

Diversity Equity & Inclusion Action Plan 2025/2026

Introduction

Papa Pounamu and Kia Toipoto are the Public Service Diversity, Equity & Inclusion and Pay Gaps Action Plans.

Papa Pounamu & Kia Toipoto have these focus areas:

- increase diversity at all levels, to reflect and deliver for the communities we serve
- 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, including for disabled people and members of Rainbow communities
- strengthen inclusion so that everyone feels respected, valued and able to achieve their potential.

Te Ara Ahunga Ora Retirement Commission is committed to fostering a diverse, equitable, and inclusive workplace. As part of this commitment, we actively implement and maintain the Papa Pounamu and Kia Toipoto frameworks.

In line with Public Service Commission guidance, we developed our Kia Toipoto Pay Gaps Action Plan in 2023 and provided an update on our progress in 2024. This document combines Papa Pounamu and Kia Toipoto plans and is our most recent update.

Our roadmap to creating a diverse and inclusive place to work

About us

Who we are?

We are a small Government Autonomous Crown Entity and our aim is to help improve the financial futures of the people living in New Zealand, so we can all enjoy a better retirement.

We focus on three areas: Retirement Income Policies, Retirement Villages and Financial Wellbeing.

- We raise public understanding and advise Government on policies that will enhance retirement outcomes for New Zealanders.
- We monitor the retirement villages regulatory framework on behalf of the Government and report on trends.
- We help New Zealanders think long-term to improve their financial outcomes and prepare for retirement.

Our people

As of 7 May 2025, our total headcount was 36 employees, comprising 33 full-time and 3 part-time employees.

As At 7 May our current organisations profile highlights the following:

- 81.1% of our employees are women.
- Women hold 60% of Tier 2 and 75% of Tier 3 leadership roles.
- Our organisation includes 12% Māori, 7% Pacific Peoples, and 7% Asian Employees.
- 12% of our Tier 2 and 3 leadership roles are held by Māori.
- Currently, we do not have Asian or Pacific Peoples represented in leadership roles.

Our values



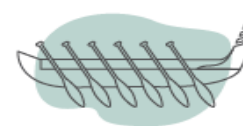
Kia manawanui

Let us be
big hearted



E tipu, e rea

We embrace
the best of both
worlds to flourish



Me hoe tahi

We paddle
as one



**He taonga
te pono**

We treasure
truth

Papa Pounamu and Kia Toipoto help agencies meet the requirements of the Public Service Act 2020 (especially sections 73 and 75), the Human Rights Act 1993, the Equal Pay Act 1972. They also help agencies to work with Māori, and to achieve equitable outcomes for Māori, as intended by Te Tiriti o Waitangi.

Understanding our pay gaps

Our small size means we do not meet the threshold to produce statistically robust gender or ethnic pay gap data. Even minor changes can significantly impact our pay gap statistics and even minor employee changes can significantly affect our results, making the data highly variable and less reliable for reporting.

While we are unable to publish formal pay gap data, we monitor a range of other indicators—such as workforce trends, demographic profiles, people data, and recruitment patterns—to track our progress. Based on this information, we observe the following:

- Women make up 81% of our workforce, compared to 19% men.
- Leadership roles are held by 71% women and 29% men.
- Given our small team size, even a single employee change can significantly shift these ratios.
- The number of male employees has increased steadily from 2020 to 2024 but has begun to decline in 2025.
- A review of individual salaries and position in range was completed as part of our 2024 remuneration process.
- Our gender pay gap has improved significantly since December 2020, with the current average gap reduced to 14%.
- Our ethnic pay gap has also improved since December 2020, with the current average gap at 14.4%.
- Since June 2020, Māori representation has ranged between 11% and 17%, currently sitting at 12% as of 31 December 2024.
- Pacific Peoples representation has ranged from 5% to 10%, currently at 7%.
- Asian representation has also ranged from 5% to 10%, currently at 7%.
- Overall, our ethnic representation is slightly below national population levels for Māori, Pacific Peoples, and Asian communities.

