

Equality and Diversity at the OFT: Working towards inclusivity in our organisation and business

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Foreword by John Fingleton, CEO

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Foreword



Welcome to our updated and revised Equality and Diversity Scheme for the OFT. This Scheme will become an integral part of our organisational objectives, not an afterthought, or something we do because 'we have to'. For this to make sense, every individual at OFT must be engaged, and that means you must think about how you can make this Scheme work.

The OFT is a great place to work; a challenging working environment that fosters terrific camaraderie and support at all levels. This does not mean that we cannot do more, especially in understanding how our work impacts on the diverse population that we serve.

The OFT Diversity Action Plan (included in this document) has been drawn up to complement the Civil Service strategy 'Promoting Equality, Valuing Diversity', and to prepare us for the forthcoming Equality Bill, currently scheduled for enactment in 2010. The Equality Bill aims to create a fairer society and competitive economy through encouraging greater transparency in the workplace, and for the first time will work to eradicate inequalities in pay and conditions between genders. The actions in the OFT plan are geared towards meeting the targets in the Civil Service strategy, and to do this in a way that meets our particular needs, and ultimately the aims of the Equality Bill.

I am proud to be part of such a diverse, multi-talented organisation. Let's continue making the OFT a great place to work, and build on our success as a world-class consumer and competition authority by celebrating the fantastic mix of talent, culture and belief we all bring to our individual roles.

John Fingleton
CEO

SECTION 1

Why does the OFT need an Equality and Diversity Scheme?

The OFT as a public authority has a moral, social and legal requirement to promote equality in terms of race, gender, age, disability, sexual orientation and religion or belief. This Equality and Diversity Scheme sets out the OFT's obligations and includes a timetabled action plan (The OFT Equality and Diversity Plan (the Plan)) summarising how we will build equality into our corporate aims, mainstream inclusivity throughout our organization, and how we will monitor and evaluate our performance.

1. This Scheme details OFT's commitment to race, gender, disability sexual orientation and religion or belief equality in all aspects of its work, including development of its policies and delivery of its services to consumers. Where we can, we will endeavor to go beyond simply being compliant with legislation. Rather than publishing a series of Schemes, this single document comprises all the required detail in one place.
2. Both the Scheme and Plan have been produced in consultation with the OFT's business areas and Senior Executive Team, as well as the Office's Diversity Advisory group, Disability Liaison Officer, Stakeholder liaison team, Human Resources division (HR) and Departmental Trade Union Side (DTUS). It is endorsed and championed by the CEO and Executive Committee.

Our Aim

1. Our key aim is to make diversity a tangible part of the OFT's culture. We want others to see the OFT as a model organisation that explicitly values and appreciates diversity in its staff, policies and practices and those we serve, and to encourage people from all backgrounds to want to be part of the OFT. Over the life of the Plan we anticipate the following outcomes over the next three years:
 - diversity championed from the top of the organisation, through visible support from the CEO and senior managers
 - policies and practices focused on cultural change, rather than just redressing imbalances
 - wide employee engagement achieved through increased awareness of equality and diversity issues
 - a workforce that better represents the public it serves, and that is rewarded fairly and appropriately, particularly in regard to equal pay (see Section 3).

Accountability

The CEO, working closely with the Diversity Sponsor, Executive Committee and other senior managers, is accountable to the Board for ensuring that the actions in the Plan are put into practice. For the first time, he has a dedicated diversity objective on which his performance in this regard is measured each year. The overall objective is:

‘To visibly inspire inclusivity throughout the organisation at all levels through respect, tolerance and self-awareness’.

This will be measured against the following objectives organized around the four themes of the Plan:

Behaviour and cultural change

- to share learning and experience
- maintains an awareness of E&D issues in the social and business environment

Leadership and accountability

- challenging ExCo and SET on their respective approaches and behaviours around E&D

Talent management

- opening Diversity Awareness training sessions
- sets realistic objectives for ExCo members in relation to their respective business areas

Representation

- represents the OFT as an inclusive organisation
- reflects equality and diversity in dealings with external organisations, considers E&D in discussions etc.

1.6 In addition, all staff will have a generic diversity objective, designed to be built with a SMART route to an action agreed with their manager to reflect one of the four themes of the Plan. Guidance on diversity objective setting is set out as part of the general PPDR guidance on the OFT intranet, and specific guidance can be found on the Diversity intranet site.

1.7 On a day to day basis, each Director is responsible for ensuring that his/her group is meeting the requirements of the Plan and that

Equality Impact Assessments (see Section 4) are carried out where applicable. There is also a responsibility on all staff to ensure that they are familiar with this Plan and its relevance in respect of their own duties.

Complaints

Internal complaints

- 1.8 Staff wishing to complain about the OFT failing to meet its duties under equality legislation can do so by raising the matter with their staff manager, relevant Staff Network (where one is in place), Human Resources (for employment issues), or the Diversity Sponsor (for policy issues).

In the first instance, complaints should be referred to the relevant policy Division or business unit and will be investigated and responded to by the Head of the relevant area.

Members of the public may make complaints by contacting the Diversity Sponsor. The contact point is:

David Leech
Director, Organisational Development
Office of Fair Trading
7C/043
Fleetbank House
2- 6 Salisbury Square
London
EC4Y 8JX

- 1.9 The OFT operates a Grievance Resolution Policy that all staff are able to access via the intranet. We also have a separate Bullying and Harassment policy to cover the specific areas that fall under this category. As far as possible, the majority of complaints will be resolved informally by discussion with the parties or through mediation. Formal procedures must be prepared in writing and the process in the guidance adhered to, seeking advice from HR as appropriate.
- 1.10 It is important that staff receive both the practical and emotional support they may need when bringing a complaint. HR is able to provide advice on the appropriate mechanism if needed, as is the DTUS.

Public consultation and access to information

- 1.11 The OFT will promote and actively develop both internally and externally, a culture of openness, transparency, and consumer focus taking into account the needs of different audiences. We will ensure that consultation on all relevant policies is thorough and targeted at all appropriate parties. All external consultations are to be conducted in accordance with the guidance set out by the Better Regulation Executive (BRE). More information can be accessed via the BRE website at www.bis.gov.uk/bre.
- 1.12 Legislation requires that the OFT produces an annual progress report, highlighting the results of monitoring of employment policies and procedures, including results in terms of monitoring all equality strands. This will be communicated publicly through the OFT's Annual Report.

Embedding Diversity into the Business

Our Vision and Values

- 1.13 The OFT's overarching objective is to make markets work well for consumers. As part of our performance framework, we have four key objectives that form the vision for the organisation. These are:
- **Objective 1**
to deliver high-impact outcomes
 - **Objective 2**
to be a centre of intelligence and excellence
 - **Objective 3**
to work in partnership
 - **Objective 4**
to develop the OFT as an organisation.

Objective 4 implicitly commits the OFT to promoting a culture that values diversity and enables staff to achieve the highest level of their potential.

- 1.14 The OFT has a set of values which influences and guides how we foster a culture which is not only supportive, but also provides a basis for how we aim to be inclusive of input from colleagues, consumers and stakeholders. The values are as follows:

Passion	We make markets work well for consumers, with enthusiasm and conviction. We bring excitement, energy and life into our day-to-day work and encourage each other in achieving our goals.
Trust	We achieve more by being reliable, valuing risk-taking, sharing work and engaging openly and respectfully with each other. OFT feels like a supportive family.
Courage	We have a greater impact on consumers by being bold, innovative and questioning. With the help of our colleagues we do the right thing, rather than the easy thing, and we learn from our mistakes.
Openness	We break down barriers, across the workplace and externally, by being friendly, frank, transparent and inclusive.

Training and Development

- 1.15 The OFT currently holds mandatory diversity training for new entrants to the organization, facilitated by an external provider. This is in the process of being reviewed with a view to developing a revised approach specific to business needs. Training on diversity issues is also incorporated in a number of generic training courses for staff, for example interview skills training.
- 1.16 The OFT supports staff to attend specific training targeted at minority groups, including courses such as personal effectiveness training for ethnic minority staff and development opportunities like Stonewall's leadership programme, as well as encouraging staff with disabilities to attend the Personal Effectiveness programme for disabled staff run by the National School of Government.
- 1.17 Where a need is identified, we will provide staff with the training needed to understand and increase their knowledge of a specific issue and how to apply their knowledge to their business needs. For example, the OFT recently supported a training session for its lawyers (led by the Employers Forum for Disability) on the Disability Discrimination Act (DDA) 2005. The learning from this event was shared across the organization through our staff Know How Team.

SECTION 2

The OFT Equality and Diversity Plan

- 2.1 The Civil Service strategy, 'Promoting Equality and Valuing Diversity – A Strategy for the Civil Service' was published in July 2008 and sets out what Government aims to achieve for equality and diversity over the next three years. The key focus is on improving performance and delivery of public services by creating and encouraging an inclusive workforce that reflects the society it serves. The following quote from the Civil Service Strategy defines our aim for the OFT – **'a workforce with the very best possible mix of existing and future talent'**. More information on the Civil Service strategy, its goals and aims is available at:
www.civilservice.gov.uk/about/diversity/index.asp
- 2.2 Our Plan is built around the four themes of the Civil Service strategy: **behaviour and change, leadership and accountability, talent management** and **representation** and includes a timetable for actions. It has been approved by the Cabinet Office.
- 2.3 The Plan covers the current state and actions to be taken, and also covers other actions (for example equal pay) which will underpin the development of the OFT culture in the context of diversity or relate to its compliance duties. It will be subject to the same regular review and development processes as the overall OFT Business Plan; ExCo will be provided with quarterly progress reports commencing in March 2009. A timeline to measure progress against our actions, with appropriate ownership, can be found at the end of the Plan.
- 2.4 The Plan was cascaded through the regular weekly cascade to all staff in January 2009 and will be reinforced via management teams at cross-office and individual group/section levels. It is also available on the OFT intranet.

1. Theme: Behaviour and Culture Change

Civil Service strategy outcomes:

Dignity and respect for all: we are inclusive and confident. Equality and diversity are fully mainstreamed across the Civil Service

A Civil Service where no one experiences discrimination or harassment and everyone is treated with dignity and respect

An inclusive culture that is confident in its own diversity that attracts and develops people from different backgrounds, and where the benefits of a diverse workforce are fully realised

A Civil Service where equality and diversity are mainstreamed into all aspects of our business

Civil Service Strategy Actions	OFT Current State	OFT Actions
<p>Short term:</p> <p>Put in place framework for measuring culture – early 2009</p> <p>Share evidence on behaviour and culture and agree priority actions – mid 2009</p>	<p>Current culture measures include:</p> <ul style="list-style-type: none"> • Staff survey • Diversity training and take-up • Data on flexible working, sickness absence, appraisal systems, reasonable adjustments • Benchmarking schemes: Stonewall, RfO, EFD, IIP. OFT is member of all these organisations • Regular union, staff feedback. • ‘Take it to the top’ monthly drop in sessions with CEO and Executive Directors • ‘Open Line’ intranet question and answer site • OFT has range of support resources and policies to address bullying and 	<p>Adopt and communicate Civil Service framework, putting in place measures not already used - early 2009</p> <p>Establish quarterly reporting process to Executive Committee on culture and behaviour development, analysing issues and proposing actions - March 2009</p> <p>Link to current project to upgrade HR data gathering, systems and reporting</p> <p>Analyse evidence on behaviour and execute agreed priority actions. Add to information on progress since 2008 OFT Staff survey - mid 2009 onwards</p> <p>Review and upgrade current diversity module</p>

	<p>harassment.</p> <ul style="list-style-type: none"> • OFT has active policies and practices on flexible working and reasonable adjustments • OFT hosted EFD event October 2008 	<p>in induction programme - Q2 2009</p>
<p>Medium term: Review progress on behaviour and culture change using agreed framework by end 2009</p> <p>Identify, communicate good practice, areas for action by end 2009</p> <p>Review effectiveness of departmental plans to mainstream diversity by early 2010</p>		<p>Review within OFT progress on behaviour and culture change using framework. Report to Board, Executive Committee on current state and propose new actions as appropriate – December 2009</p> <p>Participate in review of effectiveness of departmental plans to mainstream diversity – early 2010</p>
<p>Long term: Review effectiveness of actions and publish findings, highlighting successes and issues by mid-2011</p> <p>Annually review effectiveness of departmental plans to mainstream equality and diversity</p>		<p>Contribute to 2011 review and annual reviews of departmental work to mainstream equality and diversity. Seek to adopt best practice.</p>

Success Indicators:

- Real progress against agreed quantitative and qualitative measures
- OFT is recognised as employer of choice for people from a wide range of different backgrounds
- Changes in behaviours translate into a more representative OFT at all levels, with sustainable diverse talent pipelines
- We can show that equality and diversity are taken into account in every aspect of our business through the equality schemes and equality impact assessments we publish.

