

Equality Act 2010

HM Revenue and Customs Workforce Diversity Data for 2014-15

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Equality Act 2010 – HM Revenue and Customs Workforce **Diversity Data for 2014-15**

Introduction

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

Structure of the report

Section 1 of this document provides summary profiles of our workforce by age, disability, ethnicity, gender, and sexual orientation, as at 31st March 2015.

Section 2 shows the diversity of our workforce in key areas within a typical employment cycle and represents the 12 months ending on 31st March 2015. The elements of the typical employment cycle for which workforce equality data is provided are:

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

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

- age
- disability
- ethnicity; and
- gender

Data excluded

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

Pay Gap Analysis

In common with most equal pay audits, we adopt a practical approach to calculating 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 measure the pay gaps using both mean averages and median averages. However these comparisons take no account of HMRC grade structure, the different ratio of women and men within that grade structure, the different national and London pay scales or full-time/part-time status.

Section 1

1A. Diversity declaration rates

Using our online HR system we ask all employees to tell us their disability status, their ethnicity, their religion or belief and their sexual orientation. For each of these areas, they have the option to 'choose not to declare'. The declaration rates, based on a headcount of 64,288 as at 31st March 2015 were as follows:

- **Disability**

Disability declaration percentages for all staff by grade as at 31 March 2015:

Grade	% Disabled (6,223)	% Non Disabled (32,553)	% Chose Not To Declare (3,050)	% Not Known (22,462)	% Disabled Of Knowns	Declaration Rate
SCS (305)	3.3%	77.4%	5.6%	13.8%	4.1%	86.2%
Grade 6 (1,281)	6.1%	63.7%	7.7%	22.6%	8.7%	77.4%
Grade 7 (3,006)	7.3%	62.6%	6.7%	23.5%	10.5%	76.5%
Fast Stream (1,224)	3.8%	29.2%	1.9%	65.0%	11.6%	35.0%
Senior Officer (4,225)	8.4%	59.0%	5.8%	26.8%	12.5%	73.2%
Higher Officer (10,195)	9.5%	55.1%	5.7%	29.7%	14.7%	70.3%
Officer (15,072)	9.9%	52.9%	5.3%	31.9%	15.8%	68.1%
Assistant Officer (26,108)	10.2%	46.0%	3.8%	40.0%	18.2%	60.0%
Admin Assistant (2,872)	13.3%	40.9%	3.4%	42.3%	24.6%	57.7%
All Staff (64,288)	9.7%	50.6%	4.7%	34.9%	16.0%	65.1%

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

41,826 (65.1%) of HMRC employees made a disability declaration. 6,223 (9.7%) employees declared themselves disabled and 32,553 (50.6%)

employees declared they are non-disabled. In addition 3,050 (4.7 %) 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 2015:

Grade	% BAME (4,266)	% White (44,099)	% Chose Not To Declare (3,295)	% Not Known (12,628)	% BAME of Knowns	Declaration Rate
SCS (305)	3.0%	81.3%	5.2%	10.5%	3.5%	89.5%
Grade 6 (1,281)	4.1%	74.6%	8.0%	13.3%	5.2%	86.7%
Grade 7 (3,006)	5.5%	73.5%	6.7%	14.3%	6.9%	85.7%
Fast Stream (1,224)	5.8%	35.4%	1.5%	57.4%	14.1%	42.6%
Senior Officer (4,225)	5.4%	73.2%	6.5%	14.8%	6.9%	85.2%
Higher Officer (10,195)	6.7%	70.0%	6.6%	16.7%	8.8%	83.3%
Officer (15,072)	7.2%	70.6%	5.9%	16.3%	9.3%	83.7%
Assistant Officer (26,108)	6.9%	67.3%	3.9%	21.9%	9.3%	78.1%
Admin Assistant (2,872)	5.9%	63.4%	3.2%	27.5%	8.5%	72.5%
All Staff (64,288)	6.6%	68.6%	5.1%	19.6%	8.8%	80.4%

48,365 (75.2%) HMRC employees declared their ethnicity. 4,266 (6.6%) employees declared themselves as Black, Asian and Minority Ethnic (BAME) and 44,099 (68.6%) declared themselves as white. 3,295 (5.1%) employees chose not to declare their ethnicity.

- **Religion or belief**

Religion or belief declaration percentages for all staff by grade as at 31 March 2015:

Grade	% Religion Or Belief Declared (21,253)	% Chose Not To Declare (2,780)	% Not Known (40,255)
SCS (305)	59.7%	7.5%	32.8%
Grade 6 (1,281)	42.7%	7.7%	49.6%
Grade 7 (3,006)	42.0%	5.7%	52.3%
Fast Stream (1,224)	31.9%	2.7%	65.4%
Senior Officer (4,225)	39.7%	5.9%	54.4%
Higher Officer (10,195)	36.7%	5.6%	57.7%
Officer (15,072)	34.6%	4.9%	60.5%
Assistant Officer (26,108)	28.8%	3.2%	68.0%
Admin Assistant (2,872)	24.9%	2.6%	72.5%
All Staff (64,288)	33.1%	4.3%	62.6%

21,253 employees (33.1%) declared themselves as having a religion or belief (including no belief) and 2,780 (4.3%) chose not to declare their religion or belief whilst 40,255 (62.6%) employees have not made a religion or belief declaration.

- **Sexual Orientation**

Sexual orientation declaration percentages for all staff by grade as at 31 March 2015:

Grade	% Heterosexual /Straight (29,499)	% Lesbian/Gay /Bisexual/Other (1,329)	% Chose Not To Declare (5,435)	% Not Known (28,025)	% LGB of Knowns	Declaration Rate
SCS (305)	62.3%	2.3%	13.8%	21.6%	3.6%	78.4%
Grade 6 (1,281)	54.3%	1.9%	12.8%	31.1%	3.3%	68.9%
Grade 7 (3,006)	53.6%	2.8%	10.9%	32.8%	5.0%	67.2%
Fast Stream (1,224)	32.3%	2.5%	2.2%	63.0%	7.3%	37.0%
Senior Officer (4,225)	53.6%	2.0%	10.0%	34.3%	3.6%	65.7%
Higher Officer (10,195)	49.8%	2.3%	10.6%	37.4%	4.4%	62.6%
Officer (15,072)	48.4%	2.3%	9.4%	40.0%	4.6%	60.0%
Assistant Officer (26,108)	42.2%	1.9%	7.0%	49.0%	4.2%	51.0%
Admin Assistant (2,872)	33.1%	1.3%	5.0%	60.7%	3.6%	39.3%
All Staff (64,288)	45.9%	2.1%	8.5%	43.6%	4.3%	56.4%

36,263 (56.4%) employees made a sexual orientation declaration. 1,329 (2.1%) employees declared themselves lesbian, gay, bisexual or other. Just over 28,000 (43.6%) 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 amongst 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 2015:

Grade	% 16 - 19 (174)	% 20 - 24 (1,703)	% 25 - 29 (3,461)	% 30 - 34 (5,566)	% 35 - 39 (6,137)	% 40 - 44 (7,609)	% 45 - 49 (10,693)	% 50 - 54 (12,858)	% 55 - 59 (10,207)	% 60 - 64 (4,782)	% 65+ (1,098)
SCS (305)	0.0%	0.0%	0.0%	2.6%	4.3%	8.5%	22.0%	32.5%	24.9%	5.2%	0.0%
Grade 6 (1,281)	0.0%	0.0%	0.8%	4.8%	7.7%	10.7%	18.6%	24.3%	23.2%	8.9%	1.1%
Grade 7 (3,006)	0.0%	0.1%	3.6%	8.6%	11.5%	10.5%	17.8%	22.6%	18.3%	5.9%	1.2%
Fast Stream (1,224)	0.1%	35.3%	41.3%	12.9%	4.9%	2.6%	2.2%	0.5%	0.2%	0.1%	0.0%
Senior Officer (4,225)	0.0%	0.0%	1.0%	3.5%	6.8%	10.8%	20.2%	27.9%	20.7%	7.8%	1.2%
Higher Officer (10,195)	0.0%	0.8%	2.5%	6.4%	8.9%	12.5%	19.2%	23.2%	17.8%	7.2%	1.4%
Officer (15,072)	0.2%	1.9%	4.3%	8.4%	9.2%	12.4%	17.4%	20.2%	16.8%	7.5%	1.7%
Assistant Officer (26,108)	0.5%	3.3%	7.0%	11.0%	11.0%	12.5%	15.4%	17.6%	13.2%	6.9%	1.5%
Admin Assistant (2,872)	0.1%	1.0%	1.8%	5.6%	5.7%	8.1%	12.6%	20.4%	20.8%	16.8%	7.0%
All Staff (64,288)	0.3%	2.6%	5.4%	8.7%	9.5%	11.8%	16.6%	20.0%	15.9%	7.4%	1.7%

