

## NZ On Air | Irirangi Te Motu - Kia Toipoto | Pay Gap Action Plan

### KO MĀTOU TĒNEI | WHO WE ARE

NZ On Air | Irirangi Te Motu invests in public media for many different audiences.

Underpinned by the principles of Te Tiriti o Waitangi, NZ On Air's role is to ensure our media reflects the many different interests and perspectives of an increasingly diverse Aotearoa New Zealand. It helps us to individually and collectively develop our identity and culture.

Our strength is our people who every day strive 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.

### MĀTAU WHANONGA PONO | OUR VALUES

Our values are what is important to us collectively as an agency. That means going back to our values to hold ourselves and others accountable, to lean on when we have to make hard decisions and guide us as we plan for the future.

#### MANAAKITANGA | CARE

- We put people first – our staff and stakeholders.
- We treat everyone with mana and respect.
- We are inclusive, supportive and empathetic.

#### KAITIAKITANGA | GUARDIANSHIP

- We understand the responsibility of enabling and nurturing creativity/content creators.
- We ensure the taonga we fund authentically reflect and serve Aotearoa.
- We are professional and transparent in our decision-making.

#### MĀIA | COURAGE

- We know what we are here to do and will take purposeful risks to get there.
- We are brave; we act with integrity when we have to make hard decisions.
- We have the confidence to lead change where it is needed.

## KIA TOIPOTO | PAY GAP ACTION PLAN

Kia Toipoto is a comprehensive set of actions to help close gender, Māori, Pacific and ethnic pay gaps in the Public Service. The 2021-2024 action plan has three goals, which are to:

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

## KIA TOIPOTO HAS SIX FOCUS AREAS

1. Te Pono | Transparency
2. Ngā Hua Tōkeke mō te Utu | Equitable pay outcomes
3. Te whai kanohi i ngā taumata katoa | Leadership and representation
4. Te Whakawhanaketanga i te Aramahi | Effective career and leadership development
5. Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki | Eliminating all forms of bias and discrimination
6. Te Taunoa o te Mahi Pīngore | Flexible-work-by-default

## OUR COMMITMENT

NZ On Air | Irirangi Te Motu is committed to achieving the goals of Kia Toipoto through the development of its Equity and Representation Strategy which will be released mid-2024. This strategy focuses not only on NZ On Air's workforce but its role in promoting and supporting equity and representation in the workforce that creates the content it funds.

The small size of NZ On Air's workforce means we do not meet the threshold to produce meaningful gender or ethnic pay gap statistics. Changes in our staffing (even small changes) can significantly impact our pay gap statistics and make our figures volatile. Since we cannot report our pay gap data, we use other information – such as trends, our workforce profile, people data and recruitment statistics – to help measure our progress. Looking at our information, as of 31 March 2024, we can see:

- We employ 36 permanent and fixed-term people.
- We employ people from several different cultures, with some staff including Pākehā/ European, Māori, Pacific, Asian and Middle Eastern, Latin American, or African (MELAA).
- We have more women than men in our workforce, with more women holding leadership and management roles. Of those in leadership and management roles, we have Māori, Pacific and Asian representation.

- Our wider leadership team has more women than men, and by ethnicity is predominantly Pākehā/ European. Within this team we have leaders who are Māori, Pacific and Asian.
- Our voluntary turnover is 7%. Retaining our talent is positive however, in doing so, impacts opportunities to diversify through recruitment.
- In the last 12 months, the ethnicity of our people recruited was mostly Pākehā/ European. We have, as an agency, increased overall diversity and will continue to focus our efforts on recruitment to maintain this positive movement.
- Of those who were promoted or appointed to new opportunities, our agency saw these include wāhine Māori, Pacific women and women from ethnic communities.
- At our last remuneration review round, we corrected a small number of inequities. We have also been mindful of not creating inequities when hiring new staff. Going forward, we will continue to focus on retaining no gaps and ensuring NZ On Air is a diverse and inclusive workplace.
- We continue to promote our Taku Mahere (staff individual plans) to provide a platform for our people to have a kōrero about progression plans.
- Flexible working arrangements are available to all our people. Hybrid working has been adopted by many.

All staff have received Unconscious Bias training and we have included this in our onboarding of all new staff. This plays an important part in eliminating bias in recruitment and hiring decisions.