2. Theme: Leadership and Accountability

Civil Service strategy outcome:

Active visible leadership of every aspect of equality and diversity in the Civil Service and successful delivery of this strategy, driven by clear and effective lines of accountability.

Civil Service Strategy Action	OFT Current State	OFT Actions
<p>Short term: Mainstream equality and diversity in capability review framework</p> <p>Through Diversity Champions Network (DCN) ensure the strategy is communicated effectively at departmental level</p> <p>Diversity Delivery Board to review departments' plans to implement strategy</p> <p>Provide system to monitor and report progress, that will make performance visible</p> <p>Make stronger links between DCN and diversity practitioners in departments</p>	<p>Strategy communicated in 2008 via cascade process. Document available on intranet in Diversity section.</p> <p>Plan drawn up December 2008</p> <p>Monthly and quarterly board reports include information and narrative on equality and diversity</p> <p>Director of Organisation Development is member of DCN</p>	<p>Implementation plan to be cascaded using same method in Q1 2009 with teams to discuss in routine regular meetings in accordance with newly established 'communications framework'</p> <p>Implementation 2009 onwards</p> <p>Develop reporting system in conjunction with current management information project with aim of contributing to December 2009 diversity report to Board and ExCo (see above)</p> <p>Establish 'Diversity Coalition' of currently active managers and staff across OFT to generate ideas, deliver or lead</p>

		<p>actions – Q1 2009. First meeting in Jan 2009</p> <p>Upgrade current OFT generic diversity performance objective for SCS and other leaders, to include more specific actions and measures – For use from April 2009</p> <p>Promote diversity through series of diversity related briefings or events – one per quarter – using outside speakers and organisations</p>
<p>Medium Term: Through the DCN, identify leaders who can act as role models for others and encourage and support them in encouraging others</p> <p>Conduct and publish an assessment of progress against this strategy by end 2009</p> <p>Hold CEO to account for equality and diversity in their organisations, through appraisals and Capability Reviews</p>	<p>OFT has number of individuals who give a lead on differing aspects of diversity – for example faith group sponsor and members of OFT Diversity Advisory Group</p>	<p>In support of DCN, identify and encourage current and potential role models to seek support and promote diversity within and beyond OFT</p> <p>Report on progress on strategy in support of planned assessment</p> <p>Establish CEO goals and activities on diversity for 2009 as part of business plan</p>
<p>Long term: Continue to assess and</p>		<p>Report on progress in line with reporting process</p>

<p>publish progress against departmental implementation of this plan</p> <p>Hold CEO to account as above</p>		<p>outlined above</p> <p>Review and renew CEO goals annually</p>
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Success Indicators:

- Personal responsibility for mainstreaming E&D into every aspect of business and role modelling inclusive behaviours is fully embedded in our managers and leaders
- The DCN, in partnership with key stakeholders, has driven implementation of the strategy
- Progress-reporting mechanisms are regarded as credible, transparent and effective drivers for identifying good practice and areas for further intervention
- E&D is mainstreamed into the Capability Review.

3. Theme: Talent Management

Civil Service Strategy Outcome: Talented people from the widest range of backgrounds joining and progressing up the Civil Service.

Civil Service Strategy Action	OFT Current State	OFT Actions
<p>Short term: With key stakeholders, review talent management arrangements in departmental plans, share best practice information - early 2009</p> <p>Review the diversity of top 200 most senior Civil Service posts and work with departments to improve it - early 2009</p>	<p>Talent management and succession planning process initiated November 2008. Previously opportunistic programme of talent management including secondments to stakeholders and associated departments for example Competition Commission. Career development workshops for ethnic minority staff</p> <p>OFT has three top 200 posts</p>	<p>Develop talent management process through 2009 as part of business plan in conjunction with HR plans for succession and career management, drawing on best practice information. This will include identification of top talent in SCS and feeder grades; provision of career development programmes, including for staff from specific backgrounds.</p>
<p>Medium term: Re-tendering of Executive Search framework will ensure inclusion of firms with diverse talent pools - mid 2009</p> <p>Explore how to share diverse talent pools across Civil Service more effectively, especially SCS and feeder grades - mid 2009</p>	<p>OFT currently monitors and reviews diversity of short and long lists</p>	<p>Continue to monitor recruitment and selection processes, reporting on progress and issues to Board and ExCo</p> <p>Contribute to project</p>

<p>Review most effective development actions for different groups from wider public and private sectors by end 2009, develop initiatives and pilots in departments</p> <p>Assess the diversity performance of exec search consultants - end 2009</p> <p>Review effectiveness of departmental outreach and talent management systems by early 2010</p>		<p>Contribute own effective practices and adopt suitable ones from other sources</p> <p>Report on diversity performance of consultants used for OFT searches, where appropriate</p> <p>Report on effectiveness of systems in accordance with review</p>
<p>Long Term: Review talent management systems, highlighting the most effective - mid 2011</p> <p>Review the range of formal/informal actions in departments that have been most effective at encouraging and supporting people from different backgrounds in progressing up the Civil Service</p>		<p>Report on systems in accordance with review</p>

Review pilots and new initiatives by early 2012		
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Success Indicators:

- We attract develop, promote people from different groups in proportions that reflect the labour market or our internal talent pool
- Diversity has been embedded in talent management systems
- Talent pipeline for feeder grades (G7/G6) is measurably more diverse
- Recruitment and promotion panels for every level are able to consider diverse long lists and shortlists for each post.

4. Theme: Representation

Civil Service Strategy Outcome: A Civil Service that is making good progress towards reflecting society by 2020, at all levels.

Civil Service Strategy Action	OFT Current State	OFT Actions
<p>Targets 2011: 34% top management to be women 39% SCS to be women 5% SCS to be minority ethnic 5% SCS to be disabled</p> <p>Short term: Work with stakeholders to review quality of data on disability and ethnicity Plan to improve by end of 2008. 90% declaration rate by 3013</p> <p>Evaluate pilot monitoring exercise on data collection on faith and sexual orientation by end 2008 and provide guidance to departments</p>	<p>39% women</p> <p>39% women 5% minority ethnic 0% disabled</p> <p>Declaration rate on ethnicity 92% Declaration rate on disability 72%</p> <p>Declaration rate on faith 9%</p> <p>Declaration rate 65% on sexuality</p> <p>Recent review of data on HR system has shown inconsistencies in categorisation of ethnicity Re-survey and improved classification needed before appropriate targets can be set</p>	<p>Publicise current state and trends as part of plan implementation Providing context including internal/external vacancies filled</p> <p>Re-survey staff in 2009. Encourage declaration through publicising strategy, Q&A sessions, team briefings</p> <p>Establish targets for feeder grades following re-survey of staff</p>
<p>Medium term: Review progress against overall SCS targets, departmental SCS and feeder grade targets</p> <p>Build data on religion belief and sexual orientation at departmental level by</p>		<p>Review progress in OFT and report centrally</p> <p>Participate in projects to build data</p>

<p>end 2009</p> <p>Review progress on improving data quality for disability and ethnicity by early 2010, work with stakeholders to achieve 90% declaration rates by 2013</p>		
<p>Long term: Put in place action to address remaining barriers to declaration by end 2011</p> <p>Evaluate progress on monitoring faith, sexual orientation and publish findings by 2011</p> <p>Analyse progress on SCS targets and propose actions by end 2012</p> <p>Departments analyse progress towards targets for feeder grades and below and set out how to drive further progress by end 2012</p>		

Success Indicators:

- Analysis shows good progress towards reflecting the society we serve at every level by 2020
- Civil Service targets are achieved with sustainable upward trends for each group and strong talent pipelines in the feeder grade for each group
- Departments have met or exceeded diversity targets for SCS and feeder grade populations

- We are confident that we know the faith and sexual orientation of 80 per cent of our workforce.

6. Timeline and ownership

	TASK	OWNERSHIP
2009	<ul style="list-style-type: none"> - Completion of OFT Diversity plan 	
2009 Q1	<ul style="list-style-type: none"> - Cascade action plan - Adopt and communicate CS culture measures framework - Set up quarterly review of diversity on ExCo agenda - Establish 'Diversity Coalition' of interested managers and staff across OFT - Upgrade current OFT generic diversity performance objective for SCS and other leaders - Establish CEO goals and activities on diversity for 2009 - Review and upgrade equality scheme 	
2009 Q2	<ul style="list-style-type: none"> - Review and upgrade current diversity module in induction programme - Develop reporting system in conjunction with current management information project and analyse current state and trends - Promote diversity through series of diversity related briefings or events – one per quarter – using outside speakers and organisations - Data - Re-survey staff in 2009. Encourage declaration through publicising strategy, Q&A sessions, team briefings - Establish targets for feeder grades - On a bi-annual basis conduct formal audit of external 	<p>Erik Wilson/Francesca Seymour (OD/HR)</p> <p>Cameron Kennedy/Francesca Seymour (HR/OD)</p> <p>Francesca Seymour (OD)</p> <p>Action completed</p> <p>HR</p> <p>HR</p>

	<p>recruitment activity to review whether the gender balance is improving in at all grades</p> <ul style="list-style-type: none"> - Advertised pay band should be the range into which staff are recruited (the full pay band should not be advertised – in order to manage expectations) - Continued monitoring of PPDR ratings to ensure equity of treatment across the OFT - Consider making the moderation process mandatory for all grades - Prepare new guidance for managers on setting objectives for part time employees - Review flexible working policy - Pay and Reward team to produce policy on pay matters (covering equal pay) <p>Review impact assessments</p>	<p>Action completed</p> <p>HR</p> <p>Agreed, and action completed</p> <p>HR</p> <p>HR</p> <p>HR</p> <p>David Leech/Francesca Seymour (OD)</p>
2009 Q3	<ul style="list-style-type: none"> - Analyse evidence on behaviour and execute priority actions 	<p>David Leech/Francesca Seymour/Patrick Vaughan (OD/Intl Comms)</p>
2010	<ul style="list-style-type: none"> - Participate in review of effectiveness of departmental plans to mainstream diversity - Report on effectiveness of talent management systems in accordance with review - Utilise the benchmarking job evaluation system to ensure that roles across the OFT remain correctly positioned - Improve data collation and reconciliation on the HR Information system 	
2011	<ul style="list-style-type: none"> - Contribute to 2011 review and annual reviews of departmental work to mainstream equality and diversity. Seek to adopt best 	

	<p>practice.</p> <ul style="list-style-type: none">- Report on talent management systems in accordance with review	
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SECTION 3

Equal Pay

The OFT's Equal Pay Audit

- 3.1 The Government committed all departments and agencies to undertake an equal pay audit review and prepare any necessary action plans by April 2003, in order to reduce any pay gaps. The Cabinet Office issued comprehensive guidance in January 2002, to assist departments and agencies in conducting their equal pay reviews.
- 3.2 Extracts from the latest OFT pay audit in October 2008 are at Annexe B. An earlier equal pay audit was undertaken in April 2003, and the headlines from the audit were that:
- career progression is a real equal pay issue for women and the OFT will continue to monitor and encourage female promotion to these higher levels
 - examination of pay increases and promotion patterns over the year (2002/2003) indicate no systematic bias in place
 - in all but one grade, females received higher average pay increases and promotion
 - the OFT did not appear to have an inherent gender bias
 - an action point from the review was to conduct a job evaluation exercise
 - any anomalies discovered could be objectively justified and the OFT has mechanisms in place to monitor and promote a gender bias free working environment
 - historical make up of the OFT workforce (males in higher grades) cannot be changed overnight and is not unusual in the public sector
- 3.3 During the 2007 pay negotiations, the OFT made a commitment to the DTUS that HR would conduct a further equal pay audit by the end of summer 2008, as the OFT seeks to review the entire pay and reward system. We also committed to involve the unions

throughout the process. To date, the OFT has not received an equal pay claim.

