



Kia Toipoto **Pay Gap Report** **& Action Plan**

As at 30 June 2022



Te Tira Tiaki
Government Communications
Security Bureau

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Introduction

Diversity and Inclusion commitment

Reducing our gender pay gap (GPG) has been a priority for our organisation since 2017. We committed to this in our first joint Diversity and Inclusion (D&I) Strategy 2017-2020 with the NZSIS. We continue this commitment in our refreshed joint D&I Strategy 2021-2025 with the NZSIS.

Targets

We have a GPG target of no more than 5%. We measure this by comparing the average salary of males to the average salary of females at an organisation-wide level.

We also have a 0% target for “like for like” roles. Like for like in the GCSB means same role, same band and performance level, with comparable tenure.

First GPG Action Plan

Te Kawa Mataaho | Public Service Commission established the GPG Action Plan for all public sector agencies in 2018 with goals and expectation across four areas:

- Equal pay
- No bias or discrimination in remuneration systems or human resource practices
- Flexible by default
- Gender based leadership.

In support of this we developed an action plan with a range of initiatives underpinning the four focus areas.

We review and update our action plan annually. Each year we include new data to show our progress, provide updates on actions from the previous year, and detail new actions for the coming year.

Evolving action plan

Recently we have started measuring ethnic pay gaps alongside gender. This aligns with the latest 2022 Kia Toipoto guidance from Te Kawa Mataaho.

Kia Toipoto is a three-year action plan focused on addressing all equal pay gaps. This includes gender, Māori, Pacific, ethnic, and other minority groups (i.e. Rainbow and disabled communities).

There are now six focus areas in Kia Toipoto:

1 **Nga Hua Tōkeke mō te Utu | Equal Pay outcomes**

2 **Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki | Eliminate all forms of bias or discrimination**

3 **Te Taunoa o te Mahi Pīngore | Flexible work by default**

4 **Te whai kanoahi ngā taumata katoa | Leadership and representation**

5 **Te Pono | Transparency**

6 **Te Whakawhanaketanga i te Aramahi | Effective career and leadership development**

Engagement with our people

To support Kia Toipoto we established an NZIC Kia Toipoto Working Group (KTWG) in August 2022. The KTWG has representation from our staff networks and associations across the GCSB and NZSIS. Membership includes:

- People and Capability
- Women in the NZIC
- Kahikatea
- Women in Tech
- Tagata Pasefika in Intelligence
- Neurodiversity Support Group
- Standing Out
- Military Support Network
- Pan-Asian Network of the NZIC
- Public Service Association
- Bureau Staff Association
- Other interested parties.

The KTWG met weekly for seven weeks. They explored definitions of equal pay versus pay equity, delved into data to understand our pay gaps and drivers, and collaboratively developed a plan for the future.

The KTWG were crucial in the development of our Kia Toipoto plan and will be actively involved in progressing this work.

Definitions

Equal pay

People earning the same salary for jobs of equal value.

Gender Pay Gap

Compares the average salaries of males to the average salaries of females.

Ethnic Pay Gap

Compares the average salaries of an ethnic group to the average salaries of people who do not identify with that ethnic group.

Average pay gap

Compares the average salaries of one group to the average salaries of another group.

Median pay gap

Compares the difference in middle salary (50% of employees earn more or less than this number) between one group and another. For example:

- Gender: we would compare the middle salary of males to females.
- Ethnicity: we would compare the middle salary of an ethnic group to those who do not identify with that ethnic group.

Our 2022 Kia Toipoto report

In this report, you will find:

- Gender and ethnicity demographic data
- Gender and ethnicity pay gaps
- Drivers of our pay gaps
- Progress on what we have done since 2018
- What we will do in the short and medium term.

GCSB demographics

All data presented in this report is at 30 June 2022.

Gender

At 30 June 2022 females represented 37.9% of our workforce and 63.2% of our senior leaders.

	Workforce representation	Senior leaders tiers 1-3
Gender		
Male	61.1%	36.8%
Female	37.9%	63.2%
Another Gender	0.2%	-
Undisclosed	0.8%	-

One of the key goals in our D&I Strategy 2021–2025 is to increase our representation of women by 1 percentage point a year (4 percentage points by 2025). Since 30 June 2021 we have increased representation of women by 3 percentage points from 34.9% to 37.9%.

We also aim to have at least 50% of senior leadership represented by females. This has continued to be a strength for us over the last five years.

