



Food Standards Agency

Gender Pay Gap Report 2019

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Introduction

In 2017 the Government introduced world-leading legislation that made it a statutory requirement for all 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 that came into force on 31 March 2017. These regulations underpin the Public Sector Equality Duty and require the relevant organisations to publish their gender pay gap data annually. This will include 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 male and female 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 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.

Building a diverse and inclusive workforce that reflects the people we serve is one of the Civil Service's top workforce priorities. Our collective aim is to make the Civil Service the UK's most inclusive employer by 2020. The Civil Service should create opportunities for all in a truly meritocratic way and reward all civil servants fairly, regardless of gender, ethnicity or any other personal characteristic.

The Food Standards Agency (FSA) is a non-ministerial government department established under the Food Standards Act 1999 and operational since April 2000. The FSA's role is defined in law. The Food Standards Act states that: "The main objective of the Agency in carrying out its functions is to protect public health from risks which may arise in connection with the consumption of food (including risks caused by the way in which it is produced or supplied) and otherwise to protect the interests of consumers in relation to food."

Our headquarters are in London however the FSA have offices in Belfast, Birmingham, Cardiff and York. We also have significant numbers of employees working through England, Wales and Northern Ireland based in abattoirs or as field staff and homeworkers.

The FSA supports the fair treatment and reward of all staff irrespective of gender and is committed to creating a culture that is transparent, diverse, and inclusive through delivering on the commitments set out in our Diversity and Inclusion Strategy published in 2018:

- attract and retain a diverse workforce

- champion inclusivity across our leadership and management community
- develop and support staff networks in strengthening our diverse and inclusive culture

This is the FSA's third Gender Pay Gap report. It is based on a snapshot of all FSA staff as at 31 March 2019 and fulfils our reporting requirements, analyses the figures in more detail and sets out what we are doing to close the gender pay gap in the organisation.

The 2019 gender pay gap for the FSA

	Ordinary pay gap	Bonus pay gap
Mean	-8.0%	11.8%
Median	-14.7%	0.0%

Our workforce

The FSA uses Civil Service grades ranging from Administrative Officer to Senior Civil Servant. Grades vary according to the level of responsibility that staff have and each grade has a set pay range. Salaries are paid according to grade and annual pay awards within the grade are paid irrespective of gender.

All grades with the exception of the Senior Civil Service (SCS) have both a London and National pay range.

On 31 March 2019, 1195 people worked for the FSA of which 37% were female. FSA's headcount has increased by 120 since 31 March 2018 and the percentage of female employees went up from 35%. However, 27% of the FSA's Senior Civil Servants are female, down from 30% in 2018.

Gender balance at different grades is one of the main contributing factors to an organisation's gender pay gap. A breakdown of gender representation at each grade is shown below.

Grade	Number of men (% at this grade)		Number of women (% at this grade)		% who are female (+ / - 2018 figure)	
AO	2	1%	6	1%	75%	0%
EO	365	49%	90	20%	20%	+2%
HEO	128	17%	118	26%	48%	+1%
SEO	141	19%	144	32%	51%	-1%
Grade 7	77	10%	63	14%	45%	+6%

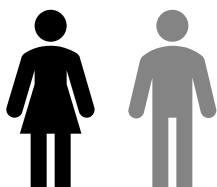
Grade 6	18	2%	21	5%	54%	+2%
SCS	16	2%	6	1%	27%	-2%
Total	747		448		37%	+2%

(Rounding means that percentages may not sum to 100%)

Gender Pay Gap analysis

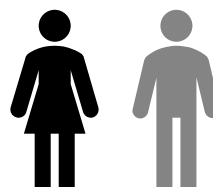
Ordinary pay

Mean pay gap



-8.0%*

Median pay gap



-14.7%*

*A negative number indicates that women on average earn more than men

The mean gender pay gap is the difference in the average hourly pay for women compared to men. Across the organisation, mean pay for women is 8.0% more than that of men.

The median represents the middle point of a population. If you separately lined up all female employees and all male employees, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man. The median pay for women across the organisation is 14.7% more than that of men. Both the mean and median pay gaps are at their lowest since we started to publish figures.

	2017	2018	2019
Mean pay gap	-9.4%	-9.3%	-8.0%
Median pay gap	-16.7%	-17.5%	-14.7%

The negative gender pay gap across the organisation as a whole is mainly due to the structure of our workforce.

The FSA workforce continues to have a significantly higher proportion of males (63%) than females (37%) although this has narrowed by five percentage points since 2017. Fifty percent of male employees work in the two most junior grades (mainly as Meat Hygiene Inspectors at EO grade). Seventy nine percent of employees in the two most junior grades are male. The proportion of women in more senior grades (HEO-SCS) is higher with 78% of female employees in HEO-SCS grades.

In addition to this, most Meat Hygiene Inspectors are on national pay bands, which are lower than the London range to reflect the difference in living costs. The gender balance for roles in London is 52% to 48% in favour of men whereas outside of London it is 67% to 33% in favour of men.

