## Te Tari Taiwhenua Department of Internal Affairs

## Kia Toipoto – Closing Gender, Māori, Pacific, and Ethnic Pay Gaps Action Plan 2023-2024

### Introduction

Kia Toipoto, the Public Service Action Plan 2021 – 2024, is a three-year action plan to be implemented by agencies and Crown entities over 2021-24 to better address gender and other pay gaps.

The Kia Toipoto three-year goals are to:

* make substantial progress towards closing gender, Māori, Pacific, and ethnic pay gaps
* accelerate progress for wāhine Māori, Pacific women, and women from ethnic communities
* create fairer workplaces for all, including disabled people and members of rainbow communities.

This Action Plan sets out the Te Tari Taiwhenua, Department of Internal Affairs commitment to the Kia Toipoto goals and continue to reduce gender and ethnic pay gaps. This plan builds on our work to close gender pay gaps and our Gender Pay Gap Action Plan 2022.

The development of this plan has been completed in conjunction with the Public Service Association (PSA).

### Our progress

#### Gender diversity

Women are strongly represented in Te Tari Taiwhenua with 62.7% identifying as female, 36.2% identifying as male and 1.1% as gender diverse or have not provided information on their gender.

#### Gender pay gap

We continue to make substantial progress to reduce our gender pay gap, which is measured as the difference between the average salary for women and for men. At 30 June 2022, the average salary for women was $91,813, the gender pay gap was 8.5 percent, a reduction of 3.6 percentage points from the previous year and a reduction of 7.5 percentage points over the last five years.

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| --- | --- | --- | --- | --- | --- |
|  |  June 2022 | June 2021 | June 2020 | June 2019 | June 2018 |
| Average gap | 8.5% | 12.1% | 13.9% | 14.3% | 16.0% |

The primary driver for the gender pay gap continues to be the high proportion of women in lower and mid-level positions.

In June 2022 Te Tari Taiwhenua moved to a new human resources system. This will enable better quality information to be gathered about the diversity of our employees.

#### Ethnic pay gap

Representation is the primary reason for our ethnic pay gaps. We have significantly greater ethnic diversity in our lower paying jobs compared to our higher paying jobs.

The ethnic pay gaps below are calculated by comparing the average salaries of kaimahi identifying with an ethnicity and the average salary of everyone else with a declared ethnicity.

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| --- | --- | --- |
| Ethnicity | Average salary | Pay gap |
| Asian | $83,350 | 15.09% |
| Māori | $99,691 | -4.16% |
| Middle Eastern, Latin American, African | $80,681 | 16.36% |
| New Zealand European | $99,967 | -10.65% |
| Other European | $101,459 | -6.71% |
| Pasifika | $74,568 | 24.42% |

#### Ethnic diversity

Te Tari Taiwhenua is slowly becoming more ethnically diverse. While Europeans remain the highest proportion of our kaimahi Māori, Pacific and Asian representation increased over the past year. Our Pacific representation is higher, at 10.0%, compared to the overall New Zealand working-age Pacific population of 6.5%.

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| --- | --- | --- | --- | --- | --- |
|  | 2022 | 2021 | 2020 | 2019 | 2018 |
| Asian | 13.2% | 12.6% | 11.7% | 11.2% | 10.3% |
| European | 72.8% | 73.9% | 73.5% | 73.8% | 74.4% |
| MELAA\* | 1.7% | 1.9% | 1.7% | 1.4% | 1.3% |
| Māori | 13.0% | 11.9% | 11.5% | 10.8% | 10.6% |
| Pacific | 10.0% | 9.3% | 10.1% | 10.4% | 9.8% |

MELAA = Middle Eastern, Latin American, African

#### Diversity among senior leaders

Senior leaders are defined as Tier 2 and 3 managers. The number of women senior leaders has increased substantially by 22.1 percentage points over the last five years and is now proportionate to the number of women at Te Tari Taiwhenua.

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| --- | --- | --- | --- | --- |
| 2022 | 2021 | 2020 | 2019 | 2018 |
| 64.7% | 61.0% | 59.6% | 56.4% | 42.6% |

The ethnicity of senior leaders’ remains disproportionately European. The number of Māori senior leaders reflects the proportion of those who identify as Māori in the Department.

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| --- | --- | --- | --- | --- | --- |
|  | 2022 | 2021 | 2020 | 2019 | 2018 |
| European | 89.4% | 84.5% | 84.3% | 87.9% | 87.2% |
| Māori | 12.8% | 12.1% | 7.8% | - | - |
| Pacific | - | - | 7.8% | - | - |
| Asian | - | 8.6% | 11.8% | - | 10.3% |

