



Equality Impact Assessment Regional Review Programme North East

This report, from HM Revenue & Customs People Function (Workforce Change) team, provides an update on equality impacts identified at May 2009 as arising from estate changes within the North East as part of the Regional Review Programme. The related UK summary shows the action being taken by the Department to mitigate these impacts and any which emerge in the future. Further updates will be provided.

11 November 2009

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1 Regional Review Programme decisions in the North East

The decisions on HMRC accommodation in the North East are as follows:

Table 1 – RRP Decisions in the North East

Date decision announced	Urban Centre / Cluster	Buildings reviewed	Review Outcome	Staff in post at announcement ¹
17 October 2007	Middlesbrough / Stockton urban centre	Regent House, Darlington	Vacate	68
		100 Russell Street, Middlesbrough	Retain	169
		Fountain Court, Middlesbrough	Vacate	361
		Emerald Court, Peterlee	Retain	685
		George Stephenson House, Stockton	Retain	267
		Dunedin House, Stockton	Vacate	94
		Eustace House, Teesport	Retain	43
17 October 2007	Newcastle / Sunderland / Washington urban centre	Wycliffe House, Durham	Vacate	90
		Back Riggs, Morpeth	Vacate	33
		Benton Park View, Newcastle	Retain	5,870
		Dobson House, Newcastle	Retain	216
		Quorum, Newcastle	Retain	818
		Aidan House, Newcastle	Vacate	241
		Cale Cross House, Newcastle	Vacate	16
		Eagle Star House, Newcastle	Vacate	14
		North Star House, Newcastle	Vacate	34
		Warwick House, Newcastle	Vacate	182
		Waterside House, Sunderland	Retain	498
		Gilbridge House, Sunderland	Vacate	247
		Shackleton House, Sunderland	Vacate	172
		Waterview Park, Washington	Retain	2,433
Cheviot House, Washington	Vacate	275		
Weardale House, Washington	Vacate	240		

¹ Source: Headcount data provided by HMRC business units at time of decision

17 July 2008	Individuals			
	Alnwick	Bondgate Hall, Alnwick	Vacate	20
	Bishop Auckland	Vinovium House, Bishop Auckland	Vacate	40
	Hexham	St Andrew's House, Hexham	Vacate	18

There are no 'cluster' locations in the North East.

Enquiry centre services will remain in their current location or nearby.

These decisions are being implemented under the management of location-specific Implementation Teams.

2 North East Region: summary of estates and staffing

- 2.1 HMRC has more office space than it needs in the North East and, while about 13,500 people work for us in the region², HMRC's current business plans for 2011 predict that we will require around 12,100. HMRC aspires to reach those staffing levels by the usual processes of staff reductions, including early release schemes and restricted recruitment. It remains HMRC's aim to avoid redundancies wherever possible.
- 2.2 Following the announcement of decisions on the Middlesbrough/Stockton and Newcastle/Sunderland/Washington urban centres on 17 October 2007 and the 'individual' locations on 17 July 2008, HMRC has taken action to mitigate the potential equality impacts identified in the original Equality Impact Assessment (EQIA) documents.
- 2.3 The Regional Review Programme (RRP) resulted in decisions to retain nine offices in the North East region. All of these are to be retained in urban centres. Of the 17 offices to be vacated, 14 are within urban centres and three within individual locations.
- 2.4 To date, six offices have already been fully vacated, and two are scheduled for full vacation during 2009/10. There have been no 'partial'³ vacations although two offices will be partially vacated during 2009/10 as an interim step towards full vacation at a later date. Withdrawal from six of the offices originally scheduled for full vacation during 2009/10 has been deferred to a later vacation date, along with implementing the decision for the one office originally planned for full vacation by spring 2011. The position on these buildings is to be monitored by local Implementation Teams and the Department's Estate Consolidation Programme.
- 2.5 Implementation Teams were set up to deliver the original decisions of the RRP. Where staff cannot move, either due to their journey being outside reasonable daily travel, caring responsibilities or disability, businesses are exploring alternative options. As the Department considers those options, office accommodation will be provided for staff, either in their current location or at an alternative office within reasonable daily travel. Businesses aim to feed back work to these staff for as long as it is viable to do so. Taking these issues into account, the extent to which office space is vacated is being managed by the relevant Implementation Team, which will also bear in mind other issues, such as funding priorities.
- 2.6 HMRC values the skills and experience of its staff and it is for that reason that staff are being asked to move with their work wherever possible. HMRC is making every effort to find alternative solutions for staff unable to relocate to another HMRC office. Its primary concern, however, must be to meet its business objectives.
- 2.7 The table below summarises the HMRC equality data for the North East as at 1 May 2009. A further breakdown of data between urban centres and individual locations can be found at Appendices A to E.

