

Kia Toipoto Action Plan 2024/2025

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 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 68.5% females and 31.5% males (as of 1 January 2024).

The representation of Māori and Pasifika ethnicities within ESR continues to be very low at 3% and 1.4%, 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 14.1% as at January 2024.

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
- Effective career and leadership development

Progress and actions

2023	Kia Toipoto Focus Areas	2022/2023 Progress	2024 Actions
✓ Analysis of ESR pay and workforce data.	Te Pono Transparency	<ul style="list-style-type: none"> • Workday updated to collect multiple ethnicities. • Developed a Workforce dashboard to inform ESR about trends in ethnicity and general demographic information. 	<ul style="list-style-type: none"> • Continue to encourage staff to actively record variables related to diversity (e.g. gender identity, ethnicity, disability).
✓ Gaining an understanding of the drivers of the pay gaps.	Ngā Hua Tōkeke mō te Utu Equitable pay outcomes	<ul style="list-style-type: none"> • Implemented the new remuneration framework and provided guidance to managers regarding starting salaries. • Established a monitoring programme of new starter salaries. • Reduced the organisational pay gap from 15.6% to 14.1%. 	<ul style="list-style-type: none"> • Continue to reduce the Gender Pay Gap as per the ESR Statement of Corporate Intent.
✓ Research into best practice actions.	Te whai kano i ngā taumata katoa Leadership and representation	<ul style="list-style-type: none"> • Staff survey regarding promotions has been developed. • Refresh of the ESR Talent Attraction Strategy, is underway. 	<ul style="list-style-type: none"> • Complete the comprehensive review of the promotion process. • Revise ESR's talent attraction strategy and build hiring manager capability. • Implement targeted recruitment strategies geared toward building Māori representation as a priority.
✓ Discussions communicating intent of an organisation-wide consultation process with the Senior Leadership Team, representatives of the PSA and ASMS unions, People and Culture, and Sustainability committee members.	Te Whakawhanaketanga i te Aramahi Effective career and leadership development	<ul style="list-style-type: none"> • Commenced a review of the ESR Promotions Process. • Commenced consultation regarding leadership expectations. 	<ul style="list-style-type: none"> • Commence the development of career pathways for Science. • Implement a new ESR Leadership Development Programme.
✓ Consultation process conducted across all ESR sites to gather input and thoughts from staff on the six focus areas of the Kia Toipoto initiative.	Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination	<ul style="list-style-type: none"> • Unconscious bias training added as a learning requirement for all people leaders and is available for all staff. • Launched the Diversity, Equity, Inclusion and Belonging Commitment statement and Council. • Conducted the Gallup Q12 engagement survey with additional questions related to themes of respect and wellbeing. 	<ul style="list-style-type: none"> • Continue to build awareness and support for the ESR Diversity, Equity, Inclusion, and Belonging (DEIB) Council. • Undertake a comprehensive review of all policies within ESR to identify and eliminate any inherent biases.
✓ Analysis of acquired data and identification of common, and dominant, themes.	Te Taunoa o te Mahi Pīngore Flexible-work-by-default	<ul style="list-style-type: none"> • Conducted a readiness audit relating to the Kenepuru Science Centre Rebuild. 	<ul style="list-style-type: none"> • Refresh the ESR Dynamic Working Policy. • Provide workshops to People Leaders to enhance transparency and understanding of ESR's approach to flexible working.
✓ Analysis of like-for-like pay data within each salary band.			