

# HM Revenue and Customs

## Gender Equality Scheme

April 2007

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## Statement of Commitment

HM Revenue & Customs is committed to ensuring that equality of opportunity is an integral part of all that it does. We are already, and want to remain, at the forefront of helping to shape and implement the United Kingdom Government's agenda on diversity.

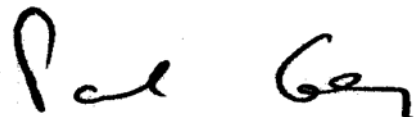
We are committed to meeting our responsibilities under the Sex Discrimination Act 1975 as amended by the Equality Act 2006 by working towards the elimination of all unlawful discrimination and harassment and by promoting equality of opportunity between men and women. This Gender Equality Scheme sets out how we aim to do this.

We already ensure that commitment to diversity is integral to all our transactions with the public and that everyone in HMRC whose work affects them understands and meets their responsibilities under the Gender Equality Scheme. We also take seriously our duties as an employer and recognise the additional benefits that good equality and diversity management brings for all our employees. We keep our internal policies under review to ensure that they provide opportunities and benefits to all staff. Together with senior managers we will ensure that our people have the knowledge and skills they need to improve HMRC's service to the public and our staff through the objectives and activities set out in this Scheme.

The merging of the Inland Revenue and the Customs & Excise in 2005 enabled HMRC to build on the positive gender equality policies developed since the 1975 Sex Discrimination Act. We will take that work forward through our Gender Equality Scheme.



**John Healey MP**  
**Financial Secretary**



**Paul Gray**  
**Executive Chairman of the Board of HMRC**

# **Section 1**

## **Legal Background**

**The Equality Act 2006 (EA)** amends the **Sex Discrimination Act 1975 (SDA)** to place a statutory duty on all public authorities, when carrying out their functions, to have due regard to the need:

- To eliminate unlawful discrimination and harassment
- To promote equality of opportunity between men and women

Unlawful discrimination includes discrimination as defined by the SDA and discrimination that is unlawful under the Equal Pay Act 1970 (EqPA) (and as amended in 1983 and 2003) Public authorities are legally required to have due regard to the need to eliminate both forms of discrimination.

In the SDA, unlawful discrimination is defined as:

- direct and indirect discrimination on grounds of sex
- discrimination on the grounds of pregnancy and maternity leave
- discrimination on the grounds of gender reassignment\*
- direct and indirect discrimination against married persons and civil partners
- victimisation
- harassment and sexual harassment

**The Equal Pay Act (1970)** (EqPA) (as amended in 1983 and 2003) gives an individual the right to the same contractual pay and benefits of a person of the opposite sex in the same employment, or where the source of the pay is the same, where the man and woman are doing:-

- the same or broadly similar work
- work which has been rated as equivalent under an analytical job evaluation study
- work that is of equal value (work of equal value is where the work done is different but considered to be of equal value or worth in terms of demands such as effort, skill and decision making)

A public authority can pay a man more than a women (or vice versa) in such circumstances if there is a genuine and material factor for doing so which is not attributable to direct or indirect sex discrimination.

**The Gender Recognition Act 2004** gives qualifying people the right to have their birth gender altered to their acquired gender through the issue of a Gender Recognition Certificate.

**\*The Sex Discrimination (Gender Reassignment) Regulations 1999** amends the SDA to prevent discrimination in relation to employment offers, terms and conditions and employment opportunities for people who have announced their intention to undergo, are undergoing or have undergone gender reassignment. It is not necessary for all three stages to apply for discrimination to have taken place.

## **Section 2**

### **HMRC's statement on Gender Equality**

HMRC will continue to take gender equality issues into account in all we do, as an employer and service provider. We will use the opportunity provided by the Gender Equality Duty to enhance our understanding of and commitment to gender equality in our polices, procedures, operations and service delivery.

The departmental Diversity and Equality Policy reflects:

- HMRC's commitment to diversity whilst also stepping up its commitment to equal opportunities
- the increasing focus on recognising the diversity of its customers in its policy, compliance and customer service work

The policy is delivered through the Diversity Action Plan and departmental equality targets.

See Annex A for HMRC's Diversity and Equality Policy Statement and a summary of key activities which HMRC has undertaken and will continue to carry out and will continue on diversity.

## **Section 3**

### **HMRC's priorities on Gender Equality**

Our aim is to make the most effective use of resource for the maximum result, whilst continuing to recognise the different needs of minority groups. In determining gender equality priorities, therefore, we will concentrate on areas where improvements will have the most impact or where a risk is identified.

The Department will take forward the following gender equality objectives for meeting the general duty, following consultation with relevant stakeholders and through an examination of the available relevant evidence. The Action Plan (Annex E) sets out how HMRC plans to deliver its objectives, many of which are interlinked. For example, equal pay, occupational segregation, childcare and flexible working are all interconnected.

We recognise that measuring progress against the objectives that we set ourselves will not always be easy and that the impact of some of the actions in the plan may not be evident by the time of the three yearly report on the GES.

Our gender equality objectives as laid out in this Scheme will be implemented throughout the organisation. This will be achieved by allocating responsibility for delivery of individual aspects of our Action Plan to relevant parts of HMRC.

