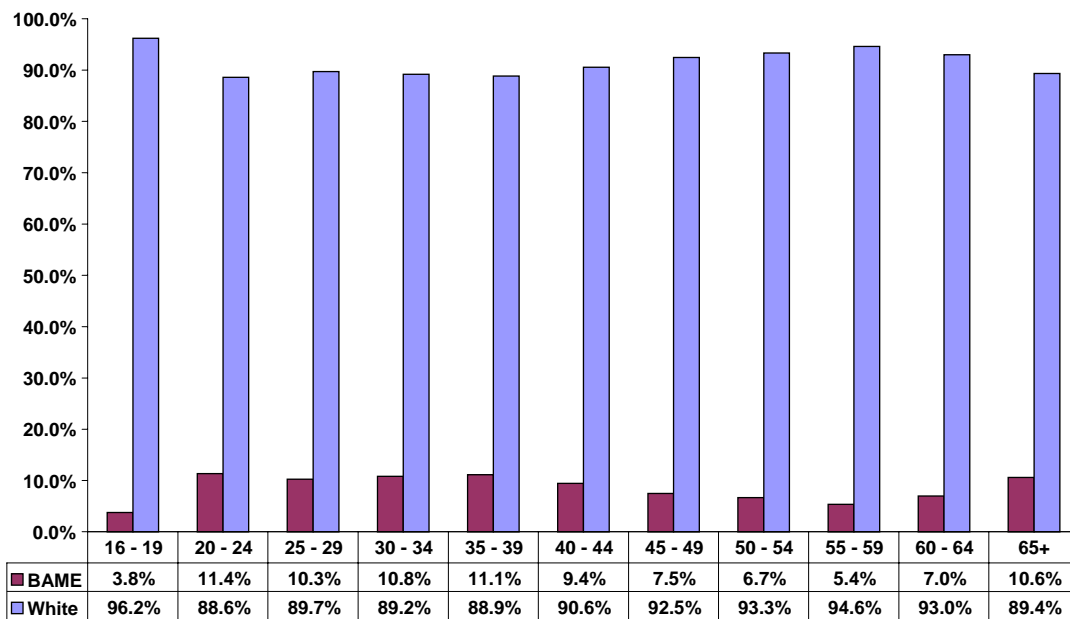


The proportion of known disabled staff increases with age, until aged 65 and over when the proportion decreases.

- **Age and ethnicity**

All data is quoted as a percentage of known ethnicity, i.e. the numbers who have not made a declaration or who have chosen not to declare are excluded.

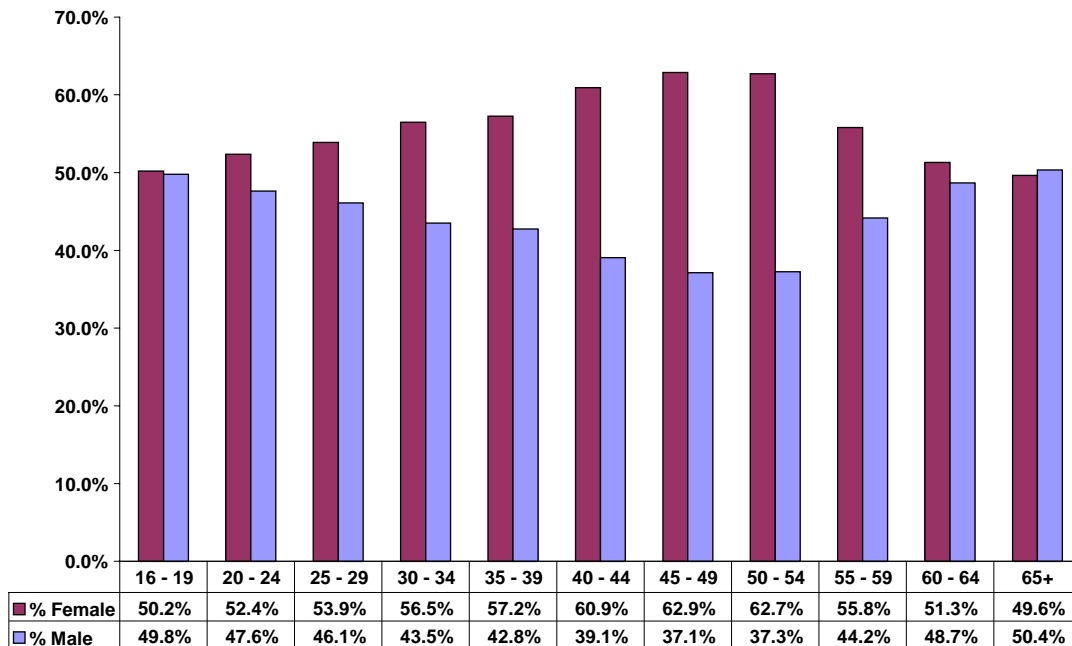
Percentage of staff by age range with known ethnicity as at 31st March 2013



After the 35 to 39 age group, the proportion of known BAME employees dips and then increases significantly at age 65 and over.

- Age and gender

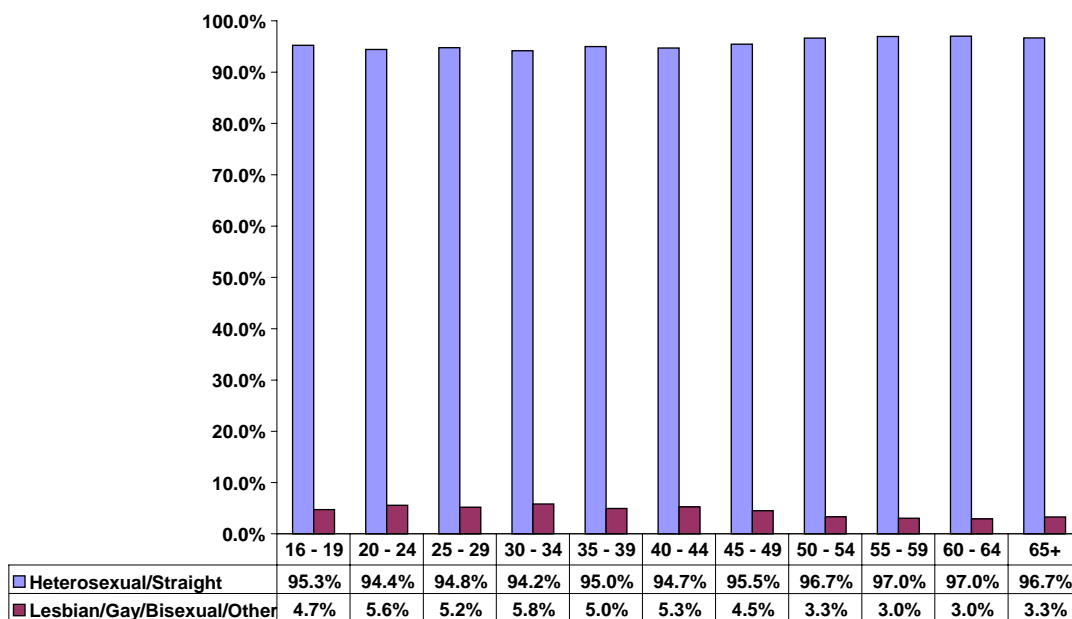
Percentage of staff by age range and gender as at 31st March 2013



There are more women than men in each age range, except in the over 65 age range.

- Age and sexual orientation

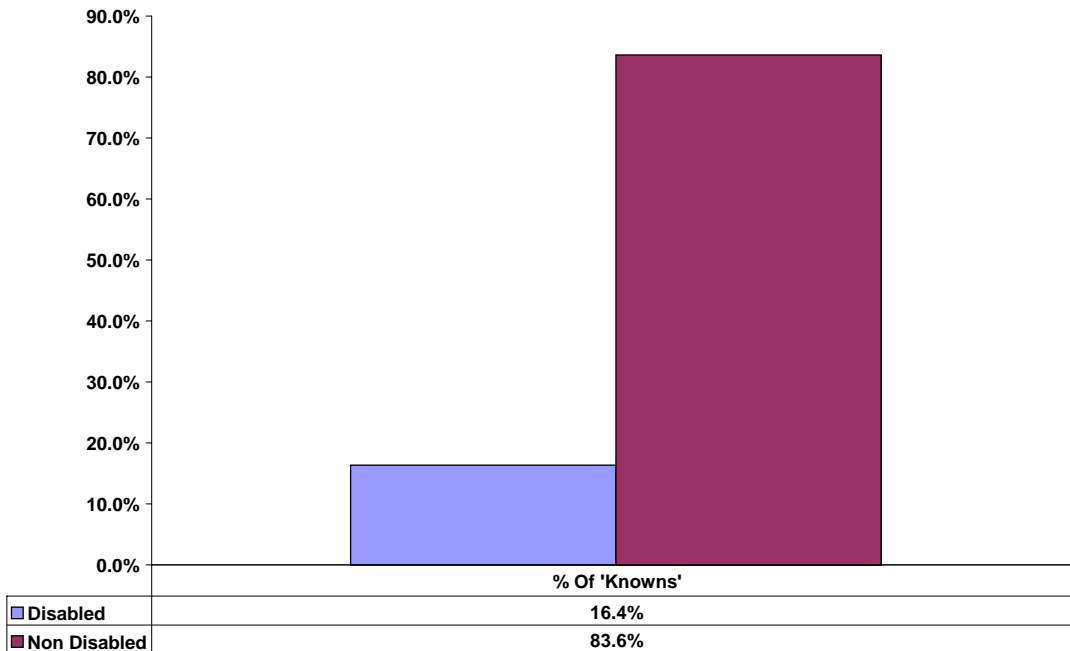
Percentage of staff by age range with known sexual orientation as at 31st March 2013



1C. Disability Analysis

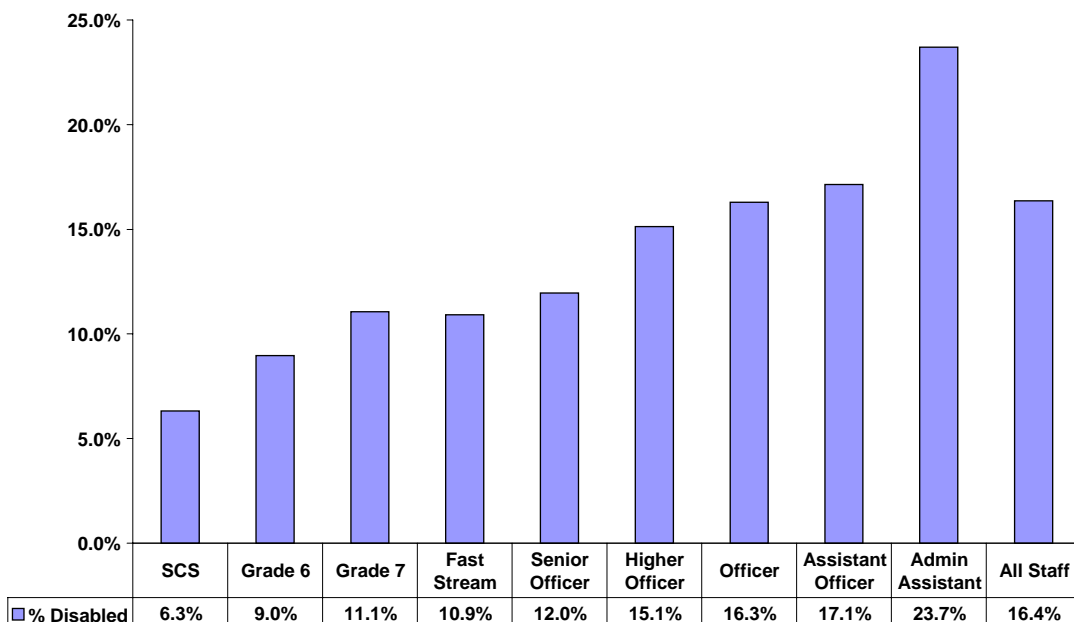
All data is quoted as a percentage of known disability status, i.e. it includes only those employees who have made a voluntary declaration. The numbers for those employees who have not made a declaration or who have chosen not to declare are excluded. For the year ending 31st March 2013 the disability status of 42,044 HMRC employees is known.

Percentages of staff with known disability status as at 31st March 2013



- Disability and grade

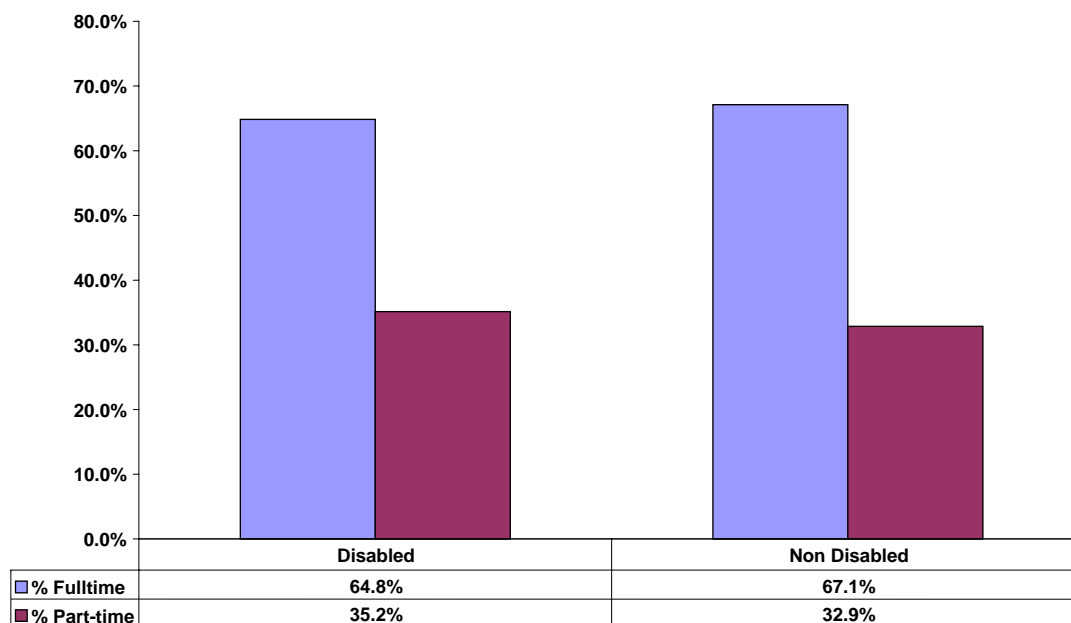
Disabled declaration percentages by grade for staff with known disability status as at 31st March 2013



The highest percentage of 'known' disabled employees falls within the Admin Assistant grade.

- **Disability and working pattern**

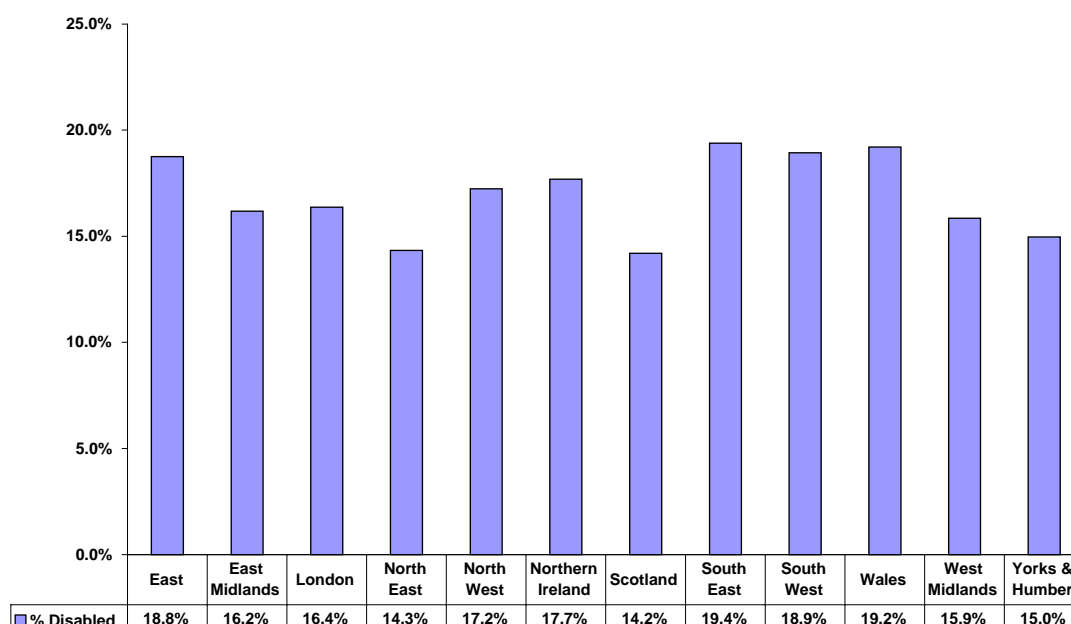
Working pattern percentages of staff with known disability status as at 31st March 2013



35.2% of HMRC's 6,879 known disabled employees work part-time compared with 32.9% of known non-disabled employees.

- **Disability and region**

Disability declaration percentages by region of staff with known status as at 31st March 2013

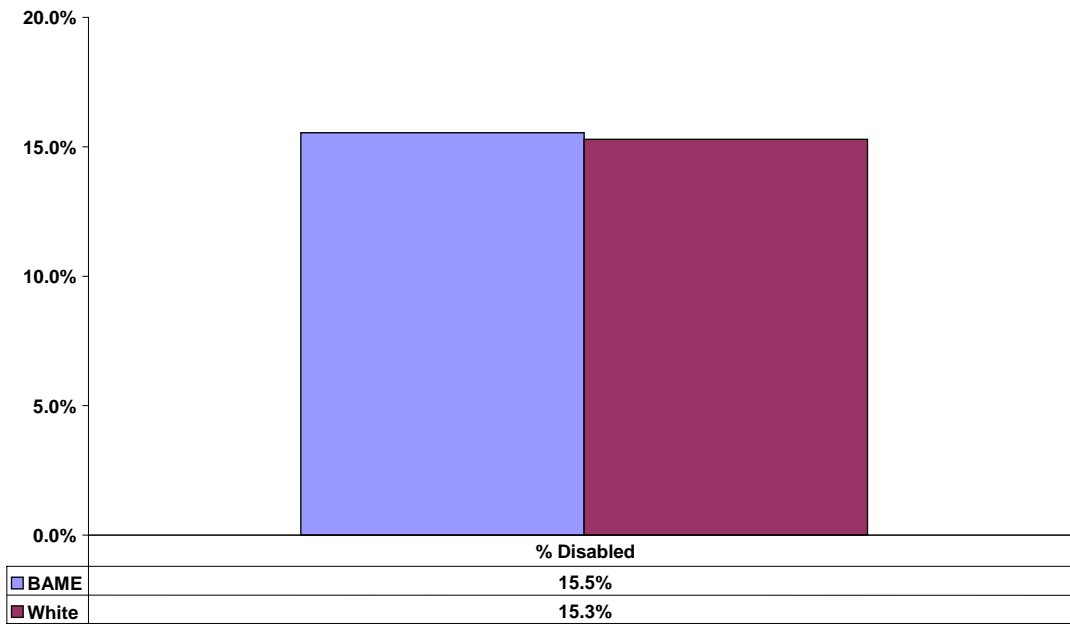


- **Disability and age**

See Section 1B Age

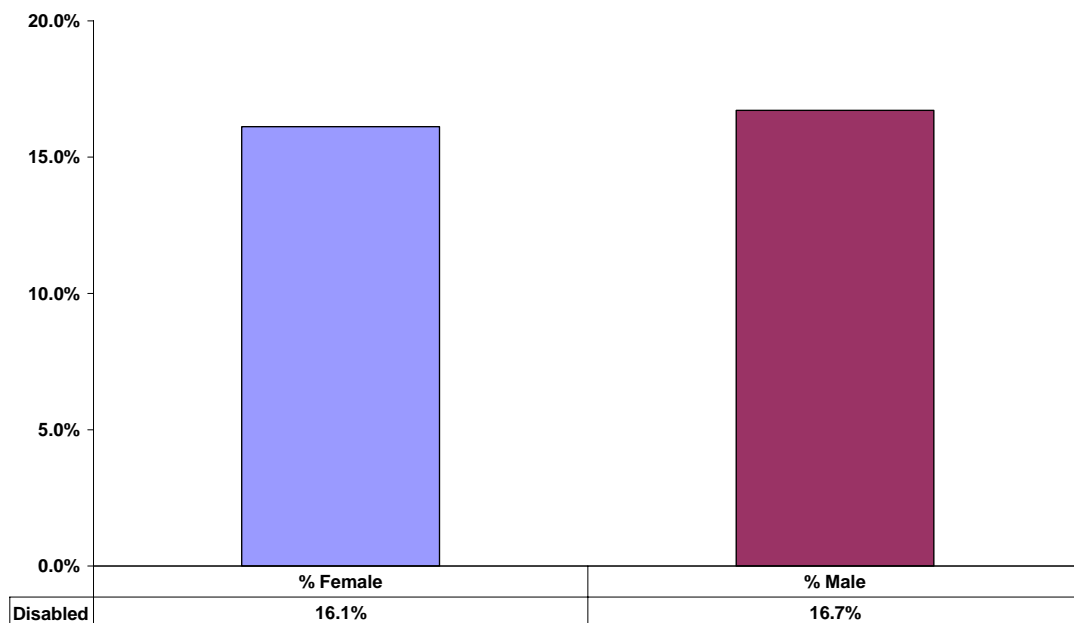
- **Disability and ethnicity**

Disability percentages by ethnicity for staff who have declared themselves as disabled as at 31 March 2013



- **Disability and gender**

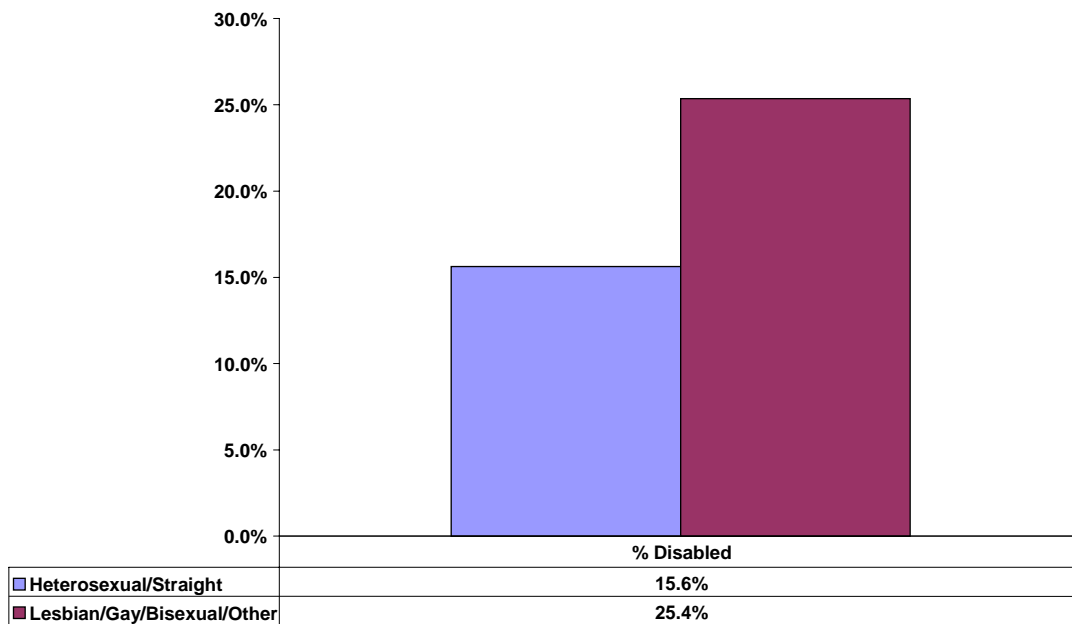
Disabled declaration percentages by gender for staff who have declared themselves disabled at 31st March 2013



A slightly higher proportion of known disabled employees are male.

