

Equality Act 2010

HM Revenue and Customs Workforce Diversity Data for 2013-14

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Equality Act 2010 – HM Revenue and Customs Workforce **Diversity Data for 2013-14**

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 2014.

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 2014. The elements of the typical employment cycle for which workforce equality data is provided are:

- 2A: New entrants
- 2B: Performance ratings
- 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 an Equal Pay Review for delegated grades (Admin Assistant to Grade 6) focusing on base pay, Exceeded performance ratings, recognition award schemes and promotions by the protected characteristics such as gender, age, ethnicity, disability and working pattern.

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 69,314 as at 31st March 2014 were as follows:

- **Disability**

Disability declaration percentages for all staff by grade as at 31 March 2014:

Grade	% Disabled (6,724)	% Non Disabled (34,056)	% Chose Not To Declare (2,983)	% Not Known (25,551)	% Disabled of Knowns	Declaration Rate
SCS (308)	3.9%	75.3%	4.2%	16.6%	4.9%	83.4%
Grade 6 (1,240)	5.6%	59.0%	6.6%	28.8%	8.7%	71.2%
Grade 7 (2,916)	7.2%	58.9%	6.7%	27.1%	10.9%	72.9%
Fast Stream (787)	3.9%	32.7%	1.7%	61.8%	10.8%	38.2%
Senior Officer (4,009)	7.9%	57.0%	5.1%	30.0%	12.1%	70.0%
Higher Officer (10,043)	9.4%	52.6%	5.4%	32.7%	15.1%	67.3%
Officer (15,533)	10.1%	51.2%	4.8%	33.9%	16.5%	66.1%
Assistant Officer (29,856)	9.9%	46.0%	3.5%	40.6%	17.7%	59.4%
Admin Assistant (4,622)	13.3%	40.4%	2.8%	43.5%	24.9%	56.5%
All Staff (69,314)	9.7%	49.1%	4.3%	36.9%	16.5%	63.1%

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

63.1% of HMRC employees made a disability declaration. 6,724 (9.7%) employees declared themselves disabled and 34,056 (49.1%) employees declared they are non-disabled. In addition 2,983 (4.3 %) 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 by grade as at 31 March 2014:

HMRC Grade	% BAME (4,270)	% White (47,242)	% Chose Not To Declare (3,491)	% Not Known (14,311)	% BAME of Knowns	Declaration Rate
SCS (308)	2.3%	81.5%	3.9%	12.3%	2.7%	87.7%
Grade 6 (1,240)	3.6%	72.3%	7.2%	16.9%	4.8%	83.1%
Grade 7 (2,916)	4.7%	71.2%	7.1%	16.9%	6.2%	83.1%
Fast Stream (787)	5.6%	40.9%	1.7%	51.8%	12.0%	48.2%
Senior Officer (4,009)	4.9%	71.5%	6.9%	16.8%	6.4%	83.2%
Higher Officer (10,043)	6.0%	68.8%	6.8%	18.5%	8.0%	81.5%
Officer (15,533)	6.4%	70.1%	5.9%	17.6%	8.4%	82.4%
Assistant Officer (29,856)	6.5%	67.4%	3.9%	22.1%	8.8%	77.9%
Admin Assistant (4,622)	6.4%	62.9%	2.9%	27.9%	9.2%	72.1%
All Staff (69,314)	6.2%	68.2%	5.0%	20.6%	8.3%	79.4%

51,512 (74.3%) HMRC employees declared their ethnicity. 4,270 (6.2%) employees declared themselves as black, asian and minority ethnic (BAME) and 47,242 (68.2%) declared themselves as white. 3,491 (5.0%) employees chose not to declare their ethnicity.

- **Religion or belief**

Religion or belief declaration percentages for all staff by grade as at 31 March 2014:

Grade	% Religion Or Belief Declared (18,493)	% Choose Not To Declare (2,098)	% Not Known (48,723)
SCS (308)	51.0%	7.1%	41.9%
Grade 6 (1,240)	29.6%	4.7%	65.7%
Grade 7 (2,916)	29.6%	3.9%	66.5%
Fast Stream (787)	32.0%	2.5%	65.4%
Senior Officer (4,009)	29.1%	4.1%	66.8%
Higher Officer (10,043)	26.2%	3.8%	70.1%
Officer (15,533)	27.1%	3.3%	69.6%
Assistant Officer (29,856)	26.1%	2.5%	71.4%
Admin Assistant (4,622)	22.7%	1.9%	75.4%
All Staff (69,314)	26.7%	3.0%	70.3%

18,493 employees (26.7%) declared themselves as having a religion or belief (including no belief) and 2,098 (3%) chose not to declare their religion or belief. Over 48,700 (70.3%) 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 for all staff by grade as at 31 March 2014:

Grade	% Heterosexual /Straight (29,341)	% Lesbian/Gay/ Bisexual/Other (1,353)	% Chose Not To Declare (5,688)	% Not Known (32,932)	% LGB of Knowns	Declaration Rate
SCS (308)	57.5%	2.3%	14.3%	26.0%	3.8%	74.0%
Grade 6 (1,240)	46.8%	2.0%	12.3%	39.0%	4.1%	61.0%
Grade 7 (2,916)	47.5%	2.3%	11.5%	38.7%	4.6%	61.3%
Fast Stream (787)	35.8%	1.9%	2.3%	60.0%	5.1%	40.0%
Senior Officer (4,009)	47.1%	1.9%	10.1%	40.9%	3.8%	59.1%
Higher Officer (10,043)	43.8%	2.0%	10.5%	43.6%	4.4%	56.4%
Officer (15,533)	44.2%	2.2%	9.1%	44.5%	4.7%	55.5%
Assistant Officer (29,856)	41.1%	1.9%	6.8%	50.2%	4.4%	49.8%
Admin Assistant (4,622)	32.4%	1.3%	4.8%	61.5%	3.9%	38.5%
All Staff (69,314)	42.3%	2.0%	8.2%	47.5%	4.4%	52.5%

30,694 (52.5%) employees made a sexual orientation declaration. 1,353 (2%) employees declared themselves lesbian, gay, bisexual or other. Almost 33,000 (47.5%) 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 activity led within each Line of Business and with key messages from Board level Diversity Champions.

1B. Age Analysis

- **Employee age profile**

Age profile of employees by grade as at 31 March 2014:

Grade	% 16 - 19 (249)	% 20 - 24 (1,848)	% 25 - 29 (3,843)	% 30 - 34 (6,336)	% 35 - 39 (6,118)	% 40 - 44 (8,648)	% 45 - 49 (12,154)	% 50 - 54 (13,468)	% 55 - 59 (10,488)	% 60 - 64 (5,041)	% 65+ (1,121)
SCS (308)	0.0%	0.0%	0.0%	2.9%	3.6%	8.8%	21.4%	32.1%	26.3%	4.9%	0.0%
Grade 6 (1,240)	0.0%	0.0%	0.3%	3.5%	5.5%	11.1%	20.0%	25.9%	22.8%	9.3%	1.5%
Grade 7 (2,916)	0.0%	0.1%	3.7%	9.8%	10.2%	10.5%	18.6%	21.9%	18.1%	6.1%	1.1%
Fast Stream (787)	0.0%	35.3%	38.1%	12.6%	5.0%	3.7%	3.6%	1.3%	0.4%	0.1%	0.0%
Senior Officer (4,009)	0.0%	0.0%	0.9%	3.3%	6.0%	10.8%	22.2%	26.2%	21.0%	8.4%	1.2%
Higher Officer (10,043)	0.0%	0.3%	1.7%	5.8%	7.7%	13.0%	21.2%	23.6%	17.8%	7.5%	1.3%
Officer (15,533)	0.1%	0.8%	3.0%	8.0%	8.7%	13.8%	19.0%	20.8%	16.6%	7.7%	1.5%
Assistant Officer (29,856)	0.7%	4.3%	8.6%	12.0%	10.2%	12.8%	15.7%	16.3%	11.9%	5.9%	1.3%
Admin Assistant (4,622)	0.4%	2.5%	3.9%	7.7%	6.0%	9.3%	13.1%	19.1%	17.9%	14.5%	5.6%
All Staff (69,314)	0.4%	2.7%	5.5%	9.1%	8.8%	12.5%	17.5%	19.4%	15.1%	7.3%	1.6%

Almost 37% of HMRC employees are aged between 45 and 54. Almost 9% are aged over 60. This is in line with our low attrition rate and the continued freeze on all external recruitment other than to fill business critical and graduate posts. Just over 20% of our Admin Assistants are aged over 60 (up from 17.3% in 2012-13). Overall, the majority of younger employees are on our graduate schemes (Fast Stream) or in junior grades.

