



Diversity and Inclusion at Ofcom 2017

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About this document

This is Ofcom's sixth report on the diversity of our colleagues. The report provides analysis and further information on the diversity of our workforce and, where possible, also evaluates diversity across:

- Each stage of recruitment
- Job levels
- Completion of training and development programmes
- Performance ratings
- Leavers
- Grievances

This report fulfils part of Ofcom's duties under the Equality Act 2010. It also helps guide our Diversity and Inclusion Programme (formerly our Single Equality Scheme) and informs our approach to equality and diversity at Ofcom.

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Section 1

Introduction

1.1 Background

Ofcom aims to make communications work for everyone. To do this effectively, we need people from diverse backgrounds to help us represent the different perspectives within society.

Ofcom is committed to treating all colleagues with dignity and respect in an inclusive and fair working environment. As well as promoting equality of opportunity within the sectors we regulate, we are working to increase the diversity of Ofcom's own staff through clear targets and monitoring.

Our current [Single Equality Scheme](#) (SES) sets out specific actions and objectives which encourage and promote diversity. We regularly review our progress against these actions and objectives and report on this internally. We monitor and analyse the diversity profile of our colleagues to understand how diversity and equality is operating within our organisation.

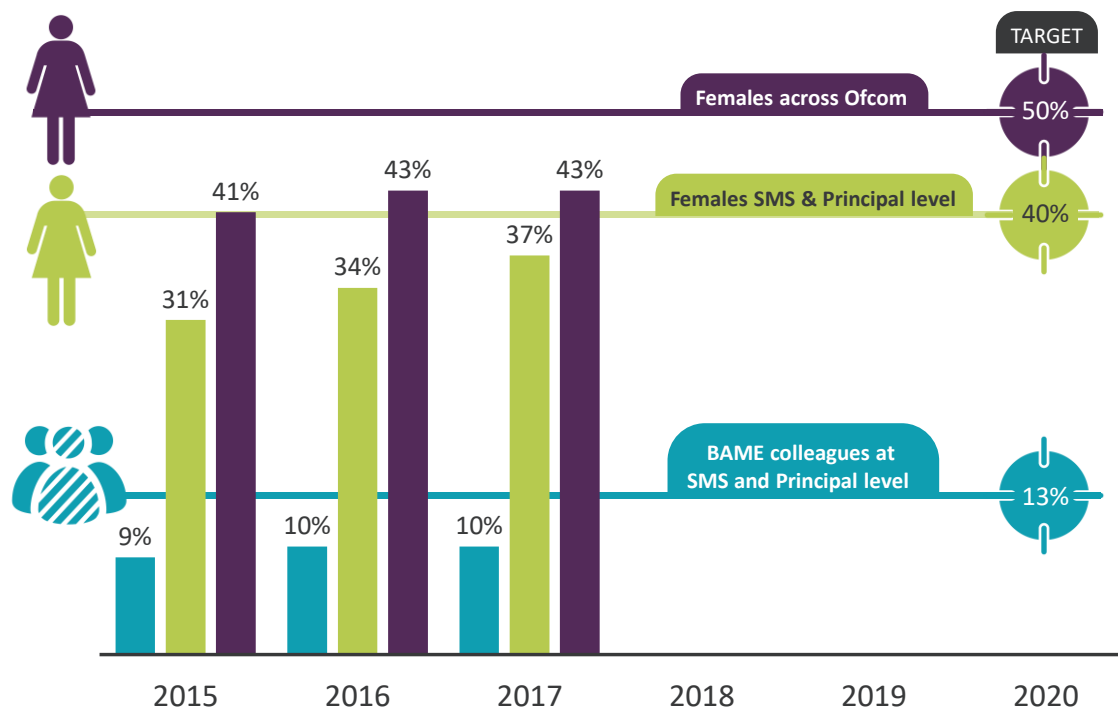
Next year we will publish our new Diversity and Inclusion Programme¹ (DIP). This will report on our progress against current targets and objectives, and set out plans for the next four years.

Our diversity objectives include targets aimed at making us more representative of the population we serve. In 2015 we set ourselves the following gender and ethnicity targets, which we aim to reach by 2020:

- 1) **Equal gender balance:** 50% female-to-male across Ofcom
- 2) **More women at senior level:** women to make up at least 40% of staff at senior level
- 3) **Senior ethnic diversity:** 13% of colleagues at a senior level to be from an ethnic minority background

Our progress against the targets is set out below:

¹ This will replace the current SES.



To support these targets, we have launched a review of our approach to recruitment. We are also reviewing our approach to career development, rolling out “unconscious bias” training to all hiring managers and people managers across Ofcom.

Although we have achieved considerable progress since our first Diversity Report in 2012, we recognise that there is more to do to ensure that we represent the diverse UK population we serve. Details of the measures Ofcom is taking to improve its diversity are set out in Section 4.

As well as focusing on diversity within Ofcom, we will also hold broadcasters to account through our Diversity in Broadcasting programme. Starting with our report on Diversity and equal opportunities in television, published in September 2017, we are tracking the diversity of staff across the UK-based broadcasting industry. This programme will provide a comprehensive, annual picture of how major broadcasters are performing on diversity, the steps they are taking to improve, and the strength of commitment at different levels of each organisation.

We took on regulation of the BBC in April, and are currently considering how we will judge whether the BBC has delivered on diversity.

1.2 The purpose of this report

This is Ofcom’s sixth report on the diversity profile of our colleagues. It not only fulfils part of our duty under the Equality Act 2010 but also helps inform our on-going work to promote equality and diversity at Ofcom.

We collect and report on our colleague diversity data every year. This helps underpin our work as an effective regulator. If we are to successfully promote choice, secure standards and prevent harm, we need to make the best decisions for all UK consumers and citizens. To do this, it is essential that all levels of our organisation are diverse and foster an inclusive culture, by embedding our values of:

- Excellence

- Collaboration
- Agility
- Empowerment

We incorporate these values into all our work and behaviour, and in our assessment of colleagues' performance.

