

CORPORATE

Workforce Diversity Report 2014/15

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Introduction

Foreword

The Equality and Human Rights Commission is pleased to present its annual workforce diversity report covering the period 1 April 2014 to 31 March 2015.

We are a small organisation with 204 staff, and the majority are based in offices in London, Manchester, Glasgow, Cardiff and Birmingham.

Our workforce data 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 they can – a culture in which they feel valued and supported. During 2014/15 we have, in consultation with staff, begun to develop our Great Place Plan. This will set out how we will build a great place to work, which in turn will help us to deliver great work.

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.

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.

Scope

This report provides an overview of our equality and diversity employment monitoring data as of 31 March 2015. 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.

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.

Staff diversity declaration rates

In 2014/15 we refreshed our workforce diversity monitoring information and encouraged staff to make a diversity declaration. Some 60 per cent of our staff responded and provided data. 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.

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.
- Since 2011/12 the Commission's workforce has fallen from 372 full-time equivalent (FTE) employees to 204 FTEs as a result of voluntary exits; therefore, due to the relatively small data sets, robust analysis is problematic.

Equality priorities and objectives

In 2012/13 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.

Progress against our equality objectives in 2014/15

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

We have:

- carried out impact assessments on all our business improvement activities, including the restructuring of the legal directorate and communications function, and the implementation of our redeployment policy, and
- continued to update our suite of people policies in consultation with the trade unions side; three have been implemented (gifting of assistive equipment, redeployment, and job evaluation) and a further nine have been drafted and are out for consultation.

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

We have:

- undertaken a survey, in which 75 per cent of our people took part, to identify the characteristics of the ideal organisational culture for the Commission which would best support the delivery of our business objectives; we also gathered information on our current culture,
- continued to strengthen our internal communications to further improve staff engagement, with monthly face-to-face cascades and an all-staff development event that attracted positive feedback,
- increased our use of social media to promote our vacancies externally, enabling us to attract applicants from a broader and more diverse field; we have also undertaken targeted external advertising in specific media, for example the websites of the Equality and Diversity Forum and Evenbreak.
- ensured that all staff 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,
- held a series of learning events as part of Learning at Work Week around the theme 'Learning Connections', as an opportunity for staff to continue building a workplace learning culture; this included sessions for staff on how they learn and how they ensure that they get the best from their development,
- rolled out a training programme on application and interview skills for all staff; 55 have taken up the opportunity,
- identified the Positive Action Pathway development programme to provide a more structured career development programme for ethnic minority and disabled staff at Level 3 and below; support is being provided to help eligible staff with the application process in readiness to apply for the next cohort,
- supported four female staff to attend the Crossing Thresholds career mentoring programme, in which they have been paired with mentors,
- launched a new lawyer trainee scheme for staff at Level 3 to become professionally trained; two individuals are now on the scheme,

- begun a job evaluation exercise to enable us to understand the relative size of jobs within the organisation, in order to undertake an equal pay audit in 2015/16,
- continued to focus on early intervention in relation to employment concerns and complaints raised by staff, and have, where possible, addressed issues through informal channels; there were three formal grievances, of which two were resolved/withdrawn,
- maintained a focus on the active management of sickness absence; as a result there has been a significant reduction in our sickness absence rate, which has fallen to an average of 8.52 days lost to illness per FTE, compared to 11.41 in 2013/14.

Diversity report

A representative and diverse workforce

Overall workforce diversity

As of 31 March 2015, the Commission employed 204 people. During 2014/15, 22 staff left the Commission and there were 21 new appointments.

Overall, there was no significant change to the Commission's workforce diversity during 2014/15. The main changes were a small increase in the proportion of staff who have caring responsibilities and a slight ageing of the workforce.

In 2014/15, we undertook an exercise to refresh our equality monitoring data and to encourage staff to make a diversity declaration. Some 60 per cent of our staff responded and provided data.

The Commission's diversity profile as of 31 March 2015 is provided in the appendix.

