

Kia Toipoto

Pay Gaps Action Plan 2023/2024

Te Tāhū o te Ture – Ministry of Justice, Te Arawhiti – The Office for Māori Crown Relations and Te Puna Aonui

Closing gender, Māori, Pacific and ethnic pay gaps



Current state

Te Tāhū o te Ture, Te Arawhiti and Te Puna Aonui are committed to Kia Toipoto, a directive from Te Kawa Mataaho Public Service Commission. The Kia Toipoto goals are to:

- make substantial progress toward 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 the Rainbow community.

This plan highlights progress to date and identifies the next steps in our journey of delivering on Kia Toipoto. Kia Toipoto, and its intent to close pay gaps and create unity and fairness for all our kaimahi, is integral to the Ministry's strategy and our priority of building a Ministry where all our people thrive. We are proud of our diverse workforce and want to ensure that we are creating equitable opportunities and outcomes for all.

Our data shows where we have seen positive change and where there is still work to do to close pay gaps. Overall, we have made good progress on reducing the gender pay gap. Between 2015 and 2023, our gender pay gap reduced by 8.8%, from 18.3% to 9.5%. Women make up 62.7% of our senior leaders. Across the Ministry, a large proportion of employees identify as Māori (20.1%), including 25.4% in senior leadership roles. Our pay gap for kaimahi Māori is 3.5%. We want to keep up the momentum that has led to higher levels of representation and a decrease in Māori pay gaps.

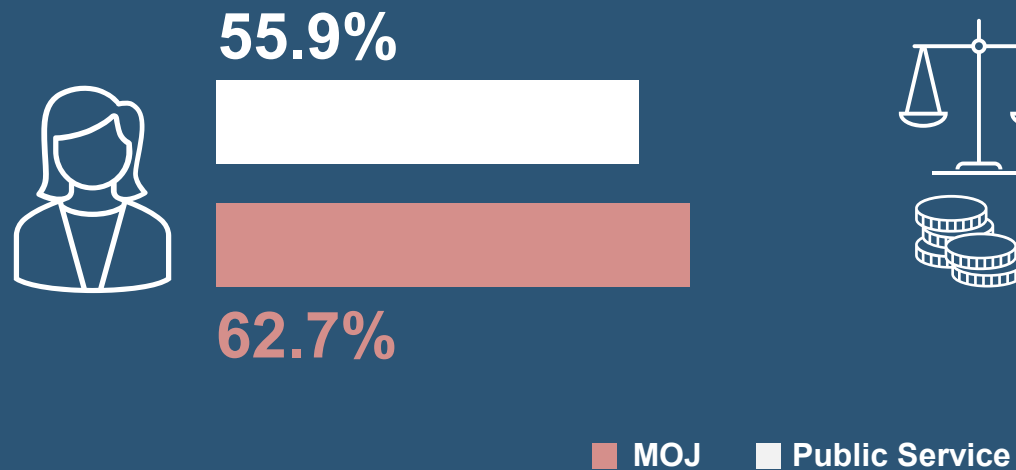
There is more work to do to reduce Pacific and Asian pay gaps and increase Pacific and Asian representation in leadership roles. Pacific Peoples make up 14.0% of our workforce, including 11.1% of our managers and 5.1% of our senior leaders, yet have the highest ethnic pay gap (15.2%). To reduce this pay gap, we need to better understand what is driving it and continue to focus on initiatives to tackle it. This will be done by partnering with our Pasefika Network, to better understand how we can continue to support career progression and career pathways. Similar work needs to happen with Asian employees, who make up 12.5% of our workforce, 1.7% of our senior leaders and have a pay gap of 9.6%.

We have high reporting rates of ethnicity (88%), but low reporting rates of disability. Only 1.6% of our kaimahi have disclosed a disability. More work is needed to ensure our kaimahi feel comfortable disclosing a disability. Similarly, we need to update the way we gather information around Rainbow identities to ensure we are accurately reflecting the diverse identities of all kaimahi. Work to address this is underway.