As well as working hard to ensure that we are a responsible employer, we believe that promoting equal opportunities and embedding corporate responsibility across our organisation contributes to our success as a regulator, leading to better decision making. Some of the benefits of having a diverse colleague profile are that:

- Recognising and embracing the diversity of society helps us to make better decisions for citizens and consumers;
- Valuing, promoting and encouraging diversity creates a more engaged and efficient workforce; and
- Being socially and environmentally responsible reduces our operational costs.

1.3 Key findings

Age: Colleagues' ages range from 19 to 71 years old (broadly similar to last year's range of 18 to 70 years old). As last year, 40 to 49 year olds make up the largest age group.

Disability: 2% of colleagues state that they have a disability, down from 3% last year.

Gender: 57% of colleagues are male, and 43% are female. These figures were the same in 2016. However, our organisation-wide gender difference has begun to reduce since we introduced, in 2015, our target for an overall 50:50 male to female gender balance by 2020. (In 2015 our gender profile was 59% male and 41% female.) More women successfully applied to work at Ofcom this year than last year.

Our senior population contains a higher proportion of male than female colleagues (63% as against 37%). However, we have made progress in the past year towards meeting our organisational target for a 60:40 male-to-female ratio by 2020 at a senior level. (In 2016 the senior gender ratio was 64.5% as against 35.5%, compared with 69% male and 31% female in 2015.)

Data on diversity within job levels is in Section 3 Table 3 below.

Racial group: 74% of colleagues are from a white background, 17% are from a Black, Asian, or minority-ethnic (BAME) background and 9% prefer not to say, or the data is not recorded. In 2016, 72% of colleagues were from a white background, 17% were from a BAME (Black, Asian, and Minority Ethnic) background and 11% preferred not to say or the data was not recorded. Please see Annex 1 for a full list of classifications and how they are grouped.

In 2015 we set ourselves a target of 13% of colleagues at a senior level to be from a BAME background by 2020. At present 10% of senior colleagues are from a BAME background. This figure is unchanged since we last reported in September 2016.

Data on diversity within job levels is in Section 3 Table 3 below.

Religion or belief: 32% of colleagues are religious, 40% of colleagues do not have a religion or belief and 28% prefer not to say or the data is not recorded. At least seven religions or beliefs are represented at Ofcom and the largest group are Christians, at 26% of all colleagues. In 2016, 32% of colleagues were religious, 37% of colleagues did not have a religion or belief and 31% preferred not to say or the data was not recorded. The largest group were Christians, at 25% of all colleagues.

Sexual orientation: 61% of colleagues describe themselves as heterosexual/straight, 2% as lesbian, gay or bi (LGB) and 37% preferred not to say or the data is not recorded. Last year 56% of colleagues described themselves as heterosexual/straight, 2% as LGB and 42% preferred not to say or the data was not recorded.

Recruitment: In the past year, we have seen an increase in the number of job offers and applicants for roles (229 hires in 2017 compared to 121 in 2016). This is partly due to our role in taking on full regulation of the BBC, and the relocation of our contact centre from London to Warrington. More women have applied for positions at Ofcom this year (44% of applicants, compared with 38% last year), with a slight rise in the number of women hired (38% of applicants, compared with 35% last year). This year has seen a slight drop in the number of applicants from BAME backgrounds (32% of applicants, compared with 33% last year), and a reduction in the numbers of those interviewed (25% of applicants, compared with 30% last year), and hired (14% of applicants, compared with 20% last year). We will focus on this area in reviewing our approach to recruitment.

Data on diversity in recruitment is in Section 3 Table 1 below.

Performance: We introduced a new appraisal system in April 2016. Colleagues are now assessed on both what they have achieved against their objectives, and how well their behaviour has reflected Ofcom's values. The ratings are: "developing"; "performing well"; and "excelling". This year, the scores for BAME colleagues are largely in line with the overall Ofcom profile, with a similar proportion of white and BAME colleagues having been assessed as 'exceeding' their objectives. We were concerned last year that BAME colleagues were less likely than white colleagues to receive a high performance rating.

We are unable to report on the disability or sexual orientation of colleagues within performance ratings, as the numbers are too low to be statistically significant and would breach colleague confidentiality.

Data on diversity in performance ratings is in Section 3 Table 5 below.

Promotions: 60 colleagues have been promoted, either through Ofcom's internal promotions process or by successfully applying for positions within Ofcom. This year a higher proportion of our female than our male population was promoted. However, a lower proportion of the BAME than the white population was promoted.

We are unable to report on the disability or sexual orientation of colleagues who were promoted as the numbers are too low to be statistically significant and would also breach colleague confidentiality.

Data on diversity in promotions is in Section 3 Table 6 below.

Leavers: The number of female leavers has increased (48% of leavers, compared with 34% last year). There has also been a small increase in the number of leavers from a BAME background (23% of leavers, compared with 20% last year).

Data on the diversity of leavers is in Section 3 Table 7 below.

Section 2

The Data

2.1 Introduction

The diversity monitoring data used in this report covers the period from 1 April 2016 to 31 March 2017².

At the time of reporting, at the end of March 2017, there were 887 colleagues at Ofcom (an increase from 836 in September 2016). The increase in headcount is to enable us to take on our new duties in regulating the BBC.

We ask all colleagues to complete a diversity monitoring form when they join Ofcom, and to review their data annually or when there are relevant changes to make. We also ask candidates to complete a voluntary diversity monitoring form when applying for positions at Ofcom.

