

Our gender pay gap continues to trend down with current **median 18.6% and mean 5.9%**. Our within salary bands pay gaps are less than 4% or positive pay gaps. We have achieved this through focusing on starting salaries and within bands salaries, employing senior female DCE's; identified and addressed high risk practises; updating our job ads and job descriptions to be more culturally and gender inclusive. We are focused on reducing our pay gaps; we also acknowledge 2023 is an election year and our focus will be on this too.

Public Service context

KIA TOIPOTO 3 YEAR GOALS

1. Make substantial progress towards closing gender, Māori, Pacific, and ethnic pay gaps
2. Accelerate progress for wāhine, Pacific women, and women from ethnic communities
3. Create fairer workplaces for all, including disabled people and members of rainbow communities

KIA TOIPOTO ACTION PLAN 2021 – 2024 FOCUS AREAS

1. Te Pono – Transparency
2. Ngā Hua Tōkeke mō te Utu – Equitable pay outcomes
3. Te whai kanohi i ngā taumata katoa – Leadership and representation
4. Te whakawhanaketanga i te Aramahi – Effective career and leadership development
5. Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki – Eliminating all forms of bias and discrimination
6. Te taunoa o te Mahi Pīngore – Flexible-work-by-default

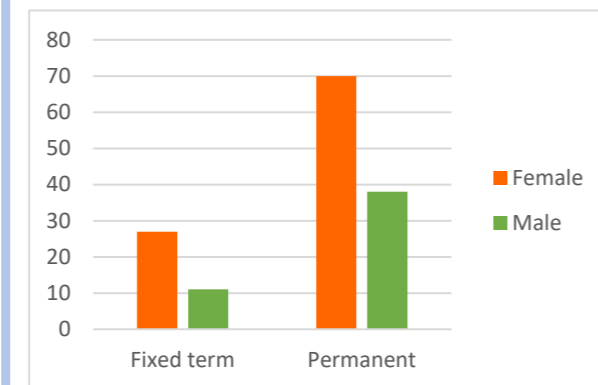
See details of each focus area on page two

About us

WHO ARE WE?

We are a small Independent Crown Entity who works with and through communities to inform, engage and educate New Zealanders about the value of taking part in the electoral system. We work to provide an effective and impartial electoral system that New Zealanders understand and trust. We are building an inclusive strength focused culture where diversity is encouraged and valued. We are here for the right reasons, and we are passionate about what we do.

OUR PEOPLE



Taumata our values

Our values underpin our plan. Our values are aligned with closing the pay gaps and we use our values and the Kia Toipoto principles to guide our approach.



Ka tūhonoa ngā tāngata e tipu ai te uru ki ngā punaha manapori



Ka aratakina kia mārama



Ka uakaha, ka hihiri hoki, te whakahaere.



Ka ngākau nui, ka whakamana



Mahia ka tika; ka tika te mahi

We are dedicated to working with our people to continue to develop our Kia Toipoto action plan and ensure it is appropriately implemented as closing Gender, Māori, Pacific and Ethnic Pay Gaps is important to us. We want to build on our achievements on creating a fairer workplace for all our employees by ensuring equitable pay and reducing bias throughout our employment lifecycle.

Understanding our organisation

We recognise the expectations set out in the Public Service Act where the Public Service must value and reflect the make-up of our diverse communities. This has been one of our key focus areas, particularly in our Enrolment & Community Engagement and Voting Services teams where we are focused on ensuring our people represent the community, they work in. Due to the nature of our current employee data, we cannot accurately calculate our ethnic pay gap percentage or representation. We are asking employees to voluntarily disclose up to 3 ethnicities, lwi, and disability. One of the aims of this plan is to involve individuals to update their information to enable us to obtain meaningful data.

We are in a better position to analyse our gender data within our organisation. As we are a small entity, we often do not meet the threshold to produce meaningful statistics. However, we found the following:

- We have 146 employees, 97 are female and 49 are male
- We have hired 3 female Deputy Chief Executives
- We have more females than males in our lower salary grades
- We have more males than females working part time
- The median differences between male and female salary at the individual grade level is minimal

Our approach to develop our pay gap action plan

The first thing we identified was the limitations to access accurate gender and ethnicity data. We worked with our payroll provider to update our payroll systems to increase our ethnicity options and to include the functionality for employees to update this themselves.

We have communicated with our employees throughout the process, notifying them of what we are doing and why. We have communicated our limitations and asked they update their data in our payroll system. We have also scheduled a survey and workshop sessions for February 2023. We will continue to communicate and involve our people as we develop and implement the action points of our plan.

With an initial focus on gender and ethnic pay gaps, we expect our actions will also have a positive impact on all minority groups. Our leadership team and Board have been involved in and is committed to closing gender and ethnic pay gaps at the Commission.

Electorate Manager Case Study

The Commission is preparing for the General Election 2023 (GE2023). We are currently recruiting 65 Electorate managers (EMs) to start with us in February 2023. As a large group, this as an opportunity to focus on how we attract, select and induct them and track what impact this has on our gender and ethnic pay gaps. Here are the changes we made in 2022.