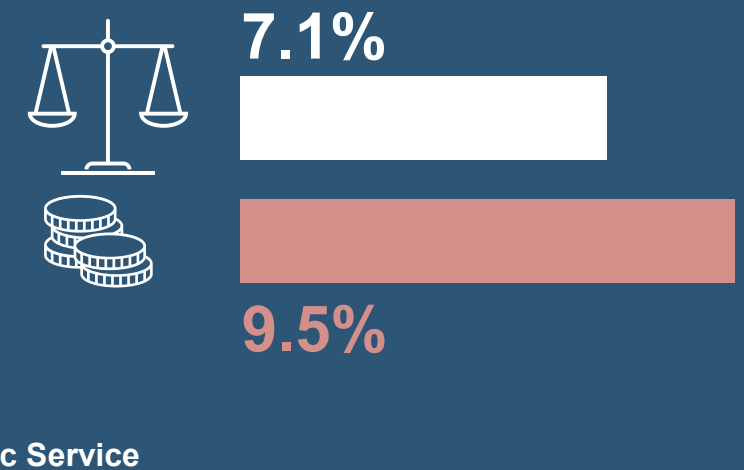
Our Kia Toipoto Action Plan is underpinned by our Inclusion and Diversity Strategy, which is being refreshed. This presents us with an opportunity to align the two, to enhance and strengthen our commitment to both. Comprehensive engagement and collaboration with our eight employee-led networks and PSA national delegates will be at the core of the design and development of our refreshed strategy.

Workforce data released by Te Kawa Mataaho on 2 November 2023 shows how the Ministry is tracking compared to trends across the public service. The Ministry has a higher proportion of women in senior management roles (62.7%) compared to the public sector average (55.9%). However, our gender pay gap (9.5%) is higher than the public sector average (7.1%). Pay gaps for Māori (5.4%), Pacific Peoples (16.6%) and Asian (13%) across the public service are all higher than pay gaps for these groups at the Ministry — Māori (3.5%), Pacific Peoples (15.2%) and Asian (9.6%).