## Te Tari Taiwhenua – Kia Toipoto (Closing Gender, Māori, Pacific and Ethnic Pay Gaps) Action Plan 2023-2024

| Kia Toipoto milestone and commitments | What Te Tari currently does | Our commitment for 2023/2024 |
| --- | --- | --- |
| Te Pono – TransparencyPublish annual action plansEnsure easy access to HR and remuneration policies including salary bands | Our annual action plan is published on 1840 (the intranet) and on the Department’s websiteAll organisational policies (including HR policies) are available to all employees on 1840Remuneration information (job family and band) for all jobs is provided in the organisation charts available to all employees on 1840Our remuneration ranges for all jobs are available to all employees on 1840 | Improve how Te Tari reports and shares information about the gender and ethnic pay gapsImprove how we share information and progress on the actions in this plan with our kaimahiImprove gender and ethnic pay gap action plans, monitoring and reporting within each branchProvide increased opportunities for kaimahi to provide ongoing feedback on ur progress |
| Ngā Hua Tōkeke mō te Utu – equitable pay outcomesEnsure starting salaries are not influenced by biasEnsure starting salaries and salaries for same or similar roles do not reopen pay gaps | All vacancy advertisements include the salary range for the jobThe starting salary tool is available for managers to use to determine the appropriate starting salary to offer new employeesSalaries within the same or similar jobs are reviewed and monitored yearly to ensure pay gaps do not reopenSalary corrections are made where appropriate | Continue to monitor starting salaries to ensure pay gaps do not reopenAnalyse starting salaries for internal and external appointments to ensure they are appropriate and a fair placement in the salary bandContinue the yearly monitoring of all salaries to ensure unjustifiable pay gaps do not reopenContinue to educate managers about removing bias from the recruitment, job descriptions, promotion and pay of kaimahi |
| Te whai kanohi I ngā taumata katoa – Leadership and representationPlans and targets to improve gender and ethnic representation in workforce and leadershipThe Public Service workforce and leadership are substantially more representative of society | 65% of our senior leadership roles are filled by womenWe continue to develop our Māori and Pasifika capability through Te Aka Matua our Māori leadership programme and Avei’a, our leadership and development programme for our Pasifika kaimahi | By March 2023 agree plans and targets to improve gender and ethnic representation in leadershipMonitor and report on gender and ethnic representation across Te Tari with a focus on leadershipWork with people leaders to attract a more ethnically diverse pool of applicants Use data (through the new recruitment system) to understand how women, Māori, Pasifika, and other ethnicities progress through the recruitment process and determine where changes can be made to improve outcomesSeek to increase diversity in our leadership roles by using advertising channels to target diverse people |
| Te Whakawhanaketanga i te Aramahi – Effective career and leadership developmentCareer pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations | Our Pacific Career Broker provides advice and support to Pasifika kaimahi to apply for more senior roles and be confident in their career pathwayIn 2021 three Pasifika leaders participated in the Tu Mau Mana Moana scholarship programme – designed to deepen Pacific aspirations, personal growth, professional excellence, cultural strength, and collective mobilisation | Identify the barriers that deter Māori and Pasifika kaimahi from advancing their careers (survey and workshops)Develop career progression strategies to enable Māori and Pasifika kaimahi opportunities to progress their careersWith the support of the Pasifika Career Broker outcomes for Pasifika kaimahi improve and the number of Pasifika kaimahi across Te Tari improves |
| Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki – Eliminating all forms of bias and discriminationRemuneration and HR systems, policies and practices designed to remove all forms of bias and discriminationEmbed and monitor the impact of bias-free HR and remuneration policies and practicesEnsure leaders and employees learn about and demonstrate cultural competence | Unconscious bias training has and continues to be provided to our people leaders, as well as being embedded in our leadership programmesOver 2021/22 nearly 70 percent of kaimahi have either completed or started Mana Aki, our cultural competence programme. New kaimahi complete these modules as part of their induction programmeWe are a partner agency in the Tupu Tai Pasifika internship programmeWe support the Authentic Self (LGBTQI+), Tangata Whenua, Taha Moana Pacific, and Women’s networksWhakahoki Kōrero results show more kaimahi agree they are treated fairly, regardless of their disability, religious beliefs, gender identity, age, and sexual orientationFocusing on improving mechanisms and support to enable kaimahi to Speak Up and continue to reduce incidents of exclusion, bias, bullying, discrimination, sexual harassment  | Encourage kaimahi to review the demographic data currently held in Rehutai on gender, ethnicity, disability, to ensure it is accurate and up to dateImprove the data collected for new kaimahi on gender, ethnicity, disability to provide accurate data Raise the importance of kaimahi completing the Mana Aki, monitoring the completion rateRe-launch the e-learning unconscious bias module encouraging all kaimahi to completeTarget analysis of gender and ethnicity data by age and tenure to ensure there are no gender or ethnic pay gaps in these groupsCreate a disabled kaimahi networkContinue to monitor recruitment and other HR practices against best practice guidelines |
| Te Taunoa o te Mahi Pīngore – flexible work by defaultEquitable access to flexible-by-default working and ensure it does not undermine career progression or pay | Te Tari is flexible-by-default We have flexible working principles that underpin our approach and guidance that supports flexible working arrangementsKaimahi are encouraged to discuss flexible arrangements with their manager that meet the Department’s, the teams, and their individual requirements | Provide ongoing support to enable managers to effectively implement the full range of flexible working optionsReview, update resources to promote and enable flexible working Improve data capture on formal flexible working arrangements |