



**Te Tira Tiaki**

Government Communications  
Security Bureau

# **Kia Toipoto**

# **Pay Gap Report & Action Plan**

---

**Report updated as at 30 June 2024**

Te Tira Tiaki Government Communications Security Bureau (GCSB)



# Contents

---

<b>Introduction</b>	<b>3</b>
Diversity and Inclusion commitment	3
Targets	3
Gender Pay Gap Action Plan 2018–2022	3
Kia Toipoto Pay Gap Action Plan 2022–2025	3
Engagement with our people	4
Definitions	4
<b>GCSB Demographics</b>	<b>5</b>
Headcount	5
Gender	5
Ethnicity	6
Disability and Rainbow communities	6
<b>GCSB Pay Gaps</b>	<b>7</b>
Our Kia Toipoto pay gap goals	7
Gender pay gap	8
Ethnic pay gaps	9
Ethnicity and gender pay gaps combined	9
<b>Drivers of our pay gaps</b>	<b>10</b>
Vertical occupational segregation	10
Gender – over and under representation – 2023 vs 2024	10
Perfect integration – gender – 2023 vs 2024	11
Ethnicity – over and under representation – 2023 vs 2024	12
Perfect integration – ethnicity – 2023 vs 2024	12
Summary of over/under gender and ethnic representation 2024	13
<b>Additional Insights</b>	<b>14</b>
<b>Pay Gap Action Plan Progress</b>	<b>16</b>
Progress update for 2023–2024	16
2024–2025 Focus Areas	16
<b>Other Actions Supporting our Kia Toipoto Action Plan</b>	<b>17</b>
<b>Annex A – 2023–2024 Kia Toipoto Pay Gap Action Plan Progress Report – as at 30 June 2024</b>	<b>18</b>
<b>Annex B – 2023–2025 Kia Toipoto Pay Gap Action Plan</b>	<b>20</b>
<b>Annex C – Actions we delivered under our Gender Pay Gap Action Plan 2018–2022</b>	<b>21</b>

# Introduction

## Diversity and Inclusion commitment

Reducing our gender pay gap (GPG) has been a priority 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.

## Gender Pay Gap Action Plan 2018–2022

Te Kawa Mataaho Public Service Commission established the GPG Action Plan for all public sector agencies in 2018. There were four focus areas:

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

From 2018 to 2022 we had an action plan supporting the four focus areas. Each year we updated our plan with progress, new data, and future actions.

## Kia Toipoto Pay Gap Action Plan 2022–2025

In 2022 Te Kawa Mataaho established a new Kia Toipoto Pay Gap Action Plan. This is a three-year plan that builds on the previous work we were doing. It now focuses on addressing all equal pay gaps – not just gender.

Kia Toipoto has three 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.

And there are six focus areas:

1	Ngā 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 kanohi 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

In 2022 we established a joint Kia Toipoto Working Group (KTWG) between GCSB and NZSIS. The KTWG has been crucial in the development of our Kia Toipoto Plan. Each year they have worked collaboratively to understand our pay gaps, track progress, and decide on future actions. Membership includes:

- People and Capability
- All employee led networks
  - Women in the NZIC
  - Women in Tech
  - Women in Operations
  - Tagata Pasefika in Intelligence
  - Neurodiversity Support Group
  - Standing Out
  - Military Support Network
  - Pan-Asian Network of the NZIC
  - Te Kāhui Māori
- Te Ao Māori team | Te Kāhui Māori
- Staff Associations
  - Public Service Association
  - Bureau Staff Association
  - Service Staff Association.

## Our 2024 Kia Toipoto report

In this report you will find:

- updated gender, ethnicity, and pay gap data
- drivers of our pay gaps
- additional insights
- progress on what we have done to reduce our pay gaps, and
- other actions that support our Kia Toipoto programme of work.

.....  
Note:

- All data presented in this report is at 30 June 2024
- We use base salaries for calculating our pay gaps.

## 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.

### Vertical occupation segregation

Refers to the distribution of workers within different occupations. To assess vertical occupational segregation in NZSIS we use 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.

### Perfect integration

When each pay band has the same representation of a group (i.e. gender/ethnicity) as the overall organisation-wide representation (of that group). For example if females represented 45% of the workforce, then we would want 45% of females represented in each pay band to achieve perfect integration.

# GCSB Demographics

## Headcount

The GCSB is a public service department with a headcount of 605 staff, as at 30 June 2024.

## Gender

One of the goals in our D&I Strategy 2021–2025 is to increase our representation of females by 1 percentage point a year (4 percentage points by 2025). Since last year, representation of females has decreased from 35.5% to 35.2%. With a 0.3 percentage point decrease, we were unable to meet our D&I goal.

We also aim to have at least 50% of senior leadership represented by females. At 30 June 2024, 53.1% of our senior leaders identify as female. Representation at senior leader level has been a strength for us over the last five years.

	2023	2024	2024 Public Service
<b>Gender – all staff</b>			
Male	63.2%	64.0%	37.2%
Female	35.5%	35.2%	61.9%
Another Gender	0.6%	0.8%	–
Undisclosed	0.7%	–	–
<b>Gender – senior leaders (tiers 1–3)</b>			
Male	40.0%	46.9%	43.0%
Female	60.0%	53.1%	56.7%
Another Gender	–	–	–
Undisclosed	–	–	–

5

## Ethnicity

### Disclosure rates

At 30 June 2024 our disclosure rates have decreased for 'All staff' and increased for 'Senior leaders'.

