

# Kia Toipoto

He Pou a Rangi Climate Change Commission's action plan to close gender and ethnic pay gaps by building fairness, inclusion and representation.



**He Pou a Rangi**  
Climate Change Commission

# Kia Toipoto Action Plan – April 2024

<p><b>Our Kia Toipoto commitment</b></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 neurodivergent people.</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><b>Our people</b></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>As of 31 March 2024, our workforce comprised 90 permanent and fixed term employees.</p> <ul style="list-style-type: none"> <li>• 69% of our workforce identify as women and 31% identify as male</li> <li>• Women make up 50% of our executive leadership team</li> <li>• Women make up 70% of our senior leadership team</li> <li>• 42% of our staff identify with an ethnic group other than NZ European.</li> </ul>
<p><b>Our approach</b></p> <p>Since the establishment of our first Kia Toipoto action plan in 2023, we continue to engage and encourage staff to provide feedback and ideas on ways we can improve in the areas of transparency, diversity, inclusion and closing pay gaps.</p> <p>We focus on qualitative information gathered from feedback and everyday interactions with our staff in forming our 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 executive and senior leadership team are committed to delivering our plan. The General Manager – Corporate Services is the sponsor of the plan and has specific responsibility for ensuring its implementation.</p>	<p><b>Understanding where we are</b></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"> <li>• We have more people in our workforce who identify as women than those who identify as men.</li> <li>• Analysis at a like-for-like level comparing the same and similar roles shows no pay gap, or a reverse pay gap (where women average higher than men) at all levels within the organisation.</li> <li>• 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.</li> <li>• In terms of ethnic makeup, 64% of our staff identify as NZ European and 42% identify as non-NZ European. The total is greater than 100% because an individual may identify with more than one ethnicity.</li> <li>• There is a slight pay gap between the median salary of Commission staff who identify as only NZ European and those who identify as an ethnicity other than or in addition to NZ European.</li> </ul>

# Kia Toipoto Action Plan – April 2024

Focus area and milestones	Current status	Actions from 2023 and Current Status	Planned actions for 2024	What success looks like by 2025
<p><b>Te Pono – Transparency</b></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 published our first Kia Toipoto action plan in 2023. This updated action plan for 2024 builds on our previous plan. Many completed and planned actions are from staff recommendations.</p> <p>HR policies, including remuneration policies and salary bands are available on our intranet.</p> <p>We also provide salary appointment ranges in our advertised roles.</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><b>Completed</b></p> <p>Continue to monitor, adapt and publish an annual action plan in accordance with the Kia Toipoto guidance.</p> <p><b>Completed</b></p> <p><b>Completed</b></p>	<p>Kia Toipoto action plan to be developed and published by April 2025. Unpinning our approach is our people and data.</p> <p>Salary bands, HR and remuneration policies remain accessible to all staff.</p> <p>Applicants continue to receive transparency on salary appointment ranges at the first stage of the recruitment process.</p>
<p><b>Ngā Hua Tōkeke mō te Utu – Equitable pay outcomes</b></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>We aim for no pay gaps in starting salaries for employees with the same or similar roles. 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 have reviewed our remuneration policy and procedures to ensure there is minimised opportunity to apply potential bias or discrimination to pay outcomes. We are in the final stages of endorsement and approval for the improvements made following this review.</p>	<p>We will continue to review starting salaries to ensure no pay gaps occur for same or similar roles.</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><b>On-going</b></p> <p>Continue to review starting salaries for same or similar roles to maintain equity.</p> <p><b>In-progress</b></p> <p>Finalise and publish the updated remuneration policy and guidance.</p>	<p>We will have completed reviews in line with policy to ensure there are no gaps due to bias.</p> <p>The updated remuneration policy and guidance is published and imbedded into everyday practice.</p>

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<p><b>Te whai kanohi i ngā taumata katoa – Leadership and representation</b></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 executive leadership team and 70% women across the senior leadership team.</p> <p>The composition of our workforce does not currently reflect the ethnic diversity of Aotearoa New Zealand society, but we are committed to improving the ethnic representation of our workforce.</p> <p>We have roles that require mātauranga Māori and use culturally appropriate channels to attract applicants.</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 focused recruiters/networks.</p>	<p><b>On-going</b></p> <p>Continue with our 2023 commitments and actions.</p> <p><b>On-going</b></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><b>Te Whakawhanaketanga i te Aramahi – Effective career and leadership development</b></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>We have developed a Study and Assistance policy to support staff working towards qualifications that support their work and development objectives. We are in the final stages of endorsement and approval for implementing this new policy.</p> <p>As a small organisation, there are limited opportunities for career progression within some areas of the business. We support staff to develop their skills and potential, whether their career aspirations are within the Commission or outside of it.</p> <p>To support the development of our analytical staff we have developed a capability pathway framework. This framework defines clear competencies required at each level in order to successfully progress within the Commission.</p> <p>All advertised roles are promoted internally on a weekly basis.</p>	<p>We will develop a study and assistance 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>We will actively provide development opportunities for staff (including leadership training) and we will be clear about the competencies required for progression to roles.</p>	<p><b>In-progress</b></p> <p>Leaders continue to support our people in their professional development and growth.</p> <p>Finalise and publish the study and assistance policy and guidance.</p> <p>In partnership with the LDC, develop and internally deliver a leadership development programme for all people leaders.</p> <p><b>On-going</b></p>	<p>Staff questionnaire results will show that staff feel that they have equitable opportunities and support for professional development.</p> <p>Staff are aware of and use study assistance and other development opportunities provided by the Commission to advance their careers.</p> <p>All people leaders have successfully completed a leadership development programme.</p>

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<p><b>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki – Eliminating all forms of bias and discrimination</b></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 have reviewed our recruitment policy and procedures to ensure processes are free from bias. We have also reviewed our remuneration policy and procedures to reduce subjectivity and the potential for bias in remuneration processes. We are in the final stages of endorsement and approval for the improvements made following this review.</p> <p>We have become a member of Diversity Works to provide diversity, equity and inclusion training. We're looking into the tools provided by Diversity Works to understand the Commission's capabilities and where there may be room for improvement.</p> <p>We offer all staff cultural capability training on a regular ongoing basis.</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><b>In-progress</b></p> <p><b>In-progress</b></p>	<p>Investigate further training opportunities to build leadership capability.</p> <p>Continue to offer a broad range of capability training including cultural capability to all staff.</p> <p>Finalise and publish the updated recruitment and remuneration policies and procedures.</p>	<p>All people leaders will have successfully completed diversity, equity and inclusion training.</p> <p>The updated recruitment and remuneration policy and guidance are finalised and imbedded into everyday practice.</p> <p>We have assessed our diversity, equity and inclusion practices using the Aotearoa Inclusivity Matrix.</p>
<p><b>Te Taunoa o te Mahi Pīngore – Flexible work by default</b></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>We support a culture that is adaptable to changing priorities and where staff have the option to work flexibly. We seek to enable staff to achieve work-life balance and recognises flexible working can be a key component. All roles are treated as flexible by default unless there is a genuine business reason for a role not to be.</p> <p>We have reviewed our flexible working policy and have developed clear procedures for flexible and remote working. We are in the final stages of endorsement and approval for the improvements made following this review.</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><b>In-progress</b></p> <p><b>In-progress</b></p>	<p>Leaders continue to support our people in their professional development and growth.</p> <p>Finalise and publish the updated flexible working policy and newly developed procedures.</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>