

# Kia Toipoto

Te Tāhū o te Ture Ministry of Justice

Pay Gaps Action Plan

2022/23



New Zealand Government

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# Summary

Delivering on the [Kia Toipoto: Public Service Pay Gaps Action Plan](#) will continue to be a strategic priority for Te Tāhū o te Ture and Te Arawhiti, as part of the Ministry's overall Inclusion and Diversity Strategy.

We remain committed to making progress – working on this with our people, employee networks, the Public Service Association (PSA) and Te Kawa Mataaho Public Service Commission to achieve the Kia Toipoto goals.

The Ministry's major achievements during 2021 included:

- equal pay work (which gave us certainty that gender is not a factor in salaries for the same or similar roles)
- an increase in the number of people moving to flexible working
- greater representation in roles and salaries.

Each year we develop an action plan to show how the Ministry will deliver on the action plan of Te Kawa Mataaho Public Service Commission.

This 2022/23 Action Plan represents the Ministry's focus for the next year.

In line with the goals set out in Kia Toipoto: Public Service Pay Gaps Action Plan, we will expand our work beyond gender alone, towards:

- closing Māori, Pacific, and ethnic pay gaps
- accelerating progress for wāhine Māori, Pacific women, and women from ethnic communities
- creating fairer workplaces for all, including disabled people and members of Takatāpui rainbow communities.

We won't be able to eliminate our pay gaps until representation is consistent across the board. This will be a key focus for Te Tāhū o te Ture and Te Arawhiti this year.

We are proud of the progress we have made over the previous years, but we know there is more to do.

# Developing our Pay Gaps Action Plan

Our 2022/23 Action Plan was developed in partnership with employees from across Te Tāhū o te Ture. We worked with PSA, met with employees from the employee networks and Ātea a Rangi, and also met with and worked with the Māori strategy group. We met with individual employees by request and also invited employees to complete a survey so we could understand many views and experiences.

This work will require a long-term approach. We remain committed to high levels of employee involvement in the Kia Toipoto programme. New governance arrangements for the programme, and a working group of employees, PSA representatives and workstream leads, have been established to support delivery.

The role of the working group will be to ensure employees voices remain a main part of this programme, providing oversight and strategic direction. This will support the Programme Manager to ensure delivery of outputs and achievement of outcomes.

This plan captures new and planned actions for the 2022/23 financial year and signals actions for the 2023/24 financial year.

The 2023/24 Action Plan will be finalised based on progress of our 2022/23 Action Plan, identified aspirations and supporting work programmes and initiatives. For example, refreshing our Inclusion and Diversity Strategy.

# Key insights

The Ministry has seen the overall gender pay gap decrease since 2018.

When analysing the data and insights provided for this work, the key factor contributing to our gender and ethnic pay gaps is clearly inconsistent representation across the various levels of our organisation.

The groups that are under-represented in leadership (compared with their overall representation) also have the biggest pay gaps:

- Pacific employees make up 3.1% of our overall workforce and 4.3% of our senior leaders, have a pay gap of 16.1%.
- Women, who make up 68% of our overall workforce and 57.4% of our senior leaders, have a pay gap of 10.6%.
- Asian employees, who make up 11.2% of our overall workforce and 2.2% of our senior leaders, have a pay gap of 8.8%.
- Māori employees, who make up 19.9% of our overall workforce and 19.6% of our senior leaders, have a pay gap of 3.9%.

European employees make up 60.6% of our overall workforce and 73.9% of our senior leaders and have a pay gap of -11.9%.

Ensuring equitable pay outcomes at each pay band level, through equal pay and broader pay equity work, will help towards closing the pay gaps.

Investing more in our people will contribute to achieving better outcomes for average pay and representation and will have broader positive impacts on recruitment, retention, development, inclusion and diversity, and overall employee engagement, which are all key focus areas for the Ministry.

