

Government Communications Security Bureau

Emerging Diversity and Inclusion

The Government Communications Security Bureau (GCSB) has halved its gender pay gap in less than two years and put in place a strong plan to train and attract women with STEM (science, technology, engineering and mathematics) backgrounds. The GCSB's role is to keep New Zealanders safe. It does this by collecting and reporting intelligence in accordance with Government priorities and by providing cyber security and information assurance services to organisations of national significance.

Not surprisingly for an agency driven to collect and report intelligence, the starting point for its actions was data collation, followed by analysis to better understand the gender pay gap and what was driving it.

An action plan was put in place to reduce the gap to no more than five per cent by 2021. After just two years the GCSB is already close to achieving that goal, with the pay gap down from 11.68 per cent to 5.86 per cent.

The average salary of women has risen from \$80,769 at 30 June 2016 to \$90,314. That's an increase of \$9,545 per annum, or 10.6 per cent.

A small number of cases where women were being paid less for the same job as men were also corrected in a one-off wage adjustment in 2017.

One of the key drivers behind the gap was a lack of women in technical roles requiring STEM qualifications. Only 16.5 percent of people in these roles were women.

The action plan, led by the Director-General Andrew Hampton with the senior leadership team, focused on four areas.

- The GCSB worked to attract more women with STEM qualifications through its recruitment process and graduate programme. In the latest graduate round 41 per cent of applicants were women. Of the 19 graduate placements offered, eight (or 42 per cent) went to women. This is up significantly from 2016 where the GCSB attracted 76 applications, of which 11 (five per cent were women), none of whom were successful.
- The GCSB has encouraged more women into STEM-related subjects through its Scholarship programme. (Four \$10,000 scholarships have been awarded). The programme is helping provide a pipeline of talented STEM-qualified women employees which will change the face of GCSB within five to 10 years.



- Further investment was put into training and development, encouraging flexible work, promoting the organisation's in-house crèche, and supporting the intelligence community's women's network.
- All core human resource policies were reviewed with a gender lens, anomalies in pay rates were identified and addressed, and unconscious bias training was rolled out. By the end of April 2018 all people managers had completed the training.

It was predictable that the GCSB would find women were under-represented in STEM roles. Traditionally STEM-related fields have been male dominated. Figures from the Ministry of Education show women make up less than a quarter of those studying for a Bachelor of Science in Engineering and just over a third of those studying for a Bachelor of Science in Information Technology.

The GCSB's Gender Pay Gap Action Plan has been personally led by Director-General Andrew Hampton and championed by the senior leadership team. Key aspects of the plan involved the GCSB assuming a greater public profile in order to attract more women and encouraging women to think about STEM careers. For an organisation such as the GCSB, which operates mostly in secret, it would have been easy to stay in the shadows and do nothing, but this was not an acceptable approach.

The Director-General has conducted a number of media interviews on the gender pay gap and the need to encourage more women into STEM-related subjects earlier and also travelled to several New Zealand universities to promote the GCSB Scholarship programme. He presented the Gender Pay Gap Analysis and resulting Action Plan to senior public-sector leaders.

Anecdotal feedback is that the GCSB's workforce is proud to be part of an organisation which is embracing diversity and inclusion. There has also been feedback that women in particular are proud to be part of an organisation that is championing efforts to reduce the gender pay gap.

Although GCSB has made significant progress, the work is far from finished.

In March, Andrew Hampton, in partnership with the Director-General of the New Zealand Security Intelligence Service (NZSIS), launched a joint Diversity and Inclusion Strategy 2017 - 2020 for NZSIS and GCSB.

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