

Introduction

Kia Toipoto is the Public Service Pay Gaps Action Plan, focusing on closing gender, Māori, Pacific, and ethnic pay gaps, accelerating progress for women, and creating fairer workplaces for all.

Kia Toipoto has six focus areas:

1. Transparency
2. Equitable pay outcomes
3. Leadership and representation
4. Effective career and leadership development
5. Eliminating all forms of bias and discrimination
6. Flexible work-by-default.

Kia Toipoto is part of the wider diversity, equity and inclusion environment and builds on the successful Public Service Gender Pay Gap Action Plan 2018–20.

The following outlines how Te Ara Ahunga Ora Retirement Commission is working towards achieving the goals of Kia Toipoto.

About us

Who are we?

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

At 31 December 2023, we had a headcount of 33 permanent employees and one fixed-term employee. This includes 32 full-time and 2 part-time employees. Our current workforce profile tells us:

- Our people are 76% women
- Women make up 80% of our tier 2 leadership roles and 77% of our tier 3 leadership roles
- Our people are 17% Māori, 5% Pacific People, 7% Asian
- We have 11% Māori employees employed in tiers 2 and 3 leadership roles
- We currently do not have Asian or Pacific representation in leadership roles.

Our values



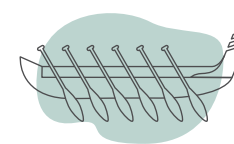
Kia manawanui

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

Understanding our pay gaps

Our small size means we do not meet the threshold to produce statistically robust gender or ethnic pay gap statistics. Changes in our staffing (even small changes) can significantly impact our pay gap statistics and make our figures volatile. Since we cannot report our pay gap data, we use other information, such as trends, our workforce profile, people data and recruitment statistics, to help indicate our progress. Looking at our information we can see:

- We have more women than men in our workforce, with more women holding leadership roles.
- Women in leadership positions in our workforce is proportional to our overall workforce representation.
- The number of male employees declined between June 2020 to December 2022 and has increased between December 2022 to December 2023.
- A review of starting salaries from 31 December 2020 showed no difference for ethnicity or gender.
- Our gender pay gaps have significantly improved since December 2020 with the current average pay gap at -0.8%.
- Our ethnic pay gap has also significantly improved since December 2020 with the current average pay gap at 13%.
- Since June 2020, the representation of Māori employees has ranged from 11% to 17%, and is currently at 17% (at 31 December 2022); the representation of Pacific employees has ranged from 5% to 10%, and is currently at 5%; the representation of Asian employees has ranged from 5% to 10%, and is currently at 7%.
- Overall, our ethnicity representation falls slightly behind the NZ population for Pacific Peoples and Asian but is higher for Māori.

Our approach

This action plan sits alongside our broader Diversity, Equity and Inclusion (DEI) Strategy and Action Plan. We have a DEI working group currently made up of eight employees from across the organisation. A draft of our DEI Action Plan was developed by this working group, in consultation with all employees. This pay gaps action plan was developed in a similar manner, before a final draft was presented to our leadership team. Both action plans were informed by findings from an all-staff DEI survey that 81.6% of employees completed



Achieving the Kia Toipoto pay gaps milestones



Kia Toipoto focus area and milestones	Planned actions 2023	Success factors for 2023 actions	Current status
Te pono - Transparency	Our 2022 annual pay gaps action plan will be published by 28 April 2023.	Our pay gaps action plan is published on our website by 28 April 2023.	Completed.
	Salary ranges will be included in job adverts.	From 1 July, salary ranges will be published on our job adverts.	Incomplete. Our small organisation size means that the risk of publishing salary ranges outweighs the potential benefits.
	Remuneration guidelines and staff presentations will be completed prior to the 2023 salary review.	All staff have a good understanding of our approach to remuneration and understand the remuneration processes in our organisation.	Completed.
Ngā hua tōkeke mō te utu - Equitable pay outcomes	All employees participate in unconscious bias training.	Bias training is delivered. We understand what conscious and unconscious bias is and how to mitigate it. Bias mitigation strategies are included in people policies and are used in all people related decisions.	Completed.
	A remuneration policy is developed, approved and communicated. The policy outlines our approach to remuneration, and includes remuneration processes that are fair, transparent and bias-free	A bias-free remuneration policy is approved by the Leadership Team. All employees understand our remuneration policy and processes.	Completed.
Te whai kanohi i ngā taumata katoa - Leadership and representation milestone	Continue to support our ELNs, including running a review of our recruitment and selection processes and policies in line with Kia Toipoto guidance.	Our recruitment and selection processes are fair, transparent and bias-free.	Completed.
	Develop a 'careers' page on our website, showcasing our diversity, our approach to DEI and flexibility.	A careers page on our website is developed, which showcases our diversity and DEI work.	Completed.
	Employ a Māori or Pacific intern through TupuToa for 2023/24.	A Māori or Pacific intern is successfully integrated into our organisation; the intern has a rich learning experience.	Completed.

Achieving the Kia Toipoto pay gaps milestones



Kia Toipoto focus area and milestones	Planned actions 2023	Success factors for 2023 actions	Current status
<p>Te whakawhanaketanga i te aramahi</p> <p>-</p> <p>Effective career and leadership development</p>	<p>Continue to support our ELNs, including running a networking event, supporting new proposals for parental leave benefits and wāhine focussed PD.</p>	<p>Our ELNs feel supported, achieve their goals and maintain a committed membership.</p>	<p>Completed.</p>
	<p>Develop a progression policy.</p>	<p>Our progression processes are clearly articulated and understood by all employees.</p>	<p>Incomplete. Our small organisation size means there are limited progression pathways. Instead, we focus on individual and organisational professional growth and development.</p>
	<p>Continue our focus on Māori cultural capability.</p>	<p>A successful and engaging cultural capability programme is developed and run, which is attended by all employees. Employees continue to participate in weekly te reo Māori classes.</p>	<p>Completed.</p>
<p>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki</p> <p>-</p> <p>Eliminating all forms of bias and discrimination</p>	<p>All employees participate in unconscious bias training.</p>	<p>Bias training is delivered. We understand what conscious and unconscious bias is and how to mitigate it. Bias mitigation strategies are included in people policies and are used in all people related decisions.</p>	<p>Completed.</p>
	<p>Review HR policies to remove bias, discrimination and barriers (where they might exist).</p>	<p>People policies and practices include proactive steps to remove bias in people related decision making, for example recruitment, progression and remuneration. Processes for people related decisions are transparent.</p>	<p>Completed.</p>
<p>Te taunoa o te mahi pīngore</p> <p>-</p> <p>Flexible-work-by-default</p>	<p>Review our workplace flexibility policy taking into account themes emerging from our annual engagement survey.</p>	<p>An updated flexible working policy that meets the needs of employees and our organisation.</p>	<p>Completed.</p>