In summary:

- 61 per cent of our workforce are female – no change from the previous two years.
- 25 per cent of our workforce describe themselves as having a disability – broadly the same as in 2013/14.
- 16 per cent of our workforce declare that they are from ethnic minority groups – a slight decrease (2 per cent) from 2013/14.
- 14 per cent of our workforce are aged under 34, the same as 2013/14; 18 per cent are aged over 55, compared to 16 per cent the previous year.
- 47 per cent of our workforce declared a religion or belief – slightly down on the 50 per cent of last year.
- 6 per cent of our workforce declared that they are lesbian, gay or bisexual – no change from the previous year; while 84 per cent stated that they are heterosexual – broadly the same as in 2013/14.
- 52 per cent of our staff declared that they are married or in a civil partnership – no change from the previous year.

- Over half (52 per cent) of our staff declared that they have caring responsibilities – an increase from 46 per cent in 2013/14.
- No staff have identified themselves as transgender.

Representation by organisational level

The majority of the Commission's staff (71 per cent) work at Level 4 and below. Overall, our workforce has a higher proportion of women than men (61 per cent).

Female representation at senior levels remains high, with 67 per cent of roles at director level and above held by women – an increase of 5 per cent since last year. We have also seen an improvement 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 ethnic minority staff at Level 5 and above, we have seen an improvement in the number of ethnic minority staff at director level and above.

Staff declaring a disability make up 25 per cent of the Commission's workforce; at Levels 1–3 the figure is higher (36 per cent of staff within these grades).

The Commission has 1 per cent of staff in the 16–24 age group. This is due to the limited opportunity to recruit staff externally into the civil service and non-departmental public bodies (NDPBs). Staff in the age group 25–34 have a proportionally higher representation at Levels 2–4, and staff in the 45–54 age range have a higher representation at Level 5 and at director level and above. Some 68 per cent of the Commission's workforce are in the 35–54 age range.

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 we 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 or reorganisation 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 2014/15 we saw a significant increase in job applications to the Commission. We received 409 applications for 46 roles. Over 278 of these were from external applicants, 72 were internal and 59 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 (21 per cent).

Overall, applications for jobs from candidates who declared a disability remained broadly the same – 11 per cent in 2014/15 and 12 per cent in 2013/14. Candidates with a declared disability secured 10 per cent of externally filled roles, 10 per cent of permanent internal promotions and 42 per cent of internal temporary promotions.

There was an increase in the appointment of candidates in the 16–34 age range – 67 per cent, compared to 29 per cent the previous year.

The proportion of male and female applicants among those who chose to declare remained broadly the same as in 2013/14 – 63 per cent women and 36 per cent men. There was a significant increase in the proportion of successful external female candidates – 62 per cent, compared to 29 per cent in 2013/14. Some 36 per cent of all internal temporary and permanent promotions went to male employees – an increase from 24 per cent in 2013/14.

The proportion of job applications from candidates who declared that they were from an ethnic minority background was broadly the same as the previous year, at 21 per cent. In 2014/15, 10 per cent of externally recruited staff declared themselves to be from an ethnic minority, compared to none the previous year; and 23 per cent of temporary and permanent promotions were secured by ethnic minority staff.

Applications from candidates who declared that they were lesbian, gay, bisexual and transgender (LGBT) remained broadly the same compared to 2013/14 – 9 per cent;

there was a decrease in the proportion of LGBT new recruits – from 14 per cent in 2013/14 to 5 per cent in 2014/15.

There was a decline (5 per cent) in the proportion of job applicants who expressed a religion or belief, and a lower proportion of such applicants was successful in the recruitment process (24 per cent). In all, 45 per cent of temporary and permanent promotions were secured by applicants who expressed a religion or belief.

What we will do in 2015/16:

- We will 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.
- 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 put in place focused and 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, using the cross-Civil Service Positive Action Pathway programme.
- We will introduce a new apprenticeship scheme and use social media to attract more applicants from the 16–34 age range.

Staff leavers

In 2014/15, 22 staff left the Commission, including eight who left under a voluntary exit scheme. There was an increase in the proportion of disabled and ethnic minority staff who left the Commission. Given the small numbers of staff involved, no meaningful conclusions can be drawn.

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

What we will do in 2015/16:

- We will introduce a new exit interview policy and system to gather the views of people who leave the Commission and to help identify what factors have contributed to an individual's decision to move on from the Commission and their experience in the workplace.

