



## Why diversity, equity and inclusion matters

Diversity, equity and inclusion (DEI) is about reflecting and valuing the communities that Te Kawa Mataaho | Public Service Commission is here to serve, to build trust and confidence and improve services and outcomes for New Zealanders.

When we attract, retain, recognise, value, and develop the skills and experiences of people across all dimensions of diversity (e.g., gender, ethnicity, disability, rainbow, age), there are multiple benefits, including:

- Diversity of thought to better reflect, understand and contribute to policy, services and outcomes for New Zealand communities
- Being better equipped to engage with stakeholders, iwi leaders, civil society and community leaders to reflect their perspectives into our work and advice
- More diverse and inclusive leadership for better quality decision-making, exercising influence and leadership of the public sector, and strengthening organisational performance
- A good employer and work environment which is fair, equitable and inclusive and enables our people to thrive and perform at their best
- Lower gender and ethnic pay gaps

## Our approach

During **Phase 1** we built a solid foundation, while **Phase 2** of the [DEI plan](#) built on our learning and achievements to further consolidate and progress our DEI aspirations.

Throughout 2024 we have continued to:

- Support our leaders to develop inclusive practice and build overall DEI capability
- Work with others across the system to meet the wider system priorities
- Improve data collection and transparent, regular reporting and analysis
- Engage with people regularly and listen to feedback along the way
- Review regularly and evolve our plans based on quality data, lessons learned and people's feedback

## Our challenges

- With increased delivery demands across the Leadership group and the People & Culture team during 2024, we chose to reprioritise our People plan and Diversity, Equity and Inclusion plan activities to create capacity to support the delivery of our Fiscal Sustainability Programme
- Our targets for increasing ethnic representation are challenging, particularly at leadership level, given our organisation is small and our workforce is Wellington based. Following our re-organisation we now have a reduced number of leadership positions at tiers 2 and 3 which will require us to keep a continued focus on our targets
- Enhancing data collection across a wider range of diversity dimensions, including Rainbow and disability dimensions, is a priority action in our DEI Plan, however privacy considerations mean the confidentiality provided by Te Taunaki the Public Service Census remains the best method of data collection at this time. Actions resulting from information gathered through Te Taunaki the Public Service Census will be scheduled once results are available (expected to be in May 2025) which may require targeted activities to be beyond the current 2024-25 DEI plan

## Our priorities

Our plan is to become more:

**Diverse:** A more diverse workforce and leadership that reflects, values and understands New Zealand society

**Equitable:** A fairer workplace with equitable pay and people practices

**Inclusive:** A workplace culture where everyone feels included, valued and comfortable being themselves at work

There are several internal and system-wide DEI goals and commitments for us to track and meet. Our DEI plan brings together all our DEI activities and commitments into one easy-to-follow plan, for everyone to see and track.

## This plan reflects and reinforces

- The Public Service Act 2020 (specifically sections 73 and 75), which covers promoting diversity and inclusiveness and good employer requirements
- Our vision of a leading edge, unified Public Service that serves Aotearoa New Zealand and its people
- Mahere Tāngata | People Plan 2022-25 for Te Kawa Mataaho | Public Service Commission, which has a focus area to promote diversity, equity and inclusiveness
- Te Angitū, our Māori Capability Strategy for the Commission
- Papa Pounamu, the work programme that brings together diversity and inclusion initiatives across the Public Service
- Kia Toipoto, the Public Service pay gaps action plan

## Inputs to this plan

- Achievements and learning from our 2023-24 DEI Plan activities
- Information from across employee-led Networks (ELNs) and ELN lead workshops and engagement with PSA union representatives
- Information from other data sources e.g., workforce data
- Looking to 2025, we will continue to engage with and listen to our employees, ELNs and union representatives to ensure we are providing an inclusive workplace, to understand what are seen as priorities for our people, and to remedy any gaps that may be identified through Te Taunaki Public Service Census or other feedback.

## Highlights of 2023-24

During 2023 and 2024, we:

- Reduced our pay gaps (at 30 June 2024) for:
  - Pacific employees from 10.5 percent to 4.3 percent
  - Asian employees from 25.5 percent to 17.6 percent
- Maintained no pay gap for Māori employees
- Increased the percentage of Māori leaders in tiers 1 to 3 from 21 percent to 25 percent at 30 June 2024
- Matured and strengthened our Leaders' Community of Practice (LCoP) with workshops and resources on Leading Change, Workload Management, Enabling High Performance, and Facilitation
- Engaged employees in the refresh of our internal policies, applying best practice guidance to remove bias
- Continued to enhance relationships and connections through celebrations such as Matariki, Mental Health Awareness Week and language weeks, which strengthen and invigorate organisational culture and wellbeing
- Achieved Rainbow Tick re-accreditation, demonstrating our commitment to creating a safe and inclusive workplace for employees who identify as part of Rainbow communities
- Provided Active Allyship training for the first time, exploring practical strategies for fostering an inclusive workplace culture
- Supported our internal-facing employee-led networks (ELNs) to continue to mature and flourish.
- Empowered our ELNs to run events to celebrate our people. In addition to supporting their own members, each ELN ran cross-Commission events. Some of the key events, initiatives and celebrations in 2023-2024 included:
  - Our Rainbow Network led Non-Binary People's Day, with our Rainbow network leading and championing the sharing of personal stories to build understanding and respect, and International Day Against Homophobia, Transphobia and Biphobia (IDAHOBIT).
  - The Women's Network launched a menowellness programme, hosted morning and afternoon teas and joint ELN events and panel discussions. It also secured the funding and bought wheat bags for all to use and gained assurance on the continuity of period products at the Commission.
  - Our ALAAME Network shared kai and information to mark Eid al-Fitr, the breaking of the Ramadan fast.
  - Our Ocean's Network continued to create opportunities for Pacific staff to gather and support each other through a year of change and uncertainty. Oceans also collaborated with the Women's and Rainbow Networks on an event to raise awareness against bullying by celebrating diversity and promoting kindness and inclusion.
  - Our Neuro-diverse Network has provided personal stories and education on making the Commission a more inclusive place for our neurodiverse colleagues.
  - The Co-Chairs of our Neurodiversity Network were instrumental in establishing the Cross-agency Neurodiversity Network (now called INDIGO) providing information, resources and support for public servants who identify as neurodivergent.
- Throughout 2023-24 we saw further growth of intersectionality among our ELNs, with a number of events organised and led by ELNs combining to support each other Our ELNs have come together to plan a calendar of shared events for 2025.

