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# MBIE'S GENDER AND ETHNIC PAY ACTION PLAN

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October 2021

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# Introduction and background

# The MBIE Gender Pay Journey...

We created our first Gender Pay Action Plan in 2018 to address the MBIE gender pay gap (as part of our wider Inclusion and Diversity plan) to meet Government expectations on equal pay. This plan sets out the progress we have made to date and the next steps in our journey.

Since 2018, we have made good progress and met key objectives, and this work progresses into 2021. One significant investment is the implementation of our Career and Pay Progression (CAPP) framework in 2018. As part of this, we created a step-based pay system with automatic pay progression, de-linking performance from pay and reducing potential subjectivity and bias. This created a positive platform for the next stage in our journey.

Another significant investment was the implementation of the Gender Pay Review – which involved an internationally-recognised statistical analysis of all MBIE employee's pay by an independent third party, followed by an assessment with the principles of the CAPP framework, considering time in role and estimated capability, and finally a review conducted by People Leaders to validate the outcome of the analysis.

The evolution of our plan involved incorporating employee feedback gathered through our employee-led networks:

- Arahangā Wāhine – Women's Network
- Te Rau Puāwai – Wāhine Māori Network
- Pacific Staff Village
- Te Aumangea – Mental Health Network
- Ngai Kahukura – Rainbow Network
- Te Aka Matua – Māori Staff Network

We also feedback collected through our employee experience sprints (Pasifika Employee Malaga, Tangata Whenua Maori and indicative findings from the Rainbow Sprint), connecting with frontline employees in Te Whakatairanga Service Delivery, MIQ and Immigration NZ and requesting feedback directly from People Leaders and the PSA National Delegates Committee.

Our plan has been developed in the spirit of the Gender Pay Principles through a joint working group with the PSA, our "Gender and Ethnic Pay Action Group" (GEPAG).

As well as gender, MBIE is committed to working to understand the drivers of ethnic pay gaps, specifically Māori and Pasifika. Throughout the phases and activities proposed in this plan, an ethnicity lens will also be considered to meet this commitment and ensure the principle of "freedom from bias and discrimination" is realised for these and other ethnic groups.

**It is acknowledged that when referring to gender pay, the measurements do not include employees that identify outside the gender binary, due to limited numbers of individuals self-identifying as outside of the gender binary and the risk associated with publishing figures that may cause individual employee data to be identified.**

The final plan has been approved and committed to by our full Senior Leadership Team to ensure sustainable change across MBIE and we will report to them quarterly on progress against the key government milestones and activities.

We have aligned our 2021 plan to reflect the MBIE values.

***Connect in with our "hub" on Te Taura for more information, resources and metrics.***

# Why close the gender pay gap?

## Society

A 2017 study by the Institute for Women's Policy Research found that the poverty rate of working women would be cut in half if women earned as much as men.



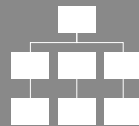
## Economy

The Institute for Women's Policy Research found equal pay would add an additional income of \$512.6 billion to the U.S. economy if men's wages stayed the same.



## Organisation

Companies with more women in top management and board positions better reflect the profiles of their customers and employees, benefit from more diverse views when solving problems, rank higher on indicators of organisational cooperation and health, and report higher profitability and returns on equity.



## Business results

Businesses with a more gender balanced workforce achieve higher returns on equity and better financial performance, as well as a positive brand outlook in the market.



## Culture

Closing the gender pay gap creates a positive work environment, garners the confidence and trust of employees, makes the best use of human resources, increases productivity and competitiveness.



## Talent

Closing the gender pay gap benefits both employees and employers in helping to recruit and retain the best talent.



# Causes of pay inequities are complex and multi-layered

## Gender Pay Gap

The causes of the gender pay gap are complex.

Around 20% is suggested to be caused by:

- Female-dominated industries being historically undervalued
- Women more likely than men to work part-time
- Career breaks – such as parental leave

Around 80% is suggested to be caused by:

- Conscious bias
- Unconscious bias
- Affinity bias - having a more favourable opinion of someone “like us”
- Unrecognised, unpaid labour such as childcare and household responsibilities

## Behaviour, attitudes, and biases

There are still deeply held societal attitudes and beliefs about the types of work that are appropriate for men and women, the relative importance of occupations where men or women dominate, and the allocation of unpaid work, like caring for children and housework. These attitudes affect not only the choices men and women make around paid and unpaid work, but also the behaviours of others toward men and women who make choices that are not consistent with these traditional beliefs.

Bias occurs when we automatically, and often unconsciously, use shortcuts and stereotypes that distort, generalise, ignore or emphasise information, and is sometimes described as “fast thinking”. The advantages of fast thinking are speed and efficiency. The disadvantage is that we do not take all the relevant information into account when making a judgement or decision, which can lead to poor-quality decisions.

## Occupational and vertical segregation

Occupational segregation refers to the clustering of female and male workers in particular occupations. For example, women are over-represented in nursing while men are over-represented in construction-related occupations. Female-dominated occupations tend to be lower paid than those dominated by men. Vertical segregation refers to the fact that a higher proportion of men than women hold senior, higher-paid positions.

## Unpaid and caring work

Women and men have different patterns of participation in the paid workforce, principally because women spend a greater proportion of their time on unpaid and caring work than men. When women take career breaks or work part-time it can affect their careers. They accumulate less work experience than men and this can count against them when seeking more responsible or senior positions. Fewer higher-level positions are available on a part-time basis. When women work part-time, they are more likely to miss out on more challenging work and professional development opportunities – both of which increase a person’s chances of advancement. When women return to the paid workforce from career breaks, they often experience difficulty getting their careers back on track.

## Ethnic Pay Gaps

Reasons for organisation-wide Māori and ethnic pay gaps are similar to the reasons driving gender pay gaps:

- Cumulative effects of like-for-like job and by-level ethnic pay gaps
- Ethnic bias and discrimination
- Failure to value tikanga and Te Reo Māori and to create bicultural workplaces
- Occupational segregation – Māori, Pacific, and Asian employees being overrepresented in lower paid occupational groups and more European employees in higher-paid occupations
- Vertical segregation – low levels of ethnic diversity in senior roles

Like the gender pay gap, ethnic pay gaps can relate to occupational segregation or the occupational profile of a particular ethnic group.