Actions and implementation

The actions we have identified from the audit form part of our overall Plan. Progress will be monitored and reported on by the Diversity Sponsor, as detailed in the Plan.

SECTION 4

Equality Impact Assessments

- 4.1 Equality Impact Assessments (EIAs) are used to identify any discriminatory or negative consequences for a particular group on the grounds of race, disability, gender, age, religion and belief, and sexual orientation. The outcome of an EIA is to make sure that (as far as possible) any negative consequences are eliminated or minimised and opportunities for promoting equality are maximised. The policy should be applied to all policies, procedures, strategies and projects undertaken by OFT.
- 4.2 As a public authority, the OFT is bound by legislation in relation to equality and diversity. The completion of EIAs is mandatory to show that the OFT is legally compliant in accordance with the following three pieces of specific legislation:
- The Gender Duty (which takes account of the Sex Discrimination Act 1975 and the Equal Pay Act 2006)
 - Race Relations (Amendment) Act 2000
 - Disability Discrimination Act 2005
- 4.3 EIAs will be carried out on all new and revised policies to ensure there is no adverse equality or diversity. The results of the impact assessment must be included in submissions to senior managers, who will decide on the appropriate Committee route (either through the Operations Committee or Senior Executive Team, or both).
- 4.4 We are in the process of scoping a project to ascertain the OFT's current position in regard to staff awareness of the EIA process and general compliance. An outcome of this work will be to identify how best to train and communicate the EIA process to staff. It is envisaged that this work will be completed by September 2009.

SECTION 5

Success criteria

5.1 Measuring success on equality and diversity can seem difficult. Looking forward, the OFT pictures itself in 2010 - 2011 as an organization becoming recognised as increasingly successful in this area. We envisage our success being measured by completion of the actions in the Plan, and more importantly, through:

- continuing commitment from the CEO and Executive Committee through visible support of networks and events
- wider staff engagement and openness to contribute to the equality and diversity agenda
- equality and diversity becoming a mainstream activity in our day to day work.

Groups and Networks

5.2 We encourage staff to set up other groups or networks where there is the will and a need. The OFT will provide a room, refreshments, and help with publicising your particular network. The following groups are already operating within the organization, and we have recently welcomed the creation of a network for individuals with caring responsibilities.

The Diversity Coalition

The Diversity Coalition is made up of staff and managers who have an interest in equality and diversity matters. The Coalition acts as a 'sounding board' for new ideas on increasing awareness across the organisation, and works with the Diversity Sponsor on identifying and addressing potential inequalities. A representative of the Diversity Advisory Group (DAG) sits on the Coalition which ensures that roles remain distinct.

The Diversity Advisory Group

The DAG works closely with colleagues and senior managers. A key role for this group is the advice it provides on new and revised policies and practices. It reports on progress of issues through the Diversity Sponsor.

The Multi-faith Group

The OFT Multi-Faith Group exists to support those of all religion and beliefs across the organisation. It has successfully increased knowledge and awareness of a variety of beliefs through a series of lunchtime talks by spiritual leaders, which have been welcomed by staff and colleagues. We provide a multi-faith Reflection Room which provides staff with a 'quiet space' to use for prayer or simply to be at one with oneself.

The Group is sponsored by a Senior Director, who is also part of the Diversity Coalition.

General and Specific Duties

The General Duty

1. The OFT, in common with all government departments and public authorities, is required to meet a 'general duty' or standard in relation to equality and diversity. The general duties in respect of gender, race and disability are to have due regard of the need to:
 - eliminate unlawful racial and disability discrimination and harassment
 - promote equality of opportunity regardless of race or disability and between men and women
 - promote good race relations and a positive attitude to people with a disability.
2. In addition, the Disability Discrimination Act requires us to have due regard of the need to:
 - eliminate harassment because of disability
 - take steps to take account of a person's disabilities, even where that involves treating a person with a disability more favourably than other persons
 - encourage participation by people with a disability in public life.
3. In order to help the OFT meet the general duty, there are a number of Specific Duties it must adhere to which are set out below.

The Specific Duty

4. The OFT is required to publish an Equality Scheme (this document) that sets out the arrangements it has in place to:
 - assess and consult on the likely impact of proposed OFT policies on the promotion of gender, disability and race equality
 - monitor OFT's policies to ensure there is no adverse impact on the promotion of disability and race equality and address the causes of any gender pay gap

- publish the results of such assessments and consultation
- ensure public access to information and services, which the OFT provides
- train OFT staff in the duties arising from the Disability Discrimination Act 2005 and the Race Relations (Amendment) Act 2000

Meeting the Specific Employment Duties

Disability

Disability Equality Legislation

5. The Disability Discrimination Act (DDA) 2005 places a duty on all public authorities, when carrying out their functions, to have due regard to the need to:
 - promote equality of opportunity between people with a disability and other people
 - eliminate discrimination that is unlawful under the Act
 - eliminate harassment of a person with a disability where the harassment is related to their disabilities
 - promote positive attitudes towards people with a disability
 - encourage participation by people with a disability in public life; and
 - take steps to take account of individual disabilities, even where that involves treating them more favourably than other people.

Specific Actions Required

6. The legislation states that:
 - a public authority should publish a Disability Equality Scheme demonstrating how it intends to fulfill its general and specific duties
 - a public authority should involve people with a disability in the

development of the Scheme

- the Scheme should include a statement of:
 - i. the way in which people with a disability have been involved in the development of the Scheme
 - ii. the authority's methods for impact assessment
 - iii. steps which the authority will take towards fulfilling its general duty (the 'action plan')
 - iv. the authority's arrangements for gathering information in relation to employment, and where appropriate, its delivery of education and its functions
 - v. the authority's arrangements for putting the information gathered to use, in particular in reviewing the effectiveness of its action plan and in preparing subsequent Disability Equality Schemes
- a public authority must, within three years of the Scheme being published, take the steps set out in its action plan and put into effect the arrangements for gathering and making use of information
- a public authority must publish an annual report containing a summary of the steps taken under the action plan, the results of its information gathering and the use to which it has put the information.

Making Adjustments

7. Where necessary the OFT ensures that adjustments are made to working practices, or measures are taken to enable disabled people to fully participate in the work of the organisation. This can involve provision of specialist equipment, provision of a signer, or changes to working practices and procedures.
8. Where appropriate the OFT seeks guidance and receives help to fund required adjustments required through the Department for Work and Pensions (DWP) Access to Work (AtW) Scheme. This offers practical advice and help in a flexible way that is tailored to suit the needs of an individual in a particular job. AtW does not replace the normal responsibilities of the employer to implement Health and Safety regulations or replace the responsibilities required by the Disability Discrimination Act. The OFT has also appointed a

Disability Liaison Officer to act as the main contact point for staff, and managers of staff with disabilities who need advice and guidance on disability matters in the workplace. In 2005, the OFT took part in the Employers Forum on Disability Standard to benchmark against best practice. This exercise has been useful in influencing the direction of the Disability segment of this Equality Scheme.

Race Equality

Race Equality Legislation

9. The Race Relations (Amendment) Act (RR(A)A) 2000, imposes a general duty on all public bodies to have due regard to the need to:
 - eliminate unlawful racial discrimination
 - promote equality of opportunity
 - promote good relations between people of different racial groups.
10. Additionally, a number of public authorities including the OFT, have had a number of specific duties designated to them. In our case these are:
 - to produce a race equality scheme
 - to monitor employment procedures and practice.
11. In order to tackle the employment challenges identified by ethnic monitoring we are:
 - improving ethnic monitoring itself - aiming to achieve at least 95 per cent declaration of staff in post
 - working to improve under-representation of minority groups in the workforce through the following procedures.

Recruitment

12. Recruitment and selection panels (shortlisting, interviews and appointment decisions) will comprise staff who have completed diversity training and where possible include someone from a diversity minority group as a panel member or an observer.
13. Where significant disparities in the outcome of major trawls for posts between minority groups and other applicants is identified,

we will investigate and seek confirmation from the Chair that fair and open competition procedures were undertaken. The results of any investigation will be reported to the HR Director.

14. Recruitment exercises carried out through third parties must also meet these requirements.

Representation

15. We will work to improve under-representation of minority staff in the OFT by monitoring progress against aspirational targets set out in the 2008 diversity strategy for the Civil Service – Promoting Equality, Valuing Diversity.
16. Diversity and performance assessment for all staff will be more closely aligned through the generic diversity objective (and related individual objectives) so that we have a clear demonstration of what has been achieved in respective business areas over the reporting year.
17. We will work to tackle disparities in the overall pattern of performance assessments of minority groups by continuing to make it mandatory for staff completing performance assessments to be properly trained on diversity and work to tackle any identified disparities in retention rates for minority groups by continuing to develop a work environment and culture that is inclusive and welcoming to all. In addition we will encourage and support minority staff networks (where they are established) and empower them to challenge us to deliver the actions in this document.

Gender and Gender Identity

18. Women and men, including transsexual women and men, will experience different forms of disadvantage depending on their age, ethnicity, religion or belief, sexual orientation, marital or civil partnership status, and whether or not they have a disability. In order to understand and address questions of gender equality under the Duty, public authorities including the OFT may need to consider that complexity and whether particular groups of women or men are experiencing particular disadvantages.

Gender Equality Legislation

19. The Equality Act 2006 places a general duty on all public authorities to have due regard to the need:
 - to eliminate unlawful discrimination and harassment

- to promote equality of opportunity between men and women.
20. The gender equality duty requires the OFT to have due regard to the need to eliminate unlawful discrimination and harassment against transsexual people in the fields of employment and vocational training (including further and higher education).

