



Department for  
Business, Energy  
& Industrial Strategy

# BEIS Gender Pay Gap Report

Report for the year 2021

January 2022



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# Foreword from the Permanent Secretary

As a department, we are focused on building a stronger, greener future by fighting coronavirus, tackling climate change, unleashing innovation, and making the UK a great location to do business. To make BEIS a great place to work and to deliver great outcomes for the public, we know we need to be diverse in our identity and thought, and inclusive of difference.

Our diversity and inclusion work remains a priority, as we look to continuously improve so as to be a better employer that makes better decisions. We want to capitalise on difference to solve some of the most important and complex policy challenges facing the country, business, and the environment. Reducing our gender pay gap is a key step to helping us achieve this.

I am pleased that we have seen our gender pay gaps narrow this year. For core BEIS, the mean pay gap has dropped from 5.9% in 2020 to 4.5% in 2021, and the median pay gap has fallen from 13.5% to 11%. For BEIS including Executive Agencies, we have seen a decrease in the mean pay gap from 10.2% in 2020 to 8.8% in 2021, and a narrowing in the median pay gap from 10.7% to 7.1%.

We know that, historically, the pay gap in BEIS has mainly been driven by men being proportionally more likely to be occupying roles at senior grades and women being proportionally more likely to have roles at junior grades. We are now seeing an increase in the proportion of women in senior grades, and I am pleased that women now make up 49.5% of our Senior Civil Service.

This progress is encouraging but we know there is more to do. Over the last 12 months we have introduced localised representation and inclusion goals for each Director General Group, and action plans to support with the delivery of those goals. We will continue to scrutinise our data to monitor progress, and we will build on our existing initiatives to embed diversity and inclusion in all our key decisions on policy, procedure, and process. I am delighted to see concrete next steps that BEIS has committed to take for the year ahead, including advertising all jobs openly, fairly, and flexibly to ensure equality of access to opportunities, as well as providing a specific internal development programme aimed specifically at women.

This year we have also launched our diversity and inclusion curriculum, which sets out our learning offer for all grades to support with building our inclusive culture. In addition, we will continue to work in partnership with our Trades Unions and Diversity Networks, in particular our Women Empowered Network, to ensure that staff views are considered and understood as we deliver our Diversity and Inclusion Strategy.

This report sets out the data for BEIS, alongside what we are doing to reduce our gender pay gap going forward.

# Introduction

The Department for Business, Energy, and Industrial Strategy (BEIS) has prepared this report as part of the legal requirement for public authorities to publish their gender pay gap on an annual basis.

In 2017, 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 relevant organisations to publish their gender pay gap by 30 March each year. This includes the 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 men and women 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 several 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.

BEIS supports the fair treatment and reward of all staff irrespective of gender. The Civil Service, including BEIS, wants to create a diverse and representative workplace, supporting an inclusive, flexible, modern, and connected Civil Service. Encouraging openness, challenge, innovation, and excellence, in everything we do.

This report fulfils the department's reporting requirements, analyses the figures in more detail and sets out what we are doing to close the gender pay gap in the organisation.

## 2021 Headline figures

This is the fifth year BEIS have published Gender Pay Gap figures. For context, we have therefore included the figures from previous years (2017, 2018, 2019 and 2020) in our analysis (the full data is set out in annexes A and B). Please note when comparing to previous years, this is the third year we have presented the data to a decimal point to bring us in line with other government departments.

The headline 2021 Gender Pay Gap figures (for BEIS including Executive Agencies) show a **mean gender pay gap of 8.8%** and a **median gender pay gap of 7.1%**.

Gender Pay Gap	2017	2018	2019	2020	2021
Mean gender pay gap	12%	11%	10.1%	10.2%	8.8%
Median gender pay gap	15%	14%	10.2%	10.7%	7.1%

For core BEIS, so excluding Executive Agencies, the headline 2021 Gender Pay Gap figures show a **mean gender pay gap of 4.5%**, and the **median gender pay gap of 11.0%**.

