



HM Revenue
& Customs

How HMRC has complied with its public sector equality duties 2015-16

Equality Act 2010 (Specific Duty) Regulations 2011, Section 149

Contents

About this report	5
Equality regulations	5
Background	6
Part 1: Our customer service and policy work	8
How our customer service and policy work complies with Section 149 of the Equality Act	8
How HMRC helps customers who need extra support	8
HMRC's customer service	9
The Budget process	10
Your Charter	11
HMRC's equality objectives 2016-20	11
Part 2: HMRC workforce diversity data 2015-16	13
Introduction	13
Pay gap analysis	13
Section 1: our workforce by age, disability, ethnicity, gender, and sexual orientation	14
1A. Diversity declaration rates	14
Disability	14
Ethnicity	15
Religion or belief	16
Sexual orientation	17
1B. Age analysis	18
Employee age profile	18
Age and working pattern	20
Age and region	21
Age and disability	23
Age and ethnicity	24
Age and gender	25
Age and sexual orientation	25
1C. Disability analysis	26
Known disabled employee declaration percentages by grade	26
Disability and working pattern	26
Disability and region	27
Disability and age	27
Disability and ethnicity	27
Disability and gender	28
Disability and sexual orientation	28
1D. Ethnicity analysis	28
Known ethnicity declaration percentages by grade	28

HMRC employees from Black, Asian and Minority Ethnic groups	29
Ethnicity and grade	29
Ethnicity and working pattern	29
Ethnicity and region	30
Ethnicity and age	30
Ethnicity and disability	30
Ethnicity and gender	31
Ethnicity and sexual orientation	31
1E. Gender analysis	31
Overall gender profile	31
Gender by grade	32
Gender and working pattern	32
Gender and regions	33
Gender and age	33
Gender and disability	33
Gender and ethnicity	34
Gender and sexual orientation	34
Section 1F. Sexual orientation analysis	34
Known sexual orientation	34
Section 2: the diversity of our workforce in key areas	35
2A. New entrants	35
Grade	35
Age	36
Disability	38
Ethnicity	39
Gender	40
Working pattern	41
2B: Performance ratings	41
Grade	42
Age	43
Disability	43
Ethnicity	44
Sexual orientation	44
Working pattern	45
2C: Mandatory training	45
2D: Promotions	46
Age	47
Disability	48
Ethnicity	48
Gender	49

Sexual orientation	49
Working pattern	50
2E: Maternity and adoption leave	50
Grade	50
Average number of adoption and maternity leave working days taken by grade	51
Age	51
Region	52
Working pattern	52
Change of working hours following return from maternity and adoption leave	52
2F: Grievances	53
Grade	53
Age	54
Disability	56
Ethnicity	56
Gender	57
Sexual orientation	58
Working pattern	58
2G: Disciplinary procedures	59
Grade	59
Age	60
Disability	60
Ethnicity	60
Gender	61
Sexual orientation	61
Working pattern	62
Region	62
2H: Leavers	63
Grade	63
Age	65
Disability	66
Ethnicity	67
Gender	67
Sexual orientation	68
Working pattern	68
Next steps for our workforce	69

About this report

This report contains equality information required by Regulation 2 of the Equality Act Specific Duty Regulations (SI 2011/2260). It shows how the department complies with the public sector equality duty in Section 149 of the Equality Act 2010, in relation to its diversity and inclusion, customer service and policy administration activities.

It covers the period 1 February to 31 March 2016 for customer service and policy administration and 1 April 2015 to 31 March 2016 for HMRC's diversity and inclusion data.

In relation to customer service and policy administration, this report should be read in conjunction with our previous [Public Sector Equality Duty Report](#), which covers the period 1 February 2015 to 31 January 2016, and demonstrates the main elements of HMRC's compliance with the Equality Act during that period.

The workforce diversity data should be read in conjunction with our [Workforce Diversity Data 2014-2015](#) which covers the period April 2014 to March 2015, and which demonstrates the main elements of HMRC's compliance with the Equality Act during that period.

Future reports will cover the full financial year and will be published on 30 September each year.

Equality regulations

The equality regulations require all public bodies to:

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity
- foster good relations between people who share a protected characteristic and those who don't.

Promoting equality of opportunity means public bodies have to:

- remove or minimise disadvantages for groups of people
- take steps to meet the needs of protected groups of people
- encourage all groups of people to participate in public life or other activity in situations where their participation is low.

Background

We are the UK's tax, payments and customs authority, and we have a vital purpose: we collect the money that pays for the UK's public services and help families and individuals with targeted financial support. We do this by being impartial and increasingly effective and efficient in our administration. We help the honest majority to get their tax right and make it hard for the dishonest minority to cheat the system.

Our key objectives in 2015-16, set by the government, were to:

- maximise revenues
- improve the service that we give our customers
- make sustainable cost savings.

We revised these at the start of 2016-17, with HM Treasury's agreement, to reflect our rapid transformation into a smaller, more highly-skilled and digital organisation.

Our key objectives are now to:

- maximise revenues due and bear down on avoidance and evasion
- transform tax and payments for our customers
- design and deliver a professional, efficient and engaged organisation.

HMRC's customers include 45 million individuals and 5.4 million businesses in the UK and a large number of non-UK nationals who pay UK taxes. They also include legal entities, such as limited companies, partnerships, charities and trusts. We pay tax credits to 4.4 million households and Child Benefit to 7.4 million families.

The largest taxes and payments we are responsible for in terms of both customer impact and yield, are income tax (32% of total revenue) and National Insurance Contributions (21% of total revenue), which increased by 3.8% due to higher levels of employment and higher wages. Value Added Tax (22% of total revenue) increased by 1.8% due to significant increases in receipts for the automotive, business services and utilities sectors.

Our key achievements in 2015-16, which reflect our commitment to customer service, while meeting departmental strategic objectives included:

- collecting record tax revenues of £536.8 billion
- launching the new online, Personal Tax Account in December 2015, which was being used by 1.1 million customers at the end of 2015-16. By the end of September 2016, this had risen to five million
- migrating 750,000 non-business customers who were using the Business Tax Account into the Personal Tax Account
- giving all 5.4 million UK businesses access to their own Business Tax Account, as of March 2016, where user satisfaction is regularly more than 75%
- prompting 754,900 tax credits customers to renew online, almost doubling the 2014 figure. For July 2016, around one million people went online to renew
- helping 11,069 customers via our Twitter account, with only 20% needing referral to a telephone adviser
- supporting more than 373,000 small businesses who viewed our advice and signposting videos on YouTube. Our e-learning modules had more than 142,000 customer views. We also sent more than 56 million support and advice emails
- supporting more than 100,000 of our most vulnerable customers through our Needs Extra Support service with face-to-face visits and specialist telephone help
- helping customers via our virtual online assistant 'Ruth', who answered 1.8 million queries about VAT, tax credits and charities
- offering Time to Pay arrangements worth more than £2.5 billion to customers – an increase of £600 million compared to 2014-5.

Part 1: Our customer service and policy work

How our customer service and policy work complies with Section 149 of the Equality Act

The Customer Equality Policy Team in HMRC has continued to work with a wide range of internal and external stakeholders, helping the department to comply with equality law, provide the best possible service for people in protected equality groups, and drive forward improvements in customer service. We also run a bi-annual Disabled Customers Consultation Group with a number of external stakeholder groups and host a Mental Health Forum to discuss and address issues faced by customers with mental health conditions.

We monitor equality-related customer complaints to ensure that all complaints about alleged discrimination are analysed and the information is used to improve customer service.

We raise awareness among staff of customer equality policy, developing and refreshing guidance for our new internal Customer Zone intranet pages, reviewing training needs, and ensuring the development content for new e-learning products take account of relevant policies. We also give presentations on customer equality policy and best practice, to help coach both policymakers and operational staff who work with vulnerable customers.

In May, we updated and published our [equality objectives](#) for 2016-20, which reflect our immediate and longer term priorities around customer understanding, digital services and customer service.

We also reviewed and updated [HMRC's Diversity and Inclusion Strategy 2016-20](#), which is built around four themes: Representation, Inclusion, Capability and Customers. It will act as a tool to help maximise the performance of all our people, and, in doing so, enable us to respond more effectively to the needs of our diverse customer base.

How HMRC helps customers who need extra support

We have continued to drive forward our ambitious programme to improve customer service for our diverse customer base and transform the entire customer experience of HMRC. This includes rolling out our digital services, where we want the customer experience to be consistently excellent.

We continue to offer a telephone service and face-to-face support for those customers who need it. Our Needs Extra Support (NES) service has continued to provide support and guidance to those who need extra help, including vulnerable customers.

From 1 February 2016 to 31 March 2016, our NES service:

- received 18,105 referrals from vulnerable customers. During busy periods we arranged call-back referrals, with all call back requests handled within three working days
- supported 3,952 customers face-to-face in community venues or in their homes
- resolved queries from 3,387 customer letters.

To put this in context, in terms of service over a financial year, in 2015-16, our NES service:

- received more than 100,000 referrals from vulnerable customers. During busy periods we arranged call-back referrals, with all call back requests handled within three working days
- supported 22,222 customers face-to-face in community venues or in their homes
- resolved queries from 17,252 customer letters.

We are also continuing to up-skill our advisers so that we can resolve more complex queries in a 'once and done' way, to ensure customers get their tax and payments affairs right first time.

We have continued to work with the Royal Association for the Deaf (RAD), which offers an advocacy and advice service. This is via a microsite for British Sign Language (BSL) customers with complex tax issues or for those who need help when they communicate with us. The site contains a wealth of advice for deaf customers, with links to our guidance and Frequently Asked Questions in BSL video clips.

We have also worked with RAD on the development of a Video Relay Service (VRS) that enables deaf customers to communicate directly with us via interpreters. We evaluated a pilot VRS, using qualitative research, management information and case studies, which were also used to enhance the service. Following the pilot and a procurement exercise, a new permanent service has been introduced.

Our Visually Impaired Media Unit, which became part of NES in January 2016, has continued to meet customers' requests for information in alternative formats. In 2015-16 the unit converted more than 31,000 documents into alternative formats, which included 28,000 documents to large print, and also met requests for Braille, audio, email and plain text on CD.

To help future customers to engage with us, we developed Tax Facts in July 2015, a flexible learning resource for 14 to 17 year olds, which aims to give young people a simple overview of the tax system, to help prepare them for the financial realities of life, either as an employee or a self-employed person.

The programme is being used widely by teachers in secondary schools and by a number of charities that support young people, including The Prince's Trust. There were more than 10,000 views of the videos on YouTube and on DVD last year.