Specific actions required

21. The specific duties, in brief, are to:
- prepare and publish a gender equality scheme, showing how it will meet its general and specific duties and setting out its gender equality objectives
 - consider the need to include objectives to address the causes of any gender pay gap in formulating its overall objectives
 - gather and use information on how the public authority's policies and practices affect gender equality in the workforce and in the delivery of services
 - consult stakeholders (for example employees, service users and others, including trade unions) and take account of relevant information in order to determine its gender equality objectives
 - To assess the impact of its current and proposed policies and practices on gender equality.
 - implement the actions set out in its scheme within three years, unless it is unreasonable or impracticable to do so
 - report against the scheme every year and review the scheme at least every three years.
22. The duty is a key tool for us in focusing on being more efficient, effective and responsive to the communities we serve. We recognise that we have a duty to help address the different needs of women and men, as well as making better use of the talents of both women and men within its workforce.

Religion or belief

Equality in Employment Regulations (Religion or belief) 2003

23. These Regulations apply to vocational training and all facets of employment, including recruitment, terms and conditions, promotions, transfers, dismissals and training. They make it

unlawful on the grounds of religion or belief to discriminate directly or indirectly against anyone, subject someone to harassment, victimise someone because they have made or intend to make a complaint or allegation or intend to give evidence to a complaint of discrimination on the above grounds or to discriminate or harass someone in certain circumstances after the working relationship has ended.

24. We have issued guidance for staff on monitoring and religious observance in the workplace. Since 2006 we have provided a multi-faith reflection room which is dedicated to providing solitude and quiet for staff of all faiths and beliefs. In 2008, the Multi-Faith group organized a series of talks by leaders in various beliefs for staff interested in finding out more about specific teachings.

Equality in the provision of goods, facilities and services (Religion or belief)

25. Part 2 of the Equality Act 2006 makes it unlawful for a public authority involved in providing goods, facilities or services to discriminate on grounds of religion or belief by:
 - refusing to provide a person with goods, facilities or services if they would normally do so to the public, or a section of the public to which the person belongs and
 - providing goods, facilities or services of an inferior quality rather than those which would normally be provided, or in a less favourable manner (for example, hostile or less courteous) or on less favourable terms than would normally be the case.

Sexual Orientation

Equality in Employment Regulations (Sexual Orientation) 2003

26. These Regulations apply to vocational training and all facets of employment, including recruitment, terms and conditions, promotions, transfers, dismissals and training. They make it unlawful on the grounds of sexuality to discriminate directly or indirectly against anyone; subject someone to harassment, victimize someone because they have made or intend to make a complaint or allegation or intend to give evidence to a complaint of discrimination on the above grounds or to discriminate or harass someone in certain circumstances after the working relationship has ended.

27. OFT policies include sexuality as an area for potential discrimination. An example of this is the recognition of Civil Partnership arrangements within HR policies and procedures.

Age

Age Equality Regulations

28. The Employment Equality (Age) Regulations 2006 make it unlawful to discriminate against workers, employees, job seekers and trainees because of their age. The regulations cover recruitment, terms and conditions, promotions, transfers, dismissals and training. Guidance for managers on adopting appropriate behaviours is available on the intranet via the Equality and Diversity pages.

Sourcing and Supplier Relations

29. To comply with their duty under the amended Race Relations Act, and disability, gender and equality duties all public authorities must take the impact on these specific areas into account when procuring goods, works, or services from external providers.
30. The OFT Procurement Policy guidance informs managers that within the approach the OFT takes to contracting with suppliers, it also looks to build business relationships with those suppliers who support and apply similar principles of equality and diversity to those of our own. This then forms part of the overall evaluation criteria used when selecting suppliers. A five-point summary of the main steps the OFT takes is set out below:
- promotion of consistency in the approach to equality at each stage of the procurement process, including contract monitoring
 - considering all potential equality elements of a contract
 - consulting users on their requirements for particular services
 - ensuring that there is a level playing field for all potential contractors regardless of size, ethnicity, disability or gender of ownership
 - factoring equality into all service reviews and option analysis.

**Extracts from the Report on Equal Pay in the Office of Fair Trading:
October 2008**

Objectives

- 1.1 The objectives of the 2008 Audit were to:
 - a) analyse the current position in the OFT
 - b) recommend actions and an implementation plan (part of the Plan) to minimise the risk of future equal pay claims
- 1.2 The audit was carried out systematically by analysing cuts of data from both the OFT HR Information System (Workforce) and Payroll System (Logica). Differences in the annual basic pay of men and women exceeding 3 per cent were taken as the basis for further investigation in this report.
- 1.3 This exercise covered the 560 employees in the OFT on 31 March 2008. It excludes Assistant Economists and Assistant Statisticians on loan to the OFT from BERR in 2008. The data was collected during the annual period 1 April 2007 and 31 March 2008. Pay was analysed by gender, age, disability and part time hours worked. It was not possible to consider race at the time of the audit owing to OFT's database being incomplete.
- 1.4 There are a wide range of benefits available to the OFT staff, some of which have statutory or length of service provisions attached to them. Gender, age, disability, part time status, ethnicity, grade etc should have no impact on their availability. These benefits include:
 - Annual and Public/Privilege Leave
 - Adoption leave
 - Career Breaks
 - Flexible working
 - Flexitime Scheme
 - Maternity Leave
 - Paternity Leave
 - Parental Leave
 - Sabbaticals
 - Special Leave.
- 1.5 The report shows details of the tests that were applied and suggests actions that are needed to remedy anomalies or to maintain the system of checks and balances already in place. Analysis of groups of staff comprising less than 10 individuals has

been suppressed. In such cases, groups have been amalgamated with other groups to ensure individuals' anonymity and to allow more meaningful analysis.

What is Equal Pay?

- 2.1 It is unlawful for an employer to discriminate between men and women in relation to the terms of their contract of employment. Equal pay legislation is based on the fundamental principle that men and women should receive equal pay for equal work, and the Equal Pay Act 1970, as amended by the Equal Pay Amendment Regulations 1983, provides for equal pay between men and women in the same employment where they are employed on:
 - (a) like work (for example. the same or broadly similar work)
 - (b) work rated as equivalent under a job evaluation scheme; or
 - (c) work of equal value (determined by comparing work under such headings as effort, skill and decision).
- 2.2 The comparator in any equal pay claim must be a member of the opposite sex and must be employed by the same employer. A man can compare himself against a woman. Anyone can compare themselves against their successor or predecessor.
- 2.3 In equal pay, an employee can compare any term in their contract with the equivalent term in their comparator's contract. Each element of the pay package must be considered separately – so it is not enough to claim a female's total package is the same as a comparator's because one element compensates for another.

The risks of not complying are:

- (a) **Legal** – non-compliance with legislation may result in an equal pay claim being made at an Employment Tribunal.
- (b) **Financial** – there are potentially financial liabilities arising from successful legal challenge (potential back pay of up to six years (plus interest)), there is also a cost of defending such challenges. Furthermore, there is the cost of reworking pay systems to comply with and legal rulings arising and
- (c) **Reputational** – bad publicity arising from such a case could detrimentally affect the OFT, both internally, because employees may believe that they too are discriminated against, and externally because potential employees will be reluctant to join an organisation that they know discriminates.

Although it is impossible to remove all the risks, it is possible to minimise the risk by identifying and removing any pay practices that clearly discriminate.

The Legal factors

Material factor defence

3.1 Material factor is a defence that can be put forward by an employer to explain why a comparator is paid more than an applicant, and that factor must be unconnected to gender.

Objective justification

3.2 If there is any question of a particular pay practice or policy causing a disparate impact between men and women then the factor put forward as a defence must be objectively justified. The employer must demonstrate that the reasons behind the differences in pay are not associated with gender but:

- a) are necessary to meet real business objectives and
- b) do in fact lead to the objectives being met and that there is no lesser discriminatory way of meeting the objectives.

Burden of Proof

3.3 Burden of proof initially falls to the applicant that on the balance of probabilities a comparator is doing like work or work of equal value. If the applicant succeeds, the burden of proof then falls to the employer to show the difference in pay is not linked to sex discrimination.

Resolution of Pay issues

4.1 The OFT encourages resolution of potential equal pay issues by mutual agreement using the OFT Grievance procedure. However, a case can be taken to Employment Tribunal and a questionnaire was designed by Government Equalities Office for use in equal pay claims. The questionnaire will assist individuals who believe they have not received equal pay to request key information from their employer to establish whether this is the case and, if so, the reason why. It is also intended to speed up and simplify equal pay.

Summary

5.1 The main findings of the audit are as follows:

- **Overall position** - The historical make up in the OFT means that at Grade 6 and 7 there is still an inherent gender bias favouring males, the reverse applies at grades up to and including EO – this contributes to the overall 10.7 per cent median pay gap. This pattern is typical of the civil service. Since the last audit, improvements at Grade 7 and SEO have been made in both female representation and in the gender pay gap but the OFT needs to consider how to increase the representation of females at Grade 7 and 6 and in the SCS to improve the situation further. At the point of completing this report, three female Grade 6 recruits are due to be appointed to the OFT. Continued monitoring of the gender balance at all grades alongside operation of good recruitment practices, natural wastage and the operation of a fair pay policy will further improve the balance. In relation to age, disability and part time hours worked, no apparent bias exists.
- **Staff joining OFT** – the balance of grades recruited by gender is broadly equal but OFT will continue to monitor at Grade 6 and EO to ensure the balance does not become further skewed. There is no evidence to suggest any gender bias in relation to starting pay.
- **Promotions** - There are fewer female than male promotions to Grade 7 and fewer male than female promotions to HEO. The OFT must encourage those from under-represented groups to apply for positions on promotion and HR should continue to monitor.
- **Part time hours** – the OFT has a low number of part time employees compared to Civil Service and private sector averages. Part time employees provide the OFT with knowledge and loyalty, they tend to be long serving staff and the extension of flexible working opportunities to aid retention should be considered.
- **Pay policy** – the OFT does not have a published pay policy. Clarity is required by both staff and managers on pay matters and a policy should be produced by the pay and reward team (covering equal pay).
- **OFT award schemes** – the OFT should monitor on an ongoing basis the allocation of awards and in particular review their allocation under the merit award scheme to ensure individuals and teams are treated more equitably (for example a team member received £71.43, an individual received £2,000).
- **Job Evaluation** – since the last audit in 2003, the OFT has conducted some job evaluation benchmarking (90 roles in 2006) covering a range of grades across the OFT. The DTUS were

involved in this exercise and the outcome was that the roles were deemed to be correctly graded. The development of a system to benchmark roles in the OFT should further support the existing pay and grading structure at OFT.

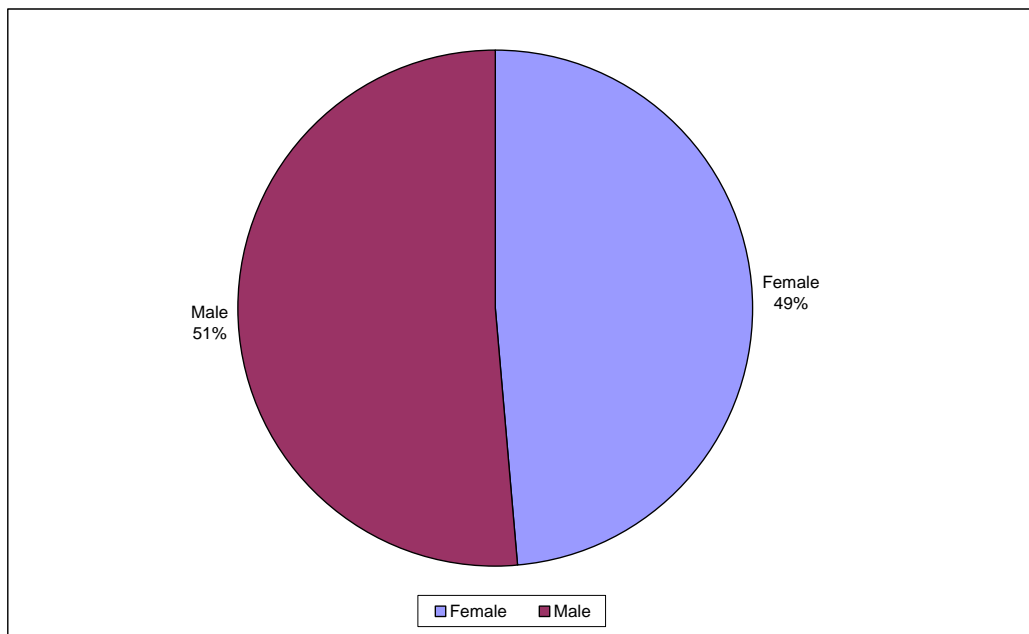
- **Diversity** - the OFT has been unable to run this audit using all of the strands of diversity data available. The OFT has undertaken to conduct further analysis and report against ethnic group, religion/belief and sexual orientation.

