HM Revenue & Customs

How HMRC has complied with its public sector equality duties 2017-18

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, and policy administration activities.

It covers the period 1 April 2017 to 31 March 2018 for customer service and policy administration and HM Revenue and Customs' (HMRC's) diversity and inclusion data.

Part 1 of the report covers customer service and policy activities.

Previous editions may be found under [HMRC's corporate reports](#) 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 vital purpose

We are the UK's tax, payments and customs authority: 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.

To achieve our vital purpose in a changing world, we are transforming and modernising the way we work – putting customers at the heart of everything we do.

We're proud of this ambition, and the values that underpin it.

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 by the government, and outlined 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.

We also set out HMRC's equality objectives in the single departmental plan, which are to:

- further develop our understanding about the impact of our services on customers and identify more clearly those who need enhanced support
- provide digital services that are accessible and usable by the widest possible range of customers
- ensure that our public sector duty is reflected in appropriate HMRC policies, processes, projects and training
- create and maintain a diverse workforce that better reflects HMRC's customer base
- create a working environment that values difference and fosters an inclusive workplace culture where HMRC employees from all backgrounds, can give their best, are treated fairly, valued for their contributions, and where they can progress their careers.

Our achievements

Our key achievements in 2017-18, which reflect our commitment to customer service, while meeting departmental strategic objectives, include:

- £605.8 billion record total tax revenues brought in – £30.9 billion more than last year
- 15 million customers using Personal Tax Accounts to manage their tax affairs online
- more than one million tax credits customers renewed online using our digital service
- 46.7 million calls received – exceeding our five minute target for average speed of answer
- more than 110,000 customers were supported through our Needs Enhanced Services (NES)
- 96.6% of all customs checks cleared within two hours, against our target of 95%
- 80.7% customer post turned around within 15 days
- £229 million efficiency savings we made for the UK taxpayer
- £26.2 billion in tax credits and £11.7 billion in Child Benefit paid out
- £30.3 billion compliance yield generated against our target of £28 billion, an increase of £1.4 billion from 2016-2017
- 4,301 full-time equivalent employees recruited
- 2,202 apprentices in HMRC, accounting for 3.3% of our workforce.

A skilled and sustainable workforce

At the end of 2017-18, HMRC had 59,332 full-time equivalent employees, 2,000 fewer than the previous year.

We want to make HMRC a great place to work, where everyone knows they are valued and will be treated fairly, regardless of background, working pattern or who they know. Our staff engagement score for 2017-18 was 50% – a significant improvement – but we know we have more to do to increase this further.

An important part of this is creating a greater range of career opportunities – we had 22 professions within HMRC last year, including tax, policy, operational delivery, project and programme management, IT, finance and analysis, and we promoted more than 4,000 people this year.

We are also investing in the skills our people need to deliver for our customers. Every single HMRC employee gets a full five days of funded training and development every year, pro rata for part-time colleagues.

Please see HMRC's Annual Report for more details of our achievements in 2017-18.

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 continues to work with a wide range of internal and external stakeholders, helping the department to comply with equality legislation, provide the best possible service for people in protected equality groups, and drive forward improvements in customer service.

We continue to run a twice-yearly Disabled Customers Consultation Group and hold a Mental Health Forum. These involve a number of external stakeholder groups who help us to identify and address issues faced by disabled customers accessing HMRC services and by vulnerable customers with mental health conditions.

Most of our customers use our services without any problems, but we recognise that mistakes do happen and we continually examine our processes to identify how we can improve. We do this by listening to our customers and acting on their feedback, improving our complaints handling service and making the complaints process easy and accessible. For example, in 2017-18 we expanded the availability of our online iForm complaints service to all businesses and individuals.

We monitor customer complaints involving the protected characteristics covered by the Equality Act and use the analysis and information to improve customer service. Last year, we identified a trend of complaints involving customers with mental health conditions. We developed new guidance to help colleagues to identify and support customers with a range of mental health conditions, incorporating best practice from external stakeholders. We promoted the guidance among colleagues in face-to-face events and also internally on our intranet site.

We have continued to work in partnership with the Royal Association for the Deaf to offer British Sign Language (BSL) translation services, which enable HMRC to hold live conversations with deaf customers who use BSL, and increased the number of subtitled BSL videos for HMRC's YouTube channel.

HMRC has a strategic approach to raising awareness of customer equality policy among policy makers and our customer-facing colleagues.

We have:
- promoted the reasonable adjustments that our customer-facing people should offer to customers who need extra support
- developed guidance for supporting vulnerable customers and customers with mental health conditions and promoted these at a number of training events, led by senior managers
- delivered training sessions covering legislative requirements and equality impact assessments for our policy colleagues and will be doing more in 2018-19
- developed a new page and guidance to support colleagues dealing with vulnerable customers, including those with mental health conditions
- promoted HMRC's Charter, which sets out what customers can expect from us and what we expect from customers.

Our equality objectives for 2016-20 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. Our service helps people in various ways, according to their needs, such as home visits carried out by our advisers for customers that have issues with mobility or disability.

There may be one or a number of reasons why we offer Needs Enhanced Support for customers with a range of difficulties including:
- accessibility issues
- low personal confidence
- mental health or emotional difficulties
- special educational needs
- genuine problems with their ability to interact with our tax and benefits system
- circumstances where they're unable to interact with HMRC's set processes or actions in the required manner or timeframe, for example, because they are in prison.

We offer a range of enhanced support including:

- specialist help from our phone or webchat service where advisers can fast track an application or process where appropriate
- advisers who investigate a case and will call customers back over more complex queries
- face-to-face help at a convenient time and location or customer's home
- debt management support
- holding three-way conversations with the customer helped by people working for the Royal Association for Deaf people (RAD) using Skype for those with hearing impairments
- large print and Braille correspondence for customers with visual impairments
- a tailored accessible service suitable for various needs on the Additional Needs page on GOV.UK.

We are 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.

We are also expanding the service to help customers with a broader range of queries.

In 2017-18, we successfully brought National Insurance Contributions queries within the NES remit and are now conducting a trial helping customers with VAT issues. In certain circumstances, we are now also able to make same-day repayments. Further opportunities for expansion are being explored.

HMRC also liaises with others to give customers the most appropriate NES service including:

- voluntary sector community partners, such as Tax Aid, Tax Help for Older People, Low Income Tax Reform Group, MIND, Citizens Advice Bureau
- the Department for Work and Pensions (DWP) in supporting the transition to Universal Credit and sharing information and guidance to support a more joined up experience for customers
- local authorities with a key worker for the government-funded Troubled Families programme in England, helping families with multiple problems, including crime, unemployment, mental health issues and domestic abuse
- people working as coaches in HM Prison Service.

In 2017-18, our NES service:

- supported more than 110,000 customers
- received more than 97,000 calls from customers about taxes, tax credits, Child Benefit and National Insurance Contributions transferred from general helplines and the voluntary and community sector
- resolved queries from more than 21,000 customer letters
- supported more than 19,000 customers face-to-face in community venues or in their homes.

How NES helped our customers in 2017-18

Telephone calls handled and face-to-face appointments
97,000

Letters received
21,000

Total HMRC contact
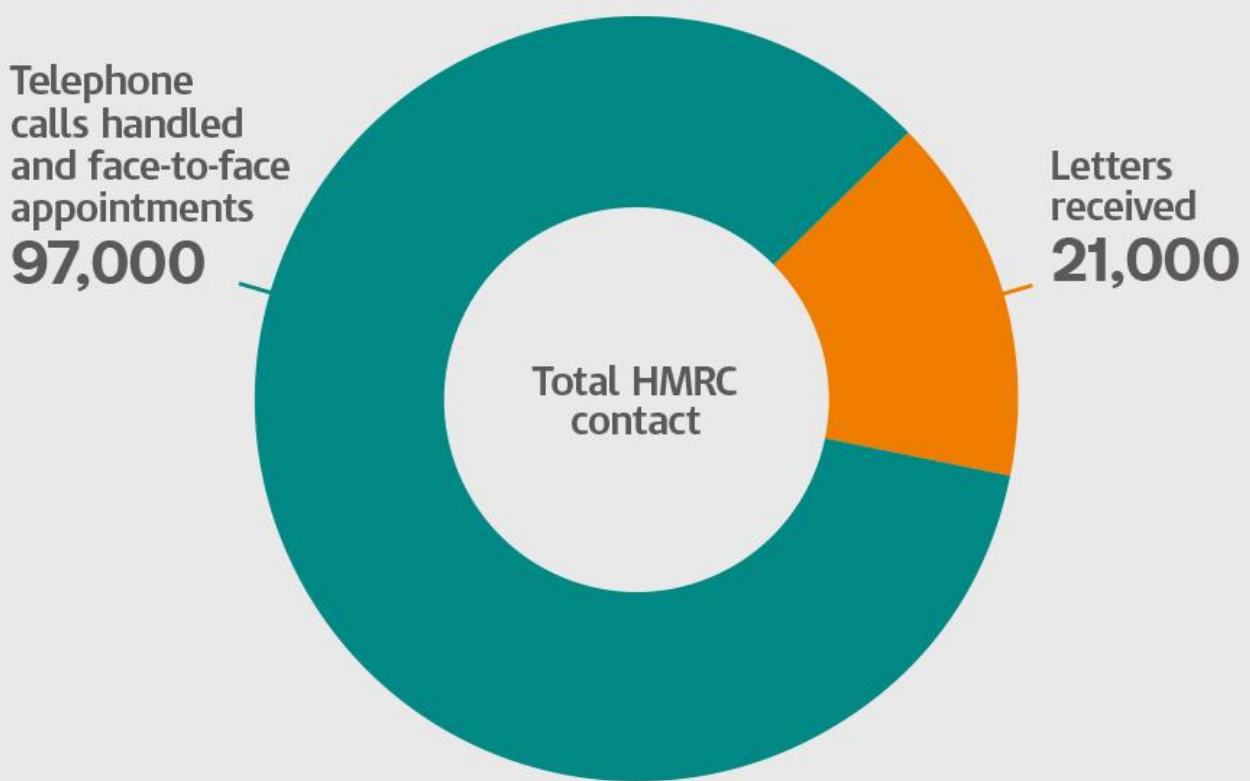
Grant funding and engagement with the voluntary and community sectors

Voluntary and community sector organisations supported more than 48,000 customers through the HMRC Grant Funding programme, during 2017-18. This programme provides funding to organisations so they can support our customers who need extra help understanding and complying with their obligations and claiming their entitlements, including those who do not use our digital services. We have also agreed funding for 2018-19 and 2019-20.

The organisations have worked with us on the development and design of Making Tax Digital and promoting the introduction of the Personal Tax Account. They also help customers to form or rebuild a relationship with the department, which enables them to engage directly with us in the future.

