



APRIL 2023

Kia Toipoto Action Plan Current - 2024

Closing Gender, Māori, Pacific and Ethnic Pay Gaps

Kia Toipoto is the Public Service Pay Gaps Action Plan, which focuses on closing gender, Māori, Pacific and Ethnic Pay Gaps to reduce workplace inequities.

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Kia Toipoto and the FMA

Kia Toipoto is the Public Service Pay Gaps Action Plan, which focuses on closing gender, Māori, Pacific and Ethnic Pay Gaps to reduce workplace inequities. The three goals of Kia Toipoto are:

- Making substantial progress towards closing gender, Māori, Pacific, and ethnic pay gaps.
- Accelerating progress for wāhine Māori, Pacific women, and women from ethnic communities.
- Creating fairer workplaces for all, including disabled people and members of rainbow communities.

Here at the FMA, we aim to be a diverse, inclusive, and equitable workplace for all. We are committed to reducing our pay gaps and ensuring the FMA is a fair and equal place for all employees. We will continue working with our people to understand what matters most to them and how we can improve. We acknowledge that we have some work to do in gathering data to enable us to report our ethnic pay gap and that will be a key focus area for us in 2023.

We are committed to ensuring we recruit more females into senior roles, and that we have a gender balance across all levels within the organisation. This will see a decrease in the gender pay gap for the organisation. The FMA will do this by aiming for a balanced recruitment pool of both male and female candidates are presented for all vacancies.

Under Kia Toipoto agencies and entities need at least 20 employees in each comparative group to publish statistically robust pay gaps, while also protecting the privacy of employees. We have insufficient ethnic data in relation to our employees to publish ethnic pay gaps.

Underpinning our commitment to Kia Toipoto is our workplace strategy, Te Pae o te Manawa, and our values. Our values are linked through Te Pae. Te Pae is the horizon, the aspiration, our objective, the thing we are looking to attain and achieve. Our values can be seen below.

Te pae o te manawarangi

Manawarangi is the cloud on the horizon with the silver edge. In turbulent times, as we look to the horizon and the future, manawarangi indicates a bright and positive future.

Look to the horizon

Be nimble, proactive and willing to adapt. Anticipate the future, embrace and champion innovation.

Te pae o te manawatahi

We come together as one. One energy, one force, one beating heart, one source of energy, one source of power.

Help the team work

Act as one FMA, seek out new perspectives and build consensus. Encourage participation, share knowledge and nurture relationship.



Te pae o te manawanui

Manawanui is to be courageous, confident, stout of heart and also stout of spirit... 'kia kaha, kia māia, kia manawanui'.

Make the calls

Act with confidence, be decisive and trust your judgement. Think outside the box, take responsibility and stand by decisions.

Te pae o te manawaora

Manawaroa is to be open in heart, mind and spirit; to be genuine and seek outcomes that are pono.

Open heart, open minds

Say what you mean, be mindful and do the right thing. Be approachable, empathetic and demonstrate humility.

To shape FMA's Kia Toipoto Action plan, our People and Capability team engaged with groups across our organisation, for example, our Inclusion and Diversity Advisory Group and Executive Leadership Team. To assist in these conversations, we provided detailed information on our gender pay gap and asked for feedback to help us understand what's driving our gender pay gap and what barriers there are to reducing our gender

pay gap. We will continue to partner with our staff throughout our journey and we aim to engage with more groups this coming year to further understand our Gender and Ethnic pay gap.

We currently have insufficient data on ethnicity, disability and sexual orientation and have no formal network groups established. Part of our action plan is to start collecting data in these three areas, engaging with these groups of people, and adjusting our action plan to reflect this progress.

Demographics

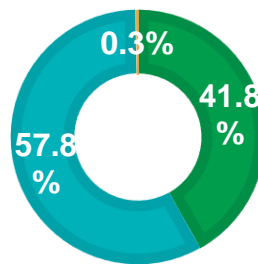
Due to the nature of our current employee data, we cannot accurately calculate our ethnic pay gap percentage or representation. We will be asking staff to voluntarily disclose this information in 2023 and hope to be able to report on this by 2024.

