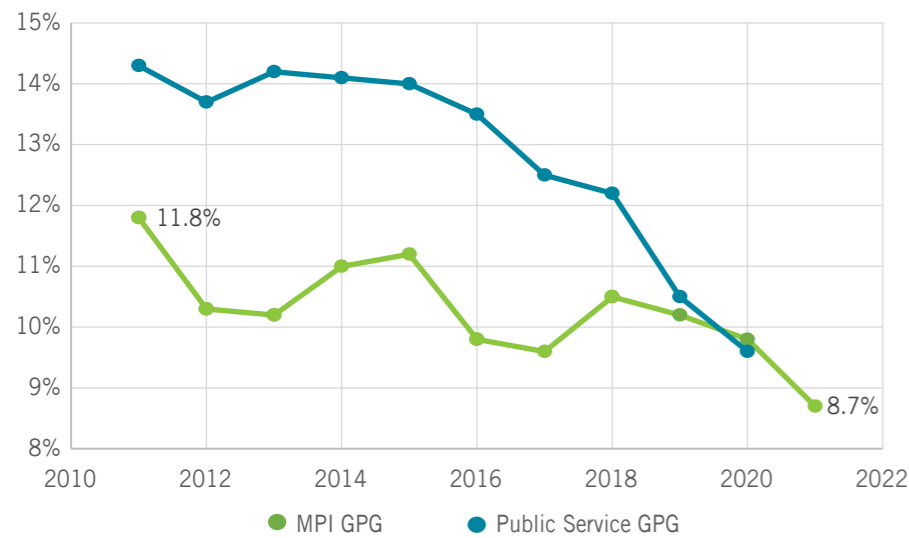




# MPI Gender and Ethnic Pay Gap Action Plan 2021/22

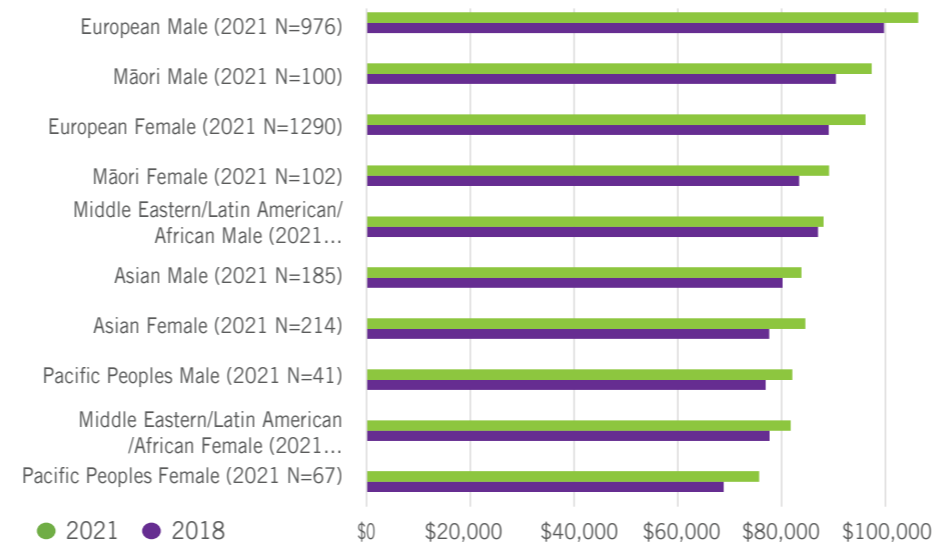
MPI's Diversity, Equity and Inclusion Strategy is taking us in the right direction to close gender and ethnic pay gaps. Through the strategy we are building an inclusive, equitable and diverse workplace where difference is championed and MPI is increasingly seen as an employer of choice because of this approach. Underpinning our strategy is an organisational workplan focusing on the public service Papa Pounamu priorities: cultural competence, addressing bias, inclusive leadership, building relationships, employee-led networks. The actions in this Gender and Ethnic Pay Gap Action Plan complement and help progress MPI's diversity, equity and inclusion work.