Ethnicity

Increasing ethnic diversity is another key focus of our D&I Strategy 2021-2025. We aim to increase the ethnic diversity of our workforce by 1 percentage point every year (4 percentage points by 2025). We were able to increase our ethnic diversity by 3 percentage points over the past year and 6.7 percentage points since 2017.

Since 30 June 2021 our two largest increases were in Māori representation (1.9 percentage point increase) and Pacific Peoples representation (0.6 percentage point increase).

	Workforce representation	Senior leaders representation tiers 1-3
Ethnicity		
European	74.6%	78.1%
Māori	9.1%	21.9%
Asian	7.3%	-
Pacific Peoples	3.2%	-
Middle Eastern/Latin American/ African	1.6%	-
Other	0.2%	-

Note: the calculations cover the number of employees who identify themselves as having a certain ethnicity. They are measured by taking the number of people who identify themselves as being in that ethnic group divided by the number of people who have provided an ethnicity. A person may identify with multiple ethnicities. This means the total of all percentages can add up to over 100%.

Disclosure rates

92.7% of our workforce have disclosed at least one ethnicity. For senior leaders the disclosure rate is 84.2%.

A 92.7% disclosure rate does exceed the 90% targeted rate for robustness of analysis. However, in the next 12 months we want to:

- Improve the disclosure rate of staff who identify with multiple ethnicities
- Provide clear communication to staff on the purpose and importance of collecting this information.

GCSB Pay Gaps

Gender pay gap

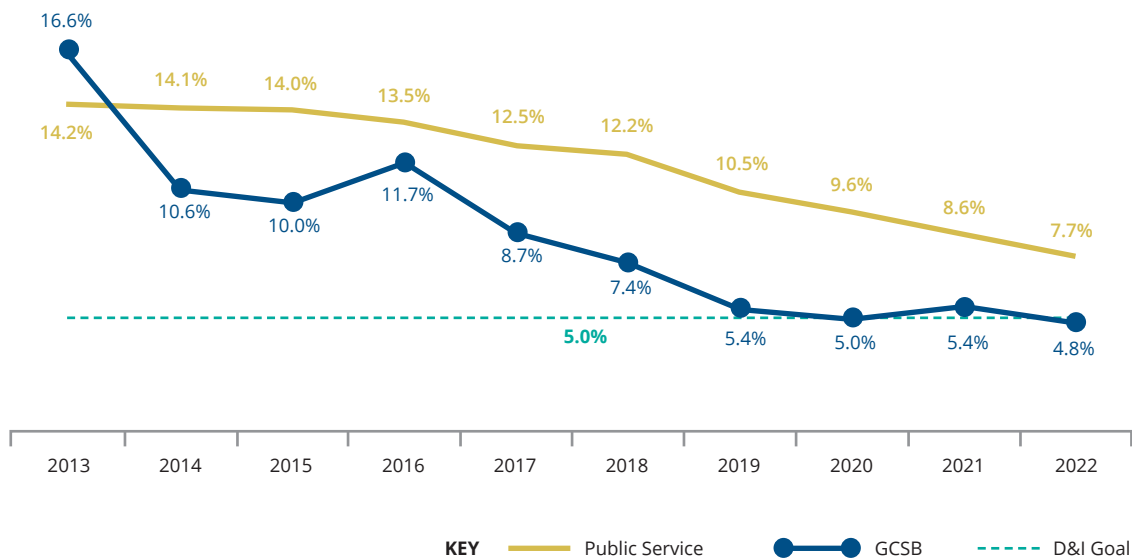
We have eliminated the GPG for like-for-like roles and met our current goal of 5%. At 30 June 2022 our GPG was 4.8%. This is a 0.6% decrease from last year and a 6.9 percentage point decrease since 2016.

GCSB Gender Pay Gap – 30 June 2022

Average	Median
4.8%	6.8%

We continue to have a significantly lower GPG when compared to the Public Service average (7.7%). Our median gender pay gap (6.8%) is 2.4 percentage points lower than New Zealand's (9.2%)¹.

GCSB Average Gender Pay Gap (2013 – 2022)



¹ As per Stats NZ Labour market statistics (income): June 2022 quarter

Ethnic Pay Gaps

This table shows the average and median pay gaps for staff who identify with the following ethnicities.

Ethnicity	Average	Median
European	-5.5%	-1.8%
Māori	4.6%	12.5%
Asian	6.2%	-0.3%
Pacific Peoples	*	*
Middle Eastern/Latin American/African	*	*

* Pay Gap information has been withheld as there are less than 20 staff members who have self-identified with this ethnic group in our payroll system.