- **Disability and sexual orientation**

Percentage of known disabled staff with known sexual orientation as at 31st March 2013

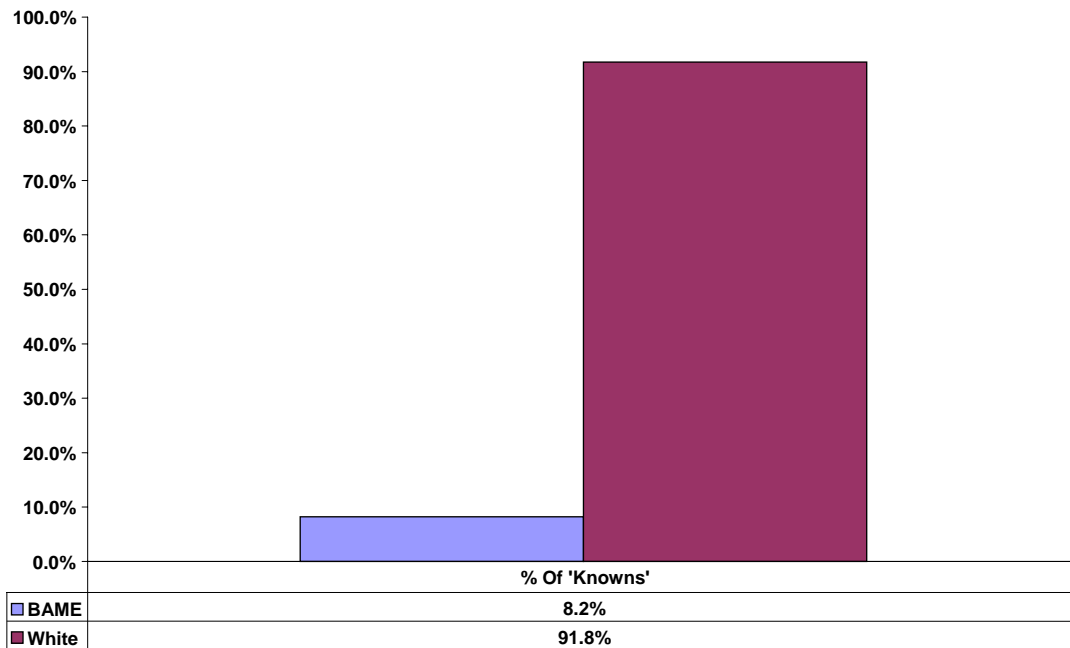


A comparatively higher proportion of LGB employees have declared themselves as disabled.

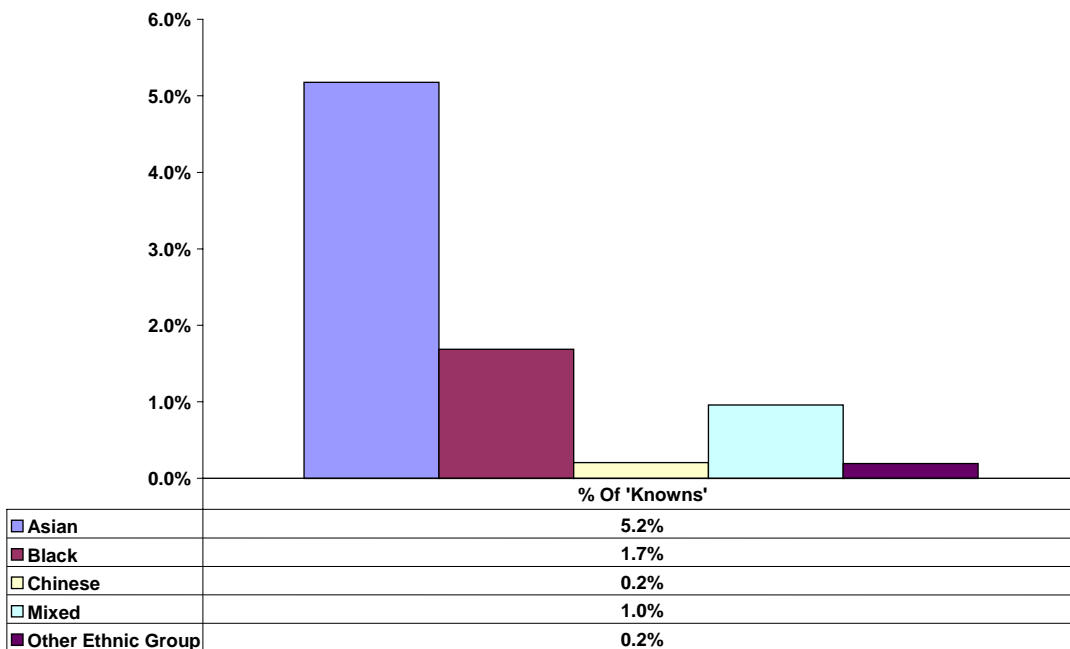
1D. Ethnicity Analysis

All data is quoted as a percentage of known ethnicity declarations i.e. it includes only those employees who have made a declaration. The numbers for those who have not made a declaration or who have chosen not to declare are excluded. The ethnicity of 54,575 employees is known.

Percentages of staff with known ethnicity as at 31st March 2013



Make-up of staff from BAME groups as at 31st March 2013*

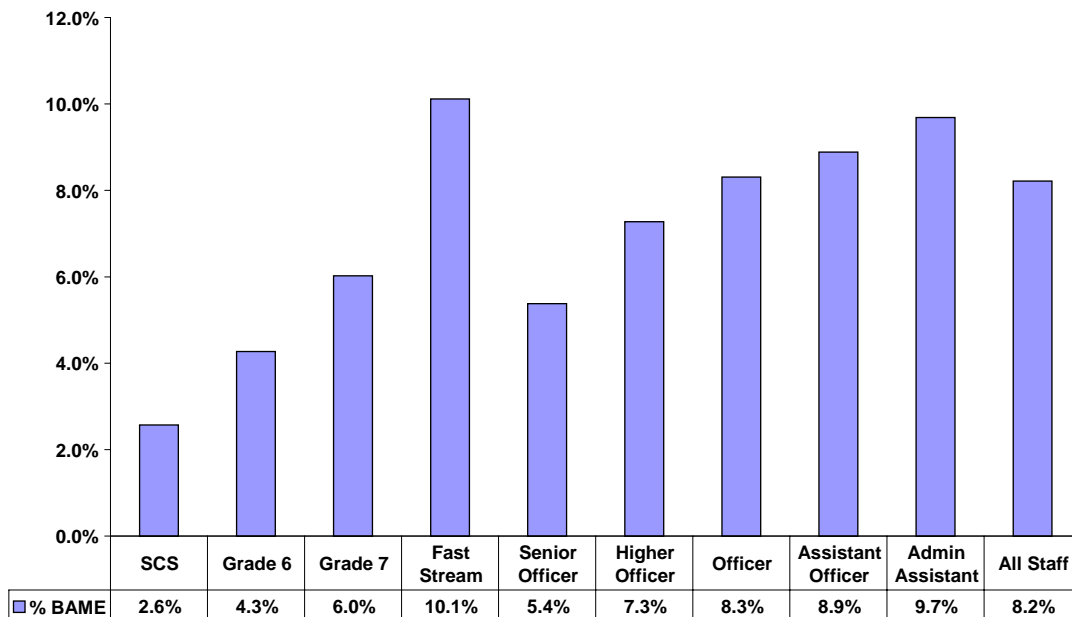


National Census categories are used for this breakdown.

*The

- **Ethnicity and grade**

BAME declaration percentages by grade for staff with known ethnicity as at 31st March 2013

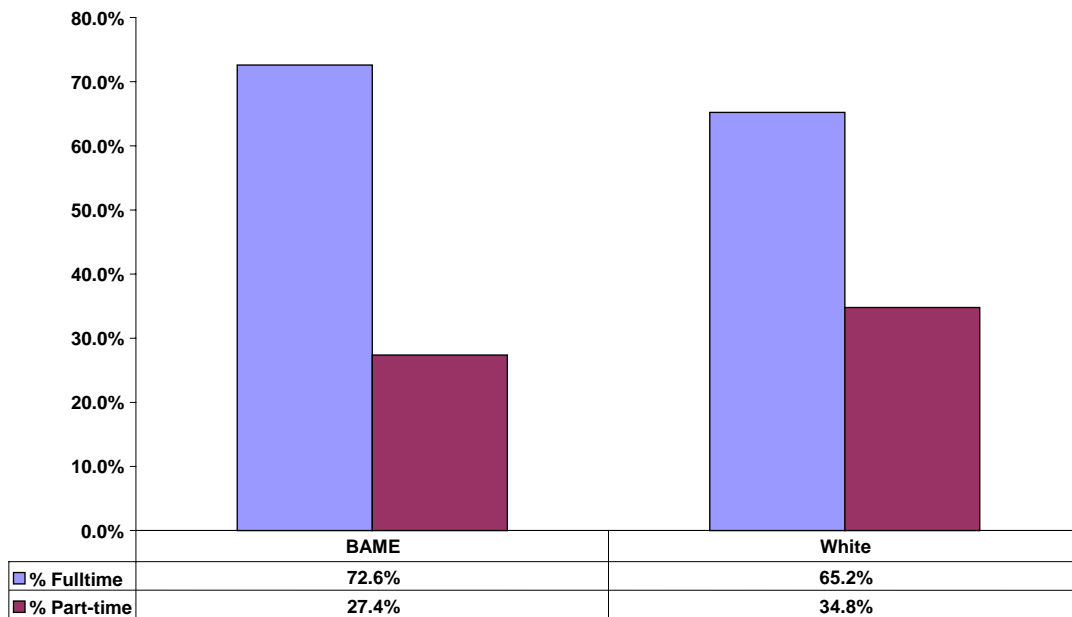


BAME representation on our graduate programmes (Fast Stream) exceeds the overall departmental percentage, but this is based on a relatively small population of 346.

We continue to work on a range of measures to address under representation at more senior grades, including monitoring our internal and external recruitment processes and talent programmes and increasing mentoring opportunities through our employee diversity networks.

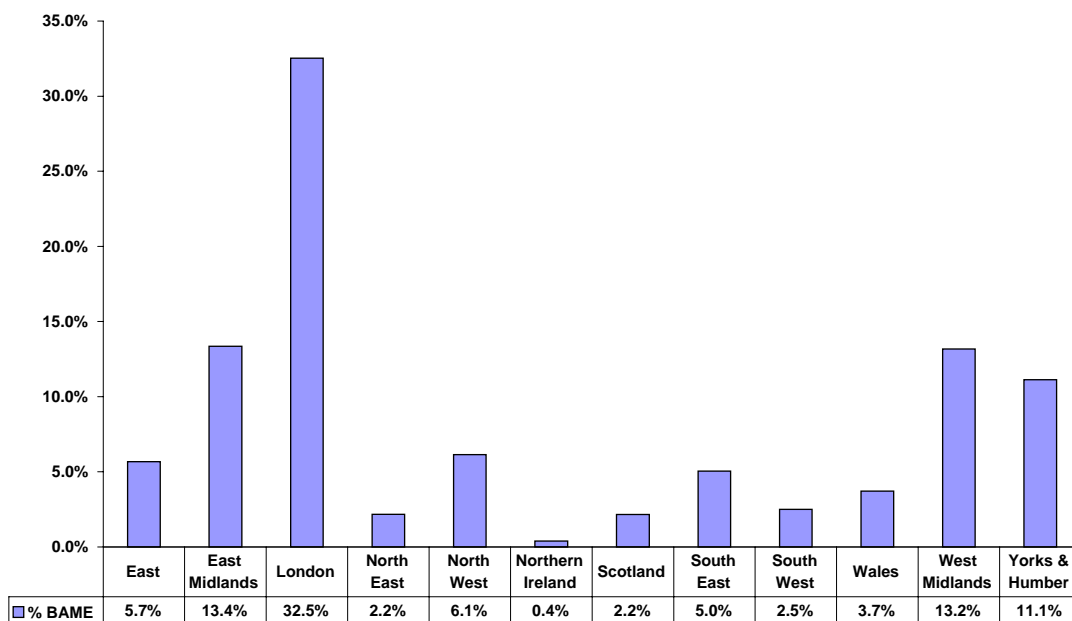
- **Ethnicity and working pattern**

Ethnicity declaration percentages by working pattern of staff with known ethnicity as at 31st March 2013



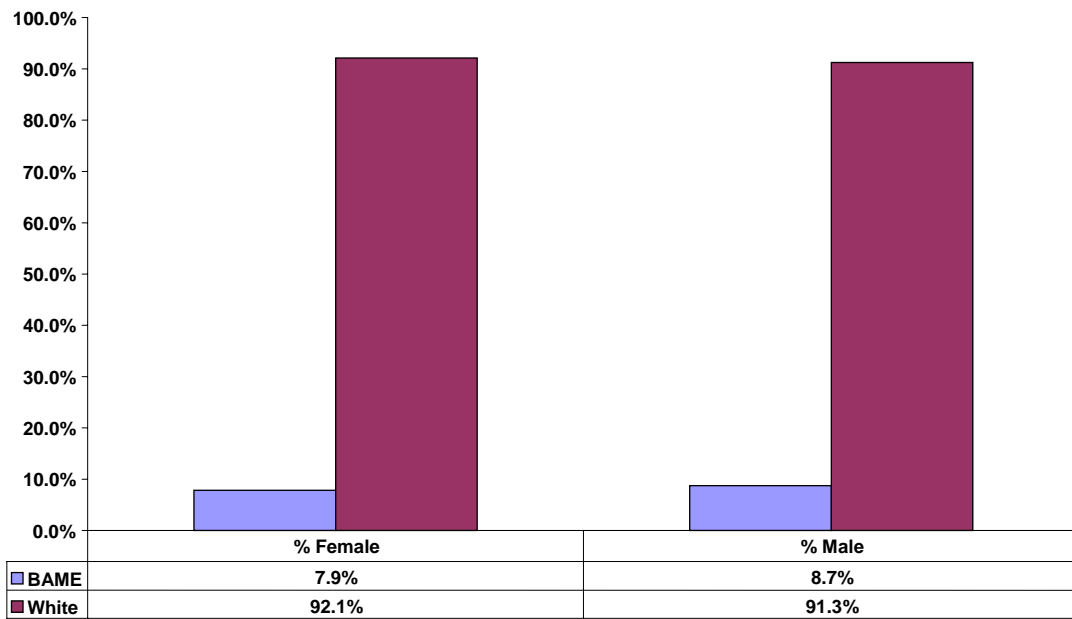
- **Ethnicity by region**

BAME percentages by region of staff with known ethnicity as at 31st March 2013



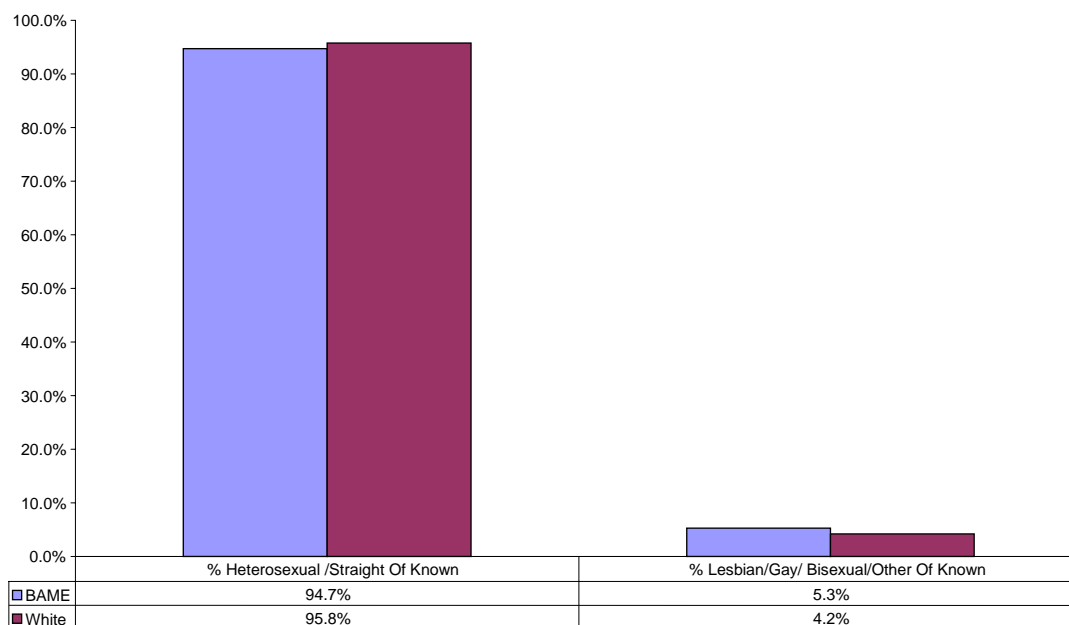
- **Ethnicity and age**
See Section 1B: Age
- **Ethnicity and disability**
See section 1C: Disability
- **Ethnicity and gender**

BAME declaration percentages by gender for staff with known ethnicity as at 31st March 2013



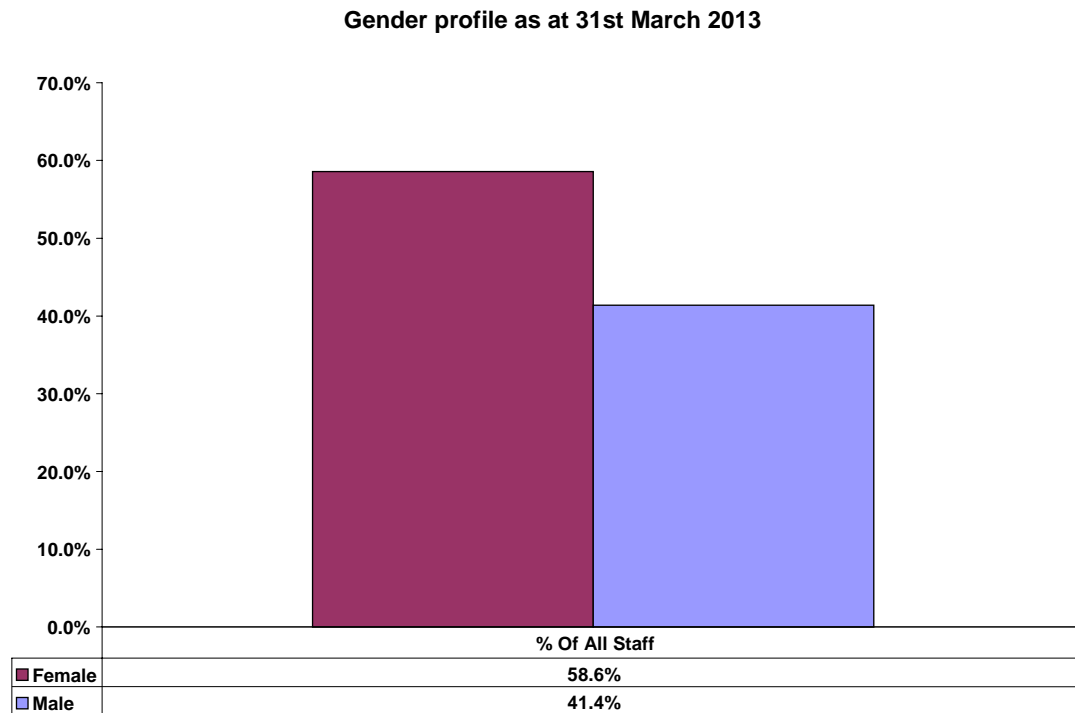
- **Ethnicity and sexual orientation**

Ethnicity by sexual orientation as at 31st March 2013



1E. Gender Analysis

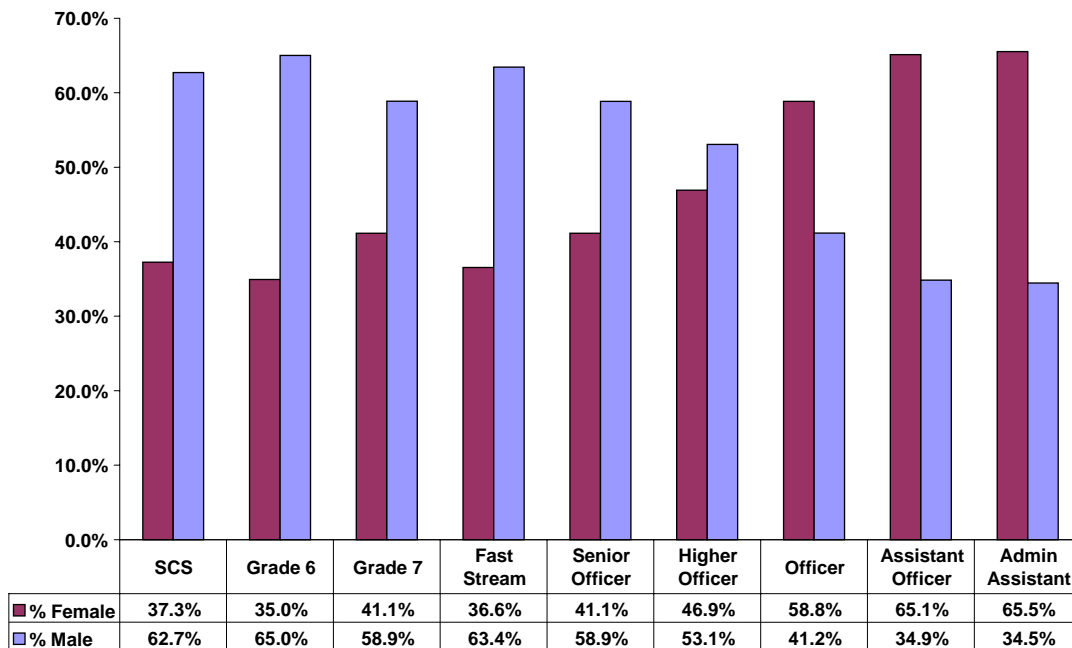
- Overall gender profile



There were 42,618 women and 30,124 men employed in HMRC as at 31st March 2013.

