



GCHQ

GENDER PAY GAP 2020

GCHQ Gender Pay Gap Report 2020

This is the third year that we have published GCHQ's Gender Pay Gap. This year's results show that our interventions are working, but they also highlight where we need to do more. It's clear we need to up our efforts to attract talented women and follow through our commitment to enable them to reach their full potential. We want to get to the point where GCHQ is a leader in recruiting, progressing, and retaining women in all of our career streams, including in technical roles where we have struggled for diversity in the past. When we do, the GPG will disappear.

GCHQ's success depends on having the right mix of minds. Diverse teams drive ingenuity which is the life blood of our mission. Put simply, if we do not recruit and retain the best people from the most diverse pool of talent, we will be less effective as a cyber, security and intelligence agency. That means less effective at countering threats from terrorists and hostile states; less effective at defending the nation's cyber security and protecting our citizens online; less effective at supporting our armed forces overseas. Ensuring GCHQ has a balanced and diverse workforce is not an optional extra; it is mission critical.

This year has been an extraordinary one for us all. The pandemic has shone a light on many inequalities in society. While everyone is facing unprecedented challenges, there is evidence that women are bearing a disproportionate burden of the economic and social fallout of COVID-19. Our organisation is not immune to these trends. We must be mindful of the impact of COVID on our efforts if we are not to squander the progress we have made on gender equality over the last few years. The stakes are high, but when we get this right, when we remove the GPG, we will create a workplace where everyone can thrive and excel in protecting the nation.

Jeremy Fleming, Director GCHQ

GCHQ Gender Pay Gap Report 2020

Background

In early 2017 the Government announced legislation making it statutory for organisations with 250 or more employees to report annually on their gender pay gap.

While GCHQ does not have to publish its data, we believe it is important to be open about our progress to demonstrate the importance of equality to us as an organisation.

Gender pay gap vs equal pay

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.

GCHQ promotes the fair treatment of all employees in its pay and reward, irrespective of gender.

GCHQ Gender Pay Gap Report 2020

Data

This is GCHQ's third report. It is based on a snapshot of all GCHQ employees on 31 March 2020.

As of 31 March 2020, GCHQ's permanent workforce head count was made up of **36%** women and **64%** men.

Ordinary Pay

The mean¹ gender pay gap is the difference between mean pay for men and women in the organisation. In GCHQ, the mean pay for men is 11.7% higher than for women (12.5% in 2019, 12.3% in 2018).

The median² gender pay gap is the difference between median for men and women in the organisation. In GCHQ, the median pay for men is 12.5% higher than for women (14.2% in 2019, 12.8% in 2018).

GCHQ has seen a slight increase this year in the number of women moving into senior grades and higher paid skills levels, which accounts for the reduction in our gender pay gap for 2020.

¹ Mean is the sum of all pay divided by the number of people.

² Median is the middle-ranked pay when you line up all salaries in ascending order.

GCHQ Gender Pay Gap Report 2020

Bonuses

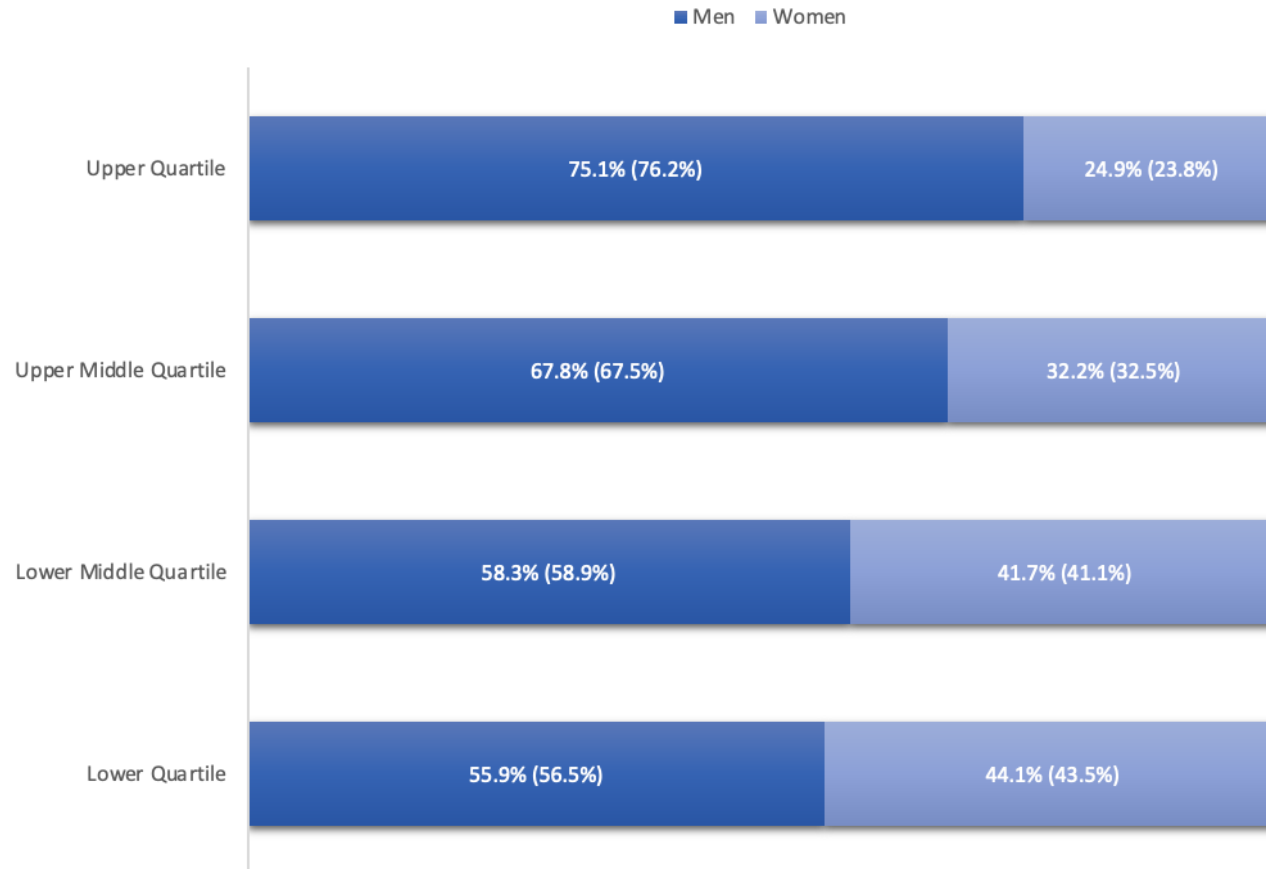
The mean gender pay gap for bonuses is the difference between mean bonuses paid to men and women in the organisation. In GCHQ, the mean gender pay for bonuses for men is 7.4% higher than for women (15.2% in 2019, 20.8% in 2018).

