How HMRC has complied with its public sector equality duties 2016 to 2017

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

Contents

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 April 2016 to 31 March 2017 for customer service and policy administration and HMRC's diversity and inclusion data.

Part 1 of the report covers customer service and policy activities. This year we have broadened our dialogue with external stakeholders in order to deepen our understanding of issues facing customers and improve our customer service and performance against our equality objectives.

Previous reports may be found on GOV.UK.

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

Our mission

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.

Our vision

Our vision is to be a world class organisation.

Our values

We are professional: we are confident and expert in running HMRC, striving for clarity, consistency and excellence in our work, partnering with others and collaborating across teams to achieve great results, and enjoying what we do, proud to serve our customers and society.

We act with integrity: with high ethical standards, we are honest, fair, and even-handed in our treatment of others, exercising judgment and discretion, and holding ourselves to account for our actions.

We show respect: empowering and trusting our colleagues and customers to do the right thing, we are friendly, courteous, inclusive and considerate, and recognising, valuing and celebrating the views, qualities and achievements of others.

And we are innovative: we champion new and different ways of working to adapt and move with the times, having the courage and tenacity to challenge how things are done, committed to continuous improvement and to developing ourselves.

Our objectives

Our key objectives set out in our [Single Departmental Plan](#) are 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.

Our strategic principles

To guide our decision-making, we follow a set of strategic principles for everything we do:

- customer-centric: we understand our customers through data and insight, so we can better tailor and target our support
- simplicity: we design our systems, products and processes around customers, to make it as easy as possible for them to deal with us
- integration: we design a tax system that integrates with third parties and business software
- proportionate and even-handed approach: we deploy our resources in a fair and targeted way to ensure no one is out of reach
- cost-efficiency: we use digital services and smart data to work more efficiently, driving down the cost of the tax system for customers and the public purse.

We apply these not only to our core customer service and compliance work, but also to our other activities – from the tax credits and other benefits we administer, to our customs work and the support we provide to other public bodies and charities. We work closely and consult with a wide range of different groups and stakeholders, such as customer representatives and software developers, to make sure we are getting our strategy right.

We are one of the UK's biggest organisations. In March 2017, we had around 61,800 full-time equivalent employees in 145 buildings across the UK, collecting tax and duties from more than 45 million individuals and 5.4 million businesses.

Digital tax accounts: fast-growing online services in 2016-17

Business
- 35 services
- 81% satisfaction level
- 3m users
- Accessed 11m times
- Available to 5m businesses

Personal
- 77 services
- 74% satisfaction level
- 9.4m users
- Accessed 21m times
- Available to 45m taxpayers

HM Revenue & Customs

Our achievements

Our key achievements in 2016 to 2017, which reflect our commitment to customer service, while meeting departmental strategic objectives, include:

- £574.9 billion record total tax revenues brought in – £38.1 billion more than last year
- £28.9 billion compliance yield generated
- 91.7% customer calls handled against our target of 85%
- 9.6 million customers submitting their Self Assessment tax return online by 31 January 2016 deadline
- 83% success rate in taking action through the courts and tax tribunals, protecting £15 billion in tax
- 9.4 million customers accessing their Personal Tax Account
- more than five million Business Tax Accounts made available to small business customers in the country, with millions of businesses already using the service to file, pay and obtain help
- 96.2% of all customs checks cleared within two hours, against our target of 95%
- 987,014 tax credits customers renewed online using our digital service compared to 754,900 in 2015
- 71% of our waste recycled and 98% of our waste diverted from landfill
- more than 1,200 apprentices recruited across 15 of our professions, including more than 900 in Operational Delivery.

We also:

- recruited more than 800 new staff to further enhance our customer service with the introduction of a seven-day service across our main helplines from January 2017 so that customers have more opportunity to contact us at a time that suits them

- extended webchat availability up to 10pm on weekdays, 8pm on Saturdays and 4pm on Sundays

- paid out £27.1 billion in tax credits and £11.7 billion in Child Benefit. Tax credits benefited 4.1 million families and around 7.2 million children and Child Benefit supported around 12.9 million children.

Please see HMRC's Annual Report for more details of our achievements in 2016 to 2017.

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 Equalities 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 biannual 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 customer complaints involving the protected characteristics covered by the Equality Act, and use the analysis and information to improve customer service. For example, we identified a trend of complaints involving deaf customers, and issues identified were confirmed by our external stakeholders. We worked with the Royal Association for the Deaf to produce videos with British Sign Language and subtitling, for HMRC's YouTube channel.

We have been developing our staff training programme, as part of a strategic approach to raising awareness of customer equality policy, among policy makers and customer-facing staff. As an example, we have delivered a number of training sessions covering legislative requirements, Equality Impact Assessments and reasonable adjustments that should be offered to customers who need extra support. We plan to continue developing this work in 2017 to 2018.

Since the launch of our internal Customer Zone intranet site last year, we have continued to build on the content, adding further guidance around extra support for customers and how we meet our obligations in Your Charter. We developed a new page and guidance to support staff dealing with vulnerable customers, including those with mental health conditions.

Our equality objectives for 2016 to 2020 reflect our immediate and longer term priorities around customer understanding, digital services and customer service.

HMRC's Diversity and Inclusion Strategy 2016 to 2020, is built around four themes: representation, inclusion, capability and customers. It guides the work we do to help maximise the performance of all our people, and, in doing so, enables 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 Enhanced Support (NES) service has continued to provide support and guidance to those who need extra help, including vulnerable customers.

In 2016 to 2017, our NES service:

- received more than 100,000 calls from customers about taxes, tax credits and Child Benefit, transferred from general helplines and the voluntary and community sector
- resolved queries from more than 27,000 customer letters
- supported more than 22,000 customers face-to-face in community venues or in their homes.

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

Examples of support for vulnerable customers by the Needs Enhanced Support service

Tax credits

A customer contacted us because his tax credits payments had stopped, as he had been overpaid. He was extremely distressed, telling us his family could not cope without the payments and that he felt he should simply end his life. The customer then passed the phone to his partner and drove off on his own.

The NES adviser stayed on the call to support and reassure the partner, while also working to find out where the customer might have gone. With the case escalated as was required under our guidelines, a NES manager contacted the police, sharing the details of the situation so they could search for the customer and make sure he was safe.

The NES adviser talked to the customer's partner about what we needed to do to get the payments reinstated and arranged a follow up call to resolve the issue.

The police found the customer sitting in a car park next to a large cliff. Officers persuaded the man to return to the family home with the police and got him to agree to seek urgent medical support. He got the help and support he needed and the problems related to his payments were resolved by the NES adviser taking an empathetic approach to establish the customer's income and genuine expenditure needs.

Child Benefit

A vigilant Child Benefit adviser passed over customer details to the NES, after becoming concerned for a customer's welfare during a call. The adviser believed that an aggressive male companion was coercing the customer into changing her bank details.

Although the male companion had terminated the call, the adviser passed the details to a specially-trained NES adviser, so they could investigate further. These details indicated that the single parent customer was extremely vulnerable.

The NES adviser arranged to call the customer when she was on her own, and was able to find out that she was a victim of human trafficking and at the mercy of the male companion.

The adviser firstly ensured the customer's safety by contacting the police, who came to the aid of the customer, and then involved HMRC's fraud teams.

NES worked on the case with HMRC's Compliance and Human Trafficking teams, providing vital information, which enabled the police to take action against the male companion.

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 (FAQs) in BSL video clips.

Our partnership with RAD also provides a Video Relay Service (VRS) that enables deaf customers to communicate directly with us via interpreters.

Our Visually Impaired Media Unit has continued to meet customers' requests for information in alternative formats. In 2016 to 2017 the unit converted more than 35,000 documents into alternative formats, which included large print, Braille, audio, email and plain text on CD.

The team retained the external Customer Excellence Award for the third year running. This honour is awarded by the Cabinet Office to government organisations that demonstrate an excellent service to their customers. The award is based on the following criteria: customer insight; leadership policy and culture; information and access; delivery; and timeliness and quality of service.

HMRC's award-winning Tax Facts programme of tax education for teenagers is helping to ensure we engage with our next generation of customers at the earliest opportunity, by helping them understand their future responsibilities as taxpayers and the importance of paying tax – tax morality. Teachers are using it widely in secondary schools as well as a number of charities, including The Prince's Trust and Career Ready, and it continues to be praised by educationalists for its easy-to-use resources for teachers and the valuable life skills it offers their students.

At the request of primary school teachers, we have launched a new Junior Tax Facts programme for eight to 11-year-olds, to make them aware of all the things in their local communities that are funded by taxes. The Personal Finance Education Group, (part of Young Enterprise, a not for profit business and education charity, which supports teachers and others involved in educating young people about money) accredited the materials with its quality mark for resources of the highest quality and educational value.

We have a network of HMRC people who volunteer as Tax Facts ambassadors. The ambassadors have supported teachers and charities in using the Tax Facts programme, which is helping young people to understand how the tax system will affect them when they start their first job or set up their own business.

HMRC's customer service

New technology in 2016-17 helping us serve customers better
- 1.6m webchats
- 18.8k queries answered on social media
- 2.2m virtual assistant interactions
- 1m Voice ID enrolments (May 2017)

HM Revenue & Customs

We are transforming the UK's tax and payments system with simple, secure and personalised digital services for our customers that helped deliver our best ever performance last year.

Our expanding online services gave customers newer, easier, faster and more convenient ways to interact with us. We worked hard to build new digital services as alternatives to traditional ways for contacting us and ensuring customers are aware of these options, while also delivering strong performance within the more traditional routes of contact, such as phone or post.

We are continuing to add new services to the tax accounts all the time, and launched 25 new digital services during 2016 to 2017.

At the end of March 2017, more than three million businesses had accessed their Business Tax Account, and more than nine million people were using their Personal Tax Account.

More than 80% of customers told us they were 'satisfied' or 'very satisfied' with our digital services.

We saw 92% of Self Assessment customers submit and pay their return online – more than ever before.

We're transforming tax credits with nearly a million customers renewing online in July 2016.

We improved our customer service by recruiting more than 800 people as we introduced a seven-day service across our main helplines from January, so that customers have more opportunity to contact us at a time that suits them.

We received around 50 million phone calls, answering in less than four minutes on average and maintained our improved management of 12 million customer letters, keeping post-on-hand at its lowest level for recent years.

Our virtual online assistant answered 2.2 million customer queries.

We received fewer new complaints.

We prevented 500 million phishing emails from reaching our customers' inboxes.

Making it easier for customers to contact HMRC

HMRC is making it faster and simpler for customers to confirm their identity to access its services, however they choose to do it.

There are now more ways than ever for customers to get the help they need, for example, in January 2017, we introduced voice-recognition technology. By 31 March, 320,879 customers had enrolled and by May there had been more than one million enrolments for the voice technology. It means that customers can speak to us without the need to remember a password. This facility could be helpful to some of our elderly customers or those with difficulties remembering important details during stressful situations.