- **Gender and grade**

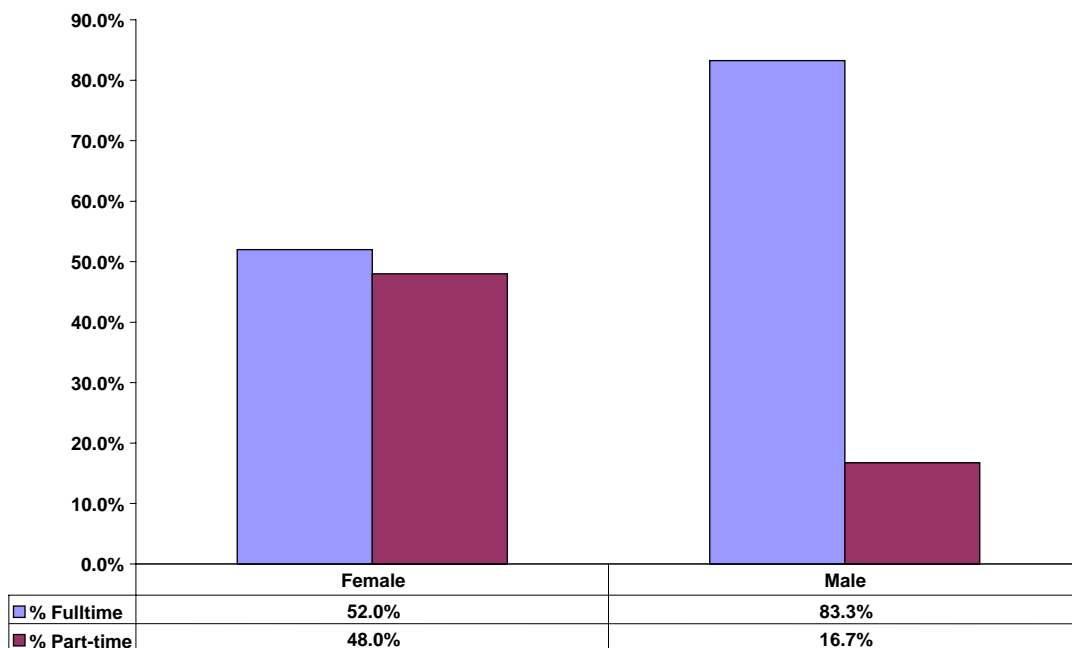
Percentages of staff by gender within each grade as at 31st March 2013



In junior grades (i.e. up to and including Officer) the proportion of female employees exceeds males. There are significantly higher proportions of male employees in grades from Higher Officer up to Senior Civil Service.

- **Gender and working pattern**

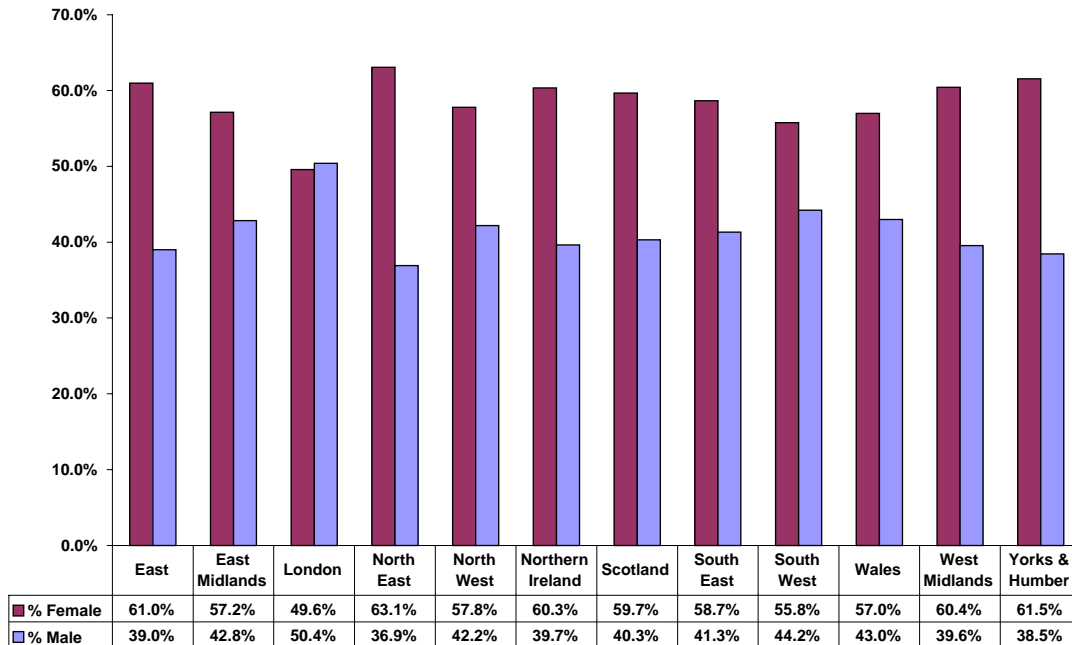
Gender & working pattern percentages as at 31st March 2013



HMRC has 47,244 full-time employees and 25,498 part-time employees. 80.2% of part-time employees are women.

- **Gender and regions**

Percentages of staff by gender within each region as at 31st March 2013



London remains the only region where the number of male employees exceeds the number of female employees, which may be explained by the greater number of senior staff based there.

- **Gender and age**

See section 1B: Age

- **Gender and disability**

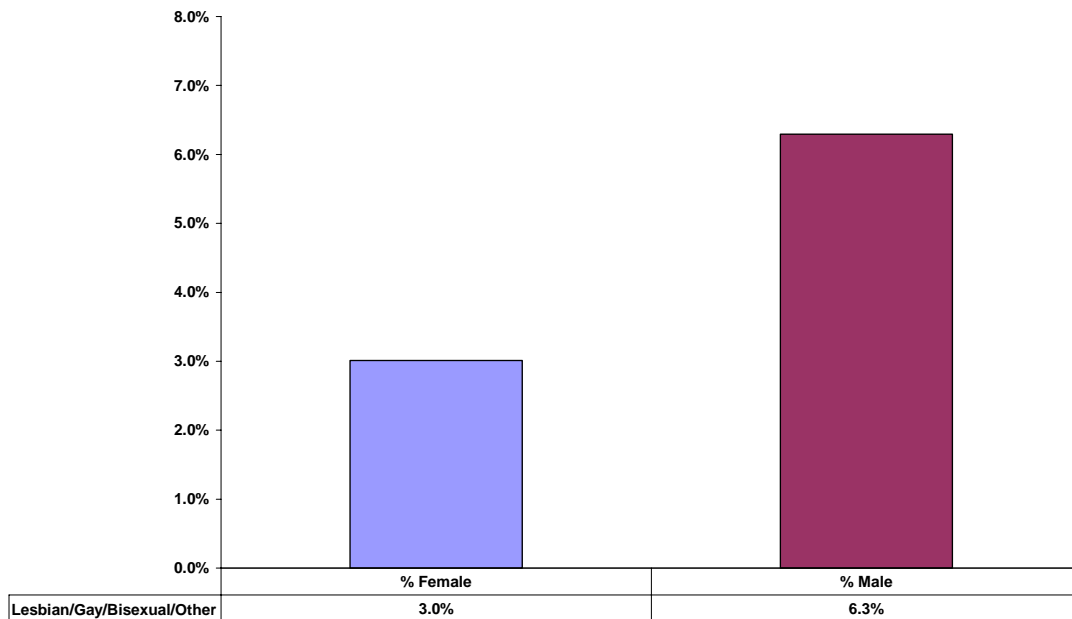
See Section 1C: Disability

- **Gender and ethnicity**

See Section 1C: Ethnicity

- Gender and sexual orientation

LGB declaration percentages by gender for staff with known sexual orientation as at 31st March 2013

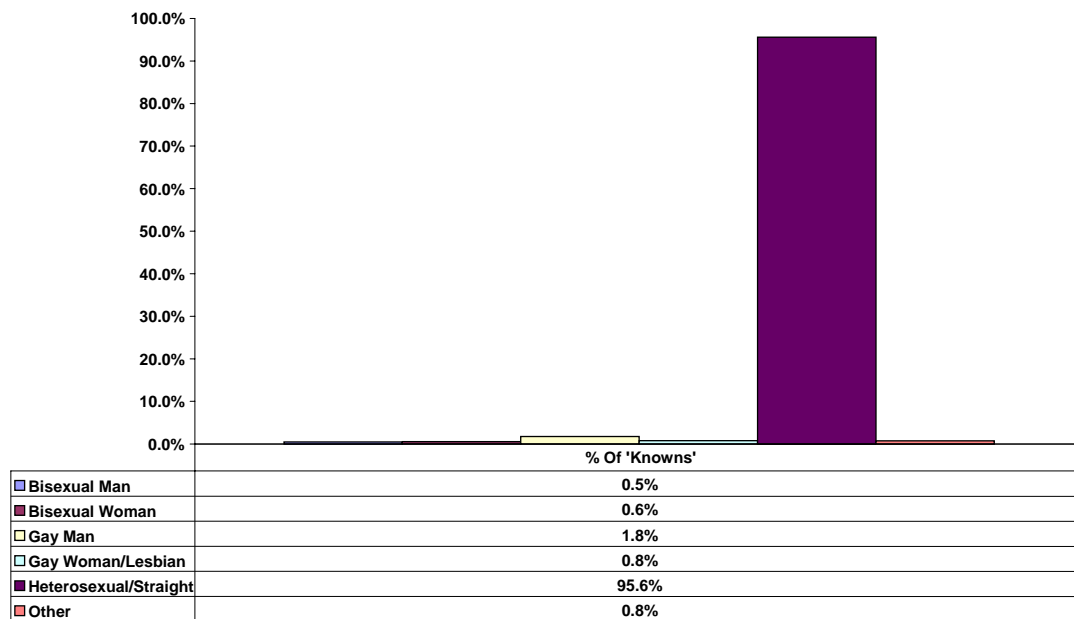


1F. Sexual Orientation Analysis

The data is quoted as a percentage of known sexual orientation i.e. it includes only those who have made a declaration. The numbers for those who have not made a declaration or who have chosen not to declare are not included.

- Percentages for known sexual orientation

Percentage of staff by known sexual orientation type as at 31st March 2013

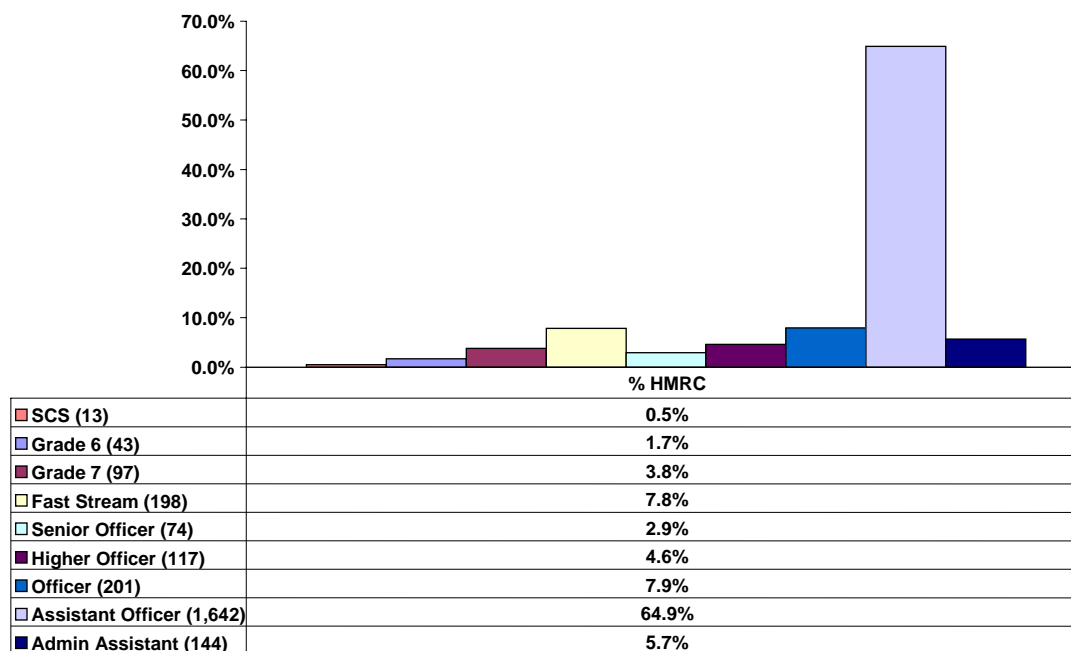


Section 2

2A: Recruitment

The data presented shows those externally recruited to HMRC posts in 2012-13. This recruitment is conducted as an exception to the freeze on external recruitment and with prior authorisation from HMRC's Chief Executive.

Percentages of new entrants to HMRC in 2012/13 by grade

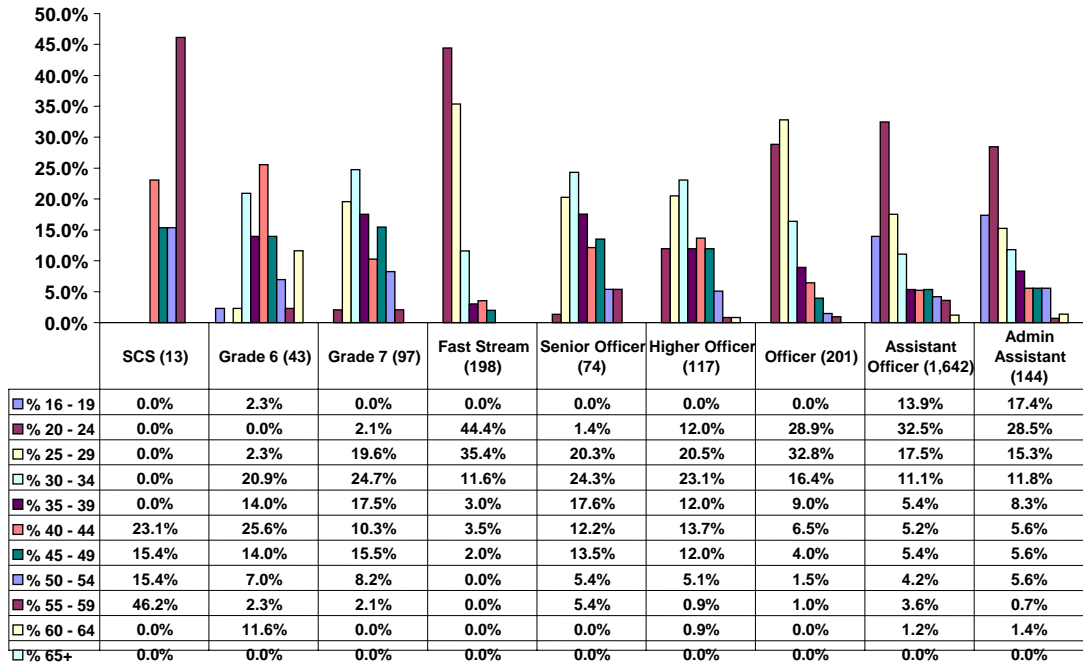


NB: The actual number of new entrants by grade is in brackets.

In 2012-13 a total of 2,529 new entrants were appointed to posts in HMRC. Of these new entrants, 1,642 were at Assistant Officer grade. Almost all of the Assistant Officer recruits were Temporary Fixed Term Appointments in our Contact Centres.

- Age

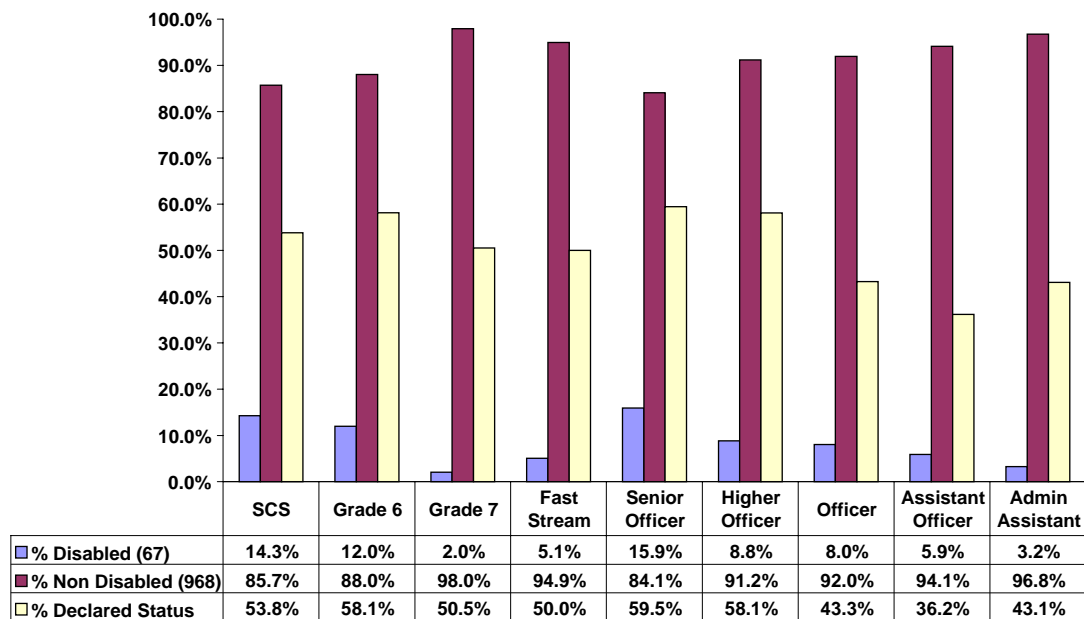
Percentages of new entrants in 2012/13 by grade & age range



- **Disability**

Of the 2,529 new entrants, 1,025 (40.5 per cent) had declared their disability status. The following chart shows the percentage of staff by grade with “known” disability status, along with the percentages of staff who made a positive disability declaration. The disabled and non-disabled percentages shown in the chart are based on the overall percentage of staff in grade who made a positive declaration (e.g. the SCS known disabled (14.3 per cent) and known non-disabled (85.7 per cent) figures are calculated from the 53.8% of SCS new entrants who had made a declaration):

Percentage of new entrants in 2012/13 by disability status & grade



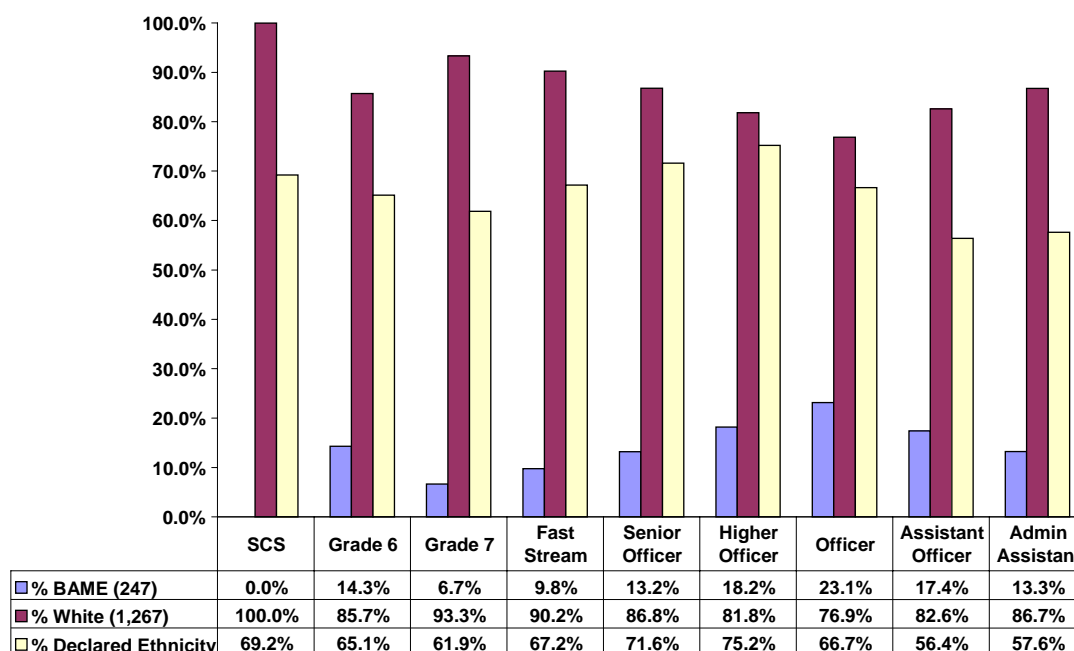
NB. ‘Choose not to declare’ and ‘not known’ percentages for disability are not shown.

The highest disability declaration rates are by new entrants at Senior Officer grade and Assistant Officer new entrants have the lowest declaration rate.

