

## Kia Toipoto – Pay Gap Action Plan 2022/23

### NZ On Air: who are we?

NZ On Air is a Crown Entity established under the Broadcasting Act. We are passionate about our mission to reflect and develop New Zealand identity and culture. We do this by connecting local audiences with great public media content.

Our strength is our people, who strive every day to ensure all New Zealanders, including minority and underserved audiences, can see and hear stories about themselves. We offer a diverse and inclusive workplace where everyone is able to fully contribute. Our workforce profile, as per our latest Annual Report<sup>1</sup> shows:

- 70% of our workforce is female
- 78% of our leaders are female
- 33% of our leadership identify with Māori and Pacific ethnicity
- 30% of our workforce have identified as Māori, Pacific and Asian

Flexible working arrangements are available to 100% of our staff, irrespective of gender, ethnicity, age, or parental obligations. Hybrid working has been adopted by many of our staff.

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<p><b>#01 PEOPLE FIRST</b></p> <p>We're a small, talented team who place people at the heart of all decisions. Their success, sustainability, and welfare are important to us. We deeply respect our own, our industries and our audiences.</p> <p>Succeeding together</p>	<p><b>#02 LOCAL HARD</b></p> <p>We love local - our sights, sounds, flavours, attitude, kaleidoscope of voice... our home. It's our reason for being – we help amplify and best rep it, to stand out in the noise.</p> <p>Proud to call this home</p>	<p><b>#03 OPEN MINDS</b></p> <p>We try what's new. Pushing boundaries, breaking glass ceilings and long held conventions. Working smarter against the odds. We'll surprise you with our passion, commitment, and dexterity.</p> <p>Embracing change</p>	<p><b>#04 VOICE FOR CHANGE</b></p> <p>We have the ability to influence futures. Our authority creates impact. So we use those powers wisely, and with empathy. Our decisions hold weight, so we respect that and own the responsibility of it with fairness, transparency and honesty.</p> <p>Doing the right thing</p>
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### Pay Gaps - Where We Are

Our data shows we do not have gender or ethnicity pay gaps for people doing similar roles. Remuneration is based on job sizing and market data provided by an independent external provider. This ensures we pay our staff fairly for the work they do and the skills they bring. We are also mindful that in employing new staff, we do not introduce any pay inequities.

Using average pay information, for NZ On Air as a whole, females are paid 23% more than males. This is because 78% of our leadership positions are filled by women. When considering pay for

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<sup>1</sup> A survey is used to collect demographic data. Participation in the survey is voluntary.

people doing similar roles, there are no gender pay gaps. For comparison purposes across all staff, males were paid 26% more on average than females two years ago.

We have also reviewed pay by ethnicity and found no pay gaps between people of different ethnicities doing similar roles. We have not published this data due to the possibility of individuals being identified<sup>2</sup>.

The focus of our plan is ensuring we retain no pay gaps by:

- Reviewing the remuneration between people doing similar roles when any pay increases are considered, role bandings are changed, or new people are employed, to ensure everyone in each pay band is paid equitably subject to any differences in skill and experience levels; and
- Reviewing our systems, practices, policies and measures to ensure NZ On Air remains a diverse and inclusive workplace.

### Kia Toipoto Goals and 2022 Focus Areas

Kia Toipoto builds on the achievements and success of the Public Service Gender Pay Gap Action Plan 2018-2021. It is, however, even more ambitious. Kia Toipoto's three-year goals are to:

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

There are five Kia Toipoto focus areas for 2022. These are:

- Equitable pay outcomes
- Leadership and representation
- Effective career and leadership development
- Eliminating all forms of bias and discrimination
- Transparency.

Each of these are outlined in the table below together with NZ On Air's progress so far towards achieving these and what we will do in 2022/23.