## Our Organisational Gender Pay Gap is reducing



## We have an ethnic pay gap, being driven by under-representation in higher paid roles including leadership roles

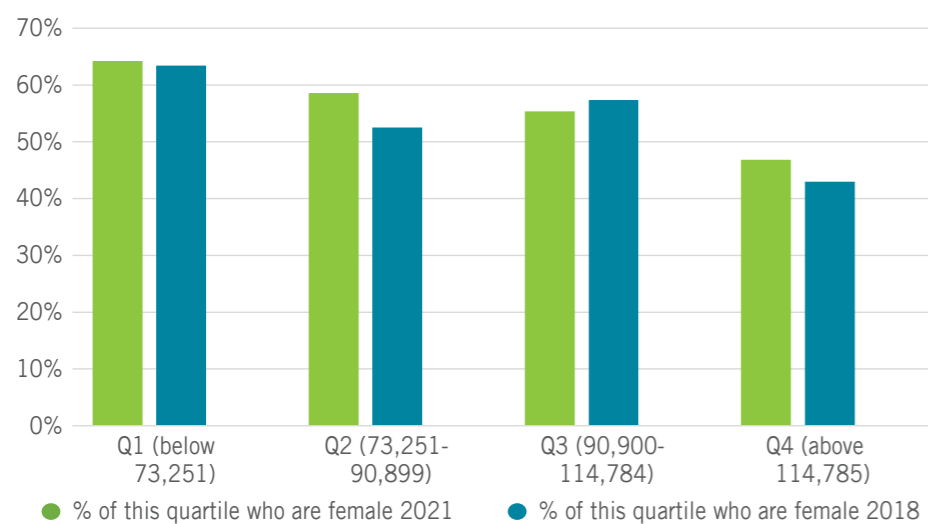
Average Income by Ethnic Group and Gender 2018-21



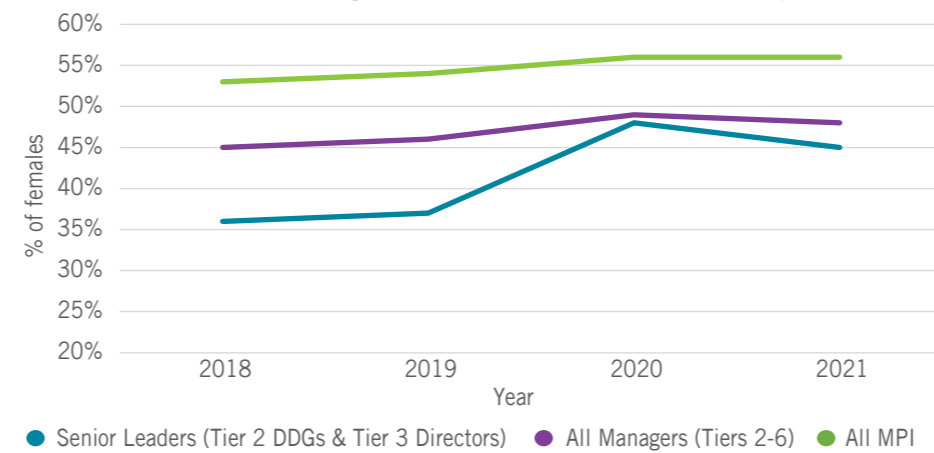
MPI Leadership by Ethnic Group 2021

Ethnicity	All MPI	All Managers	Senior Leaders (Tier 2 DDG and Tier 3 Directors)
European	64%	73%	71%
Māori	6%	7%	4%
Asian	11%	3%	1%
Pacific Peoples	3%	2%	0%
Middle Eastern/Latin American/African	2%	1%	1%
Other	14%	14%	22%

