

# Serious Fraud Office Gender Pay Gap Action Plan 2021

## The SFO Profile

The SFO is a small agency, employing around 68 employees (including fixed term) at 31 August 2021. Because we have less than 100 employees, our size means we do not meet the threshold to produce meaningful gender pay gap statistics and our analysis is therefore used as an indicator only.

Any change in our staffing can have a significant impact on our gender pay gap. Any new recruit, resignation or staff movement will see our gender pay gap fluctuate.

We are committed to the Gender Pay Principles and ensuring our agency is free from gender-based inequities and eliminating our gender pay gap where possible. Workforce analysis is undertaken quarterly to understand the drivers of our gender pay gap, allowing us to make appropriate decisions via our recruitment and remuneration processes. We will ensure that all employees are able to achieve their full potential regardless of gender.

## Our Workforce Profile – June 2021

We are  
**56% Female**  
**44% Male**

Our Leadership/Management roles are  
**41% Female**  
**59% Male**  
(Excluding our CE)

We have **22% of employees**  
with formal flexible working arrangements  
**55% of these are Female**

Our ethnic profile is  
**80% European**  
**9% Asian**  
**3% Pacific Peoples**  
**6% MELAA**  
**3% Other**

**21% of female employees**  
are part time  
**0% of male employees** are  
part time

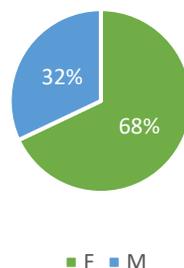
Our average age is **41**

## Workforce Analysis and Drivers of the SFO Gender Pay Gap

To understand any gender pay gaps that arise, we use other measures, such as our workforce data and recruitment statistics to give us an indication of our progress. Analysis is undertaken and reported quarterly, allowing us to continue to make informed decisions regarding recruitment and reducing/eliminating our gender pay gap.

Over the last 12 months we have recruited 23 new employees. 14 of these recruits have been into business support and primary operational positions, of which 10 are female. These positions sit within our lower pay bands, which has driven an increase in our gender pay gap.

Gender Balance New Appointments  
(percentage)



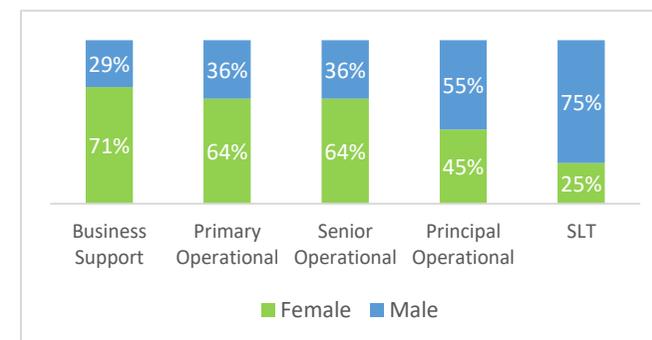
### Full Time Equivalent by Gender

An organisational review commenced in July 2020 sought to increase the SFO FTE by approximately 50%. Recruitment for some positions is still ongoing and as at August 2021, our FTE is up from 51 to 66.5. A large proportion of new recruits have been female, shifting the overall gender makeup considerably, resulting in us having a higher female FTE than male.

	FTE May 2020	FTE August 2021
Male	25.4	29
Female	21.3	37.5
Gender Diverse	Nil	Nil

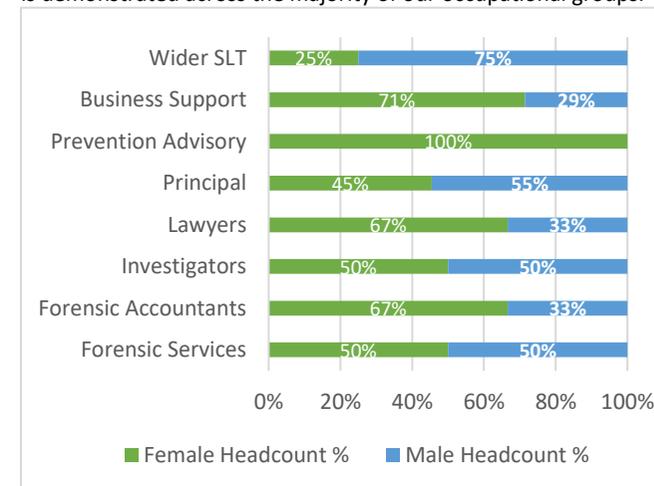
### Gender by Function/Level

The main driver of our gender pay gap is occupational segregation and not people performing the same roles, i.e. 'like-for-like'. We have more females performing roles that sit within lower pay bands, specifically involving admin/clerical work or operational roles at a primary level.



### Gender Balance by Occupation

The SFO's overall gender balance is 60% female and 40% male. This is demonstrated across the majority of our occupational groups.



## SFO Achievements Against 2020 Action Plan

### **FREEDOM FROM BIAS AND DISCRIMINATION**

- All staff received unconscious bias training in May 2021.
- Our recruitment policy was reviewed in April 2021 to ensure that our practices are encouraging a diverse range of applications.
- Gender and ethnic balance were considered when appointing new employees.
- There are no barriers for women applying for internal advancements into other roles.

### **TRANSPARENCY & ACCESSIBILITY**

- The quarterly SLT Gender Pay Gap report and the annual SFO Gender Pay Gap Action Plan was made available to all employees for their information.
- Our Remuneration Policy (including pay ranges) is accessible for all employees.

### **RELATIONSHIP BETWEEN PAID AND UNPAID WORK**

- Employees who have returned from parental leave now receive ordinary weekly pay for annual leave taken within the first 12 months of their return. This replaces the standard practice of 'average weekly pay'.
- Employees on parental leave are treated and reviewed as if they are in the office.
- The Flexible Working Arrangements Policy and associated guidelines were reviewed in November 2020. The policy now incorporates the principle 'Flexible by Default'.
- The annual AYT survey incorporated questions about the benefits and limitations of flexible working to help shape areas for improvement in the 2021/22 year.

### **SUSTAINABILITY**

- There is an ongoing commitment from the SLT to continue to monitor the gender pay gap and take action where appropriate. Our aim is to ensure that there are no gaps (gender or ethnic) for employees performing the same work at the same level of expertise.
- All new roles established as part of the Budget 2020 Review were job sized externally to ensure they were in the appropriate salary band and new bands established where necessary.

### **PARTICIPATION AND ENGAGEMENT**

SFO employees were encouraged to participate in the development of our Action Plan

## Focus for 2022

### **Our areas of focus for 2022 are:**

- Inclusion of Unconscious Bias training in our induction programme
- Increasing the sophistication of our internal metrics and monitoring of our gender pay gap to include other factors including ethnicity, age and tenure
- As part of our office relocation, align our work practices to encourage flexibility in the workplace.
- Recruitment Guidelines developed to assist those involved in recruitment processes to eliminate any bias and discrimination
- Ongoing review of policies to remove bias or discrimination and encourage diversity
- Ongoing development of our Diversity and Inclusion Strategy, with input from people across the business.