

# CROWN LAW'S GENDER PAY GAP ACTION PLAN 2020/21

Crown Law's vision is to provide a collaborative, indispensable legal service.

As Legal Experts, Kaitiaki of the Rule of Law and System Leaders we are committed to eliminating our Gender Pay Gap.

This is our plan for 2020/21.

## Current Snapshot

Crown Law's overall gender pay gap as at 4 February 2020 is 18.81%, with like for like pay gaps between -7.20% and 8.54%. This has decreased from 29% in January 2019. Crown Law's gender pay gap is measured by comparing difference between the mean (or average) pay of men and women. As at 4 February 2020, our profile was:

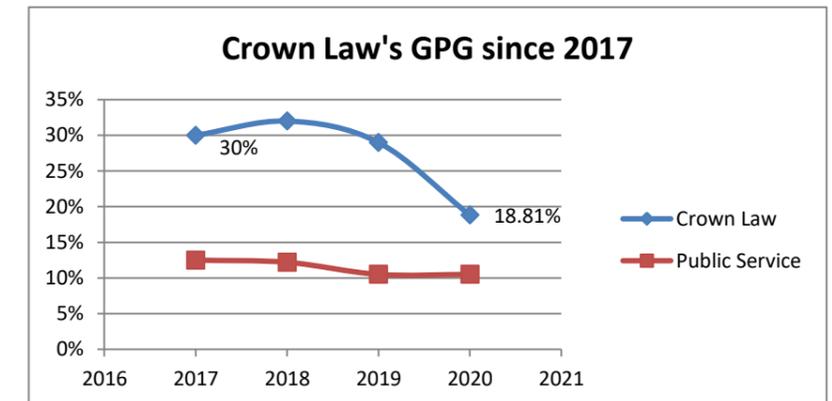
- 199 employees, with 192 FTEs
- 70% female and 30% male in our gender split
- 7.76% Maori, 6.53% Asian and 2.03% Pacific People
- 40% female Leadership Team

## A year in review – Crown Law gender pay gap action plan 2019/20

Based on the [Public Service Gender Pay Action Plan](#) the following commitments were made in the 2019/20 year:

- Crown Law is committed to the **Gender Pay Principles** and have included these in the recently settled collective employment agreement
- A before and after **gender pay gap analysis** was completed as part of the annual remuneration review. An additional 12.8% was added to the total remuneration review budget and spent on gender pay corrections as part of this process.
- Crown Law committed to a number of changes to the recruitment process in the 2019/20. These include:
  - **Relativities in starting salaries.** Crown Law's offer process has been amended to ensure that HR is consulted on all starting salaries to ensure consistent, non-biased offers are given. This includes the relativities between internal and external appointments.
  - **Gender Neutral position descriptions.** Position descriptions are being reviewed when a position becomes vacant (or when changes are made) to ensure gender neutrality.
  - **Gender Mix.** Crown Law try to have a gender mix in shortlisted candidates and interview panel.
- Crown Law utilises our "Engaging Well" workshops to understand more about how institutional racism operates and techniques for responding to it, while we continue work to implement unconscious bias training for all staff (managers and non-managers). **Unconscious bias training** will continue to be a priority, with the expectation that this will be completed for current staff by June 2021.
- A new **performance framework** has been developed for consultation with the PSA. This proposed framework focuses on frequent conversations, instead of annual or bi-annual performance meetings. This proposed new performance management system takes a forward looking approach (instead of the traditional past looking approach) and will not involve managers 'rating' their staff. The new performance management framework was not included in the bargaining process that took place in 2019 so has not been fully implemented. This will be fully implemented for the performance year beginning 1 July 2020.
- Crown Law made a commitment to implement a new **remuneration framework** in 2019. It was envisioned that this would be a result of the collective bargaining process with the PSA. This process did not result in a permanent solution; rather an interim remuneration framework was introduced. This interim framework consists of a step based approach for the lower pay bands and agreed increases for all other pay bands (both corporate, support and policy roles and legal roles). A joint working party has been agreed on, which started in April 2020, with the intention to co-develop a step based remuneration system, effective from 1 July 2021.

Below is a snapshot of Crown Law's gender pay gap since 2017 compared to the public service.



Comparing Crown Law's pay of men and women undertaking the same roles the gender pay gap is much smaller than our overall gender pay gap. In some cases the analysis shows we pay women more than men, on average, in some roles.

When using our pay bands for analysis, Crown Law currently has a like-for-like gender pay gap of between -7.20% and 8.54%.

## Drivers for the Gender Pay Gap

The primary driver of this gender pay gap is the dual workforce: legal and administrative. Currently 80% of administrative roles are undertaken by females. Administrative roles are generally lower paid than legal roles (with the exception of Interns and Graduates). Our legal roles are undertaken by a reasonable mix of males and females.

Below is a snapshot of Crown Law's gender pay gap separated for legal professionals and non-legal professionals.

| Job Family          | GPG    | # women | # men |
|---------------------|--------|---------|-------|
| Legal               | 12.85% | 71      | 37    |
| Corporate and Other | 14.47% | 128     | 38    |

# CROWN LAW'S GENDER PAY GAP ACTION PLAN 2020/21

Crown Law's vision is to provide a collaborative, indispensable legal service.

As Legal Experts, Kaitiaki of the Rule of Law and System Leaders we are committed to eliminating our Gender Pay Gap.