#### **HMRC's gender equality objectives are:**

##### **Compliance**

What we need to do	Consider the different needs of men and women who are accused or convicted of offences in the enforcement of direct and indirect taxes duties.
Why we need to do it (rationale)	<p>The introduction of the gender equality duty was a key recommendation of an earlier report on "Women in the Criminal Justice System" published by the Fawcett Society in 2004. The report concluded that women are disadvantaged in a criminal justice system designed for men by men, whether as victims, as women working in the system, or as suspects, defendants or offenders.</p> <p>We need to ensure that our facilities, practices, guidance/training address the different needs of men and women in keeping with the spirit of the recommendations within the above report.</p>

## PAYE – multiple employment cases

What we need to do	We need to examine our processes and procedures for issuing tax codes to individuals who have more than one PAYE source of income.
Why we need to do it (rationale)	Project work has identified that around 60% of those with second jobs are female. Feedback from customer groups suggests that customer education would be beneficial to help ensure that we are provided with the correct information at the correct time. Addressing this issue would help ensure all customers within this group (predominantly women) receive correct tax codes within a reasonable time-frame. Dealing with this topic will also address concerns raised about HMRC performance as contained within the annual report for 2005 from the Adjudicator' Office.

## Quality

What we need to do	Examine Quality results and issues, taking account of existing and future reports and the impact on customers from a gender perspective
Why we need to do it (rationale)	<p>Quality is the key to good customer service, national consistency and equity of treatment. In order to raise standards and deliver a quality service to our customers we need to ensure that</p> <ul style="list-style-type: none"><li>○ we design our processes to provide accurate calculations of liabilities and entitlements and use them consistently</li><li>○ our processes recognise different customer needs</li><li>○ we identify with our customers and recognise the impacts of our actions on them</li><li>○ we develop people to meet the requirements of their jobs and support them in learning and improving</li><li>○ we demonstrate our effectiveness by setting and achieving quality focussed targets and indicators</li><li>○ we measure our performance and continuously seek opportunities to improve</li><li>○ we identify and address the causes of errors</li></ul>

## Customer Focus

What we need to do

We want to understand our customers and ensure that our services respond to their behaviours, expectations and different needs.

Why we need to do it (rationale)

.We're clear about what we stand for and our ambition is to put our customers at the heart of everything we do. Most people and businesses want to do what is right – to pay what they owe and claim only what they are due. We're therefore committed to making it as easy as possible for our taxpayers, claimants and other customers to get it right. We will also protect society further by dealing firmly with anyone who intentionally avoids their responsibilities.

## Procurement and supply

What we need to do

Develop a more robust approach and resulting policy when seeking tenders from external parties, ensuring the gender equality credentials of those tendering for work from us are impeccable. We need to ensure we have effective monitoring processes to ensure conformity with the Gender Equality Duty.

Why we need to do it (rationale)

To comply with the legal obligation and our diversity and equality policy which, in this area, means ensuring that our contractors share and operate the same values and standards as those set by the department. We must also ensure the safety of staff and customers.

## HMRC as an employer

What we need to do

Remove barriers to the employment, development and advancement of staff who use alternative working patterns or have dependants.

Why we need to do it (rationale)

Feedback from staff shows that many people think the Department could do more in relation to flexible working opportunities and for people with dependants. Improving in this area also supports meeting our representation targets for women

As part of the transition to HMRC pay, there was a major assimilation exercise in June 2006 (there will be a smaller exercise in June 2007), which enabled men and women from the two former departments to be given equal treatment for equal service and performance in their respective grades.

HMRC is now undertaking a full equal pay review, working with our Diversity & Equality Team and looking at the wider diversity picture, not only equal pay. As a result of the assimilation exercise, along with our policies on flexible working and training we expect any necessary equal pay action to be very limited.

We remain committed to equal pay and will continue to monitor this on a regular basis throughout the organisation.

## **Section 4 - Involvement**

### **a) How customers and staff were involved in the creation of this GES**

- Diversity Staff Networks were involved in development of the GES
- All staff were invited to get involved in the development of the GES and Action Plan via the departmental intranet site
- High level steering group to function for two years while the GES is fully embedded made up of Executive and Non Executive members of the Board including the Department's Gender Champion responsible for overseeing the development and implementation of the GES ; strong representation of gender interests at Board level
- Feedback HMRC has received from national gender organisations (such as Opportunity Now) through its normal consultation processes has informed the development of the GES and Action Plan
- HMRC's ongoing research with individual customers and customer groups has provided specific ideas and suggestions which have contributed to the development of the GES and Action Plan
- Areas for improvement in HMRC policies and processes identified by the Adjudicator's Office.

Feedback has enabled us to identify issues to be addressed and these are reflected within the Action Plan held at Annex E of this document.

### **b) Continuing involvement**

Involvement is continuing process and HMRC will minimise, where possible, barriers to effective involvement by:

- ensuring appropriate access to information
- making information available on request in accessible formats, including Braille, large print, languages other than English and audio cassette
- promoting involvement of staff through the Diversity Staff Networks

- working with the Business Heads to develop an HMRC strategy on consulting and involvement of customers, both internal and external, to ensure that the requirements of the Gender Equality Duty are met. This will supplement the consultation process which exists at national level
- working with representatives from internal Trade Union Side on taking forward diversity and equality issues
- GES to be published on Intranet/Internet
- posters advertising and inviting customer involvement in the GES in HMRC Enquiry Centres
- Individual customers invited to comment on the GES via the HMRC Internet site

## **Section 5**

### **Arrangements for assessing general compliance**

#### **Identification**

HMRC have already established and is operating a process for identifying policies and functions which have a significant impact on nine equality strands, including gender. We will review and develop this process to ensure that it meets the wider requirements of the GED. This process includes

- prioritising policies and functions for carrying out gender equality impact assessments
- grouping a number of policies within a functional area together for one assessment, where appropriate
- consulting and involving appropriate organisations in relation to main policy areas.

