



**MINISTRY OF SOCIAL
DEVELOPMENT**
TE MANATŪ WHAKAHIATO ORA

Ministry of Social Development

Gender and Ethnic Pay Gap

Action Plan: 2022/23



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Introduction

Te Manatū Whakahiato Ora (the Ministry of Social Development, MSD) has been formally addressing internal gender pay gaps (GPG) since 2017 and tracking gender-ethnic pay gaps (GEPG) since 2018. MSD has been addressing the GEPG since 2021, although it did not become a requirement by Te Kawa Mataaho until after the MSD 2021/22 Gender Ethnic Pay Gap Action Plan was published. MSD has a higher representation of Māori, Pacific, Asian and MELAA (Middle Eastern, Latin American and African) employees than the working age population of Aotearoa (see Figure 1). MSD's diversity is spread across many roles around the country. We see some occupational clustering in core roles with a large proportion of women – specifically non-European women – working in core roles such as Customer Service Representatives, Case Managers and Service Delivery Managers. Allowing for a margin of +/-3 percent, there are no pay gaps in core roles where people are undertaking work of a comparable value (like-for-like).

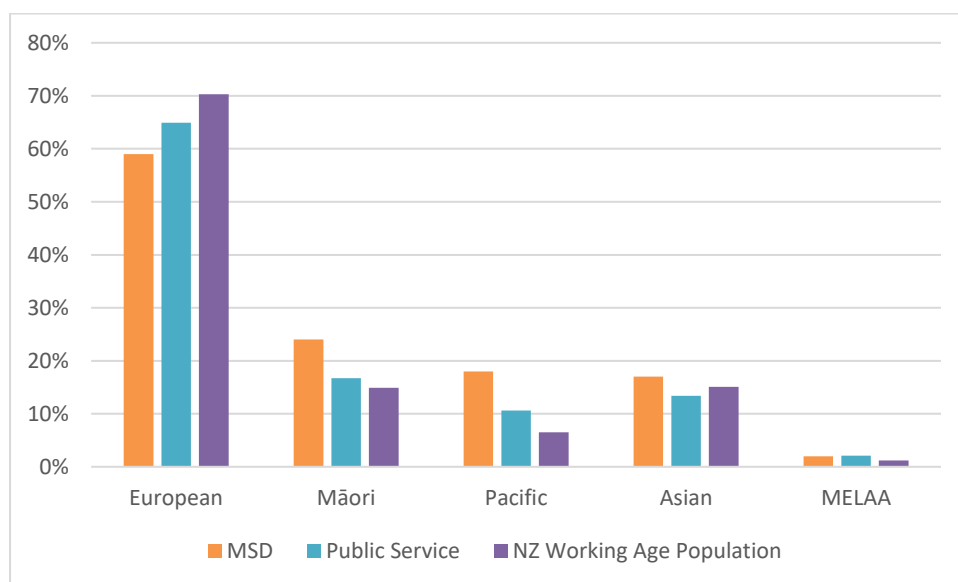


Figure 1. The five major ethnicities of Aotearoa broken down by MSD¹, Public Service and Aotearoa's working age population²

Current state

There have been key contributing factors to the decline in pay gaps, specifically in core roles. Factors such as increasing the pay of lower paid employees through role reviews, living wage adjustments and pay and progression approaches. At MSD there are still some areas where minor but relevant pay gaps between genders or ethnicities undertaking work of comparable value (like-

¹ As at 1 July 2022

² Te Kawa Mataaho (30 June 2022), Workforce Data – Ethnicity in the Public Service, including Aotearoa's working age population. [Workforce Data – Ethnicity in the Public Service - Te Kawa Mataaho Public Service Commission](#)

for-like) have been identified. These are in the senior levels, but they are not the main contributing factors to MSD's pay gaps. These like-for-like pay gaps are being addressed by targeted efforts similar to those that closed the initial core pay gaps outlined above. It is forecasted these will shift through the manager and senior specialist pay and progression framework review targeting this specific area. The current data shows MSD's pay gap has been declining since 2018 and has begun to plateau over the last 12 months. This is because the pay gap is due to occupational segregation (see Figure 2).

Occupational segregation is the phenomena where certain demographics tend to work and cluster in different professions. We tend to see more women in core roles (often based in the regions and Service Delivery). Whereas more male employees tend to be in the higher paid Manager and Senior Specialist roles (often based in Wellington in National Office). At this point there is not enough data on gender diverse people at MSD to make a statistically significant comment on their positions. There is a similar trend amongst our ethnic groups, showing the majority of Māori, Pacific, Asian, MELAA and ethnic communities tend to work in core roles whereas New Zealand European peoples are often in the higher paid positions.

