



Government  
Property  
Agency

# Government Property Agency Gender Pay Gap Report

2021

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# Foreword



I am delighted to introduce the Government Property Agency's (GPA) first Gender Pay Gap report which demonstrates our commitment to achieving gender equality at the GPA.

The gender pay gap, along with parity for all GPA staff, is something that I, and the senior leadership team, take very seriously.

With the property sector being historically male-dominated it is particularly important that the GPA ensures a diverse, inclusive and fair working environment.

This year has seen the launch of the GPA Women's Network which aims to help support and develop the women in the GPA so that they can advance their skills, confidence and ultimately their careers.

Whilst the GPA has made significant progress, we still have a great deal to do to ensure better gender representation across the breadth of our workforce.

We know that this long-term aim will take time to fully address, but diversity and inclusion continue to be at the forefront of our priorities.

**Debra Soper**  
Chief Operating Officer

# Introduction

The Government Property Agency (GPA) is a public sector property organisation, delivering property and workplace solutions across government and introducing a portfolio-led approach to managing central government general purpose property as a strategic asset. We are a team of property experts with extensive knowledge and the skills needed to perform a broad range of estate management roles. We are proud to be civil servants but bring commercial expertise and insight to the Government's central estate to help our clients meet their strategic goals and use the Government's strength to secure the best deals. As such, our workforce comprises a mix of career public sector experts and specialists drawn from the private sector.

# Background

In 2017 the Government introduced legislation that required organisations with a headcount of 250 or more employees to report on their gender pay gap as at the snapshot date of 31 March each year. The Gender Pay Gap Regulations dictate that a company must publish its data within a year of the snapshot date: so data relating to 31 March 2021 must be published by 31 March 2022.

Government departments are covered by this legislation through the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. These regulations underpin the Public Sector Equality Duty and require the relevant organisations to publish their statutory gender pay gap data: 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 in each pay quartile.

The gender pay gap shows the difference in average pay between all men and women in an organisation. It differs from equal pay where men and women who carry out the same jobs, similar jobs or work of equal value must be paid equally. A particularly high gender pay gap may indicate that there are gender-related issues in a workforce.

The Civil Service is keen to encourage further investigation into departmental gender pay gaps and has asked for this to extend to arms-length bodies. Whilst the statutory duty only requires the publication of gender pay gap figures on the Government's gender pay gap reporting service, many organisations choose to

write and publish a full gender pay gap report. This allows for analysis of the results and, where appropriate, the creation of an action plan to address any identified drivers. In previous years, the Cabinet Office has included the GPA in its gender pay gap reports and action plans.

However, the scheduled expansion of the GPA means that the number of GPA employees will have exceeded 250 by the next capture date of 31 March 2022. At this stage, we will then be required to report on our figures separately. With these factors in mind, the GPA would like to understand its current gender pay gap data as at 31 March 2021 so that it can plan any required actions accordingly.

The Gender Pay Gap Regulations require us to identify our employees as men or women. At the GPA, we recognise that some of our colleagues may not identify with either gender and we are committed to supporting the needs of all gender identities, working closely with our LGBTQ+ colleagues.