² As at 1 May 2009

³ A 'partial' vacation includes the release of office space such as reducing the number of floors in a building to accommodate (a) staff remaining, or (b) those who are unable to relocate with their business unit. Reduction to Enquiry Centre only is classed as a full vacation from a RRP perspective.

Table 2 – Equality Data

Ethnicity	%	Disability	%	Age Group	%
White	65	Disabled	7	15 - 24	11
Ethnic minority	1	Not disabled	39	25 - 34	20
Chosen not to declare	4	Chosen not to declare	2	35 - 49	41
Not known	30	Not known	52	50 - 59	24
				60+	4
Gender ⁴	%	Working Pattern	%	Gender (part-time staff) %	
Male	37	Full Time	65	Male	84
Female	63	Part-time	35	Female	16

Regional Update Summary

- HMRC has consulted and carried out EQIA activity at an urban centre, cluster and individual location level throughout the UK. Details of the impacts identified following decisions on offices in the North East urban centre and individual locations are included below and in the attached appendices.
- At the time of announcements 2,088 staff in office buildings in the North East due to be vacated were expected to relocate with their business unit. Staff and their managers held one-to-one discussions to determine whether or not they were able to relocate, taking their personal circumstances into account. Final decisions were made by the Moderating Groups
- When decisions were announced it was expected that 2,088 staff would relocate. However, the Moderating Group data shows that 2,215 staff were asked to relocate.
- Of the 2,215 staff asked to relocate:
 - 2,041 (92%) staff are able to relocate with their business unit.
 - Moderating Group decisions are currently unavailable for 39 (2%) staff.
 - Decisions have been deferred for 22 (1%) staff pending receipt of further information.
 - 113 (5%) staff are unable to relocate with their business unit.
- For staff who are unable to relocate with their business unit as expected, the Department is already in the process of considering alternative options for these staff. This work is being led by Implementation Teams in negotiation with business units and HR specialists.

⁴ For information, in this and the following tables and narratives HMRC’s national gender split is 58% female to 42% male.

RACIAL GROUP

Impacts identified in original EQIAs

- All diversity data quoted in this EQIA is provided by background HR systems as at 1 May 2009 and staff completion is not mandatory. The information is therefore incomplete for ethnicity and disability.
- No issues specific to racial groups were raised as part of the staff consultation process.
- In the original EQIA, no potential adverse impacts were identified that would disproportionately affect staff due to their racial group.

Mitigating action identified

- No mitigating action was required as no impacts were identified.

Update on the original EQIAs

- At this stage no impacts have been identified that would disproportionately affect staff due to their racial group; for this reason updates at urban centre and individual location level have not been included in this document. HMRC will continue to monitor this information.

THOSE WITH A DISABILITY

- Of the 113 staff unable to relocate with their business unit, fewer than ten were unable to do so based on health or compassionate grounds (this includes those with a disability).
- The overall percentage of staff unable to relocate due to disability has been reported in the UK summary.
- Specific information on disability and health issues will be identified at Moderating Group and local management level. Implementation Teams will continue to work with managers and staff to explore options and potential solutions.

GENDER

- Of the 2,215 members of staff who had one-to-one meetings 1,440 (65%) are female and 775 (35%) are male. The gender split of staff in the North East is shown in Table 2 above.
- Of the 113 staff unable to relocate with their business unit, 76 are female (3% of the 2,215 expected to relocate with their business unit) and 37 are male (2% of the 2,215 staff expected to relocate with their business unit).
- The overall number and gender of staff unable to relocate due to caring commitments has been reported in the UK summary.
- Options are still being considered for all staff unable to relocate.