Ethnicity disclosure rates	30 June 2023	30 June 2024
All staff	93.4% (disclosed at least one ethnicity)	90.4% (disclosed at least one ethnicity)
Senior leaders	86.7%	96.9%

Note: disclosure rates of 92.5% is the targeted rate for robustness of analysis.

## Representation

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).

Since 2023 we have measured representative progress for individual ethnicities. Applying this approach for 2024, our largest increase was in Asian representation (1.7 percentage point increase).

	2023	2024	2024 Public Service
<b>Ethnicity – all staff</b>			
European	77.5%	77.7%	62.2%
Māori	9.8%	9.5%	16.7%
Asian	7.3%	9.0%	15.9%
Pacific Peoples	3.1%	3.3%	11.0%
Middle Eastern/Latin American/African	0.8%	1.1%	2.3%
Other	15.7%	13.0%	6.7%
<b>Ethnicity – senior leaders</b>			
European	84.6%	80.6%	78.5%
Māori	23.1%	22.6%	17.1%
Asian	–	6.5%	3.3%
Pacific Peoples	–	–	5.3%
Middle Eastern/Latin American/African	–	–	0.7%
Other	11.5%	12.9%	7.4%

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%.

Staff who have self-identified their ethnicity as New Zealander fall under 'Other' based on Stats NZ ethnicity groupings.

## Ethnic representation goals for senior leaders

Under Kia Toipoto, we are required to have ethnicity targets for senior leaders. We have not set these targets in the past. As a start point, our goal is to more closely reflect the Public Service senior leader ethnic representation percentages. We say, “closely reflect” because our people need to meet specific requirements to work here. They have to be a citizen or resident for at least 10 years, and need a 15-year checkable background. These requirements can make it challenging to fully reflect the communities we serve.

## Disability and Rainbow communities

Currently we do not collect data from staff who self-identify as disabled, neurodiverse, or with the Rainbow Community. Before making any internal system changes we will wait for Te Kawa Mataaho’s guidance on data collection<sup>1</sup>.

We will use the 2025 Te Taunaki Public Service Census as a way to capture anonymous data to help us get a broader understanding of our workforce.

<sup>1</sup> Reference Te Kawa Mataaho Foundational four-point plans for ‘tāngata whaikaha Māori and disabled people’ and ‘Rainbow people’

# GCSB Pay Gaps

## Our Kia Toipoto pay gap goals

In our first Kia Toipoto Report in 2022 we created some further pay gap goals (additional to our D&I Strategy goal of no more than 5% GPG).

We set out to reduce our pay gaps by 10% year on year for the duration of our 2022-2025 action plan. We do this by taking the GPG goal as at 30 June each year and subtracting 10% of this to give us the GPG goal for the following year. The table below shows how this relates to our GPG.

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

Applying the same approach for our ethnic pay gaps, here's a snapshot of how we're tracking against all pay gap goals. Our 30 June 2024 data shows we've achieved all of them.

Pay Gaps	As at 30 June 2023	Goal for 30 June 2024	Actual Pay Gap at 30 June 2024
Gender	2.0%	3.89%	1.1%
Māori	2.6%	3.73%	2.3%
Pacific Peoples	-	-	-
Asian	3.7%	5.02%	3.0%
Middle Eastern / Latin American, African	-	-	-

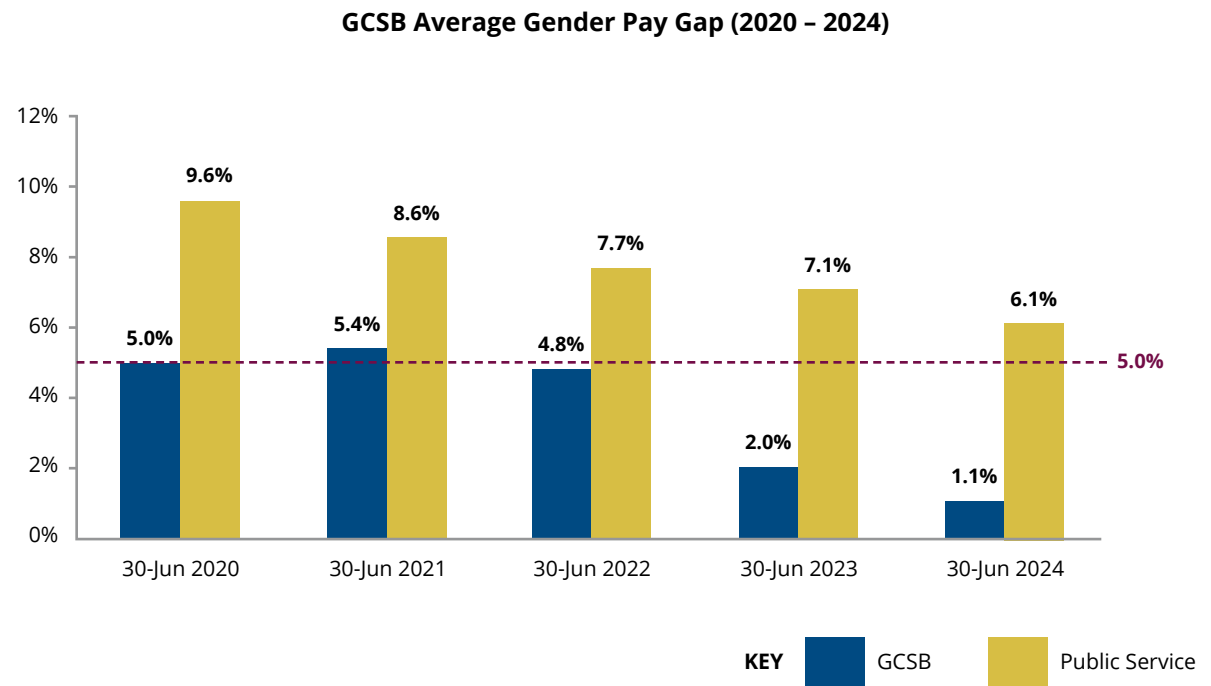
- Pay Gap information has been withheld as there are less than 20 staff members who have self-identified with this ethnic group in our payroll system.