The median gender pay gap for bonuses is the difference between median bonuses paid to men and women in the organisation. In GCHQ, the median gender pay for bonuses for men is 19.5% higher than for women (29.3% in 2019, 31% in 2018).

The proportion of employees paid a bonus is **34.2%** of men (34% in 2019) and **38.5%** of women (39.1% in 2019).

GCHQ Gender Pay Gap Report 2020

Proportion of men and women in each pay quartile³



³ Figures in brackets are from 2019.

GCHQ Gender Pay Gap Report 2020

Strategy

Our Board-endorsed Diversity and Inclusion Strategy, and specifically our Gender Equality Strategy, set out clear intent and action to improve the way we recruit, retain, and support the progression of women in GCHQ. We remain determined to break UK technology industry norms by attracting and training more women into our highest paying professions. This enables our mission by drawing on a blend of skills including problem solving, technical skills and languages, bringing together the multiple ideas and perspectives that help drive our ingenuity and innovation.

Progress

Since 2019 we have:

- Increased our use of aptitude testing and blind sifting in technical recruitment campaigns, which has contributed to an increase in the percentage of female applicants progressing through to job offers
- Further increased the number of women in high level technical roles, partly through scrutinising our assessment processes and introducing positive interventions, such as ghost writing, nomination, and sponsorship schemes, which reduce the need for women to self-nominate
- Increased the proportion of women at higher grades, in part through promoting flexibility around hours and job sharing

GCHQ Gender Pay Gap Report 2020

We also continue to support a range of interventions at all levels of the employee life cycle, which include:

- Multiple outreach efforts aimed at attracting women including DigitalHer workshops, a Women-only Coding Bee, Monster Confidence Bootcamps, Live Instagram Q&As to girls and young women about life in GCHQ, International Women's Day tweets
- New recruitment approaches including positive-action initiatives, feminine-coded language in job adverts, and assessing aptitude, rather than requiring degree-level qualifications
- Encouraging internal teams to remove mandatory requirements in job adverts for specialist skills where possible – moving from 'essential now' to 'essential in 6/12 months'
- Mentoring schemes such as Trading Perspectives, in which a junior and senior employee shadow each other
- Leadership programmes aimed at women, including the UKIC Inspiring Leaders – Women (IL-W) programme, and CATALYST, a technical leadership scheme
- A move away from CV-style evidence writing to a more informal process for internal skills evidence submissions
- A number of policy changes to help with balance of evidence required for skills assessments when working reduced hours or returning to work after a period of absence
- Role-modelling and promoting job-sharing and part-time working at senior levels of the organisation

GCHQ Gender Pay Gap Report 2020

Next steps

We have seen some improvement in most of the gender pay gap measures in 2020, with a reduction in the mean and median gender pay gaps, and bonus pay gaps this year, and the proportion of women receiving a bonus increasing for the second year in a row. This is encouraging, but we know there is still a lot to do and remain committed to identifying and tackling underlying structural issues, as well as accelerating the rate of progress for women.

Going forward, we will:

- Strive to further increase the numbers of women who are recognised for their technical skills at the highest possible level
- Continue to scrutinise our specialist pay mechanisms, with a focus on reducing the gender pay gap in this space
- Monitor the impact of changes to our working practices as a result of Covid restrictions to identify any potential negative affect on the progression of women in the workplace