

Equality and Human Rights Commission

Workforce diversity report: 2017 to 2018

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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 2017 to 31 March 2018.

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

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 2017/18 we have, in consultation with staff, started to deliver our People Programme. This sets 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.

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 2018. 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

In 2017/18 we 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.

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 3% is not published, and to protect anonymity it is redacted and shown by an asterisk
- the Commission's workforce is less than 196 FTEs/ 204 headcount. There is relatively small data sets on which this report is based and robust analysis is problematic.

2 | Equality priorities and objectives

In 2017/18 the Commission identified and set equality objectives for our role as an employer, how we deliver services, and how we procure goods and services.

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:

- using our new positive action programme to support currently underrepresented groups into senior roles at the Commission
- 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 2017/18

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 and HR policies and procedures.
- improved our people metrics capability to help us understand whether our employment policies, practices and procedures are equitable and are being implemented fairly by examining under or over-representation of staff, and ensured that this data is reviewed monthly.
- following on from our cultural programme – The Great Place Plan, we introduced our People Programme which is our plan of work to develop the organisation in a number of priority areas, ranging from diversity and inclusion to pay and learning and development. We have consulted with our staff in the

development and delivery of our people programme via our people programme working group.

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

We have:

- 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,
- continued to support our staff on the Positive Action Pathway development programme, to provide a more structured career development route for ethnic minority and disabled staff. Support will be provided to help eligible staff with the application process in readiness to apply for the next cohort.
- continued to monitor the impact of our recruitment and selection processes and procedures; taking positive action where it is legitimate to do so in order to address any underrepresentation in our workforce.
- 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
- informed our priority areas for improvement by gathering evidence from our equality monitoring data, equality impact assessments and consultations with our staff, staff groups and trade unions.

We have used this information to

- identify any potential disparities in the diversity profile of our workforce, which helps us in developing actions to address any perceived inequalities and barriers to equality of opportunity
- understand whether our employment policies, practices and procedures are equitable and are being implemented fairly by examining under or over-representation of staff
- identify differences in the outcomes or experience of staff and, where required, develop training and guidance to support our managers in managing a diverse workforce, and

- inform the development of all our people policies to ensure that they advance the three aims of the general duty
- continued with the work of our Positive Action Working Group, led by an Executive Director, and supported by a range of staff across the Commission. It aims to increase the representation of ethnic minority and disabled employees and to ensure that our people are supported to fulfil their potential
- ensured the system for capturing and recording people's protected characteristics is easy to use and in line with best practice. We will set an expectation that 100% of our people will record their information on the system, but there will be the ability for people to decline to provide certain information if they wish.
- reviewed our recruitment process, from job adverts through to on-boarding, to ensure we are making the best use of positive action to attract and appoint as diverse a range of suitable candidates as possible.
- built the capability in the People team to support individuals and their managers to tackle equality and diversity issues.
- continued to strengthen our internal communications to further improve staff engagement. We held an all-staff development event that was designed by our staff and attracted positive feedback,
- appointed a new occupational health and Employee Assistance provider; ensuring that all our people have access to a free, confidential life management and personal support service. Where appropriate to do so, we referred our employees to our Occupational Health Provider in order to support them back into the workplace with the relevant support and interventions.
- we recognise the importance of wellbeing in the workplace; we have trained a number of staff at each of our office locations to become Mental Health First Aiders, ensuring that all our staff are supported in accessing appropriate help should they begin to experience a mental health condition or emotional distress.
- rolled out Mental Health Awareness training for all our employees; including additional training for our managers to assist them in supporting their staff members.

- continued to implement our new operating model which ensures that we have the right culture, values and behaviours in place to be the best that we can be – to deliver great work in a great place to work.

3 | Diversity report

3.1 A representative and diverse workforce

Overall workforce diversity

As of 31 March 2018, the Commission employed 204 people. During 2017/18, 31 staff left the Commission and there were 21 new appointments.

Overall, there was no significant change to the Commission's workforce diversity during 2017/18.

In 2017/18, 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 2018 is provided in the appendix.

In summary:

- 59 per cent of our workforce are female – broadly the same as the last two years.
- 16 per cent of our workforce describe themselves as having a disability – slightly down on the 22 per cent of last year. 11 per cent of our workforce declare that they are from ethnic minority groups – a slight decrease (2 per cent) from 2016/17.
- 21 per cent of our workforce are aged under 34, an increase of 3 percent on the 18 percent of 2016/17; 17 per cent are aged over 55, the same as the previous year.
- 34 per cent of our workforce declared a religion or belief – slightly down on the 42 per cent of last year.
- 9 per cent of our workforce declared that they are lesbian, gay or bisexual – a slight increase (1 per cent) from the previous year; while 78 per cent stated that they are heterosexual compared to 83 per cent from the previous year.
- 47 per cent of our staff declared that they are married or in a civil partnership – a slight decrease (3 per cent) on the previous year.

