

## What have we achieved since 2018?

Since the introduction of the 'Eliminating the Public Service Gender Pay Gap 2018–2020 Action Plan' in July 2018, Manatū Hauora has closed its gender pay gap from 15.8% in 2018 to 10.3% in 2022. Listed below is what we have achieved against each of the milestones:

### Action 1 – Equal Pay

- We have closed any gender pay gaps within the same/similar roles by completing our annual 'like for like' job analysis. This has now become a part of our annual performance and remuneration review process.
- We developed and implemented our gender pay gap analysis tool which allows our People and Capability team to review live gender pay gaps by pay band and directorate.
- Our new performance and remuneration framework was formed in collaboration with staff, managers and PSA representatives and signed off in June 2021. This was designed to be in line with pay restraint guidance issued

by Te Kawa Mataaho, underpinned by principles (equitable, transparent, consistent, affordable, sustainable) that are aligned with our values. The framework was phased in over 2021 and 2022 and introduced a step and performance-based pay system for our employees in bands 12–19. Midpoints for these steps were increased by 5%, the span of pay ranges was changed from 80–120% to 90–120% and midpoints are now reviewed prior to our annual performance and remuneration review each year.

- In 2021, we introduced Whiria te Tangata – our culture and inclusion strategy. This has the Papa Pounamu diversity and inclusion work at its foundation.

### Action 2 – Flexible Work by Default

- In 2020, we rolled out our Flexible First policy which was developed to ensure that flexible first practices are applied fairly and consistently across the Ministry. The policy applies to ALL staff and recognised that the Ministry is committed to treating all roles as suitable for flexible working and exploring how flexibility can work.

### Action 3 – Removal of Bias and Discrimination in Remuneration Systems and Human Resources Practices

- Our new performance and remuneration framework was created to ensure that our remuneration systems are free from bias and discrimination. This has been made possible by:
  - the Ministry engaging with Te Kawa Mataaho and other public service agencies on a regular basis to ensure that we remain aligned with pay guidance and consistent with other agency practices
  - changing our remuneration matrices so they are tailored to different pay bands rather than a universal approach
  - the removal of percentage based increases – instead focussing on set dollar increases which are more equitable.

### Action 4 – Gender Balanced Leadership

- The Ministry has continued to meet the target of gender balanced leadership with at least 50% of tier 2/3 leadership roles held by females. As at July 2022, 61.7% of these roles were held by female staff.

## Looking forward – What will we achieve in 2022/23? (these are in line with the milestones from 'Kia Toipoto')

### What is Kia Toipoto?

Kia Toipoto builds on the achievements and success of the Public Service Gender Pay Gap Action Plan 2018–20. Launched in November 2021, it covers all Public Service agencies and Crown entities. The three goals of Kia Toipoto are:

- making substantial progress towards closing gender, Māori, Pacific and ethnic pay gaps
- accelerating progress for wahine Māori, Pacific women and women from ethnic communities
- creating fairer workplaces for all, including disabled people and members of rainbow communities.

### Milestone 1

#### Transparency – agencies publish annual action plans based on gender and ethnicity data and union/employee feedback.

The Ministry is committed to publishing its annual pay gap action plan on an annual basis based on the timeframes provided by Te Kawa Mataaho.

### Milestone 2

#### Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen.

In 2022/23 the Ministry will:

- improve our starting salary tool to include ethnicity and add functionality to view the impact of a new starter's salary on their pay band/directorate
- publish salary ranges in job ads
- complete our annual like for like job analysis.

### Milestone 3

#### Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices. Agencies ensure leaders and employees learn about and demonstrate cultural competence. Agencies offer equitable access to flexible-working-by-default.

In 2022/23 the Ministry will:

- publish real life examples of flexible working at the Ministry
- regularly report on the percentage of staff who have completed our unconscious bias e-learning module
- track our progress on our commitment to Whāinga Amorangi.

### Milestone 4

#### By April 2023 agencies/entities have plans and targets to improve gender and ethnic representation in their leadership.

In 2022/23 the Ministry will:

- continue to implement our leadership development and progression programme
- measure and analyse trends of our leadership development and progression programme.

### Milestone 5

#### 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.

In 2022/23 the Ministry will:

- continue to promote our internal employee led networks
- continue with our summer internship programme
- implement our retention strategy
- continue with Whiria te Tangata which has recently been reviewed and is being implemented over the next three years.

Our overall staffing numbers have decreased between 2021 and 2022 due to staff transferring to Te Whatu Ora, Whaikaha and Te Aka Whai Ora. As at July 2022, we employed 796 staff (down from 1,697 in June 2021). These changes however, have had little impact on our overall demographic profile, with our overall percentage make up of staff by gender and ethnicity remaining fairly static.

