

Kia Toipoto Action Plan 2024 - 2026

Closing Gender, Māori, Pasifika,
and Ethnic Pay Gaps

Current State – Overview

The Sport NZ Group, the overarching body for Sport New Zealand Ihi Aotearoa (Sport NZ) and High Performance Sport New Zealand (HPSNZ), is committed to Kia Toipoto, a directive from Te Kawa Mataaho Public Services Commission. The Kia Toipoto goals are to:

- make substantial progress toward closing gender, Māori, Pacific and ethnic pay gaps
- accelerate progress for wāhine Māori, Pacific women and women from ethnic communities
- create fairer workplaces for all, including disabled people and members of the Rainbow community.

We have aligned our Sport NZ Group action plan to our Group People Strategy, 2024-2028, with a focus on key priorities within 'Diversity, Equity & Inclusion' and 'Our Culture', which are:

- applying diversity, equity and inclusion principles to strengthen workplace and sector diversity, inclusion and cultural competency to achieve more targeted outcomes
- building and sustaining a culture that enables kaimahi to work at their best and reach their full potential
- valuing all kaimahi equitably, recognising and rewarding kaimahi contributions to the organisation's mahi.

Our data shows that we have made some progress to date, however, there is still much work to be done to close all ethnic pay gaps.

When we compare our 2022/23 plan with our current state, the gender pay gap has reduced to 13.07% at HPSNZ and 7.23% at Sport NZ. The gender pay gap average across Aotearoa NZ currently sits at 8.6%.

The combined number of Māori and Pasifika kaimahi employed across the Group has increased from 9.7% in June 2023 to 15.01%. However, this is still below the Aotearoa New Zealand's population composition of Māori (16.5%) and Pasifika (8.1%).

In late 2023, kaimahi were surveyed to collect ethnic data aligned with Stats NZ data collection classifications. This enabled kaimahi to select from a broader range of options and to also select primary and secondary ethnic options. As a result, we now have more accurate data which is a better reflection of the ethnic composition of our kaimahi across the Group.

Analysis of the composition of our kaimahi shows that there is still work to be done to increase Māori, Pasifika and Asian representation in leadership roles. We know that work must continue to increase ethnic representation in leadership roles, as our gender and ethnic pay gaps are partly the result of kaimahi distribution.

Proportionately, we have more NZ European males in senior roles within the Group's hierarchy. To address this, we will focus on creating more opportunities through recruitment, as well as learning and development, to bring more female Māori and Pasifika kaimahi into more senior roles across our organisation.

We still need to work on raising the pay of our female Pasifika and MELAA (Middle Eastern, Latin American, and African) staff, as they currently earn less on average than our NZ European female staff. On average, Pasifika women earn \$13,000 less, and MELAA women earn \$11,500 less.

Our Kaimahi (as @ June 2024)

Our workforce is closely divided between male and female and is both age and ethnically diverse, with an increasing proportion of Māori and Pasifika kaimahi.

As of June 2024, the Group comprised of 316 kaimahi – 148 at HPSNZ and 168 at Sport NZ.

As a Group, we are spread out right across the motu. From Kerikeri in the North to Dunedin in the South.

Our headcount has been steadily increasing over the past few years; however, this has slowed down in the past 12 months.

Turnover continues to decrease and is currently evened out at 8.30% for HPSNZ (a decrease from 18.66% in June 2023) and 4.82% for Sport NZ (a decrease from 6.14% in June 2023).

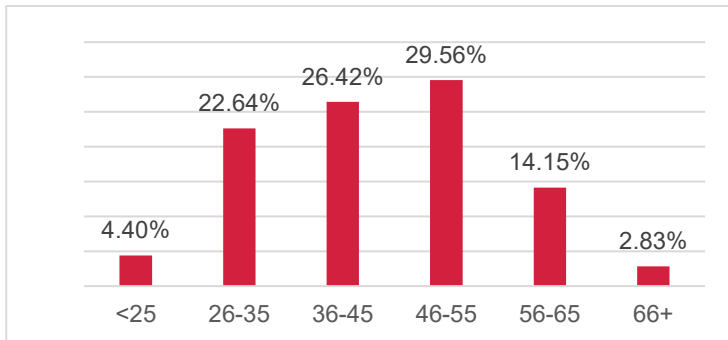
WORKFORCE LOCATION



WORKFORCE SIZE

HPSNZ:	148 + 69 contractors
Sport NZ:	168 + 15 contractors
TOTAL:	316 + 84 contractors