Gender pay gap

We have eliminated the GPG for like-for-like roles and met our D&I Strategy goal of 5%. At 30 June 2024 our GPG was 1.1%. This is a 0.9 percentage point decrease from last year.

GCSB Gender Pay Gap			
Average 2023	Average 2024	Median 2023	Median 2024
2.0%	1.1%	8.8%	4.6%

We continue to have a significantly lower GPG when compared to the Public Service average (6.1%). Our median gender pay gap is 0.3 percentage points above the Public Service median (4.3%) and 3.6 percentage points lower than New Zealand's (8.2%)<sup>2</sup>.



<sup>2</sup> As per Stats NZ Labour market statistics (income): June 2024 quarter



## Ethnic pay gaps

The table below shows the 2023 and 2024 average and median pay gaps for staff who identify with the following ethnicities. Average pay gaps have reduced across all ethnic groups we measure.

GCSB Ethnic Pay Gaps				
Ethnicity	Average 2023	Average 2024	Median 2023	Median 2024
European	-5.5%	-4.6%	-4.7%	-4.3%
Māori	2.6%	2.3%	10.6%	12.6%
Asian	3.7%	3.0%	2.1%	-0.5%
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.				

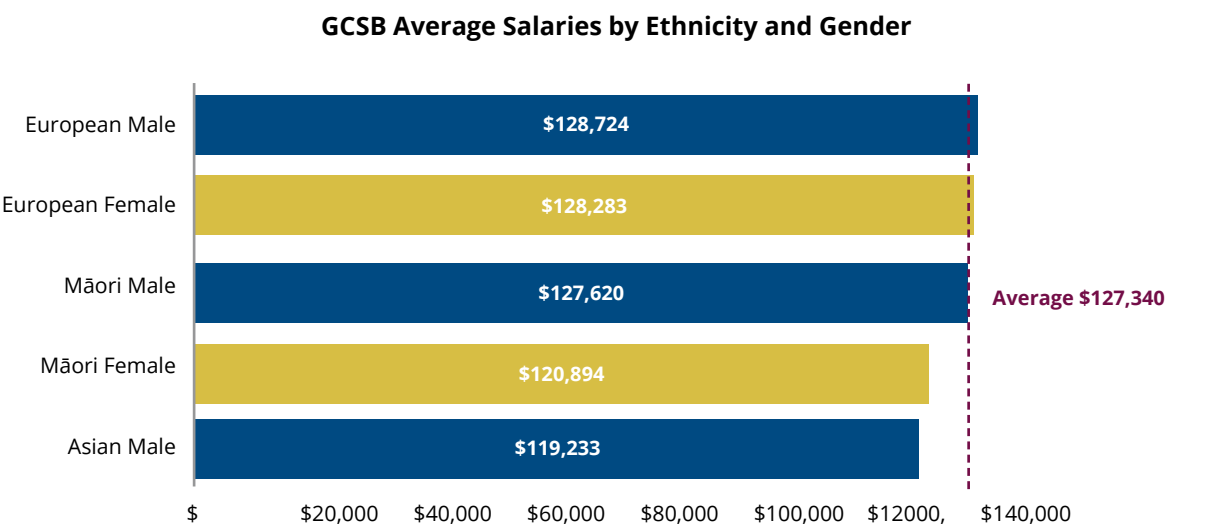
## Ethnicity and gender pay gaps combined

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

When considering pay by gender and ethnicity, comparing average salaries provides a more straightforward and transparent approach than comparing pay gaps. 9

The table below shows our average salaries<sup>3</sup> by ethnicity and gender. To summarise

- European Males are paid 0.3% higher than European Females
- Māori Males are paid 5.3% higher than Māori Females
- Asian Males are paid 6.4% lower than the overall average salary



Information for other ethnic and gender groups has been withheld as there are less than 20 staff members who have self-identified in our payroll system.

<sup>3</sup> This is the average salary of all workforce

# Drivers of our pay gaps

## Vertical occupational segregation

Refers to the distribution of workers within different occupations. To assess vertical occupational segregation in GCSB we use 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. The table below shows the pay bands for each group and the percentage of staff in each group.