Our approach

Understanding our people's experiences, we have three employee-led networks (ELNs)—DE&I, Tūhono Wāhine, and He Huinga Rangatira—made up of employee from across the organisation, whom we regularly consult. Our Kaihautū provides strategic guidance and cultural leadership. In November 2024, Te Ara Ahunga Ora Retirement Commission conducted its annual DE&I survey, offering valuable insights into our workplace culture and helping the Leadership Team foster an environment where all employees can thrive. Alongside this plan, we have also developed an inclusive annual calendar of activities to raise awareness of topics identified by our ELNs and are currently drafting a Culture and Engagement Action Plan.



Diversity Equity & Inclusion Action Plan 2025/2026

Papa Pounamu & Kia Toipoto – Public Services DE&I and Pay Gaps action plan progress

Diversity

Focus area and milestones	Making Progress	Priorities for 2025/2026	Success indicators for 2025/2026	Status
<ul style="list-style-type: none"> Effective career and leadership Development 	All employees completed a leadership training programme in 2023/2024.	Focus on supporting leaders and employees to create individual development plans and foster a culture where career development conversations are encouraged.	100% of employees have individual development plans in place to support career growth.	Maintain and review
<ul style="list-style-type: none"> Cultural Competence 	<p>A successful and engaging cultural capability programme was implemented, with high participation from employees.</p> <p>Employees continue to engage in cultural competency training.</p>	<p>Maintain and strengthen our focus on Māori cultural capability, led by our Kaihautū.</p> <p>Key initiatives include the Hikina programme, Te Tiriti o Waitangi training, and ongoing te reo Māori lessons, supporting a continuous learning approach.</p>	Results from the June 2026 Cultural Capability Survey show that employees feel they are developing their cultural capability.	Maintain and review
<ul style="list-style-type: none"> Māori are represented at all levels of the workplace Māori have career pathways that support their aspirations Workforce and Leadership representation Fostering diverse leadership 	<p>We have Māori employees represented at all levels in our organisation.</p> <p>All Māori employees have development plans and funding for personal development.</p> <p>A Rautaki strategy has been developed, and an action plan is in place.</p>	<p>Maintaining Māori representation across all levels of the organisation.</p> <p>All Māori employees have individual development plans in place and have support to identify opportunities for personal development.</p> <p>The 2025/2026 Rautaki strategy action plan is implemented.</p>	<p>Māori representation is maintained or growing.</p> <p>All Māori employees have utilised their professional development fund.</p> <p>Rautaki strategy action plan is successfully implemented.</p>	Maintain and review
<ul style="list-style-type: none"> Eliminating bias and discrimination from recruitment policies and practices. 	<p>A dedicated 'Careers' page was launched on our website, highlighting our commitment to diversity, equity, inclusion, and flexible work practices.</p> <p>Our recruitment and selection processes are designed to be fair, transparent, and free from bias.</p>	<p>Continue to uphold fair, transparent, and bias-free recruitment practices.</p> <p>Review recruitment policies and procedures with guidance from our Kaihautū to ensure cultural responsiveness and inclusivity.</p>	We continue to attract candidates from diverse backgrounds, all of whom report experiencing a fair and inclusive recruitment process.	Maintain and review
<ul style="list-style-type: none"> Flexible workplaces and working from home 	A flexible working policy was implemented in alignment with Public Service Commission (PSC) guidelines.	Review flexible working and work-from-home arrangements to ensure they remain fit for purpose.	The flexible working policy reflects the Government expectations and the needs of both employees and the organisation.	Maintain and review