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. In managing an ageing workforce we seek to raise awareness of age issues in the organisation and address concerns raised.

- **Age and working pattern**

Percentages of staff by age range and working pattern as at 31 March 2014:

Working Pattern	16 - 19 (249)	20 - 24 (1,848)	25 - 29 (3,843)	30 - 34 (6,336)	35 - 39 (6,118)	40 - 44 (8,648)	45 - 49 (12,154)	50 - 54 (13,468)	55 - 59 (10,488)	60 - 64 (5,041)	65+ (1,121)	All Staff (69,314)
Fulltime (44,795)	49.8%	73.6%	77.6%	70.4%	65.8%	64.9%	68.6%	67.7%	65.8%	31.6%	24.4%	64.6%
Part-Time (24,519)	50.2%	26.4%	22.4%	29.6%	34.2%	35.1%	31.4%	32.3%	34.2%	68.4%	75.6%	35.4%

- **Age and region**

Percentage of staff by age within each region as at 31 March 2014:

Region	16 - 19 (249)	20 - 24 (1,848)	25 - 29 (3,843)	30 - 34 (6,336)	35 - 39 (6,118)	40 - 44 (8,648)	45 - 49 (12,154)	50 - 54 (13,468)	55 - 59 (10,488)	60 - 64 (5,041)	65+ (1,121)
East (3,741)	0.1%	0.6%	1.6%	5.9%	7.4%	11.7%	22.3%	21.3%	18.1%	8.4%	2.7%
East Midlands (3,551)	0.3%	1.9%	2.9%	7.7%	9.9%	13.6%	17.8%	20.8%	15.9%	7.5%	1.8%
London (8,314)	0.1%	3.0%	4.6%	7.2%	7.3%	11.2%	19.8%	21.3%	15.6%	7.6%	2.2%
North East (11,687)	0.5%	3.9%	7.7%	11.6%	10.1%	12.4%	14.6%	17.6%	14.1%	6.4%	1.1%
North West (12,334)	0.2%	2.6%	6.1%	10.2%	10.2%	14.8%	16.6%	17.5%	13.8%	6.4%	1.5%
Northern Ireland (1,852)	0.0%	0.2%	2.6%	10.2%	14.0%	14.0%	20.7%	17.8%	13.6%	5.9%	1.0%
Scotland (8,959)	1.4%	5.1%	9.1%	10.5%	8.3%	9.7%	15.8%	17.5%	14.3%	7.2%	1.0%
South East (4,060)	0.1%	0.9%	2.2%	5.9%	7.9%	11.8%	20.6%	21.8%	17.4%	8.6%	2.8%
South West (2,635)	0.0%	0.7%	3.0%	5.9%	6.4%	13.6%	18.8%	20.3%	18.7%	10.1%	2.4%
Wales (3,630)	0.1%	2.1%	5.7%	9.0%	6.9%	14.4%	16.9%	20.2%	15.0%	8.2%	1.6%
West Midlands (3,952)	0.0%	1.3%	4.7%	9.1%	8.2%	11.5%	16.9%	22.7%	16.6%	7.5%	1.4%
Yorks & Humber (4,579)	0.2%	1.9%	4.7%	9.1%	8.0%	12.4%	19.0%	21.8%	14.6%	7.1%	1.2%
zHome/Unknown (20)	0.0%	5.0%	5.0%	5.0%	15.0%	40.0%	20.0%	0.0%	10.0%	0.0%	0.0%
All Staff (69,314)	0.4%	2.7%	5.5%	9.1%	8.8%	12.5%	17.5%	19.4%	15.1%	7.3%	1.6%

- **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:

Known Disability Status	16 - 19 (98)	20 - 24 (831)	25 - 29 (2,201)	30 - 34 (3,700)	35 - 39 (3,502)	40 - 44 (5,074)	45 - 49 (7,205)	50 - 54 (8,090)	55 - 59 (6,415)	60 - 64 (3,052)	65+ (612)	All Staff (40,780)
Disabled (6,724)	3.1%	3.2%	8.2%	11.8%	14.4%	16.5%	17.3%	17.9%	20.0%	21.2%	17.6%	16.5%
Non Disabled (34,056)	96.9%	96.8%	91.8%	88.2%	85.6%	83.5%	82.7%	82.1%	80.0%	78.8%	82.4%	83.5%
Positive Declaration %	39.4%	45.0%	57.3%	58.4%	57.2%	58.7%	59.3%	60.1%	61.2%	60.5%	54.6%	58.8%

- **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:

Known Ethnicity Category	16 - 19 (146)	20 - 24 (1,104)	25 - 29 (2,832)	30 - 34 (4,847)	35 - 39 (4,588)	40 - 44 (6,570)	45 - 49 (9,182)	50 - 54 (9,988)	55 - 59 (7,825)	60 - 64 (3,657)	65+ (773)	All Staff (51,512)
BAME (4,270)	6.2%	11.1%	9.6%	10.6%	11.1%	9.2%	8.5%	6.8%	5.8%	7.1%	9.1%	8.3%
White (47,242)	93.8%	88.9%	90.4%	89.4%	88.9%	90.8%	91.5%	93.2%	94.2%	92.9%	90.9%	91.7%
Positive Declaration %	58.6%	59.7%	73.7%	76.5%	75.0%	76.0%	75.5%	74.2%	74.6%	72.5%	69.0%	74.3%

- **Age and gender**

Percentage of staff by age range and gender:

Gender	16 - 19 (249)	20 - 24 (1,848)	25 - 29 (3,843)	30 - 34 (6,336)	35 - 39 (6,118)	40 - 44 (8,648)	45 - 49 (12,154)	50 - 54 (13,468)	55 - 59 (10,488)	60 - 64 (5,041)	65+ (1,121)	All Staff (69,314)
Female (40,604)	48.6%	49.7%	53.0%	55.8%	56.5%	60.0%	62.8%	63.0%	57.3%	52.6%	49.2%	58.6%
Male (28,710)	51.4%	50.3%	47.0%	44.2%	43.5%	40.0%	37.2%	37.0%	42.7%	47.4%	50.8%	41.4%

- **Age and sexual orientation**

Percentage of staff by age range with known sexual orientation:

Known Sexual Orientation	16 - 19 (126)	20 - 24 (967)	25 - 29 (2,189)	30 - 34 (3,181)	35 - 39 (2,844)	40 - 44 (3,931)	45 - 49 (5,185)	50 - 54 (5,492)	55 - 59 (4,465)	60 - 64 (1,959)	65+ (375)	All Staff (30,694)
Heterosexual /Straight (29,341)	97.6%	94.6%	94.8%	94.1%	94.9%	94.8%	95.2%	96.4%	96.9%	97.1%	97.6%	95.6%
Lesbian/Gay /Bisexual/Other (1,353)	2.4%	5.4%	5.2%	5.9%	5.1%	5.2%	4.8%	3.6%	3.1%	2.9%	2.4%	4.4%
Positive Declaration %	50.6%	52.3%	56.4%	50.2%	46.5%	45.5%	42.7%	40.8%	42.6%	38.9%	33.5%	44.3%

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 2014 the disability status of 40,780 (58.8%) HMRC employees is known.

- **Known disabled employee declaration percentages by grade**

See Section 1A: Diversity declaration rates.

The highest proportion of known disabled employees is in the Administrative Assistant grade (24.9%) and the lowest proportion is within the Senior Civil Service (4.9%).

- **Disability and working pattern**

Working pattern percentages of staff with known disability status:

Known Disability Status	% Fulltime (26,860)	% Part-time (13,920)	% All Staff (40,780)
Disabled (6,724)	15.8%	17.8%	16.5%
Non Disabled (34,056)	84.2%	82.2%	83.5%
Positive Declaration %	60.0%	56.8%	58.8%

- **Disability and region**

Disability declaration percentages by region for staff with known disability status:

Region	Disabled (6,724)	Non Disabled (34,056)	Positive Declaration %
East (2,159)	18.6%	81.4%	57.7%
East Midlands (2,132)	15.8%	84.2%	60.0%
London (4,369)	16.5%	83.5%	52.5%
North East (6,621)	14.6%	85.4%	56.7%
North West (7,351)	17.4%	82.6%	59.6%
Northern Ireland (1,197)	17.5%	82.5%	64.6%
Scotland (5,392)	14.3%	85.7%	60.2%
South East (2,402)	19.0%	81.0%	59.2%
South West (1,545)	18.8%	81.2%	58.6%
Wales (2,168)	20.2%	79.8%	59.7%
West Midlands (2,453)	15.6%	84.4%	62.1%
Yorks & Humber (2,977)	15.7%	84.3%	65.0%
zHome/Unknown (14)	7.1%	92.9%	70.0%
All Staff (40,780)	16.5%	83.5%	58.8%

- **Disability and age**

See Section 1B: Age and disability.

