



2023 Cabinet Office Gender Pay Gap Report

As at 31 March 2023

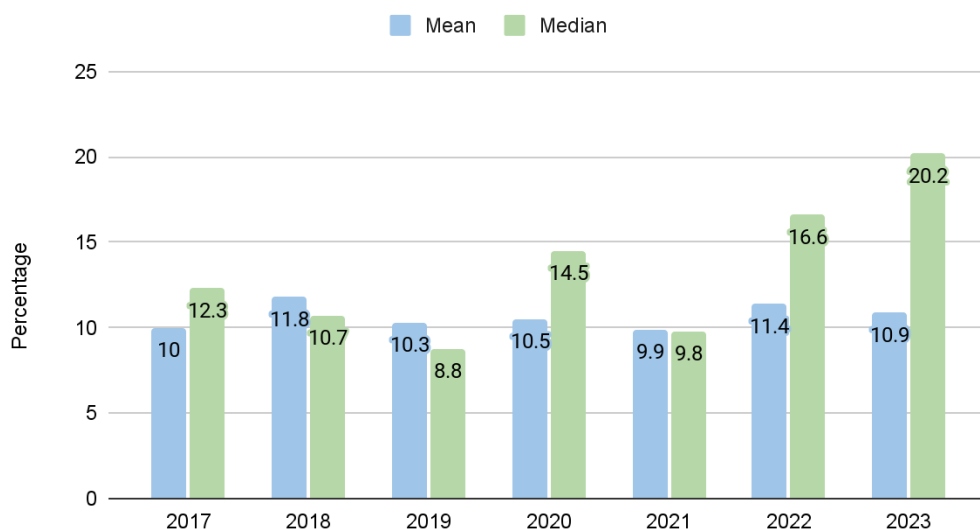
Foreword

As Cabinet Office's Gender Champion I am now in a position to publish our gender pay gap figures for 2023.

Table A shows how the Cabinet Office gender pay gap has changed since 2017:

Table A

Cabinet Office Gender Pay Gap 2017-2023 (incl. agencies)



While the mean pay gap has reduced by 0.5% since 2022, the median pay gap has increased by 3.6% since last year, which is incredibly disappointing. More detail on the figures are set out in the main report, including factors driving the gap.

The workforce distribution in the Cabinet Office is reflected in the pay gap. For example, women are underrepresented in the more senior grades, with a decrease in representation in comparison to last year. There is clearly much work to be done. The deteriorating figures for this year require more detailed analysis and liaison with colleagues across the department, particularly in the professional groups.

Along with more targeted interventions, we must take evidence-based action to ensure we are focusing on creating a more inclusive working environment; attracting and retaining the best talent irrespective of gender, race or background and operating as a good, modern employer. It is vital that we regularly monitor the pay gap, and address the underlying issues it represents, so that we are back on track towards eliminating any gap.

Elizabeth Gardiner
Cabinet Office Gender Champion

Introduction

In 2017, the Government introduced 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 by 30 March 2018 and then annually, including 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 men and women in the workforce. If a workforce has a particularly high gender pay gap, this can indicate that 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.

The Cabinet Office 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. To support this we have developed a set of principles to address the pay gap.

Principles:

- Reduce the Gender Pay Gap year on year
- Employment and pay practices are fair and transparent for all.
- Interventions and solutions are collectively developed and agreed, sustainable and enduring
- Progress on addressing the gender pay gap will be tracked, monitored and reported

The reporting period is 1 April 2022 to 31 March 2023.

Organisational context

Launching and embedding a new approach to Diversity and Inclusion is one of the key 'people' commitments from the Declaration on Government Reform. The Cabinet Office [2022-2025 Diversity and Inclusion Strategy and Action Plan](#) is a data-driven and delivery-focused three-year strategy which will support the delivery of a Modern Civil Service. Below are the Cabinet Office commitments and how the strategy gives effect to them:

- **value and invest in its people:** With equal opportunities for career development and fairer performance management outcomes for all grades and demographics;
- **value diversity of teams:** Challenging groupthink and inspiring a greater diversity of thinking, with a workforce across the UK that is representative of the communities it serves, and inclusive teams embracing diversity of thought and encouraging innovation; and
- **tackle bullying, harassment and discrimination (BH&D):** Ensuring fairness in the workplace, addressing the BH&D gap for key groups and overall levels of BH&D.