- **Ethnicity**

1,514 (59.9 per cent) of the 2,529 new entrants have declared their ethnicity. The following chart shows the percentage of staff by grade with “known” ethnicity along with the percentage of staff by grade who made a positive ethnicity declaration. The BAME and white percentages shown in the chart are based on the overall percentages of staff in grade who a positive ethnicity declaration (e.g. the SCS BAME (0 per cent) and white (100 per cent) figures are calculated from the 69.2% of SCS new entrants who had made a declaration):

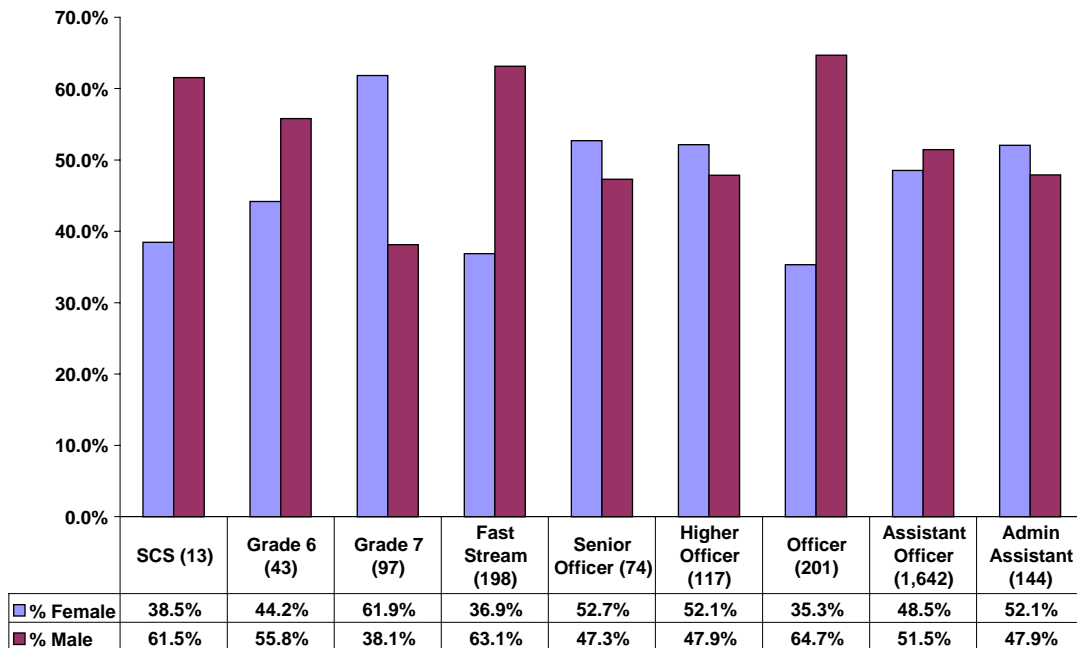
Percentage of new entrants to HMRC in 2012/13 by ethnicity & grade



NB. “Choose not to declare” and “not known” percentages for ethnicity are not shown

- Gender

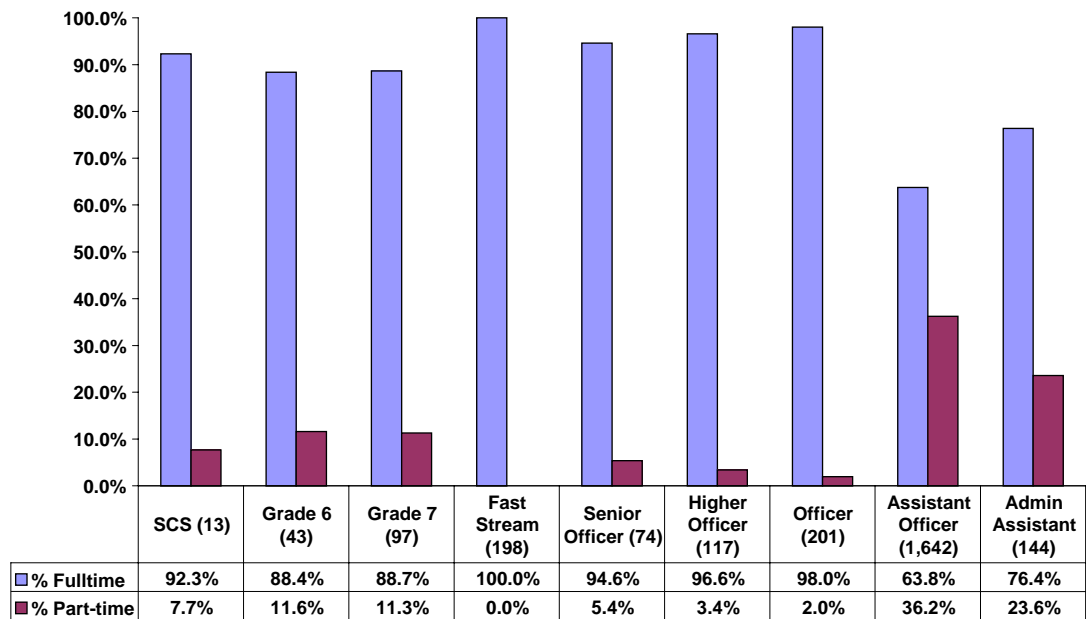
Percentages of new entrants to HMRC in 2012/13 by gender & grade



For the first time in recent years the total number of men joining HMRC exceeded that of women. At Grade 7 level there were significantly more women new entrants than men. However the situation at Grade 6 and at the Senior Civil Service level remains unchanged from previous years with men making up the majority of new entrants at these grades.

- **Working Pattern**

Percentage of new entrants in 2012-13 by working pattern & grade



The highest proportion of new entrants employed on a part-time basis is at Assistant Officer grade. All the recruits to the Fast Stream are full-time employees.

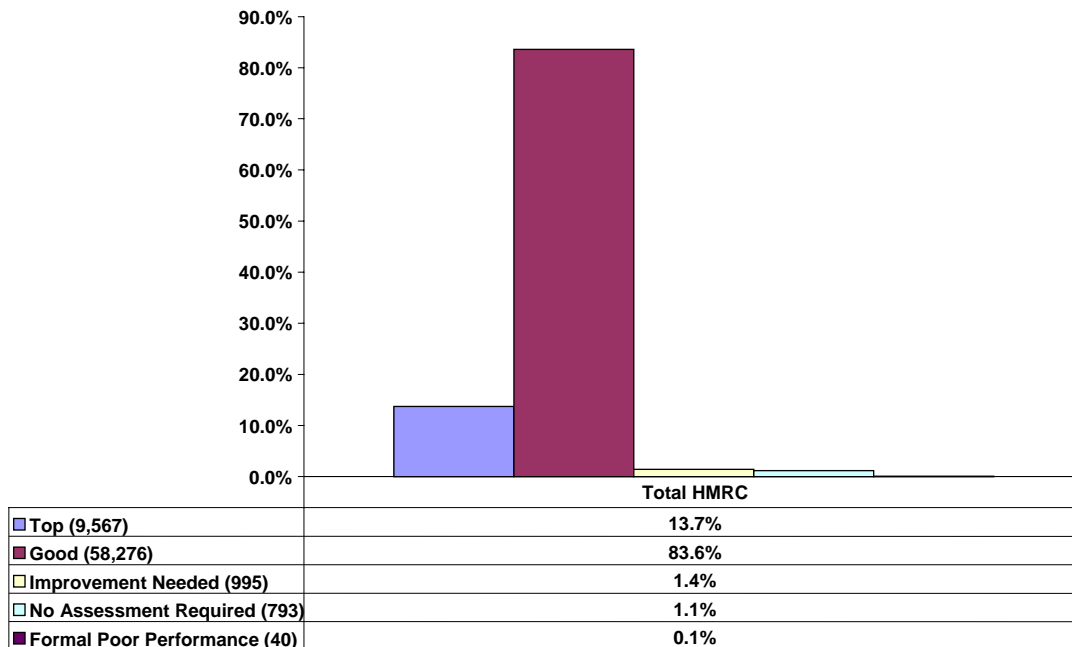
2B: Performance Markings

The performance management system for employees in all grades excluding Senior Civil Servants was introduced in April 2005. Employees are marked as 'Top', 'Good', 'Improvement needed' or subject to formal poor performance procedures.

For 2012-13 a total of 69,671 individual performance markings were recorded for employees in the Admin Assistant grade through to Grade 6. The majority of the 793 employees for whom no assessment or performance marking is required to be recorded are on a career break or some other unpaid absence.

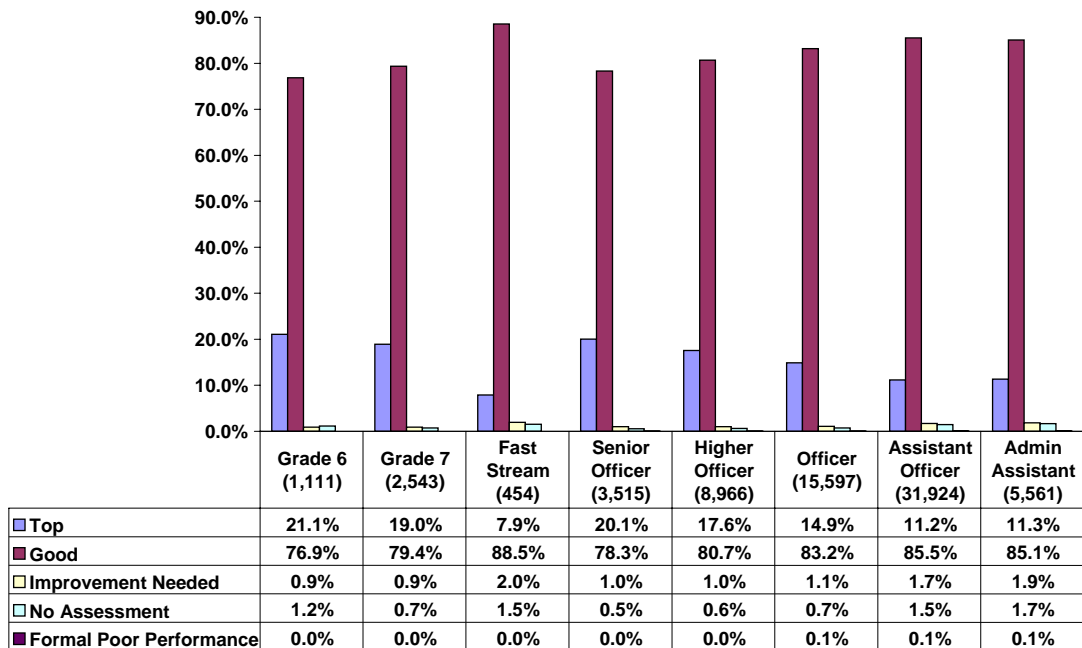
The total number of individual markings in each performance category is recorded in brackets below.

Performance marking percentages for 2012/13



- Grade

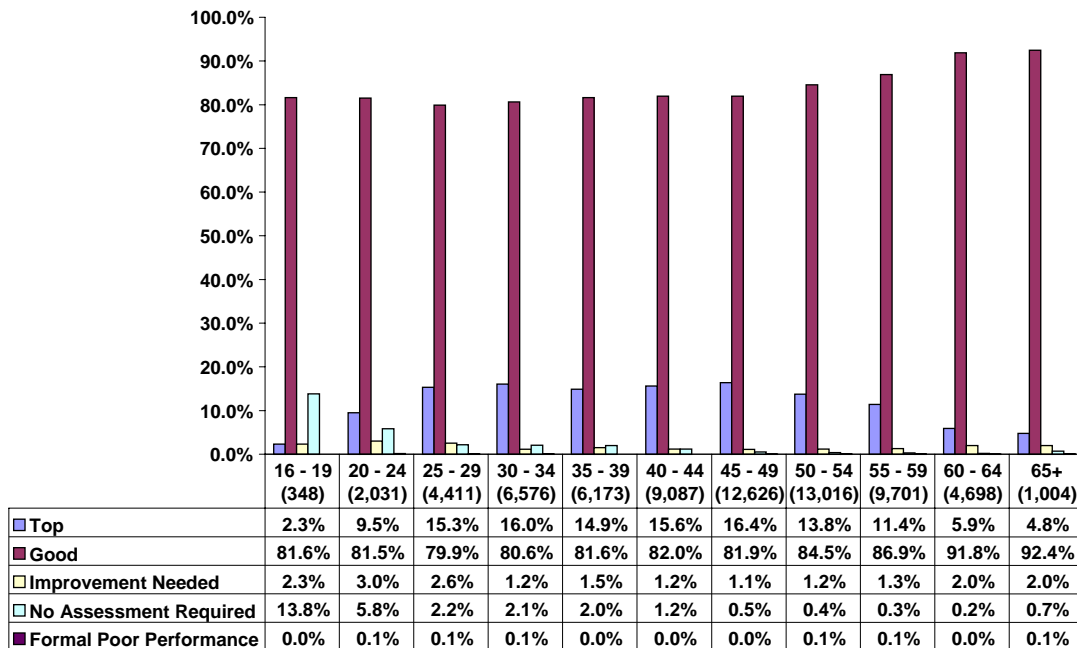
Performance marking percentages by grade for 2012/13



The highest proportions of 'Top' performance markings were awarded to employees at Senior Officer, Grade 7 and Grade 6. The highest proportion of 'Improvement needed' markings was awarded to employees in the Fast Stream and Admin Assistant grades. Employees in the junior grades up to and including the Officer grade were more likely to be subject to formal poor performance procedures.

- Age

Performance marking percentages by age range for 2012/13

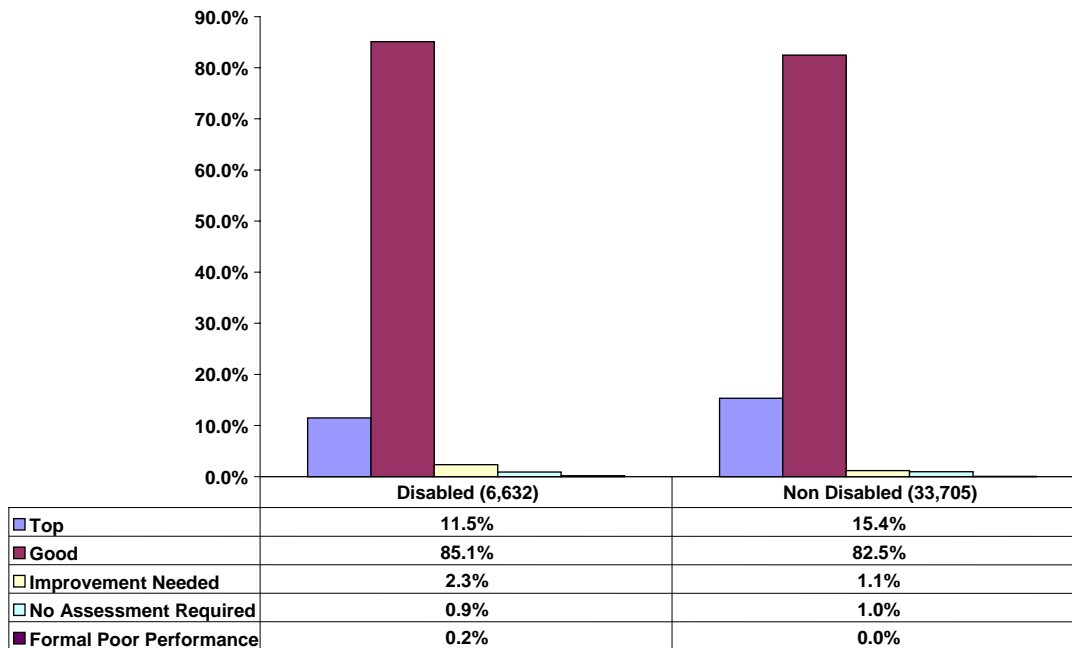


The highest proportion of 'Top' performance marks were awarded to employees aged between 45 and 49. Younger employees tended to have the highest proportion of 'improvement needed' marks.

- **Disability**

40,337 (57.9 per cent) of recorded performance markings for 2012-13 were awarded to staff who had made a disability declaration. The following data is quoted as a percentage of known disability status:

Performance marking percentages by disability status for 2012/13

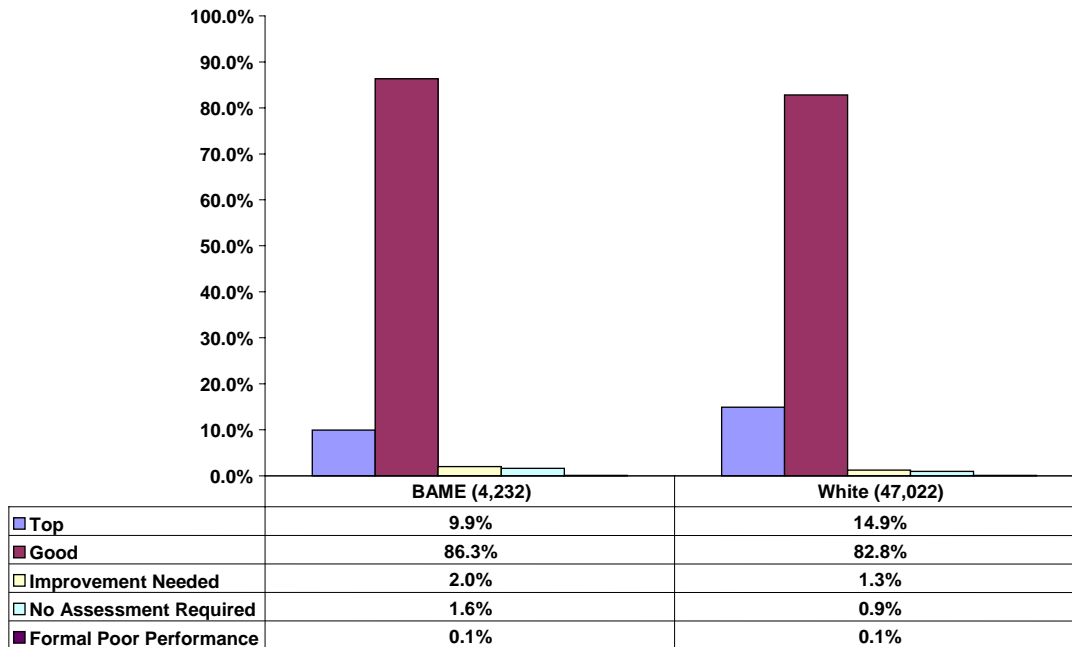


Known disabled employees are awarded a lower proportion of 'Top' performance markings and receive a higher proportion of 'Improvement needed' and 'Poor Performance' markings compared with known non-disabled employees.

- **Ethnicity**

51,254 (73.6 per cent) of recorded performance markings for 2012-13 were awarded to employees who had made an ethnicity declaration.

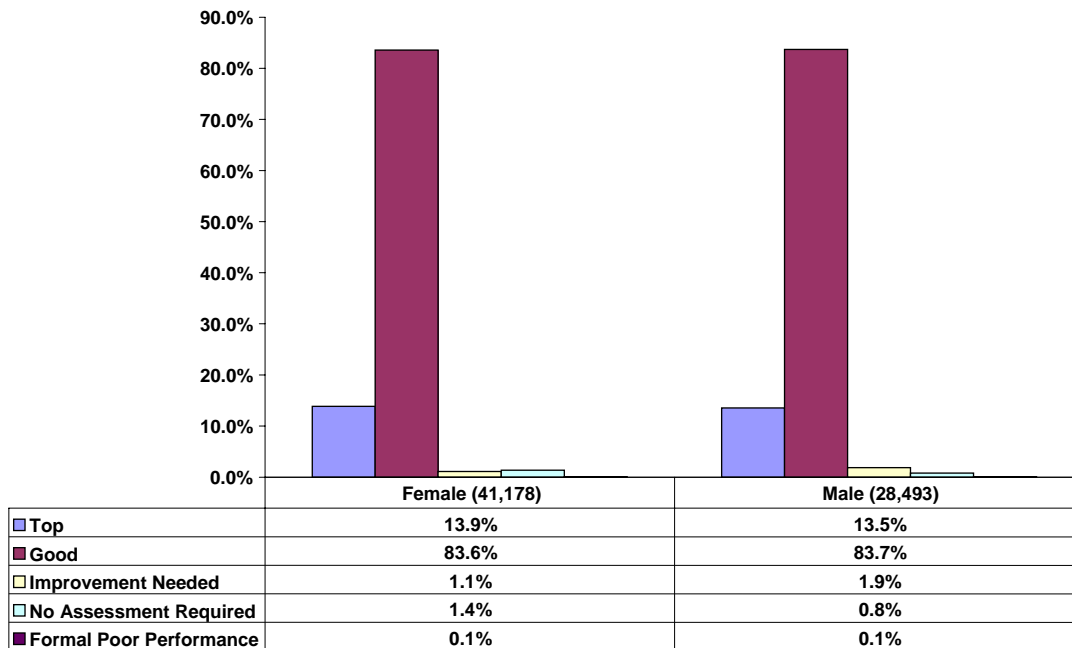
Performance marking percentages by ethnicity for 2012/13



A higher proportion of 'Top' performance markings were awarded to white employees, with BAME employees receiving a higher proportion of 'Improvement needed' markings.

- Gender

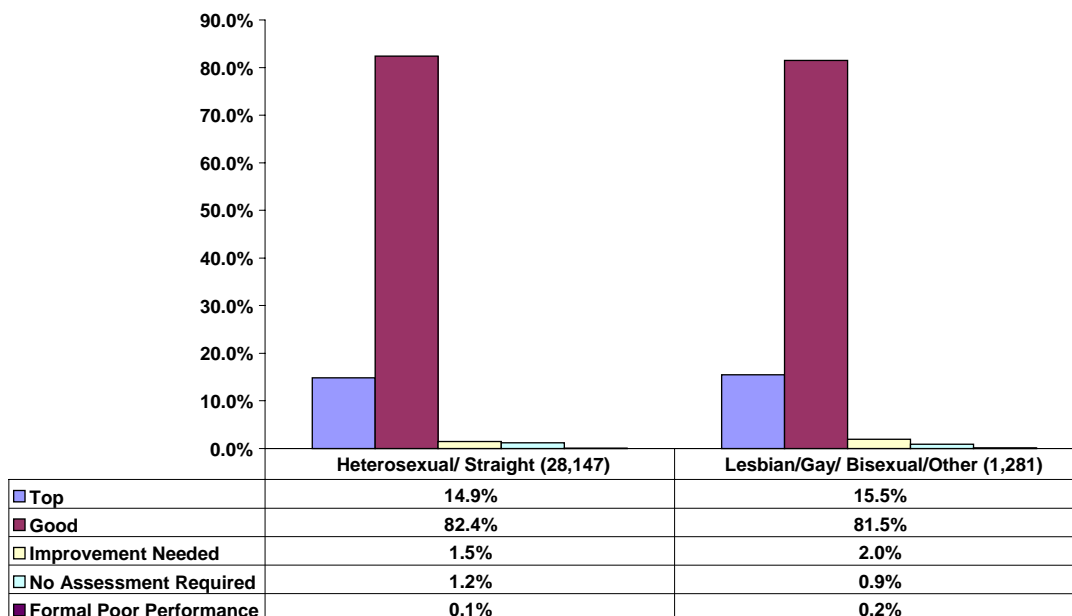
Performance marking percentages by gender for 2012/13



Female staff received a higher proportion of 'Top' performance markings. A higher proportion of male employees were awarded 'Improvement needed' markings.