MSD is addressing these occupational segregated pay gaps by ensuring all employees have equal and equitable access to opportunities to progress their careers. The 2022/23 gender and ethnic pay gap action plan below outlines the planned actions that will aim to address the occupational segregation at MSD and look at the emerging leaders within MSD to ensure that people from all backgrounds have the opportunities, tools, and pathways to move into these Manager and Senior Specialist roles. This in turn ensures the leadership development and representation at MSD is fair and a realistic representation of the people at MSD as well as those that it serves. This approach is accompanied by an in-depth focus on recruitment strategies and remuneration guidance to ensure equitable practices are followed in all areas of internal and external recruitment and ensuring that salaries are fairly set.

Understanding that the current public service context is one of pay restraint and that this may change in the next 12 months, the focus of this action plan is to address areas of organisational growth and maturity in diversity and inclusion, uplifting capabilities, and inclusive leadership. Rather than to explicitly ensure there are going to be major shifts in the statistical pay gap data, the action plan works toward addressing the holistic factors that will set MSD up for a decline in its occupational segregation by creating equitable and equal opportunities for all. This is further outlined in the actions themselves but at a high level the plan will target geographic factors and barriers for carers, disabled people, people from diverse ethnic backgrounds, women and the SOGESIC (sexual orientation, gender identity, gender expression and sex characteristics) diverse communities. These specific areas will be addressed through the six pou outlined by Papa

Pounamu below and the key MSD focus areas – recruitment, remuneration and leadership development and representation (see Figure 8).

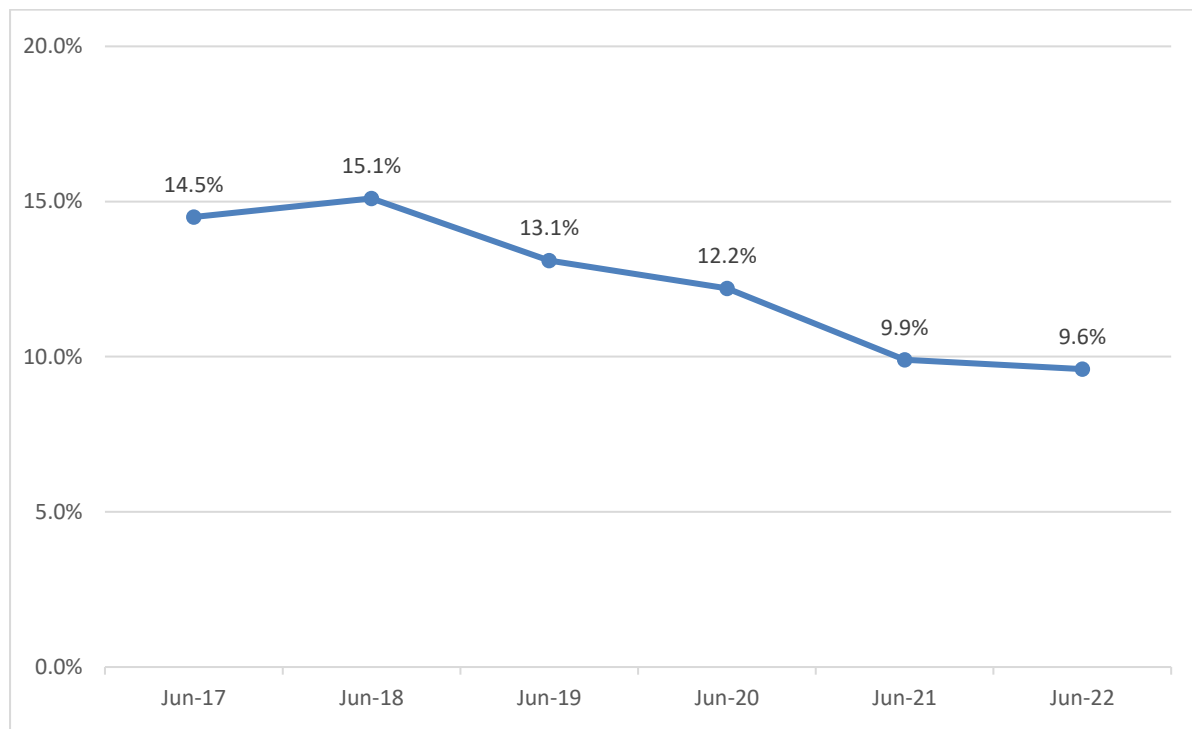


Figure 2. MSD's Gender Pay Gap trends 2017/22

Background context

In 2018, efforts to eliminate the Public Service GPG were boosted by the tri-partite [Gender Pay Principles I Ngā Mātāpono Utu Ira Tangata](#), and the [Public Service Gender Pay Gap Action Plan I Te Mahere Mahi Rerekētanga Ira Tangata](#), a joint initiative of Government, Chief Executives and the Public Service Association (PSA). The principles provide an enduring framework for achieving working environments free from gender-based inequalities. The 2018/20 Action Plan contained actions and milestones to drive progress in these key areas:

- Equal pay
- Flexible work by default
- No bias or discrimination in remuneration systems and Human Resources practices
- Gender balanced leadership.