Staff Split

According to the ONS (2007), 51 per cent of the civil service work-force were women in 2007¹.

Figure 1 shows that in the OFT, as at 31 March 2008, there were 272 (49 per cent) female and 288 (51 per cent) male staff, an almost equal gender split.

Figure 1: Staff split by gender



Coverage: All OFT employees (full-time and part-time as FTE)

Action

The aim of the Recruitment policy is **'to provide a framework to create and maintain a diverse workforce with the skills and competencies to deliver the Office of Fair Trading's (OFT) vision, strategy and objectives'**.

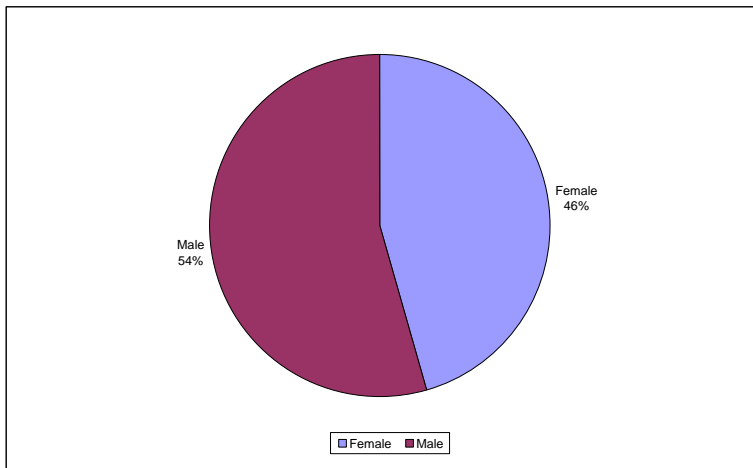
¹ ONS, Civil Service Statistics 2007

As long as the OFT continues to meet this aim the gender split will remain equal.

Basic Pay Split by Grade

By comparing Figure 1 with Figure 2 below it is clear that the male employees have a larger proportion of the total basic pay (54 per cent) than the proportion of staff (51 per cent).

Figure 2: Basic pay split by gender



Coverage: All OFT employees (full-time and part-time as FTE)

The difference between staff split and basic pay split can be explained by the slightly higher number of males employed in Grade 7 (17), Grade 6 (9) and HEO (10) roles. It is also affected by males filling all of the Pay Band 3 roles and filling 73 per cent of the Pay Band 1 roles in the office.

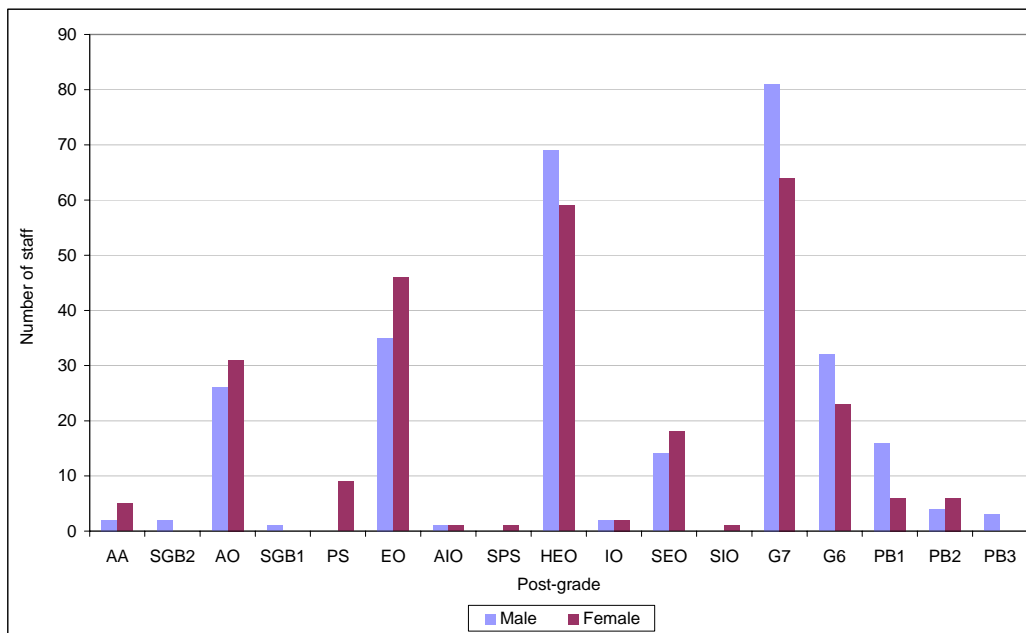
Action

We anticipate that through continued good recruitment practice it can further redress the gender balance at senior levels.

Basic Pay by gender and grade

Figure 3 below shows the number of staff employed by grade and gender across the OFT.

Figure 3: Staff by grade and gender



The gender pay gap is a measure of the difference in the pay of men and women. The ONS recommends using the median, rather than the mean, to measure it, as the latter can be influenced by extreme values in the pay distribution. In this report, the median pay gap is used as the headline figure but, for completeness, mean pay gap estimates are also included.

The median pay gap is given by the following formula:

$$[1 - (\text{Median}_{\text{WOMEN}} / \text{Median}_{\text{MEN}})] * 100$$

The median gender pay gap across the Civil Service was 15.2 per cent as at 30 September 2007². In the OFT, the gap is 10.7 per cent - both figures include the Senior Civil Service³.

The GEO is encouraging government departments to publish gender pay gaps on the GEO website. A number of government departments

² ONS, Civil Service Statistics 2007

³ It should be noted that the official (ONS) measure of the pay gap uses hourly earnings, excluding overtime, of full-time employees (defined as those working more than 30 hours a week). In this report, however, the gender pay gap is measured in terms of annual basic pay, excluding overtime, and covers all full-time (defined as working 36 hours per week) and part-time FTE employees.

(including BERR and Cabinet Office) have responded to this request and the details are available at Annexe C.

Table 1: Gender pay gap by grade

Post-grade	Annual basic pay 2008 (£)						Gender pay gap %	
	Male			Female				
	Count	Mean	Median	Count	Mean	Median	Mean	Median
Below EO level	31	19,558	19,486	45	20,375	20,611	-4.2	-5.8
EO/AIO/SPS	36	24,296	24,776	48	23,561	23,094	3.0	6.8
HEO/IO	71	30,736	30,383	61	30,302	29,500	1.4	2.9
SEO/SIO	14	36,827	36,006	19	36,827	36,595	0.0	-1.6
G7	81	48,418	47,563	64	48,387	47,962	0.1	-0.8
G6	32	60,500	60,813	23	58,846	57,508	2.7	5.4

Coverage: All OFT employees (full-time and part-time as FTE), excluding SCS

Median pay gaps in excess of 3 per cent exist in grades below EO, EO and equivalent grades and at Grade 6.

Below EO level

Within this group, 10 females are either on the pay range maximum or earning a salary above it (some individuals have reserved rights to achieve higher personal pay range maximum, for example personal secretaries). By contrast, only one male is on the pay range maximum. This has caused a pay lead for females in this group.

EO/AIO/SPS

Of this group, 60 per cent of the males employed at EO grade have been in grade since before 2005 (as opposed to 40 per cent of females). Length of service impacts on progression through ranges and provides an explanation as to the relatively large differences in pay between men and women in this group.

Grade 6

The pay gap favours males by 5.4 per cent in Grade 6. This is explained by the fact that twelve (38 per cent) of the male G6 group have been in grade pre 2005 and have progressed further up the pay band as compared with four (17 per cent) of the female G6 group. There have been two female G6 promotions but no female new entrants to the grade and two male G6 promotions and six male new entrants to the grade in the year to 31 March 2008.

Action

There is no apparent bias and, as previously stated, through good recruitment practice, natural wastage and the continuation of the operation of a fair pay policy, the balance should continue to improve.

The OFT has improved the balance of representation and pay differences at Grade 7 and SEO levels. The Grade 7 gender split has improved by five percentage points and pay differences by four percentage points since the last audit in 2003.

At the time of writing, the OFT has recruited five new Grade 6 employees of whom three are female – this is a good example of how bias-free recruitment practices over time should encourage the gender balance to be redressed.

Staff joining the OFT between 1 April 2007 and 31 March 2008

Excluding Senior Civil Servants, 70 new staff joined the OFT during the period 1 April 2007 and 31 March 2008, of whom 36 (51 per cent) were female and 34 (49 per cent) were male.

Table 2: Number of staff recruited between 1 April 2007 and 31 March 2008, by gender and grade

Post-grade	Male	Female	All	Age range
AO	6	6	12	19-43
EO	4	10	14	24-42
AIO/SEO/HEO	9	9	17	24-58
G7	9	11	20	26-48
G6	6	0	6	31-47
All	34	36	70	19-58

Coverage: All OFT employees (full-time and part-time as FTE), excluding SCS, who joined the OFT in the year to 31 March 2008.

Overall, the OFT is recruiting equally in terms of gender. The most significant differences involve Grade 6s and EOs and it is recommended that the situation is monitored to ensure continued equality of opportunity in its recruitment practices.

None of the new recruits in this period have declared a disability.

Two of the female new recruits (one HEO and one Grade 7) have been recruited on a part time basis.

The OFT is recruiting at a range of ages across the grades. Grade 6 recruits, who require more experience, are being brought in at a slightly older minimum age – though the overall ranges for each grade are broadly similar.

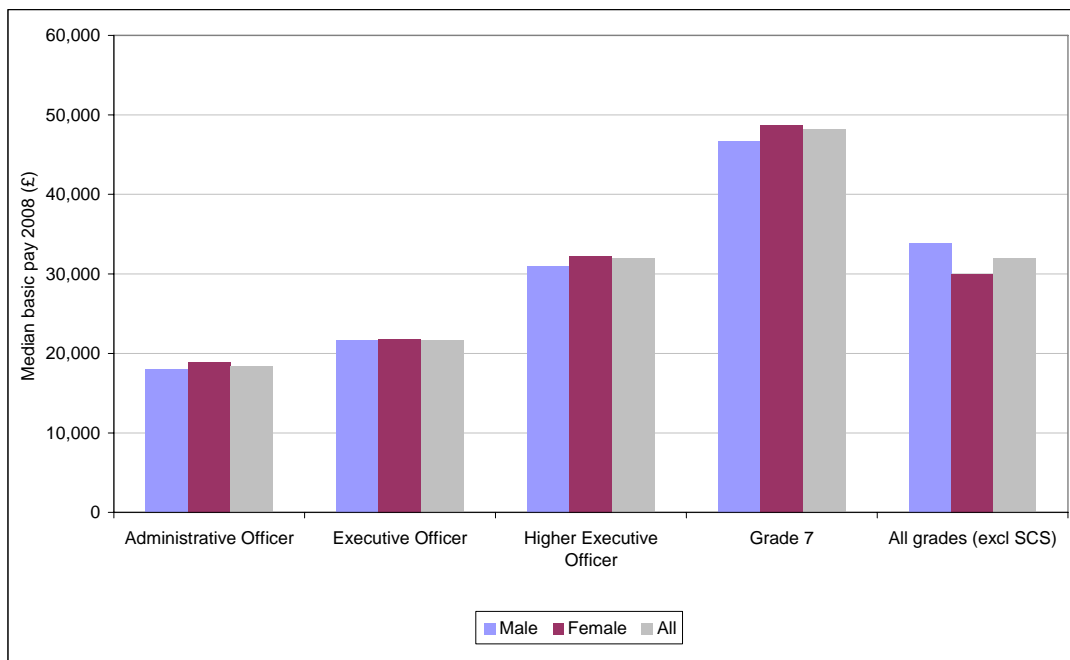
Action

Through good recruitment practice, the balance of recruits at each grade should remain broadly equal. Going forward, recruitment by gender, particularly at EO and Grade 6, should continue to be monitored to ensure the balance does not become further skewed.