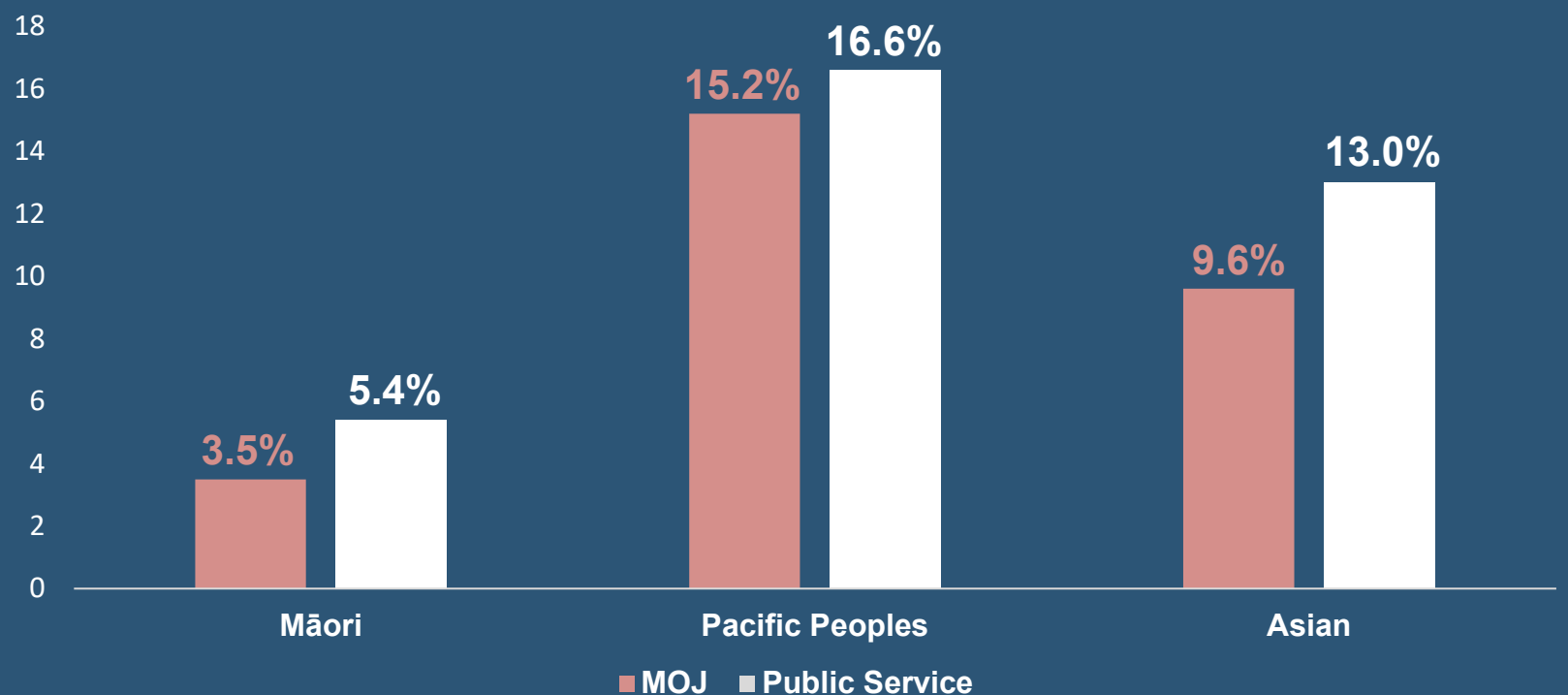
Women in senior management roles



Gender pay gap



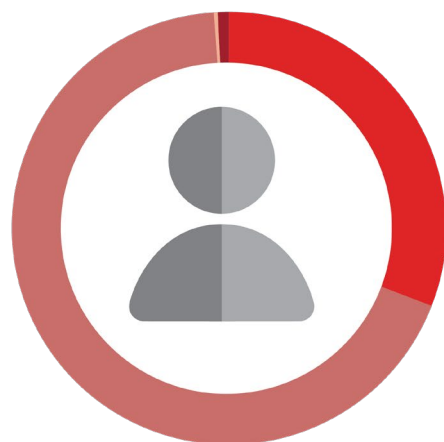
Pay gap by ethnicity



Data insights

Our workforce is predominantly female and ethnically diverse, with a high proportion of Māori and Pacific employees.