#### **Assessing the impact of existing and proposed policies**

HMRC have developed an initial assessment/screening tool against which all of its policies and main activities are being assessed (please see Annex C). Informal consultation and analysis of the risks and benefits is carried out as part of this process. The following four screening criteria are used

- Is there any evidence of higher or lower participation or uptake by people of different genders, sexual orientation or gender reassignment?
- Is there any evidence that different genders have different needs, experiences, issues and priorities in relation to the particular policy?
- Is there an opportunity to better promote gender equality or better community relations by altering the policy or working with others in government or in the larger community?

- Have relevant groups, organisations or individuals involved indicated that particular policies {new or existing} create problems which are specific to them?

The primary objective of this screening is to help embed gender equality throughout the Department and to provide assurance that we are meeting our legal obligations. Where screening indicates a need for further assessment we will authorise an Impact Assessment.

## **Section 6**

### **Impact Assessments**

Under this scheme, the purpose of an impact assessment undertaken to meet the GED is to ensure that our policies and practices disadvantage none of our employees and also to identify where we can promote equal opportunities between all our staff irrespective of gender. To meet our duties in the GED HMRC will assess any policies which are seen as priority issues for equality impact assessment because of their:

- relevance to social need
- effect on people's daily lives
- effect on economic, social and human rights
- scale of expenditure incurred by the policy
- cultural or political impact on people

In general a full impact assessment is likely to involve:

- consideration of available data and research
- assessment of impacts – what effect will this policy/decision etc have on men and women
- consideration of measures which might mitigate any adverse impact\* and alternative policies which might better promote of equality of opportunity for men and women
- a decision by the Department
- publication of the results of the impact assessment
- arrangements for monitoring for future adverse impact.

\* If an impact assessment identifies a potential adverse impact on a particular gender group and there is no feasible, alternative policy, HMRC will take steps ('mitigating' action) to lessen where possible any adverse impact, consulting other groups to help resolve difficulties; will consider special monitoring and analysis to confirm the extent of the adverse impact and/or the success of any mitigating measures and take into account any information collected through the special monitoring arrangements in any future review of the policy.

New and changed policies will be subject to the same screening process throughout the development stage.

[See the Departmental Action Plan for prioritisation of existing policies and practices for screening and equality impact assessment \(XLS 80K\)](#)

## **Section 7**

### **Procurement and Partnerships**

HMRC will:

- revise any standard terms and conditions which they have for contracting out their service to include information about the SDA and Equal Pay Act 1970(EqPA) ensuring that relevant government guidance on social or equality issues in procurement is considered
- include a requirement in every contract that the contractor must comply with the anti-discrimination provisions of the SDA and EqPA
- where relevant, specify what evidence the contractor may need to gather for the authority to demonstrate its compliance with the general or specific duties of the GED
- ensure that gender equality is appropriately reflected, in the specification, selection and award criteria, and the contract conditions, in a way which is consistent with EC and UK procurement rules
- ensure that contractors fully understand any gender equality requirements of the contract
- monitor performance of gender equality where relevant to the contract
- provide training for all staff involved in procurement work so that they fully understand the provisions of the SDA and EqPA and the relevance of the gender equality duty to their area of work.

## **Section 8**

### **Training**

HMRC has a range of diversity training, including induction for new entrants, which covers equal opportunities. Training material has been revised to ensure that all gender issues are covered.

#### **Equality Impact Assessing (EQIA) training**

Further learning, including reference to the Cabinet Office and equality commissions' guidance on equality impact assessment, is taking place for key staff involved in the screening and EQIA process to provide:

- those staff with the necessary skills and knowledge to do this work effectively

- those staff involved in the consultation processes with the necessary skills and knowledge to do this work effectively

This will be supplemented by guidance and support on our internal intranet site from a specialist team in HMRC dealing with diversity and equality for those in management roles, specialist staff, and those involved in each stage of the impact assessment process.

## **Section 9**

### **Review of the GES and Annual Statement**

HMRC will:

- carry out a comprehensive review of this Gender Equality Scheme every three years
- include in the review an assessment of how HMRC has complied with our gender equality obligations, and how we have promoted equality of opportunity for men and women in respect of our policy areas
- involve staff and customers before publishing the review
- consult with the Equal Opportunities Commission on issues relating to gender equality obligations and consider any proposals by the Commission that would enable us to make progress, as appropriate

HMRC will prepare an annual update on progress on its equality and diversity activities during the year and this will be reported in HMRC's Annual Report.

## **Section 10**

### **Monitoring**

We already set and monitor targets for equality across employment processes. We will determine the impact of our policies on our performance of the duties within the SDA, EA and EqPA.