36.6% of HMRC employees are aged between 45 and 54. 9.1% are aged over 60. This is in line with our low attrition rate. 23.8% of our Admin Assistants are aged over 60 (up from 20.1% in 2013-14). 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 2015:

Working Pattern	% 16 - 19 (174)	% 20 - 24 (1,703)	% 25 - 29 (3,461)	% 30 - 34 (5,566)	% 35 - 39 (6,137)	% 40 - 44 (7,609)	% 45 - 49 (10,693)	% 50 - 54 (12,858)	% 55 - 59 (10,207)	% 60 - 64 (4,782)	% 65+ (1,098)	All Staff (64,288)
Fulltime (41,992)	60.9%	88.0%	82.2%	72.1%	66.6%	65.9%	69.2%	67.4%	64.2%	32.9%	21.7%	65.3%
Part-time (22,296)	39.1%	12.0%	17.8%	27.9%	33.4%	34.1%	30.8%	32.6%	35.8%	67.1%	78.3%	34.7%

- **Age and region**

Percentage of staff by age within each region as at 31 March 2015:

Working Pattern	% 16 - 19 (174)	% 20 - 24 (1,703)	% 25 - 29 (3,461)	% 30 - 34 (5,566)	% 35 - 39 (6,137)	% 40 - 44 (7,609)	% 45 - 49 (10,693)	% 50 - 54 (12,858)	% 55 - 59 (10,207)	% 60 - 64 (4,782)	% 65+ (1,098)
East (3,075)	0.1%	0.8%	1.4%	4.8%	8.1%	10.8%	20.4%	24.3%	18.5%	8.5%	2.4%
East Midlands (3,393)	0.2%	2.3%	3.3%	6.8%	11.3%	12.6%	16.9%	21.5%	15.8%	7.5%	1.8%
London (8,513)	0.2%	5.2%	7.1%	6.8%	8.0%	9.6%	17.3%	20.7%	15.6%	7.4%	2.3%
North East (10,784)	0.2%	2.5%	6.3%	11.1%	11.0%	12.7%	14.6%	18.0%	15.4%	7.1%	1.2%
North West (11,390)	0.1%	1.7%	5.1%	9.5%	10.7%	14.7%	16.5%	18.4%	14.8%	6.8%	1.6%
Northern Ireland (1,637)	0.0%	0.4%	1.8%	8.1%	14.5%	14.3%	19.4%	19.8%	14.1%	6.0%	1.6%
Scotland (8,333)	1.3%	4.9%	8.6%	10.3%	9.2%	9.2%	15.0%	17.6%	15.1%	7.6%	1.3%
South East (3,641)	0.0%	0.7%	2.2%	5.4%	8.4%	11.0%	19.5%	23.3%	17.9%	9.0%	2.6%
South West (2,191)	0.0%	1.3%	3.5%	5.5%	6.3%	12.7%	18.8%	21.0%	18.6%	10.0%	2.1%
Wales (3,285)	0.1%	2.0%	5.4%	9.5%	7.5%	12.6%	16.3%	21.3%	15.3%	8.0%	2.0%
West Midlands (3,791)	0.0%	2.0%	4.5%	9.1%	9.2%	10.9%	15.6%	22.3%	18.0%	7.1%	1.3%
Yorks & Humber (4,255)	0.2%	1.9%	4.7%	8.7%	9.0%	11.6%	17.6%	22.1%	16.2%	6.7%	1.4%
All Staff (64,288)	0.3%	2.6%	5.4%	8.7%	9.5%	11.8%	16.6%	20.0%	15.9%	7.4%	1.7%

- **Age and disability**

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

Percentage of staff by age range with known disability status:

Known Disability Status	% 16 - 19 (70)	% 20 - 24 (658)	% 25 - 29 (1,889)	% 30 - 34 (3,339)	% 35 - 39 (3,670)	% 40 - 44 (4,607)	% 45 - 49 (6,544)	% 50 - 54 (8,011)	% 55 - 59 (6,426)	% 60 - 64 (2,938)	% 65+ (624)	All Staff (38,776)
Disabled (6,223)	0.0%	3.5%	7.3%	11.1%	13.5%	15.7%	16.8%	17.5%	19.4%	20.9%	18.4%	16.0%
Non Disabled (32,553)	100.0%	96.5%	92.7%	88.9%	86.5%	84.3%	83.2%	82.5%	80.6%	79.1%	81.6%	84.0%
Positive Declaration %	40.2%	38.6%	54.6%	60.0%	59.8%	60.5%	61.2%	62.3%	63.0%	61.4%	56.8%	60.3%

- **Age and ethnicity**

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

Percentage of staff by age range with known ethnicity:

Known Ethnicity Category	% 16 - 19 (103)	% 20 - 24 (881)	% 25 - 29 (2,397)	% 30 - 34 (4,285)	% 35 - 39 (4,689)	% 40 - 44 (5,902)	% 45 - 49 (8,209)	% 50 - 54 (9,807)	% 55 - 59 (7,781)	% 60 - 64 (3,533)	% 65+ (778)	All Staff (48,365)
BAME (4,266)	3.9%	13.4%	10.8%	10.2%	11.9%	9.6%	9.5%	7.4%	6.2%	7.1%	11.4%	8.8%
White (44,099)	96.1%	86.6%	89.2%	89.8%	88.1%	90.4%	90.5%	92.6%	93.8%	92.9%	88.6%	91.2%
Positive Declaration %	59.2%	51.7%	69.3%	77.0%	76.4%	77.6%	76.8%	76.3%	76.2%	73.9%	70.9%	75.2%

- **Age and gender**

Percentage of staff by age range and gender:

Gender	16 - 19 (174)	20 - 24 (1,703)	25 - 29 (3,461)	30 - 34 (5,566)	35 - 39 (6,137)	40 - 44 (7,609)	45 - 49 (10,693)	50 - 54 (12,858)	55 - 59 (10,207)	60 - 64 (4,782)	65+ (1,098)	All Staff (64,288)
Female (37,229)	46.6%	46.7%	50.4%	54.5%	55.7%	58.8%	61.8%	62.6%	58.5%	52.5%	49.5%	57.9%
Male (27,059)	53.4%	53.3%	49.6%	45.5%	44.3%	41.2%	38.2%	37.4%	41.5%	47.5%	50.5%	42.1%

- **Age and sexual orientation**

Percentage of staff by age range with known sexual orientation:

Known Sexual Orientation	% 16 - 19 (85)	% 20 - 24 (761)	% 25 - 29 (1,940)	% 30 - 34 (3,000)	% 35 - 39 (3,091)	% 40 - 44 (3,832)	% 45 - 49 (5,101)	% 50 - 54 (5,826)	% 55 - 59 (4,738)	% 60 - 64 (2,046)	% 65+ (408)	All Staff (30,828)
Heterosexual /Straight (29,499)	98.8%	94.9%	93.7%	94.9%	94.6%	95.4%	95.2%	96.5%	97.0%	96.8%	97.1%	95.7%
Lesbian/Gay /Bisexual/Other (1,329)	1.2%	5.1%	6.3%	5.1%	5.4%	4.6%	4.8%	3.5%	3.0%	3.2%	2.9%	4.3%
Positive Declaration %	48.9%	44.7%	56.1%	53.9%	50.4%	50.4%	47.7%	45.3%	46.4%	42.8%	37.2%	48.0%

1C. Disability Analysis

All data is quoted as a percentage of known disability status, i.e. it includes only those employees who have made a voluntary declaration. The numbers for those employees who have not made a declaration or who have chosen not to declare are excluded. For the year ending 31st March 2015 the disability status of 38,776 (60.3%) HMRC employees is known.

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

See Section 1A: Diversity declaration rates.

The highest proportion of known disabled employees is in the Administrative Assistant grade (24.6%) and the lowest proportion is within the Senior Civil Service (4.1%).

