making communications work
for everyone

Diversity Report

Publication date: 2016

About this document

This is a report on the diversity profile of Ofcom colleagues. It 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 Single Equality Scheme and facilitates an informed approach to equality and diversity at Ofcom.

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Section 1

Introduction

1.1 Background

Ofcom's responsibility is 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, promoting equality of opportunity for all.

Our Single Equality Scheme (SES) sets out specific actions and objectives which encourage and promote diversity. We also monitor and analyse the diversity profile of our colleagues to understand how diversity and equality is operating within our organisation.

As well as focusing on diversity within Ofcom, we have also pledged to hold broadcasters to account, with the launch of our Diversity in Broadcasting initiative. We will track diversity data and provide a comprehensive annual picture of how each broadcaster is faring in terms of staff make-up, the steps being taken to improve diversity and the strength of commitment at different levels of each organisation. We take on regulation of the BBC from next April and are now considering how we will judge whether the BBC has delivered on diversity.

1.2 The purpose of this report

This is Ofcom's fifth report on the diversity profile of 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 on an annual basis.

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. We will achieve this by embedding our values of:

- Excellence
- Collaboration
- Agility
- Empowerment

We incorporate these values into all of our work and behaviours.

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 organisational 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 Summary of key findings

Age: Colleagues' ages range from 18 to 70 years old (broadly similar to last year's range of 17 to 69 years), with 40 to 49 year olds making up the largest age group. Last year 30 to 39 year olds were the largest group.

Disability: 3% of colleagues have a disability, up from 2% last year.

Gender: 57% of colleagues are male, 43% are female. Last year 59% of colleagues were male and 41% female.

Gender reassignment: We do not have this data.

Ethnicity: 72% of colleagues are from a white background, 17% are from a BAME (Black, Asian, and Minority Ethnic) background and 11% preferred not to say or the data is not recorded. In 2015, 67% of colleagues were white, 16% were from a BAME background and 16% 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.

Marriage and civil partnership: We do not collect this data.

Religion or belief: 32% of colleagues are religious, 37% of colleagues do not have a religion or belief and 31% preferred 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 25% of all colleagues. In 2015, 29% of colleagues were religious, 30% not religious and 41% preferred not to say or there was no data. The largest group was Christians at 23%.

Sexual orientation: 56% of colleagues describe themselves as heterosexual/straight, 2% as LGBT (lesbian, gay, bisexual or transgender) and 42% preferred not to say or the data is not recorded. Last year 48% of colleagues described themselves as heterosexual/straight, 2% as LGBT and 50% preferred not to say or there was no data recorded.

Section 2

The Data

2.1 Introduction

The diversity monitoring data used is either a snapshot of colleagues taken in September 2016, or covers the period from 1 April 2015 to 31 March 2016.

At the time of reporting, in September 2016, there were 836 colleagues at Ofcom. We ask colleagues to complete a diversity monitoring form when they join and to review their data annually. 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 reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Religion or belief
- Sexual orientation

This report provides information on all the protected characteristics except for gender reassignment and marriage and civil partnership as 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 diversity groups with what we would expect, given the overall distribution of the diversity group or area at Ofcom. This enables us to identify where particular diversity groups appear to be overrepresented or underrepresented within different areas of Ofcom.

The tables in section 3 below show our diversity data on a colleague's lifecycle at Ofcom, beginning with recruitment. We then show our colleague profile and diversity data in terms of job levels, training and development, performance and 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 process[1].

A high number of successful candidates are recruited through agencies. We are currently unable to capture their diversity data, but are working 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, but does not include eLearning training. Ofcom colleagues also take part in broader training and development such as mentoring, project work and secondments; these are not always recorded on our database and so are not featured in this report.

2.6 Performance

The performance year reported ran from 1 April 2015 to 31 March 2016, during which period 758 Ofcom colleagues received a performance appraisal. The appraisal system in place during this reporting year scored colleagues from 1 to 5, with 1 being the highest 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 also breach colleague confidentiality.