**GCSB Pay Band Groups (30 June 2024)**

Group name	Pay Bands	% of staff
Group 1	Band D-F	8.8%
Group 2	Band G-H	42.7%
Group 3	Band I & J	38.7%
Group 4	Band K-O	9.8%

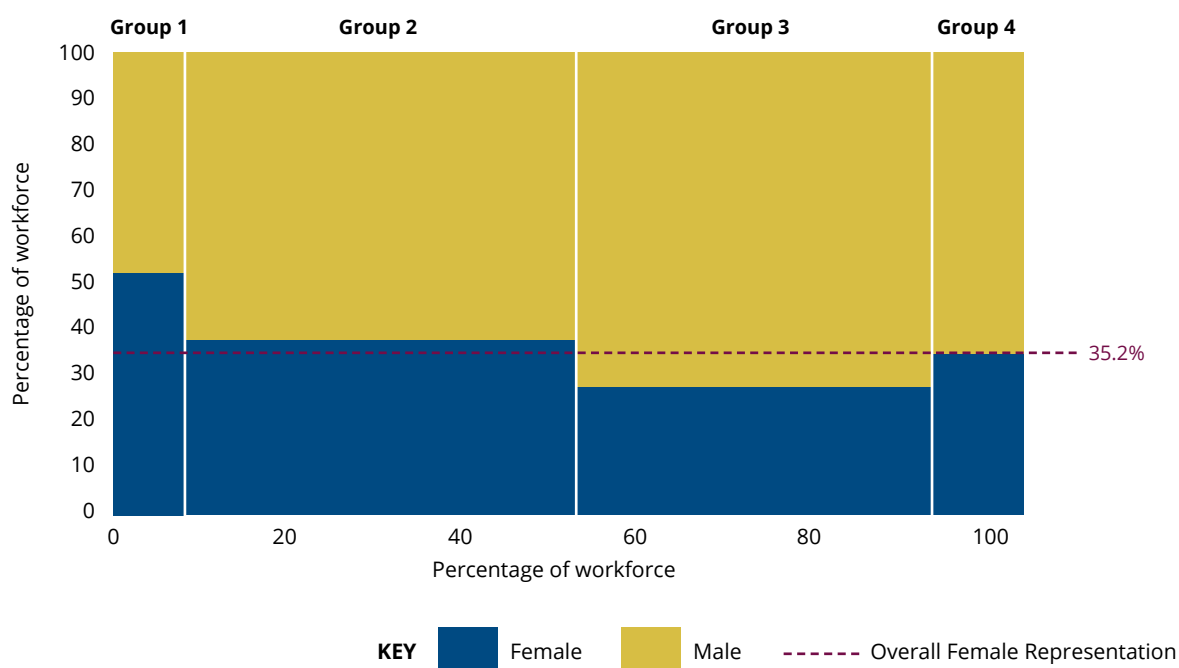
Note: this data is based on male and females. The proportions will be slightly different when looking at ethnicity as staff who have not disclosed an ethnicity are excluded.

## Gender – over and under representation – 2023 vs 2024

10

Our 2024 data continues to show that the main driver of our pay gaps is vertical occupational segregation. Females make up 35.2% 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 and 2 have higher proportions of females than men
- Group 3 has a much higher proportion of males (71.6%) when compared to the organisation
- Group 3 is the only group overrepresented by males.

The table below shows how our over representation by group has changed between 2023 and 2024. Our biggest changes have been in Groups 1 and 3. Group 1 is overrepresented by 9 females (compared to 2 in 2023). Group 3 is now overrepresented by 16 males (versus 13 in 2023). Group 4 is not over represented by either females or males.

	Female Representation	Group 1	Group 2	Group 3	Group 4
2023	35.5%	2 females	9 females	13 males	1 female
2024	35.2%	9 females	7 females	16 males	–

### Perfect integration – gender – 2023 vs 2024

For 2024, without changing average salaries, if each pay band had the same proportion of females as the overall proportion (35.2%) this would achieve 'Perfect Integration'. After Perfect Integration, GCSB's average GPG would reduce from 1.1% to -1.4%.

11

GCSB Perfect Integration Impact – Female – 2023 vs 2024		
Scenario	Gender Pay Gap (Average) 2023	Gender Pay Gap (Average) 2024
Current state	2.0%	1.1%
Perfect Integration	-1.0%	-1.4%
Change	-3.0%	-2.5%

## Ethnicity – over and under representation – 2023 vs 2024

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

### Over / Under Representation – Ethnicity 2023

Group name	European	Māori	Asian	Over Representation
Group 1	–	+3	-2	✓ Māori
Group 2	+1	+4	+1	✓ European ✓ Māori ✓ Asian
Group 3	-3	-10	+4	✓ Asian
Group 4	+3	+3	-3	✓ European ✓ Māori

Key: a positive number means over representation and a negative number means under representation. A dash indicates an ethnicity is not over or under represented in this group.

### Over / Under Representation – Ethnicity 2024

Group name	European	Māori	Asian	Over Representation
Group 1	-2	+1	+1	✓ Māori ✓ Asian
Group 2	-2	+7	+2	✓ Māori ✓ Asian
Group 3	+1	-11	–	✓ European
Group 4	+3	+2	-3	✓ European ✓ Māori

Key: a positive number means over representation and a negative number means under representation. A dash indicates an ethnicity is not over or under represented in this group.