APPENDIX A: Middlesbrough/Stockton urban centre - update summary of equality impacts

Table 3 below summarises the HMRC equality data for the Middlesbrough/Stockton urban centre as at 1 May 2009.

Table 3 – Equality Data

Ethnicity	%	Disability	%	Age Group	%
White	71	Disabled	8	15 - 24	14
Ethnic minority	1	Not disabled	41	25 - 34	24
Chosen not to declare	3	Chosen not to declare	2	35 - 49	38
Not known	25	Not known	49	50 - 59	21
				60+	3
Gender	%	Working Pattern	%	Gender (part-time staff)	
				%	
Male	34	Full Time	66	Male	14
Female	66	Part-time	34	Female	86

Overview

- At the time of announcements 510 staff in office buildings due to be vacated in the Middlesbrough/Stockton urban centre were expected to relocate with their business unit. Staff and their managers held one-to-one discussions to determine whether or not they were able to relocate, taking their personal circumstances into account. Final decisions were made by the Moderating Groups.
- When the decisions were announced it was expected that 510 staff would relocate. However the Moderating Group data shows that 600 staff were asked to relocate.
- Of the 600 asked to relocate
 - 548 (91%) staff are able to relocate with their business unit.
 - Moderating Group decisions are currently unavailable for 18 (3%) staff.
 - Decisions have been deferred for 13 (2%) staff pending receipt of further information.
 - 21 (4%) staff are unable to relocate with their business unit.

1. THOSE WITH A DISABILITY

Impacts identified in original EQIA

- Respondents to the consultation process raised concerns over the potential adverse impact increased travel time could have on staff with disabilities, particularly for those who are reliant on public transport.

- They added that the needs of those with specialist equipment may be overlooked when considering 'hot-desking' arrangements.
- In the original EQIA, no potential adverse impacts were identified that would disproportionately affect staff with a disability.

Mitigating action identified

- Managers to discuss personal circumstances with staff as part of the one-to-one process, considering further mitigating action such as reasonable adjustments.

Update on the original EQIA

- The overall percentage of staff unable to relocate due to disability has been reported in the UK summary.
- Specific information on disability and health issues will be identified at Moderating Group and local management level. Implementation Teams have been set up which will continue to work with managers and staff to explore options and potential solutions.

2. GENDER

Impacts identified in original EQIA

- No issues specific to gender were raised as part of the staff consultation process.
- No potential impacts were identified in the original EQIA. However, it was acknowledged that HMRC employs more female staff than male staff.
- The original EQIA recorded the gender ratio of part-time staff as an indication of the proportion of female staff who may have dependants.

Mitigating action identified

- Managers to discuss personal circumstances with staff as part of the one-to-one process.
- As no potential impacts specific to gender were identified, no further mitigating action was required at that stage.

Update on the original EQIA

- Discussions between managers and staff have taken place to identify any personal issues arising. If someone is unable to relocate with their business unit as expected, the Department, with the assistance and support of HR specialists, will consider reasonable alternative solutions.
- Of the 600 members of staff who had one-to-one meetings 395 (66%) are female and 205 (34%) are male. The gender split of staff in the Middlesbrough/Stockton urban centre is shown in Table 3 above, and for the North East in Table 2.
- Of the 21 staff unable to relocate with their business unit, the majority are female⁵.
- The overall number and gender of staff unable to relocate due to caring commitments has been reported in the UK summary.
- Options are still being considered for all staff unable to relocate.

⁵ Figures omitted in line with HMRC best practice on Diversity Monitoring and Data Protection Principles

APPENDIX B: Newcastle/Sunderland/Washington urban centre - update summary of equality impacts

The table below summarises the HMRC equality data for the Newcastle/Sunderland/Washington urban centre as at 1 May 2009.