We have continued to harness the latest technology to support customers online, providing new and better ways for them to find what they need. This includes making support available via Twitter, YouTube, webchat, and webinar.

We answered 18,828 queries on social media in 2016 to 2017, and held more than 1.6 million webchats between our advisers and customers.

Our virtual online assistant was used by 2.2 million customers.

We developed a dedicated online forum and phone line for new businesses and self-employed individuals to get help and support for filing and paying their taxes for the first time, and to provide help with the transition to using our digital services.

For individual and business customers who want to use digital services, but are unable to, we put in place support so that they can get the help they need. This included the introduction of 'co-browse', a facility for customers who need further help with understanding how to use digital services. We share the customer's screen during a webchat, first using it to help them log on to our digital services, and then helping them to navigate their online tax returns, other forms, and calculators.

Customers who require assisted digital support can use our Trusted Helper service – where authorised friends and family members can act on their behalf.

Our NES service provides support to customers who we have identified as needing extra help. In 2016 to 2017, the NES service received just over 100,000 referrals from frontline staff and the voluntary community sector.

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.

Ahead of fiscal events the Customer Equalities team reviews and provides advice on identifying and mitigating any equality impacts of proposed measures, and associated submissions.

We report on any impact on equality in Tax Information and Impact Notes, (TIINs) – and publish HMRC TIINs on GOV.UK. We reviewed 135 TIINs for the Autumn Statement 2016, and Spring Budget 2017.

The Customer Equalities 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.

The Customer Equalities team has continued to engage proactively with Central Policy colleagues to ensure that processes for the review of future policy measures are robust and fit-for-purpose and that training for tax professionals contains relevant information and guidance on customer equalities.

All projects involving change that are submitted to the Investment Appraisal Board are required to record formally that they have fully considered any impact on external customers and reviewed all equality implications. We handle about six projects a month. We review the Equality Impact Assessments, so that we can be sure that HMRC has considered equality in an appropriate and proportionate way.

Information about completing Equality Impact Assessments and a wide range of guidance on equality is available on the HMRC intranet. We work with external stakeholders to provide greater insight into these, identifying alternative approaches to a new product or process where it would be appropriate.

HMRC wins IT Accessibility Award

HMRC has been recognised in the 2017 Heroes of Accessibility awards for its sustained efforts in creating inclusive IT services that can be used by disabled people.

This prestigious international accolade, which is sponsored by Knowability, a not-for-profit organisation based in Austin, Texas, was due in no small part to the leadership of Chris Moore, MBE, who became HMRC's digital accessibility champion in 2014.

Chris has provided accessibility awareness training to more than 150 people, created an accessibility and usability checklist and supported colleagues by providing advice and guidance on accessibility needs and standards.

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.

We make sure that all new services are 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.

Making our digital services more accessible

Our services must be accessible to everyone who needs them, so our service delivery teams start thinking about how users might access and use the service before they design or build anything.

Over the last 12 months the number of service delivery teams has increased from around 40, to 50 across the UK and we have delivered and improved accessibility standards for a number of services. We also published the findings of the GOV.UK assistive technology survey, which was created to establish what types of screen readers, screen magnifiers and voice recognition software people are using.

We develop our services so they meet government accessibility requirements, including:

- level AA of the Web Content Accessibility Guidelines (WCAG 2.0)

- compatibility with the most commonly used assistive technologies, including screen magnifiers, screen readers and speech recognition tools

- user research from people with disabilities.

Research

Service delivery teams carry out user research in every development phase. When undertaking research, we include users who have disabilities or use assistive technologies.

During the 'discovery phase', the teams learn how people with visual, hearing, motor and cognitive impairments might use their service, as well as the barriers users face. As the teams begin to discuss ideas and develop concepts, they consider whether their products meet the design principles. During the private beta phase of user testing, the service delivery teams start testing for accessibility standards. They test each time they build a new feature.

All of HMRC's digital services are audited for accessibility by the Digital Accessibility Centre, an organisation which provides independent evidence to show that the service meets accessibility standards.

In January 2017, we launched a new stakeholder forum, the Assisted Digital Working Group (ADWG). Members include representatives from large and influential public and professional bodies, including the Institute of Chartered Accountants in England and Wales, and Chartered Institute of Taxation, as well as the Low Income Tax Group and TaxAid.

The aim of this group is to make sure the concerns of tax agents are understood and reflected in the development of digital projects for those taxpayers who may need more assistance to engage with HMRC digitally. The group provides updates to stakeholders on the development of the Making Tax Digital programme and feeds any concerns through to project owners, to make sure customers' and clients' needs are recognised in the digital development process.

The group commissioned research on people using assisted digital technologies for the Making Tax Digital for Business (MTDfB) programme. Working with our Customer Insight and Understanding team, the group separated our customers according to their willingness to use new technology, along with any barriers they may face and support needs.

Our understanding of the needs of customers using assisted digital services played an important part as HMRC developed its Assisted Digital Customer Support model, which we will refine and revise to ensure it is fit for purpose.

Recent research conducted on behalf of the department by Ipsos Mori also featured a qualitative section directly aimed at understanding some of the drivers and barriers to engagement. This research gave us insight on access and skills barriers and has helped the work we do to develop assisted digital customer support services.

For example, those customers who are unable to engage with MTDfB digitally, for accessibility reasons, will be exempt. The application process for those wishing to opt out of the digital process is still being developed and will be confirmed before April 2018.

Grant funding programme

We have secured £1.5 million per year for 2016 to 2019 in our grant funding programme, with an additional £500,000 for 2016 to 2017. This funding will give assistance to voluntary and community sector organisations, enabling them to provide advice and support to HMRC's most vulnerable customers.

The support ranges from signposting help and providing general advice, through to specialist tax advice and encouraging people to go online to increase customer confidence and their capability in using HMRC digital services. The support will help our customers to comply with their tax obligations and claim their correct entitlements.

Complaints handling

Like all large organisations we do sometimes make mistakes or provide a level of customer service below expectations and receive complaints from our customers. Last year we received 77,279 new complaints – a reduction of just under 4% compared to the previous year. We fully or partially upheld 49.4% of these complaints and successfully resolved 98.6% of them within the department. The remaining complaints were referred to the Adjudicator. Of these 41% were fully or partially upheld, reflecting our improvement on the previous year.

In the report, published in December 2016, the Parliamentary and Health Service Ombudsman said: "We welcome the leadership that HMRC has shown in valuing and learning from complaints not just within the department, but also across Whitehall."

During the year we reviewed and updated our 'complaints ambition' to focus on three key themes:

- we listen to what our customers tell us when they complain and learn from and act on this feedback across HMRC

- we provide a responsive and fair complaints service that respects customer Charter rights and obligations

- we make complaining accessible and easy for our customers.

To offer customers an easier way to make a complaint, we piloted an online complaints form for income tax customers. Feedback from customers has been positive and we will increase the availability of the online complaints form during 2017 to 2018.

Your Charter

Your Charter sets out what our customers can expect from us – and what we expect from them – as we transform our services and ways of working.

We appointed Charter Champions across the department 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.

The Charter Committee, which is a sub-committee of the HMRC Board, monitors HMRC's performance against the customer rights set out in Your Charter, and assesses how we help customers meet their obligations.

Our progress is reported in Your Charter - annual-reports. The 2016 to 2017 report describes the Charter Committee's activities and actions; shares the latest HMRC customer survey results, which gather regular feedback against Your Charter commitments; and outlines some of the areas the committee plans to concentrate on in the forthcoming year.

HMRC's equality objectives 2016 to 2020

We reviewed and updated HMRC's equality objectives early in 2016. They were published on 12 May on GOV.UK. They provide a baseline from which we measure improvements in our performance.

Below is a summary of our progress against each objective.

We will further develop our understanding of customers

We will do this by:

- gathering information about the impact of our services on customers through increased stakeholder engagement and research, which will enable us to improve the way we identify customers who need extra help

- further improving our understanding of the impacts of HMRC operations on different groups of customers, such as disabled people, so that we can better target resources to improve both customer service and staff skills

- monitoring customers' use of enhanced support and voluntary community sector support; and analysing equality-related customer complaints to support the development of more customer-focused policies and operational processes.

We have increased the number of external stakeholders who engage with us, as part of the Mental Health Forum and Disabled Customer Consultation Group; and have proactively sought feedback on issues faced by the customer groups they represent, so that we can improve the accessibility of HMRC services.

We have regular dialogue with staff in customer-facing teams to develop our understanding and also to raise awareness of support available. In response to feedback we have also developed web-based materials to support those engaging with vulnerable customers and those with mental health issues.

We monitor customer complaints to identify trends, proactively taking action as necessary to improve processes. We also liaise with the Needs Enhanced Support service to make sure that appropriate resources are in place to support customers who need extra help with their tax and benefit affairs.

We will promote HMRC's equality policies and best practice and make our aims more visible to staff and to our customers

We will do this by:

- developing and monitoring a programme of education for our staff, particularly policy and frontline staff. This will help ensure they are aware of the importance of equality and understand the reasonable adjustments that they can offer customers to help them in a way that suits them best. This will include: staff seminars; workshops; online products; newsletters on equality issues; and improved guidance that is clearly signposted on the internal Customer Zone intranet pages

- supporting the development and provision of extra help that our customers look for via the GOV.UK Additional Needs page and promoting and clearly signposting the page on our Customer Zone intranet pages, so that staff can better understand the accessibility support that can be provided

- increasing engagement with key internal stakeholders across the business, promoting best practice, auditing and reporting to help ensure that there is a useful flow of equality information and consistency of approach.

We continue to explore the options to establish Customer Equality Champions and, or advocates across the department to promote best practice and to feed back any issues or concerns to the Customer Equality team. We have delivered, and will continue to deliver, training sessions on customer equalities for policymakers and key groups of staff.

We continue to revise and develop the materials available on the Customer Zone on a regular basis. We have increased content by about 30%, including material on services for customers with specific disabilities.

We developed a dedicated Supporting Vulnerable Customers page on the Customer Zone – bringing together the new guidance that we have produced on dealing with vulnerable customers and links to existing business guidance into one central place.

We have regular contact with key internal stakeholders, especially policy professionals, via the Process Improvement Working Group. This group meets every six weeks and provides the opportunity to remind policy leads of their responsibilities around equalities.

We will continue to improve customer service

We will do this by:

- continuing to embed equality into our policies, processes, projects and training and monitor our performance, so that we can demonstrate real improvements through our Public Sector Equality Duty reports

- engaging with voluntary and charity sector organisations to help us to provide a more effective level of service to diverse groups

- continuing to ensure that our digital services are developed to be as inclusive as possible, providing extra help with digital, and alternative formats when these are requested

- ensuring that if a customer discloses a condition and expresses a preference for a reasonable adjustment, we will record this on our systems, where possible, so that it is in place for future dealings with this customer.

We review equality impact assessments that are submitted to the Investment Appraisal Board (approximately six projects per month); and the equality impacts of draft ministerial submissions. We have engaged with Central Policy colleagues to make sure that future training for tax professionals contains relevant information and guidance on customer equalities. We also review performance across HMRC to inform the content of the annual Public Sector Equality Duty report.

