



National Audit Office

Diversity and Inclusion Annual Report 2024-25



July 2025

We are the UK's independent public spending watchdog.

We support Parliament in holding government to account and we help improve public services through our high-quality audits.

The National Audit Office (NAO) scrutinises public spending for Parliament and is independent of government and the civil service. We help Parliament hold government to account and we use our insights to help people who manage and govern public bodies improve public services. The Comptroller and Auditor General (C&AG), Gareth Davies, is an Officer of the House of Commons and leads the NAO. We audit the financial accounts of departments and other public bodies. We also examine and report on the value for money of how public money has been spent. In 2024, the NAO's work led to a positive financial impact through reduced costs, improved service delivery, or other benefits to citizens, of £5.3 billion. This represents around £53 for every pound of our net expenditure.



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Foreword by the Comptroller and Auditor General



This report marks the final year of our Diversity and Inclusion Strategy 2021-2025. We have achieved a lot during this time. We are now a more diverse and inclusive organisation, better equipped to achieve the impact on government and public services that our new organisational strategy demands. I am proud of the work we have done to close our gender pay gap. I am equally proud of the work of our staff networks and individuals who promote inclusion in the National Audit Office (NAO) – their commitment has been a big factor in the progress we have made.

We still have further to go. Our ethnicity pay gap is not reducing as quickly as we would like, although this is partly because of work we have done recently to improve the diversity of our new trainees. We have a plan to address this, helping to equip more of our ethnic minority colleagues to progress once they have completed their professional training. I also recognise that some colleagues feel more engaged and included than others, and we will work hard to take account of their concerns.

Continued...

That brings me to the next five years. We are now updating our diversity and inclusion strategy, consulting widely with colleagues, and making sure that our refreshed approach aligns fully with work to enhance our people capabilities as part of our NAO strategy to 2030. A diverse and engaged workforce is essential if we are to maximise our contribution to more productive and resilient public services and better financial management and reporting in government.

I want to thank everyone who has contributed to making the NAO an even better place to work over the last four years. There is more for us to do, and I look forward to building on our achievements.

Gareth Davies

Comptroller and Auditor General (C&AG)

Part One

Our strategy and progress since 2021

- 1.1** In this part we describe who we are and what we do. We summarise our Diversity and Inclusion Strategy 2021–2025 and highlight the progress we have made in becoming a more inclusive and diverse organisation over the last four years.

Who we are and what we do

- 1.2** The National Audit Office (NAO) is the UK's independent public spending watchdog. Our work supports Parliament in holding the government to account and helps improve public services. The Public Accounts Commission (TPAC), a statutory committee of Members of Parliament (MPs), oversees our work. We are independent of the bodies we audit in government and the civil service.

The Comptroller and Auditor General (C&AG)

- 1.3** The C&AG, Gareth Davies, leads the NAO. He is an officer of the House of Commons with statutory authority to:
- audit and report on the financial accounts of all government departments and many other public bodies; and
 - examine and report on the value for money of how public money has been spent.

Our people

50%

of colleagues
are women

30%

of colleagues
are from an
ethnic minority
background

15%

of colleagues
report a
disability

26%

of colleagues
are from a lower
socio-economic
background

- 1.4** The C&AG is supported by a team of around 1,000 colleagues based in our London and Newcastle offices. Around two-thirds of our people are qualified or training to be Chartered Accountants, with many other colleagues specialists in their field (for instance, data science, risk management, commercial and digital). Half of our colleagues are women, and three in ten are from an ethnic minority background. Around one in seven reports a disability, and just over a quarter are from a lower socio-economic background.

Our Diversity and Inclusion Strategy 2021–2025

- 1.5** We want the NAO to be a fantastic place for our people to deliver great work and build their careers. A healthy, engaged organisation where all colleagues feel they belong, and are valued and respected for the talents they bring, is central to our people strategy. A workforce that comprises a wide range of backgrounds, perspectives and experiences enables us to better understand the needs and perspectives of the organisations, taxpayers and service users that our work affects. We also take seriously our legal obligations under the Equality Act 2010.
- 1.6** In 2021, we published a four-year diversity and inclusion strategy to 2025 to help us achieve our ambitions. We identified four priority areas to underpin our work towards a more inclusive and diverse organisation (**Figure 1** overleaf).
- 1.7** Progress in delivering against these priorities is overseen by a dedicated Diversity and Inclusion Operational Committee (DIOC), chaired by the Chief People Officer. This forum reports regularly to the NAO's Executive Team and Board. We have developed and implemented robust plans to support the delivery of our Diversity and Inclusion Strategy, including for social mobility, race and disability.



