

## **Equal Pay Audit 2015**

## **MOD Core Civilian**

## **Non-Industrial Personnel**

This audit presents a comparison of male to female and White to Black, Asian and Minority Ethnic (BAME) annualised average salaries in the period 1 October 2014 to 1 October 2015 to meet the Department's obligations under the Public Sector Equality Duty to provide information on its workforce identified by the Equality Act 2010. Further analysis to compare length of service in grade, promotions and length of time to promotion have been conducted to provide possible explanations for any gender or ethnicity differences that may be found.

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## Introduction

The Equal Pay Audit (EPA) examines the equality of pay of all non-industrial and industrial personnel by analysing the differences in average basic salary of males compared to females. It also conducts the same analyses on Ethnicity and Working status.

The analyses conducted within this report require exclusions. The population in this report consists of MOD main non-industrial personnel with a current HRMS record, who are identified as being paid on the CHIPS pay extract as at 1 October 2015. The following exclusions were applied throughout:

- a. Trading Funds personnel
- b. DE&S Bespoke Trading Entity
- c. Royal Fleet Auxiliary personnel
- d. Locally engaged civilians
- e. Industrial Grades
- f. Analogues (MDP, Fire Service, NHS, Teachers, Civilian Medical Practitioners and Civilian Dental Practitioners)
- g. Senior Civil Servants and equivalent (those paid above the Band B1 maximum)
- h. Personnel for whom no basic salary data is recorded on CHIPS pay extract as at 1 October 2015
- i. Personnel for whom required data are missing for other explanatory factors required within these analyses
- j. Personnel on Zero pay i.e. not being paid by the MOD as at 1 October 2015, are excluded from salary analysis, but are included within the feeder grades of promotion analysis, due to the fact that someone can be promoted from zero pay into a paid position

Further exclusions in addition to those listed above are made for the promotions analysis:

- a. Personnel not substantively promoted between 1 Oct 2014 and 1 Oct 2015
- b. Personnel promoted into or between Senior Civil Service grades
- c. Other personnel whose pay falls outside the pay band scales, such as Apprentices and some Retained grades; although those on broader banded pay scales, such as Fast Streamers are included
- d. Personnel who move from a Trading Fund post into a Core post, as it is not reliably accurate to calculate the underlying strength from which personnel have been promoted

To assist anyone who requires historical or additional data, Defence Statistics publishes Civilian and Armed Forces Personnel data via our website at the link below:

**MOD Statistics Homepage** 

## **Definitions**

Adjusted average basic salary figures have been calculated using Analysis of Covariance methodology, with adjusted averages obtained after the differential effects of Length of Service in Grade in males and females have been taken into account. See background notes for more detail.

**Average basic salary** figures for each individual are derived from the basic monthly salary rate they were paid as at 1 October 2015, annualised to assume a whole year at the same salary rate. In order to assure comparability independent of full-time/part-time status, for each individual it represents what they would earn in a full year at the same salary rate with an FTE of 1.

Average basic salary differential percentages represent the ratio of the difference between the gender averages to the higher of the gender averages.

#### **Core MOD Total**

includes: Top Level Budgetary Areas (TLBs)

- excludes: Trading funds, DE&S Bespoke Trading Entity, Royal Fleet Auxiliary and Locally

engaged civilians (LECs)

**Black, Asian and Minority Ethnic (BAME)**: BAME is now the widely used terminology, as a collective descriptor for non-white citizens, across Whitehall, other public sector bodies and the third sector, as well as among civil service race staff networks and their cross-Whitehall umbrella body, the Civil Service Race Forum. See also Ethnic Origin.

**Declaration rates:** Ethnic background, disability, religion and sexual orientation are self-declared. Therefore representation rates are calculated from known declarations and exclude unknown and undeclared personnel.

**Ethnic origin** is the ethnic grouping to which a person has indicated that they belong. The classifications used were revised for the 2011 Census of Population when a classification of nationality was also collected.

**Full-time** civil servants are those working 37 hours a week (36 hours or over in London), excluding meal breaks.

**Industrial personnel** are civilian personnel employed primarily in a trade, craft or other manual occupation. This covers a wide range of work such as industrial technicians, air freight handlers, storekeepers, vergers and drivers.

**Non-industrial personnel** are civilian personnel who are not primarily employed in a trade, craft or other manual labour occupation. This covers a wide range of personnel undertaking work such as administration, analysis, policy, procurement, finance, medical, dental teaching, policing, science and engineering.

**Part-time** civil servants are those working fewer than 37 hours a week (36 hours in London), excluding meal breaks.

## **Data comparisons**

This is the first Equal Pay Audit report where Defence Equipment and Support (DE&S) is reported outside of MOD Main. Due to the size and makeup of DE&S, its removal from MOD main may have an impact on a number of variables (an increase or decrease which is inconsistent with previous time series data). Therefore data in this report are not directly comparable with previous time series.

## **Symbols and Conventions**

## **Symbols**

- fewer than five
- \* not applicable
- zero or rounded to zero

All percentages are calculated from headcount totals (part time equivalent to one person), from unrounded figures and are shown to 1 decimal place.

## Rounding

Where rounding has been used, totals and sub-totals have been rounded separately and so may not equal the sums of their rounded parts. When rounding to the nearest 10, numbers ending in '5' have been rounded to the nearest multiple of 20 to prevent systematic bias.

## **SECTION A1:**

## Average annual basic salary for all permanent employees by gender and grade

Table EPA-A1 shows for each Non-industrial broader banded grade, the strength of personnel (headcount) and the average (arithmetic mean) FTE worked, the average (arithmetic mean) length of service in grade, and average annualised basic salary split by gender. In addition, the gender difference in length of service in grade is presented in years, and the percentage gender difference in average basic salary is given.

## **Key point**

When average annual salary is adjusted to take account of length of service in grade there is no substantial difference between male and female average annual salary for all grades (difference for B1 to E2 are all below +/- 0.5%).

#### **Summary**

Taking the average annual salary without adjusting for any factors which may affect a difference, at each grade (Bands B1 to E2) males had a higher average basic salary than females. These differences ranged from 0.5% (Band E1) to 2.1% (Band C1).

There was variation in the average length of service in grade across each grade (Bands B1 to E2). This ranged from 3.8 years (Band B2) to 9.1 years (Band E2). Within these grades there was also a difference by gender with males having a longer length of service within grade for all grades, this difference ranged from 0.1 years (Band E1) to 2.0 years (Band D). The difference for Band D may be due to a larger proportion of females relative to males entering this grade on promotion and recruitment.