Gender Pay Gap	2017	2018	2019	2020	2021
Mean gender pay gap	9%	5%	5.5%	5.9%	4.5%
Median gender pay gap	15%	13%	12.7%	13.5%	11.0%

Historically the main factor contributing to the pay gap in BEIS has been an imbalance in the distribution of men and women by grade – with men disproportionately represented in roles at higher grades and women disproportionately filling roles at more junior levels. This remains the case in 2021.

However, in 2021 the proportion of men at G6/7 and within the SCS has slightly decreased with a corresponding increase the proportion of women at these grades. Our analysis suggests that the increase in the proportion of women in higher grades and a growth in the number of men at more junior grades (e.g., EO) is the main driver reducing the Department's pay gap figures in 2021.

Despite this progress it remains the case that men form a larger proportion of the more senior grades than of the overall workforce. Conversely, women form a larger proportion of the more junior grades than their share of the total workforce. This is exemplified when considering the median pay gap as the relevant individuals are a female SEO with a male Grade 7.

# The data – BEIS and the Executive Agencies

The Gender Pay Gap regulations require BEIS to include its five Executive Agencies in the published figures as they are not separate legal entities. The data published on GOV.UK therefore includes core BEIS, Companies House, the Insolvency Service, the Intellectual Property Office, the Met Office, and the UK Space Agency.

This report provides our gender pay gap, using the Government Equalities Office methodology, on the snapshot date of 31 March 2021. For bonuses, we used the period of 1 April 2020 to 31 March 2021, which was the 12 months preceding the snapshot date.

For BEIS (including Executive Agencies) the headline 2021 GPG figures show a mean gap of **8.8%** and a median gap of **7.1%**. This is a reduction when compared to the figures published in 2020 (mean 10.2% and median 10.7%).

The mean bonus gap is 14.7% and the median bonus gap is 13.9%. These figures have fluctuated over the last four reporting years but are in line with previous years.

**The proportion of men who received a bonus is 85.9% and the proportion of women is 84.6%.**

As demonstrated by the table below, the pay gap seems to be driven by an uneven distribution of gender by grade. There is a higher proportion of more men in senior grades as well as a higher proportion of women in lower grades. The changes in workforce composition over the last year is therefore a likely driver of the change.

## 2021 Gender makeup of the Department (BEIS and Executive Agencies)

Grade	Number of men (% of men who work in this grade)	Number of women (% of women who work in this grade)	% of grade that are men	% of grade that are women
AA/AO	550 (8.2%)	950 (14.6%)	36.67%	63.33%
EO	830 (12.3%)	1100 (16.9%)	43.01%	56.99%
HEO/SEO/FS	3010 (44.9%)	2710 (41.8%)	52.62%	47.38%
G6/7	2070 (30.9%)	1550 (23.9%)	57.18%	42.82%
SCS	240 (3.5%)	170 (2.6%)	58.54%	41.46%
Total	6700 (50.8%)	6480 (49.1%)	50.83%	49.17%

## The data – core BEIS

For core BEIS (excluding Executive Agencies) the headline 2021 GPG figures show a mean gap of **4.5%**, and a median gender gap of **11%**. This is a narrowing in both metrics compared to 2020 (mean 5.9% and median 13.5%).

Positively, compared with the 2020 data there has been an increase in the proportion of women at grades G6/7 and SCS, this has helped BEIS to continue to reduce the gap. However, there remains an imbalance in the distribution between grades by gender, (see tables below).

There is now an almost identical split between the proportion of males and females getting bonuses (table in Annex B). The mean bonus gap is 2.6% and the median bonus gap is 3.6%, and the proportion of men who received a bonus is 81.2% and the proportion of women is 81.1%.