- **Disability and ethnicity**

Disability percentages by ethnicity for staff who have declared themselves as disabled:

Ethnicity Category	Disabled (6,724)	Non Disabled (34,056)	Positive Declaration %
BAME (2,831)	16.0%	84.0%	66.3%
White (35,831)	15.5%	84.5%	75.8%
Chose Not To Declare (895)	25.8%	74.2%	25.6%
Not Known (1,223)	41.1%	58.9%	8.5%
All Staff (40,780)	16.5%	83.5%	58.8%

- **Disability and gender**

Disabled declaration percentages by gender for staff who have declared themselves disabled:

Gender	Disabled (6,724)	Non Disabled (34,056)	Positive Declaration %
Female (24,274)	16.3%	83.7%	59.8%
Male (16,506)	16.8%	83.2%	57.5%
All Staff (40,780)	16.5%	83.5%	58.8%

- **Disability and sexual orientation**

Disability percentages by sexual orientation for staff who have declared themselves as disabled:

Sexual Orientation Category	Disabled (6,724)	Non Disabled (34,056)	Positive Declaration %
Heterosexual /Straight (23,786)	15.7%	84.3%	81.1%
Lesbian/Gay /Bisexual/Other (1,050)	26.2%	73.8%	77.6%
Chose Not To Declare (3,020)	19.1%	80.9%	53.1%
Not Known (12,924)	16.5%	83.5%	39.2%
All Staff (40,780)	16.5%	83.5%	58.8%

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 51,512 (74.3%) employees is known.

- **Known ethnicity declaration percentages by grade**

See Section 1A: Diversity declaration rates.

- **Make-up of HMRC employees from Black, Asian and Minority Ethnic groups as at 31st March 2014**

Asian (2,712)	Black (859)	Chinese (100)	Mixed (491)	Other Ethnic Group (108)
63.5%	20.1%	2.3%	11.5%	2.5%

*The national census categories are used for this breakdown.

- **Ethnicity and grade**

See Section 1A: Diversity declaration rates.

The proportion of known BAME employees in the Fast Stream is 12.0% (up from 10.1% in 2012-13) and remains above the departmental average. With steady increases in known BAME representation in all grades at Assistant Officer and above and a reduction in the level at Admin Assistant there is firm evidence of career progression among known BAME employees.

Through our Diversity & Inclusion Strategy and Action Plan for 2013-16 (published January 2014) we continue to work to a range of measures to address under representation at more senior grades, including monitoring our internal and external recruitment processes and talent programmes, increasing mentoring opportunities through our employee diversity networks and contributing to the delivery of Civil Service Talent Action Plan objectives.

- **Ethnicity and working pattern**

Ethnicity declaration percentages by working pattern of staff with known ethnicity:

Ethnicity Category	Fulltime (33,525)	Part-time (17,987)	All Staff
BAME (4,270)	9.4%	6.3%	8.3%
White (47,242)	90.6%	93.7%	91.7%
Positive Declaration %	74.8%	73.4%	74.3%

- **Ethnicity and region**

BAME percentages by region of staff with known ethnicity:

Region	BAME (4,270)	White (47,242)	Positive Declaration %
East (2,638)	5.5%	94.5%	70.5%
East Midlands (2,604)	14.0%	86.0%	73.3%
London (5,530)	32.6%	67.4%	66.5%
North East (8,705)	1.9%	98.1%	74.5%
North West (9,302)	6.0%	94.0%	75.4%
Northern Ireland (1,498)	0.4%	99.6%	80.9%
Scotland (6,903)	2.2%	97.8%	77.1%
South East (2,952)	4.8%	95.2%	72.7%
South West (1,946)	2.7%	97.3%	73.9%
Wales (2,798)	2.9%	97.1%	77.1%
West Midlands (3,021)	13.8%	86.2%	76.4%
Yorks & Humber (3,600)	10.8%	89.2%	78.6%
zHome/Unknown (15)	0.0%	100.0%	75.0%
All Staff (51,512)	8.3%	91.7%	74.3%

- **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:

Gender	BAME (4,270)	White (47,242)	Positive Declaration %
Female (30,877)	7.9%	92.1%	76.0%
Male (20,635)	8.9%	91.1%	71.9%
All Staff (51,512)	8.3%	91.7%	74.3%

- **Ethnicity and sexual orientation**

Ethnicity by sexual orientation:

Sexual Orientation Category	BAME (4,270)	White (47,242)	Positive Declaration %
Heterosexual /Straight (28,298)	7.5%	92.5%	96.4%
Lesbian/Gay /Bisexual/Other (1,275)	9.2%	90.8%	94.2%
Chose Not To Declare (3,381)	6.1%	93.9%	59.4%
Not Known (18,558)	9.8%	90.2%	56.4%
All Staff (51,512)	8.3%	91.7%	74.3%

1E. Gender Analysis

- **Overall gender profile**

As at 31st March 2014 our employee headcount was 69,314. There were 40,604 women employees (58.6%) and 28,710 male employees (41.4%).

- **Gender by grade**

Grade	Female (40,604)	Male (28,710)
SCS (308)	39.9%	60.1%
Grade 6 (1,240)	37.0%	63.0%
Grade 7 (2,916)	41.6%	58.4%
Fast Stream (787)	39.6%	60.4%
Senior Officer (4,009)	43.5%	56.5%
Higher Officer (10,043)	47.5%	52.5%
Officer (15,533)	58.8%	41.2%
Assistant Officer (29,856)	66.5%	33.5%
Admin Assistant (4,622)	64.7%	35.3%
All Staff (69,314)	58.6%	41.4%

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 and working pattern percentages as at 31 March 2014:

Working Pattern	Female (40,604)	Male (28,710)	All Staff (69,314)
Fulltime (44,795)	51.3%	83.5%	64.6%
Part-time (24,519)	48.7%	16.5%	35.4%

These percentage splits are based on HMRC's 44,795 full-time employees and 24,519 part-time employees. 80% of part-time employees are women.

- **Gender and regions**

Percentages of staff by gender within in each region:

Region	Female (40,604)	Male (28,710)
East (3,741)	60.5%	39.5%
East Midlands (3,551)	56.9%	43.1%
London (8,314)	49.7%	50.3%
North East (11,687)	64.2%	35.8%
North West (12,334)	57.9%	42.1%
Northern Ireland (1,852)	60.2%	39.8%
Scotland (8,959)	59.9%	40.1%
South East (4,060)	58.5%	41.5%
South West (2,635)	55.3%	44.7%
Wales (3,630)	57.4%	42.6%
West Midlands (3,952)	59.8%	40.2%
Yorks & Humber (4,579)	61.0%	39.0%
zHome/Unknown (20)	30.0%	70.0%
All Staff (69,314)	58.6%	41.4%

- **Gender and age**
See Section 1B: Age
- **Gender and disability**
See Section 1C: Disability
- **Gender and ethnicity**
See Section 1D: Ethnicity
- **Gender and sexual orientation**

LBG declaration percentages by gender for staff with known sexual orientation:

Sexual Orientation Category	Female (534)	Male (819)	All Staff (1,353)
Lesbian/Gay /Bisexual/Other	3.0%	6.3%	4.4%

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.

- **Known Sexual Orientation as at 31 March 2014**

Percentages of staff by known sexual orientation type:

Sexual Orientation	All Staff (30,694)
Bisexual Man (144)	0.5%
Bisexual Woman (186)	0.6%
Gay Man (547)	1.8%
Gay Woman /Lesbian (254)	0.8%
Heterosexual /Straight (29,341)	95.6%
Other (222)	0.7%

Section 2

2A. New entrants

In 2013-14 a total of 1,839 new entrants were appointed to posts in HM Revenue and Customs. The data presented shows those externally recruited to HMRC posts in that year. This recruitment is conducted as an exception to the freeze on external recruitment and with prior authorisation from HMRC's Chief Executive.

- **Grade**

Headcount and percentage proportions of new entrants by grade:

HMRC Grade	% Of All New Entrants
SCS (19)	1.0%
Grade 6 (38)	2.1%
Grade 7 (151)	8.2%
Fast Stream (460)	25.0%
Senior Officer (125)	6.8%
Higher Officer (169)	9.2%
Officer (244)	13.3%
Assistant Officer (521)	28.3%
Admin Assistant (112)	6.1%
All Staff (1,839)	

The highest proportion of new entrants are at Assistant Officer grade where over 80% were recruited on Temporary Fixed Term Appointment in our Contact Centres. The next largest proportion of new entrants was via our graduate schemes (Fast Stream).