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

Emotional support for vulnerable customer with outstanding tax returns

A customer suffering from severe mental health issues following a breakdown got in touch and required help completing outstanding tax returns. She explained that she had a history of self-harming and the stress of her tax affairs was making her consider this again. The NES adviser promised to take the customer through the returns step-by-step and assured her that no action would be taken against her while they were going through the process to complete the forms.

The adviser called the customer on several occasions, dealing with each tax return page by page. A face-to-face appointment was offered, but the customer didn't want to leave her home and wasn't comfortable with inviting people into her home.

The final call lasted almost 90 minutes and was stressful for the customer and the adviser, because the customer said she was hearing voices in her head and was threatening to harm herself.

The adviser continued with the call and gave detailed help with the tax matters as well as emotional support. Due to increased concerns for the customer's welfare, the adviser suggested calling the emergency services. However, this agitated the customer further and so the adviser did not involve them and decided the best way to manage the situation was to complete the tax returns as soon as possible.

As a result, the customer completed the tax return fully and HMRC was able to call her back a few days later to advise she was due a tax refund. The customer's mood lifted and she thanked the adviser for the support that meant her tax issues were resolved completely.

Assistance with tax and tax credits after sudden death in the family

A customer contacted us, distraught at the sudden death of his wife. She had always dealt with all their paperwork. He explained that his wife had also been legal guardian of their grandson because his son and daughter-in-law were heroin addicts, and he was dealing with the court to transfer the guardianship to him.

He did not know where to start with his tax affairs. The adviser calmed the customer, reassuring him that she would give him all the support he required to bring his affairs up-to-date. The adviser organised a face-to-face appointment with the customer and gave him a list of documents to provide so the adviser could assist him to complete the outstanding tax return.

A few weeks later the customer contacted NES again, as he'd had an injury at work and almost lost his arm. His income had dropped dramatically and he was extremely upset and concerned that he would lose his grandson due to this. The adviser helped the customer to apply successfully for the tax credits he was entitled to.

Because of the adviser's empathy and support, the customer was able to bring his tax affairs up to date, claim tax credits and maintain custody of his grandson.

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 49 TIINs for the year to March 2018.

The Customer Equalities team also 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 team has also continued to engage proactively with 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.

Expanding accessibility options

In 2017-18 our partnership with the Royal Association for the Deaf enabled HMRC NES colleagues to reach out and engage with 470 deaf customers using the Skype video relay service for more complex tax and tax credits queries. The service will be expanded throughout 2018-19 and other subjects will become available to deaf customers including National Insurance Contributions, VAT and Child Benefit.

Our NES service continues to offer BSL interpreters to our deaf customers during face-to-face appointments at a convenient time and location to the customer at more than 300 venues across the UK.

Our Visually Impaired Media Unit has continued to meet customers' requests for information in alternative formats. In 2017-18 the unit converted more than 36,140 documents into alternative formats, which included large print, Braille, audio and plain text on CD.

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. Work is ongoing to look at how we can refresh the Charter and embed it across HMRC ensuring that the focus remains on Charter commitments in our day-to-day work and when designing our processes and services.

The responsibility for monitoring HMRC's performance against the customer rights set out in Your Charter, and assessing how we help customers meet their obligations sits with a newly formed sub-committee of the HMRC Board, the Customer Experience Committee.

Our progress is reported in Your Charter - annual-reports. The 2017-2018 report describes the Charter Committee's activities and actions and shares the latest HMRC customer survey results, which gather regular feedback against Your Charter commitments.

Accessibility testing

We continue to create inclusive services and have them independently tested by the Digital Accessibility Centre. Our Standards and Assurance team are working on an accessibility strategy for HMRC Digital. There are some new challenges ahead, such as the EU directive on accessibility and we are preparing in advance for an update to the international accessibility standard known as WCAG 2.1, before the government is set to adopt it.

Transforming tax and payments for our customers

Expanding our digital services

The number of customers using our digital tax accounts continued to grow during 2017-18, with around 15 million people accessing their Personal Tax Accounts. Business Tax Accounts were used by more than three million businesses.

This is important for the overall transformation of our customer services. Not only do digital tax accounts make it quicker and more convenient to pay the right tax at the right time, they reduce pressure on our more traditional customer services.

We wanted to achieve an average customer satisfaction rating of 80% for our digital services in 2017-18. The number of survey responses we received increased by 43% from 6.7 million to 9.6 million and the percentage of customers who were either 'satisfied' or 'very satisfied' across all our digital services was marginally under 80% at 79.8%. We continue to listen to our customers to help us improve our service.

We are making smarter use of the data we hold, so customers can use their accounts to view their tax code, check their estimated tax liability and report changes using online iForms. Of the 1.3 million iForms we received last year we turned around 94.6% within seven days, marginally below our 95% target. Customers can also decide how they want to receive information from us – for instance, by receiving all PAYE and Self-Assessment correspondence online.

As well as digital tax accounts, we are developing innovative digital customer support services, for example, we held around 1.5 million live webchats with customers in 2017-18 as an alternative to calling us. Answering customer queries via social media such as Twitter and Facebook is also a popular method of communication.

Through our Making Tax Digital for Business programme, we are working to give businesses modern, digital services that make it easier for them to get things right. Increasingly, we are working in partnership with the software industry so businesses and their tax agents can use products and services that interact seamlessly with our own systems.

Digital tax accounts and direct support

Customers rightly expect the same high levels of service from us as they do from banks, retailers and other organisations – and they increasingly want services to be delivered digitally, since it is faster and more convenient for them.

Our new digital services are continuing to grow, but we have also invested in traditional channels, including a seven-day service and voice biometric technology on our phones known as Voice ID. The voiceprint includes more than 100 unique physical and behavioural characteristics, as independent research has shown that a voiceprint is as unique to an individual as a fingerprint.

Voice ID makes calls to HMRC quicker, simpler and more secure for both customer and HMRC.

When customers contact us by phone with a query about Pay As You Earn (PAYE), National Insurance (NI), Self-Assessment (SA), tax credits or Child Benefit, our system first establishes their identity, then:

- takes them through security checks
- offers them the option to register their voice as their password
- provides general information about their query
- refers them to self-serve options
- transfers the customer to the correct team if they still want to speak to an adviser.

When a customer contacts us the next time and uses their voice as their password, they no longer need to complete identity and verification checks.

As well as providing practical support to our teams, this gives our customers a better experience and allows us to focus on providing a quality service. Because customers have already passed security checks and told us why they are calling, this means our advisers can concentrate on making things better for the customer by resolving their problem more quickly.

Following our introduction of Voice ID, in accordance with the latest General Data Protection Regulation (GDPR), we ask customers for their consent to process their voice identification data and let them know that they can continue to answer security questions to access their account if they wish. We've published guidance on GOV.UK on how we use Voice ID to reassure customers that HMRC will encrypt their data and store it in a UK data centre, where we are the data controllers. We will never share this information with anyone outside HMRC.

Customer phone calls

We received 46.7 million phone calls to our contact centres in 2017-18. This is a decrease of 10% in demand to speak to an adviser, as more customers use our digital services.

Phone contact remains an important element of our interaction with customers, so we offer a seven-day telephony service and our customers are supported by automated messaging to access information and appropriate services.

For customers who need to speak to an adviser, our average speed in answering calls was four minutes and 28 seconds this year. This is within the five minute target we are funded by government to deliver, but was slower than the three minutes and 54 seconds we achieved in 2016-17.

The percentage of customers who waited ten minutes to be connected to an adviser was 14.6% against our target of no more than 15%. Going forward, we will continue to strive to optimise our phone performance within the funding available.

HMRC's customer equality objectives 2016-20

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

Customer equality objectives are:
1. **Customer understanding**: to further develop our understanding about the impact of our services on customers and identify more clearly those who need enhanced support
2. **Digital services**: to provide digital services that are accessible and usable by the widest possible range of customers
3. **Customer service**: to ensure that our public sector duty is reflected in appropriate HMRC policies, processes, projects and training.

Here is a summary of our progress against each customer equality objective.

1. We will further develop our understanding of our customers

We have been doing this by:
* improving our understanding of our customers especially those who need extra support, by conducting research, to find out what things our customers find difficult and what we can do to make things better
* we have two dedicated 'customer labs' where we work directly with our customers before new services are designed, and changes are rolled out. This means we can feel, hear and see things from the customer perspective, to make sure their interactions with us are as positive as possible by being simple and efficient
* reviewing our stakeholder engagement to improve its effectiveness
* continuing to proactively seek feedback on issues faced by the customer groups represented by our external stakeholders, so that we can improve both the accessibility of HMRC services and the overall customer experience
* continuing to discuss issues in customer-facing teams to improve our understanding and raising awareness of the support available – in response to feedback, we have been developing our guidance to support our people who are engaging with vulnerable customers and customers with mental health issues
* monitoring customer complaints to identify trends, help us to understand how we can support vulnerable customers, and proactively take action where necessary to improve our processes
* developing our analysis to incorporate complaints from customers who say they are feeling vulnerable, stressed or suicidal as a result of the pressures they are under.

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

We have been doing this by:
* Setting a minimum accessibility standard in the published Terms of Collaboration between HMRC and Software Developers, requiring developers to 'make sure your digital tools meet WCAG 2.0. AA as a minimum or higher' in order to ensure that available software will be compatible with a range of assistive technology
* continuing to develop our digital services so they are as inclusive as possible, providing extra help with digital and alternative formats when these are requested
* staying in regular contact with those responsible for introducing digital services to make sure they identify and address equality issues
* working through a number of issues with stakeholders with our Assisted Digital Working Group related to the provision of accessible digital services – this includes continued work with third party software developers to make sure the software that they develop is compatible with assistive technologies
* working with third party software developers to ensure that they are developing products that meet international accessibility standards
* working to make sure that MTD for Business software meets customer needs in a similar way to the existing software
* continuing to proactively address issues raised by our stakeholders about user testing and accessibility of online services

3. We will continue to improve customer service

We have been doing this by:
- developing and monitoring a programme of education for our people, particularly policy and frontline colleagues to 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 includes: staff seminars, workshops, online products, newsletters and improved guidance clearly signposted on our internal intranet pages
- 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
- continuing to explore the options to establish Customer Equality Champions and, or advocates across the department to promote best practice and to feedback on any issues or concerns to the Customer Equality team
- updating HMRC's Additional Needs page on GOV.UK to make it clearer to customers about the range of support that we can provide for those who need extra help
- increasing our engagement with key internal stakeholders across HMRC, promoting best practice, auditing and reporting our findings to help make sure that there is a useful flow of equality information and consistent approach
- continuing to develop our assisted digital support arrangements as part of our Making Tax Digital programme, reviewing all equality impact assessments that are submitted to the Investment Appraisal Board and other programme boards (approximately six projects each month) and the equality impacts of draft ministerial submissions
- making sure that training for tax professionals contains relevant information and guidance on customer equalities.

We have also continued to review performance across HMRC to make sure we are meeting our Public Sector Equality Duties and to report on this as part of HMRC's Annual Report and Accounts.

