



Gender Pay Action Plan 2021 to 2022

Te Puni Kōkiri proudly promotes and engages in diversity and inclusiveness.

Our organisational values, particularly manaakitanga, encourages inclusivity. In order to support whānau to thrive, we need to have a workforce that is able to understand, and reflect, the Māori communities we serve. This fulfils section 75 of the Public Service Act 2020 and aligns with the Papa Pounamu work programme.

Te Puni Kōkiri is committed to ensuring all Kaimahi are able to achieve their full potential, in a workplace that is free from gender and ethnicity-based inequalities, in line with the Public Service Gender Pay Principles and the Public Service Gender Pay Gap 2018-20 Action Plan.

Te Puni Kōkiri Workforce

We have approximately 400 kaimahi, permanent staff and fixed term.

Te Puni Kōkiri has a gender pay gap, as at 30 June 2021, of 15.9% in favour of men. Due to our size, changes in the Ministry's staffing (even small changes) impact on the gender pay gap year on year.

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Equal Pay

We have reviewed the data for all like-for-like roles to eliminate any unjustified gender pay gaps. In this area we have:

- Reviewed like-for-like roles and determined gender was not a factor in pay. The data below shows that gender pay gaps in the same grade tend to be small and that the lack of males in some grades makes meaningful comparison difficult.

All	Average Salary	Gender Pay Gap
Male	\$118,023	15.9%
Female	\$99,208	
Permanent Only		
Male	\$114,572	12.9%
Female	\$99,771	
Fixed Term Only		
Male	\$130,294	25.7%
Female	\$96,822	



Grade	Gender Pay Gap	Number of Males	Number of Females
12	2.3%	5	20
13	N/A	0	2
14	N/A	0	1
15	-0.5%	29	53
16	12.6%	4	11
17	4.9%	29	67
18	3.3%	10	20
19	N/A	3	0
20	-0.3%	10	13
21	N/A	1	0

- Ensured that data informs remuneration decisions at appointment and remuneration review
- Published remuneration rates in the Collective Employment Agreement.
- Implemented the new remuneration structure recommended by the working group with the PSA. This has included a focus on:
 - Transparency of remuneration rates through all HR policies and practices including, but not limited to, recruitment and selection (ensuring that the Ministry safeguards against unconscious bias), progression and promotion, performance management and remuneration reviews;
 - The move away from what many kaimahi thought was subjective criteria for salary increases, to a step system that is far more objective should improve our gender pay gap further. The steps also apply to kaimahi who are on parental leave, taking away another potential cause of gender pay gaps. In agreement with the Public Service Association, our roles and grades are included in the Collective Employment Agreement, making the salary and steps for each role transparent.

Transparency is another tool in managing pay gaps and this should also help us to reduce our gender pay gap.

- continuing to ensure gender is not a factor in pay for same or similar roles; and
- eliminating any ethnic pay gaps.



What drives our gender pay gap

We have relatively small gender pay gaps when comparing salaries in like for like roles. There are two main drivers for our gender pay gap. The first is the very small number of males employed in our lower graded roles, making meaningful comparison difficult. The second is the relatively high gender pay gap for non-permanent kaimahi. This may be because kaimahi engaged for less than six months do not go through the full recruitment process, so some of the opportunities to consider gender and salary are missed, and/or short tenure kaimahi are often engaged because they have a specific skill that we are prepared to pay a premium for (for a short time).

Our pay gap is small and not consistent across our job grades. We have put effort into the goal of a zero GPG for starting salaries in a grade and have been successful in maintaining that.

Over the next five years we wish to continue to manage our starting salary gender pay gap at zero and aim to have the gender pay gap for all remuneration grades (like sized roles) at zero or near to zero.

We have also identified that there is a greater GPG for fixed term kaimahi, where the recruitment process is shorter and doesn't provide the same opportunity to scrutinise the gender pay gap. We will seek to remedy this part of the GPG. Over the next five years we wish to continue to manage our starting salary gender pay gap at zero and aim to have the gender pay gap for all remuneration grades (like sized roles) at zero or near to zero.

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Bias And Discrimination In Remuneration And Hr Processes

We have reviewed and update our remuneration and performance framework for the 2021 year.

Gender-Balanced Leadership

Te Puni Kōkiri has 13 female and 12 male leaders at our top levels.

We have reviewed recruitment advertising to ensure gender-neutral language and encourage gender balance in all levels and role families.



Our Measures

No gender pay gap, in like roles. Target of average pay gap throughout the year +/- 10%

TPK is committed to achieving the following Gender Pay Principles:

- Freedom from bias and discrimination - Employment and pay practices are free from the effects of conscious and unconscious bias and assumptions based on gender.
- Transparency and accessibility - Employment and pay practices, pay rates and systems are transparent, information is readily accessible and understandable.
- Relationship between paid and unpaid work - Employment and pay practices recognise and account for different patterns of labour force participation by workers who are undertaking unpaid and/or caring work.
- Sustainability - Interventions and solutions are collectively developed and agreed, sustainable and enduring.
- Participation and engagement - Employees, their unions and agencies work collaboratively to achieve mutually agreed outcomes.





Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

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