# Average length of service (years) by MOD main broader banded non-industrial personnel, as at 1 October 2015

Grade	Total	Males	Females
B1	3.9	4.3	2.9
B2	3.8	4.3	2.9
C1	5.0	5.6	3.7
C2	5.2	5.7	4.3
D	6.3	7.2	5.2
E1	8.1	8.2	8.1
E2	9.1	9.8	7.9

In order to take the observed differences in length of service in grade into account when making gender comparisons in pay, Table EPA-A1 presents adjusted average basic salary figures by gender, and the resultant percentage gender difference in average basic salary. These adjusted averages were derived using ANCOVA analysis to remove the effect which an individual's length of service in grade has to their basic salary, providing a more representative comparison of the average basic salary of males and females of the same grade. (see Background notes for a more detailed explanation of this process).

Adjusting for length of service in grade resulted in average female salaries being broadly equivalent to average male salaries (less than +/- 0.5 per cent difference for all grades). To illustrate this point, before the adjustment for length of service in grade, there was a 2.1% difference from males to females in average annual salary for Band C1, and 2.0 per cent for Band D. After the adjustment for length of service in grade the differences were 0.3 per cent and 0.1 per cent in favour of females.

## Average Annual Basic Salary - All Personnel

Table EPA - A1 - Average Basic Salary by Gender and Grade

	Gender	Headcount	Average FTE	Average LOS in Grade (years)	Diff in LOS in Grade (years)	Average Annualised Basic Salary	Av Basic Salary Diff %	Adjusted Average Basic Adj Av Basic Salary accounting for LOS Salary Diff % in Grade
B1	Male Female	240 100	0.99 0.99	4.3		61,295 60,546		61,256 61,475
	Total	340	0.99	3.9	1.4	61,085	1.2%	-0.4%
	Gender	Headcount	Average	Average LOS	Diff in LOS in	Average	Av Basic	Adjusted Average Basic Adj Av Basic
			FTE	in Grade	Grade	Annualised	Salary Diff %	Salary accounting for LOS Salary Diff %
B2				(years)	(years)	<b>Basic Salary</b>		in Grade
	Male	600	0.99 0.96	4.3		51,580		51,574
	Female Total	300 <b>900</b>	0.96	2.9 <b>3.8</b>	1.4	51,098 <b>51,419</b>	0.9%	51,572 <b>0.0%</b>
	Gender	Headcount	Average	_	Diff in LOS in	_	Av Basic	Adjusted Average Basic Adj Av Basic
			FTE	in Grade	Grade	Annualised	Salary Diff %	Salary accounting for LOS Salary Diff %
C1	Male	1,980	0.99	(years) 5.6	(years)	38,915		<u>in Grade</u> 38,767
	Female	970	0.99	3.7		38,115		38,871
	Total	2,960	0.98	5.0	1.9	38,651	2.1%	-0.3%
		•				•		
	Gender	Headcount	Average	Average LOS in Grade	Diff in LOS in	_	Av Basic	Adjusted Average Basic Adj Av Basic
			FTE	in Grade (vears)	Grade (vears)	Annualised Basic Salary	Salary Diff %	Salary accounting for LOS Salary Diff % in Grade
C2	Male	3,260	0.99	5.7	(years)	31,750		31,678
	Female	1,970	0.96	4.3		31,219		31,694
	Total	5,230	0.98	5.2	1.4	31,550	1.7%	-0.1%
	Gender	Headcount	Average	Average LOS	Diff in LOS in	Average	Av Basic	Adjusted Average Basic Adj Av Basic
	Gondo.	ricadodani	FTE	in Grade	Grade	Annualised	Salary Diff %	Salary accounting for LOS Salary Diff %
				(years)	(years)	Basic Salary	Julius y 2 70	in Grade
D	Male	3,300	0.99	7.2	,, ,	25,628		25,505
	Female	2,410	0.96	5.2		25,125		25,528
	Total	5,710	0.98	6.3	2.0	25,416	2.0%	-0.1%
	Gender	Headcount	Average	Average LOS	Diff in LOS in	Average	Av Basic	Adjusted Average Basic Adj Av Basic
			FTE	in Grade	Grade	Annualised	Salary Diff %	Salary accounting for LOS Salary Diff %
E1				(years)	(years)	Basic Salary	•	in Grade
	Male	2,100	0.99	8.2		20,156		20,262
	Female	5,000	0.93	8.1		20,061	<b>2 5</b> 2/	20,248
	Total	7,100	0.95	8.1	0.1	20,089	0.5%	0.1%
	Gender	Headcount	Average		Diff in LOS in	Average	Av Basic	Adjusted Average Basic Adj Av Basic
			FTE	in Grade	Grade	Annualised	Salary Diff %	Salary accounting for LOS Salary Diff %
E2		0.110	2.00	(years)	(years)	Basic Salary		in Grade
	Male	2,110	0.99	9.8		17,277		17,314
	Female Total	1,280 <b>3,390</b>	0.92 <b>0.96</b>	7.9 <b>9.1</b>	1.9	17,081 <b>17,203</b>	1.1%	17,287 <b>0.2</b> %
	iotai	3,390	0.90	y. I	1.8	17,203	1.170	U.27/0

Source: Defence Statistics (Civilian)

## **SECTION A2:**

## Average annual basic salary for part-time permanent employees by gender and grade

Table EPA-A2 shows the same outputs as in Table EPA-A2, but for part-time personnel. Average basic salary for part-time personnel is presented as annualised in order to be comparable where individuals work widely varying numbers of hours, and is derived from the basic monthly salary as at 1 October 2015 which they would receive if they worked full-time, multiplied by 12 to obtain the current annual basic salary level assuming 1 FTE.

## **Key point**

When average annual salary is adjusted to take account of length of service in grade there is no substantial difference between male and female average annual salary for all grades (difference for B2 to E2 are all below +/- 1.0%).

#### **Summary**

At Band B1, the numbers of personnel are too small to conduct any salary comparisons. For all other grades (except C1 at 57 per cent), females make up more than 70 per cent of the part-time workforce, in particular at Band E1 where 92 per cent of part-time personnel are female.

Average FTE for part-time personnel tends to increase from lower grades to higher, (Band E2 it is 0.65 FTE, and rises to 0.77 FTE for Band B2).

