

Workforce Diversity Report 2015-16

Creating a fairer Britain



Equality and
Human Rights
Commission

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1. Introduction

1.1 Foreword

The Equality and Human Rights Commission is pleased to present its annual workforce diversity report covering the period 1 April 2015 to 31 March 2016.

We are a small organisation with 207 staff, and the majority are based in offices in London, Manchester, Glasgow, Cardiff and Birmingham.

Our workforce forms part of the equality information that we use to help us meet our duty to eliminate discrimination and harassment, promote equality of opportunities and foster good relations between different groups within our workforce.

We believe that an inclusive workplace, where staff, customers and stakeholders are treated with dignity and respect, is everyone's responsibility: these and other values, such as fairness, guide the way we work.

We see the diversity of our staff as one of our key strengths, and we value the range of knowledge, skills and experience they bring to our work. Respect for each other and recognition of our differences lie at the heart of our values.

Our people are our most important asset and we want to create an organisation where they can flourish, and a culture that enables and encourages them to make the best contribution then can – a culture in which they feel valued and supported.

During 2015/16 we have, in consultation with our staff, begun implementation of our Great Place Plan and to develop our new target operating model. This sets out how we will build a great place to work, which in turn will help us to deliver great work. We have also completed our first equal pay audit to help inform our approach to pay reform.

Through our workforce diversity monitoring we continue to demonstrate our commitment to understanding, valuing and incorporating differences, in order to ensure a workplace that is fair, equitable and inclusive for all.

1.2 Background

Under section 149 of the Equality Act 2010 (the public sector equality duty (PSED)) and the Equality Act 2010 (Specific Duties) Regulations 2011, the Commission is required to publish equality information to demonstrate our compliance with the general equality duty. Our workforce monitoring data forms part of the information that we collate, monitor and publish to help us ensure that equality considerations are embedded within our employment policies and practices, and that they meet our responsibilities under the duty.

1.3 Scope

This report provides an overview of our equality and diversity employment monitoring data as of 31 March 2016. It covers age, disability, gender reassignment, marriage or civil partnership status, pregnancy and maternity, race, religion or belief, sex and sexual orientation. We also collate information on the experience of carers within our workplace. Our reporting categories are detailed in the appendix.

The data relates only to staff who are on secondment or loan, and to individuals who are directly employed by the Commission; it excludes commissioners and those who work with us but are engaged as temporary staff.

1.4 Data quality

The Commission has equality and diversity trend information for a seven-year period, enabling us to assess progress, investigate any disparities in outcomes for our different employee groups, and identify where we can do more.

1.5 Staff diversity declaration rates

We encourage our staff to make diversity declarations. In 2015/16 we implemented a new HR system which enables staff to update their own diversity data online. This information helps us to understand key equality issues in our workforce and to make informed decisions on changes to our policies and practices. While we encourage our staff to provide equality monitoring data, supplying it is voluntary, and individuals can choose what

they wish to declare. Overall 97 per cent of our people chose to make diversity declarations.

1.6 Interpreting the data

Please note the following when interpreting the data presented in this report:

- Information is published in accordance with the Data Protection Act 1998 and does not identify individuals.
- Information about groups of fewer than 10 people is not published, and to protect anonymity it is redacted and shown by an asterisk.
- the Commission's workforce is less than 196 FTEs. There is relatively small data sets on which this report is based and robust analysis is problematic.

2. Equality priorities and objectives

The Commission identified and set equality objectives around our work, our employment practices and our ways of working. These were based on the key equality issues identified across our functions from an analysis of our equality information, including our workforce diversity information.

The equality priorities for our role as an employer are:

- ensuring that our business improvements and any operational changes are implemented fairly, and
- fostering an accessible and inclusive working environment for all our staff.

Each year we set specific objectives under these priority areas; an update on our progress against these is to be found in our annual Equality Objectives Report and is summarised in the section below.

2.1 Progress against our equality objectives in 2015/16

Objective 1: Ensuring that our business improvements and any operational changes are implemented fairly

We have:

- Continued to update our suite of people policies in consultation with the trade unions side, to ensure they are simple, easily accessible, and written in plain English; 12 were completed in 2015/16;
- Carried out impact assessments on all our business improvements activities including the development of the new target operating model and staff exit schemes.

Objective 2: Fostering an accessible and inclusive working environment for all our staff

We have:

- Continued to strengthen our internal communications to further improve engagement, with regular pulse survey introduced and intranet updated to make

information more accessible for all our people. In 2015/16 over 81 per cent of our people said that they would recommend the Commission as a good place to work to their friends and family and 83 per cent were proud to tell people where they worked.

- Continued to increase our use of social media to promote our vacancies externally, enabling us to attract applicants from a broader and more diverse field, and again this year saw a significant increase in the number of applicants for each role advertised.
- Supported our people to apply for the Civil Service Positive Action Pathway development programme which provides a more structured career development programme for ethnic minority and disabled staff. Four of our people successfully secured a place on the HEO/SEO and CO cohorts for which over 3,000 people applied for 490 places.
- Ensured that all our people have access to appropriate learning and development opportunities with training tailored to their personal development plan; this has included continuing professional development, shadowing and coaching opportunities, and learning seminars.
- Continued to focus on early intervention in relation to employment concerns and complaints raised by staff, and have, where possible, addressed the issues through informal channels; no staff have raised a formal grievance in 2015/16 and 2 issues were addressed through mediation.

3. Diversity report

3.1 A representative and diverse workforce

Overall workforce diversity

As of 31 March 2016, the Commission employed 207 people. During 2015/16, 31 staff left the Commission and there were 29 new appointments.

Overall, there was no significant change to the Commission's workforce diversity during 2015/16. The main changes were a small decrease in the proportion of staff who have caring responsibilities and a slightly younger workforce.