- Sexual Orientation

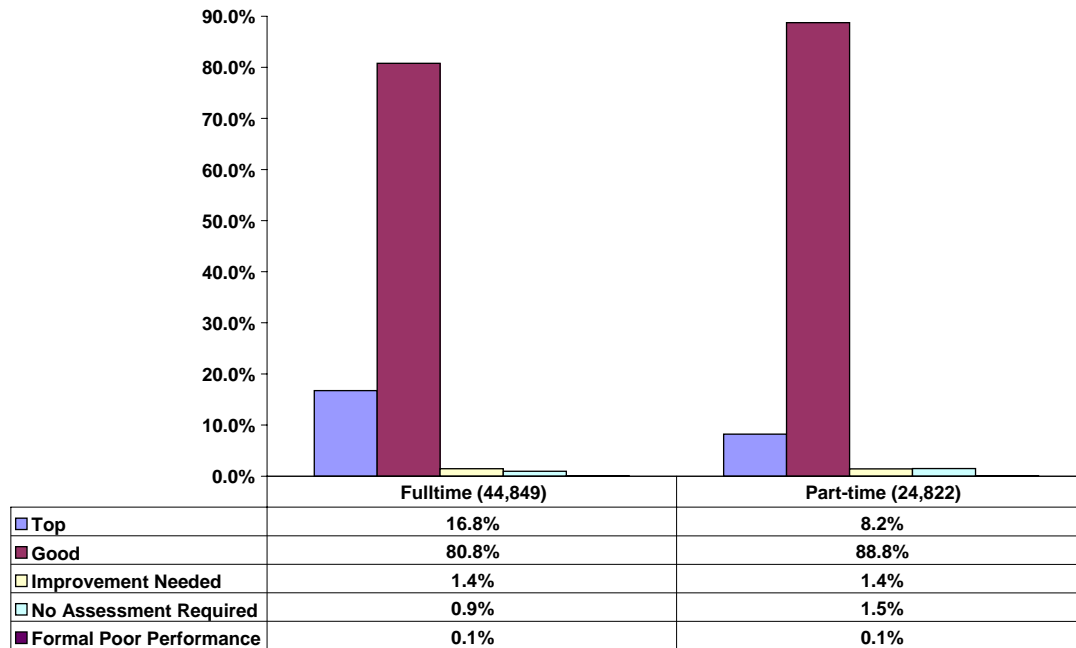
Performance marking percentages by sexual orientation category for 2012/13



The proportion of known LGB employees who have been awarded a "Top" performance mark is slightly higher than for known heterosexual employees. A higher proportion of LGB employees were awarded "Improvement Needed" and became subject to Formal Poor Performance.

- Working Pattern

Performance marking percentages by working pattern for 2012/13



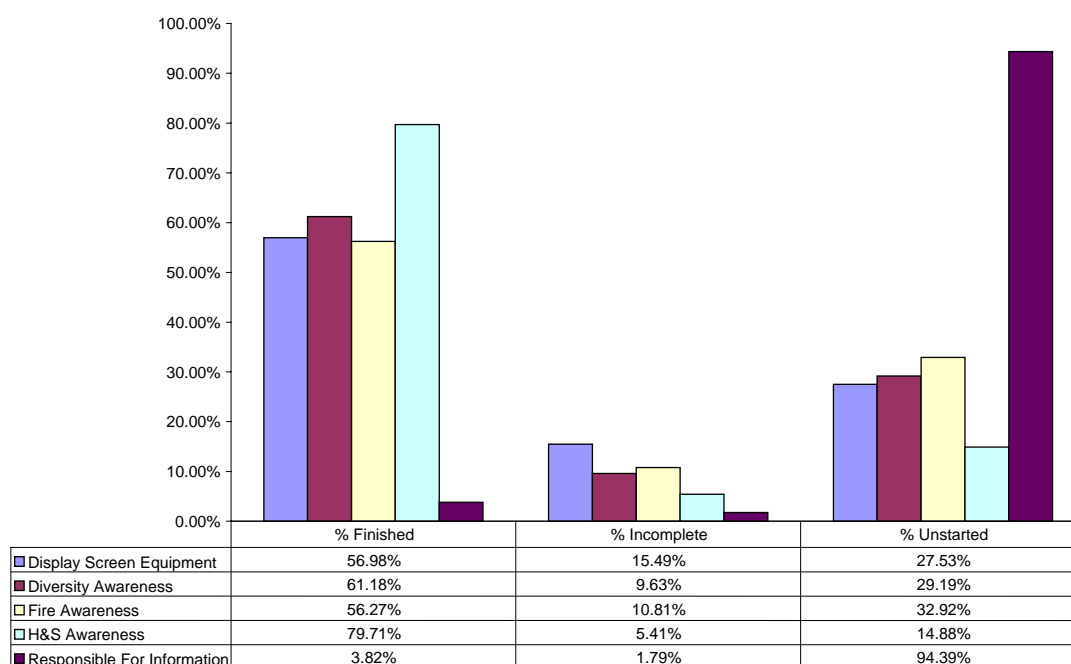
A substantially higher proportion of 'top' performance markings were awarded to full-time employees.

2C: Mandatory Training

At the 31st March 2013, there were five mandatory online training packages that all staff should complete, some of which need to be refreshed at set intervals. A further three mandatory online training packages were to be completed by employees with management responsibility.

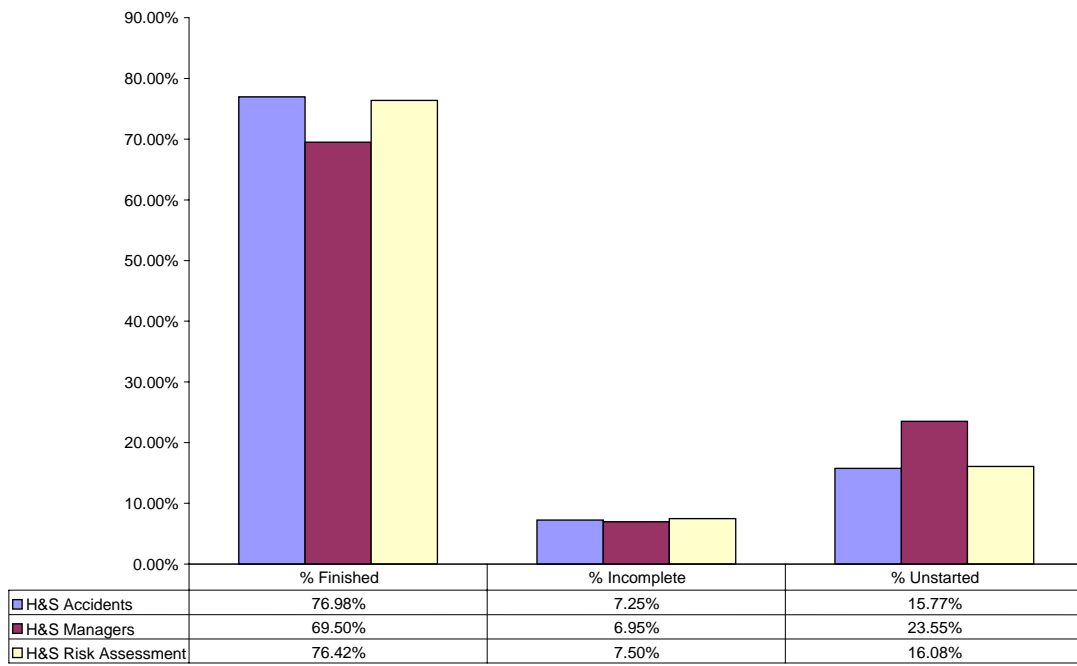
The table below shows the training completion percentages for the five mandatory training packages at the 31st March 2013 and is based on a total workforce at that time of 72,742. The 'Responsible for Information' training package was only recently introduced as a replacement for a classroom based training package and as a result the completion rate for this product is still very low.

Mandatory training completion percentages - all staff as at 31st March 2013



The table below shows the completion percentages for the three Health & Safety mandatory training packages for managers at the 31st March 2013 and is based on a total of 9,526 staff with line management responsibility at that date.

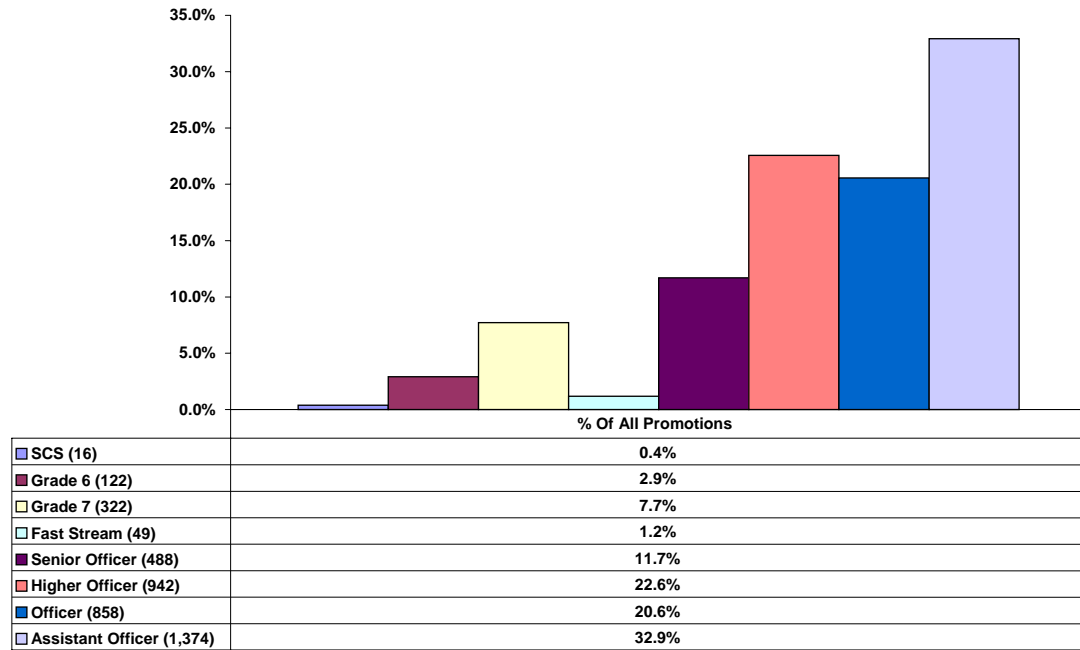
Mandatory training completion percentages - Managers as at 31st March 2013



2D: Promotions

The following data shows substantive promotions to Assistant Officer grade and above in 2012-13. The figures for the SCS (Senior Civil Service) are for promotions into and within the SCS.

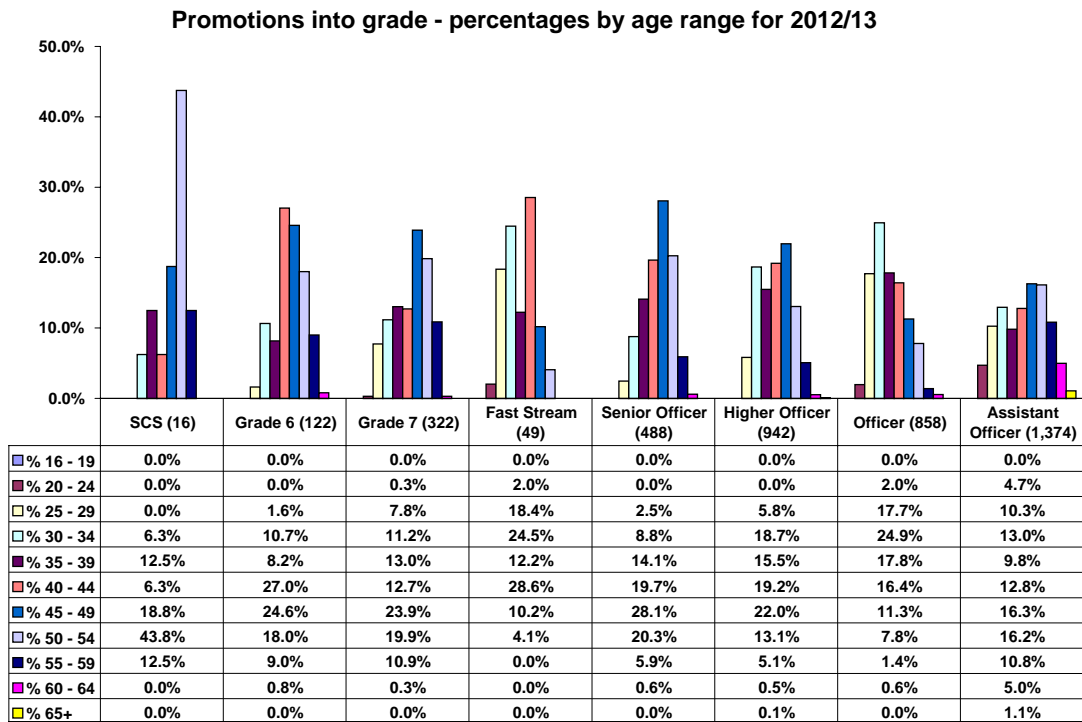
Promotions into grade - percentages for 2012/13



NB: The actual number of new entrants by grade is in brackets.

The highest proportion of substantive promotions is from Admin Assistant to the Assistant Officer. The lowest proportions of promotions are into the Fast Stream, Grade 6 and the Senior Civil Service.

- Age

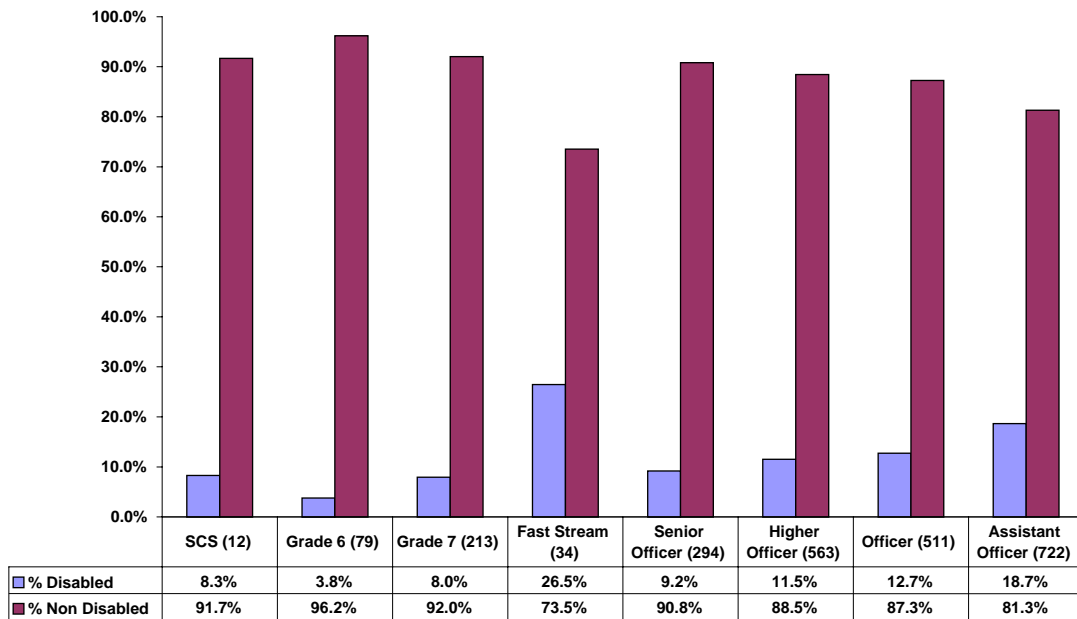


Nearly half of all promotees were aged between 35 and 49. The majority of promotees to the senior grades are aged between 40 and 54.

- **Disability**

Of the employees promoted in 2012-13, 2,428 (58.2 per cent) had made a disability declaration. The following data is quoted as a percentage of known disability status.

Promotions into grade - percentages by known disability status & grade for 2012/13



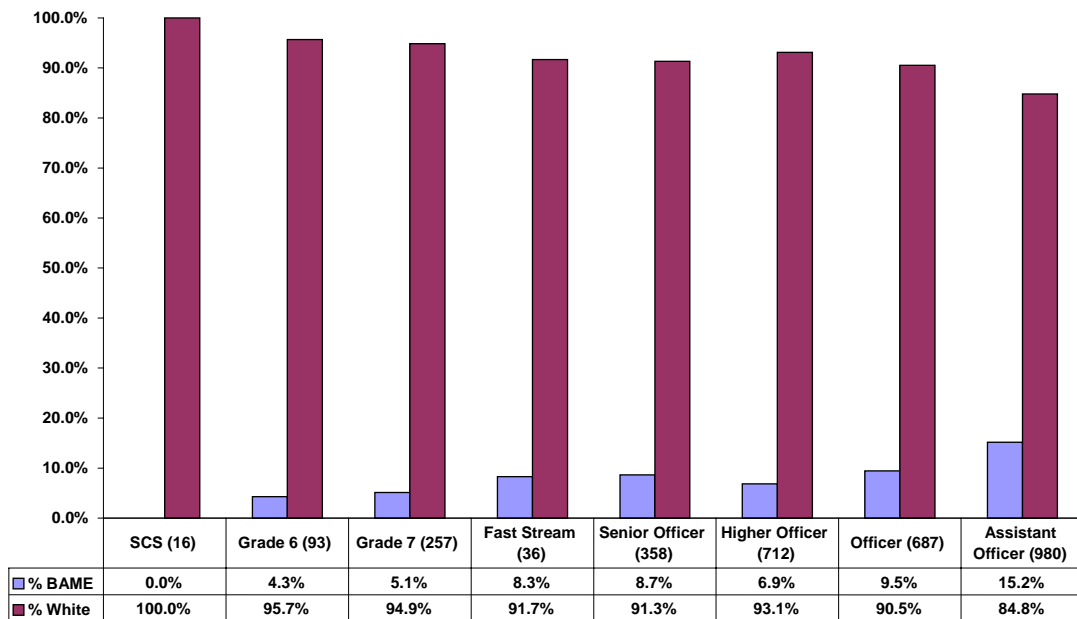
NB. The number shown in brackets represents the total number of promotees for each grade who declared their disability status.

The highest percentages of known disabled promotees are to the Fast Stream and Assistant Officer grades.

- **Ethnicity**

Of the employees promoted in 2012-13, 3,135 (75.2 per cent) had made an ethnicity declaration. The following data is quoted as a percentage of known ethnicity.

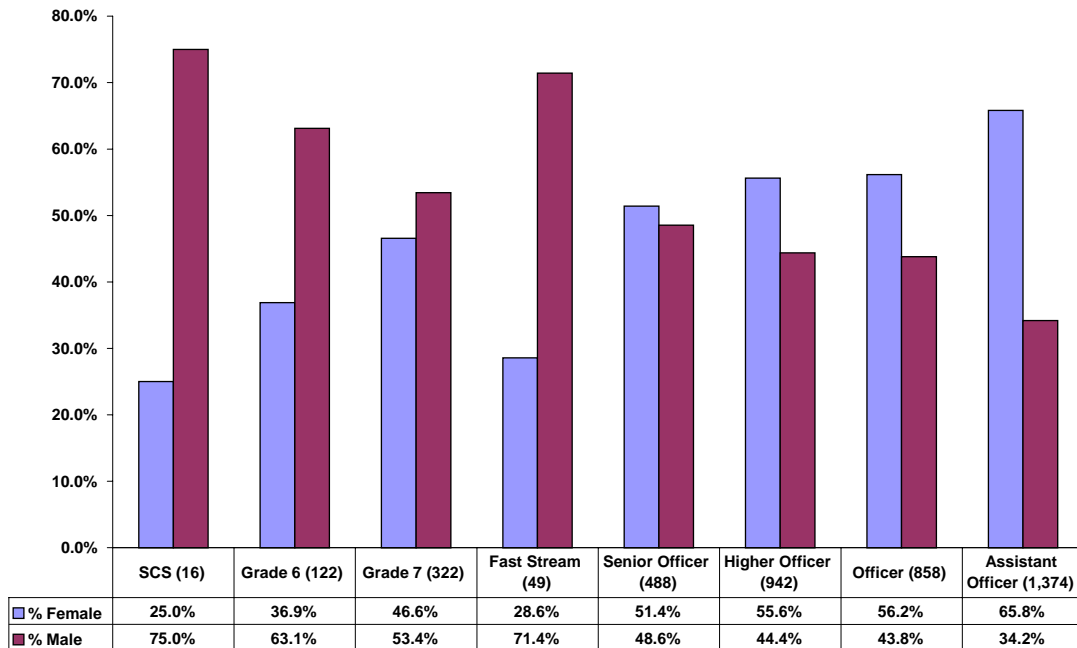
Promotion into grade - percentages by known ethnicity & grade for 2012/13



NB. The number shown in brackets represents the total number of promotees to each grade who declared their ethnicity.

- Gender

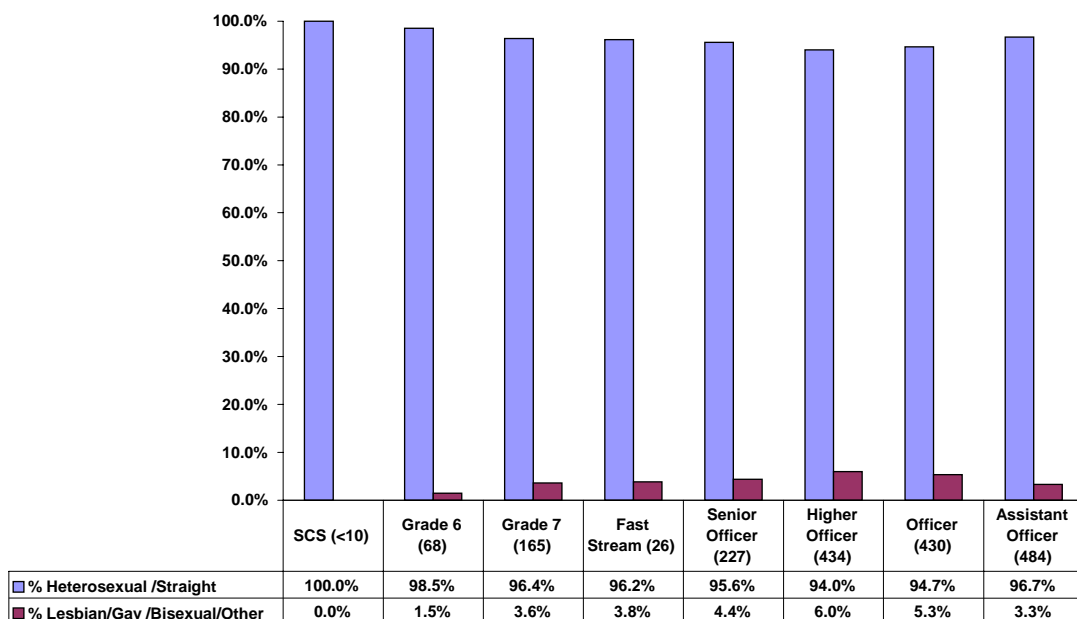
Promotion into grade - percentages by gender & grade for 2012/13



- Sexual Orientation

Of the employees promoted in 2012-13, 1,842 (44.2 per cent) had made a sexual orientation declaration. The following data is quoted as a percentage of known sexual orientation.

