



# Kia Toipoto Action Plan 2023/25

Closing Gender, Māori, Pacific, and Ethnic Pay Gaps

June 2023

# The Group

Together, Sport NZ and High Performance Sport NZ (the 'Group') provide end-to-end leadership, support, and guidance of the system.

Sport NZ is a kaitiaki (guardian) of the play, active recreation, and sport system in Aotearoa New Zealand. A central government agency, Sport NZ Group promotes and supports quality experiences in play, active recreation, and sport to improve levels of physical activity and, through this, ensure the greatest impact on wellbeing for all New Zealanders.

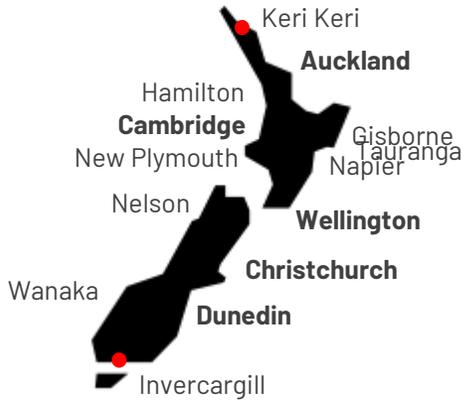
High Performance Sport NZ leads the high performance sport system, supporting athletes and coaches to deliver performances on the world stage that inspire the nation and its communities, helping to build national identity and promote New Zealand internationally.



# Workforce footprint

As @ 31 May 2023

## WORKFORCE LOCATION



## WORKFORCE SIZE

HPSNZ: 140 + 107 contractors  
 Sport NZ: 159 + 26 contractors  
 TOTAL: 415

## PEOPLE LEADER #'S

HPSNZ: 35  
 Sport NZ: 48

## TURNOVER

HPSNZ: 19.62 - ↓  
 Sport NZ: 11.60 - ↓

## ROLE TYPE & COMPLEXITY

	Job Families	Job Type	Key Notes
<b>HPSNZ</b>	APS Group = 6 SII Group = 2 W&L Group = 1 BO Group = 1	Permanent Contract Fixed Term	Roles - technical, complex, specialised, world leading, best practice. Recruitment - harder to find talent, offshore searches Culture - Employee responsibilities / location / connection also with NSO. Trends - work in cycles (e.g., Olympics)
<b>Sport NZ</b>	CS Group = 2 SE, MC Group = 2 SPI Group = 3 P&C Group = 1	Permanent Contract Fixed Term	Roles - some complexity, smaller teams across a broad remit, specialists.

## GOVERNANCE

### Boards

1. Sport NZ Board
2. HPSNZ Board
3. Taumata Māori

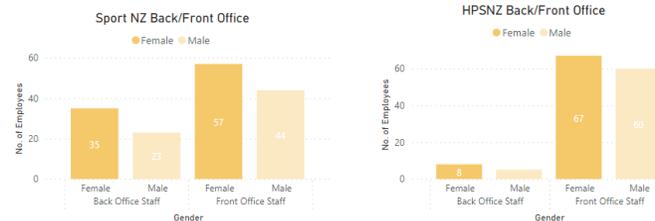
### Committees

1. P&C Committee
2. AFRC Committee
3. Taumata Māori

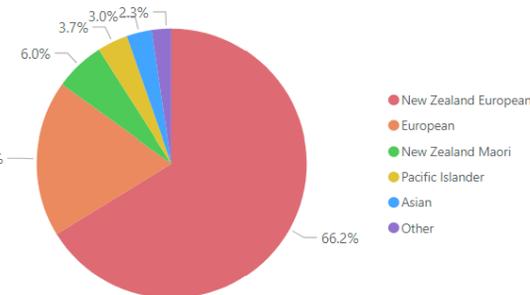
## GENDER

HPSNZ: **53 / 47** (74F/66M)  
 Sport NZ: **58 / 42** (92F/67M)