The Commission's diversity profile as of 31 March 2016 is provided in the appendix.

In summary:

- **60 per cent of our workforce are female**; broadly the same as the previous two years – compared with 54 per cent in the wider **civil service** and **47 per cent in the UK workforce**;
- **24 per cent of our workforce describe themselves as having a disability**; broadly the same as 2014/15 compared with 9 per cent in the wider **civil service** and **12 per cent in the UK workforce**;
- **16 per cent of our workforce are from ethnic minority groups**; the same as last year compared to 11 per cent in the wider **civil service** and **UK workforce**;
- 19 per cent of our workforce are aged under 34, a slight increase from 14 per cent in 2014/15; 19 per cent are aged over 55, broadly the same as last year; 1 per cent of our workforce is over 65 compared to 2 per cent in the wider civil service and 4 per cent of the UK workforce.
- 41 per cent of our workforce declared a religion or belief; a decrease from 47 per cent last year;

- 8 per cent of our workforce declared they are lesbian, gay or bisexual, slightly higher than 2014/15; while 83 per cent stated they are heterosexual no change from the previous year;
- 49 per cent of our staff are married or in a civil partnership, slightly less than the 52 from the previous two years;
- Just under half (49 per cent) of our staff have caring responsibilities, a small decrease from 52 per cent in 2014/15; and
- no staff have identified themselves to be transgender.

Representation by organisational level

Female representation at senior levels remains high, with 79 per cent of roles at Director level and above held by women – an increase of 12 per cent since last year. There is also a larger proportion of females at Level 2. We have also seen a slight increase in the representation of men in our workforce at Level 6.

Ethnic minority staff represent 16 per cent of the Commission's staff overall. While there remains an under-representation of BME staff at Level 5 and above, we have seen an increase in the proportion at Levels 3 and 4.

Staff declaring a disability make up 24 per cent of the Commission's workforce; at Levels 1-3 the figure is higher (34 per cent of staff within these grades).

The Commission has less than 1 per cent of staff in the 16-24 age groups. This is due to the limited opportunity to recruit staff externally into the civil service and non-departmental public bodies (NDPBs). Some 62 per cent of the Commission's workforce are in the 35-54 age range, of which 35 per cent are at Levels 4 and 5.

The number of staff in the over-65 age range has decreased slightly as a result of retirement and take-up of voluntary exit schemes. Depending on the pension scheme concerned, some staff are entitled to their full pension benefits at age 60, and that may affect our age profile. We believe that employing and retaining an age-diverse workforce has real business benefits, and are committed to enabling employees to continue working beyond the age of 65. There are a range of options available when staff reach pension age, including partial retirement and early retirement.

Job applications, recruitment and promotions

Recruitment to the Commission is through fair and open competition (except in certain circumstances, where redeployment policies apply) based on merit, with individuals assessed for their ability to demonstrate the required competences, knowledge and skills for the role.

The Commission is committed to ensuring that all recruitment is free from unfair and unlawful discrimination. Reasonable adjustments for disabled people are made at all stages of the recruitment process, as required. We operate a two-tick positive action policy, where we guarantee to interview all disabled applicants who meet the criteria for a job vacancy and to consider them on their merit.

In 2015/16 we saw an increase in job applications to the Commission with on average 13 applicants for each role advertised (compared to 8 last year). We received 381 applications for 29 roles. 83 per cent of these were from external applications, 5 per cent internal and 12 per cent came from within the civil service or from NDPBs. We also saw an increase in the number of external applicants who did not provide equality monitoring data (from 21 per cent to 26 per cent).

Overall, applications for jobs from candidates who declared a disability decreased slightly from 11 per cent in 2014/15 to 9 per cent in 2015/16. Candidates with a declared disability secured 14 per cent of externally filled roles compared to 11 per cent last year. No disabled staff secured internal or temporary promotions – compared with 55 per cent in 2014/15.

The proportion of male and female applications among those who chose to declare fell from 53 per cent female to 46 per cent, and male from 31 per cent to 27 per cent. There was an increase in the proportion of successful external female candidates – 72 per cent compared to 62 per cent in 2014/15. All five internal promotions went to female employees, and 36 per cent of temporary promotions were male, broadly the same as last year.

The proportion of job applications from candidates who declared that they were from an ethnic minority background decreased from 21 per cent last year, to 14 per cent. In 2015/16, 17 per cent of externally recruited staff declared themselves to be from an ethnic

minority, compared to 10 per cent in 2014/15 and none in the previous year; and 20 per cent of temporary and permanent promotions were secured by ethnic minority staff.

The proportion of applications from candidates who declared that they were lesbian, gay, bisexual and transgender (LGBT) decreased slightly from 9 per cent to 4 per cent; whilst the proportion of LGBT new recruits increased from 5 per cent to 18 per cent in 2015/16.

There was a 12 per cent decrease in the proportion of applicants who expressed a religion or belief, and 24 per cent of applicants were successful in the recruitment process. In all, the number of temporary and permanent promotions secured by applicants who expressed a religion or belief remained broadly the same at 40 per cent.

In 2015/16 the number of external applications received from the 16-34 age group remained broadly the same at 43 per cent, whilst the proportion of roles secured increased slightly to 69 per cent.

In 2015/16 we introduced a new apprenticeship scheme and continued to support structured career development opportunities to support staff at Level 3 and below, so as to improve the under-represented groups at Level 4 and above – for example the cross Civil-Service Positive Action Pathway programme.

What we will do in 2016/17:

- We will continue to use positive action for external recruitment to attract applicants from under-represented groups, for example targeting of job adverts within specific media and increasing the use of our social media and LinkedIn to advertise vacancies.
- we will continue to support equality and diversity training for all staff, including refreshing the unconscious bias training for personal development managers to support the recruitment and selection processes.
- We will continually review and develop our existing recruitment policy and processes to ensure transparency, consistency and fairness, and will put in place measures to help increase the declaration rates among external candidates.