We have regular contact with voluntary and community sector (VCS) organisations to help us to provide a more effective level of service to diverse groups. This helps us make sure 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 ready to use when we help that customer in the future.

We are involved with VCS groups via various means, for example, the Disabled Customer Consultation Group, Mental Health Forum, Individual Stakeholder Forum, Assisted Digital Working Group and the Department for Work and Pensions Stakeholder Engagement Forum.

We are continuing to review our customer correspondence to make it as easy as possible for customers to understand what we require them to do and also to promote the extra support that is available.

Part 2: HMRC workforce diversity data 2017–2018

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 31March 2018.

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 2018. The elements of the typical employment cycle for which workforce equality data is provided are:
- 2A: New entrants
- 2B: Performance ratings
- 2C: Mandatory training
- 2D: Promotions (substantive)
- 2E: Adoption leave and maternity leave returnees
- 2F: Grievances
- 2G: Disciplinary procedures
- 2H: Leavers (includes dismissals).

The data is presented as percentages and headcounts in brackets against each of the following characteristics:
- age
- disability
- ethnicity
- gender.

Pay gap analysis

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

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 encourage all employees to tell us their disability, ethnicity, religion or belief and their sexual orientation status. For each of these areas, they have the option to 'choose not to declare'. The following declaration rates were based on a headcount of 64,764 as at 31 March 2018.

Disability

Disability declaration percentages for all staff by grade as at 31 March 2018:

Grade	Disabled (6,001)	Non-disabled (36,897)	Chose not To declare (3,499)	Not known (18,367)	% Disabled of knowns	Declaration rate
SCS (368)	4.3%	76.4%	3.5%	15.8%	5.4%	84.2%
Grade 6 (1,498)	6.7%	68.4%	7.8%	17.1%	9.0%	82.9%
Grade 7 (3,933)	8.7%	65.7%	6.7%	18.9%	11.7%	81.1%
Fast Stream (973)	6.9%	67.3%	5.7%	20.1%	9.3%	79.9%
Senior Officer (5,349)	9.3%	64.4%	6.6%	19.6%	12.6%	80.4%
Higher Officer (11,805)	8.9%	62.2%	6.0%	22.9%	12.5%	77.1%
Officer (15,234)	9.2%	58.6%	5.9%	26.3%	13.6%	73.7%
Assistant Officer (24,245)	9.7%	49.7%	4.3%	36.3%	16.4%	63.7%
Admin Assistant (1,359)	12.7%	44.0%	3.2%	40.0%	22.4%	60.0%
All Staff (64,764)	9.3%	57.0%	5.4%	28.4%	14.0%	71.6%

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

42,898 (66.2%) HMRC employees made a disability declaration. 6,001 (9.3%) employees declared themselves disabled and 36,897 (57.0%) employees declared they are non-disabled. In addition 3,499 (5.4 %) employees chose not to declare their disability status.

Ethnicity

For the purpose of this report, where colleagues 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 2018:

Grade	BAME (5,844)	White (43,325)	Chose not to declare (3,139)	Not known (12,546)	% BAME of knowns	Declaration rate
SCS (368)	4.3%	78.5%	3.3%	13.9%	5.2%	86.1%
Grade 6 (1,498)	6.1%	75.5%	6.9%	11.5%	7.4%	88.5%
Grade 7 (3,933)	6.9%	73.7%	6.2%	13.2%	8.6%	86.8%
Fast Stream (973)	14.3%	65.2%	4.2%	16.3%	18.0%	83.7%
Senior Officer (5,349)	7.9%	73.5%	5.9%	12.7%	9.7%	87.3%
Higher Officer (11,805)	10.3%	68.9%	5.8%	15.0%	13.0%	85.0%
Officer (15,234)	9.9%	67.7%	5.4%	17.1%	12.7%	82.9%
Assistant Officer (24,245)	8.7%	62.0%	3.6%	25.6%	12.4%	74.4%
Admin Assistant (1,359)	5.2%	63.1%	3.0%	28.6%	7.6%	71.4%
All staff (64,764)	9.0%	66.8%	4.8%	19.4%	11.9%	80.6%

49,079 (75.8%) HMRC employees made an ethnicity declaration. 5,844 (9.0%) employees declared themselves as Black, Asian and Minority Ethnic (BAME) and 43,325 (66.8%) declared themselves as white. 3,139 (4.8%) employees chose not to declare their ethnicity.

Religion or belief

Religion or belief declaration percentages for all staff by grade as at 31 March 2018:
32,293 employees (49.9%) declared themselves as having a religion or belief (including no belief) and 4,851 (7.5%) chose not to declare their religion or belief, while 27,620 (42.6%) employees have not made a religion or belief declaration.

Grade	Religion or belief declared (32,293)	Chose not to declare (4,851)	Not known (27,620)
SCS (368)	67.9%	7.6%	24.5%
Grade 6 (1,498)	59.0%	10.7%	30.3%
Grade 7 (3,933)	59.0%	9.5%	31.6%
Fast Stream (973)	68.1%	7.7%	24.2%
Senior Officer (5,349)	58.5%	8.8%	32.7%
Higher Officer (11,805)	55.4%	8.7%	35.9%
Officer (15,234)	51.1%	8.2%	40.8%
Assistant Officer (24,245)	42.4%	5.9%	51.7%
Admin Assistant (1,359)	32.9%	3.7%	63.4%
All staff (64,764)	49.9%	7.5%	42.6%

Sexual orientation

Sexual orientation declaration percentages for all staff by grade as at 31 March 2018:
37,505 (57.9%) employees made a sexual orientation declaration. 1,778 (2.7%) employees declared themselves lesbian, gay, bisexual or other and 5,660 (8.7%) chose not to declare their sexual orientation, while 21,599 (33.4%) employees have not made a sexual orientation declaration.

Grade	Lesbian/gay /bisexual /other (1,778)	Heterosexual (35,727)	Chose not to declare (5,660)	Not known (21,599)	% LGB of knowns	Declaration rate
SCS (368)	3.3%	66.8%	9.2%	20.7%	4.7%	79.3%
Grade 6 (1,498)	3.0%	62.8%	12.1%	22.1%	4.6%	77.9%
Grade 7 (3,933)	3.4%	63.3%	10.7%	22.6%	5.1%	77.4%
Fast Stream (973)	5.3%	65.5%	7.6%	21.6%	7.5%	78.4%
Senior Officer (5,349)	2.4%	64.1%	10.2%	23.3%	3.6%	76.7%
Higher Officer (11,805)	3.0%	60.6%	9.9%	26.5%	4.7%	73.5%
Officer (15,234)	2.9%	57.0%	9.3%	30.8%	4.9%	69.2%
Assistant Officer (24,245)	2.4%	48.0%	7.2%	42.3%	4.8%	57.7%
Admin Assistant (1,359)	1.5%	37.0%	5.2%	56.3%	3.8%	43.7%
All staff (64,764)	2.7%	55.2%	8.7%	33.4%	4.7%	66.6%

1B. Age analysis

Employee age profile

Age profile of employees by grade as at 31 March 2018:
20,342 (31.4%) of HMRC employees are aged between 45 and 54, and 5,842 (9%) are aged 60 or above
This is in line with our low attrition rate. 26.7% of our Admin Assistants are aged above 60 (up from 23.5% in 2017-18). 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.

Grade	16 - 19 (214)	20 - 24 (3,015)	25 - 29 (5,940)	30 –34 (5,737)	35 - 39 (6,986)	40 –44 (6,247)
SCS (368)	….	….	….	1.6%	10.1%	10.6%
Grade 6 (1,498)	….	….	0.5%	4.1%	12.3%	11.7%
Grade 7 (3,933)	….	….	5.9%	9.4%	12.4%	11.5%
Fast Stream (973)	….	16.9%	43.4%	17.8%	11.2%	5.1%
Senior Officer (5,349)	….	0.3%	2.9%	5.8%	10.4%	10.6%
Higher Officer (11,805)	….	2.4%	8.9%	10.0%	12.4%	9.6%
Officer (15,234)	0.5%	5.0%	10.1%	9.8%	10.7%	9.1%
Assistant Officer (24,245)	0.5%	7.3%	10.3%	8.7%	10.1%	9.7%
Admin Assistant (1,359)	….	1.5%	2.1%	3.2%	6.2%	5.3%
All staff (64,764)	0.3%	4.7%	9.2%	8.9%	10.8%	9.6%

Grade	45 – 49 (8,745)	50 - 54 (11,597)	55 - 59 (10,441)	60 - 64 (4,774)	65+ (1,068)
SCS (368)	15.5%	31.3%	24.2%	6.0%	….
Grade 6 (1,498)	15.4%	26.9%	21.0%	6.9%	1.2%
Grade 7 (3,933)	15.3%	21.7%	17.5%	5.3%	0.9%
Fast Stream (973)	3.2%	1.8%	0.6%	….	….
Senior Officer (5,349)	17.7%	25.1%	19.6%	6.6%	1.1%
Higher Officer (11,805)	14.6%	18.8%	15.7%	6.1%	1.5%
Officer (15,234)	12.6%	17.0%	15.9%	7.5%	1.6%
Assistant Officer (24,245)	12.6%	15.8%	15.1%	8.1%	1.8%
Admin Assistant (1,359)	12.0%	16.6%	26.0%	19.8%	6.9%
All staff (64,764)	13.5%	17.9%	16.1%	7.4%	1.6%

Age and working pattern

Percentages of staff by age range and working pattern as at 31 March 2018:

Working Pattern	16 - 19 (214)	20 - 24 (3,015)	25 - 29 (5,940)	30 - 34 (5,737)	35 - 39 (6,986)	40 - 44 (6,247)
Full-time (45,091)	92.1%	93.1%	92.0%	80.6%	71.3%	69.5%
Part-time (19,673)	7.9%	6.9%	8.0%	19.4%	28.7%	30.5%

Working pattern	45 - 49 (8,745)	50 - 54 (11,597)	55 - 59 (10,441)	60 - 64 (4,774)	65+ (1,068)	All staff (68,713)
Full-time (45,091)	70.8%	70.1%	62.4%	33.8%	20.5%	69.6%
Part-time (19,673)	29.2%	29.9%	37.6%	66.2%	79.5%	30.4%

Age and region

Percentage of staff by age within each region as at 31 March 2018:

Region	16 - 19 (214)	20 - 24 (3,051)	25 - 29 (5,940)	30 - 34 (5,737)	35 - 39 (6,986)	40 - 44 (6,247)
East (2,262)	….	1.5%	1.8%	3.5%	7.6%	9.9%
East Midlands (3,354)	0.3%	3.4%	7.8%	6.5%	10.5%	10.8%
London (8,238)	0.3%	3.7%	9.8%	7.2%	9.4%	8.3%
North East (11,156)	0.5%	4.6%	7.2%	9.7%	12.7%	10.6%
North West (12,164)	0.2%	4.5%	10.5%	10.0%	11.4%	10.6%
Northern Ireland (1,911)	….	3.8%	10.2%	9.3%	14.0%	13.2%
Scotland (8,492)	0.3%	6.4%	11.0%	11.1%	10.6%	8.9%
South East (2,691)	….	1.6%	2.5%	4.1%	8.6%	9.7%
South West (1,486)	….	3.0%	6.9%	7.3%	7.6%	9.2%
Wales (4,325)	0.8%	8.0%	14.0%	10.8%	10.0%	7.5%
West Midlands (4,157)	0.4%	4.5%	9.8%	9.5%	11.4%	9.1%
Yorks and Humber (4,479)	0.4%	5.6%	9.6%	7.8%	10.5%	8.8%
Unknown (49)	….	….	16.3%	12.2%	12.2%	….
All staff (64,764)	0.3%	4.7%	9.2%	8.9%	10.8%	9.6%

Region	45 - 49 (8,745)	50 – 54 (11,597)	55 - 59 (10,441)	60 - 64 (4,774)	65+ (1,068
East (2,262)	15.1%	26.9%	21.0%	10.2%	2.4%
East Midlands (3,354)	15.7%	19.4%	17.4%	6.5%	1.7%
London (8,238)	13.2%	20.9%	17.5%	7.3%	2.5%
North East (11,156)	13.3%	15.3%	16.4%	8.3%	1.5%
North West (12,164)	15.0%	15.9%	14.0%	6.4%	1.5%
Northern Ireland (1,911)	12.9%	17.5%	12.7%	5.3%	1.1%
Scotland (8,492)	11.0%	16.6%	15.0%	7.8%	1.3%
South East (2,691)	15.5%	24.8%	20.8%	9.9%	2.6%
South West (1,486)	14.1%	21.1%	19.6%	9.2%	2.0%
Wales (4,325)	13.2%	14.9%	13.5%	5.9%	1.5%
West Midlands (4,157)	12.3%	17.3%	17.2%	7.3%	1.3%
Yorks and Humber (4,479)	13.2%	19.6%	16.5%	6.8%	1.2%
Unknown (49)	….	18.4%	18.4%	….	….
All staff (64,764)	13.5%	17.9%	16.1%	7.4%	1.6%

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 (130)	20 - 24 (1,753)	25 - 29 (3,624)	30 - 34 (3,752)	35 - 39 (4,662)	40 - 44 (4,061)
Disabled (6,001)	3.8%	3.7%	5.8%	8.8%	11.6%	13.9%
Non- disabled (36,897)	97.2%	96.3%	94.2%	91.2%	88.4%	86.1%
Positive declaration %	60.7%	58.1%	61.0%	65.4%	66.7%	65.0%

Known disability status	45 - 49 (5,944)	50 - 54 (8,014)	55 - 59 (7,070)	60 - 64 (3,210)	65+ (678)	All known staff (42,898)
Disabled (6,001)	15.5%	16.4%	17.4%	21.7%	18.3%	14.0%
Non -disabled (36,897)	84.5%	83.6%	82.6%	78.3%	81.7%	86.0%
Positive declaration %	68.0%	69.1%	67.7%	67.2%	63.5%	66.2%

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 (135)	20 - 24 (1,893)	25 - 29 (3,990)	30 - 34 (4,271)	35 - 39 (5,402)	40 - 44 (4,809)
BAME (5,597)	13.3%	17.1%	21.8%	14.7%	14.1%	13.9%
White (44,056)	86.7%	82.9%	78.2%	85.3%	85.9%	86.1%
Positive declaration %	63.1%	62.8%	67.2%	74.7%	77.3%	77.0%

Known ethnicity category	45 - 49 (6,876)	50 - 54 (9,143)	55 – 59 (8,091)	60 - 64 (3,692)	65+ (777)	All staff (49,079)
BAME (4,790)	11.1%	8.7%	7.8%	7.8%	12.2%	11.9%
White (43,699)	88.9%	91.3%	92.2%	92.2%	87.8%	88.1%
Positive declaration %	78.6%	78.8%	77.5%	77.3%	72.8%	75.8%

Age and gender

Percentage of staff by age range and gender:

Gender	16 - 19 (214)	20 - 24 (3,015)	25 - 29 (5,940)	30 - 34 (5,737)	35 - 39 (6,986)	40 - 44 (6,247)
Female (35,759)	49.5%	45.7%	45.1%	48.0%	53.0%	54.0%
Male (29,005)	50.5%	54.3%	54.9%	52.0%	47.0%	46.0%

Gender	45 - 49 (8,745)	50 - 54 (11,597)	55 - 59 (10,441)	60 - 64 (4,774)	65+ (1,068)	All staff (648764)
Female (35,759)	58.6%	60.7%	60.9%	57.1%	49.6%	55.2%
Male (29,005)	41.4%	39.3%	39.1%	42.9%	50.4%	44.8%

Age and sexual orientation

Percentage of staff by age range with known sexual orientation:

Known sexual orientation category	16 - 19 (127)	20 - 24 (1,713)	25 - 29 (3,603)	30 - 34 (3,602)	35 - 39 (4,227)	40 - 44 (3,647)
Heterosexual (35,727)	92.9%	92.3%	92.9%	94.0%	94.9%	94.9%
Lesbian/gay/ bisexual/other (1,778)	7.1%	7.7%	7.1%	6.0%	5.1%	5.1%
Positive declaration %	59.3%	56.8%	60.7%	62.8%	60.5%	58.4%

Known sexual orientation category	45 - 49 (5,166)	50 - 54 (6,647)	55 - 59 5,709)	60 - 64 (2,568)	65+ (496)	All known staff (37,505)
Heterosexual (35,727)	95.6%	96.1%	96.8%	97.0%	96.8%	95.3%
Lesbian/gay/ bisexual/other (1,778)	4.4%	3.9%	3.2%	3.0%	3.2%	4.7%
Positive declaration %	59.1%	57.3%	54.7%	53.8%	46.4%	57.9%

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 2018 the disability status of 42,898 (66.2%) of HMRC employees is known.

Known disabled employee declaration percentages by grade

The highest proportion of known disabled employees 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 (30,121)	% Part-time (12,777)	% All staff (42,898)
Disabled (6,001)	12.5%	17.4%	14.0%
Non-disabled (36,897)	87.5%	82.6%	86.0%
Positive declaration %	66.8%	64.9%	71.6%

Disability and region

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

Region	Disabled (6,001)	Non-disabled (36,8978)	Positive declaration %
East (1,532)	16.5%	83.5%	66.4%
East Midlands (2,291)	13.4%	86.6%	64.5%
London (5,328)	13.1%	86.9%	55.0%
North East (6,852)	13.4%	86.6%	59.0%
North West (7,650)	14.9%	85.1%	60.6%
Northern Ireland (1,170)	15.1%	84.9%	60.4%
Scotland (5,347)	12.5%	87.5%	60.0%
South East (2,020)	17.2%	82.8%	63.6%
South West (1,119)	17.1%	82.9%	64.2%
Wales (2,793)	14.7%	85.3%	64.1%
West Midlands (2,696)	13.3%	86.7%	64.2%
Yorks and Humber (3,128)	12.7%	87.3%	69.6%
Grand total (41,998)	13.5%	86.5%	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 (6,001)	Non-disabled (36,897)	Positive declaration %
BAME (4,754)	10.9%	89.1%	81.3%
White (36,352)	13.7%	86.3%	84.1%
Chose not to declare (820)	25.2%	74.8%	26.1%
Not known (972)	30.5%	69.5%	7.7%
All staff (42,898)	14.0%	86.0%	66.2%

Disability and gender

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

Gender	Disabled (6,001)	Non-disabled (36,897)	Positive declaration %
Female (24,206)	14.4%	85.6%	67.7%
Male (18,692)	13.5%	86.5%	64.4%
All staff (42,898)	14.0%	86.0%	66.2%

Disability and sexual orientation

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

Sexual Orientation	Disabled (6,001)	Non-disabled (36,897)	Positive declaration %
Heterosexual (35,727)	12.9%	87.1%	90.0%
Lesbian/gay/bisexual/other (1,778)	21.4%	78.6%	86.8%
Chose not to declare (3,009)	18.1%	81.9%	53.2%
Not known (6,206)	15.9%	84.1%	28.7%
All staff (42,898)	14.0%	86.0%	66.2%

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 49,079 (75.8%) 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 2018 National Census categories are used for this breakdown:

Asian (3,699)	Black (1,215)	Chinese (163)	Mixed (600)	Other ethnic group (167)
63.3%	20.7%	2.8%	10.3%	2.9%

Ethnicity and grade

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

The proportion of known BAME employees in the Fast Stream is 18.0% (up from 17.7% in 2017-18) and remains above the departmental average.

Through our Diversity and Inclusion Strategy and Action Plan for 2016-20 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 'A Brilliant Civil Service', the Civil Service diversity and inclusion strategy.

Ethnicity and working pattern

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

Ethnicity category	Full-time (33,902)	Part-time (15,177)	All staff (49,079)
BAME (5,844)	13.8%	7.7%	11.9%
White (43,235)	86.2%	92.3%	88.1%
Positive declaration %	75.2%	75.1%	72.3%

Ethnicity and region

BAME percentages by region of staff with known ethnicity:

Region	BAME (5,844)	White (43,235)	Positive declaration %
East (1,717)	7.5%	92.5%	75.9%
East Midlands (2,579)	15.9%	84.1%	76.9%
London (6,075)	37.2%	62.8%	73.7%
North East (8,438)	2.3%	97.7%	75.6%
North West (9,165)	9.5%	90.5%	75.3%
Northern Ireland (1,510)	0.7%	99.3%	79.0%
Scotland (6,259)	3.0%	97.0%	73.7%
South East (2,024)	5.9%	94.1%	75.2%
South West (1,160)	5.5%	94.5%	78.1%
Wales (3,359)	6.1%	93.9%	77.7%
West Midlands (3,725)	24.8%	75.2%	78.8%
Yorks and Humber (3,475)	16.7%	83.3%	77.6%
Home/unknown (43)	14.0%	86.0%	87.8%
All staff (49,653)	11.9%	88.1%	75.8%

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 (5,844)	White (43,235)	Positive declaration %
Female (27,947)	11.1%	88.9%	78.2%
Male (21,105)	13.0%	87.0%	72.8%
All staff (49,079)	11.9%	80.6%	75.8%

Ethnicity and sexual orientation

Ethnicity percentages by sexual orientation:

Sexual orientation	BAME (5,844)	White (43,235)	Positive declaration %
Lesbian/gay/bisexual/other (1,706)	10.1%	89.9%	96.0%
Heterosexual (34,770)	11.9%	88.1%	97.3%
Chose not to declare (3,223)	9.4%	90.6%	56.9%
Not known (11,586)	13.3%	86.7%	43.4%
All staff (49,079)	11.9%	88.1%	75.8%

1E. Gender analysis

Overall gender profile

As at 31 March 2018 our employee headcount was 64,764. There were 35,759 female employees (55.2%) and 29,005 male employees (44.8%).

