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Combined Kia Toipoto (pay gap) report and Diversity and Inclusion plan

November 2023

Chief Executive's foreword

Kia ora

Thank you for taking the time to read Whaikaha – Ministry of Disabled People's first combined Kia Toipoto (pay gap) report, and our Diversity and Inclusion plan.

Since our establishment on 1 July 2022, people from the Ministry of Health and Ministry of Social Development, including the three Enabling Good Lives locations in Christchurch, Hamilton, and Palmerston North have come together to create Whaikaha. This has meant we have inherited several different employment agreements that we believe are distorting our current view of pay gaps. We are at the very beginning of our journey and have important work to do over the next 24 months, to establish a unified remuneration framework that supports equity across our workplace and allows us to build a diverse workforce reflecting the community we serve.

We know that disabled people in New Zealand are overrepresented in unemployment statistics, and we are committed to leading the way and changing this. Whaikaha has made a deliberate decision to voluntarily include the pay gap data for our disabled people in this report. As the disability pou lead for Papa Pounamu, we will work with other agencies to close pay gaps across the public service and hope that we will become an exemplar for the public service in future years.

I want our people to feel comfortable to bring their whole selves to work and be part of a workforce where people are valued for their contribution to our important and transformative mandate.

Building the solid foundations of a robust and equitable remuneration framework will take time, and I look forward to continuing to work with our kaimahi, our colleagues across government and the disability community to progress our ambitious goals in this area.

I would like to particularly acknowledge and thank all our kaimahi who have been a part of the Whaikaha whānau on this journey and consistently contribute to our vision of creating a non-disabling society.

Ngā manaakitanga



Paula Tesoriero MNZM

Executive Summary

This is the first diversity and inclusion action plan for Whaikaha – Ministry of Disabled People.

It combines our pay gap report for Whaikaha with our diversity and inclusion action plan, mapped to Te Kawa Mataaho - Public Service Commission's Kia Toipoto and Papa Pounamu public service goals for this period.

Given we are a new organisation participating for the first time, our action plan outlines our planned activities to establish good pay and diversity and inclusion practices.

Our pay gaps

To report on our pay gaps in a statistically robust way, Kia Toipoto guidance requires comparator groups of twenty people or more. This means that this year we can report our gender, Māori and disability pay gaps.

- Our gender pay gap is 10.2%, compared to a public service pay gap in 2022 of 7.7%.
- For our Māori employees, our average pay gap of 4.9% is lower than the 6.5% public service average.
- Our pay gap for disabled people is 8.1%. There is no public service comparison information available this year.

Our pay gaps tell us that we have work to do, to analyse, understand and correct any pay gaps that cannot be reasonably explained.

Whaikaha has some unique remuneration issues to work through given how the Ministry was established in 2022, when teams from different agencies were brought together. We expect the current legacy arrangements may, in some instances, be distorting our view of pay gaps, with further, detailed analysis required to establish all causes.

Core principles for the Remuneration Working Group will include creating a fair and equitable approach to remuneration at Whaikaha.

Background and context

As a new Ministry, this is the first pay gap report and action plan for Whaikaha – Ministry of Disabled People. Given we are a new organisation participating for the first time, our action plan outlines our planned activities to establish good pay and diversity and inclusion practices.

Our action plan combines Kia Toipoto actions, and our response to Papa Pounamu, the Public Service Commission's work programme on diversity and inclusion.

The **Kia Toipoto** three-year goals are to:

- make substantial progress toward closing gender, Māori, Pacific, and ethnic pay gaps
- accelerate progress for wāhine Māori, Pacific women, and women from ethnic communities
- create fairer workplaces for all, including disabled people and members of rainbow communities.

The five **Papa Pounamu** priorities are:

- Te Urupare i te Mariu | Addressing bias: Addressing bias is a critical factor in ensuring everyone in the Public Service has fair opportunity in recruitment, career progression and development opportunities.
- Te whakawhanaungatanga | Building relationships: Inclusion and belonging are dependent upon having a diverse range of supportive relationships in our workplaces. We intentionally draw upon those relationships to create positive change.
- Te āheinga ā-ahurea | Cultural competence: Reflecting the significance of Māori Crown relationships and building our cultural competence and confidence across a broad range of cultures is integral to ensuring inclusion.
- Ngā tūhononga e kōkiritia ana e ngā kaimahi | Employee-led networks: Having a space and mandate to connect with others with shared lived experiences supports people to bring their whole selves to work. Employee-led networks provide richness to workplaces and contribute valuable subject matter expertise.
- Hautūtanga Ngākau Tuwhera | Inclusive leadership: Diversity and inclusion capability across the Public Service depends on strong, inclusive leadership.