## Gender make-up of the Department (core BEIS)

### 2021 Gender composition of the department (core BEIS)

Grade	Number of men (% of men who work in this grade)	Number of women (% of women who work in this grade)	% of grade that are men	% of grade that are women
AA/AO	34 (1.2%)	45 (1.7%)	43.00%	57.00%
EO	154 (5.7%)	253 (9.7%)	37.80%	62.20%
HEO/SEO/FS	1102 (40.5%)	1077 (41.4%)	50.60%	49.40%
G6/7	1255 (46.1%)	1079 (41.4%)	53.80%	46.20%
SCS	176 (6.5%)	150 (5.8%)	54.00%	46.00%
Total	2721 (51.1%)	2604 (48.9%)	51.10%	48.90%



**2020 Gender composition of the department (core BEIS)**

Grade	Number of men (% of men who work in this grade)	Number of women (% of women who work in this grade)	% of grade that are men	% of grade that are women
AA/AO	39 (1.7%)	54 (2.6%)	41.9%	58.1%
EO	161 (7.2%)	238 (11.6%)	40.4%	59.6%
HEO/SEO/FS	901 (40.2%)	836 (40.9%)	51.9%	48.1%
G6/7	1008 (44.9%)	807 (39.5%)	55.5%	44.5%
SCS	134 (6%)	110 (5.4%)	54.9%	45.1%
Total	2243 (52.3%)	2045 (47.7%)	52.3%	47.7%

# Closing the gender pay gap

## Organisational Context

**The outcomes suggest the actions put in place by the Department in previous years are having a positive impact on the gender pay gap:**

- The mean pay gap has halved from 9% in 2017 to 4.5% in 2021. The median pay gap has fallen from 15% in 2017 to 11% in 2021.
- The gender balance of our job offers has shifted with women representing 51.5% of our offer holders in the year to May 2021 - an annual increase of 3.8%.
- In the year to 31 March 2020, the department grew by 1037 people, with 559 more women in the department (54% of the total increase).
- From 2020 to 2021, the proportion of women at more senior grades has increased. At Grade 7/6, 46.2 % of the cadre are women (up 1.7% points) and at SCS 46% are women (up 0.9% points). The proportion of men at AO, our most junior grade, has also increased.

BEIS is committed to developing and embedding a truly inclusive culture where diversity and inclusion are a core part of the Department's working environment, including our decision making, policy creation and delivery. This will support our delivery of policies for UK businesses, with an understanding of and focus on real-world outcomes, which create an economy for everyone.

## Recruitment

### Our processes: recruiting, retaining, and developing a diverse workforce

BEIS continues to follow the recruitment principles of fair and open competition with selection being made on merit, ensuring we appoint the best people for our roles regardless of background.

The gender balance of our job offers has shifted with women representing **51.5%** of our offer holders in the year to May 2021 - an annual increase of **3.8%**.

We are:

- Continuing to use the Success Profiles framework as our selection process methodology.
- Helping managers improve the inclusiveness of job adverts and increase the benefits from using Textio.
- Continuing our blind sifting process, where names and identifying information is removed from applications
- Continuing mixed gender sift and interview panels. We are also expanding our trained Independent Panel Members to provide additional constructive challenge in the recruitment process
- Actively supporting hiring managers in the move to virtual sifting and interviewing, (necessary as mitigation to pandemic restrictions).

## Performance Management

BEIS performance management strategy is designed to improve the benefits of performance management continuously to all staff. We will continue work in 2021-22 to improve diversity outcomes and tackle any gender-based disparities identified.

For delegated grades below SCS, BEIS operates a small In-Year Reward (IYR) reward scheme for effective work delivery. Analysis of IYA bonus payments up to the end of the 2020 reporting year shows that they are being received by men and women in roughly equal proportions.

In 2020/21 BEIS undertook a detailed review of internal performance management. Following this, the importance of improving allocation and management of work for part-time staff, a population that is mainly comprised of female colleagues, is highlighted in our Performance Management Induction training and our training for managers in 2021/22. This is intended to

remove or lower barriers to part time workers gaining promotion and progressing to higher grades.

## Flexible Working

BEIS offers family friendly policies including flexible working, maternity, paternity, and parental leave. We also offer job share, term-time and part time working, reduced hours and compressed hours opportunities.

The BEIS Shared parental leave policy provides parents with the opportunity to share the care of their baby/child in the first year following birth/adoption, while balancing their work and retaining their link to the labour market.