Equity

Focus area and milestones	Making Progress	Priorities for 2025/2026	Success indicators for 2025/2026	Status
<ul style="list-style-type: none"> Equitable pay outcomes Eliminating bias and discrimination from remuneration policies and practices. Transparency 	<p>Remuneration guidelines and employee presentations were delivered ahead of the salary review to promote transparency.</p> <p>Employees are aware of their remuneration data including their grade, salary range and position in band.</p>	<p>Publish our Diversity Equity & Inclusion Action Plan 2025/2026.</p> <p>Continue sharing salary information during recruitment.</p> <p>Ensure the remuneration process is open, transparent, and clearly communicated to all employees prior to the 2025/2026 salary review.</p> <p>All employees are aware of their remuneration data.</p>	<p>The Diversity Equity & Inclusion Action Plan 2025/2026 is published on our website.</p> <p>Candidates are informed of salary banding during recruitment.</p> <p>All employees understand our remuneration approach and processes.</p> <p>Remuneration review letters are sent to all employees confirming their remuneration data.</p>	Maintain and review
<ul style="list-style-type: none"> Equitable pay outcomes Working purposefully and with good intention to achieve equitable pay 	A remuneration policy was developed, approved, and communicated. It outlines our approach to fair, transparent, and bias-free remuneration processes.	<p>Maintain and review the remuneration policy to ensure the approach remains fair, transparent, and free from bias.</p> <p>Continue monitoring position-in-range (PIR) by gender and ethnicity during annual remuneration reviews.</p>	Annual remuneration reviews confirm that salaries are equitable and free from bias.	Maintenance and review
<ul style="list-style-type: none"> Ensuring that starting salaries and salaries for the same and similar roles are not influenced by bias 	A structured remuneration process was implemented, informed by market benchmarking and job evaluation methodologies, to ensure equitable, unbiased starting salaries and consistency across existing roles.	Ensure consistent application of remuneration processes to ensure employees are paid fairly, reasonably and free from bias.	Starting salaries and salary changes are fair, and free from bias.	Maintenance and review

Inclusion

Focus area and milestones	Making Progress	Priorities for 2025/2026	Success indicators for 2025/2026	Current status
<ul style="list-style-type: none"> Eliminating all forms of bias and discrimination 	<p>All employees completed unconscious bias training in 2023.</p> <p>HR policies were reviewed in 2023 to identify and remove potential bias, discrimination, and barriers.</p> <p>People-related policies and practices now include proactive measures to eliminate bias in areas such as recruitment, progression, and remuneration. Decision-making processes are transparent.</p>	<p>Conduct a review of policies and practices in collaboration with our Kaihautū, with a focus on enhancing inclusivity through a Te Ao Māori lens.</p>	<p>Policies and procedures are inclusive and reflect diverse perspectives, ensuring equitable outcomes for all.</p>	<p>Maintain and update</p>
<ul style="list-style-type: none"> Employee Led Networks (ELN) 	<p>Our employee-led networks include:</p> <ul style="list-style-type: none"> Diversity, Equity & Inclusion Tūhono Wāhine He Huinga Rangatira <p>These groups are made up of employees from across the organisation.</p>	<p>Support ELNs people networks to lead and implement their own action plans.</p> <p>Leverage their knowledge and experience as key stakeholders in improving our people practices and gain insights on important issues.</p>	<p>ELN groups feel supported, empowered, and have a recognised voice across the organisation.</p> <p>Culture and engagement survey shows strong inclusion results.</p>	<p>Maintain</p>
<ul style="list-style-type: none"> Build a positive work environment 	<p>An annual Culture and Engagement survey is in place to understand our culture and action plans have been developed to continuously improve.</p>	<p>Complete 2025/2026 Culture and Engagement survey and develop an annual action plan.</p>	<p>Culture and Engagement survey results show strong results around building a positive inclusive work environment.</p>	<p>In progress</p>

In Summary

Our key initiatives include employee-led networks, cultural capability programs, fair recruitment practices, flexible working policies, and transparent remuneration processes. The plan emphasises the importance of eliminating bias and discrimination in all aspects of the workplace. Our roadmap for 2025/2026, outlines priorities, success indicators, and ongoing efforts to maintain and review current practices to ensure they remain inclusive and equitable.