- 39 per cent of our staff declared that they have caring responsibilities – a decrease from 45 per cent in 2016/17.

Representation by organisational level

The majority of the Commission's staff (65 per cent) work at Senior Associate and below. Overall, our workforce has a higher proportion of women than men (59 per cent).

Female representation at senior levels remains high, with 58 per cent of roles at director level and above held by women – a decrease from 80 per cent in 2016/17. We have also seen an improvement in the representation of men in our workforce at Senior Principal Level.

Ethnic minority staff represent 11 per cent of the Commission's staff overall. While there remains an under-representation of ethnic minority staff at Principal 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 16 per cent of the Commission's workforce; at Associate to Senior Associate (L3) grade the figure is higher (23 per cent of staff within these grades).

The Commission has less than 3 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 Associate – Senior Associate (L4), and staff in the 45–54 age range have a higher representation at Principal and at Director level and above. Some 37 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. We take positive action in our recruitment and selection process where it is legitimate to do to address an underrepresentation within our workforce.

In 2017/18 we saw a significant increase in job applications to the Commission. We received over 2000 applications for 48 roles. Overall, applications for jobs from candidates who declared a disability decreased – 7 per cent in 2017/18 and 12 per cent in 2016/17. Candidates with a declared disability secured 5 per cent of externally filled roles.

There was an increase in the appointment of candidates in the 16–34 age range – 43 per cent, compared to 33 per cent the previous year.

The proportion of male and female applicants among those who chose to declare remained broadly the same as in 2016/17 – 57 per cent women and 35 per cent men. There was an increase in the proportion of successful external female candidates – 66 per cent, compared to 56 per cent in 2016/17. Some 33 per cent of all internal temporary and permanent promotions went to male employees – a decrease from 50 per cent in 2016/17.

The proportion of job applications from candidates who declared that they were from an ethnic minority background was 25 percent, an increase of 8 percent from last year. In 2017/18, 12 per cent of externally recruited staff declared themselves to be from an ethnic minority, compared to 11 per cent the previous year. Applications from candidates who declared that they were lesbian, gay, bisexual and transgender (LGBT) was 10 percent, and increase of 3 percent compared to the previous year; there was an increase in the proportion of LGBT new recruits – up to 10 per cent in 2017/18 from none in 2016/17.

There was an increase (2 per cent) in the proportion of job applicants who expressed a religion or belief. In all, 50 per cent of temporary and permanent promotions were secured by applicants who expressed a religion or belief.

What we will do in 2018/19:

- We will set an expectation that 100% of our people will record their information on the system, but there will be the ability for people to decline to provide certain information if they wish.
- 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 take positive action at the appointment stage where two candidates are of equal merit, and it is legitimate to do so due to an underrepresentation in our workforce of a protected group.

Staff leavers

In 2017/18, 31 staff left the Commission, including three who left under a voluntary exit scheme. There was a decrease 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.

What we will do in 2018/19:

- 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.

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.

What we will do in 2018/19:

- We will continue to implement our People Programme, working closely with our staff via the People Programme Working Group, in a number of priority

areas, ranging from diversity and inclusion, health and wellbeing to pay and learning and development.

- We will review our suite of HR policies and procedures, putting our values of fairness, dignity and respect at the heart of these, and updating these to ensure that we are an exemplar employer.
- We will carry out an equality impact assessment for each of our HR policies and procedures as and when they are reviewed. We will work closely with our staff in reviewing these policies and will consult with our recognised Trade Unions.
- Through the work of our Positive Action working group, we will implement an Equality and Diversity Action plan; aimed at ensuring our workplace remains an inclusive environment where all our people are able to flourish.
- We will provide mandatory equality and diversity training for all our staff.
- We will use the Civil Service annual people survey which covers wide range of questions, on all aspects of our working lives. It's one of the key ways that we can gather confidential views from everyone who works at the Commission about how it feels to work here, what we do well and what we can do to improve.

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 2017/18, over 90 per cent of the Commission's employees attended centrally managed and delivered programmes. 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.

The proportion of ethnic minority staff undertaking training – 11 per cent, is broadly similar to that of the previous year. Attendance of disabled staff in learning and development opportunities fell from 24 per cent in the previous year to 15 per cent.

The proportion of staff attending training was 58 per cent female and 42 per cent male.

What we will do in 2018/19:

- 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 commit to all staff accessing a minimum of five working days learning and development each year, as a minimum.
- Continue to ensure our staff have access to a range of learning and development through our training provider Civil Service Learning.
- We are committed to investing in the professional development of everyone at the Commission, and as such we will carry out a learning and development survey and a learning needs analysis to help us to decide what our training priorities are.
- We will run a 12 month management development programme for all managers at the Commission. This forms part of our concerted approach to developing the organisation and ensure all our people are able to achieve their full potential.
- We will provide our staff with the physical tools they need to do their job including the roll out of new laptops and improved remote working functionality.

