

Our commitment: To ensure our people are paid fairly and work to close our gender, Māori, Pacific and ethnic pay gaps

Public service context

Kia Toipoto – Public Service Pay Gaps Action Plan 2021-24 Goals

1. Make substantial progress towards closing gender, Māori, Pacific, and ethnic pay gaps
2. Accelerate progress for wāhine Māori, Pacific women, and women from ethnic communities
3. Create fairer workplaces for all, including disabled people and members of rainbow communities.

About Manapou ki te Ao

Who are we?

We are a Crown Agency responsible for international education, benefiting New Zealand socially, culturally, and economically. Promoting New Zealand education and working to support the delivery of education services offshore, ENZ also administers scholarships to New Zealanders wishing to study overseas, and scholars seeking a New Zealand education.

Our people

As at 30 April 2024 we had 109 permanent and fixed term employees. Our workforce profile shows:

- Our employees are 67% women and 33% men
- We have 12 women leaders in Tier 2 and 3
- Our people comprise 23 different ethnicities

Understanding our pay gaps

Our size means we do not meet the threshold for statistically robust data as advised by Statistics NZ and Te Kawa Mataaho and small changes in our staffing can impact significantly on our pay gap statistics. We use other information including our workforce profile, people data and recruitment statistics to help indicate our progress.

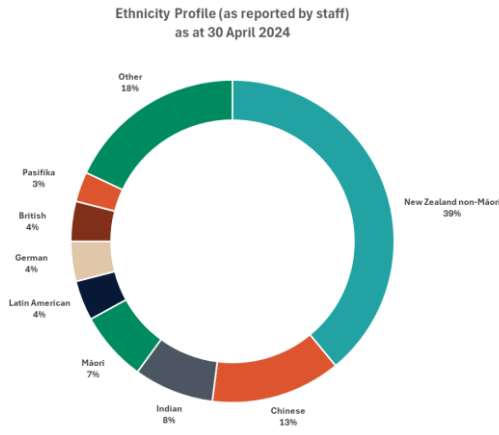
Looking at our information we can see:

- We have more women than men in our workforce and more women than men at Senior Leadership Team level.
- We continue to have a good gender spread across all quartiles.
- We have narrowed our gender pay gap to 6.7%.
- We have achieved pay equity in like for like roles.
- We have eliminated our Māori pay gap and continue to work on closing other ethnic pay gaps.

109 Employees

33% | 67% | 0%

Male | Female | Another Gender



Ngā Manapou

Aroha

- We value the beliefs and culture of ENZ staff.
- We say what we mean.
- We listen respectfully.
- We think and act constructively.

MANAAKITANGA

KAITIAKITANGA

BE ONE

BE BOLD

We interact positively with our colleagues to preserve and enhance our collective mana.
We partner with generosity and appreciation.
We work collaboratively and constructively.
We appreciate effective teamwork.

We lead change and are robust decision-makers.
We are rich in ideas, courageous and confident in our abilities to turn them in to realities.
We have a culture of leadership and responsibility.
We support and encourage each other.

We remain open to new perspectives and ideas.
We focus on finding sustainable solutions.
We recognise and treasure cultural diversity.

We consult genuinely before making decisions.
We constantly challenge what's gone before and shape what's coming.
We develop powerful relationships with our stakeholders.

