

acas working
for everyone

Acas Data

Equality Information Report

November 2018



Acas Equality information report

2017-2018

1. Our staff

The equality and diversity figures in this report are based on a headcount total of 848 members of staff on March 31st 2018 and are taken from Acas' Human Resources (HR) system unless otherwise stated. Staff on loan and not paid directly by Acas and are not included in the analysis, nor are agency staff and contractors.

This covers:

- Overall workforce
- Diversity data by grade
- Recruitment
- Promotion
- Leavers
- Performance markings
- Grievances and disciplinary
- Employee engagement
- Gender pay gap

Table 1: Declaration rates¹ held for Acas workforce

Protected characteristic % of workforce with data	
Gender	100%
Age	100%
Ethnic origin	86%
Disability	71%
Religion and belief	75%
Sexual orientation	75%

¹ Correct as January 31st 2018

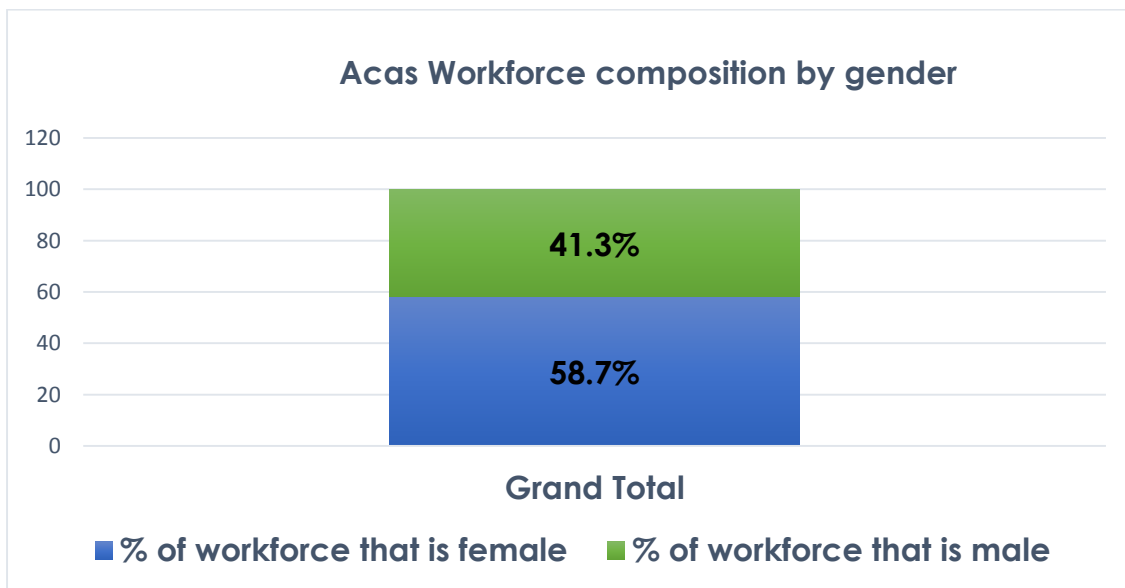
2. Overall workforce representation²

Figure 1: Workforce composition by gender, ethnicity, disability and sexual orientation

The figures show:

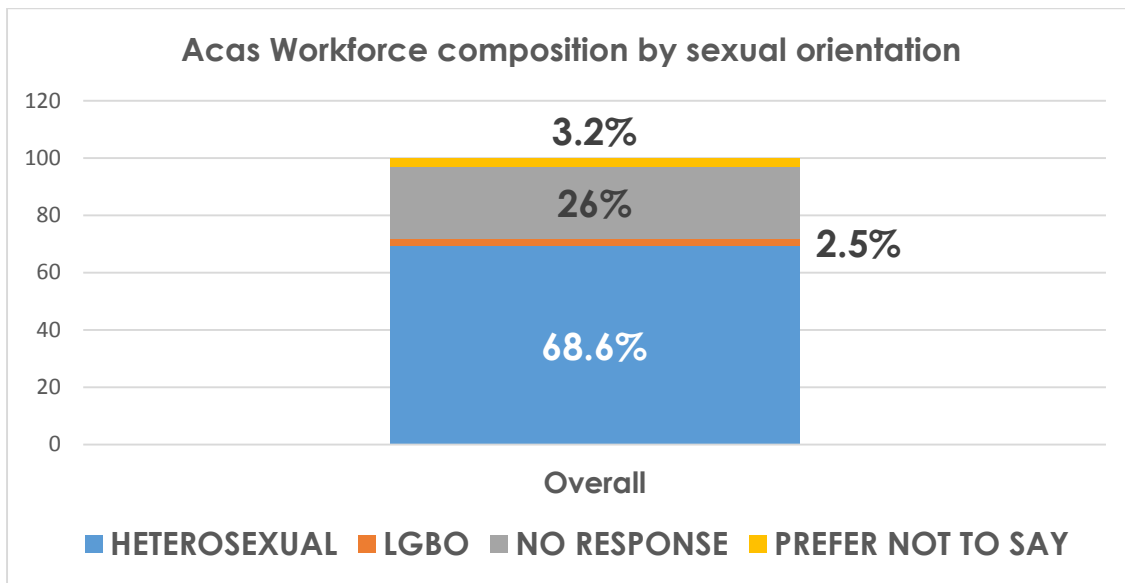
- Nearly 60% of the workforce are female
- Over a quarter of the workforce have not provided a response in relation to sexual orientation and disability
- Under 9% of the workforce identify as Black, Asian or minority ethnic (BAME)
- 60% of the workforce are aged 45 or above.