Māori, Pacific and Asian public servants are overrepresented in occupational groups that are lower paid.

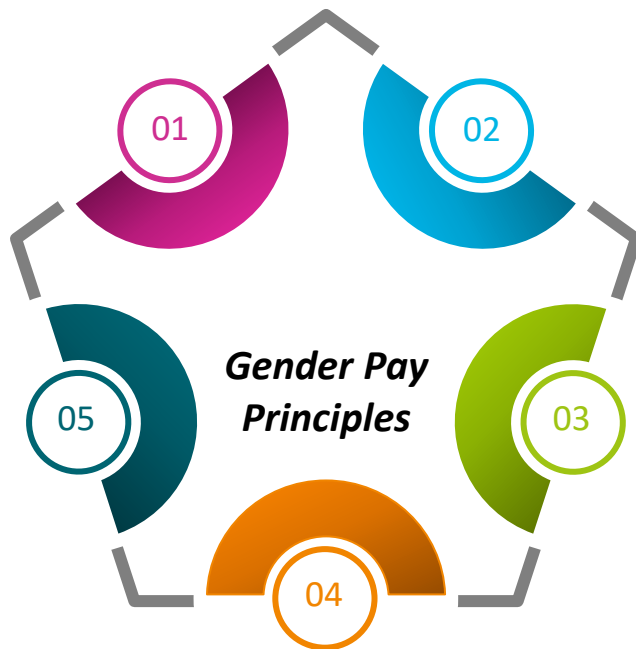
Ethnic bias and discrimination is also a key driver in creating and perpetuating pay gaps.

# Background

## The Government has committed to addressing the gender pay gap in the Public Service.

In 2018, the Government published five gender pay principles the public sector is expected to comply with, along with a number of actions and milestones in the Gender Pay Gap Action Plan.

Both of these initiatives are intended to encourage public sector agencies to work in collaboration with central agencies and unions to take action regarding their gender pay gap, and to encourage accountability for these actions.



- 01 Freedom from bias and discrimination**  
Employment and pay practices are free from the effects of conscious and unconscious bias and assumptions based on gender.
- 02 Transparency and accessibility**  
Employment and pay practices, pay rates and systems are transparent. Information is readily accessible and understandable.
- 03 Relationship between paid and unpaid work**  
Employment and pay practices recognise and account for different patterns of labour force participation by workers who are undertaking unpaid and/or caring work.
- 04 Sustainability principle**  
Interventions and solutions are collectively developed and agreed, sustainable and enduring.
- 05 Participation and engagement**  
Employees, their unions and agencies work collaboratively to achieve mutually agreed outcomes.

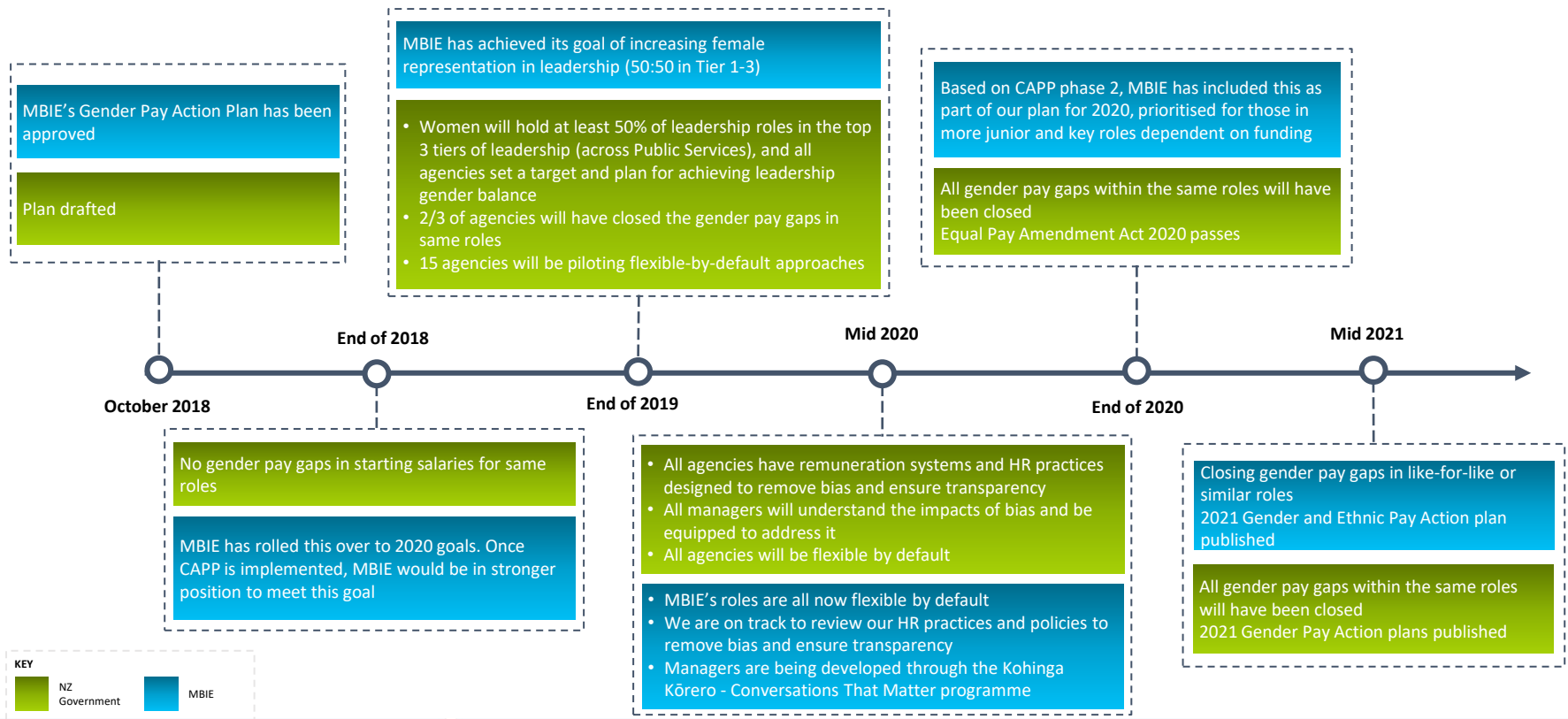
*More details available on our hub on Te Taura.*

# How is MBIE tracking with the NZ Government's Gender Pay Action Plan Roadmap?

The New Zealand Government has committed to *eliminating the gender pay gap* within the Public Service.