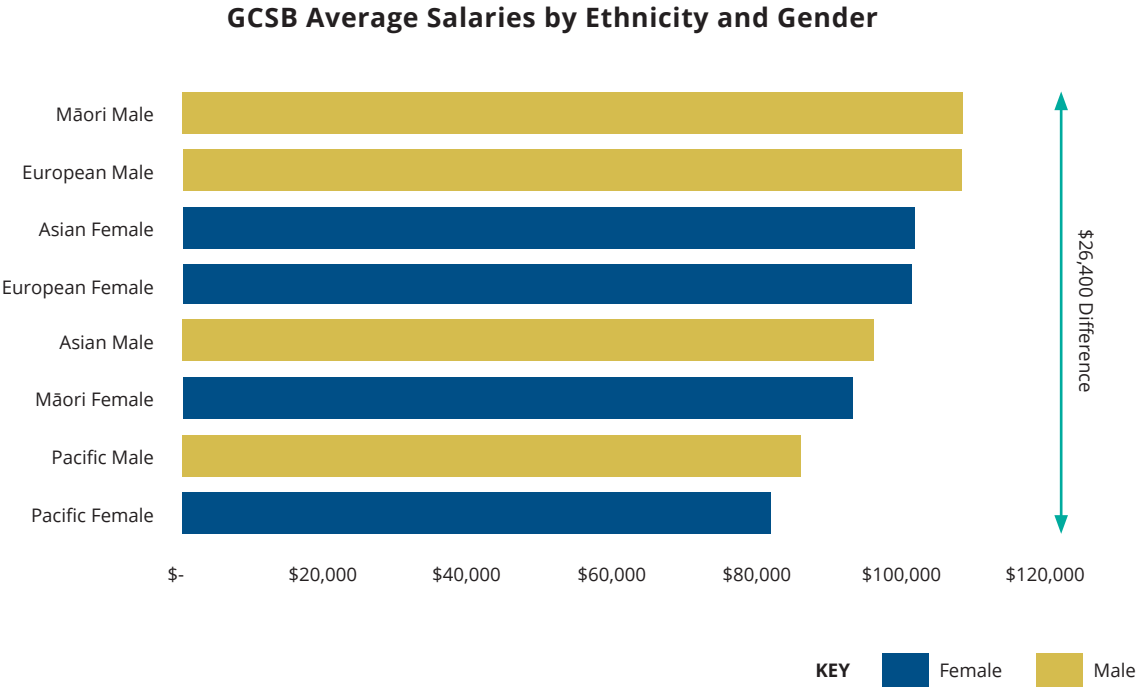
Ethnicity and Gender Pay Gaps combined

Combining ethnic and gender data provides additional insight into our pay gaps.

Note: some intersections have small numbers of staff. If one of these groups increased or decreased by one person this could change the average and median salaries significantly).

Average

When analysing our data there is a \$26,400 difference between the highest average paid group (Māori Male) and the lowest average paid group (Pacific Female).



Drivers of our pay gaps

Vertical occupational segregation

Vertical occupational segregation refers to the distribution of workers within different occupations. To assess vertical occupational segregation in GCSB we used pay bands rather than occupational groups. Using pay bands means we can assess jobs of equal value to determine if there are any equal pay gaps.

For our analysis, we grouped our pay bands into four different groups. This table shows the pay bands for each group, salary ranges, and the percentage of staff in each group.

GCSB Pay Band Groups (30 June 2022 – pre band increases)