Gender

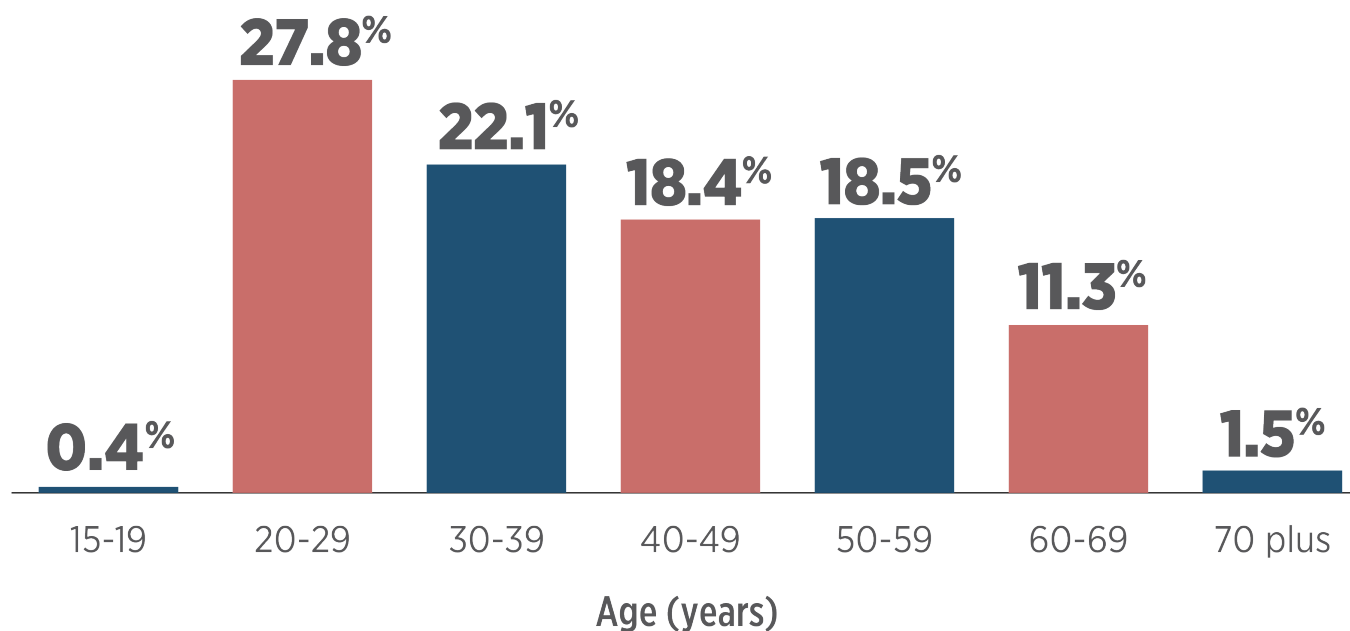


Male	31.0%
Female	67.9%
Another gender	0.2%
Unknown	0.8%

Ethnicity



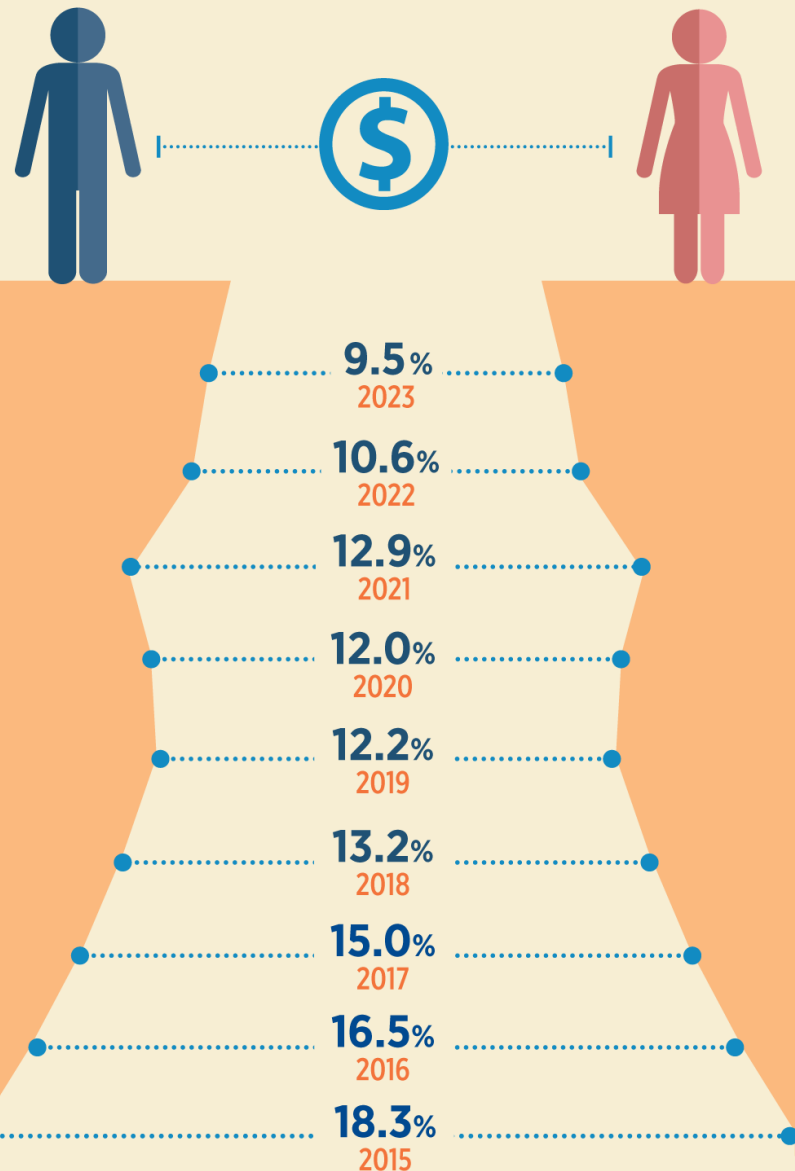
European	60.9%
Māori	20.1%
Pacific	14.0%
Asian	12.5%
Other	3.4%
MELAA	1.7%
<small>Middle Eastern, Latin American & African</small>	