Figure 1

Our Diversity and Inclusion Strategy 2021-2025

The four priority areas for our strategy to March 2025 are outlined below



Note

1 We report on the steps we have taken in relation to priorities one to three in Part Two. We report in relation to priority four in this part.

Source: National Audit Office

Measuring our progress

- 1.8** This past year, 2024-25, was the fourth and final year of the Diversity and Inclusion Strategy we launched in 2021. In this section, we summarise our key performance, comparing with targets set earlier in the strategy and, where data permits, our position in 2021. The appendix provides further data.

Measuring diversity

- 1.9** We have made real progress in our work to become a more diverse organisation (**Figure 2** overleaf). Data from our annual graduate trainee recruitment programme, our single largest recruitment event, show that we have continued to recruit a strong pipeline of diverse individuals (see Appendix A.1). Figure 2 also shows our success in supporting women into senior management roles, but also illustrates that we have further to go to increase the proportion of senior management from an ethnic minority background (see discussion on pay gaps, paragraph 1.12).



Figure 2

Percentage of women, ethnic minority and disabled colleagues, and colleagues from lower socio-economic backgrounds by grade in the National Audit Office (NAO), 2024-25 and 2020-21¹

We are a more diverse organisation than four years ago, and women are better represented in senior grades

	Target (March 2025) (%)	2024-25 (%)	2020-21 (%)
Women			
Senior management ²	45	49	34
All NAO	50	50	49
Ethnic minority			
Senior management	20	12	11
All NAO	35	30	22
Disabled			
Senior management	14	13	8
All NAO	14	15	11
Lower socio-economic background³			
Senior management	No target	23	19 (2023-24)
All NAO	No target	26	25 (2023-24)

Notes

- 1 Data are at 31 March 2025 (2024-25 column) and 31 March 2021 (2020-21 column), except for the lower socio-economic background (parental occupation) category where we started to collect data in 2023-24.
- 2 Senior management = executive director/director; middle management = senior audit manager/band 1; other grades = all other grades.
- 3 The percentage of people who are from lower socio-economic backgrounds uses a parental occupation measure. The occupation categories defined as indicative of a lower socio-economic background are routine, semi-routine manual and service occupations, long-term unemployed, and technical and craft occupations.
- 4 Analysis excludes 'prefer not to say', 'other' and non-disclosure, which for office-wide figures was 2% for ethnicity, 4% for disability and 26% for social mobility; and excludes 'non-binary', 'prefer not to say', and non-disclosure for 'women' calculations, which was 1%.
- 5 Also see Appendix A.2 for further detail.

Source: National Audit Office analysis of Human Resources data

Measuring inclusion

1.10 When colleagues feel included, they are likely to engage more fully in achieving our strategic ambitions, to stay with us for longer, and to develop and advance within the organisation. We track our progress in becoming more inclusive by:

- monitoring pay gap levels between women and men, between different ethnicities and between disabled and non-disabled colleagues;¹
- monitoring patterns of promotion to higher grades within the NAO; and
- analysing the results of our People Survey where, in January 2025, we asked questions about overall engagement, whether colleagues were satisfied with our efforts to support diversity and inclusion, whether they felt a sense of belonging, and whether they were confident that they would not be discriminated against in the NAO.

1.11 We have made strong progress in reducing our gender pay gap. The mean pay gap between men and women narrowed from 8.3% at 31 March 2021 to 1.7% at 31 March 2024, and we are on course to eliminate it by 2027. We have also reduced the disability pay gap slightly from 2.2% at 31 March 2021 to 1.5% at 31 March 2024.