About us

Whaikaha - Ministry of Disabled People was set up in 2022 to work in partnership with the community and Māori to transform the disability support system and improve outcomes for disabled people, tāngata whaikaha Māori and their whānau.

Many disabled people and whānau face barriers in achieving ordinary life outcomes due, in part, to the complexity of the way we currently do things. Government support can be fragmented and difficult to navigate, and multiple eligibility criteria for different services makes it difficult for disabled people to know what support services they are entitled to.

Whaikaha - Ministry of Disabled People was created to:

- lead a true partnership between the disability community, Māori and Government, and
- help transform the disability system in line with the Enabling Good Lives (EGL) approach.

We receive support for our human resource practices from the Ministry of Social Development (MSD) including using their policies, processes and guidance relating to pay.

We care about closing pay gaps and creating a diverse and inclusive workplace. These aspirations are closely aligned with who we are as an organisation committed to shaping change.

Our action plan is aligned to our strategic priorities and will work alongside other initiatives to develop an inclusive organisational culture at Whaikaha.

The current Kia Toipoto guidance does not provide for analysis of pay gaps for disabled people. However, we have chosen to add this factor into our report given our role in the public service and responsibilities to disabled people and tāngata whaikaha Māori.

In addition to our actions for Whaikaha itself, we are playing a key leadership role in the Public Service Commission's Foundational four-point plan to embed opportunities for tāngata whaikaha Māori and disabled people in the public service. This July 2023 – 2025 Action plan seeks to improve the visibility of and information about, tāngata whaikaha Māori and disabled people, increase numbers of tāngata whaikaha Māori and disabled people across the public service, improve accessibility and identify and close gaps (eg pay gaps) as measurement allows.

Our people

The data used to prepare the report was drawn on 1 September 2023, given our organisational structure confirmed on 1 August. In future years, we will draw data at the end of our financial year (30 June).

Our permanent and fixed term employee headcount was 194 at 1 September 2023.

Our workforce profile tells us that 70% of our workforce are women.

We are 78.3% European, 19.0% Māori, 8.3% Asian and 7.2% Pacific people. 2.8% of us are Middle Eastern, Latin American or African. Note that as our people may select multiple ethnicities, percentages will exceed 100%.

The table below shows Whaikaha people relative to New Zealand's working age population, based on information voluntarily recorded.

For disability status, we have used the self-identified status of 68 of our employees and removed from the calculation the 31 employees who chose not to identify their disability status, rather than making assumptions about those with an unknown status. This is consistent with the approach used for the reporting of ethnicity. We will encourage our people to update their details so that we can make a more accurate comparison in future.

| | Our people | All leaders (n=25) | Tiers 2-3 (n=14) | NZ population |
|-------------------|-------------------|-------------------------------|-----------------------------|--------------------------|
| Disability | 42% | 32% | 40% | 24% |
| Not disclosed | 16% | | | |
| Ethnicity | | | | |
| European | 78% | 95% | 100% | 70% |
| Māori | 19% | 5% | 0% | 15% |
| Asian | 8% | 5% | 0% | 15% |
| Pacific Peoples | 7% | 0% | 0% | 7% |
| MELA* | 3% | 0% | 0% | 1% |

| | | | | |
|----------------|-----|-----|-----|-----|
| Gender | | | | |
| Male | 29% | 36% | 43% | 49% |
| Female | 70% | 64% | 57% | 51% |
| Another gender | ** | 0% | 0% | 0% |

Notes:

*MELA is an acronym for Middle Eastern, Latin American, African.

**Our data is too small for reporting purposes. We look forward to more accurate and meaningful data in future years, as we promote the MSD pilot of a new question set that captures information about identity.

From October 2023 Whaikaha people can self-identify with one of the LGBTQI+ (rainbow) communities in our Human Resources Information System (HRIS). Having accurate and confidential data about employees will help us to understand our workforce better and gives our people the opportunity to help shape our policy and direction.