- **Disability and working pattern**

Working pattern percentages of staff with known disability status:

Known Disability Status	% Fulltime (25,642)	% Part-time (13,134)	% All Staff (38,776)
Disabled (6223)	15.2%	17.7%	16.0%
Non Disabled (32,553)	84.8%	82.3%	84.0%
Positive Declaration %	61.1%	58.9%	60.3%

- **Disability and region**

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

Region	Disabled (6,223)	Non Disabled (32,553)	Positive Declaration %
East (1,892)	17.7%	82.3%	61.5%
East Midlands (2,076)	15.6%	84.4%	61.2%
London (4,561)	15.5%	84.5%	53.6%
North East (6,317)	14.5%	85.5%	58.6%
North West (7,055)	17.1%	82.9%	61.9%
Northern Ireland (1,111)	16.6%	83.4%	67.9%
Scotland (5,073)	13.9%	86.1%	60.9%
South East (2,224)	18.9%	81.1%	61.1%
South West (1,325)	18.8%	81.2%	60.5%
Wales (1,988)	19.4%	80.6%	60.5%
West Midlands (2,362)	15.6%	84.4%	62.3%
Yorks & Humber (2,792)	15.0%	85.0%	65.6%
All Staff (38,776)	16.0%	84.0%	60.3%

- **Disability and age**

See Section 1B: Age and disability.

- **Disability and ethnicity**

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

Ethnicity Category	Disabled (6,223)	Non Disabled (32,553)	Positive Declaration %
BAME (2,889)	15.5%	84.5%	67.7%
White (34,019)	15.1%	84.9%	77.1%
Chose Not To Declare (840)	26.7%	73.3%	25.5%
Not Known (1,028)	40.1%	59.9%	8.1%
All Staff (38,776)	16.0%	84.0%	60.3%

- **Disability and gender**

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

Gender	Disabled (6,223)	Non Disabled (32,553)	Positive Declaration %
Female (22,800)	15.9%	84.1%	61.2%
Male (15,976)	16.2%	83.8%	59.0%
All Staff (38,776)	16.0%	84.0%	60.3%

- **Disability and sexual orientation**

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

Sexual Orientation	Disabled (6,223)	Non Disabled (32,553)	Positive Declaration %
Heterosexual/Straight (24,397)	15.1%	84.9%	82.7%
Lesbian/Gay/Bisexual/Other (1,051)	25.7%	74.3%	79.1%
Chose Not To Declare (2,800)	19.2%	80.8%	51.5%
Not Known (10,528)	16.4%	83.6%	37.6%
All Staff (38,776)	16.0%	84.0%	60.3%

1D. Ethnicity Analysis

All data is quoted as a percentage of known ethnicity declarations i.e. it includes only those employees who have made a declaration. The numbers for those who have not made a declaration or who have chosen not to declare are excluded. The ethnicity of 48,365 (75.2%) employees is known.

- **Known ethnicity declaration percentages by grade**

See Section 1A: Diversity declaration rates.

- **Make-up of HMRC employees from Black, Asian and Minority Ethnic groups as at 31st March 2015***

Asian (2,713)	Black (857)	Chinese (101)	Mixed (482)	Other Ethnic Group (113)
63.6%	20.1%	2.4%	11.3%	2.6%

*The national census categories are used for this breakdown.

- **Ethnicity and grade**

See Section 1A: Diversity declaration rates.

The proportion of known BAME employees in the Fast Stream is 14.1% (up from 12.0% in 2013-14) 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 & Inclusion Strategy and Action Plan for 2013-16 (published January 2014 and refreshed in August 2015) we continue to work to a range of measures to address under representation at more senior grades, including monitoring our internal and external recruitment processes and talent programmes, increasing mentoring opportunities through our employee diversity networks and contributing to the delivery of Civil Service Talent Action Plan objectives.

- **Ethnicity and working pattern**

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

Ethnicity Category	Fulltime (31,565)	Part-time (16,800)	All Staff
BAME (4,266)	10.1%	6.4%	8.8%
White (44,099)	89.9%	93.6%	91.2%
Positive declaration %	75.2%	75.3%	75.2%

- **Ethnicity and region**

BAME percentages by region of staff with known ethnicity:

Region	BAME (4,266)	White (44,099)	Positive Declaration %
East (2,247)	6.4%	93.6%	73.1%
East Midlands (2,528)	14.5%	85.5%	74.2%
London (5,680)	33.2%	66.8%	66.7%
North East (8,209)	1.7%	98.3%	76.1%
North West (8,806)	5.9%	94.1%	77.3%
Northern Ireland (1,363)	0.4%	99.6%	83.3%
Scotland (6,411)	2.0%	98.0%	76.9%
South East (2,715)	5.0%	95.0%	74.6%
South West (1,646)	2.9%	97.1%	75.1%
Wales (2,531)	3.0%	97.0%	77.0%
West Midlands (2,884)	15.0%	85.0%	76.1%
Yorks & Humber (3,355)	11.6%	88.4%	78.8%
All Staff (48,365)	8.8%	91.2%	75.2%

- **Ethnicity and age**

See Section 1B: Age

- **Ethnicity and disability**

See Section 1C: Disability.

- **Ethnicity and gender**

BAME declaration percentages by gender for staff with known ethnicity:

Gender	BAME (4,266)	White (44,099)	Positive Declaration %
Female (28,696)	8.4%	91.6%	77.1%
Male (19,669)	9.4%	90.6%	72.7%
All Staff (48,365)	8.8%	91.2%	75.2%

- **Ethnicity and sexual orientation**

Ethnicity by sexual orientation:

1E. Gender Analysis

- **Overall gender profile**

As at 31st March 2015 our employee headcount was 64,288. There were 37,229 women employees (57.9%) and 27,059 male employees (42.1%).

- **Gender by grade**

Grade	Female % (37,229)	Male % (27,059)
SCS (305)	39.0%	61.0%
Grade 6 (1,281)	38.4%	61.6%
Grade 7 (3,006)	42.2%	57.8%
Fast Stream (1,224)	39.9%	60.1%
Senior Officer (4,225)	45.6%	54.4%
Higher Officer (10,195)	47.7%	52.3%
Officer (15,072)	58.1%	41.9%
Assistant Officer (26,108)	67.0%	33.0%
Admin. Assistant (2,872)	63.4%	36.6%
All Staff (64,288)	57.9%	42.1%

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

- **Gender and working pattern**

Gender and working pattern percentages as at 31 March 2015:

Sexual Orientation	BAME (4,266)	White (44,099)	Positive Declaration %
Heterosexual/Straight (28,592)	7.9%	92.1%	96.9%
Lesbian/Gay/Bisexual/Other (1,258)	9.3%	90.7%	94.7%
Chose Not To Declare (3,149)	6.8%	93.2%	57.9%
Not Known (15,366)	10.8%	89.2%	54.8%
All Staff (48,465)	8.8%	91.2%	75.2%

Working Pattern	Female (37,229)	Male (27,059)	All Staff (64,288)
Fulltime (41,992)	51.3%	84.5%	65.3%
Part-time (22,296)	48.7%	15.5%	34.7%

These percentage splits are based on HMRC's 41,992 full-time employees and 22,296 part-time employees. 81% of 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 (3,075)	58.7%	41.3%
East Midlands (3,393)	56.4%	43.6%
London (8,513)	49.4%	50.6%
North East (10,784)	64.2%	35.8%
North West (11,390)	57.8%	42.2%
Northern Ireland (1,637)	58.7%	41.3%
Scotland (8,333)	59.1%	40.9%
South East (3,641)	57.7%	42.3%
South West (2,191)	52.7%	47.3%
Wales (3,285)	57.3%	42.7%
West Midlands (3,791)	58.9%	41.1%
Yorks & Humber (4,255)	59.8%	40.2%
All Staff (64,288)	57.9%	42.1%

- **Gender and age**

See Section 1B: Age

- **Gender and disability**

See Section 1C: Disability

- **Gender and ethnicity**

See Section 1D: Ethnicity

- **Gender and sexual orientation**

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

Sexual Orientation Category	Female (531)	Male (798)	All Staff (1,329)
Lesbian/Gay/Bisexual/Other	3.0%	6.1%	4.3%

Section 1F. Sexual Orientation Analysis

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

- **Known Sexual Orientation as at 31 March 2015**

Percentages of staff by known sexual orientation type:

Sexual Orientation	All Staff (30,828)
Bisexual Man (143)	0.5%
Bisexual Woman (191)	0.6%
Gay Man (532)	1.7%
Gay Woman /Lesbian (253)	0.8%
Heterosexual /Straight (29,499)	95.7%
Other (210)	0.7%

Section 2

2A. New entrants

In 2014-15 a total of 2,375 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	% Of All New Entrants
SCS (15)	0.6%
Grade 6 (40)	1.7%
Grade 7 (170)	7.2%
Fast Stream (515)	21.7%
Senior Officer (144)	6.1%
Higher Officer (301)	12.7%
Officer (490)	20.6%
Assistant Officer (656)	27.6%
Admin Assistant (44)	1.9%
All Staff (2,375)	

The highest percentage of new entrants was at Assistant Officer grade with our graduate schemes (Fast Stream) making up the next highest percentage.