## BACK/FRONT OFFICE

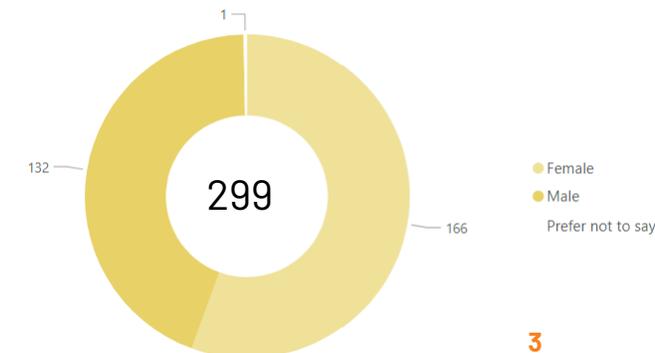


## ETHNICITY



## GENDER BREAKDOWN

(May 2023)



# Kia Toipoto | Group People Strategy

The Kia Toipoto action plan focuses on closing gender, Māori, Pacific and ethnic pay gaps to reduce workplace inequity. This fits neatly with our Group People Strategy for 2022 to 2024 under 'Diversity, Equity & Inclusion', and 'Our Culture' key priorities. Within those priorities we:

- Apply DE&I principles to strengthen workplace, diversity, inclusion and cultural competency to achieve better outcomes;
- Build and sustain a culture that enables kaimahi to work at their best and reach their potential;
- Value all kaimahi equitability, recognising and rewarding employee contribution to the organisations mahi.



# Current position by ethnicity

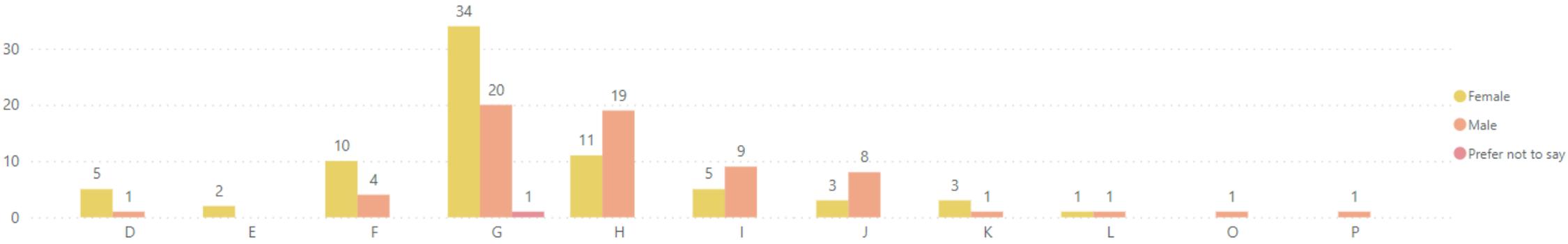
Remuneration	% of Midpoint		Average Salary			
Māori Female	109%		\$132,500			
Māori Male	105%		\$123,700			
Pasifika Female	112%		\$106,800			
Pasifika Male	110%		\$132,700			
NZ European Female	105%		\$120,700			
NZ European Male	106%		\$143,200			
Gender and Ethnic data	Male	Female	Māori	Pacific	European	Other
Group Managers Sport NZ	3	4	2	0	4	
General Managers HPSNZ	4	2	0	1	5	
Sport NZ Board (Includes Board Intern)	4	6	3	1	4	2
Taumata Māori	3	2	5			
*Salary data excludes the Sport NZ CEO						