As at 15 March 2023:

- We have 294 employees, 170 are female, 123 are male and 1 identifies as Gender Diverse
- We have more females than males in our lower salary bands
- We have more females than males working part time

ALL FMA

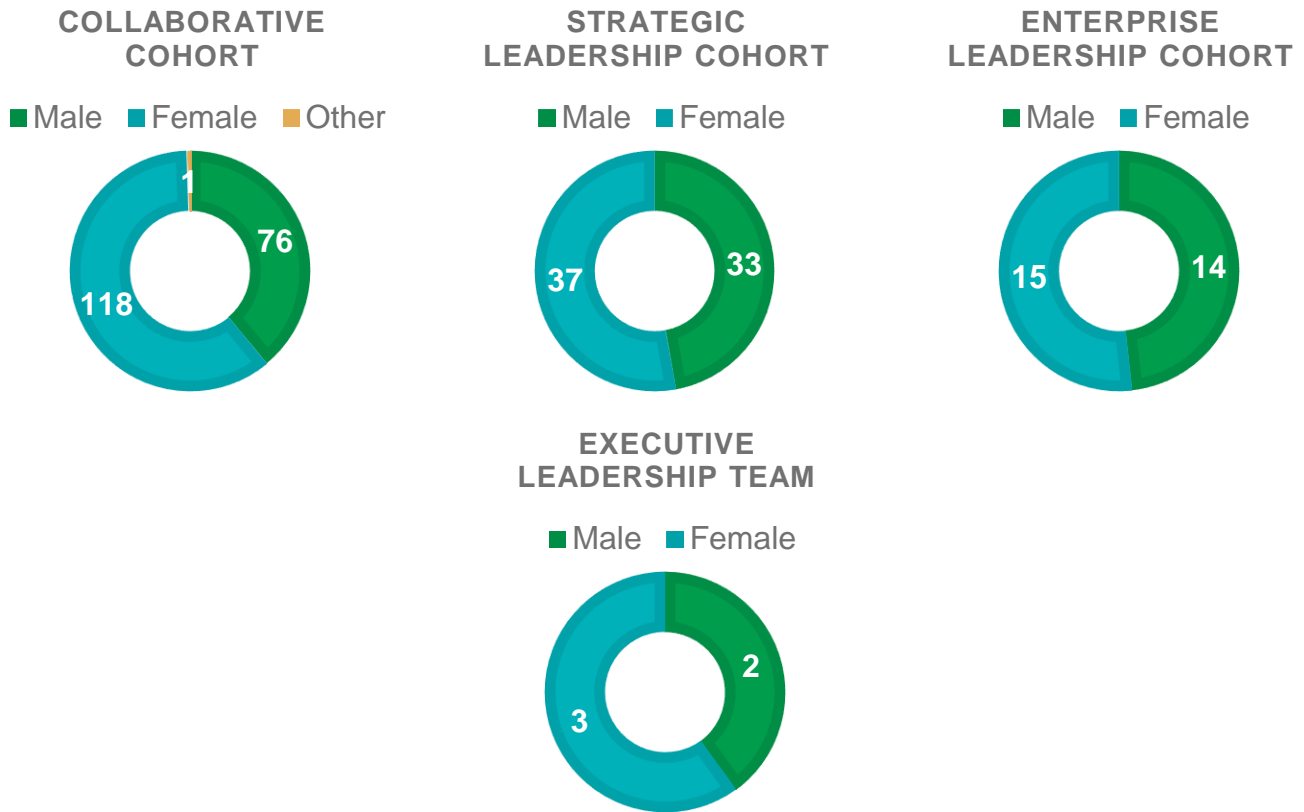
■ Male ■ Female ■ Other



Effective 1 February 2023, we introduced Cohorts to replace our tier system. The purpose of introducing cohorts was to create a less hierarchical approach to how we define roles within the FMA and to encourage collaboration across all levels.