# 2022/23 Pay Gaps Action Plan

This plan sets out the Ministry's work in relation to the six new milestones within [Kia Toipoto: Public Service Pay Gaps Action Plan](#)

The milestones:

1. Te Pono - Transparency
2. Ngā Hua Tōkeke mō te Utu - Equitable pay outcomes
3. Te whai kanohi i ngā taumata katoa - Leadership and representation
4. Te Whakawhanaketanga i te Aramahi - Effective career and leadership development
5. Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki - Eliminating all forms of bias and discrimination
6. Te Taunoa o te Mahi Pīngore – Flexible work by default



# Milestone 1: Te Pono Transparency

## Required actions

- Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback.
- Agencies and entities ensure easy access to HR and remuneration policies, including salary bands.

## What our people said

- Overall, there was support for setting clear actions and publishing our plan as in previous years.
- Our people found HR policies and processes confusing and hard to find, many shared that it would be helpful to make information easier to find on JET (our internal intranet).
- In relation to reporting information about themselves, many of the employee networks we engaged with shared they were unlikely to disclose a disability or the fact they were part of the Takatāpui rainbow community, particularly in recruitment processes, for fear that it would impact their prospective employment.
- Many employees shared feedback the internal secondment process lacked transparency because they believed many opportunities were not being advertised.
- There is a lack of information at the recruitment stage about HR and remuneration policies and processes. For example, the interview process, starting salary range and how starting salary decisions are made.
- Our Pacific, disability, and Takatāpui rainbow networks shared challenges with reporting in Mahi (our HRIS). The options were not set out in a way that felt inclusive. Work to address this is underway.
- Our disability network was concerned they had not been mentioned in the goals to close pay gaps and accelerate progression.

## Status

The Ministry's GPG work programme has been published every year since 2018. Data and reporting are sent to the Strategic Leadership Team (SLT) on a quarterly basis to track progress.

All HR and remuneration policies, including salary bands and appointing salary information are available on the intranet.

### Status of 2022/23 planned actions

#### Completed:

- Recruit people Data and Insights Team.
- Publish Annual GPG Action Plan.
- Quarterly updates provided to SLT.

#### On track - to be delivered Q3:

- Review HR intranet pages to ensure easy access to HR and remuneration policies, including salary bands.
- Move all HR info to one accessible place.
- Share starting salary range in all job ads and share starting salary guidance summary with all candidates (inc. internal).
- Promote existing key policies and processes to support the GPG work programme (for example, starting salary guidance) to all employees and managers.

#### Underway:

- Review and update how we ask for data, recognising it as a taonga, and information on disabilities, Takatāpui rainbow status and ethnicity.

### Success factors for 2023 actions

- Information about our Pay Gaps Action Plan is easy to access, understand and enables employees and leaders to recognise the drivers and impacts of pay gaps.
- We have created an easy to find, 'one stop shop' for information about our HR policies, processes, and remuneration information.
- We have seen an increase in the number of employees voluntarily sharing information about themselves into our Human Resource Information System.



## Recommended actions 2023/2024

### Recommended actions Q1 and Q2:

- Promote regularly entering information into Mahi.
- Review questions in application form/recruitment process, covering reporting of demographic information (for example, disabilities, gender expression/identities) – reminding sharing demographic information is entirely optional.
- Promote key policy and process changes already introduced; this also supports the Kia Toipoto work programme to all employees and managers using Jet, Managers' Brief, and interactive drop-in sessions.

### Recommended actions Q3 and Q4:

- Complete a review of internal recruitment/secondment processes and seek opportunities to create greater transparency of opportunities and wider range of applicants.
- Review compounding impacts on employees e.g., impacts on pay and progression for disabled, Takatāpui rainbow and multi-ethnic employees.

## **Milestone 2:**

# **Ngā Hua Tōkeke mō te Utu**

## **Equitable pay outcomes**

### **Required actions**

- By the end of 2022 entities check starting salaries and salaries for the same or similar roles are not influenced by bias.
- Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not widen.
- Pay equity processes address claims and reduce the impact of occupational discrimination/separation.