GROUP AGE GROUPINGS



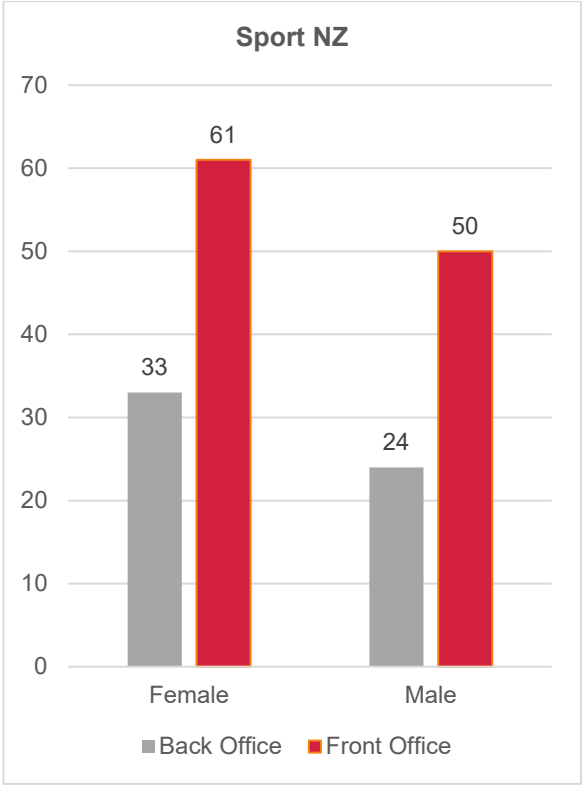
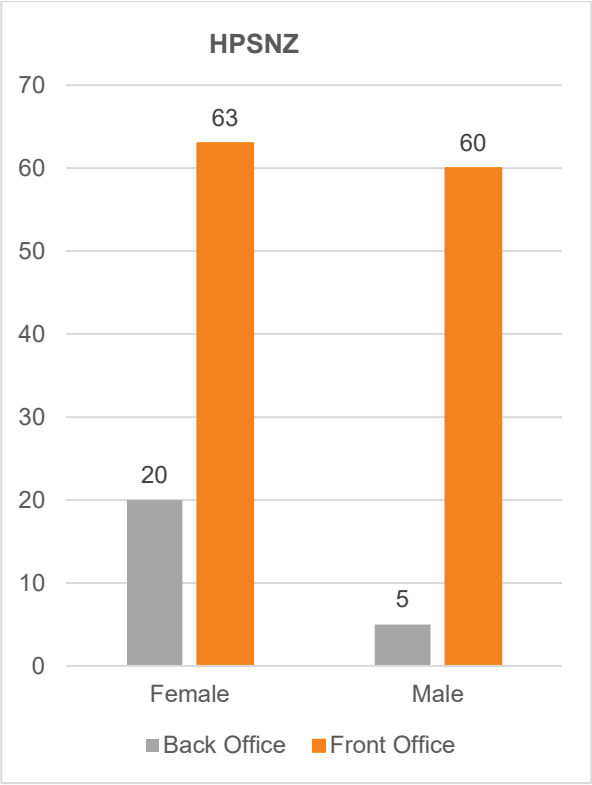
PEOPLE LEADER #'S

