

# Gender Pay Gap action plan

## October 2021



Manatū Wāhine is committed to ensuring all of our people are able to achieve their full potential, by fostering a work environment which is free from all gender-based inequalities in line with the Public Service Gender Pay Principles and the Public Service Gender Pay Gap Action Plan 2018-2020 (which is currently being updated).

### Public service context

#### GENDER PAY PRINCIPLES

Working environments in the state sector are free from gender based inequalities. All employees are able to achieve their full potential regardless of their gender, and gender pay gaps are eliminated.

1. Freedom from bias and discrimination
2. Transparency and accessibility
3. Relationship between paid and unpaid work
4. Sustainability
5. Participation and engagement

#### PUBLIC SERVICE GENDER PAY GAP ACTION PLAN 2018-2020 MILESTONES

1. Equal pay
2. Flexible by default
3. There is no bias or discrimination in remuneration systems and human resource practices
4. Gender balanced leadership

Details of each milestone are set out on page two.

### About Manatū Wāhine

The Ministry is the Government's principal advisor on improving the lives of wāhine women and kōtiro girls in Aotearoa New Zealand. Our vision is that Aotearoa New Zealand is a great place to work for all wāhine women and kōtiro girls. To achieve our vision we are focused on four strategic outcomes:

- **Wāhine Māori** - Wāhine Māori have improved outcomes
- **Social and Economic Wellbeing** - All wāhine women and kōtiro girls enjoy economic security and thrive throughout their lives
- **Participation** - All wāhine women and kōtiro girls fully participate in society
- **Safety** – All wāhine women and kōtiro girls are safe from all forms of violence

To fulfil this role we are reliant on the strength and commitment of our team. As a Crown partner to Te Tiriti o Waitangi, our success also depends on growing our organisational capability to engage with Māori and to understand Māori perspectives.

Te Rōpū Whakarite Utu Ira Tangata The Gender Pay Taskforce is a jointly governed and funded partnership between Manatū Wāhine and Te Kawa Mataaho Public Service Commission focused on eliminating the gender pay gap in the public service and supporting the progress of pay equity claims.

The Ministry developed a Gender Pay Action plan in 2019/20 in collaboration with staff and the PSA following a process of participation and engagement. This plan was updated with actions in 2020/21 and again in 2021/22.

#### Who are our people?

As at 30 June 2021 we had 39 permanent and fixed-term people in our organisation. Our workforce profile tells us:

- **85%** of our people are **women**
- We have **80% women leaders** at Tier 2
- Our people self-identify their ethnic representation as the following: **69% European; 17% Māori; 15% Asian; 3% MELAA and 5% other**
- **All** of our Ministry's people have had access to **flexible working arrangements** (either formal or informal). Currently well over half our people have formal arrangements (eg part-time) and nearly all remaining people take advantage of having informal opportunities to work flexibly).

### We achieved the public service milestones

During 2020/21 we achieved all the milestones in the public service gender pay gap action plan. We have:

- Closed gender pay and ethnic pay gaps for our people in same or similar roles.
- Adopted a flexible-by-default approach to work. We reviewed and updated our flexible work policy. We enhanced guidance on flexible work including conversation guides to enable engagement at a team and cross-team level about flexible work.
- Reviewed our recruitment and remuneration processes and HR policies to ensure we align with Te Mahere Mahi Rerekētanga Ira Tangata the Public Service Gender Pay Gap Action Plan.
- Delivered unconscious bias training. As at 30 June 2021, 100% of our people leaders and 95% of our people have completed the training.

Detail of how we achieved the milestones, and how we will embed our new policies and practices and build on them, is set out on page two.

Looking at our information we can see:

- We have more women than men in our workforce, with more women holding leadership roles.
- We recruited 10 people between July 2020 and July 2021 all of whom were women, and over a third of these identified as Māori or MELAA, adding to the diversity of our team.
- During 2020/21 the Ministry reviewed like-for-like salaries for a second time and made a few corrections where small gender and ethnic gaps had re-emerged.
- A review as at 30 June 2021 of starting salaries for the previous 12 months showed no unjustified difference by gender or ethnicity for the same role.