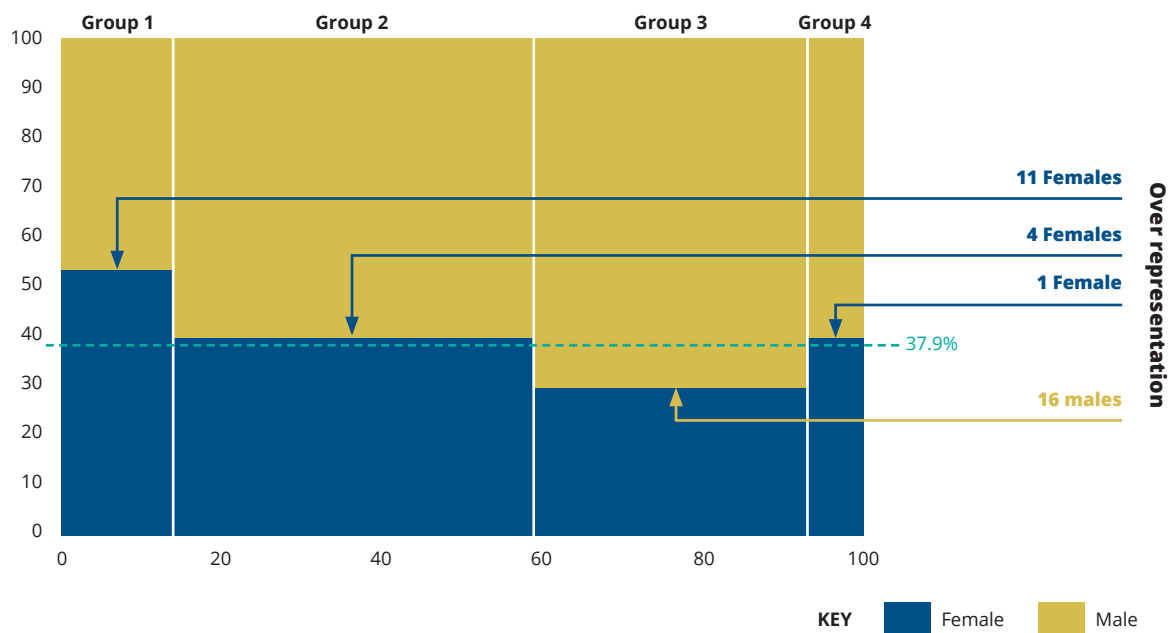
Group name	Pay Bands	Range	% of staff
Group 1	Band C-F	<75k	14.2%
Group 2	Band G-H	75k-100k	45.5%
Group 3	Band I & J	100k-150k	33.8%
Group 4	Band K-O	150k+	6.6%

Note: the proportions will be slightly different when looking at ethnicity as staff who have not disclosed an ethnicity are excluded.

Perfect integration - gender

The data confirms that the main driver of our pay gaps is vertical occupational segregation. Females make up 37.9% of our workforce, but this percentage is not consistent across our pay bands. Some groups are overrepresented by females and vice versa.

GCSB Female Vertical Segregation



Key findings

- Groups 1, 2, and 4 have higher proportions of females than men.
- Group 1 has a much higher proportion of females (53.3%) when compared to the organisation.
- Group 3 is the only group overrepresented by males.

Without changing average salaries, if each pay band had the same proportion of females as the overall proportion (37.9%) this would achieve 'Perfect Integration'.

After Perfect Integration, GCSB's average GPG would reduce from 4.8% to -0.7%. The remaining -0.7% pay gap is the result of individual equal pay gaps within each pay band. In this case, the sum of all equal pay gaps are in favour of females.

GCSB Perfect Integration Impact - Female

Scenario	Gender Pay Gap (Average)
Current state	4.8%
Perfect Integration	-0.7%
Change	-5.4%

Challenges and opportunities

Like many other technical organisations, one of the key challenges is the limited representation of females in science, technology, engineering, and mathematics (STEM) fields. This is why we have initiatives like our GCSB Women in STEM Scholarship. This scholarship supports students studying STEM in NZ tertiary institutions and encourages them to consider careers in STEM.

We have had some great success attracting more females into our STEM roles. However, they often start in lower banded roles (e.g. through our GCSB Graduate Programme). This means it takes time to build and develop them into more senior technical and management roles.

Group 3 is the only group under-represented by females. If we increase representation of women in these roles, we could significantly reduce our overall GPG. This group has roles banded I & J. We need to better understand what these specific roles are (i.e., are they management or senior technical roles), then develop a plan to progress and attract women into these positions.

Perfect integration – ethnic groups

Applying the same four pay band groups that we used for gender, we have analysed vertical occupational segregation for our ethnic groups.

Note

- These numbers reflect on our current ethnic disclosure rates (ref page 6). When we capture at least three ethnicities our over and under representation may look different.
- The GCSB does not have enough representation of Pacific Peoples to calculate a statistically robust pay gap. We combined data with the NZSIS to provide an indicative measure.

Over / Under Representation – Ethnicity

Group name	European	Māori	Asian	Pacific (GCSB + NZSIS)	Over Representation
Group 1	-1	+5		+5	<ul style="list-style-type: none"> • Māori • Pacific
Group 2	-4	+1	+2	+1	<ul style="list-style-type: none"> • Māori • Asian • Pacific
Group 3	+2	-8		-4	<ul style="list-style-type: none"> • European
Group 4	+3	+2	-2	-2	<ul style="list-style-type: none"> • European • Māori

Key: a positive number means over representation and a negative number means under representation.