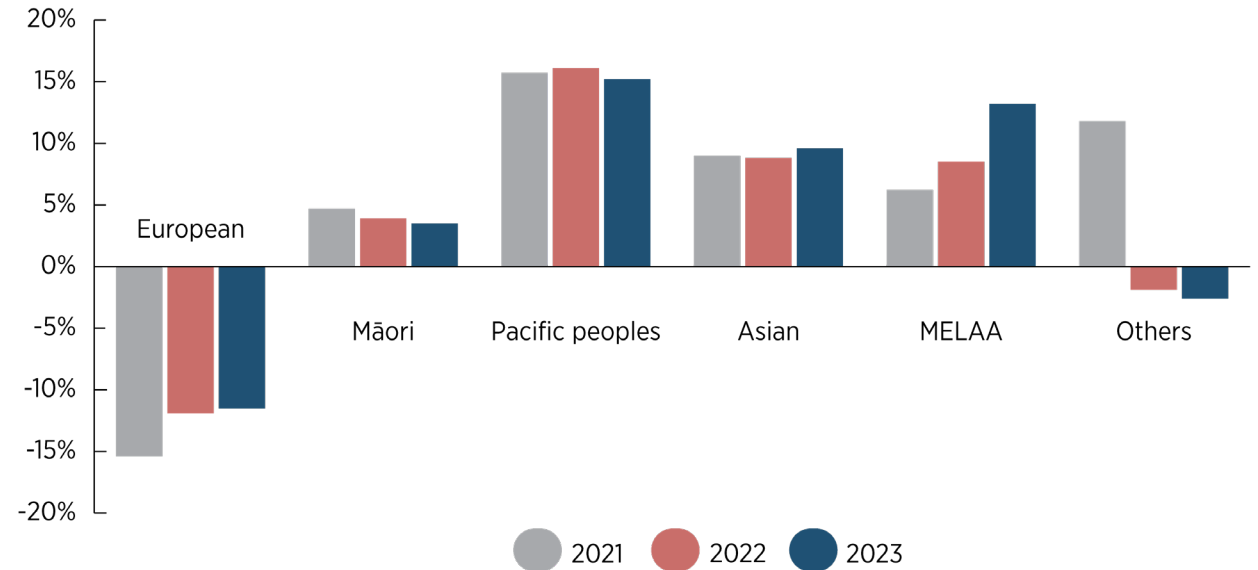
Our organisational gender pay gap and Māori pay gaps are reducing.

*Pay gap data here is based on mean

Gender pay gap over time



Ethnic pay gap 2021-2023



Across Te Tāhū o te Ture Te Arawhiti and Te Puna Aonui

Women make up 67.9% of our overall workforce and 62.7% of our senior leaders and have a pay gap of 9.5%.

Māori employees make up 20.1% of our overall workforce and 25.4% of our senior leaders and have a pay gap of 3.5%.

Pacific employees make up 14.0% of our overall workforce and 5.1% of our senior leaders and have a pay gap of 15.2%.

Asian employees make up 12.5% of our overall workforce and 1.7% of our senior leaders and have a pay gap of 9.6%.