12

## Perfect integration – ethnicity – 2023 vs 2024

Scenario	European		Māori		Asian	
	2023	2024	2023	2024	2023	2024
Current pay gap (average)	-5.5%	-4.6%	2.6%	2.3%	3.7%	3.0%
Perfect integration	0.3%	1.2%	1.4%	-1.0%	1.0%	-1.7%
Change	+5.8%	+5.8%	-1.2%	-3.3%	-2.7%	-4.7%

The GCSB does not have enough representation of other ethnic groups to calculate a statistically robust pay gap.

## Summary of over/under gender and ethnic representation 2024

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

Over / Under Representation – Gender & Ethnicity				
Group name	Female	European	Māori	Asian
Group 1	+9	-2	+1	+1
Group 2	+7	-2	+7	+2
Group 3	-16	+1	-11	–
Group 4	–	+3	+2	-3

Key: a positive number means over representation and a negative number means under representation. A dash indicates a gender or ethnicity is not over or under represented in this group.

### Key findings:

- Females, Māori, and Asian are overrepresented in Groups 1 & 2
- 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.

## Challenges and opportunities

One of the key challenges we continue to face is the limited representation of females, Māori, Pacific and other ethnic minorities in science, technology, engineering, and mathematics (STEM) fields. This is why initiatives like our GCSB Women in STEM Scholarship are so important. This scholarship supports students studying STEM in NZ tertiary institutions and dedicates at least one scholarship to a Māori or Pacific student. It has helped in attracting more women into our STEM roles through our graduate programme.

Since 2021 we have been involved in the Ethnic Communities Graduate Programme. This has provided an opportunity to attract people from minor ethnic communities who would not normally consider working in the intelligence community. 75% of graduates who were seconded to the NZIC in Intakes 1 and 2 were successfully appointed to permanent positions following the end of their programme.

There is currently less movement in our workforce and we are expecting to have less people starting with our organisation over the next 12 months. We anticipate this will have an impact on our ability to meet our pay gap and diversity goals.

# Additional Insights

Here are some additional insights that are relevant to our Kia Toipoto focus areas.

## Recruitment candidates in the past 12 months

*Relevant to 'Leadership and representation'*

### External appointments

We have limited gender and ethnicity data for candidates at application stage. However, we can provide data for those that were successful.

Of the 123 new starters:

- 36.6% were female, 62.6% were male and, 0.8% were another gender.
- Female starters in Groups 1, 2 and 3 (ref our vertical occupational segregation groups) are paid higher than male starters in the same groups on average.
- More females have started in Groups 1, 2, and 3 than those who have left.
- Ethnic representation is noted in the table below.

Successful external appointments – Ethnicity

European	Māori	Pacific Peoples	Asian	Middle Eastern/Latin American/African	Other	Disclosed Ethnicity
81.5%	7.6%	2.5%	12.6%	2.5%	0.8%	96.7%

14

### Internal appointments

In the past 12 months we advertised over 100 roles. For those that applied internally 28.3% were female, 69.5% were male and, 2.2% were another gender.

### Demographics for successful internal appointments

- 36.5% were female, 61.5% were male and, 2.1% another gender
- Ethnic representation is noted in the table below.

Successful internal appointments – Ethnicity

European	Māori	Pacific Peoples	Asian	Middle Eastern/Latin American/African	Other	Disclosed Ethnicity
84.9%	11.6%	1.2%	3.5%	1.2%	15.1%	89.6%

Note: the above gender and ethnicity data is based on one of the following appointment reasons:

- Appointed to vacancy
- Internal secondment
- Overseas secondment
- Secondment.

## Leavers

*Relevant to 'Leadership and representation'*

We have seen a higher proportion of males leaving from groups 2, 3 and 4 (ref vertical occupation segregation groups). When comparing leavers across all groups, 60.9% of leavers are male.

## Gender pay gap for starting salaries versus leaving salaries

*Relevant to 'Equal pay' and 'Eliminating all forms of bias or discrimination'*

When we looked at the average starting and leaving salaries of males and females we were able to see that the GPG has decreased for those starting compared to those leaving. The overall pay gap of those leaving is higher than those starting. This is a contributing factor to our decreased GPG.

## Formal flexible working arrangements

*Relevant to 'Flexible work by default'*

We can only report on those with a formal 9-day work arrangement. We have seen an increase of GCSB staff with a formal arrangement, from 4.4% in 2023 to 6.0% in 2024. Exploring how we improve our data collection for flexible working arrangements will be informed by PSC guidance.

## Career Development Boards

*Relevant to 'Effective career and leadership development'*

Of those who have progressed through our career development board process, 25.0% were female, 72.2% were male and 2.8% were another gender. This is consistent with the number of females employed in a CDB position.

## Internal secondments

*Relevant to 'Effective career and leadership development'*

The number of those that are currently on an internal secondment has reduced from June 2023 to June 2024. The proportion of those being females has decreased by 16.7 percentage points from June 2023 (50.0%) to June 2024 (33.3%).