Staff leavers

In 2015/16, 31 staff left the Commission compared to 22 last year, including 13 who left under a voluntary exit scheme. We saw an increase in the proportion of disabled

employees leaving the Commission, staff who declared a religion or belief, and those with caring responsibilities.

To ensure that we learn from people's experience in the Commission, we have introduced a new informal exit interview system and policy to gather views and to help identify what factors have contributed to a person's decision to leave.

What we will do in 2016/17:

- We will continue to undertake exit interview to identify areas for improvement in our employment policies and practices.

3.2 An inclusive workplace culture and environment

We want to enable all our staff to be fully involved in the Commission's work, to protect them from unfair treatment and to ensure that individuals can reach their potential.

Communication and engagement

A key objective of our Great Place Plan is to ensure that we communicate and engage with people clearly and effectively, and in a regular, timely and honest way so that they have the information they need to be effective. In 2015/16 we developed a new internal communications strategy, improved our intranet to make information more accessible for our people. We have also introduced the use of pulse surveys to continually monitor whether people feel the Commission is a great place to work.

What we will do in 2016/17:

- We will continue to undertake pulse surveys and use our intranet to poll our people.

Access to learning and development

We want to continue to build the capacity, capability and expertise of our people to deliver high-quality work. To invest in our people, the Commission has a suite of developmental

activities, which will enable them to develop and grow so that they can perform at their best. This includes continuing professional development, shadowing and coaching opportunities, and learning seminars.

During 2015/16, over 60 per cent of the Commission's employees attended centrally managed and delivered programmes; a 5% increase reflecting our commitment to learning and development. In addition, all employees had access to the Civil Service Learning portal, which facilitates the completion of a wide range of eLearning modules, as well as access to reference materials.

We have seen an increase in the proportion of the 25-34 age group undertaking training – 18 per cent, up from 13 per cent in the previous two years. Attendance of disabled staff in learning and development opportunities decreased slightly to 21 per cent from 24 per cent in 2014/15.

The proportion of male employees attending training has increased to 40 per cent, whilst the proportion of females attending has fallen slightly to 60 per cent (compared to 37 per cent and 63 per cent last year).

What we will do in 2016/17:

- We will continue to ensure that all staff have tailored personal development plans aligned to their objectives, and access to appropriate learning and development opportunities.

Working patterns

Flexible working opportunities can benefit everyone and encourage a healthy work–life balance. With this in mind, the Commission provides all its employees with the opportunity to request flexible working. This includes homeworking, term-time working, part time, compressed hours, staggered hours and job sharing.

In 2015/16 we introduced equality monitoring for all flexible working arrangements. This highlighted that 70 per cent of formal flexible working agreements were with employees aged 35-54, and 25 per cent with staff who declared a disability.

The proportion of employees stating caring responsibilities was 32 per cent, whilst 65 per cent were female.

What we will do in 2016/17:

- We will continue to offer opportunities for staff to work more flexibly in a fair and objective way, in line with our policy and introduce new infrastructure to support more agile ways of working.
- We will continue the equality monitoring of all our flexible working arrangements to ensure that they are fair.

Pregnancy and maternity leave

We recognise that employees want to strike a balance between their home and work life. We are committed to offering flexible employment policies to support and provide enhanced pay and leave for adoption, maternity and paternity.

During 2015/16 there were nine employees who were either pregnant or on maternity leave (4 per cent of the workforce population, compared to 3 per cent last year); of those who's maternity leave ended, all returned to work.

Grievances

During 2015/16, no new formal grievances were raised by employees, and five previous grievances were settled. In terms of outcome, one was informally resolved, one employee left the Commission, two were not upheld, and one was upheld. We have looked at each case in turn to identify whether changes to working practices or policies were needed and what lessons were learned.

As the number of grievances raised is small, there can be no meaningful statistical analysis or conclusions.

What we will do in 2016/17:

- We will continue to focus on early intervention and, where possible, address issues through informal channels, including independent mediation.

Sickness absence

We regard addressing health and wellbeing issues as important both to the Commission and to staff. In 2015/16, our sickness absence rate increased slightly from an average of 8.52 days lost to illness per FTE in 2014/15, to 8.89.

The sickness absence rate for disabled staff has fallen significantly to 35 per cent, compared to 53 per cent last year, whilst the rate for male staff has increased by 21 per cent.

In 2015/16 we established a health and wellbeing group, with a 'senior management champion', to create positive initiatives to promote good health.

We also undertook a staff survey to understand the health of our organisation and to identify potential sources of work-related stress; based on the Health and Safety Executive's Management Standards Indicator Toolkit. We are using the result to help inform our well-being strategy and initiatives.

What we will do in 2016/17:

- We will continue to monitor sickness absence and maintain a focus on the active management to identify whether there are any underlying reasons for disproportionate rates.
- We will use the results of our survey to help inform our well-being strategy and develop and implement initiatives that promote good health.

3.3 Equal pay and reward

The Commission reports on its pay gaps using a single measure, by comparing the average full-time equivalent earnings of different groups of staff (in relation to gender, disability, race and sexual orientation). For example, the full-time gender pay gap compares the mean hourly pay, excluding overtime, of men and women working full time. On the subject of interpreting pay-gap data, it is important to note that a pay gap does not necessarily mean a difference in pay for comparable jobs or work of equal value.

The pay gap data below is as of 31 March 2016. With the substantial reduction in the Commission's workforce, the pay gap calculations are based on relatively small data sets and can show large fluctuations from year to year.

