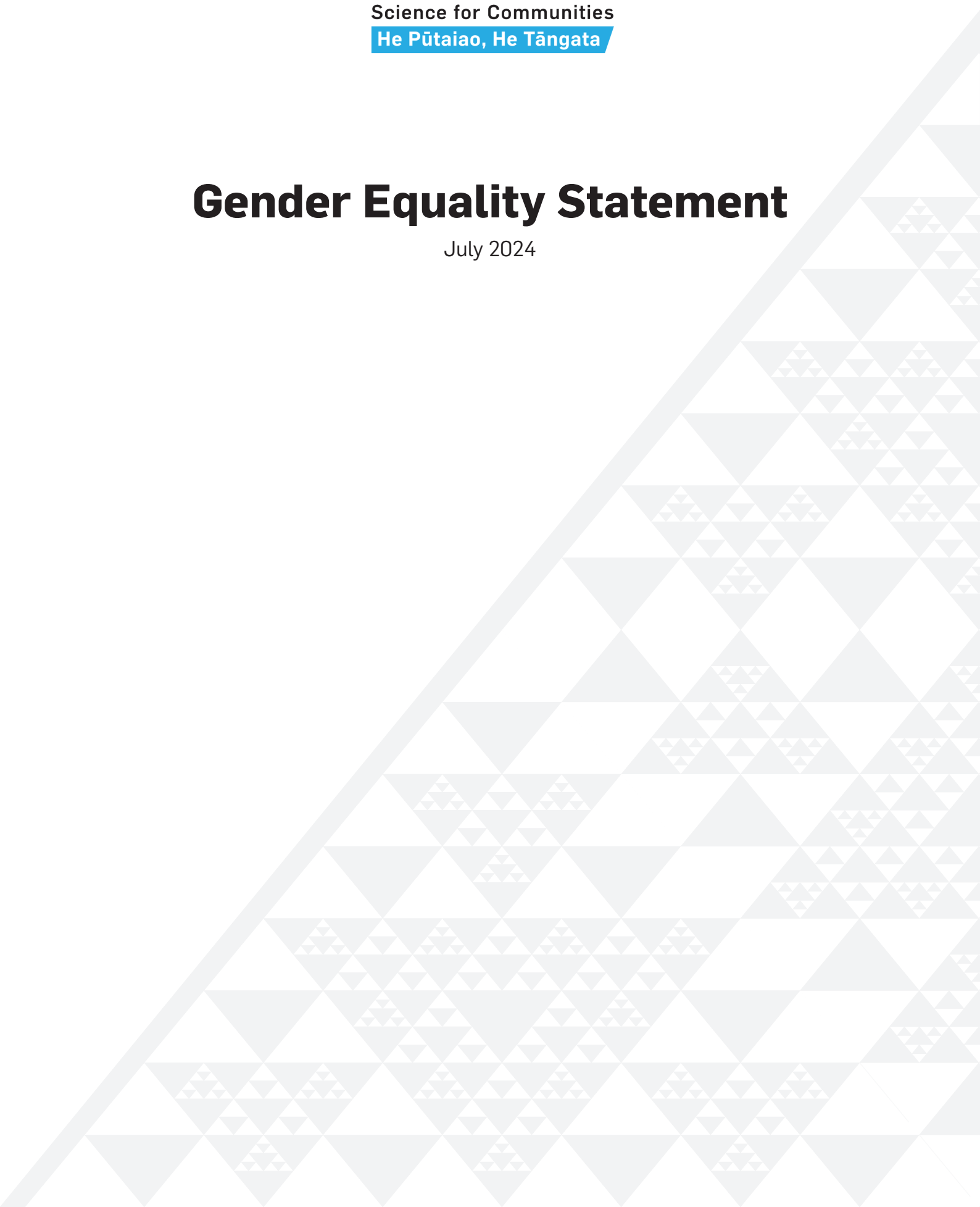


# Gender Equality Statement

July 2024



# ESR Gender Equality Statement

ESR supports gender equity to benefit research and innovation (R&I) by improving the quality and relevance of R&I, attracting and retaining more talent, and ensuring that everyone can maximise their potential. This Gender Equality Statement outlines the initiatives we have in place and the objectives we are working towards. Many of these objectives and initiatives are in other formal documents within the organisation.