# Gender Pay Gap 2021

## Parameters

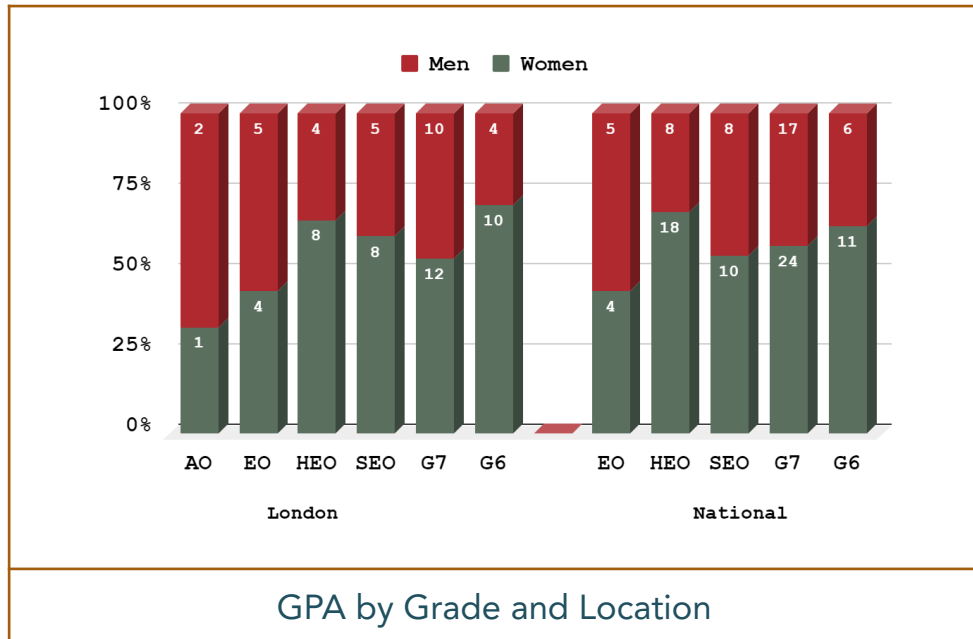
Data collected for the Annual Civil Service Employment Survey (ACSES) has been used to make the specific calculations in accordance with the Gender Pay Gap Regulations. Bonus pay gap calculations cover payments made in the year leading up to 31 March 2021: all others use data as at the snapshot date of 31 March 2021.

## Staff Profile

This report relates to employees at the GPA as of 31 March 2021. At this date there were 209 staff in the GPA with an overall gender split of 57% men and 43% women. 'Employees' for gender pay gap reporting purposes are defined as those who have a contract of employment and are paid by the GPA: this automatically excludes contingent labour, consultants and agency staff.

The GPA's grades cover Civil Service levels from administrative (AO) to Senior Civil Servants (SCS). Job roles at the GPA are evaluated against a series of factors including level of responsibility and given a specific grade accordingly. The GPA has two pay ranges for Grade AO to G6: one for London-based roles and another for those located nationally. SCS pay ranges are not split by region.

The overall split of men and women at the GPA by location is very similar for both pay ranges (these figures exclude SCS).



## Mean and Median Gender Pay Gap

The figures below show the GPA's gender pay gap:

Mean Pay Gap	12.0%
Median Pay Gap	6.4%

In monetary terms, this shows that the average (mean) hourly rate for women at the GPA is £3.35 less than the average hourly rate for men. The median pay gap demonstrates that the middle value for all the GPA women ranked from lowest to highest paid is £1.77 per hour less than the middle value for all the GPA men ranked from lowest to highest paid.

## Mean and Median Gender Bonus Pay Gap

The figures below show the GPA's gender bonus pay gap:

Mean Bonus Pay Gap	0.7%
Median Bonus Pay Gap	-25.7%

The mean bonus pay gap figure reveals that there is almost no difference in the average value of bonuses for men and for women. However, the median bonus pay

gap demonstrates that the middle value for all bonus payments to the GPA women when ranked from lowest to highest is significantly greater than the middle value for all bonus payments to the GPA men when ranked from lowest to highest.