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.

Staff survey

In the latter part of 2014 and early 2015, we embarked on a survey of all our people to develop a clear understanding of both the type of culture we have now and the type of culture we are aiming for. Over 65 per cent of staff responded to the survey on the current culture and 76 per cent on the ideal culture.

The results of the surveys have been used to help develop our Great Place Plan, which will set out how we will build a great place to work and help us to deliver great work. The plan will also be informed by a series of 'Great Place Conversations', which will take place across the Commission's five largest sites.

What we will do in 2015/16:

- We will develop and implement a new people strategy, the Great Place Plan, with wide engagement from both our people and our recognised trade unions; this is aimed at delivering improvements for our people, delivery and governance, enabling us to develop our organisational culture.
- We will carry out a relevance assessment for any proposed improvements to our ways of working as a result of developing and implementing the new Great Place Plan, including changes to our people policies, and will build equality considerations into their refresh wherever necessary.
- We will use a pulse survey to monitor continuously whether our people feel that the Commission is a great place to work and are willing to recommend the Commission to friends as a good place to work.

- We will consider the impact on equality of the implementation of our business improvement activities, including the proposals for changes to our senior management team and people team.

Access to learning and development

We want 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 2014/15, over 55 per cent of the Commission's employees attended centrally managed and delivered programmes, and 90 per cent attended externally run face-to-face development courses. 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 a significant increase in the proportion of ethnic minority staff undertaking training – 50 per cent, up from 19 per cent in 2013/14. Attendance of disabled staff in learning and development opportunities also remained broadly the same as last year – 24 per cent.

The proportion of female staff attending training has increased to 63 per cent (compared to 57 per cent in 2013/14), while the proportion of male staff attending has fallen by 6 per cent.

What we will do in 2015/16:

- 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.
- We will review our learning and development policies and frameworks, so that they are clear, simple and consistent.

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.

Currently over 16 per cent (34 employees) of the Commission's workforce work on a part-time basis – no change from the previous year. The diversity of the employees who work on a part-time basis also remains broadly the same, with 91 per cent being women and 18 per cent having declared a disability (up from 14 per cent in 2013/14).

What we will do in 2015/16:

- We will continue to offer opportunities for staff to work flexibly in a fair and objective way, in line with our flexible working policy.
- We will introduce equality monitoring for all flexible working arrangements.

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 2014/15 there were seven employees who were either pregnant or on maternity leave (3 per cent of the workforce population, compared to 6 per cent last year); all of them returned to work.

Grievances

During 2014/15 only a small number of grievances (five) were raised by employees; of these, one was discrimination related, centring on what the claimant regarded as failure to make reasonable adjustments, and two related to equal pay concerns.

In terms of outcome, two grievances were withdrawn, 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 2015/16:

- We will build the capability of performance and development managers to make reasonable adjustments and to support staff with mental health conditions, by updating guidance and rolling out training seminars.

- 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 2014/15, our sickness absence rate decreased significantly to an average of 8.52 days lost to illness per FTE, compared to 11.41 in 2013/14. The improvement in attendance was due to active management of individual cases; excluding long-term absence, the average rate was less than 3.0 days.

At 53 per cent, the sickness absence rate for disabled staff, who make up 25 per cent of our workforce, is proportionally higher than for non-disabled staff; it has increased by 10 per cent over last year.

What we will do in 2015/16:

- 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 establish a health and wellbeing group, with a 'senior management champion', to create positive initiatives to promote good health.
- We will undertake a staff survey to understand the health of our organisation and to identify potential sources of work-related stress; this will be based on the Health and Safety Executive's Management Standards Indicator Toolkit.

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 2015. 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 three years, up to 31 March 2015, the Commission has reduced its full-time pay gaps in relation to gender and race. Our pay award policy for the last two 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 2014/15

	Gender (%)	Disability (%)	Race (%)	Sexual orientation (%)
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

At the end of 2014/15, we continued to have a very low gender pay gap of 1.2 per cent, which compares favourably with the overall 2014 UK full-time gender pay gap in mean earnings of 14.2 per cent and the public sector full-time gender pay gap in mean earnings of 13.9 per cent. The main contributory factor in the narrowing of the gap since 2013/14 was the recruitment of more women to senior roles.

