

# Kia Toipoto Action Plan 2025 - 2027

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Closing Gender, Māori, Pacific Peoples,  
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 Peoples 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 goals.

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

When we compare our 2024-26 plan with our current state, the gender pay gap has reduced to 11.49% at HPSNZ and 6.82% at Sport NZ. The gender pay gap average across Aotearoa New Zealand currently sits at 8.2% as at 30 June 2024.

The combined number of Māori and Pacific People kaimahi employed across the Group has increased from 9.7% in June 2023 to 13.34%. However, this is still below the Aotearoa population composition of Māori (17.8%) and Pacific Peoples (8.9%).

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, Pacific Peoples 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, the cause of the pay gender gap. To address this, we will focus on creating more opportunities through recruitment, as well as learning and development, to bring more female Māori and Pacific Peoples kaimahi into more senior roles across our organisation.

Role distribution is also impacting on the pay of our female Asian and MELAA (Middle Eastern, Latin American, and African) staff, as they currently earn less on average than our NZ European female staff. On average, Asian women earn approximately \$8,300 less, and MELAA women around \$13,100 less than European women on average.

**Our Kaimahi (as @ May 2025)**

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

As of May 2025, the Group comprised of 304 kaimahi – 141 at HPSNZ and 163 at Sport NZ.

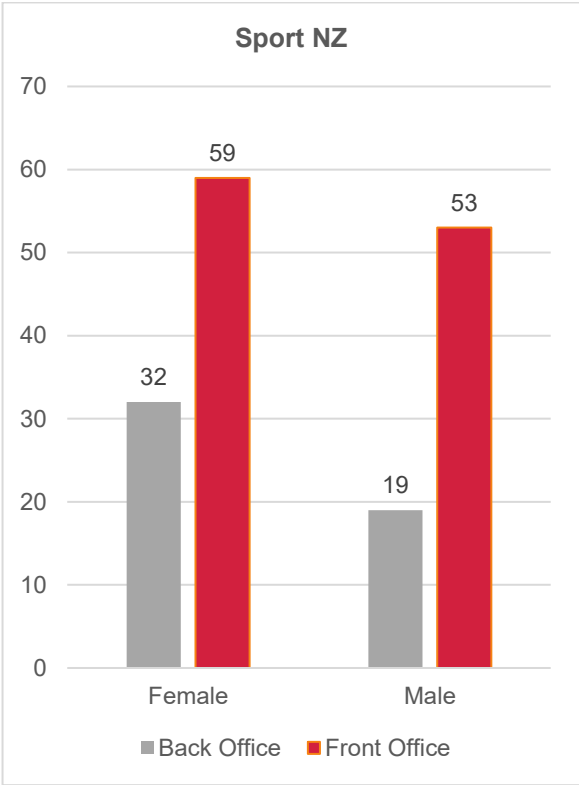
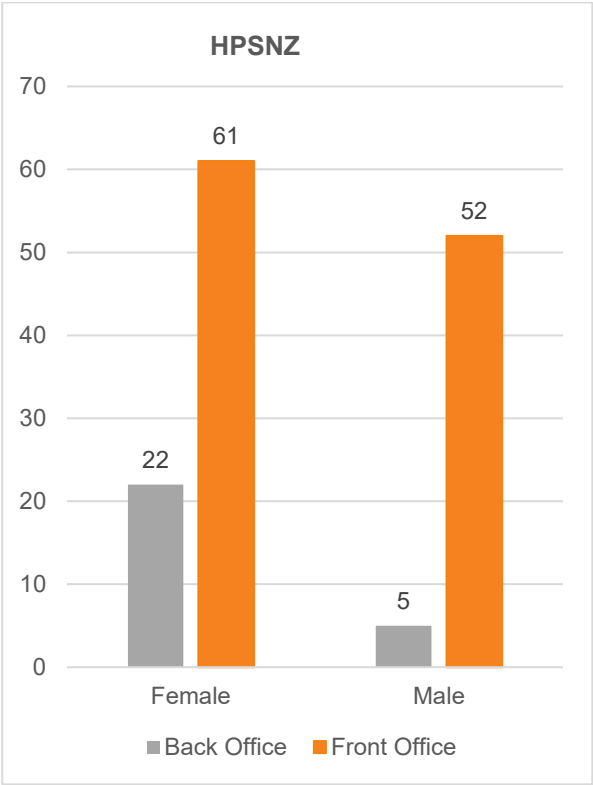
As a Group, we are spread out right across the motu; from Kerikeri in the North to Dunedin in the South.

Over the past few years, our headcount has been steadily increasing however, the past 12 months has seen our headcount decrease.