Cabinet Office Structure

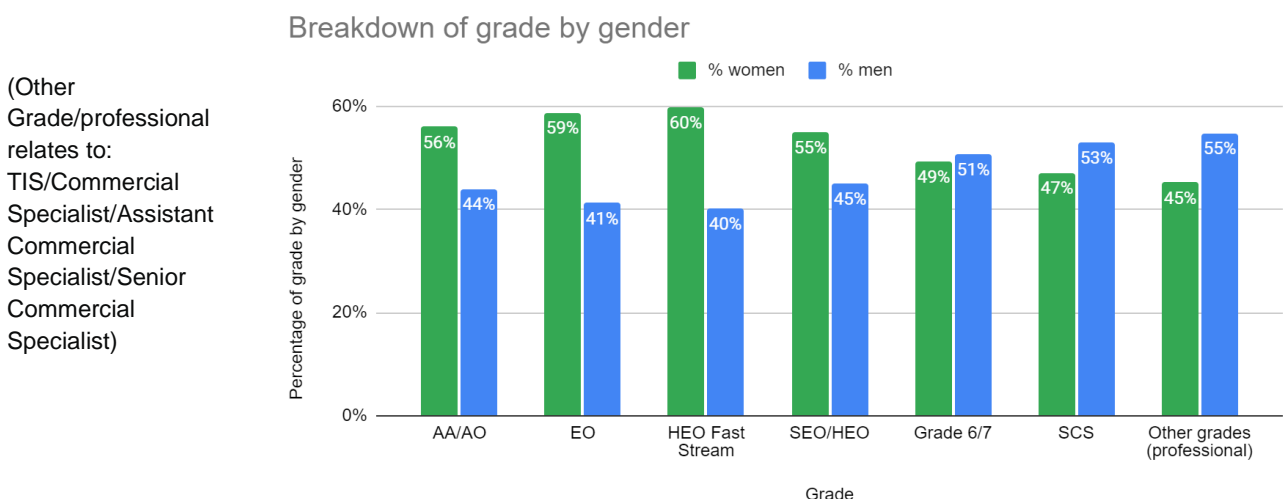
Cabinet Office Civil Service grades range from administrative grades to Senior Civil Servants. Grades vary according to the level of responsibility that positions have and each grade has a set pay range.

The gender pay gap figures also include two Cabinet Office agencies, Government Property Agency (GPA), and Crown Commercial Services (CCS) and the Government Commercial Organisation (GCO), a business unit within the Cabinet Office which comprises senior, accredited commercial experts at grade 7 and above across Government. There were 8,453 staff in the Cabinet Office, 384 staff in Government Property Agency, 1,491 in Government Commercial Organisation, and 753 in Crown Commercial Services as at 31 March 2023 giving a combined total of 11,081 staff. Government Property Agency and Crown Commercial Services take their own approach to pay for delegated grades and the Government Property Agency produces their own individual Gender Pay Gap report. This is the first year that Government Commercial Organisation figures have been reported separately to Cabinet Office figures. Within this report where we stipulate 'excl agencies' in our charts this means not including figures from GPA and CCS.

The Cabinet Office gender split was 46.7% male staff and 53.3% female staff on 31 March 2023. Table B shows the breakdown of male and female staff represented in each grade in the Cabinet Office (excl. agencies). The biggest population within the Cabinet Office is employed in Grade 7 and Grade 6, and within these bands there are more male than female staff.

Table B clearly shows that, within the Cabinet Office (excl. agencies), there is a higher percentage of female staff than male staff at each grade until you reach Grades 6/7, the Senior Civil Service when the reverse is true. Highlighting the more senior grade areas where males are dominant. There continues to be more female staff than male staff in the Fast Stream.

Table B



Government Special Advisers

To assist transparency, the Cabinet Office is also publishing figures for all Government special advisers. In view of the small numbers involved, it would not be appropriate for individual departments to publish this information.

As at 31 March 2023 there were 117 special advisers across all government departments. The mean pay gap was 4.62%, and the median pay gap was 10.89%.

Special adviser roles fall into four pay bands, with Band 4 being the most senior. The table below shows the breakdown of male and female represented in each pay band and overall:

| Pay Band | Number of Special Advisers | Percentage of Women |
|------------|----------------------------|---------------------|
| Pay Band 1 | 9 | 33% |
| Pay Band 2 | 61 | 43% |
| Pay Band 3 | 36 | 31% |
| Pay Band 4 | 11 | 36% |
| Overall | 117 | 38% |

When salaries are sorted from lowest to highest hourly pay and then split into quartiles, the percentage of men and women in each hourly pay quarter is:

- lower hourly pay quarter: 57% men, 43% women
- lower middle hourly pay quarter: 48% men, 52% women
- upper middle hourly pay quarter: 69% men, 31% women
- upper hourly pay quarter: 72% men, 28% women

It should be noted that, due to the statistically small sample size, figures can fluctuate significantly with only a small number of changes to staffing.

The Gender Pay Gap

Table C shows the gender pay gap since 2017 for Cabinet Office (incl. Government Property Agency and Crown Commercial Services). This year has seen an increase in median figures compared to 2022.