Gender by grade

Gender percentages by grade:

Grade	Female % (35,759)	Male % (29,005)
SCS (368)	43.8%	56.3%
Grade 6 (1,498)	42.1%	57.9%
Grade 7 (3,933)	44.4%	55.6%
Fast Stream (973)	33.3%	66.7%
Senior Officer (5,349)	48.2%	51.8%
Higher Officer (11,805)	48.9%	51.1%
Officer (15,234)	56.5%	43.5%
Assistant Officer (24,245)	62.6%	37.4%
Admin. Assistant (1,359)	56.4%	43.6%
All staff (64,764)	55.2%	44.8%

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 2018:

Working pattern	Female % (35,759)	Male % (29,005)	All staff (64,764)
Full-time (45,091)	55.9%	86.6%	69.6%
Part-time (19,673)	44.1%	13.4%	30.4%

The percentage splits are based on HMRC's 45,091 full-time employees and 19,673 part-time employees. 80.2% of part-time employees are women.

Gender and regions

Percentages of staff by gender within in each region:

Region	Female % (35,759)	Male % (29,005)
East (2,262)	57.4%	42.6%
East Midlands (3,354)	54.6%	45.4%
London (8,238)	48.6%	51.4%
North East (11,156)	60.8%	39.2%
North West (12,164)	54.1%	45.9%
Northern Ireland (1,911)	53.7%	46.3%
Scotland (8,492)	57.5%	42.5%
South East (2,691)	57.6%	42.4%
South West (1,486)	46.8%	53.2%
Wales (4,325)	53.5%	46.5%
West Midlands (4,157)	54.8%	45.2%
Yorks and Humber (4,479)	55.6%	44.4%
Home/unknown (49)	57.1%	42.9%
All staff (64,764)	55.2%	44.8%

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

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

Sexual Orientation Category	Female (20,772)	Male (16,733)	All staff (37,505)
Lesbian/gay/bisexual/other	3.6%	6.2%	4.7%

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 2018:

Sexual orientation	All staff (37,505)
Bisexual (446)	1.2%
Gay man (726)	1.9%
Gay woman/lesbian (358)	1.0%
Heterosexual (35,727)	95.3%
Other (248)	0.7%

Section 2: the diversity of our workforce in key areas

2A. New entrants

In 2017-18 a total of 4,301 new entrants were appointed to posts in HM Revenue and Customs. The data presented shows those externally recruited to HMRC posts in that year.

Grade

Headcount and percentage proportions of new entrants by grade:

HMRC grade	% of all new entrants
SCS (44)	1.0%
Grade 6 (64)	1.5%
Grade 7 (266)	6.2%
Fast Stream (153)	3.6%
Senior Officer (200)	4.7%
Higher Officer (627)	14.6%
Officer (818)	19.0%
Assistant Officer (2,105)	48.9%
Admin Assistant (24)	0.6%
All staff (4,301)	100.0%

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 (195)	20 - 24 (964)	25 - 29 (958)	30 - 34 (615)	35 - 39 (450)	40 - 44 (324)
SCS (44)	0.0%	0.0%	0.0%	4.5%	15.9%	2.3%
Grade 6 (64)	0.0%	0.0%	1.6%	6.3%	25.0%	23.4%
Grade 7 (266)	0.0%	0.4%	10.9%	24.8%	19.2%	15.0%
Fast Stream (153)	0.0%	43.8%	30.1%	15.0%	9.8%	0.7%
Senior Officer (200)	0.0%	4.5%	14.0%	18.0%	17.5%	12.5%
Higher Officer (627)	0.0%	11.3%	25.5%	18.5%	16.7%	9.6%
Officer (818)	8.7%	26.8%	25.9%	14.4%	9.4%	5.5%
Assistant Officer (2,105)	5.8%	28.3%	22.7%	11.5%	6.8%	6.5%
Admin Assistant (24)	8.3%	8.3%	16.7%	33.3%	4.2%	4.2%
All staff (4,301)	4.5%	22.4%	22.3%	14.3%	10.5%	7.5%

HMRC grade	45 - 49 (306)	50 - 54 274)	55 - 59 (175)	60 - 64 (39)	65+ (<10)
SCS (44)	20.5%	38.6%	13.6%	4.5%	0.0%
Grade 6 (64)	14.1%	17.2%	10.9%	1.6%	0.0%
Grade 7 (266)	12.4%	11.7%	5.6%	0.0%	0.0%
Fast Stream (153)	0.0%	0.7%	0.0%	0.0%	0.0%
Senior Officer (200)	15.0%	11.0%	5.5%	2.0%	0.0%
Higher Officer (627)	7.5%	7.5%	3.0%	0.3%	0.0%
Officer (818)	4.9%	2.9%	1.3%	0.1%	0.0%
Assistant Officer (2,105)	6.5%	5.7%	4.9%	1.4%	0.0%
Admin Assistant (24)	8.3%	4.2%	12.5%	0.0%	0.0%
All staff (4,301)	7.1%	6.4%	4.1%	0.9%	0.0%

Disability

Of the 4,301 new entrants, 2,157 (50.2%) 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 (7.4%) and known non-disabled (92.6%) figures are calculated from the 56% of Grade 7 new entrants who had made a positive declaration.

Percentage of new entrants in 2017-18 by known disability status and grade:

HMRC grade	Disabled (171)	Non- disabled (1,986)	Positive declaration %
SCS (19)	10.5%	89.5%	43.2%
Grade 6 (26)	7.7%	92.3%	40.6%
Grade 7 (149)	7.4%	92.6%	56.0%
Fast Stream (79)	10.1%	89.9%	51.6%
Senior Officer (118)	9.3%	90.7%	59.0%
Higher Officer (373)	8.3%	91.7%	59.5%
Officer (425)	6.4%	93.6%	52.0%
Assistant Officer (952)	8.3%	91.7%	45.2%
Admin Assistant (16)	0.0%	100.0%	66.7%
All staff (2,157)	7.9%	92.1%	50.2%

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 Admin Assistant grade, with Grade 6 new entrants having the lowest declaration rate.

Ethnicity

2,337 (54.3%) of the 4,301 new entrants have declared their ethnicity. The following table shows the percentages of staff by grade with known ethnicity along with the percentage of staff by grade who made a positive ethnicity declaration.

The BAME and white percentages shown are based on the overall percentages of staff in grade who made a positive ethnicity declaration. For example, the Grade 7 BAME (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 2017-18 by known ethnicity and grade:

HMRC grade	BAME (474)	White (1,863)	Positive declaration %
SCS (22)	4.5%	95.5%	50.0%
Grade 6 (28)	17.9%	82.1%	43.8%
Grade 7 (156)	18.6%	81.4%	58.6%
Fast Stream (88)	12.5%	87.5%	57.5%
Senior Officer (135)	25.9%	74.1%	67.5%
Higher Officer (413)	19.6%	80.4%	65.9%
Officer (470)	17.2%	82.8%	57.5%
Assistant Officer (1,008)	22.8%	77.2%	47.9%
Admin Assistant (17)	5.9%	94.1%	70.8%
All staff (2,337)	20.3%	79.7%	54.3%

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

Gender

Percentages of new entrants to HMRC in 2017-18 by gender and grade:

HMRC grade	Female (1,954)	Male (2,347)
SCS (44)	50.0%	50.0%
Grade 6 (64)	43.8%	56.3%
Grade 7 (266)	47.0%	53.0%
Fast Stream (153)	44.4%	55.6%
Senior Officer (200)	48.0%	52.0%
Higher Officer (627)	46.3%	53.7%
Officer (818)	42.5%	57.5%
Assistant Officer (2,105)	46.4%	53.6%
Admin Assistant (24)	4.2%	95.8%
All staff (4,301)	45.4%	54.6%

The total number of males joining HMRC in 2017-18 (2,347) exceeded females (1,954). Within the Senior Civil Service (SCS) 14 male new entrants were appointed and 12 female. 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 2017-18 by working pattern and grade:

HMRC grade	Full-time (4,021)	Part-time (280)
SCS (44)	81.8%	18.2%
Grade 6 (64)	89.1%	10.9%
Grade 7 (266)	84.2%	15.8%
Fast Stream (153)	98.7%	1.3%
Senior Officer (200)	91.0%	9.0%
Higher Officer (627)	93.8%	6.2%
Officer (818)	96.9%	3.1%
Assistant Officer (2,105)	93.4%	6.6%
Admin Assistant (24)	100.0%	0.0%
All staff (4,301)	93.5%	6.5%

2B: Performance ratings

A performance management system existed 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 2017-18 a total of 58,075 individual performance ratings were recorded for employees in the Admin Assistant grade through to Grade 6. The 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 our approach to managing performance and development during the year. In summer 2017, we carried out a programme of engagement with our people to seek their views on what a new approach to managing performance and development in HMRC should look like. The new approach is based on regular performance development conversations and real time reward and went live in early July 2018.

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

Performance rating	Percentage proportion
Exceeded (11,101)	19.0%
Achieved (43,564)	74.6%
Must Improve (3,391)	5.8%
No Assessment Required (271)	0.5%
Managing Poor Performance (37)	0.1%
All staff (58,075)	

Grade

Performance rating percentages by grade for 2017-18:

HMRC Grade	Exceeded (11,101)	Achieved (43,546)	Must Improve (3,391)	Managing Poor Performance (37)
Grade 6 (1,320)	25.3%	72.3%	2.4%	0.0%
Grade 7 (3,613)	22.5%	74.0%	3.4%	0.0%
Fast Stream (937)	18.1%	73.5%	8.3%	0.0%
Senior Officer (5,014)	21.7%	74.5%	3.8%	0.0%
Higher Officer (11,186)	20.2%	74.7%	5.0%	0.1%
Officer (14,180)	19.7%	74.4%	5.9%	0.1%
Assistant Officer (20,866)	16.8%	75.9%	7.2%	0.1%
Admin. Assistant. (959)	14.5%	78.3%	7.1%	0.1%
All staff (58,075)	19.1%	75.0%	5.8%	0.1%

Age

Performance ratings percentages by age for 2017-18:

Age Range	Exceeded (11,101)	Achieved (43,546)	Must Improve (3,391)	Managing Poor Performance (37)
16 - 19 (1783)	7.3%	80.9%	11.8%	0.0%
20 - 24 (2,707)	16.7%	73.9%	9.3%	0.1%
25 - 29 (5,467)	19.1%	72.6%	8.2%	0.1%
30 - 34 (5,245)	21.1%	72.5%	6.4%	0.1%
35 - 39 (6,298)	22.1%	72.7%	5.2%	0.0%
40 - 44 (5,562)	21.4%	73.6%	5.0%	0.1%
45 - 49 (7,873)	21.5%	73.2%	5.2%	0.1%
50 - 54 (10,436)	20.7%	74.7%	4.5%	0.0%
55 - 59 (9,231)	16.3%	78.3%	5.4%	0.1%
60 - 64 (4,137)	11.7%	81.6%	6.7%	0.0%
65+ (941)	6.7%	84.7%	8.2%	0.4%
All staff (58,075)	19.1%	75.0%	5.8%	0.1%

Disability

38,904 (67%) of recorded performance ratings for 2017-18 were awarded to staff who had made a positive disability declaration.