In 2020 Papa Pounamu, the Chief Executive-led diversity and inclusion steering group for the Public Service, determined [five priorities](#) for Public Service agencies. In addition, the new [Public Service Act](#) described the obligation of Chief Executives to increase diversity and inclusion in their agencies.

By working to increase gender equity and close their gender pay gaps, agencies are implementing the GPG Action Plan and the Gender Pay Principles, and are progressing the Papa Pounamu priorities and meeting Public Service Act obligations.

All these initiatives have contributed to fairer workplaces.

MSD's 2021/22 Gender and Ethnic Action Plan built on progress already made in previous years, with a specific focus on longer-term solutions that begin to address vertical and occupational segregation for Māori, Pacific and Asian employees, especially Māori, Pacific and Asian female employees.

The key focus areas for 2021/22 were:

- [Equal pay](#)
- [Flexible work](#)
- [People practices](#)
- [Balanced leadership](#)
- [Diversity and inclusion.](#)

For the past 12 months MSD has woven actions that relate to reporting and communication into all five focus areas above.

Kia Toipoto 2021/24

In 2021, the public service launched a new Gender and Ethnic Pay Gap framework called Kia Toipoto. Kia Toipoto is the overarching guidance for the period 2021/24, with key actions for each year. MSD had already begun reporting and consciously addressing its gender and ethnic pay gaps before Kia Toipoto was launched and will continue to create, improve, and review its processes and next steps, actions and efforts to close these GEPG. Over the next 12 months MSD aims to align even further with Kia Toipoto, continue to review their renewed guidance and hone in on key focus areas.

Kia Toipoto's six key pou driving the guidance for closing gender and ethnic pay gaps across the public service are:

- Te pono | Transparency
- Ngā hua tōkeke mō te Utu | Equitable pay outcomes
- Te whai kanoahi i ngā taumata katoa | Leadership and representation
- Te whakawhanaketanga i te aramahi | Effective career and leadership development
- Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki | Eliminating all forms of bias and discrimination
- Te taunoa o te mahi pīngore | Flexible-work-by-default

Data Analysis and
Framing the Actions
for 2022/23



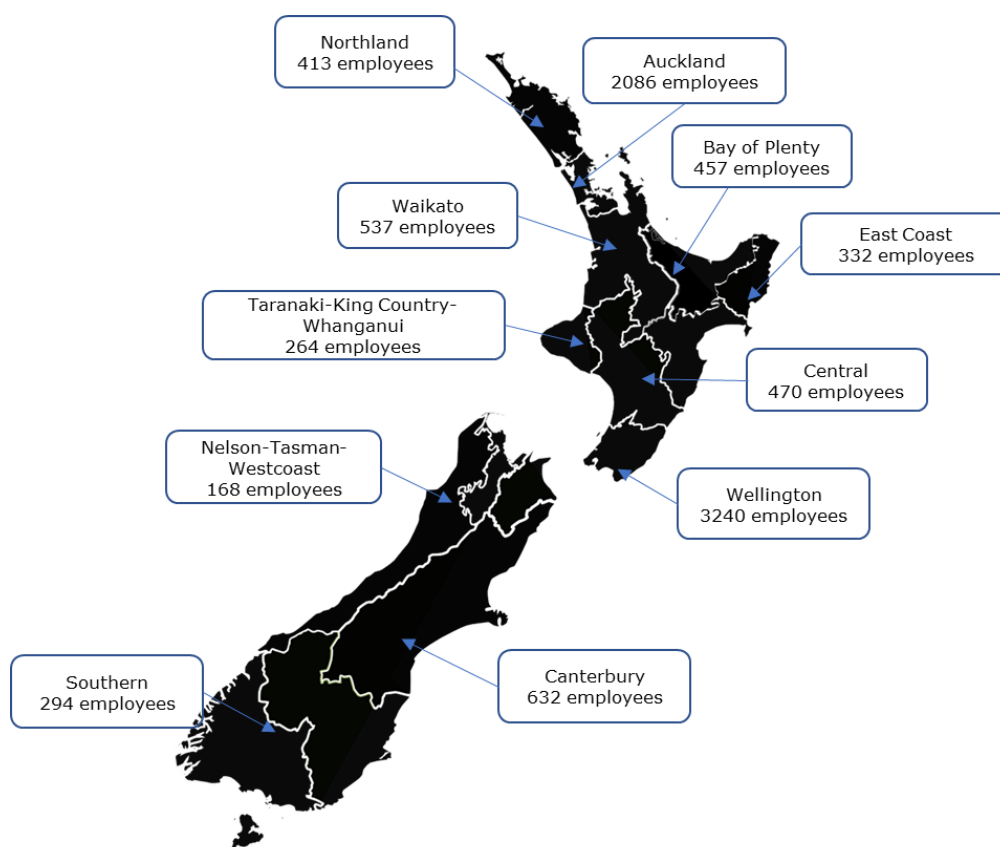


Figure 3. A map of Aotearoa showing MSD's employees by geographic locations³

Due to the size of MSD, there is a large breadth of data available relating to the GEPG. In the interest of transparency, relevant data has been published in full tabular form in the accompanying data appendix which also includes the definitions relating to the data (see Appendix 1). Where required due to privacy concerns or statistical significance, data has been omitted in Appendix 1.