Table C

Cabinet Office Gender Pay Gap 2017-2023

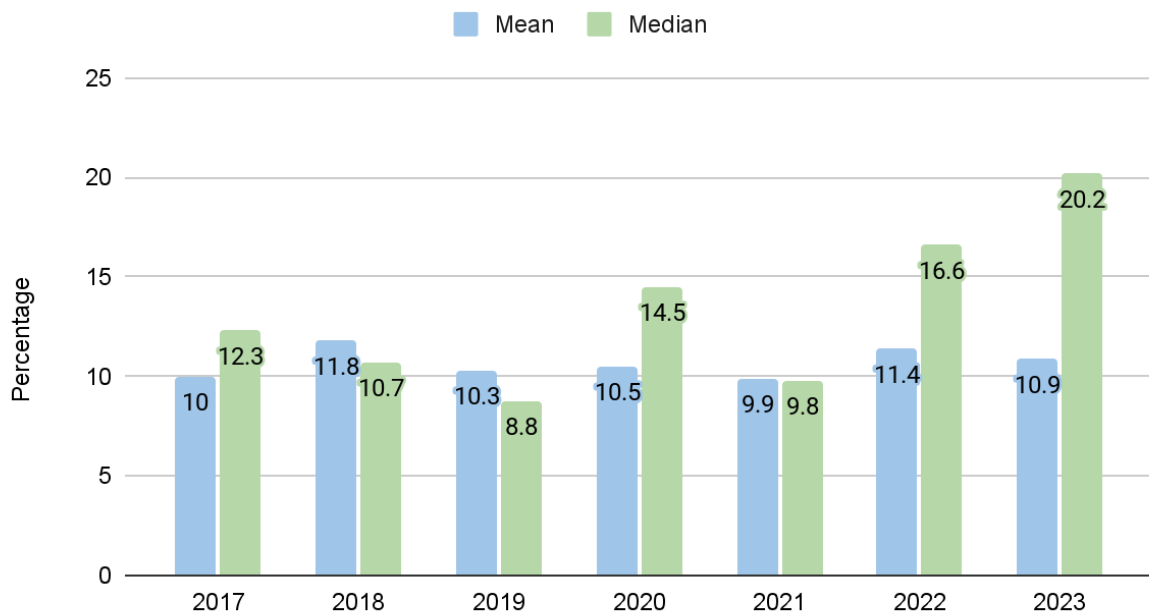


Table D shows the gender pay gap figure breakdown for each of Cabinet Office, Government Property Agency, Crown Commercial Services and Government Commercial Organisation for 2023. Cabinet Office has seen a 3.7% reduction in the mean gap and a 0.6% reduction in the median gap; Government Property Agency has seen a 0.8% increase to the mean gap and a 10.1% decrease in the median gap; and Crown Commercial Services has seen a 2.1% increase to the mean gap and a 1.5% decrease to the median gap. As this is the first year that Government Commercial Organisation figures have been reported separately, there is no comparison data for 2022.

Table D Median is calculated by placing all figures in order and highlighting the mid-point, therefore overall figure will land in a different place than the figure for individual areas i.e. GPA, CCS etc.

Gender Pay Gap for Cabinet Office, GPA, CCS and GCO for 2023

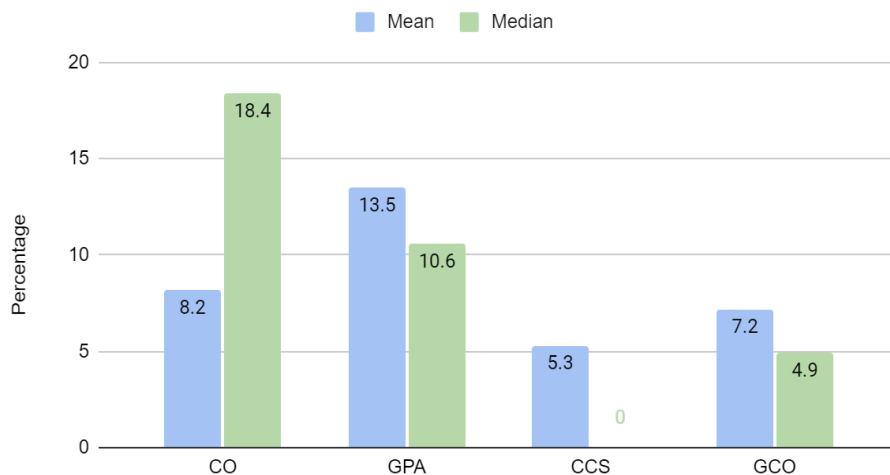
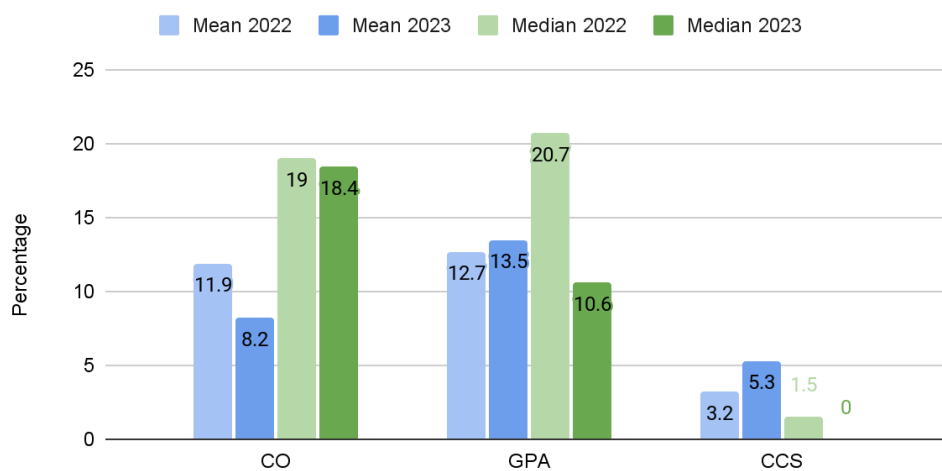


Table E

Gender Pay Gap for Cabinet Office, GPA & CCS comparison 2022 and 2023



The Government Property Agency has a high proportion of property professionals who are highly paid and disproportionately male. We will continue to work closely with the Government Property Agency to ensure their actions to reduce the gender pay gap are captured in the overall action plan. The Government Property Agency will, as they did last year, produce their own Gender Pay Gap report and will be published later in the year.