1.12 More disappointingly, our ethnicity pay gap has increased from 12.8% at 31 March 2021 to 14.5% at 31 March 2024. Most of our recruitment is of more junior grades, which, as we improve the ethnic diversity of our recruits, has had the effect of widening the pay gap in the short-term. Recent internal promotions data also show that promotion rates for ethnic minority colleagues are lower than might be expected given the proportion of the NAO that these colleagues now represent (**Figure 3** overleaf). Again, this is likely to reflect our recent success in recruiting a higher proportion of trainees from an ethnic minority background. The task now is to ensure that these colleagues are supported in their development and progression (see examples of our current work in Part Two).

¹ We also publish an annual diversity pay gap report. The latest 2024 report is available at: www.nao.org.uk/wp-content/uploads/2025/02/national-audit-office-diversity-pay-gap-report-2024.pdf

Figure 3

National Audit Office (NAO) internal promotions, 2023-24 to 2024-25

Recent promotion rates are broadly in line with current representation data for each diversity characteristic, except for ethnic minority colleagues where we have more to do to support their progression

	Promotions (April 2023 to March 2025) ¹ (%)	NAO representation (March 2025) (%)
Women	47	50
Ethnic minority	24	30
Disabled	15	15
Lower socio-economic background (parental occupation)	24	26
Number of promotions	337	

Note

¹ Data are for internal promotions between April 2023 and March 2025, the final two years of our Diversity and Inclusion Strategy 2021–2025.

Source: National Audit Office analysis of Human Resources data

1.13 Our People Survey results from January 2025 show that women, ethnic minorities and colleagues from lower socio-economic backgrounds often feel as engaged, in some cases more so, than NAO colleagues in general. Our disabled colleagues, however, report feeling somewhat less engaged. We describe the further steps we are taking to address this in Part Two (**Figure 4**).

Figure 4

National Audit Office (NAO) People Survey results on inclusion for selected groups, January 2025^{1,2}

These data show positive scores in most areas for most groups, except for disabled colleagues

	Overall engagement	Satisfaction with the NAO's diversity and inclusion efforts	Sense of belonging at the NAO	Confidence in not being discriminated against at the NAO
Women	7.5	7.6	7.3	7.7
Ethnic minority ³	7.7	7.3	7.2	7.4
Disabled ³	6.9	6.8	6.7	6.9
Lower socio-economic background ⁴	7.3	7.2	7.0	7.5
All NAO	7.2	7.4	7.0	7.6

Notes

- 1 The National Audit Office (NAO) People Survey is a questionnaire survey of colleagues conducted using Workday Peakon Employee Voice. We have a bank of 47 questions and give respondents the chance to provide other written feedback. Our survey measures levels of engagement, helps us to understand what motivates and supports our people, and helps us to measure the effectiveness of our interventions. The January 2025 survey achieved a response rate of 58%.
- 2 The people characteristics reported on in this table are those that are included in our annual pay gap report and/or are ones for which dedicated equality plans were implemented as part of the delivery of our Diversity and Inclusion Strategy 2021–2025. We also track responses from colleagues based on other characteristics such as religion or belief and sexual orientation (see Appendix A.3 for additional data on some of these characteristics).
- 3 We understand the limitations of using a single, broad description to incorporate all colleagues with an ethnic minority background because it can mask very different experiences. Within the NAO, we also monitor People Survey results by individual ethnic group and report externally on individual groups in our pay gap reporting. Similarly, we refer to 'disabled' colleagues and accept that this is not a universally preferred categorisation and will not encapsulate the full diversity of people's experiences. Part of our commitment to building a fully inclusive organisation is the recognition that each of us is unique and that we bring our own experiences and perspectives to life and work.
- 4 The category of lower socio-economic background uses a parental occupation measure. The occupation categories defined as indicative of a lower socio-economic background are routine, semi-routine manual and service occupations, long-term unemployed, and technical and craft occupations. We first started to use a parental occupation measure in 2023-24.

Source: National Audit Office analysis of the Peakon People Survey

Part Two

Implementing our strategy

2.1 This part summarises the key measures that we have taken to implement our Diversity and Inclusion Strategy over the last four years, including for disabled and ethnic minority colleagues. We also describe current work to refresh our diversity and inclusion approach from 2025.

Strengthening the diversity of our pipeline

2.2 We have sought to recruit the best people from all backgrounds through a range of initiatives over the last four years.

