



NCA

National Crime Agency

NATIONAL CRIME AGENCY

Gender Pay Gap

2021 Reporting Year

March 2022

OFFICIAL

Introduction

In 2017, the Government introduced regulations requiring organisations to report annually on their gender pay gap.¹ The National Crime Agency (NCA) publishes its gender pay gap each year. In line with our duties, the report reflects the pay in April 2021 of all permanent NCA officers, including those with powers. It sets out:

- Our gender pay gap;
- Explaining our workforce – challenges and opportunities; and
- Plans to further close the gap.

Through the introduction of our People Plan in 2021 we set out our ambition to build a diverse and inclusive workforce that reflects the public we serve. We aim to provide career and development opportunities for all and to reward everyone fairly. We have refreshed our diversity and inclusion strategy, supporting officers from all backgrounds to develop their careers within the NCA.

Our Gender Pay Gap

The **mean gender pay gap** is **10.08%**; this is a decrease of 1.66% compared to 2020, where the mean was 11.74%. The **median gender pay gap** is **10.43%**, a decrease of 0.75% compared to 11.18% in 2020.

Table 1: Gender Pay Gap Results and bonus gaps

Gender Pay Gap		2021	2020
Mean Gender Pay Gap – Ordinary Pay		10.08%	11.74%
Median Gender Pay Gap – Ordinary Pay		10.43%	11.18%
Mean Gender Pay Gap – Bonus Pay in the 12 Months ending 31 st March		6.71%	3.82%
Median Gender Pay Gap – Bonus Pay in the 12 Months ending 31 st March		0.00%	0.00%
Proportion of male officers and female officers paid a bonus in the 12 months ending 31 st March	Male	15.42%	14.69%
	Female	16.28%	17.21%

Table 2: Proportion of Male and Female employees in each Quartile.

Pay Quartiles	2021		2020	
	Female %	Male %	Female %	Male %
First (lower) Quartile	59.8%	40.2%	60.2%	39.8%
Second Quartile	47.5%	52.5%	40.8%	59.2%
Third Quartile	36.8%	63.2%	37.3%	62.7%
Fourth (upper) Quartile	31.7%	68.3%	28.5%	71.5%

¹ The **gender pay gap** shows the difference in the average pay between all men and women in a workforce. It is different to **equal pay** which is about 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.

In order to calculate the gender pay gap we use the mean and median:

- Mean: The difference between the average hourly earnings of men and women.
- Median: Is the difference between the midpoints in the ranges of hourly earnings of men and women.

Explaining our workforce – Challenges and opportunities

To understand our workforce it is important to appreciate where we recruit from, and how we compare to other law enforcement organisations. Our historical workforce has been predominantly male resulting in a lot of our historical gender pay gap issues. Table 3 shows that the Agency compares well with the UK economy in general, although less favourably with the wider Civil Service in relation to the mean gender pay gap. We compare favourably across both the mean and median gender pay gap with Policing and the UK Intelligence Community (UKIC), which are also our primary comparators.

Table 3: NCA gender pay gap against comparator markets

Gender Pay Gap Comparison	NCA	Civil Service	Police (aggregate)	Intelligence Community (aggregate)	UK Economy
Mean Gender Pay Gap - Ordinary Pay	10.08%	9.30%	10.19%	13.20%	13.93%
Median Gender Pay Gap - Ordinary Pay	10.43%	10.50%	17.49%	10.70%	12.46%

A great deal of the positive changes we have made are due to the NCA Initial Operational Training Programme (IOTP), a 24 month blended learning programme to develop the specialist skills and knowledge to become an NCA Investigator or Intelligence Officer. During our 2020 campaign 59% of successful applicants were female, a considerable change when compared to traditional NCA recruitment activity. As officers complete the programme their salary increases along our spot rate framework, receiving regular uplifts which propel them along the pay quartiles. Overall the percentage of females in the agency stands at 44%, the highest it has ever been. The 2020 pay award continued our policy of pay range reduction, which has had the positive effect of providing higher pay uplifts to female officers primarily due to females being at the lower pay quartiles, as shown in table 2. This combined with an increase in females at senior grades has reduced the gender pay gap since the 2020 report; table 4 shows the workforce changes year on year, with grade 2s showing a 6% increase of females, the largest growth across our grade structure.

