



Gender & Ethnic Pay Gap Action Plan 22-24

2023 Progress Update





Gender and Ethnic Pay Gap Action Plan 2022-2024: Progress Update

MPI's first Gender Pay Action Plan was developed in 2018. In 2022, an updated plan was published as the Gender and Ethnic Pay Gap Action Plan 2022–24. This plan set out the progress made to date and the next steps in our journey aligned with Kia Toipoto (Public Service Pay Gaps Action Plan). This latest progress update continues that intent.

Priorities/mahi streams include:

- Eliminating all form of bias or discrimination
- Equitable pay outcomes
- Flexible working
- Leadership and representation and
- Effective career and leadership development.

We have continued to make good progress in reducing our gender pay gap, from 8.8 percent in 2021 to 6.2 percent as of September 30, 2023 (following a drop to 7.6 percent in 2022 and 7.1 percent in June 2023).

In 2022 MPI shared its ethnic pay gap for the first time. Our ethnic pay gap reporting is split out across six ethnicities: Pacific Peoples, Asian, Middle Eastern/Latin American/ African (MELAA), Māori, European and Other. In 2022 Pacific Peoples reported at 17% pay gap. In 2023 this has dropped to 13.7%. This is due to an increase in appointments in higher paid roles. MELAA has dropped from 4% to 2.6%, Māori has dropped to 1.2 %. Asian has largely remained the same.

The key driver of both our gender and ethnic pay gaps is representation (both under and over) in different roles in our workforce.

This is usually not a result of one thing, but inter-related factors such as societal norms, expectations around gender, and bias.

Our action plan is designed to address these factors, through a consistent and sustained effort, particularly on the part of leadership, and through multi-pronged approaches across work programme initiatives that will have both a direct and indirect impact on our pay gaps.

The overall gender pay gap in the public service has also continued to decrease. As of 30 June 2023, the reported gender pay gap decreased to 7.1 percent.

Our 2024 priorities are:

Data & Insights

- continue to improve our data collection systems and processes.
- Finalise the G&EPG BI dashboard for ongoing monitoring and reporting.
- gain a deeper understanding for the drivers behind our ethnic pay gaps.

Representation

- improve gender and ethnic representation across MPI, with a targeted focus on Māori and Pacific Peoples.
- establish inclusive and targeted recruitment practices and campaigns, with a focus on Māori and Pacific Peoples.
- developing career pathways and development opportunities, with a targeted focus on Māori and Pacific Peoples.

Building Capability

- improve talent management practices and processes.
- continue supporting inclusive leadership.
- continue building cultural competence.

Systems and processes

- protect against bias and discrimination in recruitment processes and people policies and practices.
- Implement the refreshed remuneration framework and policy
- implement MPIs refreshed approach to flexible working.

Supporting each of these priorities is a range of actions and initiatives that have been completed in 2023 and are committed to for 2024, which all contribute to the positive downward trend of our pay gaps. These are outlined in detail within the action plan.



Mahi stream: Eliminating all forms of bias and discrimination

Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki

Public Sector Goals:

<i>By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.</i>	<i>Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices.</i>	<i>Agencies/entities ensure leaders and employees learn about and demonstrate cultural competence.</i>
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Our key progress for 2023:

- Hiring managers continue to be provided with resources and guides to reduce bias during the recruitment process as part of our embedded recruitment practice. We have also piloted a new approach to interviews that is more culturally inclusive, and also more inclusive of Māori.
- Our refreshed Inclusion, Diversity and Equity strategy and workplan, includes a review of current resources (including bias and inclusion tools) with a phased rollout. The first of these refreshed resources will be available in late 2023.
- Commenced review of the recruitment process across intake-based roles, the Graduate Development Programme, and other roles.
- Commenced the development of a G&EPG BI dashboard for ongoing monitoring and reporting

Commitment to the Accessibility Charter

- Scoping completed for MPIs own Accessibility Action Plan
- Drafted and commenced consultation on a Reasonable Accommodation Policy (to support the recruitment and retention of people with disabilities) to be implemented in 2024.
- Implementing changes in line with the Plain Language Act 2022, ensuring our external website and reference material is accessible for the public, as well as improving the readability of our internal site and documents.

Building cultural competency

- MPI builds wider cultural competence by continuing to offer the “Mana Āki: Working Effectively Across Diverse Cultures” module. This explores what it means to act in a way that enhances the mana of people from all cultures.
- Lifting our internal capability is key to MPI delivering on strategic outcomes and meeting our obligations under Te Tiriti. Phase One of MPI’s Te Ara Ahurea Mātau, our Māori Capability pathway focuses on empowering our people to develop individual capability in (six of the eleven cultural competencies) the six core competencies outlined in Whāinga Amorangi.
- Commenced implementation of new external providers for the delivery of tailored te reo and Treaty of Waitangi programmes.

The initial priority has been placed on the following areas, with specific initiatives including the following:

Tikanga/kawa and te ao Māori

- MPI has developed and rolled out a refreshed Māori Cultural Capability Pathway portal this year. The portal houses accessible resources available to all staff, including tools, and learning videos (both tailored to MPI and external links) introducing and raising awareness of these key areas.

Te reo Māori

MPI’s Te Reo Māori Language Plan: Mairangatia Te Reo Māori is a component of Te Ara Ahurea Mātau (as above) and supports a significant culture change to elevate the use and understanding of te reo Māori. In 2022/23, MPI has delivered the following training:

- (Education Perfect self-directed online) Te Ao Māori for Professionals course
- Te Reo Māori Beginners courses (Externally facilitated to 2 cohorts in FY23/24)
- Designed and rolled out new e-learning modules to all staff, including Te Reo Māori module. This new module emphasises the importance of language revitalisation for Māori to uphold the mana of Te Reo Māori as taonga.
- Continuing to promote our Māori cultural awareness app, Te Kākano Puāwai.