## NZ On Air | Irirangi Te Motu - Kia Toipoto | Pay Gap Action Plan

KIA TOIPIOTO FOCUS AREAS	OUR CURRENT STATE	WHAT WE WILL DO IN THE COMING YEAR	HOW WE WILL MEASURE SUCESS
<b>Te Pono   Transparency</b>	<p>Our HR policies, including remuneration policy, are available on our intranet.</p> <p>Gender and ethnicity data is published in <a href="#">NZ On Air's Annual Report</a>.</p>	<p>We will continue to review and develop action plans annually using the guidance.</p> <p>We will monitor HR policies and salary bands and ensure both are available on the intranet.</p> <p>We will continue to responsibly collect and publish gender and ethnicity data publicly.</p>	<p>Annual action plan is published.</p> <p>Our current HR policies and salary bands are available on the intranet.</p> <p>Gender and ethnicity data is published in <a href="#">NZ On Air's Annual Report</a>.</p>
<b>Ngā Hua Tōkeke mō te Utu   Equitable pay outcomes</b>	<p>In 2023, NZ On Air reviewed remuneration to identify any gender and ethnicity pay gaps and a small number of adjustments were made.</p> <p>Independent market data was obtained to ensure our pay is fair and relative to market.</p>	<p>We will continue to focus on pay equity when conducting salary reviews and employing new staff.</p> <p>We will review our application of higher duties allowances.</p> <p>We will continue to obtain relevant external advice and information to ensure our remuneration remains relative to the market.</p>	<p>No unjustified pay gaps for people doing similar roles.</p> <p>Policy review undertaken relating to higher-duties and published on the intranet.</p> <p>Similar roles are considered when any role is re-sized.</p>
<b>Te whai kanohi i ngā taumata katoa   Leadership and representation</b>	<p>We have maintained at least 50% women in tier 2 and tier 3 leadership roles, and have Māori, Pacific and Asian representation across both.</p> <p>We have trialled a new approach to achieve ethnic representation in recruitment. The learnings of which are informing future procedural changes.</p>	<p><b>Recruitment</b></p> <p>We will review our recruitment policy and procedures and, in line with the guidance, ensure it is inclusive, accessible and free from bias.</p> <p>Building from our trial in March 2024, we will continue to use a diverse and</p>	<p>Our recruitment policy and its procedures are reviewed and updated, and barriers are removed from our online application process.</p> <p>Future Kia Toipoto plans display greater demographic information about NZ On Air which shows a deeper understanding of our diversity, including</p>