We have regular contact with voluntary community sector groups, for example via the Disabled Customer Consultation Group, Mental Health Forum, Individual Stakeholder Forum and the Department for Work and Pensions Stakeholder Engagement Forum; and are taking action to make sure we have a regular dialogue with those representing customers within each of the protected characteristics categories. This includes broadening our understanding of the issues faced by the hearing impaired community who do not use sign language.

We are in regular contact with those responsible for introducing digital services to make sure that equality issues are identified and addressed. Our Assisted Digital Working Group is working through a number of issues with stakeholders related to the provision of accessible digital services – this includes working with companies to make sure that software that they develop is compatible with assistive technologies.

In the recently published [Terms of Collaboration between HMRC and Software Developers](#) (ToC), HMRC has sought to ensure that available software will be compatible with forms of assistive technology, setting a minimum accessibility standard requiring that developers "make sure your digital tools meet the Web Content Accessibility Guidelines (WCAG) 2. AA as a minimum / or higher". This means that MTDfB software should meet their needs in the same way as their existing software.

Guidance underlines the need to record reasonable adjustments required by customers. We have been and will continue to seek improvements in noting customers' records with the extra support they need, so that we can continue to improve customer service and experience.

Part 2: HMRC workforce diversity data 2016 to 2017

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 2017.

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 2017. 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

The pay gap shows the difference in the average basic pay (excluding allowances and bonuses) between all men and women in HMRC, and the pay gaps are measured using both mean and median averages. The difference is expressed as a percentage of the average basic pay for men across all grades, however, these comparisons take no account of our grade structure, the different ratio of women and men within grade, or the different national and London pay rates.

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 came into force on 9 March 2017. Departments and arms-length bodies, with 250 or more employees on 31 March, listed in Schedule 2 are covered by these regulations. In line with this HMRC will be reporting their Gender Pay Gap annually on these requirements.

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 68,713 as at 31 March 2017.

Disability

Disability declaration percentages for all staff by grade as at 31 March 2017:

Grade	Disabled (5,950)	Non-disabled (36,048)	Chose not to declare (3,276)	Not known (23,439)	% Disabled of known	Declaration rate
SCS (346)	3.18%	75.14%	4.62%	17.05%	4.06%	82.95%
Grade 6 (1,430)	6.36%	66.43%	8.60%	18.60%	8.74%	81.40%
Grade 7 (3,714)	7.78%	63.92%	6.17%	22.13%	10.85%	77.87%
Fast Stream (2,114)	3.12%	31.27%	2.65%	62.96%	9.08%	37.04%
Senior Officer (5,150)	8.72%	62.19%	5.95%	23.13%	12.29%	76.87%
Higher Officer (11,881)	8.48%	58.39%	5.50%	27.63%	12.68%	72.37%
Officer (15,992)	9.05%	54.64%	5.32%	30.98%	14.22%	69.02%
Assistant Officer (26,458)	9.08%	46.50%	3.76%	40.66%	16.34%	59.34%
Admin Assistant (1,673)	11.36%	38.91%	2.93%	46.80%	22.59%	53.20%
All staff (68,713)	8.66%	52.46%	4.77%	34.11%	14.17%	65.89%

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

There were 45,274 (65.9%) HMRC employees who made a disability declaration – 5,950 (8.67%) employees declared themselves disabled and 36,048 (52.5%) employees declared they are non-disabled. In addition, 3,276 (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 2017:

Grade	BAME (5,597)	White (44,056)	Chose not to declare (3,196)	Not known (15,864)	% BAME of known	Declaration rate
SCS (346)	3.2%	77.7%	4.9%	14.2%	3.9%	85.8%
Grade 6 (1,430)	5.2%	75.0%	8.0%	11.8%	6.5%	88.2%
Grade 7 (3,714)	6.5%	73.0%	5.9%	14.6%	8.2%	85.4%
Fast Stream (2,114)	6.9%	31.8%	1.7%	59.6%	17.7%	40.4%
Senior Officer (5,105)	6.9%	73.4%	6.0%	13.7%	8.6%	86.3%
Higher Officer (1,1881)	9.4%	67.4%	5.8%	17.3%	12.2%	82.7%
Officer (15,992)	9.1%	66.0%	5.3%	19.7%	12.1%	80.3%
Assistant Officer (26458)	8.0%	60.7%	3.5%	27.8%	11.7%	72.2%
Admin Assistant (1,673)	4.7%	57.0%	2.7%	35.6%	7.7%	64.4%
All staff (68,713)	**8.1%**	**64.1%**	**4.7%**	**23.1%**	**11.3%**	**76.9%**

There were 52,849 (76.9%) HMRC employees who made an ethnicity declaration – 5,597 (8.1%) employees declared themselves as Black, Asian and Minority Ethnic (BAME) and 44,056 (64.1%) declared themselves as white, with 3,196 (4.7%) employees who chose not to declare their ethnicity.

Religion or belief

Religion or belief declaration percentages for all staff by grade as at 31 March 2017:

Grade	Religion or belief declared (29,008)	Chose not to declare (4,175)	Not known (35,530)
SCS (346)	61.56%	8.38%	30.06%
Grade 6 (1,430)	52.31%	9.72%	37.97%
Grade 7 (3,714)	52.26%	8.10%	39.63%
Fast Stream(2,114)	32.26%	2.98%	64.76%
Senior Officer(5,105)	50.93%	7.86%	41.21%
Higher Officer (11,881)	47.73%	7.47%	44.79%
Officer (15,992)	43.75%	6.57%	49.68%
Assistant Officer (26,458)	36.66%	4.73%	58.61%
Admin Assistant (1,673)	27.38%	3.05%	69.58%
All staff (68,713)	42.22%	6.08%	51.71%

There were 29,008 employees (42.2%) who declared themselves as having a religion or belief (including no belief) and 4,175 (6.1%) chose not to declare their religion or belief, while 35,530 (51.7%) employees have not made a religion or belief declaration.

Sexual orientation

Sexual orientation declaration percentages for all staff by grade as at 31 March 2017:

Grade	Heterosexual (34,117)	Lesbian/gay/ bisexual/ other (1,667)	Chose not to declare (5,645)	Not known (27,284)	% LGB of known	Declaration rate
SCS (346)	64.45%	2.60%	10.98%	21.97%	3.88%	78.03%
Grade 6 (1,430)	58.18%	2.45%	13.85%	25.52%	4.04%	74.48%
Grade 7 (3,714)	59.18%	3.42%	10.10%	27.30%	5.46%	72.70%
Fast Stream (2,114)	31.08%	2.84%	3.12%	62.96%	8.37%	37.04%
Senior Officer (5,105)	59.90%	2.37%	10.30%	27.42%	3.81%	72.58%
Higher Officer (11,881)	55.52%	2.60%	9.76%	32.12%	4.48%	67.88%
Officer (15,992)	52.25%	2.59%	8.86%	36.30%	4.72%	63.70%
Assistant Officer (26,458)	44.10%	2.17%	6.75%	46.98%	4.68%	53.02%
Admin Assistant (1,673)	31.62%	1.14%	4.66%	62.58%	3.47%	37.42%
All staff (68,713)	49.65%	2.43%	8.22%	39.71%	4.66%	60.29%

There were 41,429 (60.1%) employees who made a sexual orientation declaration. There were 1,667 (2.4%) employees who declared themselves lesbian, gay, bisexual or other and 5,645 (8.2%) Chose not to declare their sexual orientation, while 27,284 (39.7%) employees have not made a sexual orientation declaration.

While declaration rates for sexual orientation have increased across all grades except Admin Assistant, when compared to the previous year, HMRC recognises the need to increase employee diversity declarations further. We continue to raise awareness among employees of the importance of this data.

1B. Age analysis

Employee age profile

Age profile of employees by grade as at 31 March 2017:

Grade	16-19 (340)	20-24 (4,155)	25-29 (6,239)	30-34 (6,083)	35-39 (7,128)	40-44 (6,689)
SCS (346)	0.0%	0.0%	0.29%	1.73%	7.51%	11.85%
Grade 6 (1,430)	0.0%	0.0%	0.35%	4.97%	11.12%	11.05%
Grade 7 (3,714)	0.0%	0.03%	4.77%	8.91%	13.06%	10.88%
Fast Stream (2,114)	0.05%	27.92%	46.81%	13.96%	5.40%	3.17%
Senior Officer (5,105)	0.0%	0.22%	2.43%	5.07%	10.03%	11.30%
Higher Officer (11,881)	0.01%	3.00%	7.79%	9.58%	11.38%	10.05%
Officer (15,992)	0.59%	5.78%	8.84%	9.32%	10.30%	9.54%
Assistant Officer (26,458)	0.90%	8.26%	9.56%	9.17%	10.29%	9.89%
Admin Assistant (1,673)	0.42%	4.96%	4.30%	3.83%	6.63%	6.28%
All staff (68,713)	0.49%	6.04%	9.08%	8.85%	10.37%	9.74%

Grade	45-49 (9,518)	50-54 (12,434)	55-59 (10,506)	60-64 (4,594)	65+ (1,027)
SCS (346)	15.61%	30.35%	25.72%	6.07%	0.87%
Grade 6 (1,430)	16.22%	26.71%	21.54%	6.99%	1.05%
Grade 7 (3,714)	15.83%	23.91%	16.56%	4.95%	1.10%
Fast Stream (2,114)	1.75%	0.80%	0.14%	0.00%	0.00%
Senior Officer (5,105)	18.00%	26.35%	18.75%	6.76%	1.10%
Higher Officer (11,881)	15.23%	19.93%	16.15%	5.63%	1.25%
Officer (15,992)	13.99%	17.44%	15.80%	6.91%	1.48%
Assistant Officer (26,458)	13.07%	16.02%	14.12%	7.10%	1.61%
Admin Assistant (1,673)	10.94%	17.99%	21.10%	17.45%	6.10%
All staff (68,713)	13.85%	18.10%	15.29%	6.69%	1.49%

There were 31.9% HMRC employees aged between 45 and 54, and 8.2% are aged above 60. This is in line with our low attrition rate. There were 23.5% of our Admin Assistants aged above 60 (down from 24.6% in 2015-16). 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 2017:

Working pattern	16-19 (340)	20-24 (4,155)	25-29 (6,239)	30-34 (6,083)	30-39 (7,128)	40-44 (6,689)
Full-time (48,168)	90.00%	93.79%	91.84%	79.41%	70.76%	68.86%
Part-time (20,545)	10.00%	6.21%	8.16%	20.59%	29.24%	31.14%

Working pattern	45-49 (9,518)	50-54 (12,434)	55-59 (10,506)	60-64 (4,594)	65+ (1,027)	All staff (68,713)
Full-time (48,168)	70.51%	69.69%	62.35%	35.05%	21.42%	70.10%
Part-time (20,545)	29.49%	30.31%	37.65%	64.95%	78.58%	29.90%

Age and region

Percentage of staff by age within each region as at 31 March 2017:

Region	16-19 (340)	20-24 (4,155)	25-29 (6,239)	30-34 (6,083)	35-39 (7,128)	40-44 (6,689)
East (2,505)	0.2%	1.0%	2.0%	3.8%	8.7%	9.5%
East Midlands (3,458)	0.6%	4.3%	6.1%	6.5%	10.8%	11.4%
London (9,691)	0.2%	8.5%	13.3%	7.6%	8.5%	7.8%
North East (11,611)	0.7%	5.2%	7.4%	10.4%	12.3%	10.7%
North West (12,633)	0.5%	5.6%	9.7%	10.0%	10.9%	11.5%
Northern Ireland (1,937)	0.2%	5.4%	9.8%	8.5%	14.0%	11.9%
Scotland (8,909)	0.7%	7.7%	10.7%	10.6%	10.1%	8.5%
South East (3,176)	0.0%	1.9%	2.5%	4.9%	8.7%	10.1%
South West (1,742)	0.1%	3.5%	5.8%	6.1%	8.3%	9.2%
Wales (4,358)	1.3%	10.4%	12.4%	10.1%	9.2%	8.0%
West Midlands (4,199)	0.5%	5.7%	9.1%	9.5%	10.6%	9.2%
Yorks and Humber (4,494)	0.3%	5.6%	8.0%	7.9%	10.4%	9.0%
All staff (68,713)	0.5%	6.0%	9.1%	8.9%	10.4%	9.7%

Region	45-49 (9,518)	50-54 (12,434)	55-59 (10,506)	60-64 (4,594)	65+ (1,027
East (2,505)	16.5%	27.1%	20.5%	8.3%	2.3%
East Midlands (3,458)	15.9%	20.7%	16.0%	6.1%	1.6%
London (9,691)	12.6%	18.7%	14.7%	6.1%	2.0%
North East (11,611)	13.5%	15.8%	15.7%	7.2%	1.3%
North West (12,633)	14.7%	16.1%	13.7%	5.9%	1.4%
Northern Ireland (1,937)	14.5%	17.2%	12.4%	5.0%	1.2%
Scotland (8,909)	12.3%	16.5%	14.4%	7.3%	1.3%
South East (3,176)	15.8%	25.0%	19.5%	9.4%	2.1%
South West (1,742)	15.3%	21.5%	18.9%	9.8%	1.5%
Wales (4,358)	13.3%	15.9%	12.6%	5.5%	1.4%
West Midlands (4,199)	12.8%	17.6%	17.2%	6.2%	1.4%
Yorks and Humber (4,494)	14.3%	21.1%	16.0%	6.4%	1.1%
All staff (68,713)	13.9%	18.1%	15.3%	6.7%	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 (178)	20-24 (1,923)	25-29 (3,069)	30-34 (3,692)	35-39 (4,353)	40-44 (4,113)
Disabled (5,950)	2.2%	3.1%	5.7%	8.7%	11.7%	14.4%
Non-disabled (36,048)	97.8%	96.9%	94.3%	91.3%	88.3%	85.6%
Positive declaration %	52.4%	46.3%	49.2%	60.7%	61.1%	61.5%

Known disability status	45-49 (6,170)	50-54 (8,099)	55-59 (6,863)	60-64 (2,938)	65+ (600)	All staff (41,998)
Disabled (5,950)	15.7%	16.8%	17.8%	21.3%	18.3%	14.2%
Non-disabled (36,048)	84.3%	83.2%	82.2%	78.7%	81.7%	85.8%
Positive declaration %	64.8%	65.1%	65.3%	64.0%	58.4%	61.1%

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 (192)	20-24 (2,130)	25-29 (3,514)	30-34 (4,335)	35-39 (5,298)	40-44 (5,020)
BAME (5,597)	14.1%	19.3%	19.9%	13.6%	13.6%	12.6%
White (44,056)	85.9%	80.7%	80.1%	86.4%	86.4%	87.4%
Positive declaration %	56.5%	51.3%	56.3%	71.3%	74.3%	75.0%

Known ethnicity category	45-49 (7,367)	50-54 (9,579)	55-59 (8,074)	60-64 (3,410)	65+ (734)	All staff (49,653)
BAME (5,597)	10.4%	8.4%	7.4%	7.5%	12.5%	11.3%
White (44,056)	89.6%	91.6%	92.6%	92.5%	87.5%	88.7%
Positive declaration %	77.4%	77.0%	76.9%	74.2%	71.5%	72.3%

Age and gender

Percentage of staff by age range and gender:

Gender	16-19 (340)	20-24 (4,155)	25-29 (6,239)	30-34 (6,083)	35-39 (7,128)	40-44 (6,689)
Female (38,244)	54.4%	46.6%	45.9%	50.2%	53.6%	55.6%
Male (30,465)	45.6%	53.4%	54.1%	49.8%	46.4%	44.4%

Gender	45-49 (9,517)	50-54 (12,434)	55-59 (10,506)	60-64 (4,594)	65+ (1,027)	All staff (68713)
Female (38,244)	59.4%	60.8%	60.9%	55.2%	50.4%	55.7%
Male (30,465)	40.6%	39.2%	39.1%	44.8%	49.6%	44.3%

Age and sexual orientation

Percentage of staff by age range with known sexual orientation:

Known sexual orientation category	16-19 (174)	20-24 (1,907)	25-29 (3,102)	30-34 (3,461)	35-39 (3,874)	40-44 (3,642)
Heterosexual (34,117)	86.5%	83.9%	81.6%	75.6%	69.5%	68.6%
Lesbian/gay/ bisexual/ other (1,667)	4.2%	5.6%	6.7%	4.3%	3.6%	4.0%
Positive declaration %	51.2%	45.9%	49.7%	56.9%	54.3%	54.4%

Known sexual orientation category	45-49 (5,161)	50-54 (6,448)	55-59 (5,334)	60-64 (2,246)	65+ (435)	All staff (3,784)
Heterosexual (34,117)	66.7%	64.7%	64.1%	64.0%	57.1%	68.7%
Lesbian/gay/ bisexual/other (1,667)	3.4%	2.6%	1.9%	1.9%	2.2%	3.4%
Positive declaration %	54.2%	51.9%	50.8%	48.9%	42.4%	52.1%

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 2017 the disability status of 41,998 (61.1%) of HMRC employees is known.

Known disabled employee declaration percentages by grade

The highest proportion of employees with a known disability is in the Administrative Assistant grade (22.6%) and the lowest proportion is within the Senior Civil Service (4.1%).

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 (29,438)	% Part-time (12,560)	% All staff (41,998)
Disabled (5,950)	12.7%	17.7%	14.2%
Non-disabled (36,048)	87.3%	82.3%	85.8%
Positive declaration %	61.11%	61.14%	61.12%

Disability and region

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

Region	Disabled (5,950)	Non-disabled (36,048)	% Positive declaration
East (1,663)	16.7%	83.3%	66.4%
East Midlands (2,232)	14.0%	86.0%	64.5%
London (5,328)	13.0%	87.0%	55.0%
North East (6,852)	13.2%	86.8%	59.0%
North West (7,650)	15.0%	85.0%	60.6%
Northern Ireland (1,170)	15.0%	85.0%	60.4%
Scotland (5,347)	13.3%	86.7%	60.0%
South East (2,020)	18.0%	82.0%	63.6%
South West (1,119)	15.8%	84.2%	64.2%
Wales (2,793)	14.8%	85.2%	64.1%
West Midlands (2,696)	13.7%	86.3%	64.2%
Yorks and Humber (3,128)	12.9%	87.1%	69.6%
Grand total (41,998)	14.2%	85.8%	61.1%

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 (5,950)	Non-disabled (36,048)	% Positive declaration
BAME (4,237)	10.7%	89.3%	77.3%
White (35,841)	13.8%	86.2%	81.4%
Chose not to declare (847)	24.7%	75.3%	26.5%
Not known (983)	34.7%	65.3%	6.2%
All staff (41,998)	14.2%	85.8%	61.1%

Disability and gender

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

Gender	Disabled (5,950)	Non-disabled (36,048)	% Positive declaration
Female (23,873)	14.4%	85.6%	62.4%
Male (18,125)	13.9%	86.1%	59.5%
All staff (41,998)	14.2%	85.8%	61.1%

Disability and sexual orientation

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

Sexual orientation	Disabled (5,950)	Non-disabled (36,048)	% Positive declaration
Heterosexual (29,838)	12.8%	87.2%	87.5%
Lesbian/gay/bisexual/other (1,394)	22.5%	77.5%	83.6%
Chose not to declare (3,025)	18.5%	81.5%	53.6%
Not known (7,741)	16.3%	83.7%	28.4%
All staff (41,998)	14.2%	85.8%	61.1%

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 49,653 (72.3%) 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 2017. National census categories are used for this breakdown:

Asian (3,547)	Black (1,160)	Chinese (145)	Mixed (582)	Other ethnic group (163)
63.4%	20.7%	2.9%	10.4%	2.6%

Ethnicity and grade

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

The proportion of known BAME employees in the Fast Stream is 17.7%% (up from 15.2% in 2015-16) and remains above the departmental average.

Through our Diversity and Inclusion Strategy and Action Plan for 2016 to 2020 we continue to work 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 (48,170)	Part-time (20,543)	All staff
BAME (5,597)	13.1%	7.1%	11.3%
White (44,056)	86.9%	92.9%	88.7%
Positive declaration %	71.1%	75.1%	72.3%

Ethnicity and region

BAME percentages by region of staff with known ethnicity:

Region	BAME (5,597)	White (44,056)	% Positive declaration
East (1,890)	6.9%	93.1%	75.4%
East Midlands (2,591)	16.1%	83.9%	74.9%
London (6,211)	36.5%	63.5%	64.1%
North East (8,445)	2.3%	97.7%	72.7%
North West (9,157)	8.8%	91.2%	72.5%
Northern Ireland (1,394)	0.5%	99.5%	72.0%
Scotland (6,403)	2.7%	97.3%	71.8%
South East (2,348)	5.2%	94.8%	73.9%
South West (1,309)	4.1%	95.9%	75.1%
Wales (3,275)	5.7%	94.3%	75.1%
West Midlands (3,123)	22.1%	77.9%	74.4%
Yorks and Humber (3,507)	15.6%	84.4%	78.0%
All staff (49,653)	11.3%	88.7%	72.3%

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 (5,597)	White (44,056)	% Positive declaration
Female (28,562)	10.5%	89.5%	74.7%
Male (21,091)	12.4%	87.6%	69.2%
All staff (49,653)	11.3%	88.7%	72.3%

Ethnicity and sexual orientation

Ethnicity percentages by sexual orientation:

Sexual orientation	BAME (5,597)	White (44,056)	% Positive declaration
Heterosexual (33,200)	11.0%	89.0%	97.3%
Lesbian/gay/bisexual/other (1,595)	9.8%	90.2%	95.7%
Chose not to declare (3,272)	8.6%	91.4%	58.0%
Not known (11,586)	13.0%	87.0%	42.5%
All staff (49,653)	11.3%	88.7%	72.3%

1E. Gender analysis

Overall gender profile

As at 31 March 2017 our employee headcount was 68,713. There were 38,245 female employees (55.7%) and 30,468 male employees (44.3%).

