

NZGCP - Understanding our pay + ethnicity data.

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Kia Toipoto -
Public Service Pay Gaps
Action Plan 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 provides an
understanding of the purpose
of Kai Toipoto and what actions
NZGCP have made to help facilitate
positive change in line with this
action plan.

Understanding the
purpose of Kia Toipoto

Te whakamārama i te pūtake o Kia Toipoto

Understanding the purpose of Kia Toipoto.

Launched in November 2021, Kia Toipoto, the Public Service pay gaps action plan 2021–2024, has three goals, which are to;

- Make substantial progress towards 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

Kia Toipoto builds on the successful Public Service Gender Pay Gap Action Plan 2018–20, but goes wider than gender and extends to Crown entities. Kia Toipoto comes from the saying “Waiho i te toipoto, kaua i te toiroa | let us be united, not wide apart.” The name speaks to closing gaps and creating unity and fairness for all peoples.

By putting Kia Toipoto into action, agencies and Crown entities can achieve the expectations set out in the Public Service Act 2020 and the Government Workforce Policy Statement 2021. These require the Public Service to be a good employer and close gender and ethnic pay gaps. Under Kia Toipoto, agencies and Crown entities will;

- Publish their pay gaps in pay gaps action plans each year
- Ensure bias does not influence starting salaries or pay for employees in the same or similar roles
- Have plans to improve gender and ethnic representation in their workforce and leadership
- Develop equitable career pathways and opportunities to progress
- Protect against bias and discrimination in HR and remuneration policies and practices
- Build cultural competence
- Normalise flexible working

Agencies and Crown entities will engage with employees and unions in their work to close their gender and ethnic pay gaps.

Kia Toipoto is flexible, so small organisations can scale their work to reflect their size. It also aligns with the Public Service Papa Pounamu priorities, which are designed to strengthen workplace diversity, inclusion and cultural competency.

What do we mean by 'Pay Gaps'?

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It is not just about pay. They are the end product:

- Representation inequities e.g. over-representation in low paid occupations and under-representation in leadership
- Career breaks and flexible working stalling the careers of, mostly women
- Salary inequities from bias embedded in policies
- Bias and discrimination in behaviours and informal decision-making

Kia Toipoto is designed to help businesses address each of the drivers in a comprehensive and coordinated way.

NZGCP - Understanding our pay + ethnicity data.

As at 30 November 2022, we had twenty-one permanent and fixed term (fixed term period greater than three months) people. Our workforce profile shows us that;

- 52% of our people are women
- We have 38% women in our investment team
- Our support function has 75% women
- Four out of our five direct reports of the CEO are women
- We have 50% women leaders in Tier 2 and 3
- 57% of our people were not born in New Zealand
- Our people are 29% Asian and 19% South African
- None of our people identify as Māori or Pacific Peoples

We are committed to increasing the diversity within our team and commenced a partnership with TupuToa, a Māori and Pacific intern programme, in 2022. We currently have two interns working with us over the 2022/2023 summer period.

In the last two years, we have achieved the following in regards to the public service gender pay gap action plan. We have;

- Had every role evaluated and benchmarked by an independent external remuneration provider to ensure we are paying our people fairly and to remove bias and discrimination in pay decisions
- Used the external remuneration data to close pay gaps
- Reviewed our Remuneration, Recruitment and Selection, and other HR Policies and practices to remove bias and discrimination
- Increased the number of women in leadership roles and number of women in our investment team
- Continued to review our flexible working/hybrid working practices to ensure that they're fit-for-purpose.

NZGCP overview

The size of our organisation makes it difficult to produce meaningful gender or ethnic pay gap statistics. Any employee changes can significantly impact our pay gap statistics. However, we can consider other information and trends when assessing pay gaps within NZGCP, like our workforce profile, people data, remuneration and recruitment statistics. This information provides us with the following insights;

- We have five (38%) women in our investment team. This is a good improvement since November 2021 when we had two (18%) women in our investment team
- Within our investment leadership team, we now have one woman (33%) who was promoted into the role in April 2022
- In December 2021 we started using Applied Recruitment Platform (blind, skills based recruitment) for investment recruitment. Using this platform, we have recruited four women and three men into our investment team
- When compared to the most recent external benchmark salary data (September 2022), our people are paid well within the Board approved salary tolerance range of 85 – 115% of market median. Employees positioned at the lower end of the range (developing competence) are generally new to the role with an even spread across genders
- Since November 2021 we have recruited five women and four men across NZGCP
- A review of starting salaries since January 2021 showed no difference by gender with where people were appointed in the salary range. Equally, starting salaries for people in the same roles showed no unjustified pay gaps i.e pay gaps were due to differences in skill and/or experience.

Overall we have progressed well and will continue to monitor pay gaps and reduce inequity. Our focus remains on increasing the diversity within our teams and building a talent pipeline of Māori and/or Pacific Peoples to have a workforce profile that better represents New Zealand.

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