Turnover remains low and is currently sitting at 11.76% for HPSNZ (an increase from 8.30% in June 2024) and 6.83% for Sport NZ (an increase from 4.82% in June 2024). The increase at HPSNZ was expected following the completion of the 2024 Olympic cycle, we expect it to level off by June 2025.



BACK/FRONT OFFICE

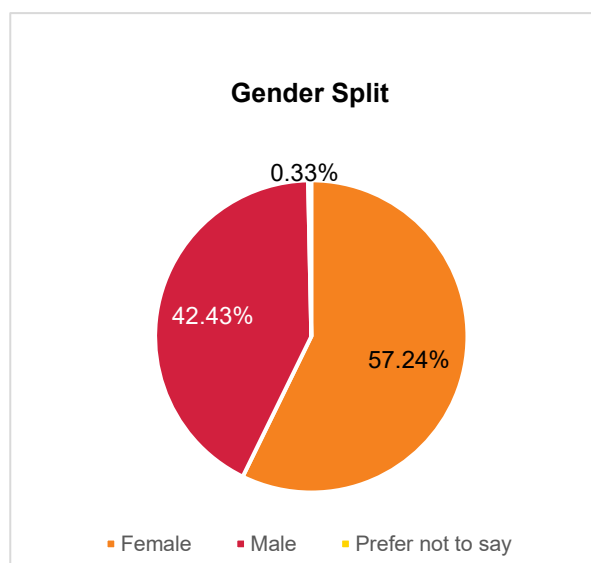


## Our Kaimahi – Gender (as @ May 2025)

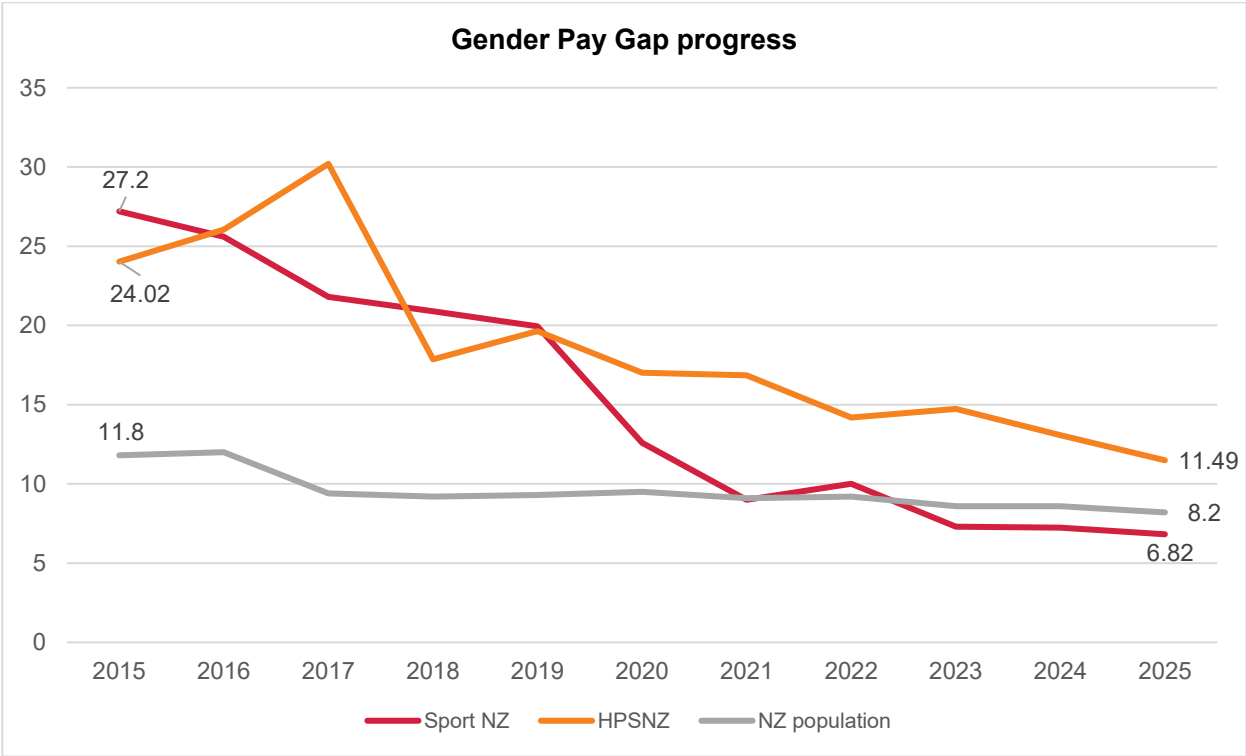
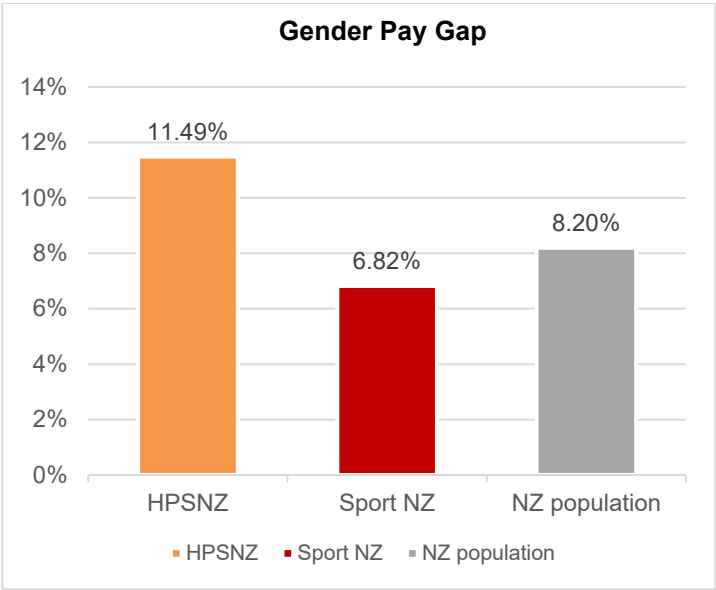
Asian males and MELAA females are on average paid below all other ethnic / gender groups due to being in lower paid roles.