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 19 per cent (37 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 73 per cent being women and 14 per cent having declared a disability.

What we will do in 2018/19:

- 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 use our people metrics data to ensure that flexible working arrangements are applied and accessed fairly.
- We will provide our staff with the physical tools they need to do their job including the roll out of new laptops and improved remote working functionality

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 2017/18 there were six employees who were either pregnant or on maternity leave (less than 3 per cent of the workforce population, compared to 8 per cent last year); all of them returned to work.

Grievances

During 2017/18 there were no grievances raised.

What we will do in 2018/19:

- 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.
- We will build the capability of the People team to support individuals and their managers to tackle equality and diversity issues
- We will build the capability of all our managers via our Management Development Programme, to ensure they are able to support, manage and develop their team members to the best of their abilities.

Sickness absence

We regard addressing health and wellbeing issues as important both to the Commission and to staff. In 2017/18, our sickness absence rate decreased significantly to an average of 7.65 days lost to illness per FTE, compared to 10.5 in 2016/17. The improvement in attendance was due to active management of individual cases; excluding long-term absence, the average rate was less than 3.5 days.

What we will do in 2017/18:

- 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.

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 2018. 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 five years the Commission has reduced its full-time pay gaps in relation to gender, race and disability. Our pay award policy for the last four 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 pay gaps in mean earnings, 2012/13 to 2017/18

Snap shot date	Gender (%)	Disability (%)	Race (%)	Sexual orientation (%)	Caring responsibilities (%)
31 March 2013	3.3	8.3	18.0	-6.9	-
31 March 2014	2.5	7.9	15.5	-0.1	-
31 March 2015	1.2	13.3	8.8	-12.2	-
31 March 2016	-5.1	12.0	8.0	-10.8	-11.8
31 March 2017	-7.5	12.4	4.4	-14.1	-15.0
31 March 2018	-1.1	6.4	-3.7	-12.7	-14.5

As we have fewer than 250 employees, we are not required to publish our gender pay gap. However, we believe that transparency, reporting and monitoring are important in tackling pay disparities. Our analysis revealed that at 31 March 2018 (the 'snapshot date'), we have a negative mean gender pay gap of -1.1%. This means that on average, women working for our organisation are paid 1.1% more than men.

[Our full gender pay gap report is available on our website.](#)

We have also seen a narrowing in the race pay gap from 15.5 per cent in 2013/14 to -3.7% per cent at the end of 2017/18, as a result of the success of staff with an ethnic minority background in securing promotions and external appointments to our leadership team. In the same period, our disability pay gap narrowed from 12.4 per cent to 6.4 per cent.

We remain committed to ensuring that our pay strategy is fair and transparent. We completed an equal pay audit in 2016 and we will continue to take action to address under-representation at different levels in the organisation through positive action.

What we will do in 2018/19:

- Continue with our pay strategy; narrowing any pay differences within grade by applying a higher % rise to those at the bottom of our pay scales.
- Consult with our Trade Unions on our annual pay remit, ensuring that this is applied fairly and consistently, and in line with our pay strategy and the civil service pay.

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
- 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

- English/Welsh/Scottish/Northern Irish/British
- Irish
- Gypsy or Irish Traveller
- Any other white background

Mixed/multiple ethnic groups

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other mixed/multiple ethnic background

Asian/Asian British

- Indian
- Pakistani
- Bangladeshi
- Chinese
- Any other Asian background

Black/African/Caribbean/ Black British

- African
- Caribbean
- Any other Black/African/Caribbean background

Other ethnic group

- 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:

- Married or in a civil partnership
- Not Married or in a civil partnership
- Prefer not to say

Appendix 2 | Workforce profile by protected characteristics

5.1 Workforce profile by protected characteristic

Age	2017/18	2016/17	2015/16	2014/15
16-24	*<3%	*<3%	*<3%	*<3%
25-34	20%	17%	18%	13%
35-44	37%	35%	29%	31%
45-54	24%	30%	33%	37%
55-64	17%	17%	18%	16%
65+	*<3%	*<3%	*<3%	*<3%

Disability	2017/18	2016/17	2015/16	2014/15
Disabled	16%	22%	24%	25%
Non-disabled	69%	67%	64%	55%
Not declared	15%	11%	12%	20%

Gender	2017/18	2016/17	2015/16	2014/15
Male	41%	42%	40%	39%
Female	59%	58%	60%	61%

Gender reassignment	2017/18	2016/17	2015/16	2014/15
Transgender or transexual	*<3%	*<3%	*<3%	*<3%

Ethnicity	2017/18	2016/17	2015/16	2014/15
Black and ethnic minority	11%	13%	16%	16%
White	79%	83%	82%	81%
Not declared	10%	4%	*<3%	3%