The Government Commercial Organisation is a business unit within the Cabinet Office which comprises senior, accredited commercial experts at grade 7 and above across Government. They

may be employed on Civil Service equivalent terms and conditions which are similar to Cabinet Office terms, or Government Commercial Organisation terms and conditions which offer higher salaries and significant performance related pay, offset by a reduction in other benefits including, but not limited to, lower pension employer contributions and annual leave entitlement.

Within the Government Commercial Organisation, there are more male employees on Government Commercial Organisation terms and more female employees on Civil Service equivalent terms. This results in higher gender pay and bonus gaps in Government Commercial Organisation as the calculations used to determine the gaps consider consolidated and non-consolidated pay, but not pension contributions or other benefits and therefore do not account for the contrasting terms and conditions.

Distribution of women through each pay quartile

The hourly pay quartiles show the proportion of women that are in each pay quartile, when we arrange staff in order of hourly pay rate.

The lower and lower-middle quartiles continue to have a higher proportion of female staff for Cabinet Office (excluding Government Property Agency, Government Commercial Organisation and Crown Commercial Services). For this reporting period we have seen an increase in the number of female staff within the third quartile, although this is not the case within SCS grades where only 26% of this quartile are female. There continues to be more female staff in grades below the Senior Civil Service. As with previous reported years, there is a higher proportion of male staff working at Senior Civil Service levels and they tend to sit at the higher end of their pay ranges.

Table F

Percentage by gender and quartile - all grades

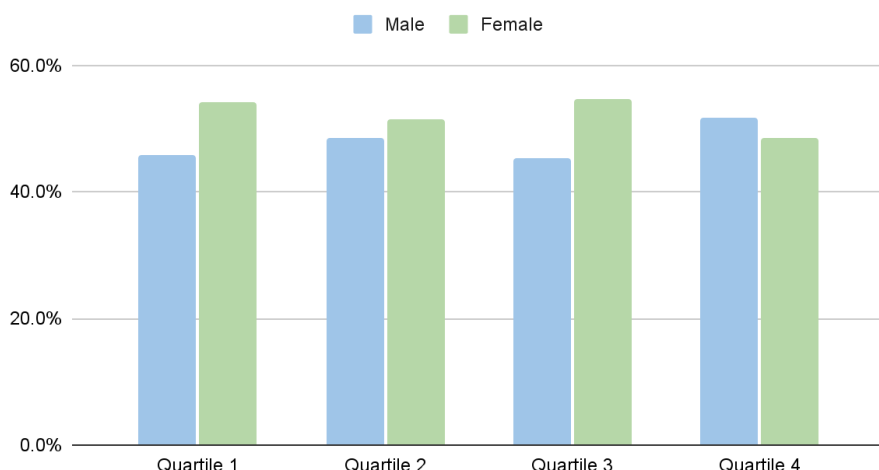


Table G

Percentage by gender and quartile - SCS Only

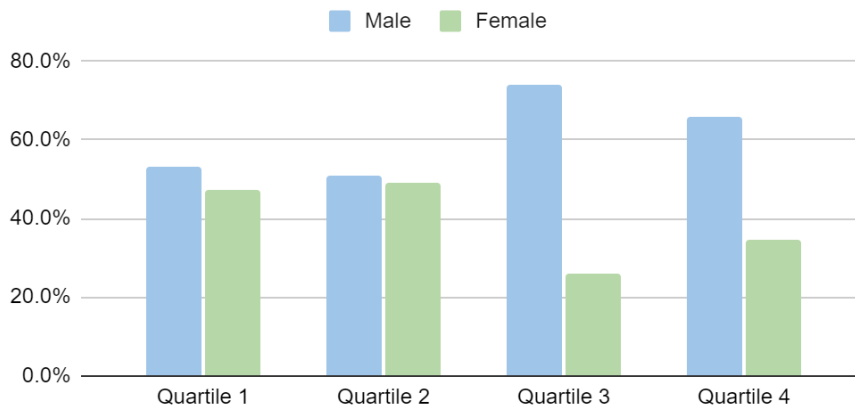


Table H

Gender Pay Gap by Grade

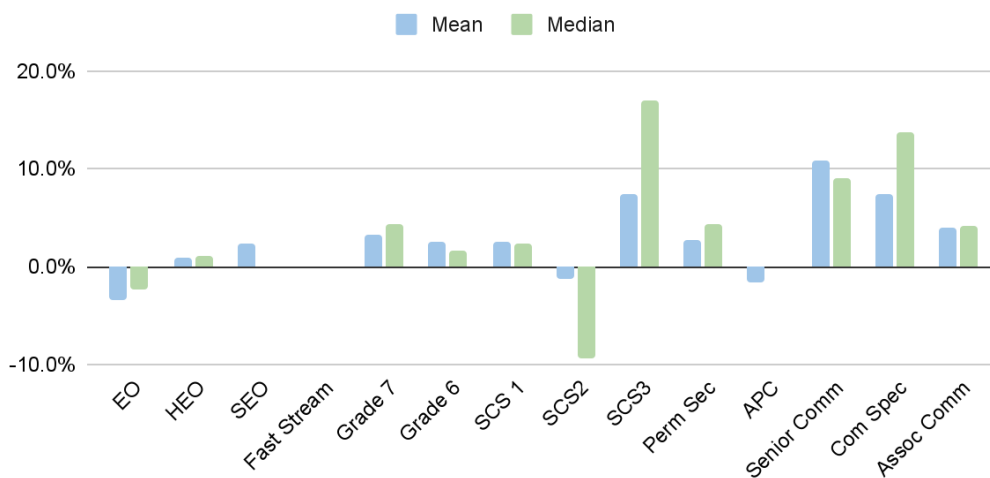


Table H shows that there is a relatively low gender pay gap differential in the more junior grades, and indeed at both EO and SCS2 grades we have a gap in favour of women. However Grade 7 and Grade 6, where the Cabinet Office has the majority of its staff, plus the higher and specialist grades, have significant differentials and the higher salaries in these grades are having an impact on the overall figures.