The Equality Act 2010 replaced three previous reporting duties on ethnicity, disability and gender, bringing them together as a single duty which was extended to cover nine protected characteristics. The protected characteristics covered by the Act are:

- Age
- Disability
- Ethnicity
- Gender
- Gender identity³
- Marriage and civil partnership
- Pregnancy and maternity
- Religion or belief
- Sexual orientation

This report provides information on all the protected characteristics except for gender identity and marriage and civil partnership. We do not have sufficient information to publish reliable data in these areas.

2.2 The tables in this report

We wanted to understand whether particular groups of colleagues were participating or represented within different areas e.g. within each job level or within each performance rating. Some of the tables therefore include a chart comparing the actual representation or participation of

² Last year's report included our colleague profile data from September 2016, so we are reporting on progress over a period of seven months.

³ Referred to as "gender reassignment" in the Act.

diversity groups with the overall distribution of the diversity group or area at Ofcom. This enables us to identify where diversity groups appear to be overrepresented or underrepresented within different areas of Ofcom.

The tables in section 3 below show our diversity data, following a colleague's lifecycle at Ofcom. We begin with recruitment and we then show our colleague profile and diversity data in terms of job levels, training and development, performance, promotion and leavers.

2.3 Recruitment

Ofcom's applicant tracking system allows us to manage our recruitment process and to regularly collate and analyse the diversity data at each stage of the recruitment process⁴.

A high number of successful candidates are recruited through agencies. We are currently unable to capture their diversity data, but continue to work with agencies to improve this situation.

2.4 Colleague profile

Our data provides diversity information about Ofcom colleagues for each of the protected characteristics we report on (excluding gender reassignment and marriage and civil partnership).

2.5 Training and development

This data includes diversity information about colleagues who have attended training and development courses which are recorded on our database. The data shows how many training courses colleagues attended during the reporting year. This report does not include data on eLearning training or other broader training and development opportunities available to colleagues, such as coaching, mentoring, project work and secondments, as these are not always recorded on our database.

2.6 Performance

The performance year reported ran from 1 April 2016 to 31 March 2017, during which period 867 Ofcom colleagues received a performance appraisal.

2.7 Promotions

In the year from 1 April 2016 to 31 March 2017, 60 colleagues were promoted, either through Ofcom's internal promotions process or by successfully applying for positions within Ofcom.

2.8 Grievances

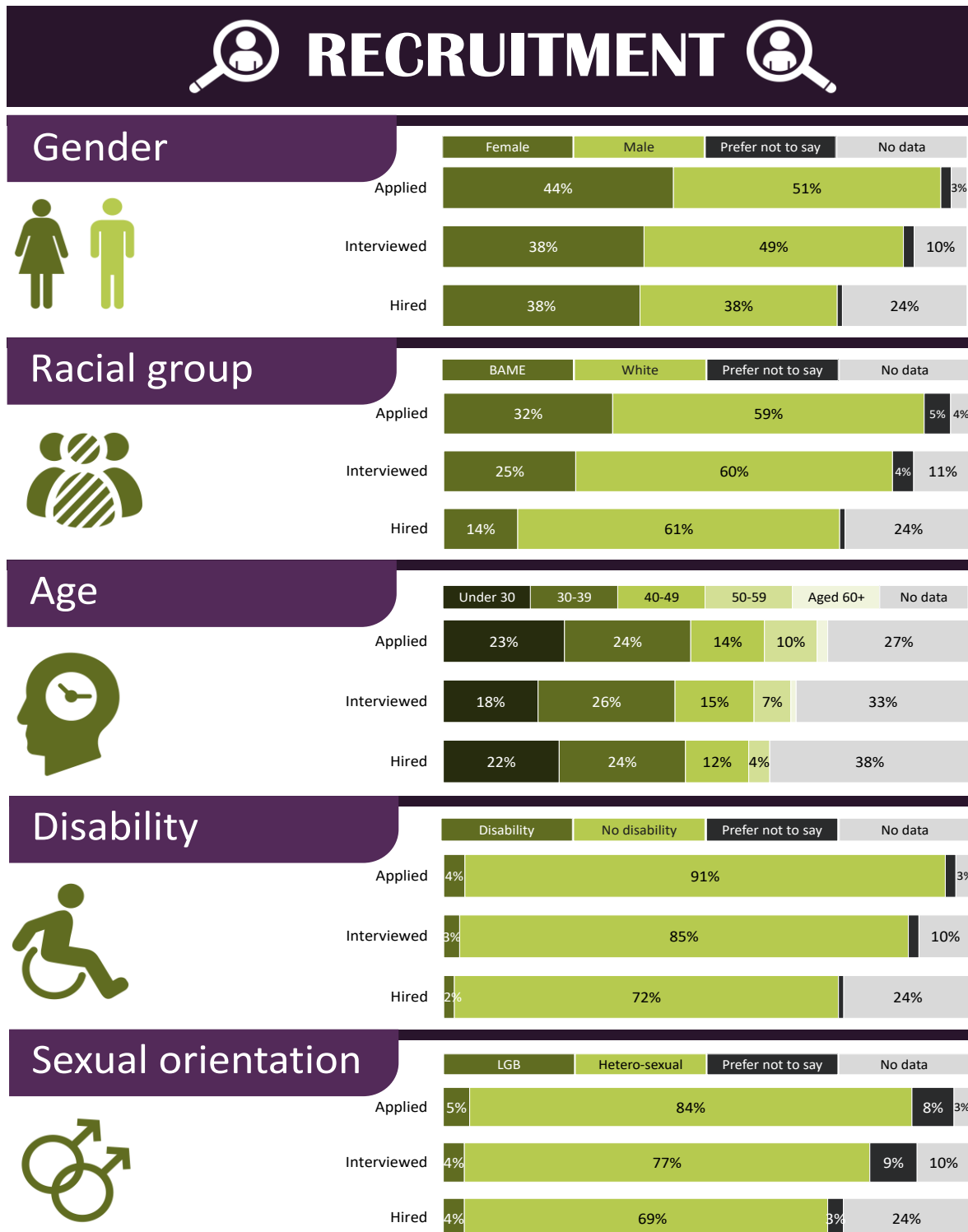
This section of the report provides information about grievances raised by colleagues relating to bullying, harassment or discrimination. Records of grievances raised in 2016/17 are complete. During the reporting year, one colleague raised a grievance relating to bullying, harassment or discrimination. This was thoroughly investigated and not upheld. Given that there was one grievance only, there can be no meaningful statistical analysis.