Cohort	Purpose and roles
Collaborative Cohort	Support, contribute to and deliver strategy for the FMA. The cohort is comprised of Receptionists, Team Support Administrators, Personal Assistants, Executive Assistants, Associate Advisers, Coordinators, Senior Advisers, Senior Legal Counsels, and Senior Analysts
Strategic Leadership Cohort	Inform and deliver strategy for the FMA. This cohort is comprised of Principle Advisers and Managers.
Enterprise Leadership Cohort	Shape, communicate and deliver strategy for the FMA. This cohort is comprised of Technical Specialists, Head of, Directors, Chiefs and Executive Leadership Team.
Executive Leadership Team	Comprised of Executive Directors and Chief Executive.

The gender representation within each cohort is shown below:



Current Data Representation

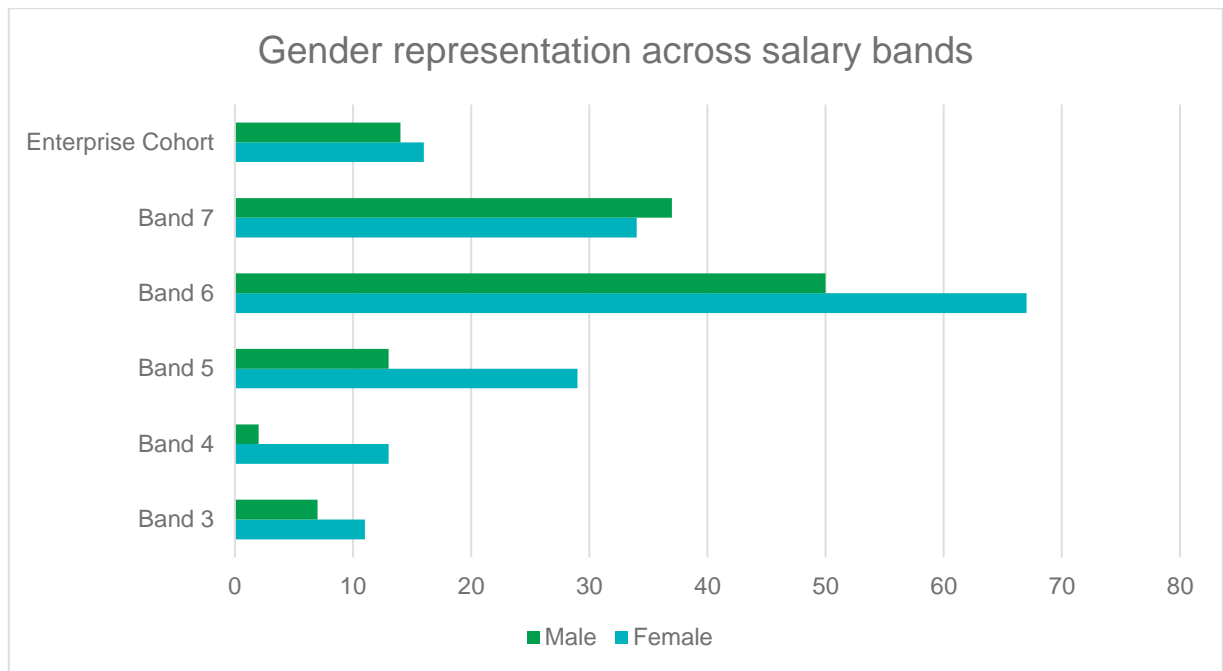
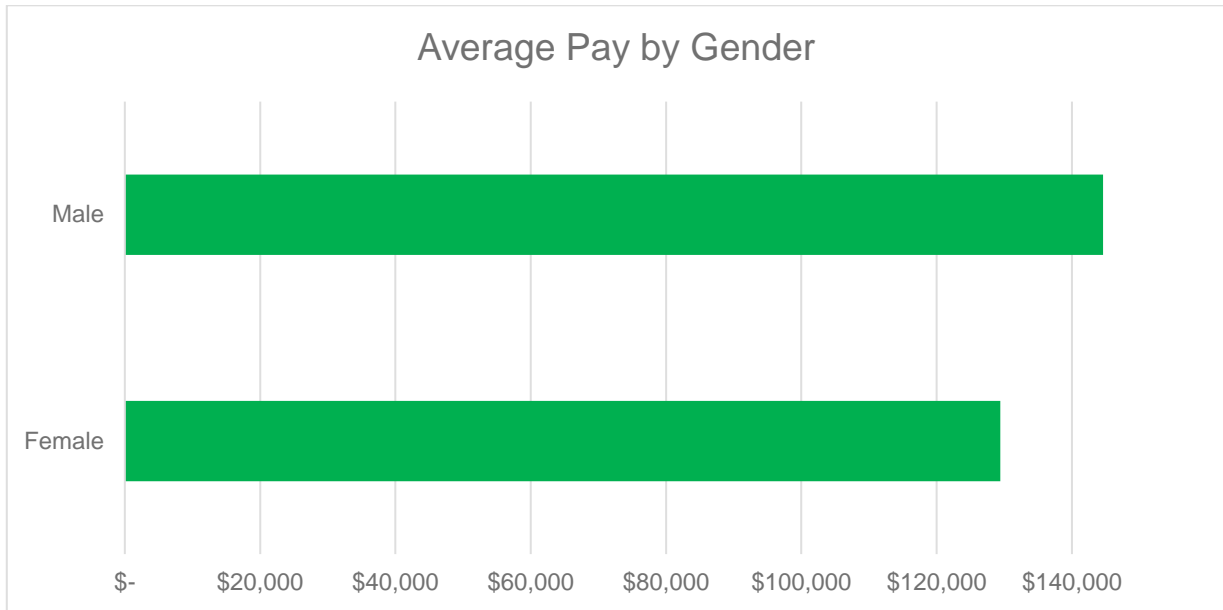
As at 15 March 2023	Workforce representation %	All people leaders %	People Leaders Enterprise Cohort %
GENDER			
Male	41.8%	47.9%	51.7%
Female	57.8%	52.1%	48.3%
Another gender	0.3%		
*ETHNICITY	<i>We do not have data available to report on ethnicity representation.</i>		