We have also seen a narrowing in the race pay gap from 15.5 per cent in 2013/14 to 8.8 per cent at the end of 2014/15, as a result of the success of staff with an ethnic minority background in securing promotions.

In the same period, our disability pay gap initially narrowed from 8.3 per cent to 7.9 per cent, but has now widened to 13.3 per cent. If this is disaggregated by individual grade, then disabled staff have higher average hourly earnings at all levels, with the exception of Level 2 and 4, where there is a marginal difference, and at director level and above.

We remain committed to ensuring that our pay strategy is fair and transparent. We recently completed a job evaluation exercise and will be undertaking an equal pay audit to inform our future pay strategy. We will also take action to address under-representation at different levels in the organisation through positive action, as noted above.

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 has narrowed from 11.6 per cent in 2014 to 6.8 per cent in 2015. This compares favourably with the overall 2014 UK gender part-time pay gap in mean earnings (33.3 per cent) and the public sector gender part-time pay gap (27.9 per cent).

Table 2: Commission part-time pay gaps in mean earnings, 2012/13 to 2014/15

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

Key: * represents groups with fewer than 10 people.

What we will do in 2015/16:

- We will undertake an equal pay audit and publish an equal pay statement, as part of the development and implementation of a new pay strategy.

Appendix

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

Protected characteristic	2014/15	2013/14	2012/13	2011/12
Pregnancy and maternity Pregnant or on maternity leave	3%	6%	7%	7%

Workforce profile by pay band

	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Director and above	2014/15 overall profile
Age								
16–24	13%	0%	0%	0%	0%	0%	0%	1%
25–34	13%	24%	12%	21%	5%	0%	0%	13%
35–44	0%	19%	31%	37%	39%	50%	13%	31%
45–54	25%	52%	31%	30%	42%	0%	73%	37%
55–64	38%	5%	21%	13%	13%	50%	13%	16%
65+	13%	0%	6%	0%	0%	0%	0%	2%
Disability								
Declared a disability	63%	24%	37%	21%	18%	17%	7%	25%
Gender								
Female	50%	76%	52%	59%	66%	83%	67%	61%
Male	50%	24%	48%	41%	34%	17%	33%	39%
Ethnicity								
White	74%	67%	73%	86%	89%	100%	87%	81%
Black and ethnic minority	26%	33%	19%	11%	11%	0%	13%	16%
Not declared	0%	0%	8%	3%	0%	0%	0%	3%
Religion or belief								
Religion or belief	50%	57%	60%	41%	42%	17%	40%	47%

	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Director and above	2014/15 overall profile
No religion or belief	37%	29%	33%	54%	42%	83%	53%	44%
Not declared	13%	14%	0%	5%	16%	0%	7%	9%
Sexual orientation								
Gay/lesbian/bisexual	0%	0%	6%	7%	3%	17%	20%	6%
Heterosexual	100%	86%	83%	86%	84%	83%	73%	84%
Not declared	0%	14%	12%	8%	13%	0%	7%	10%
Caring responsibilities								
Yes	25%	43%	13%	54%	68%	83%	53%	52%
No	63%	43%	46%	43%	24%	17%	33%	39%
Not declared	13%	14%	40%	3%	8%	0%	13%	9%
Marital status								
Married or in a civil partnership	25%	48%	44%	63%	53%	50%	53%	52%
Not married or in a civil partnership	75%	48%	46%	33%	37%	50%	47%	42%
Not declared	0%	4%	10%	3%	11%	0%	0%	6%
Pregnancy and maternity								
Pregnant or on maternity leave	0%	0%	2%	6%	3%	0%	0%	3%