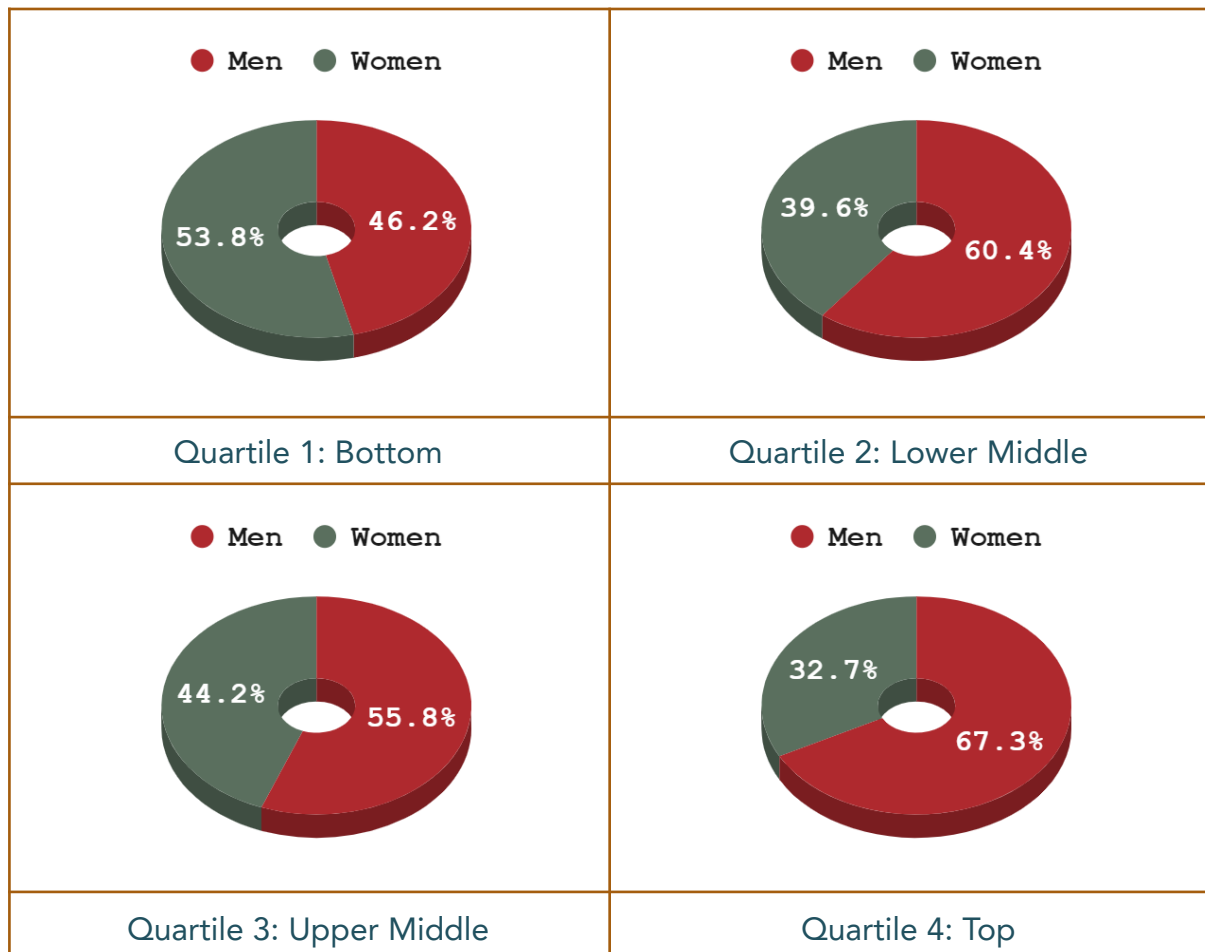
There are slightly more women than men who receive bonuses at the GPA:

Proportion of Men with Bonuses	58.3%
Proportion of Women with Bonuses	61.8%

## Pay Quartiles

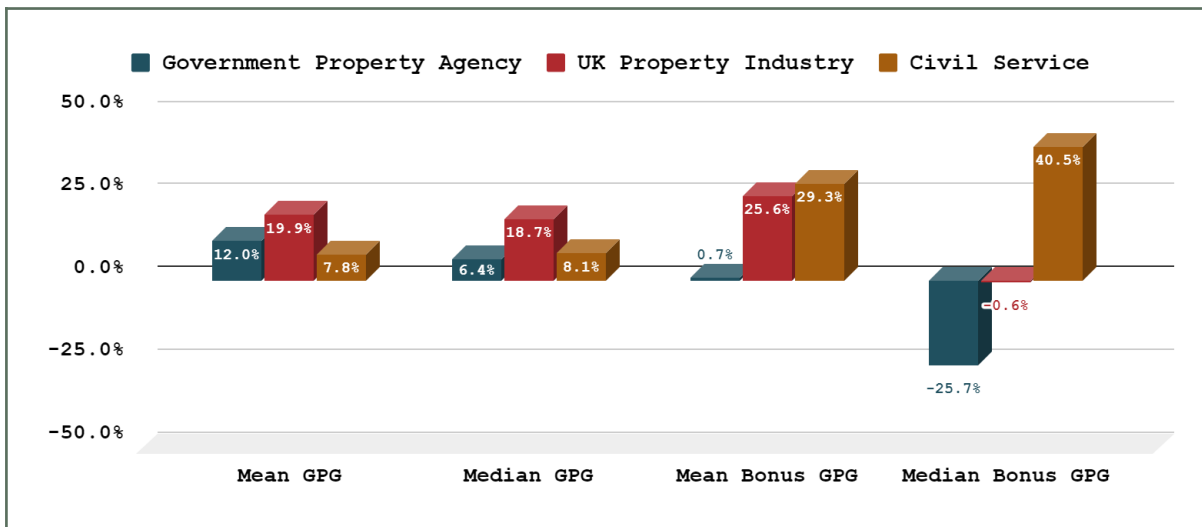
In order to understand the context of the gender pay gap it's important to consider the distribution of men and women across each pay quartile.

The charts below demonstrate that there is a higher proportion of women than men in the lowest pay quartile. This changes across the other three quartiles and the top pay quartile (those who earn the most per hour) is split by over two thirds men to one third women.



## Comparison with Civil Service and UK Property Industry

The chart below benchmarks the GPA against the gender pay gap and gender bonus pay gap figures in the wider Civil Service<sup>1</sup> and the UK property industry as a whole<sup>2</sup>. The mean gender pay gap is high when compared to the rest of the Civil Service although the GPA median and both bonus measures are lower. The GPA has much better figures for basic pay and bonus pay in comparison to the UK property industry.



## Gender Pay Gap Analysis

There are a couple of factors leading to the GPA's gender pay gap which will be explored in more detail.

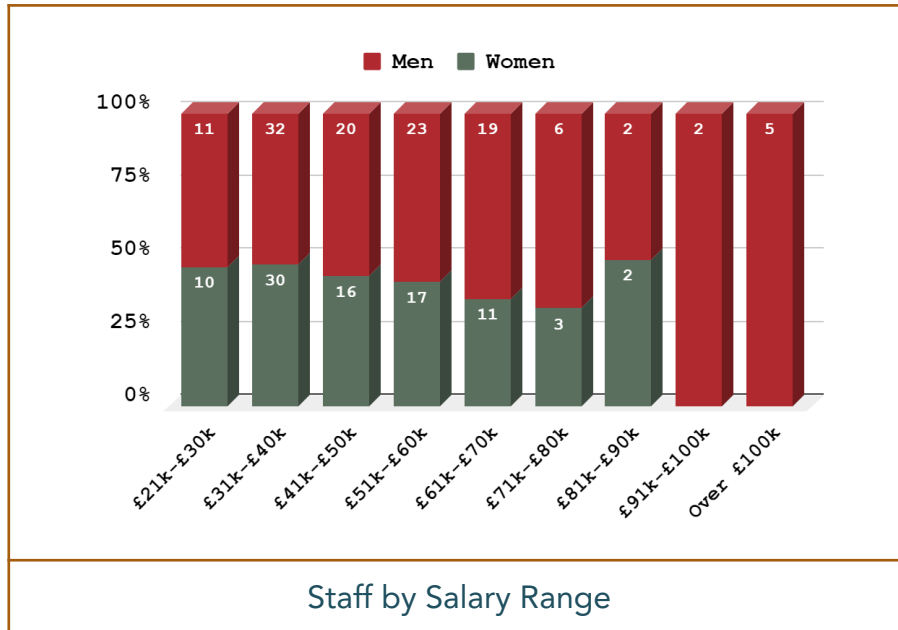
### Seniority

As demonstrated by the quartile figures, the top earners at the GPA are predominantly men.