The Government has set *specific targets* for a number of measures including female representation in leadership, gender pay gaps in starting salaries, and gender pay gaps in like-for-like roles. It is important to note that there is no target for the Public Sector to address the overall gender pay gap at this stage.

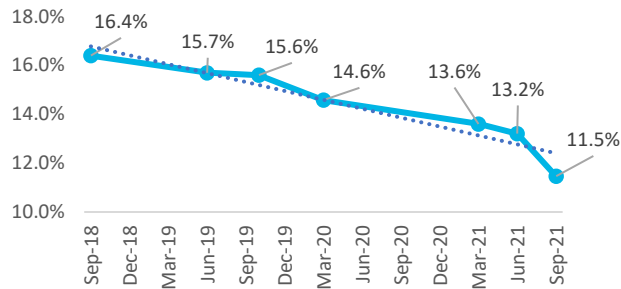
Te Kawa Mataaho Public Service Commission is focusing on eliminating the gender pay gap in the Public Service. In November 2020 the Equal Pay Amendment Act 2020 came into force.





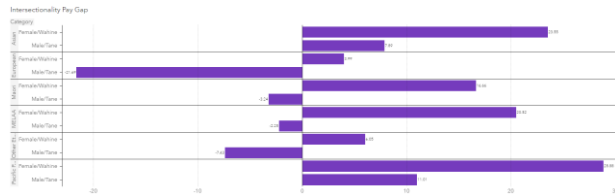
# MBIE's gender pay gap has reduced from 16.4% in 2018 to 11.5% in 2021

The gender pay dashboard includes the information shown below and is regularly circulated to senior leaders.



Since the drafting of the Gender Pay Action Plan in October 2018, MBIE's gender pay gap decreased by 4.9%. Part of this was the impact of the CAPP implementation.

## Gender Pay Gap by Ethnic Groups



Calculation of the Gender Pay Gap based on average salaries within a number of ethnic groups. Our current data on how people identify with ethnic groups is in the process of being refreshed and a communication roll out forms part of our 2021 plan.

*The MELAA category represents for Middle Eastern Latin American and African*

Average Salary Female

**\$93,234**

Average Salary Male

**\$105,298**

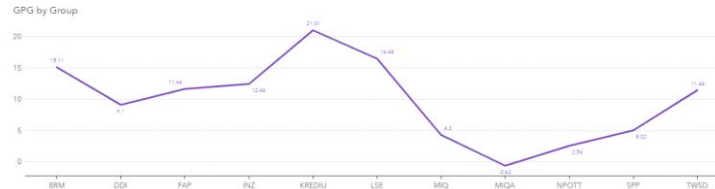
Calculation of the organisation-wide average salaries for females and males gives a view of MBIE's overall gender pay gap in terms of dollar values.



GPG Average calculation of the organisation-wide Gender Pay Gap based on average salaries. This figure includes permanent and fixed term employees and is calculated on full time equivalent base salaries.

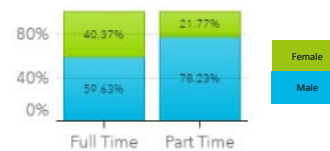


GPG Median calculation of the organisation-wide Gender Pay Gap based on median salaries. This figure includes permanent and fixed term employees and is calculated on full time equivalent base salaries.



Gender Pay Gap calculated on average salaries for each group.

## Gender Split by Work Schedule



This chart provides the proportion of female and male in full time and part time positions.

This shows work patterns by gender to see if this is a factor that contributes to the gender pay gap.



GPG chart based on average salaries at different levels of the organisation.

The senior leader group includes managers from tier 1 to 3. The other manager group represents all managers at other tier levels. The staff category regroups all non-managers.



# We have made significant progress since 2018

The table below outlines the high-level activities that were completed from 2018 to 2021 that have contributed significantly to the reduction in the gender pay gap from 16.4% in 2018 to 11.5% in 2021

## Freedom from bias and discrimination

- The CAPP framework was implemented in 2019 and was further embedded in 2020 and 2021. The framework has been developed in accordance with gender pay principles.
- Where there is no identifiable reason for gender pay gaps in the same role, closing any gaps was completed as part of the Gender Pay line by line review and all MBIE employees were included in the analysis.
- An annual review of starting salaries in the 'same' roles to ensure there is no gender pay difference forms part of the Gender Pay Dashboard.
- The Unconscious Bias in Recruitment module was implemented in 2021, including access to resources that help lift awareness of how unconscious biases, including relating to gender and ethnicity, can impact decisions throughout the recruitment process and to help make impartial and objectively reasoned recruitment decisions. Examples include the tool available to identify the use of typically masculine and feminine words.
- An analysis was completed of position descriptions and advertisements and it was determined that the risk of gender bias was low.
- Reviewed and implemented a new performance management framework - Tōku Whāinga, My Career, launched in February 2021.
- An analysis of role titles, job descriptions and advertisements was carried out as part of the Inclusion and Diversity Recruitment plan, and there was no indication of bias.

## Transparency and accessibility

- Publishing bands on job advertisements was completed following the implementation of CAPP and the development of the Inclusion and Diversity recruitment plan.
- The CAPP step ranges are used to define roles, and these can be used for the purposes of 'the same' role analysis for gender pay assessment.

## Relationship between paid and unpaid work

- Following CAPP implementation, analysis has been undertaken by CAPP step range in accordance with PSC guidance, and is included on the Gender Pay Dashboard to analyse MBIE's population for gender pay gaps in the same roles.
- Pay gaps within roles were identified as part of the Gender Pay Review where an assessment was completed for like for like or similar roles, by comparing salaries for individuals with similar employment factors, including step range and band. Pay corrections were made to equalise salaries if there was no explainable reason why the remuneration differed, meaning if gender could not be ruled out as a factor, it was expected to be corrected.
- In the latest round of career progression employees were able to use examples outside of the workplace as evidence.