Job applications

Protected characteristic	2014/15	2013/14	2012/13	2011/12	2014/15 Commission profile
Age					
16–21	*table below	0%	0%	0%	
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	11%	12%	6%	10%	23%
Non-disabled	69%	77%	81%	84%	77%
Not declared	20%	11%	13%	2%	0%
Gender					
Male	32%	36%	39%	32%	35%
Female	53%	63%	50%	68%	65%
Not declared	15%	1%	11%		
Gender reassignment					
Yes	0%	25%	5%	None Declared	None Declared
No	75%	62%	81%		
Not declared	15%	13%	14%		
Ethnicity					
Black and ethnic minority	21%	22%	30%	22%	19%
White	61%	74%	62%	77%	78%
Not declared	18%	3%	0%	1%	3%
Religion or belief					
Religion or belief	43%	48%	57%	71%	49%
No religion or belief	38%	44%	34%	26%	40%
Not declared	19%	8%	10%	3%	11%
Sexual orientation					
Gay/lesbian/bisexual	9%	10%	13%	6%	9%
Heterosexual	69%	82%	78%	88%	78%
Not declared	22%	7%	9%	6%	13%

Protected characteristic	2014/15	2013/14	2012/13	2011/12	2014/15 Commission profile
Caring responsibilities					
Yes	25%	30%	12%	19%	36%
No	57%	63%	77%	81%	51%
Not declared	18%	7%	11%	0%	13%
Marital status					
Married or in a civil partnership	35%	46%	42%	54%	40%
Not married or in a civil partnership	47%	46%	44%	46%	46%
Not declared	18%	8%	14%	0%	14%
Pregnancy and maternity					
Pregnant or on maternity leave	0%	0%	0%	n/a	7%

Protected characteristic	2014/15	2014/15 Commission profile
Age		
16–24	8%	1%
25–35	34%	13%
35–44	18%	31%
45–54	19%	37%
55–64	4%	16%
65+	0%	2%
Not declared	0%	0%
Not stated	15%	0%

External recruitment

Protected characteristic	2014/15	2013/14	2012/13	2011/12	2014/15 workforce profile
Age					
16–24	5%	0%	0%	0%	1%
25–34	62%	29%	20%	43%	13%
35–44	24%	29%	30%	29%	31%
45–54	10%	43%	50%	29%	37%
55–64	0%	0%	0%	0%	16%
65+	0%	0%	0%	0%	2%
Disability					
Disabled	10%	0%	0%	0%	25%
Non-disabled	80%	86%	100%	100%	55%
Not declared	10%	14%	n/a	n/a	20%
Gender					
Male	38%	71%	60%	43%	39%
Female	62%	29%	40%	57%	61%
Gender reassignment	0%	0%	0%	0%	0%
Ethnicity					
Black and ethnic minority	10%	0%	20%	28%	16%
White	81%	100%	80%	72%	81%
Not declared	9%	0%	0%	0%	3%
Religion or belief					
Religion or belief	24%	57%	60%	57%	47%
No religion or belief	66%	43%	40%	43%	44%
Not declared	10%	0%	0%	0%	9%
Sexual orientation					
Gay/lesbian/bisexual	5%	14%	10%	29%	6%
Heterosexual	90%	86%	90%	71%	84%
Not declared	5%	0%	0%	0%	10%
Caring responsibilities					
Yes	33%	29%	20%	29%	52%
No	67%	71%	80%	57%	39%
Not declared	0%	0%	0%	14%	9%
Marital status					
Married or in a civil partnership	48%	43%	50%	57%	52%
Not married or in a civil partnership	52%	43%	10%	0%	42%

Protected characteristic	2014/15	2013/14	2012/13	2011/12	2014/15 workforce profile
Not declared	0%	14%	40%	43%	6%

Promotions

Protected characteristic	2014/15	2013/14	2012/13	2011/12	2014/15 workforce profile
Age					
16–24	0%	0%	0%	n/a	1%
25–34	20%	38%	14%	n/a	13%
35–44	50%	38%	14%	n/a	31%
45–54	20%	25%	71%	n/a	37%
55–64	10%	0%	0%	n/a	16%
65+	0%	0%	0%	n/a	2%
Disability					
Disabled	10%	25%	29%	n/a	23%
Non-disabled	60%	25%	71%	n/a	77%
Not declared	30%	50%	0%	n/a	0%
Gender					
Male	40%	12%	0%	n/a	35%
Female	60%	88%	100%	n/a	65%
Gender reassignment	0%	0%	0%	0%	0%
Ethnicity					
Black and ethnic minority	20%	25%	0%	n/a	19%
White	80%	75%	100%	n/a	78%
Not declared	0%	0%	0%	n/a	3%
Religion or belief					
Religion or belief	50%	25%	29%	n/a	49%
No religion or belief	50%	75%	57%	n/a	40%
Not declared	0%	0%	14%	n/a	11%
Sexual orientation					
Gay/lesbian/bisexual	10%	25%	0%	n/a	9%
Heterosexual	90%	63%	100%	n/a	78%
Not declared	0%	12%	0%	n/a	13%
Caring responsibilities					
Yes	80%	38%	71%	n/a	36%
No	20%	62%	29%	n/a	51%
Not declared	0%	0%	0%	n/a	13%
Marital status					
Married or in a civil partnership	50%	50%	44%	n/a	40%
Not married or in a civil partnership	40%	50%	42%	n/a	46%