Hei Manaaki – Karakia o te rā

Hei Manaaki presents a safe space to connect daily on-line where all our people are welcome, encouraged, and inspired to practice te reo, practice karakia, learn karakia and share our knowledge.

New Zealand history and Te Tiriti o Waitangi

MPI introduces this topic in our induction programme Waharoa, to all new staff (totalling 386 this year). In addition, we have provided the following training opportunities:

- Newly developed NZ Colonial History and the Treaty of Waitangi e-learning module, with 59 staff completing the learning.

Te Hikoi Maumahara – The Wall Walk Workshop an interactive half-day workshop designed to raise collective awareness of key events in the history of New Zealand’s bicultural relations.

Wall Walk participant feedback included:

- *“An amazing overview of NZ history and gave me a greater understanding of some of the issues through time”.*
- *“I found the workshop really engaging with a great set of stories that provided excellent examples of the evolution of the relationship between the Crown and Māori”*

Engaging with iwi Māori

MPI wants to create a thriving, sustainable and future focused economy and environment that will sustain New Zealanders and remain strong into the future. This means being committed to improving results for Māori and meeting our Treaty obligations.

To enable, this we offer the following training in 2022/23:

- Engaging with Māori e-learning modules.
- Introduction to Engaging with Māori through Te Arawhiti.
- Māori/Crown Relations Workshop delivered to Senior Emerging Leaders Programme, and as part of the regular content of New People Leaders programme.

Mahi stream: Leadership and representation

Te whāi kanohi i ngā taumata katoa

Public Sector Goals:

By the end of 2022 agencies/entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.

- By the end of 2024 the Public Service workforce and leadership are substantially more representative of society.

Our key progress for 2023:

- Established a new role focused on Māori recruitment and workforce diversity. The purpose of this role is to champion this work, grow the number of Māori in MPI and to ensure inclusive recruitment practices are embedded.
- Commenced the development of the Māori Recruitment Workplan.
- Implementing review recommendations to Waharoa, to strengthen our focus on cultural competency and inclusion.
- Drafted the People Strategy for MPI, achieving a more strategic approach to our workforce planning.
- People Plans developed for Fisheries, Biosecurity and Food Safety New Zealand.

Talent and Succession

- Commenced the review of talent, succession and development planning practices, processes, and resources to ensure a focus on diversity and equity and to support efforts to improve both gender and ethnic representation.

Māori Emerging Leaders

- We continue to support our kaimahi to attend Te ara ki Matangireia run out of Te Kawa Mataaho. This mentoring programme ensures our Māori and Pacifica staff have access to leadership programmes and development opportunities embedded in their culture. To date we have had five kaimahi participate in the Te ara ki Matangireia.

Emerging Leaders

- Review of Emerging Leaders Programme. A key change is the way our kaimahi can apply for the programme. Individuals can now be nominated by their manager, or self-nominate, or be nominated by a peer or colleague. This approach reduces the risk of manager bias and provides an avenue for those who may not yet see themselves as leaders, be nominated by their team/network or someone outside their work community. Through this nomination process we encourage applicants to consider leadership contributions made outside of a work context.

MPI's Graduate Programme

- MPI's Graduate Programme, started in 2014, and we are now in our 10th intake in 2023. Our programme is 18-months long, and open to graduates from a wide variety of disciplines. We provide full-time permanent salaried positions where graduates learn on the job, across many areas of MPI. To date, this programme has seen more than 115 graduates launch their career within MPI. We have a specific focus on increasing ethnic diversity through this programme, in particular Māori and Pasifika. The graduate programme is currently under review.

Tupu Toa Intern Programme

- MPI has a well-established partnership with Tupu Toa. This enables us to place around 4-6 Māori and Pacifica interns into MPI each year during the summer break.

Strengthening relationships

- Over the past year we have progressed a number of initiatives with significant effort placed on engaging with our Employee Led Networks in the development, testing and implementation of a variety of people practices. This has included the formation of the draft ID&E strategy and workplan, review of flexible working policy and guidance, emerging leaders programme design and drafting of a Reasonable Accommodations Policy.

Mahi stream: Flexible working

Te Taunoa o te Mahi Pīngore

Public Sector Goals:

By the end of 2024 agencies and entities offer equitable access to flexible working and ensure it does not undermine career progression or pay

Our key progress for 2023:

- Reviewed and reset MPI's approach to flexible working to establish a refreshed, consistent, and equitable approach, and move forward in a more structured and considered way to get the best outcome for our people, our teams and for MPI.
- Drafted a refreshed flexible working policy and guidance, as well as a suite of new resources and templates for managers and employees.
- Established a working group of PSA representatives to feedback on the policy and guidance.
- The Director-General led a Flexible Working feedback session for all tier 3 leaders.
- Established a working group of tier 3 directors to feedback on the proposed flexible working approach, policy, guidance, and implementation actions.
- Established a monitoring group of PSA representatives and People & Capability.
- Developed a reporting process to record and monitor formal flexible working requests to ensure we are able to report on and track flexible working at MPI.
- Developed a robust communications and implementation plan, which includes a six-month transition period, separate information sessions for employees and managers, and additional support for managers that may require it.