- **Age**

Percentages of new entrants in 2014-15 by grade and age range:

HMRC Grade	16 - 19 (98)	20 - 24 (760)	25 - 29 (498)	30 - 34 (336)	35 - 39 (201)	40 - 44 (167)	45 - 49 (158)	50 - 54 (99)	55 - 59 (38)	60 - 64 (20)	65+ (0)
SCS (15)	0.0%	0.0%	0.0%	13.3%	6.7%	20.0%	26.7%	20.0%	6.7%	6.7%	0.0%
Grade 6 (40)	0.0%	0.0%	5.0%	17.5%	17.5%	30.0%	7.5%	17.5%	5.0%	0.0%	0.0%
Grade 7 (170)	0.6%	1.8%	18.2%	23.5%	18.2%	13.5%	11.2%	6.5%	4.7%	1.8%	0.0%
Fast Stream (515)	0.2%	58.6%	28.9%	8.0%	3.3%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Senior Officer (144)	0.0%	1.4%	9.7%	21.5%	11.8%	16.7%	20.8%	16.0%	2.1%	0.0%	0.0%
Higher Officer (301)	0.0%	18.3%	18.3%	17.6%	14.3%	10.6%	13.0%	5.3%	1.3%	1.3%	0.0%
Officer (490)	8.2%	32.0%	21.8%	18.6%	6.3%	5.3%	4.9%	2.2%	0.4%	0.2%	0.0%
Assistant Officer (656)	7.8%	34.0%	21.0%	10.7%	7.5%	6.3%	5.3%	4.0%	2.1%	1.4%	0.0%
Admin Assistant (44)	11.4%	40.9%	4.5%	2.3%	11.4%	2.3%	9.1%	4.5%	9.1%	4.5%	0.0%
All Staff (2,375)	4.1%	32.0%	21.0%	14.1%	8.5%	7.0%	6.7%	4.2%	1.6%	0.8%	0.0%

- **Disability**

Of the 2,375 new entrants, 768 (32.3%) 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 (e.g. the Grade 7 known disabled (6.7%) and known non-disabled (93.3%) figures are calculated from the 44.1% of Grade 7 new entrants who had made a positive declaration:

Percentage of new entrants in 2014-15 by known disability status and grade:

HMRC Grade	Disabled (57)	Non Disabled (711)	Positive Declaration %
SCS (15)	0.0%	100.0%	33.3%
Grade 6 (40)	0.0%	100.0%	52.5%
Grade 7 (170)	6.7%	93.3%	44.1%
Fast Stream (515)	10.9%	89.1%	19.6%
Senior Officer (144)	13.1%	86.9%	42.4%
Higher Officer (301)	7.4%	92.6%	49.2%
Officer (490)	6.7%	93.3%	39.8%
Assistant Officer (656)	5.4%	94.6%	22.4%
Admin Assistant (44)	6.7%	93.3%	34.1%
All Staff (2,375)	7.4%	92.6%	32.3%

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

The highest disability declaration rates are by new entrants at Grade 6 with Fast Stream new entrants having the lowest declaration rate.

- **Ethnicity**

1,036 (43.6%) of the 2,375 new entrants have declared their ethnicity. The following table shows the percentages of staff by grade with "known" ethnicity along with the percentage of staff by grade who made a positive ethnicity declaration. The BAME and white percentages shown are based on the overall percentages of staff in grade who a positive ethnicity declaration (e.g. the Grade 7 BAME (11.6%) and white (88.4%) figures are calculated from the 55.9% of Grade 7 new entrants who had made a positive declaration).

Percentages of new entrants to HMRC in 2014-15 by known ethnicity and grade:

HMRC Grade	BAME (220)	White (816)	Positive Declaration %
SCS (15)	33.3%	66.7%	40.0%
Grade 6 (40)	4.3%	95.7%	57.5%
Grade 7 (170)	11.6%	88.4%	55.9%
Fast Stream (515)	16.1%	83.9%	26.6%
Senior Officer (144)	18.5%	81.5%	56.3%
Higher Officer (301)	21.8%	78.2%	64.1%
Officer (490)	26.3%	73.7%	53.5%
Assistant Officer (656)	24.2%	75.8%	34.0%
Admin Assistant (44)	25.0%	75.0%	36.4%
All Staff (2,375)	21.2%	78.8%	43.6%

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

- **Gender**

Percentages of new entrants to HMRC in 2014-15 by gender and grade.

HMRC Grade	Female (1,066)	Male (1,309)
SCS (15)	33.3%	66.7%
Grade 6 (40)	57.5%	42.5%
Grade 7 (170)	54.7%	45.3%
Fast Stream (515)	40.4%	59.6%
Senior Officer (144)	59.7%	40.3%
Higher Officer (301)	45.8%	54.2%
Officer (490)	40.8%	59.2%
Assistant Officer (656)	46.0%	54.0%
Admin Assistant (44)	25.0%	75.0%
All Staff (2,375)	44.9%	55.1%

Continuing the trend established in 2013-14 the total number of males joining HMRC in 2014-15 (1,309) exceeded females (1,066). Within the Senior Civil Service level there was a change from the previous year with more male new entrants (10) than female (5). There were more female than male new entrants at Grade 6, Grade 7 and the Senior Officer grade.

- **Working pattern**

Headcount and percentage proportions of new entrants in 2014-15 by working pattern and grade:

HMRC Grade	Fulltime (2,365)	Part-time (10)
SCS (15)	100.0%	0.0%
Grade 6 (40)	100.0%	0.0%
Grade 7 (170)	98.2%	1.8%
Fast Stream (515)	100.0%	0.0%
Senior Officer (144)	97.2%	2.8%
Higher Officer (301)	100.0%	0.0%
Officer (490)	99.4%	0.6%
Assistant Officer (656)	100.0%	0.0%
Admin Assistant (44)	100.0%	0.0%
All Staff (2,375)	99.6%	0.4%

The percentage of new entrants employed on a part-time basis has reduced considerably from 2013/14 when 13.1% of new entrants were part-timers. The highest percentage of new entrants working on a part-time basis were at the Senior 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 2014-15 a total of 62,105 individual performance ratings were recorded for employees in the Admin Assistant grade through to Grade 6. The majority of the 584 employees for whom no assessment or performance marking is required to be recorded are on a career break or some other unpaid absence.

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

Performance Rating	Percentage Proportion
Exceeded (11,521)	18.4%
Achieved (45,207)	72.1%
Must Improve (5,334)	8.5%
No Assessment Required (584)	0.9%
Managing Poor Performance (43)	0.1%
All Staff (62,689)	

- **Grade**

Performance rating percentages by grade for 2014-15:

HMRC Grade	Exceeded (11,521)	Achieved (45,207)	Must Improve (5,334)	Managing Poor Performance (43)
Grade 6 (1,250)	21.2%	69.0%	9.8%	0.0%
Grade 7 (2,918)	20.3%	70.8%	8.9%	0.0%
Fast Stream (1,109)	16.7%	77.7%	5.5%	0.1%
Senior Officer (4,055)	20.2%	71.0%	8.6%	0.1%
Higher Officer (9,936)	19.7%	71.5%	8.8%	0.0%
Legal Trainees (2)	50.0%	50.0%	0.0%	0.0%
Officer (14,696)	19.1%	71.9%	9.0%	0.1%
Assistant Officer (25,408)	17.5%	74.2%	8.3%	0.1%
Admin Assistant (2,731)	16.8%	74.0%	9.0%	0.2%
All Staff (62,105)	18.6%	72.8%	8.6%	0.1%

Excluding the 'Legal Trainee' grade which had only 2 employees. The highest proportion of 'Exceeded' performance ratings were awarded to employees at Grade 6, Grade 7 & Senior Officer. The highest proportion of 'Must Improve' ratings were awarded to employees at Grade 6, Officer and Admin Assistant.