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

Female MELAA (-\$13,000) and female Asian (-\$8,300) 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	4
HPSNZ Board	3	6
Taumata Māori	2	1
P&C Committee	1	3
AFRC Committee	1	3



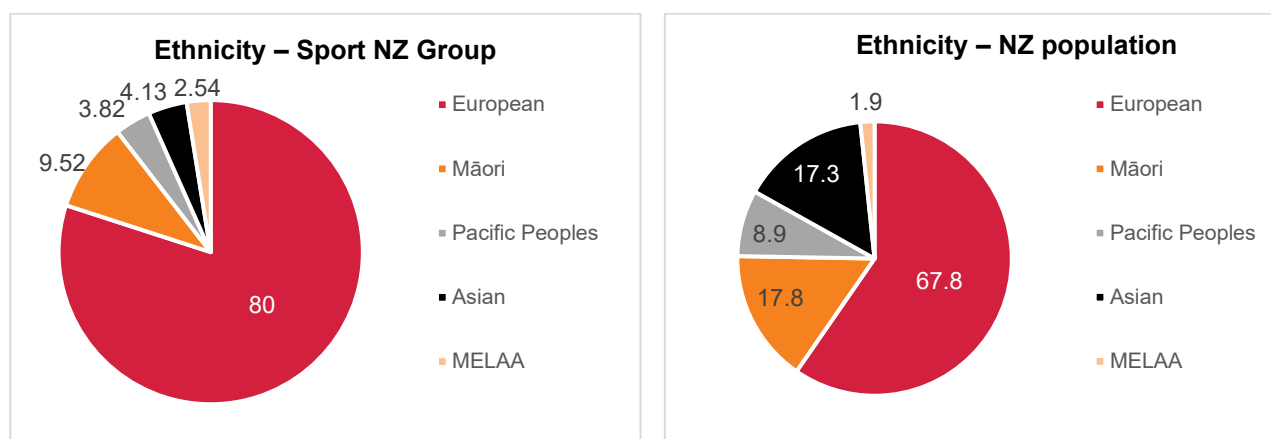
## Our Kaimahi – Ethnicity (as @ May 2025)

Kaimahi Māori (9.52%) and Pacific Peoples kaimahi (3.82%) make up a combined total of 13.34% of the Group's headcount. This is below the NZ population composition of Māori (17.8%) and Pacific Peoples (8.9%).

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 Pacific Peoples have some representation at the Governance level, though there is room to strengthen this further.

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



## GOVERNANCE ETHNICITY

Ethnic data	Māori	Pacific Peoples	Asian	MELAA	European
Tier 2 Sport NZ	1	0	0	0	5
Tier 2 HPSNZ	0	1	1	0	3
Sport NZ Board	0	2	0	0	5
HPSNZ Board	2	1	0	0	6
Taumata Māori	3	0	0	0	0
P&C Committee	1	1	0	0	3
AFRC Committee	0	0	4	0	6

Ethnicity and gender pay – Current position (as @ May 2025)

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

Women make up 57% of our overall workforce and 50% of our senior leaders, and have a gender pay gap of 9.16% across the Group.