Males have a higher average LOS in grade across all grades. The gender difference is highest for Band C1 where males were on average 3.0 years longer in the grade than females. It was lowest for Bands B2 and E1 where males were on average 0.6 years longer in the grade than females.

As discussed previously, when observing gender differences in average basic salary, it is necessary to take into account the significant differences which exist in length of service in grade. The adjusted annual salary figures which take length of service in grade into account are presented in Table EPA-A2.

The differences between average salaries generally remain higher for part-time personnel than for the whole workforce reflecting the fact that those persons with longer lengths of service in grade are more likely to opt for part-time work. After removing the differential effects of length of service in grade, the gender differences in the adjusted average annualised basic salary reduce to below 1.0 per cent for all grades.

## **Average Annual Basic Salary - Part-Time Personnel**

Table EPA - A2 Average annual basic salary of part-time personnel by Gender and Grade <sup>1,2</sup>

	Gender	Headcount	Average FTE	Average LOS in Grade (years)	Diff in LOS in Grade (years)	Average Annualised Basic Salarv	Av Basic Salary Diff %	Adjusted Average Basic Salary accounting for LOS in Grade	Adj Av Basic Salary Diff %
B1	Male Female	10 ~	0.75 ~	4.5 ~		60,961		~	
	Total	10	0.74	3.5	2.5	61,416	-1.9%		~
	Gender	Headcount	Average FTE	Average LOS in Grade (years)	Diff in LOS in Grade (years)	Average Annualised Basic Salary	Av Basic Salary Diff %	Adjusted Average Basic Salary accounting for LOS in Grade	Adj Av Basic Salary Diff %
B2	Male Female	20 50	0.78 0.77	4.2 3.6		51,920 51,682		51,424 51,816	
	Total	70	0.77	3.8	0.6	51,753	0.5%	,-	-0.8%
04	Gender	Headcount	Average FTE	Average LOS in Grade (years)	Diff in LOS in Grade (years)	Average Annualised Basic Salary	Av Basic Salary Diff %	Adjusted Average Basic Salary accounting for LOS in Grade	Adj Av Basic Salary Diff %
C1	Male Female	80 110	0.73 0.74	7.5 4.5		40,153 38,176		39,046 39,389	
	Total	190	0.74	5.8	3.0	39,031	4.9%		-0.9%
C2	Gender	Headcount	Average FTE	Average LOS in Grade (years)	Diff in LOS in Grade (years)	Average Annualised Basic Salary	Av Basic Salary Diff %	Adjusted Average Basic Salary accounting for LOS in Grade	Adj Av Basic Salary Diff %
62	Male Female	120 280	0.70 0.75	7.6 5.7		32,326 31,471		31,727 31,906	
	Total	400	0.73	6.3	1.9	31,725	2.6%		-0.6%
	Gender	Headcount	Average FTE	Average LOS in Grade (years)	Diff in LOS in Grade (years)	Average Annualised Basic Salary	Av Basic Salary Diff %	Adjusted Average Basic Salary accounting for LOS in Grade	Adj Av Basic Salary Diff %
D	Male	90	0.69	9.2		26,351		25,570	
	Female Total	360 <b>450</b>	0.72 <b>0.72</b>	7.0 <b>7.5</b>	2.2	25,299 <b>25,512</b>	4.0%	25,570	0.0%
	Gender	Headcount		Average LOS in Grade (years)	Diff in LOS in Grade (years)	Average Annualised Basic Salary	Av Basic Salary Diff %	Adjusted Average Basic Salary accounting for LOS in Grade	Adj Av Basic Salary Diff %
E1	Male	90	0.73	9.2		20,173		20,123	
	Female Total	1,020 <b>1,110</b>	0.68 <b>0.68</b>	8.6 <b>8.7</b>	0.6	20,116 <b>20,121</b>	0.3%	20,252	-0.6%
		·							
E2	Gender	Headcount	FTE	Average LOS in Grade (years)	Diff in LOS in Grade (years)	Average Annualised Basic Salary	Av Basic Salary Diff %	Adjusted Average Basic Salary accounting for LOS in Grade	Adj Av Basic Salary Diff %
E2	Male	50	0.61	10.9		17,423		17,222	
	Female	290 <b>350</b>	0.66 <b>0.65</b>	8.1 <b>8.5</b>	2.8	17,145	1.6%	17,301	-0.5%
	Total	350	0.65	8.5	2.8	17,187	1.6%		-U.5%

1. Because of rounding, totals may not always equal the sum of the parts.

2. Average annualised basic salary figures represent the pro-rata basic salary personnel would receive if they worked for full-time hours.

#### **SECTION B1:**

## Average annual basic salary for all permanent employees by ethnicity and grade

Section B1 (including Table EPA - B1) examines the equality of pay of all personnel by analysing the differences in average basic salary by ethnicity.

#### **Key point**

There is no disparity in the annual average salary by ethnicity at any of the non-industrial grades.

#### **Summary**

White personnel have a greater average LOS in grade than BAME personnel for every grade<sup>1</sup> except for B2 (0.2 years greater LOS for BAME personnel). The differences for C1 to E2 are all less than one year. Therefore impact of LOS in grade upon salaries will be small.

The average basic salary difference is less than one per cent for all grades except E1 where BAME personnel had a 1.9 per cent higher average higher salary than White personnel. The most likely explanation for this is known differing proportions of White and BAME on the London and National pay scales. The proportion of London personnel who are BAME is 15.1 per cent compared to only 3.3 per cent of National personnel<sup>2,3</sup>.

Table EPA-B1 does not present adjusted average basic salary figures using Analysis of Covariance methodology due to small numbers of BAME personnel.

#### **SECTION B2:**

#### Average annual basic salary for part-time permanent employees by ethnicity and grade

Table EPA-B2 shows the same outputs as in Table EPA-B2, but for part-time personnel. A number of categories within this table do not have sufficient numbers to provide robust data and have been replaced with a  $\sim$  (see section 'Symbols and Conventions' for more detail).

#### **Summary**

At grades B1, B2, C1 and E2 the numbers of part-time BAME personnel are too small to reliably calculate averages or to conduct any salary comparisons. The numbers of personnel at each grade, split by ethnicity, have been shown for information. For grade band C2, whilst the numbers are of sufficient magnitude to show meaningful averages, further comparisons and analysis would be unreliable. At no grade do BAME personnel make up more than 5 per cent of the part-time workforce. As these proportions are very small it would be prudent to interpret further analysis with caution, considering many possible reasons for any differences that may be observed.