It has been awarded two quality marks for teaching resources that are of particularly high quality and educational value, and was named as the 'Best Free Educational Resource' in the 2016 Education Resources Awards.

HMRC's customer service

We are conducting large amounts of research around all users' needs, including digital, throughout our Transformation areas. Research around customer needs in relation to the new Personal Tax Account (PTA) involved 4,000 respondents. Key findings showed:

- customers reacted positively to a streamlined, personalised 'one stop shop' where information such as employment history and National Insurance are all in one place
- many customers who require assisted digital support are positive about the PTA when they learn about our Trusted Helper service, where authorised friends and family members can act on their behalf, auto-filling of details that we already hold and webchat
- those customers with less confidence or basic literacy or access issues were concerned about getting things wrong and what this might mean.

Digital delivery in HMRC

Our Digital Delivery Centres are designing digital services in a way that matches the fast-moving world of IT delivery, constantly testing products on customers, taking account of research and refining our services accordingly.

All new services are also rigorously tested for accessibility by all customers, both in-house and by the Digital Accessibility Centre, to ensure that they meet best practice accessibility standards and legislation.

We have secured £1.5 million per year for 2016-19 in our grant funding programme, with an additional £500,000 for 2016-17. This funding will give assistance to voluntary and community sector organisations, enabling them to provide advice and support to HMRC's most vulnerable customers. This support will range from signposting and providing general advice through to specialist tax advice, to help our customers comply with their tax obligations and claim their correct entitlements.

We reviewed the work of our Extra Support Team in Debt Management and Banking, which was established as a pilot scheme, to provide help for vulnerable customers in managing their debts. It has merged with our Needs Extra Support service (NES), and is now a permanent service. The move will involve job shadowing and staff training to ensure a smooth transition and that we maintain customer service levels.

The Budget process

In partnership with HM Treasury, we have continued to advise ministers on measures that are included in the annual Budget cycle. We help to ensure that equality considerations and any impact on equality are taken into account, as part of the policy decision-making process.

We publish all Budget tax measures with a short summary of equality impacts in Tax Impact Information Notices (TIINs) on GOV.UK at the time of the Budget and Autumn Statement. The Customer Equality Policy Team monitors each measure and provides advice on identifying and mitigating any impacts.

Further information on the notices can be found at www.gov.uk/government/collections/tax-information-and-impact-notes-tiins

Information about completing Equality Impact Assessments and a wide range of guidance on equality is available on the intranet to all staff. We work with external stakeholders to provide greater insight into these, identifying alternative approaches where appropriate.

All projects involving change have a requirement to record formally that they have fully considered and reviewed all equality issues. As a result, we are able to gain assurance that we give appropriate and proportionate regard to equality.

The Customer Equality Policy Team provides advice on how to identify any impact on equality in proposals for change projects that go to our Investment Appraisal Board, and details actions that we might take to minimise any risks and impact.

Your Charter

[Your Charter](#) was refreshed in January 2016 and sets out what our customers can expect from us – and what we expect from them – as we transform our services and ways of working. Charter Champions have been appointed across the organisation to embed Your Charter both within the department and with our customers, ensuring that the focus remains on Charter commitments in our day-to-day work and when designing our processes and services.

We are required to report annually on how we have demonstrated the standards of behaviour and values included in Your Charter. How we apply Your Charter across our business areas is monitored and progress is reported in [Your Charter – annual reports](#). The 2015-16 report introduces the new Charter Committee, which is now a HMRC Board sub-committee.

HMRC's equality objectives 2016-20

We reviewed and updated [HMRC's equality objectives](#) early in 2016 and they were published on 12 May on GOV.UK. They will provide a baseline from which we will measure improvements going forward and we will report on progress in our next report for 2016-17.

1. Customer understanding

We will further develop our understanding about the impact of our services on customers and identify more clearly those who need enhanced support.

We plan to:

- increase stakeholder engagement through a variety of consultation networks
- monitor and analyse customers' use of enhanced support, undertaking and publishing, research that reports feedback from those customer groups who need enhanced support
- monitor and analyse equality-related customer complaints
- use the information gained to support development of new policies and operational proposals.

We will measure our progress by:

- reporting increased take up of enhanced support
- reporting equality-related complaints
- reporting satisfaction levels amongst specific equality groups.

2. Digital services

We aim to provide digital services that are accessible and usable by the widest possible range of customers.

We plan to:

- develop awareness of the needs of those customers who have difficulties in accessing online services, providing assisted digital avenues and appropriate provision for the digitally excluded
- build accessible, online forms to be used by all our customers that are visible and clearly signposted, and which can be completed online and submitted electronically
- undertake, and publish, research that guides our priorities for remaining forms required to be made accessible and reports feedback on how those customer groups who need alternative provision have been supported.

We will measure our progress by:

- delivering an increased number of online forms that meet the international standard for website accessibility (WCAG2.0 AA)
- identifying increased satisfaction, year-on-year, among those customer groups who need alternative provision.

3. Customer service

We will continue to ensure that our public sector duty is reflected in appropriate HMRC policies, processes, projects and training.

We plan to:

- monitor policies, processes, projects and training to ensure that our public sector duty is reflected
- reach agreement with the Northern Ireland Equality Commission on the equality requirements in the Act
- continue to provide funding to voluntary and charity sector organisations who give advice and support to a diverse range of vulnerable groups.

We will measure our progress by:

- reporting improvements, year-on-year, in customer satisfaction amongst our diverse groups of customers and reported satisfaction with our annual public sector equality duty reports
- reaching agreement with the Northern Ireland Equality Commission on a Northern Ireland Equality Scheme to demonstrate compliance with legislation
- measuring the effectiveness of the funding:
 - more eligible people claiming the tax credits, benefits and tax allowances to which they are entitled
 - an increase in how we and our customers are able to identify tax liability
 - greater tax compliance and awareness of the tax system
 - improved customer experience, as customers better understand their obligations and entitlements.

Part 2: HMRC workforce diversity data 2015-16

Introduction

We are required under Section 149 of the Equality Act 2010 (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.

Section 1 of this document provides summary profiles of our workforce by age, disability, ethnicity, gender, and sexual orientation, as at 31 March 2016.

Section 2 shows the diversity of our workforce in key areas within a typical employment cycle and represents the 12 months ending on 31 March 2016. 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, and headcounts in brackets, against each of the following characteristics:

- age
- disability
- ethnicity
- gender.

Pay gap analysis

In common with most equal pay audits, we adopt a practical approach to calculating any pay gap by expressing the difference between the average basic pay (excluding allowances) of women and men in HMRC. Where the percentage difference shown is less than 0, then women have the lead and where it is greater than 0, then men have the lead. The difference is expressed as a percentage of the average basic pay for men. HMRC measures the pay gaps using both mean averages and median averages. However these comparisons take no account of our grade structure, the different ratio of women and men within that grade structure, the different national and London pay scales or full-time and part-time status.

In line with government legislation, under Section 78 of the Public Sector Equality Duty, HMRC voluntarily publishes its [gender pay gap](#) annually.

Section 1: our workforce by age, disability, ethnicity, gender, and sexual orientation

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 following declaration rates were based on a headcount of 66,652 as at 31 March 2016.

Disability

Disability declaration percentages for all staff by grade as at 31 March 2016:

Grade	Disabled (6,091)	Non-disabled (33,757)	Chose not to declare (3,192)	Not known (23,612)	% Disabled of known	Declaration rate
SCS (325)	2.8%	76.6%	4.9%	15.7%	3.5%	84.3%
Grade 6 (1,341)	6.0%	65.2%	8.7%	20.1%	8.5%	79.9%
Grade 7 (3,319)	7.7%	63.7%	6.5%	22.1%	10.8%	77.9%
Fast Stream (1,750)	3.2%	27.7%	1.9%	67.2%	10.4%	32.8%
Senior Officer (4,497)	8.5%	61.4%	6.4%	23.7%	12.2%	76.3%
Higher Officer (10,720)	9.0%	56.7%	5.6%	28.6%	13.7%	71.4%
Officer (15,395)	9.6%	54.1%	5.3%	31.1%	15.0%	68.9%
Assistant Officer (27,418)	9.5%	44.1%	3.8%	42.5%	17.8%	57.5%
Admin Assistant (1,887)	13.0%	40.9%	3.3%	42.8%	24.2%	57.2%
All staff (66,652)	9.1%	50.6%	4.8%	35.4%	15.3%	64.6%

Note: SCS (Senior Civil Service) is our highest grade. Admin Assistant is our lowest grade.

43,040 (64.6%) HMRC employees made a disability declaration. 6,091 (9.1%) employees declared themselves disabled and 33,757 (50.6%) employees declared they are non-disabled. In addition, 3,192 (4.8 %) 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 2016:

Grade	BAME (4,790)	White (43,699)	Chose not to declare (3,270)	Not known (14,893)	% BAME of known	Declaration rate
SCS (325)	3.7%	77.5%	5.2%	13.5%	4.5%	86.5%
Grade 6 (1,341)	5.3%	74.3%	8.4%	12.0%	6.6%	88.0%
Grade 7 (3,319)	6.0%	73.2%	6.4%	14.4%	7.6%	85.6%
Fast Stream (1,750)	5.7%	31.7%	1.2%	61.5%	15.2%	38.5%
Senior Officer (4,497)	5.8%	74.3%	6.5%	13.4%	7.2%	86.6%
Higher Officer (10,720)	8.0%	68.9%	6.2%	16.9%	10.4%	83.1%
Officer (15,395)	7.8%	69.1%	5.7%	17.4%	10.2%	82.6%
Assistant Officer (27,418)	7.2%	61.7%	3.7%	27.3%	10.5%	72.7%
Admin Assistant (1,887)	5.9%	62.4%	2.6%	29.0%	8.7%	71.0%
All staff (66,652)	7.2%	65.6%	4.9%	22.3%	9.9%	77.7%

51,759 (77.7%) HMRC employees declared their ethnicity. 4,790 (7.2%) employees declared themselves as Black, Asian and Minority Ethnic (BAME) and 43,699 (65.6%) declared themselves as white. 3,270 (4.9%) employees chose not to declare their ethnicity.

Religion or belief

Religion or belief declaration percentages for all staff by grade as at 31 March 2016: 24,939 employees (37.4%) declared themselves as having a religion or belief (including no belief) and 3,500 (5.3%) chose not to declare their religion or belief, while 38,213 (57.3%) employees have not made a religion or belief declaration.