## Sustainability Principle

- The Kohinga Kōrero - Conversations That Matter programme has been implemented to upskill managers for important conversations across the employee lifecycle.
- The flexible working group completed their project and the flexible working policy is now in place.
- MBIE has signed up to the Aotearoa New Zealand Skills Pledge. As part of this, our training and development budget as a percentage of salary increased over two years from 1.5% in FY2019/2020, to 1.75% in 2020/2021 and to 2.0% in 2021/2022.
- Funding for closing like-for-like gender pay gaps was prioritised in 2021.
- Implemented two Leadership programmes – Mana Whakatōpū – Wāhine Māori Leadership Programme, a unique six month programme to support self-growth and courageous leadership from a Kaupapa Māori worldview and Tū Mau Mana Moana – Cross Agency Pacific Leadership Programme, a programme designed for Pacific leaders in the public service, with an emphasis on increasing Pacific representation into senior leadership roles.

## Participation and engagement

- Establishing criteria and developing a process for gender pay assessment was completed as part of the Gender Pay Review and involved a 3-step process, the first being a statistical analysis based on international best practice performed by an external third party. The second step was to overlay the principles of the CAPP framework to understand which step within the step-range an employee would likely be on based on the same employment factors. The last step in the process was a people leader validation where a leader provided qualitative information relating to internal relativity to confirm the final correction payment.
- Conducted the Tangata Whenua, Pacifica Employee Malaga and Rainbow employee sprints and incorporating outcomes into MBIE strategy.
- Community engagement through seeking feedback from the Inclusion and Diversity Council, employee-led networks and PSA representatives.

# MBIE's Gender and Ethnic Pay Action plan

The following section details MBIE's gender and ethnic pay action plan future actions.

## The Government has committed to addressing the gender pay gap in the Public Service

In 2018, the Government published five gender pay principles the public sector is expected to comply with, along with a number of actions and milestones in the Gender Pay Gap Action Plan.

- 01 Freedom from bias and discrimination
- 02 Transparency and accessibility
- 03 Relationship between paid and unpaid work
- 04 Sustainability principle
- 05 Participation and engagement

### 2018 - 2021

#### Freedom from bias and discrimination

- Developed a process for assessment and facilitated workshops to those who were involved in conducting the Gender Pay Review assessment ✓
- Cultural awareness training for people leaders ✓
- Established Kohinga Kōrero - Conversations That Matters programme ✓

#### Transparency and accessibility

- Review of 2020 Gender Pay Action Plan and update it based on new insights ✓
- Implemented the career and pay progression (CAPP) framework ✓
- Defined what the 'same' role means for MBIE in the context of CAPP steps ✓
- Set up Gender Pay Gap Hub and developed communications plan to create awareness of the Gender Pay Action Plan ✓
- Implemented the ability to track promotions in HR systems ✓
- Analysed the gender pay gap at each CAPP step or pay band, and published this as part of the gender pay dashboard ✓

#### Relationship between paid and unpaid work

- Agreed a priority approach to assessing individual's pay to ensure gender is not a factor as a phased analysis and target any corrections ✓
- Implemented the flexible working policy and procedure ✓

#### Sustainability principle

- Initial review of people policies through the employee experience hub ✓
- Build our capability to capture better data through data plan, dashboards, and other reporting and financial modelling platforms ✓
- Completed a Gender Pay Review and approved and implemented 450+ correction payments ✓
- Reviewed policies on flexible working, parental leave, leave, and promotions ✓
- Reviewed processes on recruitment & appointment, performance, promotions / progression, access to overtime, out of cycle increases, annual remuneration review, training investment & opportunity ✓
- Updated recommended changes and secured approval of the new processes ✓
- Designed measurement framework to trace the effectiveness of addressing skills gap programme (Skills Pledge) ✓
- Reviewed the L&D budget as part of the Aotearoa New Zealand Skills Pledge ✓
- Prioritised funding for closing like-for-like gender pay gaps for senior roles during the remuneration review ✓
- Implemented the I&D Recruitment Plan ✓

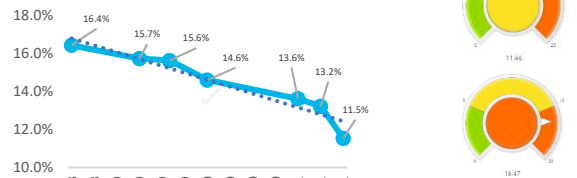
#### Participation and engagement

- Conducted Tangata Whenua, Pacific Employee Malaga and Rainbow employee sprints, and incorporated feedback into the plan ✓
- Engaged P&C Advisory teams, PSA National Delegates Committee and senior leadership in updating our plan ✓
- Educated current employees, new employees (through induction) and managers about the purpose and approach we are taking to address the gender pay gap ✓

### October 2021

We have made significant progress since 2018

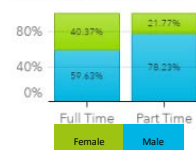
#### Gender Pay Gap %



Average Salary Female: \$93,234  
Average Salary Male: \$105,298



#### Gender Split by Work Schedule



We have achieved more than 50% representation of women in leadership (Tier 1 to 3).



Since the drafting of the Gender Pay Action Plan in October 2018, MBIE's gender pay gap decreased by **4.9%**.

Part of this was the impact of the CAPP implementation.

### 2021 - 2022

#### Freedom from bias and discrimination

- More diversity on recruitment / interview panels
- Support employees for pan-MBIE career pathways / secondments - internal advertising of vacancies more clearly / easily-accessible
- Determine whether age is a factor in bias - attraction and appointment
- Update gender selection options in Pay@MBIE to reflect Stats NZ standard
- Continue efforts to upskill managers in bias training, including continued delivery of the Wall Walk and Beyond Diversity workshops, and launch of Ngā Kōnei belonging learning programme campaign
- Training for all employees on working alongside Rainbow colleagues, clients and external service providers

#### Transparency and accessibility

- Implementation of the Remuneration Comparator Tool demonstrating the impact a proposed salary will have on Gender and Ethnic Pay Gaps (EPG)
- Drive to increase capture of ethnicity data for reporting and measuring EPG
- Address gender diverse statistics / people that fall outside the gender binary
- Include candidate attraction / selection / internal promotion data once SAP recruitment module is implemented late 2021
- Parent's room at Stout Street to be renovated (will be renamed Wellness Suite)
- Inclusion of ethnic pay gap data in dashboards and reporting
- Establish consistent appeals process for Gender Pay Review
- Analysis of gender and ethnic population in Career progression, including looking at progression by location
- Enhance visibility of development opportunities for managers to share with direct reports
- Data collection of gender proportions and average pay of each gender from MBIE third party organisations and self-employed contractors