Drivers of the Gender Pay Gap in 2023

Similarly to 2022, we have undertaken more detailed analysis of the drivers of the gender pay gap and have identified that for Cabinet Office they include:

- **Seniority** - there continues to be a higher percentage of female staff in the middle to junior grades and less representation at the more senior levels. The mean SCS female salary for 2022/23 is £91,542 and the mean SCS male salary is £98,399. The percentage of female representation within the SCS has increased since 2022; however, at all grades within SCS, females are still less well represented than males. Table I shows a comparison of percentage of female staff at senior grades from 2021 to 2023:

Table I

| | % Female | | |
|----------------------------|----------|-------|-------|
| | 2021 | 2022 | 2023 |
| Permanent Secretary | 20% | 20% | 20% |
| SCS3 | 18.2% | 13.6% | 27.3% |
| SCS2 | 50.9% | 45.9% | 48.7% |
| SCS1 | 47.8% | 46.2% | 48.4% |

- **Profession Pay** - there is a higher proportion of male than female staff in higher paid professional specialisms such as the Government Commercial Organisation, Government Digital Service and Infrastructure and Projects Authority. This includes male staff who are paid more on average than female staff at the same grade; we need to gather more detailed data to determine the reasons behind this but it could be related to factors such as time in post, location, and the different types of roles within the grade.
- **Digital, Data and Technology Pay** - there has been a 54% increase in those completing the DDaT skills assessment and moving onto the DDaT Framework compared to the same period last year, however the male/female split within the framework remains relatively constant overall compared to the previous year: 56% male and 44% female.

Within the DDaT Framework roles, there is more of a disparity. You can see from Table J that the split between male and female changes significantly as you move within Job Groups. Group 3 is the lowest paid group with Extended being the highest. The Extended group includes the most skilled and hardest to recruit job roles, like Technical Architects and Software Developer roles. Figures have slightly improved since last year but there is still work to be done.

Table J

| | 31 March 2022 | | 31 March 2023 | |
|----------|---------------|--------|---------------|--------|
| Group | Male | Female | Male | Female |
| Extended | 88% | 12% | 84% | 16% |
| Group 1 | 70% | 30% | 67% | 33% |
| Group 2 | 45% | 55% | 46% | 54% |
| Group 3 | N/A | N/A | N/A | N/A* |

(*Group 3 has very small numbers of individuals completing assessment so have excluded % figures)

- **Higher Starting Salaries (HSS)** - data from the year starting 1 April 2022 shows the awarding of higher salaries skews in favour of male staff as we tend to see more requests for HSS for male employees than for female staff.
- **Pay Award** - the pay award for 2022 was a fixed value by grade, therefore those at the lower end of their grade band benefitted from a higher percentage uplift than those nearer the top of the band. This supported the increase of salaries for those at the lower end of the scales who are predominately female. The 2023 pay award shortened the pay ranges, targeted the more junior grades and have commenced work on our pay flex case for 2024/25.
- **London Based** - work continues as part of the Governments Places for Growth strategy. Of all the staff based out of London, a greater proportion are female (54%) and as Cabinet Office has two pay ranges for delegated grades, London and National, this group is earning less than their counterparts in London.

This is by no means an exhaustive list and further work needs to be done with colleagues across the department to identify the issues behind the increase in the gender pay gap.

Bonus Pay

Cabinet Office (including Government Property Agency and Crown Commercial Services) offers in-year reward and recognition schemes, as well as end of year performance awards.

Table K shows the mean and median bonus gaps of the Cabinet Office, Government Property Agency and Crown Commercial Services combined since 2017. There has been a 3.6% increase in the mean gap and a 4.4% increase in the median gap since 2022.