Under historical contractual pay progression policy, employees moved through the pay range for their grade annually; therefore, the longer someone had spent in a grade the more we would expect them to earn, irrespective of their gender. Although automatic pay progression has ceased in the FSA the historical impact still affects our gender pay gap. 64% of male employees at AO and EO grades have twenty or more years' service compared to 22% of female employees. At HEO and above 16% of male and 6% of female employees have comparable length of service.

The average pay gaps (both mean and median) when analysed by grade are significantly different to the overall figure with the pay gaps much narrower and most in favour of men.

Grade	Mean gender pay gap			Median gender pay gap		
	2017	2018	2019	2017	2018	2019
AO	-0.4%	-6.4%	-3.6%	-1.7%	-8.8%	-3.4%
EO	3.9%	4.7%	4.5%	3.3%	4.2%	3.9%
HEO	4.8%	-0.8%	0.2%	0.3%	-2.3%	-0.1%
SEO	1.9%	-0.03%	0.7%	2.7%	2.2%	0.9%
Grade 7	3.0%	-0.5%	2.2%	5.0%	0.9%	1.3%
Grade 6	2.6%	1.1%	2.1%	2.5%	1.5%	0.9%
SCS 1	0.2%	1.2%	7.9%	-0.3%	-2.3%	9.6%
SCS 2	7.8%	2.6%	-1.6%	10.2%	4.6%	-1.9%
SCS 3	N/A	N/A	N/A	N/A	N/A	N/A

(No pay gap at SCS3 as only one employee)

More than half of new recruits since the 2018 report have been female and although this, combined with internal promotions has seen an increase in the number of female staff at higher grades within the organisation, as most new starters join at the minimum salary of the grade this has increased the gender pay gap in favour of men. However,

the recruitment of female employees has created a pipeline for progression through the FSA. Staffing changes at SCS 1 resulted in a sizeable increase to mean and median pay gaps. The population size is small and SCS pay bands are wide, meaning any change is likely to amplify the impact.

Bonus pay



The FSA introduced a new performance management system for employees at AO to Grade 6 in April 2018. The previous scheme allowed for end of year performance awards, paid as a set value (typically £600-800) to staff marked ‘excellent’ in an annual review. This was replaced with a scheme which recognises and rewards individuals or teams for exceptional achievements relating to specific tasks or activities, and/or for acting as an outstanding role model in the demonstration of the FSA’s Values. Awards are limited to specific values (£50 vouchers or cash awards of £250, £500 or £1,000). There is no limit to the number of awards an individual may receive but the total amount is capped at £2,500. More males than females received multiple awards which is likely to be a result of the gender balance of the workforce. However female staff received proportionately higher amounts than male colleagues.

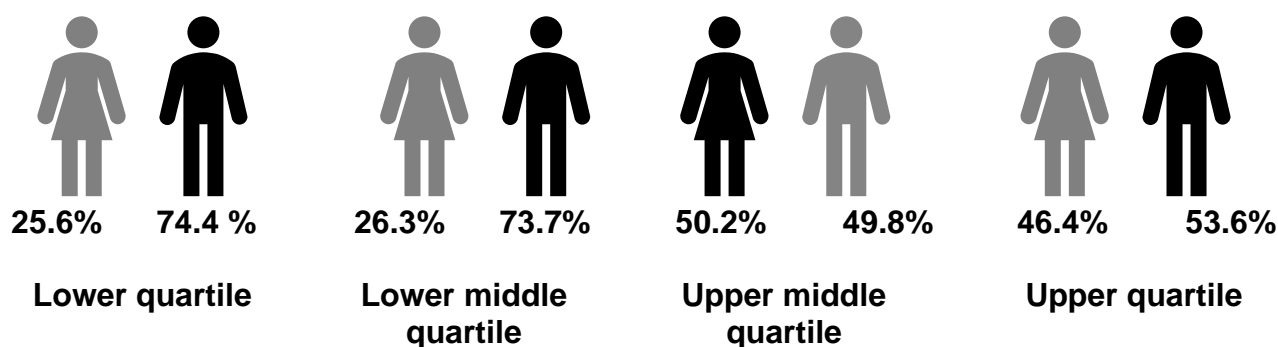
Senior Civil Servant performance management follows Cabinet Office guidance. The FSA has discretion to make in-year non-consolidated award payments to recognise outstanding contribution to up to 20% of the Senior Civil Servant population. For 2018/19, the FSA paid awards of between £850 and £2,500. Cabinet Office guidance sets the policy for end-year awards. For 2019, employees who were assessed as a “Top” performer received a one-off award ranging from £5,000 to £17,000.

The difference in schemes means in one scheme an employee could receive a bonus of £50 (FSA reward and recognition scheme) and in another an employee could receive a bonus of £17,000 (SCS end-year). In conjunction with the new AO to Grade 6 performance management scheme where awards are spread further but reduced the average payment per employee, the impact on the mean of such differences is to increase the mean bonus pay gap.

We will continue to monitor how awards are distributed across all protected characteristic groups.