#### Relationship between paid and unpaid work

- Investigate options for arrangements to support parents returning from parental leave
- Highlight and communicate the impact of unpaid labour (e.g. Marilyn Waring TEDx talk, Kiwi Dads initiative)

#### Sustainability principle

- Further embed the MBIE values in the Gender and Ethnic Pay Action Plan including embedding the 12 behaviours and the te reo descriptions
- Workshop education for People Leaders on the Gender and Ethnic Pay Action Plan
- MBIE-wide mentoring / coffee catch ups including a Women's Mentoring programme facilitated by Arahanga Wāhine.
- Stories to encourage changing mind-set around flexible-by-default working
- Gender and ethnic pay measures key performance indicators included in performance reviews for People Leaders
- Continue building upon the principles of CAPP, including applying the principles of pay restraint and the gender pay action plan to ensure the minimisation of bias
- Establish maintenance process of Gender Pay Review
- Develop 12-month communication plan to enhance education and communication of the action plan
- Build on CAPP by drafting guidance for people leaders outlining where in the step range to appoint based on levels of capability.

#### Participation and engagement

- Strategic communications plan of the Gender and Ethnic Pay Gap Action plan, including posters, digital screens / screen savers, online module and in-person workshops
- Reformat of Te Tauroa Gender Pay Action Plan pages
- Gain insights from Employee Surveys
- Sharing individuals' stories of the impact the work completed so far has had
- Further engagement with Arahanga Wāhine, Te Rau Pūwāi, Pacific Staff Village, Women of Colour, Ngāi Kahurangi, Asia-International and Disability employee-led networks
- Videos featuring our diverse workforce
- Review representation of Gender and Ethnic Pay Action Group to include employees that fall outside the gender binary, trans women and representation from other ethnic groups and disability awareness
- Investigate Te reo option for the name of the Gender and Ethnic Pay Action Plan and Group



**MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT**  
HĪKINA WHAKATUTUKI



**Māia – Bold & Brave**  
Tāwhia tō mana kia mau, kia māia  
Retain and hold fast to your mana, be bold, be brave

- We challenge the status quo
- We're curious
- We explore new ideas



**Pae Kahurangi – Build Our Future**  
Ka huri taku aro ki te pae kahurangi, kei reira te oranga mōku  
We turn our attention to the future, that's where the opportunities lie

- We learn from the past to shape the future
- We protect what's precious, our taonga
- We listen to lead the way



**Mahi Tahi - Better Together**  
Māi mahi tahi, ka ora, ka pūwāi  
By working together we will flourish and achieve greatness

- We collaborate and respect the experiences of others
- We share our knowledge
- We connect and partner with our communities



**Pono me te Tika – Own It**  
Ā mātau mahi katoa, ka pono, ka tika  
Taking responsibility to commit to doing things right

- We take responsibility and do what we say we will
- We embrace the differences of others, always
- We hold ourselves and each other to account

# Our focus in 2021 and 2022

The table below outlines the high-level activities that we will be focusing in 2021 and 2022.

Gender Pay Principles	High-level Activity	2021		2022	
		Q1	Q2	Q3	Q4
<b>Freedom from bias and discrimination</b> <i>Employment and pay practices are free from the effects of conscious and unconscious bias and assumptions based on gender.</i>	More diversity on recruitment / interview panels				
	Support employees for pan-MBIE career pathways / secondments - internal advertising of vacancies more clearly / easily-accessible				
	Determine whether age is a factor in bias - attraction and appointment				
	Update gender selection options in Pay@MBIE to reflect Stats NZ standard				
	Continue efforts to upskill managers in bias training, including continued delivery of the Wall Walk and Beyond Diversity workshops, and launch of Nō Kōnei belong learning programme campaign				
	Training for all employees on working alongside Rainbow colleagues, clients and external service providers				
<b>Transparency and accessibility</b> <i>Employment and pay practices, pay rates and systems are transparent.</i> <i>Information is readily accessible and understandable.</i>	Implementation of the Remuneration Comparator Tool demonstrating the impact a proposed salary will have on Gender and Ethnic Pay Gaps (EPG)				
	Drive to increase capture of ethnicity data for reporting and measuring EPG				
	Address gender diverse statistics / people that fall outside the gender binary				
	Include candidate attraction / selection / internal promotion data once SAP recruitment module is implemented late 2021				
	Parenting room at Stout Street to be renovated (will be renamed Wellness Suite)				
	Inclusion of ethnic pay gap data in dashboards and reporting				
	Establish consistent appeals process for the Gender Pay Review				
	Analysis of gender and ethnic proportion in Career progression, including looking at progression by location				
	Enhance visibility of development opportunities for managers to share with direct reports				
	Data collection of gender proportions and average pay of each gender from MBIE third party organisations and self-employed contractors				
<b>Relationship between paid and unpaid work</b> <i>Employment and pay practices recognise and account for different patterns of labour force participation by workers who are undertaking unpaid and/or caring work.</i>	Investigate options for arrangements to support parents returning from parental leave				
	Highlight and communicate the impact of unpaid labour (e.g. Marilyn Waring TEDx talk, Kiwi Dads initiative)				
<b>Sustainability</b> <i>Interventions and solutions are collectively developed and agreed, sustainable and enduring.</i>	Further embed the MBIE values in the Gender and Ethnic Pay Action Plan including embedding the 12 behaviours and the te reo descriptions				
	Workshop education for People Leaders on the Gender and Ethnic Pay Action Plan				
	MBIE-wide mentoring / coffee catch-ups including a Women's Mentoring programme facilitated by Arahanga Wāhine.				
	Stories to encourage changing mind-set around flexible-by-default working				

# Our focus in 2021 and 2022

The table below outlines the high-level activities that we will be focusing in 2021 and 2022.

