



HM Revenue
& Customs

Sir Jonathan Thompson KCB

Chief Executive, First Permanent Secretary and
Accounting Officer

Nicky Morgan MP
Chair of the Treasury Select Committee
House of Commons
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Dear Ms Morgan,

HMRC's Respect at Work Review and media reports of misconduct

I am writing following the publication of the independent report into Respect at Work, led by Laura Whyte former HR Director at John Lewis Partnership. On 1 February, HMRC published the report in full and has accepted all of its recommendations, with immediate effect.

HMRC will now undertake a full review of relevant policies, processes and standards to ensure we provide our employees with a working environment they deserve, and a culture that meets our values.

The report found that most people in HMRC have dedication, pride and commitment in the work they do and come to work every day to do a good job, serve customers and support their colleagues. And they expect and deserve to work in a safe, tolerant and supportive environment. Laura Whyte's main findings and recommendations include:

- building on the dedication, pride and commitment our people show in the work they do and the commitment of the HMRC executive committee and others to making HMRC an even better place to work
- that HMRC tackles 'low level' behaviours that would not be acceptable in other environments through setting clear standards of behaviour from the get-go of induction, through to training and policies
- that policy and processes used across HMRC should be improved to deliver a better experience for everyone
- using mediation more extensively across the organisation to help address problems before they need to be taken into formal processes

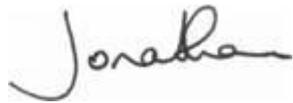
- enhancing the experience of colleagues with a disability through better reasonable adjustments and raising awareness of mental health conditions
- improving its data-driven approach to people by investing time and resources into examining how people data is used and collected in the organisation.

We are committed to addressing these issues and is building a comprehensive action plan to support this work.

In addition to the broader Respect at Work Review report, there has been recent media coverage of allegations of misconduct and sexual harassment by staff in HMRC. We take any accusations of misconduct by our people extremely seriously and thoroughly investigate all allegations, involving the police where necessary. The conduct of HMRC officers is subject to oversight and investigation by the Independent Office for Police Conduct (IOPC). HMRC will refer any misconduct by our officers to the IOPC which meets the reporting requirements as laid down by their Regulations. As you will appreciate, we are unable to provide specific details on individual cases.

The safety and wellbeing of our people is our top priority and we work hard to ensure everyone works in a safe, positive and inclusive environment. If you, or your Committee, would like any further information I will happily provide.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Jonathan', written in a cursive style.

SIR JONATHAN THOMPSON
CHIEF EXECUTIVE & PERMANENT SECRETARY