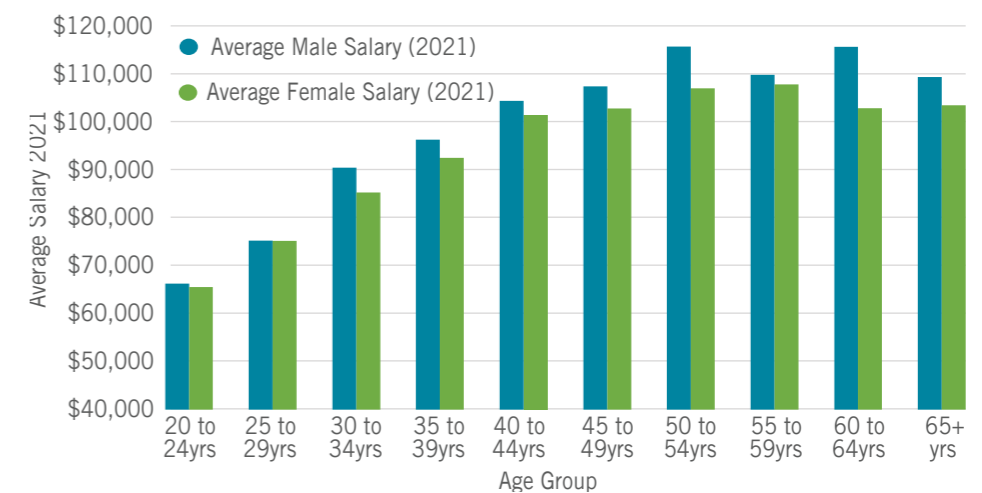
## Over representation in lower paid roles continues to be the primary driver of our gender pay gap



## We continue to have gender balance in leadership



## There's no gender pay gap for our people under 30



Changing behaviours is important to closing gender and ethnic pay gaps. This involves all our people and won't look the same for everyone. This action plan has been developed with input from our employee-led networks and our unions, and while it incorporates some of the mahi of our people there is a lot more happening throughout MPI to help make ours a more inclusive organisation and thereby also reduce pay gaps.

This action plan acknowledges that gender is not binary, and while we don't have enough data to statistically measure pay gaps for people who do not identify as male or female, the actions in this plan are designed to build an inclusive culture free from bias for people of all gender identities.

To understand the drivers of gender and ethnic pay gaps at MPI, all permanent and fixed-term employees were included in the analysis. While we don't hold sufficient data to include contract staff, MPI is committed to generating broader (social, economic, environmental, cultural) outcomes through our procurement of contractors.

The key driver of both our gender and ethnic pay gaps is representation (both under and over) in different roles in our workforce. This is usually not a result of one thing, but many inter-related factors such as societal norms, expectations around gender, and bias. The following action plan is designed to address these factors, but this will take time and a focus needs to stay on these areas beyond the life of this plan.