To achieve our research aspirations and maintain our service delivery, we are continuing to build a strong capable workforce that is agile, collaborative, and adaptable, and implementing business systems processes to meet the challenges of ESR's diverse work programme.

People are the heart of ESR, and our People Policy provides the overarching framework for how ESR will deliver on its aspiration of being an employer of choice with a healthy work environment encouraging growth and wellbeing. We value our diversity and have a commitment to foster an environment that is inclusive and flexible by default and ensures that employees are recognised and valued for their uniqueness.

This statement is a formal, published document that has been endorsed by ESR's Senior Leadership Team and signed by the Chief Executive.

## Dedicated resources

ESR has a small dedicated Organisational Development Team responsible for developing and delivering organisational development initiatives across the organisation in the fields of culture and engagement; diversity, equity and inclusion (including cultural capability); leadership development and learning; talent identification and succession planning; career pathways and workforce capability planning; Employee Value Proposition; and the annual Performance Cycle.

Team members are highly skilled and experienced in the design and delivery of organisational development strategies, initiatives and solutions that are fit for purpose and make a difference.

ESR has established a Diversity, Equity, Inclusion and Belonging (DEIB) Commitment Statement and Council that will serve as a catalyst for collaborative decision-making, driving initiatives that will weave DEIB into the fabric of ESR's identity. The Council has pledged to continue to foster an environment where every voice is heard, every perspective is valued, and every individual feels a sense of belonging. They're dedicated to nurturing a workplace that celebrates differences and harnesses power for innovation and collaboration – mahi auaha (pushing boundaries).

The Council's Commitment Statement is:

*At ESR, we are committed to protecting and enhancing the wellbeing of people living in Aotearoa New Zealand.*

*This purpose underpins not only our desired strategic outcomes and the science and research we undertake but also how we operate as an organisation.*

*We know that addressing important science questions for Aotearoa New Zealand requires ESR to attract and retain talent people in Aotearoa and from around the world and to create an environment in which everyone can thrive. Key to achieving this is our dedication to creating an inclusive workplace community that respects and values diverse backgrounds and perspectives. We celebrate uniqueness, nurture creativity, and foster collaboration. We wholeheartedly commit to advancing our approach to diversity, equity, inclusion, and belonging (DEIB) in our workplace. Our commitment is forward focused and continuously evolving. Together, we make a meaningful impact on our employees and the communities we serve.*

This Commitment Statement has been launched to the organisation in both English and te reo Māori.

## Data collection and monitoring

As a Crown Research Institute, ESR is required to report annually in our [Statement of Corporate Intent](#). To track progress on workforce development ESR has a series of metrics including gender pay gaps and gender representation in management. One of the current performance measures is to continue to reduce the gender pay gap against the 2022 baseline of 15.6%. Our data capture and reporting is aligned with Statistics New Zealand guidelines to ensure statistical robustness.

[Kia Toipoto](#) is an action plan for the New Zealand Public Sector to ensure fairness and equity in public service workplaces. ESR is committed to the Kia Toipoto goals and milestones and has a Kia Toipoto Action Plan in place (Appendix I) to achieve these goals and milestones.

To support the vision of being at the forefront of attaining the lowest burden of crime, environmental contamination and infectious diseases for Aotearoa New Zealand while honouring Te Tiriti, ESR aims to be recognised as an exemplar of a thriving people-centred workplace. This means our people are at the heart of our organisation.

To deliver our future state as a leading science organisation that is responsive and agile, we will support our workforce to grow and develop so that ESR has flexible capability and capacity to support our communities with the challenges they face now and in the future.

To address complex societal challenges, ESR's workforce will be supported to explore new opportunities, and be recognised and valued for its diversity of thought and innovation, by removing the barriers that limit engagement, participation and partnership.

We will deliver the right skills and an innovation mindset at the right time, improve pathways for attracting and retaining critical skills and enable greater resource and knowledge sharing across the research, science and innovation system for greater impact.

We will continue to develop a strong people-centred workplace through focusing on diversity, equity and inclusion; improving our leadership confidence and competence; designing and delivering initiatives to support improved engagement and empowerment; identifying and celebrating our employee's unique strengths to build strong and cohesive teams; and continuing our focus on health, safety and wellbeing that delivers to changing individual and organisational circumstances and needs.