Grade	Religion or belief declared (24,939)	Chose not to declare (3,500)	Not known (38,213)
SCS (325)	62.2%	8.0%	29.8%
Grade 6 (1,341)	48.5%	9.5%	41.9%
Grade 7 (3,319)	48.8%	7.7%	43.4%
Fast Stream (1,750)	29.9%	2.5%	67.5%
Senior Officer (4,497)	46.5%	7.2%	46.3%
Higher Officer (10,720)	42.5%	6.7%	50.8%
Officer (15,395)	39.5%	5.8%	54.6%
Assistant Officer (27,418)	31.7%	3.9%	64.4%
Admin Assistant (1,887)	26.8%	2.6%	70.6%
All staff (66,652)	37.4%	5.3%	57.3%

Sexual orientation

Sexual orientation declaration percentages for all staff by grade as at 31 March 2016, lesbian, gay, bisexual or other (LGB):

Grade	Heterosexual (31,435)	Lesbian/gay/ bisexual/other (1,477)	Chose not to declare (5,574)	Not known (28,166)	% LGB Of known	Declaration rate
SCS (325)	63.1%	2.8%	12.0%	22.2%	4.2%	77.8%
Grade 6 (1,341)	57.1%	2.2%	13.5%	27.1%	3.8%	72.9%
Grade 7 (3,319)	56.7%	3.4%	11.1%	28.8%	5.6%	71.2%
Fast Stream (1,750)	29.4%	2.3%	2.3%	66.0%	7.2%	34.0%
Senior Officer (4,497)	57.6%	2.3%	10.6%	29.5%	3.9%	70.5%
Higher Officer (10,720)	52.7%	2.4%	10.4%	34.5%	4.4%	65.5%
Officer (15,395)	50.5%	2.5%	9.2%	37.9%	4.7%	62.1%
Assistant Officer (27,418)	41.7%	1.9%	6.7%	49.7%	4.4%	50.3%
Admin Assistant (1,887)	33.5%	1.1%	5.0%	60.4%	3.2%	39.6%
All staff (66,652)	47.2%	2.2%	8.4%	42.3%	4.5%	57.7%

38,486 (57.7%) employees made a sexual orientation declaration. 1,477 (2.2%) employees declared themselves lesbian, gay, bisexual or other and 5,574 (8.4%) chose not to declare their sexual orientation, while 28,166 (42.3%) employees have not made a sexual orientation declaration.

HMRC recognises the need to increase employee diversity declarations and we have a continuing campaign to raise awareness among employees of the importance of this data. This includes 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 2016:

Grade	16-19 (340)	20-24 (3,212)	25-29 (4,596)	30-34 (5,755)	35-39 (6,608)	40-44 (7,083)
SCS (325)	0.0%	0.0%	0.0%	2.8%	5.8%	11.7%
Grade 6 (1,341)	0.0%	0.0%	0.5%	4.6%	9.6%	10.9%
Grade 7 (3,319)	0.0%	0.1%	3.3%	8.3%	12.7%	10.8%
Fast Stream (1,750)	0.1%	31.8%	45.9%	13.0%	4.4%	2.7%
Senior Officer (4,497)	0.0%	0.1%	1.4%	4.6%	7.6%	10.6%
Higher Officer (10,720)	0.0%	2.1%	4.9%	7.3%	9.9%	11.1%
Officer (15,395)	0.5%	3.9%	5.7%	8.8%	9.6%	10.7%
Assistant Officer (27,418)	0.9%	6.4%	7.9%	10.1%	10.8%	11.0%
Admin Assistant (1,887)	0.4%	2.6%	1.7%	3.4%	6.8%	7.7%
All staff (66,652)	0.5%	4.8%	6.9%	8.6%	9.9%	10.6%

Grade	45-49 (10,152)	50-54 (12,780)	55-59 (10,393)	60-64 (4,707)	65+ (1,026)
SCS (325)	16.3%	32.6%	24.9%	5.5%	0.3%
Grade 6 (1,341)	17.6%	24.8%	22.4%	8.4%	1.0%
Grade 7 (3,319)	16.7%	23.9%	17.7%	5.6%	1.1%
Fast Stream (1,750)	1.4%	0.6%	0.1%	0.0%	0.0%
Senior Officer (4,497)	19.1%	28.0%	20.0%	7.6%	1.0%
Higher Officer (10,720)	17.4%	22.3%	17.0%	6.7%	1.3%
Officer (15,395)	16.1%	18.9%	16.8%	7.3%	1.6%
Assistant Officer (27,418)	14.0%	16.8%	13.5%	6.9%	1.5%
Admin Assistant (1,887)	12.2%	19.4%	21.2%	17.6%	7.0%
All staff (66,652)	15.2%	19.2%	15.6%	7.1%	1.5%

34.4% HMRC employees are aged between 45 and 54, and 8.6% are aged above 60. This is in line with our low attrition rate. 24.6% our Admin Assistants are aged above 60 (up from 23.8% in 2014-15). 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. 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 2016:

Working pattern	16-19 (340)	20-24 (3,212)	25-29 (4,596)	30-34 (5,755)	35-39 (6,608)	40-44 (7,083)
Full-time (45,143)	88.2%	92.9%	88.3%	74.7%	68.3%	67.3%
Part-time (21,509)	11.8%	7.1%	11.7%	25.3%	31.7%	32.7%

Working pattern	45-49 (10,152)	50-54 (12,780)	55-59 (10,393)	60-64 (4,707)	65+ (1,026)	All staff (66,652)
Full-time (45,143)	69.7%	68.6%	63.0%	34.5%	21.6%	67.7%
Part-time (21,509)	30.3%	31.4%	37.0%	65.5%	78.4%	32.3%

Age and region

Percentage of staff by age within each region as at 31 March 2016:

Region	16-19 (340)	20-24 (3,212)	25-29 (4,596)	30-34 (5,755)	35-39 (6,608)	40-44 (7,083)
East (2,842)	0.0%	0.8%	1.3%	4.3%	8.8%	9.8%
East Midlands (3,319)	0.3%	2.7%	4.5%	5.9%	11.2%	12.2%
London (9,204)	0.2%	7.6%	10.4%	7.1%	8.0%	8.3%
North East (10,904)	0.5%	3.6%	6.1%	10.6%	12.0%	11.5%
North West (12,240)	0.4%	4.9%	7.2%	9.6%	10.6%	13.0%
Northern Ireland (1,567)	0.0%	0.5%	2.8%	7.1%	14.8%	13.3%
Scotland (9,133)	1.2%	7.7%	10.3%	10.7%	9.3%	8.9%
South East (3,500)	0.1%	1.8%	2.5%	5.3%	9.0%	10.2%
South West (2,093)	0.3%	2.6%	4.4%	6.2%	6.7%	10.8%
Wales (3,515)	1.0%	5.3%	7.4%	9.1%	9.3%	9.4%
West Midlands (3,894)	0.6%	4.2%	5.6%	9.3%	9.7%	10.3%
Yorks and Humber (4,441)	0.4%	5.3%	6.0%	8.4%	9.3%	10.3%
All staff (66,652)	0.5%	4.8%	6.9%	8.6%	9.9%	10.6%

Region	45-49 (10,152)	50-54 (12,780)	55-59 (10,393)	60-64 (4,707)	65+ (1,026)
East (2,842)	18.3%	26.8%	19.2%	8.3%	2.4%
East Midlands (3,319)	16.2%	22.1%	16.7%	6.6%	1.6%
London (9,204)	15.1%	19.5%	14.8%	6.9%	2.0%
North East (10,904)	14.1%	17.0%	16.2%	7.2%	1.2%
North West (12,240)	15.2%	17.3%	13.9%	6.5%	1.4%
Northern Ireland (1,567)	18.4%	20.8%	14.5%	6.3%	1.5%
Scotland (9,133)	13.6%	16.2%	14.3%	6.7%	1.1%
South East (3,500)	17.3%	24.1%	18.5%	8.9%	2.2%
South West (2,093)	17.0%	22.2%	17.7%	10.5%	1.6%
Wales (3,515)	16.0%	19.2%	15.0%	6.5%	1.9%
West Midlands (3,894)	14.2%	20.2%	17.9%	6.9%	1.3%
Yorks and Humber (4,441)	15.5%	21.5%	15.4%	6.5%	1.4%
All staff (66,652)	15.2%	19.2%	15.6%	7.1%	1.5%

Age and disability

All the data is quoted as a percentage of known disability status, so 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 (120)	20-24 (1,197)	25-29 (2,212)	30-34 (3,415)	35-39 (3,926)	40-44 (4,274)
Disabled (6,091)	2.5%	3.2%	6.0%	10.5%	12.8%	15.0%
Non-disabled (33,757)	97.5%	96.8%	94.0%	89.5%	87.2%	85.0%
Positive declaration %	35.3%	37.3%	48.1%	59.3%	59.4%	60.3%

Known disability status	45-49 (6,361)	50-54 (8,147)	55-59 (6,607)	60-64 (2,984)	65+ (605)	All staff (39,848)
Disabled (6,091)	16.2%	17.1%	19.1%	20.8%	17.9%	15.3%
Non-disabled (33,757)	83.8%	82.9%	80.9%	79.2%	82.1%	84.7%
Positive declaration %	62.7%	63.7%	63.6%	63.4%	59.0%	59.8%

Age and ethnicity

All data is quoted as a percentage of known ethnicity, so 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 (132)	20-24 (1,451)	25-29 (2,667)	30-34 (4,197)	35-39 (4,937)	40-44 (5,360)
BAME (4,790)	12.9%	19.9%	15.9%	11.3%	12.3%	10.5%
White (43,699)	87.1%	80.1%	84.1%	88.7%	87.7%	89.5%
Positive declaration %	38.8%	45.2%	58.0%	72.9%	74.7%	75.7%

Known ethnicity category	45-49 (7,763)	50-54 (9,825)	55-59 (7,916)	60-64 (3,502)	65+ (739)	All staff (48,489)
BAME (4,790)	10.1%	7.8%	6.6%	7.3%	11.9%	9.9%
White (43,699)	89.9%	92.2%	93.4%	92.7%	88.1%	90.1%
Positive declaration %	76.5%	76.9%	76.2%	74.4%	72.0%	72.7%

Age and gender

Percentage of staff by age range and gender:

Gender	16-19 (340)	20-24 (3,212)	25-29 (4,596)	30-34 (5,755)	35-39 (6,608)	40-44 (7,083)
Female (37,833)	53.5%	45.5%	47.5%	53.2%	54.4%	57.2%
Male (28,819)	46.5%	54.5%	52.5%	46.8%	45.6%	42.8%

Gender	45-49 (10,152)	50-54 (12,780)	55-59 (10,393)	60-64 (4,707)	65+ (1,026)	All staff (66,652)
Female (37,833)	60.6%	61.7%	60.0%	53.0%	51.2%	56.8%
Male (28,819)	39.4%	38.3%	40.0%	47.0%	48.8%	43.2%

Age and sexual orientation

Percentage of staff by age range with known sexual orientation:

Known sexual orientation category	16-19 (115)	20-24 (1,256)	25-29 (2,252)	30-34 (3,155)	35-39 (3,407)	40-44 (3,670)
Heterosexual (31,435)	97.4%	94.1%	93.2%	94.9%	94.8%	94.9%
Lesbian/gay /bisexual/other (1,477)	2.6%	5.9%	6.8%	5.1%	5.2%	5.1%
Positive declaration %	33.8%	39.1%	49.0%	54.8%	51.6%	51.8%

Known sexual orientation category	45-49 (5,119)	50-54 (6,302)	55-59 (5,034)	60-64 (2,191)	65+ (411)	All staff (32,912)
Heterosexual (31,435)	95.0%	96.4%	96.9%	96.8%	96.6%	95.5%
Lesbian gay/bisexual/other (1,477)	5.0%	3.6%	3.1%	3.2%	3.4%	4.5%
Positive declaration %	50.4%	49.3%	48.4%	46.5%	40.1%	49.4%

1C. Disability analysis

All data is quoted as a percentage of known disability status, which 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 31 March 2016 the disability status of 39,848 (59.8%) HMRC employees is known.