Over the past four years, up to 31 March 2016, the Commission has reduced its full time pay gaps. Our pay award policy for the last three years has been to weight the pay increase towards the lower end of each pay scale, with the limited amount of money that we have available for pay increases used to narrow existing pay gaps and to close the gap between the bottom and the top of the scales.

Table 1: Commission full-time pay gaps in mean earnings, 2012/13 to 2015/16

	Gender (%)	Disability (%)	Race (%)	Sexual orientation (%)	Caring responsibilities (%)
March 2013	3.3	8.3	18.0	-6.9	-
March 2014	2.5	7.9	15.5	-0.1	-
March 2015	1.2	13.3	8.8	-12.2	-
March 2016	-5.1	12.0	8.0	-10.8	-11.8

At the end of 2015/16 the gender pay gap was positive at <-5.1per cent. We have also seen a continued narrowing in the race pay gap from 8.8 per cent in 2014/15 to 8 per cent at the end of 2015/16. In the same period, our disability pay gap narrowed from 13.3 per cent to 12 per cent.

Table 2 below shows the gender part-time pay gap, based on the mean hourly rate of pay, excluding overtime, for women working part-time, compared to men working full time. This shows that the gender part-time pay gap is positive.

Table 2: Commission part-time pay gaps in mean earnings, 2012/13 to 2015/16

	Gender (%)	Disability (%)	Race (%)	Sexual orientation (%)
March 2013	18.7	*	*	*
March 2014	11.6	*	*	*
March 2015	6.8	*	*	*
March 2016	-27.3	*	*	*

Key: * represents groups with fewer than 10 people.

We remain committed to ensuring that our pay strategy is fair and transparent, and have undertaken an equal pay audit to inform our future pay strategy. The equal pay audit found that the pay gaps identified were due to main reasons.

The first related to the historical issues relating to the harmonisation of pay when the Commission was formed from three predecessor organisations. New starters generally joined on the bottom of the pay Levels and since then because of the initial civil service pay freeze and subsequent 1% cap on rises, our people remained in the same position.

The second case is where people were recruited from the Civil Service and they joined by way of a 'level transfer' meaning that we honoured their previous salary where it was higher than our start salary.

During the next year we will undertake a full review of our pay policy and practices as well as redesigning our performance management arrangements to support both more effective management of individual performance as well as fairer and more transparent performance related pay awards.

We will also take action to address under-representation at different levels in the organisation through positive action, as noted above.

What we will do in 2016/17:

- We will establish a pay reform project team which based on the results our equal pay audit will review our approach to addressing the pay gaps.

Appendix 1: Reporting categories

Our reporting categories are defined as follows:

Age

Staff members were asked to place themselves into one of six age groups:

- 16–24
- 25–34
- 35–44
- 45–54
- 55–64
- 65+
- Prefer not to say

Disability

Staff members were asked whether they consider themselves to be disabled under the definitions of the Equality Act 2010. The question read as follows:

Section 6(1) of the Equality Act 2010 states that a person has a disability if:

- a. That person has a physical or mental impairment, and
- b. The impairment has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Using this definition do you consider yourself to be disabled?

Staff members were asked to select one of the following:

- Yes
- No
- Prefer not to say

Gender reassignment

Staff members were asked whether they defined themselves as transgender.

Race

Staff members were asked to classify themselves on the basis of the Census 2011 categories of ethnicity:

- | | |
|---------------------------------------|---|
| White | <ul style="list-style-type: none"> • English/Welsh/Scottish/Northern Irish/British • Irish • Gypsy or Irish Traveller • Any other white background |
| Mixed/multiple ethnic groups | <ul style="list-style-type: none"> • White and Black Caribbean • White and Black African • White and Asian • Any other mixed/multiple ethnic background |
| Asian/Asian British | <ul style="list-style-type: none"> • Indian • Pakistani • Bangladeshi • Chinese • Any other Asian background |
| Black/African/Caribbean/Black British | <ul style="list-style-type: none"> • African • Caribbean • Any other Black/African/Caribbean background |
| Other ethnic group | <ul style="list-style-type: none"> • Arab • Any other ethnic group |

Religion or belief

Staff members were asked to classify themselves on the basis of the Census 2011 categories of religion or belief:

- No religion
- Buddhist
- Christian
- Hindu
- Jewish
- Muslim
- Sikh
- Any other religion

- Prefer not to say

Gender

This is recorded as male or female.

Sexual orientation

Staff members were given the options of:

- Heterosexual
- Gay woman/lesbian
- Gay man
- Bisexual
- Other
- Prefer not to say

Carer

Staff members were asked whether they had caring responsibilities.

Marital status

Staff members were asked to classify themselves on the basis of the Census 2011 categories of marital status:

- Civil partnership
- Divorced
- Married
- Partner
- Separated
- Single
- Not stated
- Prefer not to say

Workforce profile

Protected characteristic	2015/16	2014/15	2013/14	2012/13	2011/12
Age					
16–24	1%	1%	0%	0%	0%
25–34	18%	13%	14%	18%	25%
35–44	29%	31%	29%	30%	28%
45–54	33%	37%	41%	38%	30%
55–64	18%	16%	13%	13%	15%
65+	1%	2%	3%	1%	2%
Disability					
Disabled	24%	25%	26%	21%	23%
Non-disabled	64%	55%	46%	79%	77%
Not declared	12%	20%	28%	0%	0%
Gender					
Male	40%	39%	39%	39%	35%
Female	60%	61%	61%	61%	65%
Gender reassignment					
Transgender or transsexual	0%	0%	0%	0%	0%
Ethnicity					
Black and ethnic minority	16%	16%	18%	18%	19%
White	82%	81%	80%	80%	78%
Not declared	2%	3%	2%	2%	3%
Religion or belief					
Religion or belief	41%	47%	50%	50%	49%
No religion or belief	47%	44%	41%	41%	40%
Not declared	12%	9%	9%	9%	11%
Sexual orientation					
Gay/lesbian/bisexual	8%	6%	6%	6%	9%
Heterosexual	83%	84%	83%	83%	78%
Not declared	9%	10%	11%	11%	13%
Caring responsibilities					
Yes	49%	52%	46%	46%	36%
No	44%	39%	44%	44%	51%
Not declared	7%	9%	10%	10%	13%
Marital status					
Married or in a civil partnership	49%	52%	52%	46%	40%
Not married or in a civil partnership	47%	42%	40%	41%	46%
Not declared	4%	6%	8%	13%	14%
Pregnancy and maternity					
Pregnant or on maternity leave	4%	3%	6%	7%	7%