- Our recruitment strategy includes creating recruitment processes to standardise the experience for our candidates and to encourage Māori, Pacific Peoples and other ethnic communities to apply for employment and maximising community networks and events to raise awareness of GE2023 recruitment.
- Our GE 2023 advertising campaign includes increasing workforce diversity through a wide variety of channels to target candidates across a range of ethnicities, ages, gender, sexual orientation, religion, disability, education, and national origins.
- Job ads include EM's finding voting places in areas that meet your communities' diverse needs including focusing on areas to ensure Māori participation in the electoral system; deliver accountabilities in relation to Māori electorates where appropriate and ensuring a sufficient number of people are reflective of the communities they serve, recruited, and appropriately trained.
- The EM job description includes a focus on partnership and engagement with Māori, demonstrating a commitment to increasing cultural capability and engaging with our community experts on how best to focus on Māori participation in the electoral system. Knowledge, experience, and capabilities working with Māori is also valued. The EM interview process requires a presentation about how they will ensure the ethnic makeup of the community including Māori community is reflected in the planning, engagement and electorate workforce.
- The salaries for EMs are standardised across all 65 electorates with outliers the exception.

A full data analysis will be taken once the Electorate Managers are onboard and reported in the 2023 Pay Gap Plan.

Achieving the Kia Toipoto Focus areas			
Kia Toipoto focus area	Current status and actions	2023 Planned actions	Success factors for 2023 actions
<p>Focus area 1 Te Pono - Transparency</p> <ul style="list-style-type: none"> Ensure easy access to human resources and remuneration policies and systems, including salary bands 	<ul style="list-style-type: none"> Our remuneration grades and HR policies are published on our intranet for employees to access We have worked with our payroll provider to update the functionality to enable us to more accurately record gender and ethnicity data 	<ul style="list-style-type: none"> In early 2023 we will invite our employees to complete a survey to better understand their experiences of gender and ethnic pay gaps at the Commission. We want them to share how their experiences influence our actions and outcomes. We believe this is especially important as we have low union density and want to ensure our people are actively participating and given the opportunity to do so. Working with our people to ensure our gender and ethnicity data is updated perspective on the progress we are making in our Kia Toipoto action plan Engaging with our focus group to gain their perspective on the progress we are making in our Kia Toipoto action plan 	<ul style="list-style-type: none"> Within the first year we want to increase our reported ethnicities to a minimum of 80% of our employees Employees have the opportunity to full input into the progress of our Pay Gap Action Plan All human resources and remuneration policies are updated with a Pay Gap lens
<p>Focus area 2 Ngā Hua Tōkeke mō te Utu – Equitable pay outcomes</p> <ul style="list-style-type: none"> Use bias-free criteria to set starting salaries Give decision-makers information on recent starting salaries for the same or similar roles Ensure decision-makers understand the criteria and rationale for setting starting salaries Make starting salary decisions within groups, rather than individually Increase salary transparency Eliminate high-risk practices, Monitor starting salaries for inequities. 	<ul style="list-style-type: none"> Recruitment requires sign off from the one up manager and P&C. This means the P&C team, hiring manager and the one up manager have oversight of and input into all new appointees and their starting salary, including internal appointments and promotions. When reviewing the starting salaries, P&C review this against other similar roles and new appointments to reduce pay gaps P&C work very closely with the wider business to identify and address any high-risk practices We monitor and track our gender pay gap and regularly report on this to the Commission’s Board 	<ul style="list-style-type: none"> Implementing unconscious bias training across the Commission. This is included in the induction plan and a requirement for the 65 Electorate Managers starting February 2023 Reviewing the Recruitment Policy and practices will be reviewed and updated to include elements of the Kia Toipoto guidance on ensuring bias does not influence starting salaries and same or similar roles and the end-to-end recruitment process Reviewing the Remuneration policy to ensure pay and ethnic gaps are a factor in the annual remuneration round, at appointment, promotion, higher duties and progression Standardising hourly rates for all election worker roles (approximately 21,000 employees) 	<ul style="list-style-type: none"> Unconscious bias training loaded to our learning management system and is being completed by all employees by the end of 2023 Remuneration policy is widely consulted on and aligned to Kia Toipoto guidance Review and report on the standardised salaries for all General Election roles Further analysis of our pay gap data to report internally including: ‘like-for-like job’, comparing starting salary, tenure, performance pay, between ethnic groups, and for full-time and part-time employees.
<p>Focus area 3 Te whai kanohi I ngā taumata katoa – Leadership and representation</p> <ul style="list-style-type: none"> Commit to developing a workforce that is more representative of society Know our workforce Making our workforce more representative Develop and implement robust, inclusive and accessible recruitment policies and processes Promote our family-friendly policies; ensure your flexible-work approach includes leadership roles; broaden recruitment 	<ul style="list-style-type: none"> We have updated our job adverts to make them more engaging by promoting our location, flexible working environment and our competitive salaries Our Job Description template has been decoded to ensure gender neutral language is used and to include elements of cultural competence We offer secondment (both internal and external) opportunities to all employees for our standard recruitment and for GE2023 This includes positions that are ‘acting up’ opportunities We have recently hired 3 female Deputy Chief Executives, a Chief Māori Advisor and 2 Senior Advisors, Māori 	<ul style="list-style-type: none"> Implementing a Tiriti or partnership framework aligned to Ngā Maihi Māori strategy through the new Chief Māori Advisor and Senior Advisors, Māori. This will be developed and implemented through 2023 and 2024 Producing feature stories from our senior leaders on how flexible working works for them Incorporating more Te Reo in day-to-day activities Refreshing job descriptions to include cultural development expectations, aligning to a Tiriti partnership focus Performance and development plans (PDPs) include a development goal to increase Māori competence Using our annual engagement survey to measures understanding of systemic racism, Te Reo, and Tikanga and Commission Groups Pay Gap Action Plans address these as a priority 	<ul style="list-style-type: none"> Ngā Maihi Māori strategy is in place, widely socialised, understood and being used and is effective across the Commission. Regular feature stories on ECHO
<p>Focus area 4 Te whakawhanaketanga i te Aramahi – Effective career and leadership development</p> <ul style="list-style-type: none"> Ensure policies and processes for career progression, training and development opportunities are transparent, inclusive and promote participation Ensure career progression, training and development opportunities are open to part-time employees and those on parental leave Ensure each employee has a PDP Evaluate and report on the effectiveness of career progression, training and development programmes. 	<ul style="list-style-type: none"> Training and development opportunities are available to all employees It is a requirement under our Performance and Development policy that fixed term and permanent employees have a completed performance and development plan (PDP) within 3 months of their commencing employment PDP’s have a development focus and the Commission supports development initiatives 	<ul style="list-style-type: none"> Sending out the AskYourTeam 180 Leadership survey with the aim of having this completed for 50% of permanent people managers by the end of 2023 Developing role progression frameworks for roles in job families, apply unbiased criteria, transparent process and group decisions on progression 	<ul style="list-style-type: none"> 50% of permanent people managers have completed the AskYourTeam 180 Leadership survey and have used the results to put relevant actions in place in their PDPs Progression happens post remuneration round for roles in job families and is evaluated for effectiveness Career progression generally is encouraged, reported, and evaluated