Performance ratings percentages by known disability status for 2017-18:

Disability Status	Exceeded (7,786)	Achieved (29,042)	Must Improve (2,056)	Managing Poor Performance (20)
Disabled (5,411)	15.62%	75.88%	8.39%	0.11%
Non- disabled (33,493)	20.72%	74.45%	4.78%	0.04%
All staff (38,904)	20.01%	74.65%	5.28%	0.05%

Ethnicity

44,262 (76.2%) of recorded performance ratings for 2017-18 were awarded to employees who had made an ethnicity declaration.

Performance rating percentages by ethnicity for 2017-18:

Ethnicity category	Exceeded (8,803)	Achieved (33,062)	Must Improve (2,371)	Managing Poor Performance (26)
BAME (5,569)	13.81%	76.60%	9.46%	0.13%
White (38,693)	20.76%	74.42%	4.77%	0.05%
All staff (44,262)	19.89%	74.70%	5.36%	0.06%

Gender

Performance rating percentages by gender for 2017-18:

Gender	Exceeded (11,101)	Achieved (43,546)	Must Improve (3,391)	Managing Poor Performance (37)
Female (31,780)	20.07%	75.55%	4.36%	0.01%
Male (26,295)	17.96%	74.30%	7.62%	0.13%
All staff (58,075)	19.11%	74.98%	5.84%	0.06%

Sexual orientation

Performance rating percentages by known sexual orientation for 2017-18:

Sexual orientation Category	Exceeded (6,989)	Achieved (25,400)	Must Improve (1,890)	Managing Poor Performance (15)
Lesbian/gay /bisexual/other (1,628)	20.76%	71.01%	8.23%	0.00%
Heterosexual (32,666)	20.36%	74.22%	5.38%	0.05%
All staff (34,294)	20.38%	74.07%	5.51%	0.04%

Working pattern

Performance rating percentages by working pattern for 2017-18:

Working Pattern	Exceeded (11,101)	Achieved (43,546)	Must Improve (3,391)	Managing Poor Performance (37)
Full-time (41,009)	21.23%	72.57%	6.12%	0.08%
Part-time (17,066)	14.03%	80.78%	5.17%	0.02%
All staff (58,075)	19.11%	74.98%	5.84%	0.06%

2C: Mandatory training

As at 31 March 2018, there were several mandatory online training packages that all staff should complete, some of which need to be refreshed at set intervals. Further mandatory online training packages were to be completed by employees with management responsibility.

The table below shows the training uptake percentages for mandatory training packages as at 31 March 2018 and is based on a total workforce headcount at that time of 64,764.

Mandatory training uptake percentages for all staff as at 31 March 2018:

Mandatory training - all staff	Uptake %
Display screen equipment (53,393)	81.4%
Equality and diversity essentials (49,440)	75.3%
Fire awareness (50,133)	76.4%
Health and safety awareness (50,741) (Non-managers only)	77.3%
Responsible for information (61,336)	93.5%
Working with official information (60,009)	91.4%

The table below shows the uptake percentages for the mandatory training packages for managers at 31 March 2018 and is based on a total of 10,312 staff with line management responsibility at that date.

Mandatory training take-up percentages for managers as at 31 March 2018:

Mandatory training – managers	Uptake %
Health and safety accidents (8,253)	79.9%
Health and safety managers (8,183)	79.2%
Health and safety risk assessment (7,822)	77.3%
Unconscious bias (9,206)	89.1%

2D: Promotions

3,377 employees achieved substantive promotion in 2017-18. 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 2017-18:

Grade	% of all promotions (3,377)
SCS (38)	1.1%
Grade 6 (177)	5.2%
Grade 7 (504)	14.9%
Fast Stream (104)	3.1%
Senior Officer (714)	21.1%
Higher Officer (837)	24.8%
Officer (832)	24.6%
Assistant Officer (171)	5.1%

Age

Promotions into grade percentages by age range for 2017-18:

Grade	16 - 19 (<10)	20 - 24 (186)	25 - 29 (520)	30 - 34 (472)	35 - 39 (509)	40 - 44 (389)
SCS (38)	0.0%	0.0%	0.0%	0.0%	2.4%	0.5%
Grade 6 (177)	0.0%	0.0%	0.6%	3.8%	8.4%	7.5%
Grade 7 (504)	0.0%	0.0%	18.1%	13.8%	12.2%	16.2%
Fast Stream (104)	0.0%	9.1%	7.1%	4.9%	2.9%	1.0%
Senior Officer (714)	0.0%	3.8%	9.8%	16.5%	20.4%	23.1%
Higher Officer (837)	0.0%	32.8%	22.1%	24.4%	28.1%	22.9%
Officer (832)	100.0%	38.7%	32.9%	31.6%	23.4%	24.7%
Assistant Officer (171)	0.0%	15.6%	9.4%	5.1%	2.2%	4.1%

Grade	45 - 49 (515)	50 - 54 (470)	55 - 59 (256)	60 – 64 (53)	65+ (<10)
SCS (38)	2.5%	1.5%	1.6%	0.0%	0.0%
Grade 6 (177)	5.4%	8.5%	5.9%	1.9%	0.0%
Grade 7 (504)	17.9%	17.2%	15.2%	15.1%	0.0%
Fast Stream (104)	0.6%	0.9%	0.4%	0.0%	0.0%
Senior Officer (714)	29.7%	29.6%	32.0%	17.0%	16.7%
Higher Officer (837)	26.4%	22.6%	22.7%	24.5%	16.7%
Officer (832)	14.8%	17.7%	18.8%	28.3%	33.3%
Assistant Officer (171)	2.7%	2.1%	3.5%	13.2%	33.3%

Disability

Of the employees promoted in 2017-18, 2,368 (70.1%, up from 65.5% in 2016-17) had made a positive disability declaration.

Promotions into grade percentages by known disability status for 2017-18:

Grade	Disabled (247)	Non- disabled (2,121)	Positive declaration %
SCS (31)	6.5%	93.5%	81.6%
Grade 6 (137)	5.8%	94.2%	77.4%
Grade 7 (381)	11.5%	88.5%	75.6%
Fast Stream (79)	13.9%	86.1%	76.0%
Senior Officer (513)	9.7%	90.3%	71.8%
Higher Officer (598)	9.7%	90.3%	71.4%
Officer (557)	10.6%	89.4%	66.9%
Assistant Officer (72)	20.8%	79.2%	42.1%
All staff (2,368)	10.4%	89.6%	70.1%

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

Ethnicity

Of the employees promoted in 2017-18, 2,663 (78.9%, up from 77.9% in 2016-17) had made an ethnicity declaration.

Promotion into grade percentages by known ethnicity for 2017-18:

Grade	BAME (323)	White (2,340)	Positive declaration %
SCS (34)	11.8%	88.2%	89.5%
Grade 6 (150)	11.3%	88.7%	84.7%
Grade 7 (425)	8.7%	91.3%	84.3%
Fast Stream (80)	11.3%	88.8%	76.9%
Senior Officer (583)	12.7%	87.3%	81.7%
Higher Officer (678)	13.6%	86.4%	81.0%
Officer (634)	13.7%	86.3%	76.2%
Assistant Officer (79)	3.8%	96.2%	46.2%
All staff (2,663)	12.1%	87.9%	78.9%

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

Gender

In 2017-18, 50.5% of substantive promotions were for women (down from 52.2% in 2016-17) this is slightly below the overall level of women's representation in the workforce (55.2%).

Promotion into grade percentages by gender and grade for 2017-18:

Grade	Female (1,704)	Male (1,673)
SCS (38)	50.0%	50.0%
Grade 6 (177)	50.3%	49.7%
Grade 7 (504)	42.1%	57.9%
Fast Stream (104)	30.8%	69.2%
Senior Officer (714)	52.8%	47.2%
Higher Officer (837)	55.6%	44.4%
Officer (832)	53.6%	46.4%
Assistant Officer (171)	37.4%	62.6%
All staff (3,377)	50.5%	49.5%

Sexual orientation

Of the employees promoted in 2017-18, 2,200 (65.1%, up from 60.9% in 2016-17) had made a sexual orientation declaration.

Promotion into grade percentages by known sexual orientation for 2017-18:

Grade	Lesbian/gay / bisexual/other (130)	Heterosexual (2,070)	Positive declaration %
SCS (29)	3.4%	96.6%	76.3%
Grade 6 (127)	7.1%	92.9%	71.8%
Grade 7 (370)	5.7%	94.3%	73.4%
Fast Stream (76)	6.6%	93.4%	73.1%
Senior Officer (476)	4.0%	96.0%	66.7%
Higher Officer (550)	5.3%	94.7%	65.7%
Officer (503)	8.2%	91.8%	60.5%
Assistant Officer (69)	7.2%	92.8%	40.4%
All staff (2,200)	5.9%	94.1%	65.1%

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

Working pattern

Promotions into grade percentages by working pattern for 2017-18:

Grade	Full-time (2,994)	Part-time (383)
SCS (38)	92.1%	7.9%
Grade 6 (177)	93.2%	6.8%
Grade 7 (504)	93.7%	6.3%
Fast Stream (104)	97.1%	2.9%
Senior Officer (714)	89.6%	10.4%
Higher Officer (837)	88.3%	11.7%
Officer (832)	84.5%	15.5%
Assistant Officer (171)	81.3%	18.7%
All staff (3,377)	88.7%	11.3%

2E: Maternity and adoption leave

In the year ending 31 March 2018, a total of 1,847 employees took maternity or adoption leave. This is an increase compared with 1,224 employees in 2015-16. There were 71 instances of adoption leave and 1,776 instances of maternity leave.