Workforce profile by pay band

	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Director and above	2015/16 overall profile
Age								
16–24	0%	0%	2%	0%	0%	0%	0%	1%
25–34	34%	24%	14%	30%	0%	0%	0%	18%
35–44	0%	12%	27%	33%	38%	38%	21%	29%
45–54	33%	47%	27%	24%	25%	25%	57%	33%
55–64	33%	18%	25%	13%	38%	38%	21%	18%
65+	0%	0%	4%	0%	0%	0%	0%	1%
Disability								
Declared a disability	67%	29%	31%	19%	20%	13%	7%	24%
Gender								
Female	50%	76%	51%	57%	61%	75%	79%	60%
Male	50%	24%	49%	43%	39%	25%	21%	40%
Ethnicity								
White	67%	71%	75%	85%	89%	100%	79%	82%
Black and ethnic minority	33%	30%	12%	3%	12%		14%	16%
Not declared			4%	11%			7%	2%
Religion or belief								
Religion or belief	66%	47%	49%	35%	43%	25%	28%	41%
No religion or belief	17%	47%	39%	55%	43%	75%	50%	47%
Not declared	17%	12%	12%	9%	14%		21%	12%

	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Director and above	2015/16 overall profile
Sexual orientation								
Gay/lesbian/bisexual	0%	0%	6%	10%	4%	13%	21%	8%
Heterosexual	100%	88%	82%	82%	89%	88%	64%	83%
Not declared	0%	12%	12%	7%	7%	0%	14%	9%
Caring responsibilities								
Yes	33%	41%	39%	45%	66%	88%	43%	49%
No	50%	47%	51%	52%	27%	13%	50%	44%
Not declared	17%	12%	10%	3%	7%	0%	7%	7%
Marital status								
Married or in a civil partnership	33%	41%	47%	52%	52%	50%	50%	49%
Not married or in a civil partnership	67%	59%	49%	46%	39%	50%	43%	47%
Not declared	0%	0%	4%	1%	9%	0%	7%	4%
Pregnancy and maternity								
Pregnant or on maternity leave	0%	6%	2%	6%	7%	0%	0%	4%

Job applications

Protected characteristic	2015/16	2014/15	2013/14	2012/13	2011/12	2015/16 Commission profile
Age						
16–21	*table below	*table below	0%	0%	0%	*table below
22–30			6%	16%	19%	
31–40			31%	28%	26%	
41–50			44%	28%	39%	
51–60			17%	17%	16%	
61–65			1%	0%	0%	
66+			0%	0%	0%	
Not declared			1%	8%	0%	
Disability						
Disabled	9%	11%	12%	6%	10%	24%
Non-disabled	61%	69%	77%	81%	84%	64%
Not declared	30%	20%	11%	13%	2%	12%
Gender						
Male	27%	32%	36%	39%	32%	40%
Female	46%	53%	63%	50%	68%	60%
Not declared	27%	15%	1%	11%		0%
Gender reassignment						
Yes	31%	0%	25%	5%	None Declared	None declared
No	41%	75%	62%	81%		
Do not wish to declare	0%	15%	13%	14%		
Not stated	28%					
Ethnicity						
Black and ethnic minority	14%	21%	22%	30%	22%	16%
White	59%	61%	74%	62%	77%	82%
Not declared	27%	18%	3%	0%	1%	2%
Religion or belief						
Religion or belief	57%	43%	48%	57%	71%	41%
No religion or belief	38%	38%	44%	34%	26%	47%
Not declared	5%	19%	8%	10%	3%	12%
Sexual orientation						
Gay/lesbian/bisexual	4%	9%	10%	13%	6%	8%
Heterosexual	63%	69%	82%	78%	88%	83%
Not stated	29%	22%	7%	9%	6%	9%
Prefer not to say	4%	7%	-	-	-	-

Protected characteristic	2015/16	2014/15	2013/14	2012/13	2011/12	2015/16 Commission profile
Caring responsibilities						
Yes	15%	25%	30%	12%	19%	49%
No	50%	57%	63%	77%	81%	44%
Not declared	35%	18%	7%	11%	0%	7%
Marital status						
Married or in a civil partnership	24%	35%	46%	42%	54%	49%
Not married or in a civil partnership	47%	47%	46%	44%	46%	47%
Do not wish to declare	30%	18%	8%	14%	0%	4%
Pregnancy and maternity						
Pregnant or on maternity leave	0%	0%	0%	0%	n/a	4%

Protected characteristic	2015/16	2014/15			2015/16 Commission profile
Age					
16–24	10%	8%			1%
25–35	33%	34%			18%
35–44	16%	18%			29%
45–54	9%	19%			33%
55–64	5%	4%			18%
65+	0%	0%			1%
Do not wish to declare	1%	0%			0%
Not stated	27%	15%			0%