Perfect Integration Impact - Ethnicity

Current pay gap (Average)	-5.5%	4.6%	6.2%	15.4%
Perfect integration	0.5%	1.1%	1.6%	-1.8%
Change	+6.0%	-3.5%	-4.7%	-17.2%

European

After Perfect Integration GCSB’s average European pay gap would increase from -5.5% to 0.5%. The remaining 0.5% pay gap is the result of individual equal pay gaps within each pay band. In this case, the sum of all equal pay gaps are in favour of non-European.

Māori

After Perfect Integration GCSB’s average Māori pay gap would reduce from 4.6% to 1.1%. The remaining 1.1% pay gap is the result of individual equal pay gaps within each pay band. In this case, the sum of all equal pay gaps are in favour of non-Māori.

Asian

After Perfect Integration GCSB’s average Asian pay gap would reduce from 6.2% to 1.6%. The remaining 1.6% pay gap is the result of individual equal pay gaps within each pay band. In this case, the sum of all equal pay gaps are in favour of non-Asian.

GCSB and NZSIS Pacific

After Perfect Integration the GCSB and NZSIS’s (combined) average Pacific Peoples pay gap would reduce from 15.4% to -1.8%. The remaining -1.8% pay gap is the result of individual equal pay gaps within each pay band. In this case, the sum of all equal pay gaps are in favour of Pacific Peoples.

Summary of Gender and Ethnic Over / Under Representation

This table provides a summary of representation by gender (female) and ethnic groups.

Over / Under Representation – Gender & Ethnicity					
Group name	Female	European	Māori	Asian	Pacific (GCSB + NZSIS)
Group 1	+11	-1	+5		+5
Group 2	+4	-4	+1	+2	+1
Group 3	-16	+2	-8		-4
Group 4	+1	+3	+2	-2	-2

Key: a positive number means over representation and a negative number means under representation.

Key findings

- Women, Māori, Asian, and Pacific are overrepresented in Groups 1 & 2.
- Women, European, and Māori are overrepresented in Group 4.
- We could have significant impact on our pay gaps if we increase female and ethnic diversity in Group 3.



Progress update 2018-2021

Here is a summary of all our actions to help reduce our GPG. Each of our four GPG focus areas includes a progress update for 2021 and previous actions that we continue to monitor and embed.

A full detailed progress report for 2021 is located at Annex A.

Equal Pay

Progress update 2021

- Reviewed our remuneration framework and developed new step based pay model for implementation in 2022.

Previous actions 2018-2020

- Hiring managers required to justify starting salaries in recommendations to appoint.
- Annual remuneration review process identifies and addresses unintended equal pay gaps.
- Commencing salary analysis conducted every six months.
- 12 monthly independent review of job evaluations to assess internal relativity of job sizing and pay bands.

Flexible work by default

Progress update 2021

- Captured baseline of flexible working data in 2021 Kōrero Mai | Tell Us employee survey.

Previous actions 2018-2020

- Refreshed Flexible Working Arrangements Policy and guidance.
- Flexible Working Arrangement online learning module part of D&I learning pathways.
- Job advertisements openly promote flexible working opportunities.
- Research into the experiences of those taking parental leave resulting in policy enhancements.

No bias or discrimination in remuneration systems or human resource practices

Progress update 2021

- Refreshed D&I Strategy 2021-2025 includes updated D&I targets and enhanced focus on inclusion.
- Rebranded Anti-harassment advisors as Community Confidants and launched new framework to support them.
- Incorporated specific D&I questions in our 2021 Kōrero Mai | Tell Us survey to get a better understanding of our employees lived experiences.
- Recruitment policy reviewed and refreshed. D&I embedded throughout policy. Key changes in policy focus on eliminating bias and reducing barriers to entry.
- Updated gender terminology in forms and systems to align with Statistics New Zealand guidance.
- Participation in Ethnic Communities Graduate Programme.

Previous actions 2018-2020

- D&I updates to our external websites.
- D&I embedded in our performance framework.
- D&I learning pathways setting out essential learning for all staff and leaders (e.g. Unconscious Bias, Bystander Awareness, Anti-Bullying, Discrimination and Harassment).
- Staff networks who drive their own D&I agendas and play a critical role in building an inclusive culture.