Gender Pay Principles	High-level Activity	2021		2022	
		Q1	Q2	Q3	Q4
<b>Sustainability (continued)</b> <i>Interventions and solutions are collectively developed and agreed, sustainable and enduring.</i>	Gender and ethnic pay measures key performance indicators included in performance reviews for People Leaders				
	Continue building upon the principles of CAPP, including applying the principles of pay restraint and the gender and ethnic pay action plan to ensure the minimisation of bias				
	Establish maintenance process of Gender Pay Review				
	Develop 12 month communication plan to enhance education and communication of the action plan				
	Build on CAPP by drafting guidance for people leaders outlining where in the step-range to appoint a based on levels of capability				
<b>Participation and engagement</b> <i>Employees, their unions and agencies work collaboratively to achieve mutually agreed outcomes.</i>	Strategic communications plan of the Gender and Ethnic Pay Action plan, including posters, digital screens / screen savers, online module and in-person workshops				
	Reformat of Te Taura Gender Pay Action Plan pages				
	Gain insights from Employee Surveys				
	Sharing individuals' stories of the impact the work completed so far has had				
	Further engagement with Arahanga Wāhine, Te Rau Puāwai, Pacific Staff Village, Women of Colour, Ngāi Kahukura, Asia-International and Disability employee-led networks				
	Videos featuring our diverse workforce for internal and external use				
	Review representation of Gender and Ethnic Pay Action Group to include employees that fall outside the gender binary, trans women, representation other ethnic groups, and disability awareness and investigating tangible recognition of the contribution of the action group				
	Investigate Te reo option for the name of the Gender and Ethnic Pay Action Plan and Group				

# Continuation of the 2020 Action Plan

The table below outlines the high-level activities that experienced disruption in 2020 due to COVID-19 but continue to be a key focus of the plan.

Gender Pay Principles	High-level Activity	2021		2022	
		Q1	Q2	Q3	Q4
<b>Freedom from bias and discrimination</b>	Develop succession plans with a diverse pipeline (gender & ethnicity)				
	Review access to overtime				
<b>Transparency and accessibility</b>	Analyse the proportion of men, women and transgender / non-binary people being promoted internally				
<b>Relationship between paid and unpaid work</b>	Offer development/training opportunities to those on parental leave				
<b>Sustainability</b>	Design measurement framework to track effectiveness				
	Develop a consistent and fair <i>gender and ethnic pay assessment</i> approach				
	Start work with Internal Policy Advisory Group to advise on reviewing internal policies and procedures to mitigate bias				
<b>Participation and engagement</b>	Create opportunities for shadowing, leadership training etc. across the organisation				
	Educate our employees about the purpose and approach we are going to take to address gender pay gap by including it in the new employee induction.				

# Detailed plan

The following section sets out a review of the actions we proposed in 2018 and the new actions we have added. We have further work to do but we have made strong progress.

We have categorised our actions by the four MBIE's values:

- Māia (Bold & Brave),
- Pae Kahurangi (Build our future)
- Mahi Tahī (Better together)
- Pono me te tika (Own it)



# 2021 – 2022 Detailed Plan
















## Māia – Bold & Brave

Tāwhia tō mana kia mau, kia māia

Retain and hold fast to your mana, be bold, be brave

- We challenge the status quo
- We're curious
- We explore new ideas

 In progress
  Not yet started
  New action for 2021 plan

What we said we would do	Status	Progress	Gender Pay Principle	2021		2022	
				Q1	Q2	Q3	Q4
Engage employees to understand the drivers behind MBIE's gender pay gap.		Once the Gender and Ethnic Pay Action Plan is complete, we will educate our employees about the purpose and approach we are going to take to address gender pay gap. This will also be included in new employee induction.	Participation and engagement				
Investigate alternative interview options to improve accessibility.		This has been incorporated into the 2020/2021 phase of the Inclusion and Diversity recruitment plan.	Freedom from bias and discrimination				
More diversity on recruitment / interview panels		This will be incorporated into the next iteration of the Inclusion and Diversity recruitment plan.	Freedom from bias and discrimination				
Stories to encourage changing mind-set around flexible-by-default working		Employees of all tiers of the organisation will be interviewed and their stories shared on Te Taura to promote flexible-by-default working.	Sustainability				
Inclusion of Ethnic Pay Gap and intersectionality data in reporting dashboards		With the release of the guidance on measuring and beginning to address Māori and ethnic pay gaps in the Public Service, measures of ethnic and intersectionality pay gaps will be included in reporting dashboards	Transparency and accessibility				
Gender and ethnic pay measures key performance indicators included in performance reviews for People Leaders		This will be explored to introduce into objective setting for FY2022/2023	Sustainability				
Gain insights from Employee Surveys		Insights gained from employee surveys will feed into the current and future gender and ethnic pay action plans.	Participation and engagement				
Sharing individuals' stories of the impact the work completed so far has had		This is a new action for 2021 following the implementation of the Gender Pay Review. It is proposed that employees that have received correction payments will be asked if they would like to share their stories of what it has meant to them to receive the payment. This is included in the communications plan.	Participation and engagement				
Training for all employees on working alongside Rainbow colleagues, clients and external service providers		This will be explored in the wider inclusion and diversity strategy.	Freedom from discrimination and bias				
Establish consistent appeal process for Gender Pay Review		A process will be developed to ensure consistency in managing the instance an employee would like to appeal a decision that was made as part of the gender pay process.	Transparency and accessibility				

# 2021 – 2022 Detailed Plan



## Pae Kahurangi – Build Our Future

Ka huri taku aro ki te pae kahurangi, kei reira te oranga mōku

We turn our attention to the future, that's where the opportunities lie

- We learn from the past to shape the future
- We protect what's precious, our taonga
- We listen to lead the way