## Summary Comments

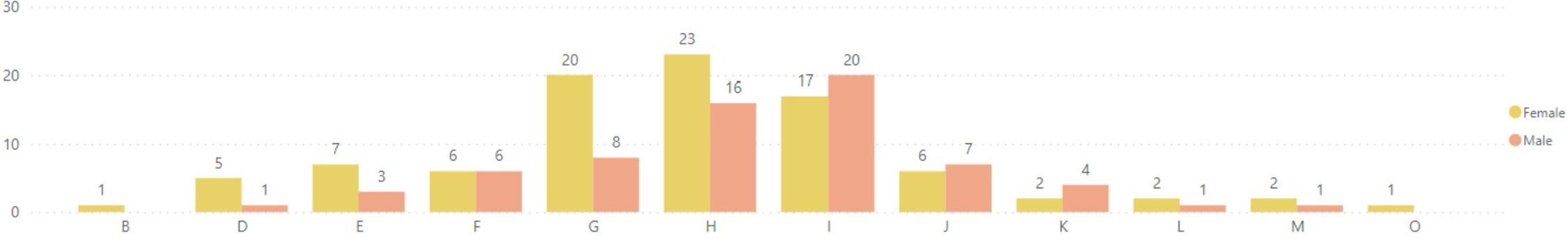
- Māori (6.02%) and Pasifika (3.68%) employees make up 9.70% of Sport NZ and HPSNZ headcount. This is below the NZ population composition of Māori (16.5%) and Pasifika (8.1%).
- Māori and Pasifika staff are currently being paid on average higher above the midpoint for their role than others. The data suggests Pay Equity and Equal Pay is not a key issue.
- Māori females (+\$11,800) are on average paid above other females.
- Māori males (-\$19,500) are on average paid below NZ European males.
- Both male (- \$10,500) and female (-\$13,900) Pasifika employees are paid below the average salary of other NZ Europeans.
- The gap in Māori (male)/Pasifika (female and male) and NZ European remuneration is due to positioning of roles within the organisation. NZ European males are in more senior roles than Māori and Pasifika employees.
- Māori employees tend to be employed in roles where strong Māori Cultural competencies are required, rather than in more general roles.
- Māori and Pasifika are well represented at a Governance level.
- Further work is required to increase the number of Māori and Pasifika employees across a broad range of roles in more senior positions.

