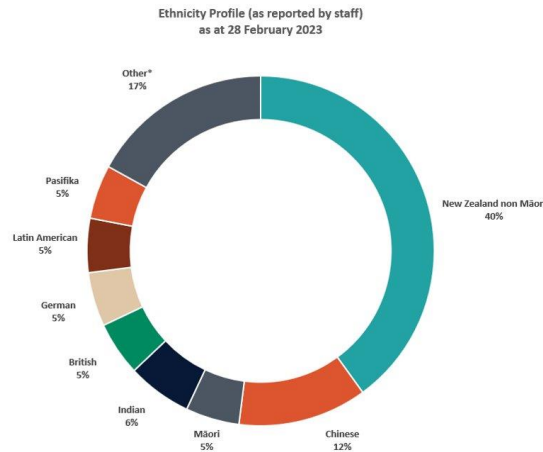


Our commitment: To ensure our employees are paid fairly and work to close our gender, Māori, Pacific and ethnic pay gaps

<p>Public service context</p> <p>Kia Toipoto – Public Service Pay Gaps Action Plan 2021-24 Goals</p> <ol style="list-style-type: none"> 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. 	<p>About Manapou ki te Ao</p> <p>Who are we?</p> <p>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.</p> <p>Our People</p> <p>As at 28 February 2023 we had 110 permanent and fixed term employees. Our workforce profile shows:</p> <ul style="list-style-type: none"> • Our employees are 66% women and 34% men • We have 14 women leaders in Tier 2 and 3 • Our people comprise 26 different ethnicities 	<p>Understanding our pay gaps</p> <p>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.</p> <p>Looking at our information we can see:</p> <ul style="list-style-type: none"> • We have more women than men in our workforce, with more women holding leadership roles than in previous years, and more women than men at Senior Leadership team LT level. • We have a good gender spread across all quartiles. This is a positive improvement from previous years. • Since our Fit for Purpose organisation review, 18 people have progressed to a more senior role, including 12 women. • We have recruited 30% more women than men since 30 June 2022. • A review of starting salaries for the last 12 months showed no difference by ethnicity but did show women had been appointed slightly higher in the band than men. • As we review salaries for people in same or similar roles to identify pay gaps we will make corrections to address any gaps.
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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

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.

BE BOLD

We lead change and are robust decision-makers.

We are rich in ideas, courage 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 does success look like?
<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 fully informed of any changes to recruitment and remuneration practices. • Kia Toipoto Pay Gaps Action plan is published 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 aim to 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 is maintained. • A review of starting salaries within the same bands we will find no unjustified pay gaps.
<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. • Demonstrated commitment to attracting more Māori staff to ENZ 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 maintain a gender balance in our Senior Leadership team. • We maintain or increase our Māori and Pasifika workforce.

Achieving the Kia Toipoto focus areas

Kia Toipoto focus area	Current approach	How we'll embed and build on this focus area	What does success look like?
<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 Development process including having individual development plans in place Feedback conversation skills leadership programme have been run for current and aspiring people managers. 	<ul style="list-style-type: none"> Our 2023 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 an individual plan for their development. All our people (no matter their role position) have opportunities to develop the skills and behaviours to demonstrate leadership.
<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 employees to build cultural capability. 	<ul style="list-style-type: none"> Opportunities for bias and discrimination in recruitment and remuneration practices are removed. Employees strive to be confident, competent and comfortable to use Te Reo Māori and collectively champion Te Reo. Māori and Pasifika representation is representative of society.
<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"> We updated our Flexible Working and Flexible Leave Policy in September 2022 to reflect our changing work environment. All ENZ employees have access to flexible working arrangements. 	<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"> Engagement and pulse survey results indicate employees are genuinely supported if they choose to make use of flexible work arrangements.