Known disabled employee declaration percentages by grade

The highest proportion of known disabled employees is in the Administrative Assistant grade (24.2%) and the lowest proportion is within the Senior Civil Service (3.5%).

For further information see Section 1A: Diversity declaration rates.

Disability and working pattern

Working pattern percentages of staff with known disability status:

Known disability status	% Full-time (26,915)	% Part-time (12,933)	% All staff (39,848)
Disabled (6,091)	14.1%	17.8%	15.3%
Non-disabled (33,757)	85.9%	82.2%	84.7%
Positive declaration %	59.6%	60.1%	59.8%

Disability and region

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

Region	Disabled (6,091)	Non-disabled (33,757)	% Positive declaration
East (1,809)	17.5%	82.5%	63.7%
East Midlands (2,106)	15.0%	85.0%	63.5%
London (4,905)	14.3%	85.7%	53.3%
North East (6,376)	14.0%	86.0%	58.5%
North West (7,318)	16.1%	83.9%	59.8%
Northern Ireland (1,063)	16.7%	83.3%	67.8%
Scotland (5,198)	13.8%	86.2%	56.9%
South East (2,147)	18.5%	81.5%	61.3%
South West (1,304)	17.3%	82.7%	62.3%
Wales (2,064)	18.5%	81.5%	58.7%
West Midlands (2,463)	14.7%	85.3%	63.3%
Yorks and Humber (3,095)	13.9%	86.1%	69.7%
Grand Total (39,848)	15.3%	84.7%	59.8%

Disability and age

For information see Section 1B: Age and disability.

Disability and ethnicity

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

Ethnicity category	Disabled (6,091)	Non-disabled (33,757)	% Positive declaration
BAME (3,486)	13.2%	86.8%	72.8%
White (34,519)	14.6%	85.4%	79.0%
Chose not to declare (833)	25.7%	74.3%	25.5%
Not known (1,010)	37.2%	62.8%	6.8%
All staff (39,848)	15.3%	84.7%	59.8%

Disability and gender

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

Gender	Disabled (6,091)	Non-disabled (33,757)	% Positive declaration
Female (23,116)	15.3%	84.7%	61.1%
Male (16,732)	15.3%	84.7%	58.1%
All staff (39,848)	15.3%	84.7%	59.8%

Disability and sexual orientation

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

Sexual orientation	Disabled (6,091)	Non-disabled (33,757)	% Positive declaration
Heterosexual (26,749)	14.1%	85.9%	85.1%
Lesbian/gay/bisexual/other (1,205)	24.1%	75.9%	81.6%
Chose not to declare (2,913)	18.9%	81.1%	52.3%
Not known (8,981)	16.4%	83.6%	31.9%
All staff (39,848)	15.3%	84.7%	59.8%

1D. Ethnicity analysis

All data is quoted as a percentage of known ethnicity declarations so 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 48,489 (72.7%) employees is known.

Known ethnicity declaration percentages by grade

For information see Section 1A: Diversity declaration rates.

HMRC employees from Black, Asian and Minority Ethnic groups

The proportion of known BAME employees as at 31 March 2016. The national census categories are used for this breakdown:

Asian (3,081)	Black (955)	Chinese (113)	Mixed (508)	Other ethnic group (133)
64.3%	19.9%	2.4%	10.6%	2.8%

Ethnicity and grade

For further information see Section 1A: Diversity declaration rates.

The proportion of known BAME employees in the Fast Stream is 15.2% (up from 14.1% in 2014-15) and remains above the departmental average.

A continued steady increase in known BAME representation in all grades at Assistant Officer and above and a reduction in the level at Admin Assistant presents firm evidence of career progression among known BAME employees.

Through our Diversity and Inclusion Strategy and Action Plan for 2016-20 and the preceding version, we continue to work to a range of measures to address under-representation at more senior grades. This includes 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	Full-time (32,281)	Part-time (16,208)	All staff
BAME (4,790)	11.5%	6.7%	9.9%
White (43,699)	88.5%	93.3%	90.1%
Positive declaration %	71.5%	75.4%	72.7%

Ethnicity and region

BAME percentages by region of staff with known ethnicity:

Region	BAME (4,790)	White (43,699)	% Positive declaration
East (2,103)	6.7%	93.3%	74.0%
East Midlands (2,488)	14.7%	85.3%	75.0%
London (5,902)	34.2%	65.8%	64.1%
North East (8,114)	1.8%	98.2%	74.4%
North West (8,983)	7.2%	92.8%	73.4%
Northern Ireland (1,304)	0.5%	99.5%	83.2%
Scotland (6,399)	2.4%	97.6%	70.1%
South East (2,569)	5.2%	94.8%	73.4%
South West (1,585)	3.3%	96.7%	75.7%
Wales (2,568)	3.8%	96.2%	73.1%
West Midlands (2,936)	17.2%	82.8%	75.4%
Yorks and Humber (3,538)	14.9%	85.1%	79.7%
All staff (48,489)	9.9%	90.1%	72.7%

Ethnicity and age

For information see Section 1B: Age

Ethnicity and disability

For information see Section 1C: Disability.

Ethnicity and gender

BAME declaration percentages by gender for staff with known ethnicity:

Gender	BAME (4,790)	White (43,699)	% Positive declaration
Female (28,410)	9.2%	90.8%	75.1%
Male (20,079)	10.8%	89.2%	69.7%
All staff (48,489)	9.9%	90.1%	72.7%

Ethnicity and sexual orientation

Ethnicity percentages by sexual orientation:

Sexual orientation	BAME (4,790)	White (43,699)	% Positive declaration
Heterosexual (30,529)	9.4%	90.6%	97.1%
Lesbian/gay/bisexual/other (1,409)	9.7%	90.3%	95.4%
Chose not to declare (3,202)	7.1%	92.9%	57.4%
Not known (13,349)	11.8%	88.2%	47.4%
All staff (48,489)	9.9%	90.1%	72.7%

1E. Gender analysis

Overall gender profile

As at 31 March 2016 our employee headcount was 66,652. There were 37,833 female employees (56.8%) and 28,819 male employees (43.2%).

Gender by grade

Gender percentages by grade:

Grade	% Female (37,833)	% Male (28,819)
SCS (325)	41.2%	58.8%
Grade 6 (1,341)	39.3%	60.7%
Grade 7 (3,319)	44.4%	55.6%
Fast Stream (1,750)	40.4%	59.6%
Senior Officer (4,497)	47.1%	52.9%
Higher Officer (10,720)	48.0%	52.0%
Officer (15,395)	57.8%	42.2%
Assistant Officer (27,418)	64.7%	35.3%
Admin Assistant (1,887)	57.8%	42.2%
All staff (66,652)	56.8%	43.2%

In junior grades, 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 2016:

Working pattern	Female (37,833)	Male (28,819)	All staff (66,652)
Full-time (45,143)	53.9%	85.9%	67.7%
Part-time (21,509)	46.1%	14.1%	32.3%

The percentage splits are based on HMRC's 45,143 full-time employees and 21,509 part-time employees. 81.1% part-time employees are women.

Gender and regions

Percentages of staff by gender within in each region:

Region	Female (37,229)	Male (27,059)
East (2,842)	58.5%	41.5%
East Midlands (3,319)	56.0%	44.0%
London (9,204)	49.3%	50.7%
North East (10,904)	62.7%	37.3%
North West (12,240)	56.5%	43.5%
Northern Ireland (1,567)	58.1%	41.9%
Scotland (9,133)	57.6%	42.4%
South East (3,500)	57.3%	42.7%
South West (2,093)	51.5%	48.5%
Wales (3,515)	56.2%	43.8%
West Midlands (3,894)	57.0%	43.0%
Yorks and Humber (4,441)	57.7%	42.3%
All staff (66,652)	56.8%	43.2%

Gender and age

For information see Section 1B: Age

Gender and disability

For information see Section 1C: Disability

Gender and ethnicity

For information see Section 1D: Ethnicity

Gender and sexual orientation

Lesbian, gay, bisexual, or other declaration percentages by gender for staff with known sexual orientation:

Sexual orientation category	Female (594)	Male (883)	All staff (1,477)
Lesbian/gay/bisexual/other	3.2%	6.2%	4.5%

Section 1F. Sexual orientation analysis

The data is quoted as a percentage of known sexual orientation so 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

Percentages of staff by known sexual orientation type as at 31 March 2016:

Sexual orientation	All staff (30,828)
Bisexual (367)	1.1%
Gay man (597)	1.8%
Gay woman/lesbian (288)	0.9%
Heterosexual (31,435)	95.5%
Other (225)	0.7%

Section 2: the diversity of our workforce in key areas

2A. New entrants

In 2015-16 a total of 8,443 new entrants were appointed to posts in HM Revenue and Customs. The data presented shows those externally recruited to HMRC posts in that year.

Grade

Headcount and percentage proportions of new entrants by grade:

HMRC grade	% All new entrants
SCS (38)	0.5%
Grade 6 (50)	0.6%
Grade 7 (259)	3.1%
Fast Stream (618)	7.3%
Senior Officer (185)	2.2%
Higher Officer (665)	7.9%
Officer (1,303)	15.4%
Assistant Officer (5,160)	61.1%
Admin Assistant (165)	2.0%
All staff (8,443)	

The highest percentage of new entrants was at the Assistant Officer grade with the Officer grade making up the next highest percentage.