Gender diversity is covered at a high level in this action plan to ensure that no identifying descriptors are given as the sample size for the gender diverse employees at MSD is below 100. Therefore, this document often refers to gender in a traditionally binary measurement of female and male. MSD is making conscious efforts to work on employee representation data and will continue to monitor all genders to ensure they are still being measured where possible. The reporting also does not include SOGESIC (sexual orientation, gender identity, gender expression and sex characteristics) diverse communities as the internal HR systems do not carry that level of detailed identifiers of employees.

Ninety-five point six percent of employees at MSD have opted to share the ethnicities they identify with. The ethnicity data allows people to self-identify as more than one ethnicity and means that an employee may be included in

³ As at 1 July 2022

multiple different ethnicity calculations, this may mean adding ethnicity percentages may exceed 100 percent.

Where 'other ethnicity' is stated, it pertains to the categories of employees who have stated another ethnicity outside of Māori, European, Pacific Peoples, Asian and MELAA (Middle Eastern, Latin American and African). Similarly, with the gender diverse data, due to the sample size of this category being so low the data is only available at a high/aggregated level to ensure that any identifying descriptors are kept private. The plan also does not carry detail for disability as MSD does not have significant data on employees with disabilities. However, MSD will continue to address and action areas where disability and pay may be affected such as flexible working arrangements. MSD recognises the intersectionality between gender, ethnicity, disability and SOGESIC and where possible will continue to monitor, measure and track these pay categories internally to ensure no bias occurs.

As of 1 July 2022, MSD has a total of 8,895 employees, spread across the country (see Figure 3). Six thousand two hundred and fifty-five or 70.3 percent identify as female, 2,593 or 29.2 percent identify as male, and 26 identify outside binary gender or as gender diverse. A further 21 people have not declared or are of unknown gender; the latter two groups have been excluded from analysis for the gender pay gap due to privacy issues raised at the beginning of the plan. In 2021, MSD reported on its Gender Diverse Pay Gap (GDPG), as the average male salary being 13.1 percent higher than the average gender diverse salary. Although this has now shifted to -2.6 percent (in 2022) the sample size (26) is not statistically significant enough to draw any direct conclusions.

Gender pay gaps

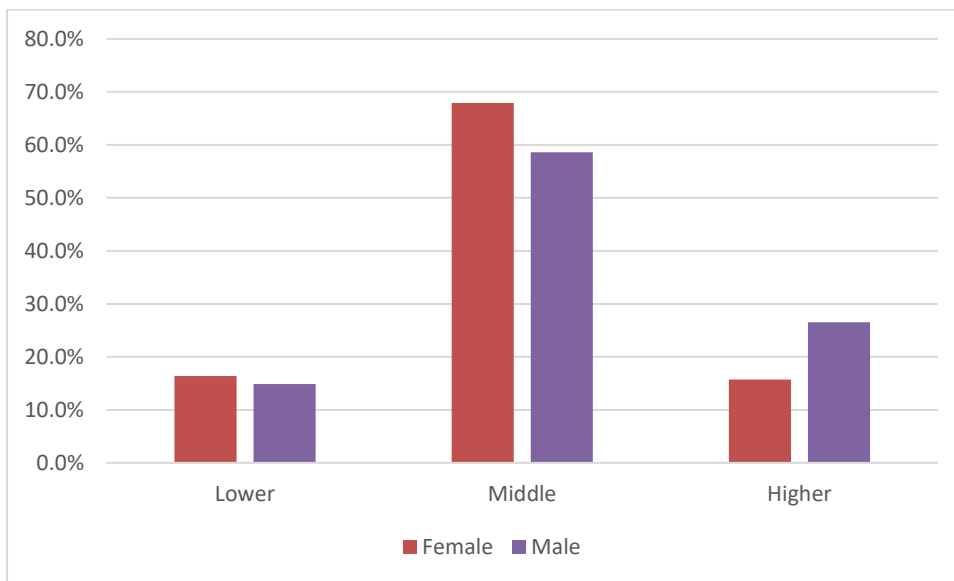


Figure 4. Representation in level of pay⁴ by gender

An analysis of MSD's data showed that 85.9 percent of female employees are employed within the core pay group. In this majority group (core), the median female salary was the same compared to the median male salary across bands, indicating that on average, the GPG of 9.5 percent was because females were under-represented in senior and higher paid roles that are typically associated with other pay groups (see Figure 4). The average gender pay gap is concentrated in the middle and higher levels of earning (refer to Appendix 1. Table 2, Table 3). Also, a median gender pay gap can be observed for women earning more than \$100,000, which includes roles found in the following bands: Premium – IT, Managers and Senior Specialist – both including and excluding IT – as well as roles that have not been sized. This ties into the tightening labour market where specialist roles come at a premium (refer to Appendix 1 Table 2, Table 3).