Table 4 – Equality Data

Ethnicity	%	Disability	%	Age Group	%
White	64	Disabled	7	15 - 24	11
Ethnic minority	1	Not disabled	39	25 - 34	20
Chosen not to declare	4	Chosen not to declare	2	35 - 49	41
Not known	31	Not known	52	50 - 59	24
				60+	4
Gender	%	Working Pattern	%	Gender (part-time staff)	%
Male	37	Full Time	64	Male	17
Female	63	Part-time	36	Female	83

Overview

- At the time of the announcements 1508 staff in office buildings in the Newcastle/Sunderland/Washington due to be vacated were expected to relocate with their business unit. Staff and their managers held one-to-one discussions to determine whether or not they were able to relocate, taking their personal circumstances into account. Final decisions were made by the Moderating Groups.
- When the decisions were announced it was expected that 1,508 staff would relocate. However the Moderating Group data shows that 1,551 staff were asked to relocate.
- Of the 1,551 asked to relocate
 - 1,485 (96%) staff are able to relocate with their business unit.
 - Moderating Group decisions are currently unavailable for 17 (1%) staff.
 - 49 (3%) staff are either unable to relocate with their business unit or decisions have been deferred pending receipt of further information.

1. THOSE WITH A DISABILITY

Impacts identified in original EQIA

- Respondents to the consultation process raised concerns over the potential adverse impact increased travel time could have on staff with disabilities, particularly for those who experience mobility problems.
- They added that the needs of those with specialist equipment may be overlooked when considering 'hot-desking' arrangements.

- In the original EQIA, no potential adverse impacts were identified that would disproportionately affect staff with a disability.

Mitigating action identified

- Managers to discuss personal circumstances with staff as part of the one-to-one process, considering further mitigating action such as reasonable adjustments in the case of disabled staff.

Update on the original EQIA

- The overall percentage of staff unable to relocate due to disability has been reported in the UK summary.
- Specific information on disability and health issues will be identified at Moderating Group and local management level. Implementation Teams have been set up which will continue to work with managers and staff to explore options and potential solutions.

2. GENDER

Impacts identified in original EQIA

- No issues specific to gender were raised as part of the staff consultation process.
- No potential impacts were identified in the original EQIA. However, it was acknowledged that HMRC employs more female staff than male staff.
- The original EQIA recorded the gender ratio of part-time staff as an indication of the proportion of female staff who may have dependants.

Mitigating action identified

- Managers to discuss personal circumstances with staff as part of the one-to-one process.
- As no potential impacts specific to gender were identified, no further mitigating action was required at that stage.

Update on the original EQIA

- Discussions between managers and staff have taken place to identify any personal issues arising. If someone is unable to relocate with their business unit as expected, the Department, with the assistance and support of HR specialists, will consider reasonable alternative solutions.
- Of the 1,551 members of staff who had one-to-one meetings 1,004 (65%) are female and 547 (35%) are male. The gender split of staff in the Newcastle/Sunderland/Washington urban centre is shown in Table 4 above, and for the North East in Table 2.
- Of the 49 staff unable to relocate with their business unit, 37 are female (2% of the 1,551 staff in the Newcastle/Sunderland/Washington urban centre expected to relocate with their business unit) and 12 are male (1% of the 1,551 staff in the Newcastle/Sunderland/Washington urban centre expected to relocate with their business unit).
- The overall number and gender of staff unable to relocate due to caring commitments has been reported in the UK summary.
- Options are still being considered for all staff unable to relocate.

APPENDIX C: Individual location Alnwick - update summary of equality impacts

Table 5 below summarises the HMRC equality data for staff in Alnwick as at 1 May 2009.

Table 5 – Equality Data

Ethnicity	%	Disability	%	Age Group	%
White	69	Disabled	13	15 - 24	0
Ethnic minority	0	Not disabled	38	25 - 34	0
Chosen not to declare	6	Chosen not to declare	6	35 - 49	31
Not known	25	Not known	43	50 - 59	69
				60+	0
Gender	%	Working Pattern	%	Gender (part-time staff)	%
Male	38	Full Time	94	Male	0
Female	62	Part-time	6	Female	100

Overview

- At the time of the announcements 19 staff in the office building due to be vacated in Alnwick were expected to relocate with their business unit. Staff and their managers held one-to-one discussions to determine whether or not they were able to relocate, taking their personal circumstances into account. Final decisions were made by the Moderating Groups.
- Of the 19 expected to relocate
 - 6 members of staff (32%) are able to relocate with their business unit.
 - 13 (68%) staff are unable to relocate with their business unit.