2.7 Grievances

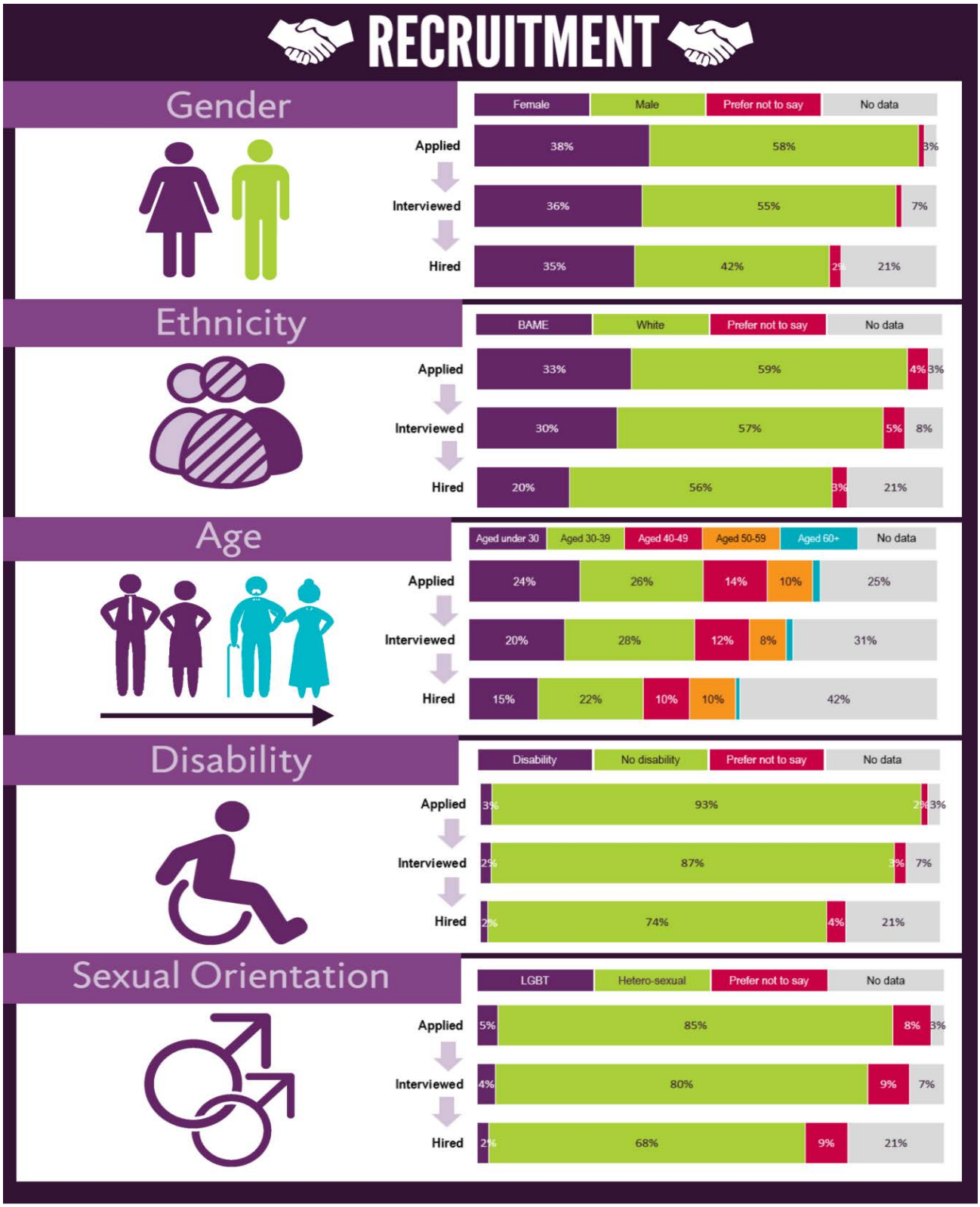
Records of grievances raised by colleagues in the year 1 April 2015 to 31 March 2016 are complete. No grievances were raised that related to bullying, harassment or discrimination.

