

Kia Toipoto Action Plan 2025/2026

Kia Toipoto, the Public Service Gender, Māori, Pacific, and Ethnic Pay Gap Action Plan (2021–2024), officially concluded at the end of 2024 as a dedicated work programme. However, efforts to reduce pay gaps continue under the Diversity, Equity, and Inclusion (DEI) work programme, now aligned with Papa Pounamu.

Kia Toipoto focused on improving equity and fairness in public service workplaces, including removing bias and discrimination; fair and equitable pay; recruiting and retaining diverse talent; and cultivating inclusive work environments. ESR remains committed to the Kia Toipoto focus areas to ensure equity and fairness in the workplace.

WORKFORCE DATA

ESR has strong female representation, with approximately two-thirds of the overall workforce identifying as female. More than half of the roles within executive and manager positions are also held by women.

Science and non-science roles at ESR are predominantly filled by females. The science domain comprises 67% females and 33% males (as of 1 January 2025).

The representation of Māori and Pasifika ethnicities within ESR continues to be very low at 3% and 1.2%, respectively, and Asian ethnicities constitute the second-largest ethnic group within ESR.

GENDER PAY GAP

Horizontal like-for-like pay gaps are minimal.

The organisational pay gap was 14.6% as at January 2025.

The main driver of the organisational pay gap is the gender distribution within roles, known as 'vertical occupational segregation'.

ESR'S KEY AREAS OF FOCUS:

- Leadership and representation, and
- Effective career and leadership development

Kia Toipoto Focus Areas	2023/2024 Progress	2025 Actions
Te Pono Transparency	All staff were asked to update their personal information in Workday, including ethnicity, gender identity, disability status, and personal pronouns.	Develop resources for and provide learning opportunities for ESR people to better understand Kia Toipoto and pay equity goals and DEIB activities.
Ngā Hua Tōkeke mō te Utu Equitable pay outcomes	Workday categorisations for people leaders and team members were updated to enhance the accuracy of the annual pay equity analysis.	Preparing a quarterly report for the executive team to support monitoring equity in starting salaries.
Te whai kanohi i ngā taumata katoa Leadership and representation	<p>Review of the promotion process: Recommendations for changes to the 2025 promotions process have been reviewed by the Promotions and Descriptors Working Group (PDWG). The variation to the Collective Agreement was ratified at the end of January 2025. Some changes will be implemented in the delayed 2024 process and the remaining changes will be implemented in the 2025 process.</p> <p>ESR's talent attraction strategy: The Talent Attraction Strategy has been refreshed to ensure a stronger focus on inclusive and equitable practices in candidate sourcing, interviewing and selection decisions. Hiring Manager learning opportunities have been developed to support an inclusive and equitable approach to hiring.</p> <p>Building Māori representation: ESR vacancies are now advertised on Māori/Pasifika job sites, including Ahu Jobs, Kumaravine, and Mahi.</p>	<p>Complete the full implementation of the refreshed promotions process.</p> <p>Continue to build hiring manager capability.</p>
Te Whakawhanaketanga i te Aramahi Effective career and leadership development	<p>Development and education: eLearning modules on Inclusive and Equitable Hiring Practices, Unconscious Bias and Conscious Inclusion were developed and are live on Workday.</p> <p>Career pathways: Suitable career pathway models and approaches are being explored, with ongoing discussions across the CRIs to share insights and learnings from implemented career path frameworks.</p> <p>ESR Leadership Development Programme: A consultation process with leaders has been completed to define ESR's leadership expectations. A set of leadership expectations has been developed and approved by the Board and Executive team, including a framework to support success in this programme.</p>	<p>Continue to build knowledge of and options regarding the development of ESR career pathways for science.</p> <p>Design and implement people leadership learning solutions to share, support and embed the ESR leadership expectations.</p> <p>Develop the overarching ESR strategic workforce planning approach (including talent identification, succession planning, critical role identification and key person risk) to support career development and organisational resilience.</p>
Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination	<p>The DEIB Council continues to enhance its expertise and has played a key role in several initiatives, including developing a DEIB events calendar, conducting a pronouns education campaign and integrating pronouns into Teams, Outlook, and Workday, raising awareness about neurodiversity, and conducting a survey to shape the DEIB strategy.</p> <p>All ESR policies have been reviewed by a DEIB specialist, with recommendations for improvement provided to the respective policy owners for implementation. The DEIB Council and PSA / PSA Delegates have also been involved in providing feedback on relevant policy reviews.</p>	<p>Continue to build awareness and support for Diversity, Equity, Inclusion, and Belonging (DEIB) through developing our understanding of unconscious bias and conscious inclusion – particularly focused on inclusive language and inclusive leadership.</p> <p>Continue to drive focus on acknowledging individuals' strengths and celebrating diversity.</p>
Te Taunoa o te Mahi Pīngore Flexible-work-by-default	The Dynamic Working Policy has been refreshed and renamed as the ESR Flexible Working Guidance and published on Ātea under the "Our Policies" page.	Develop resources to support the flexible working guidance.