#### **a) Methods of gathering data**

HMRC use and keep under review a range of information gathering and monitoring approaches to feed into policy assessment and review including:

1. staff and customer surveys
2. customer groups
3. feedback from Diversity Staff Networks and the Equality Steering Group

4. external research and consultative groups
5. collection of equality data on our staff
6. specialist gender equality organisations.

## **b) Analysis**

We will analyse the results of the monitoring and review policy and its implementation to meet the terms of the GED by identifying, mitigating or removing barriers where possible.

## **c) Publication of impact assessments and monitoring**

HMRC will:

- make publicly available the outcome of any equality impact assessment, subject to Budget confidentiality rules, as part of the publication of Regulatory Impact Assessment or as part of the annual reporting process.
- make available consultation documents once prepared. Include the results of the consultation in the final equality impact assessment. Results of equality impact assessments will be published regularly as part of the annual reporting process
- publish the results of monitoring where appropriate as a summary in our annual report or other relevant publication. This will include an explanation of why the monitoring is being carried out, the qualitative and quantitative methods used, an assessment of the results of analysis carried out, recommendations for or details of actions to be taken
- make this material available on HMRC's Internet Website at <http://www.hmrc.gov.uk>. This site can allow visually impaired users who have the appropriate browsers to convert the information to audio{/speech}
- systems are in place to ensure that information is available on request to a central point in accessible formats in a timely fashion. The formats available include:
  - Braille
  - disc
  - audiocassette
  - languages other than English
  - large print

HMRC uses a variety of mechanisms including Press Releases and direct communications to specific customer groups and staff networks to promote the availability of this material.

## **Accessibility of information**

Any material HMRC publishes on equality impact assessments will include:

- the aims of the policy
- details of the outcome of the assessments highlighting whether there is any adverse impact
- details of consideration given to mitigate any adverse impact of the policy on the elimination of unlawful discrimination/harassment
- details of any consideration given to alternative policies which might better achieve the elimination of unlawful discrimination/harassment and the promotion of equality of opportunity between men and women
- recommendations for action to take.

#### **d) Reporting**

Every three years HMRC will assess and report on the:

- Departmental performance against the GES Action Plan
- extent and adequacy of existing monitoring and the scope for extending it.

## **Section 11**

### **Access to information and services**

We will make information available on the HMRC Website at <http://www.hmrc.gov.uk> (and in other formats on request). We will ensure that information on contacting HMRC is available and up to date, for example, in telephone directories.

Our services will be accessible and sensitive to different customer needs. All public offices will maintain a welcoming environment.

HMRC will:

- provide, on request, the Gender Equality Scheme in alternative formats, including large print, Braille, languages other than English and audio cassette. {Requests should be sent to Visually Impaired Media Unit, 2<sup>nd</sup> Floor, Victoria Street, Shipley, West Yorkshire, BD98 8AA. 01274 539646}
- publish the Gender Equality Scheme on the HMRC Website at <http://www.hmrc.gov.uk>. This is intended to encourage Internet users, including young people, to access the Gender Equality Scheme
- publish the Gender Equality Scheme for all staff on our internal Website.

## **Section 12**

### **Complaints**

HMRC has well established complaints procedures for both customers and staff.

Full details are available:

- for customers <HMRC internet site>
- for staff <grievance procedure>.

These procedures include how to progress your complaint if you are not satisfied with the treatment you have received.

Also if a person feels that the Department is failing to implement the commitments made in the Scheme, please contact HMRC's Diversity and Equality Policy Advisor

Lyn Bowskill – HR Specialist Delivery Team

Tel 0115 974 0615

E-mail – [lyn.bowskill@hmrc.gsi.gov.uk](mailto:lyn.bowskill@hmrc.gsi.gov.uk)

# **Annex A**

## **HMRC**

### **Background**

HMRC is a non-ministerial Government Department managed by the Departmental Board. The Board comprises Executive Board Members (including Commissioners appointed by Royal Warrant), and non-Executive Members. The Executive Chairman of the Board reports to the Paymaster General and HMRC is accountable to the Chancellor of the Exchequer for the Department's performance and expenditure.

### **Aim and Strategy**

Our aim is to administer the tax and customs control systems fairly and efficiently and make it as easy as possible for individuals and businesses to understand and comply with their obligations and receive their tax credit and other entitlements.

### **Our Strategy**

Our strategy is designed to make us resilient under a wide range of possible future operating environments. Its central organising principle is 'Customer Focus' - understanding the needs and behaviours of our customers and responding appropriately. We recognise that it is aspirational and does not necessarily reflect the way we operate in all areas of our work today, but it provides us with a context and an aim to best meet our corporate objectives in the future. We believe that only by putting the customer at the heart of everything we do can we meet the challenging goals that lie ahead.

We will be alongside our customers, making it easy for them to participate and contribute to the UK's wellbeing.

1. We will be customer focused, treating our customers according to their needs and behaviours to deliver our corporate objectives:

- a) we will design our processes from the customer perspective so that interactions feel tailored to their circumstances
- b) we will simplify our interactions with customers
- c) our guidance will be clear and strive to offer customers certainty wherever possible
- d) we will be accessible, embracing effective new ways for delivering quality services.