HPSNZ:	43
Sport NZ:	51

ANNUAL ROLLING TURNOVER

HPSNZ:	8.30%
Sport NZ:	4.82%

BACK/FRONT OFFICE

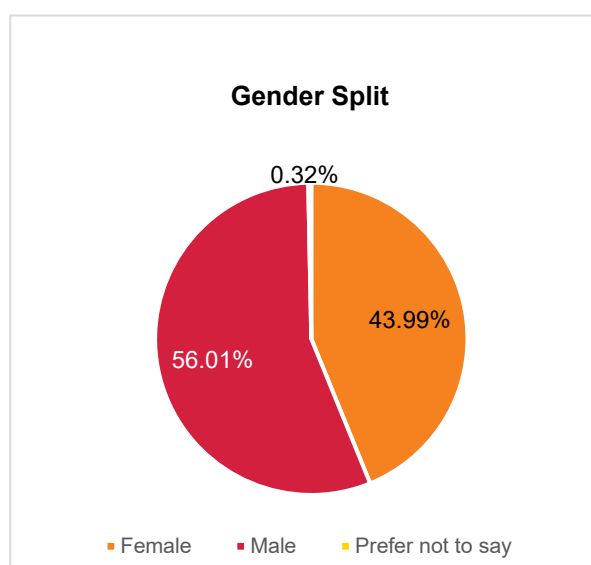


Our Kaimahi – Gender (as @ June 2024)

Asian males and Pasifika females are on average paid below all other ethnic / gender groups due to being in lower paid roles.

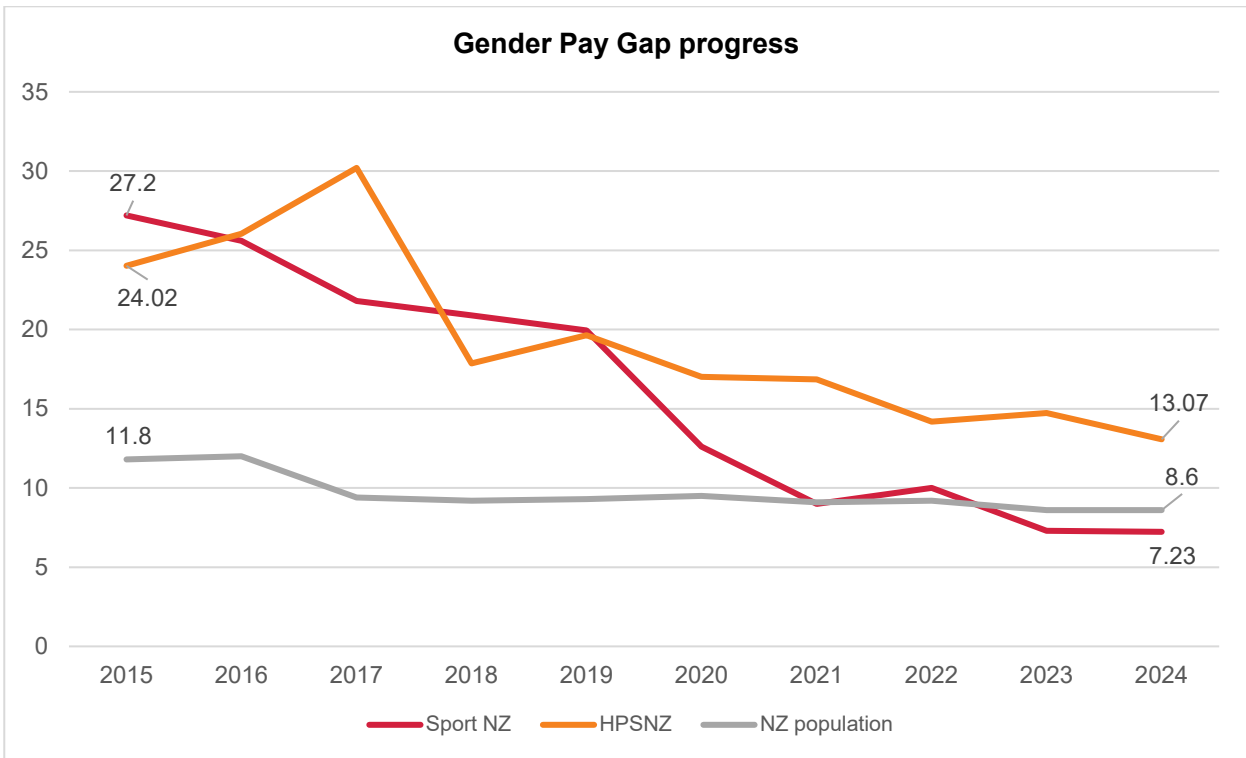
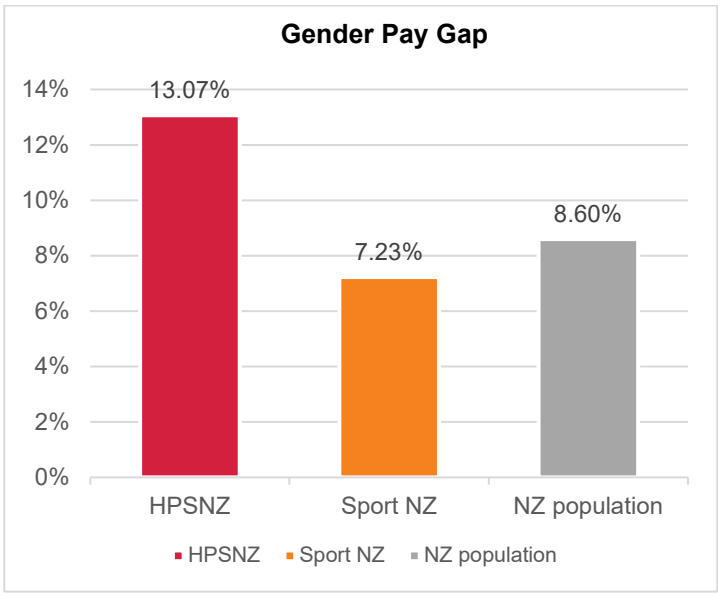
The average salary for Māori males is less than European males by \$17,600.