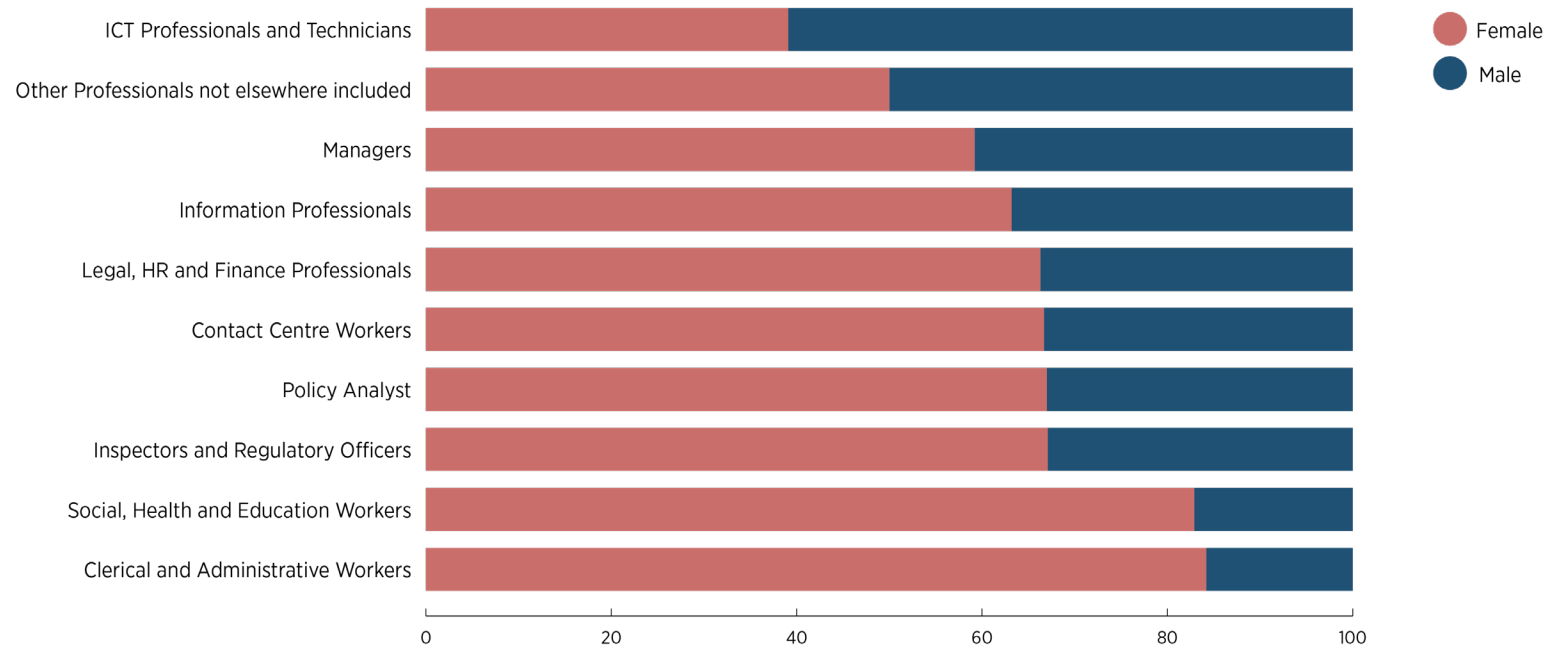
European employees make up 60.9% of our overall workforce and 69.5% of our senior leaders and have a pay gap of -11.5%.

MEELA employees make up a small portion of the workforce, which means staff movements can cause fluctuations in data

A higher proportion of **Māori and Pacific Peoples** make up our overall workforce compared to the general population. From the 2018 Census: Europeans 70.2%, Māori: 16.5%, Asian: 15.1%, Pacific People: 8.1%, MELAA: 1.5%, Other: 1.2%

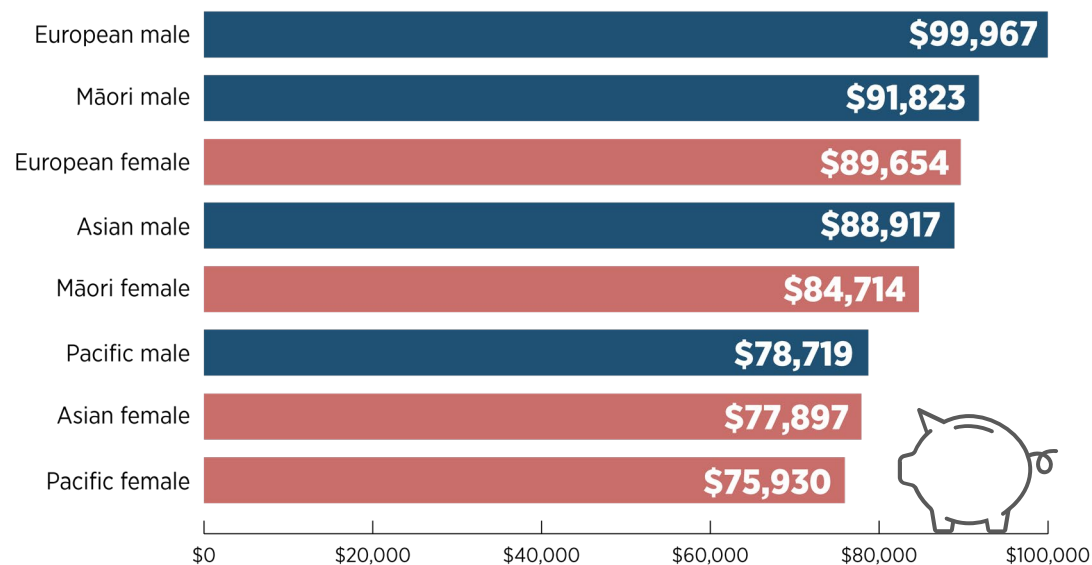
Overrepresentation in lower paid roles continues to be a driver of our gender pay gap.