⁴ Graduates are recruited on a rolling programme and the data for graduate recruitment included in this report straddles two reporting years.

Section 3

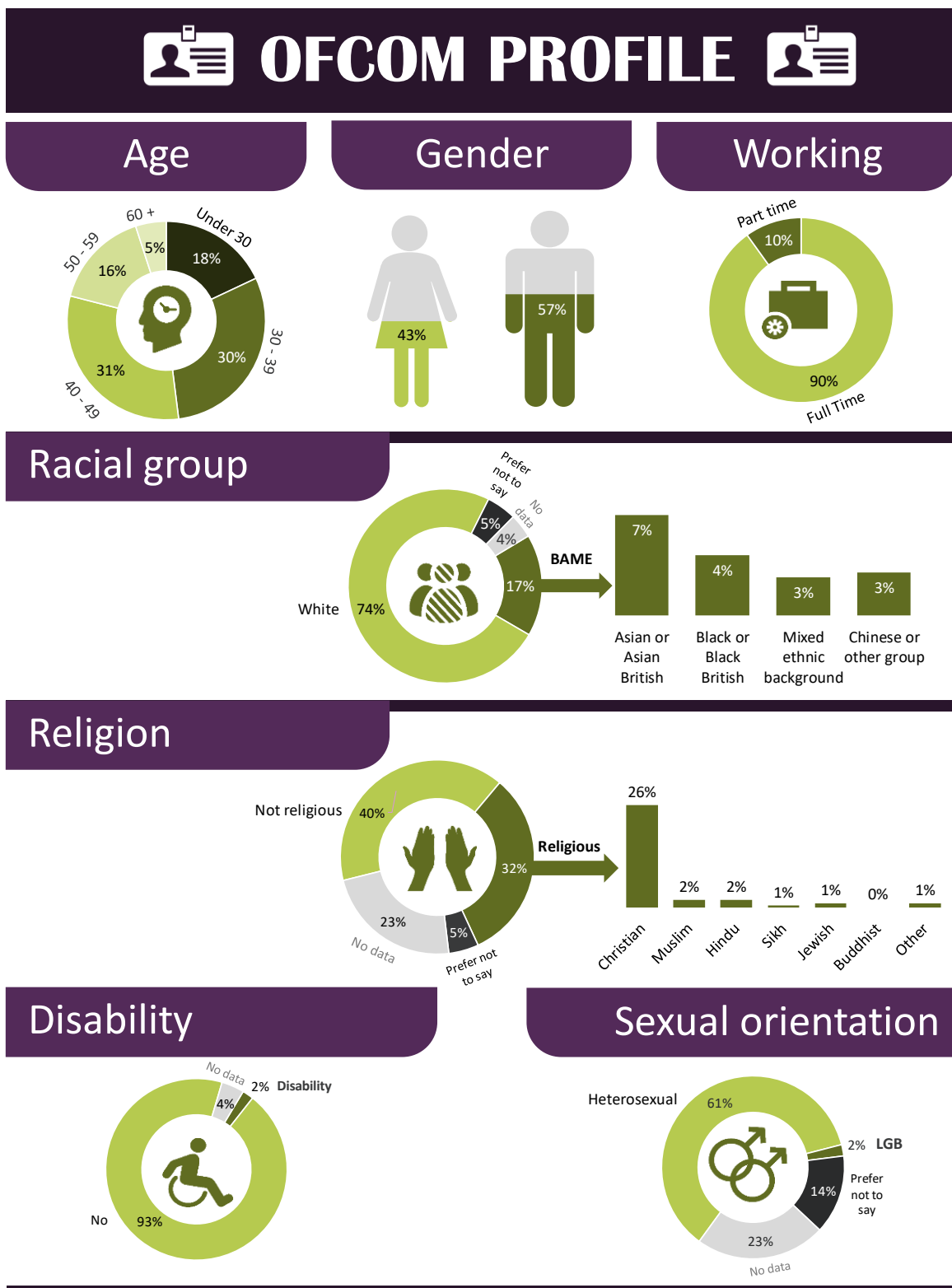
The Charts

Table 1: Recruitment



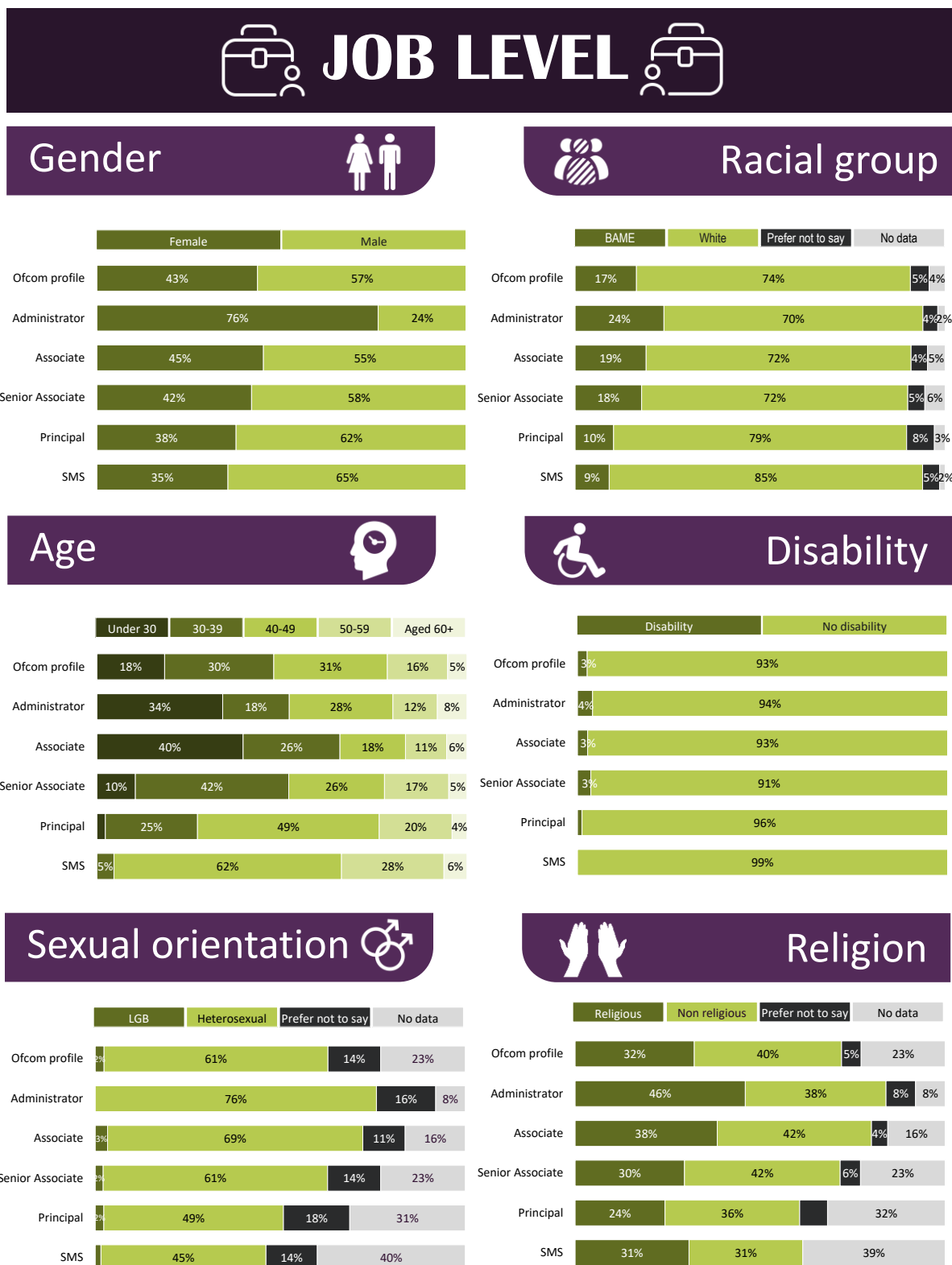