Grade

New maternity and adoption leave instances by grade for 2017-18:

Grade	% of all adoption/ maternity instances (1,847)
SCS (36)	1.9%
Grade 6 (45)	2.4%
Grade 7 (135)	7.3%
Fast Stream (49)	2.7%
Senior Officer (104)	5.6%
Higher Officer (266)	14.4%
Officer (381)	20.6%
Assistant Officer (821)	44.5%
Admin Assistant (10)	0.5%

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 2017-18:

Grade	Average no. of working days taken
SCS (36)	50.4
Grade 6 (45)	132.5
Grade 7 (135)	128.8
Fast Stream (49)	83.3
Senior Officer (104)	103.4
Higher Officer (266)	152.8
Officer (381)	146.1
Assistant Officer (821)	135.3
Admin Assistant (10)	176.2
SCS (36)	134.9

Age

New maternity and adoption leave instances by age range for 2017-18:

Age range	% of all adoption/ maternity leave instances (1,848)
16 - 19 (<10)	0.3%
20 - 24 (88)	4.8%
25 - 29 (410)	22.2%
30 - 34 (699)	37.8%
35 - 39 (505)	27.3%
40 - 44 (106)	5.7%
45 - 49 (23)	1.2%
50 - 54 (11)	0.6%
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 2017-18:

Office region	% of all adoption/ maternity leave instances (1,848)	% of HMRC workforce (64,764)
East (46)	2.5%	3.8%
East Midlands (64)	3.5%	5.6%
London (303)	16.4%	12.8%
North East (293)	15.9%	11.5%
North West (405)	21.9%	19.8%
Northern Ireland (48)	2.6%	3.3%
Scotland (280)	15.2%	14.4%
South East (49)	2.7%	4.6%
South West (31)	1.7%	2.5%
Wales (93)	5.0%	7.3%
West Midlands (128)	6.9%	6.9%
Yorks. and Humber (102)	5.5%	7.5%
Home/unknown (4)	0.2%	0.1%

Working pattern

New instances of maternity and adoption leave percentages by working pattern in 2017-18:

Working pattern	% of all adoption/ maternity leave instances (1,847)	% of HMRC workforce (64,764)
Full-time (1185)	64.2%	70.5%
Part-time (662)	35.8%	29.5%

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 2017-18:

Change in working hours	% of all adoption/ maternity leave instances (1,847)
Reductions in hours (160)	8.7%
No change (1,589)	86.0%
Increase in hours (98)	5.3%

2F: Grievances

The data presented here shows the proportion of employees who have lodged a formal grievance in the year ending 31 March 2018 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 2017-18, 208 HMRC employees lodged a formal grievance.

Grade

Grievances in 2017-18 by grade:

Grade	% of all grievances
SCS (0)	0.0%
Grade 6 (<10)	1.0%
Grade 7 (10)	4.8%
Fast Stream (<10)	1.9%
Senior Officer (25)	12.0%
Higher Officer (41)	19.7%
Officer (40)	19.2%
Assistant Officer (86)	41.1%
Admin Assistant (0)	0.0%

The majority of formal complaints were lodged by Assistant Officers.

Age

Grievances percentages by age range and grade in 2017-18:

Grade	16 - 19 (<10)	20 - 24 (<10)	25 - 29 (26)	30 - 34 (25)	35 - 39 (23)	40 - 44 (17)
SCS (<10)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade 6 (<10)	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%
Grade 7 (10)	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%
Fast Stream (<10)	0.0%	25.0%	50.0%	25.0%	0.0%	0.0%
Senior Officer (25)	0.0%	0.0%	0.0%	0.0%	4.0%	12.0%
Higher Officer (41)	0.0%	4.9%	12.2%	12.2%	9.8%	14.6%
Officer (40)	0.0%	2.5%	10.0%	17.5%	7.5%	5.0%
Assistant Officer (86)	1.2%	5.8%	17.4%	12.8%	16.3%	7.0%
Admin Assistant (<10)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
All staff (208)	0.5%	4.3%	12.5%	12.0%	11.1%	8.2%

Grade	45 - 49 (31)	50 – 54 (30)	55 – 59 (31)	60 – 64 (11)	65+ (<10)
SCS (<10)	0.0%	0.0%	0.0%	0.0%	0.0%
Grade 6 (<10)	0.0%	0.0%	50.0%	0.0%	0.0%
Grade 7 (10)	20.0%	10.0%	50.0%	10.0%	0.0%
Fast Stream (<10)	0.0%	0.0%	0.0%	0.0%	0.0%
Senior Officer (25)	24.0%	16.0%	32.0%	8.0%	4.0%
Higher Officer (41)	9.8%	24.4%	9.8%	0.0%	2.4%
Officer (40)	17.5%	17.5%	15.0%	5.0%	2.5%
Assistant Officer (86)	14.0%	9.3%	8.1%	7.0%	1.2%
Admin Assistant (<10)	0.0%	0.0%	0.0%	0.0%	0.0%
All staff (208)	14.9%	14.4%	14.9%	5.3%	1.9%

Disability

Of the 208 employees who lodged a formal grievance in 2017-18, 123 (59.1%) declared their disability status.

Grievances percentages by known disability and grade for 2017-18:

Grade	Disabled (38)	Non- disabled (85)	Positive declaration %
SCS (<10)	0.0%	0.0%	0.0%
Grade 6 (<10)	0.0%	100.0%	100.0%
Grade 7 (10)	40.0%	60.0%	50.0%
Fast Stream (<10)	0.0%	100.0%	50.0%
Senior Officer (14)	21.4%	78.6%	56.0%
Higher Officer (27)	29.6%	70.4%	65.9%
Officer (26)	19.2%	80.8%	65.0%
Assistant Officer (47)	42.6%	57.4%	54.7%
Admin Assistant (<10)	0.0%	0.0%	0.0%
All staff (123)	30.9%	69.1%	59.1%

30.9% of formal grievances were lodged by known disabled employees. 10.9% of employees who lodged a grievance had not declared their disability status.

Ethnicity

137 (65.9%) of the 208 employees who lodged a formal grievance in 2017-18 declared their ethnicity.

Grievances percentages by known ethnicity and grade:

Grade	BAME (40)	White (97)	Positive declaration %
SCS (<10)	0.0%	0.0%	0.0%
Grade 6 (<10)	50.0%	50.0%	100.0%
Grade 7 (<10)	0.0%	100.0%	40.0%
Fast Stream (<10)	50.0%	50.0%	50.0%
Senior Officer (17)	35.3%	64.7%	68.0%
Higher Officer (30)	23.3%	76.7%	73.2%
Officer (31)	32.3%	67.7%	77.5%
Assistant Officer (51)	29.4%	70.6%	59.3%
Admin Assistant (<10)	0.0%	0.0%	0.0%
All staff (137)	29.2%	70.8%	65.9%

29.2% of formal grievances were lodged by known BAME employees (increasing from 14.0% in 2016-17).

Gender

Grievances percentages by gender and grade in 2017-18:

Grade	Female (117)	Male (91)
SCS (<10)	0.0%	0.0%
Grade 6 (<10)	0.0%	100.0%
Grade 7 (10)	40.0%	60.0%
Fast Stream (<10)	50.0%	50.0%
Senior Officer (25)	44.0%	56.0%
Higher Officer (41)	70.7%	29.3%
Officer (40)	47.5%	52.5%
Assistant Officer (86)	60.5%	39.5%
Admin Assistant (<10)	0.0%	0.0%
All staff (208)	56.3%	43.8%

117 (56.3%) of the 208 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 2017-18:

Grade	Lesbian/gay/ bisexual /other (14)	Heterosexual (95)	Positive declaration %
SCS (<10)	0.0%	0.0%	0.0%
Grade 6 (<10)	0.0%	100.0%	50.0%
Grade 7 (<10)	25.0%	75.0%	40.0%
Fast Stream (<10)	50.0%	50.0%	50.0%
Senior Officer (15)	13.3%	86.7%	60.0%
Higher Officer (26)	11.5%	88.5%	63.4%
Officer (21)	4.8%	95.2%	52.5%
Assistant Officer (40)	15.0%	85.0%	46.5%
Admin Assistant (<10)	0.0%	0.0%	0.0%
All staff (109)	12.8%	87.2%	52.4%

Working pattern

Grievances percentages by working pattern and grade for 2017-18:

Grade	Full-time (154)	Part-time (54)
SCS (<10)	0.0%	0.0%
Grade 6 (<10)	100.0%	0.0%
Grade 7 (10)	80.0%	20.0%
Fast Stream (<10)	100.0%	0.0%
Senior Officer (25)	84.0%	16.0%
Higher Officer (41)	80.5%	19.5%
Officer (40)	82.5%	17.5%
Assistant Officer (86)	61.6%	38.4%
Admin Assistant (<10)	0.0%	0.0%
All staff (208)	74.0%	26.0%

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 2017-18, there were 480 cases where employees were subject to formal disciplinary procedures. Our lines 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 2017-18:

Grade	% of disciplinary cases (480)	% of total HMRC workforce (64,764)
SCS (<10)	1.7%	0.6%
Grade 6 (20)	4.2%	2.3%
Grade 7 (53)	11.0%	6.1%
Fast Stream (<10)	0.4%	1.5%
Senior Officer (117)	24.4%	8.3%
Higher Officer (199)	41.5%	18.2%
Officer (55)	11.5%	23.5%
Assistant Officer (24)	5.0%	37.4%
Admin Assistant (<10)	0.4%	2.1%

Age
Disciplinary procedures - age range percentages of referrals compared with total workforce for 2017-18:

Age range	% of disciplinary cases (480)	% of total HMRC workforce (64,764)
16 - 19 (<10)	0.2%	0.3%
20 - 24 (<10)	1.0%	4.7%
25 - 29 (23)	4.8%	9.2%
30 - 34 (48)	10.0%	8.9%
35 - 39 (56)	11.7%	10.8%
40 - 44 (58)	12.1%	9.6%
45 - 49 (102)	21.3%	13.5%
50 - 54 (109)	22.7%	17.9%
55 - 59 (61)	12.7%	16.1%
60 - 64 (12)	2.5%	7.4%
65+ (<10)	1.0%	1.6%

Disability

Of the 480 cases referred for disciplinary action in 2017-18, 347 (70.2%) had made a positive disability status declaration (30 disabled and 307 non-disabled).

Disciplinary procedures - percentages comparing known disability status of referred staff with known disability status of the total workforce for 2017-18:

Disability status	% of disciplinary cases (337)	% of total HMRC workforce (42,898)
Disabled (30)	8.9%	14.0%
Non-disabled (307)	91.1%	86.0%
Positive declaration %	70.2%	66.2%

Ethnicity

Of the 480 cases referred for disciplinary action in 2017-18, 388 (80.8%) had made a positive ethnicity declaration (16 BAME and 372 white). These figures are compared with the 49,079 (75.8%) ethnicity declarations made by HMRC employees (5,844 BAME and 43,235 white) as at 31 March 2018.

Disciplinary procedures percentages comparing where ethnicity is known with ethnicity in the total workforce for 2017-18:

Ethnicity category	% of disciplinary cases (388)	% of total HMRC workforce (49,079)
BAME (16)	4.1%	11.9%
White (372)	95.9%	88.1%
Positive declaration %	80.8%	75.8%

Gender

Of the 480 employees referred for disciplinary action during 2017-18, 259 were female and 221 were male. Across the department as a whole, HMRC had 35,759 female employees and 29,005 male employees.