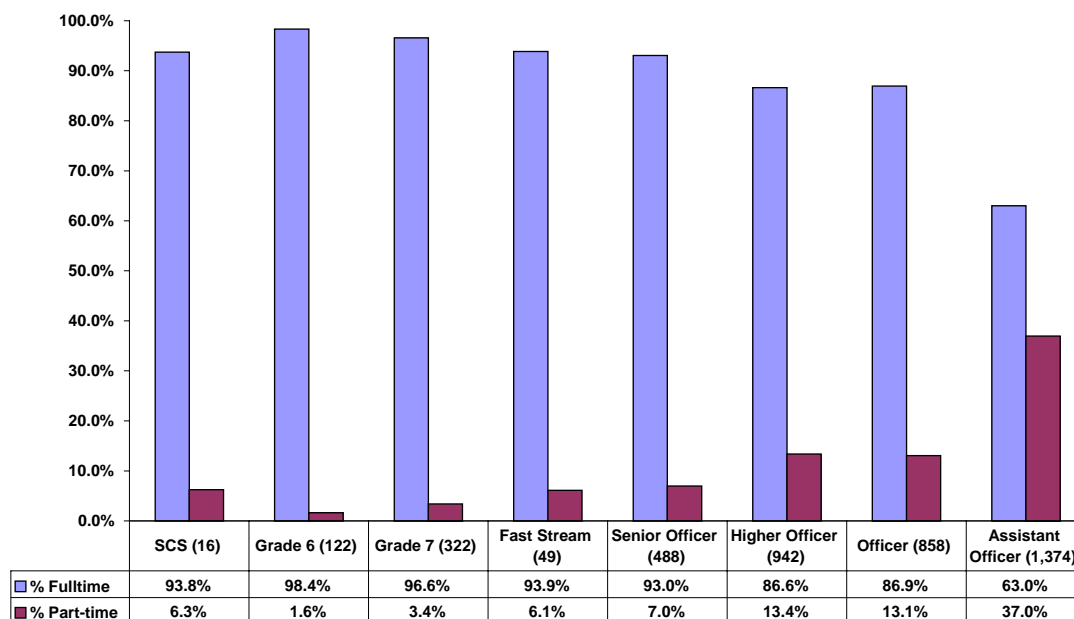
Promotion into grade - percentages by known sexual orientation & grade for 2012/13



NB. The number shown in brackets represents the total number of promotees to each grade who declared their sexual orientation

- **Working pattern**

Promotions into grade - percentages by working pattern & grade for 2012/13

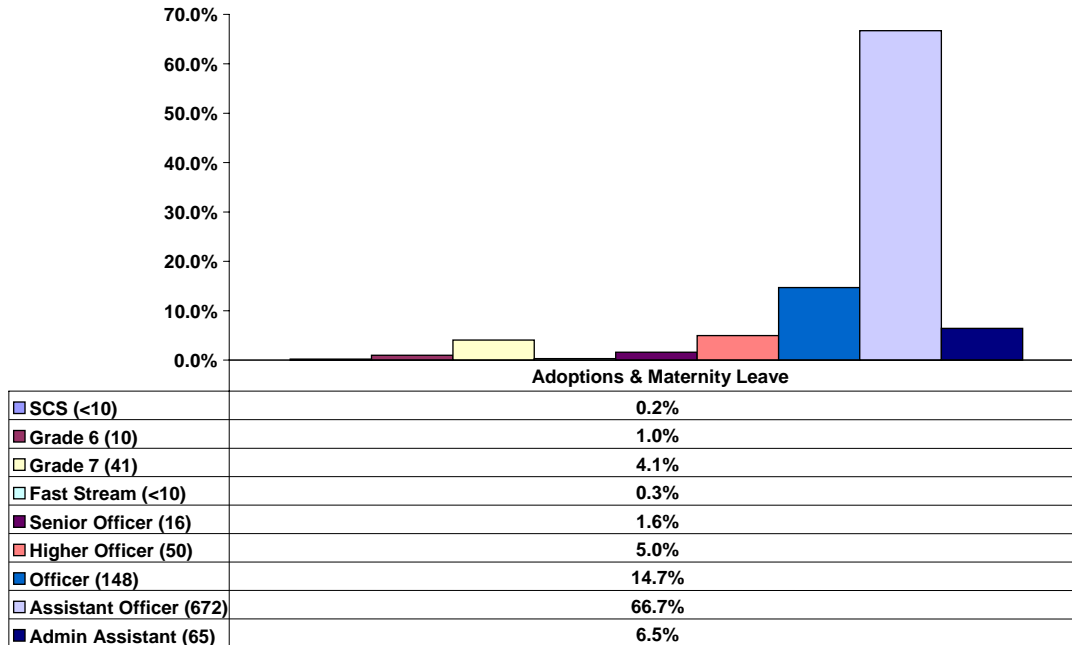


2E: Maternity and adoption leave

In the year ending 31 March 2013, 1,007 employees took maternity or adoption leave (a substantial increase compared with 737 employees in 2011-12):

- **Grade**

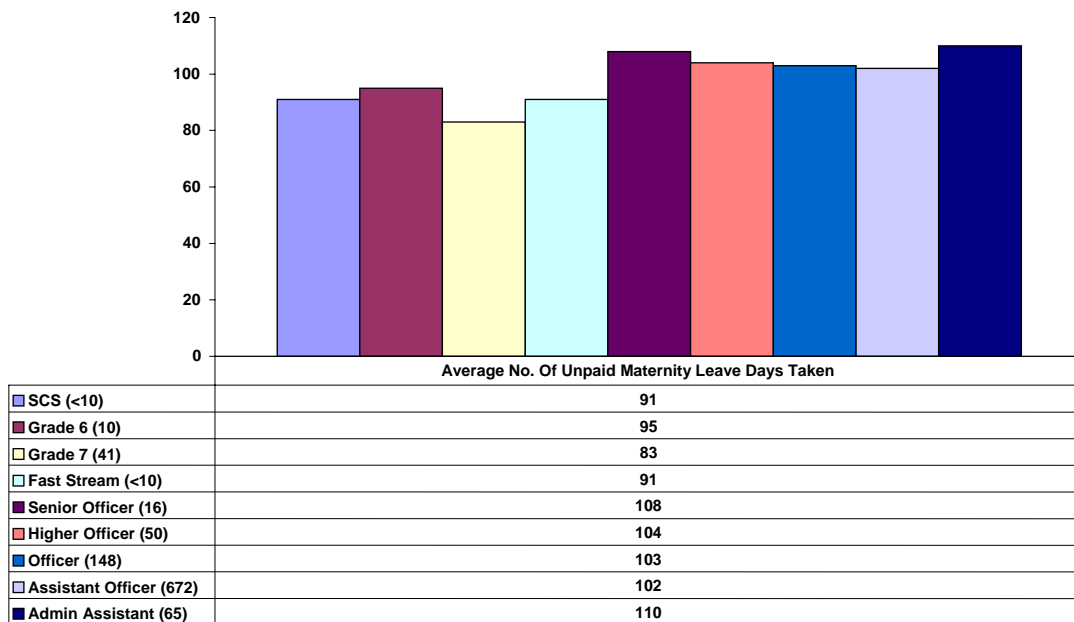
New maternity & adoption leave instances by grade for 2012/13



The proportion of Assistant Officers taking adoption and/or maternity leave (66.7 per cent) exceeds their 45.8 per cent representation in HMRC's workforce.

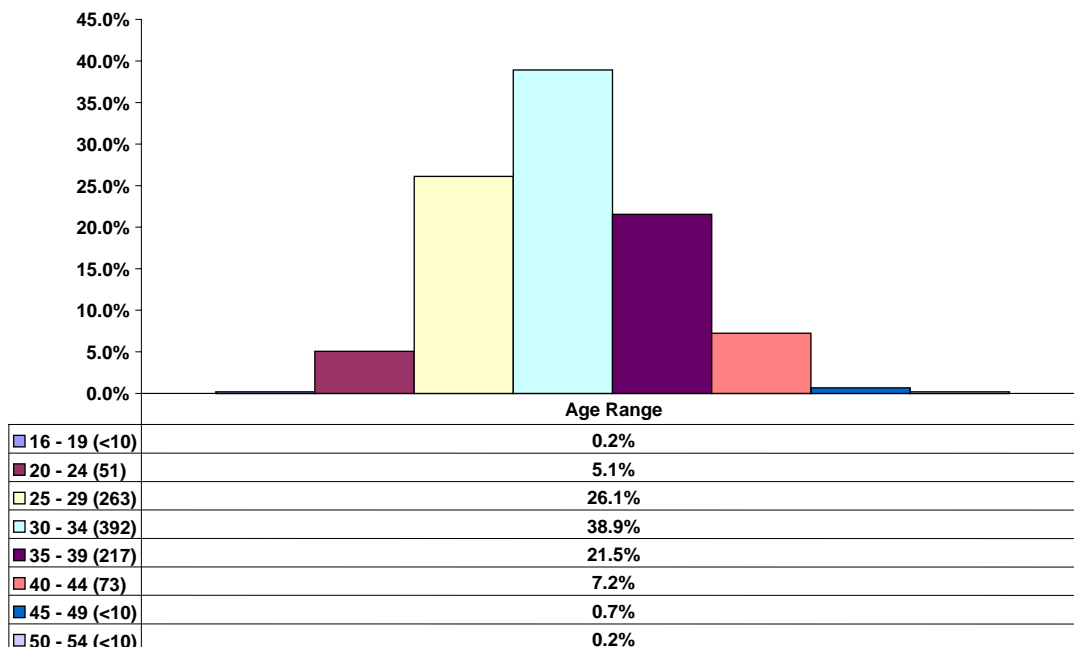
- Average number of days of unpaid maternity leave taken by grade

Average number of unpaid adoption/maternity leave days taken by grade in 2012/13



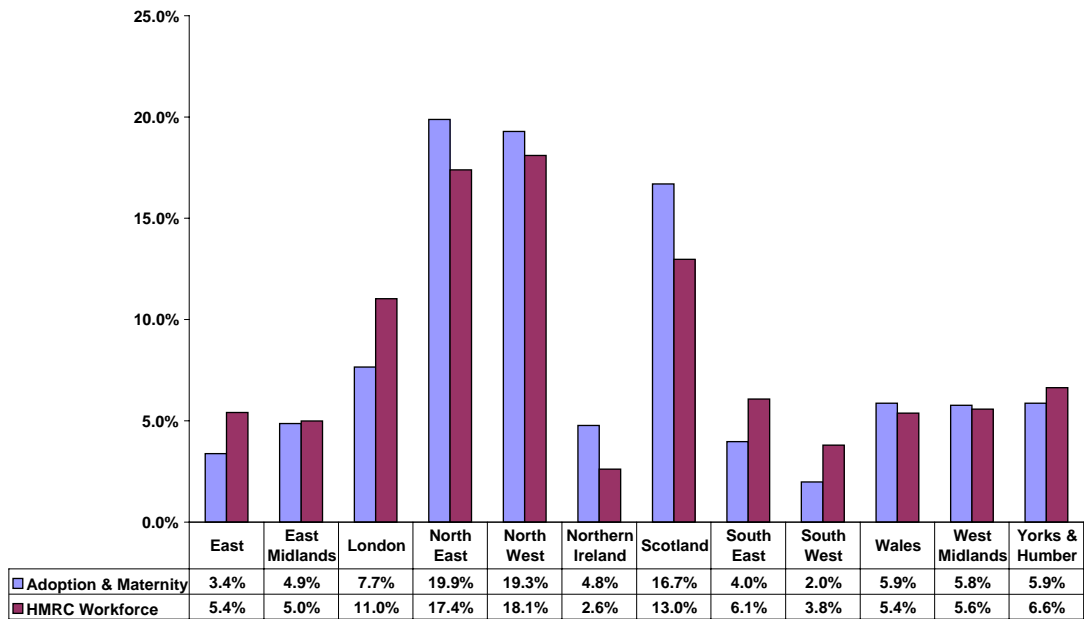
- Age

New maternity & adoption leave instances by age range in 2012/13



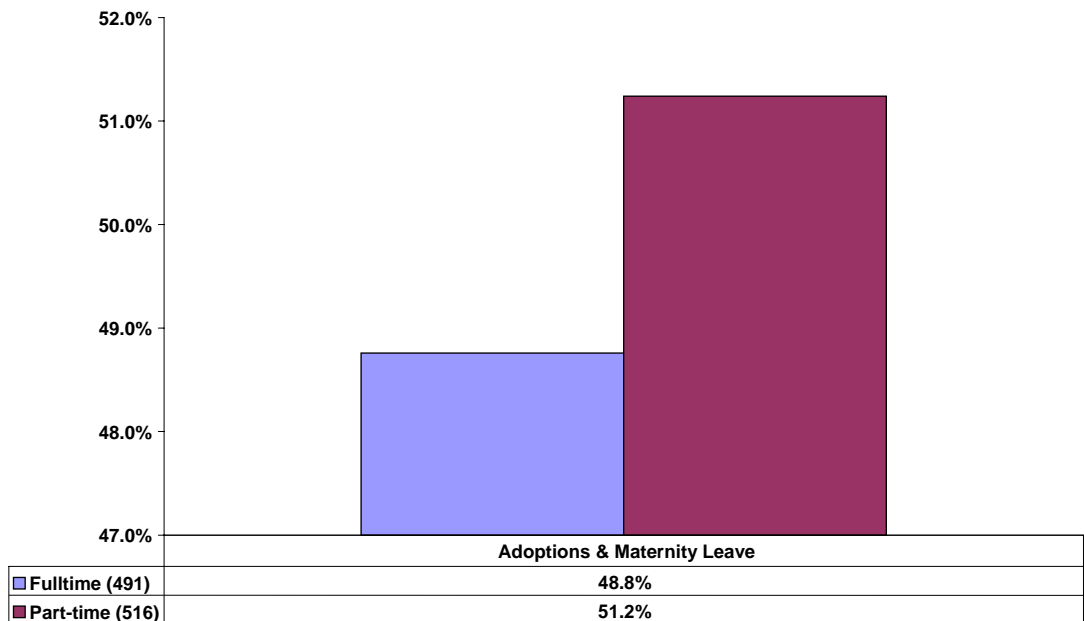
- Region

New maternity & adoption leave instances by region compared with total HMRC workforce by region in 2012/13



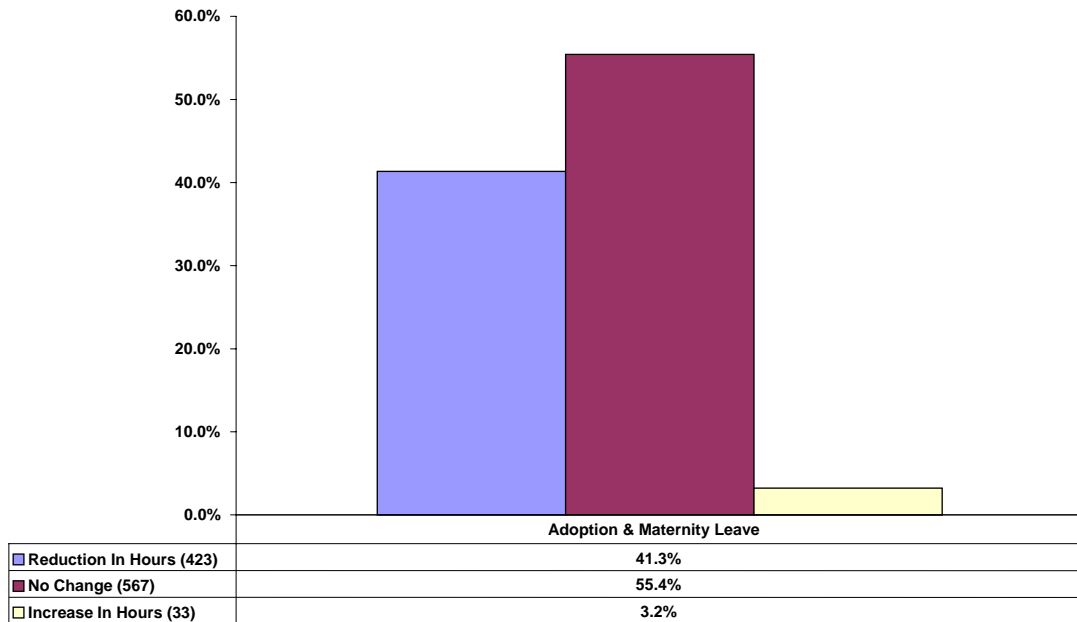
- Working Pattern

New maternity & adoption leave instances - percentages by working pattern in 2012/13



- **Change of working hours following return from maternity or adoption leave**

Percentage of staff changing hours following return from maternity & adoption leave in 2012/13



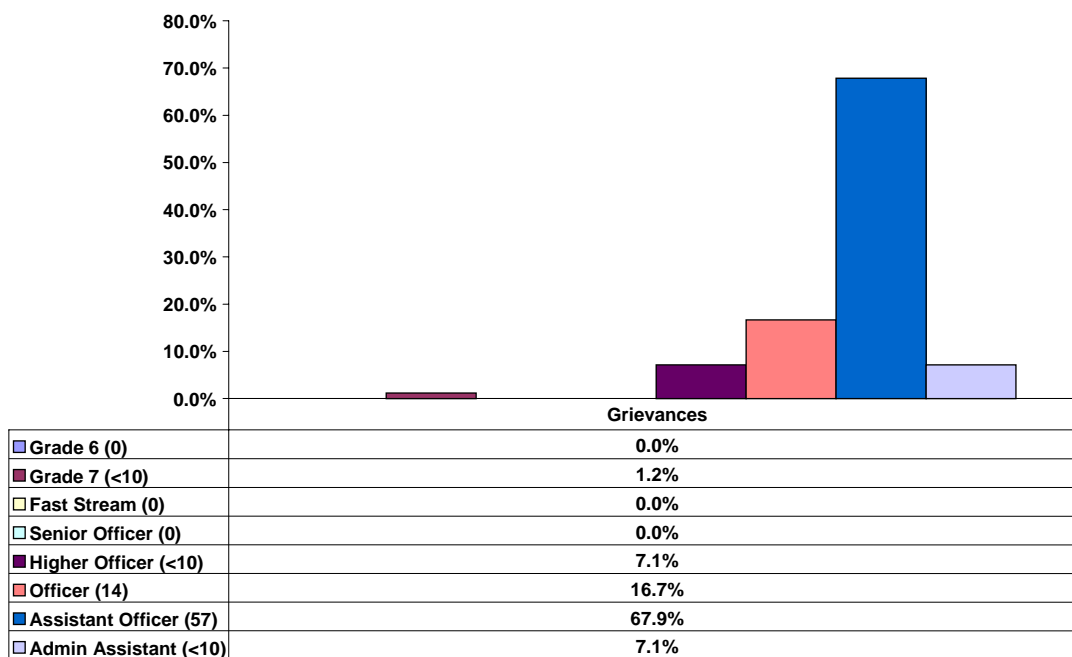
2F: Grievances

The data presented here shows the proportion of employees who have lodged a formal grievance in the year ending 31 March 2013 by grade and against their status in relation to age, disability, ethnicity, gender and sexual orientation. The data also includes percentages by working pattern.

In 2012-13 84 HMRC employees lodged a formal grievance.

- **Grade**

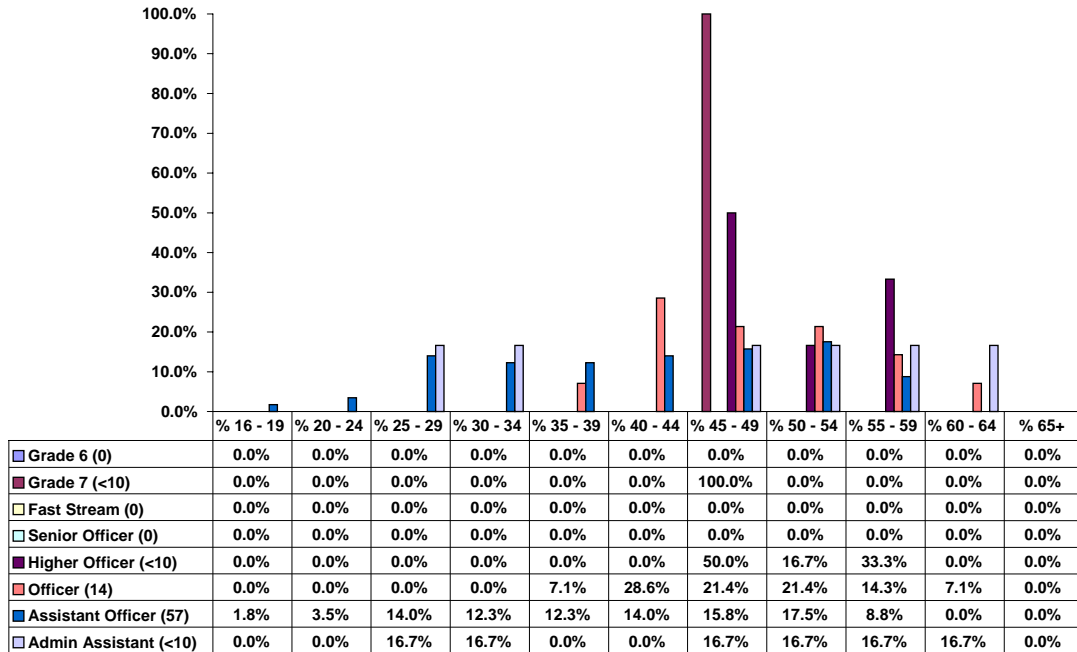
Grievances in 2012/13 - percentage by grade



The majority of formal complaints were lodged by Assistant Officers.