# Diversity, Equity and Inclusion (DEI) Plan 2024-25

## Progress Update and Plan for 2025



Our Diversity, Equity and Inclusion plan brings together our activities and commitments into one plan for everyone to see and track. It also shows how we contribute to wider Public Service commitments as part of [Papa Pounamu](#) and [Kia Toipoto](#).

Te Taunaki the Public Service Census will now be held in 2025 which will affect timing of any related activity

We continue to weave DEI throughout our policies, people practices, and our engagement processes.

<b>Diverse</b>	A more diverse workforce and leadership that reflects, values, and understands New Zealand society	<b>Equitable</b>	A fairer workplace with equitable pay and people practices	<b>Inclusive</b>	A workplace culture where everyone feels included, valued and comfortable being themselves at work
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Contributes towards:  
**Papa Pounamu: Inclusive leadership, Fostering diverse leadership**  
**Kia Toipoto: Leadership and representation**

### Increase diverse representation and fostering diverse leadership

What was proposed 2024-25	What we did
<ul style="list-style-type: none"> <li>Continue monitoring workforce and leadership representation with a focus on recruitment and building pipelines as per our Kia Toipoto goals</li> <li>Deliver career pathway seminars to targeted and under-represented groups* to support a pipeline for more diverse leadership</li> <li>Analyse exit data to identify reasons for leaving given by employees of different ethnic communities</li> </ul> <p><i>*These are Māori, Pacific, ethnic, disabled, Rainbow and neurodiverse employees</i></p>	<ul style="list-style-type: none"> <li>Monitored workforce and leadership representation</li> <li>We increased the percentage of Māori leaders in tiers 1 to 3 from 21% to 25%, though it is acknowledged the composition of this group has changed to include people leaders only.</li> <li>Continued to review and analyse our exit data and report aggregated themes to leadership</li> </ul>
<b>Planned for 2025</b>	
	<ul style="list-style-type: none"> <li>Continue monitoring workforce and leadership representation with a focus on recruitment and building pipelines</li> <li>Continue to analyse exit data</li> <li>Develop plan to deliver career pathway seminars to targeted and under-represented groups to support a pipeline for more diverse leadership</li> </ul>

### Improved data, reporting and transparency

What was proposed 2024-25	What we did
<ul style="list-style-type: none"> <li>Ongoing refinement of data collection and reporting</li> <li>Use 2024 Te Taunaki Public Service Census to:                             <ul style="list-style-type: none"> <li>assess our progress</li> <li>target DEI initiatives</li> <li>assess whether there are any inequities for Rainbow and Disabled employees, and plan how to address any identified gaps</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Continued work on refining our data collection reporting</li> </ul>
<b>Planned for 2025</b>	
	<ul style="list-style-type: none"> <li>Continue to streamline and refine data collection and reporting</li> <li>Use 2025 Te Taunaki Public Service Census to:                             <ul style="list-style-type: none"> <li>assess progress on ensuring employees consider the Commission is an inclusive workplace</li> <li>target any DEI initiatives</li> <li>assess whether inequities exist for Rainbow and/or Disabled employees, and plan how to address any identified gaps</li> </ul> </li> </ul>

Contributes towards:  
**Papa Pounamu: Addressing bias, Employee-led Networks**  
**Kia Toipoto: Transparency, Equitable pay, Eliminating bias and discrimination, Effective career and leadership development, Flexible work by default**

### Improve equitable pay outcomes

What was proposed 2024-25	What we did
<ul style="list-style-type: none"> <li>Develop progressive employment approaches for greater consistency and commonality across the public service</li> <li>Continue BAU activities to monitor starting salaries and salaries for the same or similar roles to reduce pay gaps</li> </ul>	<ul style="list-style-type: none"> <li>Offered employees on individual employment agreements a modern, progressive and plain English agreement</li> <li>Commenced negotiations on our next Collective Agreement</li> <li>Reduced our pay gaps at 30 June 2024 for:                             <ul style="list-style-type: none"> <li>Asian employees from 25.5% to 17.6%</li> <li>Pacific employees from 10.4% to 4.3%</li> </ul> </li> </ul>
<b>Planned for 2025</b>	
	<ul style="list-style-type: none"> <li>Implement system guidance, including upcoming system guidance on flexible and hybrid working arrangements</li> </ul>

### Eliminate bias and discrimination in people policies and practices

What was proposed 2024-25	What we did
<ul style="list-style-type: none"> <li>Improve processes to support efficient and effective recruitment, onboarding and offboarding activities</li> <li>Use 2024 Te Taunaki Public Service Census to assess if there are any inequities identified within our Commission workforce, specifically those referenced in the Public Service 4-point plans (for disabled and Rainbow employees) and plan how to address any identified gaps</li> </ul>	<ul style="list-style-type: none"> <li>Developed recruitment and leave guidance for employees and managers</li> <li>Updated our Flexible Working Arrangements and our Leave policies</li> </ul>
<b>Planned for 2025</b>	
	<ul style="list-style-type: none"> <li>Further improve processes to support efficient and effective recruitment, onboarding and offboarding activities</li> <li>Use 2025 Te Taunaki Public Service Census to assess if there are any inequities identified within our Commission workforce, and plan how to address any identified gaps in opportunity, accessibility and / or pay gaps in line with the Public Service 4-point plans for Rainbow employees and disabled people</li> </ul>

Contributes towards:  
**Papa Pounamu: Employee-led Networks, Cultural Competence, Inclusive leadership, Building relationships**  
**Kia Toipoto: Eliminating all forms of bias and discrimination**

### Strengthen and support Employee Networks

What was proposed 2024-25	What we did
<ul style="list-style-type: none"> <li>Work with employee-led networks (ELNs) to identify any barriers to progression and promotion</li> <li>Partner with ELNs to provide workshops on what is available to employees e.g., career development, promotion, flexible/hybrid work, and remuneration processes</li> </ul>	<ul style="list-style-type: none"> <li>Supported our internal-facing ELNs to continue to mature and flourish</li> <li>Established a network for employees who identify as neurodiverse</li> </ul>
<b>Planned for 2025</b>	
	<ul style="list-style-type: none"> <li>Work with ELNs to identify any barriers to progression and promotion</li> <li>Partner with ELNs to provide workshops on what is available to employees e.g., career development, promotion, flexible/hybrid work, and remuneration processes</li> </ul>

