

# **Equality in our workforce**

**September 2015**

## **About Monitor**

Monitor is an executive non-departmental public body of the Department of Health based in London.

As the sector regulator for health services in England, our job is to make the health sector work better for patients. As well as making sure that independent NHS foundation trusts are well led so that they can deliver quality care on a sustainable basis, we make sure: essential services are maintained if a provider gets into serious difficulties; the NHS payment system promotes quality and efficiency; and patients do not lose out through restrictions on their rights to make choices, through poor purchasing on their behalf, or through inappropriate anti-competitive behaviour by providers or commissioners.

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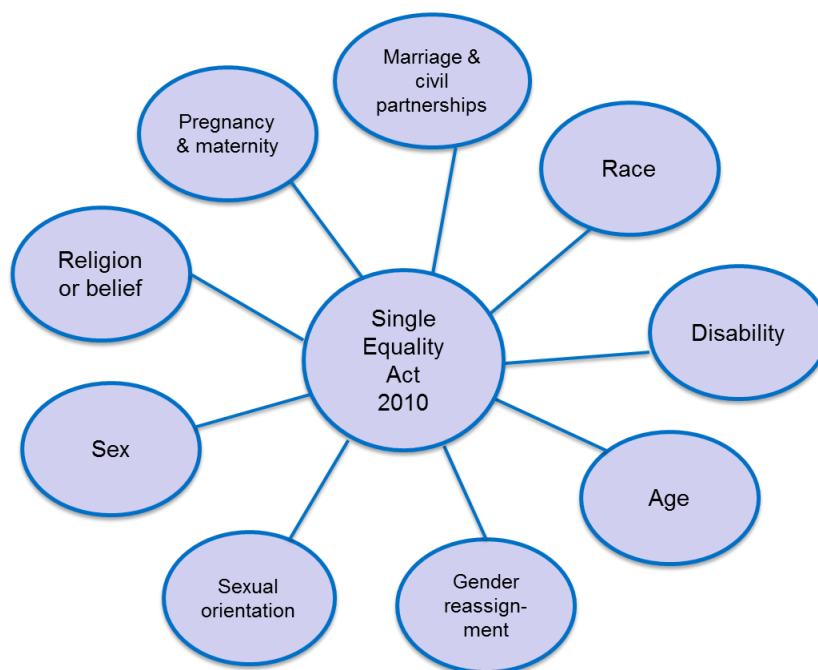
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## About this report

This report provides information about equality in Monitor's workforce and is based on data that we held about our staff on 31 March 2015. We are sharing this information to comply with the public sector equality duty which requires us to publish information relating to persons who share a relevant protected characteristic.

The public sector equality duty makes it unlawful to discriminate against people who share a protected characteristic. Our employment monitoring will enable us to act to remove any potential for discrimination, promote equality and foster good relations between people of different backgrounds.

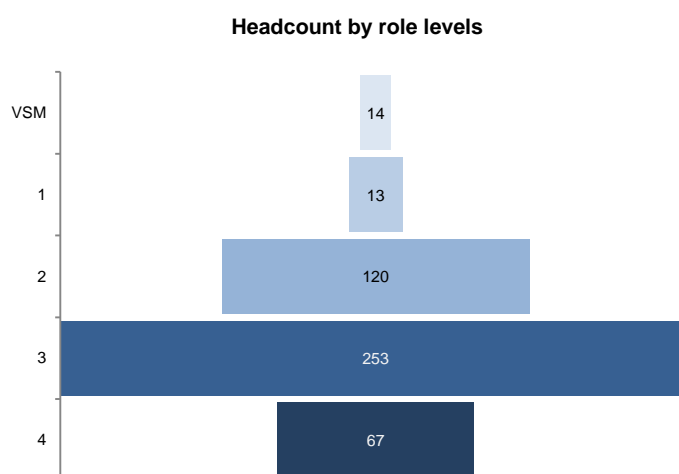
The public sector equality duty covers nine protected characteristics:



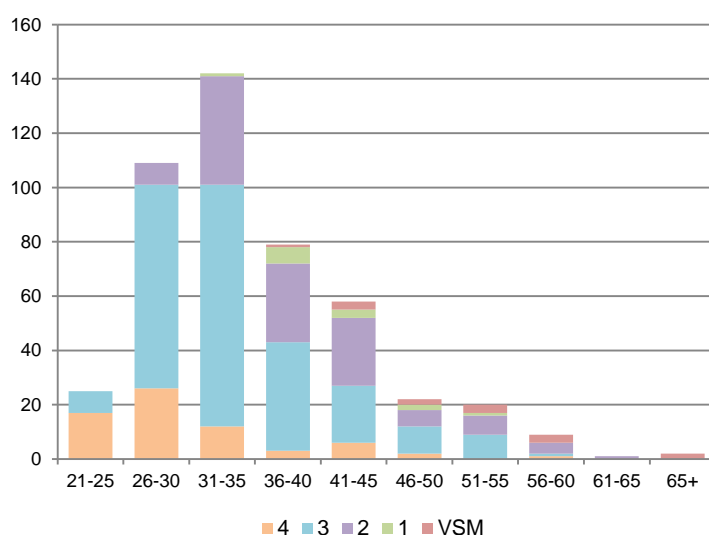
## Staff profile

### Overview

Monitor's expanded role and responsibilities have led to an increase of full-time equivalent (FTE) employees. As at 31 March 2015, we employed 467 FTEs, an increase of 102 from the previous year; 7% of our workforce (33 employees) works part time, an increase from 5.8% last year, of whom 87% are women. Our staff are split across five broad grades: Executive Committee members, (very senior managers (VSMs) and role level 1), wider leadership team (role level 2), middle management/professional level (role level 3), and entry and professional entry level (role level 4).



During the last year we have made significant progress in capturing reliable workforce diversity data for all new employees. We continue to seek innovative ways of capturing demographic information on existing employees to achieve disclosure for all protected characteristics. This will not only allow more meaningful diversity data analysis but also better inform our strategic decision-making in recruitment, retention and resourcing matters.



### Age

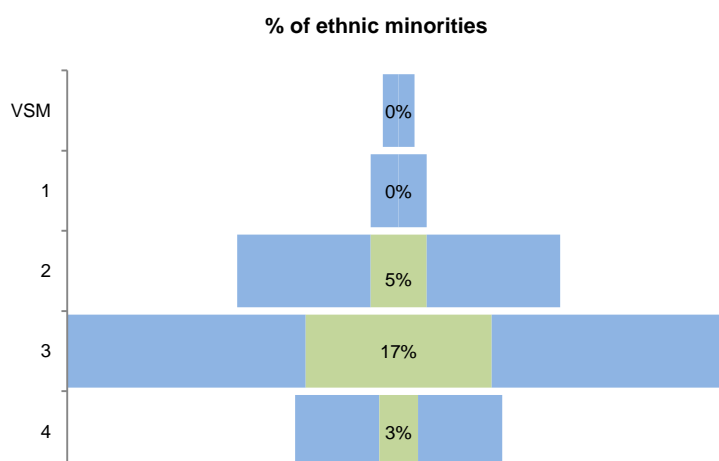
The average age of our workforce is 35.7 years, with 54% of employees aged between 26 to 35 years old; the largest percentage (30%) is aged 31 to 35 years old primarily employed in role level 3.3 (middle manager) roles. We have 32 employees, representing 7% of the workforce, over 51 years old. They fill mainly

senior positions. Only 25 employees, representing 5% of the workforce, are aged between 21 to 25 years old, and we currently have no employees under the age of 21. This is mainly influenced by the level of experience and qualifications required for our roles.