Gender

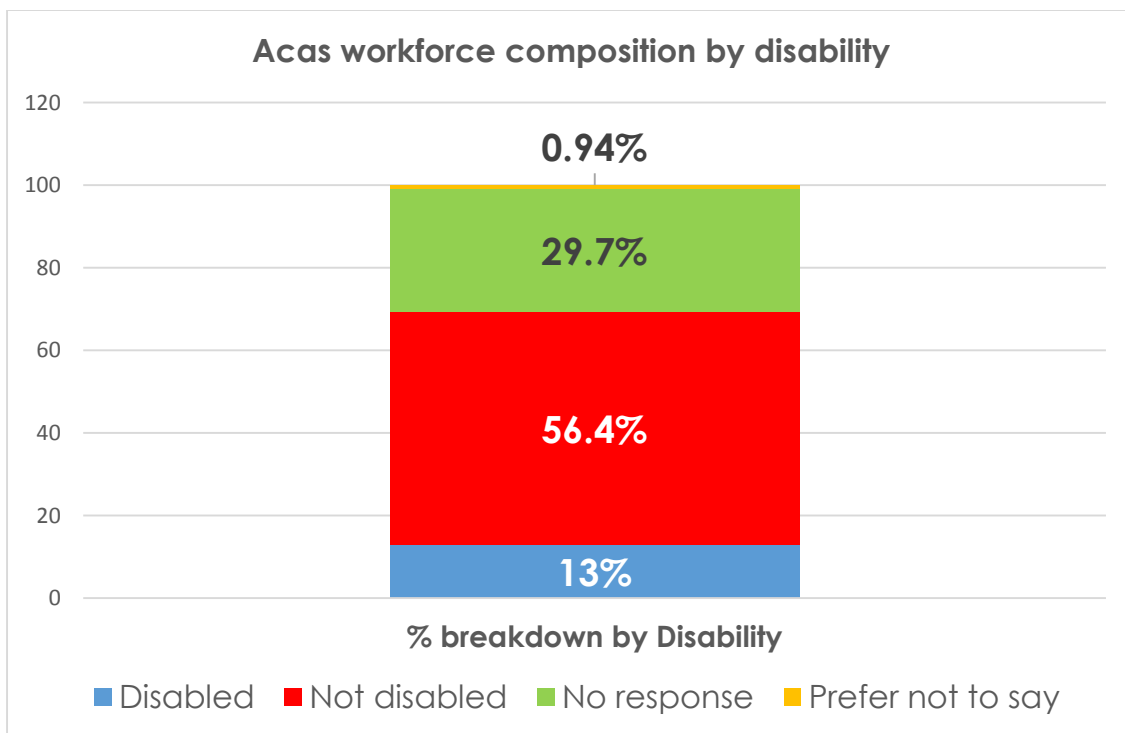


² This is based on March 2018 data

Sexual orientation³

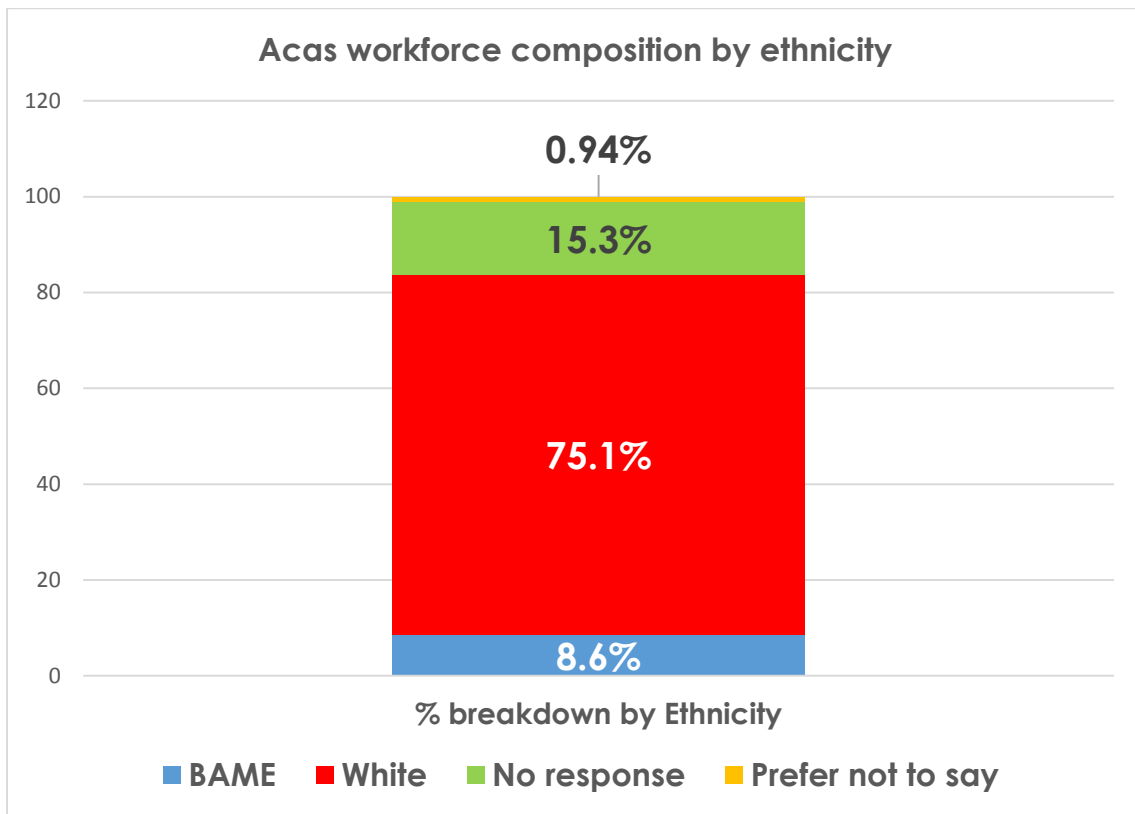


Disability

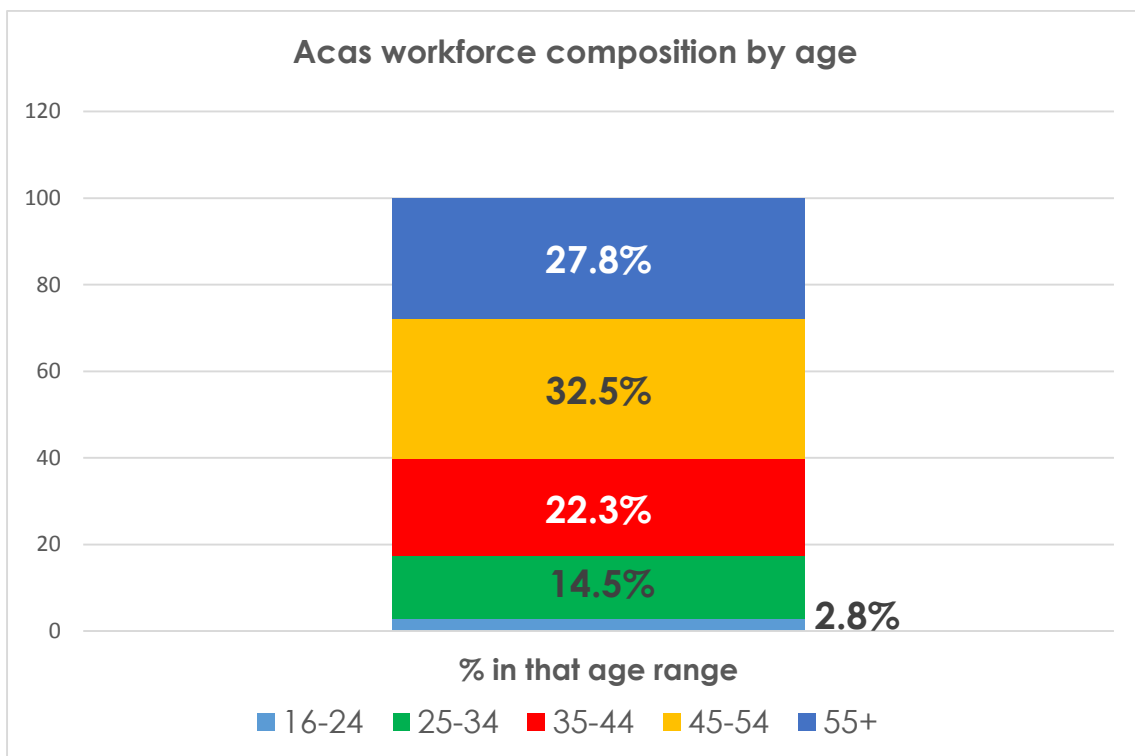


³ Data here needs to be interpreted with caution as declaration rates for sexual orientation is relatively low. (LGBO in the graph represents (Lesbian, gay, bisexual or other). This is also true with disability declaration where nearly 30% of the organisation has provided no response to this answer.

Ethnicity



Age



1.1 Diversity data by grade

The data presented here shows Acas's workforce by grade as percentages in relation to the protected characteristics and working patterns as at 31 March 2018.

There are various pay grades within Acas. They are shown in the table below with the Civil Service (CS) equivalent grade.

Table 2: Grade structure

Acas grade	Civil Service grade
Senior Civil Service (SCS)	SCS
Grade 6	Grade 6
Grade 7	Grade 7
Grade 8	Senior Executive Officer (SEO)
Grade 9	Higher Executive Officer (HEO)
Grade 10	Executive Officer (EO)
Grade 11	Administrative Officer (AO)
Grade 12	Administrative Assistant (AA)

In this report to align our organisation with the wider civil service⁴ we have merged certain grades together.

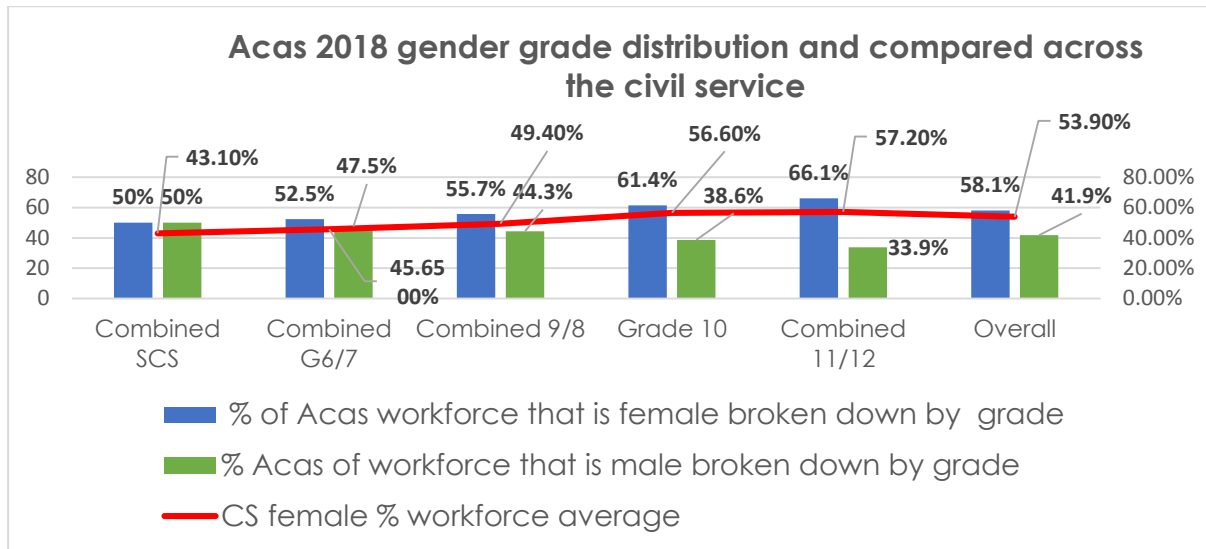
The figures show the following:

- Women have representation at 50% or more at most grades including the senior civil service and hence compare favourably with the civil service average.
- Staff with disabilities are out performing the civil service at each grade bar grade 11/12 and the SCS where we have zero representation.
- Black, Asian and minority ethnic (BAME) staff are comparing less favourably with the civil service at each grade.
- Lesbian, gay, bisexual (LGB) staff numbers are comparing less favourably with the civil service at each grade. Though data for both Acas and the civil service must be treated with caution as the declaration rates for both figures are relatively low.

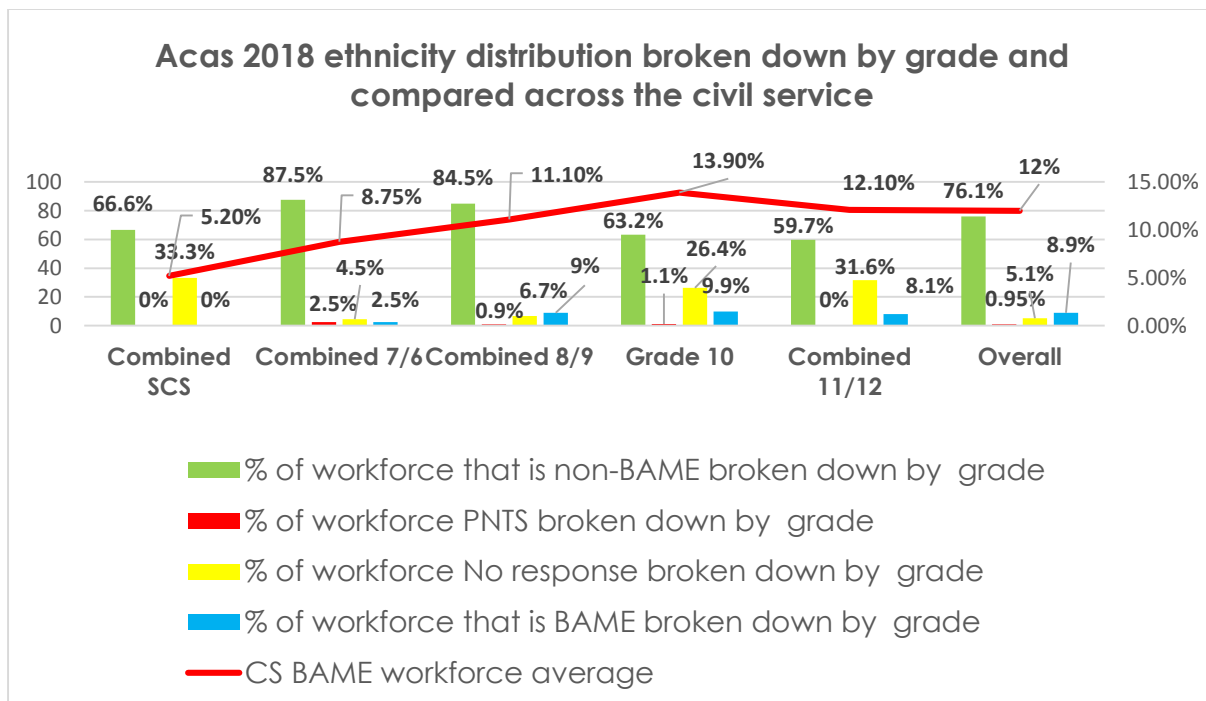
Under 3% of total workforce are under the age of 25.

⁴ <https://www.gov.uk/government/publications/civil-service-diversity-inclusion-dashboard/civil-service-diversity-and-inclusion-dashboard>