- **Age**

Percentages of new entrants in 2013-14 by grade and age range:

HMRC Grade	16 - 19 (160)	20 - 24 (577)	25 - 29 (348)	30 - 34 (242)	35 - 39 (139)	40 - 44 (132)	45 - 49 (104)	50 - 54 (78)	55 - 59 (45)	60 - 64 (11)	65+ (3)
SCS (19)	0.0%	0.0%	0.0%	15.8%	10.5%	26.3%	10.5%	31.6%	5.3%	0.0%	0.0%
Grade 6 (38)	0.0%	0.0%	2.6%	15.8%	18.4%	21.1%	18.4%	13.2%	2.6%	7.9%	0.0%
Grade 7 (151)	0.0%	0.7%	12.6%	31.8%	19.9%	15.9%	9.3%	4.6%	4.0%	1.3%	0.0%
Fast Stream (460)	0.0%	55.7%	32.6%	7.4%	2.4%	1.1%	0.4%	0.2%	0.2%	0.0%	0.0%
Senior Officer (125)	0.0%	2.4%	8.0%	25.6%	17.6%	15.2%	16.0%	11.2%	4.0%	0.0%	0.0%
Higher Officer (169)	0.0%	8.3%	16.6%	23.7%	18.3%	13.0%	9.5%	5.9%	4.7%	0.0%	0.0%
Officer (244)	6.6%	30.3%	20.5%	13.9%	6.6%	8.6%	7.8%	4.1%	1.2%	0.4%	0.0%
Assistant Officer (521)	25.1%	33.8%	14.8%	7.5%	3.8%	4.2%	3.8%	3.5%	2.7%	0.4%	0.4%
Admin Assistant (112)	11.6%	47.3%	11.6%	5.4%	0.0%	5.4%	3.6%	6.3%	5.4%	2.7%	0.9%
All Staff (1,839)	8.7%	31.4%	18.9%	13.2%	7.6%	7.2%	5.7%	4.2%	2.4%	0.6%	0.2%

- **Disability**

Of the 1,839 new entrants, 730 (39.7%) had declared their disability status. The following table shows the percentage of new entrants 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 are based on the overall percentage of staff in grade who made a positive declaration (e.g. the Grade 7 known disabled (7.4%) and known non-disabled (92.6%) figures are calculated from the 45.0% of Grade 7 new entrants who had made a positive declaration:

Percentage of new entrants in 2013-14 by known disability status and grade:

HMRC Grade	Disabled (49)	Non Disabled (681)	Positive Declaration %
SCS (13)	0.0%	100.0%	68.4%
Grade 6 (9)	0.0%	100.0%	23.7%
Grade 7 (68)	7.4%	92.6%	45.0%
Fast Stream (82)	8.5%	91.5%	17.8%
Senior Officer (62)	6.5%	93.5%	49.6%
Higher Officer (81)	8.6%	91.4%	47.9%
Officer (119)	7.6%	92.4%	48.8%
Assistant Officer (256)	5.1%	94.9%	49.1%
Admin Assistant (40)	10.0%	90.0%	35.7%
All Staff (730)	6.7%	93.3%	39.7%

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

The highest disability declaration rates are by new entrants at the SCS grade and Fast Stream new entrants have the lowest declaration rate.

- **Ethnicity**

988 (53.7%) of the 1,839 new entrants have declared their ethnicity. The following table shows the percentages 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 are based on the overall percentages of staff in grade who a positive ethnicity declaration (e.g. the Grade 7 BAME (10.8%) and white (89.2%) figures are calculated from the 61.6% of Grade 7 new entrants who had made a positive declaration).

Percentages of new entrants to HMRC in 2013-14 by known ethnicity and grade:

HMRC Grade	BAME (173)	White (815)	Positive Declaration %
SCS (14)	7.1%	92.9%	73.7%
Grade 6 (14)	7.1%	92.9%	36.8%
Grade 7 (93)	10.8%	89.2%	61.6%
Fast Stream (110)	19.1%	80.9%	23.9%
Senior Officer (82)	17.1%	82.9%	65.6%
Higher Officer (105)	8.6%	91.4%	62.1%
Officer (152)	26.3%	73.7%	62.3%
Assistant Officer (357)	18.5%	81.5%	68.5%
Admin Assistant (61)	18.0%	82.0%	54.5%
All Staff (988)	17.5%	82.5%	53.7%

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

- **Gender**

Percentages of new entrants to HMRC in 2013-14 by gender and grade.

HMRC Grade	Female (795)	Male (1,044)
SCS (19)	57.9%	42.1%
Grade 6 (38)	50.0%	50.0%
Grade 7 (151)	43.0%	57.0%
Fast Stream (460)	43.0%	57.0%
Senior Officer (125)	52.0%	48.0%
Higher Officer (169)	51.5%	48.5%
Officer (244)	31.6%	68.4%
Assistant Officer (521)	47.0%	53.0%
Admin Assistant (112)	25.0%	75.0%
All Staff (1,839)	43.2%	56.8%

Continuing the trend established in 2012-13 the total number of men joining HMRC in 2013-14 (1,044) has exceeded women (795). However within the Senior Civil Service level there is a change from previous years with more women new entrants (11) than men (8). There are also more women than men joiners in the two middle management grades (Higher Officer and Senior Officer).

- **Working pattern**

Headcount and percentage proportions of new entrants in 2013-14 by working pattern and grade:

HMRC Grade	Fulltime (1,598)	Part-time (241)
SCS (19)	84.2%	15.8%
Grade 6 (38)	81.6%	18.4%
Grade 7 (151)	95.4%	4.6%
Fast Stream (460)	99.8%	0.2%
Senior Officer (125)	92.8%	7.2%
Higher Officer (169)	91.1%	8.9%
Officer (244)	97.5%	2.5%
Assistant Officer (521)	64.3%	35.7%
Admin Assistant (112)	93.8%	6.3%
All Staff (1,839)	86.9%	13.1%

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

2B: Performance Ratings

A new performance management system for employees in all grades excluding Senior Civil Servants was introduced in April 2013. Employees are rated as 'Exceeded', 'Achieved', 'Must Improve' or subject to formal poor performance procedures.

For 2013-14 a total of 69,652 individual performance ratings were recorded for employees in the Admin Assistant grade through to Grade 6. The majority of the 540 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 Rating	Percentage Proportion
Exceeded (13,286)	18.90%
Achieved (50,744)	72.30%
Must Improve (5,594)	8.00%
No Assessment Required (540)	0.80%
Formal Poor Performance (28)	0.00%
All Staff (70,192)	

- **Grade**

Performance rating percentages by grade for 2013-14:

HMRC Grade	Exceeded (13,286)	Achieved (50,744)	Must Improve (5,594)	Managing Poor Performance (28)
Grade 6 (1,248)	21.0%	69.7%	9.3%	0.0%
Grade 7 (2,931)	21.3%	71.3%	7.4%	0.0%
Band T (763)	12.3%	80.7%	6.8%	0.1%
Senior Officer (4,033)	20.4%	72.5%	7.0%	0.0%
Higher Officer (10,122)	21.0%	71.3%	7.7%	0.0%
Legal Trainees (6)	0.0%	100.0%	0.0%	0.0%
Officer (15,505)	19.3%	72.4%	8.2%	0.1%
Assistant Officer (30,488)	18.4%	73.6%	8.0%	0.0%
Admin Assistant (4,556)	16.9%	73.7%	9.4%	0.0%
All Staff (69,652)	19.1%	72.9%	8.0%	0.0%

The highest proportions of 'Exceeded' performance ratings were awarded to employees at Grade 7, Higher Officer and Grade 6. The highest proportion of 'Must Improve' ratings was awarded to employees at Grade 6 and Admin Assistant.