- Actions implemented from our experiences of women in the NZIC research
- Dedicated marketing programmes to attract diverse talent.
- Established a GCSB Women in STEM Scholarship, including a Māori/Pacific focus.
- Monitoring position descriptions for management roles to ensure organisational and operational experience is only included when necessary.
- External research about how to better position the GSCB and NZSIS as an employer of choice for Māori, Pacific, and other under-represented groups.

Gender balanced leadership

Progress update 2021

- Our intended coaching and mentoring programme was placed on hold. This will move to our new action plan.

Previous actions 2018-2020

- Research into the experiences of Women in the NZIC (2019) resulting in a two year action plan to build inclusive practices.
- Poutamatia self-development programme.

Kia Toipoto | Pay Gap Action Plan for 2022-2025

Kia Toipoto goals

The Kia Toipoto is a three-year plan that builds on the previous work we have been doing. It now focuses on addressing all equal pay gaps – not just gender.

Kia Toipoto has the following goals:

- Make substantial progress toward closing gender, Māori, Pacific, 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.

GCSB pay gap goals

To help measure our progress we have developed our own pay gap goals. We aspire to reduce each of our pay gaps by 10% year on year. For example if we take our current GPG of 4.8% we aim to reduce it over the next few years as shown in the table:

Year	GPG (average)	10% of GPG	Goal
June 2022	4.8%	0.48%	4.32%
June 2023	4.32%	0.43%	3.89%
June 2024	3.89%	0.39%	3.5%
June 2025	3.5%	0.35%	3.15%

We would apply the same approach for each of our pay gaps (Māori, Asian etc).

Kia Toipoto action planning

Kia Toipoto has six focus areas. In support of these, we have committed to a range of short-term actions (next 12 months) and considered indicative medium term actions.

These actions apply to both the GCSB and NZSIS because we deliver this work in partnership. Below is a summary of our short-term actions. For a full breakdown of our action planning, both short and medium term, please refer to Annex B.

Kia Toipoto focus areas

1

Nga Hua Tōkeke mō te Utu | Equal Pay outcomes

In the next 12 months, we will:

- Implement our new step based pay remuneration framework with supporting policies and practices.

2

Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki | Eliminate all forms of bias or discrimination

In the next 12 months, we will:

- Implement our refreshed Recruitment Policy with supporting tools and resources
- Develop a new Reasonable Accommodations policy
- Ensure all staff and leaders complete their essential D&I learning
- Review security clearance information to address possible misconceptions about the requirements (which may result in people self-selecting out of applying to work for us).

3**Te Taunoa o te Mahi Pīngore | Flexible work by default**

In the next 12 months, we will:

- Promote flexible working through an education campaign.

4**Te whai kanoahi ngā taumata katoa | Leadership and representation**

In the next 12 months, we will:

- Explore opportunities to join coaching and mentoring programmes
- Establish a new NZSIS graduate programme
- Continue to monitor position descriptions to ensure they don't over/under state the skills, knowledge, and experience required
- Wait for Te Kawa Mataaho guidance to identify other actions.

5**Te Pono | Transparency**

In the next 12 months, we will:

- Reinvigorate analysis of starting salaries to understand if bias or discrimination is occurring
- Update forms and systems so people can self-identify at least three ethnicities
- Promote ethnicity and gender identification through an education campaign
- Increase employee understanding of pay gaps through workshops
- Update our roles and salary band matrix and continue to review on an annual basis.

6**Te Whakawhanaketanga i te Aramahi | Effective career and leadership development**

In the next 12 months, we will:

- Review existing development programmes and identify improvement opportunities for diverse groups
- Wait for Te Kawa Mataaho guidance to identify other actions.



Other relevant actions

Māori cultural capability programme of work

Together with the NZSIS, we started our cultural uplift journey in early 2021. In our discovery phase, we identified the need for a strategic approach. We undertook a maturity assessment against Te Arawhiti's Māori Crown relations framework. A maturity model was developed and implementation started with the appointment of our Kaitohutohu Mātāmua Chief Advisor Māori in February 2022.

Soon we will start exploring how we build solid foundations that enable us to set our narrative, articulate our roles and responsibilities under Te Tiriti o Waitangi, and develop our Te Ao Māori framework and strategy.

