



GCHQ

GENDER PAY GAP 2022

GCHQ Gender Pay Gap Report 2022

It is of vital importance that the GCHQ workforce reflects the society it serves. Without a diverse mix of minds, we cannot deliver our mission: to keep the UK and its people safe.

That is why diversity, equity and inclusion is considered at the heart of every decision we make, from the adoption of new technology, to policy-making, to the creation of recruitment campaigns, and every member of staff knows how to play their part. More than that – we all know that we are accountable.

In presenting this year's gender pay gap I am pleased to note that this year fewer women have left our department and more have joined than in 2021, meaning we now have an organisation of 34.6% women. Progression through the grades is improving so that figure should be set to increase, and the implementation of our Gender Equality Action Plan has meant we have been able to identify and act on areas for improvement.

Our leadership has also endorsed the next phase of that action plan, which will include enhanced internal talent management programmes, a refreshed approach to job sharing to make it easier to match people with partners and role models, greater parental leave benefits and a deeper focus on the inclusion of minority gender and non-binary staff.

There is still work to do on the aspects of our career and reward system, and our culture, that drive the gender pay gap, which are felt most keenly within the specialist pay areas; we know we need a sustainable plan to tackle this.

Our mission is clear, and without the right blend of people, whether analysts, engineers, information specialists or HR professionals, we cannot fulfil it. We must help people to succeed, by design, and this year's report shows that we continue to make progress.

But it also reminds us that we have a distance still to travel, and we know we are recruiting in a competitive marketplace. GCHQ's culture should be its strength and we must bring the creativity and innovation we are renowned for to bear on our workforce imbalance. There are, rightly, high barriers to entry for work on national security, but they should be equally felt for all applicants. No one should face additional hurdles and a fully inclusive workplace will ensure that.

Publishing our gender pay gap is one measure of the progress we are making and I am absolutely committed to continued transparency as we carry on removing needless and damaging obstacles to success.

Katharine, Director General Strategy

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Background

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

While GCHQ is not compelled to publish its data, we do so because it is important to be open about our progress and to demonstrate the importance of equality to us as an organisation.

Gender pay gap versus equal pay

The **gender pay gap** (GPG) shows the difference in the average pay between all men and women in a workforce. If a workforce has a particularly high GPG, this can indicate there are several issues to deal with, and the individual calculations may help to identify what those issues are. The GPG is different from 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 differently because of their gender.

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

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Data

This is GCHQ's fifth year reporting the GPG. It is based on a snapshot of all GCHQ employees on 31 March 2022. On that date, GCHQ's permanent workforce was made up of **34.6%** women and **65.4%** men: for the purposes of this report, we are obliged to report on the binary categories of women and men; we know, however, that we have an increasing number of staff who identify outside of these categories, and we are working hard to ensure that all employees are, and feel, included and reflected within our organisation.

Ordinary Pay

The mean¹ GPG is the difference between mean pay for men and women in the organisation. At GCHQ, the mean pay for men is **11.0% higher** than for women (10.4% in 2021, 11.7% in 2020).

The median² GPG is the difference between median for men and women in the organisation. At GCHQ, the median pay for men is **10.9% higher** than for women (11.7% in 2021, 12.5% in 2020).

The downward trend in median GPG this year has not been matched by a fall in the mean, although the trajectory of the mean pay gap over time is still downwards. GCHQ's efforts to support women's progression and promotion within the department are necessarily underpinned by greater recruitment at lower levels, which affects salary distribution. The slight increase in the mean pay gap is not therefore necessarily indicative of a lack of progress.