Average salaries are higher for part-time White personnel at grade bands C2 and D. There is no salary difference between White and BAME personnel at Band E1.

<sup>1.</sup> Excludes Band B1 as the number of BAME personnel in this category are of insufficient size to conduct a robust comparison.

<sup>2.</sup> Based on known declaration.

<sup>3.</sup> Calculations for National excluded London.

## **Average Annual Basic Salary - All Personnel**

Table EPA - B1 - Average Basic Salary by Ethnicity and Grade

B1	Ethnicity	Headcount	Average FTE	Average LOS in Grade (years)	Diff in LOS in Grade (years)	Average Annualised Basic Salary	Av Basic Salary Diff %
В	White	270	0.99	3.9		60,941	
	BAME Total	10 <b>280</b>	0.98 <b>0.99</b>	2.0 3.8	1.9	60,826 <b>60,938</b>	0.2%
B2	Ethnicity	Headcount	Average FTE	Average LOS in Grade (years)	Grade (years)	Average Annualised Basic Salary	Av Basic Salary Diff %
62	White	730	0.98	3.9		51,345	
	BAME Total	30 <b>760</b>	0.99 <b>0.98</b>	4.1 3.9	-0.2	51,477 <b>51,350</b>	-0.3%
						·	
C1	Ethnicity	Headcount	Average FTE	Average LOS in Grade (years)	Diff in LOS in Grade (years)	Average Annualised Basic Salary	Av Basic Salary Diff %
CI	White	2,430	0.98	5.1		38,625	
	BAME	120	0.99	4.7		38,780	0.40/
	Total	2,560	0.98	5.1	0.3	38,633	-0.4%
C2	Ethnicity	Headcount	Average FTE	Average LOS in Grade (years)	Diff in LOS in Grade (years)	Average Annualised Basic Salary	Av Basic Salary Diff %
C2	White BAME	4,300 170	0.98 0.99	5.4 5.0		31,530 31,768	
	Total	4,470	0.98	5.4	0.4	31,539	-0.8%
D	Ethnicity	Headcount	Average FTE	Average LOS in Grade (years)	Diff in LOS in Grade (years)	Average Annualised Basic Salary	Av Basic Salary Diff %
, D	White	4,720	0.98	6.7		25,434	
	BAME	210	0.98	5.8		25,524	
	Total	4,930	0.98	6.6	0.9	25,438	-0.4%
E1	Ethnicity	Headcount	Average FTE	Average LOS in Grade (years)	Diff in LOS in Grade (years)	Average Annualised Basic Salary	Av Basic Salary Diff %
E1	White	5,930	0.95	Grade (years) 8.6		Annualised Basic Salary 20,101	•
E1	White BAME	5,930 280	0.95 0.97	8.6 7.9	Grade (years)	Annualised Basic Salary 20,101 20,485	Diff %
E1	White	5,930 280 <b>6,210</b>	0.95 0.97 <b>0.95</b>	8.6 7.9 <b>8.6</b>	Grade (years)  0.7	Annualised Basic Salary 20,101 20,485 20,119	
	White BAME	5,930 280	0.95 0.97	8.6 7.9	Grade (years)  0.7	Annualised Basic Salary 20,101 20,485	Diff %
E1	White BAME Total Ethnicity White	5,930 280 <b>6,210</b> Headcount	0.95 0.97 <b>0.95</b> Average FTE	8.6 7.9 8.6 Average LOS in Grade (years) 9.6	0.7 Diff in LOS in	Annualised Basic Salary 20,101 20,485 20,119 Average Annualised Basic Salary 17,239	-1.9% Av Basic Salary
	White BAME Total Ethnicity	5,930 280 <b>6,210</b> Headcount	0.95 0.97 <b>0.95</b> Average FTE	8.6 7.9 8.6 Average LOS in Grade (years)	0.7 Diff in LOS in	Annualised Basic Salary 20,101 20,485 20,119  Average Annualised Basic Salary	-1.9% Av Basic Salary

Source: Defence Statistics (Civilian)

## **Average Annual Basic Salary - Part-Time Personnel**

Table EPA - B2 - Average annual basic salary of part-time personnel by Ethnicity and Grade.

	Ethnicity	Headcount	Average FTE	Average LOS in	Diff in LOS in	Average	Av Basic Salary
<b>D</b> 4	Limitity	rieaucount	AverageTTL	Grade (years)	Grade (years)	Annualised Basic Salary	Diff %
B1	White BAME	10 ~	0.72 ~	4.7 ~		61,408 ~	
	Total	10	0.74	4.4	~	61,067	~
	Ethnicity	Headcount	Average FTE	Average LOS in	Diff in LOS in	Average	Av Basic Salary
Do.		rioddoddin	7.00.ugo 1 12	Grade (years)	Grade (years)	Annualised Basic Salary	Diff %
B2	White	60	0.78	3.6		51,776	
	BAME	~	~	~		~	
	Total	60	0.79	3.8	~	51,833	~
	Ethnicity	Headcount	Average FTE	Average LOS in	Diff in LOS in	Average	Av Basic Salary
			, and the second	Grade (years)	Grade (years)	Annualised	Diff %
C1				,	,	Basic Salary	
l 61	White	160	0.74	6.0		38,907	
	BAME	10	0.81	3.8		39,825	
	Total	160	0.74	5.9	2.2	38,941	-2.4%
	Ethnicity	Headcount	Average FTE	Average LOS in	Diff in LOS in	Average	Av Basic Salary
				Grade (years)	Grade (years)	Annualised	Diff %
C2						Basic Salary	
02	White	350	0.73	6.7		31,773	
	BAME	10	0.81	3.6	2.4	31,356	4.00/
	Total	360	0.74	6.6	3.1	31,759	1.3%
	Ethnicity	Headcount	Average FTE	Average LOS in Grade (years)	Diff in LOS in Grade (years)	Average Annualised	Av Basic Salary Diff %
D	White	380	0.72	7.6		Basic Salary 25,474	
	BAME	20	0.72	6.1		25,099	
	Total	400	0.72	7.5	1.5	25,458	1.5%
						·	
	Ethnicity	Headcount	Average FTE	Average LOS in		Average	Av Basic Salary
				Grade (years)	Grade (years)	Annualised	Diff %
E1	White	960	0.68	9.2		Basic Salary 20,146	
	BAME	20	0.68	6.3		20,142	
	Total	980	0.68	9.1	2.9	20,146	0.0%
	Ethnicity	Headcount	Average FTE	Average LOS in	Diff in LOS in	Average	Av Basic Salary
	Ethinicity	пеацсоції	Average	Grade (years)	Grade (years)	Annualised	Diff %
				Grade (years)	Grade (years)	Basic Salary	DIII /0
E2	White	310	0.65	9.0		17,222	
	BAME	10	0.67	8.3		17.591	
	BAME <b>Total</b>	10 <b>320</b>	0.67 <b>0.65</b>	9.0	0.7	17,591 <b>17,231</b>	-2.1%

Source: Defence Statistics (Civilian)

- 1. Because of rounding, totals may not always equal the sum of the parts.
- 2. Average annualised basic salary figures represent the pro-rata basic salary personnel would receive if they worked for full-time hours.