- **Age**

Performance ratings percentages by age for 2014-15:

Age Range	Exceeded (11,521)	Achieved (45,207)	Must Improve (5,334)	Managing Poor Performance (43)
16 - 19 (139)	10.8%	80.6%	8.6%	0.0%
20 - 24 (1,512)	17.3%	74.6%	8.0%	0.1%
25 - 29 (3,262)	22.4%	70.5%	7.1%	0.0%
30 - 34 (5,440)	22.6%	71.1%	6.2%	0.1%
35 - 39 (5,977)	22.6%	70.4%	7.0%	0.0%
40 - 44 (7,371)	22.3%	70.5%	7.2%	0.1%
45 - 49 (10,360)	20.9%	71.0%	8.0%	0.1%
50 - 54 (12,458)	18.3%	73.9%	7.7%	0.1%
55 - 59 (9,884)	14.3%	75.5%	10.2%	0.0%
60 - 64 (4,650)	8.0%	77.2%	14.7%	0.1%
65+ (1,052)	5.8%	74.8%	19.0%	0.4%
All Staff (62,105)	18.6%	72.8%	8.6%	0.1%

The highest proportion of 'Exceeded' performance ratings were awarded to employees aged 30–34 and 35-39. Older employees tended to have the highest proportion of 'Must Improve' ratings.

- **Disability**

37,592 (60.5%) of recorded performance ratings for 2014-15 were awarded to staff who had made a positive disability declaration. The following data is quoted as a percentage of known disability status:

Performance ratings percentages by known disability status for 2014-15:

Disability Status	Exceeded (7,312)	Achieved (27,125)	Must Improve (3,127)	Managing Poor Performance (28)
Disabled (6,092)	14.1%	73.1%	12.5%	0.2%
Non Disabled (31,500)	20.5%	72.0%	7.5%	0.0%
All Staff (37,592)	19.5%	72.2%	8.3%	0.1%

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

- **Ethnicity**

46,865 (75.5%) of recorded performance ratings for 2014-15 were awarded to employees who had made an ethnicity declaration.

Performance rating percentages by ethnicity for 2014-15:

Ethnicity Category	Exceeded (9,074)	Achieved (33,902)	Must Improve (3,853)	Managing Poor Performance (36)
BAME (4,138)	14.0%	73.1%	12.7%	0.1%
White (42,727)	19.9%	72.3%	7.8%	0.1%
All Staff (46,865)	19.4%	72.3%	8.2%	0.1%

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

- **Gender**

Performance rating percentages by gender for 2014-15:

Gender	Exceeded (11,521)	Achieved (45,207)	Must Improve (5,334)	Managing Poor Performance (43)
Female (36,247)	19.3%	74.1%	6.6%	0.0%
Male (25,858)	17.6%	70.9%	11.4%	0.1%
All Staff (62,105)	18.6%	72.8%	8.6%	0.1%

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

- **Sexual Orientation**

Performance rating percentages by known sexual orientation for 2014-15

Sexual Orientation Category	Exceeded (5,939)	Achieved (21,312)	Must Improve (2,501)	Managing Poor Performance (24)
Heterosexual (28,509)	19.9%	71.7%	8.3%	0.1%
Lesbian/Gay/Bisexual/Other (1,287)	20.5%	68.8%	10.6%	0.1%
All Staff (29,776)	19.9%	71.6%	8.4%	0.1%

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

- **Working Pattern**

Performance rating percentages by working pattern for 2014-15:

Working Pattern	Exceeded (11,521)	Achieved (45,207)	Must Improve (5,334)	Managing Poor Performance (43)
Fulltime (40,196)	21.4%	69.9%	8.6%	0.1%
Part-Time (21,909)	13.3%	78.1%	8.5%	0.0%
All Staff (62,105)	18.6%	72.8%	8.6%	0.1%

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

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

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

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

2C: Mandatory Training

As at 31st March 2015, there were six mandatory online training packages that all staff should complete, some of which need to be refreshed at set intervals. A further four mandatory online training packages were to be completed by employees with management responsibility.

The table below shows the training uptake percentages for the six mandatory training packages as at 31st March 2015 and is based on a total workforce headcount at that time of 64,288. The 'Unconscious Bias' online learning package was made mandatory for all managers in December 2013 and as at 31st March 2015, 85.6% of managers had either completed or were part way through the course.

Mandatory training uptake percentages – all staff as at 31 March 2015:

Mandatory Training - All Staff	Uptake %
Display Screen Equipment (38,017)	59.1%
Equality & Diversity Essentials (40,944)	63.7%
Fire Awareness (52,312)	81.4%
H&S Awareness (47,318) (Non Managers Only)	73.6%
Responsible For Information / Data Security Workshop (*64,257)	99.9%
Working With Official Information (57,406)	89.3%

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

The table below shows the uptake percentages for the four mandatory training packages for managers at the 31st March 2015 and is based on a total of 8,878 staff with line management responsibility at that date.

Mandatory training take-up percentages – Managers as at 31 March 2015:

Mandatory Training - Managers	Uptake %
H&S Accidents (7,142)	80.4%
H&S Managers (5,086)	57.3%
H&S Risk Assessment (7,070)	79.6%
Unconscious Bias (7,599)	85.6%

2D: Promotions

4,314 employees achieved substantive promotion in 2014-15. 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 2014-15:

HMRC Grade	% Of All Promotions (4,314)
SCS (26)	0.6%
Grade 6 (151)	3.5%
Grade 7 (299)	6.9%
Fast Stream (45)	1.0%
Senior Officer (592)	13.7%
Higher Officer (1,144)	26.5%
Officer (1,281)	29.7%
Assistant Officer (776)	18.0%

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 2014-15:

HMRC Grade	16 - 19 (2)	20 - 24 (143)	25 - 29 (466)	30 - 34 (756)	35 - 39 (608)	40 - 44 (588)	45 - 49 (723)	50 - 54 (628)	55 - 59 (304)	60 - 64 (79)	65+ (17)
SCS (26)	0.0%	0.0%	0.0%	3.8%	11.5%	19.2%	23.1%	30.8%	11.5%	0.0%	0.0%
Grade 6 (151)	0.0%	0.0%	4.0%	18.5%	18.5%	10.6%	23.2%	15.9%	7.9%	0.7%	0.7%
Grade 7 (299)	0.0%	0.0%	7.7%	11.4%	11.4%	14.0%	22.4%	23.4%	8.0%	1.7%	0.0%
Fast Stream (45)	0.0%	6.7%	20.0%	33.3%	15.6%	17.8%	6.7%	0.0%	0.0%	0.0%	0.0%
Senior Officer (592)	0.0%	0.0%	2.5%	8.1%	12.8%	15.5%	24.8%	26.7%	8.3%	1.0%	0.2%
Higher Officer 1,144)	0.0%	2.3%	9.4%	18.3%	15.6%	17.3%	16.5%	13.2%	7.1%	0.3%	0.0%
Officer (1,281)	0.1%	4.8%	19.0%	25.4%	14.5%	11.5%	13.0%	8.4%	2.7%	0.5%	0.1%
Assistant Officer (776)	0.1%	6.8%	8.0%	12.4%	12.2%	10.3%	14.0%	14.0%	13.0%	7.2%	1.8%
All Staff (4,314)	0.0%	3.3%	10.8%	17.5%	14.1%	13.6%	16.8%	14.6%	7.0%	1.8%	0.4%

44.9% of all promotees were aged between 40 and 54 (down from 52.2% the previous year). The majority of promotees to the senior grades are aged between 45 and 59.

- **Disability**

Of the employees promoted in 2014-15, 2,732 (63.3%, exactly the same percentage as in 2013-14) had made a disability declaration. The following data is quoted as a percentage of known disability status.

Promotions into grade – percentages by known disability status and grade for 2014- 15

HMRC Grade	Disabled (336)	Non Disabled (2,396)	Positive Declaration %
SCS (19)	0.0%	100.0%	73.1%
Grade 6 (111)	8.1%	91.9%	73.5%
Grade 7 (212)	5.7%	94.3%	70.9%
Fast Stream (27)	11.1%	88.9%	60.0%
Senior Officer (400)	12.0%	88.0%	67.6%
Higher Officer (747)	11.8%	88.2%	65.3%
Officer (811)	9.5%	90.5%	63.3%
Assistant Officer (405)	24.4%	75.6%	52.2%
All Staff (2,732)	12.3%	87.7%	63.3%

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

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

- **Ethnicity**

Of the employees promoted in 2014-15, 3,372 (78.2%, up from 76.6% in 2013-14) had made an ethnicity declaration. The following data is quoted as a percentage of known ethnicity.