# Pay Gap Action Plan Progress

## Kia Toipoto Pay Gap Action Plan 2022-2025

Kia Toipoto is a three-year action plan first implemented in 2022. This section includes our second annual update and highlights what we'll focus on in the next 12 months.

### Progress update for 2023–2024

In the past 12 months we:

- ✓ Decreased our GPG from 2.0% to 1.1%
- ✓ Continued to achieve our goal of least 50% representation of females at senior leader level (53.1%)
- ✓ Reduced our average Māori pay gap from 2.6% to 2.3%
- ✓ Reduced our average Asian pay gap from 3.7% to 3.0%
- ✓ Achieved all of our Kia Toipoto 2024 pay gap goals
- ✓ Participated in Intake 3 of the Ethnic Communities Graduate programme
- ✓ Surveyed our women to understand their experiences of working within our community
- ✓ Delivered a workshop series providing personal and professional development for women, and providing them with tools to help them proactively address challenges they face when advancing their careers
- ✓ Worked with our Military Network to explore how we measure pay gaps for our ex-military staff
- ✓ Established a new mentoring programme for staff and a bespoke mentoring programme for one of our employee-led networks
- ✓ Translated and published our [Myth-Busting Booklet](#), which demystifies working here, into four languages - Māori, Samoan, Hindi and Mandarin.

Annex A has a detailed update against our 2023–2024 actions.

### 2024–2025 Focus Areas and Action Plan

In the next 12 months, we'll focus on:

- 1. Diversity data** – enhancing our data collection and reporting relating to gender, ethnicity, Rainbow community, neurodiversity and disability. Ensuring it is transparent and accessible.
- 2. Equal pay** – continue to monitor and evaluate recruitment and remuneration practices to ensure equal pay for same or similar roles.
- 3. Supporting diversity and removing bias from the employee experience** – continue to explore ways we can attract diverse talent, and continued evaluation and development of inclusive policies and practices to retain this talent.
- 4. Early in career talent** – Reviewing our early in career programmes to ensure they continue delivering the best opportunities for our young talent and support growth of a diverse talent pipeline.
- 5. Career and leadership development** – continuing to provide and explore transparent and equitable career progression, training and development opportunities. Implementing our new Manager Induction Pathway and Behavioural Competency Framework.

Together with the NZSIS we have achieved the majority of the specific actions we set for ourselves when our Kia Toipoto report was first developed, with most work now completed and/or embedded as BAU.

Notwithstanding, Annex B outlines specific actions we have set ourselves for 2024–25.





# Other Actions Supporting our Kia Toipoto Action Plan

---

## Māori cultural capability programme of work

Together with the NZSIS, we started our cultural uplift journey in early 2021. We appointed our Kaitohutohu Mātāmua Chief Advisor Māori in 2022, who led the development and delivery of our framework and strategy.

In the last 12 months we have introduced new workshops to develop our people's capability so that they are able to engage effectively with Iwi and Māori when undertaking our national security functions. This is also key to helping us attract and retain the talent required to achieve our national security outcomes.

## Recruitment and Retention

With NZSIS, we commenced a Joint Recruitment Transformation Programme in September 2023. The programme is focused on ensuring:

- our systems, processes and practice are positioned to engage with the market effectively
- we prioritise internal mobility in support of talent development and retention
- our market presence contributes to better national security outcomes by attracting and retaining diverse and high performing talent.

Starting with an efficiency and quality focus, we have improved transparency across the recruitment pipeline. We have also improved data capture and analysis to assess channel effectiveness and better inform initiatives in this space.

## Induction and Orientation

In late 2023 we implemented a new induction and on-boarding pathway, focused on the employee's first 100 days in the community. It aims to create a learning experience that ensures people feel welcomed, connected, and supported.

Our induction and orientation programme activities are aimed at ensuring staff get the information and make the connections they need to help them be successful in their role. They include:

- a welcome booklet provided prior to starting so they know what to expect
- in-person workshops and sessions with key teams
- a comprehensive online package
- one-on-one question time with our Director-General
- sessions with our employee-led networks and community/support groups.

## Manager and Employee Toolkits

In November 2023 we launched new toolkits to support our managers and employees navigate their employment with GCSB. The toolkits are key to support our new Induction and Orientation programmes, helping our people build their knowledge about the GCSB and sourcing information regarding their role and employment activities they can expect to be part of.

The toolkits are structured in a user centric way around the employee lifecycle. They focus on the essential information staff and managers need at each stage, with diversity and inclusion embedded into each section. Each section includes information and links to relevant resources, learning, policies, and support.