- **Age**

Performance ratings percentages by age for 2013-14:

Age Range	Exceeded (13,286)	Achieved (50,744)	Must Improve (5,594)	Managing Poor Performance (28)
16 - 19 (218)	11.5%	78.4%	10.1%	0.0%
20 - 24 (1,820)	18.4%	71.3%	10.2%	0.1%
25 - 29 (3,915)	22.8%	69.8%	7.4%	0.0%
30 - 34 (6,422)	22.9%	70.8%	6.3%	0.0%
35 - 39 (6,249)	22.3%	71.3%	6.5%	0.0%
40 - 44 (8,635)	22.0%	70.8%	7.2%	0.0%
45 - 49 (12,102)	22.1%	71.4%	6.4%	0.0%
50 - 54 (13,462)	18.2%	74.6%	7.1%	0.1%
55 - 59 (10,518)	15.3%	74.9%	9.8%	0.0%
60 - 64 (5,137)	9.1%	77.2%	13.7%	0.0%
65+ (1,174)	5.6%	77.7%	16.7%	0.0%
All Staff (69,652)	19.1%	72.9%	8.0%	0.0%

The highest proportion of 'Exceeded' performance ratings were awarded to employees aged 30–34 and 25-29. Older employees tended to have the highest proportion of 'Must Improve' ratings.

- **Disability**

40,898 (58.7%) of recorded performance ratings for 2013-14 were awarded to staff who had made a positive disability declaration. The following data is quoted as a percentage of known disability status:

Performance ratings percentages by known disability status for 2013-14:

Disability Status	Exceeded (8,191)	Achieved (29,522)	Must Improve (3,170)	Managing Poor Performance (15)
Disabled (6,792)	15.0%	73.1%	11.7%	0.1%
Non Disabled (34,116)	21.0%	72.0%	7.0%	0.0%
All Staff (40,898)	20.0%	72.2%	7.8%	0.0%

Known disabled employees are awarded a lower proportion of 'Exceeded' performance ratings and receive a higher proportion of 'Must Improve' and 'Poor Performance' markings compared with known non-disabled employees.

- **Ethnicity**

51,719 (74.3%) of recorded performance ratings for 2013-14 were awarded to employees who had made an ethnicity declaration.

Performance rating percentages by ethnicity for 2013-14:

Ethnicity Category	Exceeded (10,355)	Achieved (37,392)	Must Improve (3,954)	Managing Poor Performance (18)
BAME (4,330)	14.2%	74.2%	11.5%	0.1%
White (47,389)	20.6%	72.1%	7.3%	0.0%
All Staff (51,719)	20.0%	72.3%	7.6%	0.0%

A higher proportion of 'Exceeded' performance ratings were awarded to white employees, with BAME employees receiving a higher proportion of 'Must Improve' markings.

- **Gender**

Performance rating percentages by gender for 2013-14:

Gender	Exceeded (13,286)	Achieved (50,744)	Must Improve (5,594)	Managing Poor Performance (28)
Female (41,019)	19.6%	74.1%	6.2%	0.0%
Male (28,633)	18.4%	71.0%	10.6%	0.0%
All Staff (69,652)	19.1%	72.9%	8.0%	0.0%

Women employees received a slightly higher proportion of 'Exceeded' performance ratings compared with male employees. A higher proportion of male employees were awarded 'Must Improve'.

- **Sexual Orientation**

Performance rating percentages by known sexual orientation for 2013-14

Sexual Orientation Category	Exceeded (6,328)	Achieved (22,031)	Must Improve (2,428)	Managing Poor Performance (6)
Heterosexual /Straight (29,443)	20.5%	71.7%	7.8%	0.0%
Lesbian/Gay /Bisexual/Other (1,350)	22.1%	68.4%	9.6%	0.0%
All Staff (30,793)	20.6%	71.5%	7.9%	0.0%

The proportion of known LGB employees who have been awarded an "Exceeded" performance rating is slightly higher than for known heterosexual employees. A slightly higher proportion of known LGB employees were awarded "Must Improve" compared with known heterosexual employees.

- **Working Pattern**

Performance rating percentages by working pattern for 2013-14:

Working Pattern	Exceeded (13,286)	Achieved (50,744)	Must Improve (5,594)	Managing Poor Performance (28)
Fulltime (44,877)	22.2%	69.8%	7.9%	0.0%
Part-time (24,775)	13.4%	78.4%	8.2%	0.0%
All Staff (69,652)	19.1%	72.9%	8.0%	0.0%

A substantially higher proportion of 'Exceeded' performance ratings were awarded to full-time employees.

Employees are encouraged to disclose their diversity information so that HMRC may establish a more accurate picture of the distribution of performance ratings by diversity group.

Using the information we have the Lines of Business are tasked with looking into the performance management system results at a local level and taking appropriate action aimed at addressing clear imbalances.

In December 2013 Civil Service Learning's online 'Unconscious Bias' online learning product was made mandatory for all line managers in the organisation.

2C: Mandatory training

As at 31st March 2014, there were six mandatory online training packages that all staff should complete, some of which need to be refreshed at set intervals. A further four mandatory online training packages were to be completed by employees with management responsibility.

The table below shows the training uptake percentages for the six mandatory training packages as at 31st March 2014 and is based on a total workforce headcount at that time of 69,314. The 'Unconscious Bias' online learning package was made mandatory for all managers in December 2013 and as at 31st March 2014, 86.6% of managers had either completed or were part way through the course.

Mandatory training uptake percentages – all staff as at 31 March 2014:

Mandatory Training - All Staff	Uptake %
Display Screen Equipment (49,640)	71.6%
Equality & Diversity Essentials (48,638)	70.2%
Fire Awareness (54,431)	78.5%
H&S Awareness (57,119) (Non Managers Only)	95.1%
Responsible For Information / Data Security Workshop (68,343)	98.6%
Working With Official Information (60,739)	87.6%

The table below shows the uptake percentages for the four Health & Safety mandatory training packages for managers at the 31st March 2014 and is based on a total of 9,275 staff with line management responsibility at that date.

Mandatory training take-up percentages – Managers as at 31 March 2014:

Mandatory Training - Managers	Uptake %
H&S Accidents (7,785)	83.7%
H&S Managers (8,481)	69.9%
H&S Risk Assessment (7,702)	83.0%
Unconscious Bias (8,028)	86.6%

2D: Promotions

5,073 employees achieved substantive promotion in 2013-14. The following data shows substantive promotions to Assistant Officer grade and above in this year. The figures for the SCS (Senior Civil Service) are for promotions into and within the SCS.

Promotions into grade – percentages for 2013-14:

HMRC Grade	% Of All Promotions (5,073)
SCS (19)	0.37%
Grade 6 (135)	2.66%
Grade 7 (371)	7.31%
Fast Stream (41)	0.81%
Senior Officer (647)	12.75%
Higher Officer (1,751)	34.52%
Officer (1,365)	26.91%
Assistant Officer (744)	14.67%

The highest proportion of substantive promotions is from Officer to Higher Officer grade. The lowest proportions of promotions are into the Fast Stream and the Senior Civil Service.

- **Age**

Promotions into grade – percentages by age range for 2013-14:

HMRC Grade	16 - 19 (0)	20 - 24 (66)	25 - 29 (376)	30 - 34 (796)	35 - 39 (685)	40 - 44 (783)	45 - 49 (1,017)	50 - 54 (850)	55 - 59 (410)	60 - 64 (78)	65+ (12)
SCS (19)	0.0%	0.0%	0.0%	0.0%	10.5%	10.5%	42.1%	15.8%	21.1%	0.0%	0.0%
Grade 6 (135)	0.0%	0.0%	1.5%	13.3%	14.8%	12.6%	24.4%	25.9%	7.4%	0.0%	0.0%
Grade 7 (371)	0.0%	0.5%	10.0%	14.8%	8.6%	12.4%	22.1%	21.3%	10.2%	0.0%	0.0%
Fast Stream (41)	0.0%	17.1%	29.3%	29.3%	12.2%	4.9%	7.3%	0.0%	0.0%	0.0%	0.0%
Senior Officer (647)	0.0%	0.0%	1.5%	5.4%	11.6%	14.4%	26.7%	28.6%	10.8%	0.9%	0.0%
Higher Officer (1,751)	0.0%	0.8%	5.0%	12.9%	13.6%	19.0%	22.6%	17.1%	7.8%	1.0%	0.1%
Officer (1,365)	0.0%	1.8%	11.9%	25.5%	17.6%	15.1%	14.9%	8.8%	4.0%	0.4%	0.1%
Assistant Officer (744)	0.0%	2.6%	8.7%	13.7%	9.7%	11.3%	16.1%	17.2%	13.0%	6.5%	1.2%
All Staff (5,073)	0.0%	1.3%	7.4%	15.7%	13.5%	15.4%	20.0%	16.8%	8.1%	1.5%	0.2%

Over half of all promotees were aged between 40 and 54. The majority of promotees to the senior grades are aged between 45 and 59.