Promotion into grade – percentages by known ethnicity and grade for 2014-15:

HMRC Grade	BAME (391)	White (2,981)	Positive Declaration %
SCS (20)	0.0%	100.0%	76.9%
Grade 6 (124)	7.3%	92.7%	82.1%
Grade 7 (244)	9.0%	91.0%	81.6%
Fast Stream (35)	17.1%	82.9%	77.8%
Senior Officer (484)	8.3%	91.7%	81.8%
Higher Officer (908)	10.6%	89.4%	79.4%
Officer (1,025)	11.9%	88.1%	80.0%
Assistant Officer (532)	18.0%	82.0%	68.6%
All Staff (3,372)	11.6%	88.4%	78.2%

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

- **Gender**

In 2014-15, 52.1% of substantive promotees were women (down from 54.8% in 2013-14) this is slightly below the overall level of women's representation in the workforce (57.9%)

Promotion into grade – percentages by gender and grade for 2014-15:

HMRC Grade	Female (2,248)	Male (2,066)
SCS (26)	46.2%	53.8%
Grade 6 (151)	47.7%	52.3%
Grade 7 (299)	42.8%	57.2%
Fast Stream (45)	33.3%	66.7%
Senior Officer (592)	51.9%	48.1%
Higher Officer 1,144)	48.9%	51.1%
Officer (1,281)	51.9%	48.1%
Assistant Officer (776)	63.1%	36.9%
All Staff (4,314)	52.1%	47.9%

- **Sexual Orientation**

Of the employees promoted in 2014-15, 2,323 (53.8%, up from 48.4% in 2013-14) had made a sexual orientation declaration. The following data is quoted as a percentage of known sexual orientation.

Promotion into grade – percentages by known sexual orientation and grade for 2014-15:

HMRC Grade	Heterosexual /Straight (2,194)	Lesbian/Gay /Bisexual/Other (129)	Positive Declaration %
SCS (14)	100.0%	0.0%	53.8%
Grade 6 (98)	99.0%	1.0%	64.9%
Grade 7 (182)	92.3%	7.7%	60.9%
Fast Stream (28)	96.4%	3.6%	62.2%
Senior Officer (342)	95.3%	4.7%	57.8%
Higher Officer (657)	93.2%	6.8%	57.4%
Officer (699)	94.3%	5.7%	54.6%
Assistant Officer (303)	96.0%	4.0%	39.0%
All Staff (2,323)	94.4%	5.6%	53.8%

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

- **Working Pattern**

Promotions into grade – percentages by working pattern for 2014-15:

HMRC Grade	Fulltime (3,657)	Part-time (657)
SCS (26)	100.0%	0.0%
Grade 6 (151)	92.7%	7.3%
Grade 7 (299)	96.3%	3.7%
Fast Stream (45)	95.6%	4.4%
Senior Officer (592)	91.9%	8.1%
Higher Officer (1,144)	89.0%	11.0%
Officer (1,281)	87.7%	12.3%
Assistant Officer (776)	61.1%	38.9%
All Staff (4,314)	84.8%	15.2%

2E: Maternity and adoption Leave

In the year ending 31 March 2015, 797 employees took maternity or adoption leave (a substantial decrease compared with 902 employees in 2013-14). There were 11 instances of adoption leave and 786 instances of maternity leave.

- **Grade**

New maternity and adoption leave instances by grade for 2014-15:

HMRC Grade	% Of All Adoption/ Maternity Instances (797)
SCS (3)	0.4%
Grade 6 (9)	1.1%
Grade 7 (50)	6.3%
Band T (5)	0.6%
Senior Officer (22)	2.8%
Higher Officer (86)	10.8%
Officer (142)	17.8%
Assistant Officer (461)	57.8%
Admin Assistant (19)	2.4%

- **Average number of days unpaid adoption/maternity leave taken by grade for 2014-15**

Average number of days unpaid adoption/maternity leave taken by grade for 2014-15:

HMRC Grade	Average No Of Unpaid Adoption/ Maternity Days By Grade
SCS (3)	60.7
Grade 6 (9)	43.4
Grade 7 (50)	56.1
Band T (5)	24.8
Senior Officer (22)	51.3
Higher Officer (86)	62.5
Officer (142)	54.6
Assistant Officer (461)	64.5
Admin Assistant (19)	71.8
All Staff (797)	61.3

- **Age**

New maternity and adoption leave instances by age range for 2014-15:

Age Range	% Of All Adoption/ Maternity Instances (797)
16 - 19 (0)	0.0%
20 - 24 (27)	3.4%
25 - 29 (144)	18.1%
30 - 34 (348)	43.7%
35 - 39 (225)	28.2%
40 - 44 (44)	5.5%
45 - 49 (8)	1.0%
50 - 54 (1)	0.1%
55 - 59 (0)	0.0%
60 - 64 (0)	0.0%
65+ (0)	0.0%

- **Region**

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

Office Region	% Of All Adoption/ Maternity Instances (797)	% HMRC Workforce (64,288)
East (30)	3.8%	4.8%
East Midlands (41)	5.1%	5.3%
London (77)	9.7%	13.2%
North East (135)	16.9%	16.8%
North West (153)	19.2%	17.7%
Northern Ireland (32)	4.0%	2.5%
Scotland (145)	18.2%	13.0%
South East (29)	3.6%	5.7%
South West (18)	2.3%	3.4%
Wales (37)	4.6%	5.1%
West Midlands (53)	6.6%	5.9%
Yorks & Humber (47)	5.9%	6.6%

- **Working Pattern**

New maternity and adoption leave instances – percentages by working pattern in 2014-15

Working Pattern	% Of All Adoption/ Maternity Instances (797)	% HMRC Workforce (64,288)
Fulltime (465)	58.3%	65.3%
Part-Time (332)	41.7%	34.7%

- **Change of working hours following return from maternity and adoption leave in 2014-15**

Percentage of staff changing working hours following return from maternity or adoption leave in 2014-15:

Change In Working Hours	% Of All Adoption/ Maternity Instances (797)
Reduction In Hours (68)	8.5%
No Change (627)	78.7%
Increase In Hours (102)	12.8%

2F: Grievances

The data presented here shows the proportion of employees who have lodged a formal grievance in the year ending 31 March 2015 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 2014-15, 99 HMRC employees lodged a formal grievance (down from 113 employees in 2013-14).

- **Grade**

Grievances in 2014-15 by grade:

HMRC Grade	% Of All Grievances
SCS (0)	0.0%
Grade 6 (2)	2.0%
Grade 7 (2)	2.0%
Fast Stream (1)	1.0%
Senior Officer (2)	2.0%
Higher Officer (9)	9.1%
Officer (18)	18.2%
Assistant Officer (54)	54.5%
Admin Assistant (11)	11.1%

The majority of formal complaints were lodged by Assistant Officers.

- **Age**

Grievances - percentages by age range and grade in 2014-15:

HMRC Grade	16 - 19 (0)	20 - 24 (5)	25 - 29 (4)	30 - 34 (12)	35 - 39 (11)	40 - 44 (14)	45 - 49 (17)	50 - 54 (13)	55 - 59 (13)	60 - 64 (7)	65+ (3)
SCS (0)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade 6 (2)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Grade 7 (2)	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%
Fast Stream (1)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Senior Officer (2)	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%
Higher Officer (9)	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	22.2%	33.3%	11.1%	11.1%	11.1%
Officer (18)	0.0%	0.0%	16.7%	11.1%	5.6%	5.6%	22.2%	22.2%	16.7%	0.0%	0.0%
Assistant Officer (54)	0.0%	9.3%	1.9%	16.7%	14.8%	14.8%	13.0%	9.3%	9.3%	7.4%	3.7%
Admin Assistant (11)	0.0%	0.0%	0.0%	0.0%	18.2%	27.3%	18.2%	9.1%	18.2%	9.1%	0.0%
All Staff (99)	0.0%	5.1%	4.0%	12.1%	11.1%	14.1%	17.2%	13.1%	13.1%	7.1%	3.0%

- **Disability**

Of the 99 employees who lodged a formal grievance in 2014-15, 61 (61.6%) declared their disability status. The following data is quoted as a percentage of known disability status:

Grievances – percentages by known disability and grade for 2014-15:

HMRC Grade	Disabled (34)	Non-Disabled (27)	Positive Declaration %
SCS (0)	0.0%	0.0%	0.0%
Grade 6 (2)	50.0%	50.0%	100.0%
Grade 7 (1)	0.0%	100.0%	50.0%
Fast Stream (0)	0.0%	0.0%	0.0%
Senior Officer (2)	100.0%	0.0%	100.0%
Higher Officer (4)	100.0%	0.0%	44.4%
Officer (10)	70.0%	30.0%	55.6%
Assistant Officer (31)	58.1%	41.9%	57.4%
Admin Assistant (11)	18.2%	81.8%	100.0%
All Staff (61)	55.7%	44.3%	61.6%

55.7% of formal grievances were lodged by known disabled employees.
38.4% of employees who lodged a grievance had not declared their disability status.