Gender by grade

Gender percentages by grade:

Grade	% Female (38,245)	Male % (30,468)
SCS (346)	42.5%	57.5%
Grade 6 (1,430)	41.0%	59.0%
Grade 7 (3,714)	45.3%	54.7%
Fast Stream (2,114)	40.6%	59.4%
Senior Officer (5,105)	47.5%	52.5%
Higher Officer (11,881)	48.6%	51.4%
Officer (15,992)	56.9%	43.1%
Assistant Officer (26,458)	63.3%	36.7%
Admin Assistant (1,673)	54.9%	45.1%
All staff (68,713)	55.7%	44.3%

In junior grades, up to and including Officer, the proportion of female employees exceeds males. There are 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 2017:

Working pattern	Female (38,245)	Male (30,468)	All staff (68,713)
Full-time (48,170)	56.7%	87.0%	70.1%
Part-time (20,543)	43.3%	13.0%	29.9%

The percentage splits are based on HMRC's 48,170 full-time employees and 20,543 part-time employees – 80.1% of part-time employees are women.

Gender and regions

Percentages of staff by gender within in each region:

Region	Female (38,245)	Male (30,468)
East (2,527)	57.3%	42.7%
East Midlands (3,488)	54.5%	45.5%
London (9,894)	48.7%	51.3%
North East (11,454)	61.5%	38.5%
North West (12,677)	55.0%	45.0%
Northern Ireland (1,947)	54.4%	45.6%
Scotland (8,991)	57.5%	42.5%
South East (3,168)	57.8%	42.2%
South West (1,441)	50.4%	49.6%
Wales (4,024)	54.3%	45.7%
West Midlands (4,559)	55.2%	44.8%
Yorks and Humber (4,543)	56.7%	43.3%
All staff (68,713)	55.7%	44.3%

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 (694)	Male (973)	All staff (1,667)
Lesbian/gay/bisexual/other	3.5%	6.1%	4.7%

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 2017:

Sexual orientation	All staff (35,784)
Bisexual (400)	1.1%
Gay man (691)	1.9%
Gay woman/lesbian (342)	1.0%
Heterosexual (34,117)	95.3%
Other (234)	0.7%

Section 2: the diversity of our workforce in key areas

2A. New entrants

In 2016 to 2017 a total of 8,211 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 (26)	0.3%
Grade 6 (68)	0.8%
Grade 7 (260)	3.2%
Fast Stream (612)	7.5%
Senior Officer (273)	3.3%
Higher Officer (1,167)	14.2%
Officer (1,814)	22.1%
Assistant Officer (3,759)	45.8%
Admin Assistant (232)	2.8%
All staff (8,211)	

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 (241)	20-24 (2,085)	25-29 (2,239)	30-34 (1,156)	35-39 (806)	40-44 (562)
SCS (26)	0.0%	0.0%	0.0%	3.8%	15.4%	23.1%
Grade 6 (68)	0.0%	0.0%	0.0%	16.2%	22.1%	22.1%
Grade 7 (260)	0.0%	0.4%	12.7%	22.3%	21.9%	13.5%
Fast Stream (612)	0.2%	46.8%	39.9%	8.3%	2.9%	1.3%
Senior Officer (273)	0.0%	1.5%	12.5%	12.5%	23.1%	15.0%
Higher Officer (1,167)	0.0%	14.7%	25.9%	20.0%	14.0%	9.0%
Officer (1,814)	3.4%	24.3%	31.6%	14.6%	10.4%	6.2%
Assistant Officer (3,759)	4.6%	29.6%	26.6%	12.7%	7.5%	5.9%
Admin Assistant (232)	2.6%	29.7%	22.8%	12.1%	7.3%	7.3%
All staff (8,211)	**2.9%**	**25.4%**	**27.3%**	**14.1%**	**9.8%**	**6.8%**

HMRC grade	45-49 (483)	50-54 (366)	55-59 (207)	60-64 (57)	65+ (<10)
SCS (26)	19.2%	26.9%	7.7%	0.0%	3.8%
Grade 6 (68)	17.6%	11.8%	8.8%	1.5%	0.0%
Grade 7 (260)	12.7%	9.6%	6.2%	0.8%	0.0%
Fast Stream (612)	0.3%	0.2%	0.0%	0.0%	0.0%
Senior Officer (273)	15.4%	13.2%	5.9%	0.7%	0.4%
Higher Officer (1,167)	7.9%	6.3%	1.8%	0.3%	0.1%
Officer (1,814)	4.4%	3.3%	1.7%	0.2%	0.1%
Assistant Officer (3,759)	5.4%	3.8%	2.8%	1.0%	0.0%
Admin Assistant (232)	5.6%	5.2%	4.7%	2.6%	0.0%
All staff (8,211)	**5.9%**	**4.5%**	**2.5%**	**0.7%**	**0.1%**

Disability

Of the 8,211 new entrants, 4,155 (50.6%) 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 (9.7%) and known non-disabled (90.3%) figures are calculated from the 59.6% of Grade 7 new entrants who had made a positive declaration.

Percentage of new entrants in 2016 to 2017 by known disability status and grade:

HMRC grade	Disabled (260)	Non-disabled (3,895)	% Positive declaration
SCS (26)	7.1%	92.9%	53.8%
Grade 6 (68)	7.9%	92.1%	55.9%
Grade 7 (260)	9.7%	90.3%	59.6%
Fast Stream (612)	6.3%	93.8%	18.3%
Senior Officer (273)	10.5%	89.5%	62.6%
Higher Officer (1,167)	7.1%	92.9%	58.9%
Officer (1,814)	6.5%	93.5%	51.3%
Assistant Officer (3,759)	5.2%	94.8%	52.8%
Admin Assistant (232)	4.7%	95.3%	27.6%
All staff (8,211)	6.3%	93.7%	50.6%

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

There were 4,442 (54.1%) of 8,211 new entrants who 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 (14.5%) and white (85.5%) figures are calculated from the 63.5% of Grade 7 new entrants who had made a positive declaration.

Percentages of new entrants to HMRC in 2016 to 2017 by known ethnicity and grade:

HMRC grade	BAME (972)	White (3,470)	% Positive declaration
SCS (26)	7.1%	92.9%	53.8%
Grade 6 (68)	13.0%	87.0%	67.6%
Grade 7 (260)	14.5%	85.5%	63.5%
Fast Stream (612)	18.3%	81.7%	19.6%
Senior Officer (273)	24.3%	75.7%	69.2%
Higher Officer (1,167)	24.9%	75.1%	62.6%
Officer (1,814)	27.5%	72.5%	55.7%
Assistant Officer (3,759)	19.3%	80.7%	55.9%
Admin Assistant (232)	10.9%	89.1%	27.6%
All staff (8,211)	21.9%	78.1%	54.1%

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

Gender

Percentages of new entrants to HMRC in 2016 to 2017 by gender and grade:

HMRC grade	Female (3,864)	Male (4,347)
SCS (26)	46.2%	53.8%
Grade 6 (68)	51.5%	48.5%
Grade 7 (260)	51.9%	48.1%
Fast Stream (612)	49.0%	51.0%
Senior Officer (273)	45.4%	54.6%
Higher Officer (1,167)	43.4%	56.6%
Officer (1,814)	43.3%	56.7%
Assistant Officer (3,759)	50.1%	49.9%
Admin Assistant (232)	35.3%	64.7%
All staff (8,211)	47.1%	52.9%

The total number of males joining HMRC in 2016 to 2017 (4,347) exceeded females (3,864). Within the Senior Civil Service (SCS) 14 male new entrants and 12 female, were appointed. This shows a slowing of the trend to appoint more male new entrants than female (in the previous year 21 males were appointed to the SCS grade and 17 females). The feeder grades for the Senior Civil Service (Grade 6, Grade 7 and Fast Stream) all reflect an increase in the number of female new entrants.

Working pattern

Headcount and percentage proportions of new entrants in 2016 to 2017 by working pattern and grade:

HMRC grade	Full-time (7,699)	Part-time (512)
SCS (26)	92.3%	7.7%
Grade 6 (68)	94.1%	5.9%
Grade 7 (260)	92.7%	7.3%
Fast Stream (612)	100.0%	0.0%
Senior Officer (273)	95.2%	4.8%
Higher Officer (1,167)	96.8%	3.2%
Officer (1,814)	97.0%	3.0%
Assistant Officer (3,759)	90.7%	9.3%
Admin Assistant (232)	86.6%	13.4%
All staff (8,211)	93.8%	6.2%

The percentage of new entrants employed on a part-time basis has again increased over the previous year. The highest percentage of new entrants working on a part-time basis were at the Admin Assistant grade.

2B: Performance ratings

A performance management system exists for employees in all grades excluding Senior Civil Servants. Employees are rated as 'Exceeded', 'Achieved', 'Must Improve' or subject to 'Managing Poor Performance' procedures.

For 2016 to 2017 a total of 66,298 individual performance ratings were recorded for employees in the Admin Assistant grade through to Grade 6. The majority of the 288 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.

Following feedback from colleagues and managers changes were made to the performance management system during the year.

In the summer of 2017, we intend to carry out a wider consultation with our workforce to seek their views on a new approach to managing performance and development in HMRC.

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

Performance Rating	Percentage proportion
Exceeded (12,396)	18.7%
Achieved (48,051)	72.5%
Must Improve (5,515)	8.3%
No Assessment Required (288)	0.4%
Managing Poor Performance (48)	0.1%
All staff (66,298)	

Grade

Performance rating percentages by grade for 2016 to 2017:

HMRC grade	Exceeded (12,396)	Achieved (48,051)	Must Improve (5,515)	Managing Poor Performance (48)
Grade 6 (1,411)	23.88%	68.39%	7.73%	0.00%
Grade 7 (3,591)	20.72%	72.26%	6.99%	0.03%
Band T (2,050)	18.68%	75.66%	5.61%	0.05%
Senior Officer (5,075)	20.69%	72.22%	7.07%	0.02%
Higher Officer (11,418)	19.31%	72.81%	7.76%	0.12%
Officer (15,391)	18.97%	72.13%	8.82%	0.08%
Assistant Officer (25,592)	17.69%	73.24%	9.00%	0.07%
Admin Assistant.(1,482)	15.45%	75.44%	9.11%	0.00%
All staff (66,010)	18.78%	72.79%	8.35%	0.07%

Age

Performance ratings percentages by age for 2016 to 2017:

Age range	Exceeded (12,396)	Achieved (48,051)	Must Improve (5,515)	Managing Poor Performance (48)
16-19 (213)	14.50%	69.03%	16.00%	0.47%
20 - 24 (3,550)	17.79%	72.76%	9.45%	0.00%
25 - 29 (5,680)	18.13%	73.44%	8.38%	0.05%
30 - 34 (5,831)	21.37%	70.96%	7.65%	0.02%
35 - 39 (6,965)	21.92%	71.39%	6.65%	0.04%
40 - 44 (6,467)	21.18%	71.41%	7.38%	0.03%
45 - 49 (9,284)	21.61%	70.63%	7.69%	0.08%
50 - 54 (12,171)	19.37%	72.75%	7.79%	0.09%
55 - 59 (10,295)	15.84%	74.91%	9.18%	0.07%
60 - 64 (4,540)	10.44%	77.93%	11.44%	0.20%
65+ (1,014)	6.30%	76.89%	16.42%	0.40%
All staff (66,010)	**18.75%**	**72.81%**	**8.37%**	**0.07%**

Disability

There were 40,690 (61.6%) of recorded performance ratings for 2016 to 2017 awarded to staff who had made a positive disability declaration.