Table K

Cabinet Office Bonus Gap Summary

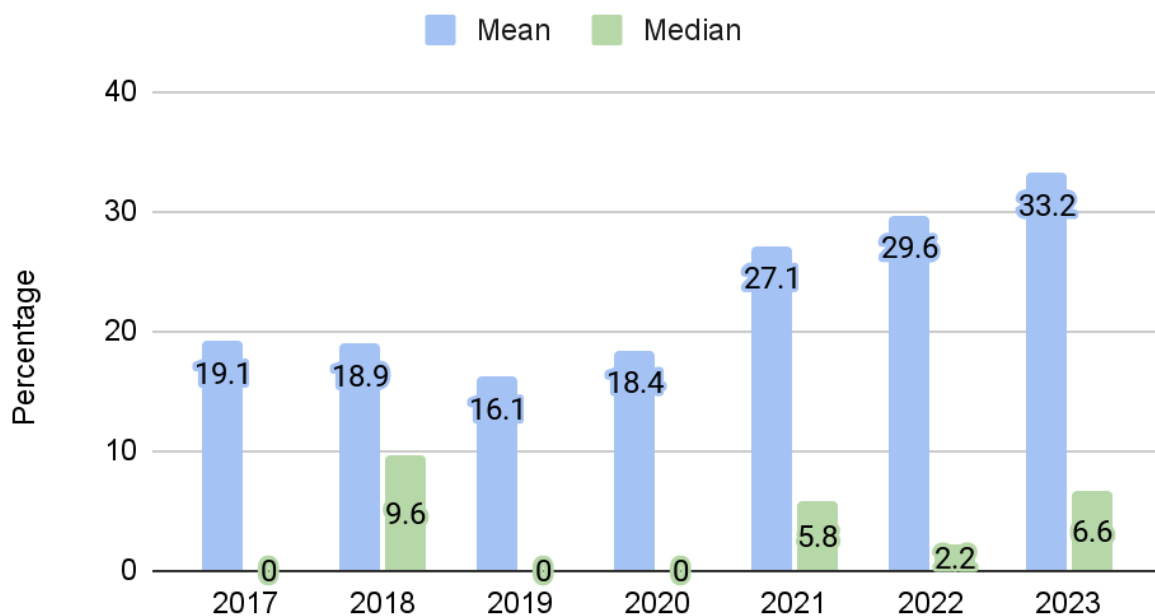


Table L shows each organisation's bonus gap, combined for in-year and end of year. For Cabinet Office only, the mean figures show that in 2023 the values of the bonuses women received were lower than those paid to men by around £783 on average. The Cabinet Office differentiates the value of end-year awards by grade, and there is a higher representation of men in the higher grades, this results in men receiving a higher mean and median award. Another factor is that end of year awards are pro-rated and, as 80.4% of part-time workers are women, this also contributes to the bonus gap.

Government Commercial Organisation employees on Civil Service equivalent terms receive bonus payments that are broadly comparable to those paid by the Cabinet Office. Conversely, those on Government Commercial Organisation terms are eligible for significant performance-related pay at the end of the performance year, (offset by reductions in other benefits as outlined above). As there are proportionally more male employees on Government Commercial Organisation terms, this contributes to the Government Commercial Organisation's gender bonus gap.

Further information about the bonus gap for Government Property Agency will be covered in their individual report.

Table L

2023 Bonus Summary - Breakdown of Cabinet Office, GPA, CCS and GCO

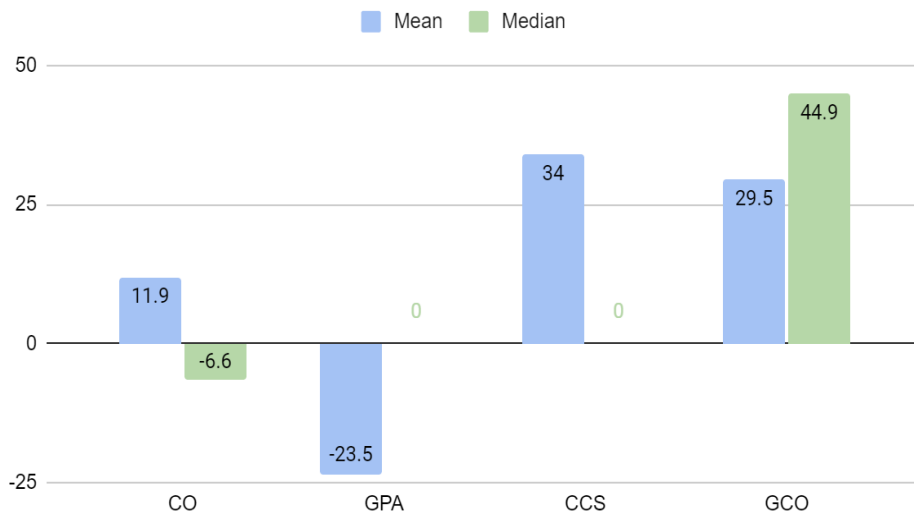


Table M

Total number of non-consolidated bonuses paid by Grade

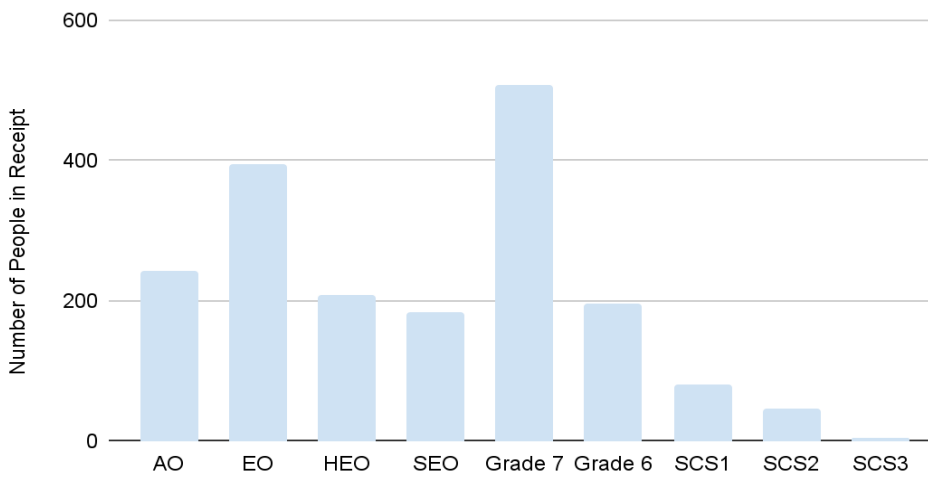


Table N shows the proportion of men and women receiving a bonus since 2017 within the Cabinet Office. There continues to be a fairly even split of bonuses between men and women, with women now receiving slightly more bonuses than men in 2023. The number of overall bonuses awarded has decreased since 2021.