### Build cultural competence

What was proposed 2024-25	What we did
<ul style="list-style-type: none"> <li>Explore possible cost efficiencies of partnering with other small agencies for cultural development</li> <li>Work with population agencies to build cultural competence for people leaders and employees e.g.: Ministry for Pacific Peoples and Ministry for Ethnic Communities</li> <li>Continue to support and promote our waiata rōpū</li> <li>Update our Te Angitū Plan and get cross-commission engagement</li> <li>Introduce Level 4 Te Reo / Tikanga</li> </ul>	<ul style="list-style-type: none"> <li>Provided intercultural competence learning for new employees via MBIE's (gratis) Mana Āki programme</li> <li>Continued to support our waiata rōpū and held extended waiata practices to celebrate Matariki and Te Wiki o te Reo Māori</li> </ul>
<b>Planned for 2025</b>	
	<ul style="list-style-type: none"> <li>Research options for cultural competency development</li> <li>Explore possible cost efficiencies of partnering with other small agencies for cultural development</li> <li>Update our Te Angitū Plan and get cross-commission engagement</li> <li>Develop plan for Te Reo / Tikanga in line with required needs of our people.</li> </ul>

### Effective career and leadership development

What was proposed 2024-25	What we did
<ul style="list-style-type: none"> <li>• Evolve the Leadership Community of Practice (LCoP) to be a self-sustaining community</li> <li>• Suite of online development content</li> <li>• Visibility of an annual development calendar</li> <li>• Through LCoP, continue to drive consistency of leadership practice</li> <li>• Use development opportunities to retain employees from under-represented groups in the Commission and Public Service</li> <li>• Ensure that under-represented groups have development opportunities at each phase of their career</li> </ul>	<ul style="list-style-type: none"> <li>• Surveyed and integrated leaders' suggestions for LCoP into our 2024 plans</li> <li>• Continued to drive consistency of leadership practice with workshops and resources on Leading Change, Workload Management, Enabling High Performance and Facilitation</li> <li>• Funded places for the Cross Agency Rainbow Network (CARN) and Women in Public Service Conferences</li> <li>• Funded individual development requests</li> <li>• Provided workshops on Navigating Change to all employees</li> </ul>
	Planned for 2025
	<ul style="list-style-type: none"> <li>• Redesign the development budget to provide funding for DCEs to meet requests in group, as well as maintaining some centrally funded development</li> <li>• Implement a leadership development programme for all Commission leaders</li> <li>• Continue to build online resources</li> <li>• Visibility of an annual development calendar</li> <li>• Use development opportunities to retain employees from under-represented groups in the Commission and Public Service</li> </ul>

### Mature flexible working practice

What was proposed 2024-25	What we did
<ul style="list-style-type: none"> <li>• Mature flexible and hybrid working practices through education and alignment to Kia Toipoto guidance</li> <li>• Enhance employee use of technology through education and awareness</li> <li>• Plan for quiet spaces in new accommodation</li> </ul>	<ul style="list-style-type: none"> <li>• Updated Flexible Working Arrangements policy and continued to mature flexible and hybrid working practices, with focus on activity-based arrangements that work for the 'triangle' of team, organisation and employee</li> <li>• Provided workshops on how to get the most of our technology</li> <li>• Planned for diverse needs including quiet spaces in our new accommodation (anticipated move in April 2025)</li> </ul>
	Planned for 2025
	<ul style="list-style-type: none"> <li>• Review our flexible and hybrid working policy and practices to ensure consistency with upcoming system guidance</li> </ul>

### Inclusive leadership

What was proposed 2024-25	What we did
<ul style="list-style-type: none"> <li>• Finalise and implement an induction programme for new managers</li> <li>• Continue to embed and develop the LCoP</li> <li>• Increase the focus on developing diverse leadership and building and monitoring a pipeline</li> </ul>	<ul style="list-style-type: none"> <li>• Continued to embed and develop the LCoP</li> <li>• Provided LCoP workshops and resources on Inclusive Leadership, Leading Change, Workload Management, Enabling High Performance, and Facilitation</li> </ul>
	Planned for 2025
	<ul style="list-style-type: none"> <li>• Finalise and implement a new managers' induction programme</li> <li>• Focus on developing diverse leadership and building and monitoring a pipeline</li> </ul>

### Positive and inclusive relationships

What was proposed 2024-25	What we did
<ul style="list-style-type: none"> <li>• Continued support of Staff Talk and celebrations that enhance and invigorate our organisational culture and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Supported our ELNs through executive sponsorship and access to organisational funding</li> <li>• Held ELN-hosted events such as Pink Shirt Day, Intersex Awareness Day and the International Transgender Day of Visibility, Eid, and Pacific language weeks</li> </ul>
	Planned for 2025
	<ul style="list-style-type: none"> <li>• Continue supporting our organisational culture of inclusion, including working with ELNs with their focus for 2025 on intersectionality and allyship</li> </ul>



### Diverse A more diverse workforce and leadership that reflects, values, and understands New Zealand society

**Papa Pounamu: Inclusive leadership, Fostering diverse leadership**  
**Kia Toipoto: Leadership and representation**

#### Increase diverse representation and foster diverse leadership

- Continue to improve ethnically diverse representation across the Commission's workforce to reflect the New Zealand (projected) population more closely by 2027, placing emphasis on Māori and Asian representation, while maintaining or increasing representation of Pacific and Middle Eastern, Latin American and African ethnicities (see targets in Appendix C)
- Continue to focus recruitment towards:
  - a more targeted joined-up approach (cross-Commission) for attracting and selecting diverse employees at all levels, including leadership positions and the use of Development Boards
  - early-in-career advisory roles, including continuing to participate in intern and graduate programmes (e.g., Tupu Toa, Tupu Tai, ethnic communities, graduate programmes, Māori Emerging Leaders) with a focus on ethnicity and gender-balanced composition
- Progress Te Angitū plans by incorporating tikanga Māori into recruitment and induction and ensuring organisational support for Māori employees
- Set leadership expectations for attracting, selecting, developing, and retaining a diverse workforce, supported by improved reporting, capability, and consistency.
- Participate in the Māori emerging leaders and Pacific mentoring programmes.
- Support diverse leadership representation through targeted development, secondments, and mentoring of Māori, Pacific, and ethnic employees