## Annex A – 2023–2024 Kia Toipoto Pay Gap Action Plan Progress Report – as at 30 June 2024

AREA/FOCUS	REF	2023-2024 ACTIONS	PROGRESS UPDATE
<b>Ngā Hua Tōkeke mō te Utu   Equal Pay outcomes</b>			
Position descriptions	New	Develop standardised behavioural descriptors for positions	<b>IN PROGRESS.</b> Work has commenced to develop a new Behavioural Competency Framework, and behavioural descriptors have been identified. Next phase will look at agreeing descriptors and how these are translated into position descriptions. Due to other priorities this work will now be delivered in FY2024/25.
<b>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki   Eliminate all forms of bias or discrimination</b>			
People policies	New	Conduct an assessment of our employment obligations to Māori under Te Tiriti and the Public Service Act	<b>IN PROGRESS.</b> An assessment of people policies against our obligations under Te Tiriti and the Public Service Act is underway. This will help us understand where there are gaps and what actions are required to address these in order to support the GCSB and NZSIS to attract and retain Māori talent needed. This is due to be completed in FY2024/25.
Recruitment	New	Explore ways to make our recruitment process more inclusive of diverse groups (i.e. targeted advertising in diverse media channels, education about reasonable accommodations in the process, providing interview questions to candidates before interviews)	<b>IN PROGRESS.</b> Our Manager Essentials toolkit provides information and training to support recruitment. It includes guidance on Diversity and Inclusion in the hiring process e.g. whānau support at interviews, reasonable accommodations.
Advertising collateral	New	Translate Myth Busting booklet into multiple languages	<b>COMPLETE.</b> Booklet translated into four languages – Māori, Samoan, Hindi and Mandarin. Published on our <a href="#">recruitment website</a> .
<b>Te Taunoa o te Mahi Pīngore   Flexible work by default</b>			
Data	New	Re-measure uptake of flexible working in People Pulse surveys	<b>COMPLETE.</b> Included in our Experience of Women survey.
	New	Improve data collection for formal flexible working arrangements	<b>IN PROGRESS.</b> New Payroll module being developed to record formal flexible working arrangements.
<b>Te whai kanoahi ngā taumata katoa   Leadership and representation</b>			
<i>Extending our work on gender balanced leadership to include ethnicity and achieving ethnic, as well as gender balance across our workforce.</i>			
Talent programmes	Cont. from 21/22 AP	Continue to participate in the Ethnic Communities Graduate Programme	<b>COMPLETE.</b> Participated in Intake 3 of the Ethnic Communities Graduate Programme.
	Cont. from 21/22 AP	Continue to use the GCSB Graduate and Women in STEM Programmes as opportunities to grow diverse talent in the organisation	<b>COMPLETE &amp; BAU.</b> Our graduate programme has been paused temporarily while we conduct a review of our workforce as part of our financial sustainability programme. We are using this opportunity to review and reassess the role of graduates in the workplace.  Continue to deliver GCSB Women in STEM scholarship.

Internal research	New	Survey staff experiences of women/ethnicity to identify improvement areas	<b>COMPLETE.</b> Experience of Women survey undertaken in Q3 FY2023/24. Identifying areas of focus to be incorporated into BAU work and targeted focus areas for FY2025/26.
<b>Te Pono   Transparency</b> <i>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).</i>			
Data	New	Capture anonymous data about staff who identify as disabled, or with the Rainbow community, in our People Pulse surveys	<b>NOT PROGRESSSED.</b> Will use the 2025 Te Taunaki   Public Service Census questions to help understand how we can progress this.
	New	Enhancing our data analysis through the employee lifecycle (recruitment, starting salaries, career development boards, acting appointments, secondments, exits)	<b>IN PROGRESS.</b> Data we capture being changed to better understand identified areas across our employee lifecycle. Exit survey process reviewed to enhance and ensure cohesion of surveys across all people who use this data.
	New	Explore how we measure pay gaps for our ex-military staff	<b>COMPLETE.</b> Liaised with Military Network. Agreed to not progress as unable to get required numbers to allow robust pay gap measurements to be undertaken.
Engagement	New	Share quarterly pay gap/D&I reports with the Kia Toipoto Working Group and all our staff to keep them updated on our progress	<b>COMPLETE.</b> D&I Mid-Strategy Report completed and shared with staff. A Quarterly HR report has been developed for Senior Leadership Team and staff version being finalised and on track to be delivered in Q1 FY2024/25.
Facilitation and mediation	New	Establish a panel of cleared, external workplace facilitators, mediators and investigators – to help address employment issues at the lowest possible level	<b>IN PROGRESS.</b> A panel of investigators has been identified and security clearance process is underway.
<b>Te Whakawhanaketanga i te Aramahi   Effective career and leadership development</b> <i>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.</i>			
Mentoring	New	Establish joint mentoring programme between GCSB & NZSIS (MentorLite)	<b>COMPLETE.</b> New MentorLite programme launched in Q3 FY2023/24.
	New	Support employee-led networks who may establish their own mentoring programmes	<b>COMPLETE.</b> Worked with Women in Operations ELN to develop and launch bespoke mentoring programme based on MentorLite.
Internal applicants	New	Develop tools and resources for internal applicants to help them prepare for new job opportunities	<b>COMPLETE.</b> Tools and resources available on Employee and Manager Essentials Toolkits.
Career development workshops	New	Run series of workshops with our Māori, Pacific, Asian and ethnic minority groups to understand potential challenges/barriers to career development/progression/leadership	<b>COMPLETE.</b> Supported our Pan-Asian network to plan and host a Negotiation Workshop for staff in our Pan-Asian and Pasifika ELNs in Q1 FY2023/24. Series of women's development workshops held in Q3 and Q4 to support women across these areas, including our Māori, Pacific, Asian and ethnic minority groups. Will continue to work with and support our ELNs to identify opportunities in this space.

## Annex B – 2024–2025 Kia Toipoto Pay Gap Action Plan

This table captures our confirmed actions for 2024–2025.