- **Disability**

Of the employees promoted in 2013-14, 3,210 (63.3%, up from 58.2% in 2012-13) 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 and grade for 2013-14:

HMRC Grade	Disabled (418)	Non Disabled (2,792)	Positive Declaration %
SCS (13)	0.0%	100.0%	68.4%
Grade 6 (97)	8.2%	91.8%	71.9%
Grade 7 (258)	8.5%	91.5%	69.5%
Fast Stream (26)	26.9%	73.1%	63.4%
Senior Officer (399)	10.3%	89.7%	61.7%
Higher Officer (1,114)	13.3%	86.7%	63.6%
Officer (846)	12.8%	87.2%	62.0%
Assistant Officer (457)	18.4%	81.6%	61.4%
All Staff (3,210)	13.0%	87.0%	63.3%

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 2013-14, 3,885 (76.6%) had made an ethnicity declaration. The following data is quoted as a percentage of known ethnicity.

Promotion into grade – percentages by known ethnicity and grade for 2013-14:

HMRC Grade	BAME (394)	White (3,491)	Positive Declaration %
SCS (16)	0.0%	100.0%	84.2%
Grade 6 (109)	7.3%	92.7%	80.7%
Grade 7 (289)	6.9%	93.1%	77.9%
Fast Stream (31)	9.7%	90.3%	75.6%
Senior Officer (484)	8.9%	91.1%	74.8%
Higher Officer (1,347)	11.0%	89.0%	76.9%
Officer (1,063)	9.3%	90.7%	77.9%
Assistant Officer (545)	13.4%	86.6%	73.4%
All Staff (3,885)	10.1%	89.9%	76.6%

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

- **Gender**

In 2013-14 54.8% of substantive promotees were women which compares favourably with the overall level of women's representation in the workforce (58%).

Promotion into grade – percentages by gender and grade for 2013-14:

HMRC Grade	Female (2,782)	Male (2,291)
SCS (19)	52.6%	47.4%
Grade 6 (135)	48.9%	51.1%
Grade 7 (371)	43.1%	56.9%
Fast Stream (41)	26.8%	73.2%
Senior Officer (647)	53.5%	46.5%
Higher Officer (1,751)	51.1%	48.9%
Officer (1,365)	56.5%	43.5%
Assistant Officer (744)	70.4%	29.6%
All Staff (5,073)	54.8%	45.2%

- **Sexual Orientation**

Of the employees promoted in 2013-14, 2,456 (48.4%) 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 and grade for 2013-14:

HMRC Grade	Heterosexual /Straight (2,346)	Lesbian/Gay/ Bisexual/Other (110)	Positive Declaration %
SCS (13)	84.6%	15.4%	68.4%
Grade 6 (72)	95.8%	4.2%	53.3%
Grade 7 (201)	96.0%	4.0%	54.2%
Fast Stream (27)	92.6%	7.4%	65.9%
Senior Officer (318)	96.5%	3.5%	49.1%
Higher Officer (853)	96.1%	3.9%	48.7%
Officer (683)	93.7%	6.3%	50.0%
Assistant Officer (289)	97.2%	2.8%	38.8%
All Staff (2,456)	95.5%	4.5%	48.4%

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 for 2013-14:

HMRC Grade	Fulltime (4,265)	Part-time (808)
SCS (19)	84.2%	15.8%
Grade 6 (135)	96.3%	3.7%
Grade 7 (371)	96.2%	3.8%
Fast Stream (41)	97.6%	2.4%
Senior Officer (647)	90.9%	9.1%
Higher Officer (1,751)	86.6%	13.4%
Officer (1,365)	85.7%	14.3%
Assistant Officer (744)	60.2%	39.8%
All Staff (5,073)	84.1%	15.9%

2E: Maternity and adoption Leave

In the year ending 31 March 2014, 902 employees took maternity or adoption leave (a substantial decrease compared with 1,007 employees in 2012-13). There were 21 instances of adoption leave and 881 instances of maternity leave.

- **Grade**

New maternity and adoption leave instances by grade for 2013-14:

HMRC Grade	% Of All Adoption/ Maternity Instances (902)
SCS (3)	0.3%
Grade 6 (16)	1.8%
Grade 7 (39)	4.3%
Fast Stream (1)	0.1%
Senior Officer (17)	1.9%
Higher Officer (78)	8.6%
Officer (174)	19.3%
Assistant Officer (542)	60.1%
Admin Assistant (32)	3.5%

- Average number of days unpaid adoption/maternity leave taken by grade for 2013-14

Average number of days unpaid adoption/maternity leave taken by grade for 2013-14:

HMRC Grade	Average No Of Unpaid Adoption/ Maternity Days By Grade
SCS (3)	101.3
Grade 6 (16)	129.3
Grade 7 (39)	129.3
Fast Stream (1)	182.0
Senior Officer (17)	95.5
Higher Officer (78)	90.4
Officer (174)	96.3
Assistant Officer (542)	97.6
Admin Assistant (32)	82.7
All Staff (902)	98.2

- Age

New maternity and adoption leave instances by age range for 2013-14:

Age Range	% Of All Adoption/ Maternity Instances (902)
16 - 19 (0)	0.0%
20 - 24 (37)	4.1%
25 - 29 (205)	22.7%
30 - 34 (365)	40.5%
35 - 39 (220)	24.4%
40 - 44 (64)	7.1%
45 - 49 (8)	0.9%
50 - 54 (3)	0.3%
55 - 59 (0)	0.0%
60 - 64 (0)	0.0%
65+ (0)	0.0%

- Region

New maternity and adoption leave instances by region compared with total HMRC workforce by region in 2013-14:

Office Region	% Of All Adoption /Maternity Instances (902)	% HMRC Workforce (69,314)
East (33)	3.7%	5.4%
East Midlands (25)	2.8%	5.1%
London (77)	8.5%	12.0%
North East (204)	22.6%	16.9%
North West (171)	19.0%	17.8%
Northern Ireland (38)	4.2%	2.7%
Scotland (140)	15.5%	12.9%
South East (35)	3.9%	5.9%
South West (23)	2.5%	3.8%
Wales (36)	4.0%	5.2%
West Midlands (50)	5.5%	5.7%
Yorks & Humber (70)	7.8%	6.6%
zHome/Unknown (0)	0.0%	0.0%

- **Working Pattern**

New maternity and adoption leave instances – percentages by working pattern in 2013-14

Working Pattern	% Of All Adoption /Maternity Instances (902)	% HMRC Workforce (69,314)
Fulltime (285)	31.6%	64.6%
Part-time (617)	67.7%	35.4%

- **Change of working hours following return from maternity and adoption leave in 2013-14**

Percentage of staff changing working hours following return from maternity or adoption leave in 2013-14:

Change In Working Hours	% Of All Adoption /Maternity Instances (902)
Reduction In Hours (114)	12.6%
No Change (742)	82.3%
Increase In Hours (46)	5.1%

2F: Grievances

The data presented here shows the proportion of employees who have lodged a formal grievance in the year ending 31 March 2014 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 2013-14 113 HMRC employees lodged a formal grievance (up from 84 employees in 2012-13).

- **Grade**

Grievances in 2013-14 by grade:

HMRC Grade	% Of All Grievances
SCS (0)	0.0%
Grade 6 (3)	2.7%
Grade 7 (5)	4.4%
Fast Stream (0)	0.0%
Senior Officer (3)	2.7%
Higher Officer (8)	7.1%
Officer (14)	12.4%
Assistant Officer (69)	61.1%
Admin Assistant (11)	9.7%

The majority of formal complaints were lodged by Assistant Officers.