⁴ Lower: earning less than \$60,000 – typically includes front-line support roles such as Support Officer and administration roles such as Receptionist. Middle: earning between \$60,000–\$100,000 – typically includes front-line roles such as Case Manager and Customer Service Representative, support roles such as Advisor or Analyst and Senior Advisor or Analyst and line manager roles such as Manager Client Service Operations and Service Manager. Higher: earning over \$100,000. Typical roles include high-level support roles such as Lead or Principal Advisors/Analysts and Manager or Senior Manager roles.

Ethnic pay gaps

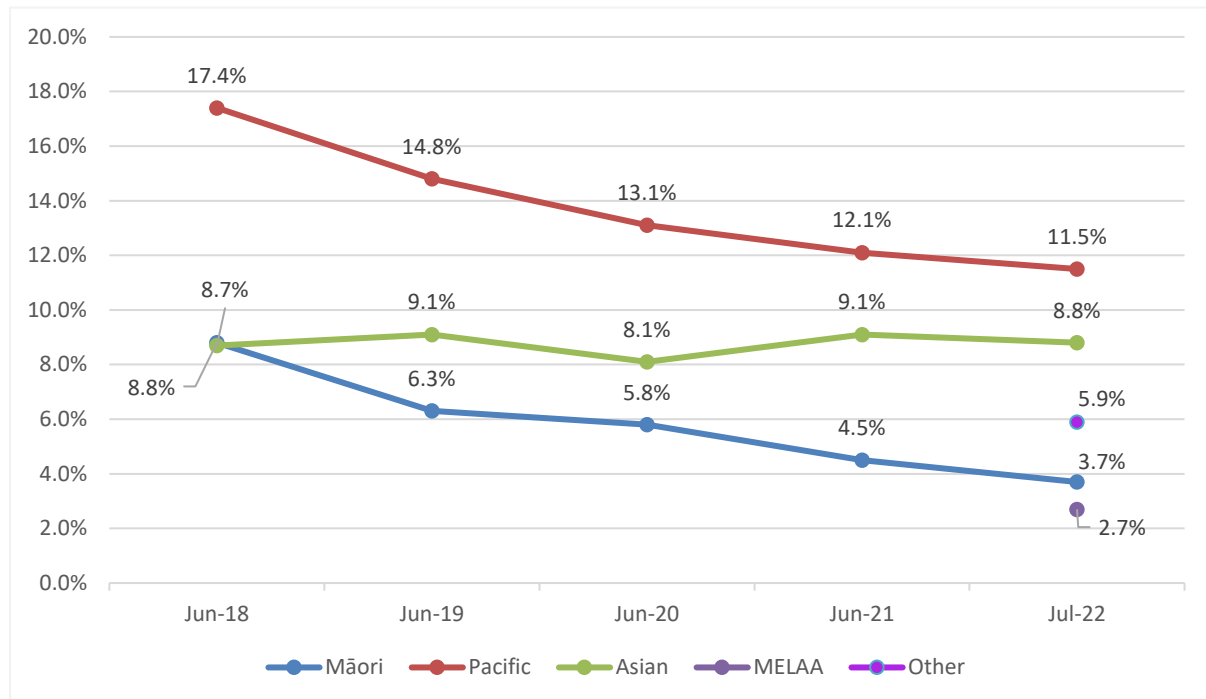


Figure 5. Ethnic pay gaps 2018/22

Pay gaps shown in Figure 5. indicate that Māori, Pacific and Asian people continue to be overrepresented in lower paid roles and underrepresented in higher paid roles across MSD. This is less pronounced with MELAA and Other Ethnicity employees, however, we need to consider that the large difference in sample sizes may skew these results. Figure 5. shows that while the Pacific and Māori pay gaps are steadily declining, they are still quite significant and along with Asian, MELAA and other ethnic pay gaps the focus on ethnicity is still prudent.

As almost two-thirds of MSD's employees identify as European the representative numbers are consistent across all pay bands and working groups whereas non-European employees feature more prominently in the core groups, associated with lower pay bands, increasing the effect of occupational ethnic pay gaps (see Figure 6). Median pay gaps currently exist for Pacific, Asian, MELAA and Other Ethnicity employees across the different pay band groupings. Work is being done to support talent pipelines across the organisation to reduce occupational segregation for ethnic groups. This includes mentoring, leadership development programmes and employee-led networks (further actions are outlined in the action points in this plan). Strengthening partnerships across the organisation and with the PSA aims to continue supporting reducing average and median pay gaps.