- Age

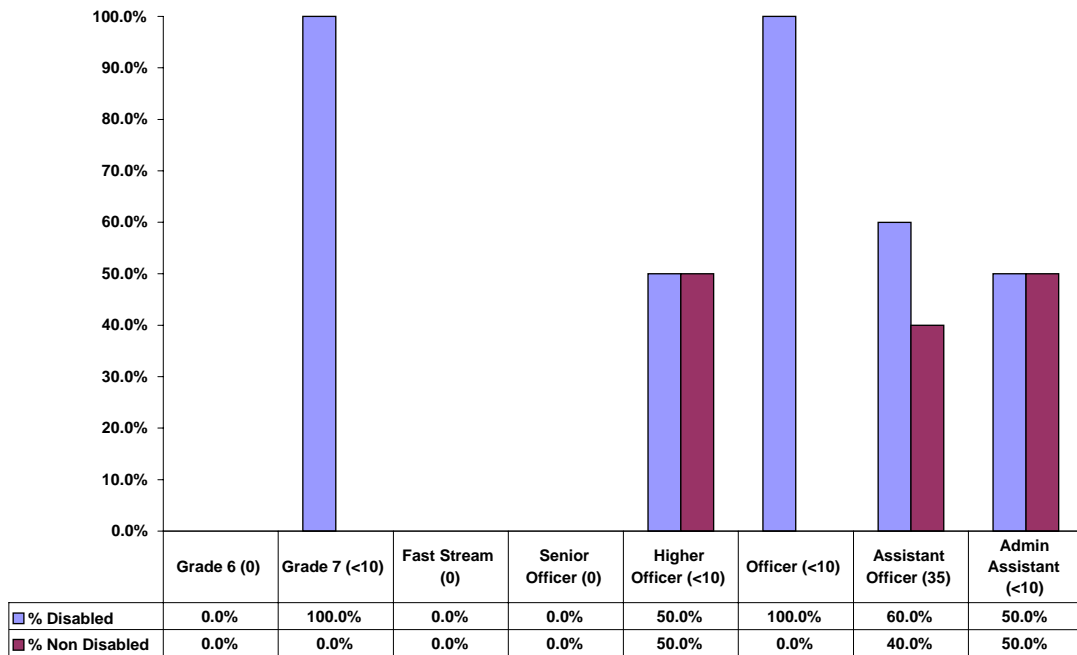
Grievances in 2012/13 - percentages by age range & grade



- **Disability**

Of the 84 employees who lodged a formal grievance in 2012-13, 51 (60.7 per cent) declared their disability status. The following data is quoted as a percentage of known disability status:

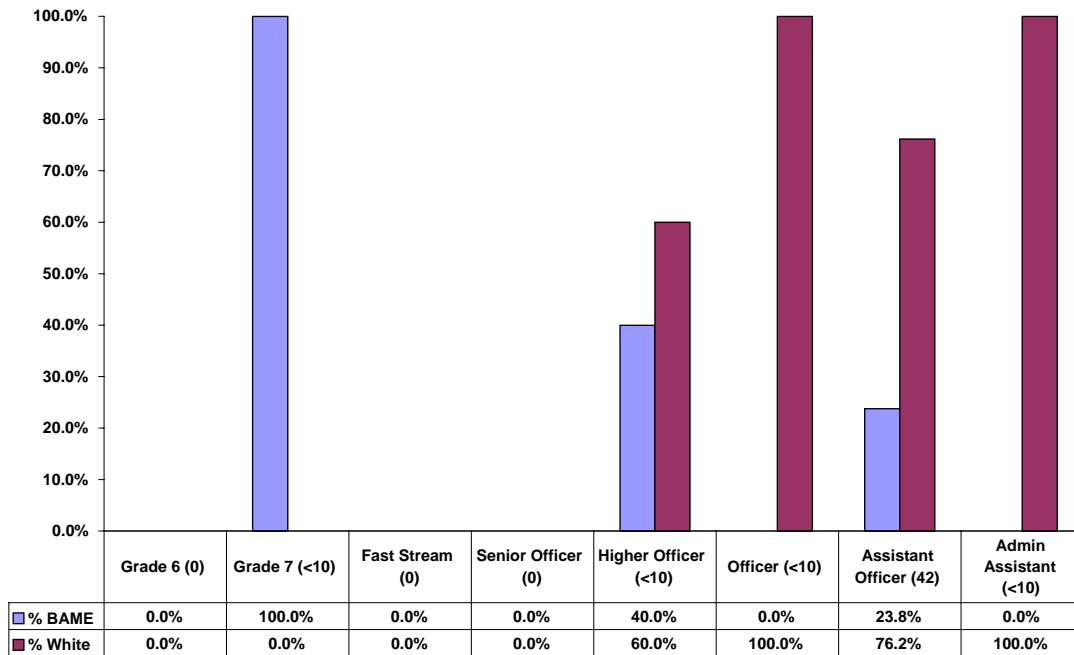
Grievances in 2012/13 - percentages by known disability status & grade



- **Ethnicity**

60 (71.4 per cent) of the 84 employees who lodged a formal grievance in 2012-13 declared their ethnicity. The following data is quoted as a percentage of known ethnicity:

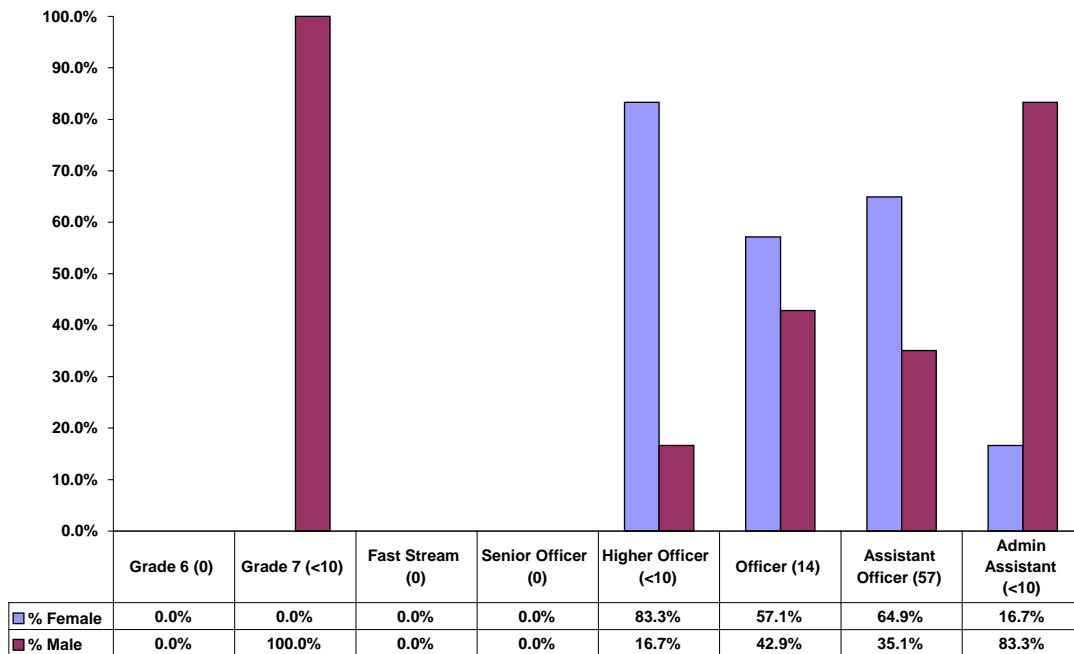
Grievances in 2012/13 – percentages by known ethnicity & grade



21.7 per cent of the formal grievances were lodged by known BAME employees.

- Gender

Grievances in 2012/13 - percentages by gender & grade

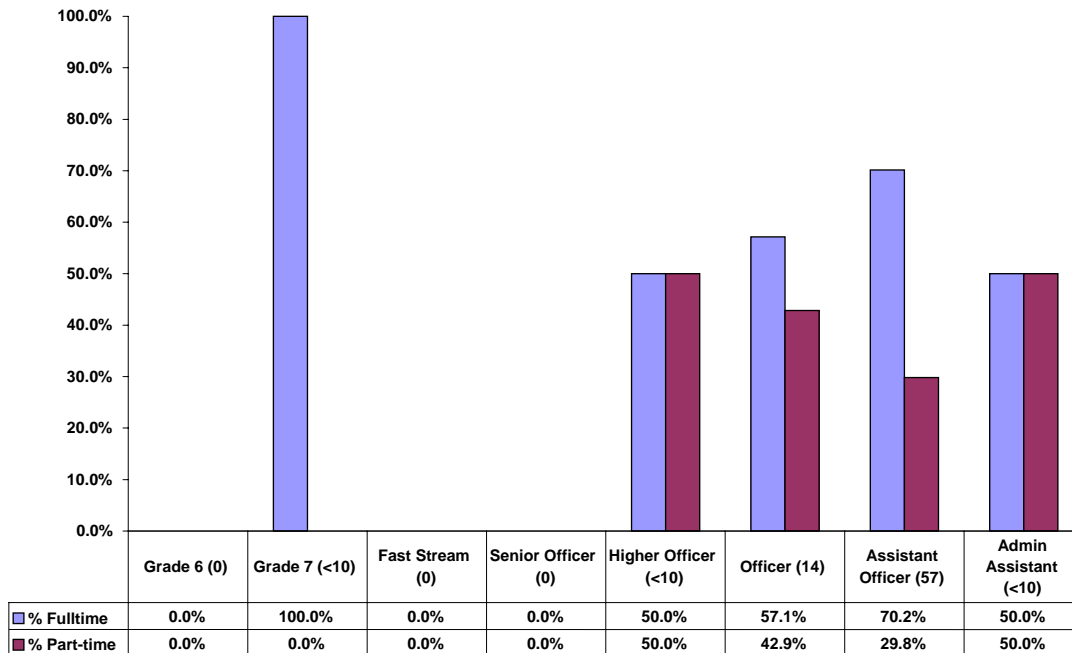


51

(60.7 per cent) of the 84 employees who lodged a formal grievance were women which is relatively close to overall employment percentage of women in HMRC's workforce. The percentages shown for Grade 7, Higher Officer & Admin Assistant are probably skewed when compared with the overall low number of grievances in 2012-13.

- **Working Pattern**

Grievances in 2012/13 - percentages by working pattern & grade



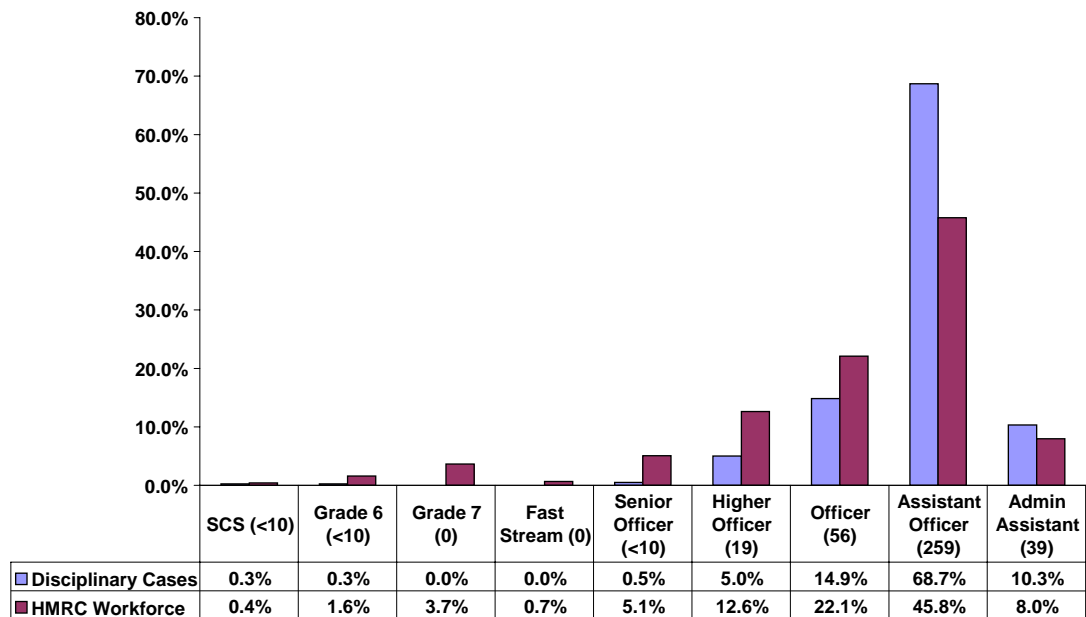
2G: Disciplinary procedures

The data presented here shows the proportion of employees who have been subject to formal disciplinary procedures recorded against their status in relation to their age, disability, ethnicity and gender. The data also includes percentages by grade, geographical region and working pattern.

In 2012-13, 377 employees were subject to formal disciplinary procedures (a substantial reduction on 1,046 employees in 2011-12).

- Grade

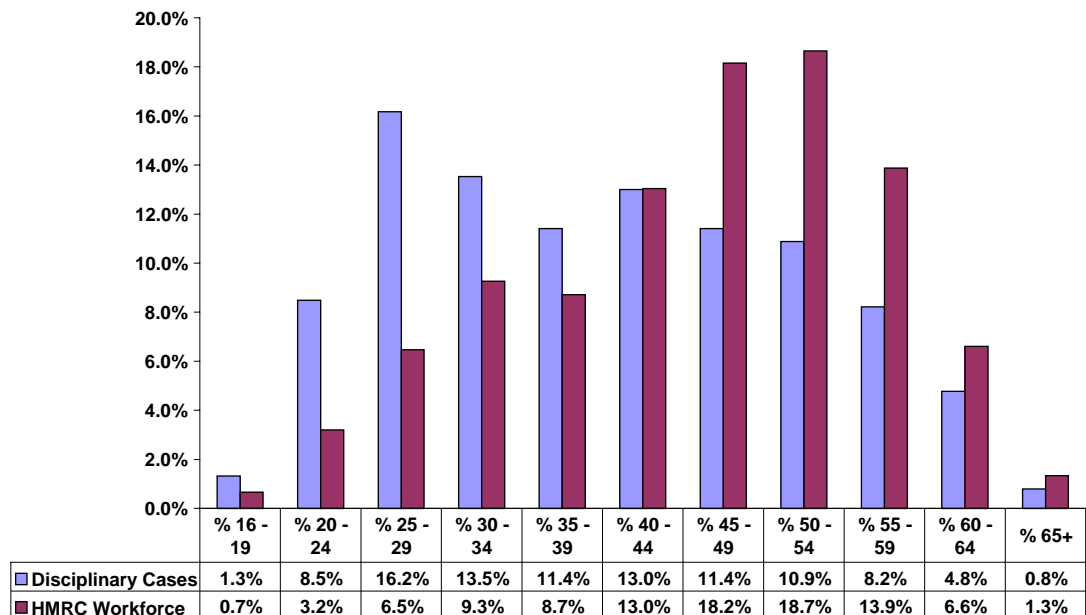
Disciplinary procedures - grade percentages of referrals compared with total HMRC workforce in 2012-13



Compared with the overall percentage of Assistant Officers in the workforce, a noticeably high proportion is referred for disciplinary action.

- Age

Disciplinary procedures - age range percentages of referrals compared with total workforce for 2012/13

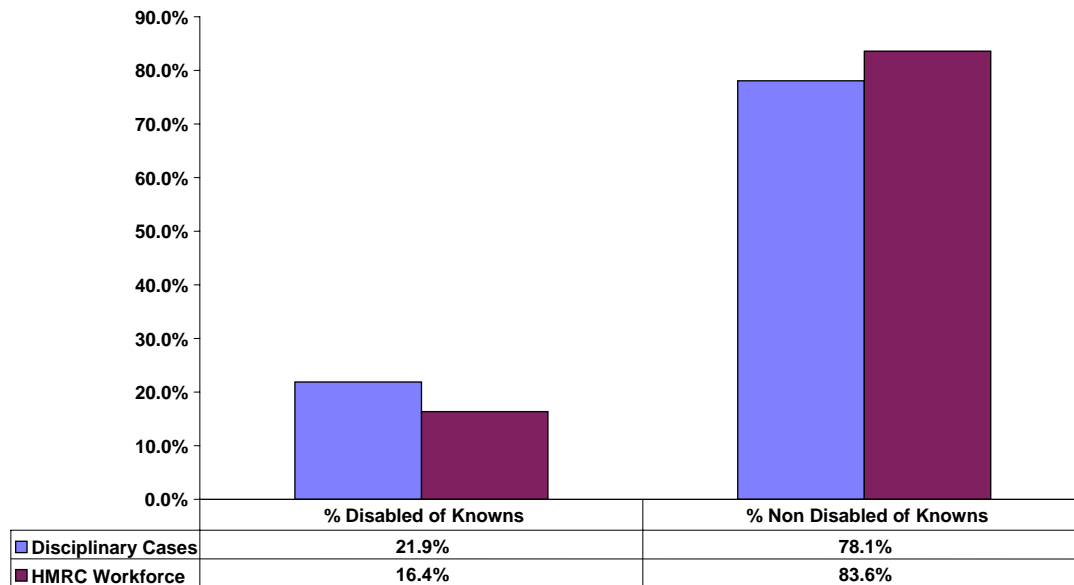


The proportion of employees in the 20-24 and 25-29 age groups who are referred for disciplinary action is more than double the overall proportion of HMRC employees in those age bands.

- **Disability**

Of the 377 employees referred for disciplinary action in 2012-13, 212 (56.2 per cent) have declared their disability status (48 disabled and 164 non-disabled). The following data is quoted as a percentage of known disability status.

Disciplinary procedures - comparison of known disability status of referred staff with known disability status in total workforce for 2012/13.

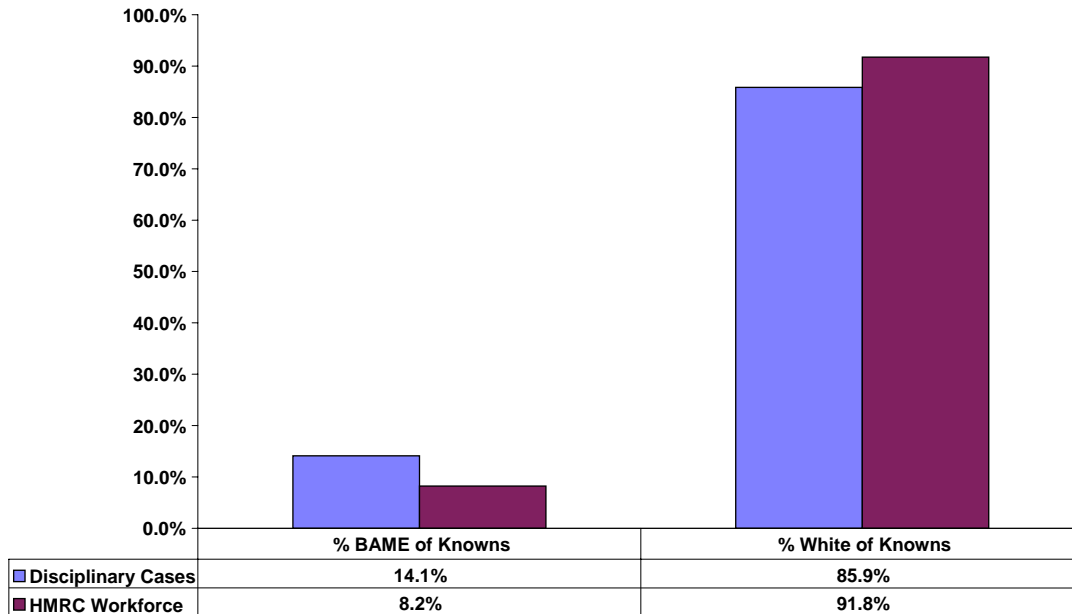


Compared with representation levels in the workforce a higher proportion of disabled HMRC employees are referred for disciplinary action compared with non-disabled employees.

- **Ethnicity**

Of the 377 employees referred for disciplinary action in 2012-13, 269 (71.4 per cent) made an ethnicity declaration (38 BAME and 231 white). These figures are compared with the 53,507 (73.6 per cent) ethnicity declarations made by HMRC employees (4,399 BAME and 49,108 white) as at 31 March 2013.

Disciplinary procedures - comparison of referrals where ethnicity is known with ethnicity in total workforce for 2012/13

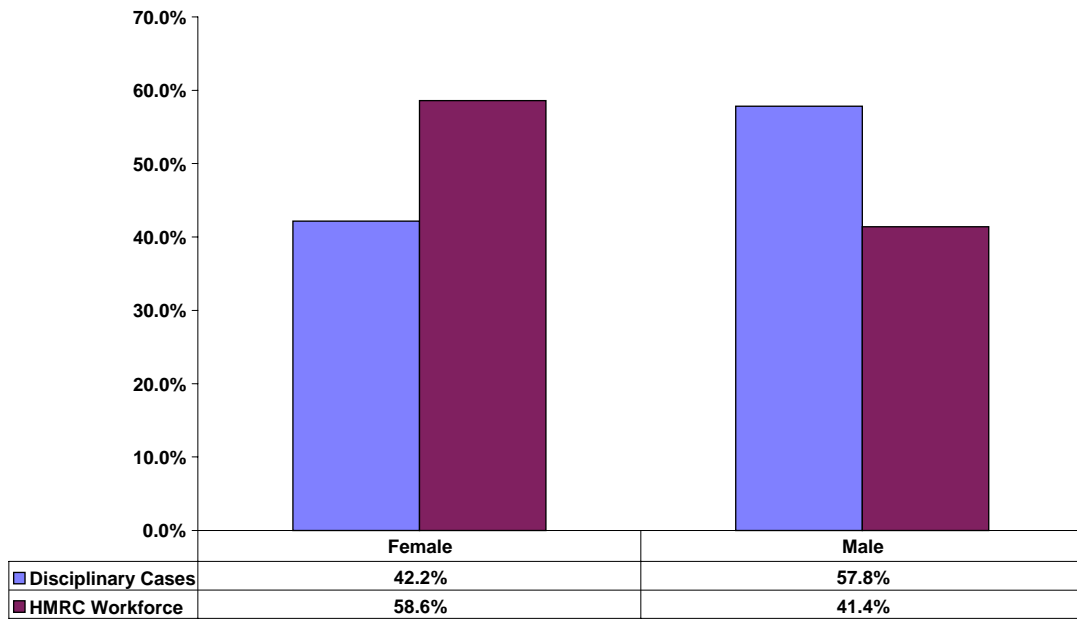


Compared with the overall level of BAME employees in HMRC, a higher proportion of known BAME employees are referred for disciplinary action than known white employees.

- **Gender**

Of the 377 employees referred for disciplinary action during 2012-13, 159 were female and 218 male. Across the department as a whole, HMRC had 42,618 female employees and 30,124 male employees.