## **SECTION C1:**

## Length of time to promotion by gender

Table EPA-C1 shows the number of males and females in each grade who were substantively promoted/advanced in the year from 1 October 2014 to 1 October 2015 (temporary promotions were not included here, except where those temporary promotions were made substantive, and in these cases the point of promotion was taken at the point where the promotion was made substantive). The grade referenced in this table is the grade which personnel were promoted into i.e. where a B2 was promoted to B1, they are listed here under their new grade of B1.

It also considers the average length of service in grade prior to promotion (i.e. in the previous grade) in order to observe the length of time it took to be promoted for those individuals who were promoted within the period 1 October 2014 to 1 October 2015.

The analysis also observes the average basic salary upon promotion, which will be also be affected to some degree by the differing proportions of males and females on the London or National pay scales.

## **Key point**

The average length of service in grade prior to promotion is broadly comparable between men and women for the majority of grades.

#### **Summary**

The average length of service in grade prior to promotion is broadly comparable between men and women for the majority of grades. The exceptions are Band B2 (where the LOS in grade for males is on average 1.4 years greater than for females) and Band E1 (where the LOS in grade for females is on average 1.4 years greater than for males). Other than this, gender disparities in LOS are 0.5 years or less across all grades.

It is important to note that these figures do not represent the average length of time spent within a grade that it takes to achieve promotion, as there are inevitably many other individuals remaining in the previous grade who will achieve promotion in the future. These figures are simply representative of the average length of time spent in the previous grade prior to promotion by those who were promoted within the stated period.

The average basic salary on promotion of males and females in each grade remains comparable for most grades with a difference of less than 1 per cent except for B1 at 1.1 per cent. The higher average salary for males at B1 reflects proportionally more males at London pay rates than females at London pay rates getting promoted. Overall, males have a higher average salary on promotion than females at grades B1, C1 and C2, with no difference at grades B2 and D, and females having a higher salary on promotion at grade E1. These differences owe for the most part to the different proportions of males and females on London and National pay scales across grades.

## **Length of time for Promotion**

Table EPA - C1 - Average basic salary by Gender and Grade, and length of time until Promotion / Advancement<sup>3</sup> for those Promoted / Advanced during the year 1 October 2014 to 1 October 2015

