



NCA

National Crime Agency

NCA Gender Pay Gap

2016/17 Report

Leading the UK's fight to cut serious and organised crime

Gender Pay Gap

Earlier this year, the Government introduced world-leading legislation that made it statutory for organisations with 250 or more employees to report annually on their gender pay gap. Government departments are covered by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 which came into force on 31 March 2017. These regulations underpin the Public Sector Equality Duty and require the relevant organisations to publish their gender pay gap data by 30 March 2018 [and then annually], including mean and median gender pay gaps; the mean and median gender bonus gaps; the proportion of men and women who received bonuses; and the proportions of male and female employees in each pay quartile.

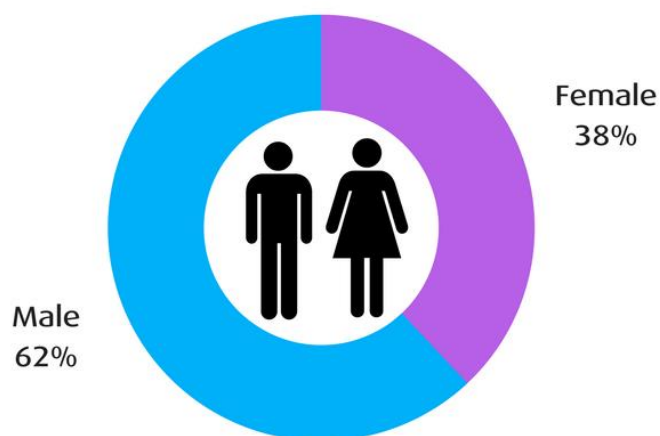
The **gender pay gap** shows the difference in the average pay between all men and women in a workforce. If a workforce has a particularly high gender pay gap, this can indicate there may be a number of issues to deal with, and the individual calculations may help to identify what those issues are.

The gender pay gap is different to equal pay. **Equal pay** deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

The National Crime Agency is committed to the fair treatment and equitable reward of all officers irrespective of gender or other protected characteristics.

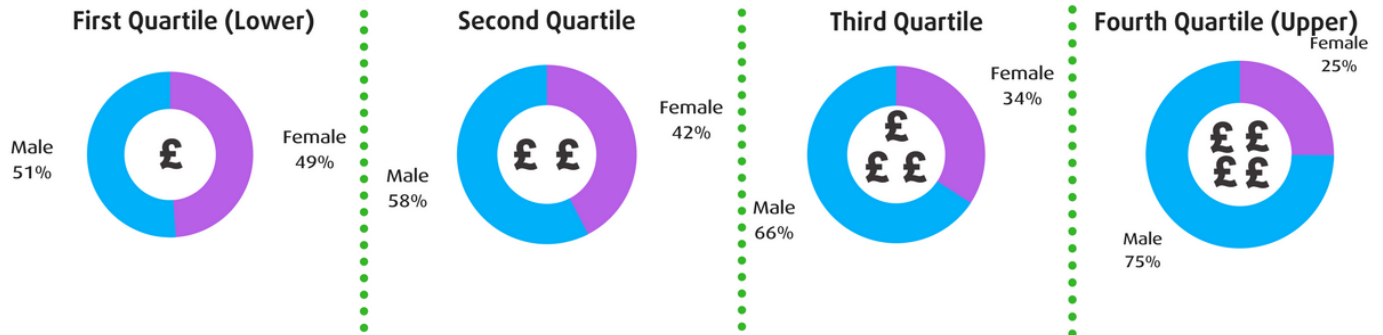
Gender at the NCA

Males and Females in the workforce



NCA gender pay gap

Proportion of male and female employees in each quartile



		%
1. Mean Gender Pay Gap - Ordinary Pay		11.6%
2. Median Gender Pay Gap - Ordinary Pay		16.2%
3. Mean Gender Pay Gap - Bonus Pay in the 12 Months ending 31st March		-6.3%
4. Median Gender Pay Gap - Bonus Pay in the 12 Months ending 31st March		-14.7%
5. Proportion of Males and Females paid a bonus in the 12 months ending 31st March:	Male	13.9%
	Female	16.5%
6. Proportion of Male and Female employees in each Quartile.		
Quartile	Female %	Male %
First (lower) Quartile	48.9%	51.1%
Second Quartile	42.4%	57.6%
Third Quartile	34.2%	65.8%
Fourth (upper) Quartile	25.1%	74.9%

NCA Context

Approach to Reward

The National Crime Agency is committed to increasing the diversity of our workforce to increase our ability to reflect modern Britain and the communities we serve.