2. We will tackle non-compliance while minimising the effect on the majority of our customers who want to comply.

3. We will work with others to deliver wider government outcomes, recognising customers want service without barriers.

4. We will use our understanding of customers' changing needs and behaviours continually to inform, challenge and improve everything we do

## **HMRC' responsibilities**

We are responsible for collecting the bulk of tax revenue as well as paying tax credits and child benefit, and strengthening the UK's frontiers. We manage:

*Direct taxes - paid by you or your business on money you earn or capital you gain:*

- Income Tax
- Capital Gains Tax
- Corporation Tax
- Inheritance Tax
- National Insurance Contributions.

*Indirect taxes - paid by you or your business on money spent on goods or services:*

- VAT
- Excise duties
- Environmental taxes
- Insurance Premium Tax
- Petroleum Revenue Tax
- Stamp Duty
- Stamp Duty Land Tax
- Stamp Duty Reserve Tax
- Customs duties.

*We pay and administer:*

- Child Benefit
- Child Trust Fund
- Tax Credits.

*We protect you by enforcing and administering:*

- Border and frontier protection
- Customs duties
- National Minimum Wage
- Money Laundering Regulations.

We also administer the collection of student loans on behalf of the Department for Education and Skills.

Responsibility for the Office of the Paymaster General (OPG) transferred from HM Treasury to HMRC in April 2006. OPG is the largest shared service provider supplying banking service to some 900 bodies in the central public sector. They provide a full range of banking services to their customers to enable them to undertake their day to day business while retaining their balances in the Exchequer.

Use of OPG services is not mandated under Government Accounting, therefore it operates in a competitive market where it aims to offer value for money. OPG will continue to actively market its services to public sector bodies

# Organisation

The structure of HMRC is based on four interrelated groups:

**Operations:** which covers the vast majority of staff and focuses on delivering high quality, cost effective services. Broken down into 11 businesses the core activities are:

- delivering customer contact, processing and operational compliance
- delivering enforcement capabilities, and
- debt management and banking.

**Corporate functions:** comprising 14 business units to guide and support HMRC. The majority of these units deliver cost effective customer focused services such as HR & Learning, Estates & Support Services, Communications & Marketing and Information Management Solutions.

**Product and Process Groups:** Products being taxes, duties, credits and benefits and Processes are the schemes by which products are delivered. Staff in six units are responsible for design, specification and providing advice, carrying out technical policy work and liaising with HM Treasury and Ministers.

**Customer Units:** focus on identifying and understanding the requirements and behaviours of our customers, and the risks associated with them so that we:

- make it easier for customers to comply
- improve the customer experience
- improve compliance, and
- reduce the cost of compliance.

Overall responsibility for the above groups lies with the Executive Committee (ExCom) whose members have portfolios that span the organisational model.

## Gender Equality Accountabilities and responsibilities

The Executive Chairman of the Board is ultimately accountable and responsible for all the Department's statutory duties. A Steering Group has been set up, headed by the Gender Champion for HMRC to assist the Executive Chairman in meeting the Gender Equality Duty (GED).

HMRC has produced a Gender Equality Action Plan (Annex E) to implement our obligations and activities under the Cabinet Office 10-point plan and equality legislation. Our Gender Action Plan will be incorporated into HMRC's Diversity Action Plan (DAP). Business areas report quarterly to the centre on their progress against the DAP; delivery of diversity objectives is part of each director's annual appraisal.

Our Gender Champion leads and supports gender initiatives throughout the department and works directly with business areas and with the Gender Network through its coordinator to identify areas for improvement in employment, infrastructure and customer service.

The Diversity and Equality Policy Advisor will be the HMRC point of contact for all matters relating to the Gender Equality Scheme (see Section 12 for contact details)

Expert diversity practitioners will be available to all business streams within the department via the HR Service Centre.

Each business stream will ensure that the following are carried out:

- reviewing existing policies and prioritising those for impact assessment/action, as appropriate
- screening of new policies
- carrying out appropriate impact assessments and consultations in line with national guidelines
- monitoring policies in line with the HMRC diversity monitoring guidelines
- publishing the results in line with national policy
- providing public access to information and services, as appropriate
- ensuring that our staff are made aware of their responsibilities under the legislation - supported by training materials and communications as appropriate
- set up systems and procedures, where these are not already in place, and follow national guidelines to ensure that this work takes place at the correct time and in an auditable way
- observe the advice of the Diversity & Equality Team, in taking this work forward.

HMRC will allocate necessary resources to ensure effective implementation of our equality obligations.

The Diversity and Equality Team will:

- liaise with all relevant staff across HMRC on the day to day management of the Gender Equality Scheme
- assist and advise the Executive Committee and Non-Executive Directors of HMRC on gender matters
- co-ordinate department-wide activities for advice, support, implementation and reporting, where appropriate with the Gender Network.

**Our Goal** is to become a flagship organisation, leading by example and demonstrating, in measurable ways, that diversity is an integral part of our working life. This means:

- Our services will be accessible and sensitive to different customer needs.
- Our compliance activities and our work at ports and airports will take account of the needs and expectations of small and large businesses and of the individuals with whom we come into contact.
- Our workforce will reflect the diversity of the communities we serve.