**Current unadjusted GPG figure**  
(% difference between average female and male salary)

10.3%

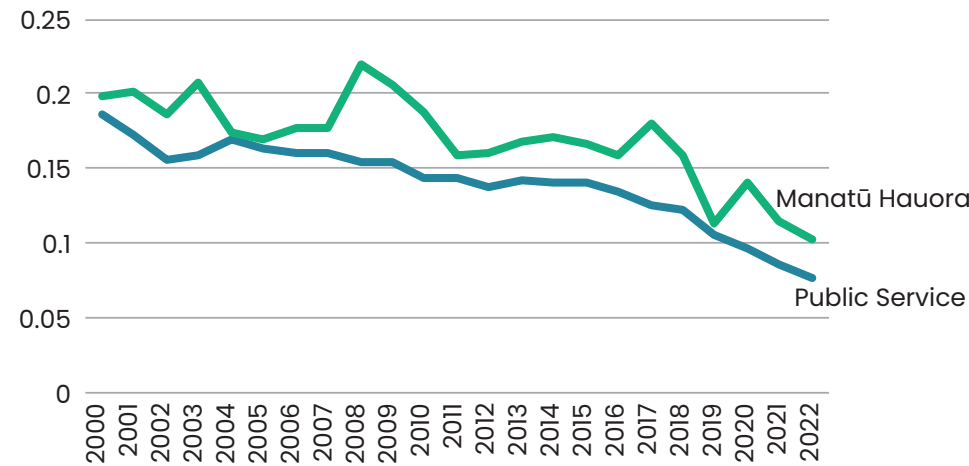
down from 11.1% in June 2021

**Current adjusted GPG figure**  
(average by job band)

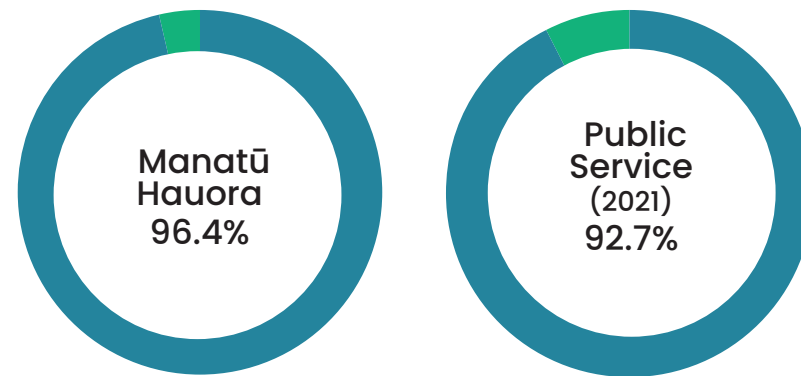
-3.2%

down from 0.9% in June 2021

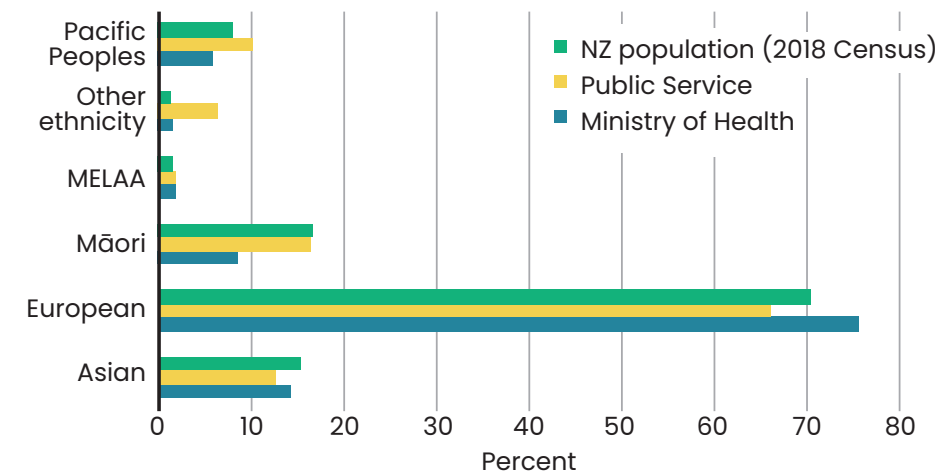
## Manatū Hauora GPG v Public Service



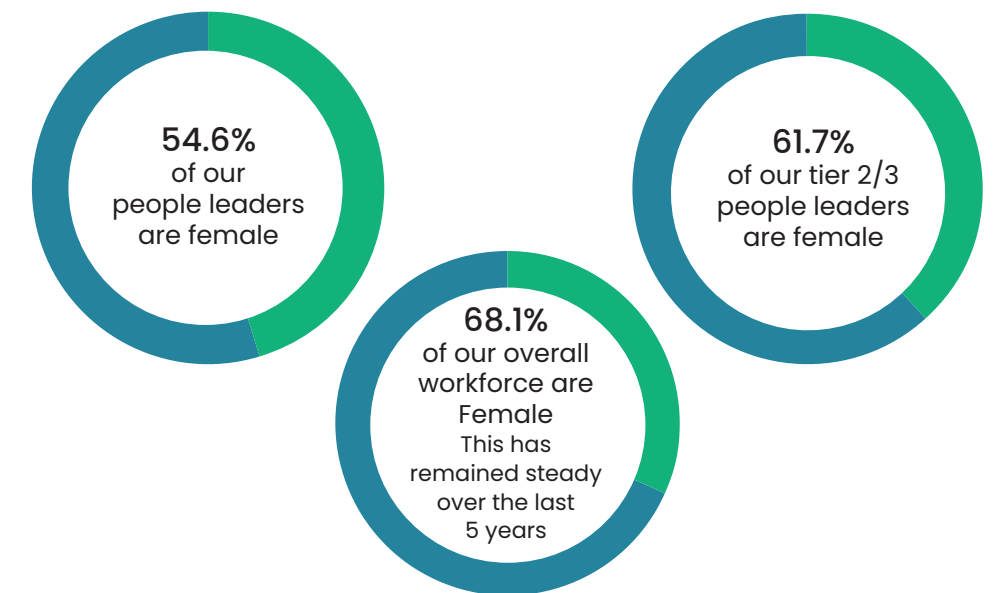
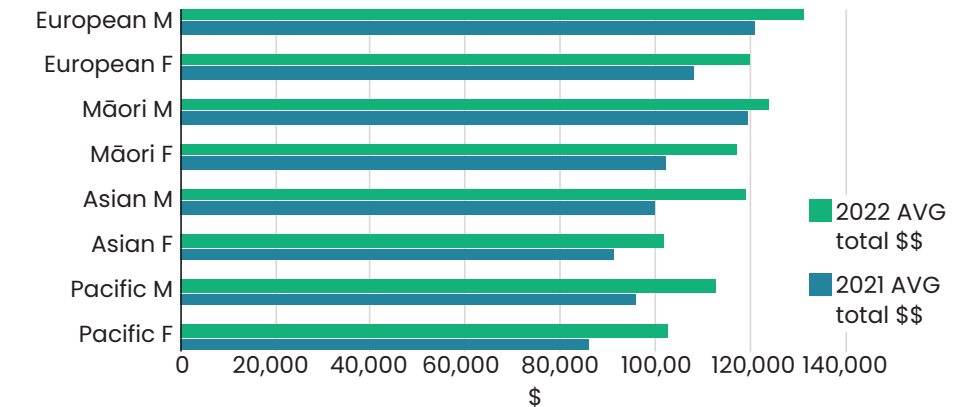
## Ethnicity declaration rate



## Ethnic breakdown – Manatū Hauora v Public Service v New Zealand population



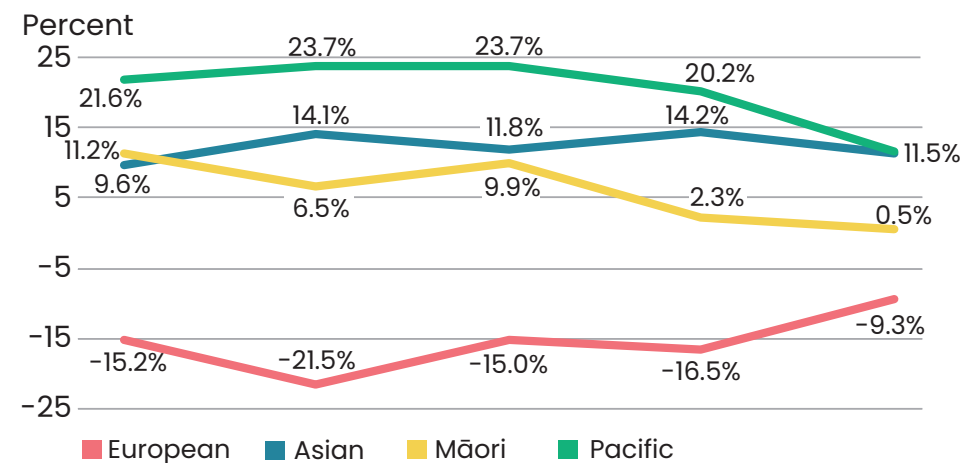
## Average salary by ethnicity and gender



## Core Occupational Groups – Average Salary and GPG

Occupational group	Female	Male	GPG 2022	GPG 2021
Advisor	\$76,752	\$77,836	1.4%	-1.0%
Senior Advisor	\$101,377	\$101,641	0.3%	-0.1%
Principal Advisor	\$136,385	\$139,358	2.1%	0.8%
People leader	\$181,253	\$185,607	2.3%	1.2%
<b>Grand Total</b>	<b>\$116,191</b>	<b>\$129,577</b>	<b>10.3%</b>	<b>11.1%</b>

## Manatū Hauora ethnic pay gap 2018–2022



## Key data analysis/commentary

From 2021 to 2022, the Ministry has seen a decrease in both its unadjusted gender pay gap (% difference between the average female and male salary) and its adjusted gender pay gap (the average of gender pay gaps across all pay bands). Our gender pay gap across all our key occupational groups also remains less than 3%

Staff now have the ability to nominate up to three ethnicities, and our declaration rate (the % of staff who have provided at least one ethnicity) has moved closer to 100%. Year on year, the ethnic pay gap across all ethnic groups has decreased, with Asian males and Pacific females receiving the highest percentage change in average salary (both 16.2%).

The Ministry continues to have a representation of at least 50% female staff at a tier 2/3 leadership level and across all people leader roles.