Asian kaimahi make up 4.13% of our overall workforce and 1.14% of our senior leaders, and have a pay gap of 19.84%.

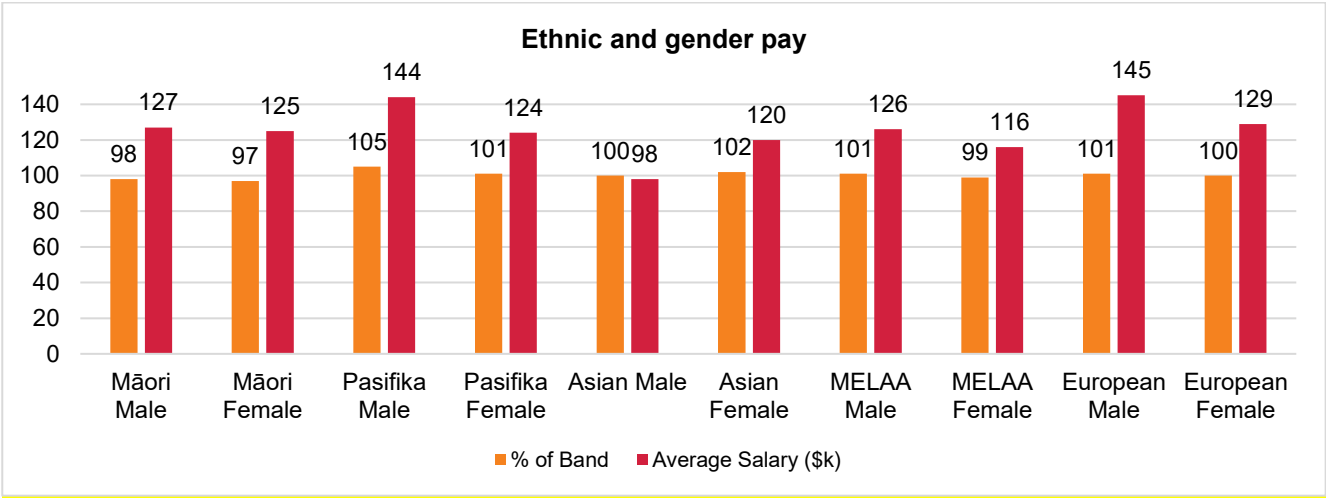
MELAA kaimahi make up 2.54% of the workforce and 4.55% of our overall workforce, and have a pay gap of 10.98%.

Kaimahi Māori make up 9.52% of our overall workforce and 4.55% of our senior leaders, and have a pay gap of 5.30%

Pacific Peoples kaimahi make up 3.81% of our overall workforce and 4.55% of our senior leaders, and don’t have an ethnic pay gap.

European kaimahi make up 80% of our workforce and 85.23% of our senior leaders.

GENDER PAY GAP			
11.49%	=	6.82%	▲
Prev Month	11.49%	Prev Month	6.80%
HPSNZ		Sport NZ	





Ethnic Group	Average % of Band	Average Salary
Māori Female	97%	\$124,951
Māori Male	98%	\$127,193
Pacific Peoples Female	101%	\$123,783
Pacific Peoples Male	105%	\$143,550
Asian Female	102%	\$120,461
Asian Male	100%	\$97,908
MELAA** Female	99%	\$115,649
MELAA Male	101%	\$126,496
European Female	100%	\$128,761
European Male	101%	\$144,876

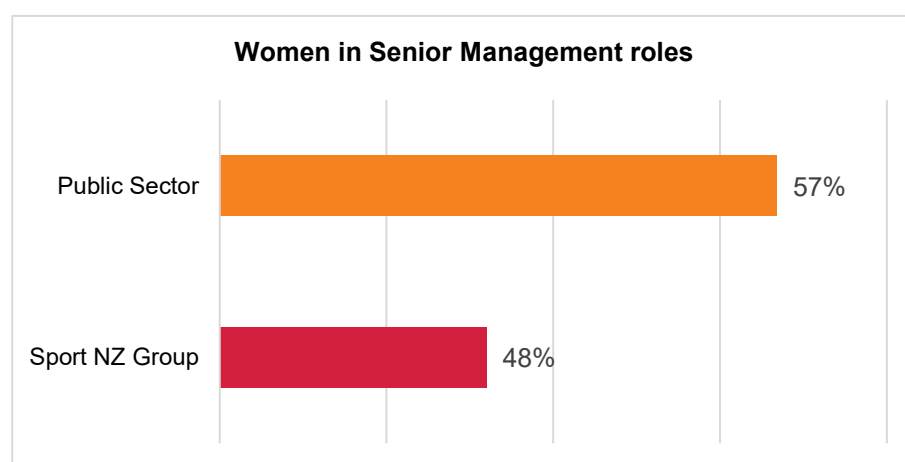
**MELAA\*\*:** Middle Eastern, Latin American, African