Disciplinary procedures gender percentages comparing referrals with the total workforce for 2017-18:

Gender	% of disciplinary cases (480)	% of total HMRC workforce (64,764)
Female (259)	54%	56.3%
Male (221)	46%	43.8%

Sexual orientation

Of the 480 cases referred for disciplinary action in 2017-18, 314 (65.4%) made a positive sexual orientation declaration (297 heterosexual and 17 lesbian, gay, bisexual and other). These figures are compared with the 37,505 (57.9%) positive sexual orientation declarations made by HMRC employees (35,727 heterosexual and 1,778 lesbian, gay, bisexual and other) as at 31 March 2018.

Disciplinary procedures percentages comparing referrals where sexual orientation is known with sexual orientation in the total workforce for 2017-18:

Sexual orientation	% of disciplinary cases (314)	% of total HMRC workforce (37,505)
Heterosexual (297)	94.6	95.3%
Lesbian/gay /bisexual/other (17)	5.4%	4.7%
Positive declaration %	65.4%	57.9%

Working pattern

480 full-time employees and 74 part-timers were referred for disciplinary action. Across the department as a whole, HMRC had 45,091 full-time employees and 19,673 part-time employees.

Disciplinary procedures comparison of referrals by working pattern with total HMRC workforce for 2017-18:

Working pattern	% of disciplinary cases (480	% of total HMRC workforce (64,764)
Full-time (406)	84.6%	69.6%
Part-time (74)	15.4%	30.4%

Region

Disciplinary procedures comparison of regional referrals percentages with total workforce by region for 2017-18:

Office region	% of disciplinary cases (480	% of total HMRC workforce (64,764)
East (10)	2.1%	3.5%
East Midlands (21)	4.4%	5.2%
London (53)	11.0%	12.7%
North East (66)	13.8%	17.2%
North West (87)	18.1%	18.8%
Northern Ireland (<10)	1.9%	3.0%
Scotland (81)	16.9%	13.1%
South East (13)	2.7%	4.2%
South West (14)	2.9%	2.3%
Wales (48)	10.0%	6.7%
West Midlands (29)	6.0%	6.4%
Yorks. and Humber (45)	9.4%	6.9%
Home/unknown (<10)	0.8%	0.1%

2H: Leavers

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

In 2017-18, a total of 7,966 employees left HMRC through the various leaving reasons indicated below.

Grade

Leaving reason by grade percentages for 2017-18:

Leaving reason	Admin Assistant (167)	Assistant Officer (3,200)	Officer (1,474)	Higher Officer (905)	Senior Officer (402)	Fast Stream (1,183)
Resignation (1,829)	21.0%	37.1%	19.9%	15.5%	10.7%	3.8%
Retirement (1,175)	41.9%	12.2%	19.7%	21.9%	25.9%	0.0%
Release scheme (637)	16.2%	5.6%	15.1%	17.5%	7.7%	0.0%
OGD loan (unpaid) (172)	0.0%	1.5%	1.4%	2.9%	4.7%	0.7%
OGD permanent transfer (2,855)	4.8%	26.0%	25.6%	23.2%	30.6%	94.6%
End of FTA (66)	0.0%	0.4%	1.3%	0.0%	0.0%	0.1%
Other (1,232)	16.2%	17.1%	17.1%	19.1%	20.4%	0.8%

Leaving reason	Grade 7 (371)	Grade 6 (161)	SCS (48)	Unknown grade (55)	All staff (7,966)
Resignation (1,829)	12.1%	19.9%	18.8%	0.0%	23.0%
Retirement (1,175)	17.8%	28.0%	20.8%	0.0%	14.8%
Release scheme (637)	4.9%	0.6%	2.1%	0.0%	8.0%
OGD loan (unpaid) (172)	8.9%	10.6%	2.1%	0.0%	2.2%
OGD permanent transfer (2,855)	39.1%	18.0%	22.9%	0.0%	35.8%
End of FTA (66)	0.0%	0.0%	2.1%	56.4%	0.8%
Other (1,232)	17.3%	23.0%	31.3%	43.6%	15.5%

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 2017-18:

Leaving reason	16 - 19 (56)	20 - 24 (1,058)	25 - 29 (1,404)	30 - 34 (713)	35 - 39 (595)	40 - 44 (475)
Resignation (1,829)	66.1%	37.7%	26.0%	29.6%	30.4%	31.6%
Retirement (1,175)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Release scheme (637)	0.0%	0.0%	0.1%	1.3%	6.4%	10.5%
OGD loan (unpaid) (172)	0.0%	2.1%	2.7%	3.8%	5.0%	3.4%
OGD permanent transfer (2,855)	12.5%	48.7%	64.9%	58.2%	47.9%	45.7%
End of FTA (66)	0.0%	5.7%	0.2%	0.1%	0.2%	0.0%
Other (1,232)	21.4%	5.9%	6.1%	7.0%	10.1%	8.8%

Leaving reason	45 – 49 (508)	50 – 54 (695)	55 - 59 (1,126)	60 - 64 (985)	65+ (351)
Resignation (1,829)	26.2%	22.6%	12.7%	4.4%	2.8%
Retirement (1,175)	0.0%	0.1%	10.8%	77.5%	82.3%
Release scheme (637)	14.0%	19.7%	16.9%	10.8%	9.7%
OGD loan (unpaid) (172)	3.1%	2.3%	0.5%	0.1%	0.0%
OGD permanent transfer (2,855)	40.7%	27.1%	7.4%	2.5%	0.6%
End of FTA (66)	0.0%	0.0%	0.0%	0.1%	0.0%
Other (1,232)	15.9%	28.2%	51.7%	4.7%	4.6%

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

Disability

Of the 7,966 leavers in 2017-18, 3,667 (46.0%) declared their declared their disability status.

Leaving reason by known disability status percentages for 2017-18:

Leaving reason	Disabled (553)	Non- disabled (3,114)	Positive declaration %	
Resignation (829)	8.1%	91.9%	45.3%	
Retirement (707)	19.4%	80.6%	60.2%	
Release scheme (332)	15.1%	84.9%	52.1%	
OGD loan (unpaid) (93)	7.5%	92.5%	54.1%	
OGD permanent transfer (1,002)	12.2%	87.8%	35.1%	
End of FTA (16)	0.0%	100.0%	24.2%	
Other (688)	24.7%	75.3%	55.8%	
All staff (3,667)	15.1%	84.9%	46.0%	

Ethnicity

Of the 7,966 leavers in 2017-18, 4,201 (52.7%) declared their ethnicity.

Leaving reason by know ethnic category percentages for 2017-18:

Leaving reason	BAME (550)	White (3,651)	Positive declaration %
Resignation (955)	16.1%	83.9%	52.2%
Retirement (797)	5.8%	94.2%	67.8%
Release scheme (375)	10.4%	89.6%	58.9%
OGD loan (unpaid) (109)	20.2%	79.8%	63.4%
OGD permanent transfer (1,159)	18.6%	81.4%	40.6%
End of FTA (17)	29.4%	70.6%	25.8%
Other (789)	8.7%	91.3%	64.0%
All staff (4,201)	13.1%	86.9%	52.7%

Gender

Leaving reason by gender percentages for 2017-18:

Leaving reason	Female (4,289)	Male (3,677)
Resignation (1,829)	48.8%	51.2%
Retirement (1,175)	52.6%	47.4%
Release scheme (637)	62.3%	37.7%
OGD loan (unpaid) (172)	55.2%	44.8%
OGD permanent transfer (2,855)	54.6%	45.4%
End of FTA (66)	37.9%	62.1%
Other (1,232)	56.9%	43.1%
Total (7,966)	53.8%	46.2%

Sexual orientation

Leaving reason by known sexual orientation percentages for 2017-18:

Leaving reason	Lesbian/gay /bisexual/other (183)	Heterosexual (2,973)	Positive declaration %
Resignation (780)	7.4%	92.6%	42.6%
Retirement (498)	3.4%	96.6%	42.4%
Release scheme (252)	2.4%	97.6%	39.6%
OGD loan (Unpaid) (93)	8.6%	91.4%	54.1%
OGD permanent transfer (950)	6.5%	93.5%	33.3%
End of FTA (13)	0.0%	100.0%	19.7%
Other (570)	5.6%	94.4%	46.3%
Total (3,156)	5.8%	94.2%	39.6%

Working pattern

Leaving reason by working pattern percentages for 2017-18:

Leaving Reason	Full-time (5,641)	Part-time (2,325)
Resignation (1,829)	76.4%	23.6%
Retirement (1,175)	35.0%	65.0%
Release scheme (637)	58.4%	41.6%
OGD loan (unpaid) (172)	89.0%	11.0%
OGD permanent transfer (2,855)	89.1%	10.9%
End of FTA (66)	51.5%	48.5%
Other (1,232)	59.3%	40.7%
Total (7,966)	70.8%	29.2%

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.

Through targeted action, we've increased female representation at senior levels across HMRC and through our commitment to smarter ways of working, we want to ensure there are inclusive opportunities for everyone to develop their skills and knowledge.

Our Diversity and Inclusion Strategy has prioritised areas where we know we need to improve as an organisation and fully aligns with the Civil Service diversity and inclusion strategy, 'A Brilliant Civil Service'. These include supporting our disabled colleagues, promotion to mid and senior management positions for BAME colleagues, and supporting those at either end of the age spectrum.

The strategy supports delivery of our key objectives by highlighting the role diversity, equality and inclusion plays in what we do. In it, we've set out how our diversity, equality and inclusion aims have a clear focus on four strategic themes:

- representation
- inclusion
- capability
- customer equality.

The strategy recognises our people have different skills, ways of thinking and working and different knowledge and experience – and recognises the need for us to harness these differences for the benefit of our business and our customers.

We're doing this in the context of our People Strategy, placing employee experience at the heart of our work to create and support an engaged, inclusive and empowered workforce. This will ensure we can navigate the changes and challenges we face, to emerge as a strong organisation, supporting the Civil Service's ambition to become the UK's most diverse employer by 2020.

In publishing this data, we're continuing to look for opportunities to improve the experience for all our people. We're working closely with our people in a discovery project to better understand the experience of our managers and their requirements, with the aim of giving all our people a better and more equal experience.

We've also commissioned an externally led review into Respect at Work, looking at how we create a positive, respect-filled workplace culture and prevent and address inappropriate behaviour, including a look at our bullying, harassment and discrimination policies.

We will continue to monitor progress made in achieving our diversity and inclusion objectives in the department's business plan and our Diversity and Inclusion Strategy and Action Plan for 2016-20. We're also continuing 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.

HMRC is a member of employer diversity organisations including the BiTC Race for Opportunity and Opportunity Now race and gender campaigns, Business Disability Forum, the Employers Network for Equality and Inclusion (ENEI) and Stonewall.

Our awards and benchmarking activities include:
- HMRC was again placed in 'The Times' Top 50 Employers for Women table
- We were ranked as one of the top 50 employers in the Social Mobility Index of 2017. We achieved level 3 of the Government's Disability Confident Scheme and became a Disability Confident Leader.