# Remuneration by Gender

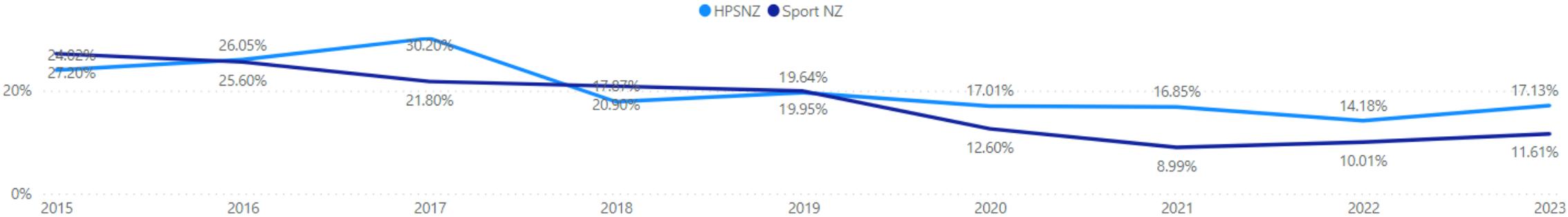
HPSNZ



Sport NZ

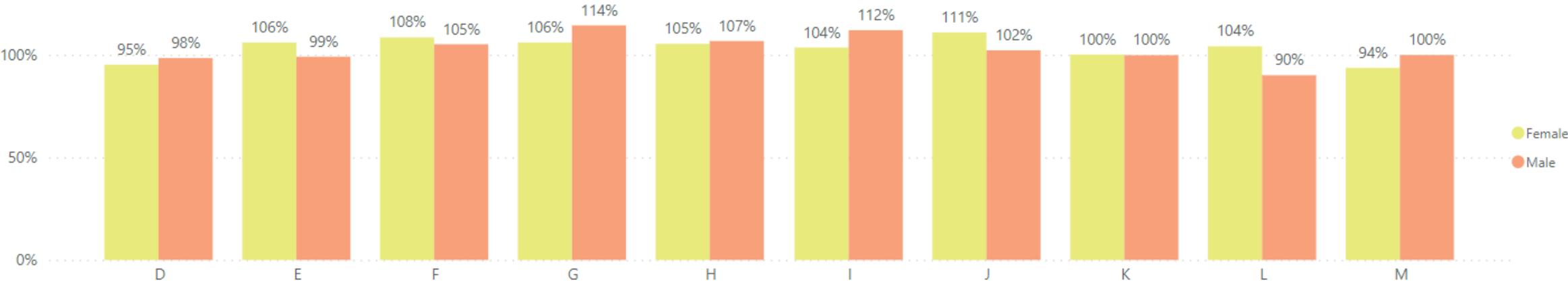


Gender Pay Gap

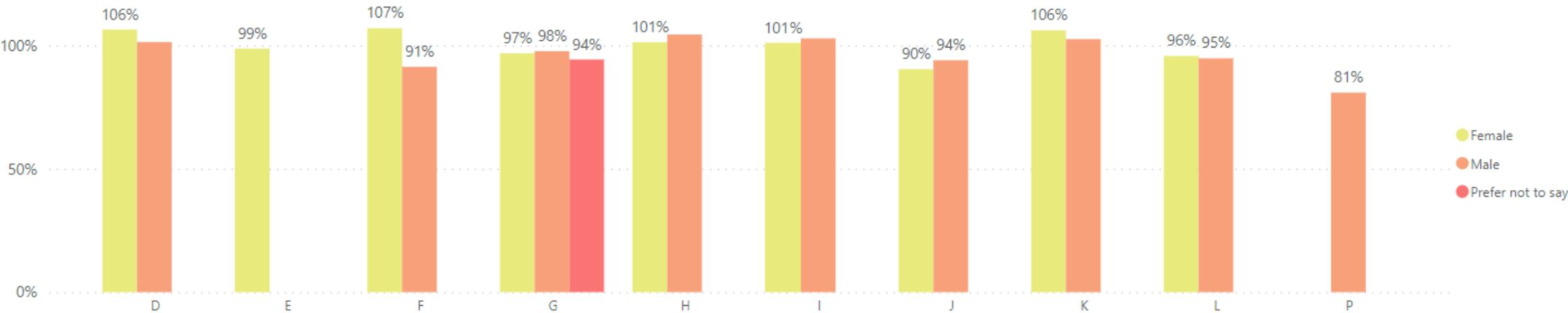


# Remuneration by Gender, Average % of Band

Sport NZ - Average % of Band

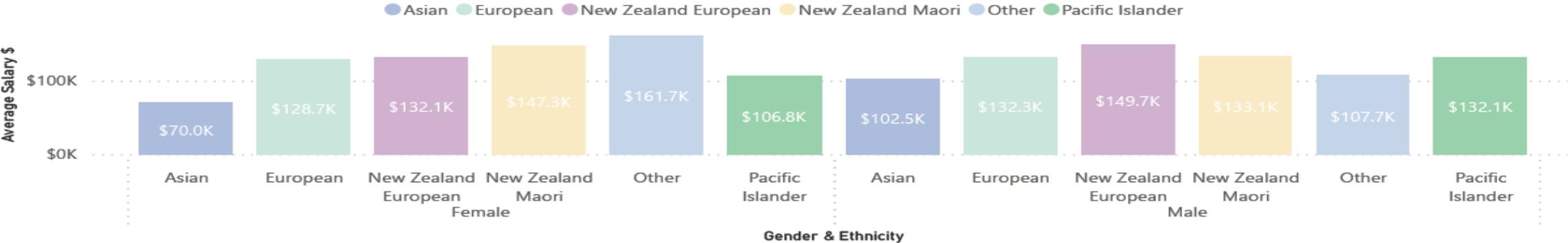


HPSNZ - Average % of Band

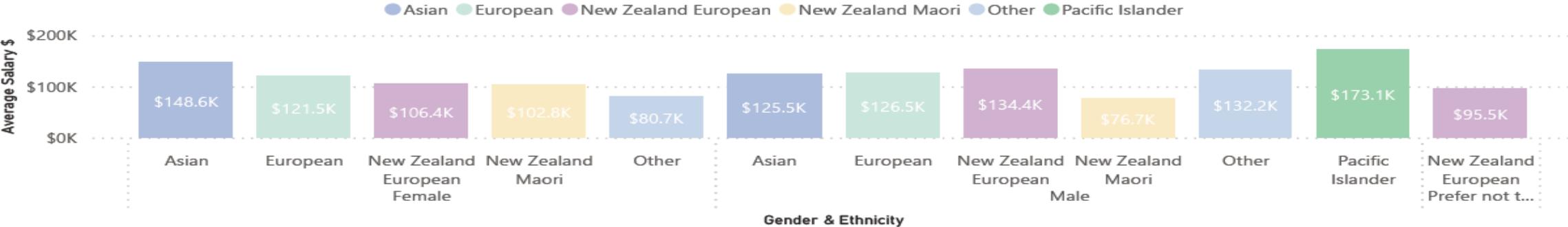


# Remuneration by Ethnicity

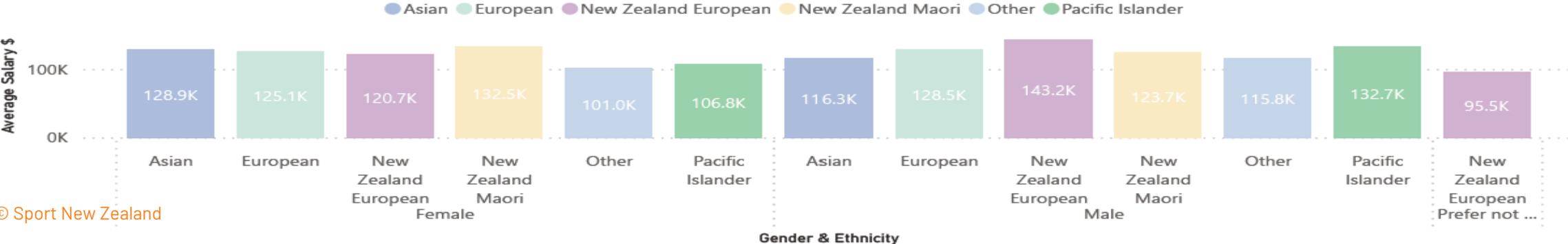
Sport NZ - Average Salary by Gender & Ethnicity



HPSNZ - Average Salary by Gender & Ethnicity



Sport NZ Group - Average Salary by Gender & Ethnicity



# Kia Toipoto Action Plan

DE&I 2022/24 Initiatives	Current Status	Actions and Status 2023	Planned actions 2024	The Goal
HR Metrics reported on a quarterly basis, data reviewed against targets set.	Current data reviews the Pay Gender Gap and pay equity by gender.  Reporting on ethnic REM data started April 2023.	Reporting completed quarterly.  Ethnic REM data now included in HR Metrics.	Ongoing	To measure and understand our workforce composition and remuneration position across bands and ethnic groups to ensure all staff are paid equitably.
An equity (gender and ethnicity) review is undertaken as part of the annual Remuneration Review and issues raised and addressed if identified.	Gender Equity reviews undertaken on an annual basis and any issues presented to the GET/SLT for discussion at the REM moderation.	To include Māori and Pacific employees in the next equity review as part of the SLT/GET annual remuneration moderation.	Equity REM Review August 2024 to include Māori and Pacific employees.	Fair and equitable reward and recognition practices: - No pay equity gap (the same pay for different work but of equal value) - No equal pay gap (same pay for the same job, no differential based on gender and ethnicity) - Eliminate the Gender Pay Gap by 2025