Age

Headcount and percentage proportions of new entrants by age:

HMRC Grade	16-19 (470)	20-24 (2,627)	25-29 (1,784)	30-34 (1,019)	35-39 (670)	40-44 (544)
SCS (38)	0.0%	0.0%	0.0%	5.3%	21.1%	18.4%
Grade 6 (50)	0.0%	0.0%	2.0%	12.0%	20.0%	18.0%
Grade 7 (259)	0.0%	0.8%	12.7%	21.6%	19.7%	12.0%
Fast Stream (618)	0.0%	59.5%	30.6%	7.8%	1.6%	0.3%
Senior Officer (185)	0.0%	1.6%	11.4%	18.9%	19.5%	13.0%
Higher Officer (665)	0.2%	26.5%	27.5%	17.6%	8.3%	7.7%
Officer (1,303)	6.2%	33.2%	25.1%	13.3%	9.1%	5.6%
Assistant Officer (5,160)	7.1%	30.5%	19.6%	11.0%	7.2%	6.6%
Admin Assistant (165)	12.1%	43.6%	10.9%	7.9%	6.7%	4.2%
All staff (8,443)	5.6%	31.1%	21.1%	12.1%	7.9%	6.4%

HMRC Grade	45-49 (545)	50-54 (455)	55-59 (245)	60-64 (79)	65+ (<10)
SCS (38)	21.1%	28.9%	5.3%	0.0%	0.0%
Grade 6 (50)	22.0%	14.0%	10.0%	2.0%	0.0%
Grade 7 (259)	17.8%	8.9%	5.4%	1.2%	0.0%
Fast Stream (618)	0.2%	0.0%	0.0%	0.0%	0.0%
Senior Officer (185)	17.8%	15.7%	1.6%	0.5%	0.0%
Higher Officer (665)	6.3%	4.1%	1.1%	0.9%	0.0%
Officer (1,303)	4.5%	1.9%	0.9%	0.1%	0.0%
Assistant Officer (5,160)	6.6%	6.3%	3.8%	1.2%	0.1%
Admin Assistant (165)	4.2%	4.8%	3.6%	1.8%	0.0%
All staff (8,443)	6.5%	5.4%	2.9%	0.9%	0.1%

Disability

Of the 8,443 new entrants, 2,768 (32.8%) have made a positive disability declaration. 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. For example, the Grade 7 known disabled (6.9%) and known non-disabled (93.1%) figures are calculated from the 39.5% Grade 7 new entrants who had made a positive declaration.

Percentage of new entrants in 2015-16 by known disability status and grade:

HMRC grade	Disabled (188)	Non- disabled (2,580)	% Positive declaration
SCS (38)	0.0%	100.0%	39.5%
Grade 6 (50)	5.6%	94.4%	36.0%
Grade 7 (259)	6.9%	93.1%	50.6%
Fast Stream (618)	9.3%	90.7%	17.5%
Senior Officer (185)	8.0%	92.0%	54.1%
Higher Officer (665)	3.8%	96.2%	51.0%
Officer (1,303)	5.5%	94.5%	48.9%
Assistant Officer (5,160)	8.2%	91.8%	26.1%
Admin Assistant (165)	1.4%	98.6%	44.2%
All staff (8,443)	6.8%	93.2%	32.8%

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

The highest disability declaration rates are by new entrants at the Senior Officer grade, with Fast Stream new entrants having the lowest declaration rate.

Ethnicity

3,248 (43.6%) of the 8,443 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 made a positive ethnicity declaration. For example, the Grade 7 BAME (10.7%) and white (89.3%) figures are calculated from the 57.9% Grade 7 new entrants who had made a positive declaration.

Percentages of new entrants to HMRC in 2015-16 by known ethnicity and grade:

HMRC grade	BAME (765)	White (2,483)	% Positive declaration
SCS (38)	13.3%	86.7%	39.5%
Grade 6 (50)	23.8%	76.2%	42.0%
Grade 7 (259)	10.7%	89.3%	57.9%
Fast Stream (618)	20.6%	79.4%	20.4%
Senior Officer (185)	25.2%	74.8%	64.3%
Higher Officer (665)	32.0%	68.0%	57.7%
Officer (1,303)	24.0%	76.0%	53.8%
Assistant Officer (5,160)	23.2%	76.8%	32.0%
Admin Assistant (165)	15.0%	85.0%	48.5%
All staff (8,443)	23.6%	76.4%	38.5%

Note: 'Choose not to declare' and 'not known' percentages for ethnicity are not shown.

Gender

Percentages of new entrants to HMRC in 2015-16 by gender and grade:

HMRC grade	Female (3,914)	Male (4,529)
SCS (38)	44.7%	55.3%
Grade 6 (50)	48.0%	52.0%
Grade 7 (259)	51.0%	49.0%
Fast Stream (618)	43.0%	57.0%
Senior Officer (185)	51.9%	48.1%
Higher Officer (665)	45.1%	54.9%
Officer (1,303)	42.6%	57.4%
Assistant Officer (5,160)	47.8%	52.2%
Admin Assistant (165)	33.3%	66.7%
All staff (8,443)	46.4%	53.6%

Continuing the trend established in 2013-14, the total number of males joining HMRC in 2015-16 (4,529) exceeded females (3,914). Within the Senior Civil Service level the trend for more male new entrants (21) than female (17) continued. There were more female than male new entrants at Grade 7 and the Senior Officer grade.

Working pattern

Headcount and percentage proportions of new entrants in 2015-16 by working pattern and grade:

HMRC Grade	Full-time (8,082)	Part-time (361)
SCS (38)	100.0%	0.0%
Grade 6 (50)	100.0%	0.0%
Grade 7 (259)	97.7%	2.3%
Fast Stream (618)	100.0%	0.0%
Senior Officer (185)	96.8%	3.2%
Higher Officer (665)	99.2%	0.8%
Officer (1,303)	99.4%	0.6%
Assistant Officer (5,160)	93.6%	6.4%
Admin Assistant (165)	97.6%	2.4%
All staff (8,443)	95.7%	4.3%

The percentage of new entrants employed on a part-time basis has increased considerably from 2014-15. The highest percentage of new entrants working on a part-time basis were at the Assistant Officer grade.

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 'Managing Poor Performance' procedures.

For 2015-16 a total of 63,974 individual performance ratings were recorded for employees in the Admin Assistant grade through to Grade 6. The majority of the 561 employees for whom no assessment or performance marking is required to be recorded are on a career break or some other unpaid absence.

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, our groups and areas of business are responsible for looking into the performance management system results at a local level and to take action aimed at addressing any clear imbalances.

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

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

Performance rating	Percentage proportion
Exceeded (11,781)	18.3%
Achieved (45,875)	71.1%
Must Improve (6,267)	9.7%
No Assessment Required (561)	0.9%
Managing Poor Performance (51)	0.1%
All staff (64,535)	

Grade

Performance rating percentages by grade for 2015-16:

HMRC Grade	Exceeded (11,781)	Achieved (45,875)	Must Improve (6,267)	Managing Poor Performance (51)
Grade 6 (1,303)	22.2%	67.7%	10.1%	0.1%
Grade 7 (3,217)	20.0%	71.2%	8.8%	0.0%
Band T (1,666)	16.6%	77.1%	6.2%	0.0%
Senior Officer (4,379)	19.3%	72.1%	8.5%	0.1%
Higher Officer (10,417)	19.1%	71.3%	9.6%	0.1%
Legal Trainees (<10)	0.0%	100.0%	0.0%	0.0%
Officer (14,838)	18.3%	71.3%	10.3%	0.1%
Assistant Officer (26,303)	17.9%	71.9%	10.1%	0.1%
Admin Assistant (1,844)	16.5%	72.6%	11.0%	0.0%
All staff (63,974)	18.4%	71.7%	9.8%	0.1%

Age

Performance ratings percentages by age for 2015-16:

Age Range	Exceeded (11,781)	Achieved (45,875)	Must Improve (6,267)	Managing Poor Performance (51)
16-19 (257)	10.5%	77.8%	11.7%	0.0%
20-24 (2,709)	16.0%	74.8%	9.2%	0.1%
25-29 (4,131)	20.7%	70.2%	9.1%	0.0%
30-34 (5,508)	21.9%	70.2%	7.8%	0.0%
35-39 (6,445)	22.7%	69.5%	7.8%	0.0%
40-44 (6,862)	21.8%	69.5%	8.5%	0.1%
45-49 (9,852)	20.5%	70.3%	9.0%	0.1%
50-54 (12,456)	18.4%	72.7%	8.9%	0.1%
55-59 (10,141)	15.0%	73.6%	11.4%	0.1%
60-64 (4,605)	8.9%	75.1%	15.9%	0.2%
65+ (1,008)	5.8%	72.7%	21.2%	0.3%
All staff (63,974)	18.4%	71.7%	9.8%	0.1%

Disability

38,478 (60.1%) of recorded performance ratings for 2015-16 were awarded to staff who had made a positive disability declaration.

Performance ratings percentages by known disability status for 2015-16:

Disability Status	Exceeded (7,478)	Achieved (27,410)	Must Improve (3,558)	Managing Poor Performance (32)
Disabled (5,985)	14.6%	71.5%	13.7%	0.2%
Non-disabled (32,493)	20.3%	71.2%	8.4%	0.1%
All staff (38,478)	19.4%	71.2%	9.2%	0.1%

Ethnicity

46,972 (73.4%) of recorded performance ratings for 2015-16 were awarded to employees who had made an ethnicity declaration.

Performance rating percentages by ethnicity for 2015-16:

Ethnicity category	Exceeded (9,089)	Achieved (33,441)	Must Improve (4,402)	Managing Poor Performance (40)
BAME (4,554)	13.6%	71.6%	14.7%	0.2%
White (42,418)	20.0%	71.2%	8.8%	0.1%
All staff (46,972)	19.3%	71.2%	9.4%	0.1%

Gender	Exceeded (11,781)	Achieved (45,875)	Must Improve (6,267)	Managing Poor Performance (51)
Female (36,633)	20.7%	69.5%	9.7%	0.1%
Male (27,341)	13.9%	76.1%	10.0%	0.1%
All staff (63,974)	18.4%	71.7%	9.8%	0.1%

Sexual orientation

Performance rating percentages by known sexual orientation for 2015-16:

Sexual orientation category	Exceeded (6,256)	Achieved (22,477)	Must Improve (2,946)	Managing Poor Performance (24)
Heterosexual (30,279)	19.7%	71.0%	9.2%	0.1%
Lesbian/gay/ bisexual/other (1,424)	19.9%	69.6%	10.5%	0.0%
All staff (31,703)	19.7%	70.9%	9.3%	0.1%

Working pattern

Performance rating percentages by working pattern for 2015-16:

Working pattern	Exceeded (11,781)	Achieved (45,875)	Must Improve (6,267)	Managing Poor Performance (51)
Full-time (42,648)	20.7%	69.5%	9.7%	0.1%
Part-time (21,326)	13.9%	76.1%	10.0%	0.1%
All staff (63,974)	18.4%	71.7%	9.8%	0.1%

2C: Mandatory training

As at 31 March 2016, 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 31 March 2016 and is based on a total workforce headcount at that time of 66,652. The 'Unconscious Bias' online learning package was made mandatory for all managers in December 2013 and as at 31 March 2016, 89.8% managers had either completed or were part way through the course.