#### Improved data, reporting, and transparency

- Improve diversity insights and analysis, by refining what we report on in quarterly and annual reporting at the organisational and business group level

### Equitable A fairer workplace with equitable pay and people practices

**Papa Pounamu: Addressing bias, Employee-led Networks**  
**Kia Toipoto: Transparency, Equitable pay, Eliminating bias and discrimination, Effective career and leadership development, Flexible work by default**

#### Improve equitable pay outcomes

- Continue to monitor starting salaries, and salaries for the same or similar roles, to ensure gender and ethnic pay gaps do not reopen

#### Eliminate bias and discrimination in people policies and practices

- Continue to improve accessibility for people who are disabled through evolving work on the Accessibility Charter and Lead Toolkit
- Continue to provide addressing bias training to all new employees
- Continue to review people policies in alignment with the People and DEI plans and Kia Toipoto guidance. Also ensure active engagement with employees, ELNS and PSA delegates through the policy review process

#### Effective career and leadership development

- Continue to develop the framework to foster transparent career pathways and equitable progression opportunities for all employees

#### Mature flexible working practice

- Continue to mature flexible work and hybrid work practices through ongoing education and alignment to Kia Toipoto guidance

### Inclusive A workplace culture where everyone feels included, valued and comfortable being themselves at work

**Papa Pounamu: Employee-led Networks, Cultural Competence, Inclusive leadership, Building relationships**  
**Kia Toipoto: Eliminating all forms of bias and discrimination**

#### Strengthen and support Employee Networks

- Continue to support ELN-led initiatives and events that promote awareness, understanding and recognition e.g., events calendar, in conjunction with ELNs, to provide visibility and establish a rhythm for regular and ad-hoc initiatives (e.g., language weeks and educational talks)
- Continue the active support of ELN networks through active leadership, sponsorship and funding
- Continue to promote cross public service employee networks

#### Build cultural competence

- Continue cultural competency training
- Continue to provide Mana Āki intercultural competency training for all new employees.
- Ongoing Māori Crown relations capability training for all employees
- Continue to promote LDC programmes which include MCR

#### Inclusive leadership

- Continue to encourage all new leaders to participate in the Leadership Development Centre (LDC) common-core development, which includes inclusive leadership content

#### Positive and inclusive relationships

- Continue to develop resources for leaders and team members to enable ongoing discussion on our culture, kawa and value proposition
- Strengthen leadership connections and unity through a weekly/monthly meeting rhythm, attending and completing development together

#### On hold

- Revisit the [Positive Workplace Cultures aims](#), review progress on commitments and set new goals
- Refresh induction process to support building our culture, and visibility of ELNs



## Current State: Diversity

A workforce and leadership that is substantially more representative of society:

Current State	Commission All Employees	Commission Tiers 1-3	Public Service All	Public Service Tiers 1-3	NZ Population	NZ Population
	30-Jun-24	30-Jun-24	30-Jun-24	30-Jun-24	2023 Census	2027 forecast
Headcount	183	32				
Disclosed	178	32				
Ethnicity	%	%	%	%	%	%
European	83.7%	84.4%	62.2%	78.5%	68%	68%
Māori	10.1%	25.0%	16.7%	17.1%	18%	18%
Pacific	9.0%	*	11.0%	5.3%	9%	9%
Asian	10.1%	*	15.9%	3.3%	17%	20%
MELAA	2.8%	*	2.3%	0.7%	2%	2%

MELAA = Middle Eastern, Latin American and African.

\*Suppressed to maintain privacy

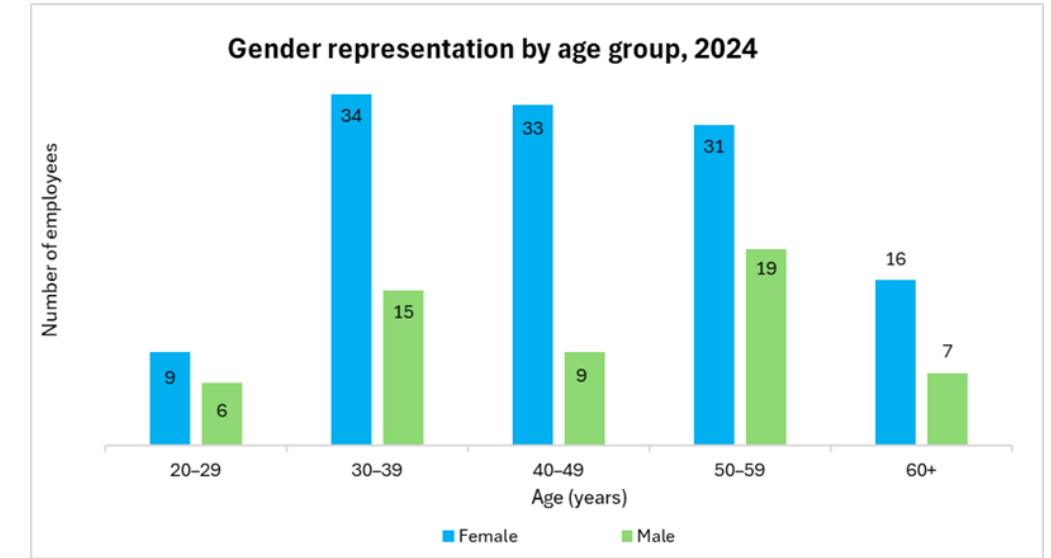
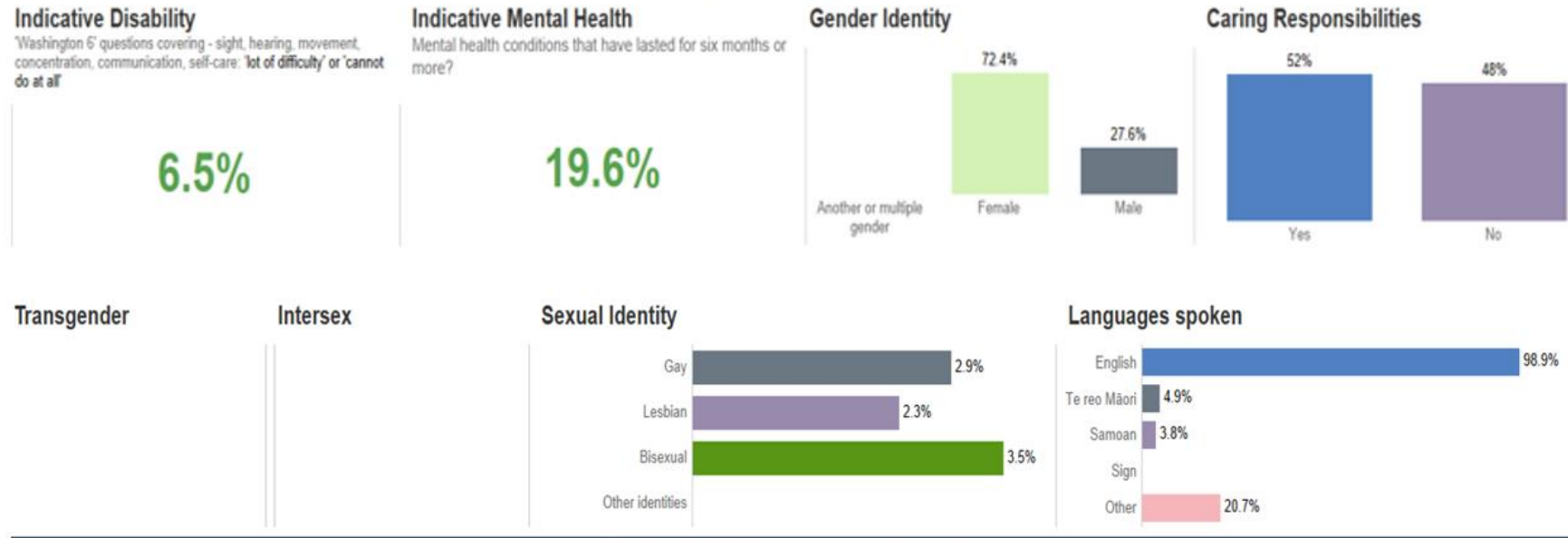
As a whole, the Commission workforce is underrepresented in Māori and Asian ethnic groups, when compared to the Public Service and the New Zealand population. We are on target to match the representation of Pacific and MELAA ethnicities in the New Zealand population.