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

Section 3

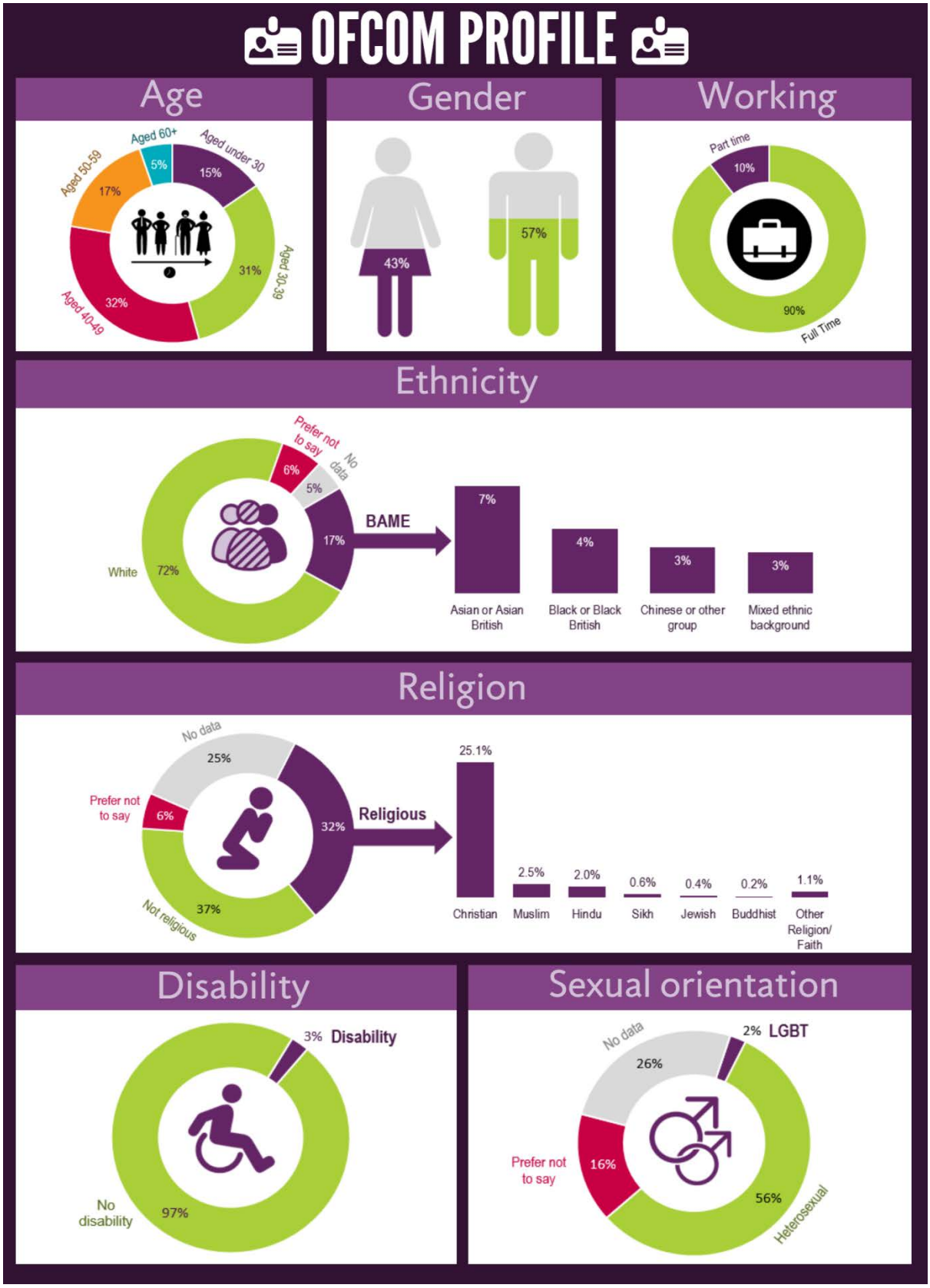
The Charts

Table 1: Recruitment



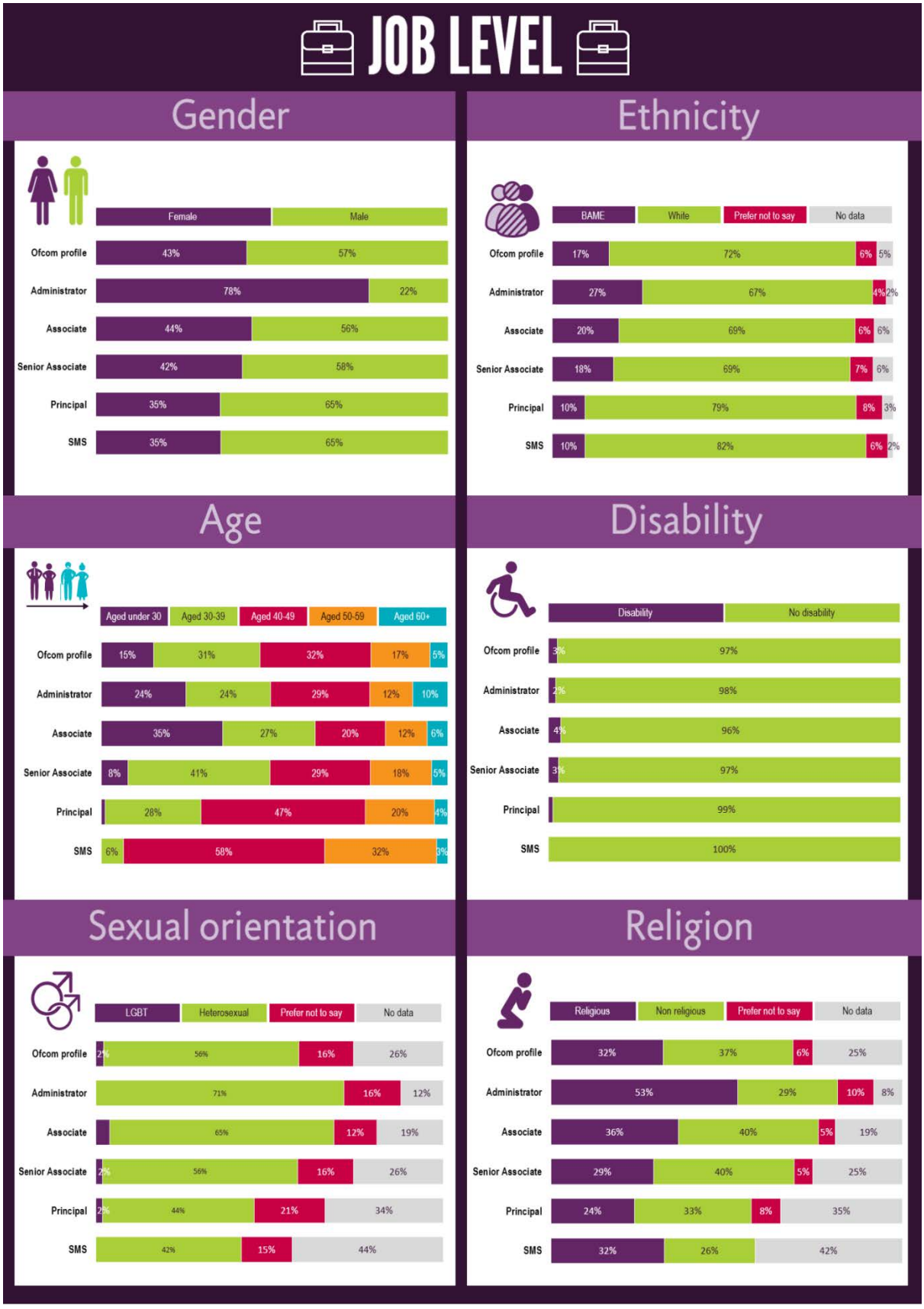
Base: All candidates who applied for a position at Ofcom between 1 April 2015 and 31 March 2016 (n=2702); who were interviewed by Ofcom (n=494); and, who were hired by Ofcom (n=121).