### **Drivers**

The Ministry wants to make sure there are no gender or ethnic pay gaps in like-for-like roles. The Employment Relations (ER) team has carried out equal pay reviews which have ensured gender and ethnicity are not a factor in salaries for the same or similar roles. People Experience have undertaken statistical analyses, line-by-line reviews and investigations of possible outliers caused by:

- Internal appointments to roles receiving a lower average starting salary than external appointments.
- Inconsistent practise when setting starting salaries.
- Relativity issues for existing employees.

### **What the Ministry has done since 2019**

- Introduced starting salary guidance to ensure consistent and equitable decision making.
- Updated our policies to address automatic appointments at the bottom of the band for internal recruitment/progression.
- Conducted annual equal pay analysis to monitor movement and ensure any gaps are identified and closed.
- Updated our remuneration policy to ensure demographic factors and the GPG are considered when determining starting salaries.

## What our people said

- There was confusion around the starting salary process with many employees reporting they have been automatically placed at bottom of band or on existing salaries.
- Confusion about many processes. For example, how to measure performance (against Performance Development Plans or expectations in the PDP), how employees qualify for outstanding performer, how to set starting salaries, recruitment, progression, and the application of additional or higher duties allowances.
- Equal pay review looks at employees up to 99% of band; employees felt equal pay issues could still occur over 99% of band and should be considered.
- Ministry recruitment and starting salary processes do not consider wider whānau, community and cultural experiences - disadvantaging our Māori and Pacific employees.
- Questions were raised about unpaid work and time off in lieu (TOIL), particularly for court staff on lower pay bands who will work extra hours if requested by a judge.
- Many employees felt the Ministry should address our position as the lowest paid public sector agency, and particularly address specific roles employees believe are undervalued.

## Status

The Ministry has had starting salary guidance in place since 2018. The guidelines are well utilised.

Annual equal pay reviews have been completed. The Ministry has ensured gender and ethnicity are not factors in salaries for the same or similar roles. We have undertaken statistical analyses, line-by-line reviews and the specific investigation of possible anomalies.

Achieving even representation at every level is a key focus for our ongoing work.

## Status of planned actions 2022/23

### Completed:

- Conduct the equal pay analysis to monitor movement and make sure we continue to meet the milestone.
- Identify and close unjustified gender and ethnic pay gaps and outliers.
- Add ethnicity data to GPG reporting.

### On track – to be delivered Q2:

- Deliver unconscious bias training at all levels – asking 80% of our employees to complete by end of financial year.

**On track – to be delivered Q3:**

- Continue to conduct equal pay analysis to monitor movement and ensure the Ministry continues meeting this milestone – if identified, close any pay gaps.
- Forecast impact of expanding equal pay review in 2023/24.
- Working with the relevant unions, resolve pay equity claims in line with the Equal Pay Act 1972.
- Complete collective bargaining (the Public Sector Pay Adjustment bargaining is still in early stages in December 2022)
- Continue to update remuneration policy and job evaluation processes.
- Deliver unconscious bias training at all levels – 80% of all employees complete training by end of financial year.
- Update remuneration policy and job evaluation process to ensure consideration is given to whether demographic factors, such as ethnicity, are considered when determining job band and starting salaries.

**On track – to be delivered Q4:**

- Review and update recruitment processes to:
  - ensure full salary band information and descriptors are shared in all job adverts
  - share a summary of starting salary guidance with candidates for transparency
  - ensure candidates are not asked for existing salary
  - limit opportunity for bias/confusion by ensuring recommendations or starting salary ranges are made by the recruitment panel, not individual managers using starting salary guide for consistency
  - add interview questions about hapori community or other work which may support a role at the Ministry and Te Arawhiti. Provide candidates with an opportunity to promote other skills. For example, cultural work/capability, coaching, hapori and voluntary work. Recognising these skills will help nurture cultural capability
  - review Te Tiriti o Waitangi interview questions and provide further guidance for managers on rating these questions objectively.
- Forecast impact of expanding equal pay review in 23/24.