Mahi	In 2019 we progressed this by...	In 2020/21 we progressed this by...	In 2021/22 we will continue to embed this by...
<b>Mitigating bias in our systems, processes and decision making</b>	<p>Launching an online learning hub to develop unconscious bias awareness across MPI.</p> <p>Delivering bias awareness training to recruiters and managers.</p> <p>Commencing a review of recruitment processes and systems.</p> <p>Introducing gender balanced recruitment panels for all leadership roles.</p>	<p>Introducing bias learning in our induction programme for all new staff.</p> <p>Introducing new bias mitigation steps into recruitment processes.</p> <p>Embedding new bias mitigation tools into remuneration processes.</p>	<p>Standardising dashboards to give leadership teams insights into gender and ethnic equity and potential bias.</p> <p>Continuing to review recruitment and remuneration processes and practices to mitigate gender and ethnic bias for employees and contractors.</p> <p>Continuing to develop and advocate the use of bias resources and training ensuring accessibility and relevancy for all MPI staff.</p>
<b>Pay and progression systems and processes that are transparent and robust</b>	<p>Increasing salaries of lowest paid employees by removing lowest salary range.</p> <p>Introducing a reporting tool to provide consistent gender analysis to remuneration moderation panels.</p> <p>Developing a salary moderation tool to inform decisions around starting salaries.</p>	<p>Conducting a thorough gender pay gap salary review which found no evidence of systematic gender bias within salaries for the same or similar roles.</p> <p>Monitoring gender pay gap trends within pay bands for starting salaries.</p> <p>Conducting analysis into drivers of ethnic pay gaps.</p>	<p>Standardising reporting of starting salaries, salary progression and remuneration increases.</p> <p>Reviewing the salary moderation tool for ease of use and effectiveness.</p> <p>Addressing data collection and reporting gaps to enable better understanding of drivers of ethnic pay gaps.</p>
<b>Flexible working to support equal access to careers and pay for all genders</b>	<p>Launching initiatives, tools and resources to build leader, employee and HR capability to support flexible working arrangements that work for the organisation, team and individual.</p> <p>Revising our flexible working policy, systems and processes.</p> <p>Engaging with leaders and employees on a strategic approach to flexible working.</p> <p>Surveying our people on their flexible work experience to understand current state, barriers and enablers.</p>	<p>Providing ongoing support for managers to embed a flexible working culture without compromise to MPI's work.</p> <p>Launching a communications campaign to normalise flexible working across all roles and genders.</p> <p>Developing agreed principles to underpin MPI's approach to flexible working.</p> <p>Updating resources, systems and approaches to flexible working post COVID-19 lockdown.</p>	<p>Embedding flexible working principles in MPI policies, guidance, training and communications.</p> <p>Continuing to develop manager capability for managing flexible working.</p> <p>Promoting technology and digital platforms/software to facilitate more effective flexible working across teams.</p> <p>Promoting tools and resources to support employees and teams to work flexibly more effectively, such as the Team Charter.</p>
<b>Inclusive culture that supports diversity at all levels of MPI</b>	<p>Supporting the launch of five different employee network groups (representing women, LGBTQIA+, Pasifika, accessibility and wellbeing interests, and Asian people, in addition to our existing Māori network) have raised the voice of our diverse people.</p> <p>Launching a learning platform with inclusion tools and resources relevant to MPI.</p> <p>Forming an overarching Diversity and Inclusion Committee made up of employees from across MPI.</p> <p>Commencing partnership with GirlBoss NZ promoting careers at MPI and in the primary industries to young Māori and Pasifika women.</p> <p>Piloted Whakaurutia – MPI's kōrero on inclusion and belonging (inclusion insights tool).</p>	<p>Establishing over 150 mentoring relationships through the MPI mentoring programme which fosters an understanding of our diversity of people and work.</p> <p>Kaitiaki Toa, MPI's inaugural Māori and Pasifika graduate programme, kick-started the careers of 10 new Māori and Pasifika graduates.</p> <p>Establishing a recruitment role focused on growing representation of Māori and Pasifika people at MPI.</p> <p>Providing access, through our Asian employee-led network, for their members to the 'Quietly Powerful: The changing face of leadership' and 'How to be visible when you are uncomfortable with self-promotion' webinars.</p> <p>Over 1100 employees being represented by employee-led networks.</p> <p>Ngā Wāhine Toa, MPI's women's network, delivering networking opportunities, speakers and workshops to support career development of women at MPI.</p>	<p>Introducing a discussion on gender and ethnic representation at the beginning of all tier 2 and 3 leadership recruitment processes.</p> <p>As part of MPI's Treaty Partnership Capability Building Roadmap; an Executive role of Tumuaki Tuarua will be established and HR will prepare a strategy to increase the percentage of Māori staff to a level proportionate with the general population.</p> <p>Providing leadership development for employee-led network chairs.</p> <p>Sharing stories of our Māori and Pasifika role models from MPI through the GirlBoss NZ mentoring programme, promoting careers at MPI and in primary industries to Māori and Pasifika women.</p> <p>Highlighting and celebrating Pasifika leaders through our Pasifika employee-led network's Le Tanoa Leadership Series.</p> <p>Enabling two MPI Pasifika leaders to undertake an 18-month long leadership programme designed to uplift Pasifika representation in public service senior leadership.</p>

<p><i>The Public Sector Gender Pay Action Plan sets out key milestones for every agency. MPI has met all of these milestones and is continuing its focus on all of these areas.</i></p>	<p><b>Equal pay</b></p> <p>MPI completed a salary review in 2020 to ensure gender is not a factor in salaries for the same or similar roles.</p>	<p><b>Flexible work by default</b></p> <p>MPI's flexible work policies and systems are aligned with the flexible work by default guidance.</p>	<p><b>No bias or discrimination in remuneration systems and human resource practices</b></p> <p>MPI has undertaken a review of recruitment and remuneration related policies and practices and made changes. New policies and guidelines are in final stages and due for publication late 2021.</p> <p>MPI is continuously reviewing policies and practices related to career progression breaks and leave guidance.</p>	<p><b>Bias</b></p> <p>All our people including managers have access to on-the-job tools to mitigate bias, and capability development material.</p>	<p><b>Leadership</b></p> <p>MPI has achieved gender balance in tier 2 and 3 leadership roles and has a plan for maintaining this.</p>
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