Mandatory training uptake percentages for all staff as at 31 March 2016:

Mandatory training – all staff	% Uptake
Display screen equipment (48,962)	73.5%
Equality and diversity essentials (47,004)	70.5%
Fire awareness (57,347)	86.0%
Health and Safety – awareness (49,720) (non-managers only)	74.6%
'Responsible For Information'/'Data Security Workshop' (*60,729)	91.1%
'Working With Official Information' (59,161)	88.8%

*The 'Data Security Workshop' training package was replaced by the 'Responsible for Information' training package. Staff are not required to complete both, although there are almost certainly some staff who have completed both training packages and this has affected the overall uptake percentage.

The table below shows the uptake percentages for the four mandatory training packages for managers at 31 March 2016 and is based on a total of 6,915 staff with line management responsibility at that date.

Mandatory training take-up percentages for managers as at 31 March 2016:

Mandatory training – managers	% Uptake
Health and Safety – accidents (5,840)	84.15%
Health and Safety – managers (4,244)	61.37%
Health and Safety – risk assessment (5,821)	84.18%
'Unconscious Bias' (6,207)	89.76%

2D: Promotions

4,514 employees achieved substantive promotion in 2015-16. 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 2015-16:

Grade	% All promotions (4,514)
SCS (34)	0.8%
Grade 6 (159)	3.5%
Grade 7 (436)	9.7%
Fast Stream (96)	2.1%
Senior Officer (762)	16.9%
Higher Officer (1,377)	30.5%
Officer (1,322)	29.3%
Assistant Officer (328)	7.3%

The highest proportion of substantive promotions is from Assistant Officer to 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 2015-16:

Grade	16-19 (<10)	20-24 (172)	25-29 (524)	30-34 (742)	35-39 (674)	40-44 (641)
SCS (34)	0.0%	0.0%	0.0%	8.8%	2.9%	26.5%
Grade 6 (159)	0.0%	0.0%	3.8%	9.4%	18.9%	14.5%
Grade 7 (436)	0.0%	0.5%	6.7%	7.1%	15.6%	13.8%
Fast Stream (96)	0.0%	17.7%	34.4%	21.9%	9.4%	10.4%
Senior Officer (762)	0.0%	0.3%	3.8%	10.9%	13.8%	18.0%
Higher Officer (1,377)	0.0%	4.4%	13.7%	17.2%	16.1%	15.5%
Officer (1,322)	0.2%	5.6%	16.7%	21.9%	15.4%	12.4%
Assistant Officer (328)	0.6%	4.9%	5.2%	19.2%	10.7%	7.6%

Grade	45-49 (713)	50-54 (688)	55-59 (299)	60-64 (48)	65+ (<10)
SCS (34)	17.6%	23.5%	20.6%	0.0%	0.0%
Grade 6 (159)	21.4%	19.5%	10.7%	1.9%	0.0%
Grade 7 (436)	20.6%	25.0%	9.9%	0.9%	0.0%
Fast Stream (96)	3.1%	2.1%	1.0%	0.0%	0.0%
Senior Officer (762)	20.7%	21.9%	9.4%	1.2%	0.0%
Higher Officer (1,377)	15.1%	12.6%	4.8%	0.5%	0.1%
Officer (1,322)	13.0%	10.8%	3.4%	0.5%	0.1%
Assistant Officer (328)	12.8%	16.8%	14.6%	5.8%	1.8%

45.2% all people promoted were aged between 40 and 54 (up from 44.9% the previous year). The majority of those promoted to the senior grades were aged between 45 and 59.

Disability

Of the employees promoted in 2015-16, 2,989 (66.2%, up from 63.3% in 2014-15) had made a positive disability declaration.

Promotions into grade percentages by known disability status for 2015-16:

Grade	Disabled (324)	Non-disabled (2,665)	% Positive declaration
SCS (30)	6.7%	93.3%	88.2%
Grade 6 (113)	8.0%	92.0%	71.1%
Grade 7 (304)	10.9%	89.1%	69.7%
Fast Stream (61)	11.5%	88.5%	63.5%
Senior Officer (537)	9.5%	90.5%	70.5%
Higher Officer (875)	9.5%	90.5%	63.5%
Officer (845)	11.4%	88.6%	63.9%
Assistant Officer (224)	19.2%	80.8%	68.3%
All staff (2,989)	10.8%	89.2%	66.2%

The number in brackets is the total number of people promoted who declared their disability status.

Ethnicity

Of the employees promoted in 2015-16, 3,608 (79.9%, up from 78.2% in 2014-15) had made an ethnicity declaration.

Promotion into grade percentages by known ethnicity for 2015-16:

Grade	BAME (329)	White (3,279)	% Positive declaration
SCS (29)	6.9%	93.1%	85.3%
Grade 6 (127)	7.9%	92.1%	79.9%
Grade 7 (355)	10.4%	89.6%	81.4%
Fast Stream (70)	10.0%	90.0%	72.9%
Senior Officer (630)	6.2%	93.8%	82.7%
Higher Officer (1,092)	10.3%	89.7%	79.3%
Officer (1,048)	10.2%	89.8%	79.3%
Assistant Officer (257)	5.4%	94.6%	78.4%
All staff (3,608)	9.1%	90.9%	79.9%

The number in brackets represents the people promoted who declared their ethnicity.

Gender

In 2015-16, 53.2% substantive promotions were for women (up from 52.1% in 2014-15) this is slightly below the overall level of women's representation in the workforce (56.8%).

Promotion into grade percentages by gender and grade for 2015-16:

Grade	Female (2,400)	Male (2,114)
SCS (34)	50.0%	50.0%
Grade 6 (159)	35.8%	64.2%
Grade 7 (436)	48.6%	51.4%
Fast Stream (96)	22.9%	77.1%
Senior Officer (762)	52.4%	47.6%
Higher Officer (1,377)	49.9%	50.1%
Officer (1,322)	59.0%	41.0%
Assistant Officer (328)	68.9%	31.1%
All staff (4,514)	53.2%	46.8%

Sexual orientation

Of the employees promoted in 2015-16, 2,573 (57.0%, up from 53.8% in 2014-15) had made a sexual orientation declaration.

Promotion into grade percentages by known sexual orientation for 2015-16:

Grade	Heterosexual (2,433)	Lesbian/gay/ bisexual/other (140)	% Positive declaration
SCS (23)	100.0%	0.0%	67.6%
Grade 6 (93)	96.8%	3.2%	58.5%
Grade 7 (254)	93.7%	6.3%	58.3%
Fast Stream (64)	85.9%	14.1%	66.7%
Senior Officer (459)	95.2%	4.8%	60.2%
Higher Officer (779)	95.1%	4.9%	56.6%
Officer (730)	93.7%	6.3%	55.2%
Assistant Officer (171)	96.5%	3.5%	52.1%
All staff (2,573)	94.6%	5.4%	57.0%

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

Working pattern

Promotions into grade percentages by working pattern for 2015-16:

Grade	Full-time (3,851)	Part-time (663)
SCS (34)	94.1%	5.9%
Grade 6 (159)	94.3%	5.7%
Grade 7 (436)	94.7%	5.3%
Fast Stream (96)	100.0%	0.0%
Senior Officer (762)	90.7%	9.3%
Higher Officer (1,377)	87.3%	12.7%
Officer (1,322)	81.7%	18.3%
Assistant Officer (328)	57.0%	43.0%
All staff (4,514)	85.3%	14.7%

2E: Maternity and adoption leave

In the year ending 31 March 2016, 1,263 employees took maternity or adoption leave (a substantial increase compared with 797 employees in 2014-15). There were five instances of adoption leave and 1,258 instances of maternity leave.

Grade

New maternity and adoption leave instances by grade for 2015-16:

Grade	% All adoption/ maternity leave instances (1,263)
SCS (<10)	0.4%
Grade 6 (20)	1.6%
Grade 7 (77)	6.1%
Band T (12)	1.0%
Senior Officer (30)	2.4%
Higher Officer (144)	11.4%
Officer (251)	19.9%
Assistant Officer (702)	55.6%
Admin Assistant (22)	1.7%

Average number of adoption and maternity leave working days taken by grade

Average number of adoption and maternity leave working days taken by grade for 2015-16:

Grade	Average number of working days taken
SCS (<10)	221.4
Grade 6 (20)	155.5
Grade 7 (77)	205.1
Band T (12)	132.2
Senior Officer (30)	203.2
Higher Officer (144)	183.5
Officer (251)	186.6
Assistant Officer (702)	174.6
Admin Assistant (22)	153.1
All staff (1,263)	179.6

Age

New maternity and adoption leave instances by age range for 2015-16:

Age range	% All adoption/ maternity leave instances (1,263)
16-19 (<10)	0.2%
20-24 (55)	4.4%
25-29 (241)	19.1%
30-34 (524)	41.5%
35-39 (361)	28.6%
40-44 (73)	5.8%
45-49 (<10)	0.6%
50-54 (0)	0.0%
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 2015-16:

Office region	% All adoption/ maternity leave instances (1,263)	% HMRC workforce (66,652)
East (40)	3.2%	4.3%
East Midlands (58)	4.6%	5.0%
London (140)	11.1%	13.8%
North East (240)	19.0%	16.4%
North West (252)	20.0%	18.4%
Northern Ireland (48)	3.8%	2.4%
Scotland (213)	16.9%	13.7%
South East (50)	4.0%	5.3%
South West (27)	2.1%	3.1%
Wales (53)	4.2%	5.3%
West Midlands (71)	5.6%	5.8%
Yorks and Humber (71)	5.6%	6.7%

Working pattern

New instances of maternity and adoption leave percentages by working pattern in 2015-16:

Working pattern	% All adoption/ maternity leave instances (1,263)	% HMRC workforce (66,652)
Full-time (620)	49.1%	67.7%
Part-time (643)	50.9%	32.3%

Change of working hours following return from maternity and adoption leave

Percentage of staff changing working hours following return from maternity or adoption leave in 2015-16:

Change in working hours	% All adoption/maternity leave instances (1,263)
Reductions in hours (302)	23.9%
No change (920)	72.8%
Increase in hours (41)	3.2%

2F: Grievances

The data presented here shows the proportion of employees who have lodged a formal grievance in the year ending 31 March 2016 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 2015-16, 241 HMRC employees lodged a formal grievance.