	Gender	Manufactor	Assessed Decis	A. Dasia Calami	A	AI. O.C. 4-
	Gender	Number of	Average Basic	Av Basic Salary	Average LOS to	Av LOS to
		Promotions into	Salary on	Diff %	promotion (yrs)	promotion Diff
B1		grade	Promotion			(yrs)
	Male	30	59,466		3.6	
	Female	20	58,830		3.2	
	Total	50	59,219	1.1%	3.4	0.4
	Gender	Number of	Average Basic	Av Basic Salary	Average LOS to	Av LOS to
		Promotions into	Salary on	Diff %	promotion (yrs)	promotion Diff
		grade	Promotion			(yrs)
B2	Male	100	50,300		4.1	(410)
	Female	60	50,322		2.7	
	Total	160	50,308	0.0%	3.6	1.4
			<u>'</u>			
	Gender	Number of	Average Basic	Av Basic Salary	Average LOS to	Av LOS to
		Promotions into	Salary on	Diff %	promotion (yrs)	promotion Diff
C1		grade	Promotion			(yrs)
•	Male	170	37,561		4.0	
	Female	160	37,501		4.1	
	Total	340	37,532	0.2%	4.1	-0.2
	Gender	Number of	Average Basic	Av Basic Salary	Average LOS to	Av LOS to
	Gender		Average Basic Salary on	Av Basic Salary Diff %	Average LOS to promotion (vrs)	
	Gender	Promotions into	Salary on	Av Basic Salary Diff %	Average LOS to promotion (yrs)	promotion Diff
C2	Gender  Male	Promotions into grade	Salary on Promotion		promotion (yrs)	
C2	Male	Promotions into grade 240	Salary on Promotion 30,764		promotion (yrs) 3.8	promotion Diff
C2		Promotions into grade	Salary on Promotion 30,764 30,573	Diff %	promotion (yrs) 3.8 3.3	promotion Diff (yrs)
C2	Male Female Total	Promotions into grade 240 240 480	Salary on Promotion 30,764 30,573 <b>30,668</b>	Diff % 0.6%	3.8 3.3 3.6	promotion Diff (yrs)
C2	Male Female	Promotions into grade 240 240 480  Number of	Salary on <b>Promotion</b> 30,764 30,573 <b>30,668</b> Average Basic	0.6%  Av Basic Salary	3.8 3.3 3.6  Average LOS to	promotion Diff (yrs) 0.4 Av LOS to
C2	Male Female Total	Promotions into grade 240 240 480  Number of Promotions into	Salary on Promotion 30,764 30,573 30,668 Average Basic Salary on	Diff % 0.6%	3.8 3.3 3.6	promotion Diff (yrs)  0.4  Av LOS to promotion Diff
	Male Female Total Gender	Promotions into grade 240 240 480  Number of Promotions into grade	Salary on Promotion 30,764 30,573 30,668  Average Basic Salary on Promotion	0.6%  Av Basic Salary	3.8 3.3 3.6  Average LOS to promotion (yrs)	promotion Diff (yrs) 0.4 Av LOS to
C2	Male Female Total  Gender  Male	Promotions into grade 240 240 480  Number of Promotions into grade 140	Salary on Promotion 30,764 30,573 30,668 Average Basic Salary on Promotion 24,358	0.6%  Av Basic Salary	3.8 3.3 3.6  Average LOS to promotion (yrs)  4.6	promotion Diff (yrs)  0.4  Av LOS to promotion Diff
	Male Female Total  Gender  Male Female	Promotions into grade 240 240 480  Number of Promotions into grade 140 250	Salary on Promotion 30,764 30,573 30,668  Average Basic Salary on Promotion 24,358 24,369	0.6%  Av Basic Salary Diff %	3.8 3.3 3.6  Average LOS to promotion (yrs)  4.6 4.9	0.4  Av LOS to promotion Diff (yrs)
	Male Female Total  Gender  Male	Promotions into grade 240 240 480  Number of Promotions into grade 140	Salary on Promotion 30,764 30,573 30,668 Average Basic Salary on Promotion 24,358	0.6%  Av Basic Salary	3.8 3.3 3.6  Average LOS to promotion (yrs)  4.6	promotion Diff (yrs)  0.4  Av LOS to promotion Diff
	Male Female Total  Gender  Male Female	Promotions into grade 240 240 480  Number of Promotions into grade 140 250	Salary on Promotion 30,764 30,573 30,668 Average Basic Salary on Promotion 24,358 24,369 24,365	0.6%  Av Basic Salary Diff %  0.0%	3.8 3.3 3.6  Average LOS to promotion (yrs)  4.6 4.9 4.8	0.4  Av LOS to promotion Diff (yrs)
	Male Female Total  Gender  Male Female Total	Promotions into grade 240 240 480  Number of Promotions into grade 140 250 390  Number of	Salary on Promotion 30,764 30,573 30,668  Average Basic Salary on Promotion 24,358 24,369 24,365  Average Basic	0.6%  Av Basic Salary Diff %  0.0%  Av Basic Salary	3.8 3.3 3.6  Average LOS to promotion (yrs)  4.6 4.9 4.8  Average LOS to	0.4  Av LOS to promotion Diff (yrs)  -0.3  Av LOS to
D	Male Female Total  Gender  Male Female Total	Promotions into grade 240 240 480  Number of Promotions into grade 140 250 390  Number of Promotions into	Salary on Promotion 30,764 30,573 30,668  Average Basic Salary on Promotion 24,358 24,369 24,365  Average Basic Salary on	0.6%  Av Basic Salary Diff %  0.0%	3.8 3.3 3.6  Average LOS to promotion (yrs)  4.6 4.9 4.8	O.4  Av LOS to promotion Diff (yrs)  -0.3  Av LOS to promotion Diff (yrs)
	Male Female Total  Gender  Male Female Total  Gender	Promotions into grade 240 240 480  Number of Promotions into grade 140 250 390  Number of Promotions into grade	Salary on Promotion 30,764 30,573 30,668  Average Basic Salary on Promotion 24,358 24,369 24,365  Average Basic Salary on Promotion	0.6%  Av Basic Salary Diff %  0.0%  Av Basic Salary	3.8 3.3 3.6  Average LOS to promotion (yrs)  4.6 4.9 4.8  Average LOS to promotion (yrs)	0.4  Av LOS to promotion Diff (yrs)  -0.3  Av LOS to
D	Male Female Total  Gender  Male Female Total  Gender  Male Male	Promotions into grade 240 240 480  Number of Promotions into grade 140 250 390  Number of Promotions into grade 60	Salary on Promotion 30,764 30,573 30,668  Average Basic Salary on Promotion 24,358 24,369 24,365  Average Basic Salary on Promotion 19,213	0.6%  Av Basic Salary Diff %  0.0%  Av Basic Salary	3.8 3.3 3.6  Average LOS to promotion (yrs)  4.6 4.9 4.8  Average LOS to promotion (yrs)	O.4  Av LOS to promotion Diff (yrs)  -0.3  Av LOS to promotion Diff (yrs)
D	Male Female Total  Gender  Male Female Total  Gender	Promotions into grade 240 240 480  Number of Promotions into grade 140 250 390  Number of Promotions into grade	Salary on Promotion 30,764 30,573 30,668  Average Basic Salary on Promotion 24,358 24,369 24,365  Average Basic Salary on Promotion	0.6%  Av Basic Salary Diff %  0.0%  Av Basic Salary	3.8 3.3 3.6  Average LOS to promotion (yrs)  4.6 4.9 4.8  Average LOS to promotion (yrs)	O.4  Av LOS to promotion Diff (yrs)  -0.3  Av LOS to promotion Diff (yrs)

Source: Defence Statistics (Civilian)

## **SECTION C2:**

## Promotion proportions by gender

Table EPA – C2 shows the number of promotions into grade and the proportion of those who were female. It also shows the average strength of the grade below and the proportion of those who were female. Significance tests were undertaken at each grade to determine whether the proportion of females in the promotion group at each grade was significantly different to the proportion of females at the feeder grade.

## **Key point**

A significantly higher proportion of females were promoted than would be expected given the proportion of their feeder grade for Band C1, C2 and E1. The only grade where the proportion of females promoted was significantly less than expected was for Band D.

## **Summary**

Of all promotions, 740 were male (44.7 per cent) and 915 were female (55.3 per cent). This is higher than the male:female proportions of non-industrial personnel on strength at all grades except D, (36.0 per cent male, 64.0 per cent female) and E1, (25.2 per cent male, 74.8 per cent female).

A higher number of males were promoted into grades at C1 and above, and higher numbers of females were promoted into C2, D and E1. However it is important to consider these in the light of the individual male/female representation at the feeder grades. For example, at grade C2, the proportion of promotes into this grade who were female was 50.1 per cent, which was higher than the feeder grade for promotions to C2 (41.3 per cent). Contrary to this at Band D the proportion of females promoted to this grade (64.0 per cent) was lower than feeder grade representation (69.7 per cent).

Significance tests were undertaken at each grade to determine whether the proportion of females in the promotion group at each grade was significantly different to the proportion of females at the feeder grade. Significant differences for females (ie there were a higher proportion of females promoted than would be expected given the proportion of females in the feeder grade) was found for Band C1, C2 and E1. The only grade where the proportion of females promoted was significantly less than expected was for Band D.