Female Pasifika (-\$13,000) and female Asian (-\$5,800) kaimahi are paid below the average salary of female Europeans.



GOVERNANCE GENDER

Gender data	Male	Female
Tier 2 Sport NZ	2	4
Tier 2 HPSNZ	2	3
Sport NZ Board	3	5
HPSNZ Board	3	6
Taumata Māori	2	1
P&C Committee	1	4
AFRC Committee	3	3



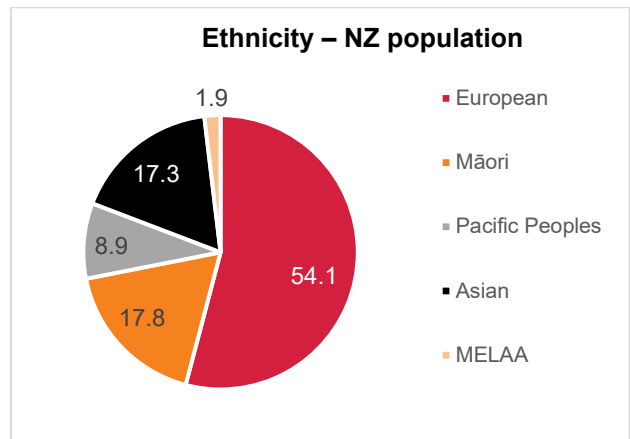
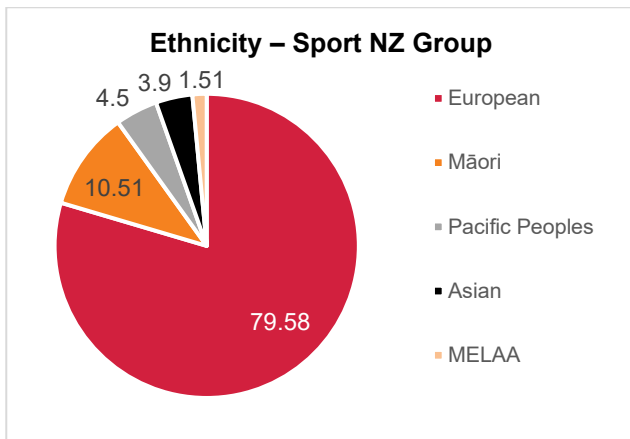
Our Kaimahi – Ethnicity (as @ June 2024)

Kaimahi Māori (10.51%) and Pasifika kaimahi (4.50%) make up a combined total of 15.01% of the Group’s headcount. This is below the NZ population composition of Māori (16.5%) and Pasifika (8.1%).

Kaimahi Māori tend to be employed in roles where strong Māori cultural competencies are required, rather than in more general roles, which is why they are paid above the average salary.

Māori and Pasifika are well represented at a Governance level.

Further work is required to increase the number of Māori and Pasifika kaimahi across a broad range of roles in more senior positions.