<p>Focus area 5 Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki – Eliminating all forms of bias and discrimination</p> <ul style="list-style-type: none"> Building an affinity and understanding of Te ao Māori and other cultural values and competencies in the workplace is very important, as organisational cultural competence can change quickly when key staff change <p>Workplace practices should align with policies and requirements in employment agreements.</p>	<ul style="list-style-type: none"> We have amended our personal development plan (PDP) to include a cultural competency requirement. Individuals are required to outline how they will contribute to developing and promoting Māori capability both personally and across the Commission. We have updated our recruitment adverts, making it easier for people to apply for roles in the general election. We have worked with MSD Pap Pounamu representative to source a suitable panel to assess applications for the Election Access Fund Our cultural competency questions that were asked in our engagement survey were among the highest scored questions 	<ul style="list-style-type: none"> Implementing online training modules on rainbow, unconscious bias and cultural competency through our online learning system As we are a small agency, we do not have our own employee-led networks but we will be supporting and promoting the public sector cross-agency networks Implementing our new online recruitment platform. This will allow us to capture demographic data to 3 or 4 (as defined by Stats NZ) to enable robust workforce diversity reporting Job ads, interview questions and selection criteria for roles in the GE2023 include demonstrating our commitment to engagement with Māori and how we will reflect the diversity of our communities in our employees Will identify actions to increase cultural competency based on our engagement survey results and Ngā Maihi Māori Strategy requirements Creating and implementing the Commission’s diversity & Inclusion policy and supporting 	<ul style="list-style-type: none"> All PDP’s contain actions to increase Māori competence and are being reviewed and implemented We will evaluate and report on the demographic data gathered through our new recruitment platform to understand the makeup of our temporary election employees to tell our story and learn for the next general election Diversity & Inclusion policy is in place and effective across the Commission
<p>Focus area 6 Te taunoa o te Mahi Pīngore – Flexible-work-by-default</p> <p>Flexible options are equally available to all</p>	<ul style="list-style-type: none"> Flexible working options are available to all employees and is embedded throughout all employee practices and employment conditions Flexible working options are advertised in our job advert template We have generous sick and domestic leave provisions outlined in our policies We have multiple work locations that people are able to work from Our Chief Electoral Officer works flexibly from two different locations which promotes flexible working at the highest level in our organisation 	<ul style="list-style-type: none"> Offering flexible working for the elections through training during the weekends and evenings as well as daytime to ensure no barriers to working in the General Election Creating stories featuring details of our senior leaders utilise our flexible working to continue to promote that flexible working is available to all, regardless of your level of seniority Asking candidates at interview what flexible working could work for them 	<ul style="list-style-type: none"> All Commission roles have some form of flexible-work-by-default options