#### **Promotions/Advancements Rates**

Table EPA - C2 - Number of Promotions/Advancements<sup>1</sup> during the year 1 Oct 14 to 1 Oct 15

All Grades	Gender Male Female Total	Number of Promotions into grade 740 910 1,650	Percentage female - promotees 55.3%	Average Strength at lower grade 13,724 12,106 25,830	Percentage female - lower grade	Difference between female proportion in promotions and in feeder grade  0.08  Significant	Promotion rate into grade	Promotion rate ppt difference
B1	Gender Male Female Total	Number of Promotions <sup>2</sup> into grade 30 20 50	Percentage female - promotees 38.8%	Average Strength at lower grade <sup>3</sup> 617 308 924	Percentage female - lower grade	Difference between female proportion in promotions and in feeder grade <sup>4</sup> 0.05  Not significant	Promotion rate into grade 4.9% 6.2% 5.3%	Promotion rate ppt difference
B2	Gender Male Female Total	Number of Promotions <sup>2</sup> into grade 100 60 160	Percentage female - promotees	Average Strength at lower grade <sup>3</sup> 2,024 974 2,998	Percentage female - lower grade	Difference between female proportion in promotions and in feeder grade <sup>4</sup> 0.07  Not significant	Promotion rate into grade 4.9% 6.6% 5.4%	Promotion rate ppt difference
C1	Gender Male Female Total	Number of Promotions <sup>2</sup> into grade 170 160 340	Percentage female - promotees 48.8%	Average Strength at lower grade <sup>3</sup> 3,300 1,950 5,250	Percentage female - lower grade	Difference between female proportion in promotions and in feeder grade <sup>4</sup> 0.12  Significant	Promotion rate into grade 5.2% 8.5% 6.4%	Promotion rate ppt difference
C2	Gender Male Female Total	Number of Promotions <sup>2</sup> into grade 240 240 480	Percentage female - promotees	Average Strength at lower grade <sup>3</sup> 3,408 2,402 5,810	Percentage female - lower grade	Difference between female proportion in promotions and in feeder grade <sup>4</sup> 0.09  Significant	Promotion rate into grade 7.0% 10.0% 8.2%	Promotion rate ppt difference
D	Gender Male Female Total	Number of Promotions <sup>2</sup> into grade 140 250 <b>390</b>	Percentage female - promotees 64.0%	Average Strength at lower grade <sup>3</sup> 2,194 5,046 <b>7,240</b>	Percentage female - lower grade	Difference between female proportion in promotions and in feeder grade <sup>4</sup> -0.06  Significant	Promotion rate into grade 6.4% 4.9% 5.4%	Promotion rate ppt difference
E1	Gender Male Female Total	Number of Promotions <sup>2</sup> into grade 60 180 240	Percentage female - promotees 74.8%	Average Strength at lower grade <sup>3</sup> 2,181 1,428 3,609	Percentage female - lower grade	Difference between female proportion in promotions and in feeder grade <sup>4</sup> 0.35  Significant	Promotion rate into grade 2.8% 12.5% 6.6%	Promotion rate ppt difference -9.7 ppt

Source: Defence Statistics (Civilian)

## Ministry of Defence broader banded pay (Non-industrial personnel)

The Ministry of Defence considers that a necessary and fair measure is to address the pay gap between people being paid considerably less than colleagues performing a similar role at the same grade. The pay award for 2015 reflected a weighted average for each pay scale based upon the distribution of staff across the scale spine points. The scale weighted average was applied to all spine points except the maximum of each pay scale, the minimum of each scale received a further 0.5%. In this instance, those on the lowest spine points received a relatively larger increase than those at higher points, thereby narrowing the gap between those on the lowest and highest spine points.

# MOD main personnel salary ranges for Broader Banded personnel, Non-industrial (B1 to E2) 2011 to 2015

0/ abanga in the difference

								% change in the difference
			2011	2012	2013	2014	2015	from 2011 to 2015
		High	72,185	72,185	72,907	72,907	72,907	
	London	Low	58,693	58,693	59,280	60,199	61,033	
В1		Difference	13,492	13,492	13,627	12,708	11,874	-12.0%
Б1		High	69,409	69,409	70,103	70,103	70,103	
	National	Low	56,436	56,436	57,000	57,877	58,674	
		Difference	12,973	12,973	13,103	12,226	11,429	-11.9%
-								
		High	59,535	59,535	60,130	60,130	60,130	
	London	Low	49,860	49,860	50,359	51,132	51,835	
B2		Difference	9,675	9,675	9,771	8,998	8,295	-14.3%
DZ		High	57,245	57,245	57,817	57,817	57,817	
	National	Low	47,942	47,942	48,421	49,161	49,835	
		Difference	9,303	9,303	9,396	8,656	7,982	-14.2%
			·	·	<del></del>	· · · · · · · · · · · · · · · · · · ·		
		High	44,268	44,268	44,711	44,711	44,711	
	London		37,073	37,073	37,444	38,025	38,553	
C4		Difference	7,195	7,195	7,267	6,686	6,158	-14.4%
C1		High	42,565	42,565	42,991	42,991	42,991	
	National		35,648	35,648	36,004	36,562	37,071	
		Difference	6,917	6,917	6,987	6,429	5,920	-14.4%
	•							
		High	36,333	36,333	36,696	36,696	36,696	
	London		30,428	30,428	30,732	31,211	31,646	İ
-00		Difference	5,905	5,905	5,964	5,485	5,050	-14.5%
C2		High	34,936	34,936	35,285	35,285	35,285	
	National	-	29,258	29,258	29,551	30,008	30,424	
		Difference	5,678	5,678	5,734	5,277	4,861	-14.4%
	•			-				
		High	29,092	29,092	29,383	29,383	29,383	
	London		24,364	24,364	24,608	24,995	25,346	
_		Difference	4,728	4,728	4,775	4,388	4,037	-14.6%
D		High	27,973	27,973	28,253	28,253	28,253	
	National	Low	23,427	23,427	23,661	24,028	24,362	
		Difference	4,546	4,546	4,592	4,225	3,891	-14.4%
	•							
		High	22,124	22,124	22,345	22,345	22,345	
	London	Low	19,656	19,656	19,853	20,165	20,449	
-4		Difference	2,468	2,468	2,492	2,180	1,896	-23.2%
E1		High	20,676	20,676	20,883	20,883	20,883	
	National		18,370	18,370	18,554	18,845	19,109	
		Difference	2,306	2,306	2,329	2,038	1,774	-23.1%
		•	,	,	, <u></u>	,	, , , ,	21110
		High	18,815	18,815	19,003	19,003	19,003	
	London	Low	16,717	16,717	16,884	17,148	17,389	
<b>-</b> -		Difference	2,098	2,098	2,119	1,855	1,614	-23.1%
E2		High	17,584	17,584	17,760	17,760	17,760	
	National		15,623	15,623	15,779	16,028	16,253	İ
		Difference	1,961	1,961	1,981	1,732	1,507	-23.2%
		1=	.,001	.,00.	.,55.	.,. 0	.,55.	<b>23.2</b> 70

## **Background Notes**

## 1. Data sources

Defence Statistics (DS) Civilian statistics are compiled from:

- i) Core MOD Personnel Data for core MOD personnel have been taken from the personnel system - Human Resources Management System (HRMS) on a monthly basis since April 2004. DS use budgetary UINs and attribute people according to the budgetary area that pays them, using the Standing Data System hierarchy from Financial Management Information Systems.
- ii) Civilian personnel pay Defence Business Systems (DBS) provide Defence Statistics with a dataset of all those individuals on the pay system at 1 October 2015 and their grade according to the 'Salary Admin Plan' field. Additional information in the DBS dataset includes those receiving a promotion in the relevant period, the date of that promotion, the grade they were promoted from and the new grade they have been promoted into, the length of service in grade prior to promotion and basic salary at 1 October 2015.