Performance ratings percentages by known disability status for 2016 to 2017:

Disability status	Exceeded (7,981)	Achieved (29,487)	Must Improve (3,190)	Managing Poor Performance (32)
Disabled (5,839)	15.77%	72.03%	12.04%	0.16%
Non-disabled (34,851)	20.22%	72.56%	7.15%	0.07%
All staff (40,690)	**19.59%**	**72.49%**	**7.85%**	**0.08%**

Ethnicity

There were 48,203 (73.0%) of recorded performance ratings for 2016 to 2017 awarded to employees who had made an ethnicity declaration.

Performance rating percentages by ethnicity for 2016 to 2017:

Ethnicity category	Exceeded (9,505)	Achieved (34,843)	Must Improve (3,820)	Managing Poor Performance (35)
BAME (5,374)	13.25%	74.12%	12.52%	0.11%
White (42,829)	20.51%	72.07%	7.35%	0.07%
All staff (48,203)	**19.69%**	**72.30%**	**7.94%**	**0.07%**

Gender

Performance rating percentages by gender for 2016 to 2017:

Gender	Exceeded (12,396)	Achieved (48,051)	Must Improve (5,515)	Managing Poor Performance (48)
Female (37,186)	19.68%	73.72%	6.58%	0.03%
Male (28,824)	17.56%	71.66%	10.66%	0.13%
All staff (66,010)	**18.75%**	**72.81%**	**8.37%**	**0.07%**

Sexual orientation

Performance rating percentages by known sexual orientation for 2016 to 2017:

Sexual orientation category	Exceeded (6,900)	Achieved (24,880)	Must Improve (2,785)	Managing Poor Performance (24)
Heterosexual (33,005)	19.88%	72.03%	8.02%	0.07%
Lesbian/gay /bisexual/other (1,584)	20.52%	70.54%	8.88%	0.06%
All staff (34,589)	**19.91%**	**71.96%**	**8.06%**	**0.07%**

Working pattern

Performance rating percentages by working pattern for 2016 to 2017:

Working pattern	Exceeded (12,396)	Achieved (48,051)	Must Improve (5,515)	Managing Poor Performance (48)
Full-time (45,530)	20.71%	70.82%	8.40%	0.07%
Part-time (20,480)	14.30%	77.33%	8.28%	0.08%
All staff (66,010)	**18.75%**	**72.81%**	**8.37%**	**0.07%**

2C: Mandatory training

As at 31 March 2017, 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 2017 and is based on a total workforce headcount at that time of 68,713.

Mandatory training uptake percentages for all staff as at 31 March 2017:

Mandatory training – all staff	% Uptake
Display screen equipment (47,528)	69.1%
Equality and diversity essentials (49,142)	71.5%
Fire awareness (60,385)	87.9%
Health and Safety Awareness (52,999) (Non-managers only)	77.1%
'Responsible For Information' (62,668)	91.2%
'Working With Official Information' (61,288)	89.2%

The table below shows the uptake percentages for the four mandatory training packages for managers at 31 March 2017 and is based on a total of 10,114 staff with line management responsibility at that date.

Mandatory training take-up percentages for managers as at 31 March 2017:

Mandatory training – managers	% Uptake
Health and Safety – accidents (7,922)	78.3%
Health and Safety – managers (5,845)	57.8%
Health and Safety – risk assessment (7,822)	77.3%
'Unconscious Bias' (8,840)	87.4%

2D: Promotions

There were 6,109 employees who achieved substantive promotion in 2016 to 2017. 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 2016 to 2017:

Grade	% All promotions (6,109)
SCS (39)	0.6%
Grade 6 (184)	3.0%
Grade 7 (604)	9.9%
Fast Stream (218)	3.6%
Senior Officer (1,126)	18.4%
Higher Officer (1,958)	32.0%
Officer (1,790)	29.3%
Assistant Officer (190)	3.1%

Age

Promotions into grade percentages by age range for 2016 to 2017:

Grade	16-19 (<10)	20-24 (283)	25-29 (777)	30-34 (973)	35-39 (1,046)	40-44 (797)
SCS (39)	0.0%	0.0%	2.6%	7.7%	15.4%	12.8%
Grade 6 (184)	0.0%	0.0%	1.6%	13.0%	18.5%	14.7%
Grade 7 (604)	0.0%	0.0%	15.9%	12.1%	13.2%	11.8%
Fast Stream (218)	0.0%	8.3%	31.2%	21.6%	16.1%	10.1%
Senior Officer (1,126)	0.0%	0.6%	4.6%	10.7%	16.7%	16.1%
Higher Officer (1,958)	0.1%	4.7%	12.7%	17.7%	18.9%	13.0%
Officer (1,790)	0.3%	8.2%	16.5%	19.6%	17.5%	12.0%
Assistant Officer (190)	0.5%	10.0%	6.8%	4.2%	9.5%	12.1%

Grade	45-49 (940)	50-54 (818)	55-59 (406)	60-64 (58)	65+ (<10)
SCS (39)	23.1%	28.2%	10.3%	0.0%	0.0%
Grade 6 (184)	15.2%	25.0%	10.3%	1.1%	0.5%
Grade 7 (604)	16.2%	21.0%	9.1%	0.7%	0.0%
Fast Stream (218)	8.7%	3.7%	0.5%	0.0%	0.0%
Senior Officer (1,126)	22.1%	18.6%	9.9%	0.6%	0.0%
Higher Officer (1,958)	15.3%	11.4%	5.4%	0.8%	0.0%
Officer (1,790)	11.7%	9.1%	4.3%	0.8%	0.0%
Assistant Officer (190)	14.7%	16.3%	17.4%	7.4%	1.1%

There were 41.8% of all people promoted aged between 40 and 54 (down from 45.2% the previous year). The majority of those promoted to the senior grades were aged between 45 and 59.

Disability

Of the employees promoted in 2016 to 2017, 4,001 (65.5%, down from 66.2% in 2015-16) had made a positive disability declaration.

Promotions into grade percentages by known disability status for 2016 to 2017:

Grade	Disabled (402)	Non-disabled (3,599)	% Positive declaration
SCS (34)	0.0%	100.0%	87.2%
Grade 6 (139)	6.5%	93.5%	75.5%
Grade 7 (435)	9.0%	91.0%	72.0%
Fast Stream (151)	8.6%	91.4%	69.3%
Senior Officer (800)	9.3%	90.8%	71.0%
Higher Officer (1,306)	10.0%	90.0%	66.7%
Officer (1,025)	11.4%	88.6%	57.3%
Assistant Officer (111)	17.1%	82.9%	58.4%
All staff (4,001)	10.0%	90.0%	65.5%

The number in brackets represents the people promoted for each grade who declared their disability status.

Ethnicity

Of the employees promoted in 2016 to 2017, 4,758 (77.9%, down from 79.9% in 2015-16) had made an ethnicity declaration.

Promotion into grade percentages by known ethnicity for 2016 to 2017:

Grade	BAME (532)	White (4,226)	% Positive declaration
SCS (39)	2.78%	97.22%	92.3%
Grade 6 (184)	4.03%	95.97%	81.0%
Grade 7 (604)	7.27%	92.73%	82.0%
Fast Stream (218)	16.76%	83.24%	79.4%
Senior Officer (1,126)	9.13%	90.87%	81.7%
Higher Officer (1,958)	12.38%	87.62%	80.0%
Officer (1,790)	12.76%	87.24%	71.8%
Assistant Officer (190)	13.53%	86.47%	70.0%
All staff (6,109)	11.18%	88.82%	77.9%

Gender

In 2016 to 2017, 52.2% of substantive promotions were for women (down from 53.2% in 2015-16) this is slightly below the overall level of women's representation in the workforce (55.7%).

Promotion into grade percentages by gender and grade for 2016 to 2017:

Grade	Female (3,188)	Male (2,921)
SCS (39)	51.3%	48.7%
Grade 6 (184)	50.5%	49.5%
Grade 7 (604)	48.2%	51.8%
Fast Stream (218)	27.1%	72.9%
Senior Officer (1,126)	49.3%	50.7%
Higher Officer (1,958)	52.8%	47.2%
Officer (1,790)	57.6%	42.4%
Assistant Officer (190)	55.3%	44.7%
All staff (6,109)	52.2%	47.8%

Sexual orientation

Of the employees promoted in 2016 to 2017, 3,721 (60.9%, up from 57.0% in 2015-16) had made a sexual orientation declaration.

Promotion into grade percentages by known sexual orientation for 2016 to 2017:

Grade	Heterosexual (3,539)	Lesbian/gay /bisexual/other (182)	% Positive declaration
SCS (31)	96.8%	3.2%	79.5%
Grade 6 (117)	94.0%	6.0%	63.6%
Grade 7 (412)	95.4%	4.6%	68.2%
Fast Stream (142)	94.4%	5.6%	65.1%
Senior Officer (724)	95.6%	4.4%	64.3%
Higher Officer (1,220)	95.2%	4.8%	62.3%
Officer (982)	94.8%	5.2%	54.9%
Assistant Officer (93)	94.6%	5.4%	48.9%
All staff (3,721)	95.1%	4.9%	60.9%

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

Working pattern

Promotions into grade percentages by working pattern for 2016 to 2017:

Grade	Full-time (5,310)	Part-time (799)
SCS (39)	94.9%	5.1%
Grade 6 (184)	93.5%	6.5%
Grade 7 (604)	94.9%	5.1%
Fast Stream (218)	97.2%	2.8%
Senior Officer (1,126)	90.9%	9.1%
Higher Officer (1,958)	87.7%	12.3%
Officer (1,790)	81.3%	18.7%
Assistant Officer (190)	62.6%	37.4%
All staff (6,109)	86.9%	13.1%

2E: Maternity and adoption leave

In the year ending 31 March 2017, a total of 1,224 employees took maternity or adoption leave. This is a small decrease compared with 1,263 employees in 2015-16 (which was itself a substantial increase on the preceding year). There were no instances of adoption leave and 1,224 instances of maternity leave.