This is our plan for 2020/21.

| Our areas of focus for 2020/21   |   | How we'll achieve these  |  |  |           |           |       |        |        |       |        |       |       |        |        |  |   |
|--|---|--|--|--|-----------|-----------|-------|--------|--------|-------|--------|-------|-------|--------|--------|--|---|
| <p><b>Remuneration</b><br/> Remuneration at Crown Law has five guiding principles: Transparency, Recruitment and retention, simple to administer, sustainability and affordability.</p> <p>Our gender pay action goal for remuneration is to eliminate bias in starting salaries ensuring that people are appointed at the right level based on their competence, not based on their negotiation skills.</p>   |    | <p><b>Remuneration Framework</b><br/> A joint Remuneration Working party (including the PSA and Crown Law) was established in April 2020 with the intention to develop a step based remuneration system, effective 1 July 2021. The scope of the remuneration working party includes:</p> <ul style="list-style-type: none"> <li>• Reviewing current position descriptions ensuring the content is correct and gender neutrality;</li> <li>• Job sizing</li> <li>• Market comparators analysis</li> <li>• Span of pay bands</li> <li>• Total remuneration approach and the effect when comparing salary rates</li> <li>• Recognition of experience and service.</li> </ul> |  |  |           |           |       |        |        |       |        |       |       |        |        |  |   |
| <p><b>Flexible working</b><br/> Crown Law is an equal opportunity employer with a particular interest in developing a stimulating working environment in which all staff can participate equitably and develop to their full potential. Achieving a balance between work and life demands is considered a priority for Crown Law, in this context. Overall 3.39% of the men at Crown Law work part time and 14.29% of the women.</p> <table border="1" data-bbox="201 945 566 1108"> <thead> <tr> <th colspan="3">Part timers</th> </tr> <tr> <th></th> <th>Full Time</th> <th>Part Time</th> </tr> </thead> <tbody> <tr> <td>Legal</td> <td>87.93%</td> <td>12.07%</td> </tr> <tr> <td>Other</td> <td>90.36%</td> <td>9.64%</td> </tr> <tr> <td>Total</td> <td>88.94%</td> <td>11.06%</td> </tr> </tbody> </table> <p>Our gender pay action goal for flexible working is to provide a range of flexible working options, including part time work, for all staff. Flexible-by-default work practices will help close the public service gender pay gap by removing barriers to flexible options at all levels, and the career penalty often associated with working flexibly.</p> | Part timers   |  |  |  | Full Time | Part Time | Legal | 87.93% | 12.07% | Other | 90.36% | 9.64% | Total | 88.94% | 11.06% |  | <p><b>Flexible by Default</b><br/> Crown Law has been part of the Public Service flexible working group and continues to provide flexible working, including part-time, options for all staff.</p> <p>The next steps for Crown Law are:</p> <ul style="list-style-type: none"> <li>• updating the Flexible working arrangements policy,</li> <li>• engaging with our people to raise awareness of the current flexible working provisions</li> <li>• learning from the experiences of COVID-19, and</li> <li>• developing a toolkit to support the variety of flexible work options.</li> </ul> |
| Part timers  |   |  |  |  |           |           |       |        |        |       |        |       |       |        |        |  |   |
|  | Full Time   | Part Time  |  |  |           |           |       |        |        |       |        |       |       |        |        |  |   |
| Legal  | 87.93%  | 12.07%   |  |  |           |           |       |        |        |       |        |       |       |        |        |  |   |
| Other  | 90.36%  | 9.64%  |  |  |           |           |       |        |        |       |        |       |       |        |        |  |   |
| Total  | 88.94%  | 11.06%   |  |  |           |           |       |        |        |       |        |       |       |        |        |  |   |
| <p><b>HR Analytics</b><br/> Our gender pay action goal is to have clear, consistent and timely HR analytics that will support us to understand and address any areas of concern in real time, while recognising interventions that are working.</p> <p>The overall gender pay gap and our like for like gaps and Crown Law's part-time composition will continue to be reported on.</p>  |  | <p>Crown Law are currently undertaking an upgrade of the HRIS system. A focus of this upgrade is to enhance the current analytics capability. There are a number of areas where additional reporting and monitoring will benefit Crown Law including reporting on:</p> <ul style="list-style-type: none"> <li>• Ethnicity</li> <li>• Diversity</li> <li>• Starting Salaries</li> <li>• Promotion opportunities</li> <li>• Learning and development opportunities</li> </ul>  |  |  |           |           |       |        |        |       |        |       |       |        |        |  |   |
| <p><b>Diversity and Inclusion</b><br/> The Crown Law Office values the different experiences and identities that its staff bring to work.</p> <p>Our gender pay action goal is to develop a strategy that enables a truly inclusive environment where all staff can participate and be recognised for their contributions.</p>   |  | <p>Feedback from Kōrero Mai was that staff are looking for more diversity and inclusion at Crown Law. The intersectionality of gender and ethnicity (along with other factors) and the accumulative effect of these factors make a robust diversity and inclusion plan an essential complement to a gender pay gap action plan.</p> <p>The development of a strategic diversity and inclusion plan will be completed in the 2020/21 year.</p>  |  |  |           |           |       |        |        |       |        |       |       |        |        |  |   |
| <p>This plan has been developed with the PSA and all areas of focus for 2020/21 will include engagement and consultation with staff and the PSA</p>  |   |  |  |  |           |           |       |        |        |       |        |       |       |        |        |  |   |