External recruitment

Protected characteristic	2015/16	2014/15	2013/14	2012/13	2011/12	2015/16 workforce profile
Age						
16–24	3%	5%	0%	0%	0%	1%
25–34	66%	62%	29%	20%	43%	18%
35–44	21%	24%	29%	30%	29%	29%
45–54	10%	10%	43%	50%	29%	33%
55–64	0%	0%	0%	0%	0%	18%
65+	0%	0%	0%	0%	0%	1%
Disability						
Disabled	14%	10%	0%	0%	0%	24%
Non-disabled	83%	80%	86%	100%	100%	64%
Not declared	3%	10%	14%	n/a	n/a	12%
Gender						
Male	28%	38%	71%	60%	43%	40%
Female	72%	62%	29%	40%	57%	60%
Gender reassignment	0%	0%	0%	0%	0%	0%
Ethnicity						
Black and ethnic minority	14%	10%	0%	20%	28%	16%
White	83%	81%	100%	80%	72%	82%
Not declared	3%	9%	0%	0%	0%	2%
Religion or belief						
Religion or belief	28%	24%	57%	60%	57%	42%
No religion or belief	62%	66%	43%	40%	43%	47%
Not declared	10%	10%	0%	0%	0%	12%
Sexual orientation						
Gay/lesbian/bisexual	17%	5%	14%	10%	29%	8%
Heterosexual	79%	90%	86%	90%	71%	83%
Not declared	3%	5%	0%	0%	0%	9%
Caring responsibilities						
Yes	14%	33%	29%	20%	29%	49%
No	83%	67%	71%	80%	57%	44%
Not declared	3%	0%	0%	0%	14%	7%
Marital status						
Married or in a civil partnership	17%	48%	43%	50%	57%	49%
Not married or in a civil partnership	79%	52%	43%	10%	0%	47%
Not declared	4%	0%	14%	40%	43%	4%

Protected characteristic	2015/16	2014/15	2013/14	2012/13	2011/12	2015/16 workforce profile
Pregnancy / maternity						
Pregnant or on maternity leave	3%	0%	0%	0%	-	4%

Promotions

Protected characteristic	2015/16	2014/15	2013/14	2012/13	2011/12	2015/16 workforce profile
Age						
16–24	0%	0%	0%	0%	n/a	1%
25–34	20%	20%	38%	14%	n/a	18%
35–44	40%	50%	38%	14%	n/a	29%
45–54	40%	20%	25%	71%	n/a	33%
55–64	0%	10%	0%	0%	n/a	18%
65+	0%	0%	0%	0%	n/a	1%
Disability						
Disabled	0%	10%	25%	29%	n/a	24%
Non-disabled	100%	60%	25%	71%	n/a	64%
Not declared	0%	30%	50%	0%	n/a	12%
Gender						
Male	0%	40%	12%	0%	n/a	40%
Female	100%	60%	88%	100%	n/a	60%
Gender reassignment	0%	0%	0%	0%	0%	0%
Ethnicity						
Black and ethnic minority	20%	20%	25%	0%	n/a	16%
White	80%	80%	75%	100%	n/a	82%
Not declared	0%	0%	0%	0%	n/a	2%
Religion or belief						
Religion or belief	40%	50%	25%	29%	n/a	42%
No religion or belief	60%	50%	75%	57%	n/a	47%
Not declared	0%	0%	0%	14%	n/a	12%
Sexual orientation						
Gay/lesbian/bisexual	0%	10%	25%	0%	n/a	8%
Heterosexual	100%	90%	63%	100%	n/a	83%
Not declared	0%	0%	12%	0%	n/a	9%
Caring responsibilities						
Yes	40%	80%	38%	71%	n/a	49%
No	60%	20%	62%	29%	n/a	44%
Not declared	0%	0%	0%	0%	n/a	7%
Marital status						
Married or in a civil partnership	40%	50%	50%	44%	n/a	49%
Not married or in a civil partnership	60%	40%	50%	42%	n/a	47%
Not declared	0%	10%	0%	14%	n/a	4%

Protected characteristic	2015/16	2014/15	2013/14	2012/13	2011/12	2015/16 workforce profile
Pregnancy and maternity Pregnant or on maternity leave	20%	0%	13%	14%	n/a	4%

Temporary promotions

Protected characteristic	2015/16	2014/15	2013/14	2012/13	2011/12	2015/16 workforce profile
Age						
16–24	0%	0%	0%	0%	0%	1%
25–34	27%	17%	41%	37%	41%	18%
35–44	27%	33%	29%	26%	32%	29%
45–54	37%	42%	24%	31%	22%	33%
55–64	9%	8%	6%	6%	5%	18%
65+	0%	0%	0%	0%	0%	1%
Disability						
Disabled	55%	42%	18%	26%	19%	24%
Non-disabled	45%	50%	35%	74%	81%	64%
Not declared	0%	8%	47%	n/a	n/a	12%
Gender						
Male	36%	33%	29%	23%	22%	40%
Female	64%	67%	71%	77%	78%	60%
Gender reassignment	0%	0%	0%	0%	0%	0%
Ethnicity						
Black and ethnic minority	18%	25%	18%	18%	22%	16%
White	82%	75%	82%	82%	78%	82%
Not declared	0%	0%	0%	0%	0%	2%
Religion or belief						
Religion or belief	36%	42%	47%	43%	43%	42%
No religion or belief	46%	58%	53%	48%	49%	47%
Not declared	18%	0%	0%	9%	8%	12%
Sexual orientation						
Gay/lesbian/bisexual	18%	25%	18%	12%	14%	8%
Heterosexual	64%	67%	82%	74%	70%	83%
Not declared	18%	8%	0%	14%	16%	9%
Caring responsibilities						
Yes	55%	75%	47%	31%	24%	49%
No	36%	17%	53%	66%	73%	44%
Not declared	9%	8%	0%	3%	3%	7%
Marital status						
Married or in a civil partnership	55%	42%	47%	31%	27%	49%