Mahi stream: Effective career and leadership development

Te Whakawhanaketanga i te Aramahi

Public Sector Goals:

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.

* Having transparent and equitable career progression, training and development opportunities that support women, Māori, Pacific, and ethnic employees and employees from rainbow and disabled communities to

Our key progress for 2023:

Developing our leaders

- MPI continues to focus on developing our leaders at their transition points using Leadership Development Centre's Leadership Development Programmes. In the last year, our people leaders have participated in New People Leader, New Leader of Leaders, New Senior System Leader, and Senior Emerging Leaders Programme (SELP).

Inclusive leadership

- Inclusive leadership has been the cornerstone of both our approach to development overall and the content of our inaugural Senior Emerging Leaders Programme (SELP). We ran a workshop on Inclusive Leadership that examined verbatim feedback from our ID&E strategy focus groups, asking our SELP participants to respond to this feedback by planning how they'd lift inclusion across their teams in a meaningful way. As a result, our Senior Leaders have continued to engage with the Organisational Development team, bringing the mahi to life and embedding ideas and concepts within their teams.

MPI's Mentoring Programme

- A high-level review of the mentoring programme was conducted to look at how we could better reflect an inclusive approach, consistent across the programme structure and resources. The changes to the programme focused on two key areas: Welcomes and Supports Diversity and Equitable and Inclusive Approach.

Development Programme for Employee Network Chairs

- MPI ran a two-day development programme for employee network chairs and their successors, who lead our networks make up our Diversity, Inclusion Committee, designed to lift the leadership capability of each representative. Sessions included, Influencing Skills, connecting to the MPI 'why', the Treaty, the Māori worldview, leadership styles, a panel of cross-agency network leads, vision and strategic goal setting and a development session for the refreshed ID&E strategy for MPI. Feedback from the development programme referenced the positive outcomes, with participants stating they are now better equipped to undertake their role as chair of their network and have gained transferrable skills into their substantive roles.

Mahi stream: Equitable pay outcomes

Ngā Hua Tōkeke mō te Utu

Public Sector Goals:

By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.

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

Pay equity processes are used to address claims and reduce the impact of occupational segregation.

Our key progress for 2023:

Remuneration Framework

- The review of MPI's remuneration framework is underway which includes to date:
 - benchmarking with other public sector agencies
 - developing options for future pay and progression processes; aligned to relevant REM systems
 - drafting a refresh of the MPI Remuneration policy and supporting guidance including setting starting salaries, salary progression, and pay equity.

Broad banding

- Options on a policy position for broad banding have been developed with the PSA. These will be further refined as part of the wider remuneration framework review.

Starting salaries and PSPA

- A requirement for MPI's recruitment and approval process is the moderation and justification of all starting salaries. In addition, the Public Service Pay Adjustment (PSPA) and other mandated progression for 2023, has provided a common set of pay outcomes for relevant employee groups.
- 2022/2023 PSPA payments have been made to all relevant employee groups.

Admin and clerical pay equity claim

- MPI is following guidance the from Te Kawa Mataaho Public Service Commission, which is progressing the claim on behalf of 44 public sector organisations. The PSA and MPI are working together to ensure they have enough information to move into the settlement phase of the claim.

MPI Gender and Ethnic Pay Gap Action Plan 22-2024

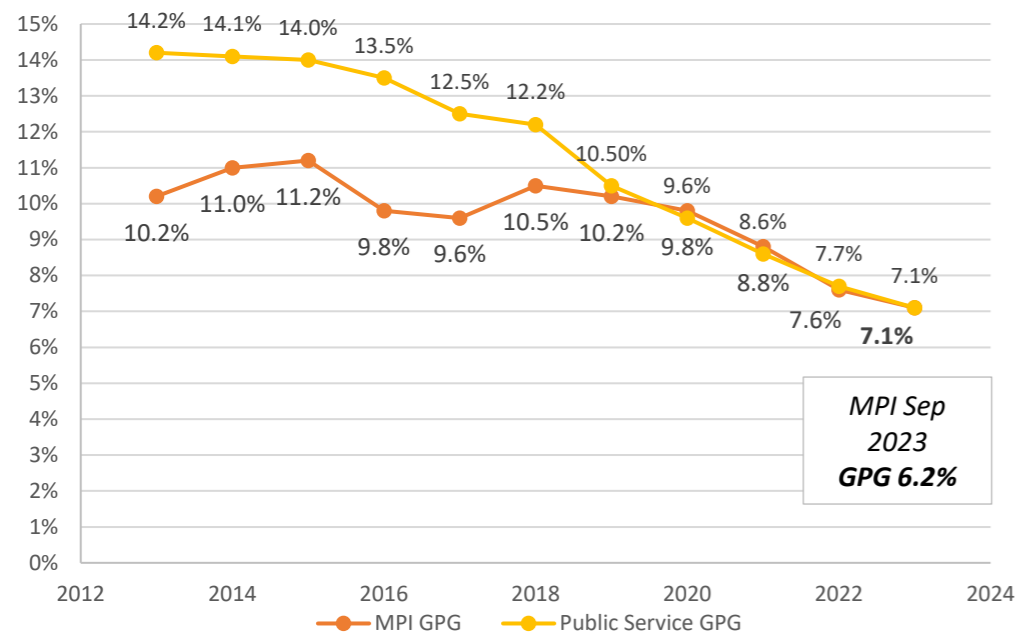


MPI's first Gender Pay Action Plan was developed in 2018 to address the MPI gender pay gap. This plan sets out the progress we have made to date and the next steps in our journey aligned with Kia Toipoto (Public Service Pay Gaps Action Plan). As well as gender, MPI has a strengthened focus on understanding and addressing the drivers of Māori, Pacific Peoples, and other ethnic pay gaps. MPI's 2022-2024 Action Plan therefore will build on the success of our previous plan, with a focus on monitoring the impact of our actions, embedding previous gains, and identifying how we can accelerate progress across existing and new priority areas.