Grade

Grievances in 2015-16 by grade:

Grade	% All grievances
SCS (0)	0.0%
Grade 6 (<10)	2.1%
Grade 7 (<10)	3.3%
Fast Stream (<10)	0.4%
Senior Officer (12)	5.0%
Higher Officer (38)	15.8%
Officer (51)	21.2%
Assistant Officer (119)	49.4%
Admin Assistant (<10)	2.9%

The majority of formal complaints were lodged by Assistant Officers.

Age

Grievances percentages by age range and grade in 2015-16:

Grade	16-19 (0)	20-24 (<10)	25-29 (10)	30-34 (21)	35-39 (26)	40-44 (27)
SCS (0)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade 6 (<10)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade 7 (<10)	0.0%	0.0%	0.0%	0.0%	37.5%	0.0%
Fast Stream (<10)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Senior Officer (12)	0.0%	0.0%	0.0%	8.3%	0.0%	8.3%
Higher Officer (38)	0.0%	0.0%	2.6%	0.0%	10.5%	7.9%
Officer (51)	0.0%	0.0%	5.9%	7.8%	5.9%	15.7%
Assistant Officer (119)	0.0%	5.0%	5.0%	12.6%	12.6%	10.9%
Admin Assistant (<10)	0.0%	0.0%	0.0%	14.3%	14.3%	28.6%
All staff (241)	0.0%	2.5%	4.1%	8.7%	10.8%	11.2%

Grade	45-49 (54)	50-54 (54)	55-59 (20)	60-64 (19)	65+ (<10)
SCS (0)	0.0%	0.0%	0.0%	0.0%	0.0%
Grade 6 (<10)	0.0%	40.0%	40.0%	20.0%	0.0%
Grade 7 (<10)	0.0%	37.5%	12.5%	12.5%	0.0%
Fast Stream (<10)	100.0%	0.0%	0.0%	0.0%	0.0%
Senior Officer (12)	16.7%	33.3%	25.0%	8.3%	0.0%
Higher Officer (38)	28.9%	28.9%	7.9%	13.2%	0.0%
Officer (51)	29.4%	25.5%	5.9%	2.0%	2.0%
Assistant Officer (119)	20.2%	16.0%	6.7%	8.4%	2.5%
Admin Assistant (<10)	14.3%	28.6%	0.0%	0.0%	0.0%
All staff (241)	22.4%	22.4%	8.3%	7.9%	1.7%

Disability

Of the 241 employees who lodged a formal grievance in 2015-16, 61 (56.4%) declared their disability status.

Grievances percentages by known disability and grade for 2015-16:

Grade	Disabled (64)	Non-disabled (72)	% Positive declaration
SCS (0)	0.0%	0.0%	0.0%
Grade 6 (<10)	100.0%	0.0%	40.0%
Grade 7 (<10)	0.0%	100.0%	50.0%
Fast Stream (0)	0.0%	0.0%	0.0%
Senior Officer (<10)	42.9%	57.1%	58.3%
Higher Officer (25)	72.0%	28.0%	65.8%
Officer (28)	53.6%	46.4%	54.9%
Assistant Officer (66)	37.9%	62.1%	55.5%
Admin Assistant (<10)	25.0%	75.0%	57.1%
All staff (136)	47.1%	52.9%	56.4%

47.1% formal grievances were lodged by known disabled employees. 43.6% employees who lodged a grievance had not declared their disability status.

Ethnicity

164 (68%) of the 241 employees who lodged a formal grievance in 2015-16 declared their ethnicity.

Grievances percentages by known ethnicity and grade:

Grade	BAME (31)	White (133)	% Positive declaration
SCS (0)	0.0%	0.0%	0.0%
Grade 6 (<10)	0.0%	100.0%	60.0%
Grade 7 (<10)	16.7%	83.3%	75.0%
Fast Stream (0)	0.0%	0.0%	0.0%
Senior Officer (<10)	40.0%	60.0%	41.7%
Higher Officer (22)	27.3%	72.7%	57.9%
Officer (35)	17.1%	82.9%	68.6%
Assistant Officer (88)	14.8%	85.2%	73.9%
Admin Assistant (<10)	60.0%	40.0%	71.4%
All staff (164)	18.9%	81.1%	68.0%

18.9% formal grievances were lodged by known BAME employees (decreasing from 20.2% in 2014-15).

Gender

Grievances percentages by gender and grade in 2015-16:

Grade	Female (141)	Male (100)
SCS (0)	0.0%	0.0%
Grade 6 (<10)	40.0%	60.0%
Grade 7 (<10)	37.5%	62.5%
Fast Stream (<10)	0.0%	100.0%
Senior Officer (12)	41.7%	58.3%
Higher Officer (38)	50.0%	50.0%
Officer (51)	49.0%	51.0%
Assistant Officer (119)	72.3%	27.7%
Admin Assistant (<10)	14.3%	85.7%
All staff (241)	58.5%	41.5%

141 (58.5%) of the 241 employees who lodged a formal grievance were female which is slightly higher than the overall percentage proportion of women in HMRC's workforce.

Sexual orientation

Grievances percentages by known sexual orientation and grade for 2015-16:

Grade	Heterosexual (102)	Lesbian/Gay/ Bisexual/Other (<10)	% Positive declaration
SCS (0)	0.0%	0.0%	0.0%
Grade 6 (<10)	100.0%	0.0%	20.0%
Grade 7 (<10)	100.0%	0.0%	37.5%
Fast Stream (0)	0.0%	0.0%	0.0%
Senior Officer (<10)	100.0%	0.0%	33.3%
Higher Officer (19)	94.7%	5.3%	50.0%
Officer (27)	92.6%	7.4%	52.9%
Assistant Officer (54)	92.6%	7.4%	45.4%
Admin Assistant (<10)	100.0%	0.0%	14.3%
All staff (109)	93.6%	6.4%	45.2%

Working pattern

Grievances percentages by working pattern and grade for 2015-16:

Grade	Full-time (162)	Part-time (79)
SCS (0)	0.0%	0.0%
Grade 6 (<10)	60.0%	40.0%
Grade 7 (<10)	75.0%	25.0%
Fast Stream (<10)	100.0%	0.0%
Senior Officer (12)	100.0%	0.0%
Higher Officer (38)	68.4%	31.6%
Officer (51)	80.4%	19.6%
Assistant Officer (119)	56.3%	43.7%
Admin Assistant (<10)	85.7%	14.3%
All staff (241)	67.2%	32.8%

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 2015-16, 743 employees were subject to formal disciplinary procedures. Our groups and areas of business are responsible for disciplinary matters and for taking action at a local level to ensure a fairness of approach.

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

Grade

Disciplinary procedures grade percentages of referrals compared with total HMRC workforce in 2015-16:

Grade	% Disciplinary cases (743)	% Total HMRC workforce (66,652)
SCS (<10)	0.1%	0.5%
Grade 6 (<10)	0.7%	2.0%
Grade 7 (<10)	1.1%	5.0%
Fast Stream (12)	1.6%	2.6%
Senior Officer (24)	3.2%	6.7%
Higher Officer (72)	9.7%	16.1%
Officer (123)	16.6%	23.1%
Assistant Officer (472)	63.5%	41.1%
Admin Assistant (28)	3.5%	2.8%

Age

Disciplinary procedures age range percentages of referrals compared with total workforce for 2015-16:

Age range	% Disciplinary cases (743)	% Total HMRC workforce (66,652)
16-19 (15)	2.0%	0.5%
20-24 (75)	10.1%	4.8%
25-29 (94)	12.7%	6.9%
30-34 (87)	11.7%	8.6%
35-39 (89)	12.0%	9.9%
40-44 (91)	12.2%	10.6%
45-49 (112)	15.1%	15.2%
50-54 (76)	10.2%	19.2%
55-59 (62)	8.3%	15.6%
60-64 (32)	4.3%	7.1%
65+ (10)	1.3%	1.5%

Disability

Of the 743 employees referred for disciplinary action in 2015-16, 361 (48.6%) had made a positive disability status declaration (80 disabled and 281 non-disabled).

Disciplinary procedures percentages comparing known disability status of referred staff with known disability status of the total workforce for 2015-16:

Disability status	% Disciplinary cases (361)	% Total HMRC workforce (39,848)
Disabled (80)	22.2%	15.3%
Non-disabled (281)	77.8%	84.7%
Positive declaration %	48.6%	59.8%

Ethnicity

Of the 743 employees referred for disciplinary action in 2014-15, 482 (64.9%) had made a positive ethnicity declaration (90 BAME and 392 white). These figures are compared with the 48,489 (72.7%) ethnicity declarations made by HMRC employees (4,790 BAME and 43,699 white) as at 31 March 2016.

Disciplinary procedures percentages comparing where ethnicity is known with ethnicity in the total workforce for 2015-16:

Ethnicity category	% Disciplinary cases (482)	% Total HMRC workforce (48,489)
BAME (90)	18.7%	9.9%
White (392)	81.3%	90.1%
Positive declaration %	64.9%	72.7%

Gender

Of the 743 employees referred for disciplinary action during 2015-16, 303 were female and 440 were male. Across the department as a whole, HMRC had 37,833 female employees and 28,819 male employees.

Disciplinary procedures gender percentages comparing referrals with the total workforce for 2015-16:

Gender	% Disciplinary cases (743)	% Total HMRC workforce (66,652)
Female (303)	40.8%	56.8%
Male (440)	59.2%	43.2%

Sexual orientation

Of the 743 employees referred for disciplinary action in 2015-16, 343 (46.2%) made a positive sexual orientation declaration (317 heterosexual and 26 lesbian, gay, bisexual and other). These figures are compared with the 32,912 (49.4%) positive sexual orientation declarations made by HMRC employees (31,435 Heterosexual and 1,477 lesbian, gay, bisexual and other) as at 31 March 2016.

Disciplinary procedures percentages comparing referrals where sexual orientation is known with sexual orientation in the total workforce for 2015-16:

Sexual orientation	% Disciplinary cases (343)	% Total HMRC workforce (32,912)
Heterosexual (317)	92.4%	95.5%
Lesbian/gay/bi sexual/ other (26)	7.6%	4.5%
Positive declaration %	46.2%	49.4%

Working pattern

556 full-time employees and 187 part-timers were referred for disciplinary action. Across the department as a whole, HMRC had 45,143 full-time employees and 21,509 part-time employees.