Protected characteristic	2014/15	2013/14	2012/13	2011/12	2014/15 workforce profile
Not declared	10%	0%	14%	n/a	14%
Pregnancy and maternity Pregnant or on maternity leave	0%	13%	14%	n/a	7%

Temporary promotions

Protected characteristic	2014/15	2013/14	2012/13	2011/12	2014/15 workforce profile
Age					
16–24	0%	0%	0%	0%	1%
25–34	17%	41%	37%	41%	13%
35–44	33%	29%	26%	32%	31%
45–54	42%	24%	31%	22%	37%
55–64	8%	6%	6%	5%	16%
65+	0%	0%	0%	0%	2%
Disability					
Disabled	42%	18%	26%	19%	23%
Non-disabled	50%	35%	74%	81%	77%
Not declared	8%	47%	n/a	n/a	0%
Gender					
Male	33%	29%	23%	22%	35%
Female	67%	71%	77%	78%	65%
Gender reassignment	0%	0%	0%	0%	0%
Ethnicity					
Black and ethnic minority	25%	18%	18%	22%	19%
White	75%	82%	82%	78%	78%
Not declared	0%	0%	0%	0%	3%
Religion or belief					
Religion or belief	42%	47%	43%	43%	49%
No religion or belief	58%	53%	48%	49%	40%
Not declared	0%	0%	9%	8%	11%
Sexual orientation					
Gay/lesbian/bisexual	25%	18%	12%	14%	9%
Heterosexual	67%	82%	74%	70%	78%
Not declared	8%	0%	14%	16%	13%
Caring responsibilities					
Yes	75%	47%	31%	24%	36%
No	17%	53%	66%	73%	51%
Not declared	8%	0%	3%	3%	13%
Marital status					
Married or in a civil partnership	42%	47%	31%	27%	40%
Not married or in a civil partnership	50%	53%	60%	70%	46%

Protected characteristic	2014/15	2013/14	2012/13	2011/12	2014/15 workforce profile
Not declared	8%	0%	9%	3%	14%
Pregnancy and maternity Pregnant or on maternity leave	0%	12%	9%	n/a	7%

Staff leavers

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

Protected characteristic	2014/15	2013/14	2012/13	2011/12	2014/15 workforce profile
Not declared	0%	16%	13%	23%	14%
Pregnancy and maternity Pregnant or on maternity leave	0%	0%	0%	n/a	7%

Grievances

Protected characteristic	2014/15	2013/14	2012/13	2011/12	2014/15 workforce profile
Age					
16–24	0	0	0	1	1
25–34	0	0	0	1	27
35–44	3	2	2	0	63
45–54	2	4	2	2	75
55–64	0	1	2	0	33
65+	0	0	0	0	4
Disability					
Disabled	2	4	1	1	51
Non-disabled	1	1	5	3	110
Not declared	2	2	0	0	42
Gender					
Male	3	2	2	3	79
Female	2	5	4	1	124
Gender reassignment	0	0	0	0	0
Ethnicity					
Black and ethnic minority	2	2	1	0	32
White	3	5	5	4	165
Not declared	0	0	0	0	6
Religion or belief					
Religion or belief	2	5	2	2	96
No religion or belief	2	2	3	1	89
Not declared	1	0	1	1	18
Sexual orientation					
Gay/lesbian/bisexual	0	1	2	1	12
Heterosexual	4	5	4	3	171
Not declared	1	1	0	0	20
Caring responsibilities					
Yes	1	4	2	n/a	105
No	3	3	3	n/a	80
Not declared	1	0	1	n/a	18
Marital status					
Married or in a civil partnership	2	2	3	n/a	106
Not married or in a civil partnership	2	5	3	n/a	85
Not declared	1	0	0	n/a	12