- Tailoring our advertising and engagement activities to encourage underrepresented groups to apply for vacancies, for example taking part in forums such as the Bright Network's 'Women in Leadership' event to connect with female undergraduates, and building direct relationships with talent through social media such as LinkedIn.
- Providing internship and work experience opportunities for people from lower socio-economic backgrounds, ethnic minorities and women. In 2024-25, we supported 27 people through these initiatives and know from experience that several will go on to apply for, and be successful in, our school-leaver and graduate accountancy training programmes.
- Participating in industry mentoring programmes.
- Guaranteeing interviews to all disabled applicants meeting minimum role and selection adjustment criteria for vacancies.
- Reviewing our recruitment and onboarding approaches, engaging externally to ensure that these are inclusive, and, subsequently, modifying how we recruit analysts to our Value-for-money service line and updating arrangements for onboarding of experienced hires.

Case study

Our participation in the KPMG Cross-Company Allyship Programme

As part of our commitment to racial equality and inclusion in the workplace, the NAO took part in the 2025 KPMG Cross-Company Allyship Programme. This initiative, offered free of charge, supports professionals from ethnic minority backgrounds through cross-company mentorship. NAO colleagues were both mentors and mentees.

- NAO mentees received career guidance and professional development from experienced mentors in KPMG.
- NAO senior level mentors have supported future talent while strengthening their own networks.

We are applying insights from our participation to our own work.

Maximising the potential of all our people and building a culture of inclusion and respect

2.3 Our aim is for all colleagues to thrive, to be treated equally and fairly, and to feel valued during their time at the NAO. We have taken a co-ordinated approach to achieving this aim over the last four years.

- In 2023-24, we negotiated and secured an agreement with the Trade Union on new pay frameworks for our audit and corporate staff. As part of the new pay framework, we introduced a new Financial Audit Manager grade to mirror practices in the audit firms. The changes we have made address long-standing variation and inequity in pay within grades and provide clearer progression in the early years.
- In early 2025, we introduced a new People Deal to make clear the offer to all our colleagues, including our work to promote an inclusive culture and implement a new organisation-wide wellbeing plan.
- We have supported colleagues to become coaches to their peers, promoted diversity and inclusion themes through individuals acting as 'change agents', and encouraged mentoring across different NAO communities.

- We introduced Executive Director interviews with newly qualified colleagues to support career planning.
- We have reviewed our approach to internal promotions to ensure that we are as inclusive as we can be and are appointing the best candidates.
- We are sponsoring seven employee diversity networks to promote informal support arrangements, knowledge sharing and collaboration across the NAO, with each network leading activities in support of the annual National Inclusion Week™.
- We have trained mental health first aiders who provide confidential support and guidance to colleagues facing a mental health issue.
- We have continued to make sure that colleagues have access to a network of dignity at work leads who provide informal, confidential support to those who may have experienced or witnessed inappropriate behaviour.

Case study

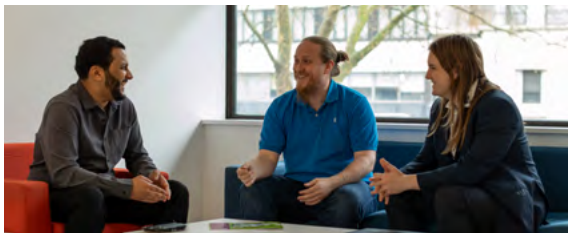
Introducing our diversity and inclusion change agents

To help to promote inclusivity and a more connected workplace, we established a small community of change agents in 2024-25, working across the organisation. These colleagues help us to deliver our diversity and inclusion objectives, gather views from the parts of the organisation they represent and champion inclusion by encouraging dialogue, awareness, and belonging in teams.

Highlights from our employee diversity networks in 2024-25

Our seven diversity networks have pursued an active programme.

