



Kia Toipoto

Public Service Action Plan
for closing gender, Māori,
Pacific and ethnic pay gaps

As a Crown entity, Toka Tū Ake EQC is committed to building a diverse and inclusive workplace, including meeting the Public Service Kia Toipoto goals of making substantial progress toward closing gender, Māori, Pacific and ethnic pay gaps over the next three years.

Kia Toipoto, the Public Service Pay Gaps Action Plan 2021–2024, has 3 goals:

- 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 rainbow communities.

Implementing Kia Toipoto at Toka Tū Ake

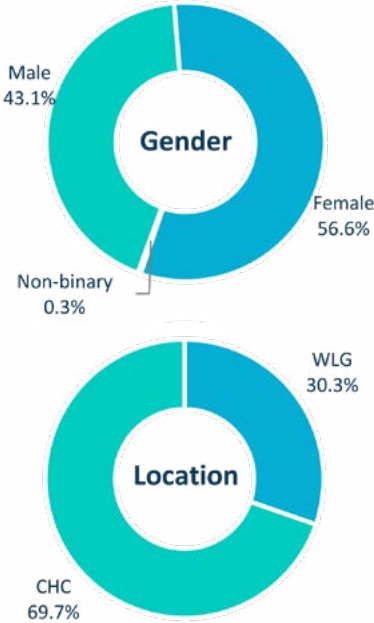
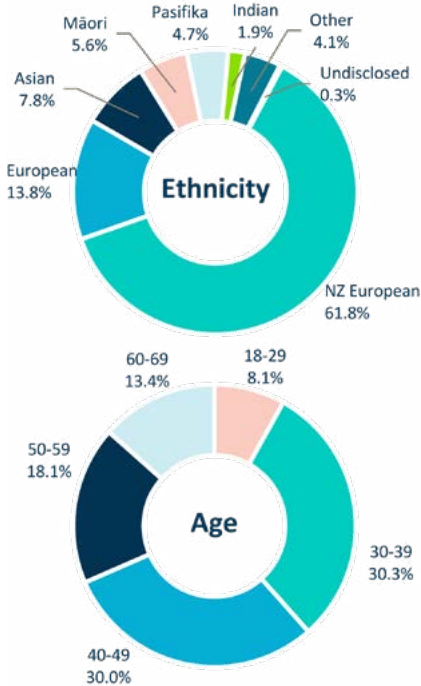
Toka Tū Ake is committed to the principles of Kia Toipoto and has made significant progress in recent years toward gender equity and through actions such as implementing and embedding a fully flexible workplace culture and ensuring development opportunities for women. Seventy percent of our Executive Leadership team are women.

Through our diversity and inclusion workplan, we have put actions in place to help achieve and sustain this reduction in our pay gaps and support the progression of our diverse communities, including reviewing our planning, policies, remuneration and recruitment processes.

We recognise there is more to do and have developed a Kia Toipoto plan which acknowledges our actions to date and makes the following commitments:

- publishing of our gender and ethnic pay gaps and our pay gap action plan each year
- ensure bias does not influence starting salaries or pay for employees in the same or similar roles
- improve gender and ethnic representation in our workforce and our leadership
- ensure equitable career pathways and opportunities to progress
- protect against bias and discrimination in HR and remuneration policies and practices
- continue to build cultural competence across our organisation.

Our workforce profile



Our overall workforce at 1 July 2023 comprises of 318 employees and is 24.8% non-European / Pākehā.

Our leadership cohort comprises of 40 employees and is 57.5% female, and 10% non-European / Pākehā.

Pay gaps

As of 1 July 2023, we have a workforce comprised of 55.7% female, with a gender pay gap of 5.64%

As at 1 July 2023 our ethnic pay gaps are:

Ethnicity	Hourly pay	Hourly pay - all other ethnicities*	Pay gap
European	58.96	50.12	-17.65%
Asian	48.90	58.02	15.71%

Ethnic Pay Gap at 1 July 2023

* Hourly rate of all other ethnic groups is averaged and calculated against the specific ethnic group being measured, to determine the mean pay gap, in line with the Equal Pay Commission’s guidelines.

Given the low numbers of employees in the Māori, Pacific and Middle Eastern / Latin American / African and Other ethnic groups, we have calculated these gaps but not published them. This is due to the employee numbers for each group being below the threshold to calculate robust statistical gaps, and in the interests of privacy and confidentiality.

For governmental consistency within reporting, we use [Statistics NZ ethnicity groups](#).