Religion or belief	2017/18	2016/17	2015/16	2014/15
Declared religion or belief	34%	42%	41%	47%
No religion or belief	52%	47%	47%	44%
Not declared	14%	11%	12%	9%

Sexual orientation	2017/18	2016/17	2015/16	2014/15
Gay/lesbian/bisexual	9%	8%	8%	6%
Heterosexual	78%	83%	83%	84%
Not declared	14%	9%	9%	10%

Caring responsibilities	2017/18	2016/17	2015/16	2014/15
Yes	39%	45%	49%	52%
No	49%	47%	44%	39%
Not declared	12%	8%	7%	9%

Marital status	2017/18	2016/17	2015/16	2014/15
Married or in a civil partnership	47%	52%	49%	52%
Not married or in a civil partnership	42%	43%	47%	42%
Not declared	11%	5%	4%	6%

Pregnancy and maternity	2017/18	2016/17	2015/16	2014/15
Pregnant or on maternity leave	*<3%	8%	4%	*<3%

5.2 Workforce profile by pay band by protected characteristic

Age	Associate	Senior Associate (L3)	Senior Associate (L4)	Principal	Senior Principal	Director and above	2018/19 overall profile
16-24	7%	*<3%	*<3%	*<3%	*<3%	*<3%	*<3%
25-34	29%	25%	27%	13%	*<3%	*<3%	20%
35-44	7%	25%	48%	32%	45%	42%	37%
45-54	21%	25%	16%	32%	18%	58%	24%
55-64	36%	19%	9%	23%	36%	0%	17%
65+	*<3%	6%	*<3%	*<3%	*<3%	0%	*<3%

Disability	Associate	Senior Associate (L3)	Senior Associate (L4)	Principal	Senior Principal	Director and above	2018/19 overall profile
Declared a disability	21%	25%	16%	13%	9%	0%	16%
Did not declare a disability	64%	61%	77%	64%	73%	67%	69%
Not declared	14%	14%	8%	23%	18%	33%	15%

Gender	Associate	Senior Associate (L3)	Senior Associate (L4)	Principal	Senior Principal	Director and above	2018/19 overall profile
Female	36%	56%	36%	40%	36%	42%	41%
Male	64%	44%	64%	60%	64%	58%	59%

Ethnicity	Associate	Senior Associate (L3)	Senior Associate (L4)	Principal	Senior Principal	Director and above	2018/19 overall profile
White	64%	78%	83%	81%	91%	58%	79%
Black and ethnic minority	29%	19%	8%	4%	0%	25%	11%
Not declared	7%	*<3%	9%	15%	9%	17%	10%

Religion or belief	Associate	Senior Associate (L3)	Senior Associate (L4)	Principal	Senior Principal	Director and above	2018/19 overall profile
Declared religion or belief	50%	25%	30%	27%	47%	45%	34%
No religion or belief	29%	50%	53%	61%	44%	45%	52%
Not declared	21%	25%	17%	12%	8%	9%	14%

Sexual orientation	Associate	Senior Associate (L3)	Senior Associate (L4)	Principal	Senior Principal	Director and above	2018/19 overall profile
Gay/lesbian/bisexual	*<3%	*<3%	8%	13%	18%	17%	9%
Heterosexual	86%	83%	82%	70%	73%	58%	78%
Not declared	14%	14%	10%	17%	9%	25%	14%

Caring responsibilities	Associate	Senior Associate (L3)	Senior Associate (L4)	Principal	Senior Principal	Director and above	2018/19 overall profile
Yes	21%	36%	34%	51%	73%	17%	39%
No	64%	50%	60%	34%	18%	50%	49%
Not declared	14%	14%	6%	15%	9%	33%	12%

Marital status	Associate	Senior Associate (L3)	Senior Associate (L4)	Principal	Senior Principal	Director and above	2018/19 overall profile
Married or in a civil partnership	29%	42%	47%	55%	55%	42%	47%
Not married or in a civil partnership	71%	50%	43%	30%	36%	33%	42%
Not declared	0%	8%	10%	15%	9%	25%	11%

Pregnancy and maternity	Associate	Senior Associate (L3)	Senior Associate (L4)	Principal	Senior Principal	Director and above	2018/19 overall profile
Pregnant or on maternity leave	* <3%	* <3%	4%	* <3%	* <3%	9%	* <3%

5.3 Job applications by protected characteristic

Age	2017/18	2016/17	2015/16	2014/15	2016/17
16-24	9%	4%	10%	8%	*<3%
25-34	38%	53%	33%	34%	20%
35-44	25%	24%	16%	18%	37%
45-54	15%	6%	9%	19%	24%
55-64	4%	*<3%	5%	4%	17%
65+	*<3%	*<3%	*<3%	*<3%	*<3%
Do not wish to declare	9%	*<3%	*<3%	*<3%	*<3%
Not stated	0%	10%	27%	15%	0%

