



**NCA**

National Crime Agency



# NATIONAL CRIME AGENCY

**Gender Pay Gap**

**2023 Reporting Year**

March 2024

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## Introduction

In 2017, the Government introduced legislation requiring organisations to report annually on their gender pay gap.<sup>1</sup> The National Crime Agency (NCA) publishes its gender pay gap each year. In line with our duties, the report reflects the pay on 31<sup>st</sup> March 2023 of all permanent NCA officers.

It sets out:

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

Through the introduction of the NCA's People Plan in 2021 we set out the ambition to build a diverse and inclusive workforce that reflects the public we serve. We strive to provide career and development opportunities for all and reward everyone fairly. We have refreshed our diversity and inclusion strategy, with a clear objective to reduce the gender pay gap.

***"The NCA remains committed to creating a diverse and inclusive workplace, delivering success by representing the public we serve. We have more and a higher proportion of women in the Agency than ever before, and it is good to see our gender pay gap reducing. The reduction is due to two reasons. It was a side effect of a flat pay award in 2022/23 that benefited our lower paid officers (where we have a higher proportion of women) proportionally more. And it is a deliberate consequence of our success in attracting more women into (better paid) operational roles and supporting them in developing and being promoted. Those efforts are making us a better Agency and will continue". Graeme Biggar, Director General NCA.***

The reporting period is from 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023.

## NCA Gender Pay Gap

Addressing the gender pay gap in the NCA is not just a matter of fairness, but a vital step in our ambition to have a truly inclusive workforce where everyone has the opportunity to thrive and to contribute to their full potential. We are fully committed to improving the gender diversity in the NCA, increasing the number of women working at all levels in the organisation.

The **mean gender pay gap for 2023** is **9.46%**; this is a decrease of 2.7 percentage points compared to 2022, when the mean was 12.15%. The **median gender pay gap** is **8.68%**, a decrease of 3.97 percentage points compared to 12.65% in 2022.

The Office for National Statistics (ONS) reported that the UK Gender Pay Gap (median) for 2023 is 7.7 % (full-time workers). For all workers (full and part-time workers) the UK's median pay gap rises to 14.3% in favour of men (as reported by Ciphre).

As a Civil Service department, we are subject to public sector pay policy and pay restrictions and comply fully with all requirements of the Civil Service Pay Guidance. In previous years we have taken targeted action to shorten pay ranges. Exceptionally, the NCA pay award for 2022/23 was a flat payment of £1,900, recommended by our independent pay review body, the National Crime Agency Remuneration Review Body (NCARRB), awarded to all officers (pro-rated for part time officers). This neutralised the position of the gender pay gap, with salary differentials remaining static. However, this pay award provided a higher percentage increase on salary for those in lower grades and for officers in the lower pay quartiles.

We have reviewed and updated our pay related policies to provide greater parity between officers, including discontinuing the pro-rating of bonus payment schemes for part time officers, to ensure all our officers feel valued and motivated regardless of their working pattern. We also changed the value setting mechanism for our in-year non-consolidated rewards, moving from a percentage based on salary to fixed values of £500, £750 and £1000 to recognise the exceptional work done by our officers. We have also

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<sup>1</sup> 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.

introduced a Reward Voucher Scheme designed to recognise, reward and thank our officers for short, one-off achievements or actions including the demonstration of behaviours that support our NCA values.

We are pleased to report the median gender pay gap on bonus pay has been reduced to almost zero on both mean and median metrics. This is due to the changes in policy implemented over the past two years. Firstly, we removed the pro-rata payment of performance awards, and then secondly changed honorariums from a percentage of salary to fixed amounts which removes the inherent differences between salaries which can favour males. We currently see that more females than males are receiving bonus awards, although without continued monitoring the gender pay gap can return within bonus payments.

Table 1: Gender Pay Gap results

Gender Pay Gap		2023	2022
Mean Gender Pay Gap – Ordinary Pay		<b>9.46%</b>	<b>12.15%</b>
Median Gender Pay Gap – Ordinary Pay		<b>8.68%</b>	<b>12.65%</b>
Mean Gender Pay Gap – Bonus Pay in the 12 Months ending 31 <sup>st</sup> March		<b>0.76%</b>	<b>12.79%</b>
Median Gender Pay Gap – Bonus Pay in the 12 Months ending 31 <sup>st</sup> March		<b>0.00%</b>	<b>0.00%</b>
Proportion of male officers and female officers paid a bonus in the 12 months ending 31 <sup>st</sup> March	Male	<b>15.86%</b>	<b>18.22%</b>
	Female	<b>18.32%</b>	<b>22.88%</b>

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

Pay Quartiles	2023		2022	
	Female %	Male %	Female %	Male %
First (lower) Quartile	<b>60.6%</b>	<b>39.4%</b>	<b>61.1%</b>	<b>38.9%</b>
Second Quartile	<b>48.6%</b>	<b>51.4%</b>	<b>48.1%</b>	<b>51.9%</b>
Third Quartile	<b>38.5%</b>	<b>61.5%</b>	<b>40.4%</b>	<b>59.6%</b>
Fourth (upper) Quartile	<b>32.8%</b>	<b>67.2%</b>	<b>28.8%</b>	<b>71.2%</b>