In progress  
 Not yet started  
 New action for 2021 plan

What we said we would do	Status	Progress	Gender Pay Principle	2021		2022	
				Q1	Q2	Q3	Q4
Conduct additional analysis on the proportion of women, men, transgender and non-binary being promoted internally, and whether this is at a faster or slower rate proportionate to MBIE's population.		With the introduction of CAPP, we are now in a better position to do this and will also track career progression as part of CAPP Phase 2. Once the Recruitment module of SAP is implemented this will provide more insight into promotion data.	Relationship between paid and unpaid work				
Investigate what female MBIE employees want and what male MBIE employees want in terms of flexibility.		Feedback from our employees is ongoing. We received feedback through our employee experience hub as well as our flexible working group. Developments in flexible working will continue to evolve.	Freedom from bias and discrimination				
Define what 'flexibility' means for each Group in MBIE.		Our flexible working policy is now in place and needs to be embedded into our culture. The policy will be incorporated in People Plans.	Sustainability				
Establish an inclusive process for allocating learning and development opportunities.		As part of the Aotearoa New Zealand Skills Pledge, this will be an ongoing process to ensure learning and development opportunities are accessible.	Transparency and accessibility				
Develop a recruitment toolkit to provide support and guidance for managers to ensure they understand our gender and ethnic pay gap priorities at recruitment and prevent gender and ethnic pay gaps in starting salaries.		This has been incorporated into the Inclusion and Diversity recruitment plan and will form part of the recruitment manager toolkit.  The Remuneration at Recruitment guide and Remuneration Comparator Tool will provide managers with resources to make informed decisions that aim to minimise the impact of bias.	Freedom from bias and discrimination				
Design a measurement framework to track effectiveness of the increased learning and development investment included in the Skill Pledge.		This measurement framework will consider equity of learning opportunities and the effectiveness of these opportunities.	Sustainability				
Analysis of overtime for part-time employees.		This process will include analysis of overtime trends for part-time employees to investigate if it contributes to the gender and ethnic pay gaps.	Freedom from bias and discrimination				
Develop succession plans with a diverse pipeline (gender & ethnicity)		This is included in the 2021 action plan.	Sustainability				
Offer development/training opportunities to those on parental leave.		We will create a platform for employees on parental leave that offers job opportunities or tasks and online courses that they can take while on leave.	Relationship between paid and unpaid work				




# 2021 – 2022 Detailed Plan










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  New action for 2021 plan

What we said we would do	Status	Progress	Gender Pay Principle	2021		2022	
				Q1	Q2	Q3	Q4
Give managers additional guidance regarding secondments or project opportunities about considering gender and ethnicity as part of the selection process using Te Kawa Mataaho Public Service Commission and other guidance as appropriate.		This will consider secondment policy and process to ensure that there is no compounding issue on higher duties and special duties allowances.	Relationship between paid and unpaid work				
Support employees for pan-MBIE career pathways / secondments - internal advertising of vacancies more clearly / easily-accessible		New for 2021. The implementation of the new Recruitment module of SAP will support easier access to internal advertisement of vacancies	Freedom from bias and discrimination				
Drive to increase capture of ethnicity data for reporting		There is a project currently underway to firstly update the options available to select for ethnicity, and then a communication strategy will be executed to encourage employees to update their ethnicity in Pay@MBIE in order to report more accurately on ethnicity statistics.	Transparency and accessibility				
Include candidate attraction / selection / internal promotion data once SAP recruitment module is implemented late 2021		Once the new recruitment module of SAP is implemented, data will be collected on candidate attraction, selection and internal promotion to report on statistics and identify any trends.	Transparency and accessibility				
Parent's room at Stout Street to be renovated		The parent's room in the Stout Street office is scheduled to be renovated to be more parent-friendly in 2021 and will be renamed "The Wellness Suite". This is on schedule to be complete by the end of 2021.	Transparency and accessibility				
Workshop education for People Leaders		Part of the communications plan includes manager workshops on the Gender and Ethnic Pay Action Plan, and what they can do to make informed decisions that don't perpetuate existing pay gaps.	Sustainability				
Review representation of Gender and Ethnic Pay Action Group to include employees that fall outside the gender binary, trans women, representation other ethnic groups, and disability awareness and investigating tangible recognition of the contribution of the action group		It has been suggested to include women of other ethnicities, people that fall outside the gender binary and trans women in the Action Group to ensure experiences of all backgrounds are considered when designing and executing the plan. This will be explored in advance of the next iteration of the action plan.	Participation and engagement				

# 2021 – 2022 Detailed Plan












**Mahi Tahī - Better Together**

Mā mahi tahī, ka ora, ka puāwai

By working together we will flourish and achieve greatness

- We collaborate and respect the experiences of others
- We share our knowledge
- We connect and partner with our communities

 In progress
  Not yet started
  New action for 2021 plan

What we said we would do	Status	Progress	Gender Pay Principle	2021		2022	
				Q1	Q2	Q3	Q4
Role model flexible working at senior levels of the organisation.		This is an ongoing process. Our leaders are encouraging our employees to take advantage of the flexible working policy we have put in place. Leaders will share their flexible working stories and will be published in the Hub.	Participation and engagement				
Establish a mentoring/coaching programme.		A Women’s mentoring programme pilot was completed by the Arahanga Wāhine employee-led network and plans are underway to run another programme. Enterprise-led learning opportunities (Learn@MBIE) also provide support for technical mentoring and coaching support. Different business groups have incepted technical mentoring programmes (e.g. INZ).	Sustainability				
Review policies including: <ul style="list-style-type: none"> <li>• Flexible working policy</li> <li>• Leave policy</li> <li>• Parental leave</li> <li>• Promotions/Progressions</li> </ul>		While most of our policies are in place, we will need to review various policies to ensure that they are transparent and free of any bias. Recruitment policy must ensure that there is a gender and ethnicity balance in longlisting, interviews and hiring. Parental leave policy must encourage women to return to work and support is accessible.	Sustainability				
Cultural awareness training for people leaders.		Provide cultural competency training to all MBIE people leaders and people through the Mana Āki intercultural competency programme.	Sustainability				
Create opportunities for shadowing, leadership training etc across the organisation.		Offer sponsors and mentors opportunities. This will support the balance in leadership roles.	Sustainability				
Consider developing a policy on recognising women’s unpaid work that impacts pay and career progression.		This will include gaining a better understanding of the impact of unpaid work on the wider economy and measuring women’s contribution to unpaid work.	Relationship between paid and unpaid work				