Our efforts and actions under the Gender Pay Action Plan is driving change. Overall our information tells us that we don't have any unexplained inequity. Our focus for 2021/22 is on continuing to embed our practices to eliminate bias or discrimination in our remuneration system and human resources practices and to improve transparency and accessibility for our people. We will continue to monitor our impact with our actions.

The Ministry continues to champion diversity and inclusion initiatives across the public service, including through our work with Te Kawa Mataaho, and the implementation of *Kia Toipoto*, the Public Service Pay Gaps Action Plan.

# Gender Pay Gap action plan – October 2021

## Achieving the public service gender pay gap action plan milestones

Public Service milestone	How we achieved the milestones	How we'll embed and build on the milestones	How we will measure success
<p><b>Milestone 1   Equal Pay</b></p> <ul style="list-style-type: none"> <li>By the end of 2019 two thirds of agencies will have closed any gender pay gaps within the same roles</li> <li>By the end of 2020 all agencies will have closed any gender pay gaps within the same roles</li> <li>Pay Equity Principles are used to address Pay Equity claims in the Public Service (and State sector)</li> </ul>	<ul style="list-style-type: none"> <li>Since 2019 the People team have been involved in agreeing all proposed salaries to ensure gender is not a factor in pay for the same or similar roles. Since 2020 this gender lens has been additionally focused on ensuring no ethnic pay gaps are created or exist.</li> <li>A joint working group (PSA and Manatū Wāhine) was established in 2020 to provide a design for a new performance management and remuneration framework.</li> <li>The new performance management framework and the step-based remuneration system have been designed with the gender pay principles in mind.</li> <li>During 2021 the Ministry reviewed like-for-like salaries for a second time and made a few corrections where small gender and ethnic gaps had re-emerged. We have closed all of these gaps and are committed to preventing unjustifiable gaps from emerging again, and have put in place processes to ensure this.</li> <li>We also reviewed starting salaries for the previous 12 months to ensure gender was not a factor in any unjustified pay gaps.</li> <li>We publish the salary band for any advertised vacancies of roles.</li> </ul>	<ul style="list-style-type: none"> <li>Our People team will continue to provide active and early advice to ensure that gender and ethnicity are not factors in starting salaries. They will continue to monitor to ensure they are fair and equitable, and are not influenced by gender or ethnic biases.</li> <li>Having no rating scale eliminates potential for bias or subjectivity and focuses on regular coaching conversations as well as six-monthly look ahead conversations.</li> <li>The purposeful design of the step-based remuneration system allows for higher incremental percentages for initial steps in all bands, as well as higher percentage increases for the lower bands, in order to attempt to further close the gap between higher and lower paid. The binary approach to remuneration, means all individuals covered by the CEA will be eligible for any approved increases, unless they are on a performance improvement process, again eliminating potential for bias and subjectivity.</li> <li>Decisions about the placement in bands when we commence the new remuneration framework will also have proactive involvement from our People team to ensure we continue our focus on reducing bias.</li> <li>Further focus on reviewing current position descriptions to ensure content is correct and gender neutral; review job sizing, and conduct market comparison analysis with the aim of moving to a position where better comparisons can be made across other like for like public sector roles.</li> </ul>	<ul style="list-style-type: none"> <li>In the 2022 review of starting salaries and salaries within same bands we will find no unjustified pay gaps.</li> <li>We will have introduced a step-based remuneration system which allows greater transparency and ensures that the we are continuing to close the gap between higher and lower paid staff.</li> <li>We will continue to report our HR data quarterly to our Leadership team so that there is transparency in this.</li> </ul>
<p><b>Milestone 2   Flexible Work by Default</b></p> <ul style="list-style-type: none"> <li>By the end of 2019 at least 15 agencies will be piloting flexible-by-default approaches (i.e. treating all roles as flexible unless there is a good business reason for any role not to be). By 2020 all agencies will be flexible-by-default.</li> <li>Flexible options are equally available to men and women and do not undermine career progression or pay.</li> </ul>	<ul style="list-style-type: none"> <li>In 2020 we reviewed and updated our flexible work policy in consultation with staff and the PSA.</li> <li>We enhanced guidance on flexible work including conversation guides to enable engagement at a team and cross-team level about flexible work.</li> <li>All of our people have access to flexible working arrangements (either formal or informal).</li> </ul>	<ul style="list-style-type: none"> <li>We will continue to embed our policy and practices. We will support people and their managers with flexible working to build a positive culture and continue to help change perspectives around flexible working.</li> <li>We will improve our data capture and feedback on informal and formal flexible working arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>We will be better able to report our data on flexible working arrangements.</li> </ul>