<sup>1</sup> Source: <https://www.gov.uk/government/statistics/civil-service-statistics-2021>

<sup>2</sup> Source: Government's gender pay gap search and compare: <https://gender-pay-gap.service.gov.uk/>. These figures are derived from the averages of 517 private and public companies who submitted their information on 31 March 2021 and listed their sector as being 'Construction' or 'Real Estate.'

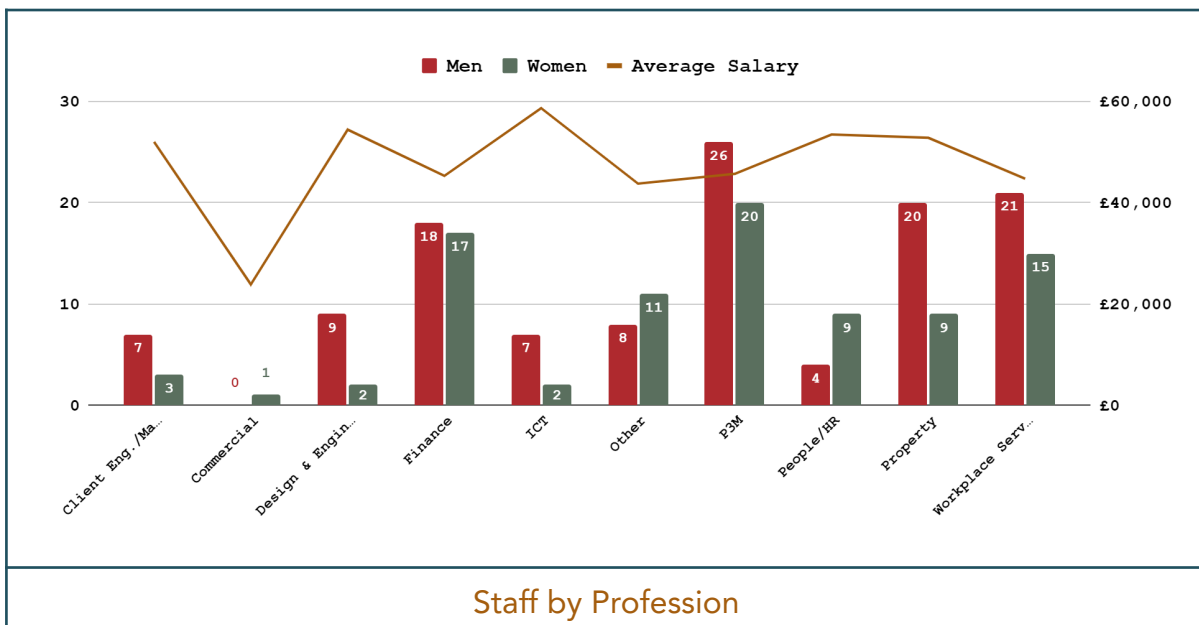




Whilst the numbers of employees are pretty small, any outliers will always affect the mean calculation in particular.

### Profession

The biggest driver of the gender pay gap for the GPA is caused by professions. Four of the top five professions with the highest average salary are heavily male-dominated with an average of over 74% men.



## Gender Bonus Pay Gap Analysis

In the year leading up to 31 March 2021, the GPA's bonus payments were calculated according to grade and performance mark received. For each grade (AO to G6)

there were three flat rate payments, increasing in size depending on the level of performance.

AO-G6 Performance Bonus Awards 2020-21							
	AO	EO	HEO	SEO	G7	G6	F/Stream
Exceeded	£735	£865	£1,097	£1,267	£1,730	£2,031	£1,097
High Performing	£245	£288	£366	£422	£577	£677	£366
Achieved	£100	£120	£140	£140	£170	£170	£140

At SCS level bonus payments were only awarded to those who received a performance mark of 'Top'.