GOVERNANCE ETHNICITY

Ethnic data	Māori	Pasifika	Asian	MELAA	European
Tier 2 Sport NZ	1	0	0	0	5
Tier 2 HPSNZ	0	1	1	0	3
Sport NZ Board	2	1	2	0	3
HPSNZ Board	2	1	0	0	6
Taumata Māori	3	0	0	0	0
P&C Committee	2	1	0	0	1
AFRC Committee	0	0	0	0	6

Ethnicity and gender pay – Current position (as @ June 2024)

As of 30 June 2024, the NZ population's average salary was \$101,700 for men and \$94,500 for women.

Women make up 56% of our overall workforce and 46% of our senior leaders and have a gender pay gap of 10.15% across the Group.

Asian kaimahi make up 3.9% of our overall workforce and 1.5% of our senior leaders and have a pay gap of 14.50%.

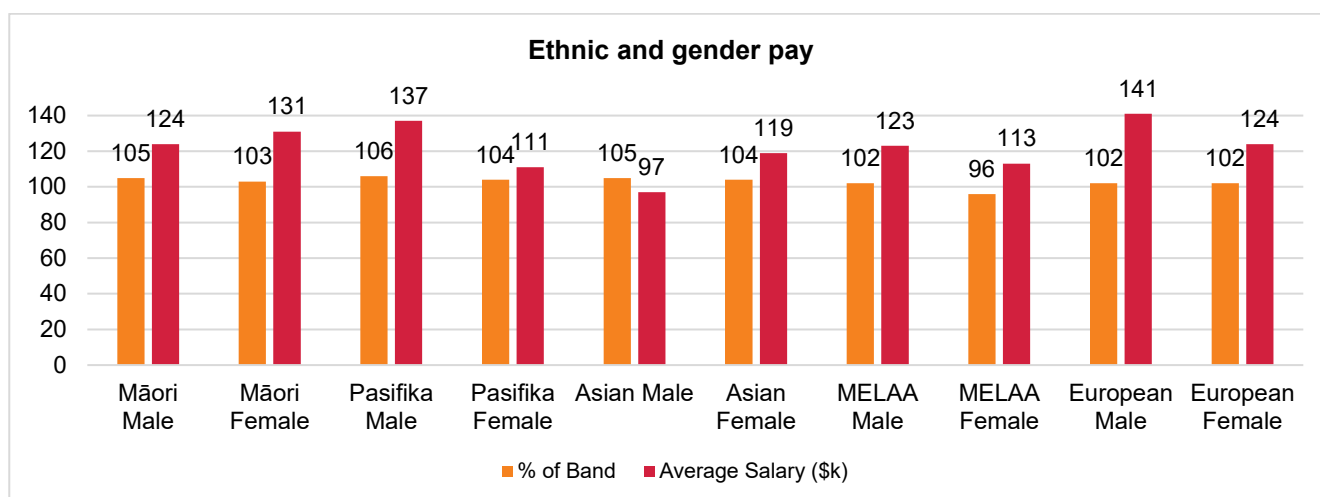
MELAA kaimahi make up 1.5% of the workforce and have a pay gap of 4.98%.

Kaimahi Māori make up 10.51% of our overall workforce and 15% of our senior leaders (Tier 3 and above) and don't have an ethnic pay gap.

Pasifika kaimahi makes up 4.5% of our overall workforce and 3% of our senior leaders and doesn't have an ethnic pay gap.

European kaimahi make up 79.58% of our workforce and 84% of our senior leaders.

GENDER PAY GAP			
13.07%	▲	7.23%	▼
Prev Month	12.5%	Prev Month	8.2%
HPSNZ		Sport NZ	



Ethnic Group	Average % of Band	Average Salary
Māori Female	103%	\$130,823
Māori Male	105%	\$123,712
Pasifika Female	104%	\$111,353
Pasifika Male	106%	\$137,082
Asian Female	104%	\$118,578
Asian Male	105%	\$97,492
MELAA** Female	96%	\$112,911
MELAA Male	102%	\$122,811
European Female	102%	\$124,455
European Male	102%	\$141,317

