

Kia Toipoto action plan – April 2023

<p>Our Kia Toipoto commitment</p> <p>The Climate Change Commission strives to be a fair workplace for all, including people from all ethnic groups, members of rainbow communities, people with disabilities and people with neurodiversities.</p> <p>We care about transparency, diversity, inclusion and closing gender and ethnic pay gaps because our aim is to be an employer of choice, and because it's the right thing to do.</p>	<p>Our people</p> <p>We are a small organisation with people who are experts in their field and are passionate about the work we do for Aotearoa.</p> <p>On 15 March 2023 our workforce comprised 67 permanent and fixed term employees.</p> <ul style="list-style-type: none">• 61% of our workforce identify as women and 37% identify as male• Women make up 50% of our senior leadership team• 39% of our staff identify with an ethnic group other than NZ European.
<p>How we developed our plan</p> <p>We engaged with staff from the early stages of our work on Kia Toipoto. We engaged with all staff and various teams to understand the current picture regarding pay gaps and diversity at the Commission and encouraged staff to provide feedback and ideas related to Kia Toipoto.</p> <p>We have focused on qualitative information gathered from staff in forming this action plan. We have not relied heavily on statistics because the Commission's small size means that small changes in staffing can result in large differences in our compositional data.</p> <p>We have prioritised areas where we have identified we need to improve, and where we believe we can genuinely make progress with our current resources.</p> <p>Our senior leadership team are committed to delivering our plan. The General Manager – Strategy, Engagement and Corporate Services is the sponsor of the plan and has specific responsibility for ensuring its implementation.</p>	<p>Understanding where we are</p> <p>Our size means we do not meet the threshold to produce meaningful gender or ethnic pay gap statistics. To calculate all the pay gap measures an organisation should have more than 100 employees, including a minimum of 20 people in each identified group.</p> <p>Changes in staffing (even small changes) can impact significantly on our pay gap statistics and make our figures volatile. Therefore, we have used other information, such as trends, our workforce profile, people data and recruitment statistics, to help indicate our progress.</p> <ul style="list-style-type: none">• We have more people in our workforce who identify as women than those who identify as men.• Analysis at a like-for-like level comparing the same and similar roles shows no pay gap, or an inverse pay gap (in other words, females being paid more) at all levels within the organisation.• The overall median male salary at the Commission is higher than the median female salary. This is due to having a smaller number of males in jobs which are in lower pay bands.• In terms of ethnic makeup, 66% of our staff identify as NZ European and 39% identify as non-NZ European. The total is greater than 100% because an individual may identify with more than one ethnicity.• There is a small pay gap between the median salary of Commission staff who identify as NZ European and those who identify only as non-NZ European.

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Focus area	Current state	Planned actions	How we will measure success
<p>Te Pono – Transparency</p> <p>Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback.</p> <p>Agencies and entities ensure easy access to HR and remuneration policies, including salary bands</p>	<p>We involved staff in developing the Kia Toipoto action plan. Many planned actions are staff recommendations.</p> <p>HR policies, including remuneration policies are available on the intranet.</p> <p>We provide salary information and appointment ranges to job applicants when requested.</p>	<p>We will continue to develop action plans using Kia Toipoto guidance.</p> <p>We will provide increased transparency around salary bands on the intranet.</p> <p>We will publish the salary appointment range when advertising roles.</p>	<p>Action plans to be developed with our people and based on our data. Plans will be published and updated on a regular basis.</p> <p>HR policies and salary bands will be easily available to all staff on the intranet.</p> <p>Applicants will have increased transparency on salary appointment ranges at the first stage of the recruitment process.</p>
<p>Ngā Hua Tōkeke mō te Utu – Equitable pay outcomes</p> <p>Entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.</p> <p>Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen.</p> <p>Pay equity processes are used to address claims and reduce the impact of occupational segregation.</p>	<p>To ensure there are no pay gaps in like for like roles, a comparison is made annually across same or similar roles during the annual remuneration review.</p> <p>There are no pay gaps in starting salaries for employees with the same or similar roles.</p> <p>When appointing new roles an analysis is completed to ensure the decision is made free from bias and based on a fair and equitable decision.</p>	<p>We will continue to review starting salaries for same or similar roles for pay gaps.</p> <p>We will review our remuneration policy to minimise potential bias or discrimination ensuring it's in line with Kia Toipoto guidance.</p>	<p>We will have completed reviews in line with policy to ensure there are no gaps due to bias.</p> <p>Remuneration policy will be reviewed by the end of December 2023.</p>

