How to Monitor and Report Workplace Diversity

Why Monitor?

To offer equality, prevent discrimination and support under-represented groups. We can change what we measure. Data helps us measure success and enables us to identify which approaches work and which don't. Monitoring can inform decisions on where to direct resources and services. It helps create a culture of valuing diversity and inclusion

To be an employer of choice, embedding a strong equality and inclusion culture is fundamental. Monitoring diversity can help highlight workplace inequality, identify underlying causes of discrimination and help to remove unfairness and disadvantage.

Increasing Response Rates

Consider the culture of the business, and whether it supports openness and acceptance of difference. If your organisation is not in that position, or if you anticipate resistance, your leadership may need to demonstrate support. One way is to start by monitoring the diversity of your leadership

If diversity monitoring is new to the organisational culture, consider gradually introducing equality characteristics.

Example
A business began monitoring diversity by collecting data on ethnicity and gender. Two years later three new protected characteristics; disability, age and religion and belief - were added. The following year a pilot survey was carried out, which included quantitative and qualitative questions regarding sexual orientation. Using a pilot for sexual orientation meant that feedback could be gathered before implementing the characteristic in the full survey. It was also important given the perceived sensitive nature of the topic.

Engaging and 'preparing the ground' to ask what may be perceived as personal questions is essential in terms of maximising responses and mainstreaming this form of data collection.

Some suggested wordings to help you communicate your intent to your workforce:

At xxx, we use this information to inform decisions on where to direct our resources and services. It helps us to create a culture of diversity and inclusion. We can't improve without your help.

When you give information to us, you can be sure we deal with the data responsibly, in accordance with the law.

We can't force you to give us personal information. If you prefer not to, then please select that option when filling in your form. But it is difficult for us to improve diversity and inclusion when we do not know who is out there. Your data really makes a difference to us.

This data helps us understand the industry workforce better and provide support to under-represented groups. It helps us to plan for the future, invest resources wisely and deliver our services in the right way. Please help us help you and the industry.

Monitoring - Step by Step

The following example template with explanatory guidance will help you to compile monitoring questions that are right for your business objectives and goals

Age

What is your age?

☐ 16-24

☐ 25-29

☐ 30-34

☐ 35-39

☐ 40-44

☐ 45-49

☐ 50-54

☐ 55-59

☐ 60-64

☐ 65+

☐ Prefer not to say

Why Ask?

- According to a parliamentary report in January 2019, the UK youth unemployment rate is 11.7%, which means more than 500,000 people aged 16-24 are unemployed

- 44,600 new people needed, each year, to 2019 to meet current pipeline of works (CITB)

- Only 8,366 construction apprenticeships completed in 2014/15 (ONS)

- 3m people working in construction but only c 5% of teenagers interested in doing so (UKCES)

- Workplace expectations of "millennial generation" are very different to "generation X" and "baby boomers" *(PWC)*

- 31% of the UK workforce are over 50 (ONS 2018)

- Some countries, including Finland and Germany, actively support the retention of older workers to avoid anticipated skills shortages (Parliamentary Office of Science and Technology 2018)

Disability

Question: The Equality Act 2010 defines disability as 'a physical or mental impairment which has a substantial & long-term effect on a person's ability to carry out normal day to day activities'. Do you consider yourself to have a disability, impairment, learning difference or long-term condition?

- Yes

- No

- Prefer not to say

If you would like to understand the differential impact on staff, you may wish to monitor the following, more detailed categories, suggested by the Employers Forum on Disability:

If yes, what best describes your disability, impairment, learning difference or long-term condition? [Please tick all that apply]

- Two or more impairments and/or long-term conditions

- A specific learning difference such as dyslexia, dyspraxia or AD(H)D

- General learning disability (such as Down's syndrome)

- A social/communication impairment such as Asperger's syndrome/other autistic spectrum disorder

- A long-standing illness or health condition such as cancer, HIV, diabetes, chronic heart disease or epilepsy