<b>Kia Toipoto 2022 milestones and commitments</b>	<b>What we have done so far</b>	<b>What we will do in 2022/23</b>	<b>How we will measure our success</b>
<b>Equitable pay outcomes</b> Milestone: by end of 2022, entities ensure that starting salaries for the same or similar roles are not influenced by bias.	In 2020 NZ On Air reviewed remuneration to identify any gender and ethnicity pay gaps for people within the same pay bands and made adjustments to address gaps. In 2021/22 job descriptions were reviewed, updated and resized as needed with independent market data	NZ On Air will continue to focus on pay equity when conducting salary reviews and employing new staff.  When any resizing of roles occurs, similar roles will also be considered.	No unjustified pay gaps for people doing similar roles.  Similar roles are considered when any role is resized.

<sup>2</sup> There are and will be privacy issues associated with publishing information about smaller groups.

	used to ensure all staff are paid fairly for the work they do.		
<p><b>Leadership and Representation</b> Milestone: by end of April 2023 entities have plans and targets to improve gender and ethnic representation in their leadership.</p> <p>Kia Toipoto commitment: Māori will have career paths that empower them to achieve their career aspirations. Māori will be influential at all levels of the workplace.</p>	<p>NZ On Air has ethnically diverse leadership and the majority of its leaders are female.</p> <p>In 2021/22 the Cultural Capability Committee which comprises people from across the organisation, including Māori, recommended that te reo lessons and te ao Māori workshops be offered to all staff. Both were successfully held.</p> <p>NZ On Air discussed with Māori staff their career development aspirations and training needs that would enable them to achieve those aspirations.</p> <p>NZ On Air contracted a specialist Māori consultant to support a Māori leadership role with 12 weeks of coaching regarding Te Tiriti o Waitangi.</p> <p>In 2021/22 NZ On Air commissioned Engaging Well to develop a NZ On Air waiata.</p>	<p>Continue to ensure that there are no gender or ethnic barriers to obtaining leadership positions.</p> <p>Continue to offer te reo lessons and te ao Māori workshops.</p> <p>Provide opportunities for staff to practice te reo in the workplace.</p> <p>Support Māori staff to access training that enables them to achieve their career development aspirations.</p> <p>Continue to look to support leadership staff with specific support around Te Ao Māori</p>	<p>There are no gender or ethnicity barriers to obtaining leadership positions.</p> <p>All staff are offered te reo lessons and te ao Māori workshops.</p> <p>Opportunities for staff to practice te reo in the workplace are provided.</p> <p>Māori staff supported to access training that enables them to achieve their career development aspirations.</p> <p>Staff are supported and upskilled in specific Māori leadership issues</p>
<p><b>Effective career and leadership development</b> Milestone: By mid-2023, entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.</p>	<p>70% of NZ On Air's staff are female. Māori, Pacific and ethnic employees are also represented, including in leadership positions.</p>	<p>In July 2022 NZ On Air introduced a new performance framework, Taku Mahere. This is a staff led framework that encourages people to own their performance and development and how NZ On Air can support them to do this. By the end of the 2022/23 we will engage staff on how effective this has been for them and what, if any, improvements need to be made.</p>	<p>Use staff feedback to review the effectiveness of the performance framework and use their feedback to make any improvements to that framework.</p>

<p><b>Eliminating all forms of bias and discrimination</b> Milestone: 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>NZ On Air is a diverse and inclusive workplace and its commitment to continuing this is supported by measures in the Statement of Performance Expectations.</p>	<p>Review HR systems, practices, policies and measures to ensure NZ On Air remains a diverse and inclusive workplace.</p>	<p>HR systems, practices, policies and measures are reviewed to ensure NZ On Air remains a diverse and inclusive workplace.</p>
<p><b>Transparency</b> Milestone: Entities publish annual action plan based on gender and ethnicity data and union/employee feedback.</p>	<p>Gender and ethnicity data is published in NZ On Air's annual reports.</p>	<p>NZ On Air will publish an annual action plan based on gender and ethnicity data.</p>	<p>Annual action plan is published.</p>

### Developing our Pay Gap Action Plan

NZ On Air is committed to achieving Kia Toipoto's goals and milestones. As a small organisation, we engage with our staff frequently and ensure their voices are heard. Their input has been instrumental in NZ On Air being diverse and inclusive. Our focus in 2022/23 is to continue to work with our people to achieve the milestones outlined in this plan and to build on this work in 2023/24 and beyond.