	<p>We have a series of strategies that have been developed, or are in development, which underpin our position and guide us:</p> <ul style="list-style-type: none"> <li>• Ipukarea (Mission and Vision Statement)</li> <li>• Te Pae Tata (Rautaki Māori)</li> <li>• Ngā Ia Rere (Rautaki te reo Māori)</li> <li>• Equity and Representation Strategy</li> <li>• Moana Pacific Strategy</li> <li>• <a href="#">Accountability documents</a></li> </ul> <p>We believe that te reo Māori is a taonga (treasure). All staff are offered lessons in te reo Māori and/or tikanga Māori at least annually. Māori are supported to further develop their craft with personalised sessions.</p> <p>Our workspaces were thoughtfully designed, and Māori language and designs are now displayed. This includes Māori meeting room names.</p>	<p>broad range of channels and networks to help attract diverse candidates.</p> <p>We will identify specific roles that require cultural skills that will attract and recruit diverse talent. And we will continue to ensure there are no gender or ethnic barriers to obtaining leadership and management positions.</p> <p>We will develop and communicate our value proposition for diverse candidates in our advertisements. We will continue to use te reo Māori in all our advertisements and full translations will be prioritised for Māori audiences.</p> <p>We will investigate how we can increase the collection of demographic information during our recruitment and onboarding process, and develop a narrative for collecting that data.</p> <p>We will continue to build our agency’s cultural competency through the implementation of Te Pae Tata and Ngā Ia Rere.</p> <p>We will continue to build on our inclusive culture through the implementation of our Equity and Representation Strategy.</p> <p>We will continue to utilise our surveys including Kōrero Mai and exit interviews</p>	<p>(but not limited to) age, disability of our people and the demographics of the applicants we attract.</p> <p>We maintain at least 50% women in tier 2 and tier 3 leadership roles as well as our wider leadership team.</p> <p>We maintain our ethnic diversity in tier 2 and tier 3 leadership roles and address inequities for ethnic representation when opportunities arise.</p> <p>Increase ethnic representation across all our workforce over the next four years.</p> <p>Our advertisements are reviewed and our value proposition is included in all our advertisements.</p> <p>We have developed a translations policy which ensures our continued use of te reo Māori.</p> <p>Te reo Māori lessons continue to be offered annually.</p> <p>Our Te ara ki tua scores, which represent the effectiveness of Ngā Ia Rere, are maintained and remain above the benchmark for public sector participants.</p>
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<p><b>Te Whakawhanaketanga i te Aramahi   Effective career and leadership development</b></p>	<p>We have available for all staff our Taku Mahere   My Plan which enables career and development conversations to be had, and plans for effective training and support to be discussed and implemented.</p>	<p>Review Taku Mahere and the performance framework to ensure it is inclusive, accessible and free from bias. Ensuring the timings of reviews work for all our people.</p> <p>Continue to ensure Taku Mahere is in place for our wāhine Māori, Pacific women and women from ethnic communities, and ensure support and development achieves accelerated progress.</p> <p>Identify, through succession planning, potential leadership pathways for our wāhine Māori, Pacific women and women from ethnic communities.</p> <p>Identify development for senior leadership necessary to support Kia Toipoto.</p> <p>Review the effectiveness of our training policy.</p>	<p>Taku Mahere has been reviewed and is inclusive, accessible and free from bias.</p> <p>Kōrero Mai scores relating to the effectiveness of the performance framework are maintained and are above the public sector average.</p> <p>All wāhine Māori, Pacific women and women from ethnic communities have Taku Mahere in place and are actively engaged in development opportunities to support their plans.</p> <p>All wāhine Māori, Pacific women and women from ethnic communities identified as future leaders have plans and support in place.</p> <p>Training plan is in place for our senior leadership team.</p> <p>Our training policy has been reviewed and is accessible.</p>

<p><b>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki   Eliminating all forms of bias and discrimination</b></p>	<p>We offered Unconscious Bias training which 91% of our staff attended. Training is offered on a quarterly basis and the outstanding 9% are all awaiting the next available course.</p> <p>Our <a href="#">Statement of Performance and Expectations (SPE)</a> outlines our goal of achieving as diverse a workforce as possible within the limits of our small size.</p> <p>We have put in place a cultural calendar which is used to celebrate diversity and different cultures, and raise awareness and understanding.</p>	<p>We will investigate training options for our agency to ensure both bias and discrimination are eliminated.</p> <p>We will continue to review HR systems, practices, policies and measures to ensure they remove all forms of bias and discrimination.</p> <p>We will investigate how we can increase collection of demographic information from our current staff, including working with our people to ensure our categories for ethnicity are not limiting.</p>	<p>Maintain 100% of staff attending Unconscious Bias training.</p> <p>HR systems, practices, policies and measures are reviewed to ensure they remove all forms of bias and discrimination.</p> <p>EEO Principles are included in all relevant documents and practices.</p> <p>We will continue to have available a cultural calendar to celebrate diversity.</p>
<p><b>Te Taunoa o te Mahi Pīngore   Flexible-work-by-default</b></p>	<p>Regardless of our current working from home policy, NZ On Air has adopted a flexible approach which enables all staff to work from home and is supported with appropriate technology to do so. Plans support a wide range of circumstance regardless of gender or ethnicity.</p>	<p>Using the <a href="#">Hybrid Working Guidance</a> by PSC, we will review our working from home policy to ensure that what we do in practice is documented and accessible to all, and ensure an added layer of consultation to ensure decisions are free from both bias and discrimination.</p> <p>Review positions which are not currently flexible by design and review justification.</p>	<p>Working from home policy is reviewed and decision for greater flexibility is free from both bias and discrimination. Policy is accessible.</p> <p>Positions which do not currently allow for working from home are reviewed.</p> <p>Our scores in our Kōrero Mai survey on flexible working are maintained and are above the public sector average.</p>