

# Kia Toipoto Action Plan 2022/2023

**Kia Toipoto: Public Service Pay Gaps Action Plan 2021–24** sets out actions and targets to ensure fairness and equity in public service workplaces.

The **Gender Pay Principles** provide a framework for creating working environments free of gender-based inequalities, based on collaborative action between agencies, employees and unions.

**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.

**ESR is committed to the Kia Toipoto goals and milestones and is guided by the Gender Pay Principles**

**2028 Leadership and Representation targets:**

- We will have women occupying 50% of all leadership positions at ESR and we will have increased ethnic diversity across all leadership levels.
- We will have increased our representation by 5% for under-represented groups at ESR – Māori, Pacific, Latin American and African. (Under-represented as measured against the New Zealand working population)

**WORKFORCE DATA**

ESR has strong female representation, with more than two-thirds of staff being women, and more than half of those in Executive and Management roles being held by women.

This strong representation also means our frontline science roles at ESR are female-dominated.

Māori and Pacific representation continue to be very low, while Asian representation has increased in recent years and is ahead of the NZ working age population.

**GENDER PAY GAP**

Horizontal like-for-like pay gaps are minimal.

The organisational pay gap was 15.6% as at September 2022.

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:**

Ensure there is no bias or discrimination.

Increase Māori and Pacific equity.

**Progress and actions**

2022	KIA TOIPOTO GOALS	2023	2024
✓ Analysis of ESR workforce data	Transparency	<ul style="list-style-type: none"> <li>• Update workforce data</li> <li>• Update systems to collect multiple ethnicities</li> </ul>	<ul style="list-style-type: none"> <li>• Update workforce data</li> </ul>
	Equitable pay outcomes	<ul style="list-style-type: none"> <li>• Implement Remuneration Framework</li> <li>• Provide guidance to recruiting managers and monitor starting salaries</li> </ul>	
✓ Gain an understanding of the drivers of the pay gaps	Leadership and representation	<ul style="list-style-type: none"> <li>• Revise ESR's Talent Attraction Strategy</li> <li>• Implement targeted recruitment initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement targeted recruitment initiatives</li> </ul>
	Effective career and leadership development	<ul style="list-style-type: none"> <li>• Develop Early Career Pathways initiative</li> <li>• Consider Public Service Commission career pathways guidance once available</li> </ul>	
✓ Research into best practice actions	Eliminating all forms of bias and discrimination	<ul style="list-style-type: none"> <li>• Provide implicit bias training for all staff</li> <li>• Conduct staff survey</li> <li>• Provide guidance for managers on gender and equity considerations</li> <li>• Review templates and HR processes from a te ao perspective</li> </ul>	<ul style="list-style-type: none"> <li>• Implement any actions required following the staff survey</li> <li>• Provide training on preventing bias in the recruitment process for managers</li> </ul>
	✓ Develop draft action plan		
✓ Discussions with SLT, PSA, HR and Sustainability Committee members	Flexible work by default	<ul style="list-style-type: none"> <li>• Monitor flexible work practices</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor flexible work practices</li> </ul>