**Ongoing:**

- Working with the relevant unions, resolve pay equity claims in line with the Equal Pay Act 1972.
- Complete collective bargaining (note the Public Sector Pay Adjustment is in progress in 2022 across the public sector with the New Zealand Council of Trade Unions and unions who have opted in, including PSA).

## Success factors for 2023 actions

- The Ministry can provide assurance to employees that starting salaries and salaries for the same or similar roles are not influenced by bias by the end of 2023.
- We have reviewed and identified opportunities to improve our processes (e.g., recruitment) to ensure equitable pay outcomes.
- Our equal pay analysis ensures we continue to monitor and educate so gender and ethnic pay gaps do not widen.
- Job evaluation process has been reviewed and has eliminated opportunities for bias.
- Pay equity processes are used to address claims and reduce the impact of occupational segregation.

## Recommended actions 2023/2024

### Recommended actions Q1 and Q2:

- Update recruitment policy and strengthen guidance on convening diverse recruitment panels.
- Update remuneration and recruitment policy and guidance to promote panel decisions for starting salary ranges, demographic factors and the GPG are considered when determining starting salaries.
- Strengthen use of people data, recognising it as a taonga, and insights to monitor policies and processes to ensure equitable pay and progression outcomes.
- Complete a fuller review of recruitment process to ensure it does not disadvantage Māori/Pacific employees.
- Review the job evaluation process to place greater emphasis on cultural responsibilities and competencies - consider whether this might have negatively impacted the job band.
- Explore how hapori community and voluntary work may impact the job evaluation process and remove any negative financial impact.
- Reintroduce starting salary/average salary calculator tool to make it easier for employees and managers to review relativities.

### Recommended actions Q3 and Q4:

- Extend equal pay review to look at whole salary range.
- Review our position description/role development process, focusing on removing any barriers in criteria/language used, and recognising broader skills and experiences e.g. cultural responsibilities and mātauranga knowledge.
- Strengthen and improve existing talent management processes and policies to include guidance on remuneration/equal pay impacts for internal movement.

## **Milestone 3:**

### **Te whai kanohi i ngā taumata katoa**

### **Leadership and representation**

## **Milestone 4:**

### **Te Whakawhanaketanga i te Aramahi**

### **Effective career and leadership development**

#### **Required actions**

- By the end of 2022 agencies/entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.
- By the end of 2024 the Public Service workforce and leadership are substantially more representative of society.
- By mid-2023 agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific, and ethnic employees to achieve their career aspirations.

#### **What our people said**

- Overwhelmingly, all groups agreed Ministry people managers and leaders should better reflect society and better reflect the people we support through the justice system. This included seeing greater levels of ethnic diversity, disabilities and Takatāpui rainbow community.
- Many felt that until the Ministry has more diverse leadership, we would not be able to achieve the level of transformation aimed for internally, and across the justice system.
- A key theme was also concern for our Pou Whakatere, Deputy Secretary Māori, specifically and a feeling that he was carrying the weight of 'all things Māori' and needed the support of more Māori and Pacific colleagues in the leadership cohort.
- There were specific concerns for Māori, Pacific, and Asian employees; representation decreases across higher levels of the organisation. This was backed up by stories of many who felt they could not progress because of their culture, Ministry recruitment processes and a general lack of understanding of different world views and ways of working. Anecdotally, this was a similar sentiment to Takatāpui rainbow and disabilities networks. Due to limited data, it is difficult to measure.
- Māori employees shared stories of feeling they had to put their Māori values aside to progress, because it is risky to be Māori here. The recruitment and progression processes not working for Māori, citing specific feedback from interviews about not being

able to 'sell themselves' which is not something they are raised to do – 'we don't talk about how sweet the kumara is'.