We will also continue to refine and shape ESR's cultural capability and competency to ensure ESR is an accountable, safe and responsive organisation. Our aspiration is to have a workforce that is representative of the Aotearoa New Zealand working population (with a particular focus on increasing the proportion of Māori employees in our workforce, along with Pacific peoples and other under-represented ethnicities) and a workplace that is engaging, empowering and provides meaningful challenge and opportunities to grow and develop. We will continue to develop a strong people-centred workplace through focusing on diversity, equity and inclusion.

## Training

To support our Kia Toipoto goals we have remuneration and HR systems, policies and practices in place that are designed to remove all forms of bias and discrimination and we are continually reviewing and updating these.

We have self-paced Unconscious Bias training available as a learning requirement for all people leaders and is available for all employees, we have established safe frameworks for discussion, and we are actively nurturing an environment conducive to candid dialogue on biases devoid of fear or repercussions.

We provide guidance to recruiting managers on gender and equity considerations and are planning to provide training on preventing bias in the recruitment process. We undertake regular analysis and reporting of starting salaries to provide evidence to direct or support ongoing initiatives for gender equity.

Our DEIB Council members have undertaken relevant training to support them in their work. The Council will work on the priorities / initiatives to create an inclusive workplace community that respects and values diverse backgrounds and perspectives.

Within ESR, the forensic community are committed to challenging and changing the everyday actions and language that are used that contribute to gender issues and do not foster a sense of inclusiveness. John Bone (General Manager Forensic) and other members of the Forensic team have joined the Engender Change programme which was launched by the Australia New Zealand Policing Advisory Agency (ANZPAA NIFS) on behalf of the Australia New Zealand Forensic Committee (ANZFEC). They have signed the Everyday Commitment Statement as an accountable, extendable, measurable and visible display of their commitment to actively champion women in forensic leadership, increase the visibility of women contributors in forensic science and leverage their influence in the broader community to promote diversity and inclusion ideals.

The Engender Change programme aims to bring the forensic community together through leadership to support gender diversity and inclusivity and acknowledge the far-reaching benefits of gender equity in the workplace with an initial focus on challenging and changing the everyday actions and language that are used that contribute to gender issues and do not foster a sense of inclusiveness.

## Work-life balance and organisational culture

To support work-life balance for our people ESR is "flexible by default" which means treating all roles as suitable for flexible working and exploring how flexibility could work for ESR, the team, our customers and the employee. We have Flexible Working Guidance that outlines the range of options for flexible working including working part time, working remotely, flexible hours and/or days, flexible leave arrangements, job sharing, working compressed weeks or fortnights, phased return to work or phased retirement as well as informal arrangements including earlier or later start and finish times or blending between work and home life when working remotely.

Flexible working is equally available regardless of gender, ethnicity, disability and other dimensions of diversity and irrespective of the reason for wanting it. Working flexibly does not undermine career progression or pay.

Employees of ESR are entitled to parental leave in accordance with the provision of the Parental Leave and Employment Protection Act 1987 and its amendments. In addition ESR offers:

- A one-off gross payment of \$500.00 per child paid in the pay period prior to the employee commencing parental leave
- Five days paid leave for employees eligible for partner leave (in substitution for 5 of the 10 unpaid days provided by legislation) to support the employee during this time
- Continued salary increases in line with the Remuneration Framework while on Parental Leave or Extended Leave
- Continual accrual of annual leave during parental leave at the applicable salary rate
- A return to work payment paid in the first pay period upon the employees return from parental leave.

## Gender balance in leadership and decision-making

Measures to ensure that women can take on and stay in leadership positions can include providing decision-makers with targeted gender training, adapting processes for selection and appointment of staff on committees, ensuring gender balance through gender quotas, and making committee membership more transparent.

ESR has strong female representation, with approximately two-thirds of the overall workforce identifying as female and more than half of the roles within Executive and Management positions are also held by women. This strong representation also means our frontline science roles at ESR are female-dominated.

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).

Māori and Pacific representation continue to be very low, while Asian representation is the second largest ethnic group within ESR.

Our goal is that by 2028 we will have women occupying 50% of all leadership positions at ESR and we will have increased ethnic diversity across all leadership levels.

We are aiming to increase our representation by 5% for under-represented groups at ESR – Māori, Pacific, Latin American and African.

