

# Gender Pay Gap action plan

## May 2020



We want to make a difference for New Zealanders. We care about closing the gender pay gap. It's the right thing to do and it aligns with our values. That's why we're committed to meeting the Public Service Gender Pay Gap Action Plan.

### 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 <sup>(1)</sup>

##### Equal pay

- By the end of 2019 two thirds of agencies will have closed any gender pay gaps within the same roles
- By the end of 2020 all agencies will have closed any gender pay gaps within the same roles
- Pay Equity Principles are used to address Pay Equity claims in the Public Service (and State sector).

##### Flexible by default

- 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
- Flexible options are equally available to men and women and do not undermine career progression or pay.

##### There is no bias or discrimination in remuneration systems and human resource practices

- By the end of 2018 there will be no gender pay gaps in starting salaries for the same roles
- By mid-2020 all agencies will have remuneration systems and human resource practices designed to remove bias and ensure transparency
- By mid-2020 all managers will understand the impacts of bias and be equipped to address it.

##### Gender balanced leadership

- By the end of 2019 women will hold at least 50% of the roles in the Public Service's top three tiers of leadership
- By the end of 2019 all agencies will set a target date and plan for achieving gender balance in their own top leadership positions.

(1) Gender Pay Gap 2018-2020 Action Plan agreed by Government, Public Service Chief Executives and the Public Service Association.

### About us

**Who are we?** We are a small government agency that works across the social system. We take a broad view, looking at issues that New Zealanders face which do not fit neatly into the work of a single agency. We are specialised, nimble and innovative. This allows us to get actionable insights to decision makers, and ensure that real people – whānau and communities – are involved in and benefit from the work we do.

**Who are our people?** We have 38 permanent and fixed term people. As at February 2020 our workforce profile tells us:

- Our people are **59% female**
- We have **50% female leaders** in Tier 2 and 3
- 22% of our people work part time – with a **50/50 split** between men and women
- Our people are **18.8% Māori** and **9.4% Asian**.

### Gender Pay Gap

Our size means we do not meet the threshold to produce meaningful gender pay gap statistics. Changes in our staffing (even small changes) can impact significantly on our gender pay gap and make our figure volatile. Since we cannot report our gender pay gap, we use other measures, such as our workforce profile, people data and recruitment statistics, to help indicate our progress.

In understanding the drivers of our gender pay gap we have looked at our people data. We can see that we have a higher percentage of women in roles in lower salary bands, known as occupation segregation. This is likely to impact on our gender pay gap. We will focus on this as we implement our 2020 Action Plan through:

- the development of our recruitment policy
- the implementation of our new progression policy which applies to people in graduate and advisor level roles
- actively promoting leadership development to women, other genders and ethnic groups.

### Our approach

We worked with our people and the PSA to review our 2019 Gender Pay Gap action plan and develop our plan for 2020. And, we will continue to work with our people as we implement our 2020 plan. Our plan focuses on a gender pay gap but we know our actions will positively impact more broadly, for example on any ethnic pay gaps.

Our leadership team are committed to meeting the Public Service Gender Pay Gap Action Plan milestones and delivering this plan. The Director Organisational Performance is the sponsor of the plan and has specific responsibility to ensuring it's implementation. We are realistic and know we cannot achieve everything at once. We prioritise areas where we think we need to do the most work. We will build on current good practices and implement new practices.

### Our values

**Our values underpin our plan.** Our values are aligned with closing the gender pay gap and we use our values and the Gender Pay Principles to guide our approach.



**Tāngata**  
We're about people

People will do better, sooner and for longer, when the social system works in partnership, acting on better evidence to develop and deliver services.



**Manawa Māui**  
We are a catalyst for change

We challenge the status quo constructively and seek better ways of doing things. We help create change to improve lives through different approaches.



**Taunakitanga**  
We influence through evidence

We use evidence to influence positive change for New Zealanders.