Median basic pay of staff joining the OFT between 1 April 2007 and 31 March 2008

Figure 3 shows that, for the grades where there are sufficient observations to allow valid comparisons to be made (that is AO, EO, HEO and G7), females received marginally higher median starting pay at the OFT in the period 1 April 2007 to 31 March 2008⁴.

Figure 3: Median basic pay of staff joining the OFT between 1 April 2007 and 31 March 2008, by gender and grade



Coverage: All OFT employees (full-time and part-time as FTE), excluding SCS, who joined the OFT in the year to 31 March 2008.

⁴ The 'All grades' category shows a higher median basic pay for male new entrants because all of the Grade 6s recruited in the same period were males

(Note: Gender comparisons of median basic pay are attempted only for those grades (AO, EO, HEO and G7) where there are sufficient observations to allow robust conclusions to be drawn from the data).

There is no apparent gender bias around starting pay. The 'all grades' group is skewed because OFT have recruited six male Grade 6's which increased the relative male median salaries v female median salaries.

Action

The OFT must continue to operate a solid and fair pay mechanism for starting pay upon recruitment, backed by bias-free recruitment processes:

- a) monitor the gender split of recruitment to Grade 6 and EO (n.b. five Grade 6 appointments are pending – of which three recruits are female).
- b) accurately advertise starting pay available (up to + 12 per cent of the range minimum) where candidates can demonstrate skills/experience to demand more than the range minimum.

Promotions

The following table shows the number of promotions in the OFT during the period 1 April 2007 and 31 March 2008, by gender and grade.

Table 3: Number of promotions between 1 April 2007 and 31 March 2008, by gender and grade

Promotion grade	Male	Female	All	Age range
EO/AO/AIO	5	11	16	26-51
HEO/SEO	7	15	22	25-50
G7/G6	18	12	30	25-54
All	30	38	68	25-54

Coverage: All OFT employees (full-time and part-time as FTE), excluding SCS, who were promoted to their current grade in the year to 31 March 2008

The balance of promotions favours females (whereas in the last audit the balance swung more toward males particularly at G7 and HEO). There is still some work to be done to encourage female promotions to G7 and male promotions to HEO/SEO grades. In the other groups the small numbers of promotions involved make it difficult to draw a conclusion.

One of the female promotees was an existing part time employee. Two promotees have declared disabilities. The range of ages of those promoted is broad, 25 – 54 years, no apparent age related bias exists.

The average age of the OFT's youngest recruits is 24 years old and it naturally then follows that promotions would not occur before the age of 25 when the probationary period has been passed.

Action

Monitor the gender breakdown of staff promotions to ensure equal opportunities to develop careers, across the OFT.

Performance Pay/Ratings/Bonuses

The OFT pay system is linked to performance. Although some may say that performance management systems could be viewed as subjective, the system is monitored to ensure it is free from bias – moderating meetings are recommended, reports are quality assured by HR, and PPDR rating data is made freely available to DTUS as part of annual pay negotiations. Employees can appeal their performance rating under the process.

Performance bonus payments are linked to the performance rating achieved in the annual performance report (the exceptions being bonus payments made under the merit award scheme which are detailed below).

Performance ratings achieved in the 06/07 reporting round dictated increases to consolidated pay with effect from 1 April 2007 and any performance bonus due.

The overall box mark distribution by gender for 06/07 is given in Table 4 below:

Table 4: Performance rating by gender, OFT 2006/07

Performance rating (effective and above)	Male	Female
Highly Effective	35.5%	37.5%
Effective	64.5%	62.5%

Coverage: All OFT employees (full-time and part-time as FTE)

There is an equal distribution of Effective and Highly Effective ratings to females and males in the OFT. Those with 5 years or less service in their current grade receive a higher proportion of HE ratings than those with more than 5 years service in their current grade

Performance rating distributions for disabled employees are broadly in line with the OFT norm - 6 effective ratings and 3 highly effective ratings were awarded (67:33). One employee was on a short term contract during the period covered by this report and has no PPDR rating.

Action

The OFT needs to continue to ensure managers apply the performance management system equitably and robustly. All managers must take accountability for their decisions in relation to rating performance and must have sufficient evidence for doing so.

Managers must be reminded of their responsibilities and should be encouraged by their managers to take refresher training whenever available.

The moderation process should be mandatory and HR should take a pro active role in questioning emerging patterns.

Performance Bonuses

The distribution of the sum of the bonus pot for 2007 (grades up to and including 6) was 46 per cent for females and 54 per cent for males.

This broadly aligns with the basic pay splits by gender already seen in this report.

OFT Award Schemes

The OFT operates the following award schemes:

- Chairman's award – a reward by Phillip Collins to an individual or team who have been a great example of living the OFT values – the prize is 1 day's extra annual leave
- Director's award – as above but given to an SCS employee – the prize is 'kudos' (usually a cake to share with colleagues) for that member of staff
- Merit awards – recognising outstanding contribution by an individual or a team

The scheme rules are published on the intranet, alongside the winners in each category and the reasons why they have been chosen. In the case of the merit award scheme (run by OFT staff), the principles of the scheme were determined following a survey of 130 employees (in

2006/2007). A list of those nominated each year is also published on the intranet.

Chairman's Award

In 2007 the Chairman's award (one day's leave) was made to two individuals and one team:

Table 5: Chairman's Awards, by gender and grade

Post-grade	Male	Female	All
HEO	0	2	2
SEO	1	0	1
G7	1	1	2
G6	5	1	6
All	7	4	11

Of the 11 individuals awarded (1.9 per cent of workforce), 7 (64 per cent) were male and 4 (36 per cent) were female.

- 55 per cent of those in receipt were G6
- 18 per cent of those in receipt were G7
- 9 per cent of those in receipt were SEO
- 18 per cent of those in receipt were HEO
- Two part time employees situated in the team received a reward – part time employees represent 8.6 per cent of the OFT workforce. None of the individuals have a declared disability, and ages of recipients ranged from 28 to 62

Since the Chairman's award was launched in October 2006, one EO, one AO and three SGB2 have been the recipients of an award.

Merit Award

In 2007, the merit award scheme recognised three individuals and two teams for their outstanding contribution to the OFT. The maximum award payable was £2,000 per person or per team and the distribution was as follows;

Table 6: Merit Awards, by amount, gender and grade

Amount	Post-grade	Male	Female	All
£2,000	EO		1	1
£2,000	HEO	1		1
£2,000	G6		1	1
£450	G7	2		2
£325	G6		2	2

£71.43	EO	6	6	12
£71.43	HEO	5	5	10
£71.43	G7	2	1	3
		16	16	32

The gender split of the 32 individuals who received an award was exactly 50:50. The awards were distributed to 6 per cent of workforce.

- 9 per cent of those in receipt were G6
- 16 per cent of those in receipt were G7
- 34 per cent of those in receipt were HEO
- 41 per cent of those in receipt were EO
- In the largest team, four employees work part time hours, two have a declared disability
- Merit awards were received by a broad cross section of ages from 26 to 62.

As groups, Grade 6s received £2,650, Grade 7s received £1,114.29, HEOs received £2,714.30 and EOs received £2857.16. In per capita terms, however, Grades 7s and 6s together received higher amounts than HEOs and EOs together.

Action

The overall distribution of the awards (collectively) by gender, disability, hours and age are broadly in line with the OFT norm.

It is recommended that the Chairman's award is monitored to ensure that the distribution does not become skewed toward the higher grades. In relation to the merit award scheme, it is apparent that those below Grade 6 received substantially lower cash amounts per head than Grade six – partly due to team composition. It is recommended that the scheme be reviewed to ensure equity of treatment across the grades in terms of allocation/distribution of the awards. It is also recommended that consideration be given to adjusting the merit award amounts so that team winners are not unfairly disadvantaged.

Part Time Staff

ONS data⁵ (2007) show that 19.6 per cent of the Civil Service workforce work part time. In the private sector, the corresponding figure is 24 per cent⁶. In the OFT, there are 48 (8.5 per cent) part-time staff, of whom 40 are females and eight are males. The composition of full-time and part-time employment in the OFT by gender is given in Figure 4 below.

⁵ ONS, Civil Service Statistics 2007

⁶ ONS, Labour Force Survey Q2 2008

Figure 4: Full-time and part-time employment in the OFT, by gender

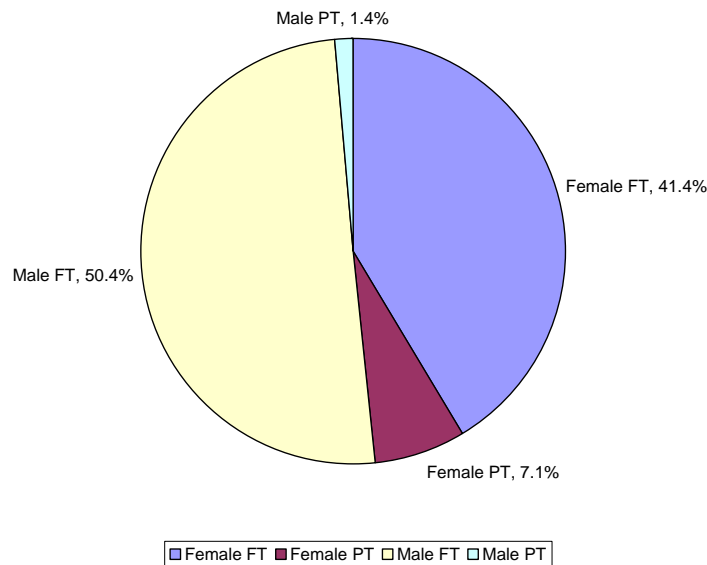


Table 7 below shows that the gender differences in median salaries of part-time employees at HEO and Grade seven are small. Comparing full-time with part-time (FTE) employees also shows small differences in pay, with part time employees in both genders and in both grades receiving higher salaries than full-time employees. It should be noted that these results should be treated with some caution as the small number of male staff in part-time employment does not allow for robust comparisons to be made.

Table 7: Median basic pay of full-time and part-time (FTE) OFT staff, by gender and grade

Post-grade	Annual Basic Pay 2008 (£)			
	Full-time		Part-time (FTE)	
	Male	Female	Male	Female
HEO *	30,383	29,487	30,794	30,962
G7	46,750	47,300	47,962	50,000

Coverage: All G7 and HEO, full-time and part-time (FTE), employees

Note: * The HEO category for full-time employees includes IOs

None of the part time staff has indicated they have a disability.