Underpinning our Gender and Ethnic Pay Gap Action Plan is our organisational Diversity, Equity & Inclusion workplan focusing on the public service Papa Pounamu priorities: cultural competence, addressing bias, inclusive leadership, building relationships and employee-led networks. The mahi streams and actions that sit within the Action plan complement and help progress MPI's diversity, equity, and inclusion work designed to foster a workplace where everyone feels valued, respected, and able to fully contribute.

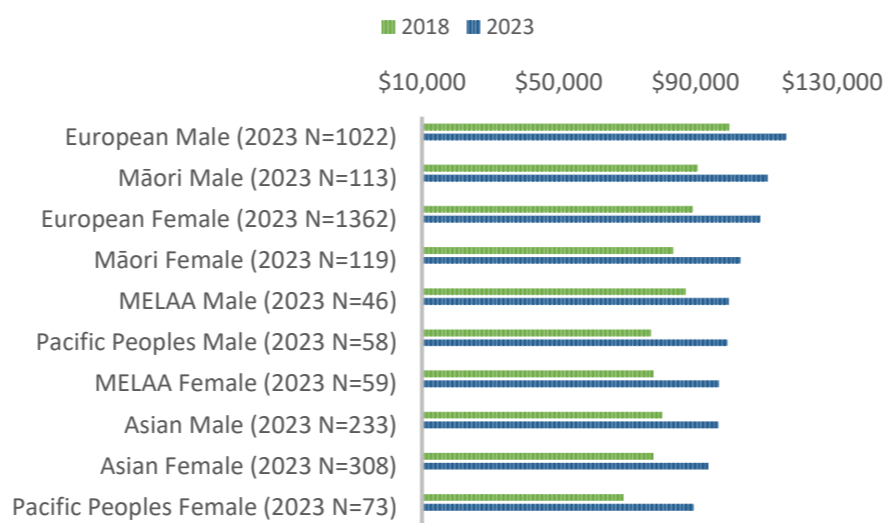
The Action Plan acknowledges our commitment to Māori and the significant culture change required across the public service. It aligns with actions needed to better position MPI to support the Māori Crown relationship by supporting and enabling Māori Kaimahi at all levels.

Our Organisational Gender Pay Gap is reducing



We have an ethnic pay gap, being driven by under-representation in higher paid roles (including leadership) roles

Average Income by Ethnic Group and Gender



MPI Leadership by Ethnic Group 2022

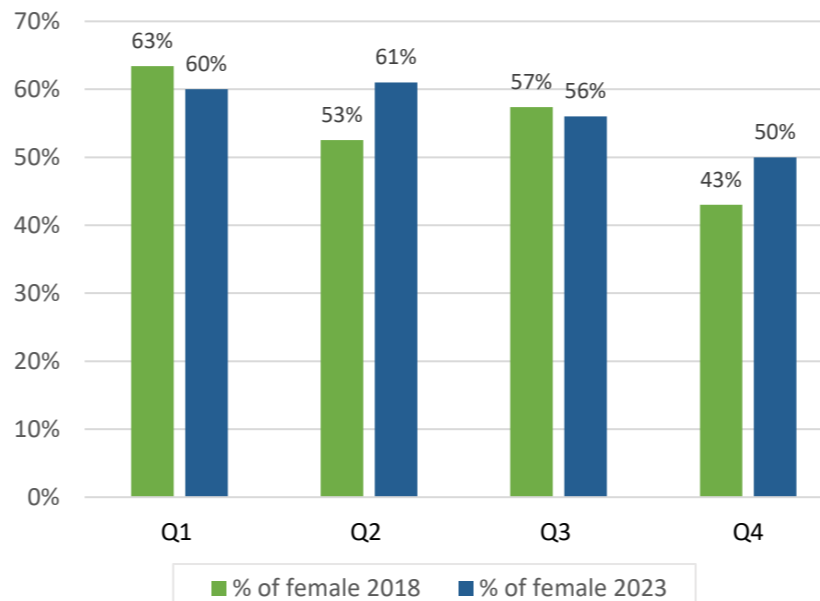
Ethnic Group	All MPI Staff	MPI Managers	MPI Senior Leaders (Tier 2 & 3)
European	66.8%	69%	60%
Māori	6.7%	7%	10%
Asian	12.4%	5%	3%
Pacific Peoples	3.4%	3%	0%
Middle Eastern/Latin American/African	3.6%	1%	1%
Other	24.0%	13%	19%