Disability	2017/18	2016/17	2015/16	2014/15	2016/17
Disabled	7%	12%	9%	11%	16%
Non-disabled	83%	76%	61%	69%	69%
Not declared	10%	11%	30%	20%	15%

Gender	2017/18	2016/17	2015/16	2014/15	2016/17
Male	57%	36%	27%	32%	41%
Female	8%	55%	46%	53%	59%
Not declared	8%	9%	27%	15%	0%

Gender reassignment	2017/18	2016/17	2015/16	2014/15	2016/17
Yes	*<3%	*<3%	31%	*<3%	*<3%
No	90%	88%	41%	75%	*<3%
Do not wish to declare	9%	*<3%	*<3%	15%	*<3%
Not stated	*<3%	9%	28%	*<3%-	*<3%

Ethnicity	2017/18	2016/17	2015/16	2014/15	2016/17
Black and ethnic minority	25%	17%	14%	21%	11%
White	64%	71%	59%	61%	79%
Not declared	11%	12%	27%	18%	10%

Religion or belief	2017/18	2016/17	2015/16	2014/15	2016/17
Declared religion or belief	37%	35%	57%	43%	34%
No religion or belief	45%	48%	38%	38%	52%
Not declared	18	17%	5%	19%	14%

Sexual orientation	2017/18	2016/17	2015/16	2014/15	2016/17
Gay / lesbian / bisexual	10%	7%	4%	9%	9%
Heterosexual	74%	81%	63%	69%	78%
Not stated	*<3%	10%	29%	22%	0%
Prefer not to say	16%	*<3%	4%	7%	14%-

Caring responsibilities	2017/18	2016/17	2015/16	2014/15	2016/17
Yes	24%	16%	15%	25%	39%
No	64%	71%	50%	57%	49%
Not declared	12%	13%	35%	18%	12%

Marital status	2017/18	2016/17	2015/16	2014/15	2016/17
Married or in a civil partnership	33%	21%	24%	35%	47%
Not married or in a civil partnership	54%	65%	47%	47%	47%
Not declared	12%	14%	30%	18%	12%

Pregnancy and maternity	2017/18	2016/17	2015/16	2014/15	2016/17
Pregnant or on maternity leave	*<3%	*<3%	*<3%	*<3%	*<3%
Not declared	10%	11%	30%	20%	15%

5.4 External recruitment by protected characteristic

Age	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
16-24	*<3%	0%	*<3%	5%	*<3%
25-34	41%	33%	66%	62%	20%
35-44	41%	67%	21%	24%	37%
45-54	10%	0%	10%	10%	24%
55-64	7%	0%	0%	0%	17%
65+	*<3%	0%	0%	0%	*<3%

Disability	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Disabled	5%	22%	14%	10%	16%
Non-disabled	71%	78%	83%	80%	69%
Not declared	24%	0%	3%	10%	15%

Gender	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Male	34%	44%	28%	38%	41%
Female	66%	56%	72%	62%	59%

Gender reassignment	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Transgender or transexual	*<3%	0%	0%	0%	*<3%

Ethnicity	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Black and ethnic minority	12%	11%	14%	10%	11%
White	64%	78%	83%	81%	79%
Not declared	24%	11%	3%	9%	10%

Religion or belief	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Declared religion or belief	17%	33%	28%	24%	34%
No religion or belief	59%	67%	62%	66%	52%
Not declared	24%	0%	10%	10%	14%

Sexual orientation	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Gay / lesbian / bisexual	10%	0%	17%	5%	9%
Heterosexual	66%	100%	79%	90%	78%
Not declared	24%	0%	*<3%	5%	14%

Caring responsibilities	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Yes	15%	11%	14%	33%	39%
No	65%	78%	83%	67%	49%
Not declared	20%	11%	3%	0%	12%

Marital status	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Married or in a civil partnership	30%	33%	17%	48%	47%
Not married or in a civil partnership	46%	67%	79%	52%	42%
Not declared	24%	0%	4%	0%	11%

Pregnancy and maternity	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Pregnant or on maternity leave	*<3%	11%	*<3%	0%	8%

5.5 Promotions by protected characteristic

Age	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
16-24	0%	0%	0%	0%	*<3%
25-34	33%	25%	20%	20%	20%
35-44	17%	33%	40%	50%	37%
45-54	50%	42%	40%	20%	24%
55-64	0%	*<3%	*<3%	10%	17%
65+	0%	*<3%	*<3%	*<3%	*<3%

Disability	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Disabled	0%	92%	*<3%	10%	16%
Non-disabled	100%	8%	100%	60%	69%
Not declared	0%	*<3%	*<3%	30%	15%