Grade

New maternity and adoption leave instances by grade for 2016 to 2017:

Grade	% All adoption/ maternity instances (1,224)
SCS (<10)	0.4%
Grade 6 (22)	1.8%
Grade 7 (69)	5.6%
Band T (23)	1.9%
Senior Officer (42)	3.4%
Higher Officer (140)	11.4%
Officer (287)	23.4%
Assistant Officer (618)	50.5%
Admin Assistant (18)	1.5%

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 2016 to 2017:

Grade	Average number of working days taken
SCS (<10)	39.4
Grade 6 (22)	113.0
Grade 7 (69)	100.8
Band T (23)	126.8
Senior Officer (42)	108.3
Higher Officer (140)	107.3
Officer (287)	108.6
Assistant Officer (618)	98.1
Admin Assistant (18)	81.8
All staff (1,224)	102.5

Age

New maternity and adoption leave instances by age range for 2016 to 2017:

Age Range	% All adoption/ maternity leave instances (1,224)
16-19(<10)	0.2%
20 - 24 (63)	5.1%
25 - 29 (243)	19.9%
30 - 34 (449)	36.7%
35 - 39 (363)	29.7%
40 - 44 (92)	7.5%
45 - 49 (9)	0.7%
50 - 54 (<5)	0.2%
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 2016 to 2017:

Office region	% All adoption/ maternity leave instances (1,224)	% HMRC workforce (68,713)
East (37)	3.0%	3.0%
East Midlands (52)	4.4%	4.2%
London (139)	11.7%	11.4%
North East (222)	18.0%	18.1%
North West (259)	21.5%	21.2%
Northern Ireland (50)	4.0%	4.1%
Scotland (195)	15.7%	15.9%
South East (34)	2.4%	2.8%
South West (20)	1.5%	1.6%
Wales (56)	4.6%	4.6%
West Midlands (75)	5.7%	6.1%
Yorks and Humber (85)	7.4%	6.9%

Working pattern

New instances of maternity and adoption leave percentages by working pattern in 2016 to 2017:

Working pattern	% All adoption/maternity leave instances (1,224)	% HMRC workforce (68,713)
Full-time (693)	56.6%	70.1%
Part-time (531)	43.4%	29.9%

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 2016 to 2017:

Change in working hours	% All adoption/maternity leave instances (1,224)
Reductions in hours (81)	6.6%
No change (1141)	93.2%
Increase in hours (2)	0.2%

2F: Grievances

The data presented here shows the proportion of employees who have lodged a formal grievance in the year ending 31 March 2017 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 2016 to 2017, 64 HMRC employees lodged a formal grievance.

Grade

Grievances in 2016 to 2017 by grade:

Grade	% All grievances
SCS (0)	0.0%
Grade 6 (0)	0%
Grade 7 (<10)	1.6%
Fast Stream (0)	0%
Senior Officer (<10)	1.6%
Higher Officer ((<10)	14.1%
Officer (17)	26.6%
Assistant Officer (32)	50.0%
Admin Assistant (<10)	6.3%

The majority of formal complaints were lodged by Assistant Officers.

Age

Grievances percentages by age range and grade in 2016 to 2017:

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 (0)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade 7 (<10)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fast Stream (0)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Senior Officer (<10)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Higher Officer ((<10)	0.0%	0.0%	0.0%	22.2%	22.2%	22.2%
Officer (17)	0.0%	0.0%	11.8%	17.6%	5.9%	5.9%
Assistant Officer (32)	0.0%	3.1%	3.1%	9.4%	15.6%	15.6%
Admin Assistant (<10)	0.0%	0.0%	0.0%	0.0%	25.0%	25.0%
All staff (64)	0.0%	1.6%	4.7%	12.5%	14.1%	14.1%

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 (0)	0.0%	0.0%	0.0%	0.0%	0.0%
Grade 7 (<10)	0.0%	0.0%	100.0%	0.0%	0.0%
Fast Stream (0)	100.0%	0.0%	0.0%	0.0%	0.0%
Senior Officer (<10)	0.0%	100.0%	0.0%	0.0%	0.0%
Higher Officer (<10)	33.3%	0.0%	0.0%	0.0%	0.0%
Officer (17)	29.4%	17.6%	11.8%	0.0%	0.0%
Assistant Officer (32)	21.9%	12.5%	15.6%	3.1%	3.1%
Admin Assistant (<10)	25.0%	0.0%	25.0%	0.0%	0.0%
All staff (64)	25.0%	12.5%	14.1%	1.6%	1.6%

Disability

Of the 64 employees who lodged a formal grievance in 2016 to 2017, 61 (60.9%) declared their disability status.

Grievances percentages by known disability and grade for 2016 to 2017:

Grade	Disabled (20)	Non-disabled (19)	% Positive declaration
SCS (0)	0.0%	0.0%	0.0%
Grade 6 (0)	0.0%	0.0%	0.0%
Grade 7 (<10)	100.0%	0.0%	100.0%
Fast Stream (0)	0.0%	0.0%	0.0%
Senior Officer (<10)	0.0%	0.0%	0.0%
Higher Officer ((<10)	75.0%	25.0%	44.4%
Officer (17)	40.0%	60.0%	58.8%
Assistant Officer (32)	52.4%	47.6%	65.6%
Admin Assistant (<10)	33.3%	66.7%	75.0%
All staff (64)	51.3%	48.7%	60.9%

There were 51.3% of formal grievances lodged by known disabled employees – 39.1% of employees who lodged a grievance had not declared their disability status.

Ethnicity

There were 50 (78%) of the 64 employees who lodged a formal grievance in 2016 to 2017 who declared their ethnicity.

Grievances percentages by known ethnicity and grade:

Grade	BAME (7)	White (43)	% Positive declaration
SCS (0)	0.0%	0.0%	0.0%
Grade 6 (0)	0.0%	0.0%	0.0%
Grade 7 (<10)	0.0%	100.0%	100.0%
Fast Stream (0)	0.0%	0.0%	0.0%
Senior Officer (<10)	0.0%	100.0%	100.0%
Higher Officer ((<10)	60.0%	40.0%	55.6%
Officer (17)	7.7%	92.3%	76.5%
Assistant Officer (32)	7.4%	92.6%	84.4%
Admin Assistant (<10)	33.3%	66.7%	75.0%
All staff (64)	14.0%	86.0%	78.1%

In total 14.0% of formal grievances were lodged by known BAME employees (decreasing from 18.9% in 2015-16).

Gender

Grievances percentages by gender and grade in 2016 to 2017:

Grade	Female (37)	Male (27)
SCS (0)	0.0%	0.0%
Grade 6 (0)	0.0%	0.0%
Grade 7 (<10)	100%	0.0%
Fast Stream (0)	0.0%	0.0%
Senior Officer (<10)	100%	0.0%
Higher Officer (<10)	44.4%	55.6%
Officer (<10)	52.9%	47.1%
Assistant Officer (20)	62.5%	37.5%
Admin Assistant (<10)	50.0%	50.0%
All staff (64)	57.8%	42.2%

In total 37 (57.8%) of the 64 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 2016 to 2017:

Grade	Heterosexual (29)	Lesbian/gay/ bisexual/other (<10)	% Positive declaration
SCS (0)	0.0%	0.0%	0.0%
Grade 6 (0)	0.0%	0.0%	0.0%
Grade 7 (<10)	100.0%	0.0%	100.0%
Fast Stream (0)	0.0%	0.0%	0.0%
Senior Officer 0)	0.0%	0.0%	0.0%
Higher Officer (19)	100.0%	0.0%	33.3%
Officer (9)	90.0%	10.0%	58.8%
Assistant Officer (15)	93.8%	6.2%	50.0%
Admin Assistant (<10)	100.0%	0.0%	25.0%
All staff (64)	93.5%	6.5%	48.8%

Working pattern

Grievances percentages by working pattern and grade for 2016 to 2017:

Grade	Full-time (41)	Part-time (23)
SCS (0)	0.0%	0.0%
Grade 6 (0)	0.0%	0.0%
Grade 7 (<10)	100.0%	0.0%
Fast Stream (0)	100.0%	0.0%
Senior Officer (<10)	100.0%	0.0%
Higher Officer ((<10)	100.0%	0.0%
Officer (17)	88.2%	11.8%
Assistant Officer (32)	40.6%	59.4%
Admin Assistant (<10)	50.0%	50.0%
All staff (64)	64.0%	36.0%

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 2016 to 2017, 744 employees were subject to formal disciplinary procedures. Our areas of business are responsible for disciplinary matters and for taking action at a local level to ensure a fairness of approach.

Grade

Disciplinary procedures grade percentages of referrals compared with total HMRC workforce in 2016 to 2017:

Grade	% Disciplinary cases (744)	% Total HMRC workforce (68,713)
SCS (<10)	0.13%	0.50%
Grade 6 (<10)	0.7%	2.08%
Grade 7 (13)	1.7%	5.41%
Fast Stream (12)	1.6%	3.08%
Senior Officer (17)	2.2%	7.43%
Higher Officer (63)	8.3%	17.29%
Officer (130)	15.3%	23.27%
Assistant Officer (490)	59.7%	38.51%
Admin Assistant (13)	1.6%	2.43%

Age

Disciplinary procedures age range percentages of referrals compared with total workforce for 2016 to 2017:

Age range	% Disciplinary cases (744)	% Total HMRC workforce (68,713)
16-19(13)	1.75%	0.49%
20 - 24 (101)	13.58%	6.05%
25 - 29 (105)	14.11%	9.08%
30 - 34 (96)	12.90%	8.85%
35 - 39 (98)	13.17%	10.37%
40 - 44 (64)	8.60%	9.73%
45 - 49 (103)	13.84%	13.85%
50 - 54 (85)	11.42%	18.10%
55 - 59 (46)	6.18%	15.29%
60 - 64 (2)	3.76%	6.69%
65+ (<10)	0.67%	1.49%

Disability

Of the 744 employees referred for disciplinary action in 2016 to 2017, 347 (46.7%) had made a positive disability status declaration (56 disabled and 291 non-disabled).

Disciplinary procedures percentages comparing known disability status of referred staff with known disability status of the total workforce for 2016 to 2017:

Disability status	% Disciplinary cases (347)	% Total HMRC workforce (41,998)
Disabled (56)	16.1%	14.2%
Non-disabled (291)	83.9%	85.8%
Positive declaration %	46.7%	61.1%

Ethnicity

Of the 744 employees referred for disciplinary action in 2016 to 2017, 446 (59.9%) had made a positive ethnicity declaration (73 BAME and 373 white). These figures are compared with the 49,653 (72.3%) ethnicity declarations made by HMRC employees (5,597 BAME and 44,056 white) as at 31 March 2017.

Disciplinary procedures percentages comparing where ethnicity is known with ethnicity in the total workforce for 2016 to 2017:

Ethnicity category	% Disciplinary cases (446)	% Total HMRC workforce (49,653)
BAME (73)	16.4%	11.3%
White (373)	83.6%	88.7%
Positive declaration %	59.9%	72.3%

Gender

Of the 744 employees referred for disciplinary action during 2016 to 2017, 271 were female and 473 were male. Across the department as a whole, HMRC had 38,245 female employees and 30,468 male employees.