Our talent programmes enable the Agency to attract, develop and retain high potential officers. A lot of the positive outcomes at management grades result from the increase in female NCA officers on our external talent programmes: during 2020/21, 88% of our NCA alumni were female. In addition, external programmes like the Leadership Summit – a course designed to support women at grades 2 and 1 to progress to the SCS - and the Crossing Thresholds programme - a yearlong course for women looking to develop their career – allow our female officers to develop and hone their skillsets. In addition we have access to other Civil Service schemes through providers like the Civil Service College, which offer courses tailored to female members of staff, such as Assertiveness for Women.

Table 4: Workforce Analysis

NCA Grade Band	Number of Females (% of total female workforce)	Number of Males (% of total male workforce)	% of women in grade (2021)	% of women in grade (2020)
DD & Above	20 (0.74%)	28 (0.82%)	41.67%	40.00%
NCA Grade 1	32 (1.19%)	70 (2.05%)	31.37%	25.56%
NCA Grade 2	105 (3.89%)	216 (6.33%)	32.71%	31.75%
NCA Grade 3	265 (9.83%)	543 (15.91%)	32.80%	29.76%
NCA Grade 4	659 (24.44%)	1013 (29.68%)	39.41%	37.95%
NCA Grade 5	1387 (51.45%)	1412 (41.37%)	49.55%	47.11%
NCA Grade 6	228 (8.46%)	131 (3.84%)	63.51%	62.80%
Grand Total	2710	3479	44.13%	41.73%

Whilst positive progress has been made we note that our mean gender bonus gap has increased, however the agency has already pushed forward proposals to reduce this in next year's report. Bonus payments are paid to officers based upon their working pattern; any officer working less than full time will receive a partial payment. Currently 89% of these reduced payments are made to female officers. We are reviewing this policy and proposals have been agreed to pay the same payment to all officers, regardless of hours worked. As a result of this work we expect next year's report to see the bonus payment gap reduce significantly.

Plans to further close the gap

The NCA is committed to closing the gender pay gap. Our ambition is that the actions we take will move the Agency towards gender parity in all grades and locations, and strengthen our female talent pipeline in middle management and senior management grades.

The action we have taken in previous years is starting to make an impact, including:

- Our pay strategy has the gender pay gap at the heart of it and our skills-based pay framework removes inequities of pay ranges by making pay uplifts based upon an agreed skills list. As it stands, this skills-based pay framework is in place across a large number of operational roles, which we are working to expand across the agency in future pay awards.
- In recruitment we set out salary ranges, use anonymised CVs, structured interviews, and Success Profiles. We ensure gender neutral language is used in job adverts and candidate packs. We also advertise 'equivalent experience' as an acceptable demonstration of certain qualifications where it is appropriate.
- We continue to run internal lateral moves alongside large scale recruitment campaigns. Lateral moves allow officers to transfer between departments with ease and increase their own skillsets whilst allowing teams to fill resource gaps. We are improving our understanding of outcomes for different groups of candidates using the data and building our approach to enable further opportunities for officers across the Agency to gain development.
- Female participation on talent courses is increasing: during 2020/21 88% of the alumni in our external talent programmes were female.
- We continue to monitor the progress of our return to the workplace pilot, providing all officers the opportunity to work flexibly, which will improve opportunities for our female officers as they progress in their careers.

We want to do more to improve the outcomes and experience of our female officers. Our actions are informed by workforce data, staff survey results, and research by the Government Equalities Office, which is focussed on evidence based actions, tested in the real world to help employers improve practices in the workplace.

Our future actions to reduce the gender pay gap include:

- Refreshing our pay strategy with fairness remaining a core factor. In addition, carrying out equality impact assessments on all pay related activities for all protected characteristics.
- Working to reduce the standard pay ranges we have in place. As shown in table 2, females tend to be on the lower quartiles and by reducing the length of these pay ranges we will bring our male and female officers closer together, reducing inequities across the grade spectrum.
- Benchmarking profession-based pay. Females currently occupy more roles within our specialist professions and we want to ensure they are included within the skills-based approach to pay.
- Using data to identify the key areas where the gender pay gap is the highest, working with our gender equality group to identify areas where improvements can be made.

- Prioritising the inclusion of a pay summary to include more data on gaps in pay across all protected characteristics, not just gender.

Declaration

We confirm that data reported by the National Crime Agency is accurate and has been calculated according to the requirements and methodology set out in the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

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