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

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Bonuses

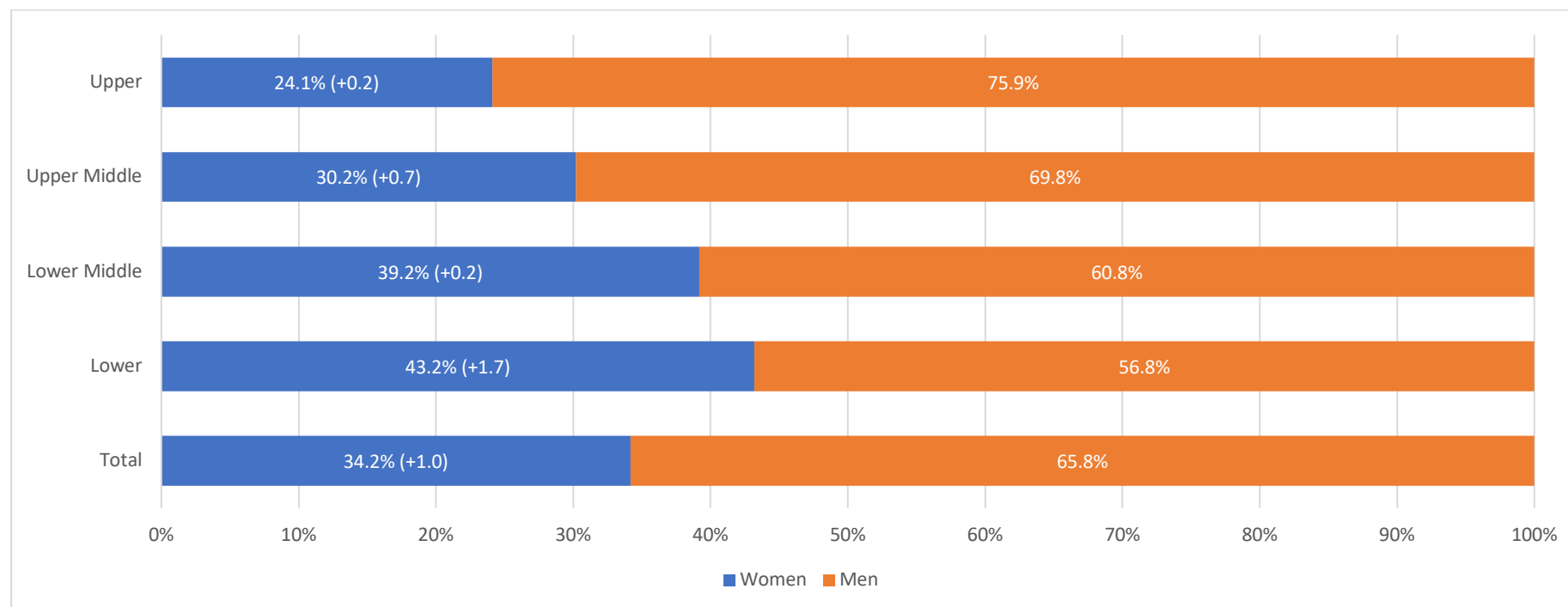
The mean bonus gap for gender is the difference between mean bonuses paid to men and women in the organisation. In 2022, GCHQ's mean gender bonus gap is **-4.9%**, which means that women are in receipt of more in bonus payments than men.

The median bonus gap for gender is the difference between median bonuses paid to men and women in the organisation. In 2022, GCHQ's staff were paid bonuses at a flat rate, meaning the median gender bonus gap is zero.

The proportion of employees in receipt of a bonus is **34.4%** of men (34.5% in 2021) and **41.0%** of women (37.7% in 2021).

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Proportion of men and women in each pay quartile³



As shown in the chart above, proportions of women have increased across the pay quartiles, although with only a small rise in the lower middle quartile, which we should expect to see increase as women coming into the business at entry-level grades are promoted.

³ Figures in brackets show percentage point change from 2021

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Strategy

The pay gap has remained relatively static this year, although the gender bonus gap shows that, for the second year in a row, women have received more in bonus payments than men.

In our last report we said that we remained committed to identifying and tackling underlying structural issues, and accelerating the rate of recruitment and progress for women. We were extremely pleased to reach 50% recruitment of women at the end of the first quarter of 2022, a figure we now need to work hard to reach as our standard average. The endorsement by our senior leadership of the evolution of the Gender Equality Action Plan underlines their commitment to improve the way we recruit, retain, and support the progression of women in GCHQ.

Additionally in 2022, we have:

- Undertaken a reduced-hours survey, the largest conducted in GCHQ to date, to draw out tangible proposals for change in 2023
- Launched a job-sharing portal to enable staff on reduced hours to be better matched to roles, mentors and job-sharing partners
- Made further strides in our ongoing commitment to ensuring workplace inclusion with the launch of our Tackling Sexism campaign, as a part of which men throughout the organisation have confronted – and pledged to ameliorate – the experiences of some of their female colleagues
- Begun work as part of the team bringing a radical redesign of GCHQ's Career and Reward framework
- Reviewed organisation-wide policies to ensure minority gender and non-binary inclusion
- Further increased the number of women in the highest-level technical roles