Disciplinary procedures gender percentages comparing referrals with the total workforce for 2016 to 2017:

Gender	% Disciplinary cases (744)	% Total HMRC workforce (68,713)
Female (271)	36.4%	55.7%
Male (473)	63.6%	44.3%

Sexual orientation

Of the 744 employees referred for disciplinary action in 2016 to 2017, 327 (44.0%) made a positive sexual orientation declaration (305 heterosexual and 22 lesbian, gay, bisexual and other). These figures are compared with the 35,784 (52.1%) positive sexual orientation declarations made by HMRC employees (34,117 heterosexual and 1,667 lesbian, gay, bisexual and other) as at 31 March 2017.

Disciplinary procedures percentages comparing referrals where sexual orientation is known with sexual orientation in the total workforce for 2016 to 2017:

Sexual orientation	% Disciplinary cases (327)	% Total HMRC workforce (35,784)
Heterosexual (317)	93.3%	82.4%
Lesbian/gay /bisexual/other (26)	6.7%	4.0%
Positive declaration %	40.0%	52.1%

Working pattern

In total 573 full-time employees and 171 part-timers were referred for disciplinary action. Across the department as a whole, HMRC had 48,170 full-time employees and 20,543 part-time employees.

Disciplinary procedures comparison of referrals by working pattern with total HMRC workforce for 2016 to 2017:

Working pattern	% Disciplinary cases (744)	% Total HMRC workforce (68,713)
Full-time (573)	77.0%	70.1%
Part-time (171)	23.0%	29.9%

Region

Disciplinary procedures comparison of regional referrals percentages with total workforce by region for 2016 to 2017:

Office region	% Disciplinary cases (744)	% Total HMRC workforce (68,713)
East (17)	2.3%	3.6%
East Midlands (19)	2.6%	5.0%
London (72)	9.7%	14.1%
North East (115)	15.5%	16.9%
North West (168)	22.6%	18.4%
Northern Ireland (11)	1.5%	2.8%
Scotland (149)	20.0%	13.0%
South East (273)	3.6%	4.6%
South West (23)	3.1%	2.5%
Wales (52)	7.0%	6.3%
West Midlands (51)	6.9%	6.1%
Yorks and Humber (40)	5.4%	6.5%

2H: Leavers

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

In 2016 to 2017, a total of 6,521 employees left HMRC through the various leaving reasons indicated below.

Grade

Leaving reason by grade percentages for 2016 to 2017:

Leaving reason	Admin Assistant (274)	Assistant Officer (3,209)	Officer (1,239)	Higher Officer (785)	Senior Officer (302)
Resignation (1,684)	10.95%	33.06%	20.18%	17.07%	11.59%
Retirement (1,577)	30.29%	16.14%	30.51%	39.75%	43.05%
Release scheme (283)	29.56%	2.59%	5.00%	4.84%	3.64%
OGD Loan (Unpaid) (132)	0.00%	0.84%	0.89%	4.46%	3.31%
OGD Permanent transfer (1,420)	2.19%	23.65%	19.29%	13.50%	16.23%
End of FTA (93)	6.57%	1.43%	2.10%	0.00%	0.66%
Dismissal (240)	1.46%	5.67%	2.42%	1.78%	2.32%
Voluntary redundancy (426)	7.66%	6.61%	9.52%	7.64%	3.64%
Other (666)	11.31%	10.00%	10.09%	10.96%	15.56%

Leaving reason	Fast Stream (342)	Grade 7 (298)	Grade 6 (134)	SCS (38)	All staff (6,521)
Resignation (1,684)	29.34%	21.48%	19.40%	34.21%	25.82%
Retirement (1,577)	0.00%	30.87%	42.54%	18.42%	24.18%
Release scheme (283)	0.00%	2.35%	0.00%	2.63%	4.34%
OGD Loan (Unpaid) (132)	3.72%	9.06%	6.72%	10.53%	2.02%
OGD Permanent transfer (1,420)	66.12%	25.17%	15.67%	13.16%	21.78%
End of FTA (93)	0.00%	0.34%	0.00%	0.00%	1.43%
Dismissal (240)	0.00%	0.67%	0.00%	2.63%	3.68%
Voluntary redundancy (426)	0.00%	0.34%	1.49%	2.63%	6.53%
Other (666)	0.83%	9.73%	14.18%	15.79%	10.21%

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 2016 to 2017:

Leaving reason	16-19 (58)	20-24 (568)	25-29 (725)	30-34 (496)	35-39 (466)	40-44 (437)
Resignation (1,684)	63.8%	53.3%	46.9%	41.9%	34.8%	34.3%
Retirement (1,577)	0.0%	0.0%	0.0%	0.4%	0.2%	0.9%
Release scheme (283)	0.0%	0.0%	0.0%	0.2%	4.3%	4.8%
OGD Loan (Unpaid) (132)	0.0%	2.5%	4.3%	5.8%	3.9%	3.7%
OGD Permanent transfer (1,420)	13.8%	22.4%	39.3%	39.3%	40.1%	36.2%
End of FTA (93)	8.6%	13.9%	0.6%	0.6%	0.0%	0.5%
Dismissal (240)	3.4%	3.3%	3.3%	4.2%	6.2%	5.0%
Voluntary redundancy (426)	0.0%	0.0%	0.0%	1.0%	4.9%	7.3%
Other (666)	10.3%	4.6%	5.7%	6.5%	5.6%	7.3%

Leaving reason	45-49 (563)	50-54 (697)	55-59 (1,050)	60-64 (1,064)	65+ (397)
Resignation (1,684)	29.0%	23.1%	12.0%	3.0%	0.5%
Retirement (1,577)	1.6%	8.6%	32.7%	77.3%	84.4%
Release scheme (283)	7.3%	8.9%	5.2%	5.4%	6.5%
OGD Loan (Unpaid) (132)	1.4%	1.3%	0.7%	0.0%	0.0%
OGD Permanent transfer (1,420)	30.7%	22.7%	8.2%	3.5%	1.5%
End of FTA (93)	0.0%	0.0%	0.0%	0.0%	0.0%
Dismissal (240)	6.0%	5.6%	2.9%	1.7%	0.5%
Voluntary redundancy (426)	13.1%	14.2%	11.1%	5.5%	4.3%
Other (666)	10.8%	15.6%	27.2%	3.6%	2.3%

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

Disability

Of the 6,521 leavers in 2016 to 2017, 3,361 (51.5%) declared their declared their disability status.

Leaving reason by known disability status percentages for 2016 to 2017:

Leaving reason	Disabled (690)	Non-disabled (2,941)	% Positive declaration
Resignation (776)	10.44%	89.56%	48.6%
Retirement (1062)	20.06%	79.94%	73.4%
Release scheme (169)	33.73%	66.27%	64.7%
OGD Loan (Unpaid) (83)	4.82%	95.18%	66.7%
OGD Transfer (750)	13.73%	86.27%	56.7%
End of FTA (35)	14.29%	85.71%	38.7%
Dismissal (118)	31.36%	68.64%	52.9%
Voluntary redundancy (263)	24.33%	75.67%	66.4%
Other (249)	33.60%	66.40%	61.7%
All staff (3,631)	19.00%	81.00%	59.9%

Ethnicity

Of the 6,521 leavers in 2016 to 2017, 4,351 (66.7%) declared their ethnicity.

Leaving reason by know ethnic category percentages for 2016 to 2017:

Leaving reason	BAME (446)	White (3,905)	% Positive declaration
Resignation (938)	15.99%	84.01%	58.2%
Retirement (1,202)	5.57%	94.43%	83.1%
Release scheme (218)	6.42%	93.58%	83.0%
OGD Loan (Unpaid) (99)	11.11%	88.89%	75.0%
OGD Permanent transfer (921)	9.66%	90.34%	68.6%
End of FTA (39)	35.90%	64.10%	41.9%
Dismissal (149)	20.13%	79.87%	65.0%
Voluntary redundancy (326)	7.36%	92.64%	80.8%
Other (459)	10.24%	89.76%	72.8%
All staff (4,351)	10.25%	89.75%	70.8%

Gender

Leaving reason by gender percentages for 2016 to 2017:

Leaving reason	Female (3,633)	Male (2,888)
Resignation (1,684)	52.73%	47.27%
Retirement (1,577)	51.30%	48.70%
Release scheme (283)	60.42%	39.58%
OGD Loan (Unpaid) (132)	55.30%	44.70%
OGD Permanent transfer (1,420)	61.27%	38.73%
End of FTA (93)	41.94%	58.06%
Dismissal (240)	45.83%	54.17%
Voluntary redundancy(426)	72.07%	27.93%
Other (666)	54.95%	45.05%
All staff (6,521)	55.71%	44.29%

Sexual orientation

Leaving reason by known sexual orientation percentages for 2016 to 2017:

Leaving reason	Heterosexual (2,875)	Lesbian/gay /bisexual/other (150)	% Positive declaration
Resignation (708)	95.48%	4.52%	46.5%
Retirement (766)	96.34%	3.66%	60.9%
Release scheme (119)	95.80%	4.20%	52.3%
OGD Loan (Unpaid) (81)	86.42%	13.58%	66.7%
OGD Permanent transfer (728)	94.37%	5.63%	57.4%
End of FTA (33)	78.79%	21.21%	37.6%
Dismissal (101)	93.07%	6.93%	47.9%
Voluntary redundancy (186)	97.85%	2.15%	54.2%
Other (303)	95.05%	4.95%	52.9%
All staff (3,025)	95.04%	4.96%	54.1%

Working pattern

Leaving reason by working pattern percentages for 2016 to 2017:

Leaving reason	Full-time (3,983)	Part-time (2,538)
Resignation (1,684)	72.39%	27.61%
Retirement (1,577)	37.48%	62.52%
Release scheme (283)	59.01%	40.99%
OGD Loan (Unpaid) (132)	93.94%	6.06%
OGD Permanent transfer (1,420)	76.41%	23.59%
End of FTA (93)	58.06%	41.94%
Dismissal (240)	57.92%	42.08%
Voluntary redundancy (426)	45.31%	54.69%
Other (666)	61.71%	38.29%
All staff (6,521)	61.08%	38.92%

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.

Ownership of diversity and inclusion issues has shifted to business areas and all our directorates have produced a diversity delivery plan with an overarching 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 channel for sharing best practice across our areas of business.

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 to 2020. Our Diversity and Inclusion Strategy fully aligns with the refreshed Civil Service Talent Action Plan, which was published on 26 March 2015.

Our Diversity and Inclusion Strategy supports delivery of our key objectives by highlighting the role that diversity, equality and inclusion play in what we do. The strategy sets out how our diversity, equality and inclusion aims have 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.

During the year our Raising Disability Awareness campaign won the Championing Disabled People Award in the Civil Service Awards 2016.

In October 2016, we achieved level 2 of the Governments Disability Confident Scheme and became a Disability Confident employer. We have set a target date of November 2017 to achieve level 3 of the scheme (Disability Confident Leader) and will report on our progress next year.

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. In the latter part of the year we made a submission for the first ever Social Mobility Employer Index and expected the results during the summer of 2017.