Table 2: Colleague profile



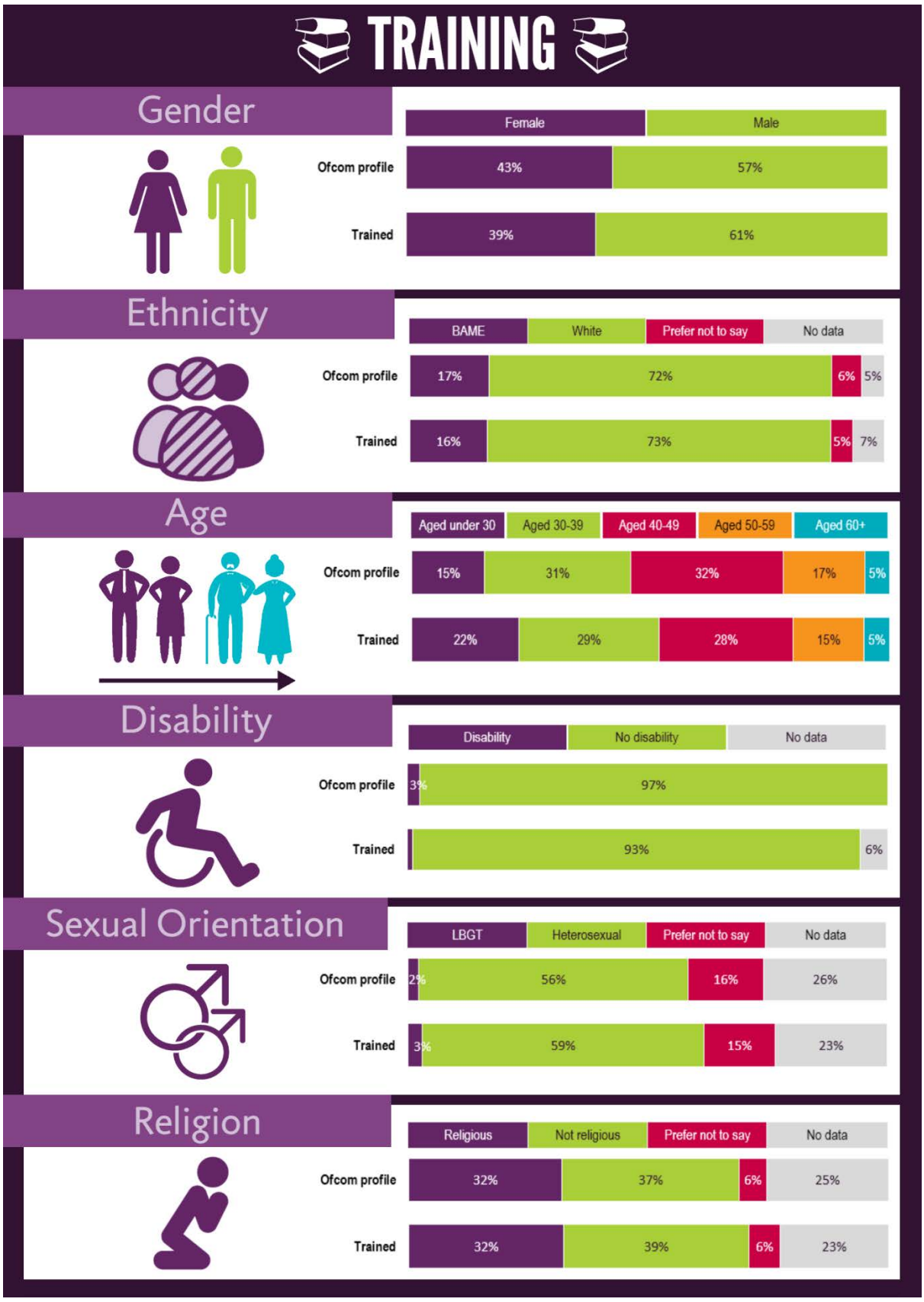
Base: All colleagues as of September 2016 (n=836).