AREA/FOCUS	REF	CONFIRMED ACTIONS FOR 2024–2025
<b>Ngā Hua Tōkeke mō te Utu   Equal Pay outcomes</b>		
Position descriptions	<i>New</i>	Finalise a new behavioural competency framework and a phased implementation plan to embed the framework into relevant people policies, processes and practices, including translation into position descriptions
<b>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki   Eliminate all forms of bias or discrimination</b>		
People policies	<i>New</i>	Complete assessment of our employment obligations to Māori under Te Tiriti and the Public Service Act and use this to inform updates/ development of policy and practices to support the attraction and retention of Māori talent
Recruitment	<i>New</i>	Continue to implement identified changes to make our recruitment process more inclusive of diverse groups
<b>Te Taunoa o te Mahi Pīngore   Flexible work by default</b>		
Data	<i>New</i>	Improve data collection for formal flexible working arrangements
<b>Te whai kanohi ngā taumata katoa   Leadership and representation</b>		
<i>Extending our work on gender balanced leadership to include ethnicity and achieving ethnic, as well as gender balance across our workforce.</i>		
Talent programmes	<i>Cont. from 23/24 AP</i>	Review and assess the role of graduates in the workforce Continue to deliver GCSB Women in STEM Scholarship
<b>Te Pono   Transparency</b>		
<i>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).</i>		
Data	<i>New</i>	Use the 2025 Te Taunaki Public Service Census to collect data to better understand the prevalence and needs of our neurodivergent and disabled workforce
	<i>Cont. from 23/24 AP</i>	Enhance our data analysis through the employee lifecycle (recruitment, starting salaries, career development boards, acting appointments, secondments, exits)
Engagement	<i>Cont. from 23/24 AP</i>	Establish a panel of cleared, external workplace facilitators, mediators and investigators – to help address employment issues at the lowest possible level
<b>Te Whakawhanaketanga i te Aramahi   Effective career and leadership development</b>		
<i>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.</i>		
Leadership development	<i>New</i>	Pilot and implement the new Joint GCSB/NZSIS Manager Induction programme

## Annex C – Actions we delivered under our Gender Pay Gap Action Plan 2018–2022

<p><b>Equal Pay</b></p> <ul style="list-style-type: none"> <li>✓ Reviewed our remuneration framework and developed new step based pay model for implementation in 2022.</li> <li>✓ Hiring managers required to justify starting salaries in recommendations to appoint.</li> <li>✓ Annual remuneration review process identifies and addresses unintended equal pay gaps.</li> <li>✓ Commencing salary analysis conducted every six months.</li> <li>✓ 12 monthly independent review of job evaluations to assess internal relativity of job sizing and pay bands.</li> </ul>	<p><b>No bias or discrimination in remuneration systems or human resource practices</b></p> <ul style="list-style-type: none"> <li>✓ Refreshed D&amp;I Strategy 2021–2025 includes updated D&amp;I targets and enhanced focus on inclusion.</li> <li>✓ Rebranded Anti-harassment advisors as Community Confidants and launched new framework to support them.</li> <li>✓ Incorporated specific D&amp;I questions in our 2021 Kōrero Mai   Tell Us survey to get a better understanding of our employees lived experiences.</li> <li>✓ Recruitment policy reviewed and refreshed. D&amp;I embedded throughout policy. Key changes in policy focus on eliminating bias and reducing barriers to entry.</li> </ul>
<p><b>Flexible work by default</b></p> <ul style="list-style-type: none"> <li>✓ Captured baseline of flexible working data in 2021 Kōrero Mai   Tell Us employee survey.</li> <li>✓ Refreshed Flexible Working Arrangements Policy and guidance.</li> <li>✓ Flexible Working Arrangement online learning module part of D&amp;I learning pathways.</li> <li>✓ Job advertisements openly promote flexible working opportunities.</li> <li>✓ Research into the experiences of those taking parental leave resulting in policy enhancements.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Updated gender terminology in forms and systems to align with Statistics New Zealand guidance.</li> <li>✓ Participation in Ethnic Communities Graduate Programme.</li> <li>✓ D&amp;I updates to our external websites.</li> <li>✓ D&amp;I embedded in our performance framework.</li> <li>✓ D&amp;I learning pathways setting out essential learning for all staff and leaders (e.g. Unconscious Bias, Bystander Awareness, Anti-Bullying, Discrimination and Harassment).</li> <li>✓ Staff networks who drive their own D&amp;I agendas and play a critical role in building an inclusive culture.</li> </ul>
<p><b>Gender balanced leadership</b></p> <ul style="list-style-type: none"> <li>✓ Research into the experiences of Women in the NZIC (2019) resulting in a two year action plan to build inclusive practices.</li> <li>✓ Poutamatia self-development programme.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Actions implemented from our experiences of women in the NZIC research</li> <li>✓ Dedicated marketing programmes to attract diverse talent.</li> <li>✓ Established a GCSB Women in STEM Scholarship, including a Māori/Pacific focus.</li> <li>✓ Monitoring position descriptions for management roles to ensure organisational and operational experience is only included when necessary.</li> <li>✓ External research about how to better position the GSCB and NZSIS as an employer of choice for Māori, Pacific, and other under-represented groups.</li> </ul>