We have used Stats NZ – Household Labour Force Survey data for New Zealand Working Age population comparisons, except for the proportion of the New Zealand population who identify as being disabled, which is drawn from the Statistics New Zealand 2013 Disability Survey.

Our pay gaps

To report on our pay gaps in a statistically robust way, Kia Toipoto guidance requires comparator groups of 20 people or more. This means that this year we can report our gender, Māori and disability pay gaps.

Our gender pay gap is 10.2%, compared to a public service pay gap in 2022 of 7.7%.

For our Māori employees, our average pay gap of 4.9%, is lower than the 6.5% public service average.

Our pay gap for disabled people is 8.1%. There is no public service comparison information available.

Our pay gaps tell us that we have work to do, to analyse, understand and correct any pay gaps that cannot be reasonably explained. As a new organisation reporting for the first time, we are not yet able to report trends.

Whaikaha has some unique remuneration issues to work through given how the Ministry was established in 2022, when teams from different agencies were brought together.

We are working with a group of employee representatives and the PSA over the next 24 months to establish a Whaikaha remuneration framework. We expect that the current legacy arrangements may, in some instances, be distorting our view of pay gaps, with further, detailed analysis required to establish all causes of pay gaps. Core principles for the Remuneration Working Group will include creating a fair and equitable approach to remuneration at Whaikaha.

Our approach to developing our action plan

In our action plan, we have considered where we can add most value, given our current phase of development as a new Ministry.

During 2023-2024 our Remuneration Working Group will provide a key forum for discussions with our people and the PSA about our pay gap action plan. This mechanism honours our intent to work with our people and the PSA on pay gap issues.

Our Executive Leadership Team is committed to reducing pay gaps and delivering this plan. The Deputy Chief Executive (DCE) People and Culture is the Sponsor for this plan and has specific responsibility for ensuring its implementation.

| Focus areas | Current state | Planned actions 2024 | Success in 2024 |
|---|--|---|---|
| <p>Kia Toipoto Te Pono Transparency</p> | <p>As a new Ministry, this is the first Pay gap action plan for Whaikaha – Ministry of Disabled People.</p> <p>Salary bands, remuneration and other Human Resource (HR) policies are available via our intranet to all our people.</p> <p>Job advertisements include the salary band for the role.</p> | <p>Work with our people and the PSA to develop future pay gap action plans.</p> <p>Continue to provide easy access to HR and remuneration policies, including salary bands.</p> | <p>Our pay gap report and action plan are published by the due date.</p> <p>Salary bands continue to be a requirement of our recruitment process.</p> |

| Focus areas | Current state | Planned actions 2024 | Success in 2024 |
|--|--|--|---|
| <p>Kia Toipoto Ngā Hua Tōkeke mō te Utu Equitable pay outcomes</p> <p>Papa Pounamu Te Urupare i te Mariu Addressing bias</p> | <p>We use MSD starting salary policy and guidelines.</p> <p>Both the policy and guidelines are being updated in 2023, and Whaikaha has contributed to this work.</p> <p>Our MSD shared services provide HR support and advice to leaders in relation to starting salaries. In addition, Whaikaha has met with people leaders to support interpretation of current starting salary guidance and followed this up with a written brief to hiring managers.</p> <p>Whaikaha has some unique remuneration issues to work through given how it was established in 2022.</p> | <p>Whaikaha will implement the updated starting salary policy and guidelines, including upskilling hiring managers.</p> <p>A working group (including employees and the PSA) will consider how to create a remuneration framework for Whaikaha. This work is complex and may take up to 24 months to complete and fully implement through bargaining etc. Fairness and equity will be key factors in establishing the framework.</p> | <p>Our 2024 pay gap analysis tells us that there are no systemic issues in our starting salary practices.</p> <p>Made progress towards understanding our pay gaps and seek to address any unexplained pay gaps.</p> |