- **Ethnicity**

74 (74.7%) of the 99 employees who lodged a formal grievance in 2014-15 declared their ethnicity. The following data is quoted as a percentage of known ethnicity:

Grievances – percentages by known ethnicity and grade:

HMRC Grade	BAME (14)	White (60)	Positive Declaration %
SCS (0)	0.0%	0.0%	0.0%
Grade 6 (2)	0.0%	100.0%	100.0%
Grade 7 (1)	0.0%	100.0%	50.0%
Fast Stream (0)	0.0%	0.0%	0.0%
Senior Officer (2)	0.0%	100.0%	100.0%
Higher Officer (6)	33.3%	66.7%	66.7%
Officer (14)	21.4%	78.6%	77.8%
Assistant Officer (38)	18.4%	81.6%	70.4%
Admin Assistant (11)	18.2%	81.8%	100.0%
All Staff (74)	18.9%	81.1%	74.7%

20.2% of formal grievances were lodged by known BAME employees (increasing from 17.7% in 2013-14).

- **Gender**

Grievances – percentages by gender and grade in 2014-15:

HMRC Grade	% Female (64)	% Male (35)
SCS (0)	0.0%	0.0%
Grade 6 (2)	0.0%	100.0%
Grade 7 (2)	50.0%	50.0%
Fast Stream (1)	0.0%	100.0%
Senior Officer (2)	50.0%	50.0%
Higher Officer (9)	66.7%	33.3%
Officer (18)	61.1%	38.9%
Assistant Officer (54)	68.5%	31.5%
Admin Assistant (11)	72.7%	27.3%
All Staff (99)	64.6%	35.4%

64 (64.6%) of the 99 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 2014-15:

HMRC Grade	Heterosexual (53)	Lesbian/Gay /Bisexual/Other (1)	Positive Declaration %
SCS (0)	0.0%	0.0%	0.0%
Grade 6 (1)	100.0%	0.0%	50.0%
Grade 7 (1)	100.0%	0.0%	50.0%
Fast Stream (0)	0.0%	0.0%	0.0%
Senior Officer (2)	100.0%	0.0%	100.0%
Higher Officer (3)	66.7%	33.3%	33.3%
Officer (12)	100.0%	0.0%	66.7%
Assistant Officer (28)	100.0%	0.0%	51.9%
Admin Assistant (7)	100.0%	0.0%	63.6%
All Staff (54)	98.1%	1.9%	54.5%

- **Working Pattern**

Grievances – percentages by working pattern and grade for 2014-15:

HMRC Grade	Full Time (46)	Part Time (53)
SCS (0)	0.0%	0.0%
Grade 6 (2)	100.0%	0.0%
Grade 7 (2)	50.0%	50.0%
Fast Stream (1)	100.0%	0.0%
Senior Officer (2)	100.0%	0.0%
Higher Officer (9)	44.4%	55.6%
Officer (18)	61.1%	38.9%
Assistant Officer (54)	40.7%	59.3%
Admin Assistant (11)	27.3%	72.7%
All Staff (99)	46.5%	53.5%

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 2014-15, 728 employees were subject to formal disciplinary procedures (a substantial decrease on 1,120 employees in 2013-14).

- **Grade**

Disciplinary procedures – grade percentages of referrals compared with total HMRC workforce in 2014-15:

HMRC Grade	% Of Disciplinary Cases (728)	% Of Total HMRC Workforce (64,288)
SCS (4)	0.5%	0.5%
Grade 6 (7)	1.0%	2.0%
Grade 7 (16)	2.2%	4.7%
Fast Stream (2)	0.3%	1.9%
Senior Officer (26)	3.6%	6.6%
Higher Officer (73)	10.0%	15.9%
Officer (117)	16.1%	23.4%
Assistant Officer (442)	60.7%	40.6%
Admin Assistant (41)	5.6%	4.5%

The percentage proportion of referrals for disciplinary action at Assistant Officer grade is notably higher than the overall level of Assistant Officer and Admin Assistant representation in HMRC's workforce.

- **Age**

Disciplinary procedures - age range percentages of referrals compared with total workforce for 2014-15:

Age Range	% Of Disciplinary Cases (728)	% Of Total HMRC Workforce (64,288)
16 - 19 (3)	0.4%	0.3%
20 - 24 (42)	5.8%	2.6%
25 - 29 (81)	11.1%	5.4%
30 - 34 (102)	14.0%	8.7%
35 - 39 (90)	12.4%	9.5%
40 - 44 (93)	12.8%	11.8%
45 - 49 (126)	17.3%	16.6%
50 - 54 (85)	11.7%	20.0%
55 - 59 (61)	8.4%	15.9%
60 - 64 (39)	5.4%	7.4%
65+ (6)	0.8%	1.7%

The percentage proportion of employees referred for disciplinary action exceeds the overall level of representation at all age ranges up to 45 – 49. It is only at age ranges greater than 50 that the percentage proportion of employees referred for disciplinary action falls below the percentage proportion within HMRC's total workforce.

- **Disability**

Of the 728 employees referred for disciplinary action in 2014-15, 387 (53.2%) had made a positive disability status declaration (89 disabled and 298 non-disabled). The following data is quoted as a percentage of known disability status.

Disciplinary procedures – comparison of known disability status of referred staff with known disability status of total workforce for 2014-15:

Disability Status	% Of Disciplinary Cases (387)	% Of Total HMRC Workforce (38,776)
Disabled (89)	23.0%	16.0%
Non-Disabled (298)	77.0%	84.0%
Positive Declaration %	53.2%	60.3%

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

- **Ethnicity**

Of the 728 employees referred for disciplinary action in 2014-15, 518 (71.2%) had made a positive ethnicity declaration (82 BAME and 436 white). These figures are compared with the 48,365 (75.2%) ethnicity declarations made by HMRC employees (4,266 BAME and 44,099 white) as at 31 March 2015.

Disciplinary procedures – comparison of referrals where ethnicity is known with ethnicity in total workforce for 2014-15:

Ethnicity Category	% Of Disciplinary Cases (518)	% Of Total HMRC Workforce (48,365)
BAME (82)	15.8%	8.8%
White (436)	84.2%	91.2%
Positive Declaration %	71.2%	75.2%

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

- **Gender**

Of the 728 employees referred for disciplinary action during 2014-15, 334 were female and 394 were male. Across the department as a whole, HMRC had 37,229 female employees and 27,059 male employees.

Disciplinary procedures – gender percentage comparison of referrals with total workforce for 2014-15

Gender	% Of Disciplinary Cases (728)	% Of Total HMRC Workforce (64,288)
Female (334)	45.9%	57.9%
Male (394)	54.1%	42.1%

- **Sexual Orientation**

Of the 728 employees referred for disciplinary action in 2014-15, 350 (48.1%) made a positive sexual orientation declaration (323 Heterosexual and 27 Lesbian/Gay/Bisexual/Other). These figures are compared with the 30,828 (48.0%) positive sexual orientation declarations made by HMRC employees (29,499 Heterosexual and 1,329 Lesbian/Gay/Bisexual/Other) as at 31 March 2015.

Disciplinary procedures – comparison of referrals where sexual orientation is known with sexual orientation in total workforce for 2014-15:

Sexual Orientation	% Of Disciplinary Cases (350)	% Of Total HMRC Workforce (30,828)
Heterosexual (323)	92.3%	95.7%
Lesbian/Gay/Bisexual/Other (27)	7.7%	4.3%
Positive Declaration %	48.1%	48.0%

- **Working pattern**

469 full-time employees and 259 part-timers were referred for disciplinary action. Across the department as a whole, HMRC had 41,992 full-time employees and 22,296 part-time employees.