## Ethnicity

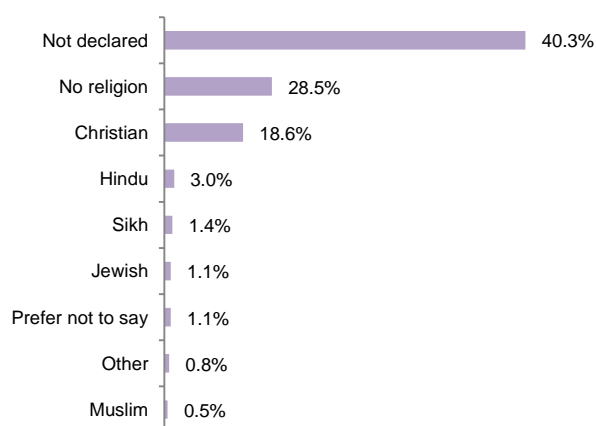
We employ 108 Black, Asian or minority ethnic (BAME) employees, representing 23%, a slight increase from last year. A total of 54 internal candidates successfully gained new appointments in higher roles last year; 22% were from BAME groups. Our BAME representation compares favourably with the 20% BAME population of England and 11% of the UK working-age

population,<sup>1</sup> but less well against the BAME population of London, where our office is located. We currently have no BAME representation at role level 1 (director level) or above and we want to review our recruitment practices to reach under-represented groups for future recruitment campaigns. We will also analyse future data and compare against similar-sized public sector organisations to identify any unusual trends.



## Religion and belief

Last year we reported that we held workforce profile information by religion/belief on nearly 39% of our staff. This has increased significantly this year to nearly 60%: 28.5% have no religion; 18.6% are Christian; and small numbers of other religions such as Hinduism, Islam, Judaism, and Sikhism are represented across our workforce. Our employees have access to a prayer room in the workplace. We



will continue to seek ways to improve disclosure of this protected characteristic in the coming year.

<sup>1</sup> Office for National Statistics (2012) *Labour Force Survey: Ethnicity by Working Age*.

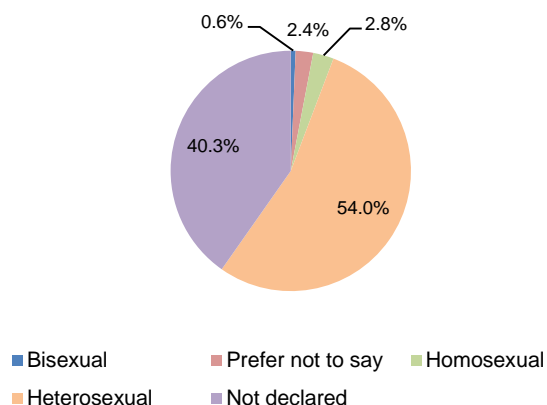
## Sexual orientation

Last year we did not know the sexual orientation of 61% of our staff; this year this has reduced to 40%. We believe this improvement is due to a more robust data collection process.

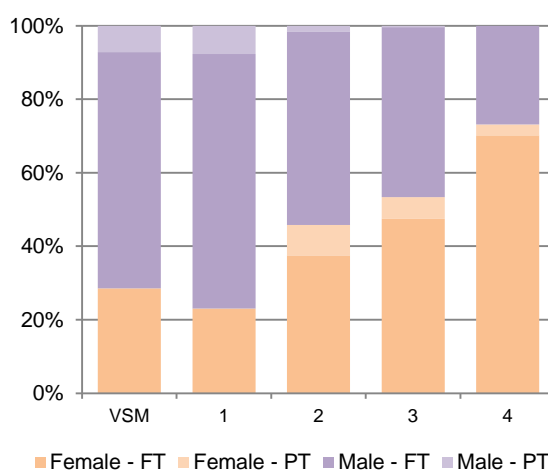
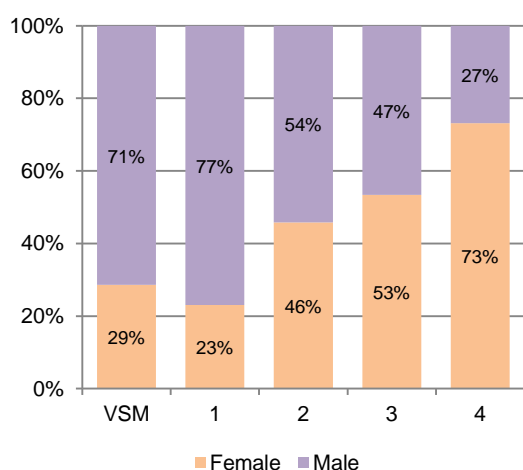
A total of 252 employees,

representing 54% of our workforce, declared that they are heterosexual, 16 (3.4%) declared that they are

lesbian, gay or bisexual and 11 (2.4%) preferred not to say. We run an informal LGBT networking group which meets monthly and is well attended.