Gender	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Male	33%	50%	0%	40%	41%
Female	67%	50%	100%	60%	59%

Gender reassignment	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Transgender or transexual	0%	0%	0%	0%	*<3%

Ethnicity	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Black and ethnic minority	0%	9%	20%	20%	11%
White	100%	83%	80%	80%	79%
Not declared	0%	8%	*<3%	*<3%	10%

Religion or belief	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Declared religion or belief	50%	58%	40%	50%	34%
No religion or belief	50%	42%	60%	50%	52%
Not declared	0%	*<3%	*<3%	*<3%	14%

Sexual orientation	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Gay / lesbian / bisexual	17%	17%	0%	10%	9%
Heterosexual	83%	83%	100%	90%	78%
Not declared	0%	*<3%	*<3%	*<3%	14%

Caring responsibilities	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Yes		17%	40%	80%	39%
No		83%	60%	20%	49%
Not declared		*<3%	*<3%	*<3%	12%

Marital status	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Married or in a civil partnership	33%	50%	40%	50%	47%
Not married or in a civil partnership	67%	50%	60%	40%	42%
Not declared	0%	*<3%	*<3%	*<3%	11%

Pregnancy and maternity	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Pregnant or on maternity leave	0%	8%	20%	0%	*<3%

5.6 Temporary promotions by protected characteristic

Age	2017/18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
16-24	0%	0%	0%	0%	*<3%
25-34	0%	0%	27%	17%	20%
35-44	33%	50%	27%	33%	37%
45-54	67%	50%	37%	42%	24%
55-64	0%	0%	9%	8%	17%
65+	0%	0%	0%	0%	*<3%

Disability	2017/18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Disabled	0%	0%	55%	42%	16%
Non-disabled	100%	100%	45%	50%	69%
Not declared	0%	0%	0%	8%	15%

Gender	2017/18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Male	33%	50%	36%	33%	41%
Female	67%	50%	64%	67%	59%

Gender reassignment	2017/18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Transgender or transexual	0%	0%	0%	0%	*<3%

Ethnicity	2017/18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Black and ethnic minority	0%	0%	18%	25%	11%
White	83%	100%	82%	75%	79%
Not declared	17%	0%	0%	0%	10%

Religion or belief	2017/18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Declared religion or belief	33%	50%	36%	42%	34%
No religion or belief	67%	50%	46%	58%	52%
Not declared	0%	0%	18%	0%	14%

Sexual orientation	2017/18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Gay / lesbian / bisexual	17%	0%	18%	25%	9%
Heterosexual	83%	100%	64%	67%	78%
Not declared	0%	0%	18%	8%	14%

Caring responsibilities	2017/18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Yes	67%	100%	55%	75%	39%
No	17%	0%	36%	17%	49%
Not declared	17%	0%	9%	8%	12%

Marital status	2017/18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Married or in a civil partnership	17%	0%	55%	42%	47%
Not married or in a civil partnership	83%	100%	45%	50%	42%
Not declared	0%	0%	0%	8%	11%

Pregnancy and maternity	2017/18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Pregnant or on maternity leave	0%	0%	0%	0%	*<3%

5.7 Staff leavers by protected characteristic

Age	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
16-24	*<3%	*<3%	*<3%	*<3%	*<3%%
25-34	32%	*<3%	26%	23%	20%
35-44	39%	14%	22%	32%	37%
45-54	19%	40%	26%	27%	24%
55-64	10%	40%	16%	9%	17%
65+	*<3%	4%	10%	9%	*<3%%

Disability	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Disabled	26%	42%	26%	18%	16%
Non-disabled	64%	42%	45%	32%	69%
Not declared	10%	16%	29%	50%	15%

Gender	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Male	29%	35%	23%	36%	41%
Female	71%	65%	77%	64%	59%

Gender reassignment	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Transgender or transexual	*<3%	*<3%	*<3%	*<3%	*<3%%

Ethnicity	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Black and ethnic minority	19%	28%	13%	23%	11%
White	74%	72%	84%	77%	79%
Not declared	7%	* <3%	* <3%	* <3%	10%

Religion or belief	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Declared religion or belief	42%	42%	55%	41%	34%
No religion or belief	42%	49%	39%	59%	52%
Not declared	16%	9%	6%	* <3%	14%

Sexual orientation	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Gay / lesbian / bisexual	7%	7%	7%	9%	9%
Heterosexual	77%	86%	87%	82%	78%
Not declared	16%	7%	6%	9%	14%

Caring responsibilities	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Yes	39%	60%	35%	23%	39%
No	55%	33%	55%	77%	49%
Not declared	16%	7%	10%	0%	12%

Marital status	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Married or in a civil partnership	39%	56%	39%	59%	47%
Not married or in a civil partnership	51%	39%	51%	41%	42%
Not declared	6%	5%	10%	0%	11%