## **Our Diversity and Equality Policy is to:**

- Recognise that barriers may still exist in society that would hinder the progress of particular groups and to act positively to ensure that these are eliminated from all HMRC policies and processes.
  - Use the knowledge and skills of our diverse workforce to increase compliance and customer satisfaction and better understand the customers' needs and viewpoint.
  - Employ a diverse workforce that represents the community we serve, helping us to develop our policies and practices in ways that are appropriate to different customer groups.
  - Value our people as individuals who have a unique contribution to make to HMRC's success. Use our differences in positive ways to promote an inclusive environment for our employees and customers.
  - Be the public sector's employer of choice, attracting and retaining the best from the widest pool of talent and developing our people to the level of their potential and inclination.
  - Eliminate any unjustifiable discrimination against anyone for any reason, including race, ethnic origin, religion, nationality, sex, sexual orientation, working pattern, marital status, gender, gender reassignment, disability or age. In Northern Ireland, to eliminate any unfair discrimination because of political opinion.
- Monitor and evaluate our progress to ensure we are meeting our targets and legal responsibilities.

## **Summary of HMRC's key activities on diversity and equality**

- Board regularly reviews progress and sets direction on diversity and equality activities.
- Diversity Network groups set up with Board level champion and coordinator.
- All senior managers have a commitment to diversity and equality in their performance agreement and appraised annually on delivery.
- Procurement of goods and services screened to ensure contractors have good diversity and equality policies.
- Regular customer surveys undertaken to obtain better understanding of customer experience.
- Action taken to improve staff database
- Information provided for customers in alternative formats.
- Internal audit review carried out of operation of diversity for HMRC staff.

## **Annex B**

### **HMRC Board Members**

The Board is responsible for providing advice to the Executive and comprise members of the Executive Committee and the Non-Executive Directors

### **Executive Committee members**

<b>Name</b>	<b>Responsibilities</b>
Paul Gray	Executive Chairman - also has responsibility for the Valuation Office Agency
Mike Eland	Central compliance, Individual Customer Unit, Excise & Stamp Taxes, National Teams & Special Civil Investigations, Criminal Investigation, Risk & Intelligence, Local Compliance.
Dave Hartnett	Anti-avoidance Group, Central Policy, Business Customer Unit, Corporation Tax & Vat, Large Business Services, Strategy Unit
Steve Lamey	Information Management Systems, Knowledge, Analysis & Information, PAYE, Self Assessment & National Insurance Contributions, DTP
Bernadette Kenny	Charity, Assets & Residence, National Processing, PAYE, Self Assessments Processing, Customer Contact
Stuart Cruickshank	Finance & International Audit, Commercial Directorate, Debt Management & Banking, Transformation
David Hogg	Legal & Governance
Mike Hanson	Human Resources & Learning, Estates & Support Services, Benefits & Credits, Frontiers and International, Detection, PaceSetter Programme, Chief People Officer
Chris Hopson	Communications & Marketing, Corporate Responsibility

## **Diversity Champions**

Chris Hopson	HMRC Diversity Champion
Mike Eland	Lesbian, Gay, Bisexual and Transgender
Dave Hartnett	Disability
Steve Lamey	Alternative working patterns/working life balance
Bernadette Kenny	Gender
Stuart Cruickshank	Religion/belief
Mike Hanson	Age
Steve Heminsley	Race

## **Non-Executive Directors**

Bill Griffiths  
Kate Owen  
Nick Macpherson  
John Spence  
Mark Haysom  
Penny Melville-Brown  
Kate Dunlop

## **Annex C**

### **Diversity Screening for HMRC**

Screening is the procedure for identifying which policies or activities (for staff and customers) will be subject to a full equality impact assessment and how these impact assessments will be prioritised, so that the greatest resources can be devoted to improving these policies. The purpose is to:

- identify functions, actions or policies (current or proposed) which could lead to unlawful discrimination
- identify opportunities to promote equality of opportunity and good relations between different groups
- identify mitigating action which may reduce any adverse impact on diverse groups
- meet a range of legal obligations
- realise the business benefits of being a diverse organisation,

This tool will help to determine whether changes need to be made to the current policy/activity or proposals being considered in order to provide the Department with assurances that we are meeting our legal obligations and broader business aims.

### **Equality Screening Template for HMRC**

Screening is the procedure for identifying which policies or activities (for staff and customers) will be subject to a full equality impact assessment and how these impact assessments will be prioritised, so that the greatest resources can be devoted to improving these policies. The purpose is to:

- identify functions, actions or policies (current or proposed) which could lead to unlawful discrimination
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This tool will help to determine whether changes need to be made to the current policy/activity or proposals being considered in order to provide the Department with assurances that we are meeting our legal obligations and broader business aims.

## Section 1 – Aims of the activity/proposal

1. Title of policy/activity etc	
2. Date implemented/changed or planned to come into effect	
3. Who has responsibility for managing the policy/activity?	
4. Full description of the aims of the policy/activity . who is affected and who benefits? What are you trying to achieve?	
5. Who (in the Department) implements this activity/policy? e.g. managers, HR etc	
6. Who are the internal and external stakeholders of this proposed action? 7. How will you work with the stakeholders in implementing this function?	
8. Does this proposal interact with any others? If so, list them and explain how.	