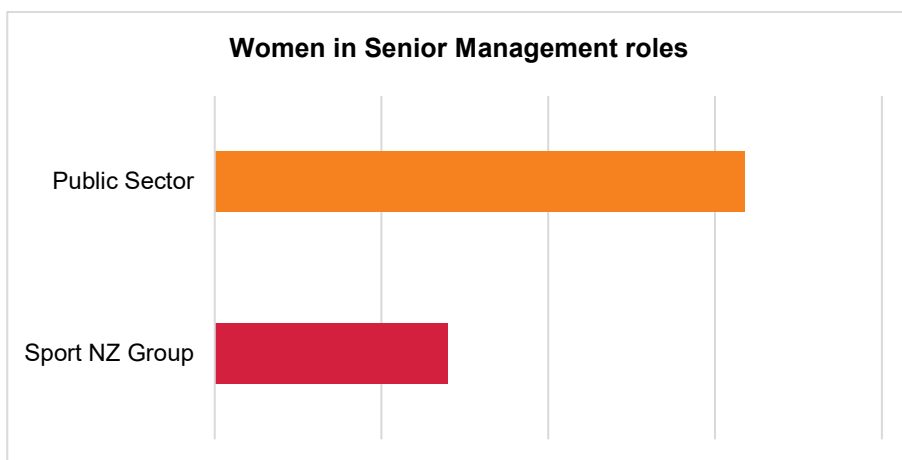
MELAA:** Middle Eastern, Latin American, African

Ethnicity and gender – Leadership

European kaimahi are overrepresented in leadership roles, with kaimahi Māori and Pasifika kaimahi represented to a lesser extent.

Further work is required to increase the number of Asian and MELAA kaimahi in leadership roles.

Ethnicity	Overall			% Managers			% Leaders (Tier 2 & 3)		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Asian	1.80%	2.10%	3.90%	2.13%	-	2.13%	2.00%	-	2.00%
European	45.05%	34.23%	79.28%	38.30%	43.62%	81.91%	36.00%	48.00%	84.00%
Māori	5.71%	4.80%	10.51%	5.32%	2.13%	7.45%	6.00%	4.00%	10.00%
MELAA	0.90%	0.60%	1.50%	2.13%	1.06%	3.19%	2.00%	-	2.00%
Pasifika	3.00%	1.80%	4.80%	2.13%	3.19%	5.32%	-	2.00%	2.00%



Goals

1. Measure and understand our workforce composition and remuneration position across bands and ethnic groups to ensure all kaimahi are paid equitably.
2. Fair and equitable reward and recognition practices
 - No pay equity gap (same pay for different work but of equal value)
 - No equal pay gap (same pay for the same job, no differential based on gender/ ethnicity)
 - Significantly reduce the Gender Pay Gap by 2025.
3. Recruitment pools are 50% females for all senior positions across bands H-K by 2025 and 50% representation of females interviewed for these positions.
4. Managers understand and are supporting Māori and Pasifika career aspirations, with development plans in place for key Māori and Pasifika talent.
5. Where opportunities exist, an increased number of Māori and Pasifika kaimahi in senior roles in the organisation.
6. Development plans in place for key females to support career aspirations.
7. Where opportunities exist, increased female kaimahi in more senior roles (Bands H-O at HPSNZ and Bands I-O at Sport NZ).

Progress to date – Against Kia Toipoto milestones

What we've achieved so far (2023)