<p><b>Milestone 3   No Bias or Discrimination in Remuneration Systems or Human Resources Practices</b></p> <ul style="list-style-type: none"> <li>By the end of 2018 there will be no gender pay gaps in starting salaries for the same roles.</li> <li>By mid-2020 all agencies will have remuneration systems and human resource practices designed to remove bias and ensure transparency.</li> <li>By mid-2020 all managers will understand the impacts of bias and be equipped to address them.</li> </ul>	<ul style="list-style-type: none"> <li>We reviewed a number of our HR policies and practices using the guidance to remove bias and discrimination, including our remuneration, recruitment, and parental leave.</li> <li>In 2020 we ran face-to-face unconscious bias training for all our people. In 2021 we ran an online unconscious bias training workshop and will be doing this for all our new staff by the end of July 2022.</li> <li>We have developed and submitted for endorsement our Whāinga Amorangi individual cultural capability plan. As at 30 June 2021, approximately 50% of staff had had some form of Te Tiriti training to build their knowledge of the history of bicultural relations in Aotearoa.</li> <li>We also use waiata, karakia and other tikanga practices to encourage and support the use of te reo Māori in the workplace.</li> </ul>	<ul style="list-style-type: none"> <li>We will continue to review our other HR policies with a focus to remove bias and discrimination and encourage diversity. We will engage with our people as we review or develop HR policies.</li> <li>We will create resources for leaders on mitigating bias to use with their teams on a quarterly basis to encourage reflection and action. We will provide unconscious bias training to new people either as part of their induction or within their first 6 months of employment. We will deliver inclusive leadership training to our people leaders.</li> <li>We have established a new role, and will engage a Director Māori Capability and Engagement to support the implementation of our Whāinga Amorangi individual cultural capability plan, and create the platform for the next stage of our plan.</li> <li>We will encourage people to provide us with demographic data (for example, gender identity, ethnicity, disability) by explaining how it is important it is so we can monitor the effectiveness of our policies.</li> </ul>	<ul style="list-style-type: none"> <li>HR policies and practices include proactive steps to remove bias in people related decision making. Processes for people related decisions are transparent.</li> <li>Our people, particularly our people leaders, understand what bias is and how to mitigate it. Bias mitigation strategies are used in all people related decisions.</li> <li>All of our leadership team have attended inclusive leadership training and a participated in a Te Tiriti framework wānanga on by the end of July 2022.</li> <li>All of our people have attended either the Wall Walk or some form of online or self-guided wānanga on the history of bicultural relations in Aotearoa by end of July 2022.</li> </ul>
<p><b>Milestone 4   Gender Balanced Leadership</b></p> <ul style="list-style-type: none"> <li>By the end of 2019 women will hold at least 50 percent of the roles in the Public Service's top three tiers of leadership.</li> <li>By the end of 2019 all agencies will set a target date and plan for achieving gender balance in their own top leadership positions.</li> </ul>	<ul style="list-style-type: none"> <li>We have 80% women in our tier two leadership roles, and 75% in combined tier two and three roles.</li> <li>The progression clause in our collective agreement has enabled three people to progress into more senior roles, and enables us to ensure that progression opportunities are equally available to all employees.</li> </ul>	<ul style="list-style-type: none"> <li>We will continue to monitor our goal of 70/30 gender balance in favour of women in leadership roles.</li> <li>We will seek to increase diversity in our leadership roles. We will advertise our vacancies to attract diverse people in line with our recruitment policy.</li> <li>We will develop a pipeline of diverse leaders. We will proactively promote leadership development opportunities, to all our people but specifically to women, and ethnic groups.</li> </ul>	<ul style="list-style-type: none"> <li>We had a goal to retain 70% women and 30% men as our gender leadership goal and we have exceeded this, with a ratio of 80:20 at Tier 2 in favour of women. We will at the least maintain our goal in 2023.</li> </ul>