**Section 2 – Impacts identified on diverse groups**

Equality Group	External Customers	Staff	Mitigating Action
People:			
of different Racial Groups			
With or without Disability			
of different Gender			
of different Age			
of different Marital Status			
With or without Dependants			
of different Sexual Orientation			
of different Religious Belief			
of different Political Opinion (for NI only)			
who use different Languages		n/a	
10. Give details of any consultation that you have done to validate the information given and conclusions reached in part 9 above.			

Please complete the table below to answer the following questions in relation to each of the diverse groups.

11. a. How will you promote

- equality of opportunity for each of the diverse groups?
- good relations between those of different racial group?
- good relations between those of different political opinion and religious belief? (NI only)
- positive attitudes towards disabled people?

E.g. by working with other government departments or the wider community

11. b. Is there an alternative way of achieving the same outcome that would better promote equality of opportunity?

11. c. If the policy/activity/proposal will affect staff or customers from diverse groups differently, how will you factor this into the communications and management of the policy/activity?

Diverse groups i.e. people:	<b>Comment on:</b>
	<ul style="list-style-type: none"> <li>• <b>action to be taken to promote equality of opportunity, good relations and positive attitudes</b></li> <li>• <b>alternative actions considered and communications/management of different impacts (if appropriate)</b></li> </ul>
of different racial groups	
with or without a disability	
of different gender	
of different ages	
of different marital status	
with or without dependants	
of different sexual orientation	
of different religious beliefs	

of different political opinion (NI only)	
who use different languages	
12. Explain how you plan to monitor this policy/activity for impact on different groups of people following implementation e.g. surveys/queries/complaints etc	
13. Any other comments on this proposed activity or any key learning for other similar projects/activities?	
14. If having considered all relevant factors you concluded that there may be an impact that you are unable to mitigate with policy or procedural changes, please give full details including why mitigating action cannot be provided	
15. Please indicate if a full equality impact assessment is recommended. If no please give justification.	

<p>16. Consider the priority of the full equality impact assessment in terms of the risk of the plan/proposal to the Department based on our legal obligations and business objectives.</p>	
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**Completed By:**

Name:		Signature:	
Position:		Date:	
Office:			

A copy of this document should be forwarded to HR Centre of, Expertise (HR Nottingham)

**This document should be retained locally for audit / monitoring purposes and the results and key issues around monitoring, learning and good practice should be reported on your Directorate Diversity Action Plan quarterly return**

## Annex D Staff representation statistics

### HMRC staff as at 1/1/07

	<b>Part Time</b>	<b>Total</b>	<b>% of Total</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>% of Females</b>
SCS2 & Above	1	28	3.6%	7	21	28	25.0%
SCS1 & 1A	18	372	4.8%	109	263	372	29.3%
Grade 6	88	1,087	8.1%	308	779	1,087	28.3%
Grade 7	190	2,295	8.3%	794	1,501	2,295	34.6%
Fast Stream	21	681	3.1%	301	380	681	44.2%
Senior Officer	225	3,877	5.8%	1,336	2,541	3,877	34.5%
Higher Officer	1,310	11,176	11.7%	4,688	6,488	11,176	41.9%
Officer	4,606	23,666	19.5%	13,057	10,609	23,666	55.2%
Assistant Officer	12,471	40,077	31.1%	26,488	13,589	40,077	66.1%
Admin Assistant	5,103	15,040	33.9%	9,749	5,291	15,040	64.8%
<b>Totals</b>	<b>24,033</b>	<b>98,299</b>	<b>24.4%</b>	<b>56,837</b>	<b>41,462</b>	<b>98,299</b>	<b>57.8%</b>

# **Annex E**

## **HMRC Gender Equality Scheme Action Plan**

<b>Task/Activity</b>	<b>Evidence of Achievement</b>	<b>Lead Responsibility</b>	<b>Risks</b>	<b>Review (R)/ Completion (C) Date</b>
<b>A. Consultation and Involvement</b>				
A1. Continue to seek feedback on gender equality issues from staff and customers	Feedback from staff received	All Business Units	No feedback received – scheme becomes unrepresentative	R 1/10/07
A2. Poster campaign in public areas to invite feedback from external customers	Posters in public areas throughout HMRC & response from customers	D & E Team/ Customer Contact	No feedback received – scheme becomes unrepresentative	R 1/9/07
A2. Support Gender Network Co-ordinator who will continue to act as a conduit for staff feedback and consultation	Feedback from staff network members	D & E Team	Barriers for men and women not identified and opportunities for improvements missed	R 1/10/07
A3. Continue to work with external customer forums	Feedback from customers received	D & E Team/ICU	No feedback received from forums– scheme becomes unrepresentative	R 1/10/07
A4. Continue to use feedback from customer surveys and similar exercises to inform policy development	Policies take account of different needs of men and women	Central Policy/ICU/KAI	Low volumes of feedback - scheme becomes unrepresentative. Expectations not well managed	R 1/12/07

