

Serious Fraud Office Gender Pay Gap Action Plan 2020

The SFO Profile

The SFO is a small agency, employing around 51 employees (including fixed term) as at May 2020.

The SFO measures the Gender Pay Gap using the agency-wide median calculation as advised by the State Services Commission.

We are committed to eliminating our gender pay gap. We can do this by continuing to analyse and understand the drivers and make appropriate decisions via our recruitment and remuneration processes.

As at May 2020, our workforce profile looks like:

- Organisation-wide we are 49% female and 51% male.
- Gender based leadership is 33% female (SLT only including the Director). The reduction from 2019 is a direct result of a resignation from a female member of SLT and has not yet been replaced. We anticipate this figure will improve over 2020-21.
- Gender Balance in Roles:
 - Lawyers: 71% female
 - Investigators: 22% female
 - Forensic Accountants: 60% female
 - Forensic Services Team: 29% female
 - Business Services: 50% female
- Our ethnic profile is 72% NZ European/New Zealander, 11% Asian, 3% Tongan/Pasifika, 3% South African, 9% Other ethnicities (Swiss/Italian, Canadian, Brazilian, European, Indian)
- 22% of employees have formal flexible work arrangements in place. 55% of these employees are female. We expect our flexible working arrangements will increase as a result of COVID-19 and our flexible by default approach.

Our profile will change as we are able to make recruitment decisions with this data in mind.

Gender Pay Principles

Working environments in the state sector are free from gender based inequalities. All employees are able to achieve their full potential regardless of their gender, and gender pay gaps are eliminated.

1. Freedom from bias and discrimination
2. Transparency and accessibility
3. Relationship between paid and unpaid work
4. Sustainability
5. Participation and engagement

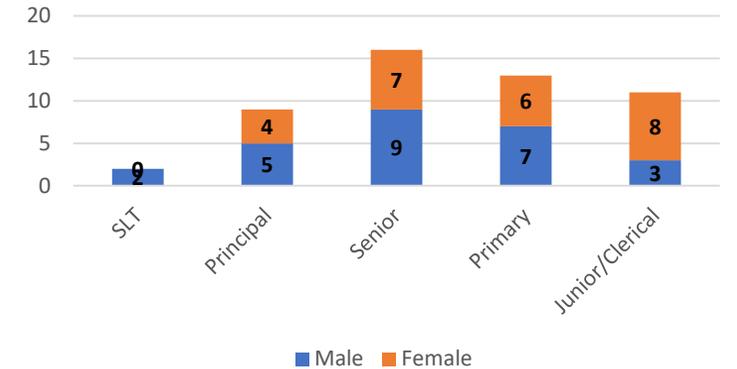
Workforce Analysis and Drivers of the SFO Gender Pay Gap

As a small agency, changes in our staffing (even small changes) can impact significantly on our gender pay gap. This will see our gender pay gap fluctuate with any staff movement, new recruit or resignation, so ongoing analysis will be important to ensure we continue to take appropriate action to monitor our pay gap and reduce/eliminate any gaps that appear.

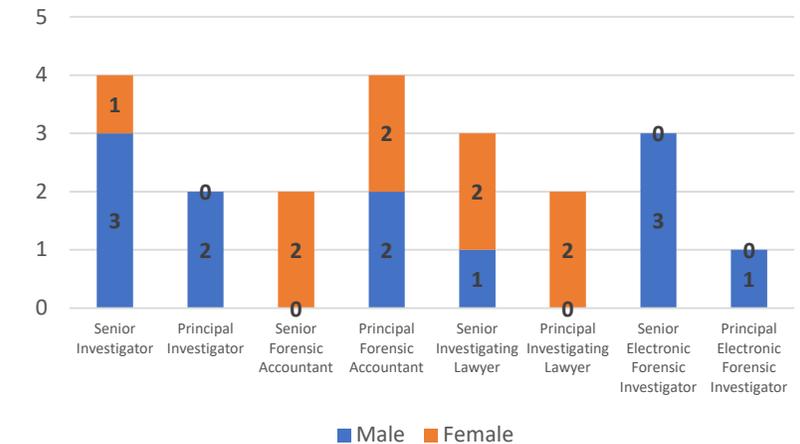
	FTE March 2019	FTE May 2020
Male	25.7	25.4
Female	21.1	21.3
Gender Diverse	Nil	Nil