What our pay gaps tell us

- 24.8% of our workforce is from non-European ethnic groups, and 10% of our leadership cohort. This demonstrates the need to increase the diversity of our workforce, and to reflect that diversity in our leadership cohort.
- Because employee numbers of the Māori, Pasifika and ethnic groups are comparatively small, it is difficult to use more detailed data cuts to develop insights about the drivers of our pay gaps. We expect these gaps will reduce year on year through bringing greater diversity to our workforce, aligned with training and monitoring to ensure no unconscious bias is present in our recruitment and other people processes.
- We only have a small gender pay gap within our current workforce, and a larger proportion of females than males in our leadership cohort.

What we plan to do

We are committed to closing pay gaps and ensuring that our people are paid equitably to the increased diversity of our workforce, to increasing cultural awareness and to removing bias from our HR processes.

Toka Tū Ake has the following diversity and inclusion objectives and measures, which inform our Kia Toipoto mahi:

Objective	Measure
Demographic mix	Demographic mix compared to Public Service levels (by leadership tier, location and band) is improving year on year.
Attract	Increase in diversity of applicants by job type / location of 5-10% compared to 2022. Percentage of interviewees and appointments from under-represented groups increases by 5-10% from 2022.
Develop	Level of under-represented groups identified as talent is greater or equal to Toka Tū Ake general population. Quality Professional Development Plans and development spend is greater or equal to Toka Tū Ake general population.

Kia Toipoto Action Plan

Our Action Plan includes mahi and initiatives that will lead to the reduction (and eventual closure) of unwarranted gender and ethnic pay gaps, including unconscious bias training for all People Leaders, an inclusive approach to recruitment and Manaaki training focussed on understanding and working with people from different ethnicities.

Read our actions from the past year and our planned actions for 2023/24.

Commitment	2022 / 2023 completed actions	2023 / 2024 planned actions
Transparency	<p>Job matrix published internally, including positions and remuneration bands.</p> <p>Remuneration bands published internally.</p>	<p>Job matrix updated to reflect new positions and any band changes.</p> <p>Remuneration bands published internally for 2023 / 2024 Financial Year.</p>
Recruitment	<p>All People Leaders have completed unconscious bias training.</p> <p>Recruitment channels have been widened to include targeted channels for Māori, Pacific and other ethnic minorities.</p> <p>Recruitment advertising updated to reflect our commitment to diversity.</p>	<p>Tikanga training for hiring managers - appropriate meeting etiquette for Māori applicants.</p> <p>Unconscious bias and diversity training for hiring managers focused on recruitment.</p>
Remuneration	<p>All positions in organisation resized by external expert to ensure all remuneration bands are applied fairly.</p> <p>Review of remuneration across organisation to identify any unwarranted gender or ethnic pay gaps.</p> <p>2023 remuneration review executed - addressing of unwarranted paygaps one of the lenses applied.</p>	<p>Gender and ethnic pay gaps published.</p> <p>Regular monitoring to ensure equitable pay for the same or similar roles.</p> <p>HR to monitor remuneration increases and offers to mitigate risk of unconscious bias.</p>
Professional Development	<p>Talent and succession planning has been audited for bias.</p> <p>Talent and succession plus Professional Development Process have been updated to ensure development for under represented groups has been captured.</p> <p>Professional Development Plans have been updated.</p>	<p>Talent and succession planning relating to employees of ethnic backgrounds will be reviewed by a Māori People and Capability Advisor with support of the Te Ao Māori Strategy Implementation Group to ensure progression opportunities are being considered and available to Māori and other ethnic employees.</p> <p>Professional Development Plans belonging to employees of ethnic minorities will be reviewed by a Māori advisor to ensure a cultural lens has been applied to development discussions and opportunities.</p> <p>Manaaki training focussed on understanding and working with people from different ethnicities.</p>
Leadership	<p>Unwarranted gender and ethnic pay gaps in Executive Leadership layer have been closed.</p> <p>Talent and succession planning for leadership roles updated.</p>	<p>Cultural awareness training to ensure that the needs of our ethnic and diverse communities are advocated for at the executive level.</p> <p>Any vacancies within leadership roles will be recruited via a process which promotes diverse applications.</p> <p>Number of employees of under-represented groups identified for progression opportunities into leadership roles is equal or greater to the proportional representation of the organisation.</p>
HR Policies and Procedures	<p>Expectations on understanding of Crown entity obligations under Te Tiriti o Waitangi added to all position descriptions.</p> <p>Tikanga and Te Ao Māori added to core capability matrix.</p> <p>GenderTick™ has been achieved.</p>	<p>Human Resource processes and procedures will be reviewed by a Māori advisor. Any recommended changes to support cultural needs of employees from ethnic minority backgrounds will be implemented.</p>