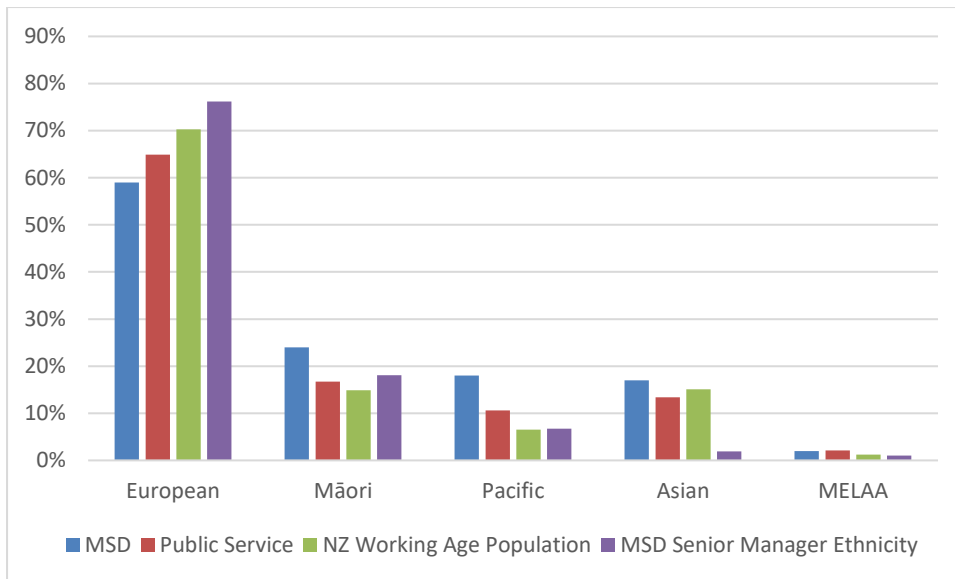


Figure 6. Ethnicity breakdown of MSD's senior managers⁵ compared with MSD's employees in non-managerial roles⁶, NZ working age population, and the Public Service⁷

Ethnic-Gender pay gaps

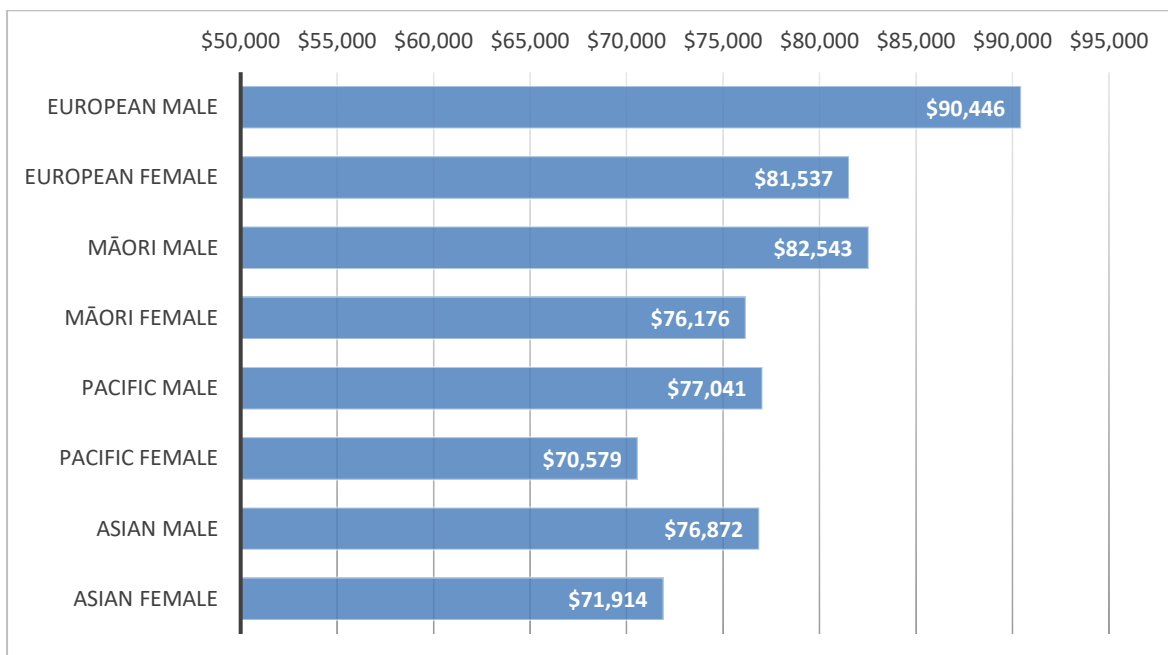


Figure 7. Average salary by gender and ethnicity⁸

Across different ethnic-gender groupings, it shows that average pay has increased significantly since 2019. While on average European Males continue to earn more, the salaries of the varied ethnic-gender groups are increasing more on average in comparison, which is contributing to the improvement in the