- A mental health condition, such as depression, schizophrenia or anxiety disorder

- A physical impairment or mobility issues, such as difficulty using arms or using a wheelchair or crutches

- Deaf or serious hearing impairment

- Blind or a serious visual impairment uncorrected by glasses

- A disability, impairment, learning difference or long-term condition that is not listed above

- Prefer not to say

- Prefer to self-describe: _____

An example of good practice from disability charity Scope's equality monitoring form is the following clause and question: The Equality Act defines a disabled person as someone who has a physical or mental impairment that has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities. It also covers people who have been diagnosed with HIV, cancer or multiple sclerosis. (Definitions: 'substantial' means more than minor or trivial; 'long-term' means that the effect of the impairment has lasted, or is likely to last, for at least 12 months; 'normal day-to-day activities' include everyday things like eating, washing, walking and going shopping.') **Does the Equality Act's definition of being disabled apply to you? Yes/No/Prefer not to say.**

Why Ask?

- 51.3% of people with disabilities of working age (16-64) were employed in 2018, compared to 81.4% of people without disabilities (ONS)
- O.1% of workforce in construction are disabled

Question: What best describes your ethnic group? [Please tick one only]

List of ethnic groups
In England and Wales, there are 18 ethnic groups recommended for use by government when they ask for someone's ethnicity. These are grouped into 5 broad ethnic groups, each with an 'Any other' option where respondents can write in their ethnicity using their own words.
The recommended ethnic groups are:

White

- English / Welsh / Scottish / Northern Irish / British
- Irish
- Gypsy or Irish Traveller
- Any other White background

Mixed / Multiple ethnic groups

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other Mixed / Multiple ethnic background

Asian / Asian British

- Indian
- Pakistani
- Bangladeshi
- Chinese
- Any other Asian background

Black / African / Caribbean / Black British

- African
- Caribbean
- Any other Black / African / Caribbean background

Other ethnic group

- Arab
- Any other ethnic group

In Wales, the first option in the White broad category is changed so that Welsh appears first in the list, followed by English, Scottish, Northern Irish and British.

Scotland and Northern Ireland
The Censuses in Scotland and Northern Ireland have differences in the ordering of the ethnic groups as well as the groups themselves.

Northern Ireland

The ethnicity question in the 2011 Census in Northern Ireland asked respondents to choose from the following 11 ethnic groups:

- White
- Chinese
- Irish Traveller
- Indian
- Pakistani
- Bangladeshi
- Black Caribbean
- Black African
- Black Other
- Mixed ethnic group
- Any other ethnic group

There are 2 White ethnic groups instead of 4:
- White
- Irish Traveller

Scotland
The ethnicity question in the 2011 Census in Scotland used the following 19 ethnic groups:

White

- White Scottish
- Other White British
- White Irish
- Gypsy / Traveller
- White Polish
- Other

Mixed or multiple ethnic group

- Any mixed or multiple ethnic groups

Asian, Asian Scottish or Asian British

- Pakistani, Pakistani Scottish or Pakistani British
- Indian, Indian Scottish or Indian British
- Bangladeshi, Bangladeshi Scottish or Bangladeshi British
- Chinese, Chinese Scottish or Chinese British
- Other

African

- African, African Scottish or African British
- Other

Caribbean or Black

- Caribbean, Caribbean Scottish or Caribbean British
- Black, Black Scottish or Black British
- Other

Other ethnic group

- Arab, Arab Scottish or Arab British
- Other

Ireland

The Central Statistics Office use the following categories:

- Irish
- Irish Traveller
- Any other White background
- African
- Any other Black background
- Chinese
- Any other Asian background
- Other including mixed background

Why Ask?