Base: All candidates who applied for a position at Ofcom between 1 April 2016 and 31 March 2017 (n=5769); who were interviewed by Ofcom (n=955); and, who were hired by Ofcom (n=229).

Table 2: Colleague profile



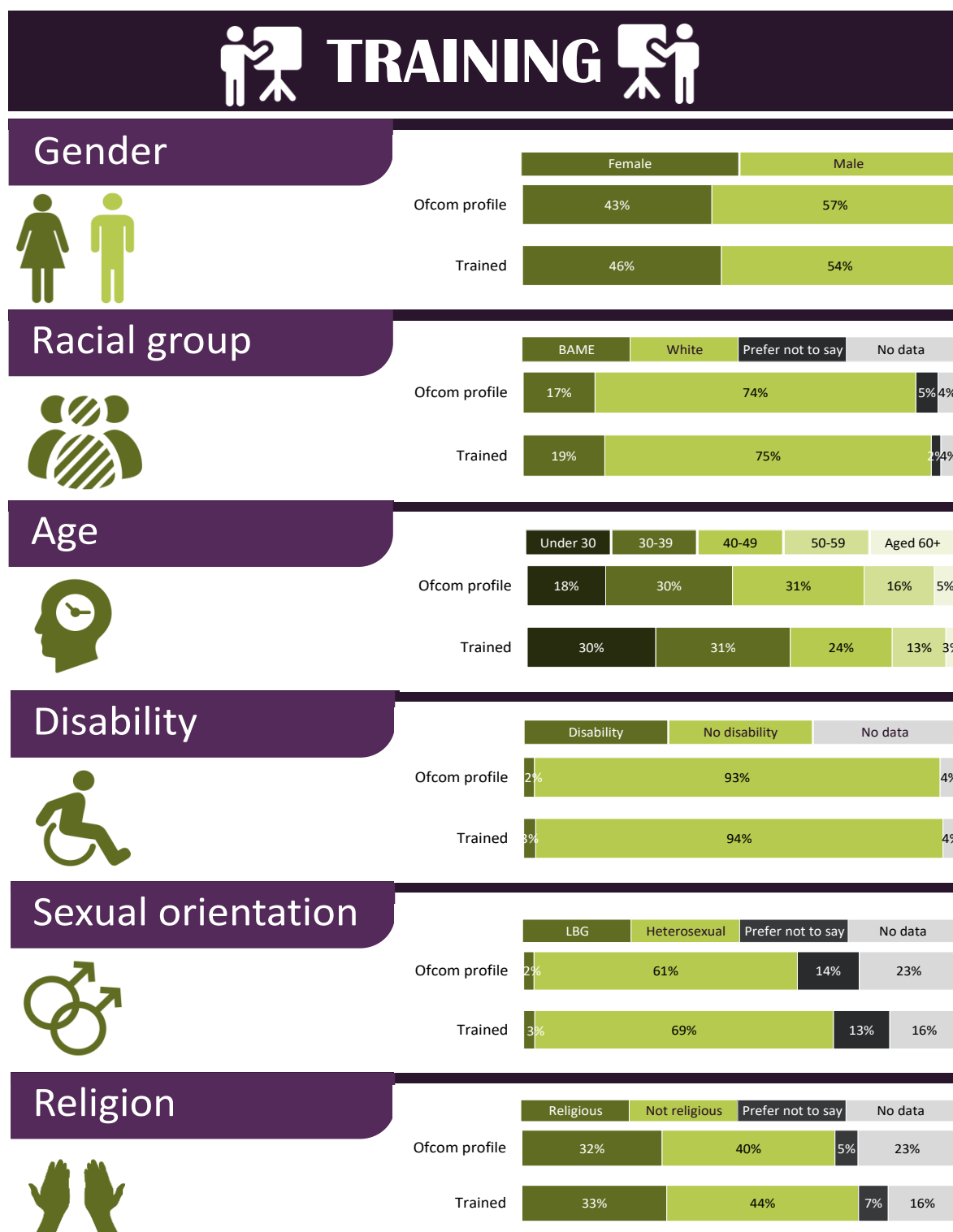
Base: All colleagues as at the end of March 2017 (n=887).

