



Kia Toipoto – Pay Gap Action Plan 2022/23

Kia Toipoto is the Public Service’s action plan for closing gender, Māori, Pacific, and ethnic pay gaps.

Its three-year goals are:

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

Te Māngai Pāho – ko wai mātou?

Te Māngai Pāho is a Crown Entity established under the Broadcasting Amendment Act to promote Māori language and Māori culture by funding content for audiences throughout Aotearoa.

Our operating context

Te Māngai Pāho is committed to implementing Kia Toipoto, the Public Service Pay Gaps Action Plan. We are committed to the long-term goals of reducing gender, Māori, Pacific and ethnic pay gaps and growing the diversity of the workforce in the public service.

As we are a small organisation of fewer than 20 employees, we do not have enough workers in different groups to calculate statistically robust gender or ethnic pay gaps. We are unable to publish the data due to the possibility of identifying individuals.

As our plan is not based on quantitative data, we engage with our employees to understand what might be driving any inequities in our organisation and how to address them.

We have taken steps to ensure that our employees are paid equitably and fairly, by ensuring bias is not a factor in starting salaries or for salaries for employees in the same or similar roles.

Our people

We are a small team but strive to ensure that te reo Māori is seen, heard, spoken and valued across Aotearoa whānui. As of 30 June 2022, we have 15 permanent staff.

Our workforce profiles tell us:

- 73% of our workforce are female
- 50% of our leaders are female
- 75% of our leadership identify with Māori and/or Pacific ethnicity
- 86% of our workforce have identified as Māori and/or Pacific.



Gender pay gaps

Te Māngai Pāho does not have enough staff to compare gender to ethnicity pay gaps for people doing similar roles. Remuneration is based on job sizing and market data at the time of employment or review.

Using average pay information, for Te Māngai Pāho as a whole, there is a 26.2% pay gap between males and females. When considering pay for people doing similar roles, there are no gender pay gaps.

We plan to minimise the existing pay gaps by:

- Conducting market research and reviewing the remuneration between people doing similar roles
- Ensuring that when pay increases are considered, role bandings are changed, or new people are employed they are paid equitably based on their skills and experience, and,
- Review our policies, practices and measures to ensure that Te Māngai Pāho remains a diverse and inclusive workplace.

We have reviewed pay by ethnicity overall and found no pay gaps between people of different ethnicities.

Kia Toipoto focus areas

There are six focus areas for Kia Toipoto. Each of these are outlined in the table below together with Te Māngai Pāho’s progress towards achieving these and what we will do in the coming year.

The six focus areas are:

Te Pono	Transparency
Ngā Hua Tōkeke mō te Utu	Equitable Pay Outcomes
Te Whai Kanohi i ngā Taumata Katoa	Leadership and Representation
Te Whakawhanaketanga i te ...	Effective Career and Leadership Development
Te Whakakore i te Katoa o ngā momo Whakatoihara, Haukume anō hoki	Eliminating all forms of Bias and Discrimination
Te Taunoa o te Mahi Pīngore	Flexible-work-by-default



Our action plan

Each of the focus areas are outlined in the table below together with Te Māngai Pāho’s progress so far towards achieving them. We will endeavour to continue working on these goals in 2023/24.

Kia Toipoto Focus Areas	Our Current State	What we will do over the coming year	How we will measure success
<p>Te Pono –Transparency</p> <p>Entities publish annual action plans based on gender and ethnicity data and employee feedback.</p> <p>Entities ensure easy access to HR and remuneration policies, including salary bands.</p>	<p>Gender pay data is published in Te Māngai Pāho’s annual reports.</p> <p>All staff have access to HR and remuneration policies.</p>	<p>Te Māngai Pāho will also publish its ethnicity data in its annual reports.</p> <p>Te Māngai Pāho will publish an annual action plan based on gender and ethnicity data.</p>	<p>Annual action plan is published.</p>
<p>Ngā Hua Tōkeke mō te Utu – Equitable pay outcomes</p> <p>By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias</p> <p>Agencies monitor starting salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen</p>	<p>When employing new staff, Te Māngai Pāho considers the average salary band of similar roles in the market.</p>	<p>When salary reviews are conducted, pay data from market research from similar roles helps determine pay to avoid any gender or ethnicity bias.</p> <p>Te Māngai Pāho will continue to focus on pay equity when conducting salary reviews and employing new staff.</p>	<p>No unjustified pay gaps for people doing similar roles.</p>



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<p>Pay equity processes are used to address claims and reduce the impact of occupational segregation</p>			
<p>Te whai kanoahi i ngā taumata katoa – Leadership and representation</p> <p>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>Leadership in Te Māngai Pāho is already ethnically diverse and 50% are female.</p> <p>Te Māngai Pāho encourages a bilingual workplace. Te reo Māori is frequently used in meetings, with English translations included where necessary.</p>	<p>Continue to ensure that there are no gender or ethnic barriers to obtaining leadership positions.</p>	<p>There are no gender or ethnicity barriers to obtaining leadership positions.</p>
<p>Te whakawhanaketanga i te aramahi – Effective career and leadership development</p> <p>By mid 2023 entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations</p>	<p>For those not already fluent, though anyone is welcome to attend, weekly te reo Māori classes are available and staff are encouraged to attend.</p> <p>Staff who have completed the Whakamātauria Tō Reo Level Finder Examination (LFE) through Te Taura Whiri i te Reo Māori receive additional remuneration in recognition of their te reo Māori skills.</p>	<p>Continue to provide weekly te reo Māori classes and encourage staff to sit their LFE during paid working hours.</p> <p>Support all staff to access training that enables them to meet their career aspirations.</p>	<p>More staff complete their LFE and feel confident to use te reo Māori throughout the workday.</p> <p>Staff are supported in upskilling in their desired fields.</p>



	<p>Professional development is available to all staff and is discussed during annual reviews. Te Māngai Pāho supports all professional development aspirations and training required to help support women, Māori, Pacific and ethnic employees to meet their aspirations.</p>		
<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>Entities ensure leaders and employees learn about and demonstrate cultural competence.</p>	<p>Te Māngai Pāho is a diverse and inclusive workplace and its commitment to continuing this is supported by measures in the Statement of Performance Expectations.</p>	<p>Review HR systems, practices and policies to ensure Te Māngai Pāho remains a diverse and inclusive workplace.</p>	<p>HR systems, practices and policies are frequently reviewed.</p>
<p>Te Taunoa o te Mahi Pīngore – Flexible Work by Default</p>	<p>Flexible working arrangements are available to 100% of our staff, irrespective of gender, ethnicity, age, or parental obligations. Flexible working has been adopted by all staff.</p>		



Te Māngai Pāho

Entities offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay.

Te Māngai Pāho provides virtual workspace assessments for all staff to ensure their working from home arrangements are appropriately set up and that they have all equipment necessary.