Transparency Te pono	Equitable pay outcomes Ngā hua tōkeke mō te utu	Leadership & representation/ Effective career & leadership development Te whai kanohi i ngā taumata katoa/Whakawhanaketanga i te aramahi	Eliminating all forms of bias and discrimination Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki	Flexible work by default Te taunoa o te mahi pīngore
<p>Ethnicity data collection was reviewed to allow kaimahi to select more than one ethnic group.</p> <p>All HR and remuneration policies are available to all kaimahi on the intranet.</p> <p>The gender pay gap is included in HR metrics reported to the GET and HPSNZ SLT every month.</p> <p>Ethnicity targets developed within the workplace, to be supported by Sport NZ's assessment of its environment and progress towards achieving the targets set for increasing diverse talent pools.</p>	<p>The gender pay gap and pay equity by gender reviews were completed.</p> <p>Reporting on ethnic remuneration data commenced in April 2023.</p> <p>Māori and Pasifika kaimahi were included in the equity review (July 2023) as part of the GET and HPSNZ SLT annual remuneration moderation.</p> <p>Gender equity reviews are completed every year. Any issues presented to senior leadership (the GET and HPSNZ SLT) for discussion at annual remuneration moderation.</p> <p>Kaimahi are remunerated based on competency and role, not salary expectations.</p>	<p>Workforce planning focuses on Māori and Pasifika kaimahi in the Q2 Workforce review 2023/24.</p> <p>Increase in the number of Māori and Pasifika kaimahi now employed in the Group. In 2020, there were 10 Māori/Pasifika kaimahi; this increased to 29 in June 2023.</p> <p>Learning & development plans in place for Māori and Pasifika aligned to career aspirations and the needs of the organisation.</p> <p>Learning & development plans in place for females identified as key talent aligned to career aspirations and the needs of the organisation.</p> <p>Asian, Māori and Pasifika ethnicity groups targeted in the promotion of the 2023 Graduate Programme.</p>	<p>Diverse recruitment interview panels e.g. strongly recommend both males/females included on all panels.</p> <p>Group values launched and weaved into systems, structures and processes, demonstrating that the Group fosters a culture of belonging, openness and equity to ensure we attract and retain a diverse and inclusive workforce.</p> <p>Introduction of Unconscious Bias training workshops available to all kaimahi.</p> <p>Introduction of Inclusive Leadership training workshops available to all kaimahi.</p> <p>Continued training and development to build people leaders understanding of remuneration and HR policies.</p>	<p>Introduction of new flexible and remote working policy.</p>

Where we're headed

What we have planned for 2024/25

Transparency Te pono	Equitable pay outcomes Ngā hua tōkeke mō te utu	Leadership & representation/ Effective career & leadership development Te whai kanohi i ngā taumata katoa/ Whakawhanaketanga i te aramahi	Eliminating all forms of bias and discrimination Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki	Flexible work by default Te taunoa o te mahi pīngore
Recruitment candidate pools to reflect the NZ population by 2025: <ul style="list-style-type: none"> - 16.5% for Māori - 8.1% for Pasifika - 15.1% for Asian 	Gender and ethnic pay gaps continue to be monitored and reviewed through regular reporting. Equity remunerations review in July 2024 to include Māori and Pasifika kaimahi.	Increase in the number of Māori and Pasifika kaimahi employed in the Group. In 2020, there were 10 Māori/Pasifika kaimahi; this increased to 29 as of June 2023 and is now at 51. Asian, Māori, and Pasifika continue to be targeted for the Graduate Programme.	Māori, Pasifika, Asian and MELAA kaimahi are working at all levels across the organisation and in a diverse range of roles.	

Our Culture

Our Culture	Current Action	Actions and Status 2023	Planned Actions 2024/25	The Goal
<p>Define our Group culture, highlighting our shared values, to provide a strong foundation and shared expectation for how we behave, what we value, and how we work.</p>	<p>Ngā Uara – our Group values have been set and work is ongoing, to embed these into our culture.</p>  <p>HE TANGATA WE STAND FOR THE PEOPLE</p>  <p>MAHI TOA WE STRIVE FOR THE REMARKABLE</p>  <p>NGĀTAHI WE'RE BETTER TOGETHER</p>	<p>Phase II Define our values - engage with our workforce to collectively discuss, debate, and agree on our Group values.</p> <p>Align our organisation's brand and identity journey.</p> <p>Weave our values into our new identity and refresh our systems, structures, and processes, including:</p> <ul style="list-style-type: none"> • Employment branding and people value proposition • Recruitment and onboarding processes, tools, and templates • Learning and development, performance management, reward and recognition, and talent management processes and tools • Other organisation-wide communications, channels, and tools • Leadership responsibilities 	<p>Phase III Embed our values - define RASCI to ensure ongoing sustainability, visibility, and application of our Group values, including business function responsibilities, and ownership.</p> <p>Measure impact - deploy ongoing measurement and assessment of our Group values.</p>	<p>Sport NZ Group culture fosters a sense of belonging, openness and equity to ensure we attract and retain a diverse and inclusive workforce.</p>