- Recruitment and progression should be merit based; representation should be achieved through improvements to recruitment processes, better investment in development and transparency/accessibility of opportunities for progression e.g. secondments.
- Consistent feedback across all employee networks, the PSA, and via the survey mentioned limited opportunities for career development and progression at the Ministry. Many felt that where progression happens, it is only targeted at higher level leaders and you had to be based in Te Whanganui a Tara to progress into leadership or advisory roles.
- Many felt there was a lack of support and representation for employees with disabilities across the Ministry and the Kia Toipoto goals should include them.

## Status

The Ministry has been working towards a target of 50% representation of gender at leadership level which we have met and/or exceeded in some areas.

The Ministry's workforce demographics are similar to the overall demography of Aotearoa. There are opportunities to improve the representation at all levels.

The Ministry is working to strengthen ethnicity data to support and inform ongoing work.

We have work programmes aimed at improving representation at all levels, including: Te Kokenga, the Inclusion and Diversity Strategy and reviewing leadership programmes.

## Status of planned actions 2022/23

### Completed:

- Launch of Te Rito, a series of intercultural e-modules focusing on the building blocks of Māori culture concepts and beliefs integral to iwi and hapū identity.
- Contribute to working group sharing knowledge and guidance to Tumanawanui – Justice Sector Mentoring Programme for Wāhine Māori and Pasifika (Auckland-based).
- Take part in the Tu Moana Pacifica Leadership programme.
- Participate in the Rangatahi Māori Emerging Leaders programme.
- Redesign of Te Tāhū o te Ture leadership and coaching programmes to include a focus on te ao Māori. Our new people leader programme, Te Kaihautū launched in August 2022.
- Expand emerging leaders programme for National Service Delivery.

#### **On track – to be delivered by Q4:**

- Consider leadership and representation targets as part of the Inclusion and Diversity Strategy refresh.
- Make roles and job ads more inclusive for all genders
- Increase the number of women and multi-ethnic applicants and appointments in higher paid bands
- Monitor gender balance in Ministry leadership.
- Build a representative pathway for future leaders.
- Strengthen the role employee networks play in the development of policies and processes relating to pay and progression.
- Continue promoting targeted leadership development opportunities through the Justice Sector Leadership Board, PSC etc.

### **Success factors for 2023 actions**

- We will have improved data and insights measuring the impacts of our programmes to support Kia Toipoto.
- We will have plans in place to develop a pipeline of leaders and emerging leaders that are representative of our society (Aotearoa) and the communities we support.
- Our recruitment progression processes will value cultural capability, community, and voluntary work.
- We will have equitable career pathways and progression opportunities that support women, Māori, Pacific, and multi-ethnic employees to achieve their career aspirations.
- There will be more development and progression opportunities available for employees at every level of the Ministry.

### **Recommended actions 2023/2024**

#### **Recommended actions Q1 and 2:**

- Complete review of recruitment process (equitable pay outcomes) and complete a fuller review of recruitment process to ensure it does not disadvantage Māori/Pacific employees
- Strengthen diversity statements in all adverts – be explicit about our goals to improve representation, valuing cultural and hapori community-based experiences
- Focus on ensuring wider representation of women from multi-ethnic communities, Pasefika and Māori from tiers 5,6 and 7 in Ministry development programmes.



- encourage greater uptake of leaders' development programmes and career progression for employees beyond Te Whanganui a Tara Wellington
- Support delivery of development/talk with employee networks to support specific development needs.
- Continue to promote focussed leadership development opportunities through the Justice Sector Leadership Board, PSC etc.
- Expand emerging leaders' programme.
- Improve diversity in all communications and be clear about our Inclusion and Diversity Strategy, work, and intentions.

**Recommended actions Q3 and 4:**

- Progress new leadership development programme for, with and by Māori.
- Progress new emerging leadership development programme with Māori.
- Consider focussed leadership and/or mentoring programme with Pacific employees.
- Introduce structured employee pathway programmes to better recognise and value existing employees and leadership and technical/advisory pathways.
- Offer career and recruitment coaching for employees, in particular Māori, Pacific, and Asian employees where leadership progression is lower.
- Roll out training for managers with a focus on supporting employees with disabilities including mental health.