The Group recruitment process is inclusive and attracts diverse talent.  REM information published with all advertised roles.	Significant increase in the number of Māori and Pasifika staff now employed in the Group (June 2020 10 Sport NZ employees were Māori or Pasifika, June 2023 currently 29).  The opportunity exist to employ increased numbers of Māori and Pasifika in sector facing, and more senior roles.  Staff remunerated based on competency and role, not salary expectations.  Advertising content for all roles reviewed so a broad candidate pool is attracted to apply.	Māori and Pasifika targeted in the 2023 Graduate Recruitment Programme.  Unconscious Bias in Recruitment workshop planned for all recruitment Managers  The Group to develop targets for ethnicities within the workplace by October 2023. This will be supported by Sport NZ's assessment of its environment and progress towards achieving the targets set for increasing diverse talent pools.	Ongoing  Monitor recruitment pools to ensure Māori and Pasifika candidates are applying for roles.	Recruitment candidate pools to reflect the NZ Population by 2025 (2028 data ): • 16.5% for Māori • 8.1% for Pasifika • 15.1% for Asian  The Group has Māori and Pasifika employees working at all levels across the organisation and in a broad range of roles.  Recruitment pools are 50% females for all senior positions from across bands 17-24 by 2025 and 50% representation of females interviewed for these positions.