Our leadership (Tiers 1-3) is representative of the Māori population of New Zealand. While Asian, Pacific and MELAA ethnicities are suppressed for privacy, we can share that we are currently not meeting our targets.

Tiers 1-3 includes Public Service Commissioner and Deputy Public Service Commissioners (Tier 1).

Tiers 1-3 include people leaders only. This differs from last year when Assistant Commissioners were included. The impact of this change to the composition of Tiers 1-3 is the primary reason for the increased proportion of leaders with Māori ethnicity (from 21 percent in 2023 to 25 percent in 2024).

## Diversity demographics



All data above and below is at 30 June 2024.

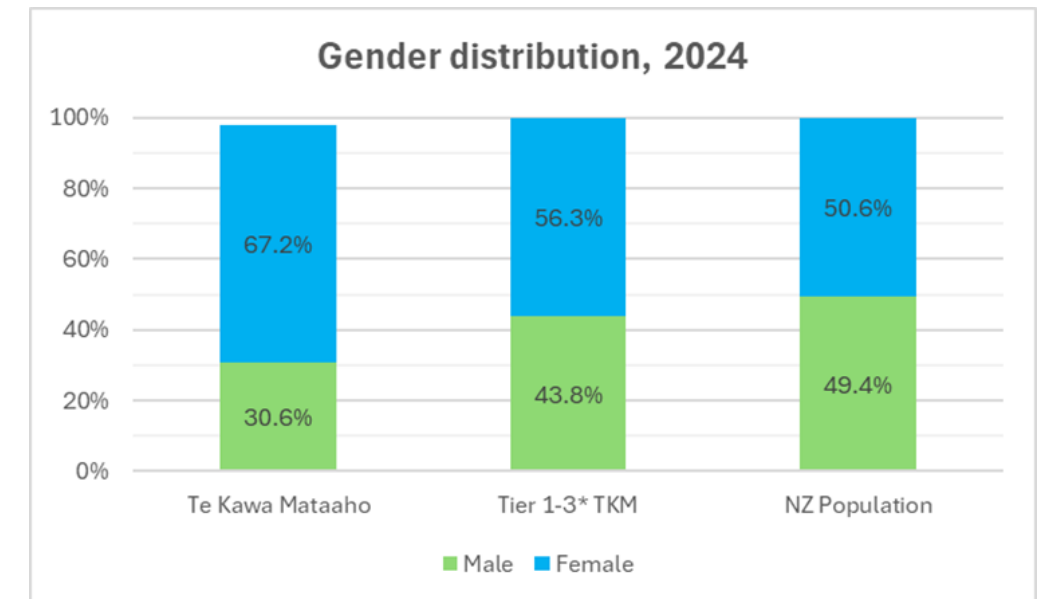
Charts include Commission employees (including Tier 1 statutory roles) who have disclosed their gender as female or male.

To protect privacy, unknown or other genders are not included.

As a smaller organisation, we are unable to report on the intersection of gender and ethnicity in order to protect people's privacy.

- Information in the Diversity Demographics table above is from the 2021 Te Taunaki | Public Service Census. Our response rate was 93.5 percent.
- This Census was the first time we were able to capture a wider range of data on a variety of diversity dimensions (including Rainbow and disability). The next time these diversity dimensions will be collected is in the next Census, expected to be in early 2025.
- Enhancing data collection across a wider range of diversity dimensions is a priority action in our DEI Plan, however privacy considerations mean the confidentiality provided by the Census remains the best method of data collection at this time. Therefore, this will be the approach we will adopt for data collection.

See [Appendix C](#) of the 2022-23 DEI plan for more detail on how Te Taunaki | Public Service Census informed the development of the 2024-25 plan.



\*Tiers 1-3 includes Public Service Commissioner and Deputy Public Service Commissioners (Tier 1) and people leaders. This differs from last year which included assistant commissioners. The impact of this is that Tier 1-3 was proportionately less male at 30 June 2024 than it was in June 2023 (from 46.5 percent male in June 2023 to 43.8 percent male in June 2024).