We'll underpin our framework with Te Tiriti and seek to:

- Communicate our narrative and Treaty (maturity) journey clearly
- Declare our commitment to honouring Te Tiriti
- Align with strategy, our people, the services we provide and the work we do
- Provide a reference point for stakeholders to understand and meaningfully engage
- Effectively communicate our agencies' roles and responsibilities under Te Tiriti
- Provide a reference point for leaders and core business areas to align
- Acknowledge skills, capabilities and resources needed to ensure our agencies are prepared for its roles and responsibilities.

This programme of work will further contribute to our Kia Toipoto action plan.

Annex A – 2020-2021 Gender Pay Gap Action Plan full progress report

AREA/FOCUS	REF	FY 2021/22 ACTIONS	PROGRESS UPDATE
Equal Pay			
Review the recruitment policy.	EP21/22.1 (EP20/21.1)	Review the recruitment policy to ensure alignment with revised remuneration policy and to incorporate recommendations identified through the Retention, Women in the NZIC and the D&I Strategy (2021-2025).	COMPLETE. Refreshed policy due for implementation in September 2022. Once implemented, continue to embed and monitor.
Increase visibility of hiring decisions on the Gender Pay Gap.	EP21/22.2 (EP20/21.4)	Assess the results of the Recruitment Comparator tool pilot with the Sourcing Team, make refinements and communicate outcomes to hiring managers.	NO LONGER PROGRESSING. These tools only factor in a person's current salary at a point in time. They do not capture the skills, knowledge and experience that the person has. This means hiring managers are not able to compare 'like for like' when assessing salaries for new hires against salaries for existing staff in similar roles (hiring managers would have knowledge of the new hires skills, knowledge and experience through the recruitment process, but they would not have knowledge of this for existing employees in similar roles. It is therefore not an accurate comparison).
Flexible working by default			
Assess uptake of flexible working arrangements and the efficacy of our policy and guidelines.	FW21/22.1 (New)	Use the results of our workplace survey (Korero Mai) to ascertain the uptake and quality of flexible working arrangements cross the agency and identify opportunities for improvement.	IN PROGRESS. Captured uptake in July 2021 Kōrero Mai survey. 72% and 74% of respondents for GCSB and NZSIS respectively, agree we are open to flexible working. Of those who responded 43% from the GCSB and 50% from the NZSIS are accessing flexible working (either formally or informally). Flexible working campaign on Kōrero Mai response plan. Carry over into next action plan.
No bias or discrimination in remuneration systems or human resource practices			
Talent Outreach & Engagement: Influence gender and ethnically diverse talent's interest in, and commitment to, a career in national security.	NB21/22. 1	Mature our employee value proposition, demystify security clearances and improve our market presence with gender and ethnically diverse candidates.	PLACED ON HOLD. Due to impacts of COVID, resourcing, and other disruptions. Carry over into next action plan.
	NB21/22. 2	Increase community ambassadorship through enabling key staff to represent agencies externally, and participating in community events to connect us with target talent communities.	
	NB21/22. 3	Expand opportunities for target talent through graduate and scholarship offerings, partnering with existing AOG graduate programmes (e.g. Ethnic Communities Graduate Programme with two cohorts in FY21/22) and explore additional scholarship offerings.	IN PROGRESS. Participation in the Ethnic Communities Graduate Programme, continuation of the GCSB Graduate and Scholarship Programmes, and a new NZSIS Graduate Programme approved. Will go to market for the new NZSIS Graduate Programme in 2023. A new NZSIS Scholarship will also be explored. Carry over into next action plan.
	NB21/22. 4	Support key producers, channels & champions of gender and ethnically diverse talent through partnership and support of community organisation's developing young talent (volunteering, mentoring, scholarships & sponsorships).	PLACED ON HOLD. Due to impacts of COVID, resourcing, and other disruptions. Carry over into next action plan.

Attract and retain women in the NZIC.	NB21/22.5	Embed the Community Confidant model and reporting framework.	COMPLETE. New framework implemented in 2021. Continue to embed and monitor.
	NB21/22.6	Identify specific mechanisms to develop inclusive leadership practice.	COMPLETE. Learning pathways continually reviewed and updated. Inclusive work practices embedded in D&I learning offerings. Continue to embed and monitor.
	NB21/22.7	Explore career development mechanisms for non-operational roles and/or roles without progression.	PLACED ON HOLD. Due to impacts of COVID, resourcing, and other disruptions. Will explore other development opportunities for diverse groups in next action plan.
	NB21/22.8	Close out remaining actions on the WNZIC Action Plan (encompasses range of actions across Flexible Working, Culture, Policy, Team Development, Leadership, Career Development and Performance).	COMPLETE. Actions embedded as part of core activity. Stocktake completed in August. Some actions decommissioned due to other competing demands/changes in business requirements.
Gender balanced leadership			
Mentoring	GB21/22.1	Review, refresh and relaunch NZIC coaching and mentoring frameworks.	IN PROGRESS. Carry over into next action plan.