Table 3: Job level



Base: All colleagues as at the end of March 2017. There were 50 Administrators; 271 Associates; 328 Senior Associates; 173 Principals; and 65 Senior Managers and Specialists.

Table 4: Training and development



Base: All training and development activity (excluding eLearning) taken by colleagues between 1 April 2016 and 31 March 2017 (n=1998)⁵.

⁵ These figures relate to the number of training sessions attended, rather than the number of individual colleagues who attended some training (as in previous years).

Table 5: Performance ratings

PERFORMANCE

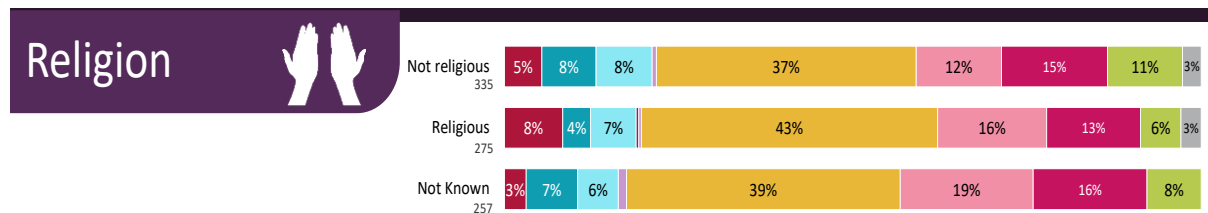
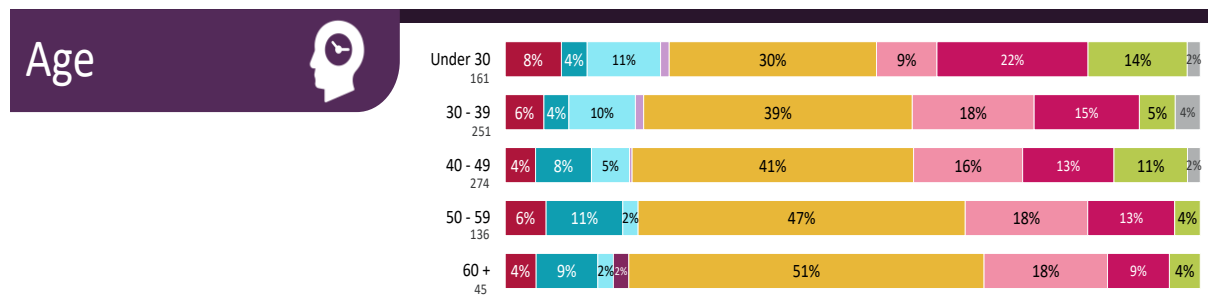
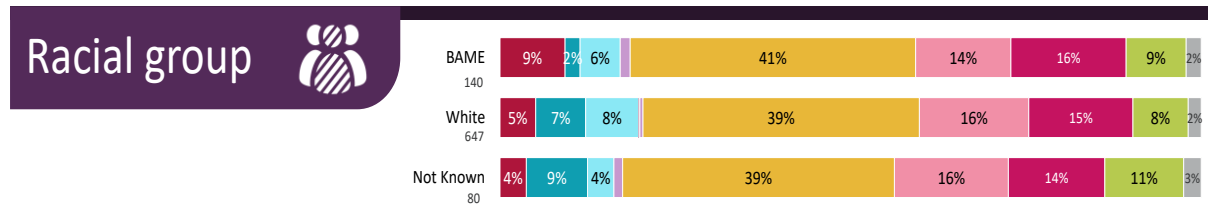
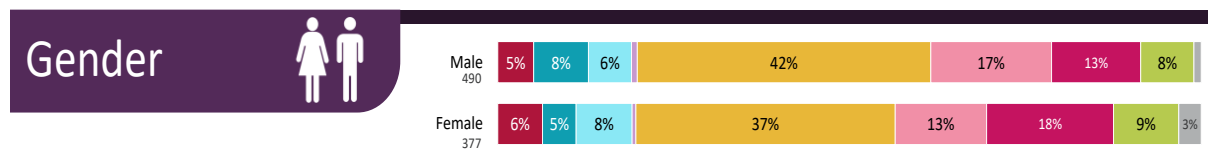
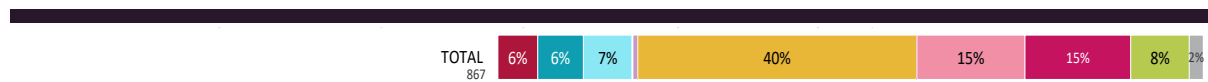
PERFORMANCE GRID

How objectives are achieved in terms of Values and Behaviours	EXCELLING	D.E Outcomes must improve, exceed behaviours standard	P.E Good outcomes, exceed behaviours standard	E.E Exceeds outcomes, exceeds behaviours standard
	PERFORMING WELL	D.P Outcomes must improve, behaviours of a good standard	P.P Good outcomes, behaviours of a good standard	E.P Exceeds outcomes, behaviours of a good standard
	DEVELOPING	D.D Improvement required in outcomes and behaviours	P.D Good outcomes, behaviours must improve	E.D Exceeds outcomes, behaviours must improve