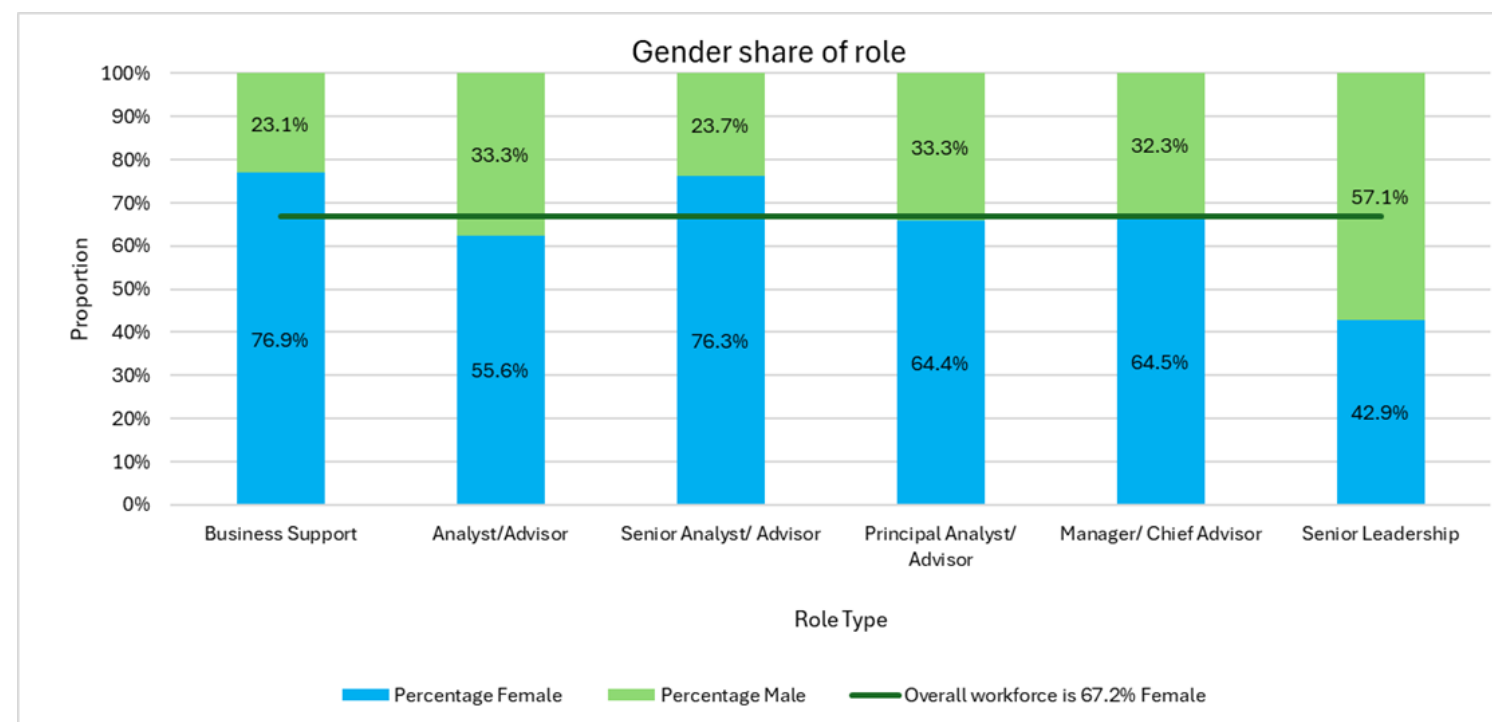
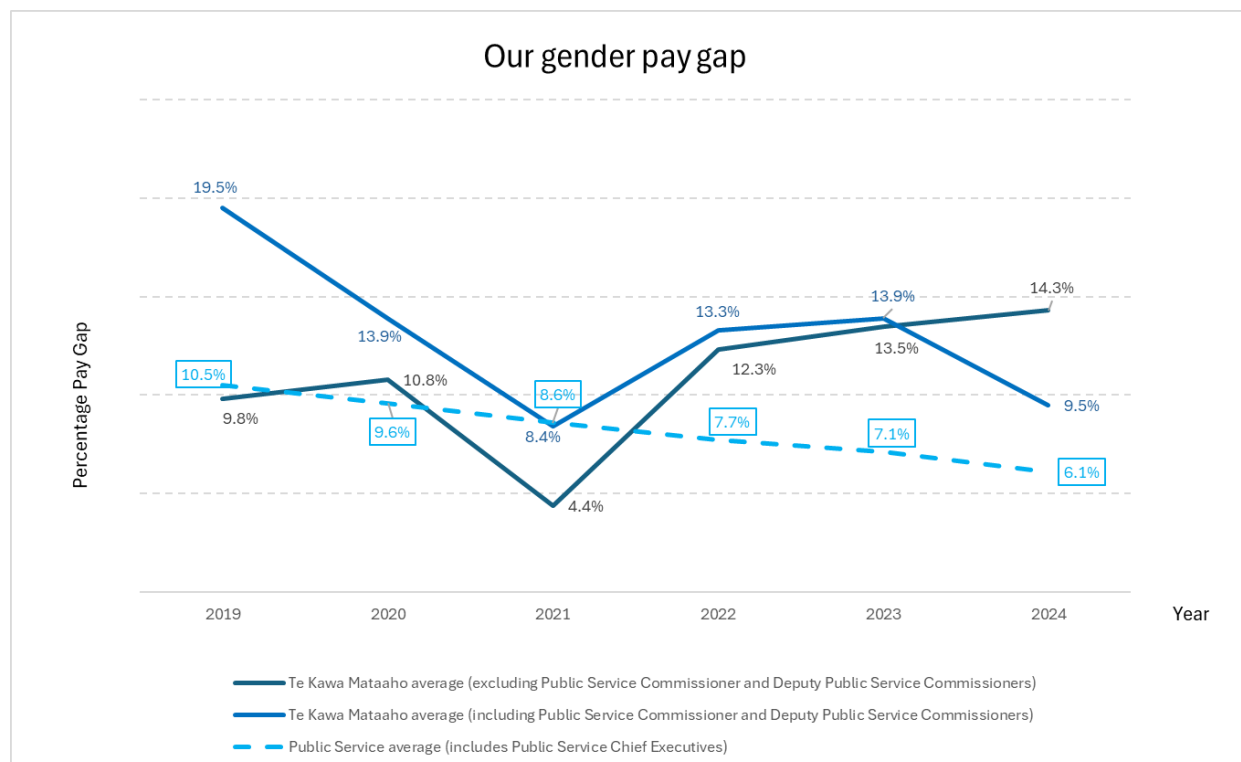