- UK unemployment rate 6.3% for people from BAME (black, Asian and minority ethnic) backgrounds compared to 3.6% for people from a white background. (ONS 2018)

- Among people aged 16-24, unemployment rates were highest for people from a black background (26%) and from a Pakistani or Bangladeshi background (23%). This compared to a rate of 11% for people aged 16-24 from a white background

- 5% of construction workforce BAME (Glenigan 2019) (14% of UK workforce)

Gender

Question: What best describes your gender?

- Intersex
- Man
- Non-binary
- Woman
- Prefer not to say
- Prefer to self-describe: _____

Why Ask?

- 12% Construction workforce female - 47% of UK workforce female (ONS)
- only 13% of women aged 16-35 would consider a construction career (Keepmoat)

Gender identity

Question: Do you identify as trans?

- No
- Yes
- Prefer not to say
- Prefer to self-describe: _____

Why ask?
- One in eight trans employees (12%) has been physically attacked by colleagues or customers in the last year
- half of trans and non-binary people (51% and 50% respectively) have hidden or disguised the fact that they are LGBT at work because they were afraid of discrimination (Stonewall 2017)

Sexual Orientation

Question: What best describes your sexual orientation?

- Bi/Bisexual
- Gay man
- Gay woman/Lesbian
- Heterosexual/Straight
- Prefer not to say
- Prefer to self-describe: _____

Why ask?

- One in five LGBT people said they were discriminated against because of their sexual orientation and/or gender identity while trying to get a job in the last year
- More than a third of LGBT staff (35%) have hidden or disguised that they are LGBT at work in the last year because they were afraid of discrimination (Stonewall 2018)

Religion or Belief

Question: What best describes your religion or belief?

- Buddhist
- Christian
- Hindu
- Jewish
- Muslim
- Non-religious (atheist, humanist etc)
- Sikh
- Prefer not to say
- Prefer to self-describe: _____

- Church of Scotland - Only required if you have staff in Scotland
- Roman Catholic - Only required if you have staff in Scotland and Northern Ireland
- Presbyterian Church in Ireland - Only required if you have staff in Northern Ireland
- Church of Ireland - Only required if you have staff in Northern Ireland
- Methodist Church in Ireland - Only required if you have staff in Northern Ireland

Why ask?

- Muslims have the lowest employment rate at 47.2% of all religious groups and face the highest pay gap compared with those of no religion, earning 22.5% less. Only 16% are in managerial and professional roles, against an average of 30% of the general population. (ONS 2016)

Northern Ireland: Community Background/ Sex

Northern Ireland: All registered employers must monitor the composition of their workforce. This means keeping a record of your staff's community background and sex.

Please indicate your community background:

- I am a member of the Protestant community
- I am a member of the Roman Catholic community
- I am a member of neither the Protestant nor Roman Catholic community
- Prefer not to say

Sex: Please indicate your sex:

- Male:

- Female:

Socio-economic background

Question: What type of school did you mainly attend between the ages of 11 and 16?

- Attended school outside the UK
- Independent or fee-paying school - bursary
- Independent or fee-paying school - no bursary
- State-run or state-funded school - non-selective
- State-run or state-funded school - selective on academic, faith or other grounds
- Don't know
- Prefer not to say
- If other, please specify here: _____

Why ask?

Although socio-economic background is not a protected characteristic under the Equality Act 2010, understanding social mobility and the social and economic background of the workforce is considered key in helping to form an accurate picture of how open and accessible an industry is.

Question: Please think about the parent or other caregiver who was the highest income earner in your house when you were around 14 years old. What kind of work did they do? If this question does not apply to you (because for example, you were in care at this time), you can indicate this below.

- Clerical and intermediate occupations e.g. secretary, personal assistant, nursery nurse, office clerk, call centre agent
- Middle or junior managers e.g. office manager, warehouse manager, restaurant manager
- Modern professional occupations e.g. teacher, nurse, social worker, artist, musician, software designer
- Routine manual and service occupations e.g. van driver, cleaner, porter, waiter/waitress, bar staff
- Semi-routine manual and service occupations e.g. postal worker, security guard, machine worker, receptionist, sales assistant
- Senior managers and administrators e.g. finance manager, chief executive
- Technical and craft occupations e.g. fitter, plumber, printer, electrician
- Traditional professional occupations e.g. accountant, solicitor, scientist, medical practitioner
- Long-term unemployment e.g. claimed Jobseeker's Allowance or earlier unemployment benefit for more than a year
- This question does not apply to me
- Prefer not to say

Why ask?