What objectives stating require outcomes

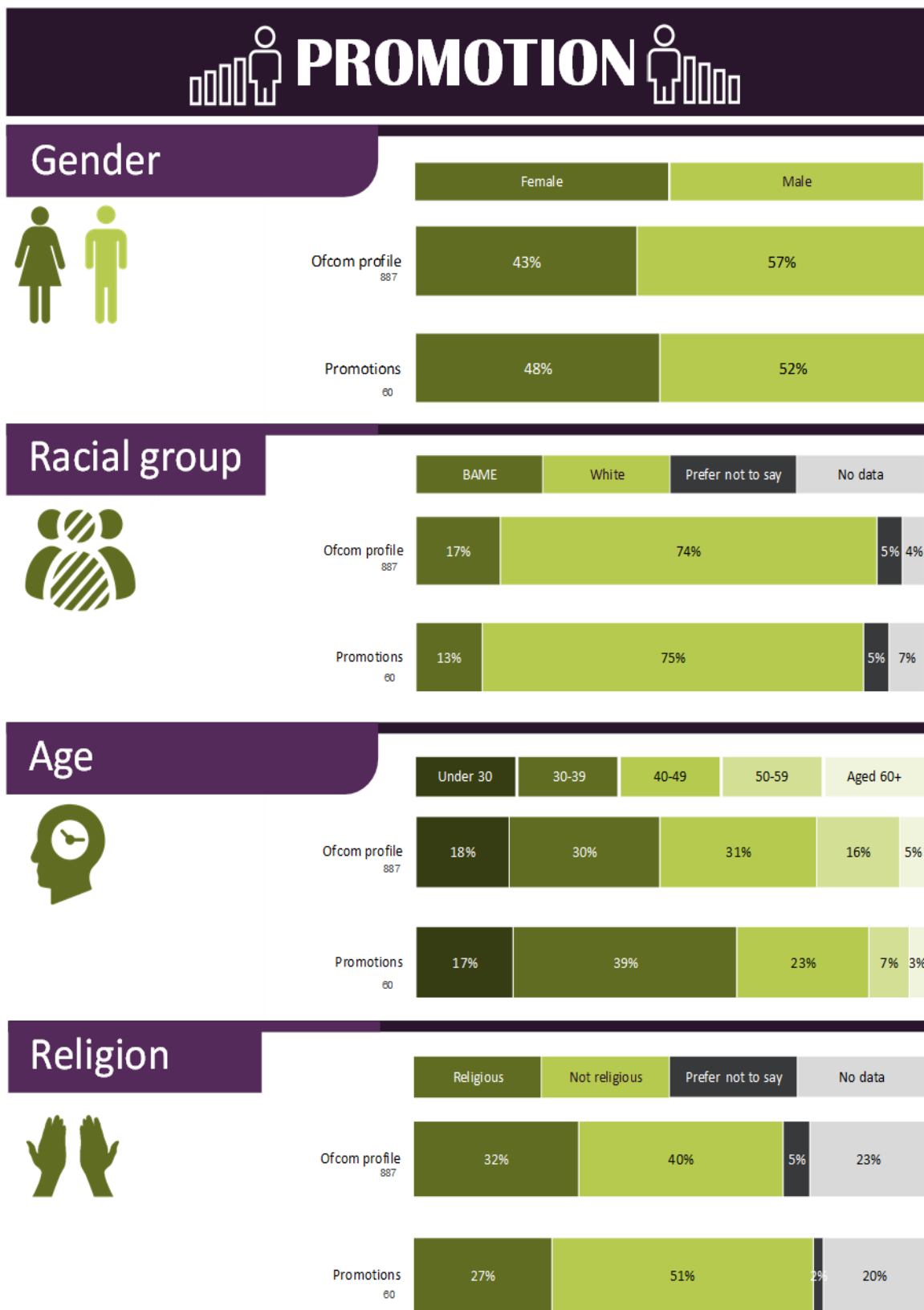
DEVELOPING	PERFORMING WELL	EXCELLING
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No data