ESR is focused on developing career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations and to improve gender and ethnic representation in leadership. We have actively participated in Women in Leadership training and support programmes that encourage and develop minorities.

## Gender equality in recruitment and career progression

Our employment brand, recruitment process and talent pipeline are designed to attract a diverse range of people joining and being successful at ESR. We recruit people based on merit from a diverse pool of talented candidates that represents the diversity of our community and where a talent pipeline does not exist, we take action to support the creation of one. All vacancies are advertised internally and that there is a consistent, impartial, and transparent process focused on minimising barriers or biases to selecting the best candidate.

ESR has an Early Career Group. The group's main purpose is to develop a community for those near the beginning of their careers, so they can share ideas, expertise, provide career support, discuss relevant issues, create opportunities for professional and personal development, career progression and networking within ESR and other CRIs. Early career is not defined by factors such as age, level of educational training or work experience, and encompasses anyone who identifies themselves as early career.

ESR also has a promotions process that acts an opportunity to recognise our employees who have made positive developments in their career. An employee who is promoted is seen to have demonstrated sustained capability, performance and behaviour in line with the responsibilities associated with the higher level they are being promoted to. The promotions process runs each year and applications are encouraged from employees that have been in their role for one year or more. All applications are reviewed by a panel selected based on site representation, gender balance and personal attributes such as autonomy, fairness and respect of fellow employees. Analysis over a number of years shows that promotion applications received by gender are closely aligned with the gender split of the organisation.

Year	Applications Submitted					Applications Approved							
	Total apps	Number of applications		% of Total applications		Total applications approved	Number of applications approved		% of Total applications approved		% of female applications approved	% of male applications approved	
		Female	Male	Female	Male		Female	Male	Female	Male			
2010	15	10	5	67%	33%	12	9	3	75%	25%	90%	60%	
2011	17	13	4	76%	24%	13	11	2	85%	15%	85%	50%	
2012	14	6	8	43%	57%	5	3	2	60%	40%	50%	25%	
2013	14	9	5	64%	36%	9	6	3	67%	33%	67%	60%	
2014	13	7	6	54%	46%	7	5	2	71%	29%	71%	33%	
2015	19	11	8	58%	42%	12	7	5	58%	42%	64%	63%	
2016	14	8	6	57%	43%	9	5	4	56%	44%	63%	67%	
2017	29	23	6	79%	21%	19	17	2	89%	11%	74%	33%	
2018	17	9	8	53%	47%	6	3	3	50%	50%	33%	38%	
2019	13	7	6	54%	46%	11	6	5	55%	45%	86%	83%	
2020	13	8	5	62%	38%	12	7	5	58%	42%	88%	100%	
2021	16	12	4	75%	25%	13	9	4	69%	31%	75%	100%	
2022	6	3	3	50%	50%	5	3	2	60%	40%	100%	67%	
2023	26	17	9	65%	35%	16	9	7	56%	44%	53%	78%	

In 2023 ESR implemented a new fair and transparent remuneration framework that is aligned with the market to ensure it can attract and retain motivated and competent employees. Progression within the framework is outlined in employment agreements and salary bands are adjusted annually.

ESR is an accredited Living Wage Employer. This means we have committed to paying no less than the Living Wage to all employees and those contracted workers delivering services to our sites on a regular and ongoing basis.

## Integration of the gender dimension into research and teaching content

ESR uses world-leading science to provide national surveillance of infectious disease, support food safety investigations, safeguard our water, and through our forensic science services support the justice sector, to protect the health, wellbeing and safety of New Zealand communities. Where gender is an integral part of the data collected or part of research undertaken, ESR will monitor and report on it. For example, ESR collects and analyses national data for notifiable infectious diseases and reports on age, gender and ethnicity.

## Measures against gender-based violence, including sexual harassment

As a public sector organisation our responsibility to maintain the highest standards of integrity, discretion and ethical conduct in order to maintain and enhance the public's trust and confidence in ESR is outlined on our Code of Conduct. The Code of Conduct outlines the behaviour that is expected of everyone at ESR including employees, contractors, directors and students. Managers can use the Code to recognise positive behaviours or address behaviours that appear inconsistent with it. It is expected that ESR People Leaders are exemplary models of the Code of Conduct.