- **Age**

Grievances - percentages by age range and grade in 2013-14:

HMRC Grade	16 - 19 (1)	20 - 24 (1)	25 - 29 (10)	30 - 34 (9)	35 - 39 (9)	40 - 44 (16)	45 - 49 (20)	50 - 54 (23)	55 - 59 (10)	60 - 64 (10)	65+ (2)
SCS (0)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Grade 6 (3)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	33.3%	0.0%
Grade 7 (5)	0.0%	0.0%	0.0%	0.0%	0.0%	40.0%	20.0%	20.0%	20.0%	0.0%	0.0%
Fast Stream (0)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Senior Officer (3)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	66.7%	0.0%	0.0%	33.3%	0.0%
Higher Officer (8)	0.0%	0.0%	0.0%	0.0%	0.0%	37.5%	25.0%	25.0%	0.0%	12.5%	0.0%
Officer (14)	0.0%	0.0%	0.0%	14.3%	0.0%	14.3%	14.3%	21.4%	14.3%	21.4%	0.0%
Assistant Officer (69)	1.4%	1.4%	14.5%	10.1%	11.6%	11.6%	15.9%	18.8%	8.7%	4.3%	1.4%
Admin Assistant (11)	0.0%	0.0%	0.0%	0.0%	9.1%	9.1%	18.2%	27.3%	18.2%	9.1%	9.1%
All Staff (113)	0.9%	0.9%	8.8%	8.0%	8.0%	14.2%	17.7%	20.4%	10.6%	8.8%	1.8%

- **Disability**

Of the 113 employees who lodged a formal grievance in 2013-14, 73 (64.6%) declared their disability status. The following data is quoted as a percentage of known disability status:

Grievances – percentages by known disability and grade for 2013-14:

HMRC Grade	Disabled (40)	Non Disabled (33)	Positive Declaration %
SCS (0)	N/A	N/A	N/A
Grade 6 (2)	0.0%	100.0%	66.7%
Grade 7 (4)	75.0%	25.0%	80.0%
Fast Stream (0)	N/A	N/A	N/A
Senior Officer (2)	0.0%	100.0%	66.7%
Higher Officer (4)	75.0%	25.0%	50.0%
Officer (9)	44.4%	55.6%	64.3%
Assistant Officer (46)	60.9%	39.1%	66.7%
Admin Assistant (6)	33.3%	66.7%	54.5%
All Staff (73)	54.8%	45.2%	64.6%

35.4% of formal grievances were lodged by known disabled employees and the same percentage proportion of employees have not declared their disability status.

- **Ethnicity**

84 (74.3%) of the 113 employees who lodged a formal grievance in 2013-14 declared their ethnicity. The following data is quoted as a percentage of known ethnicity:

Grievances – percentages by known ethnicity and grade:

HMRC Grade	BAME (20)	White (64)	Positive Declaration %
SCS (0)	N/A	N/A	N/A
Grade 6 (2)	50.0%	50.0%	66.7%
Grade 7 (3)	66.7%	33.3%	60.0%
Fast Stream (0)	N/A	N/A	N/A
Senior Officer (3)	33.3%	66.7%	100.0%
Higher Officer (6)	66.7%	33.3%	75.0%
Officer (10)	10.0%	90.0%	71.4%
Assistant Officer (55)	18.2%	81.8%	79.7%
Admin Assistant (5)	20.0%	80.0%	45.5%
All Staff (84)	23.8%	76.2%	74.3%

17.7% of formal grievances were lodged by known BAME employees (decreasing from 21.7% in 2012-13).

- **Gender**

Grievances – percentages by gender and grade in 2013-14:

HMRC Grade	Female (70)	Male (64)
SCS (0)	N/A	N/A
Grade 6 (3)	0.0%	100.0%
Grade 7 (5)	60.0%	40.0%
Fast Stream (0)	N/A	N/A
Senior Officer (3)	0.0%	100.0%
Higher Officer (8)	75.0%	25.0%
Officer (14)	78.6%	21.4%
Assistant Officer (69)	66.7%	33.3%
Admin Assistant (11)	36.4%	63.6%
All Staff (113)	61.9%	38.1%

70 (61.9%) of the 113 employees who lodged a formal grievance were women which is slightly higher than the overall percentage proportion of women in HMRC's workforce. The percentages shown for Grades 6 and 7, Senior Officer and Higher Officer are probably skewed when compared with the overall low number of grievances in 2013-14.

- **Sexual Orientation**

Grievances – percentages by known sexual orientation and grade for 2013-14:

HMRC Grade	Heterosexual /Straight (55)	Lesbian/Gay/ Bisexual/Other (2)	Positive Declaration %
SCS (0)	N/A	N/A	N/A
Grade 6 (1)	100.0%	0.0%	33.3%
Grade 7 (2)	100.0%	0.0%	40.0%
Fast Stream (0)	N/A	N/A	N/A
Senior Officer (2)	100.0%	0.0%	66.7%
Higher Officer (5)	100.0%	0.0%	62.5%
Officer (7)	85.7%	14.3%	50.0%
Assistant Officer (37)	97.3%	2.7%	53.6%
Admin Assistant (3)	100.0%	0.0%	27.3%
All Staff (57)	96.5%	3.5%	50.4%

- **Working Pattern**

Grievances – percentages by working pattern and grade for 2013-14:

HMRC Grade	Fulltime (73)	Part-time (40)
SCS (0)	N/A	N/A
Grade 6 (3)	66.7%	33.3%
Grade 7 (5)	60.0%	40.0%
Fast Stream (0)	N/A	N/A
Senior Officer (3)	100.0%	0.0%
Higher Officer (8)	75.0%	25.0%
Officer (14)	78.6%	21.4%
Assistant Officer (69)	58.0%	42.0%
Admin Assistant (11)	72.7%	27.3%
All Staff (113)	64.6%	35.4%

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 2013-14, 1,120 employees were subject to formal disciplinary procedures (a substantial increase on 377 employees in 2012-13).

- **Grade**

Disciplinary procedures – grade percentages of referrals compared with total HMRC workforce in 2013-14:

HMRC Grade	% Of Disciplinary Cases (1,120)	% Of Total HMRC Workforce (69,314)
SCS (0)	0.0%	0.4%
Grade 6 (4)	0.4%	1.8%
Grade 7 (10)	0.9%	4.2%
Fast Stream (4)	0.4%	1.1%
Senior Officer (20)	1.8%	5.8%
Higher Officer (75)	6.7%	14.5%
Officer (175)	15.6%	22.4%
Assistant Officer (761)	67.9%	43.1%
Admin Assistant (71)	6.3%	6.7%

At Assistant Officer grade that the percentage proportion of referrals for disciplinary action is higher than the overall level of Assistant Officer representation in HMRC's workforce.

- **Age**

Disciplinary procedures - age range percentages of referrals compared with total workforce for 2013-14:

Age Range	% Of Disciplinary Cases (1,120)	% Of Total HMRC Workforce (69,314)
16 - 19 (12)	1.1%	0.4%
20 - 24 (111)	9.9%	2.7%
25 - 29 (175)	15.6%	5.5%
30 - 34 (162)	14.5%	9.1%
35 - 39 (119)	10.6%	8.8%
40 - 44 (142)	12.7%	12.5%
45 - 49 (148)	13.2%	17.5%
50 - 54 (110)	9.8%	19.4%
55 - 59 (85)	7.6%	15.1%
60 - 64 (47)	4.2%	7.3%
65+ (9)	0.8%	1.6%

Among employees aged between 25 and 29, the percentage proportion of employees referred for disciplinary action exceeds the overall level of representation of younger employees in HMRC's workforce.

- **Disability**

Of the 1,120 employees referred for disciplinary action in 2013-14, 592 (52.9%) had made a positive disability status declaration (136 disabled and 456 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 of total workforce for 2013-14:

Disability Status	% Of Disciplinary Cases (592)	% Of Total HMRC Workforce (40,780)
Disabled (136)	23.0%	16.5%
Non Disabled (456)	77.0%	83.5%
Positive Declaration %	52.9%	58.8%

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

- **Ethnicity**

Of the 1,120 employees referred for disciplinary action in 2013-14, 803 (71.7%) made a positive ethnicity declaration (104 BAME and 699 white). These figures are compared with the 51,512 (74.3%) ethnicity declarations made by HMRC employees (4,270 BAME and 47,242 white) as at 31 March 2014.

Disciplinary procedures – comparison of referrals where ethnicity is known with ethnicity in total workforce for 2013-14:

Ethnicity Category	% Of Disciplinary Cases (803)	% Of Total HMRC Workforce (51,512)
BAME (104)	13.0%	8.3%
White (699)	87.0%	91.7%
Positive Declaration %	71.7%	74.3%

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 1,120 employees referred for disciplinary action during 2013-14, 532 were women and 588 were men. Across the department as a whole, HMRC had 40,604 female employees and 28,710 male employees.

Disciplinary procedures – gender percentage comparison of referrals with total workforce for 2013-14

Gender	% Of Disciplinary Cases (1,120)	% Of Total HMRC Workforce (69,314)
Female (532)	47.5%	58.6%
Male (588)	52.5%	41.4%

- **Sexual Orientation**

Of the 1,120 employees referred for disciplinary action in 2013-14, 545 (48.7%) made a positive sexual orientation declaration (507 heterosexual and 38 lesbian/gay/bisexual/other). These figures are compared with the 30,694 (44.3%) positive sexual orientation declarations made by HMRC employees (i.e. 29,341 heterosexual and 1,353 lesbian/gay/bisexual/other) as at 31 March 2014.