Current Gender Pay Gap

To calculate our pay gap, we have used base hourly rate pay for all permanent, fixed term and casual employees.

As at 15 March 2023, our overall all organisation gender pay gap (based on the median hourly rate, including the CE) is 10%.

	Gender Pay Gap Calculations (excl. CE)	Gender Pay Gap Calculations (incl. CE)
Mean	12%	10%
Median	10%	10%



The vertical gender representation across bands 3 – 6 has elevated female representation which is contributing to our all-organisation gender pay gap. To achieve gender balance, we will aim to have a balanced gender pool in our recruitment processes at all salary band levels.

At the pay equity level, equal pay for roles of equal size, we have a good level of equity for our people in the bands reported below.

Pay Gap Calculations	Band 3	Band 4	Band 5	Band 6	Band 7	Enterprise Cohort
Female	\$33.02	\$37.79	\$43.44	\$58.94	\$74.66	<i>We are currently reviewing our senior leader salary bands and cannot accurately report on the gender pay gap by band at this level.</i>
Male	\$33.78	\$37.98	\$43.72	\$59.73	\$74.69	
Gender Pay Gap % (mean)	2.3%	0.5%	0.7%	1.3%	0%	

Pay Gap Calculations	Band 3	Band 4	Band 5	Band 6	Band 7	Enterprise Cohort
Female	\$33.17	\$38.46	\$43.27	\$58.17	\$73.46	<i>We are currently reviewing our senior leader salary bands and cannot accurately report on the gender pay gap by band at this level.</i>
Male	\$30.77	\$37.98	\$43.27	\$57.98	\$74.52	
Gender Pay Gap % (median)	-7.8%	-1.3%	0%	-0.3%	1.4%	

Focus areas and Milestones

Kia Toipoto focus area and milestones		Current status	Planned actions and Status - 2023		What success looks like - 2023
Te Pono Transparency	Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback.	<p>Action plan is being developed</p> <p>Salary bands, remuneration and other HR policies/processes are accessible on our intranet to all employees.</p> <p>ELT have oversight of all salaries within the organisation during our annual remuneration review process.</p>	Create and publish an annual action plan.	Completed.	<p>Continue to monitor and adapt our action plan in collaboration with our people.</p> <p>Publish Action Plan internally and externally.</p> <p>Staff report we are transparent on our Kia Toipoto Action Plan</p>
			Publish annual action plan on our intranet for all employees to readily access.	Completed.	
			Trial publishing salary bands on all job advertisements		