#### 2. Data definitions

Analysis of Covariance (ANCOVA) is a statistical methodology to obtain adjusted average salary figures. ANCOVA is a standard and robust statistical methodology used to observe differences in means between groups after accounting for and removing the effects of other variables (covariates). After the removal of the effects of covariates, adjusted means for each group being compared are obtained. These adjusted means allow observation of any differences between groups in the variable of interest on an equal and more comparable basis. The adjusted average salary figures presented in section A were derived from this approach to enable average basic salary to be compared between males and females in each grade without being confounded by the effects of the differing length of service in grade of males and females in each group. The resulting adjusted average salaries represent what the average salary for each gender within a specific grade would be if the average lengths of service in grade for each gender were equal for both genders. This enables a level comparison of the average salary of each gender without confounding with the effects of different lengths of service.

Length of service in grade (LOS) (which automatically resets to 0 on promotion) was recorded as at the period prior to promotion in order to ascertain the length of time in the previous grade prior to being promoted. The LOS in grade field was reset to start counting from 2000, for the majority of MOD personnel in post in April 2004, when the new HRMS data system was introduced. Despite this limitation there is no evidence that this would introduce any gender bias. Although caution should be used when viewing the actual values of length of service in grade, as these will be capped at 13 years for the majority of individuals. Initial investigations have shown this to only affect a few individuals and as such where these values are used for statistical analysis they are still valid for making statistical adjustments for the grade band in question.

Length of service in grade also resets to 0 for persons transferring in from another government department, irrespective of whether they transferred across at the same grade. This is unlikely to have a skewing effect, as these numbers tend to be small.

Average Length of Service in Grade is presented in years to one decimal place. Gender difference in average Length of Service in grade are calculated from the difference between the exact averages and are also presented in years to one decimal place.

**Promotions:** This report analyses the number of personnel who were promoted in the 12 months from 1 October 2014 to 1 October 2015. Included in these analyses were those who were substantively promoted or advanced within this period (including a small number of personnel who were both recruited and promoted within the time period). Temporary promotions were not included, except where individuals had been on temporary promotion and were made substantive within the period. MOD has advancement from E2 to E1, C2 to C1 and B2 to B1 but for the purposes of the report these are referred to as promotion.

**Significance testing:** Section C includes statistical tests on the relative differences of the female proportion within promotion groups for each grade, compared to the female proportion of the underlying average strength of the grade from which they were promoted. The test only needs to be conducted on the female proportion, as we are considering the proportion as females divided by the sum of males and females in each case.

This is different to the significance test methodology used prior to 2012 which compared the promotion *rates* of male to females. It has been determined that this method is not the most appropriate and can be distorted by the fact that male and female rates are not independent of each other, whereas the proportion of females in the promotion group is independent of the proportion of females within the underlying strength group. This can be assumed to be true where the factors that influence promotion are equally distributed for men and women. Therefore a statistical test result of 'Significant' suggests that either gender or a factor that is gender biased is having an influence on promotion.

### 3. Grade structures

Since 1 April 1996 all departments and agencies have had delegated responsibility for the pay and grading of their employees, except for those in the Senior Civil Service (SCS). The MOD grades are shown here against levels broadly equivalent (in terms of pay and job weight) to the former service-wide grades.

MOD grades	Former service-wide grades
Senior Management	Senior Management
SCS – Senior Civil Service	SCS – Senior Civil Service
Other Management Grades	Other Management Grades
B1 & equivalents	Grade 6
B2 & equivalents	Grade 7
C1 & equivalents	SEO - Senior Executive Officer
C2 & equivalents	HEO - Higher Executive Officer
D & equivalents	EO - Executive Officer
Administrative Grades	Administrative Grades
E1 & equivalents	AO - Administrative Officer
E2 & equivalents	AA - Administrative Assistant

#### Other definitions (to those reported in page 2)

**Broader Banded grade:** Defence Statistics report personnel against their equivalence within the broader banded structure; B1 to E2 for non-industrials and Skill Zones 1 to 4 for Industrial. The analyses does not include: SCS for non-industrial, Industrial Firemen and Apprentices for industrial personnel. Also excluded are personnel in retained grade structures, (such as MOD Guards) and personnel employed in analogue grade bands (such as civilian nurses employed against NHS grade codes), who have their own delegated pay schemes outside of the MOD National and London pay scales.

**Defence Equipment and Support (DE&S)** is responsible for equipping and supporting the UK's Armed Forces. They manage a vast range of complex projects to buy and support all the equipment and services that the Royal Navy, British Army and Royal Air Force need to operate effectively. They work closely with industry, including through partnering agreements and private finance initiatives. Their main responsibilities are:

- the procurement and support of ships, submarines, aircraft, vehicles, and supporting services
- general requirements including food, clothing, medical supplies and temporary accommodation
- · inventory management
- British Forces Post Office
- Submarine dismantling project

DE&S was reported as a bespoke trading entity on 1 July 2015 (prior to this it was reported as an extant TLB). This means it is an arm's length body of the Ministry of Defence with a separate governance and oversight structure with a board under an independent Chairman, and a Chief Executive who will be an Accounting Officer, accountable to Parliament for the performance of the organisation. It achieved full status for reporting purposes as at 1 April 2015.

**Full Time Equivalence (FTE)** is a measure of the size of the workforce that takes account of the fact that some people work part-time. Prior to 1 April 1995 part-time employees were assumed to work 50 per cent of normal hours, but since then actual hours worked has been the preferred methodology. The average hours worked by part-time personnel is about 68 per cent of full-time hours.