## **Milestone 5:**

# **Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki**

## **Eliminating all forms of bias and discrimination**

### **Required actions**

- By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove bias and discrimination.
- Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices.
- Agencies/entities ensure leaders and employees learn and demonstrate cultural competence.

### **What our people said**

- Inconsistent practice in key HR processes, particularly around starting salaries, Performance Development Plans, treatment of parental leave were key themes for all groups.
- Māori and Pacific employees shared feedback the recruitment process does not work for them – ‘we don’t talk about how sweet the kumara is’.
- Ministry recruitment and progression processes do not value wider (non-academic or professional) skills, experiences, and multiple world views.
- Ministry ethnic communities also shared the recruitment process was subject to a lot of bias, often missing out on roles to Pākehā colleagues despite being called upon to provide training and coaching to newer team members. There were concerns at lower levels of the organisation where they felt managers were left to work independently without HR support. These stories were supported by the data which shows lesser rates of success in employment and progression.
- Many felt that Ministry leaders required greater levels of support to lead a diverse workforce (ethnicity, cultural, disabilities, including mental health and Takatāpui rainbow communities).
- There were concerns from disabled employees they were more likely to work flexibly. Needing time off might impact opportunities for progression.
- Concerns about the layout of Ministry buildings: inconsistent use of standing desks, height of card readers and limited disabled toilets.

- The Ministry asks for demographic information in the recruitment process. Many employees shared they did not feel comfortable disclosing this information in case it limited their career prospects.

## Status

The Ministry has worked with PSA and our employee networks to complete a review of our HR policies and processes. A key focus of this work has been to identify areas where bias or discrimination may exist and address it.

We have programmes in place to nurture Māori capability at all levels (e.g. Te Kokenga programme for building cultural capability, including developing the new learning and development framework.

Employees' Māori Wānanga supports people to bring whakaaro Māori into all our work.

Te Tiriti o Waitangi training sessions were introduced, national, regional hui for Māori employees were held, and employees are supported in learning te reo Māori.

The Ministry launched a training programme specifically for Court Security Officers to ensure they increase cultural awareness, respect and understanding when working/interacting with Māori. This work was a finalist at the 2022 Human Resources New Zealand (HRNZ) Awards.

## Status of planned actions 2022/23

### Completed:

- Look at Ministry induction and orientation approach to make unconscious bias resources available for all employees.

### Carried over:

- Build leadership capability in identifying, addressing, and overcoming unconscious bias.

### Ongoing:

- Continually review and improve remuneration and HR policies, systems, and processes, including starting salaries.
- Continue to build managers' understanding of remuneration and HR policies.
- Monitor and adapt recruitment practices to ensure we have a workforce that represents Aotearoa New Zealand.
- Monitor bias in remuneration and HR systems.
- Continue to build cultural competence at all levels of Te Tāhū o te Ture through programmes like Te Kokenga, Te Haerenga.
- Review HR policies / processes, in consultation with employee networks – making them more user friendly for demographics - continue to embed and monitor the impact.

## Success factors for 2023 actions

- By the end of 2023 our remuneration and HR systems, policies and practices will not have any forms of bias and discrimination. The Ministry continues to monitor and test with employee networks to address any potential biases.
- 80% of employees will have completed training and education to build cultural awareness.
- 80% of employees will have completed unconscious bias training.

## Recommended actions 2023/2024

### Recommended actions Q1 and Q2:

- Strengthen the use of people data and insights to help identify areas where bias and discrimination may be occurring.
- Complete review of recruitment process (see equitable pay outcomes) and complete a fuller review of recruitment process to ensure it does not disadvantage Māori / Pacific employees.
- Increase the uptake of programmes to measure the experience of employees e.g. employee engagement surveys, stay interviews, exit interviews.
- Ensure work to build cultural competence of leaders is considered through all Workplace Culture and Learning programmes.
- Lift capability of People Experience group in identifying factors of bias and discrimination when developing PX work programmes, policies, and initiatives.
- Offer coaching support through employee networks for groups where senior level representation is less than overall workforce proportion e.g. Māori, Pacific, Asian.
- Offer training to managers to support and accommodate employees with a range of visible and less disabilities – including mental health.