	Median Salary March 2019 (FTE)	Median Salary May 2020 (FTE)	Mean Salary March 2019 (FTE)	Mean Salary May 2020 (FTE)
Male	118,000	108,750	123,809	122,032
Female	105,247	102,000	109,749	102,203

The main driver of the SFO gender pay gap continues to be as a result of us having a higher proportion of females performing lower paid roles. These roles involve clerical work or operational roles at a junior level.



- The SFO's overall gender balance across the organisation is 25 females to 26 males. This graph demonstrates the gender across our more senior level operational roles.



Gender Pay Gap

As at May 2020, our median gender pay gap is 6.2%, reduced from 10.8% in 2019. This includes permanent and fixed term employees, and excludes the Chief Executive and any contractors.

The mean gender pay gap is 16.2% up from 11.4% in 2019. This is attributable to a female resignation at senior leadership team level in 2019, leaving no female representation on our senior leadership team (with the exception of the Director, who is not included in these figures). This is expected to be rectified in 2020/21.

SFO Achievements Against 2019-20 Action Plan

RECRUITMENT PRACTICES

- When recruiting new people into the SFO, we are concentrating on ensuring starting salaries are the same for males and females commencing in the same jobs. Internal relativities are taken into account for each role when considering offers of employment to ensure consistency. The impact on our gender pay gap is understood and considered.
- Where relevant, gender balance is considered when making decisions around internal and external appointments.
- There are no barriers for women applying for internal advancements into other roles. 2 males and 2 females were advanced to Senior operational roles and 3 females and 2 males were given opportunities to 'Act' in senior and mid-manager level positions in 2019-20.

REMUNERATION PROCESSES & EQUAL PAY

- Over the last 12 months, a great deal of effort has been put into ensuring males and females are paid the same salary for performing the same work at the same level.
- Our remuneration process is carefully moderated to ensure there is no bias and is reviewed every year.
- Our Remuneration Policy has been updated to include the guiding principles around addressing the gender pay gap and equal pay.
- Remuneration discrepancies identified as a gender pay gap have been fixed as part of the 2018/19 review.
- Employees paid above band do not receive a salary increase.
- Employees on parental leave receive a salary increase with at least 'meets expectations' as if they are in the office.

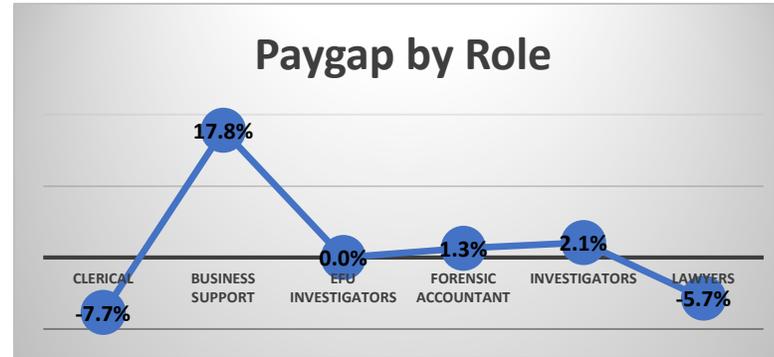
FLEXIBILITY

- The Flexible Working Arrangements Policy was reviewed to reflect principles and approach to flexible working at the SFO. Data from the 2019 annual Ask Your Team survey was considered and incorporated in this review.
- All employees are entitled to request flexibility options. Each request is considered on a case by case basis. We currently have 6 females and 4 males on flexible work options (as at May 2020).
- COVID-19 has seen us operate in very different ways than we ever have before. Our policy will be reviewed again to reflect these learnings and our 'flexible by default' approach.
- There is no impact on eligibility for opportunities, development or remuneration for those seeking flexible working arrangements.