### Shared Parental leave take up in BEIS

Year	Number of cases
2017	25
2018	36
2019	31
2020	35
2021	33

## Diversity and Inclusion

BEIS's Diversity and Inclusion vision is to capitalise on difference to solve some of the most important and complex policy challenges facing the country, business, and the environment.

As part of our Diversity & Inclusion Strategy, we want to ensure that all our policies, processes and decisions are as inclusive as possible. We want to be diverse in our identity and thought and ensure that everyone feels valued and supported.

As part of this work, we have:

- Introduced an Empathy Development Programme, which approximately 1,600 colleagues have participated in so far, to help define inclusive behaviours in teams and foster a culture where it is safe to challenge.
- Continue to offer a diversity and inclusion curriculum that sets out a learning offer for all grades, as well as specific training for new line managers.
- For each Director General Group, we have asked that they form localised representation and inclusion goals, and action plans to support with the delivery of those goals. We monitor progress across different grades and different parts of the department against these goals and facilitate sharing of best practice.
- We continue to work in partnership with the BEIS Diversity Networks, which play an important role in supporting our activity in this area, such as Women Empowered Network
- We consult with all networks about our diversity and inclusion approach and key decisions on this area within the department.

## Working with Women Empowered Network

The Women Empowered network aims to empower, inspire, and connect women across the Department and partner agencies to achieve an inclusive and fair workplace culture.

As part of their learning and development strategy, they have supported women in their personal and professional development with a specific focus on supporting women with job applications through workshops. They currently offer the following workshops:

- Improving behaviours
- Interview preparation
- Emotional intelligence and wellbeing
- Line management guidance- to help managers effectively manage, support and champion women in the workplace.

## Initiatives Women Empowered have led/contributed to

- Assisted to improve job profiles to attract more women to BEIS-specific roles especially across regional offices and supported the attraction of external candidates by promoting the Network's work through external tools such as Vercida and LinkedIn
- Supported an inclusive working environment by championing BEIS to be women's health confident through the introduction of women's health toolkits equipping employees and managers with the right information and guidance to hold constructive discussions around female-specific health issues.

- Ensured fairness of opportunity by suggesting improvements to development scheme processes, i.e., recommending that pictures are removed from Aspiring Leaders Forms to limit any biases across the sifting process.

## Next Steps

Women Empowered will be launching **annual surveys** to seek feedback from their members.

This year's survey will seek to understand whether BEIS' learning and development workstream has provided direct benefit to members of the network when seeking progression in the Civil Service. They also plan to undertake a survey to understand the experiences of parental leave in BEIS. The results will be analysed by gender to gain some insight of any barriers experienced by employees due to parental leave and parenthood that could impact the department.

## Learning and Development

We are continually working to support our objective of being a world-class learning organisation. Developing our staff is high on the agenda in BEIS across the whole organisation.

The BEIS Academy brings together our learning under a single brand, we work with the Organisational Development Team, BEIS's professions, Civil Service Learning, and our network of local representatives to bring together and identify the right learning for our BEIS colleagues.

BEIS Internal Offer and Programmes:

- Aspiring Leaders Programme
- Interdepartmental Talent Partnership (ITP) Programme
- AO/EO Conferences
- Coaching, Mentoring and Reverse Mentoring
- Loans/Secondments
- SCS Sponsorship Programme

Civil Service Centrally Run Programmes:

- **Senior Leaders Scheme and Future Leaders Scheme** - a 2-year, cross-government accelerated development schemes for high-potential deputy directors.
- **Beyond Boundaries**- a new cross-government development programme launching in 2021.

- **Crossing Thresholds-** 12-month career mentoring programme for women – Grades AO-G6.
- **Apprenticeships-** Apprenticeships provide on the job training alongside complementary studying, allowing individuals to gain recognised qualifications in addition to essential and desired skills in the workplace.

# Conclusion

## Holding ourselves to account

The department has undertaken several activities to focus on closing the GPG since first reporting in 2017, we will continue to review and refresh all processes, activities, and initiatives on an annual basis.