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What we said we would do	Status	Progress	Gender Pay Principle	2021		2022	
				Q1	Q2	Q3	Q4
Address gender diverse statistics / people that fall outside the gender binary		The current Gender Pay Action Plan refers only to employees that fall within the gender binary so the 2021 iteration includes reference to the plan not currently including specific initiatives for employees that fall outside of the gender binary, however updates in data and reporting includes collecting statistics on any correlations between levels of pay and those that identify outside the gender binary.	Transparency and accessibility				
Investigate options for arrangements to support parents returning from parental leave		This is a new initiative for 2021.	Relationship between paid and unpaid work				
Highlighting and communicating the impact of unpaid labour (e.g. Marilyn Waring TEDx talk, Kiwi Dads initiative)		This is a new initiative for 2021.	Relationship between paid and unpaid work				
Further engagement with Arahanga Wāhine, Te Rau Puāwai, Pacific Staff Village, Women of Colour, Ngāi Kahukura, Asia-International and Disability employee-led networks		This is a new initiative for 2021. This was initiated during the employee feedback consultation process as part of preparing the 2021 iteration of the action plan and will continue throughout 2021.	Participation and engagement				
Update gender selection options in Pay@MBIE to reflect Stats NZ standard		This is a new initiative for 2021. At the time this report was published, the options to select for gender were in the process of being updated in Pay@MBIE.	Freedom from bias and discrimination				
Data collection from other working arrangements		Data collection of gender proportions and average pay of each gender from MBIE third party organisations and self-employed contractors	Transparency and accessibility				

# 2021 – 2022 Detailed Plan











## Pono me te Tika – Own It

Ā mātou mahi katoa, ka pono, ka tika

Taking responsibility to commit to doing things right

- We take responsibility and do what we say we will
- We embrace the differences of others, always
- We hold ourselves and each other to account

 In progress
  Not yet started
  New action for 2021 plan

What we said we would do	Status	Progress	Gender Pay Principle	2021		2022	
				Q1	Q2	Q3	Q4
Ensure MBIE is empowered with effective people management, efficient processes and systems, and accurate data across the employee lifecycle.		We have undertaken an initial review from other employee sprint engagements, and this forms part of the employee experience work undertaken in the People Hub. We have done engagements with our Pasifika, and Tangata Whenua communities at MBIE in 2019 and we have completed people experience sprints with our Rainbow and Asian communities in 2020. The Rainbow sprint report was finalised and presented to SLT in August 2021. The Asian sprint report is in the process of being finalised. There is a plan to run a Wellbeing people experience sprint which would include engagement with people with disabilities.	Transparency and accessibility				
Develop people leaders to be able to give effective feedback for internal candidates regarding development needs.		This will form part of phase two of CAPP, and will also be part of the review of the performance management framework underway. This is expected to continue into 2022.	Freedom from bias and discrimination				
Review processes: <ul style="list-style-type: none"> <li>• Recruitment and appointment</li> <li>• Performance</li> <li>• Promotions/progression</li> <li>• Parental leave</li> </ul>		This process will be conducted to ensure that all MBIE's processes are transparent and free from any biases.	Sustainability				
Independent review of role bandings for a selection of roles across MBIE to identify any potential unconscious bias in role banding.		This analysis needs to consider Korn Ferry Hay role evaluation, internal relativities and comparison of roles in other collective agreements A review process for role placement in CAPP will also be put in place and will be subject to ongoing review.	Freedom from bias and discrimination				
Embed changes made to policies and processes and ensure freedom from bias is enduring.		Continue delivering bias training (including bias training with focus on racial equity). Pilot Māori cultural capability programme and continue to develop an ongoing Māori cultural capability programme.	Sustainability				

# 2021 – 2022 Detailed Plan













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What we said we would do	Status	Progress	Gender Pay Principle	2021		2022	
				Q1	Q2	Q3	Q4
Determine whether age is a factor in conscious / unconscious bias - attraction and appointment		This is a new action for 2021 and the implementation of the recruitment module for SAP in late 2021 will provide us with this data to be able to identify any trends.	Freedom from bias and discrimination				
Implementation of the Remuneration Comparator Tool demonstrating the impact a proposed salary will have on Gender and Ethnic Pay Gaps		This is a new action for 2021 and is designed to help managers make informed decisions on the impact appointing at a particular salary will have on MBIE's gender and ethnic pay gaps.	Transparency and accessibility				
Further embed the values in the Gender and Ethnic Pay Action Plan		This is a new action for 2021. Link actions from the plan to the values and incorporate the te reo descriptions and behaviours.	Sustainability				
Strategic communications plan of the Gender and Ethnic Pay Action plan, including posters, digital screens / screen savers, online module and in-person workshops		A communications plan has been drafted in collaboration with the communications team to launch the 2021 action plan, support the drive for employee selection of ethnicity in SAP and further educate employees and people leaders about the action plan.	Participation and engagement				
Reformat of Te Taura Gender and Ethnic Pay Action Plan pages		The current Te Taura hub consists of two pages so the plan is to condense the hub into one page with links to more details.	Participation and engagement				
Build on CAPP by drafting guidance for people leaders outlining where in the step-range to appoint a based on levels of capability		Now that CAPP has been in place for 3 years, build on the philosophies behind it to support managers to understand where in the step-range to appoint.	Sustainability				
Investigate Te reo option for the name of the Gender and Ethnic Pay Action Plan and Group		Look into options for making the Gender and Ethnic Pay Plan bilingual.	Participation and engagement				

# Endorsements

The Gender and Ethnic Pay Action Group recognises there are actions that can be taken that fall outside the scope of the Gender and Ethnic Pay Action Plan that supports the aim of creating workplaces that are free from bias.

The Action Group would like to show open support for the following initiatives that fall into this category.

- Make sanitary bins available in bathrooms designated 'men', changing rooms and other facilities
- Allowing people to add pronouns to their profiles on Outlook, Te Taura and Teams
- Making it quick and easy for people to update names and pronouns across MBIE systems (without requiring a legal name or gender change)
- A review of MBIE's involvement in the EAP scheme, with a focus on whether the scheme meets the needs of Rainbow employees and what other services might better support need
- Inclusion of a 'universal' or 'gender neutral' bathroom facilities standard
- Creation of a 'Gender diverse people in the workplace' policy in the People & Culture's work programme.
- Ensure exit interviews collect data around sexual orientation and gender identify to identify any potential trends
- A review of the organisation's dress code to be explicit that what people wear does not need to conform to gender stereotypes to still be professional and appropriate for a work environment