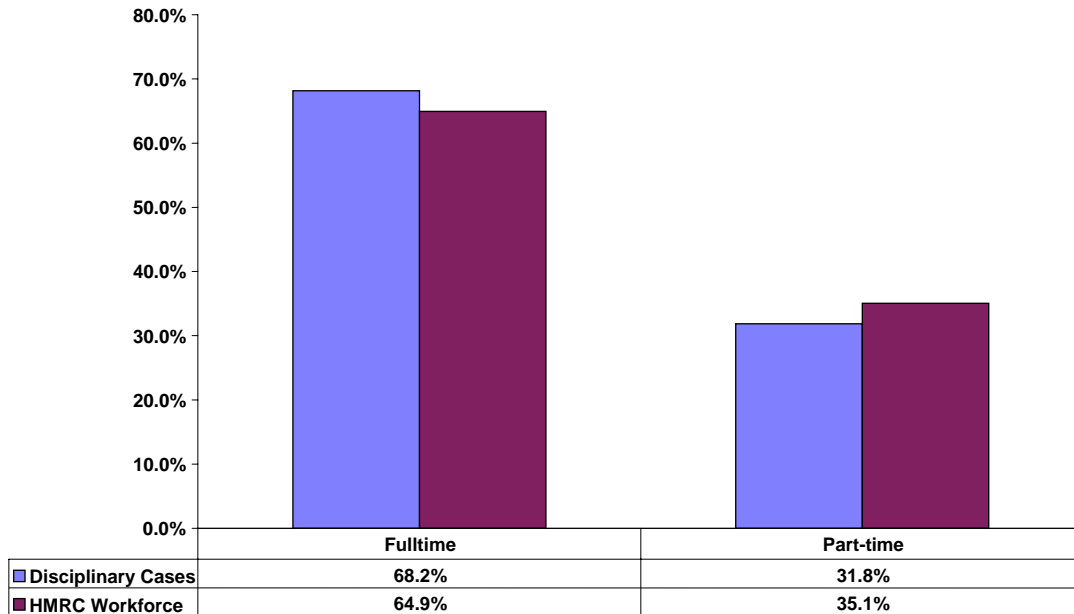
Disciplinary procedures - gender percentage comparison of referrals with total workforce for 2012/13



- **Working pattern**

257 full-time employees and 120 part-timers were referred for disciplinary action. Across the department as a whole, HMRC had 47,244 full-time employees and 25,498 part-time employees.

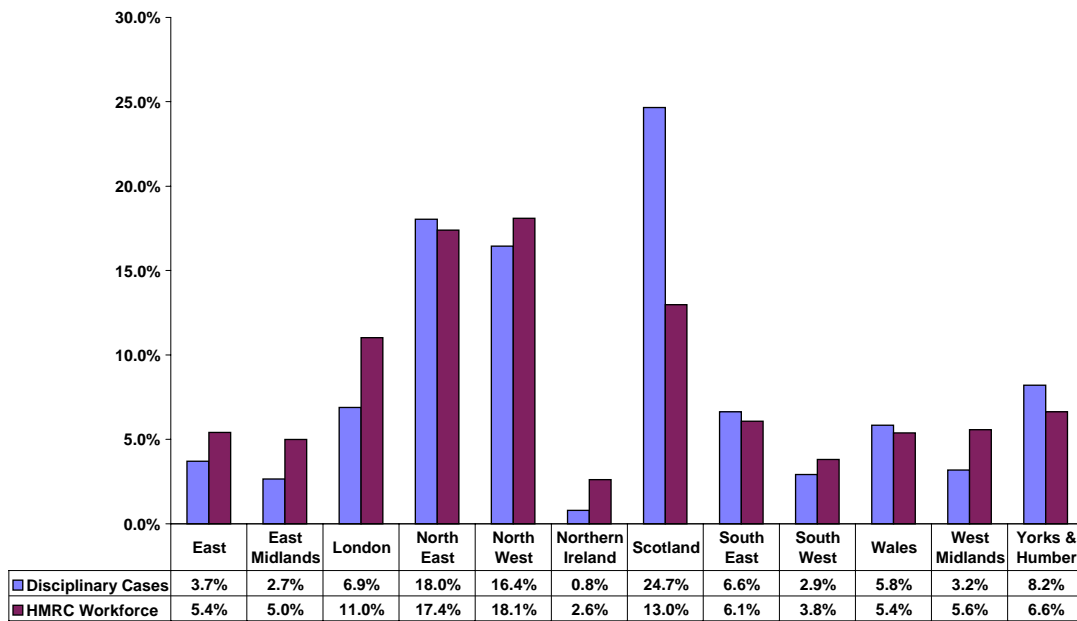
Disciplinary procedures – comparison of referrals by working pattern with total HMRC workforce for 2012/13



- **Region**

In 2012-13, 93 Scotland based employees were the subject of disciplinary referrals out of a total employee population in the region 9,437. 68 referrals were made in respect of North East employees out of a total population in the region of 12,646. 62 referrals were made in respect of North West employees out of a total population in the region of 13,161.

Disciplinary procedures – comparison of regional referrals percentages with total workforce by region in 2012/13

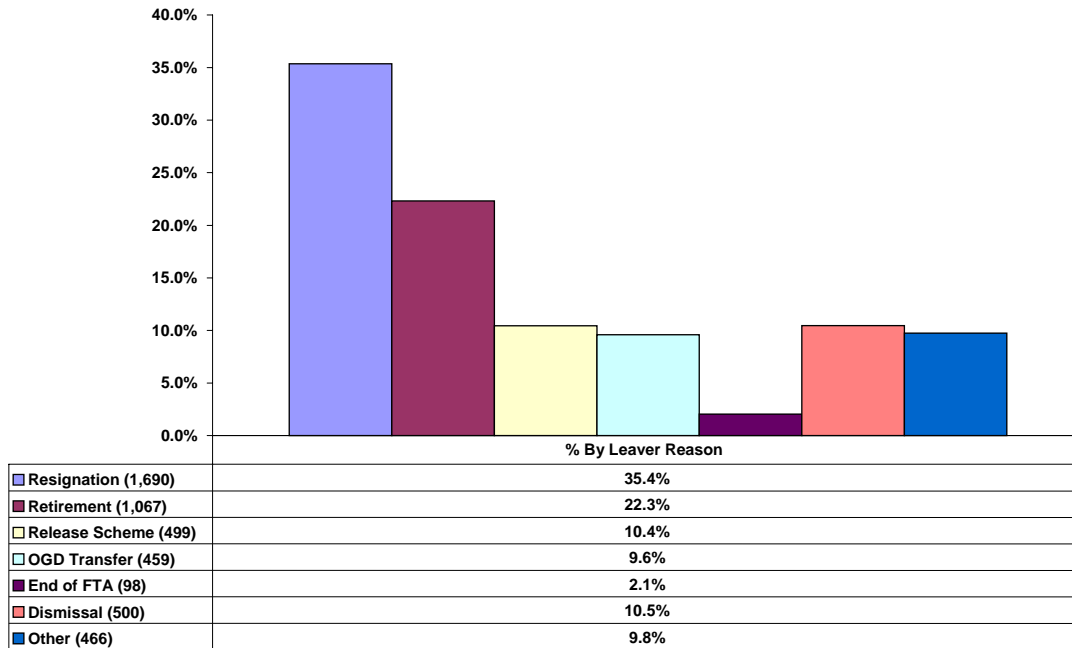


2H: Leavers

The data presented here shows the reasons for leaving HMRC by grade, working pattern, age, disability status, ethnicity and gender.

In 2012-13, a total of 4,779 employees left HMRC through the various leaving types indicated below.

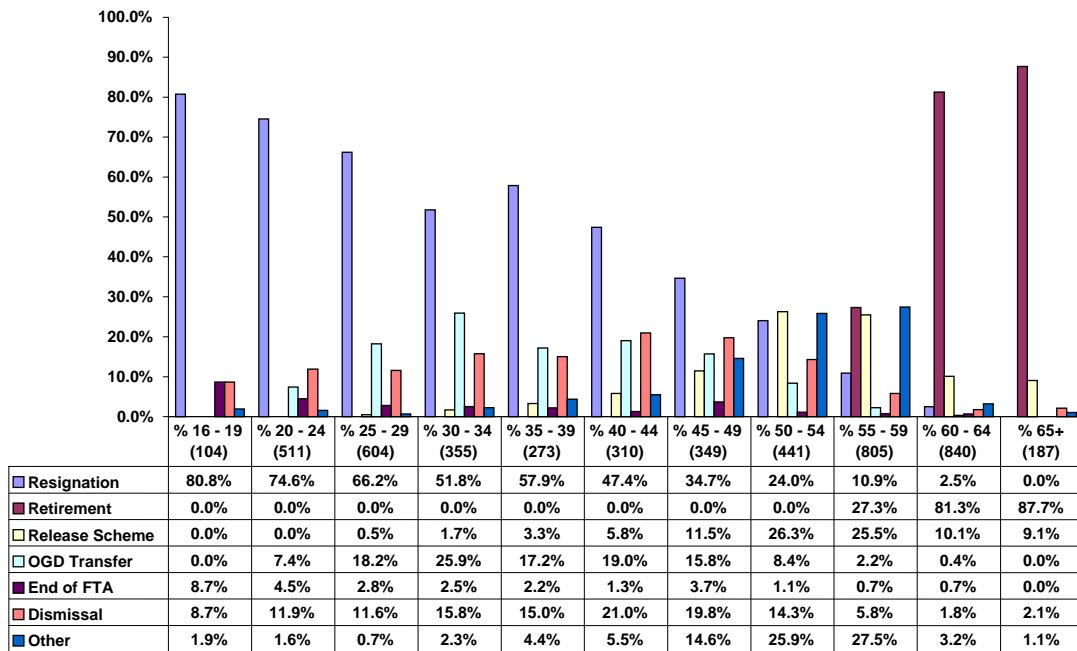
Leavers by reason - percentages for 2012/13



NB: Retirement = retirement at or above the minimum retirement age. **Release Scheme** = voluntary early release/severance and voluntary or approved early retirement. **OGD transfer** = permanent transfer to another Government department. **End of FTA** = expiry of temporary fixed-term contract. **Dismissal** = dismissal and discharged probation. **Other** includes death in service and ill health retirement.

- Age

Leaving reason by age range - percentages for 2012/13

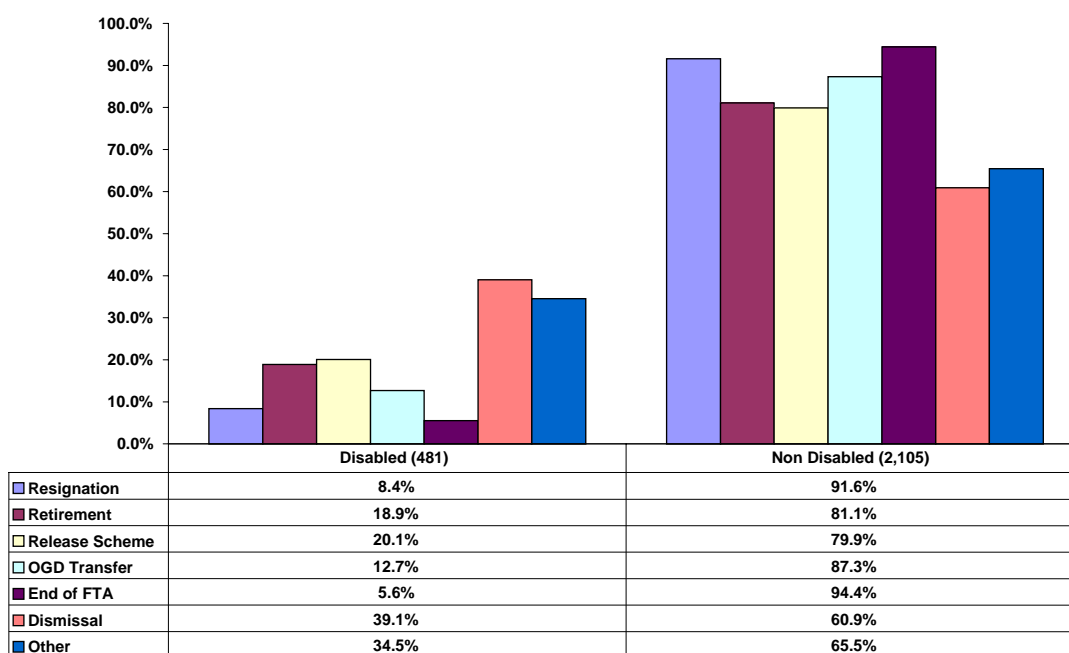


Resignation is the key route by which younger employees leave HMRC while retirement and early release are the main exit reasons for older employees.

- **Disability**

Of the 4,779 leavers from HMRC during 2012-13, 2,260 (54.1 per cent) declared their disability status. The following data quoted is based on 'known' disability status.

Leaving reason by known disability status - percentages for 2012/13

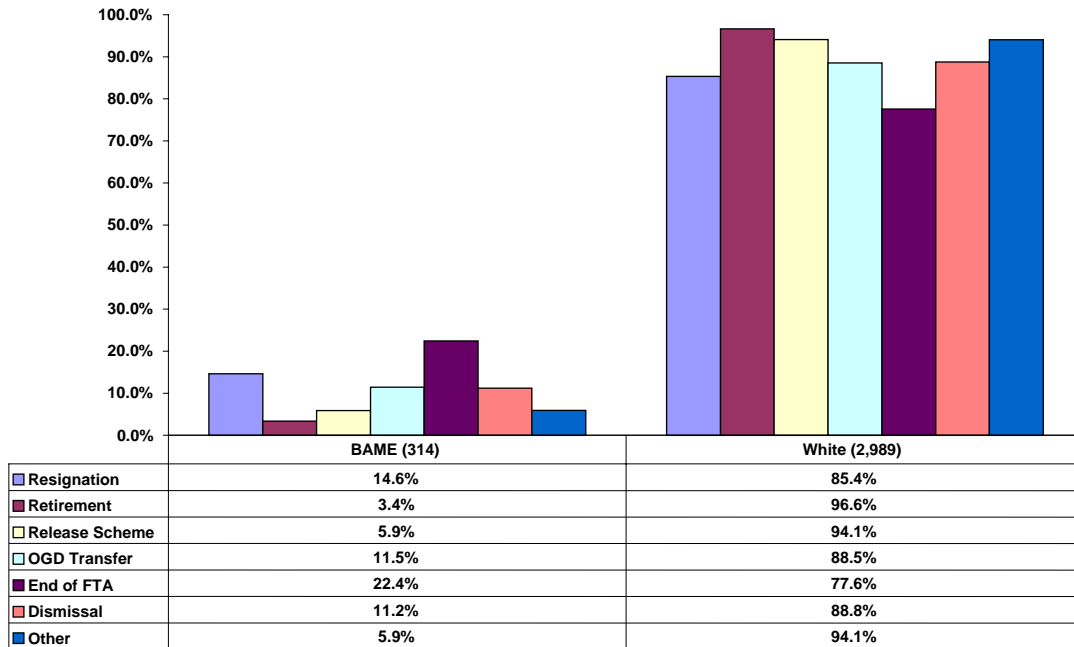


It appears that proportionally more disabled staff are leaving the organisation. The dismissals percentage for disabled employees is significantly higher than the overall level of known disabled employees (16.4 per cent) in HMRC. However, this figure should be put in the context of a 54.1 per cent disability declaration rate among those dismissed. Of the 256 employees dismissed *for whom disability status is known*, 100 are disabled.

- **Ethnicity**

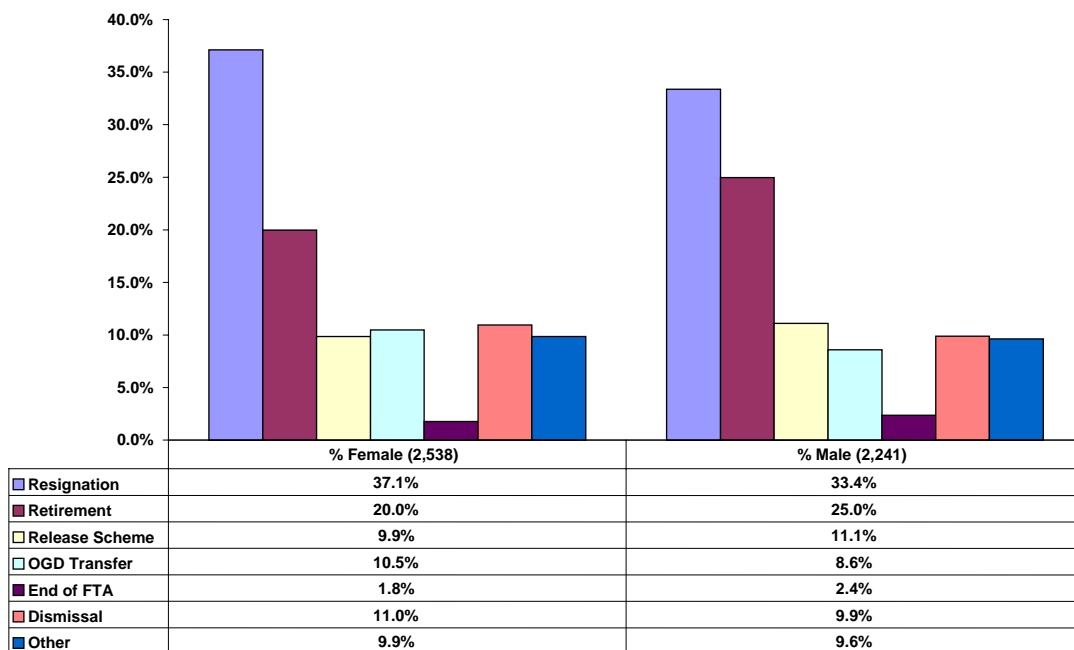
Of the 4,779 leavers in 2012-13, 3,303 (69.1 per cent) declared their ethnicity.

Leaving reason by ethnicity category - percentages for 2012/13



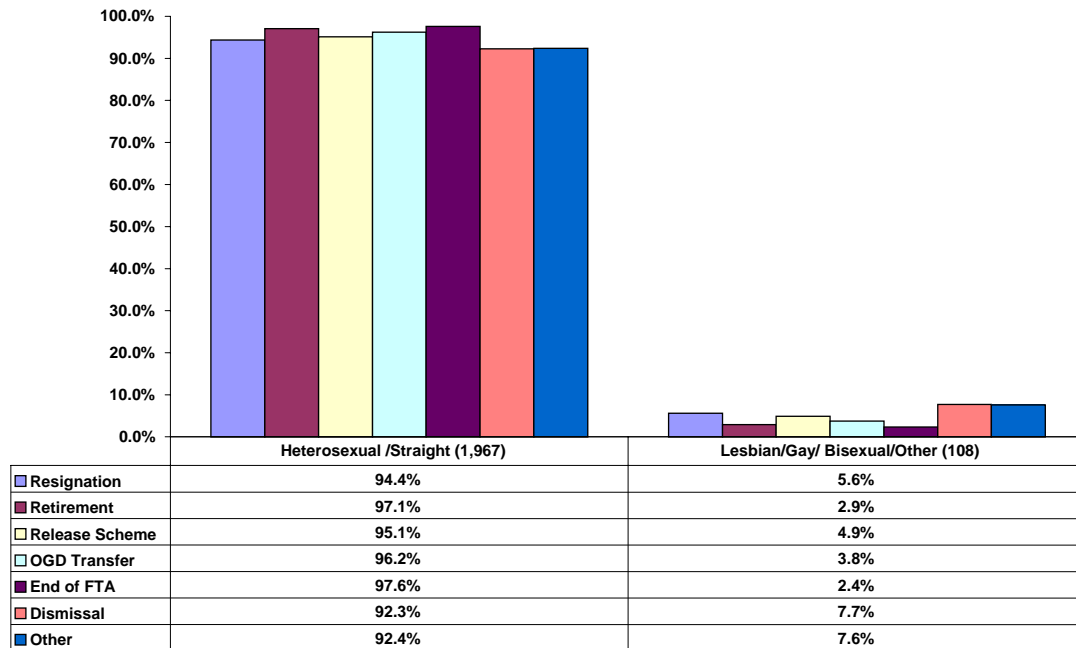
- **Gender**

Leaving reason by gender - percentages for 2012/13



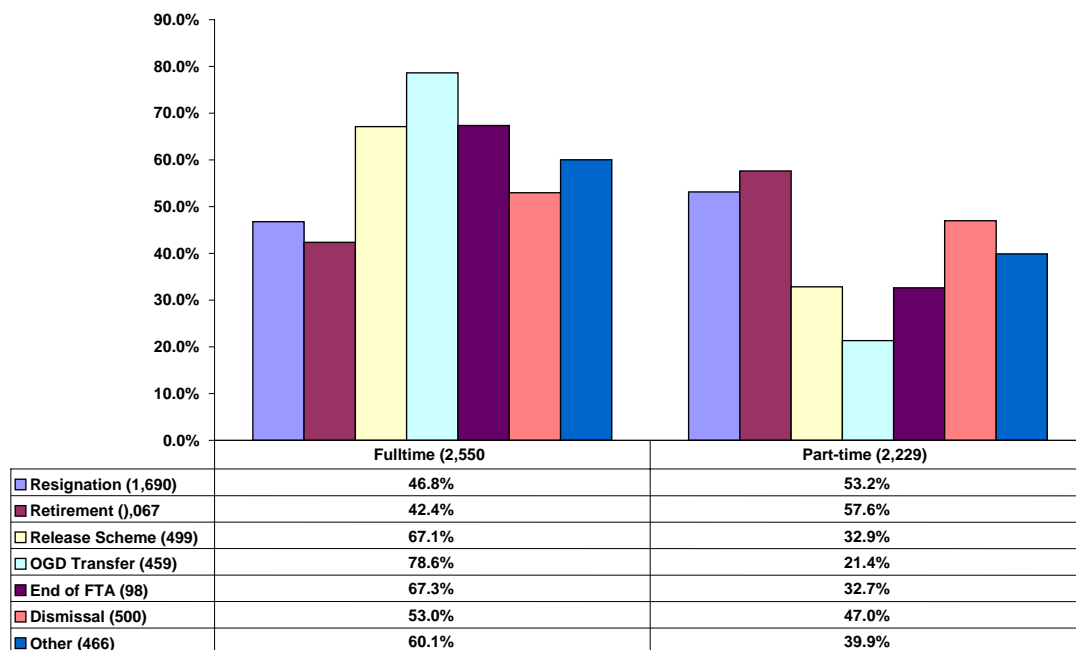
- Sexual Orientation

Leaving reason by sexual orientation - percentages for 2012/13



- Working Pattern

Leaving reason by working pattern - percentages for 2012/13



Next steps

The information in this detailed monitoring report enables HMRC to identify areas of good practice and those in need of improvement.

The next steps will be for HMRC to build on the diversity and inclusion objectives in the organisation's business plan and Diversity and Inclusion Strategy. Focus will be on:

- Addressing issues of under-representation and progression;
- Identifying and attracting;wider pool of talent;
- Acting on relevant feedback from staff engagement surveys; and
- Aseekig to improve overall declaration rates.

As a result of these measures we aim to attract, retain and develop a workforce which reflects the customers we serve.