## Gender



Over the last four years our employee demographic has remained almost static in terms of gender: 53% of our employees (246) are female and 47% (221) are male. Women are being apparently well represented at Executive Committee member level, against certain external benchmarks,<sup>2</sup> with 5 out of 15 members being women: we also have 58 women at role levels 1 and 2, representing 23% and 46% respectively, but we recognise there is still more to do. The majority of our workforce is full time (FT); 33 employees (7%) work part time (PT). Of the part-time employees, 27 (85%) are women. We continue to have the highest concentration of women at role level 4 in administrative support roles. We remain committed to developing our people and retaining high performers with internal promotion opportunities. During 2014/15 57% of the people we promoted internally were women.

In the last two years, we have conducted an internal pay disparity review. We consider a number of factors, including variations in job size within the same role level, market rates for different jobs, and individual performance.

<sup>2</sup> March 2014 – 'Women on boards', Lord Davies report. 20.7% women on FTSE 100 boards.

## **Transgender**

No employees have declared that the gender they identify with now is not the gender that they were born with, nor have any declared that they are in the process of reassigning their gender. We are improving our data capture procedures to ensure we continue to monitor for this protected characteristic.

## **Disability**

Only eight (2%) of our employees have disclosed a disability. Monitor operates the 'two ticks' scheme and will guarantee an interview for disabled people who meet the essential job specification. We run a programme of employee wellbeing initiatives to raise awareness of health issues and, among other topics, promote understanding of workplace stress. We aim to provide a supportive workplace environment for disclosure with further opportunities to disclose through return-to-work absence meetings, occupational health referrals, line manager training and emphasis on open and honest performance development conversations.

## **Pregnancy and maternity**

From April 2014 to March 2015, we had 19 employees, representing 4.06%, on maternity leave, of whom 8 have returned to work in the same roles and 11 remain on maternity leave.

## **Applicants for employment**

During 2014/15 we recruited a total of 186 new personnel to Monitor, a combination of permanent, interim and temporary staff, reflecting both our expanded role as sector regulator and meeting our immediate technical and regulatory skills needs. We are currently reviewing the capabilities of our core HR systems to improve recruitment metrics. Over the coming months we will be improving how the recruitment system is used so that we capture and track both applicant and candidate diversity data.

## **Employee survey results**

In February 2014 we ran an employee engagement survey and had a 71% response rate. The survey included a number of questions around fairness and inclusion in the workplace, and 70% of our people think Monitor treats its staff in an inclusive and fair way, respects individual differences and makes staff feel able to report inappropriate behaviour. In September 2014, we carried out a shorter pulse survey to establish if levels of engagement were still high. In the survey 81% of employees stated they were proud to work for Monitor and 76% would recommend Monitor as a great place to work.



## **Grievance and disciplinary issues**

Overall the use of the disciplinary and grievance procedures is extremely low, with fewer than five such cases where HR was involved formally. We do not provide information on precise numbers nor on protected characteristics to preserve anonymity.

## **Future programmes and initiatives**

During 2014/15 we:

- outlined the strategic direction for equality and diversity in line with our values and corporate strategy
- made progress in relation to data capture on both our FTEs and applicants
- identified and secured a number of diversity training providers
- delivered online diversity and inclusion training to all employees
- began a programme of leadership and team-specific interactive diversity and inclusion training.

