

NZGCP Kia Toipoto Action Plan.

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Kia Toipoto -
Public Service Pay Gaps
2021-24

The purpose of
Kia Toipoto

**Kia Toipoto is a
comprehensive
set of actions to
help close gender,
Māori, Pacific and
ethnic pay gaps in
the Public Service.**

This document outlines NZGCPs
action plan to address these gaps.

Kia Toipoto

Action Plan 2023.

KIA TOIPOTO FOCUS AREAS:

Equal pay outcomes - entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.

Leadership and representation - entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.

OUR CURRENT STATE:

- We regularly review starting salaries for same or similar roles for pay gaps.
- We have good gender representation across our workforce and tier 2 and 3 leadership roles. However, this is not reflected in the more senior tiers of our investment team.
- We have an ethnically diverse workforce although we do not currently have any Māori or Pacifica staff.

WHAT WE WILL DO OVER THE COMING YEAR:

- We will continue to regularly review starting salaries for same or similar roles for pay gaps for all working arrangements.
- We aim to maintain 50% women in our tier 2 and 3 leadership roles.
- We want to maintain our healthy ethnic diversity with a particular focus on Māori and Pacific representation.
- We will focus on developing and retaining our diverse talent and supporting their career development.

HOW WE WILL MEASURE SUCCESS:

- We undertake reviews as per our policies and no unjustifiable pay gaps are found across all work arrangements.
- We maintain at least 50% women in our tier 2 and 3 leadership roles.
- In 5 years, 2028 we have a workforce that better represents Aotearoa.

**KIA TOIPOTO
FOCUS AREAS:**

Leadership and representation - entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.

**OUR CURRENT
STATE:**

**WHAT WE WILL DO OVER
THE COMING YEAR:**

**HOW WE WILL MEASURE
SUCCESS:**

Recruiting for diversity...

- We will continue using the bias free Applied recruitment platform to hire diverse talent.
- We will ensure that our recruitment advertisements are gender neutral using the Applied platform.
- We will continue to seek out a broad range of channels and identify networks we can use to help us attract diverse candidates.
- Our selection pool is diverse and new hires maintain or add to our diversity.

**Building our culture to retain
+ develop diverse talent...**

- We will continue to build our organisational cultural competence through implementation of our online learning platform and te tiriti workshop.
- We will continue working on our inclusive culture through our DEI workgroup, flexible working, supporting career development and opportunities and annual survey information to identify how we have improved.
- Our team have greater awareness and understanding of the bicultural aspects of Aotearoa.
- Our survey scores on flexibility and development have increased.

**KIA TOIPOTO
FOCUS AREAS:**

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.

OUR CURRENT STATE:

- We have development plans in place for most people but these need to be refreshed, and we need to create development plans for our new joiners. We have career pathways within our investment and finance teams. However, due to our size, we recognise that some people may need to leave NZGCP to develop their careers. Despite our efforts, we have found it very challenging to recruit female experienced investment professionals and, assuming that continues, we will focus on ensuring that our current female investment team members are given appropriate career and professional development opportunities to ensure good gender diversity at senior levels within that team.

**WHAT WE WILL DO
OVER THE COMING
YEAR:**

- We will support the development of all our employees while they are with us.
- We will support people leaders to have effective career development conversations and assist our people with development plans.
- We will identify and promote learning opportunities internally including conferences, courses, potential external secondments etc.
- We will regularly promote our professional development policy.

**HOW WE WILL
MEASURE SUCCESS:**

- Our survey scores on performance development would show an increase.

**KIA TOIPOTO
FOCUS AREAS:**

By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.

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.

OUR CURRENT STATE:

- In 2021 we drafted new remuneration, recruitment and selection, and professional development policies to remove bias and discrimination. We commenced work in 2022 to increase Māori capability across NZGCP. Some of our leaders have undertaken inclusive leadership training.
- We have flexible working in place for all our staff. In Auckland and Wellington offices we have different working situations to suit our people and ensure we remain connected as a team

**WHAT WE WILL DO
OVER THE COMING
YEAR:**

- We will continue to review our HR policies with a focus to removing bias and discrimination.
- We will engage with our people as we review and develop policies.
- We will continue to implement our Māori capability training to build our cultural competency.
- We will re-examine our parental leave benefits to ensure they are as supportive of primary carers as we can make them.
- We will continue to review the effectiveness of our hybrid working and flexible working practices.

**HOW WE WILL
MEASURE SUCCESS:**

- Our HR policies and practices include proactive steps to remove bias in decision making.
- Processes for people related decisions are transparent.
- Our survey scores indicate that our people are satisfied with the amount of flexibility they're being provided and the team maintains its connectedness.

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