## Ethnicity and gender – Leadership

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

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

	Overall			% Managers			% Leaders (Tier 2 & 3)		
Ethnicity	Female	Male	Total	Female	Male	Total	Female	Male	Total
Asian	1.64%	2.63%	4.28%	1.14%	-	1.14%	2.00%	-	2.00%
European	47.70%	34.87%	82.89%	40.91%	44.32%	85.23%	38.00%	46.00%	84.00%
Māori	3.95%	2.96%	6.91%	2.27%	2.27%	4.55%	4.00%	4.00%	8.00%
MELAA	1.97%	0.66%	2.63%	3.41%	1.14%	4.55%	2.00%	-	2.00%
Pacific Peoples	1.97%	1.32%	3.29%	2.27%	2.27%	5.32%	2.00%	2.00%	4.00%



## Goals to reduce our gender and ethnic pay gaps.

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 2028.
3. Recruitment pools are 50% females for all senior positions across bands H-K by 2026 and 50% representation of females interviewed for these positions.
4. Managers understand and support Māori and Pacific Peoples career aspirations, with development plans in place for key Māori and Pacific Peoples talent to support career aspirations.
5. Where opportunities exist, an increased number of Māori and Pacific Peoples kaimahi in senior roles in the organisation (Bands H-O at HPSNZ and Bands I-O at Sport NZ).
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 – 2023/24




<b>Transparency</b> Te pono	<b>Equitable pay outcomes</b> Ngā hua tōkeke mō te utu	<b>Leadership &amp; representation/ Effective career &amp; leadership development</b> Te whai kanohi i ngā taumata katoa/Whakawhanaketanga i te aramahi	<b>Eliminating all forms of bias and discrimination</b> Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki	<b>Flexible work by default</b> 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 Pacific Peoples kaimahi were included in the equity review (July 2023 and 24) 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 focus on Māori and Pacific Peoples kaimahi in the Q2 Workforce review 2023/24.</p> <p>Increase in the number of Māori and Pacific Peoples kaimahi now employed in the Group. In 2020, there were 10 Māori/Pacific Peoples kaimahi; this increased to 29 in June 2023 and currently sits at 42.</p> <p>Learning &amp; development plans in place for Māori and Pacific Peoples aligned to career aspirations and the needs of the organisation.</p> <p>Learning &amp; 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 Pacific Peoples 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 2025/26

<b>Transparency</b> Te pono	<b>Equitable pay outcomes</b> Ngā hua tōkeke mō te utu	<b>Leadership &amp; representation/ Effective career &amp; leadership development</b> Te whai kanohi i ngā taumata katoa/ Whakawhanaketanga i te aramahi	<b>Eliminating all forms of bias and discrimination</b> Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki	<b>Flexible work by default</b> Te taunoa o te mahi pīngore
Recruitment candidate pools to reflect the NZ population by 2026: <ul style="list-style-type: none"> <li>- 17.8% for Māori</li> <li>- 8.9% for Pacific Peoples</li> <li>- 17.3% for Asian</li> </ul>	Gender and ethnic pay gaps continue to be monitored and reviewed through regular reporting.  Equity remunerations review in July 2025 to include Māori and Pacific Peoples kaimahi.	Increase in the number of Māori and Pacific Peoples kaimahi employed in the Group. In 2020, there were 10 Māori/Pacific Peoples kaimahi; this increased to 29 as of June 2023 and is now at 42.  Asian, Māori and Pacific Peoples continue to be targeted for the Graduate Programme.	Māori, Pacific Peoples, 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
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>Ngā Uara – our Group values have been set and work is ongoing, to embed these into our culture.</p> <div><p>HE TANGATA WE STAND FOR THE PEOPLE</p></div> <div><p>MAHI TOA WE STRIVE FOR THE REMARKABLE</p></div> <div><p>NGĀTAHI WE'RE BETTER TOGETHER</p></div>	<p><b>Phase II</b> 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"><li>• Employment branding and people value proposition</li><li>• Recruitment and onboarding processes, tools, and templates</li><li>• Learning and development, performance management, reward and recognition, and talent management processes and tools</li><li>• Other organisation-wide communications, channels, and tools</li></ul> <p>Leadership responsibilities</p>	<p><b>Phase III</b> 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>	Sport NZ Group culture fosters a sense of belonging, openness and equity to ensure we attract and retain a diverse and inclusive workforce.