<b>Task/Activity</b>	<b>Evidence of Achievement</b>	<b>Lead Responsibility</b>	<b>Risks</b>	<b>Review (R)/ Completion (C) Date</b>
<b>B. Staff-focused issues</b>				
B1. Continue to monitor pay arrangements to ensure equal treatment for men and women	Pay review data shows that men and women treated equally	HR & L	Breach of legislation	R 1/10/07
B2. Refine recruitment and advancement policies to ensure equal opportunity for all qualified staff	Stats show people recruited and promoted in line with representation	HR & L	Breach of legislation	R 1/10/07
B3. Examine the provision of opportunities for learning to ensure equal opportunity	Learning arrangements address different needs	HR & L	Breach of legislation	R 1/10/07
B4. Undertake work to ensure the dignity and privacy of transgender staff is not compromised by our policies.	Surveys show transgender staff believe they are treated fairly	D & E Team	Breach of legislation. Staff not "cared for"	R 1/8/07
B5. Continue to monitor staff survey and exit questionnaires and consider emerging gender specific equality issues	Questionnaires analysed and trends/barriers addressed	HR & L/CAMs/D&E Team	Opportunities for improvement not identified	R 1/1/08
B6. Continue work to develop staff in order to meet the Cabinet Office 10 - Point Plan	Staff gender data	HR&L/D & E Team	Targets not met. Workforce not representative of society	R 1/8/07
B7. Continue to deal with complaints on gender grounds efficiently	Complaints dealt with efficiently – timescales met and cases satisfactorily closed	HR & L/D & E Team	Potential discrimination barriers in complaints process not identified	R 1/8/07

<b>Task/Activity</b>	<b>Evidence of Achievement</b>	<b>Lead Responsibility</b>	<b>Risks</b>	<b>Review (R)/ Completion (C) Date</b>
<b>C. Customer-focused issues</b>				
C1. Undertake work to ensure the dignity and privacy of transgender people is not compromised by our outward facing policies.	Transgender people content with their interactions with HMRC	ICU/Policy	Breach of legislation; loss of confidence in HMRC by transgender people.	R 1/10/07
C2. Examine Quality results and issues, taking account of existing and future reports and the impact on customers from a gender perspective	Quality results improve	All customer-facing Business Units	Potential breach of legislation, sub-standard service to customers and poor results from external validation exercises	R 1/8/07
C3. Consider the impact of our compliance policies from a gender perspective	Enforcement staff deal with individuals fairly – fewer complaints	All customer-facing Business Units	Potential breach of legislation	R 1/8/07
C4. Develop better “Customer Insight” to help identify particular needs of gender groups	Services and policies meet different needs	All customer-facing Business Units	Breach of legislation. Services do not meet needs of customers	R 1/10/07
C5. Examine third-party feedback from external sources such as Adjudicator’s Office and National Audit Office for any gender-specific equality issues	Feedback considered and used to inform policy-making	All customer-facing Business Units	Potential breach of legislation, sub-standard service to customers and likely poor feedback in future Adjudicator Reports	R 1/8/07

<b>Task/Activity</b>	<b>Evidence of Achievement</b>	<b>Lead Responsibility</b>	<b>Risks</b>	<b>Review (R)/ Completion (C) Date</b>
<b>D. Procurement and supply</b>				
D1. Examine our procurement and supply processes to ensure conformance with the GED	Audit trail shows external suppliers vetted to ensure conformance	Commercial	Breach of legislation.	R 1/8/07
D2. Follow-up monitoring of suppliers	Reports held and action taken as required	Commercial	Breach of legislation.	R 1/10/07
<b>E Training and development</b>				
E1. Review and update existing learning products for staff covering gender equality.	Relevant training available for staff	HR & L/D & E Team	Staff ill equipped to embrace gender diversity issues	R 1/10/07
E2. Launch new development programme	Programme launched and representation at higher levels improves	HR & L/D & E Team	Failure to develop women, barriers not broken down	R 1/6/07
<b>F Review of Gender Equality Scheme</b>				
F1. Review our GES every three years and publish results	GES reviewed and results published	HR & L/D & E Team/Business Units	Breach of legislation.	R 1/1/2010
F2. Consult staff and customers before publishing results	Staff and customers consulted	HR & L/D & E Team/Business Units	Breach of legislation.	R 1/10/09

<b>Task/Activity</b>	<b>Evidence of Achievement</b>	<b>Lead Responsibility</b>	<b>Risks</b>	<b>Review (R)/ Completion (C) Date</b>
F3. Consult with the Equal Opportunities Commission (or equivalent body) where appropriate and consider proposals that would enable progress on gender equality issues to be made	EOC (or equivalent) consulted as necessary – feedback used to progress issues	D & E Team/Business Units	Lack of consultation results in wrong approach taken to resolving gender equality issues	As issues arise
F4. Review gender objectives as part of annual review of Diversity Action Plan	Report covers gender areas	D&E Team	Failure to review progress regularly risks not achieving desired outcome	Quarterly and at 31.3. 08
F5. A statement concerning action that has been taken in line with the gender equality action plan will be published within the HMRC Annual Report	Statement appears within HMRC Annual Report	Executive Chairman's Office/HR & L/D & E Team	Breach of legislation, potentially poor publicity for department	R1/1/08
F6. Publish details of Equality Impact Assessments (EQIA) carried out	Published on inter /intranet	All Business Units	Stakeholders unaware of EQIAs conducted and the emerging results	R 1/10/07
<b>G Complaints about the GES</b>				
G1. Deal with complaints about the GES promptly and constructively	Complaints dealt with promptly	HR & L/D & E Team	Breach of legislation. Send out wrong signals about commitment to equality	R 1/9/07
G2. Use complaints as opportunities for improvement	Complaints used to inform policy	HR & L/D & E Team/All Business Units		R1/12/07