MPI Ethnic Pay Gap by Ethnic Group

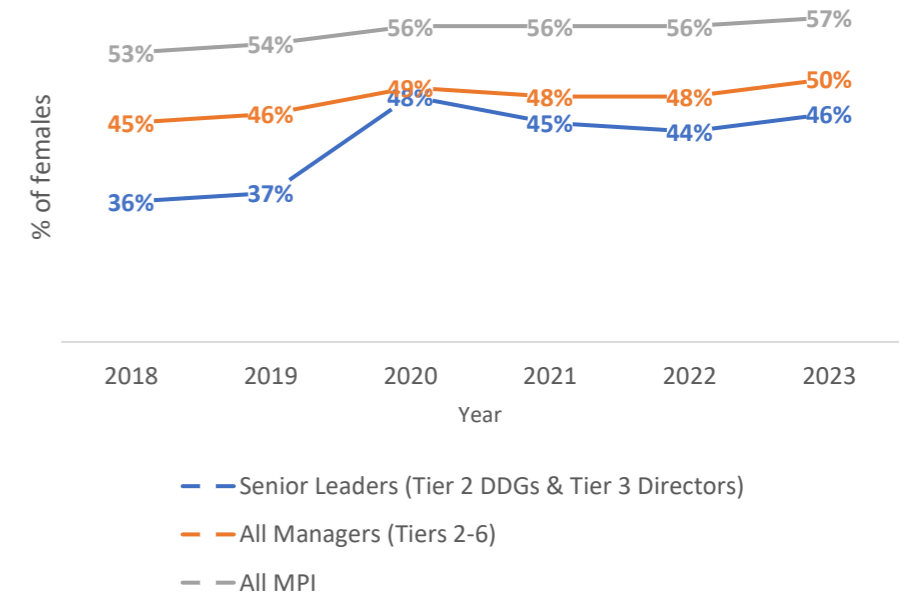
Ethnicity	2022 count	2022 Ethnic Pay Gap	2023 count	Sep-23 Ethnic Pay Gap
Asian	448	14.0%	541	13.9%
Pacific Peoples	120	17.0%	131	13.7%
Middle Eastern/Latin American/ African (MELAA)	147	4.0%	165	2.6%
Māori	238	2.0%	232	1.2%
Other Ethnic Group	954	2.0%	1100	-2.6%
European	2390	-9.0%	2389	-10.1%

Note: Ethnic Pay Gap (%) – this has been calculated as follows (using Pacific Peoples as the example) The difference between the average salary for non-Pacific employees and the average salary of Pacific employees, are expressed as a percentage of the average salary of Pacific employees (and for all the other ethnicities). Count of Pacific - Number of employees who identify themselves as Pacific People, includes current and seconded out staff.

Over representation in lower paid roles continues to be the primary driver of our gender pay gap

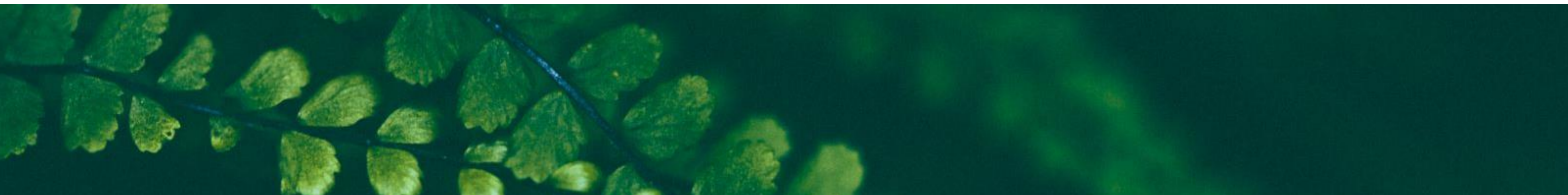


We continue to have gender balance in leadership



The key driver of both our gender and ethnic pay gaps is representation (both under and over) in different roles in our workforce. This is usually not a result of one thing, but inter-related factors such as societal norms, expectations around gender, and bias. Our action plan is designed to address these factors, through a consistent and sustained effort, particularly on the part of leadership, and through multi-pronged approaches across work programme initiatives that will have a direct or indirect impact on our pay gaps.