Gender grade distribution



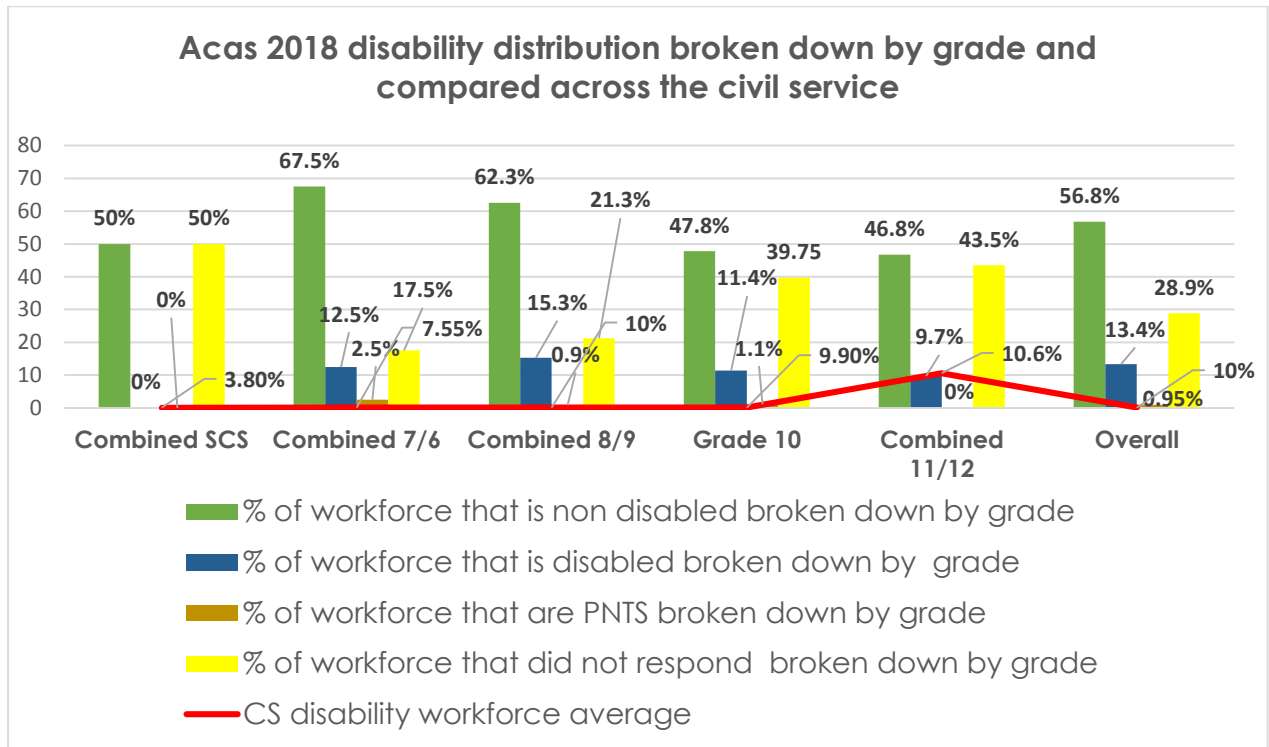
Ethnicity grade distribution



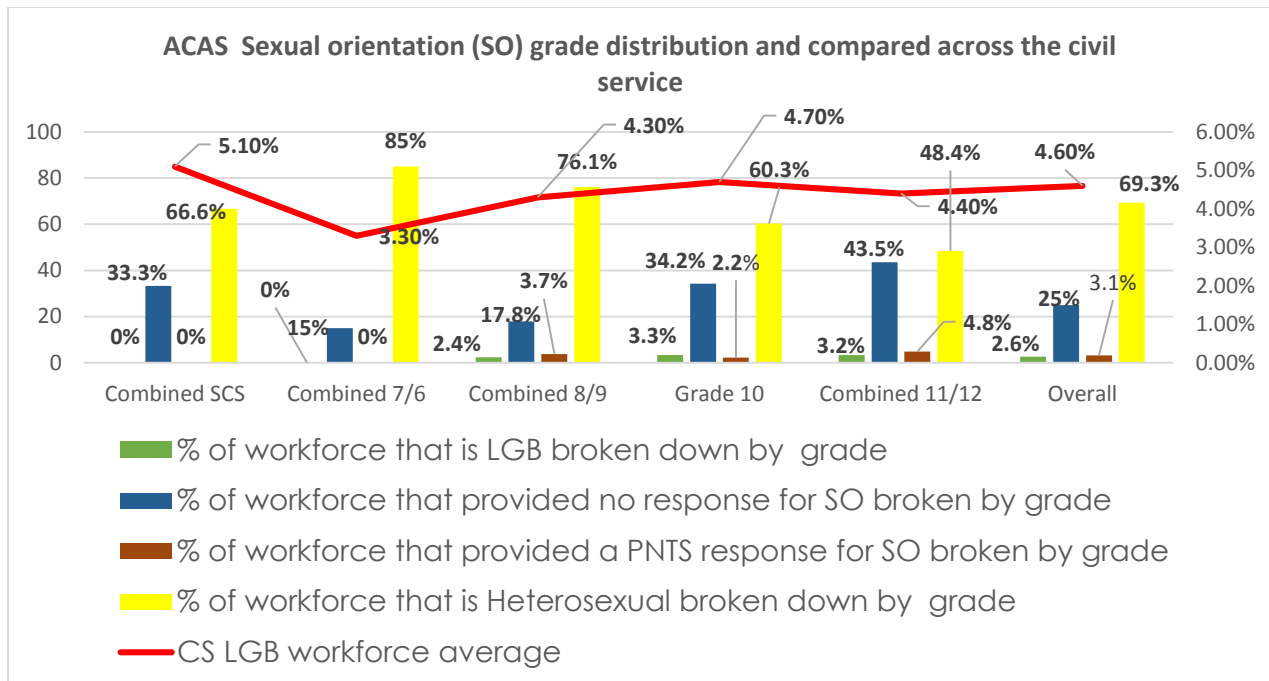
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⁵ PNTS = Prefer not to say