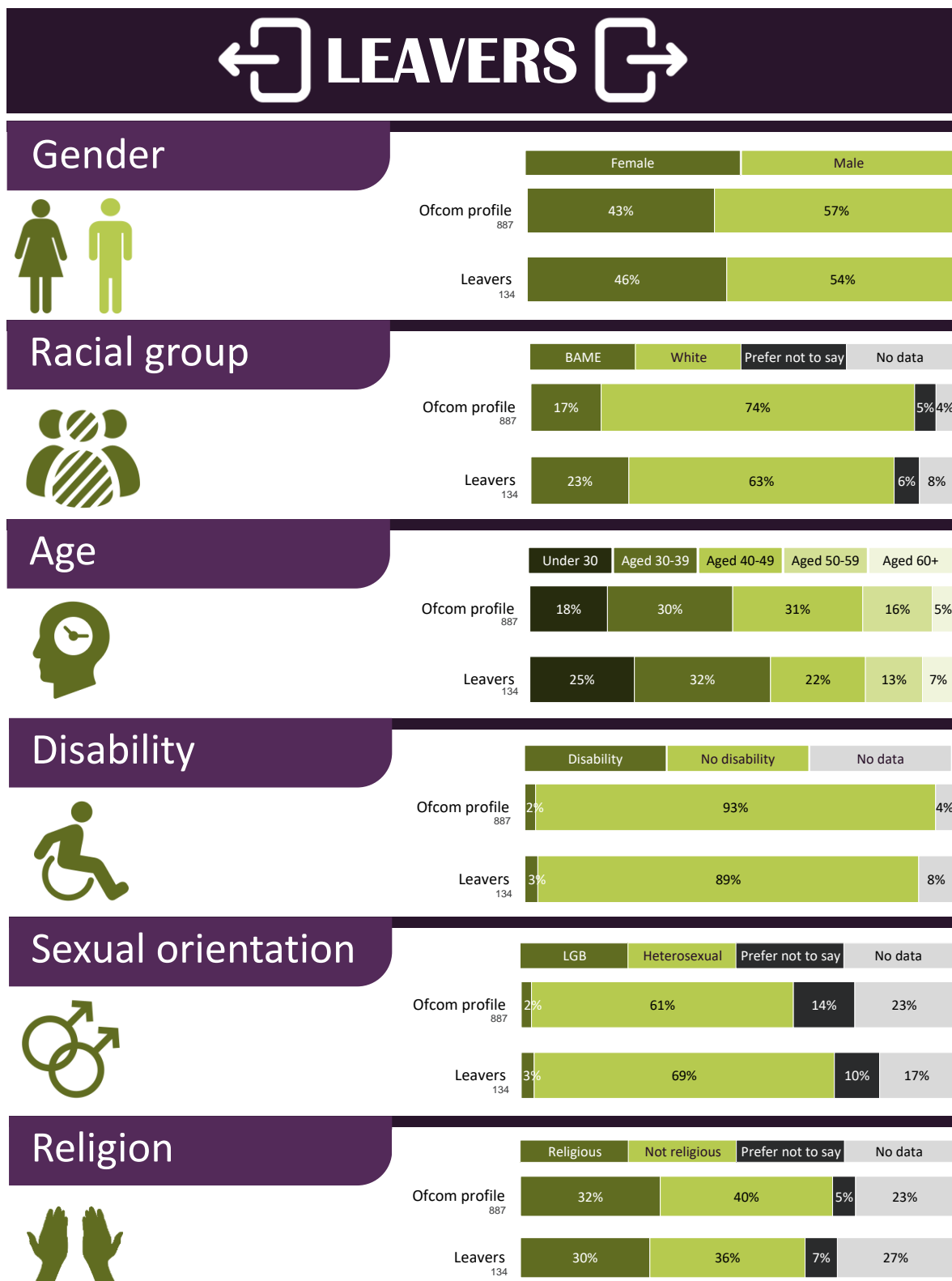
Base: All Ofcom colleagues eligible for the 2016/17 performance appraisal process (n=867).

Table 6: Promotion



Base: All Ofcom colleagues promoted between 1 April 2016 and 31 March 2017 (n=60).

Table 7: Leavers



Base: All Ofcom leavers between 1 April 2016 and 31 March 2017 (n=134).

Section 4

Increasing diversity at Ofcom

Our Corporate Responsibility Steering Group has reviewed this report. It has also been reported to the Policy and Management Board and the Ofcom Board.

How we will use this report

Using this report, we will:

- Communicate the findings with Ofcom colleagues and publicly on our website;
- Identify gaps in our current approach to diversity, feeding this information into our Diversity and Inclusion Programme; and
- Benchmark our performance with other stakeholders and similar employers.

New measures we are taking

Following analysis of this year's figures, we have identified some priority areas of work:

- Although we have achieved considerable progress since our first Diversity Report in 2012, we continue to recognise that there is more to do to ensure that we represent the diverse UK population we serve. We will, therefore, continue to work towards the gender and ethnicity targets we have set for 2020.
- Building on the programme of face-to-face unconscious bias training we launched last year, aimed initially at all colleagues making hiring decisions and all people managers, we have complemented this with online learning and material including: checklists on tackling unconscious bias; an e-learning on unconscious bias; videos on unconscious bias; and tip sheets for colleagues. We are exploring how best to build on our unconscious bias training programme by, for instance, focusing on inclusion rather than diversity.
- Ofcom took on its new responsibilities in relation to the regulation of the BBC in April and we are using this opportunity to broaden diversity of colleagues in its widest sense. We are targeting recruitment activity to increase the number of colleagues in Scotland. We are also targeting early careers opportunities, to increase our commitment to apprenticeships and graduates.
- We continue to work to collect more complete data by encouraging colleagues to complete their diversity profiles. We are also working with recruitment agencies to encourage them to submit candidate data for our recruitment analysis, as part of our recruitment review.
- We introduced our new appraisal system this year. Last year BAME colleagues were less likely to receive high performance ratings than white colleagues. However that was not the case this year. We will continue to keep the results of performance ratings under review.
- Ofcom wants diversity and inclusion to extend to people of all backgrounds, as well as the protected characteristics. For example, we are exploring whether it may be possible to collect and report on aspects such as colleagues' social, geographic and educational background, to further improve our ability to reflect the whole population we serve. We are also discussing these aspects with broadcasters, as part of our Diversity in Broadcasting programme, with a view to assessing them in future.

Annex 1

Racial group classifications

Ethnicity and ethnicity data collected by Ofcom is classified according to the criteria used in Census 2011 and is in accordance with the Code of Practice on Ethnic Monitoring (2002). The classifications used are:

- White – British
- White – Irish
- White – Gypsy or Irish Traveller
- White – Other
- Black / Black British – African
- Black / Black British – Caribbean
- Black / Black British – Other
- Asian / Asian British – Indian
- Asian / Asian British – Pakistani
- Asian / Asian British – Bangladeshi
- Asian / Asian British – Other
- Asian / Asian British – Chinese
- Other ethnic background;
- Mixed – White and Asian;
- Mixed – White and Black African
- Mixed – White and Black Caribbean
- Mixed – Other
- Other ethnic group – Arabic

For reporting purposes, we have grouped the above classifications as follows:

- BAME (Black, Asian and Minority Ethnic, including Mixed)
- White



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or write to The Ofcom Consumer Contact Team, Riverside House, 2a Southwark Bridge Road, London SE1 9HA