### Current State: Equity & Gender Pay

Create a fairer workplace with equitable pay and people practices that are free from bias

#### Gender Pay Gap

- The small Te Kawa Mataaho workforce size means that our gender pay gap can be volatile, with a small number of changes having the potential to have a significant impact.
- The Commission is unusual in that our structure includes three tier 1 statutory officers (the Public Service Commissioner and two statutory Deputy Public Service Commissioners) who are excluded from our organisational gender pay gap calculation. As all three statutory roles are currently filled by women, removing their salaries significantly reduces the overall female average salary.
- Our average (mean) gender pay gap (excluding tier one) increased slightly between 30 June 2023 and 30 June 2024 by 0.8 percent to 14.3 percent as shown in the chart titled “our gender pay gap” on the left below. The key driver behind this is gender representation and the distribution of our relatively small proportion of male employees across the organisation. For example, there is a larger concentration of women in business support roles (males make up only 23.1% of business support roles), whereas males have a higher representation in more senior roles - while our people leaders below tier one were 54.5 percent female and only 42.4 percent male at 30 June 2024, the fourteen men in this grouping made up 25 percent of the total men in our organisation, while the women represent only 14.6 percent of the total women.
- The median gender pay gap for 2024 was 14.2 percent (in 2023, the median was 15.7 percent). The difference between the mean and median pay gaps is because mean pay can be influenced by a small number of employees with higher pay, whereas the median is less affected by outliers.
- As a small organisation, our gender pay gap is volatile because a variation across a small number of employees can have a significant impact. For example, the published gender pay gap for the Commission is 14.3 percent excluding the remuneration of people in tier one, however when tier one is included to match the composition of the overall [public service pay gaps](#) data (which includes Chief Executive remuneration) our gender pay gap is reduced to 9.5 percent.



\*Senior leadership includes deputy commissioners and assistant commissioners due to the small numbers in each group but excludes the three tier 1 statutory officers (Public Service Commissioner and two Deputy Public Service Commissioners).

Manager and chief advisor roles are combined in this chart due to the small number of chief advisors. Chief advisors provide ‘thought leadership’ but are not people leaders.

Data includes employees identifying as female or male but does not report unknown or other genders.

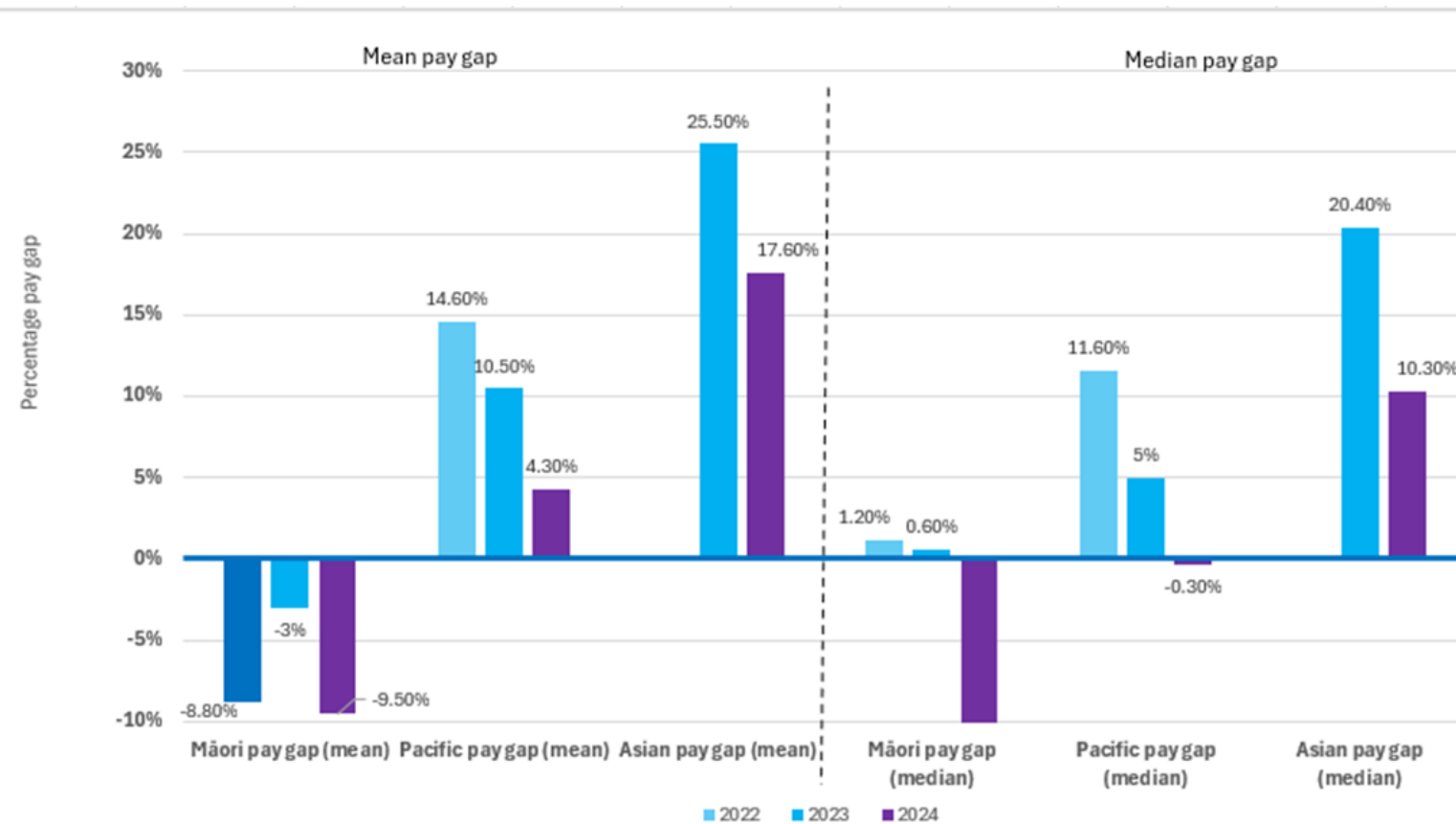
Gender share data is at 30 June 2024.