Mahi	In 2019- 2021 we progressed this by...	In 2023 we progressed this by...	In 2024 we will continue to embed this by...	Timeframe
<p>Effective career and leadership development</p> <p><i>Te Whakawhanaketanga i te Aramahi</i></p> <p>- 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.</p> <p><i>* Having transparent and equitable career progression, training and development opportunities that support women, Māori, Pacific, and ethnic employees and employees from rainbow and disabled communities to achieve their career aspirations.</i></p>	<p>2019-2020</p> <ul style="list-style-type: none"> Commencing partnership with GirlBoss NZ promoting careers at MPI and in the primary industries to young Māori and Pacifica women. <p>2021-2022</p> <ul style="list-style-type: none"> Establishing over 150 mentoring relationships through the MPI mentoring programme which fosters an understanding of our diversity of people and work. Kaitiaki Toa, MPI's inaugural Māori and Pacifica graduate programme, kick-started the careers of 10 new Māori and Pacifica graduates. Providing access, through our Asian employee-led network, for their members to the 'Quietly Powerful: The changing face of leadership' and 'How to be visible when you are uncomfortable with self-promotion' webinars. Ngā Wāhine Toa, MPI's women's network, delivering networking opportunities, speakers, and workshops to support career development of women at MPI. Conducting learning and development needs review for employee-led network chairs to identify ongoing support and leadership development. Incorporating Te Ao Māori lens and tikanga Māori into the Senior Emerging Leaders development programme. Building in the whakapapa of MPI and what is required of them as future leaders. Undertaking a stocktake and refresh of Māori capability initiatives to improve alignment to Te Whaingā Amorangi competency areas. 	<ul style="list-style-type: none"> A high-level review of the mentoring programme was conducted to look at how we could better reflect an inclusive approach. Key changes were made to support equal access and address bias. In the last year, our people leaders have participated in New People Leader (49 leaders), New Leader of Leaders (7 completed), New Senior System Leader (5 completed) programmes and Senior Emerging Leaders Programme (SELP) (21 leaders). Inclusive leadership has been included as a development focus within SELP. Central funding for 40 women to attend three Women in the Public Service Summits. Ran a two-day development programme for employee network chairs and their successors, who make up our Diversity & Inclusion Committee, designed to lift the leadership capability of each representative. Commenced the development of the Leaders induction covering foundational people practices, supporting diversity, equity, and retention. Piloting a Rangatiratanga course for wāhine Māori. 	<p>Taking a number of actions that have a direct impact on reduction of our gender and/or ethnic pay gaps through effective career and leadership development opportunities that support and enable gender and ethnic representation at MPI.</p> <p>Reviewing and refreshing manager guidance and tools to ensure there is explicit focus on supporting development and aspirations of Māori, Pacifica, and Ethnic minorities. June 2024</p> <p>Phase two of the MPI mentoring programme commences with a view to broaden its approach to further support and enable Māori and Pacifica to achieve their career aspirations. Second half of 2024</p> <p>Following a pilot review, continue with the Rangatiratanga course for wāhine Māori. Feb 2024</p> <p>Continuing to centrally fund participation at the Women in Public Sector Summit/s. Ongoing</p> <p>These are supported by more 'Indirect' actions that will positively impact our gender and/or ethnic pay gaps in the longer term through equitable and transparent career progression and development opportunities</p> <p>Proactively involving Māori and Pacific leaders in cross-agency programmes; Rangatahi Emerging Leaders and Tū Mau Mana Moana Senior Pacific Leaders Scholarship Programme. Ongoing</p> <p>Implementing a second development programme for employee led network leads to provide ongoing support and leadership development. September 2024</p> <p>Developing the Leaders induction and reviewing current toolkit to ensure focus of our guidance across foundational people practices, supporting diversity, equity, and retention. March 2024</p> <p>Commencing the Leader Wānanga (learning) series including a focus on building diverse and inclusive leadership at MPI. March 2024</p> <p>Strengthening how we measure and monitor success of our actions.</p> <p>Monitoring the uptake of leadership and other career development opportunities at all levels to ensure equity in opportunity. Propose improvements where needed to address issues identified. Ongoing</p>	



Mahi	In 2019 - 2022 we progressed this by...	In 2023 we progressed this by...	In 2024 we will continue to embed this by...	Timeframe
<p>Eliminating all forms of bias and discrimination</p> <p><i>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki</i></p> <ul style="list-style-type: none"> - By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination. - Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices. - Agencies/entities ensure leaders and employees learn about and demonstrate cultural competence. 	<p>2019-2021</p> <ul style="list-style-type: none"> • Forming an overarching Diversity and Inclusion Committee made up of employees from across MPI. • Launching an online learning hub to develop unconscious bias awareness across MPI. • Launching a learning platform with inclusion tools and resources relevant to MPI. • Piloted Whakaurutia – MPI’s kōrero on inclusion and belonging (inclusion insights tool). • Delivering bias awareness training to recruiters and managers. • Commencing a review of recruitment processes and systems. • Introducing gender balanced recruitment panels for all leadership roles. • Introducing bias learning in our induction programme for all new staff. • Introducing new bias mitigation steps into recruitment processes. • Embedding new bias mitigation tools into remuneration processes. <p>2021-2022</p> <ul style="list-style-type: none"> • Establishing a working group to implement LEAD toolkit for accessibility. • Delivering 6 monthly reporting to Ministers on accessibility issues. • Developing Te Ara Ahurea Mātau – MPIs Māori Cultural Competency Pathway and obtaining endorsement of Phase 1. This incorporates Whaingā Amorangi- which sets the standard for building Māori capability within the public sector driven by Te Arawhiti (office for Māori Crown Relations). 	<ul style="list-style-type: none"> • Piloting a new approach to interviews that is more culturally inclusive, and also more inclusive of Māori. • Commenced review of the recruitment process across intake-based roles, the Graduate Development Programme, and other roles. • As part of developing our refreshed Inclusion, Diversity and Equity strategy and workplan, we are completing a review of current resources (including bias and inclusion tools) with a phased rollout over 23-24 • Scoping completed for MPIs Accessibility Action Plan. • Drafted and commenced consultation on a new Reasonable Accommodation Policy. • Implementing changes based on the release of the Plain Language Act 2022 • To support Whāinga Amorangi Phase 1, Empowering People, MPI invested in additional expertise to drive this Kaupapa and brought together a Māori Reference Group to inform the development of new learning modules. • Developed and rolled out a refreshed Māori Cultural Capability Pathway portal. • Continuing to provide MPI staff with learning opportunities to reach a comfortable level of competency in Te Reo, Tikanga and Te Tiriti/Treaty. Includes implementing our Mairangitia Te Reo Māori programme focused on elevating and raising up Te Reo Māori. • Implementation of new external providers for the delivery of tailored te reo and Treaty of Waitangi programmes. • Establishment of Hei Manaaki – Karakia o te rā • We introduced New Zealand history and Te Tiriti o Waitangi this topic in our induction programme Waharoa, to all new staff (totalling 386 this year). • We have provided NZ Colonial History and the Treaty of Waitangi e-learning module (59 completed) • Te Hikoī Maumahara – The Wall Walk Workshop. 325 staff have completed the workshop. • Engaging with Māori e-learning modules, with 44 staff completing the programme. • Introduction to Engaging with Māori through Te Arawhiti (54 attendees). • Māori/Crown Relations Workshop delivered to Senior Emerging Leaders Programme (24 participants), and as part of the regular content of the New People Leaders programme. • Commenced development of a G&EPG BI dashboard 	<p>Taking a number of actions that have a direct impact on reduction of our gender and/or ethnic pay gaps and support efforts to eliminate all forms of bias and discrimination at MPI.</p> <ul style="list-style-type: none"> Strengthening practice through all stages of the recruitment process to ensure consistent approach to addressing and removing bias. Feb 2024 Providing refreshed Hiring Manager training and resources. March 2024 Create a Hiring Manager database and guidance for the selection of panel members to help mitigate bias and increase diversity. March 2024 Continue to rollout refreshed bias and inclusion tools and resources for managers. Throughout 2024 Continuing to provide MPI staff with learning opportunities to reach a comfortable level of competency in Te Reo, Tikanga and Te Tiriti/Treaty. Ongoing Complete a review of Te Ara Ahurea Mātau and Mairangitia Te Reo Māori plans. July 2024 <p>These are supported by more ‘Indirect’ actions that will contribute towards eliminating all forms of bias and discrimination across our people practices and policies, supporting longer term positive impacts to reduce our pay gaps.</p> <ul style="list-style-type: none"> Implementing MPIs Accessibility Action Plan, that sits across all aspects of our people practices (including a reasonable accommodation policy, accessibility resources, and LEAD toolkit, which supports the employment of people with disabilities). July 2024 <p>Strengthening how we measure and monitor success of our actions.</p> <ul style="list-style-type: none"> Providing six monthly reporting to Senior Leaders on our GEPG action plan progress, focussing on analysing our GEPG and monitoring our efforts to reduce pay gaps, as part of G&EPG BI dashboard reporting. June 2024 & December 2024 	