Table 3: Job level



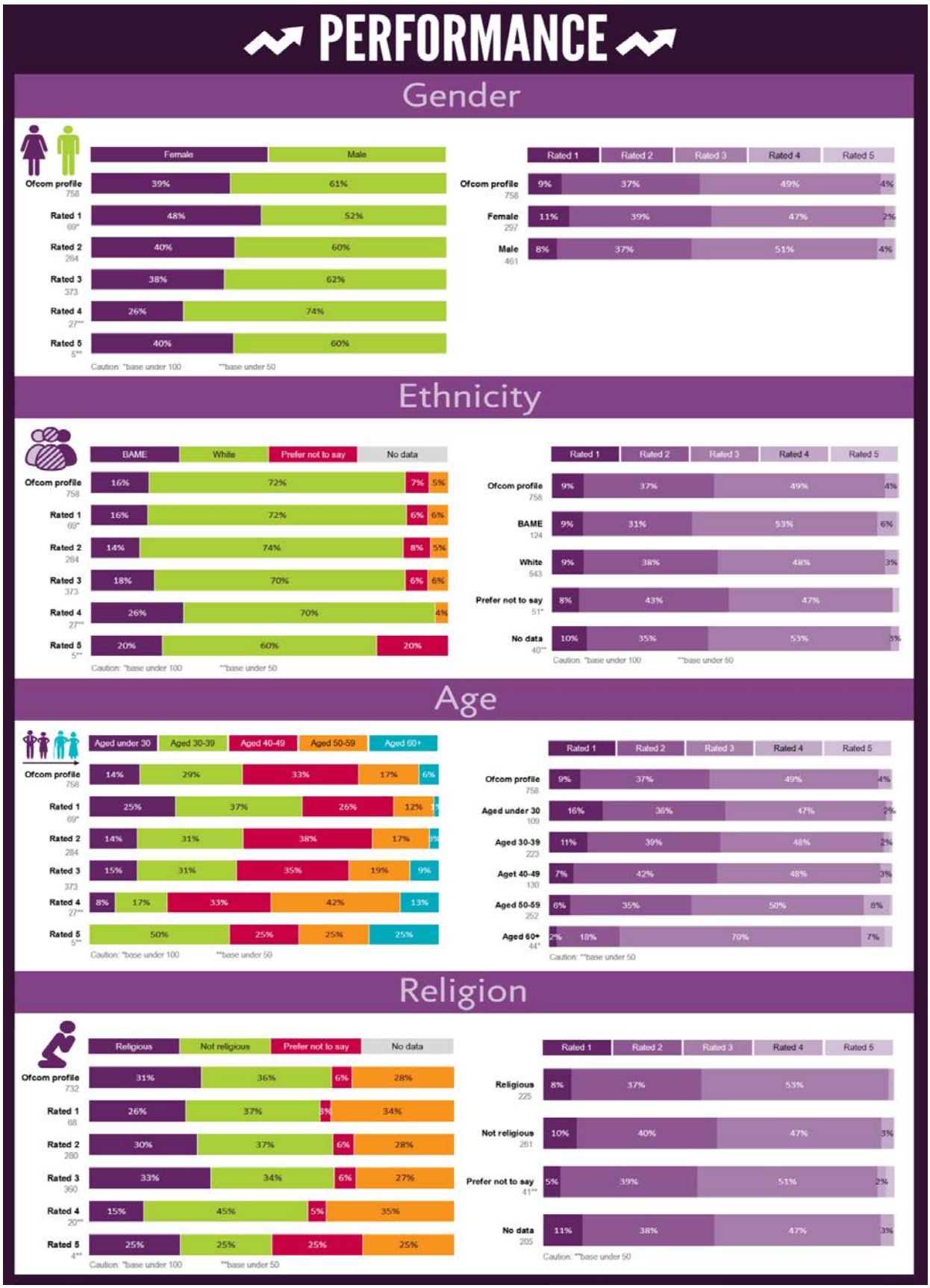
Base: All colleagues as of September 2016. There were 49 Administrators; 251 Associates; 318 Senior Associates; 156 Principals; and 62 Senior Managers and Specialists.