Achieving the Kia Toipoto focus areas

Kia Toipoto focus area	Current approach	How we'll embed and build on this focus area	What we have achieved
<p>Te Pono Transparency</p> <ul style="list-style-type: none"> • Easy access to human resources and remuneration policies, including salary bands • Publish annual pay gaps action plans 	<ul style="list-style-type: none"> • Recruitment and remuneration practices published on Ipu (ENZ's intranet). This includes ENZ's policies, pay band ranges and our recruitment process. 	<ul style="list-style-type: none"> • We will continue to review our recruitment and remuneration practices • We reflect role grades on our position descriptions • We update pay band ranges on Ipu when required. 	<ul style="list-style-type: none"> • Employees are informed of any changes to recruitment and remuneration practices. • Roles grades are reflected on all position descriptions • Updated Kia Toipoto Pay Gaps Action plan is published annually on Te Kawa Mataaho website and ENZ's corporate website.
<p>Ngā Hua Tōkeke mō te Utu Equitable pay outcomes</p> <ul style="list-style-type: none"> • Ensure starting salaries are not influenced by bias • Increase salary transparency • Monitor starting salaries for inequities 	<ul style="list-style-type: none"> • ENZ is committed to equitable pay outcomes and has achieved pay equity in like for like roles • Our recruitment process includes best practice techniques to avoid unconscious bias. • We publish the salary band for any advertised roles. • We review salaries within the same pay bands and starting salaries to identify any pay gaps and make corrections to address any gaps. 	<ul style="list-style-type: none"> • We will continue to focus on maintaining pay equity in like for like roles. • We will continue to publish salary band on any advertised roles. • We will continue to monitor starting salaries within the same bands to identify any pay gaps. 	<ul style="list-style-type: none"> • Pay equity has been achieved. • Narrowed our gender pay gap to 6.7% in 2023/24. • Eliminated our Māori pay gap.
<p>Te whai kanohi I ngā taumata katoa Leadership and representation</p> <ul style="list-style-type: none"> • Commit to a workforce that is more representative of society • Know our workforce, identify where representation can be strengthened 	<ul style="list-style-type: none"> • We have increased Māori representation on our Senior Leadership Team. • More than 50% of our leadership team are women. • We have increased our Pasifika workforce in the previous 12 months. • We have demonstrated commitment to attracting more Māori staff by participating in Tupu Toa internship programme and advertising roles on Mahi, Māori Pacific jobs and Kumara Vine. 	<ul style="list-style-type: none"> • We will continue to evolve our people practices to foster diversity, inclusion and belonging. • We will continue to identify where representation can be strengthened. • We will continue our commitment to attracting more Māori and Pasifika staff. 	<ul style="list-style-type: none"> • We have maintained a gender balance in our Senior Leadership Team. • We have increased our Māori workforce over the past 12 months.

Achieving the Kia Toipoto focus areas

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<p>Te Whakawhanaketanga i te Aramahi Effective career and leadership development</p> <ul style="list-style-type: none"> • Ensure policies and processes for career progression, training and development opportunities are transparent, inclusive and promote participation. • Ensure each employee has an individual development plan. 	<ul style="list-style-type: none"> • We are committed to investing in capability building and strengthening our performance. • We have reviewed and updated our performance planning process including having individual professional development plans. • Feedback conversation skills leadership programme have been run for current and aspiring people leaders. 	<ul style="list-style-type: none"> • Our People Plan informs our approach to career and leadership development. • We will continue to invest in capability building and strengthening our leadership development. • We will continue to review and enhance our performance planning process. 	<ul style="list-style-type: none"> • Each employee has a plan for their professional development. • Internal development opportunities are offered to all employees.
<p>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination</p> <ul style="list-style-type: none"> • Remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination. • Ensure leaders and employees learn about and demonstrate cultural competence. 	<ul style="list-style-type: none"> • We continue to review our people policies and practices for bias and discrimination, including remuneration, recruitment and leave policies. • Te Rito Bicultural Competency modules rolled out to all leaders and employees. • Te Reo lessons are available for all leaders and employees. 	<ul style="list-style-type: none"> • We will continue to review policies for bias and discrimination. • We will frame our expectations on te ao Māori and capability in our position descriptions and recruitment advertising. • We will continue to provide opportunities for all our people to build cultural capability. 	<ul style="list-style-type: none"> • Māori representation has increased. • Te ao Maori capability is included on all position descriptions. • We have refreshed our Code of Conduct to reflect our Ngā Manapou (values). • Currently updating our Equal Opportunities Policy to better reflect diversity, equity and inclusion.
<p>Te Taunoa o te Mahi Pīngore Flexible-work-by-default</p> <ul style="list-style-type: none"> • Equitable access to flexible-by-default working and ensure it does not undermine career progression or pay. 	<ul style="list-style-type: none"> • All ENZ employees have access to flexible working arrangements. • More emphasis on the ability to vary work patterns to encourage work / life balance. 	<ul style="list-style-type: none"> • We will continue to monitor the effectiveness of our Flexible Working and Flexible Leave Policy. • We will work to ensure that employees on formal flexible arrangements have access to development opportunities and are paid equitably. 	<ul style="list-style-type: none"> • Pulse Survey results continue to indicate people feel supported if they choose to make use of flexible work arrangements. • Leave policy has been updated to provide clarity and align with our Flexible Working and Flexible Leave policy.