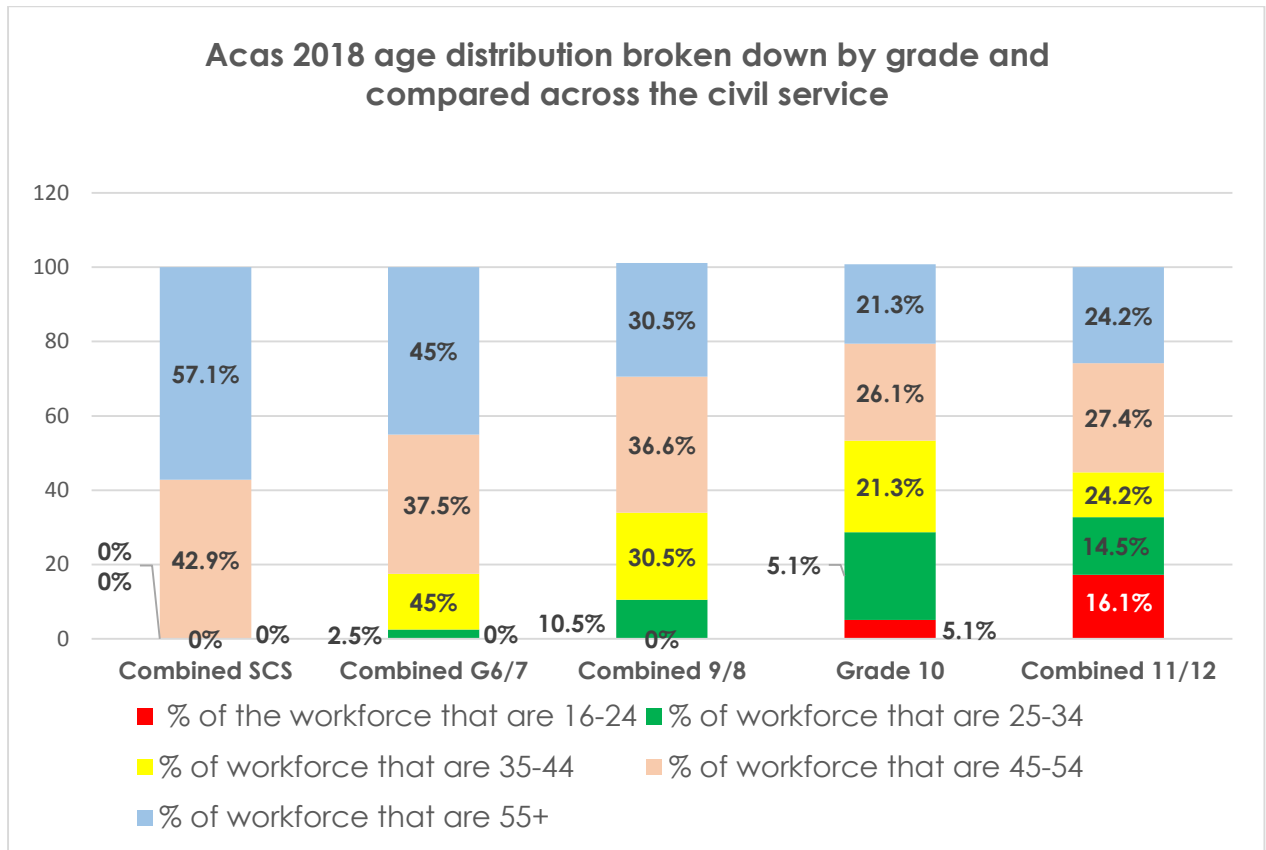
Disability grade distribution



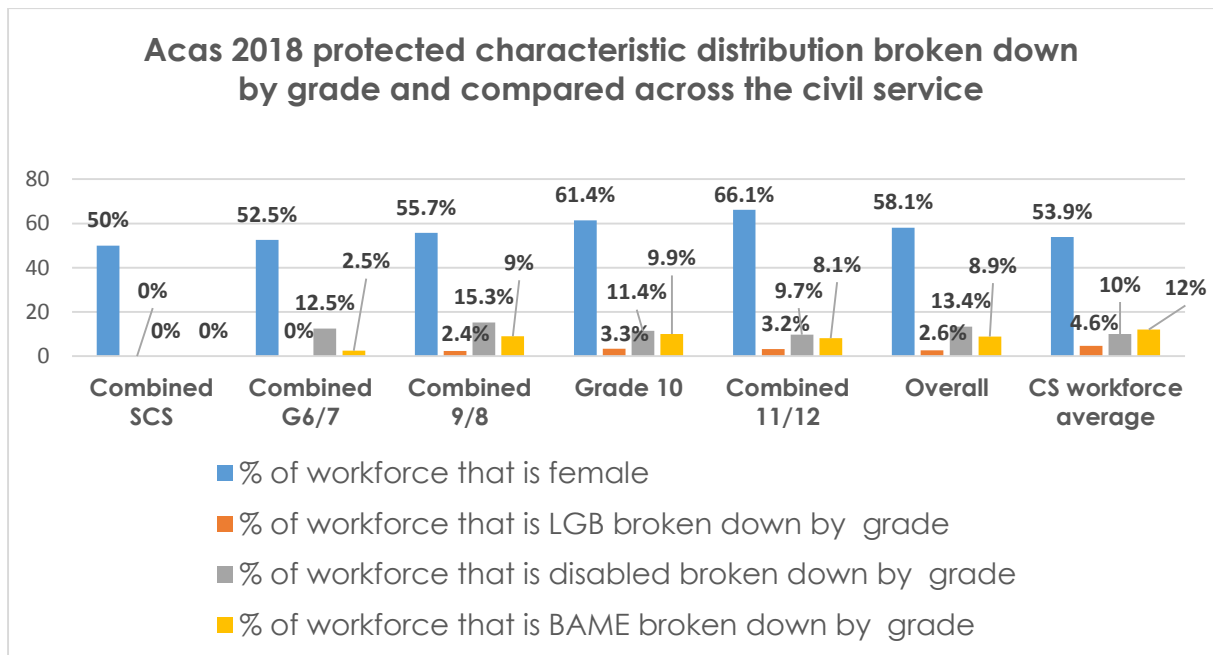
Sexual orientation grade distribution



Age grade distribution



Comparison



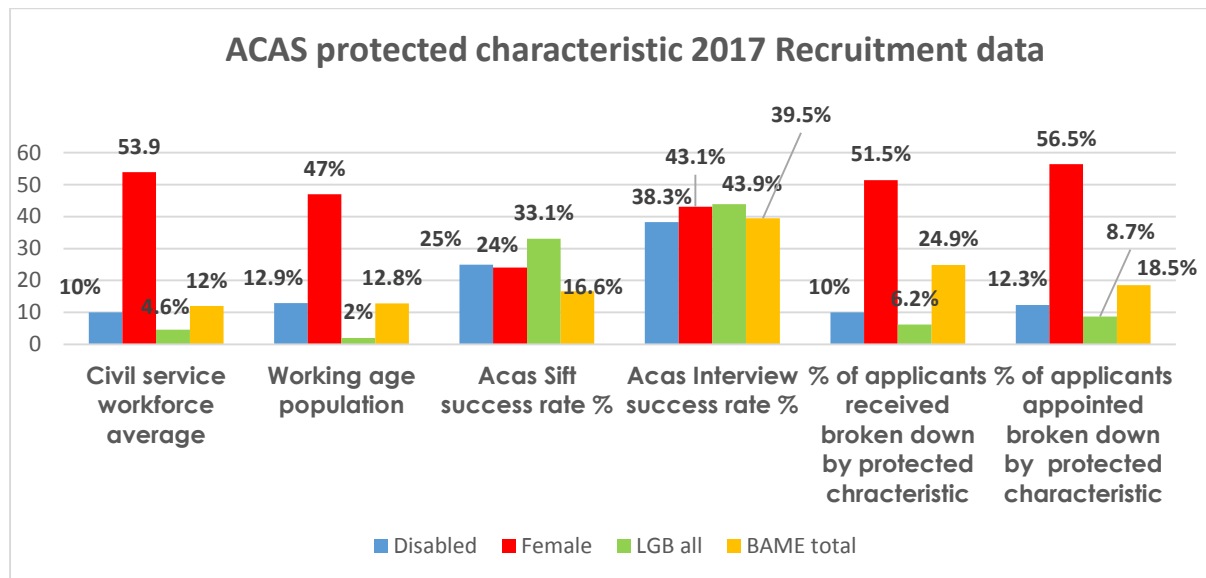
1.2 Recruitment

The data below shows the percentage of applicants at different stages of the recruitment process for vacancies advertised Civil Service-wide and externally which were filled between 1 January 2017 and 31 December 2017. This is shown against their status in relation to each of the following protected characteristics: gender, ethnicity and disability.

This tells us that:

- BAME staff make up nearly a quarter of all applications. This figure drops to 16.6% at sift stage. This is the lowest figure amongst all of the underrepresented groups. The sift figure is higher for our non bulk recruitment campaigns at 17%. Though it must be noted that this is three times smaller than the number of non BAME candidates that are successfully sifted (51%). However, 39.5% of all BAME candidates are successful at interview. 18.5% of total appointments are BAME. This is higher than the civil service workforce average and working age population.
- A quarter of candidates with disabilities are successful at the sift stage. This rises to 38.3% at interview stage. 10% of applicants identify themselves as disabled which is in line with the civil service average but slightly below the working age population. More encouragingly 12.3% of all candidates appointed are applicants with disabilities which is higher than 10% which makes up total applications received.
- Over half of all applicants are female. 24% of all female applicants passed the sift stage. The success rate figure increases to 43.1% at interview stage. 56.5% of all recruits in 2017 were female. Our female recruitment activity highlights that the organisation is outperforming the civil service and working age population.
- One third of LGB candidates are successful at the sift stage. 43.9% of LGB applicants pass the interview stage. Under 7% of total applications identify themselves as LGB which is higher than the civil service workforce average and working age population. These figures must be interpreted with caution due to the small sample of self-declared LGB candidates.

Recruitment diversity data



1.3 Promotion

The data analysis presented here shows employees promoted in relation to the protected characteristics of disability, ethnic origin, age, sexual orientation and gender during the period 1 April 2017 to 31 March 2018 (calculations based on employees as at 31 March 2019). Working pattern has also been included.

Based on headcount as at 31 March, between 1 April 2017 and 31 March 2018, 52 staff at Acas gained a promotion.

The data tells us that:

- Male staff had a higher proportionate rate of promotion in comparison to female. Though females did have a promotion rate of over 50%
- BAME staff promotion rate is nearly 3% higher than their headcount rate. This is still 0.5% lower than the civil service workforce representation rate of 12%.
- Less than 2% of staff with disabilities were promoted
- Staff aged below 34 had a higher proportionate rate of promotion in comparison to their headcount rate.
- LGBO staff had a higher proportionate rate of promotion in comparison to their headcount rate. Though caution must be exercised with this dataset due to the small sample size
- Full time staff had a higher proportionate rate of promotion in comparison to their headcount rate.

Gender promotion data

Gender	% of promotion	% of total headcount	% of group promoted
Male	46.2	41.3	6.8
Female	53.8	58.7	5.7

Ethnicity promotion data

Ethnicity	% of promotion	% of total headcount	% of group promoted
BAME	11.5	8.6	8
White	78.8	75.1	6.4
No response	7.7	15.3	3.5
Prefer not to say	1.9	0.94	12.5

Disability promotion data

Disability	% of promotion	% of total headcount	% of group promoted
Disabled	1.9	13.4	0.89
Non-disabled	78.8	56.4	8.5
No response	19.2	29.7	4.1
Prefer not to say	0	0.94	0

Age promotion data

Age	% of promotion	% of total headcount	% of group promoted
16-24	3.8	2.9	8.3
25-34	38.5	14.6	16.3
35-44	21.2	22.4	5.8
45-54	25	32.8	4.7
55+	11.5	28	2.5

Sexual orientation promotion data

Sexual orientation	% of promotion	% of total headcount	% of group promoted
Heterosexual	80.8	68.6	7.2
LGBO	5.8	2.5	13.6
No response	11.5	26	2.8
Prefer not to say	1.9	3.2	3.8

Working pattern promotion data

Working pattern	% of promotion	% of total headcount	% of group promoted
Full time	86.5	75	7.1
Part time	13.5	25	3.3

Definition of terms used in the table above:

- % of promotions:
percentages shown are the number of employees promoted by protected characteristic over the total number of employees promoted
- % of total headcount:
organisational profile for protected characteristic
- % of group promoted:
percentages shown are the number of employees promoted by protected characteristic over the total number of employees in the organisation that have declared the protected characteristic. An even distribution is shown where the figures for the protected characteristic and outside the protected characteristic are equal

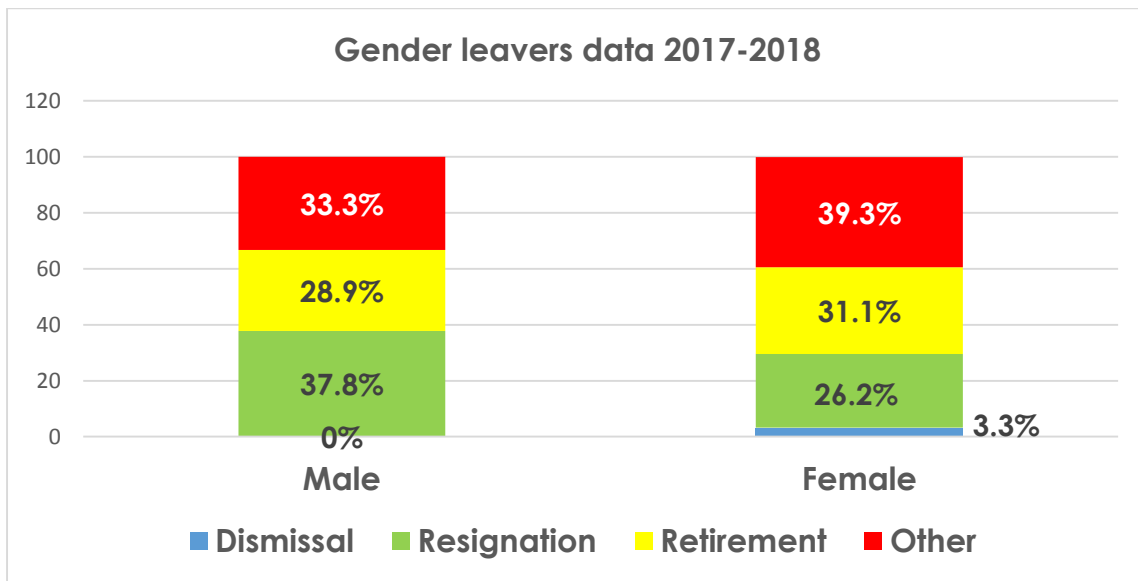
1.4 Leavers

The data analysis presented here shows the reasons why employees leave the organisation in relation to each of the protected characteristics of gender, ethnicity, sexual orientation, age and disability. Between 1 April 2017 and 31 March 2018, 106 staff left Acas.