We are in the process of developing our latest strategy on diversity and inclusion which aligns to the National Crime Agency Five Year Strategy. The underlying purpose of the diversity and inclusion strategy is to enable us to deliver in our mission to cut serious and organised crime, to keep pace with the ever-changing picture of serious and organised crime and the rapidly evolving technology that facilitates it.

A focus on the traditional definition of diversity is not enough if we are to transform and succeed in the face of the changing nature of serious and organised crime in a digital age, where skills are in high demand. The strategy will change focus towards developing an inclusive culture in the agency where our officers feel safe and comfortable in who they are, where different backgrounds, viewpoints and ways of working are embraced and where it is safe to challenge the status quo.

The data we hold on diversity, both for existing employees and those going through the recruitment process, is improving. We have run a number of campaigns to encourage our officers to self-declare their diversity information and our Annual Equality Report will reflect on the diversity of applicants and new recruits into the agency.

Last year the independent NCA Remuneration Review Body (NCARRB) reported that the NCA's pay structures required reform. The impact of outdated and uncompetitive pay structures is demonstrated in our reliance on recruiting recently retired police officers who are majority male and older than the workforce average profile. In November 2017, as part of the agency's wider transformation programme, we submitted pay reform proposals to NCARRB which seek to create a fairer more equitable pay system which is skills and capability based. It is intended that this will support us to recruit from a more diverse background into core operational roles. In the longer term, this is intended to reduce the gender pay gap.

Organisational structure

The National Crime Agency uses a grading structure which ranges from Grade 6 to 1 and then to Senior Civil Servant (executive level grade). The grades are set in accordance to the level of risk and responsibility that officers have. Each grade has its own pay range although there is some overlap between adjoining grades.

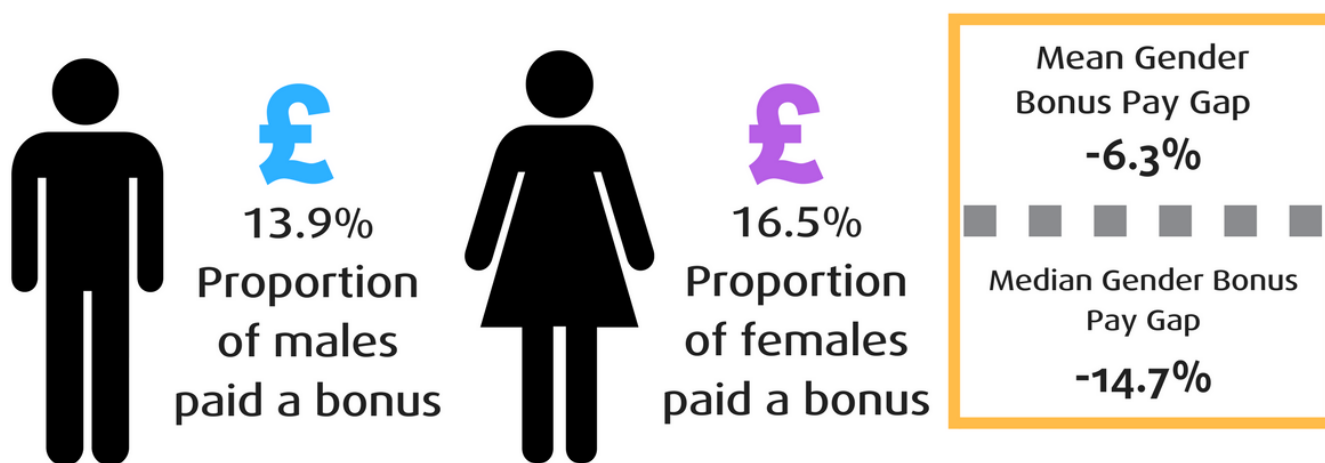
The data demonstrates that the representation of women decreases as the grades increase. This is compounded by a significantly higher proportion of male officers working as International Liaison Officers who qualify for additional allowances and the numbers of male officers who have joined the agency through TUPE. The quartile analysis demonstrates that the agency has a lower proportion of women in all grades (with the exception of Grade 6) and that women are paid less than their male counterparts.

The high ratio of male officers occupying the most senior roles in the agency has a significant impact on the gender pay gap. Since March 2017, the agency has conducted a review of senior posts and the gender balance has improved significantly. This is likely to produce a lower gender pay gap for the 2018 report.