Although socio-economic background is not a protected characteristic under the Equality Act 2010, understanding social mobility and the social and economic background of the workforce is considered key in helping to form an accurate picture of how open and accessible an industry is.

Caring responsibilities

Question: Do you have caring responsibilities? If yes, please tick all that apply

- None
- Primary carer of a child or children (under 18 years)
- Primary carer of a disabled child or children (under 18 years)
- Primary carer or assistant for a disabled adult (18 years and over)
- Primary carer or assistant for an older person or people (65 years and over)
- Secondary carer (another person carries out main caring role)
- Prefer not to say

Why ask?

- There are 6 million carers in the United Kingdom and nearly one in eight workers are carers. With an ageing population and an expected increase of 60% of carers in the next 30 years, it is advisable to start monitoring the impact of policies on staff with caring responsibilities as they make up a sizeable proportion of the workforce.

Returnships

Question: Are you returning to work following an extended period (12 months or more) of absence?

- Yes
- No
- Prefer not to say

If yes, select one of the following:

- Period of ill health
- Primary carer of adult (18 and above)
- Primary carer of child or children (under 18)
- Prefer not to say
- Prefer to self-describe: _____

Why

- 2.4 million women are not working and want to work while a further 1.3 million want to increase their hours

- Three in five professional women returning to the workforce are likely to move into lower-skilled or lower-paid roles following their career breaks (PWC 2016

Flexible working

This is not required by law but is recommended as good practice.

Question: What is your current flexible working arrangement?

• None • Flexitime • Staggered hours • Term-time hours • Annualised hours • Job-share • Flexible shifts • Compressed hours • Homeworking • Other • Prefer not to say

Working pattern

Whilst not required by law, this is recommended as good practice. This would be in addition to the categories on flexible working and should be:

Question: What is your working pattern? • Full-time • Part-time • Prefer not to say

Marital status

Question: Are you married or in a civil partnership?

- Yes
- No
- Prefer not to say

Why ask?

Marital status is one of the protected characteristics in the Equality Act. To prevent marriage and civil partnership discrimination, ACAS published guidance for employers in 2017 on how employers should handle complaints.

Pregnancy and Maternity

Monitoring in this area may show small sizes and it may be difficult to draw any statistical conclusions from those samples. You may wish to take this into account before deciding whether to monitor this area. Monitoring could take place in key employment processes for any evidence of unfavourable treatment, for example.

Question: As a woman, are you pregnant, on maternity leave or returning from maternity leave?

• Yes • No • Prefer not to say

After asking these questions it's good practice to thank participants and to ask for any feedback:

Thank you for filling in this form. We want our business to be inclusive and welcoming to everyone – if there is more we could do to improve your experience, please get in touch by emailing us at…

What monitoring will help you to measure

Staff turnover and retention

Exit interviews can be conducted and any issues relating to unfair practice /discrimination identified.

Comparison of turnover figures between, for example:

- Male and female staff at same grades

- Ethnic minority staff and white staff

- Full-time and part-time staff

- Staff with disabilities and non-disabled staff

Analysis of these comparative groups sometimes throws up some interesting data of perceptions of particular groups and their perceived treatment within the organisation**.**

Workforce composition
Measure the increase in staff over a two-to three-year period within the following areas:

- Women in middle and senior management positions
- Total ethnic minority employees and those promoted to management
- Number of people with disabilities
- Number of employees (both male and female) working under a flexible arrangement
- Age profile of the workforce – is it concentrated in one area or is it diverse?
- Maternity return rates – how many women are returning to work?