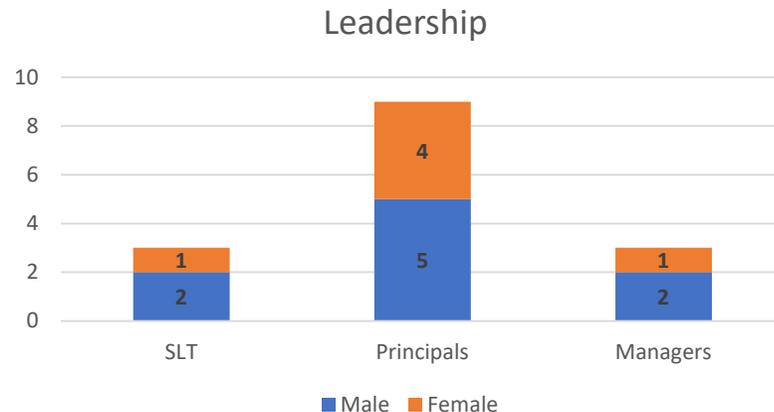
GENDER BALANCED LEADERSHIP

- Following the resignation of one female member of our senior leadership team, this is now made up of 2 permanent members plus the Director. The balance (including the Director) is now 66 : 33 (2 males and 1 female).
- At Principal level, we have a total of 9 Principals, of which 44% are female. Other people leaders are made up of 1 female and 2 males (33% female). The SFO is conscious that we need to continue to look at ways to provide appropriate development to prepare females for opportunities that may arise at this level. In 2019 we identified emerging talent through the 9-Box talent grid and will use this to inform development opportunities.

Payband	Paygap	Males Recruited	Females Recruited
SFO1	-1.7%	0	3
SFO2 Primary	-1.4%	4	1
SFO2 Senior	1.4%	0	0
SFO3	-10.1%	0	0



*NOTE: The gender pay gap in Business Support is as a result of individuals performing significantly different roles and there is no like-for-like comparison that can be drawn.



SFO Gender Pay Gap Action Plan 2020-21

GENDER PAY PRINCIPLE: FREEDOM FROM BIAS AND DISCRIMINATION

- All managers and people leads (current and newly appointed) will receive unconscious bias training.
- Our recruitment process and all relevant HR policies will be reviewed in 2020 to ensure that our practices are encouraging a diverse range of applications. Where internal recruitment is undertaken, we want to ensure that women are encouraged to apply for roles where a better gender balance is needed.
- Gender and ethnic balance will be considered where this is achievable when appointing new positions.

GENDER PAY PRINCIPLE: TRANSPARENCY & ACCESSIBILITY

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

GENDER PAY PRINCIPLE: RELATIONSHIP BETWEEN PAID AND UNPAID WORK

- Employees who have returned from parental leave will 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'.
- The Flexible Working Arrangements Policy and associated guidelines will be reviewed to reflect our new approach and learnings as a result of COVID 19 to demonstrate how we will meet the 'Flexible by Default by the end of 2020' milestone.

GENDER PAY PRINCIPLE: SUSTAINABILITY

- Commitment from the SLT to continue to monitor the gender pay gap, ensuring that there are no gaps (gender or ethnic) for employees performing the same work and take action where gaps appear.
- Any new roles established as part of the Budget 2020 Review will be job sized externally to ensure they are in the appropriate salary band and new bands established where necessary.

GENDER PAY PRINCIPLE: PARTICIPATION AND ENGAGEMENT

- Continue to actively encourage input from SFO employees into the development of our Action Plan