Protected characteristic	2015/16	2014/15	2013/14	2012/13	2011/12	2015/16 workforce profile
Not married or in a civil partnership	45%	50%	53%	60%	70%	47%
Not declared	0%	8%	0%	9%	3%	4%
Pregnancy and maternity						
Pregnant or on maternity leave	0%	0%	12%	9%	n/a	4%

Staff leavers

Protected characteristic	2015/16	2014/15	2013/14	2012/13	2011/12	2015/16 workforce profile
Age						
16–24	0%	0%	0%	0%	1%	1%
25–34	26%	23%	26%	26%	39%	18%
35–44	22%	32%	37%	31%	29%	29%
45–54	26%	27%	26%	25%	16%	33%
55–64	16%	9%	5%	12%	11%	18%
65+	10%	9%	5%	5%	4%	1%
Disability						
Disabled	26%	18%	11%	27%	21%	24%
Non-disabled	45%	32%	89%	73%	79%	64%
Not declared	29%	50%	0%	0%	0%	12%
Gender						
Male	23%	36%	26%	30%	28%	40%
Female	77%	64%	74%	70%	73%	60%
Gender reassignment	0%	0%	0%	0%	0%	0%
Ethnicity						
Black and ethnic minority	13%	23%	32%	20%	19%	16%
White	84%	77%	63%	78%	78%	82%
Not declared	3%	0%	5%	2%	3%	2%
Religion or belief						
Religion or belief	55%	41%	47%	44%	51%	42%
No religion or belief	39%	59%	48%	43%	34%	47%
Not declared	6%	0%	5%	13%	15%	12%
Sexual orientation						
Gay/lesbian/bisexual	7%	9%	5%	10%	9%	8%
Heterosexual	87%	82%	84%	75%	76%	83%
Not declared	6%	9%	11%	15%	15%	9%
Caring responsibilities						
Yes	35%	23%	42%	31%	39%	49%
No	55%	77%	53%	58%	46%	44%
Not declared	10%	0%	5%	11%	15%	7%
Marital status						
Married or in a civil partnership	39%	59%	31%	38%	40%	49%
Not married or in a civil partnership	51%	41%	53%	49%	37%	47%
Not declared	10%	0%	16%	13%	23%	4%

Protected characteristic	2015/16	2014/15	2013/14	2012/13	2011/12	2015/16 workforce profile
Pregnancy and maternity Pregnant or on maternity leave	0%	0%	0%	0%	n/a	4%

Grievances

Protected characteristic	2015/16	2014/15	2013/14	2012/13	2011/12	2015/16 workforce profile
Age						
16–24	0	0	0	0	1	1%
25–34	0	0	0	0	1	18%
35–44	0	3	2	2	0	29%
45–54	0	2	4	2	2	33%
55–64	0	0	1	2	0	18%
65+	0	0	0	0	0	1%
Disability						
Disabled	0	2	4	1	1	24%
Non-disabled	0	1	1	5	3	64%
Not declared	0	2	2	0	0	12%
Gender						
Male	0	3	2	2	3	40%
Female	0	2	5	4	1	60%
Gender reassignment	0	0	0	0	0	0%
Ethnicity						
Black and ethnic minority	0	2	2	1	0	16%
White	0	3	5	5	4	82%
Not declared	0	0	0	0	0	2%
Religion or belief						
Religion or belief	0	2	5	2	2	42%
No religion or belief	0	2	2	3	1	47%
Not declared	0	1	0	1	1	12%
Sexual orientation						
Gay/lesbian/bisexual	0	0	1	2	1	8%
Heterosexual	0	4	5	4	3	83%
Not declared	0	1	1	0	0	9%
Caring responsibilities						
Yes	0	1	4	2	n/a	49%
No	0	3	3	3	n/a	44%
Not declared	0	1	0	1	n/a	7%
Marital status						
Married or in a civil partnership	0	2	2	3	n/a	49%
Not married or in a civil partnership	0	2	5	3	n/a	47%

Protected characteristic	2015/16	2014/15	2013/14	2012/13	2011/12	2015/16 workforce profile
partnership Not declared	0	1	0	0	n/a	4%
Pregnancy and maternity Pregnant or on maternity leave	0	1	0	1	n/a	4%

Part time working

Protected characteristic	2015/16	2014/15	2013/14	2012/13	2011/12	2015/16 workforce profile
Age						
16–24	0%	0%	0%	0%	0%	1%
25–34	7%	9%	14%	17%	16%	18%
35–44	41%	38%	31%	37%	43%	29%
45–54	26%	26%	21%	29%	25%	33%
55–64	21%	15%	24%	17%	14%	18%
65+	5%	12%	10%	0%	2%	1%
Disability						
Disabled	21%	18%	14%	14%	21%	24%
Non-disabled	62%	65%	55%	86%	79%	64%
Not declared	17%	0%	31%	0%	n/a	12%
Gender						
Male	14%	9%	10%	11%	14%	40%
Female	86%	91%	90%	89%	80%	60%
Gender reassignment	0%	0%	0%	0%	0%	0%
Ethnicity						
Black and ethnic minority	7%	3%	4%	9%	12%	16%
White	93%	97%	93%	89%	87%	82%
Not declared	0%	0%	3%	2%	1%	2%
Religion or belief						
Religion	50%	62%	60%	57%	57%	42%
No religion or belief	40%	32%	34%	29%	30%	47%
Not declared	10%	6%	6%	14%	13%	12%
Sexual orientation						
Gay/lesbian/bisexual	2%	0%	0%	3%	7%	8%
Heterosexual	96%	94%	90%	86%	82%	83%
Not declared	2%	6%	10%	11%	11%	9%
Caring responsibilities						
Yes	79%	79%	76%	79%	62%	49%
No	17%	15%	17%	28%	27%	44%
Not declared	5%	6%	7%	14%	11%	7%
Marital status						
Married or in a civil partnership	71%	71%	66%	74%	78%	49%
Not married or in a civil partnership	24%	26%	31%	15%	14%	47%