Kia Toipoto focus area and milestones		Current status	Planned actions and Status - 2023		What success looks like - 2023
Ngā Hua Tōkeke mō te Utu Equitable pay outcomes	By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.	All salary decisions are made in collaboration with the relevant manager and People and Capability Business Partner, they are then signed off by the delegated approver where they are reviewed against recent starting salaries and existing salaries for same/similar roles.	Implement Unconscious Bias training annually for all employees.		Complete full review of our Remuneration and Reward Framework. Report on our Gender Pay Gap biannually and increase employee awareness on where to find this information
		We have information on our intranet for all employees to see on the following areas; <ul style="list-style-type: none"> - Our remuneration philosophy and framework - The process for both setting and reviewing salaries - Our overall gender pay gap is published annually 	Monitor and report on gender and ethnic pay gaps biannually.		
		Unconscious bias training is provided to all new starters and managers also receive a module targeted towards people leaders.	Review our Remuneration and Reward Framework	In progress	

Kia Toipoto focus area and milestones		Current status	Planned actions and Status - 2023		What success looks like - 2023
Te whai kanohi i ngā taumata katoa Leadership and representation	By 30 April 2023 agencies/entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.	We currently have a data gap as we do not collect data on ethnicity, this means we are currently unable to report on our workforce and leadership representation. Continue to regularly run draft adverts through Gender Bias Decoder to ensure we are using gender neutral language.	Identify ways to collect demographic/ethnicity data and work with our people to encourage voluntary disclosure of this information.		Have a disclosure rate of 75% for ethnicity data. Measure and analyse ethnic representation across the workforce and by leadership level. Sourcing, attraction, and selection strategies to improve representation have been identified. Identified potential initiatives to target leadership and ethnic representation.
			Create a plan to improve ethnic representation across the workforce and at leadership levels		
			Enhance recruitment practices by identifying ways to target Māori and other ethnic groups		
			Engage with our Māori workforce and Inclusion and Diversity Advisory Group to explore further sourcing, attraction, and selection strategies to enhance representation of Māori		

Kia Toipoto focus area and milestones		Current status	Planned actions and Status - 2023		What success looks like - 2023
Te Whakawhanaketangai te Aramahi Effective career and leadership development	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>We work closely with TupuToa annually for our internship programme supporting Māori and Pacific future leaders.</p> <p>All vacancies are advertised internally and employees are encouraged to apply for any role that aligns with their career aspirations.</p> <p>Further work is required to understand the career aspirations of Māori and other ethnic employees so that appropriate pathways can be put in place.</p>	Review career pathways and initiatives to identify areas for improvement		<p>Continue to work closely with TupuToa annually for our internship programme.</p> <p>Increase visibility of people utilising flexible working arrangements in senior and leadership positions when returning from parental leave.</p>
			Identify initiatives to promote and increase people utilising flexible working arrangements in senior and leadership positions when returning from parental leave		

Kia Toipoto focus area and milestones		Current status	Planned actions and Status - 2023		What success looks like - 2023
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination</p>	<p>By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.</p>	<p>Unconscious bias training is provided to all new starters and managers also receive a module targeted towards people leaders.</p> <p>We are in the process of engaging an external provider to review and audit our policies and current offerings.</p> <p>Further work is required to review and identify areas to improve broader HR and leadership practices</p>	<p>Update remuneration policy to include principles to improve gender and ethnic pay gaps</p>		<p>Review and update all policies to remove any form of bias or discrimination.</p> <p>Identify and confirm areas to improve broader HR and leadership practices.</p> <p>Identify new training opportunities to increase cultural competency across leadership cohorts and complete a review of current programmes.</p>
			<p>Review all policies to ensure they include inclusive language that acknowledges diversity and is respectful to all people</p>		
			<p>Review and identify areas to improve broader HR and leadership practices</p>		
			<p>Delivering kaitiaki workshops that encompass the principles of mana, manaaki and tiaki</p>	<p>In progress</p>	
			<p>Investigate leadership capability training, and review existing programmes, to ensure capability building of te ao Māori leadership practices</p>		

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