| Focus areas | Current state | Planned actions 2024 | Success in 2024 |
|--|--|--|--|
| <p>Kia Toipoto Te Whakawhanaketanga i te Aramahi Effective career & leadership development</p> <p>Papa Pounamu Te Urupare i te Mariu Addressing bias</p> <p>Papa Pounamu Te whakawhanaungatanga Building relationships</p> <p>Papa Pounamu Hautūtanga Ngākau Tuwhera Inclusive leadership</p> <p>Papa Pounamu Ngā tūhononga e kōkiritia ana e ngā kaimahi Employee-led networks</p> | <p>To establish inclusive career pathways we need to set a solid foundation, including aligned and accessible position descriptions. This work is underway.</p> <p>We have updated other aspects of our recruitment approach to ensure it is as accessible as possible.</p> <p>We are actively supporting Development Boards – both to help our leaders build their relationships across the public service, and to encourage inclusive leadership of the public service.</p> <p>As a new Ministry, we are encouraging our people to establish employee-led networks. We will identify ways to support our diverse employee communities to achieve their aspirations through kōrero with these networks.</p> | <p>Refine our recruitment approach to ensure it is accessible and inclusive.</p> <p>Set the foundations for career pathways.</p> <p>Support disabled leaders to participate in Development Board initiatives.</p> <p>Continue to support the establishment of employee-led networks.</p> | <p>We have supported a number of employee-led networks to establish and flourish.</p> <p>We understand systemic barriers to career progression.</p> <p>We sponsor and support disabled leadership development.</p> |

| Focus areas | Current state | Planned actions 2024 | Success in 2024 |
|--|--|--|--|
| <p>Kia Toipoto Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and Discrimination</p> <p>Papa Pounamu Te whakawhanaungatanga Building relationships</p> <p>Papa Pounamu Te āheinga ā-ahurea Cultural competence</p> | <p>We use MSD HR systems, policies and practices, including those related to eliminating bias and discrimination.</p> <p>As part of our establishment we inherited a variety of contractual terms and conditions from other organisations. We need to develop a remuneration framework for Whaikaha that reduces bias and discrimination.</p> <p>Whaikaha has established a Kaihautū – Chief Advisor Māori role in its new structure. A Cultural Advisor has been appointed.</p> | <p>Contribute to, implement and monitor updated MSD policies and practices, including the updated Unconscious Bias training module and starting salary guidance.</p> <p>Review our accessibility and reasonable accommodation practices.</p> <p>A working group will consider how to create a remuneration framework for Whaikaha. This work is complex and may take up to 24 months to complete and fully implement through bargaining etc. Fairness and equity will be key factors in establishing the framework.</p> <p>Develop a cultural uplift plan, referring to the Whāinga Amorangi guidance as a starting point to build the capability of our people and organisation in Māori Crown relations.</p> | <p>The updated starting salary guidelines have been implemented, and we have made a positive contribution to other policy and practice reviews.</p> <p>We have implemented the updated Unconscious Bias training module.</p> <p>Development of our remuneration framework has progressed.</p> <p>We have developed an exemplar set of accessibility and reasonable accommodation practices.</p> <p>The cultural uplift plan for Whaikaha has been developed, and implementation has begun.</p> |

| Focus areas | Current state | Planned actions 2024 | Success in 2024 |
|---|--|---|--|
| <p>Kia Toipoto Te Taunoa o te Mahi Pīngore Flexible-work-by-default</p> <p>Papa Pounamu Te whakawhanaungatanga Building relationships</p> | <p>We use MSD HR systems, policies and practices, including the MSD Flexible Working Policy.</p> <p>Whaikaha has confirmed its organisational design and strategy and is planning to develop its values and behaviours with its people, commencing in November 2023.</p> <p>Co-designing our values and behaviours with our people will help Whaikaha to create a positive workplace culture that is grounded in our three pou (Te Tiriti o Waitangi, Enabling Good Lives (EGL) and the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD)).</p> <p>We have subscribed to an employee engagement survey tool, to help us understand baseline engagement and culture. We will use this to gather feedback that will help us create a positive workplace.</p> | <p>Alongside our review of accessibility and reasonable accommodation practices, Whaikaha will review its flexibility practices to ensure that they are fit-for-purpose for our organisation.</p> <p>We will develop an internship programme that promotes pathways to employment for disabled people.</p> <p>We will use the Positive Workplace Cultures Action Plan as a reference point for our co-design work on values and behaviours at Whaikaha, identifying and enabling positive workplace behaviours.</p> <p>We will establish our engagement survey approach and run this twice in the first year of implementation.</p> | <p>Our people have had an opportunity to provide feedback about the Flexible Working Policy, and updates have been made if necessary.</p> <p>We have established our internship programme.</p> <p>We have co-designed our values and behaviours with our people.</p> <p>We have identified actions to take in response to our people’s feedback about our workplace culture.</p> |