Median base pay for part time staff is higher than full time equivalent staff. This suggests part time staff are staying with the OFT for a longer period of time.

Two female part time employees were recruited during the period (one Grade 7, one HEO).

Twenty nine per cent of part-time employees received HE ratings and 71 per cent received an EF rating on their 06/07 PPDR – this is lower than the cross office averages of 36.5 per cent (HE) and 63.5 per cent (EF), respectively.

Across the grades up to HEO, part-time employees represent a relatively narrow span of ages (29-47). This widens (31-62) in Grades seven and upward. The range of ages may indicate that part time working up to HEO level helps the OFT workforce to maintain work life balance when family life is most important but it also seems that work life balance is also important to those who may not have a young family, five of the group are above the age of 50.

Action

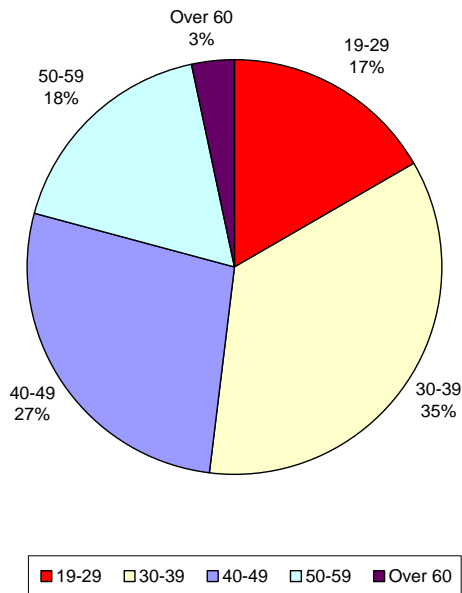
There appears to be no apparent bias toward the OFT part time workforce. They are a small group but continued monitoring of performance ratings is important to ensure that all employees are treated equally under the PPDR scheme.

The OFT's approach to flexible working is under review.

Age

ONS (2007) data suggest that 86.0 per cent of Civil Service employees are aged 30 and over and the corresponding figure for the OFT is 84.3 per cent. Of the OFT employees aged 30 and over, 47 per cent are female.

Figure 5: Employment in the OFT by age band



Coverage: All OFT employees (full-time and part-time as FTE), excluding SCS

The age profile is also determined by virtue of 30 per cent of the workforce being employed at the OFT for more than 11 years – which would increase the profile in all of the brackets from 30.

Entry level for many OFT jobs require a degree and some PQE which may influence the lower numbers in the 19-29 age bracket and higher numbers in the 30-39/40-49 bracket. For example, during the period 1 April 2007 to 31 March 2008 the OFT recruited as follows:

Table 8: New entrants by grade and age

Post-grade	Age range	Average age
AO	19 - 43	28
EO *	24 - 42	28
HEO *	24 - 58	39
G7	26 - 48	34 ½
G6	31 - 47	39

Note: *includes equivalent grades (for example information officer)

Table 9: Gender pay gap by age band

Age band	Annual basic pay 2008 (£)						Gender pay gap (%)	
	Male			Female				
	Count	Mean	Median	Count	Mean	Median	Mean	Median
19-29 years	38	29,560	27,306	50	26,711	25,029	9.6	8.3
30-39	93	38,871	43,866	91	38,147	33,965	1.9	22.6
40-49	72	40,056	35,556	72	36,971	33,732	7.7	5.1
50-59	52	39,378	33,742	40	35,532	30,185	9.8	10.5
Over 60	10	36,662	31,728	7	22,297	20,731	39.2	34.7

Coverage: All OFT employees (full-time and part-time as FTE), excluding SCS.

The big differences in pay between men and women over the age of 60 can be explained by the fact that this group includes four males in Grades seven and above. All of the female staff in this group are in roles at Executive Officer level and below.

With the exception of males aged 30-39, in all other groups up to the age of 59 the gender pay gap is no higher in one particular group than in another in comparison to the median (10.7 per cent) pay gap at the OFT. The 30 - 39 age group shows a relatively high median gender pay gap because in this particular group there are more male than female employees in higher grades.

Action

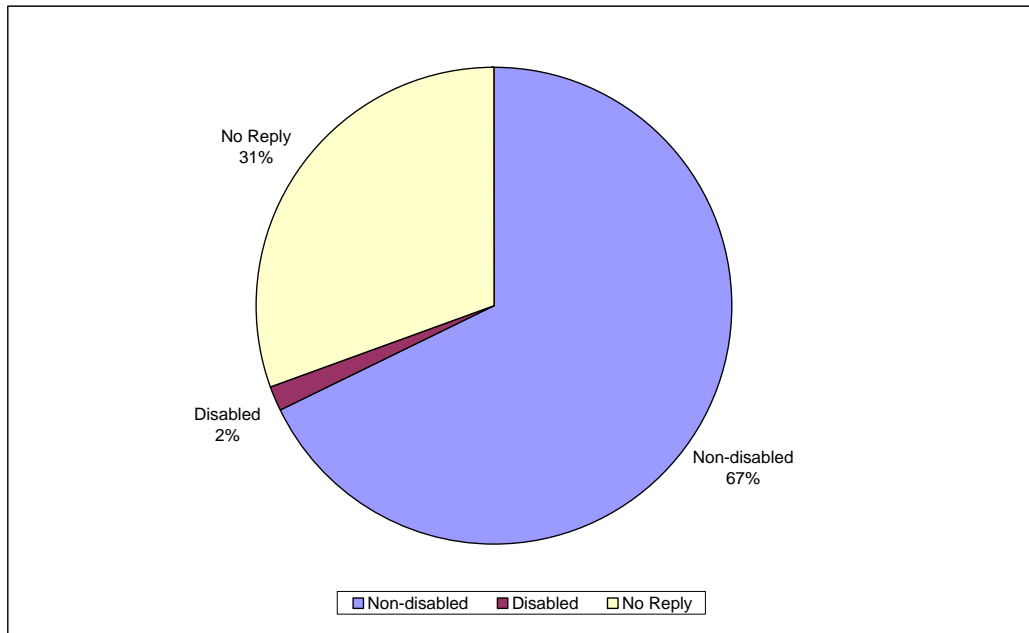
As the OFT attracts and retains lower numbers in the 19-29 and 50-59 age brackets, consideration should be given as to how it might better attract applicants from these groups.

Disability

ONS (2007) data⁷ suggest that almost five per cent of the Civil Service workforce are declared disabled (the disability status of 28 per cent of civil servants is not declared or not known). In the OFT, the proportion of employees declared disabled is two per cent (see Figure 6).

⁷ ONS, Civil Service Statistics 2007

Figure 6: Disability across the OFT



Coverage: All OFT employees (full-time and part-time as FTE)

This percentage in fact captures 10 individuals across the OFT. This group is relatively small to make meaningful observations but it can be noted that the majority (seven) of those who have declared a disability are in receipt of salaries no less than three per cent of the gender pay gap for their grade.

Performance rating distributions for disabled employees are broadly in line with the OFT norm - six effective ratings and three highly effective ratings were awarded (67:33). One employee was on a short term contract during the period covered by this report and has no PPDR rating.

Nobody with a declared disability has been recruited in the period ending 31 March 2008.

Action

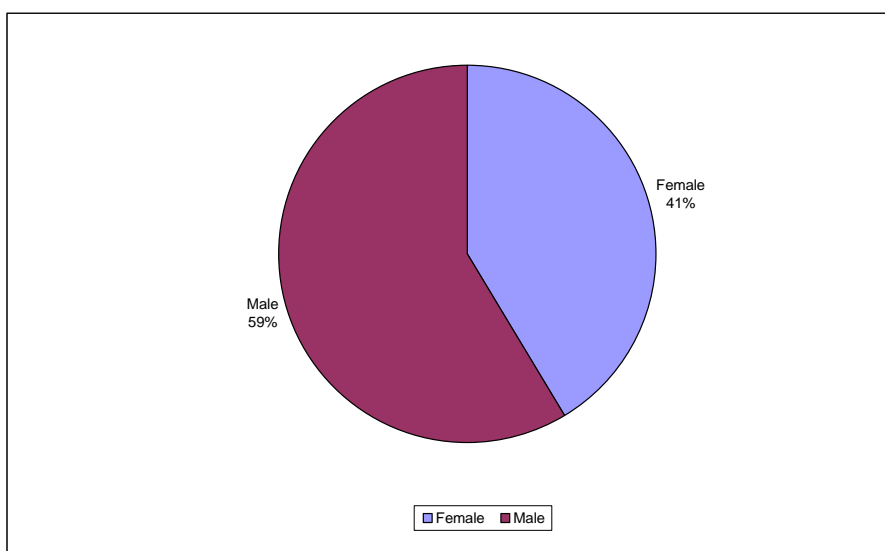
There is no inherent bias toward this group. However, the number of employees who have a recorded disability is extremely low. The OFT must encourage high response and return rates when the new diversity data collation exercise is conducted in March 2009.

The OFT should take positive action to encourage the number of disabled applicants to OFT jobs. Government schemes/initiatives should be reviewed and the OFT should benchmark against other organisations to find out what incentivises disabled candidates to apply.

Allowances

A range of allowances and premium payments are in payment in the OFT. The majority are linked to qualifications and in some cases to PQE. The OFT also pay a 'cartels allowance' to principal investigation officers and investigation officers in the Cartels group. Based on staff in post as at 31 March 2008, 218 employees were in receipt of an allowance or premium payment. Of the group in receipt of a qualification/skills based allowance/premium payment, 90 (41 per cent) were female and 128 (59 per cent) were male (see Figure 7).

Figure 7: Allowances split by gender



Coverage: All OFT employees (full-time and part-time as FTE)

Table 10 shows the allocation of allowances to male and female employees by spend.

Table 10: Allowances by amounts paid and gender

Allowance value (£)	Male	Female	All
Misc up to £1,000	0	2	2
£1,000	4	6	10
£1,500	9	2	11
£1,750	0	2	2
£2,000	54	32	86
£3,250	43	43	86
£4,000	7	2	9
£5,000	3	0	3
£7,000	3	1	4
Misc up to £7,000	5	0	5

	128	90	218
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Coverage: All OFT employees (full-time and part-time as FTE)

A total of £588,000 was spent on allowances, of which £233,000 (40 per cent) went to females and £355,000 (60 per cent) to males. More allowances and higher amounts are paid to men because of the disproportionately high number of males in Corporate Service (working in ITU and Finance in particular) who receive large allowances in sections where turnover is practically 0 per cent. The £4,000, £5,000 and £7,000 allowances paid to men account for £64,000 of the £355,000 mentioned above.

The £2,000 allowance is largely made up by 32 males (as opposed to 18 females) in receipt of a premium payment in recognition of completion of CA 98 training, the Competition Policy Diploma or the Consumer Affairs/Trading Standards Diploma. This group of recipients of a £2,000 premium have been at the OFT since before 2003 when the gender split in the old structure was more weighted toward Competition Policy Division and therefore more males took the qualification as a necessity for their roles in light of the new legislation – these males now work in Markets and Projects. A more even split of males and females receive the £2,000 premium working in Policy and Strategy and Corporate Services in recognition of CA98, CP/CA/Trading Standards Diploma.

In addition, the OFT paid a cartel’s allowance totalling £35,786 to staff in post on 31 March 2008. The allowance was paid out to 13 eligible employees of whom two were female. Permanent staff turnover in cartels is low and historically this group has been predominantly male.