## Action plan for the year ahead

- Continue to improve routes into the department that will build a more diverse workforce and contribute to a gender balance representation in the department, using our recruitment channels and learning and development opportunities.
- Advertise all jobs as available for flexible working, full-time, job share or part time and monitor the effectiveness of our advertising platforms used in addition to Civil Service Jobs to attract a diverse range of applications. These include LinkedIn, Indeed, Find a Job, Glassdoor and diversity jobs boards including VERCIDA and Working Mums that advertises part time and flexible working for parents, with a focus on mothers.
- Encourage flexible and part time working for men and women, to build a more inclusive workplace.
- Ensuring there is opportunity and ability to progress careers within the Department through talent management schemes, such as Beyond Boundaries, Aspiring Leaders and Crossing Thresholds, a year-long career mentoring programme for women.
- Supporting and highlighting our departmental Women Empowered Network in the work they do. They are helping to level the playing field and giving women the tools and skills, they need to do their best within their jobs, through workshops, upskilling events, and continued support for women in the department
- Continuing to analyse salary, talent, and recruitment data, monitoring progress to identify trends early.
- Continue to monitor diversity data at all grades and inclusion scores through our D&I scorecards to identify representation gaps, and work with local D&I Group Leads to take action in areas where there is disproportionate representation.

# Declaration

We confirm that data reported by the Department for Business, Energy and Industrial Strategy 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.

**Director General Corporate Services: Freya Guinness**

**BEIS Permanent Secretary: Sarah Munby**



## Annex A – BEIS group figures (including Executive Agencies)

### Gender pay gap (In favour of men)

Pay gap / Bonus gap	2017	2018	2019	2020	2021
Mean gender pay gap	12%	11%	10.1%	10.2%	8.8%
Median gender pay gap	15%	14%	10.2%	10.7%	7.1%
Mean bonus gender pay gap	12%	15%	12.7%	12.9%	14.7%
Median bonus gender pay gap	15%	27%	17.9%	15.8%	13.9%

### The proportion of men and women employees paid a bonus

Employees	2017	2018	2019	2020	2021
Men	80%	83%	83.4%	87.5%	85.9%
Women	76%	84%	83.7%	86.2%	84.6%

### Proportion of men and women employees in each quartile BEIS group figures (including Executive Agencies)

Quartile	2017		2018		2019		2020		2021	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
Lower quartile	60%	40%	47%	53%	60%	40%	61%	39%	61%	39%
Lower middle quartile	46%	54%	59%	41%	47%	53%	47%	53%	48%	52%
Upper middle quartile	40%	60%	37%	63%	39%	61%	41%	59%	42%	58%
Upper quartile	39%	61%	40%	60%	41%	59%	40%	60%	43%	57%

## Annex B – core BEIS figures (excluding Executive Agencies)

### Gender pay gap (In favour of men)

Pay gap / Bonus gap	2017	2018	2019	2020	2021
Mean gender pay gap	9%	5%	5.5%	5.9%	4.5%
Median gender pay gap	15%	13%	12.7%	13.5%	11.0%
Mean bonus gender pay gap	3%	1%	2.7%	6.5%	2.6%
Median bonus gender pay gap	0%	-5%	-2.5%	7.7%	3.6%

### The proportion of men and women employees paid a bonus

Employees	2017	2018	2019	2020	2021
Men	71%	73%	73.0%	86.7%	81.2%
Women	71%	77%	73.8%	85.9%	81.1%

### Proportion of men and women employees in each quartile BEIS group figures (excluding Executive Agencies)

Quartile	2017		2018		2019		2020		2021	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
Lower quartile	58%	42%	54%	46%	54%	46%	53%	47%	54%	46%
Lower middle quartile	48%	52%	43%	57%	47%	53%	50%	50%	50%	50%
Upper middle quartile	44%	56%	44%	56%	47%	53%	44%	56%	47%	53%
Upper quartile	42%	58%	45%	55%	43%	57%	43%	57%	44%	56%

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