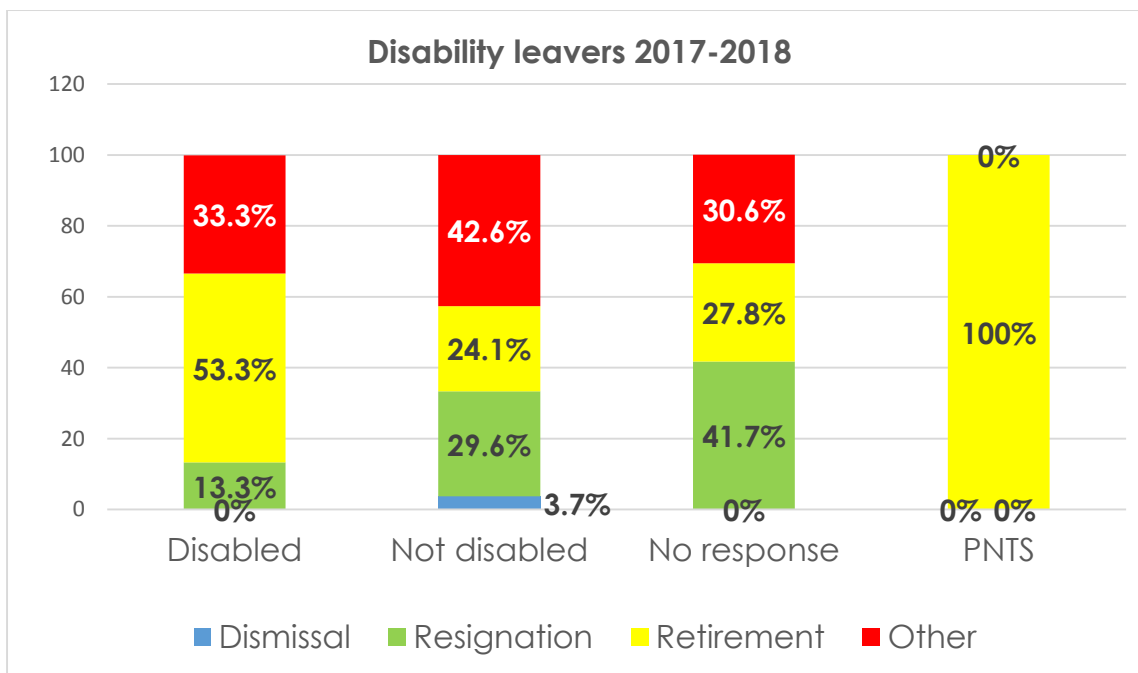
This tells us that:

- Other was the biggest reason for leaving at 36.8%
- Dismissals made up less than 2% of leavers
- BAME staff have the highest dismissal rate at 11.8%
- Retirement was the biggest driver for leavers aged 55 and above
- Resignation was the joint biggest reason for LGBO leavers along with 'other'. Though caution must be exercised with this dataset due to the small sample size