## Explaining our workforce – challenges and opportunities

The number of female officers positioned in the upper pay quartile has increased by 4 percentage points. Overall the percentage of females in the agency stands at 45%, the highest it has been since the NCA's creation in 2013. Our efforts to recruit at junior grades have seen a shift, particularly at grade 5, where females are almost equal in number with males at that grade. Steady progress has been made to increase representation at management grades with a significant uptick at Grade 3 (middle management). This is an encouraging shift in the workforce dynamic. Table 3 shows the distribution of our officers by gender and grade.

Table 3: Percentage of women at each grade

NCA Grade Band	% of women in grade (2023)	% of women in grade (2022)
SCS	42.86%	41.67%
NCA Grade 1	27.03%	27.84%
NCA Grade 2	37.06%	36.56%
NCA Grade 3	38.74%	35.30%
NCA Grade 4	41.29%	39.79%

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NCA Grade 5	50.92%	49.74%
NCA Grade 6	63.72%	67.80%
Grand Total	45.44%	44.69%

However, this needs to be looked at in the context of where female officers sit in the pay range quartiles as shown in table 2. The number of female officers positioned in the upper pay quartile has increased; although as more male officers are positioned at the higher end of the pay ranges, a gender pay disparity persists and is assessed to be the root cause of our gender pay gap position. Our operational commands make up the majority of our workforce; table 4 shows a gender comparison within these areas. For most of the commands the comparison matches positively, the challenge remains within our Investigations command where female officers continue to comprise 38% of the command. Senior management within the command are proactively seeking ways to address the imbalance with a default position on all job adverts being suitable for job-sharing (three officers within the command currently work in job-share roles). Interview panels are made up of both male and female managers to promote inclusivity and enhance hiring decisions. Partnership working is underway with the Inclusion, Culture & Equality Team as well as the Change Delivery Team to engage and promote career opportunities for female officers. The NCA has 50% female representation on the Civil Service Future Senior Leadership Development Programme at our Grade 2 senior manager grade and 20% representation at our G1 senior leader grade.

Table 4: Gender comparison within operational commands

Command	Female	Male
NCA Intelligence	45%	55%
NCA Investigations	38%	62%
NCA National Economic Crime Centre	55%	45%
NCA Threat Leadership	46%	54%
Grand Total	43%	57%

Within our operational commands we have implemented a spot rate pay framework, a skills-based pay progression system for our operational officers. Of itself, the spot rate system should act to remove unwarranted variations in pay between individuals carrying out the same work as they are on the same spot rate pay. The spot rate framework is designed to reflect skills and capabilities in certain roles rather than a salary point at which officers entered the agency. As table 5 shows, upon implementation of the framework we noticed a considerable drop in the gender pay gap; however there have been fluctuations with the mean rising year-on-year until 2023 when the mean (and median) dropped. These fluctuations are primarily due to the gender makeup of the workforce we recruit from, as more experienced operational officers are still mainly male and this will affect the gender pay gap within spot rate roles.

Table 5: Gender pay gap within spot rate roles

Spot Rate Framework – Gender Pay Gap	2023	2022	2021	2020
Mean	8.87%	10.51%	7.16%	4.66%
Median	7.56%	10.74%	8.59%	7.75%

Table 6 sets out the gender breakdown of those we recruited last year from the three main sectors we recruit from, and shows we are broadly equal with Civil Service and private sector, but there is a much bigger gender disparity with the police, reflecting the lower (albeit growing) proportion of women in policing. However there has been a minor improvement compared to last year, showing that we have recruited as a percentage more females from these markets than in the previous year.

Table 6: Recruiting sector by gender

Recruiting Sector	2023		2022	
	Female	Male	Female	Male
Civil Service	52%	48%	50%	50%
Police Forces	41%	59%	35%	65%

Private Sector	51%	49%	49%	51%
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Within last year’s gender pay gap report, we identified that female officers were potentially progressing through spot rates at a different rate to male officers. We conducted a thorough analysis and review of the spot rate framework to understand if there was an inbuilt bias within the process that may prevent female officers from progressing as quickly as male officers. We concluded that there was no discernible difference with how female and male officers progressed through the spot rate framework, timelines were the same for both which meant that the increase gender pay gap within the spot rate framework was not because of the process itself.

This work also highlighted the natural fluctuations within the workforce from our new recruits; a higher intake of female officers in a single year will create a gap within the spot rates, but by years 2 and 3 the gap has been bridged once they have had an opportunity to progress through the pay framework.

Many of the positive changes we have made at our lower grades are due to the NCA Officer Development Programme (ODP), a 24-month blended learning programme to develop the specialist skills and knowledge to become an NCA Investigator or Intelligence Officer. Currently 59% of officers on the ODP programme are female. As officers complete the programme their salary increases along our spot rate framework and up the pay quartiles. Our ambition is that in the longer term this will reverse some of the changes we have noticed within tables 5 and 6.