Disciplinary procedures – comparison of referrals where sexual orientation is known with sexual orientation in total workforce for 2013-14:

Sexual Orientation	% Of Disciplinary Cases (545)	% Of Total HMRC Workforce (30,694)
Heterosexual/Straight (507)	93.0%	95.6%
Lesbian/Gay/Bisexual/Other (38)	7.0%	4.4%
Positive Declaration %	48.7%	44.3%

- **Working pattern**

742 full-time employees and 378 part-timers were referred for disciplinary action. Across the department as a whole, HMRC had 44,795 full-time employees and 24,519 part-time employees.

Disciplinary procedures – comparison of referrals by working pattern with total HMRC workforce for 2013-14:

Working Pattern	% Of Disciplinary Cases (1,120)	% Of Total HMRC Workforce (69,314)
Fulltime (742)	66.3%	64.6%
Part-time (378)	33.8%	35.4%

- **Region**

Disciplinary procedures – comparison of regional referrals percentages with total workforce by region for 2013-14:

Region	% Of Disciplinary Cases (1,120)	% Of Total HMRC Workforce (69,314)
East (34)	3.0%	5.4%
East Midlands (40)	3.6%	5.1%
London (77)	6.9%	12.0%
North East (229)	20.4%	16.9%
North West (226)	20.2%	17.8%
Northern Ireland (25)	2.2%	2.7%
Scotland (229)	20.4%	12.9%
South East (43)	3.8%	5.9%
South West (26)	2.3%	3.8%
Wales (50)	4.5%	5.2%
West Midlands (52)	4.6%	5.7%
Yorks & Humber (89)	7.9%	6.6%
zHome/Unknown (0)	0.0%	0.0%

2H: Leavers

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

In 2013-14, a total of 5,516 employees left HMRC through the various leaving types indicated below.

Leavers by reason – percentages for 2013-14:

Leaving Reason	% Of Leavers (5,516)
Resignation (1,662)	30.1%
Retirement (1,196)	21.7%
Release Scheme (303)	5.5%
OGD Loan (Unpaid) (64)	1.2%
OGD Permanent Transfer (543)	9.8%
End Of FTA (721)	13.1%
Dismissal (422)	7.7%
Other (605)	11.0%

*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 ages range – percentages for 2013-14:

Leaving Reason	16 - 19 (142)	20 - 24 (716)	25 - 29 (699)	30 - 34 (457)	35 - 39 (334)	40 - 44 (347)	45 - 49 (357)	50 - 54 (462)	55 - 59 (757)	60 - 64 (918)	65+ (327)
Resignation (1,662)	60.6%	54.1%	51.1%	45.3%	42.5%	38.9%	31.7%	22.7%	11.6%	4.2%	0.9%
Retirement (1,196)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	19.8%	82.7%	87.8%
Release Scheme (303)	0.0%	0.0%	0.1%	3.1%	3.0%	9.8%	9.0%	14.1%	9.4%	5.4%	8.0%
OGD Loan (Unpaid) (64)	0.0%	0.4%	2.0%	2.0%	1.5%	1.4%	4.2%	1.5%	0.5%	0.2%	0.0%
OGD Permanent Transfer (543)	4.9%	12.4%	17.0%	16.8%	17.4%	16.4%	17.4%	10.2%	2.5%	0.9%	0.0%
End Of FTA (721)	28.9%	27.7%	20.5%	20.6%	18.6%	10.1%	9.5%	9.3%	5.0%	3.4%	0.6%
Dismissal (422)	4.9%	5.3%	8.6%	10.1%	14.4%	17.0%	13.7%	13.6%	5.3%	0.8%	1.5%
Other (605)	0.7%	0.1%	0.7%	2.2%	2.7%	6.3%	14.6%	28.6%	45.8%	2.4%	1.2%

Comparatively higher proportions of younger employees leave the organisation through resignation or the expiry of temporary fixed-term contracts.

- **Disability**

Of the 5,516 leavers in 2013-14, 3,009 (54.5%) declared their disability status. The following data quoted is based on 'known' disability status.

Leaving reason by known disability status – percentages for 2013-14:

Leaving Reason	Disabled (513)	Non Disabled (2,496)	Positive Declaration %
Resignation (821)	9.1%	90.9%	49.4%
Retirement (729)	17.6%	82.4%	61.0%
Release Scheme (178)	30.3%	69.7%	58.7%
OGD Loan (Unpaid) (37)	13.5%	86.5%	57.8%
OGD Permanent Transfer (309)	12.9%	87.1%	56.9%
End Of FTA (326)	6.7%	93.3%	45.2%
Dismissal (229)	33.6%	66.4%	54.3%
Other (380)	29.5%	70.5%	62.8%
All Staff (3,009)	17.0%	83.0%	54.6%

- **Ethnicity**

Of the 5,516 leavers in 2013-14, 3,862 (70.0%) declared their ethnicity.

Leaving reason by know ethnic category – percentages for 2013-14:

Leaving Reason	BAME (400)	White (3,462)	Positive Declaration %
Resignation (1,080)	12.7%	87.3%	65.0%
Retirement (868)	5.4%	94.6%	72.6%
Release Scheme (224)	5.8%	94.2%	73.9%
OGD Loan (Unpaid) (43)	23.3%	76.7%	67.2%
OGD Permanent Transfer (404)	10.9%	89.1%	74.4%
End Of FTA (489)	17.2%	82.8%	67.8%
Dismissal (308)	12.0%	88.0%	73.0%
Other (446)	6.3%	93.7%	73.7%
All Staff (3,862)	10.4%	89.6%	70.0%

- **Gender**

Leaving reason by gender – percentages for 2013-14:

Leaving Reason	Female (2,960)	Male (2,556)
Resignation (1,662)	55.8%	44.2%
Retirement (1,196)	50.3%	49.7%
Release Scheme (303)	70.3%	29.7%
OGD Loan (Unpaid) (64)	54.7%	45.3%
OGD Permanent Transfer (543)	52.9%	47.1%
End Of FTA (721)	46.9%	53.1%
Dismissal (422)	52.6%	47.4%
Other (605)	55.5%	44.5%
All Staff (5,516)	53.7%	46.3%

- **Sexual Orientation**

Leaving reason by known sexual orientation – percentages for 2013-14:

Leaving Reason	Heterosexual /Straight (2,407)	Lesbian/Gay/ Bisexual/Other (132)	Positive Declaration %
Resignation (808)	94.1%	5.9%	48.6%
Retirement (421)	97.6%	2.4%	35.2%
Release Scheme (105)	94.3%	5.7%	34.7%
OGD Loan (Unpaid) (21)	90.5%	9.5%	32.8%
OGD Permanent Transfer (314)	90.8%	9.2%	57.8%
End Of FTA (409)	96.1%	3.9%	56.7%
Dismissal (218)	95.0%	5.0%	51.7%
Other (243)	95.9%	4.1%	40.2%
All Staff (2,539)	94.8%	5.2%	46.0%

- **Working Pattern**

Leaving reason by working pattern – percentages for 2013-14:

Leaving Reason	Fulltime (2,780)	Part-time (2,736)
Resignation (1,662)	50.4%	49.6%
Retirement (1,196)	33.8%	66.2%
Release Scheme (303)	38.3%	61.7%
OGD Loan (Unpaid) (64)	87.5%	12.5%
OGD Permanent Transfer (543)	71.5%	28.5%
End Of FTA (721)	53.0%	47.0%
Dismissal (422)	54.7%	45.3%
Other (605)	60.3%	39.7%
All Staff (5,516)	50.4%	49.6%

Next steps

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

HMRC will continue to monitor progress made in achieving diversity and inclusion objectives in the organisation's business plan and revised Diversity and Inclusion Strategy and Action Plan for 2013-16 (published in January 2014).

The Diversity and Inclusion Strategy:

- Enables us to prioritise actions and direct resources
- Better reflects the current operating and economic climate and
- Takes account of workforce changes across the Department and Civil Service

There is continued focus on:

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

These measures enable equality, diversity and inclusion to be embedded further into every aspect of our business and support our activities aimed at attracting, retaining and developing a workforce which reflects the customers we serve.

HMRC's champion employer diversity memberships include Business in the Community's (BITC) Race for Opportunity and Opportunity Now race and gender campaigns, Business Disability Forum, Clear Company, the Employers Network for Equality and Inclusion (ENEI) and Stonewall.

In 2013-14:

- HMRC was named by BITC as one of the UK's top ten employers for race and gender equality and progression – for the second year running.
- We also won the public sector and Managing an Ageing Workforce categories in the ENEI awards.
- We were named as one of the top 50 employers for women for the second year running by The Times newspaper.

We continue a rolling programme of external diversity benchmarking and awards to assess our performance on workplace diversity and inclusion compared with other UK employers and achieve recognition of good practice.