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<p>Te whai kanohi i ngā taumata katoa – Leadership and representation</p> <p>By the end of April 2023 agencies/entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.</p> <p>By the end of 2024 the Public Service workforce and leadership are substantially more representative of society.</p>	<p>We have good representation of women in our leadership teams, including 50% women in the senior leadership team and 70% women across the tier three leaders.</p> <p>The composition of our workforce does not currently reflect the ethnic diversity of Aotearoa New Zealand society.</p> <p>We established new roles that require mātauranga Māori and used culturally appropriate channels to attract applicants.</p>	<p>We are committed to improving the gender and ethnic representation of our workforce to better reflect Aotearoa New Zealand society.</p> <p>We will create opportunities through co-design with our staff to grow our cultural competency and understanding of Māori, Pasifika and other cultures.</p> <p>In addition to the normal channels, we will continue to use a range of culturally appropriate channels and identify networks to help attract diverse candidates e.g. female, Māori and Pasifika focussed recruiters/networks.</p>	<p>In the medium to long term (five to ten years) our workforce is more representative of Aotearoa New Zealand society.</p> <p>Staff questionnaire results will show cultural understanding and competency is increasing and the Commission is seen by staff as being an inclusive workplace.</p> <p>The recruitment process attracts a diverse range of suitable applicants for vacancies.</p>
<p>Te Whakawhanaketanga i te Aramahi – Effective career and leadership development</p> <p>By mid 2023 agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.</p>	<p>As a small organisation, there are limited opportunities for career progression within the Commission. However, staff are supported to develop their skills and potential, whether their career aspirations are within the Commission or outside of it.</p>	<p>We will actively provide development opportunities for staff (including leadership training available for all) and we will be clear about the competencies required for progression to roles.</p> <p>We will develop a study policy that is accessible to all staff and provides equitable opportunities to women, Māori, Pasifika, members of ethnic and rainbow communities, people with disabilities and people with neurodiversities.</p>	<p>Leaders continue to support our people in their professional development and growth.</p> <p>Staff questionnaire results will show that staff feel that they have equitable opportunities for professional development.</p> <p>Target groups are aware of and use study assistance and other development opportunities provided by the Commission to advance their careers.</p>

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<p>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki – Eliminating all forms of bias and discrimination</p> <p>By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.</p> <p>Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices.</p> <p>Agencies/entities ensure leaders and employees learn about and demonstrate cultural competence.</p>	<p>We are currently reviewing the remuneration policy to reduce subjectivity and the potential for bias in remuneration processes.</p>	<p>We will provide diversity, equity and inclusion training, with an emphasis on ensuring leaders are equipped to avoid bias when making decisions.</p> <p>The recruitment policy will be reviewed to ensure processes are free from bias. Plus, women, Māori, Pasifika, members from ethnic and rainbow communities, people with disabilities and people with neurodiversities are encouraged to apply for positions.</p>	<p>Leaders will successfully complete diversity, equity and inclusion training.</p> <p>Recruitment policy to be reviewed by the end of 2023.</p>
<p>Te Taunoa o te Mahi Pīngore – Flexible work by default</p> <p>By the end of 2024 agencies and entities offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay.</p>	<p>Flexible work options are available to staff. However, we need to establish clear policies to support a flexible by default approach.</p>	<p>Implement policies that support a flexible by default approach.</p> <p>Promote family-friendly workplace practices and publicise what flexible working looks like at the Commission.</p>	<p>Staff questionnaire results will show that staff feel the Commission is a flexible by default workplace and has policies in place to support this approach.</p>