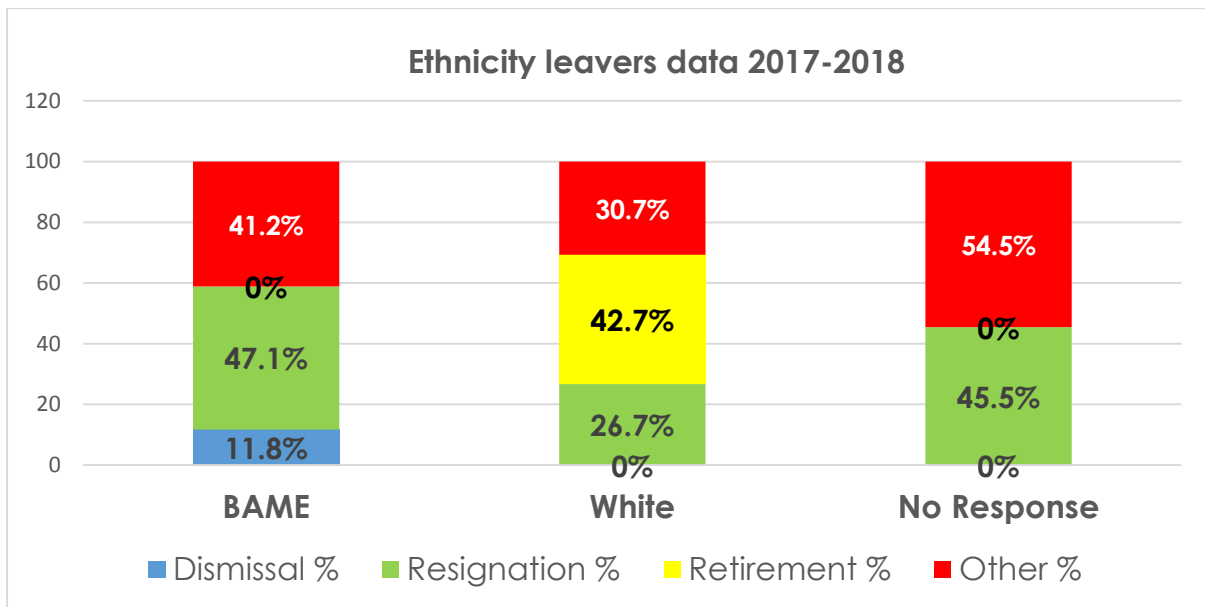
Leavers data by gender



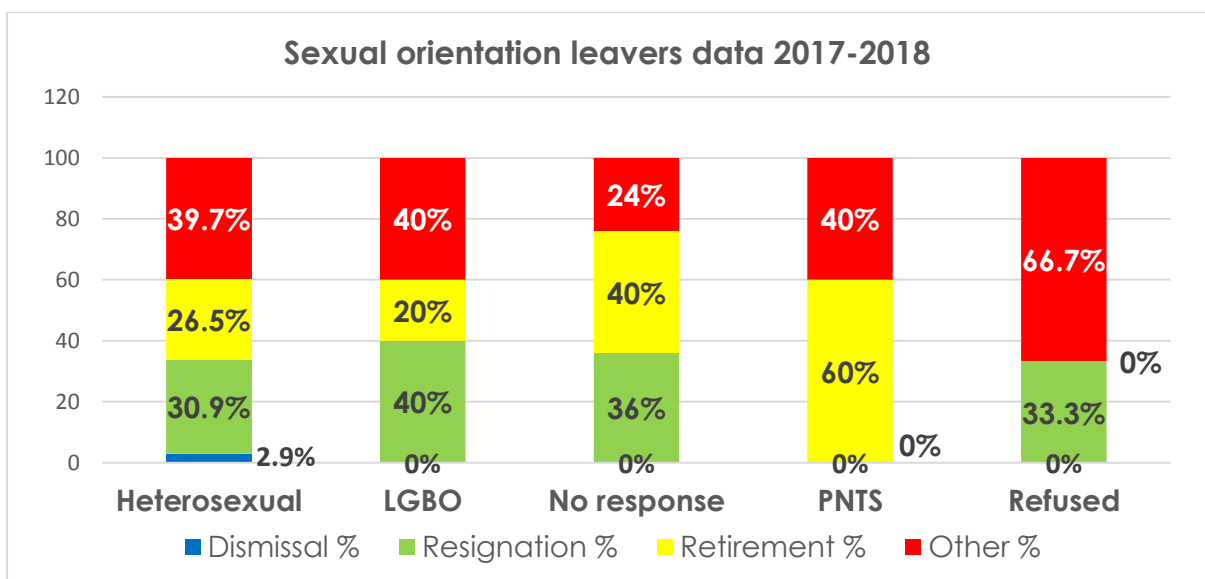
Leavers data by disability



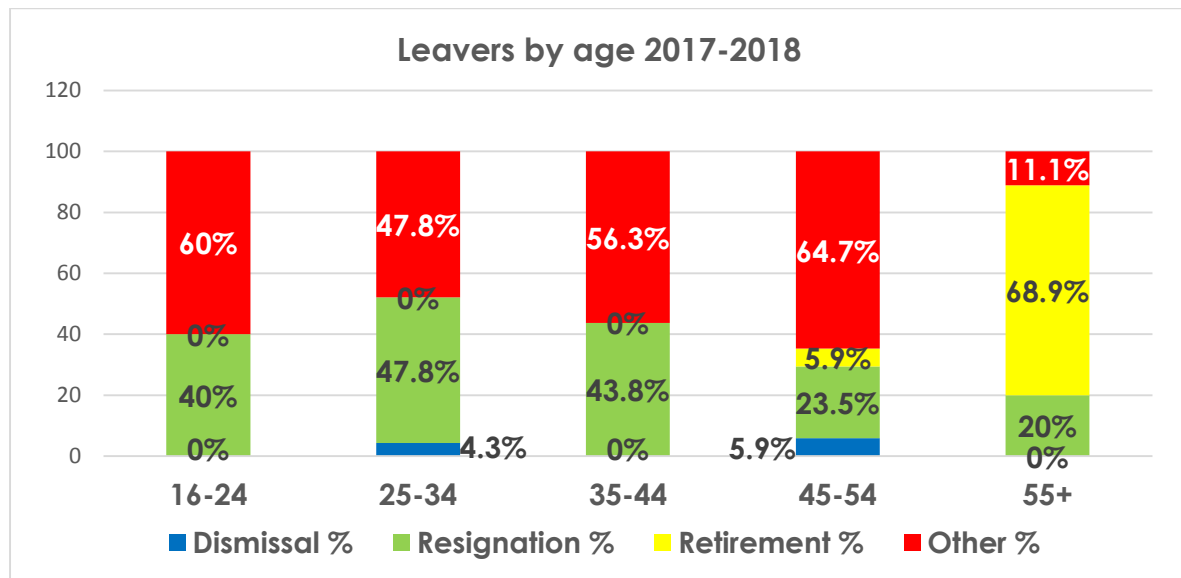
Leavers data by ethnicity



Leavers data by sexual orientation



Leavers data by age



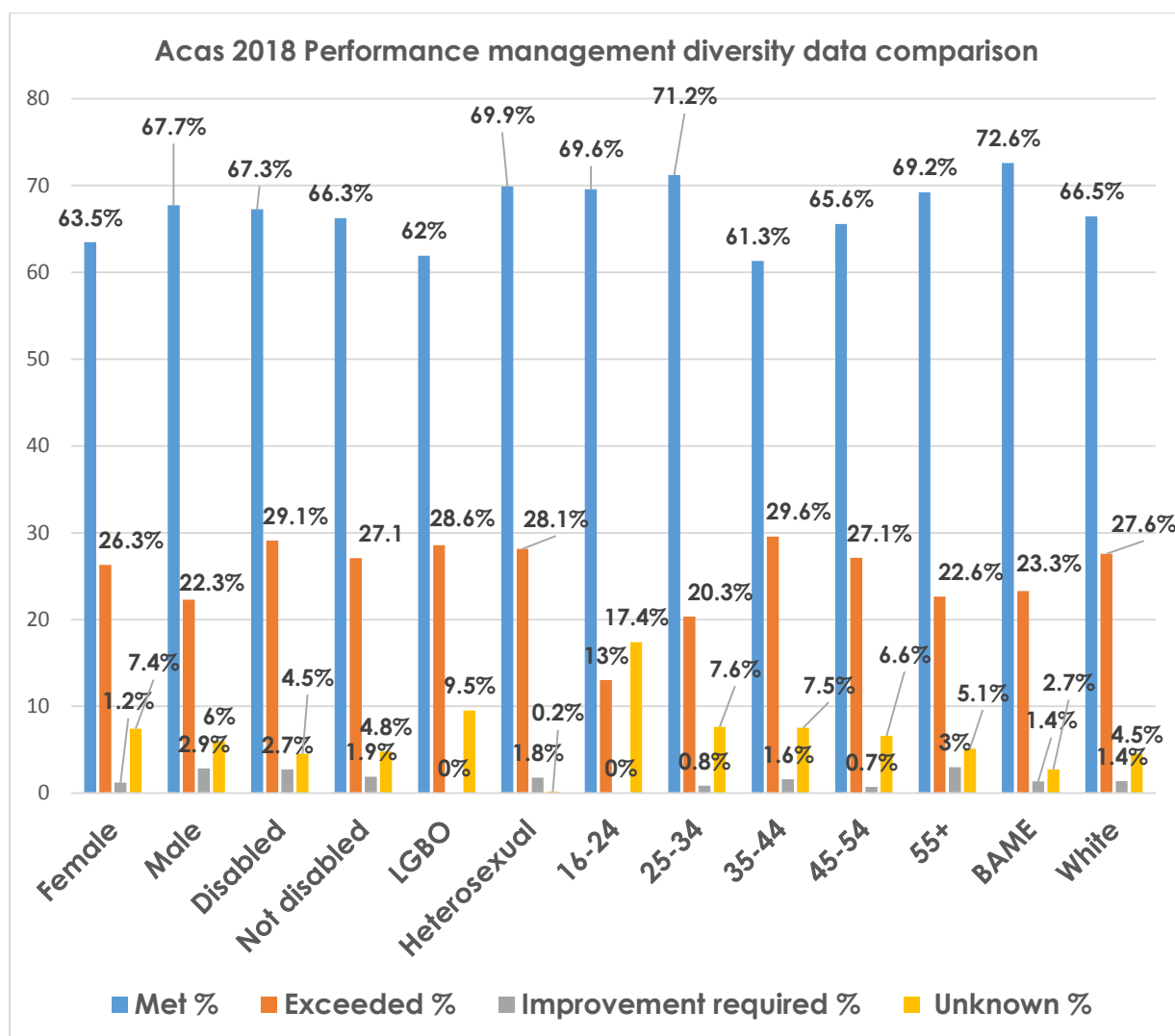
1.5 Performance markings

The information below shows the distribution of top performance markings by the protected characteristics: gender, ethnicity, disability, sexual orientation and age.

Based on headcount as at 31 March, between 1 April 2017 and 31 March 2018. This excludes non-payroll staff, non-executive directors and Senior Civil Service grades

- There appears to be very few instances of disproportionality within the performance management diversity data.
- In terms of the met category, LGBO staff have the lowest figure at 61.9%. BAME staff have the highest figure at 72.6%
- In relation to the exceeded category both staff with disabilities and those aged 35-44 had the highest rate at 29%. In contrast staff aged 16-24 had the lowest exceeded rate at 13%. Though it should be noted this figure should be treated with caution due to the small sample size.
- The highest score for improvement required was at 3%. This was scored by colleagues aged 55+. Though the range between the highest and lowest score is minimal at 3%, as both LGBO and staff aged between 16-24 had zero representation in this category. Though to reiterate the earlier point that figures for these groups should be treated with caution due to small sample size.
- The lowest figure for the unknown category was 0.2%. This was scored by colleagues who identified themselves as heterosexual. In contrast, the range between the highest and lowest score was 17%. Colleagues aged between 16-24 scored the highest at 17.4%.