⁵ As at 1 July 2022

⁶ As at 1 July 2022

⁷ Te Kawa Mataaho (30 June 2022), Workforce Data – Ethnicity in the Public Service, including Aotearoa's working age population. [Workforce Data – Ethnicity in the Public Service - Te Kawa Mataaho Public Service Commission](#)

⁸ As at 1 July 2022

gender and ethnic pay gaps. The significant increase in pay across ethnic groups can be attributed to changes in pay for the core pay group, where the majority of Māori, Pacific, Asian, MELAA and Other Ethnicity employees are employed. These changes over time include role reviews, living wage adjustments and a change to the pay and progression approach. The group most affected by ethnic and gender pay gaps are Pacific females. Continued emphasis will be placed on this group, especially through partnership with the Pacific Prosperity team and the Pacific employee led networks, in line with the focus on remuneration, recruitment and leadership representation and development.

Flexible working

In 2020, MSD released a Flexible Working Policy, with supporting guidelines, that outlined options for working flexibly including flexi-time, flexi-leave, flexi-place and flexi-role/career. Employees accessing reduced hours (less than full time but more than 30 hours) have a pay gap of 15.8 percent and employees working part-time (less than 30 hours) have a pay gap of 17.2percent. Although these numbers show clear trends one must still take into consideration that several flexible working arrangements at MSD are informal and unable to be reported on. Often these informal arrangements include working from home or from another location. Average pay gaps are intensified when working reduced or part-time hours even when pro-rated to full-time employment. These numbers do not factor in the occupation of employees who are working reduced hours, which can significantly affect the pay gap. It is important to understand who is accessing the flexible working options and how this effects the gender and ethnic pay gaps as well as those with caring responsibilities, disabilities, working parents, those that are studying and more. Especially as the data shows a higher rate of women access flexible working through flexi-time. This is being monitored and addressed in the actions for flexible-by-default.

MSD's Focus and
Commitments to
Addressing the Gender
and Ethnic Pay Gaps
2022/23



Partnerships, themes and consultation

The theme for 2022/23 is to create partnerships between MSD's Māori Partnerships and Programmes teams, Pacific Prosperity teams, employee led networks and key partners in each of the three focus areas. By working in partnership MSD aspires to create systems and pathways of development that are inherently inclusive and designed with our Māori employees, especially Māori women, in the forefront, upholding Te Tiriti O Waitangi partnership responsibilities. MSD also strives to uphold a strong partnership with the internal Pacific Prosperity teams to ensure there is a continued focus on uplifting the Pacific peoples at MSD and ensuring the drivers for the gender and ethnic pay gaps are deliberately addressed. Alongside these parties this action plan has been developed in partnership with Ngā Kaitūhono and Public Service Association (PSA/union) consultation with internal Diversity and Inclusion Steering Groups, Employee Led Networks and open forums for all employees at MSD.

MSD's commitment to te ao Māori

The starting point and initial mission for Te Pae Tata (MSD's internal Māori Strategy and Action Plan), is to embed a Māori world view throughout the organisation. Some of our employees are already knowledgeable in te ao Māori and are capable of working with Māori in ways that are mana enhancing. However, there is opportunity to ensure all employees have that same capability so whānau, hapū and iwi are confident they will receive the best possible services no matter where or how they connect with MSD. This has provided the foundation and guidance for addressing the Māori gender and ethnic pay gaps, and ensuring the actions are set in the context of Māoridom.

MSD's commitment to Pacific Prosperity

Our Pacific strategy – Pacific Prosperity – aims to rejuvenate MSD's delivery and engagement of services for Pacific peoples, families and communities, so they are safe, thrive and flourish in Aotearoa. Pacific Prosperity is underpinned by the foundational principles of cultural acceptance, leadership, spirituality, family, integrity, love, excellence, and partnership. These principles along with continued partnership with the Pacific Prosperity team and Pacific peoples have guided this action plan as it addresses the drivers in the Pacific context of the GEPG.