Gender representation (%) within occupational groups



Underrepresentation in higher paid roles is one of the ethnic pay gap drivers.

Average income by ethnic group and gender (2023)



The gap between the lowest paid (Pacific female) and the highest paid (European male) persists and sits at \$24,037 — up slightly from \$23,648 in 2022.

We know more work is needed to accurately reflect Disabled and Rainbow identities, before being able to analyse any pay gaps these groups may experience. Work is underway to address this.

European and, to a lesser extent, Māori employees, are overrepresented in leadership roles, but Pacific and Asian employees are underrepresented.

Ethnicity	OVERALL			% Managers			% Leaders (Tiers 2 & 3)		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
European	42%	19%	60.9%	38%	28%	65.8%	44.1%	25.4%	69.5%
Māori	15%	5%	20.1%	15%	7%	21.8%	16.9%	8.5%	25.4%
Pacific	9%	5%	14.0%	6%	5%	11.1%	3.4%	1.7%	5.1%
Asian	8%	4%	12.5%	3%	3%	5.5%	0.0%	1.7%	1.7%
MELAA	1%	1%	1.7%	0%	0%	0.5%	0.0%	0.0%	0.0%
Other	2%	1%	3.4%	2%	2%	4.0%	1.7%	1.7%	3.4%

Progress made in reducing ethnic pay gaps for Māori, but not for other non-European groups.

Ethnicity	MEAN			MEDIAN		
	2021	2022	2023	2021	2022	2023
European	-15.4%	-11.9%	-11.5%	-7.8%	-6.6%	-5.0%
Māori	4.7%	3.9%	3.5%	-1.6%	1.1%	0.8%
Pacific	15.7%	16.1%	15.2%	7.3%	7.2%	6.8%
Asian	9.0%	8.8%	9.6%	6.4%	7.2%	6.1%
MELAA	6.2%	8.5%	13.2%	5.6%	4.7%	8.5%
Other	11.8%	-1.9%	-2.6%	8.3%	1.1%	-1.1%

European and Other have a negative average ethnic pay gap (in favour of that ethnicity). This means on average non-Europeans are earning 11.5% less than Europeans. Progress has been made in reducing ethnic pay gaps for Māori who have decreased from making 4.7% less than non-Māori in 2021 to 3.5% less than non-Māori in 2023. The Pacific and Asian pay gap have fluctuated between 2021 and 2023.

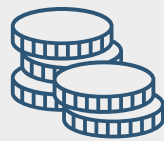
Progress against Kia Toipoto milestones

A snapshot of what we achieved in 2022/23



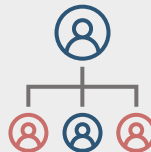
Transparency Te Pono

- Gender pay gap work programme published annually and reported to SLT quarterly.
- All HR and remuneration policies, including salary bands and appointing salary information, available on staff intranet.
- Pay gap action plan information easy to access and understand, enabling employees and leaders to recognise pay gap drivers and impacts.



Equitable pay outcomes Ngā Hua Tōkeke mō te Utu

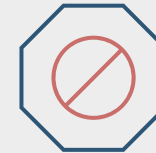
- Remuneration policy was reviewed to ensure it is fair, equitable and free from bias and discrimination (January 2023).
- Remuneration processes and recruitment resources reviewed and updated in line with gender pay gap guidance.
- Salary band information shared in all job advertisements.
- Continued annual equal pay reviews, to ensure gender and ethnicity are not a factor in salaries for the same or similar roles.
- Continued review and addressing of any unjustified pay gaps relating to gender or ethnicity in like-for-like roles.