Disciplinary procedures – comparison of referrals by working pattern with total HMRC workforce for 2014-15:

Working Pattern	% Of Disciplinary Cases (728)	% Of Total HMRC Workforce (64,288)
Full Time (469)	64.4%	65.3%
Part Time (259)	35.6%	34.7%

- **Region**

Disciplinary procedures – comparison of regional referrals percentages with total workforce by region for 2014-15:

Region	% Of Disciplinary Cases (728)	% Of Total HMRC Workforce (64,288)
East (23)	3.2%	4.8%
East Midlands (33)	4.5%	5.3%
London (64)	8.8%	13.2%
North East (126)	17.3%	16.8%
North West (138)	19.0%	17.7%
Northern Ireland (11)	1.5%	2.5%
Scotland (139)	19.1%	13.0%
South East (27)	3.7%	5.7%
South West (31)	4.3%	3.4%
Wales (34)	4.7%	5.1%
West Midlands (49)	6.7%	5.9%
Yorks & Humber (53)	7.3%	6.6%

2H: Leavers

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

In 2014-15, a total of 7,784 employees left HMRC through the various leaving types indicated below.

Leavers by reason – percentages for 2014-15:

Leaving Reason	% of Leavers (7,784)
Resignation (993)	12.8%
Retirement (1,429)	18.4%
Release Scheme (2,923)	37.6%
OGD Loan (Unpaid) (96)	1.2%
OGD Permanent Transfer (750)	9.6%
End Of FTA (634)	8.1%
Dismissal (322)	4.1%
Other (637)	8.2%

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

- **Age**

Leaving reason by ages range – percentages for 2014-15:

Leaving Reason	16 - 19 (34)	20 - 24 (438)	25 - 29 (509)	30 - 34 (568)	35 - 39 (449)	40 - 44 (589)	45 - 49 (732)	50 - 54 (1,014)	55 - 59 (1,470)	60 - 64 (1,416)	65+ (565)
Resignation (993)	41.2%	31.7%	35.8%	25.7%	22.9%	18.5%	13.0%	9.2%	6.0%	1.4%	0.7%
Retirement (1,429)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	10.5%	65.2%	62.1%
Release Scheme (2,923)	0.0%	0.0%	4.1%	22.0%	32.5%	49.4%	59.0%	63.6%	45.6%	27.7%	35.6%
OGD Loan (Unpaid) (96)	2.9%	1.8%	4.1%	3.7%	2.7%	1.7%	1.6%	0.7%	0.2%	0.0%	0.2%
OGD Permanent Transfer (750)	5.9%	14.2%	25.3%	26.8%	21.4%	14.6%	13.5%	7.4%	2.8%	0.5%	0.2%
End Of FTA (634)	35.3%	49.3%	23.8%	13.9%	8.5%	5.8%	3.6%	3.6%	2.7%	2.1%	0.4%
Dismissal (322)	14.7%	2.7%	6.3%	6.9%	9.8%	8.1%	5.6%	3.3%	3.4%	1.1%	0.4%
Other (637)	0.0%	0.2%	0.6%	1.1%	2.2%	1.9%	3.7%	12.1%	28.9%	2.0%	0.5%

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

- **Disability**

Of the 7,784 leavers in 2014-15, 4,390 (56.4%) declared their disability status. The following data quoted is based on 'known' disability status.

Leaving reason by known disability status – percentages for 2014-15:

Leaving Reason	Disabled (850)	Non-Disabled (3,540)	Positive Declaration %
Resignation (507)	11.8%	88.2%	51.1%
Retirement (902)	19.3%	80.7%	63.1%
Release Scheme (1,677)	22.7%	77.3%	57.4%
OGD Loan (Unpaid) (54)	3.7%	96.3%	56.3%
OGD Permanent Transfer (416)	13.0%	87.0%	55.5%
End Of FTA (252)	7.1%	92.9%	39.7%
Dismissal (181)	30.4%	69.6%	56.2%
Other (401)	26.7%	73.3%	63.0%
All Staff (4,390)	19.4%	80.6%	56.4%

- **Ethnicity**

Of the 7,784 leavers in 2014-15, 5,557 (71.4%) declared their ethnicity.

Leaving reason by know ethnic category – percentages for 2014-15:

Leaving Reason	BAME (399)	White (5,158)	Positive Declaration %
Resignation (651)	13.5%	86.5%	65.6%
Retirement (1,049)	4.5%	95.5%	73.4%
Release Scheme (2,161)	4.6%	95.4%	73.9%
OGD Loan (Unpaid) (62)	11.3%	88.7%	64.6%
OGD Permanent Transfer (549)	11.5%	88.5%	73.2%
End Of FTA (367)	13.6%	86.4%	57.9%
Dismissal (228)	13.2%	86.8%	70.8%
Other (490)	3.1%	96.9%	76.9%
All Staff (5,557)	7.2%	92.8%	71.4%

- **Gender**

Leaving reason by gender – percentages for 2014-15:

Leaving Reason	Female (4,747)	Male (3,037)
Resignation (993)	55.4%	44.6%
Retirement (1,429)	50.1%	49.9%
Release Scheme (2,923)	73.4%	26.6%
OGD Loan (Unpaid) (96)	56.3%	43.8%
OGD Permanent Transfer (750)	57.2%	42.8%
End Of FTA (634)	49.5%	50.5%
Dismissal (322)	57.1%	42.9%
Other (637)	55.7%	44.3%
All Staff (7,784)	61.0%	39.0%

- **Sexual Orientation**

Leaving reason by known sexual orientation – percentages for 2014-15:

Leaving Reason	Heterosexual (3,097)	Lesbian/Gay/ Bisexual/ Other (148)	Positive Declaration %
Resignation (460)	93.7%	6.3%	46.3%
Retirement (602)	97.2%	2.8%	42.1%
Release Scheme (958)	95.6%	4.4%	32.8%
OGD Loan (Unpaid) (56)	96.4%	3.6%	58.3%
OGD Permanent Transfer (401)	94.3%	5.7%	53.5%
End Of FTA (318)	95.0%	5.0%	50.2%
Dismissal (147)	95.2%	4.8%	45.7%
Other (303)	96.0%	4.0%	47.6%
All Staff (3,245)	95.4%	4.6%	41.7%

- **Working Pattern**

Leaving reason by working pattern – percentages for 2014-15:

Leaving Reason	Full Time (3,991)	Part Time (3,793)
Resignation (993)	58.6%	41.4%
Retirement (1,429)	31.1%	68.9%
Release Scheme (2,923)	46.9%	53.1%
OGD Loan (Unpaid) (96)	86.5%	13.5%
OGD Permanent Transfer (750)	77.3%	22.7%
End Of FTA (634)	63.4%	36.6%
Dismissal (322)	51.9%	48.1%
Other (637)	56.7%	43.3%
All Staff (7,784)	51.3%	48.7%

Next steps

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

D&I activity in HMRC has been positioned away from a central HR function to a Diversity Partnering model. Ownership of D&I 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 D&I strategy. This model ensures that localised initiatives directly support our D&I Strategy, and provides a conduit for sharing best practice across our lines of business.

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

We will refresh our Diversity Strategy to fully align with the refreshed Civil Service Talent Action Plan which was published on 26th March 2015. We will place an emphasis on the positive engagement of all staff in delivering the D&I Action Plan. By addressing the wider topic of inclusion we will engage more of our people while still addressing the needs of our employees who have a protected characteristic.

The Diversity Strategy:

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

Key challenges/issues that we will be looking to address as part of the refresh will be:

- Representation at senior grades
- Creating an inclusive workplace culture
- Improving diversity declaration rates
- Diversity in Talent Management
- Diversity in our Performance Management processes.

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

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

Our awards and benchmarking activity include:

- HMRC was placed in the Times Top 50 employers for women for the third time in four years.
- Winner of the Business Disability Forum's (BDF) Disability Smart ICT award
- A staff member wins the BDF Disability Champion award.

- Recruitment Industry Disability Initiative Awards 2014: Winner of Overall Candidate Experience category.
- 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 Deputy Director for Talent, Diversity & Engagement, won the Directing Diverse Talent Award at the Opportunity Now Excellence in Practice Awards 2015. The awards, now in their 20th year, recognise and celebrate public and private sector organisations that are committed to making a difference for women at work.
- Ranked joint 27th on Stonewall's Top 100 Employers list for 2015.

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