A deeper analysis of the data suggests that the older the workforce, the more likely it is to be male. It is also true that older employees are paid more highly. Our tendency to recruit highly experienced officers is compounding our gender pay gap as we are recruiting from an historically inequitable pool. The gender pay gap analysis for officers under 35 demonstrates a significantly lower gap at 1.62%. This suggests that the NCA's transformation programme and pay reform agenda will have a positive impact on closing the gender pay gap over time.

The way in which our workforce has been comprised, has led to a gender imbalance and a gender pay gap which favours men. Culturally however, we recognise female performance advantageously, demonstrated through average bonus pay. This is predominantly due to honorariums being three times more likely to be paid to female officers.

Male vs Female Bonuses



Representing the data

Salary data for this report is based on employee pay on the snapshot date of 31 March 2017 as well as bonus pay between 1 April 2016 and March 2017. The NCA has no subsidiary organisations that are incorporated in this data.

The data incorporates all officers who are permanently employed by the NCA or on loan¹ to the NCA from another government department. It does not include secondments or contracted officers. The data also excludes all officers on maternity leave, career breaks or long-term sick absence.

Closing the Gender Pay Gap

The NCA is committed to closing the Gender Pay Gap in the future. We have included some examples of how we will do this:

- Continuing to ensure gender balance and independence on all appointment panels wherever possible
- Developing and carrying out a review of our role profiles and job descriptions underpinned by a bespoke job evaluation system

¹ A loan is a temporary move of a civil servant from one civil service employer to another.

- We have set up an NCA Remuneration Sub-Committee which will have oversight of gender pay within its core terms of reference
- Developing a more structured approach to talent management to encourage career progression on merit
- Providing access to mentoring, shadowing and coaching to encourage progression into senior roles
- Talent programmes to support the right people into the right roles with the right opportunities for development and exposure. For example, the Future Leaders Scheme, Positive Action Pathway, Apprenticeships and Accelerated Development Schemes.
- Continuing to press for reform of the NCA pay structures underpinned by equality impact assessments
- Extending our approach to flexible working and improvement of the agency's smarter working policies, supported by advances in the technology infrastructure.

Statement from Lynne Owens, Director General NCA

"These statistics demonstrate that as an agency, we have been reliant on recruiting highly experienced officers, often in the latter part of their careers, who are predominantly male and who have been pay-matched at a high level. This has created an imbalance with the female officers who have been recruited into similar roles.

"We are embarking on an ambitious transformation programme to boost our capabilities to fight crime in the digital age, ensuring we have the tools, the skills and the people we need to disrupt serious and organised criminals operating at the high end of high risk. To do this effectively, we need a diverse and engaged workforce. We have submitted proposals to the NCA's independent pay review body that we believe will start to bridge this gap.

"Diversity and inclusion is at the heart of our transformation and we will continue our endeavours to create a workforce which is reflective of the communities we serve.

"I am also very encouraged to see the statistics demonstrating how the agency is recognising the performance of women (through in-year bonus schemes) and will continue to champion this in the future.

"We have a plan – and we will report on progress next year."

Annex A: Gender balance

NCA Gender Balance

Grade (Civil Service equivalent)	Number of men (% of men who work at this grade)	Number of women (% of women who work at this grade)	% female
Grade 6 (AO)	134 (3.1%)	195 (4.5%)	59.3%
Grade 5 (EO)	1,176 (27.2%)	805 (18.7%)	40.1%
Grade 4 (HEO)	740 (17.1%)	375 (8.7%)	33.6%
Grade 3 (SEO)	415 (9.6%)	164 (3.8%)	28.3%
Grade 2 (G7)	136 (3.2%)	55 (1.3%)	28.8%
Grade 1 (G6)	60 (1.4%)	24 (0.5%)	28.6%
SCS	28 (0.6%)	6 (0.1%)	17.4%

**numbers rounded to 1 decimal place*

Civil Service Gender Balance

Civil Service Grade	Number of men (% of men who work at this grade)	Number of women (% of women who work at this grade)	% female
AO	62,688 (34%)	86,861 (40%)	58%
EO	48,308 (26%)	62,463 (29%)	56%
HEO/SEO	51,003 (27%)	47,846 (22%)	48%
Grade 6/7	22,566 (12%)	18,801 (9%)	45%
SCS	2,466 (1%)	1,1771 (1%)	42%
Total (including those with unknown grade)	193,100	226,380	54%

**SCS data from Cabinet Office SCS database. Other data from ONS Civil Service Statistics 2017. Both as of 31/03/2017.*

**numbers rounded to 0 decimal places*