Action

The gender split of payment of premium payments is good with regards to grades where the OFT has more turnover (lawyers and economists). The split is more skewed toward males where premium payments have been in payment in historically male dominated work groups (for example ITU, Cartel) and where turnover is low. The OFT should continue to monitor.

On Call Allowance

This is an allowance paid to a small number of OFT employees (11) who are required to be on call outside of office hours (within Consumer Direct, Facilities Management and Press Office). Of this group, five staff are male and six are female. Around 44 per cent of the money paid out for on call allowance went to females and 56 per cent to males. The majority of money went to FM employees (both male) who are required to be on call for the safety/security of Fleetbank House more than any other employee.

The on call recipients fall into a broad range of ages from 27 to 61, they are all full time employees and represent a mix of grades from EO to Grade 7, situated at a variety of pay range positions. One employee with a declared disability has received on call allowance during the period 1 April 2007 to 31 March 2008.

Action

There is no evidence to suggest any apparent bias with regard to on-call allowance recipients. Since this data analysis, on call allowance has been withdrawn from Facilities Management.

Overtime/travelling time

The OFT is keen for employees to maintain a healthy work life balance and does not encourage overtime working.

Although overtime payments are paid to a fairly small group of employees (62), the overall number of claimants has increased since the OFT last conducted an audit. The majority of claimants work in credit licensing, Consumer Direct (CD), IT, FM, General Counsel and Communications. In the year to 31 March 2008, around 69 per cent of the total overtime bill went to females and 31 per cent to males. This is largely due to a high number of female quality monitoring managers in CD, who are required to travel to CD centres to carry out PQ visits, and a higher number of females who work in credit licensing.

Five employees with declared disabilities have claimed overtime over the period 1 April 2007 to 31 March 2008.

Action

There is no evidence to suggest any apparent bias amongst this group.

Senior Civil Service

As at 30 September 2007⁸, 30.2 per cent of Senior Civil Servants (SCS) in the UK were women. As at 31 March 2008, the corresponding figure in the OFT was 34.2 per cent.

Because of the small number of observations, the results in this section should be treated with some caution.

Table 11 shows a median gender pay gap of 6.3 per cent for Pay Band 1 SCS.

⁸ ONS, Civil Service Statistics 2007

Table 11: Gender pay gap by SCS grade - All OFT SCS

Post-grade	Annual basic pay 20008						Gender pay gap	
	Male			Female				
	Count	Mean	Median	Count	Mean	Median	Mean	Median
PB1	16	75,952	75,452	6	71,784	70,724	5.5	6.3
PB2	4	104,080	105,000	6	101,719	101,398	2.3	3.4
PB3	3	129,867	123,600	0	n/a	n/a	n/a	n/a

Coverage: All OFT SCS employees (full-time and part-time as FTE)

The gap is caused in part by more Pay Band 1 males benefiting from increased length of service than their female counterparts. Their higher salaries reflect their progression up the pay range.

Six new SCS were recruited between 1 April 2007 and 31 March 2008, 3 male and 3 female. One of the new entrants is part time. The OFT recruited to the SCS from the age range 33 to 45. Starting salaries are agreed to ensure the OFT secure the best candidate for the role – the number of applicants are fewer and market forces, qualification and experience therefore impact on the salary to be offered.

Table 12: Number of promotions to SCS level between 1 April 2007 and 31 March 2008, by gender and grade

SCS grade	Male	Female	All	Age range
PB1	3	1	4	38-44
PB2	2	1	3	33-53
PB3	0	0	0	
All SCS	5	2	7	33-53

Coverage: All OFT SCS employees (full-time and part-time as FTE)

SCS Bonuses

The distribution of the sum of the SCS bonus pot was 25 per cent for females and 75 per cent for males. The balance has been skewed (in comparison to the gender split) as a result of female new entrants and a female promotee to the SCS who were not allocated a bonus as a result of their date of joining the SCS.

Part-time (FTE) SCS employees

Only seven SCS employees work part time, the number of observations is not sufficient to draw any robust conclusions regarding gender pay differences. A higher proportion of the SCS, compared to the rest of the OFT workforce, works part time hours. The OFT should continue to monitor the salaries in payment to part time females in PB1 to ensure

their basic pay does not fall any further behind their full time comparators (male and/or female).

Directors Award

Since the awards were launched in October 2006 there have been only four recipients of the Directors award. The group is too small to draw any robust conclusions – though it should be noted that the gender split for the SCS is currently 27 per cent female, 63 per cent male and, since the awards were launched, 25 per cent of recipients were female. The gender distribution is broadly in line with the OFT norm.



Gender Pay Gaps in Central Government Departments

The following table shows the gender pay gaps in various Government departments⁹ using annual salaries of full-time and part-time employees, with part-time workers' salaries on a full-time equivalent basis). The gaps below do not compare like-for-like work. Instead, they reflect differences in the number of women and men in higher and lower paid jobs.

Government Department	Gender Pay Gap
Border and Immigration Agency	8.2%
Cabinet Office (excl agencies)	16.5%
Charity Commission	9.3%
Child Support Agency	7.1%
Criminal Records Bureau	11.6%
Department for Business, Enterprise and Regulatory Reform (excl agencies)	15.8%
Department for Children, Schools and Families	11.3%
Department for Communities and Local Government (excl agencies)	8.3%
Department for Culture Media and Sport	17.1%
Department for Environment Food and Rural Affairs (excl agencies)	14.4%
Department for Transport (excl agencies)	16.6%
Department of Health (excl agencies)	16.2%

⁹ The median pay gap of this group is 14.4 per cent, the OFT median pay gap is 10.7 per cent.

Driver and Vehicle Licensing Agency	5.6%
Foreign and Commonwealth Office (excl agencies)	19.3%
Government Equalities Office	-0.9%
Highways Agency	12.8%
HM Revenue and Customs	15.4%
HM Treasury	15.3%
Home Office (excl agencies)	18.2%
Identity and Passport Service	11.1%
Job Centre Plus	3.5%
Ministry of Defence	18.8%
National Weights and Measures Laboratory	28.5%
Ordnance Survey	7.5%
Welsh Assembly Government	16.4%

Glossary of Terms

Access:

This term refers to the means by which people with a range of needs (e.g. people with disabilities, people whose first language is not English) gain information about or benefit from a service.

Disabled:

A physical or mental health disability or learning difficulty, which has a substantial adverse affect on normal day-to-day activities

Diversity:

The difference in values, attitudes, cultural perspectives, beliefs, ethnic background, sexuality, skills, knowledge and life experiences of each individual in any group.

Functions:

The full range of activities carried out by the Department, both internally and externally.

Harassment:

Unwanted conduct which takes place simply because someone is a woman or a man, and has the purpose or effect of violating that woman's (or man's) dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for her (or him). An example of this might be a man who objects to a woman undertaking a particular type of work that has traditionally been done by men and who continually belittles her ability to do the job. It is conduct on the ground of a person's sex which is not necessarily of a sexual nature. Harassment on the grounds that a person intends to undergo, is undergoing or has undergone gender reassignment is also expressly prohibited.

Procurement:

The process by which the OFT buys goods and services.

Racial group:

A group of people defined by their race, colour, nationality, ethnic or national origins.

Racial grounds:

An action taken on the basis of race, colour, nationality, ethnic or national origins.

Relevant:

Affecting the general duty. Any function or policy will be relevant if it has, or could have, a negative impact on the promotion of race equality or disability equality

Policies:

The full range of formal and informal decisions we make in carrying out our functions, and the ways in which we use our powers.

Sexual harassment:

When a person engages in any form of unwanted verbal, non-verbal, or physical conduct of a sexual nature, which has the purpose or effect of violating that woman's (man's) dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for her (him). This would include a person making unwelcome sexually explicit comments or being verbally abusive in a sexually charged way, sending sexually explicit emails, displaying sexually explicit posters or inappropriate physical contact.

Unwanted conduct is only regarded as violating someone's dignity or as creating an intimidating, hostile, degrading, humiliating or offensive environment if, having regard to all the circumstances, including in particular the perceptions of the woman or man claiming that they have been harassed, it should reasonably be considered as having that effect. It has been recognised that it is of particular importance to take account of the reasons why a person is claiming they have been harassed, and in the majority of circumstances, the complainant's view will be the key factor. The complainant's perception will not be the only factor, however, and a tribunal will consider all the facts in the case before deciding whether unlawful harassment has in fact taken place.

Transsexual:

Individual intending to undergo, undergoing or have undergone gender reassignment.

Useful contacts and suggestions for further reading

Association of Disabled Professionals

BCM ADP
London
WC1N 3XX
01204 431638
www.adp.org.uk

British Council of Disabled People

Litchurch Plaza
Litchurch Lane
Derby
DE24 8AA
01332 295551
www.bcodp.org.uk

British Deaf Association

(offices throughout the UK)
www.bda.org.uk

British Dyslexia Association

Unit 8, Bracknell Beeches
Old Bracknell Lane
Bracknell
RG12 7BW
0845 2519002

British Institute of Learning Disabilities

Campion House
Green Street
Kidderminster
Worcestershire
DY10 1JL
01562 723010
www.bild.org.uk

Carers UK

20 Great Dover Street
London
SE1 4LX
020 7378 4999
www.carersuk.org

Chinese in Britain Forum

Rivington House
82 Great Eastern Street
London
SE1 9EY
020 7749 7253
www.cibf.co.uk

Confederation of British Industry

Centre Point
103 New Oxford Street
London
WC1A 1DU
020 7379 7400
www.cbi.org.uk

Confederation of Indian Organisations

5 Westminster Bridge Road
London
SE1 7XW
020 7928 9889
www.cio.org.uk

DeafBlind UK

National Centre for Deafblindness
John & Lucille van Geest Place
Cygnet Road
Hampton
Peterborough
PE7 8FD
01733 358100
www.deafblind.org.uk

Disability Action

www.disabilityaction.org

Disabled Living Foundation

380 – 384 Harrow Road

London
W9 2HU
0845 1309177
www.dlf.org.uk

Equality and Human Rights Commission

3 More London
Riverside
Tooley Street
London
SE1 2RG
020 3117 0235
www.equalityhumanrights.com

Ethnic Minority Foundation

Forbes House
9 Artillery Lane
London
E1 7LP
020 7426 8950
www.ethnicminorityfund.org.uk

Ethnic Minority Business Forum

Supported by the Small Business Service, BERR
www.berr.gov.uk

Federation of Small Businesses

(offices throughout the UK)
www.fsb.org.uk

Guide Dogs for the Blind Association

Burghfield Road
Reading
RG7 3YA
01189 835555
www.guidedogs.org.uk

Help the Aged

207 – 221 Pentonville Road
London
N1 9UZ
020 7278 1114
www.helptheaged.org.uk

Interfaith Network for the United Kingdom

8A Lower Grosvenor Place
London
SW1W 0EN
020 7931 7766
www.interfaith.org.uk

MENCAP

www.mencap.org

Mental Health Foundation

London Office
9th Floor
Sea Containers House
20 Upper Ground
London
SE1 9QB
www.mentalhealth.org.uk

MIND

(offices throughout England and Wales)
www.mind.org.uk

Muslim Council of Britain

P.O. Box 57330
London
E1 2WJ
0845 2626786
www.mcb.org.uk

RADAR

12 City Forum
250 City Road
London
EC1V 8AF
020 7250 3222
www.radar.org.uk

Refugee Council

(offices throughout England)
www.refugeecouncil.org.uk

Scope

6 Market Road
London
N7 9PW
020 7619 7100
www.scope.org.uk