1. THOSE WITH A DISABILITY

Impacts identified in original EQIA

- No issues specific to those with a disability were raised as part of the staff consultation.
- In the original EQIA, no potential adverse impacts were identified that would disproportionately affect staff with a disability.

Mitigating action identified

- No mitigating action was required as no impacts were identified.

Update on the original EQIA

- The overall percentage of staff unable to relocate due to disability has been reported in the UK summary.
- Specific information on disability and health issues will be identified at Moderating Group and local management level. Implementation Teams have been set up

which will continue to work with managers and staff to explore options and potential solutions.

2. GENDER

Impacts identified in original EQIA

- No issues specific to gender were raised as part of the staff consultation process.
- No potential impacts were identified in the original EQIA. However it was acknowledged that HMRC employs more female staff than male staff.
- The original EQIA recorded the gender ratio of part-time staff as an indication of the proportion of female staff who may have dependants.

Mitigating action identified

- Managers to discuss personal circumstances with staff as part of the one-to-one process.
- As no potential impacts specific to gender were identified, no further mitigating action was required at that stage.

Update on the original EQIA

- Discussions between managers and staff have taken place to identify any personal issues arising. If someone is unable to relocate with their business unit as expected, the Department, with the assistance and support of HR specialists, will consider reasonable alternative solutions.
- Of the 19 members of staff who had one-to-one meetings 12 (63%) are female and 7 (37%) are male. The gender split of staff in Alnwick is shown in Table 5 above, and for the North East in Table 2.
- Of the 13 staff unable to relocate with their business unit, the majority are female⁶.
- The overall number and gender of staff unable to relocate due to caring commitments has been reported in the UK summary.
- Options are still being considered for all staff unable to relocate.

⁶ Figures omitted in line with HMRC best practice on Diversity Monitoring and Data Protection Principles

APPENDIX D: Individual location Bishop Auckland - update summary of equality impacts

Table 6 below summarises the HMRC equality data for staff in Bishop Auckland as at 1 May 2009.

Table 6 – Equality Data

Ethnicity	%	Disability	%	Age Group	%
White	65	Disabled	10	15 - 24	0
Ethnic minority	0	Not disabled	55	25 - 34	16
Chosen not to declare	10	Chosen not to declare	6	35 - 49	48
Not known	25	Not known	29	50 - 59	23
				60+	13
Gender	%	Working Pattern	%	Gender (part-time staff)	%
Male	39	Full Time	61	Male	17
Female	61	Part-time	39	Female	83

Overview

- At the time of the announcements 35 staff in the office building due to be vacated in Bishop Auckland were expected to relocate with their business unit. Staff and their managers held one-to-one discussions to determine whether or not they were able to relocate, taking their personal circumstances into account. Final decisions were made by the Moderating Groups.
- Although 35 staff were expected to relocate, for reasons outlined in the national summary (para 5.4) Moderating Group data is available for 31 members of staff.
- Of the 35 expected to relocate
 - 1 member of staff (3%) is able to relocate with their business unit.
 - Data on whether staff can relocate is currently unavailable for 4 (11%) members of staff.
 - Moderating Group decisions are currently unavailable for 4 (11%) of staff.
 - 26 (75%) staff are either unable to relocate with their business unit or decisions have been deferred pending receipt of further information.

1. THOSE WITH A DISABILITY

Impacts identified in original EQIA

- No issues specific to those with a disability were raised as part of the staff consultation process.
- In the original EQIA, no potential adverse impacts were identified that would disproportionately affect staff with a disability.

Mitigating action identified

- No mitigating action was required as no impacts were identified.

Update on the original EQIA

- The percentage of staff unable to relocate due to disability has been reported in the UK summary.
- Specific information on disability and health issues will be identified at Moderating Group and local management level. Implementation Teams have been set up which will continue to work with managers and staff to explore options and potential solutions.

2. GENDER

Impacts identified in original EQIA

- No issues specific to gender were raised as part of the staff consultation process.
- No potential impacts were identified in the original EQIA. However, it was acknowledged that HMRC employs more female staff than male staff.
- The original EQIA recorded the gender ratio of part-time staff as an indication of the proportion of female staff who may have dependants.