	2017	2018	2019
Mean bonus pay gap	4.7%	0.9%	11.8%
Median bonus pay gap	5.5%	0.0%	0.0%
Proportion of men receiving a bonus	33%	28%	60%
Proportion of women receiving a bonus	38%	32%	60%

Proportion of male and female employees in each pay quartile



The hourly pay quartiles show the proportion of men and women that are in each pay quartile, when employees are arranged in order of hourly pay rate. For the first time since we started gender pay gap reporting, not all quartiles have higher proportions of male staff than female staff. Female employees are now the majority in the upper middle quartile. As 63% of the FSA’s staff are men, a majority of whom work in the EO grade, this illustrates that the negative pay gap is largely as a result of a higher concentration of men at more junior grades where pay is lower. The percentage of female employees in each of the quartiles has increased each year as we recruit more female employees and see an increasing number of female employees at higher grades.

Grade	2017		2018		2019	
	Male %	Female %	Male %	Female %	Male %	Female %
Lower quartile	75.4%	24.6%	74.5%	25.5%	74.4%	25.6%
Lower middle quartile	79.9%	20.1%	78.7%	21.3%	73.7%	26.3%
Upper middle quartile	58.0%	42.0%	52.1%	47.9%	49.8%	50.2%
Upper quartile	58.6%	41.4%	56.3%	43.7%	53.6%	46.4%

Taking action

We are committed to fair pay irrespective of gender and to improving our gender pay gap. We will continue to promote policies and initiatives to support equal opportunities for our entire workforce.

Recruitment

We ensure the selection process is clear on our job adverts, providing prospective candidates with transparency regarding the selection panel, assessments and criteria. We are committed to representative selection panels and each panel must include female representation to ensure gender balance. To eliminate potential bias in the recruitment process we use gender-neutral language in job adverts and inclusive language in all communications to gain the attention and interest of diverse applicants.

We use structured interviews and we can use a range of assessments including situational judgment tests, technical interviews and media scenarios. These reduce the reliance on candidates performing well at a single interview as well as testing a range of skills. These assessments aid the panel in making their final decision and are not an automatic pass or fail.

We have adopted Civil Service Success Profiles. The framework is designed to make the process for recruitment more flexible, accessible and inclusive, offering different methods of recruitment based on behaviours, strengths, ability, experience, and technical skills.

Flexible working

We support all staff who wish to work more flexibly such as job share, reduced hours, compressed hours. We encourage the uptake of shared parental leave, which means men can take on more caring responsibilities and offer three weeks paternity leave. We have developed modern working practices that offer staff greater flexibility, focussing on outcomes, and location agnostic roles where possible.

The FSA Our Ways of Working programme was established to create an environment in which our people are highly capable, effectively supported and engaged with our mission – food we can trust – so that they consistently choose to make outstanding contributions to protecting, informing and empowering consumers. A key part of the programme is our People Offer where staff can choose the most productive environment to work in subject to business needs. Staff have the opportunity to be office-based, work from home or split their time between the office and another location. We have invested in upgrading our IT infrastructure to support this and trained our managers and teams in managing performance and working remotely.

Our approach to flexible working has resulted in fewer employees taking up part-time working due to their ability to manage full time hours with outside commitments and

our annual employee engagement survey shows that homeworkers with childcare responsibilities are our most engaged group of employees.

Career development

The FSA recognises the importance of talent management and how it interlinks with performance management. By taking a consistent approach to how we define, identify and manage talent across the FSA, we ensure that everyone can think about, discuss and plan their development needs in line with their ambitions and potential. At quarterly check-ins we expect managers to hold career conversations with individuals in their team discussing their career aspirations and the development needed to get there (e.g. potential for lateral moves) along with, what things engage and motivate and how these can be developed in role.

We help women to progress their careers through schemes such as the Positive Action Pathway (a talent programme for under-represented groups) and Crossing Thresholds (a year-long career development programme for Women in the Civil Service). These programmes provide access to the right opportunities, exposure, stretch and development to assist participants reach their potential. In addition to this, we provide access to the Future Leaders Scheme (for Grade 7 and Grade 6) and Senior Leaders Scheme (for SCS) enabling those with potential to develop their senior leadership skills and move into the top civil service roles.

Reward

We are introducing a new pay structure. Our existing grading structure has long bandwidths with clusters of employees at the minima and maxima of each grade. We will introduce spot rates at AO and EO grades and assimilate to these over the next two years and will target higher pay increases to employees at the lower end of their pay grades.

Diversity

Developing and supporting staff networks is a key element of our diversity and inclusion strategy. We have a range of employee led networks that provide a forum to discuss, and provide mutual support, for those with a common interest. Our networks provide a voice for and support to all employees within the FSA and each network is championed by a director who promotes their work and provides senior representation and strategic direction for their areas.

The FSA Women's Network's vision is to encourage and inspire women to achieve their full potential and our Parent Support Network aims to encourage and support parents who have not only recently had children, but all parents in their career journey and as their children grow, as well as providing support to managers so they can in turn support staff who are on the parental journey. All employees are encouraged to join these networks.

Networks are also represented on the FSA Diversity Council which is chaired by our Chief Executive and was established to ensure we deliver our commitments under the diversity and inclusion strategy. All our networks are supported by our Engagement and Reward team and ring-fenced funding is available to support networks stage events.

Declaration

We confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.