Equitable pay outcomes

Ngā Hua Tōkeke mō te Utu

- By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.
- Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen.
- Pay equity processes are used to address claims and reduce the impact of occupational segregation.

2019-2021

- Increasing salaries of lowest paid employees by removing lowest salary range.
- Introducing a reporting tool to provide consistent gender analysis to remuneration moderation panels.
- Developing a salary moderation tool to inform decisions around starting salaries.
- Conducting a thorough gender pay gap salary review which found no evidence of systematic gender bias within salaries for the same or similar roles.
- Monitoring gender pay gap trends within pay bands for starting salaries.

2021-2022

- Reviewing our methods of data collection and reporting on gender and ethnic pay gaps to better understand our drivers and enable more inclusive collection of data.
- Exploring the standardisation of reporting for starting salaries, salary progression and remuneration increases.
- Initiating review of the salary moderation tool to better understand its ease of use and effectiveness.
- Reviewing our remuneration policy and processes to ensure we are supporting equitable pay outcomes and to mitigate gender and ethnic pay gaps.

- The review of MPI’s remuneration framework is underway which includes to date:
 - benchmarking with other public sector agencies
 - developing options for future pay and progression processes; aligned to relevant REM systems
 - drafting a refresh of the MPI Remuneration policy and supporting guidance including setting starting salaries, salary progression, and pay equity.
- Options on a policy position for broad banding have been developed with the PSA. These will be further refined as part of the wider remuneration framework review.
- A requirement for MPI’s recruitment and approval process is the moderation and justification of all starting salaries. In addition, the Public Service Pay Adjustment (PSPA) and other mandated progression for 2023, has provided a common set of pay outcomes for relevant employee groups.
- Admin and clerical pay equity claim. MPI is following guidance the from Te Kawa Mataaho Public Service Commission, which is progressing the claim on behalf of 44 public sector organisations. The PSA and MPI are working together to ensure they have enough information to move into the settlement phase of the claim.

Taking a number of actions that have a direct impact on reduction of our gender and/or ethnic pay gaps, ensuring equitable pay outcomes.

Consult and confirm MPI remuneration framework which includes both mandated and moderated progression. June 2024

Publish refresh of approved MPI Remuneration Policy and supporting guidance. June 2024

Commence the development and implementation of ongoing monitoring and reporting processes for starting salaries and pay progression. Commencing March 2024

Complete the implementation of final PSPA payments for relevant employee groups. May 2024

Strengthening how we measure and monitor success of our actions.

Progress work required to address payroll and data management system capability (including focus on improving data quality and integrity and enabling improved insights into gender and ethnic pay gaps. Ongoing

Commence a targeted communications approach to ethnicity data to increase the integrity of our reporting. March 2024