Mitigating Action Identified

- Managers to discuss personal circumstances with staff as part of the one-to-one process.
- As no potential impacts specific to gender were identified, no further mitigating action was required at that stage.

Update on the original EQIA

- Discussions between managers and staff have taken place to identify any personal issues arising. If someone is unable to relocate with their business unit as expected, the Department, with the assistance and support of HR specialists, will consider reasonable alternative solutions.
- Of the 31 members of staff who had one-to-one meetings, 20 (65%) are female and 11 (35%) are male. The gender split of staff in Bishop Auckland is shown in Table 6 above, and for the North East in Table 2.
- Of the 26 staff unable to relocate with their business unit, 16 are female (46% of the 35 staff in the Bishop Auckland office expected to relocate with their business unit) and ten are male (29% of the 35 staff in the Bishop Auckland office expected to relocate with their business unit).
- The overall number and gender of staff unable to relocate due to caring commitments has been reported in the UK summary.
- Options are still being considered for all staff unable to relocate.

APPENDIX E: Individual location Hexham - update summary of equality impacts

Table 7 below summarises the HMRC equality data for staff in Hexham as at 1 May 2009.

Table 7 – Equality Data

Ethnicity	%	Disability	%	Age Group	%
White	62	Disabled	15	15 - 24	0
Ethnic minority	0	Not disabled	38	25 - 34	0
Chosen not to declare	23	Chosen not to declare	23	35 - 49	31
Not known	15	Not known	24	50 - 59	46
				60+	23
Gender	%	Working Pattern	%	Gender (part-time staff)	%
Male	38	Full Time	54	Male	0
Female	62	Part-time	46	Female	100

Overview

- At the time of the announcements 16 staff in the office building in Hexham due to be vacated were expected to relocate with their business unit. Staff and their managers held one-to-one discussions to determine whether or not they were able to relocate, taking their personal circumstances into account. Final decisions were made by the Moderating Groups.
- Although 16 staff were expected to relocate, for reasons outlined in the national summary (para 5.4) Moderating Group data is available for 14 members of staff.
- Of the 16 expected to relocate
 - 1 (6%) staff are able to relocate with their business unit.
 - Data on whether staff can relocate is currently unavailable for 2 (13%) members of staff.
 - 13 (81%) staff are unable to relocate with their business unit.

1. THOSE WITH A DISABILITY

Impacts identified in original EQIA

- No issues specific to those with a disability were raised as part of the staff consultation.
- In the original EQIA, no potential adverse impacts were identified that would disproportionately affect staff with a disability.

Mitigating action identified

- No mitigating action was required as no impacts were identified.

Update on the original EQIA

- The percentage of staff unable to relocate due to disability has been reported in the UK summary.
- Specific information on disability and health issues will be identified at Moderating Group and local management level. Implementation Teams have been set up which will continue to work with managers and staff to explore options and potential solutions.

2. GENDER

Impacts identified in original EQIA

- No issues specific to gender were raised as part of the staff consultation process.
- No potential impacts were identified in the original EQIA. However, it was acknowledged that overall HMRC employs more female staff than male staff.
- The original EQIA recorded the gender ratio of part-time staff as an indication of the proportion of female staff who may have dependants.

Mitigating action identified

- Managers to discuss personal circumstances with staff as part of the one-to-one process.
- As no potential impacts specific to gender were identified, no further mitigating action was required at that stage.

Update on the original EQIA

- Discussions between managers and staff have taken place to identify any personal issues arising. If someone is unable to relocate with their work as expected, the Department, with the assistance and support of HR specialists, will consider reasonable alternative solutions.
- Of the 14 members of staff who had one-to-one meetings 9 (64%) are female and 5 (36%) are male. The gender split of staff in Hexham is shown in Table 7 above, and for the North East in Table 2.
- Of the staff unable to relocate with their business unit, the majority are female⁷.
- The overall number and gender of staff unable to relocate due to caring commitments has been reported in the UK summary.
- Options are still being considered for all staff unable to relocate.

⁷Figures omitted in line with HMRC best practice on Diversity Monitoring and Data protection Principles