- Our disAbility Network facilitated greater understanding of the role of technology in supporting colleagues with a visual impairment and gave feedback on software accessibility and improvements to our estate.
- The Women's Network launched a mentoring programme to support women's professional development at the NAO, contributed to guidance on women's health and supported the NAO's work to improve and enhance maternity support.
- Our Ethnic Minorities' Network launched See, Believe, Achieve! to celebrate achievements of ethnic minority colleagues, including the award of an MBE to its co-chair, Corinne Tanner, for services to public sector audit and international cooperation.
- The Generations Network marked the NAO's first year as an Age-friendly Employer, reflecting our commitment to supporting older workers.
- Colleagues from the LGBTQ+ Network celebrated Pride and heard from PC John Ansell, the first openly gay officer in Kent Police and founder of their LGBTQ+ Network.
- The Religion and Belief Network deepened inter-faith engagement among its members, arranging different lunchtime activities and other events.
- The Social Mobility Network raised awareness of the challenges that colleagues from lower socio-economic backgrounds may face and hosted regular seminars, including on our value-for-money report [Improving educational outcomes for disadvantaged children](#).



Further steps

2.4 In this section, we describe the further steps that we are taking to support our disabled colleagues and those from ethnic minority backgrounds to feel fully included and to be fairly represented at all levels in the NAO.

Disabled colleagues

2.5 As a 'Disability Confident Leader (Level 3)', we are committed to supporting disabled and neurodivergent colleagues to thrive at work, providing tailored workplace adjustments to help them do so. Nevertheless, our data show that disabled people in the NAO feel relatively less engaged, have less of a sense of belonging and feel less confident that they will not be discriminated against (Figure 4 on page 15). There is more for us to do to make sure that our disabled and neurodivergent colleagues feel fully supported and included.

- We have sought advice from specialist organisations and from our disAbility Network and have benchmarked our approach using Disability Smart self-assessment tools from the Business Disability Forum.
- We have convened a Neurodiversity Working Group, tasked with identifying further measures to foster an inclusive workplace.
- We have provided additional guidance and training to colleagues involved in the preparation of equality impact assessments, and tested and implemented new tools to improve the accessibility of our learning offer.
- We have established an Accessibility Working Group to provide constructive challenge and guidance to our project delivery teams.

Ethnic minority colleagues

- 2.6** We are encouraged by our recent People Survey results, which show that our ethnic minority colleagues feel engaged and that they belong at the NAO. This sense of trust is borne out in data, from 2024-25, showing reduced turnover rates among newly qualified auditors from an ethnic minority background.² Our ethnicity pay gap, nevertheless, is not reducing as quickly as we would like, and so our recent focus has been on ensuring that our ethnic minority colleagues have equal access to development opportunities and are equipped fully to compete for senior promotions in the coming years.
- 2.7** To that end, we have piloted a two-year sponsorship programme to support a cohort of ethnic minority colleagues with strong leadership potential to receive specialist coaching and mentoring from senior NAO colleagues. Our early evaluation of this initiative has shown positive results, with two participants already succeeding in competitive director-level promotion rounds, the first senior management position in the NAO. We are using the learning from this pilot to inform our future approach to supporting talent across the office.

Our new Diversity and Inclusion Strategy 2025–2030

- 2.8** We are refreshing our diversity and inclusion strategy for the next five years, building on the success of our work to date and reaffirming our commitment to creating a more inclusive organisation. To help us shape the next phase, we are consulting widely with colleagues from all backgrounds to get their views. We know that some colleagues feel more included than others. Our objective, in seeking to be exemplary in our future work, is for all our people to feel fully included so that we are better placed to increase our impact on the productivity and resilience of public services and the quality of financial management and reporting in government.

² Our ethnic minority senior auditor turnover rate fell from 19% in 2023-24 to 8% in 2024-25, below the overall rate for this grade of 10% in 2024-25.

Appendix

- 1 This appendix provides key National Audit Office (NAO) diversity data on graduate recruitment, performance against our diversity and inclusion targets and People Survey results from January 2025 for diversity and inclusion questions. It also includes a link to our latest diversity pay gap report.

A.1 Graduate recruitment campaigns³

- 2 Our progress in recruiting a more diverse pipeline of future Chartered Accountants through our graduate training programme is shown in the tables below.

Recruitment of women through our graduate campaign, 2020 to 2024

Recruitment stage	2020 (%)	2021 (%)	2022 (%)	2023 (%)	2024 (%)
Applicant	43	45	41	44	42
Offer	56	48	37	46	50
Joiner	48	47	38	42	49

Note

- 1 Offer and joiner stage figures include the summer internship route.