Table N

Bonus Summary - Gender Split Breakdown 2017-2023

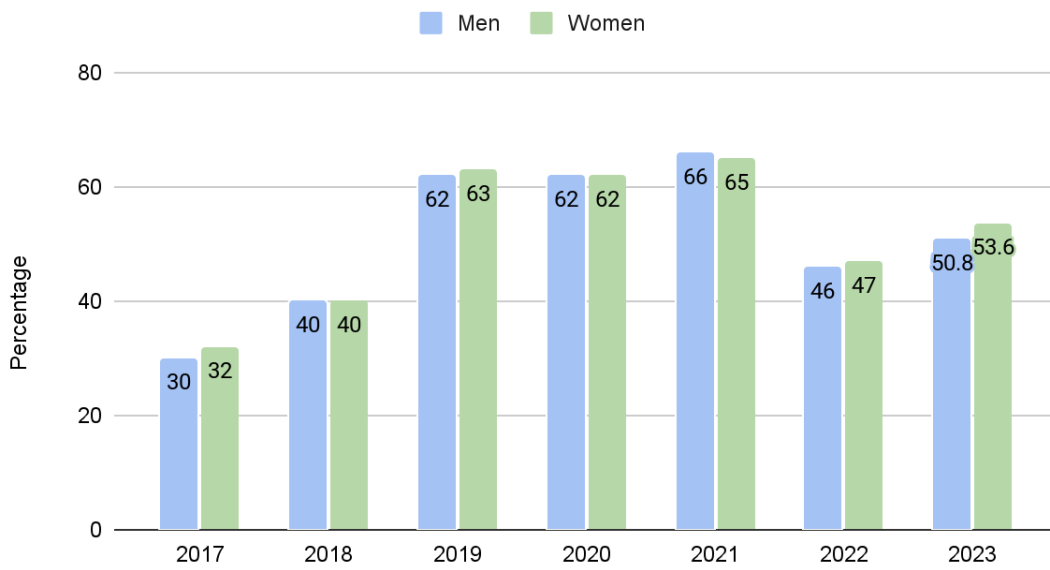
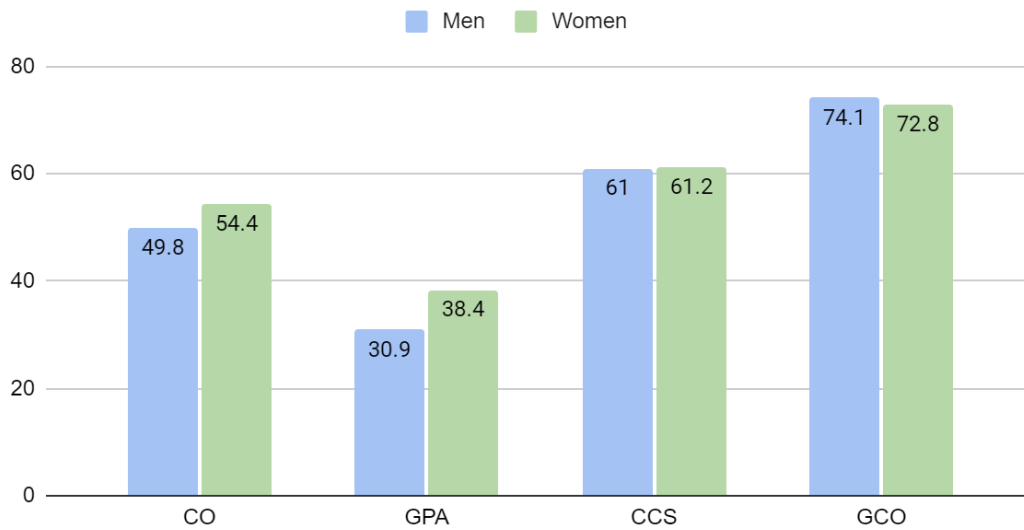


Table O shows that more women received a bonus in the Cabinet Office, Crown Commercial Services and Government Property Agency compared to men. Government Commercial Organisation's figure shows more men receiving a bonus than women. Within Crown Commercial Services, the overall proportion of women receiving a bonus is equal to the proportion of men, however the mean bonus gap appears to be widened by the SCS bonus payments made. The value of the bonuses for SCS increases the average in favour of men and the lower number of women in SCS roles significantly impacts this data. There is also a higher number of men receiving the higher value of the performance related bonus in addition to this more women receiving in-year recognition rewards which are typically lower in value.

Table O

2023 Gender Split Bonus Summary for Cabinet Office, GPA, CCS and GCO



Tackling the Gender Pay Gap

Following publication of the 2023 Pay Gap figures, significantly more work needs to be done to reduce the gap and achieve a better gender balance across all grades. We have a number of key principles that must underpin our approach to achieving this:

- Ensure employment and pay practices are fair and transparent for all.
- Ensure interventions and solutions are collectively developed and agreed, sustainable and enduring.
- Progress on addressing the gender pay gap will continue to be tracked, monitored and reported to our Gender Champion and People Committee.
- Progress will also be reported to our Executive Committee twice a year.