Mahi	In 2019- 2021 we progressed this by...	In 2023 we progressed this by...	In 2024 we will continue to embed this by...	Timeframe
<p>Leadership and representation <i>Te whai kanohi i ngā taumata katoa</i></p> <p>- By the end of 2022 agencies/entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.</p> <p>- By the end of 2024 the Public Service workforce and leadership are substantially more representative of society.</p>	<p>2019-2021</p> <ul style="list-style-type: none"> Supporting the launch of five different employee network groups (representing women, LGBTQIA+, Pacifica, accessibility and wellbeing interests, and Asian people, in addition to our existing Māori network) have raised the voice of our diverse people. Over 1100 employees being represented by employee-led networks. Establishing a recruitment role focused on growing representation of Māori at MPI. <p>2021-2022</p> <ul style="list-style-type: none"> Introducing a discussion on gender and ethnic representation at the beginning of all tier 2 and 3 leadership recruitment processes. Highlighting and celebrating Pacific leaders through our Pasifica employee-led network's Le Tanoa Leadership Series. Enabling two MPI Pacific leaders to undertake an 18-month long leadership programme designed to uplift Pacifica representation in public service senior leadership. Establishing a recruitment and mobility working group with a focus on updating our recruitment resources, processes, and practices to ensure they support efforts to improve gender and ethnic representation at MPI. 	<ul style="list-style-type: none"> Established a new role focused on Māori recruitment and workforce diversity. People Strategy in draft. People Plans developed for Fisheries, Biosecurity and Food Safety. Establish current state analysis of Māori and Pacifica employment engagement, attraction, and recruitment of MPI. Commenced the development of MPI's Māori Recruitment Workplan Commenced the review of talent, succession and development planning practices, processes, and resources to ensure a focus on diversity and equity and to support efforts to improve both gender and ethnic representation. Reviewed Emerging Leaders Programme. Key changes implemented to reduce bias and get more diversity in applications, Ongoing relationship with TupuToa, Tupu Tai means we placed 4 Māori and Pacifica interns into MPI for the summer break. We continue to support our kaimahi to attend the Māori Emerging Leaders programme run out of Te Kawa Mataaho. Building our relationship with employee networks and their contribution to key people practices and policies. Implementing review recommendations to Waharoa, to strengthen our focus on cultural competency and inclusion. 	<p>Taking a number of actions that have a direct impact on reduction of our gender and/or ethnic pay gaps through improved gender and ethnic representation at MPI.</p> <p>Implementing MPI's Māori Recruitment Workplan focused on increasing Māori representation and uphold MPI's contribution as a Tiriti partner.</p> <p>Taking the principles and learning from the Māori Recruitment Workplan and applying within the Pacifica context and communities to build awareness of MPI as an employer to attract more Pacific Peoples to MPI.</p> <p>Commence implementation of the People Strategy, achieving a more strategic approach to our workforce planning.</p> <p>Refresh talent, succession and development planning practices, processes, and resources to ensure a focus on diversity and equity and to support efforts to improve both gender and ethnic representation.</p> <p>Refreshed Waharoa induction programme launches, strengthening our focus on cultural competency and inclusion.</p> <p>Implementing review recommendations to Graduate Development programme, to strengthen support provided to Māori and Pacifica graduates and explore ways to increase diversity through our early in career programmes.</p> <p>Strengthening how we measure and monitor success of our actions.</p> <p>Monitoring the uptake of leadership and other career development opportunities at all levels to ensure equity in opportunity. Propose improvements where needed to address issues identified.</p> <p>Continuing to engage with and seek feedback from Employee Networks and Unions to inform improvements to practices and processes.</p>	<p>Jan 2024 onwards</p> <p>July onwards</p> <p>TBC</p> <p>June 2024</p> <p>Feb 2024</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>



Mahi	In 2019- 2021 we progressed this by...	In 2023 we progressed this by...	In 2024 we will continue to embed this by...	Timeframe
<p>Flexible working</p> <p><i>Te Taunoa o te Mahi Pīngore</i></p> <p>- By the end of 2024 agencies and entities offer equitable access to flexible working and ensure it does not undermine career progression or pay.</p>	<p>2019-2020</p> <ul style="list-style-type: none"> • Launching initiatives, tools and resources to build leader, employee and HR capability to support flexible working arrangements that work for the organisation, team and individual. • Engaging with leaders and employees on a strategic approach to flexible working. • Surveying our people on their flexible work experience to understand current state, barriers, and enablers. <p>2021-2022</p> <ul style="list-style-type: none"> • Providing ongoing support for managers to embed a flexible working culture without compromise to MPI's work. • Launching a communications campaign to normalise flexible working across all roles and genders. • Developing agreed principles to underpin MPI's approach to flexible working. • Updating resources, systems, and approaches to flexible working post COVID-19 lockdown. • Working to build manager capability for those managing flexible teams. • Promoting technology and digital platforms/software to facilitate more effective flexible working across teams. • Promoting tools and resources to support employees and teams in working flexibly. • Conducting focus groups with staff, managers, employee networks to seek feedback and insights into how flexible working is currently being used across teams and by employees and managers. 	<ul style="list-style-type: none"> • Reviewed and reset MPI's approach to flexible working to establish a refreshed, consistent, and equitable approach. • Drafted a refreshed flexible working policy and guidance, as well as a suite of new resources and templates for managers and employees. • Established a working group of PSA. representatives to feedback on the policy and guidance. • The Director-General led a Flexible Working feedback session for all tier 3 leaders. • Established a working group of tier 3 directors to feedback on the proposed flexible working approach, policy, guidance, and implementation actions. • Established a Flexible Working Subject Matter Expert Group to support successful implementation. • Developed a reporting process to record and monitor formal flexible working requests. • Established a monitoring group of PSA representatives and People & Capability. • Developed robust communications and implementation plans. 	<p>Taking a number of actions that have a direct impact on reduction of our gender and/or ethnic pay gaps through providing a more equitable flexible working approach suitable for MPI.</p> <p>Rollout the refreshed policy, guidance, and resources</p> <p>Effectively record and monitor formal flexible working requests to ensure we are able to report on and track uptake of flexible working at MPI.</p> <p>Monitoring group will meet quarterly to review anonymised data, focusing on the timeliness of the application process and reasons for declines.</p> <p>Continuing to build manager capability for those managing flexible teams</p> <p>Conducting a one-year review after policy launch to assess the impact of the changes and address any pain points.</p> <p>Address any required changes and transition to business as usual.</p>	<p>Feb 2024 (TBC)</p> <p>Ongoing</p> <p>Quarterly</p> <p>Ongoing</p> <p>One year after launch</p> <p>As needed</p>