Pregnancy and maternity	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Pregnant or on maternity leave	*<3%	*<3%	*<3%	*<3%	3%

5.8 Grievances by protected characteristic

Age	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
16-24	0%	0%	0%	0%	*<3%%
25-34	0%	0%	0%	0%	20%
35-44	0%	38%	0%	3	37%
45-54	0%	50%	0%	2	24%
55-64	0%	12%	0%	0	17%
65+	0%	0%	0%	0	*<3%%

Disability	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Disabled	0%	50%	0	2	16%
Non-disabled	0%	25%	0	1	69%
Not declared	0%	25%	0	2	15%

Gender	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Male	0%	25%	0	3	41%
Female	0%	75%	0	2	59%

Gender reassignment	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Transgender or transexual	0%	*<3%		0%	*<3%%

Ethnicity	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Black and ethnic minority	0%	13%	0	2	11%
White	0%	63%	0	3	79%
Not declared	0%	24%	0	0	10%

Religion or belief	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Declared religion or belief	0%	25%	0	2	34%
No religion or belief	0%	50%	0	2	52%
Not declared	0%	25%	0	1	14%

Sexual orientation	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Gay / lesbian / bisexual	0%	0%	0	0	9%
Heterosexual	0%	75%	0	4	78%
Not declared	0%	25%	0	1	14%

Caring responsibilities	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Yes	0%	63%	0	1	39%
No	0%	25%	0	3	49%
Not declared	0%	12%	0	1	12%

Marital status	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Married or in a civil partnership	0%	38%	0	2	47%
Not married or in a civil partnership	0%	50%	0	2	42%
Not declared	0%	12%	0	1	11%

Pregnancy and maternity	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Pregnant or on maternity leave	0%	13%	0	1	3%

5.9 Part-time working by protected characteristic

Age	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
16-24	*<3%	*<3%	*<3%	*<3%	*<3%
25-34	*<3%	*<3%	7%	9%	20%
35-44	43%	47%	41%	38%	37%
45-54	32%	29%	26%	26%	24%
55-64	16%	15%	21%	15%	17%
65+	5%	6%	5%	12%	*<3%

Disability	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Disabled	14%	18%	21%	18%	16%
Non-disabled	62%	68%	62%	65%	69%
Not declared	24%	14%	17%	0%	15%

Gender	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Male	27%	18%	14%	9%	41%
Female	73%	82%	86%	91%	59%

Gender reassignment	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Transgender or transsexual	*<3%	*<3%	*<3%	*<3%	*<3%

Ethnicity	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Black and ethnic minority	3%	6%	7%	3%	11%
White	89%	94%	93%	97%	79%
Not declared	8%	0%	0%	0%	10%

Religion or belief	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Declared religion or belief	41%	53%	50%	62%	34%
No religion or belief	43%	32%	40%	32%	52%
Not declared	16%	15%	10%	6%	14%

Sexual orientation	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Gay / lesbian / bisexual	5%	*<3%	2%	0%	9%
Heterosexual	84%	94%	96%	94%	83%
Not declared	11%	*<3%	2%	6%	9%

Caring responsibilities	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Yes	68%	73%	79%	79%	45%
No	19%	21%	17%	15%	47%
Not declared	14%	6%	5%	6%	8%

Marital status	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Married or in a civil partnership	78%	76%	71%	71%	42%
Not married or in a civil partnership	14%	21%	24%	26%	43%
Not declared	8%	*<3%	4%	*<3%	5%

Pregnancy and maternity	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Pregnant or on maternity leave	*<3%	12%	14%	9%	8%

5.10 Sickness absence by protected characteristic

Age	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
16-24	*<3%	*<3%	*<3%	*<3%	*<3%
25-34	23%	14%	18%	6%	20%
35-44	30%	33%	23%	33%	37%
45-54	24%	31%	36%	39%	24%
55-64	22%	20%	22%	18%	17%
65+	*<3%	*<3%	1%	3%	*<3%

Disability	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Disabled	22%	31%	35%	53%	16%
Non-disabled	65%	58%	52%	25%	69%
Not declared	13%	11%	13%	22%	15%

Gender	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Male	43%	38%	42%	21%	41%
Female	57%	62%	58%	79%	59%

Gender reassignment	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Transgender or transsexual	*<3%	*<3%	*<3%	*<3%	*<3%

Ethnicity	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Black and ethnic minority	10%	17%	16%	33%	11%
White	84%	80%	81%	62%	79%
Not declared	6%	* <3%	3%	5%	10%

Religion or belief	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Declared religion or belief	35%	41%	38%	50%	34%
No religion or belief	53%	46%	50%	40%	52%
Not declared	12%	13%	12%	10%	14%