# Milestone 6: Te Taunoa o te Mahi Pīngore Flexible-work-by-default

## Required action

- By the end of 2024 agencies and entities offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay.

## What our people said

- This was not an area employees spoke about in as much detail as other areas. There was acknowledgement of more flexible work happening and there are still some limitations, particularly for frontline roles.
- There were concerns from disabled employees they were more likely to work flexibly; needing time off might limit career progression.

## Status

Flexible working practices were accelerated due to COVID-19 and the Ministry adapted its practices and policies. The Ministry is working to normalise flexible working for all employees across all roles and ensure flexible working does not negatively affect career advancement or professional development.

We have made significant progress in this space but acknowledge there is more to do.

## Status of planned actions 2022/23

### Carried over:

- Update and clarify our flexible working policy, procedures, and tools, focussing on operational environments.
- Monitor uptake of flexible working.

### On track – to be delivered Q3:

- Simplify flexible working guidance for employees and managers. Refresh policy to reflect a 'normalised' flexible working environment.

### On track – to be delivered Q4:

- Roll out targeted education for employees and managers to embed flexible working by default.

## **Success factors for 2023 actions:**

- The Ministry is seen as an organisation which is flexible-by-default, internally and externally.
- Working flexibly is not a barrier to career progression.

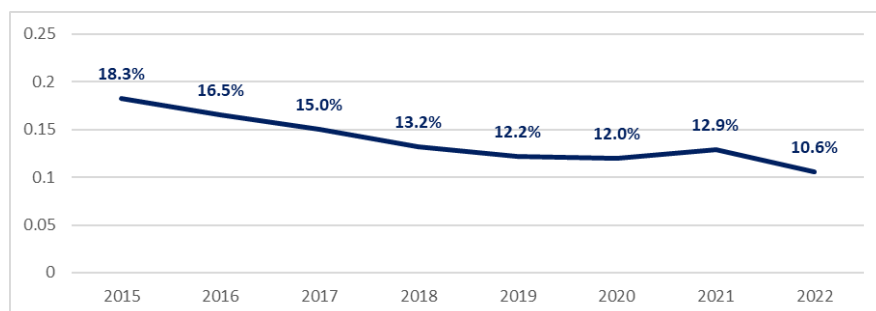
## **Recommended actions 2023/2024**

### **Recommended actions Q1 and Q2:**

- Encourage flexible working early in Ministry recruitment processes (application form, interview, offer process).
- Promote opportunities for progression in Advisory/Project/Leadership roles for employees beyond Te Whanganui a Tara Wellington.

# Pay and representation data

## Gender pay gap over time



## Ethnic pay gaps

Ethnicity	Average	Percentage point change from 20/21
Asian	8.8%	-0.2%
European	-11.9%	3.5%
Māori	3.9%	-0.8%
MELAA	8.5%	2.3%
Pacific peoples	16.1%	0.4%
Other	-1.9%	-13.7%

## Representation by ethnicity and gender

Ethnicity/Gender	% Overall			% Managers			% Leaders (Tiers 2 & 3)		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
European	41.0%	18.9%	<b>60.6%</b>	37.6%	28.1%	<b>65.8%</b>	43.5%	30.4%	<b>73.9%</b>
Māori	14.5%	5.2%	<b>19.9%</b>	14.3%	7.2%	<b>21.5%</b>	15.2%	4.3%	<b>19.6%</b>
Pacific	8.5%	4.6%	<b>13.1%</b>	5.7%	4.9%	<b>10.5%</b>	0.0%	4.3%	<b>4.3%</b>
Asian	7.5%	3.7%	<b>11.2%</b>	2.3%	2.1%	<b>4.4%</b>	0.0%	2.2%	<b>2.2%</b>
MELAA*	0.8%	0.3%	<b>1.2%</b>	0.2%	0.2%	<b>0.4%</b>	0.0%	0.0%	<b>0.0%</b>
Other	2.3%	1.2%	<b>3.6%</b>	3.0%	1.7%	<b>4.9%</b>	0.0%	4.3%	<b>6.5%</b>