Internal staff surveys
Making sure that diversity-related questions are an integral part of the staff survey is critical to tracking staff opinion in this area. Questions should be broad to be meaningful to all staff but specific enough so that answers can be acted upon. Tracking this data over a two- to three-year period is key, as is benchmarking against appropriate norm groups.

Application pool
Recording the details of people applying to your organisation will provide a good temperature check on the perception of your organisation externally. Inclusive images and text within recruitment literature can have a powerful impact on the diversity of your candidate pool. As a minimum, track ethnicity, gender, disability, age, and working style.

Track complaints of harassment
Harassment case recording can act as an excellent barometer for measuring culture and general health of the organisation. Introducing a new harassment policy will usually increase initial complaints but track over a two- to three-year period, and in a positive, healthy culture this should begin to tail off. Similarly, grievance and discipline cases should be tracked for the same purpose.

Customer feedback
Mystery shopping among customers is an excellent way to obtain quality feedback about service provision. For those companies where the diversity policy extends to services and products; customer feedback, recruitment and retention across diverse groups, will be a useful measure.

Service value profit chain
More sophisticated organisations have introduced models to measure the relationship between satisfied staff and increased income streams from customers. Diversity has played a big part in these satisfaction levels and could, therefore, be seen to be contributing directly to the bottom line within organisations.

Number of employment tribunal cases

A robust and equitable strategy should result in a reduction in the number of formal cases submitted to employment tribunals.

Can employers gather and analyse information for equality monitoring purposes under GDPR?

Under the General Data Protection Regulation (GDPR), employers will be able to gather and analyse information about employees for equality monitoring purposes, provided that they have a legal basis for the processing and, where applicable, the rules relating to processing special categories of personal data are met.

Data that employers gather for the purpose of monitoring equal opportunities will often fall within the special categories of data under the GDPR, i.e. where it relates to employees' racial or ethnic origin, religious or philosophical beliefs, health or sexual orientation. The Data Protection Act 2018, which supplements the provisions of the GDPR, includes a limited provision that specifically allows these types of special category data to be processed for the purpose of monitoring equality of opportunity or treatment between different groups. An employee can require the employer to stop processing their data for that purpose by giving the employer written notice. The employer can rely on this provision only if it has an appropriate policy document in place, setting out the safeguards it has implemented for processing special category data and its policies on for how long the data will be retained.

The provision in the Data Protection Act 2018 will not apply to all processing that an employer may wish to carry out for equality monitoring purposes. For example, employers may wish to monitor equality of opportunity based on employees' gender or whether or not they have taken family-related leave. This data would not fall into the special categories of data under the GDPR or the Data Protection Act 2018. Where the provision of the Data Protection Act 2018 does not apply, the employer could rely on the processing being necessary for its legitimate interests as its legal basis for processing. In this case, the employees would have the right to object to the processing.

Alternatively, equal opportunities monitoring is one of the rare examples of where it may be appropriate for an employer to rely on employees' consent as the legal basis for processing their data. This is because employees can have a genuine choice about whether or not to provide the information and there should not be any adverse consequences for those who choose not to provide it. An employer may decide to base its equality monitoring programme on consent, to give employees more control over how their data is used. Employees can withdraw their consent at any time.

Depending on the nature of an equality monitoring exercise, it may be possible to anonymise the personal data before processing it. Provided that there is no way of identifying an individual to whom the data relates, the GDPR would not apply. Total anonymisation when gathering equality data would not be possible for a monitoring programme where it is necessary to track individuals, for example ongoing monitoring of data on promotions or resignations with reference to race.

Example of Equality and diversity monitoring form

[This is a sample form that an employer can adapt or develop to meet its needs. Make sure you adapt this template to comply with the General Data Protection Regulation. If you need help with this go to www.ico.org.uk]

[INSERT THE ORGANISATION'S NAME] wants to meet the aims and commitments set out in its equality policy. This includes not discriminating under the Equality Act 2010, and building an accurate picture of the make-up of the workforce in encouraging equality and diversity.