**Puaretanga**  
We're transparent by nature

We will share what we're doing, how we're doing it, and what we learn

### Our focus areas for 2020

As an agency we will continue to implement areas from our 2019 plan:

- Delivering unconscious bias training and embedding mitigation strategies into our HR practices.
- Developing internal metrics and monitoring.
- Developing recruitment policy and practices.

We will also focus on:

- Formalising our process for reviewing gender pay gaps within same roles.
- Developing flexible by default policy and supporting resources.
- As HR policies are reviewed removing any bias or discrimination and encourage diversity.

Tātou, our diversity and inclusion strategic plan, includes additional actions to help us build a positive and inclusive culture.

# Gender Pay Gap action plan

## May 2020



### Our progress against the Public Service gender pay gap action plan milestones

Public Service milestone	Our current state	How we'll achieve the milestone	How will we measure success?
<b>Milestone 1   Equal Pay</b> <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>We reviewed salaries within the same roles (by using salary bands) during the 2019 remuneration review for any gender pay gaps and made corrections where necessary.</li> <li>We need to formalise the process for the 2020 remuneration review.</li> </ul>	<ul style="list-style-type: none"> <li>We will develop an annual process for reviewing gender pay gaps within the same bands. We will do this using the expertise of our people to ensure our process is analytically robust.</li> </ul>	<ul style="list-style-type: none"> <li>Process implemented by June 2020 and any necessary corrective actions taken.</li> <li>This will result in no gender pay gap within same roles.</li> </ul>
<b>Milestone 2   Flexible Work by Default</b> <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)</li> <li>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>Our survey showed a large number of our people work flexibly (either formally or informally). We are currently developing a flexible by default policy to provide a consistent approach and will develop materials to support successful flexible working.</li> <li>We joined the SCC Flexible Work by Default Pilot in mid 2019.</li> <li>Our parental leave policy provides for people on parental leave to be included in the annual remuneration review.</li> </ul>	<ul style="list-style-type: none"> <li>We will develop a flexible by default policy that works for our organisation. We will develop supporting resources to support people and their managers and build on our positive culture.</li> </ul>	<ul style="list-style-type: none"> <li>Policy and resources developed by June 2020.</li> <li>Our policy and resources will respond to themes arising from our baseline survey. When we run our survey again it will demonstrate that people have seen improvement through our actions.</li> </ul>
<b>Milestone 3   No Bias or Discrimination in Remuneration Systems or Human Resources Practices</b> <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>Our remuneration policy and performance frameworks were developed in 2019 with a focus to remove bias and discrimination.</li> <li>We have a schedule to review and develop HR policies. Removing any bias and discrimination from practices is a key focus.</li> <li>In October 2019 we had a speaker on unconscious bias. We are planning unconscious bias training for quarter four of 2019/2020. We will need to consider how we deliver this training if, as an organisation, we are working from home.</li> </ul>	<ul style="list-style-type: none"> <li>We will continue to review and develop 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 deliver bias training on a regular basis. We will embed bias mitigation strategies into our HR practices and decision making processes to reinforce messages and change behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>Human resources 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. We will measure the perception of our people on transparency through a survey.</li> <li>Bias training is delivered. We understand what conscious and unconscious bias is and how to mitigate it. Bias mitigation strategies are used in all people related decisions.</li> </ul>
<b>Milestone 4   Gender Balanced Leadership</b> <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 achieved balance in our tier two and three leadership roles.</li> </ul>	<ul style="list-style-type: none"> <li>To maintain this, we will regularly monitor our gender balance in leadership roles and have this as a consideration when developing our recruitment policy.</li> <li>To develop a pipeline of women leaders we will proactively promote leadership development opportunities, such as aspiring leader programmes, to all our people but specifically to women, other genders and ethnic groups.</li> </ul>	<ul style="list-style-type: none"> <li>We maintain gender balance in tier two and three leadership roles.</li> <li>We aim to retain 50 percent women in leadership roles but recognise a ratio of 40:40:20 is realistic given our size and the natural flow of people into and out of our organisation. This ratio refers to 40% men, 40% women and 20% of either and/or other genders.</li> </ul>