SCS Performance Bonus Awards 2020-21			
	SCS1	SCS2	SCS3
Top	£5,000	£7,250	£9,000

The high percentage difference in the median bonus pay gap suggests that more women than men received the top performance mark, especially in the highest grades.

## Actions

The GPA will continue to work with the Cabinet Office to address gender pay issues and will adopt those parts of the Cabinet Office's gender pay action plan that are relevant to the GPA. The GPA recognises that the Cabinet Office has made significant advances since gender pay gap reporting was introduced, and is much further in its gender pay equality journey than the GPA. With this in mind, the GPA has produced its own action plan with initiatives that are targeted to bring the GPA in line with the progress that the Cabinet Office has made.

## GPA Gender Pay Gap Action Plan 2021

Area	Action	Purpose
<p>General</p>	<p>Establish a Women's Network at the GPA.</p> <p>Give oversight of the Gender Pay Gap reporting and actions to the GPA's Remuneration Committee when established.</p> <p>Appoint Diversity and Inclusion Champions to represent all business areas in supporting and promoting equality, diversity and inclusion within the GPA including gender equity.</p> <p>Work with diversity networks and champions across government including professions.</p> <p>Continue to champion diversity, equality and inclusion through promotion of empowerment and awareness campaigns.</p> <p>Business areas to develop actions according to any gender-based results from the 2021 Civil Service People Survey.</p> <p>Work with the Cabinet Office to establish and encourage gender identity reporting for employees.</p> <p>Continue to report on the GPA's employee gender split by grade to ExCo.</p>	<p>To take a strategic approach to gender equality at the GPA.</p>
<p>Pay and Reward</p>	<p>Undertake pay benchmarking for all roles Grade 7 and over prior to advertising.</p> <p>Take a targeted approach to SCS capability-based pay once introduced to ensure that women are not disadvantaged.</p> <p>Consider what actions might be taken for the new pay remit year 2022-23 in terms of addressing the gender pay gap.</p> <p>Monitor the use of allowances or higher starting salaries by gender.</p> <p>Monitor the gender split for end of year performance awards.</p>	<p>To reduce disparities between women and men by progressing women through the pay bands.</p>

	Monitor the in-year awards by gender.	
<b>Recruitment</b>	<p>Continue to use gender-diverse panels for recruitment at all grades. Fully utilise the expertise of the Government Recruitment Service for inclusive attraction strategies.</p> <p>Incorporate the GPA's total reward and family friendly offerings into materials used for recruitment campaigns.</p> <p>Promote the Civil Service and the GPA as an employer of choice.</p> <p>Review the use of inclusive language in advertising campaigns and job descriptions.</p> <p>Continue the analysis of gender-based recruitment data across grades.</p> <p>Ensure that women are strongly represented on the proposed GPA recruitment microsite.</p>	<p>To attract more female candidates for Senior Civil Service and other senior roles.</p> <p>To attract more women, especially to the roles of professions with a higher proportion of men.</p> <p>To mitigate against bias and promote equality of opportunity throughout the recruitment/selection process.</p>
<b>Family Friendly/Flexible Working</b>	<p>Promote flexible working/family-friendly policies across the GPA.</p> <p>Continue to post communications on flexible working and careers in the Civil Service.</p> <p>Review Line Manager's Toolkit and induction to ensure it has the latest information on family-friendly/flexible working policies.</p>	To encourage the retention of women, especially those taking, or considering taking, parental leave.
<b>Talent Management</b>	<p>Continue to develop a robust approach to talent management including succession planning, mentoring and coaching.</p> <p>Promote and support career progression as integral aspects of the GPA's wider talent offer.</p> <p>Ensure the regular communication of information about accelerated development programmes and talent schemes ensuring female role models are promoted.</p>	To enable women to progress their careers.

# Declaration

I confirm that the Government Property Agency's gender pay gap calculations are accurate and meet the requirements of the Gender Pay Gap Regulations.

Steven Boyd

Chief Executive Officer of the Government Property Agency (GPA).

01 April 2022.



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