In addition to and supporting the Code of Conduct, ESR has a range of policies including:

- People Policy
- Respectful Workplace Policy
- Protected Disclosures Policy

Employees affected by domestic violence are entitled to take up to 10 days of paid family violence leave for each 12 month period. These employees can also ask for flexible working arrangements for up to 2 months.

ESR has guidelines in place to support those impacted by family violence so they have a safe place to work and find a way to be safe outside of work. We offer help in several ways including:

- Trained ESR employees
- Paid domestic violence leave
- Short-term flexible work arrangements
- A workplace safety plan
- Contacts and resources to get help.

The rollout of an enterprise-wide critical risk programme (CRP) has further facilitated ESR's identification and management of gender-based violence, harassment, and equity concerns. Implementation of the psychosocial and violence and aggression branches of the CRP, has enabled ESR to identify psychological, social, and physical violence risks, which may be associated with gender equity hazards more broadly. To eliminate these risks (where reasonably practicable), ESR has identified various critical controls, some of which include:

- Scheduled 1:1 manager check-ins
- Regular psychologist debriefings for high hazard teams
- Mental-health first-aiders
- A psychosocial event reporting mechanism.

Additionally, ESR's critical risk management framework (CRM) allows risk owners to seek assurance regarding the efficacy of the CRP in controlling risks associated with gender-based violence.



**Peter Lennox**  
Chief Executive

## Appendix I - Kia Toipoto Action Plan 2024/2025

Kia Toipoto Goals	2022/2023 Progress	2024 Actions
<b>Te Pono</b> Transparency	<ul style="list-style-type: none"> <li>• Workday updated to collect multiple ethnicities.</li> <li>• Developed a Workforce dashboard to inform ESR about trends in ethnicity and general demographic information.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to encourage staff to actively record variables related to diversity (e.g. gender identity, ethnicity, disability).</li> </ul>
<b>Ngā Hua Tōkeke mō te Utu</b> Equitable pay outcomes	<ul style="list-style-type: none"> <li>• Implemented the new remuneration framework and provided guidance to managers regarding starting salaries.</li> <li>• Established a monitoring programme of new starter salaries.</li> <li>• Reduced the organisational pay gap from 15.6% to 14.1%.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to reduce the pay gap as per the ESR Statement of Corporate Intent.</li> </ul>
<b>Te whai kanoahi i ngā taumata katoa</b> Leadership and representation	<ul style="list-style-type: none"> <li>• Staff survey regarding promotions has been developed.</li> <li>• Refresh of the ESR Talent Attraction Strategy, is underway.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete the comprehensive review of the promotion process.</li> <li>• Revise ESR's talent attraction strategy and build hiring manager capability.</li> <li>• Implement targeted recruitment strategies geared toward building Māori representation as a priority.</li> </ul>
<b>Te Whakawhanaketanga i te Aramaahi</b> Effective career and leadership development	<ul style="list-style-type: none"> <li>• Commenced a review of the ESR Promotions Process.</li> <li>• Commenced consultation regarding Leadership Expectations.</li> </ul>	<ul style="list-style-type: none"> <li>• Commence the development of career pathways for science.</li> <li>• Implement a new ESR Leadership Development Programme.</li> </ul>
<b>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki</b> Eliminating all forms of bias and discrimination	<ul style="list-style-type: none"> <li>• Unconscious bias training added as a learning requirement for all people leaders and is available for all staff.</li> <li>• Launched the Diversity, Equity, Inclusion and Belonging Commitment statement and Council.</li> <li>• Conducted the Gallup Q12 engagement survey with additional questions related to themes of respect and wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to build awareness and support for the ESR Diversity, Equity, Inclusion, and Belonging (DEIB) Council.</li> <li>• Undertake a comprehensive review of all policies within ESR to identify and eliminate any inherent biases.</li> </ul>
<b>Te Taunoa o te Mahi Pīngore</b> Flexible-work-by-default	<ul style="list-style-type: none"> <li>• Conducted a readiness audit relating to the Kenepuru Science Centre Rebuild.</li> </ul>	<ul style="list-style-type: none"> <li>• Refresh the ESR Dynamic Working Policy.</li> <li>• Provide workshops to People Leaders to enhance transparency and understanding of ESR's approach to flexible working.</li> </ul>

# 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.

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

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

### 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 vertical occupational segregation.

### 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.

### ESR'S KEY AREAS OF FOCUS:

- Leadership and representation
- Effective career and leadership development





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