\* Middle Eastern, Latin American or African

### Rate of disclosure

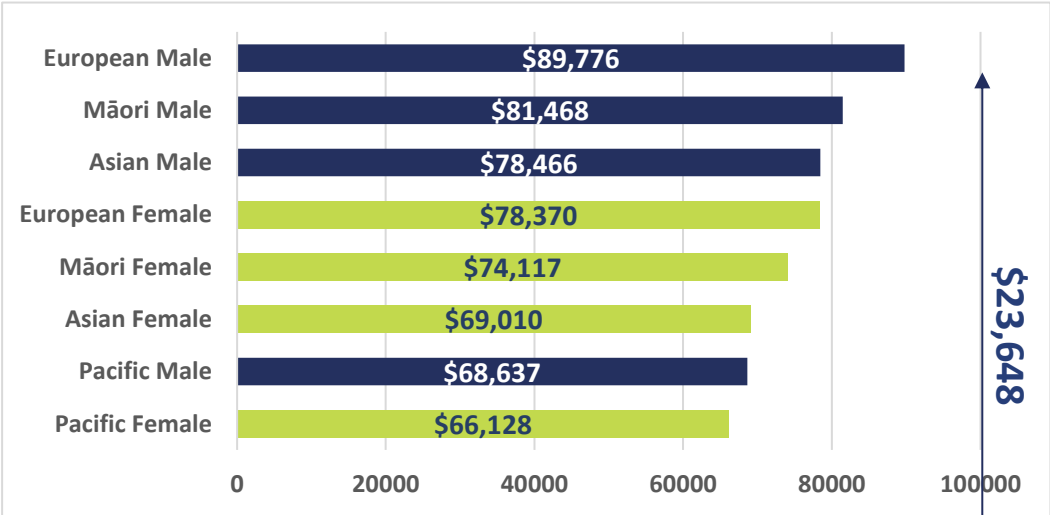
85% of employees were comfortable sharing their ethnicity. A key to improving rates of reporting will be reviewing how we ask for, care for data as a taonga and collate information. Rates of reporting are low. This means measuring any impacts on pay and progression with disabled people and members of the Takatāpui communities is not fully representative of their experiences.

### Representation by ethnicity and gender

Ethnicity/Gender	% Overall			% Managers			% Leaders (Tiers 2 & 3)		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
European	41.0%	18.9%	<b>60.6%</b>	37.6%	28.1%	<b>65.8%</b>	43.5%	30.4%	<b>73.9%</b>
Māori	14.5%	5.2%	<b>19.9%</b>	14.3%	7.2%	<b>21.5%</b>	15.2%	4.3%	<b>19.6%</b>
Pacific	8.5%	4.6%	<b>13.1%</b>	5.7%	4.9%	<b>10.5%</b>	0.0%	4.3%	<b>4.3%</b>
Asian	7.5%	3.7%	<b>11.2%</b>	2.3%	2.1%	<b>4.4%</b>	0.0%	2.2%	<b>2.2%</b>
MELAA*	0.8%	0.3%	<b>1.2%</b>	0.2%	0.2%	<b>0.4%</b>	0.0%	0.0%	<b>0.0%</b>
Other	2.3%	1.2%	<b>3.6%</b>	3.0%	1.7%	<b>4.9%</b>	0.0%	4.3%	<b>6.5%</b>

\* Middle Eastern, Latin American, or African

### Average salaries





**Ministry of Justice**  
**Tāhū o te Ture**

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