Protected characteristic	2014/15	2013/14	2012/13	2011/12	2014/15 workforce profile
Pregnancy and maternity Pregnant or on maternity leave	1	0	1	n/a	7

Part-time working

Protected characteristic	2014/15	2013/14	2012/13	2011/12	2014/15 workforce profile
Age					
16–24	0%	0%	0%	0%	1%
25–34	9%	14%	17%	16%	13%
35–44	38%	31%	37%	43%	31%
45–54	26%	21%	29%	25%	37%
55–64	15%	24%	17%	14%	16%
65+	12%	10%	0%	2%	2%
Disability					
Disabled	18%	14%	14%	21%	23%
Non-disabled	65%	55%	86%	79%	77%
Not declared	0%	31%	0%	n/a	0%
Gender					
Male	9%	10%	11%	14%	35%
Female	91%	90%	89%	80%	65%
Gender reassignment	0%	0%	0%	0%	0%
Ethnicity					
Black and ethnic minority	3%	4%	9%	12%	19%
White	97%	93%	89%	87%	78%
Not declared	0%	3%	2%	1%	3%
Religion or belief					
Religion	62%	60%	57%	57%	49%
No religion or belief	32%	34%	29%	30%	40%
Not declared	6%	6%	14%	13%	11%
Sexual orientation					
Gay/lesbian/bisexual	0%	0%	3%	7%	9%
Heterosexual	94%	90%	86%	82%	78%
Not declared	6%	10%	11%	11%	13%
Caring responsibilities					
Yes	79%	76%	79%	62%	36%
No	15%	17%	28%	27%	51%
Not declared	6%	7%	14%	11%	13%
Marital status					
Married or in a civil partnership	71%	66%	74%	78%	40%
Not married or in a civil partnership	26%	31%	15%	14%	46%

Protected characteristic	2014/15	2013/14	2012/13	2011/12	2014/15 workforce profile
Not declared	3%	3%	11%	8%	14%
Pregnancy and maternity Pregnant or on maternity leave	9%	3%	9%	n/a	7%

Sickness absence

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

Protected characteristic	2014/15	2013/14	2012/13	2011/12	2014/15 workforce profile
Not declared	12%	18%	9%	17%	14%
Pregnancy and maternity Pregnant or on maternity leave	3%	4%	8%	n/a	7%

Training and development

Protected characteristic	2014/15	2013/14	2012/13	2011/12	2014/15 workforce profile
Age					
16–24	1%	0%	0%	0%	1%
25–34	13%	12%	16%	19%	13%
35–44	31%	29%	22%	32%	31%
45–54	39%	43%	47%	34%	37%
55–64	14%	14%	11%	14%	16%
65+	2%	2%	4%	1%	2%
Disability					
Disabled	24%	25%	22%	26%	23%
Non-disabled	52%	75%	78%	74%	77%
Not declared	24%				0%
Gender					
Male	37%	43%	35%	33%	35%
Female	63%	57%	65%	67%	65%
Gender reassignment	0%	0%	0%	0%	0%
Ethnicity					
Black and ethnic minority	17%	19%	17%	19%	19%
White	79%	79%	82%	80%	78%
Not declared	4%	2%	1%	1%	3%
Religion or belief					
Religion	50%	53%	48%	49%	49%
No religion or belief	42%	40%	42%	41%	40%
Not declared	8%	7%	10%	10%	11%
Sexual orientation					
Gay/lesbian/bisexual	6%	8%	7%	8%	9%
Heterosexual	82%	83%	82%	81%	78%
Not declared	12%	9%	11%	11%	13%
Caring responsibilities					
Yes	54%	47%	33%	42%	36%
No	36%	46%	62%	47%	51%
Not declared	10%	7%	5%	11%	13%
Marital status					
Married or in a civil partnership	52%	56%	60%	46%	40%
Not married or in a civil partnership	44%	37%	31%	44%	46%

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