- 3 Our graduate recruitment campaign is our largest single recruitment event, with most joiners starting our accountancy trainee programme in September as part of our Financial audit service line. We also recruit a number of experienced hires to this service line during a typical year. We recruit smaller numbers to our Value-for-money service line, appointing 19 analysts and senior analysts in 2024-25, of which nearly a third were from an ethnic minority background and nearly two-thirds were women (we do not report on other diversity characteristics for this cohort because of low numbers). We also appoint a small number of recruits to our business support teams.

Recruitment of ethnic minorities through our graduate campaign, 2020 to 2024

Recruitment stage	2020 (%)	2021 (%)	2022 (%)	2023 (%)	2024 (%)
Applicant	48	50	54	48	49
Offer	33	57	47	44	44
Joiner	42	58	45	42	40

Note

- 1 Offer and joiner stage figures include the summer internship route.

Recruitment of disabled people through our graduate campaign, 2020 to 2024

Recruitment stage	2021 (%)	2022 (%)	2023 (%)	2024 (%)
Applicant	6	8	9	8
Offer	17	13	–	13
Joiner	21	15	–	14

Notes

- 1 Disability data relating to graduate recruitment have been recorded since 2021.
 2 Offer and joiner data for 2023 are not reported due to low counts.
 3 Offer and joiner stage figures include the summer internship route.

Recruitment of people from a lower socio-economic background (state school education) through our graduate campaign, 2020 to 2024

Recruitment stage	2020 (%)	2021 (%)	2022 (%)	2023 (%)	2024 (%)
Applicant	85	88	89	78	86
Offer	83	95	88	71	81
Joiner	86	89	88	88	83

Notes

- 1 Category of 'state school education' includes selective and non-selective state schools.
 2 Measure excludes those who did not declare, were unsure or who attended school outside of the UK.
 3 Since 2023, we have measured graduate campaign application, offer and joiner data for people from a lower socio-economic background by using a parental occupation measure (see data below). We continue to use a state school education indicator to compare performance with target levels set previously, but we now regard parental occupation as a more useful measure (2024-25 target was for 88% of joiners to have had a state school education).
 4 Offer and joiner stage figures include the summer internship route.

Recruitment of people from a lower socio-economic background (parental occupation) through our graduate campaign, 2020 to 2024

Recruitment stage	2023 (%)	2024 (%)
Applicant	26	27
Offer	19	29
Joiner	24	29

Notes

- Categories of parental occupation defined as indicative of a lower socio-economic background include routine, semi-routine manual and service occupations, long-term unemployed, and technical and craft occupations.
- Measure excludes those who did not declare or chose 'other' or 'prefer not to say'.
- Data collected for applicants, offers and joiners since 2023.
- Offer and joiner stage figures include the summer internship route.

A.2 Performance against targets

- Our performance against representation, graduate recruitment and pay gap diversity and inclusion targets is summarised in the tables below.

Representation, March 2025	Women colleagues		Ethnic minority colleagues		Disabled colleagues	
	Target (%)	Actual (%)	Target (%)	Actual (%)	Target (%)	Actual (%)
Office-wide	50	50	35	30	14	15
Senior management	45	49	20	12	13	13
Middle management	50	52	30	18	13	13

Notes

- Senior management = executive director/director; middle management = senior audit manager/band 1; other grades = all other grades.
- We have not set a target level of representation for colleagues from lower socio-economic backgrounds but will consider our approach to this group as part of work on our new diversity and inclusion strategy from 2025.
- Analysis excludes 'prefer not to say', 'other' and non-disclosure, which for office-wide figures was 2% for ethnicity and 4% for disability; and excludes non-binary, prefer not to say, and non-disclosure for 'women' calculations, which was 1%.