The Agency has a strong development and talent offer for our female officers with opportunities to develop through internal and Civil Service talent programmes, as well as female focused cross government opportunities like the Crossing Thresholds programme. This has enabled female officers who have either recently been promoted, or working towards promotion to develop their skillsets and talents. Since 2016 we have seen 59% of female participants in talent and development programmes promoted, with 25% being promoted after undertaking such a programme. This is a positive step for the Agency and we believe this is part of the reason why we are seeing a gradual change in the gender balance.

One of the positive areas we have seen since last year has been the increase in promotions and temporary promotions for female officers. During 2022-23 there was an increase in female officers taking up temporary promotion positions (52% female/48% male). This figure is matched within permanent promotions with females also taking up 52% of overall promotions within the Agency during 2022-23, as shown in table 7 below. The table illustrates post-promotion data i.e. 64% of the officers promoted into Grade 5 were female. At each grade a higher proportion of women are being promoted than you would expect from their representation at the grade below (see table 3).

Table 7: Percentage of officers permanently promoted into a higher grade during 2022-23

Percentage of Promoted Officers	Female	Male
<b>NCA Deputy Director</b>	43%	57%
<b>NCA Grade 1</b>	41%	59%
<b>NCA Grade 2</b>	42%	58%
<b>NCA Grade 3</b>	51%	49%
<b>NCA Grade 4</b>	53%	47%
<b>NCA Grade 5</b>	64%	36%
<b>Total</b>	52%	48%

Table 8 shows that the Agency compares well with the UK economy and our primary market comparators. This is in contrast to previous years where we have struggled against the Civil Service, the UK Intelligence Community and police comparators. The significant improvement seen over the previous 12 months serves to highlight the natural fluctuations we will see within the gender pay gap due to market forces. This includes occupational segregation – more male officers in firearms and operational roles and pay pressures on roles where male candidates can negotiate higher starting salaries (e.g. transfers from policing).

Table 8: NCA gender pay gap against comparator markets

Gender Pay Gap Comparison	NCA	Civil Service	Police (aggregate)	Intelligence Community (aggregate)
<b>Mean Gender Pay Gap - Ordinary Pay</b>	9.46%	8.1%	9.44%	10.03%
<b>Median Gender Pay Gap - Ordinary Pay</b>	8.68%	9.6%	16.97%	11.47%

Civil Service Data from Civil Service Statistics: 2023

## 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 further strengthen our female talent pipeline in middle management and senior management grades.

The actions below are starting to make a positive impact:

- **Staff Networks & Champions** - Continue to support staff groups including the Gender Equality Group with Deputy Director/Director Sponsorship.
- **Recruitment** - Ensure recruitment activities are aligned to best practice and encourage applications from female candidates as well as under-represented groups. For example, any new recruitment will have a starting position to advertise roles as suitable for full time, part time, job share and flexible working. Exceptions will be considered on a case-by-case basis. This will facilitate a wider range of applicants thereby broadening representation, particularly in operational roles. A 'job share hub' will be designed for officers to express an interest in job share opportunities, lessening the burden on the individual officer to arrange a job share partner.
- **Policy Development** - Support progressive policy development and ways of working which include flexible and hybrid working and support for female officers experiencing the menopause.
- **Career Development** - Continue to offer internal promotion opportunities ensuring a flexible approach to ways of working i.e. reduced hours/flexible locations.
- **Addressing Under-Representation** - Encouraging women to apply for operational roles, which has seen, as set out above, 59% of the Officer Development Programme cadre now being female.

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 with testing in the real world to help employers improve practices in the workplace.

Targeted actions to reduce the gender pay gap include:

- An extensive programme of pay reform to address anomalies in our pay structures and to positively impact the gender pay gap. A full Equality Impact Assessment will be carried out on the reform proposals.
- Continue to enhance our non-pay benefits including key worker housing schemes, buying & selling annual leave and promoting flexible working options in roles across the Agency.
- Support the creation of a dedicated Gender Pay Gap Working Group to provide guidance, support and accountability across the Agency, reporting into the Strategic Equality Forum.
- The Gender Pay Gap Working Group is developing a gender pay gap action plan to identify further areas for improvement, and to bring together key stakeholders within the agency to develop and push forward proposals.
- Continue to promote talent development programmes and initiatives, including the launch of the NCA Female Senior Leadership Development Programme (FSLDP) in June 2023. The FSLDP is a year-long programme of monthly professional development sessions designed to support female leaders in their careers, whilst also improving the diversity of our senior leadership teams.
- Work closely with Talent and HR Data Management teams to improve the analysis of data, including understanding the impact of development programmes in more detail.



- Ensure that the Allyship training programme remains a mandatory course for all officers to complete during their performance years cycle.

**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.

**HR Director:** Mandy Eddolls

**Director General NCA:** Graeme Biggar