Table 4: Training and development



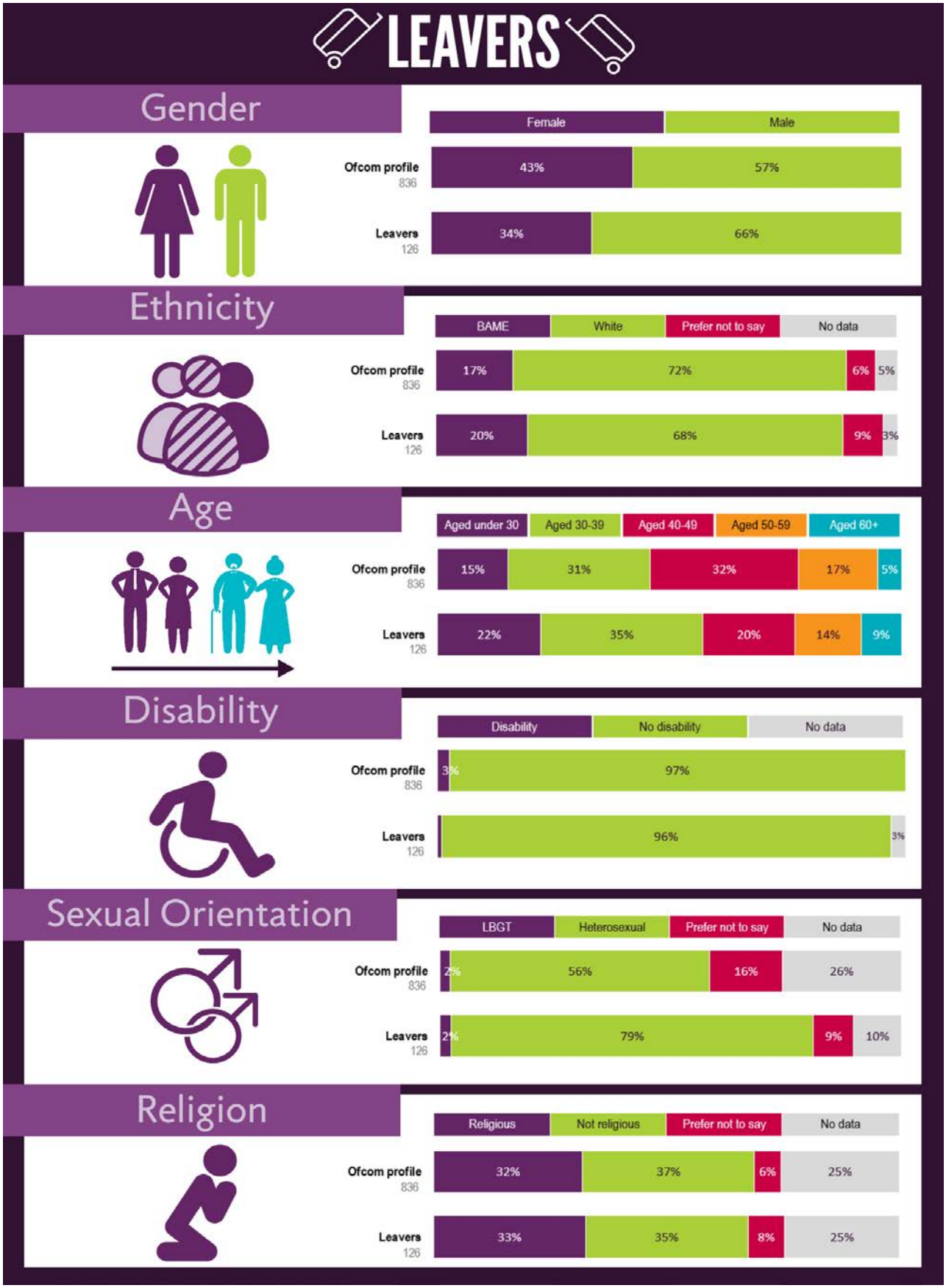
Base: All colleagues that completed a training and development activity (excluding eLearning) between 1 April 2015 and 31 March 2016 (n=437)

Table 5: Performance ratings



Base: All Ofcom colleagues eligible for the 2015/16 performance appraisal process excluding those who were too early to assess (n=758)

Table 6: Leavers



Base: All Ofcom leavers between 1 April 2015 and 31 March 2016 (n=126)

Section 4

Next steps

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

We will use this report to:

- Communicate the findings with Ofcom colleagues and publicly on our website;
- Identify gaps in our current approach to diversity, feed this information into our SES action plan and develop our strategy; and
- Benchmark our performance with other stakeholders and similar employers.

Following the 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 recognise that there is more to do to ensure that we represent the diverse UK population we serve. We therefore decided last year to set ourselves the following gender and ethnicity targets to be reached by 2020:
    1. 50% female to male gender balance across Ofcom
    2. 60:40 male to female balance at a senior level
    3. 13% of colleagues at a senior level to be from a BAME background
- We remain clear that these are targets and not quotas; we will always hire the strongest candidates and value our highest performing colleagues. We are continuing to work towards achieving these targets. Whilst we are starting with gender and ethnicity targets, we are equally committed to ensuring progress for all under-represented groups.
- We were concerned last year about what the data told us about our recruitment process for BAME candidates and this continues to be the case. We are undertaking a major recruitment review, with diversity a key theme.
- Since the end of the reporting period, we have delivered an extensive programme of unconscious bias training for all colleagues making hiring decisions and we are rolling this out to all people managers. We anticipate that this will have an impact on diversity in recruitment and help us to address these issues.
- Ofcom is preparing to take on its new responsibilities in relation to the regulation of the BBC. We will use this opportunity to broaden diversity of colleagues in its widest sense. We will target recruitment activity to increase the number of colleagues in Scotland. We will also target early careers opportunities, growing our commitment to apprenticeships and graduates.
- We continue to work to collect more complete data by encouraging colleagues to complete their diversity data, and by working with recruitment agencies to submit candidate data for our recruitment analysis.
- We remain concerned about a trend in our data that demonstrated that a disproportionately high number of BAME colleagues received lower performance ratings than white colleagues. We have introduced a new approach to appraisals and this is in place for the 2016/17 performance year. This new approach will focus on *how* we conduct our business as well as *what* we do.

- We are reviewing our approach to colleague development with a view to making career progression easier for colleagues.

Annex 1

Ethnicity 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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