

# **Kia Toipoto Action Plan 2022–2025**

**Closing Gender, Māori,  
Pacific and Ethnic Pay Gaps**



# Introduction

**Kia Toipoto is the Public Service Pay Gaps Action Plan, which focuses on closing gender, Māori, Pacific and Ethnic Pay Gaps to reduce workplace inequities.**

Papa Pounamu is designed to strengthen workplace diversity, inclusion and cultural competency with the goal of achieving better outcomes for all diversity groups. These programmes share common goals and are important to our Ministry and to our People. Due to this, we have chosen to combine these important focus areas in one plan.

We have had a positive and enthusiastic response to the invitation to collaborate on our Kia Toipoto plan. Representatives from our staff networks and the PSA played an active role in the kōrero. These included Ngā Uri o Kiwa – our Māori and Pacific Peoples Network and our Rainbow Network. Their input guided our areas of focus as well as providing new ideas to shape and achieve our goals.

So far in 2022, our successes have been:

- An increase in diversity at the senior leadership level with a new Samoan Chief Executive and two new Māori Deputy Chief Executives.
- Our tier three Leadership being 57% female.
- Asian and Pacific staff achieving progression within the Ministry.
- A large majority of people at Manatū Taonga utilising flexible or hybrid working opportunities.
- Increased diversity in new starters since 1 July 2022: 37.5% non-European

Using data from 30 November 2022, Manatū Taonga has 197 permanent and fixed-term staff. 73% are NZ European and so the numbers limit which ethnicity and gender statistics can be produced.

### Workforce representation (at 30 November 2022)

	Workforce %	All managers %	Leaders tier 1-2 %
<b>GENDER</b>			
Male	31.8	42	33
Female	67.2	58	66
Another gender	0.5	-	-
<b>ETHNICITY</b>			
European	73.1	75	50
Māori	13.2	21	33
Asian	5.1	-	-
Pacific Peoples	6.1	4	17
Middle Eastern/ Latin-American/ African	1.0	-	-
Other ethnic group	1.5	-	-

### Mean and median pay (FTE salary at 30 November 2022)

	Mean \$	Median \$
All staff	107,193	98,000
Men	111,438	103,847
Women	105,432	98,000
European men	117,851	104,530
European women	105,885	98,000

A key driver for our overall gender pay gap is occupational segregation with 75% of the lower salary quartile being female.

Based on mean FTE salary at 30 November 2022, the overall Ministry has a gender pay gap of 4.9%. (5.1% at 30 June 2021)

Excluding Managers, the pay gap for Māori staff is 7.5%

Year-on-year results show a downward trend for the gender pay gap at the Ministry since 2018. We aim to support this trend through regular monitoring of starting salaries to ensure bias is not affecting decisions. We will also build greater diversity at all levels and so together with the expectation of the Public Service Act (2020) for societal representation in Public Service, we have good guidance to focus Kia Toipoto activities at Manatū Taonga on:

**1. Te whai kanoahi i ngā taumata katoa**

Leadership and representation; and

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

Eliminating all forms of bias and discrimination

We're proud to present our Kia Toipoto plan for 2022–2025.

# Phase One: Setting Direction

---

Phase one references the first stages in the Whāinga Amorangi component of our plan to understand the development needs of our people and support capability uplift in Māori-Crown Capability. This year, we will prioritise learning in racial equity, Aotearoa New Zealand History and Te Tiriti o Waitangi.

# Kia Toipoto

## **Eliminating bias and discrimination**

Systems, policies and practices designed to eliminate bias.  
All staff learn cultural competence.

## **Leadership and representation**

Plans and targets to improve representation.  
Be substantially more representative of society.

## **Flexible work by default**

Equitable access to flexible-by-default working and it doesn't undermine career progression or pay.

## **Career and leadership development**

Career pathways and equitable progression opportunities.

## **Equitable pay outcomes**

Salaries are not influenced by bias. Monitoring to ensure gender and ethnic pay gaps do not reopen.

## **Transparency**

Publish plans and ensure easy access to HR and remuneration policies, including salary bands.

## **Our activities**

- People structure review 2023
- Cultural Competency Development: (Whāinga Amorangi) HR processes recognise Māori Crown capability as a core competency for leadership roles.
- Identify key policies and consider full review of these with a collaborative group to ensure no bias or discrimination.
- Embed learning about bias to ensure it is not a one-off tick box experience.
- Succession programme development with a focus on supporting Māori, Pacific and other minority groups into leadership and/or influencing roles.
- Recruitment Review to better support representation and minimise impact of bias, in process and decision making.
- Better representation on recruitment panels to support more inclusive recruitment decision making.
- Quarterly recruitment review panels to discuss applicants and decisions made to ensure bias does not impact us consciously or unconsciously.
- Ensure our remuneration system and decisions maintain consistency: all roles are evaluated and relativity conversations take place.

# Papa Pounamu

## Addressing bias

Have a bias learning solution. Identify and mitigate bias in workplace systems and structures.

## Cultural capability

Cultural competence learning. Leaders ‘walk the talk’ and champion cultural competency development.

## Inclusive leadership

Systems, policies and practices designed to eliminate bias and their impact is measured.

## Building relationships

Focus on people leaders building positive and inclusive relationships with their teams.

## Employee-led networks (ELNs)

Support and resource ELNs, leadership sponsors encourage and enable participation.

## Our activities

- Launch a new remuneration approach with bias mitigation education and guides for Leaders.
- Recognition and mitigation of bias learning included in employee induction.
- Implementation of Whāinga Amorangi Phase 1: Plan, prioritises learning in racial equity, Aotearoa New Zealand History and Te Tiriti o Waitangi.
- DCE-led workstream: Kaupapa Matua – Hononga – building capability for iwi engagement, partnerships and relationships.
- Leadership development focused on self-awareness; leading and coaching a diverse workforce through meaningful kōrero.
- Learning by International Association for Public Participation (IAP2) supporting effective stakeholder relationships.
- DCE-led workstream: Kaupapa Matua – Tangata: developing and retaining talent, creating Ministry-wide connections.
- DCE sponsors in place to fund and grow networks; promote participation and seek opportunities for meaningful engagement.

# What success looks like

- A ministry that values all people, with bias and discrimination not anywhere in our way of being.
- Increased societal representation, with a focus on Māori, Pacific and Asian representation.
- Access to hybrid working opportunities.
- Diversity and remuneration equity at all levels.
- A culturally confident workforce.
- Meaningful leadership representation with a focus on Māori and Pacific.
- Bias-free digital accessibility.
- Thriving networks that build communities and positively impact our workplace.
- A learning culture delivering tangible capability development.
- All our people feel treasured, safe and a sense of belonging.
- Cultural capability and indigenous practice is visible and celebrated throughout the Ministry.
- Confidence that bias does not impact our people.

## Measures

**Equity:** Manatū Taonga has an agreed 5-year pay equity plan and is on target, by the end of 2024.

**Review:** People and Culture have a cyclic programme of policy and process review designed to remove bias and build diversity, by mid 2023.

**Recruitment:** Manatū Taonga has a system for quarterly monitoring of recruitment decisions, by mid 2023.

**Representation:** Representation at all levels and outcomes of targeted progression. Aiming for societal representation by 2027.

**Accessibility:** Government Web Accessibility and Usability Standards and Accessibility Charter are met.