Disciplinary procedures comparison of referrals by working pattern with total HMRC workforce for 2015-16:

Working pattern	% Disciplinary cases (743)	% Total HMRC workforce (66,652)
Full-time (556)	74.8%	67.7%
Part-time (187)	25.2%	32.3%

Region

Disciplinary procedures comparison of regional referrals percentages with total workforce by region for 2015-16:

Office region	% Disciplinary cases (743)	% Total HMRC workforce (66,652)
East (16)	2.2%	4.3%
East Midlands (15)	2.0%	5.0%
London (88)	11.8%	13.8%
North East (107)	14.4%	16.4%
North West (149)	20.1%	18.4%
Northern Ireland (<10)	1.2%	2.4%
Scotland (172)	23.1%	13.7%
South East (37)	5.0%	5.3%
South West (21)	2.8%	3.1%
Wales (44)	5.9%	5.3%
West Midlands (36)	4.8%	5.8%
Yorks and Humber (49)	6.6%	6.7%

2H: Leavers

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

In 2015-16, a total of 5,974 employees left HMRC through the various leaving reasons indicated below.

Grade

Leaving reason by grade percentages for 2015-16:

Leaving reason	SCS (40)	Grade 6 (124)	Grade 7 (219)	Fast Stream (98)	Senior Officer (310)
Resignation (1,693)	22.5%	21.0%	22.4%	62.2%	11.6%
Retirement (1,370)	15.0%	37.1%	36.1%	0.0%	45.2%
Release scheme (1,009)	17.5%	5.6%	3.7%	0.0%	3.2%
OGD Loan (unpaid) (86)	12.5%	5.6%	6.4%	6.1%	2.9%
OGD Permanent transfer (513)	12.5%	7.3%	11.4%	26.5%	7.4%
End of FTA (66)	0.0%	3.2%	0.5%	0.0%	0.0%
Dismissal (494)	2.5%	0.0%	0.5%	3.1%	3.2%
Other (743)	17.5%	20.2%	19.2%	2.0%	26.5%

Leaving reason	Higher Officer (627)	Officer (981)	Assistant Officer (2,683)	Admin Assistant (892)	All staff (5,974)
Resignation (1,693)	16.3%	18.2%	44.0%	5.7%	28.3%
Retirement (1,370)	41.3%	34.3%	15.9%	8.6%	22.9%
Release scheme (1,009)	6.2%	8.7%	6.2%	76.9%	16.9%
OGD Loan (unpaid) (86)	1.9%	1.2%	0.7%	0.1%	1.4%
OGD Permanent transfer (513)	7.2%	9.7%	10.2%	1.2%	8.6%
End of FTA (66)	0.0%	0.0%	1.6%	2.1%	1.1%
Dismissal (494)	3.2%	8.9%	13.1%	2.4%	8.3%
Other (743)	23.9%	19.1%	8.3%	2.9%	12.4%

Notes:

Retirement means at or above the minimum retirement age.

Release scheme is voluntary early release and severance and voluntary or approved early retirement.

OGD transfer is the permanent transfer to another government department.

End of FTA is the expiry of a temporary fixed-term contract.

Dismissal means dismissal and discharged probation.

Other reason includes death in service and ill health retirement.

Age

Leaving reason by age range percentages for 2015-16:

Leaving reason	16-19 (78)	20-24 (459)	25-29 (439)	30-34 (465)	35-39 (382)	40-44 (370)
Resignation (1,693)	82.1%	69.5%	60.4%	49.7%	42.1%	39.7%
Retirement (1,370)	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%
Release scheme (1,009)	0.0%	0.0%	1.4%	8.0%	14.9%	18.9%
OGD Loan (unpaid) (86)	0.0%	0.9%	3.4%	5.2%	2.9%	2.4%
OGD Permanent transfer (513)	2.6%	8.5%	19.6%	21.5%	22.5%	18.6%
End of FTA (66)	0.0%	12.4%	0.7%	0.2%	0.3%	0.3%
Dismissal (494)	14.1%	7.2%	12.5%	12.7%	13.6%	15.4%
Other (743)	1.3%	1.5%	1.8%	2.8%	3.7%	4.6%

Leaving reason	45-49 (458)	50-54 (618)	55-59 (1,085)	60-64 (1,148)	65+ (472)
Resignation (1,693)	35.4%	25.7%	13.1%	3.4%	0.8%
Retirement (1,370)	0.0%	0.2%	10.1%	77.3%	78.6%
Release scheme (1,009)	26.0%	35.1%	23.8%	14.3%	17.2%
OGD Loan (unpaid) (86)	2.0%	1.9%	0.2%	0.0%	0.0%
OGD Permanent transfer (513)	13.5%	7.6%	1.6%	0.4%	0.0%
End of FTA (66)	0.0%	0.2%	0.0%	0.2%	0.0%
Dismissal (494)	14.2%	8.3%	6.6%	2.7%	1.7%
Other (743)	9.0%	21.0%	44.6%	1.7%	1.7%

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

Disability

Of the 5,974 leavers in 2015-16, 3,058 (51.2%) declared their declared their disability status.

Leaving reason by known disability status percentages for 2015-16:

Leaving reason	Disabled (614)	Non-disabled (2,444)	% Positive declaration
Resignation (593)	12.5%	87.5%	35.0%
Retirement (882)	18.4%	81.6%	64.4%
Release scheme (528)	25.4%	74.6%	52.3%
OGD Loan (unpaid) (59)	15.3%	84.7%	68.6%
OGD Permanent transfer (271)	11.8%	88.2%	52.8%
End of FTA (21)	9.5%	90.5%	31.8%
Dismissal (232)	36.2%	63.8%	47.0%
Other (472)	24.8%	75.2%	63.5%
All staff (3,058)	20.1%	79.9%	51.2%

Ethnicity

Of the 5,974 leavers in 2015-16, 3,799 (63.6%) declared their ethnicity.

Leaving reason by know ethnic category percentages for 2015-16:

Leaving reason	BAME (304)	White (3,495)	% Positive declaration
Resignation (770)	11.6%	88.4%	45.5%
Retirement (1,033)	5.1%	94.9%	75.4%
Release scheme (707)	8.1%	91.9%	70.1%
OGD Loan (unpaid) (65)	6.2%	93.8%	75.6%
OGD Permanent transfer (360)	9.2%	90.8%	70.2%
End of FTA (25)	52.0%	48.0%	37.9%
Dismissal (288)	11.5%	88.5%	58.3%
Other (551)	4.0%	96.0%	74.2%
All staff (3,799)	8.0%	92.0%	63.6%

Gender

Leaving reason by gender percentages for 2015-16:

Leaving reason	Female (3,277)	Male (2,697)
Resignation (1,693)	52.6%	47.4%
Retirement (1,370)	47.5%	52.5%
Release scheme (1,009)	72.2%	27.8%
OGD Loan (unpaid) (86)	55.8%	44.2%
OGD Permanent transfer (513)	56.9%	43.1%
End of FTA (66)	37.9%	62.1%
Dismissal (494)	50.2%	49.8%
Other (743)	53.0%	47.0%
All staff (5,974)	54.9%	45.1%

Sexual orientation

Leaving reason by known sexual orientation percentages for 2015-16:

Leaving reason	Heterosexual (2,248)	Lesbian/gay/bi sexual/other (101)	% Positive declaration
Resignation (532)	94.2%	5.8%	31.4%
Retirement (604)	97.2%	2.8%	44.1%
Release scheme (319)	96.2%	3.8%	31.6%
OGD Loan (unpaid) (54)	96.3%	3.7%	62.8%
OGD Permanent transfer (271)	96.3%	3.7%	52.8%
End of FTA (18)	94.4%	5.6%	27.3%
Dismissal (206)	92.7%	7.3%	41.7%
Other (345)	96.2%	3.8%	46.4%
All staff (2,349)	95.7%	4.3%	39.3%

Working pattern

Leaving reason by working pattern percentages for 2015-16:

Leaving reason	Full-time (3,235)	Part-time (2,739)
Resignation (1,693)	66.4%	33.6%
Retirement (1,370)	32.8%	67.2%
Release scheme (1,009)	41.7%	58.3%
OGD Loan (unpaid) (86)	90.7%	9.3%
OGD Permanent transfer (513)	78.2%	21.8%
End of FTA (66)	42.4%	57.6%
Dismissal (494)	61.5%	38.5%
Other (743)	57.7%	42.3%
All staff (5,974)	54.2%	45.8%

Next steps for our workforce

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

Diversity and inclusion activity in HMRC has been positioned away from a central HR function to a diversity partnering model. Ownership of diversity and inclusion issues has shifted to business areas and all our directorates have produced a diversity delivery plan with an overarching line of business plan, linked to our Diversity and Inclusion Strategy. This model ensures that localised initiatives directly support our Diversity and Inclusion Strategy, and provides a conduit for sharing best practice across our department.

We will continue to monitor progress made in achieving diversity and inclusion objectives in the department's business plan and our Diversity and Inclusion Strategy and Action Plan for 2016-20. We have refreshed our Diversity and Inclusion Strategy to fully align with the refreshed Civil Service Talent Action Plan, which was published on 26 March 2015.

Our strategy supports delivery of our key objectives by highlighting the role that diversity, equality and inclusion plays in what we do. The strategy sets out our diversity, equality and inclusion aims for the next four years through a clear focus on four strategic themes:

- representation
- inclusion
- capability
- customer equality.

Our Diversity and Inclusion Strategy recognises that our people have different skills, different ways of thinking and working, different knowledge and experience and the need for us to harness these differences for the benefit of our business and our customers.

HMRC is a member of employer diversity organisations including 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.

Our awards and benchmarking activities include:

- HMRC was placed in 'The Times' Top 50 Employers for Women table for the third time in four years
- HMRC won the Business Disability Forum's (BDF) Disability Smart ICT award
- one of our staff won the BDF Disability Champion award
- HMRC won the Overall Candidate Experience category in the Recruitment Industry Disability Initiative Awards 2014
- HMRC was 'Clear Assured' and awarded the 'Proud to Clear' badge by the Clear Company for demonstrating our commitment to diversity and reassuring candidates of a barrier-free experience
- our Embrace positive action development programme collected The Developing Talent Award at the Race for Opportunity Awards 2014. The award recognises HMRC's work in creating a clear career path for talented BAME staff who want to become managers
- our Raising Disability Awareness campaign won the 'know how' category of the BDF Disability Smart award 2015
- HMRC was ranked joint 27 on Stonewall's Top 100 Employers list for 2015.

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