# Kia Toipoto Action Plan continued

DE&I 2022/24 Initiatives	Current Status	Actions and Status 2023	Planned actions 2024	The Goal
Workforce Planning: The Group builds Māori and Pasifika employee capability through the provision of learning opportunities that are aligned to career aspirations.	<p>Workforce plans in place identifying key talent and succession plans.</p> <p>No specific focus on Māori or Pasifika employees</p> <p>27% of Māori employees and 27% Pasifika employees are identified as key talent (excludes GET/SLT members)</p>	<p>Ongoing workforce planning.</p> <p>Workforce Planning focus required on Māori and Pasifika employees in the Q2 Workforce review 2023/24.</p> <p>Review data collection for ethnicity to allow staff to select more than one ethnic group</p> <p>Learning and Development Plans in place for Māori and Pasifika aligned to career aspiration and the needs of the organisation.</p>	<p>Ongoing focus on Māori and Pasifika employees in workforce plans to build individual and organisational capability.</p> <p>More accurate reporting of ethnicity</p>	<p>Managers understand and are supporting Māori and Pasifika career aspiration.</p> <p>Development plans in place for key Māori and Pasifika talent to support career aspirations. Increased Māori and Pasifika employees in more senior roles within the organisation.</p>
Workforce Planning: The Group builds female employee capability through the provision of learning opportunities that are aligned to career aspirations.	<p>Currently more females than males employed within the group. Some roles within HPSNZ have a strong gender bias e.g., Strength and Conditioning, Nutrition, Physiotherapy, Performance Life</p> <p>Key Talent by Organisation            Sport NZ: 52% female, 48% male            HPSNZ: 41% female, 59% male            Group: 48% female, 52% male</p>	<p>Ongoing: Learning and Development Plans in place for females identified as key talent aligned to career aspiration and the needs of the organisation.</p>	<p>Ongoing</p>	<p>Development plans in place for key females to support career aspirations.</p> <p>Increased female employees in more senior roles within the organisation e.g., Bands H to O at HPSNZ, Sport NZ bands I – O (Refer slide 6).</p>

# Kia Toipoto Action Plan continued

Our Culture	Current Status	Actions and Status 2023	Planned actions 2024	The Goal
<p>Define our Group culture, and in particular our shared values, to provide a strong foundation and shared expectation for how we behave, what we value, and how we work.</p>	<p>The project team is established, a way forward has been agreed with the HPSNZ SLT and GET to now move forward to get greater staff involvement to identify our values.</p>	<p><b>Phase II</b></p> <ul style="list-style-type: none"> <li>• Define our values - engage with our workforce to collectively discuss, debate, and agree our Group values</li> <li>• Align our organisational brand and identity journey</li> <li>• Weave our values in - identify and refresh our systems, structures, and processes, including:               <ul style="list-style-type: none"> <li>○ Employment branding and People Value Proposition</li> <li>○ Recruitment and onboarding processes, tools, and templates</li> <li>○ Learning and development, performance management, reward and recognition, and talent management processes and tools</li> <li>○ Other organisational communications, channels, and tools</li> <li>○ Leadership responsibilities</li> </ul> </li> </ul>	<p><b>Phase III</b></p> <ul style="list-style-type: none"> <li>• Embed our values - define RASCI to ensure ongoing sustainability, visibility, and application of our Group values, including business function responsibilities, and ownership.</li> <li>• Measure impact - deploy ongoing measurement and assessment of our values</li> </ul>	<p>Sport NZ Culture fosters a sense of belonging, openness and equity to ensure we attract and retain a diverse and inclusive workforce.</p>