Annex B – 2022-2025 Kia Toipoto | Pay Gap Action Plan

AREA/FOCUS	REF	SHORT TERM ACTIONS (1 YEAR TO NEXT ACTION PLAN)	INDICATIVE MEDIUM TO LONG TERM ACTIONS (1 TO 3 YEARS)
Nga Hua Tōkeke mō te Utu Equal Pay outcomes			
Establish new remuneration framework	<i>New</i>	Implement new step based pay framework and supporting policies	
Standardise position descriptions	<i>New</i>		Develop standardised skill set descriptors for similar/same positions
Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminate all forms of bias or discrimination			
Enhance people policies	<i>Cont. from 21/22 AP</i>	Implement refreshed recruitment policy with supporting tools and resources	
	<i>New</i>	Develop a reasonable accommodations policy to attract, support, and retain neurodivergent and disabled talent	Develop policy/practices aligned to Te Ao Māori and cultural commitments
Complete essential D&I learning	<i>Cont. from 21/22 AP</i>	All staff and leaders complete essential D&I learning (e.g. unconscious bias and anti-bullying, harassment and discrimination)	
Minimise barriers to entry through more transparent security clearance information	<i>Cont. from 21/22 AP</i>	Review security clearance information to address possible misconceptions about the requirements (which may result in people self-selecting out of applying to work for us)	
Te Taunoa o te Mahi Pīngore Flexible work by default			
Enhance flexible working	<i>Cont. from 21/22 AP</i>	Promote flexible working through an education campaign	
	<i>New</i>		Re-measure uptake of flexible working arrangements
Te whai kanoahi ngā taumata katoa Leadership and representation			
<i>Extending our work on gender balanced leadership to include ethnicity and achieving ethnic, as well as gender balance across our workforce.</i>			
Ensure our leadership roles accurately reflect the skills, knowledge and experience they require	<i>Cont. from 20/21 AP</i>	Continue to monitor position descriptions to ensure they don't over/under state the skills, knowledge, and experience required	
Expand opportunities for target talent through scholarships, internships and graduate programmes	<i>Cont. from 21/22 AP</i>	Establish new NZSIS graduate programme	Establish specific Māori Pacific Asian internship or graduate programme

Explore coaching and mentoring offerings for minority groups	<i>Cont. from 21/22 AP</i>	Explore opportunities to join public-sector coaching and mentoring programmes	
Identify external engagement opportunities with target diversity groups	<i>Cont. from 21/22 AP</i>		Deliver actions under our Outreach and Engagement Strategy – develop our employee value proposition, engage with target audiences, and participate in events that attract target diversity groups (e.g. Te Mata Tini and Pasefika Polyfest)
Research experiences of women and minority groups	<i>New</i>	Survey staff experiences to identify improvement areas	

Te Pono | Transparency

Broadening the data we draw on to include ethnicity as well as gender. Keeping employees and unions engaged and well informed. Using existing networks (e.g. working groups, employee led networks, team meetings and social gatherings).

Improve data collection	<i>New</i>	Reinvigorate analysis of starting salaries to understand if bias or discrimination is occurring	
	<i>New</i>	Update forms and systems to collect at least three ethnicities	Update forms and systems to collect disability information
	<i>New</i>	Education campaign (promoting ethnicity and gender collection)	
	<i>New</i>		Identify ways to regularly collect data to better understand the prevalence and needs of our neurodivergent and disabled workforce
Increase employee engagement	<i>New</i>	Working group quarterly meetings	
	<i>New</i>	Forums for staff & FAQs	
Share organisation-wide position & band data	<i>New</i>	Update our roles and salary bands matrix, and continue to review on an annual basis	

Te Whakawhanaketanga i te Aramahi | Effective career and leadership development

Having transparent and equitable career progression, training and development opportunities that support women, Māori, Pacific, and ethnic employees and employees from rainbow and disabled communities to achieve their career aspirations.

Develop targeted development programmes for minority groups	<i>New</i>	Review existing programmes and identify opportunities to improve offerings for diverse groups	
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