In 2015/16 our focus is to:

- improve further our diversity data capturing and reporting
- roll out diversity and inclusion refresher training
- continue the programme of team-specific diversity and inclusion sessions
- implement a programme around mental health awareness
- refresh the equality and diversity policy to reflect the values and work of our organisation as it establishes closer working with the NHS Trust Development Authority.

## Appendix: Monitor workforce statistics as at 31 March 2015

### Headcount

Level	Total Headcount	Total %
VSM	14	3%
1	13	3%
2	120	26%
3	253	54%
4	67	14%
<b>Total</b>	<b>467</b>	

### Age

Role level	VSM		1		2		3		4		All	
Age band	Heads	% of all heads	Heads	% of all heads	Heads	% of all heads	Heads	% of all heads	Heads	% of all heads	Heads	% of all heads
21-25							8	1.70%	17	3.60%	25	5.40%
26-30					8	1.70%	75	16.00%	26	5.60%	109	23.30%
31-35			1	0.20%	40	8.60%	89	19.10%	12	2.60%	142	30.40%
36-40	1	0.20%	6	1.30%	29	6.20%	40	8.60%	3	0.60%	79	16.90%
41-45	3	0.60%	3	0.60%	25	5.40%	21	4.50%	6	1.30%	58	12.40%
46-50	2	0.40%	2	0.40%	6	1.30%	10	2.10%	2	0.40%	22	4.70%
51-55	3	0.60%	1	0.20%	7	1.50%	9	1.90%			20	4.30%
56-60	3	0.60%			4	0.80%	1	0.20%	1	0.20%	9	1.90%
61-65					1	0.20%					1	0.20%
65+	2	0.40%									2	0.40%
<b>Total</b>	<b>14</b>	<b>3%</b>	<b>13</b>	<b>3%</b>	<b>120</b>	<b>26%</b>	<b>253</b>	<b>54%</b>	<b>67</b>	<b>14%</b>	<b>467</b>	

## Ethnicity

Ethnicity		VSM		1		2		3		4		All	
		Heads	%	Heads	%	Heads	%	Heads	%	Heads	%	Heads	%
BAME	Asian					15	3%	48	10%	7	1%	70	15%
	Black					3	1%	17	4%	4	1%	24	5%
	Mixed							13	3%	1	0%	14	3%
BAME total						18	4%	78	17%	12	3%	108	23%
White		14	3%	13	3%	97	21%	169	36%	53	11%	346	74%
Other						5	1%	4	1%	2	0%	11	2%
Prefer not to say								2	0%			2	0%
Total		14	3%	13	3%	120	26%	253	54%	67	14%	467	

Ethnicity		Promotions	
		Heads	%
BAME	Asian	8	15%
	Black	4	7%
	Mixed		
BAME total		12	22%
Other			
White		42	78%
Grand total		54	

## Religion

Religion	Heads	%
Not declared	188	40.3%
No religion	133	28.5%
Christian	87	18.6%
Hindu	14	3.0%
Sikh	7	1.5%
Jewish	7	1.5%
Prefer not to say	13	2.8%
Other	5	1.1%
Muslim	11	2.4%
Buddhist	2	0.4%
<b>Grand total</b>	<b>467</b>	

## Sexuality

	Heads	%
Bisexual	3	0.6%
Homosexual	13	2.8%
Heterosexual	252	54.0%
Prefer not to say	11	2.4%
Not declared	188	40.3%
<b>Grand total</b>	<b>467</b>	<b>100.00</b>

## Gender

		VSM		1		2		3		4		All	
		Heads	%	Heads	%	Heads	%	Heads	%	Heads	%	%	Heads
Female	FT	4	29%	3	23%	45	38%	120	47%	47	70%	47%	219
	PT	-	-	-	-	10	8%	15	6%	2	3%	6%	27
Female total		4	29%	3	23%	55	46%	135	53%	49	73%	53%	246
Male	FT	9	64%	9	69%	63	53%	118	46%	18	27%	46%	217
	PT	1	7%	1	8%	2	2%	1	0%	-	0%	1%	5
Male total		10	71%	10	80%	65	54%	118	47%	18	27%	47%	221
Grand total		14		13		120		253		67			467