## Create a fairer workplace with equitable pay and people practices that are free from bias

### Ethnic pay gaps

As a small agency, we have fewer people of most ethnicities than would normally be reported. StatsNZ and workforce guidance recommends only reporting pay gaps where there are more than 20 people in each group, to help protect privacy and produce robust measures (because pay gaps can be volatile over time when measured for small numbers of employees).

The chart below depicts the mean and median pay gaps for Māori, Pacific and Asian employees. The difference between the mean and median pay gaps is because mean pay can be influenced by a small number of employees with higher pay, whereas the median is less affected by outliers.



The 0 percent line represents a zero pay gap.

Ethnic pay gaps exclude tier one roles due to the disproportionate impact of a small number of employees.

We review pay for individuals to ensure there is equity between those in the same or similar roles, and we have made continued progress in closing ethnic pay gaps. Closing ethnic pay gaps in a sustainable way requires an increase in representation across role levels that is maintained over time. Our analysis shows the following:

- We do not have a pay gap for Māori, with Māori employees currently earning more on average than non-Māori employees due to the higher representation of Māori employees at leadership levels.
- We have made some progress in reducing our average (mean) Pacific pay gap from 10.5 percent at 30 June 2023 to 4.3 percent at 30 June 2024. We do not have a pay gap for our Pacific employees using median pay.
- The average (mean) pay gap for our Asian employees was 17.6 percent as at 30 June 2024, a reduction from 25.5 percent in 2023 which had been the first time we had sufficient numbers of Asian employees to be able to report the pay gap. While we are making progress, the extant gap reflects that we don't currently have many people in leadership roles who identify as Asian. The median pay gap is currently 10.3 percent for this ethnic group.

The limitations of having a small agency data set means that our results may not meet the standards recommended by [StatsNZ](#) to ensure robust results. We report pay gaps for Māori, Pacific and Asian employees with the qualifier that we have fewer than the recommended minimum group size of 20 people in each of these groups. We have too few employees of other ethnicities, such as Middle Eastern, Latin American and African (MELAA), to report on pay gaps





## Kia Toipoto targets for workforce and leadership representation

### General Comments

- In this version of our DEI plan, we have focused on setting targets for ethnic representation in our workforce and leadership. The proposed target ranges below are a goal but are not a ceiling.
- In terms of gender representation, our focus is maintaining an appropriate gender balance in each pay band. We note that we have already achieved at least 50 percent representation of women in all job families and in our Tier 1 – 3 leadership.
- We will use data from the 2025 Te Taunaki| Public Service Census to assess whether there are any inequities for our Rainbow and Disabled employees and plan how to address these. We can extend our focus over time and set targets in subsequent DEI plans.
- Forecast data for 2027 shows a minimal variance between the total population and that of working age, therefore total population has been used for modelling.

### 1. Workforce Representation

**By 2027 we aim** to have improved diverse representation across the Commission’s workforce to match the New Zealand (projected) 2027 population more closely, placing **emphasis on improving Māori and Asian representation**, while maintaining or increasing representation of Pacific and Middle Eastern, Latin American and African ethnicities.

- Our target ranges were based on the 2018 Census and the projected 2027 New Zealand population. While the 2023 Census provides updated population demographics, this does not necessitate changing our targets which had built in sufficient projected growth.
- The Māori and Asian targets are a stretch given our workforce is Wellington-based. The talent market we will be recruiting from is primarily the Public Service which has current Public Service Māori representation of 13.1 percent in Wellington (16.7 percent overall) and Asian representation of 14.7 percent in Wellington (15.9 percent overall).
- We will also be cognisant of the required growth in Pacific employees outside the Fale by 2027, as recruitment into the Fale has increased Pacific representation numbers over the past few years and is a time-limited Commission programme with funding through until December 2025.

Ethnicity	2022 Commission %	2023 Commission %	2024 Commission %	NZ Total Population (2018 Census)	NZ Total Population (2023 Census)	NZ Total Population (2027 Projected - Stats NZ)	Target % Range by 2027
Māori	9%	10%	10%	17%	18%	18%	17-18%
Pacific	11%	10%	9%	8%	9%	9%	8-9%
Asian	8%	10%	10%	15%	17%	20%	15-20%
Middle Eastern, Latin American & African (MELAA)	*	*	*	2%	2%	2%	2%

*\*Suppressed to protect privacy*

### 2. Leadership Representation

**By 2027 we aim** to improve diverse representation across the Commission’s leadership group to match the New Zealand (projected) 2027 population more closely, placing emphasis on Asian representation, while maintaining representation of Māori and Pacific ethnicities. While Asian, Pacific and MELAA ethnicities are suppressed for privacy, we can share that we are not currently meeting our targets. The target for Asian leadership will be an ambitious stretch and may require a more dedicated action plan to help us achieve our target.

- The target for Māori leadership is representative of the New Zealand population per Census result 2018 and projection for 2027. Our target reflects that a significant part of our work programme is focused on Māori Crown Relationships.
- Leadership is defined as employees in Tiers 1-3, i.e. Public Service Commissioner and Deputy Public Service Commissioners and Tier 3 people leaders. This differs from last year when Assistant Commissioners were included. The impact of this change to the composition of Tiers 1-3 is the primary reason for the increased proportion of leaders with Māori ethnicity (from 21 percent in 2023 to 25 percent in 2024).

Ethnicity	2022 Commission %	2023 Commission %	2024 Commission %	NZ Total Population (2018 Census)	NZ Total Population (2023 Census)	NZ Total Population (2027 Projected - Stats NZ)	Target % Range by 2027
Māori	22%	21%	25%	17%	18%	18%	17-18%
Pacific	*	*	*	8%	9%	9%	8-9%
Asian	*	*	*	15%	17%	20%	15-20%
Middle Eastern, Latin American & African (MELAA)	*	*	*	2%	2%	2%	2%

*\*Suppressed to protect privacy*