Below is a snapshot of the progress on priority actions we committed to over the last 12 months, and what we are focusing on in the next 12 months. These interventions aim to reduce the Gender Pay Gap for 2024 and we plan to regularly monitor and evaluate the success of our actions:

- Launched the Cabinet Office [2022-2025 Diversity and Inclusion Strategy and Action Plan](#). The plan aims to increase diversity across the Cabinet Office to ensure colleagues feel valued for their contributions;
- Implemented the 2023 pay award, which shortened pay ranges and progressed those at the bottom of the pay range up the range; this approach reduced the GPG in 2020 and we anticipate that resuming pay awards in this way will reduce it again given that there are more female colleagues both in the lower grades and also in lower quartiles of grades;
- Continued to run drop-in sessions on parental leave, work with the Parental Support Network; reviewed and updated maternity leave, pay and adoption leave, and pay policies in line with refreshed CSHR Expert Services guidance; continued to promote flexible working/ family friendly policies as part of the employee offer and wider benefits work, including Shared Parental Leave (SPL) and Shared Parental Pay (ShPP), providing parents with the opportunity to share the care of their child in the first year; and updated our menopause in the workplace policy. These are all intended to improve attraction and retention of female staff in Cabinet Office, particularly in senior grades where numbers are lower;
- Continued implementation of the DDaT capability framework where salaries for all staff in scope are dependent on skills and capability only, including working with Tech Girls to encourage more female interest in digital roles;
- Continuing action to improve our approach to attraction and recruitment:
 - Building on our ambition to ensure that jobs are designed and advertised in a way that is gender neutral. This ensures recruitment is appealing to all and does not dissuade women from applying. Particular emphasis and support should be given to considering how the role, delivery and management of staff can incorporate flexibility of e.g. hours. This much better supports and empowers those with caring responsibilities which research shows are more likely to be women.
 - As we develop the way we capture the effectiveness of our candidates, specifically for SCS, we will be developing and expanding our platform of advertising. This will ensure we broaden our search parameters beyond current traditional methodology and improve the diversity of candidates attracted to the SCS.
 - To complement this we have developed our candidate packs, specifically career

profiles which positively reflect and represent female staff operating at the higher levels of the organisation.

- Analysing gender data from application through the various selection stages to appointment to better understand any patterns relating to the comparative likelihood with which female applicants progress through the process to job offer.
- The Talent and Capability team is home to various Accelerated Development Schemes, as well as bringing together a comprehensive range of learning and development interventions including:
 - The offer via the Government Campus, such as Crossing Thresholds, which is a 12-month mentoring programme designed specifically to help women to develop their career in a supportive environment. 41 Cabinet Office women have attended the Crossing Thresholds since 1 January 2021, with feedback showing an 85% positive impact rate - i.e. learners felt it was very relevant to them and the learning itself and accompanying resources were of high quality. At a wider Civil Service level, evaluation shows that this programme has supported female civil servants progression, with 76% of (Civil Service) attendees stating they have moved on to more stretching roles, or gained promotion within a year of completing the programme.
 - The Whitehall and Industry Group (WIG)'s Women's Leadership Programme.
- Government Commercial Organisation: The Government Commercial Organisation has taken action to reduce the gender pay and bonus gaps by:
 - using the annual pay award to reduce the width of the Government Commercial Organisation pay bands;
 - merging the London and national bands;
 - applying higher percentage increases to employees whose salaries are in the lower quartiles of the pay bands, and who are more likely to be female;
 - implementing a new approach to performance management for 2023/24 to ensure stretching objectives are set, quality performance conversations take place, bias is minimised and there is a more reasonable distribution of performance markings across the organisation.

The effectiveness of the new performance management policy will be evaluated in 2024, including its impact on the gender bonus gap. Furthermore, the Government Commercial Organisation will review its Employee Value Proposition and approach to recruitment, specifically giving consideration to the advertised pay ranges and salary offers on appointment. This review seeks to reduce the disparity in pay between those who join the Government Commercial Organisation from the external market (proportionally more men) and those who are promoted from within the Civil Service (proportionally more women).

What we will do in the coming months:

Given the significant increase in the median pay gap this year and the relatively modest reduction in the mean gap, it is imperative that we carry out further work in analysing the data and implementing and reviewing our actions. Our data needs to be broken down further in detail by grade, business units, and professions. This will be done alongside D&I colleagues and the Gender Equality Network (a staff network) - to give a better understanding of the reasons behind the ongoing increase to the gap for 2023 and monitor the impact our actions are making.

We will also liaise with departments across the Civil Service and other organisations, specifically those where the gap has reduced due to the work they are doing, to learn from good practice and accountability.

Reducing the mean and median gap is a priority and it is vital that we facilitate a culture of improving gender equality, not just in terms of pay but in all aspects of Cabinet Office. This links to the work being done as part of A Better Cabinet Office, the people transformation programme for the Department, with the core focus of improving our working environment across six thematic areas including Pay. The Cabinet Office Senior Leadership Team is committed to reducing the gender pay gap and monitoring the progress and effectiveness of the actions planned.

Declaration

We confirm that data reported by the Cabinet Office 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.

**Alex Chisholm, Civil Service Chief Operating Officer & Cabinet Office Permanent Secretary
2023**