Graduate recruitment in 2024	Women colleagues		Ethnic minority colleagues		Disabled colleagues	
	Target (%)	Actual (%)	Target (%)	Actual (%)	Target (%)	Actual (%)
Starters	50	49	39	40	13	14

Pay gap, March 2024	Women colleagues		Ethnic minority colleagues		Disabled colleagues	
	Target (%)	Actual (%)	Target (%)	Actual (%)	Target (%)	Actual (%)
Mean pay gap	5	1.7	9	14.5	0	1.5
	(March 2024)		(March 2024)		(March 2024)	
	4		8		0	
	(March 2025)		(March 2025)		(March 2025)	

A.3 People Survey responses

- 4 In addition to considering overall engagement, we asked three specific diversity and inclusion-related questions in our NAO People Survey in January 2025. The results from these three questions are summarised below. For the individual characteristics listed, such as ethnicity, gender and disability, we do not report data for those respondents who tick the box ‘prefer not to say’, but their data are included in the ‘All of office’ results line. Disclosed characteristics are also, occasionally, not listed separately where the number of respondents with those characteristics is low, to protect confidentiality

National Audit Office People Survey question (January 2025)

“I’m satisfied with the National Audit Office’s efforts to support diversity and inclusion (for example, in terms of gender, ethnicity, disability, socio-economic status)”

		Score (out of 10)
All of office	All	7.4
Gender	Men	7.4
	Women	7.6
Disability	With disability	6.8
	Without disability	7.6
Ethnicity	White British	7.6
	Ethnic minorities	7.3
Socio-economic background	Lower socio-economic background	7.2
	Higher socio-economic background	7.5
Sexual orientation	Heterosexual colleagues	7.5
	LGBTQ+ colleagues	7.2
Religion	Christian	7.7
	Muslim	7.6
	Hindu	7.3
	‘Other’ religion or belief	7.1
	No religion	7.4

National Audit Office People Survey question (January 2025)

“I feel a sense of belonging at the National Audit Office”

		Score (out of 10)
All of office	All	7.0
Gender	Men	6.9
	Women	7.3
Disability	With disability	6.7
	Without disability	7.2
Ethnicity	White British	7.1
	Ethnic minorities	7.2
Socio-economic background	Lower socio-economic background	7.0
	Higher socio-economic background	7.2
Sexual orientation	Heterosexual colleagues	7.1
	LGBTQ+ colleagues	6.9
Religion	Christian	7.4
	Muslim	7.3
	Hindu	7.3
	‘Other’ religion or belief	6.9
	No religion	6.9

National Audit Office People Survey question (January 2025)

“I’m confident I won’t be discriminated against at the National Audit Office”

		Score (out of 10)
All of office	All	7.6
Gender	Men	7.8
	Women	7.7
Disability	With disability	6.9
	Without disability	7.9
Ethnicity	White British	7.8
	Ethnic minorities	7.4
Socio-economic background	Lower socio-economic background	7.5
	Higher socio-economic background	7.9
Sexual orientation	Heterosexual colleagues	7.7
	LGBTQ+ colleagues	7.9
Religion	Christian	7.7
	Muslim	7.6
	Hindu	7.9
	‘Other’ religion or belief	6.4
	No religion	7.7

Notes

- 1 Completion of our People Survey and disclosure of diversity information is voluntary, so results may not fully represent our workforce.
- 2 In some cases, individual diversity characteristics shown in the tables above may all score higher than the ‘All of office’ value. This is possible because not all response categories are shown, either to protect confidentiality of respondents where response numbers are low, or because the respondent has ticked the ‘prefer not to say’ box. These other responses are, however, included in the ‘All of office’ value.
- 3 We understand the limitations of using a single, broad description to incorporate all colleagues with an ethnic minority background because it can mask very different experiences. Similarly, we refer to ‘disabled’ and ‘LGBTQ+’ colleagues and accept that these may not be universally preferred categorisations and will not encapsulate the full diversity of people’s experiences. Part of our commitment to building a fully inclusive organisation is the recognition that each of us is unique and brings our own experiences and perspectives to life and work.
- 4 The category of socio-economic background uses a parental occupation measure. The occupation categories defined as indicative of a lower socio-economic background are routine, semi-routine manual and service occupations, long-term unemployed, and technical and craft occupations. We first started to use a parental occupation measure in 2023.
- 5 For breakdowns by religion, the tables above do not include Jewish colleagues because of low response numbers.

A.4 Pay gap data

- 5 Pay gap data are calculated as of 31 March each year and published on our website. Pay gap data to 31 March 2024, published in February 2025, can be found here: www.nao.org.uk/wp-content/uploads/2025/02/national-audit-office-diversity-pay-gap-report-2024.pdf. We do not publish data on socio-economic pay gaps currently but are considering ways of doing this in the future.





National Audit Office