



National Audit Office

# The National Audit Office gender pay gap

**JANUARY 2018**

## Introduction

At the NAO, we believe that a diverse and inclusive workforce is integral to our continued success as an organisation, helping us to raise employee engagement, increase our productivity, drive future innovation and build stronger, more insightful relationships with our clients and stakeholders. Our Diversity and Inclusion (D&I) strategy sets out the steps we are taking to become a fully diverse and inclusive organisation and we report on our achievements in our annual D&I report.

As part of new legislation introduced in April 2017, the NAO is required to publish gender pay gap information based on a snapshot date of 31 March 2017. This report details our gender pay gap and outlines the action we are taking to reduce the gap. Clearly, we won't be able to achieve this overnight, but we believe that the measures we have in place will improve workplace equality for women and ultimately close the gap between male and female pay.

## Gender pay gap data

Mean gap: 10.6%

Median gap: 11.3%

Mean and median bonus pay gap: not applicable  
(the NAO does not operate a bonus scheme)

Proportion of males and females receiving a bonus: not applicable  
(the NAO does not operate a bonus scheme)

Proportion of males and females in each quartile:

Quartile	Males (%)	Females (%)
Lower	56	44
Lower middle	46	54
Upper middle	59	41
Upper	65	35

Our analysis shows that the gap is largely explained by the higher proportion of men than women in senior roles in March 2017. Improving the proportion of women in senior grades remains a key focus of our D&I strategy. Last year, the Office's women's network conducted a survey of women's experiences of our promotion process and we have made a number of changes as a result of this feedback to encourage more women to apply for promotion and ensure they are fairly treated throughout the process.

We are maintaining our efforts to attract and recruit women to the NAO, particularly through our graduate and school leaver training programmes, which are the feeder grades for more senior roles. For example, we use job boards that are specifically aimed at women and we have re-branded our graduate recruitment materials to more closely reflect the diversity of our workforce, which include profiles of our female trainees. In 2017, women made up 41% of graduate applicants and 50% of those who joined the programme.

We are taking a number of other actions to help level the playing field for all staff at the NAO. These include:

- Ongoing promotion of our family friendly policies, including flexible working and shared parental leave
- A continued focus on addressing unconscious bias, including an e-learning module for all staff and embedding the 'independent challenger' role in our decision making processes, such as appraisals and promotions
- Rollout of the second phase of our 3 year office wide training programme on the way we work, which emphasises the importance of inclusion and valuing the different perspectives that each of us bring to our work

### **Written statement**

I can confirm that the NAO's gender pay gap calculations are accurate and meet the requirements of the Regulations. The calculations have been reviewed by our internal auditors, who have confirmed that the methodology provided in the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 has been correctly applied.



**Amyas Morse**

**C&AG**

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