Protected characteristic	2015/16	2014/15	2013/14	2012/13	2011/12	2015/16 workforce profile
partnership Not declared	4%	3%	3%	11%	8%	4%
Pregnancy and maternity Pregnant or on maternity leave	14%	9%	3%	9%	n/a	4%

Sickness absence

Protected characteristic	2015/16	2014/15	2013/14	2012/13	2011/12	2015/16 workforce profile
Age						
16–24	0%	0%	0%	0%	0%	1%
25–34	18%	6%	13%	15%	29%	18%
35–44	23%	33%	34%	26%	29%	29%
45–54	36%	39%	43%	33%	25%	33%
55–64	22%	18%	9%	19%	14%	18%
65+	1%	3%	1%	7%	3%	1%
Disability						
Disabled	35%	53%	43%	50%	33%	24%
Non-disabled	52%	25%	18%	50%	67%	64%
Not declared	13%	22%	39%	0%	0%	12%
Gender						
Male	42%	21%	44%	31%	33%	40%
Female	58%	79%	56%	69%	67%	60%
Gender reassignment	0%	0%	0%	0%	0%	0%
Ethnicity						
Black and ethnic minority	16%	33%	24%	24%	18%	16%
White	81%	62%	64%	71%	77%	82%
Not declared	3%	5%	12%	5%	5%	2%
Religion or belief						
Religion	38%	50%	48%	46%	44%	42%
No religion or belief	50%	40%	34%	43%	39%	47%
Not declared	12%	10%	18%	11%	17%	12%
Sexual orientation						
Gay/lesbian/bisexual	7%	3%	2%	5%	9%	8%
Heterosexual	85%	85%	79%	85%	78%	83%
Not declared	8%	11%	19%	10%	13%	9%
Caring responsibilities						
Yes	49%	55%	52%	34%	30%	49%
No	42%	33%	32%	52%	53%	44%
Not declared	9%	12%	16%	14%	17%	7%
Marital status						
Married or in a civil partnership	54%	37%	43%	45%	37%	49%
Not married or in a civil	42%	51%	39%	46%	46%	47%

Protected characteristic	2015/16	2014/15	2013/14	2012/13	2011/12	2015/16 workforce profile
partnership Not declared	4%	12%	18%	9%	17%	4%
Pregnancy and maternity Pregnant or on maternity leave	4%	3%	4%	8%	n/a	4%

Training and development

Protected characteristic	2015/16	2014/15	2013/14	2012/13	2011/12	2015/16 workforce profile
Age						
16–24	1%	1%	0%	0%	0%	1%
25–34	18%	13%	12%	16%	19%	18%
35–44	31%	31%	29%	22%	32%	29%
45–54	35%	39%	43%	47%	34%	33%
55–64	14%	14%	14%	11%	14%	18%
65+	1%	2%	2%	4%	1%	1%
Disability						
Disabled	21%	24%	25%	22%	26%	24%
Non-disabled	72%	52%	75%	78%	74%	64%
Not declared	7%	24%				12%
Gender						
Male	40%	37%	43%	35%	33%	40%
Female	60%	63%	57%	65%	67%	60%
Gender reassignment	0%	0%	0%	0%	0%	0%
Ethnicity						
Black and ethnic minority	12%	17%	19%	17%	19%	16%
White	86%	79%	79%	82%	80%	82%
Not declared	2%	4%	2%	1%	1%	2%
Religion or belief						
Religion	45%	50%	53%	48%	49%	42%
No religion or belief	48%	42%	40%	42%	41%	47%
Not declared	7%	8%	7%	10%	10%	12%
Sexual orientation						
Gay/lesbian/bisexual	7%	6%	8%	7%	8%	8%
Heterosexual	88%	82%	83%	82%	81%	83%
Not declared	5%	12%	9%	11%	11%	9%
Caring responsibilities						
Yes	53%	54%	47%	33%	42%	49%
No	43%	36%	46%	62%	47%	44%
Not declared	4%	10%	7%	5%	11%	7%
Marital status						
Married or in a civil partnership	50%	52%	56%	60%	46%	49%
Not married or in a civil	48%	44%	37%	31%	44%	47%

Protected characteristic	2015/16	2014/15	2013/14	2012/13	2011/12	2015/16 workforce profile
partnership Not declared	2%	4%	7%	9%	10%	4%
Pregnancy and maternity Pregnant or on maternity leave	4%	3%	33%	0%	n/a	4%

Flexible working requests

Protected characteristic	2015/16	2015/16 Workforce Profile
Age		
16-24	0%	0%
25-34	10%	18%
35-44	43%	29%
45-54	27%	33%
55-64	15%	18%
65+	5%	1%
Disability		
Disabled	25%	24%
Non-disabled	63%	65%
Not declared	12%	12%
Gender		
Male	35%	40%
Female	65%	60%
Ethnic group		
White	92%	82%
Black and ethnic minority	8%	16%
Not declared	0%	2%
Religion or belief		
Religion or belief	55%	42%
No religion or belief	45%	47%
Not declared	2%	12%
Sexual orientation		
Lesbian/gay/bisexual	5%	8%
Heterosexual	93%	84%
Not declared	2%	9%
Caring responsibilities		
Yes	63%	49%
No	32%	44%
Not declared	5%	7%
Marital Status		
Married or in a civil partnership	55%	49%
Not married or in a civil partnership	43%	47%
Not declared	2%	4%
Pregnancy and Maternity		
Pregnant or on maternity leave	10%	4%