Performance management diversity data



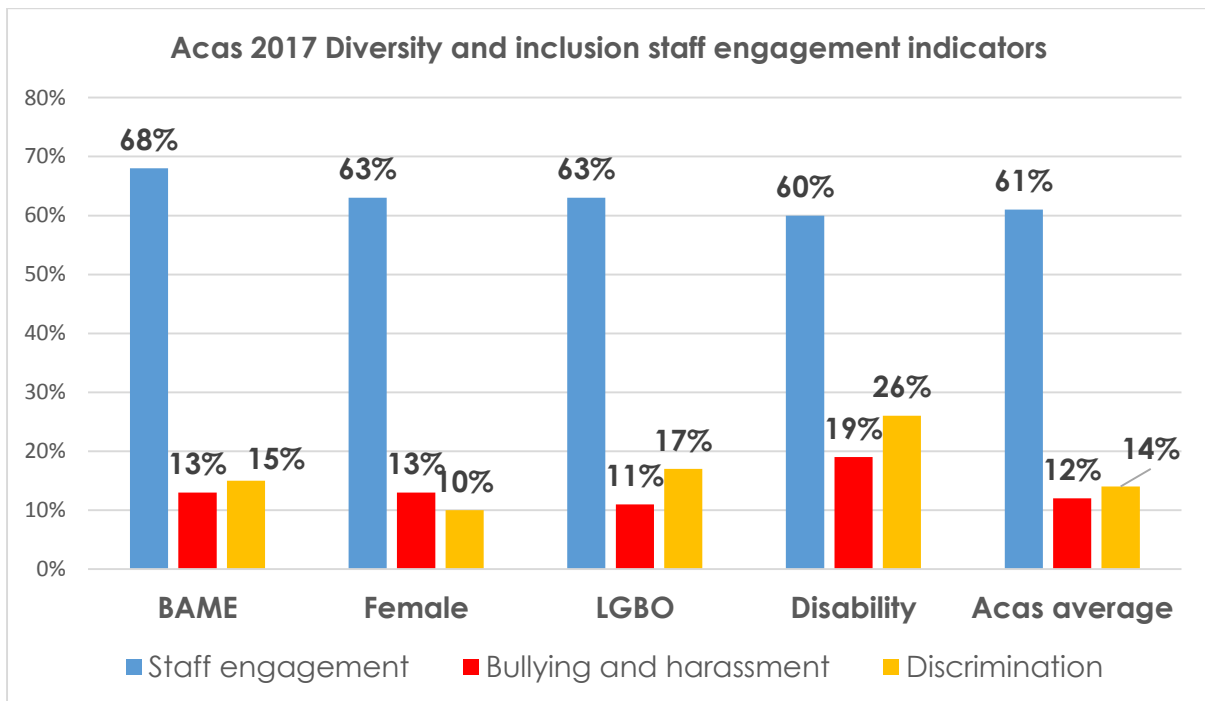
1.6 Grievances and disciplinary

Eight formal grievances were raised during April 2018 to August 2018. These figures do not include informal grievances which are dealt with by management at a local level and are not recorded centrally. Five formal disciplinary cases were recorded centrally in Acas. It is difficult to draw any conclusions as the numbers are small. We are unable to publish any further breakdown of the diversity data as this may breach the anonymity of the individuals concerned.

1.7 Employee engagement

The results are taken from the Civil Service People Survey conducted in October 2017. At the end of the survey, staff were asked to complete a diversity monitoring form, which is voluntary. Not all members of staff who completed the survey itself disclosed their diversity information and of those who did fill out the diversity monitoring section, not all staff filled in all categories. From the data that was available, the following graph shows their engagement index scores.

- In terms of staff engagement, BAME staff have the highest engagement across the main protected characteristic groups at 68%. All groups bar staff with disabilities (60% - 1% below the average) scored above the Acas staff engagement average score
- All groups with the exception of LGB staff (11% - 1% below the average) scored above the Acas average for bullying and harassment (12%). Staff with disabilities had the highest bullying and harassment score of 19%.
- All groups with the exception of female staff (10% - 4% below the average) scored above the Acas average for discrimination. Over a quarter of disabled staff that completed the People Survey experienced discrimination within the organisation.



[1.8 Click here for Acas Gender pay gap information](#)

2. Steps taken to ensure due regard to the Public Sector equality duty

There are both external and internal drivers for diversity. The aim is to drive behavioural and cultural change and to articulate the business case for diversity across the organisation. The following summarises the various ways in which we deliver diversity and how we measure our success.

Governance structure

Acas has a Diversity Advocate at Board level to ensure that diversity considerations are taken into account as part of strategic decision making.

The Diversity and Inclusion Forum sets the strategic direction and key priorities for diversity within Acas. It monitors progress against our Diversity and Inclusion strategy, identifies barriers to progressing diversity for both staff and customers and determines appropriate action.

The Forum is comprised of the Diversity Advocate who is Acas Diversity Board champion, the chairs of our diversity staff networks and representatives from business areas. Papers for decision are escalated to the Board which helps to support the delivery of our equality objectives. The terms of reference of Diversity and Inclusion Forum are being reviewed presently.

Strategic Equality Objectives

Acas Strategic Equality Objectives were refreshed in November 2017 in accordance with the Equality Act 2010 (Specific Duties) Regulations 2011. The objectives focus on areas of internal concern and are aligned to the wider objectives of the Civil Service Diversity and Inclusion strategy

- Objective 1: Representation – Improving the representation rates for BAME and staff with disabilities across Acas by 2021
- Objective 2: Inclusion- Improving the Fairness and inclusion scores for under represented groups by 2021
- Objectives 3: Transparency – Publishing an annual diversity dashboard from 2018 onwards

Progress on Strategic Equality Objectives

The following provides an update on progress for each key objective.

Representation

We will work with the People Development team to ensure future Talent Schemes promote diversity. In addition we plan to bid for funding from Civil Service Positive Action Pathways Programmes during the 2019/20 funding round. Finally, we aim to review our insight pairs programme with the view of introducing a mutual mentoring programme which will be open to all G7s and for underrepresented groups in our junior grades.

With regards to Acas recruitment, the D&I Team have worked with Delivery to review bulk recruitment programmes. This work identified the business case for more trained BAME recruitment panel members. The D&I Team have now trained 36 BAME staff which is nearly 50% of the entire BAME workforce within Acas.

The D&I Team has worked with the People Development team to ensure the Leadership Objective encompasses our aim to introduce a mandatory D&I objective for members of the senior leadership team. We will work with the team over the next few months to establish how this will be monitored.

Progress on workforce planning and a declaration campaign to improve our diversity monitoring data at the start of 2019, will enable us to establish stretching and meaningful diversity targets from 2019 onwards.

Inclusion

Work has progressed on establishing staff network groups for BAME and those employees with disabilities. Network chairs and vice chairs have been appointed. The D&I team has also ensured trained Fair Treatment Contacts are in place at all Acas offices.

Next steps will be for chairs to establish their networks. We also propose that network chairs join the D&I Team on their annual talks at regional meetings. In addition, we aim to run our first Inclusion conference in September 2019 during Inclusion week for FTCs and network chairs, along with other key internal stakeholders.

We have worked with the Research, Analytical and Insight team in developing the research with employees with disabilities. Initial findings will be presented to Acas' Diversity and Inclusion Forum and the Disability Network will use the findings to carry out further qualitative research and develop some key initiatives to improve disability equality across Acas.

Acas is due to launch its new Bullying and Harassment Policy and guidance before the end of the year, along with new discipline and guidance processes. Latest data shows that grievances have dropped slightly by 15%.

It will be important that Acas raises awareness of its new policy, especially since the D&I roadshows have highlighted concerns around lack of understanding in relation to acceptable and unacceptable behaviour.

The next phase of the inclusion theme of our strategy focuses on our Inclusion Campaign focusing on behaviours and Acas culture. It is recommended we utilise the launch of new people policies in order to raise awareness of standards of behaviours in the workplace.

Next steps will be for the D&I team to work with the People Development Team and internal comms in order to scope out the key aims and deliverables of the campaign.

Transparency

We have made progress on streamlining the way Acas carries out equality impact assessments through our innovative policy equality statements (PES). The new process is embedded as a fundamental part of transformation. PES referrals are coming in relation to HR policies as well as potential initiatives happening across the organisation.

Over the next year HR Policy will commence a programme of reviewing Acas's people policies, and we will ensure equality screening and analysis will form part of this process.

The migration to a new HR system has ensured we have more effective management information, which we are beginning to exploit. This will enable

progress on developing our diversity dashboard. We aim to produce our first equality information report by the end of 2018.