The organisation needs your help and co-operation to enable it to do this, but filling in this form is voluntary.

Please return the completed form in the envelope marked 'Strictly confidential' to **[INSERT NAME AND ADDRESS OF THE EMPLOYEE HANDLING THESE FORMS IN THE ORGANISATION]**

Gender Man ☐ Woman ☐ Intersex ☐ Non-binary ☐ Prefer not to say ☐ If you prefer to use your own term, please specify here …………………….

Are you married or in a civil partnership? Yes ☐ No ☐ Prefer not to say ☐

Age 16-24 ☐ 25-29 ☐ 30-34 ☐ 35-39 ☐ 40-44 ☐ 45-49 ☐ 50-54 ☐ 55-59 ☐ 60-64 ☐ 65+ ☐ Prefer not to say ☐

What is your ethnicity?
Ethnic origin is not about nationality, place of birth or citizenship. It is about the group to which you perceive you belong. Please tick the appropriate box

White
English ☐ Welsh ☐ Scottish ☐ Northern Irish ☐ Irish ☐
British ☐ Gypsy or Irish Traveller ☐ Prefer not to say ☐
Any other white background, please write in:

Mixed/multiple ethnic groups
White and Black Caribbean ☐ White and Black African ☐ White and Asian ☐ Prefer not to say ☐ Any other mixed background, please write in:

Asian/Asian British
Indian ☐ Pakistani ☐ Bangladeshi ☐ Chinese ☐ Prefer not to say ☐
Any other Asian background, please write in:

Black/ African/ Caribbean/ Black British
African ☐ Caribbean ☐ Prefer not to say ☐
Any other Black/African/Caribbean background, please write in:

Other ethnic group
Arab ☐ Prefer not to say ☐ Any other ethnic group, please write in:

Do you consider yourself to have a disability or health condition?

Yes ☐   No ☐   Prefer not to say ☐

What is the effect or impact of your disability or health condition on your ability to give your best at work? Please write in here:

The information in this form is for monitoring purposes only. If you believe you need a 'reasonable adjustment', then please discuss this with your manager, or the manager running the recruitment process if you are a job applicant.

What is your sexual orientation?

Heterosexual ☐   Gay ☐   Lesbian ☐   Bisexual ☐

Prefer not to say ☐   If you prefer to use your own term, please specify here

....

What is your religion or belief?

No religion or belief ☐   Buddhist ☐   Christian ☐   Hindu ☐   Jewish ☐

Muslim ☐   Sikh ☐   Prefer not to say ☐   If other religion or belief, please write in:

What is your current working pattern?

Full-time ☐   Part-time ☐   Prefer not to say   ☐

What is your flexible working arrangement?

None ☐   Flexi-time ☐   Staggered hours ☐   Term-time hours ☐

Annualised hours ☐   Job-share ☐   Flexible shifts ☐   Compressed hours ☐

Homeworking ☐   Prefer not to say ☐   If other, please write in:

Do you have caring responsibilities? If yes, please tick all that apply

None ☐   Primary carer of a child/children (under 18) ☐

Primary carer of disabled child/children ☐

Primary carer of disabled adult (18 and over) ☐   Primary carer of older person ☐

Secondary carer (another person carries out the main caring role) ☐

Prefer not to say ☐

Check out the sample form here:

https://www.google.com/search?rlz=1C1GCEA_enGB792GB792&ei=8N6VXYiOLpmChbIPq NOAqAs&q=acas+diversity+monitoring+form&oq=acas+diversity+monitoring+form&gs_l=ps y-ab.3..0i22i30l3.3304.3734..4151...0.0..0.68.282.5......0....1..gws-wiz.XpFReOF8nqU&ved=0ahUKEwiIxrTIgYDlAhUZQUEAHagpALUQ4dUDCAs&uact=5#