Leadership & representation/ effective career & leadership development

Te whai kanohi i ngā taumata katoa/Whakawhanaketanga i te Aramahi

- Continued promotion of targeted leadership development opportunities for kaimahi through the Justice Sector Leadership Board. For example, Tu Mau Mana Moana, Rangatahi Māori Emerging Leaders programme, Aspire: Women's Leadership Development Programme and Public Service Pacific Mentoring Programme.
- Reviewing our leadership programmes to ensure they are inclusive and equitable.



Eliminating all forms of bias and discrimination

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

- Regular review of our HR policies to ensure alignment with our inclusion and diversity focus and commitment.
- Introduction of an unconscious bias e-module available to all kaimahi
- Continued training and development to build managers' understanding of remuneration and HR policies.
- Continue to build on and promote opportunities to build cultural competence through our Te Kokenga programme



Flexible-work-by-default Te Taunoa o te Mahi Pīngore

- Refreshed flexible working policy and guidance to be more aligned with the Te Kawa Mataaho Guidance: Flexible-Work-by-Default. This includes an escalation process for kaimahi to use if a flexible working request is declined, to ensure the policy supports normalisation of a more flexible workforce.
- Enhanced capability and knowledge of all People Experience Business Partners through training and education, to support the business with a more flexible workforce.
- Development and launch of online training on flexible working aimed at our leaders in the business. This is focused on:
 - **managing a flexible team** to provide tools and enable leaders and teams to get creative and access the benefits of flexible working
 - **Flex by Design**, to help unleash more flexible working opportunities for the medium and longer term.

Our approach moving forward



Our intent

We want to build on the progress we have made, re-energise our vision, and determine the key actions needed to continue to reduce pay gaps.

We need to continue to reduce pay gaps across the board, but particularly for Pacific and Asian kaimahi. Work must be done to understand and address the drivers of these pay gaps and a lack of representation for some groups at the leadership level.

Alongside this, we will focus on how we collect data. We want to repeat the success we had in collecting ethnicity data, to better understand the full identities of our kaimahi and their needs. This means a particular focus on Disability and Rainbow identities. We need to make sure we are asking the right questions, and building trust in our kaimahi so they feel safe to express their identities in the workplace.



Timeframes

Our Inclusion and Diversity strategy will be refreshed by the end of September 2024 and will include our integrated Kia Toipoto actions for FY 2024/25. Built into our strategy will be a framework for regular monitoring and reporting on progress, particularly to the Senior Leadership team, Employee Led Networks, the PSA and Te Arawhiti.



Our commitment to engagement

In 2024, we will combine our Kia Toipoto and Inclusion and Diversity Action Plans. By aligning this mahi more closely, we can strengthen our approach and deliver the best outcomes for our kaimahi.

Developing a new Inclusion and Diversity Strategy in 2024 provides us with an opportunity to undertake comprehensive and meaningful engagement with kaimahi. Kia Toipoto will form a significant part of this — working with our people to understand their experiences, issues they face and how we can address these and accelerate progress.

The strong foundation of quantitative data in this report will guide where and how we target our engagements. But data can only tell us so much. Rather than make assumptions, we need to work with our communities to understand what success looks like for them, and how we can support them to get there.

Engagement has started with our PSA national delegates and employee-led networks. We will be guided by them on what further meaningful engagements work for the kaimahi they represent.



Key outcomes

- Refreshed Inclusion and Diversity Strategy and associated Action Plan in line with Kia Toipoto milestones, the Māori, Pacific and Ethnic communities strategic focus areas and the Disability and Rainbow communities' four-point plans.
- Engage and collaborate with employee-led networks and PSA delegates to ensure actions are responsive to and reflective of the voices of Māori, Pacific, Ethnic, Disability and Rainbow communities.
- Focus on data and information to ensure we have a clear understanding of who our people are, to meet their needs and ensure they are represented. Making sure information connected with people's identities is collected, visible, accessible and used.
- Focus on pathways, progression and leadership of underrepresented groups, particularly Pacific and Asian communities.
- Continue with and embed work relating to the continuous improvement of recruitment and remuneration processes and practices - focusing on transparency and eliminating bias.



MINISTRY OF
JUSTICE
Tabū o te Ture


Te Arāwhiti
THE OFFICE FOR MĀORI CROWN RELATIONS

 Te Puna.
Aonui