Sexual orientation	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Gay / lesbian / bisexual	12%	7%	7%	3%	9%
Heterosexual	77%	83%	85%	85%	78%
Not declared	11%	10%	8%	11%	14%

Caring responsibilities	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Yes	39%	48%	49%	55%	39%
No	50%	44%	42%	33%	49%
Not declared	11%	8%	9%	12%	12%

Marital status	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Married or in a civil partnership	47%	53%	54%	37%	47%
Not married or in a civil partnership	48%	44%	42%	51%	42%
Not declared	6%	*<3%	4%	12%	11%

Pregnancy and maternity	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Pregnant or on maternity leave	*<3%	9%	4%	*<3%	3%

5.11 Training and development by protected characteristic

Age	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
16-24	*<3%	*<3%	*<3%	*<3%	*<3%
25-34	21%	16%	18%	13%	20%
35-44	37%	34%	31%	31%	37%
45-54	25%	29%	35%	39%	24%
55-64	16%	20%	14%	14%	17%
65+	*<3%	*<3%	*<3%	*<3%	*<3%

Disability	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Disabled	15%	24%	21%	24%	16%
Non-disabled	68%	65%	72%	52%	69%
Not declared	17%	11%	7%	24%	15%

Gender	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Male	42%	41%	40%	37%	41%
Female	58%	59%	60%	63%	59%

Gender reassignment	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Transgender or transsexual	*<3%	*<3%	*<3%	*<3%	*<3%

Ethnicity	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Black and ethnic minority	14%	14%	12%	17%	11%
White	83%	83%	86%	79%	79%
Not declared	* <3%	* <3%	* <3%	4%	10%

Religion or belief	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Declared religion or belief	31%	40%	45%	50%	34%
No religion or belief	54%	50%	48%	42%	52%
Not declared	15%	10%	7%	8%	14%

Sexual orientation	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Gay / lesbian / bisexual	9%	10%	7%	6%	9%
Heterosexual	77%	80%	88%	82%	78%
Not declared	14%	10%	5%	12%	14%

Caring responsibilities	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Yes	38%	44%	53%	54%	39%
No	49%	48%	43%	36%	49%
Not declared	13%	8%	4%	10%	12%

Marital status	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Married or in a civil partnership	46%	51%	50%	52%	47%
Not married or in a civil partnership	42%	43%	48%	44%	42%
Not declared	12%	6%	2%	4%	11%

Pregnancy and maternity	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2017/18 Workforce Profile
Pregnant or on maternity leave	*<3%	4%	4%	*<3%	*<3%

5.12 Flexible working requests by protected characteristic

Age	2017/18	2016/ 17	2015/ 16	2016/17 Workforce Profile
16-24	*<3%	0%	0%	*<3%
25-34	*<3%	0%	10%	20%
35-44	40%	38%	43%	37%
45-54	35%	50%	27%	24%
55-64	*<3%	0%	15%	17%
65+	20%	12%	5%	*<3%

Disability	2017/18	2016/ 17	2015/ 16	2016/17 Workforce Profile
Disabled	10%	13%	25%	16%
Non-disabled	60%	62%	63%	69%
Not declared	20%	25%	12%	15%

Gender	2017/18	2016/ 17	2015/ 16	2016/17 Workforce Profile
Male	45%	38%	35%	41%
Female	55%	62%	65%	59%

Gender reassignment	2017/18	2016/ 17	2015/ 16	2016/17 Workforce Profile
Transgender or transsexual	*<3%	*<3%	*<3%	*<3%

Ethnicity	2017/18	2016/ 17	2015/ 16	2016/17 Workforce Profile
Black and ethnic minority	45%	87%	92%	11%
White	55%	13%	8%	79%
Not declared	*<3%	*<3%	*<3%	10%

Religion or belief	2017/18	2016/ 17	2015/ 16	2016/17 Workforce Profile
Declared religion or belief	65%	63%	55%	34%
No religion or belief	30%	37%	45%	52%
Not declared	5%	0%	2%	14%

Sexual orientation	2017/18	2016/ 17	2015/ 16	2016/17 Workforce Profile
Gay/lesbian/bisexual	20%	25%	5%	9%
Heterosexual	75%	75%	93%	78%
Not declared	5%	0%	2%	14%

Caring responsibilities	2017/18	2016/ 17	2015/ 16	2016/17 Workforce Profile
Yes	65%	38%	63%	39%
No	30%	50%	32%	49%
Not declared	10%	12%	5%	12%

Marital status	2017/18	2016/ 17	2015/ 16	2016/17 Workforce Profile
Married or in a civil partnership	80%	88%	55%	47%
Not married or in a civil partnership	18%	12%	43%	42%
Not declared	*<3%	*<3%	*<3%	11%

Pregnancy and maternity	2017/18	2016/ 17	2015/ 16	2016/17 Workforce Profile
Pregnant or on maternity leave	14%	13%	10%	*<3%