Key areas of focus for 2022/23

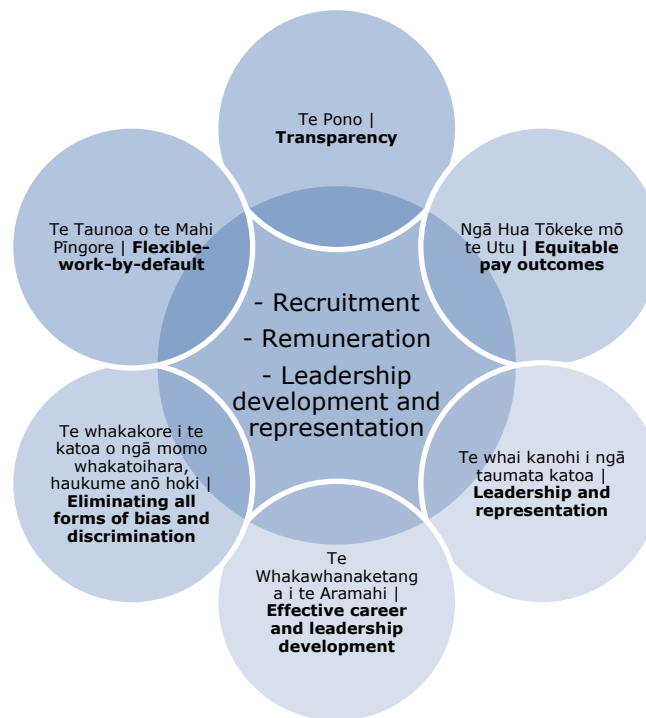


Figure 8. MSD's focus areas for 2022/23

Our focus areas (Figure 8) encapsulate the knowledge, passion, and commitment for the 2022/23 Gender and Ethnic Pay Gap Action Plan. It has the six key pou from Kia Toipoto as the overarching themes that hold this plan together, as well as highlighting MSD's three key focus areas central to these actions:

- Recruitment
- Remuneration
- Leadership development and representation.

The actions

The following actions address vertical and occupational segregation by creating equitable opportunities for all, with a particular focus on Māori, Pacific, Asian, MELAA, other ethnic and specifically female employees. This action plan has been created in partnership and consultation with a wide range of people at MSD who have a strong commitment to the long-term goals of growing MSD's capabilities and opportunities for all people from all backgrounds.

Te Pono | Transparency

Key improvements at MSD 2021/22

- Regularly engaged with our Diversity and Inclusion Steering Group (once a month).
- Supported the voice of our Employee Led Networks.
- Had a feedback channel with the people experience workstream to help guide our diversity and inclusion work programme.
- Maintained regular internal blog publications to ensure our wider employees are kept up to date with our work on continuing to foster an inclusive workplace.

Kia Toipoto goals 2021/24

- Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback.
- Agencies and entities ensure easy access to HR and remuneration policies, including salary bands.

Actions for 2022/23

- Continue to regularly engage with our Diversity and Inclusion Steering Group (once a month).
- Continue to support the voice of our Employee Led Networks.
- Regular communication/touch points with people experience leads and advisors to gather real-time insights and feedback from people.
- Run workshops addressing bias.
- Maintain regular internal blog publications to ensure our employees are kept up to date with our work in continuing to foster an inclusive workplace.
- Continue to regularly monitor, and report on progress towards reducing our gender and ethnic pay gaps and addressing the drivers.
- Build on the capability of our people and raise awareness about bias that leads to pay gaps.
- Work with our data teams to explore our model forecasting options for the next 12 months to help drive our key focus areas for the next action plan.

Ngā hua tōkeke mō te utu | Equitable pay outcomes

Key improvements at MSD 2021/22

- Implemented starting salary guidance.

- Imbedded the new staff pay and progression framework which was implemented in June 2021.
- Published guidance documents for calculating Higher and Special Duties Allowances, and other remuneration guidance.
- Reviewed and assessed the impact and flow-on effects of pay equity claim outcomes through surveys, interviews, and work profile validations.
- Started work on developing a fit-for-purpose pay and progression framework for managers and senior specialists.

Kia Toipoto goals 2021/24

- By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.
- Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen.
- Pay equity processes are used to address claims and reduce the impact of occupational segregation.

MSD's actions for 2022/23

- Review the way we support people leaders to make decisions around starting salaries.
- Ensure recruitment partners are part of the salary offer process.
- Continue to monitor and review progress toward reducing our gender and ethnic pay gaps and addressing the drivers.
- Review the Starting Salary Guidance, Higher Duties Allowance Guidance and Special Duties Allowance Guidance to strengthen the ability to measure and address any gaps that occur in both salaries and allowances.
- Implement the policy for translating job sizing outcomes to a different band/salary range level.
- Continue the work on developing and implementing a fit-for-purpose Manager and Senior Specialist (MSS) Pay and Progression Framework.
- Conduct a GPG/EPG audit of manager and senior specialist salaries as part of the build and implement phase of the MSS Pay and Progression Review Project.
- Continue to work with Te Kawa Mataaho and the PSA to support the pay equity claim process for the two current claims. We will review and assess the impact and flow-on effects of the outcomes for these two claims.

Te whai kanoahi i ngā taumata katoa | Leadership and representation

Key improvements at MSD 2021/22

- Piloted Marae-based leadership on the East Coast.
- Developed a new fit-for-purpose pay and progression framework for employees in core roles.

Kia Toipoto goals 2021/24

- By the end of 2022 agencies/entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.
- By the end of 2024 the Public Service workforce and leadership are substantially more representative of society.

MSD's actions for 2022/23

- Recruitment partners to support interpretation of pay guidance for people leaders.
- Get managers familiar with recruitment policy and cultural and financial benefits.
- Grow the te ao Māori Capability of our recruitment partners.
- Promote benefits of MSD to recruits in a consolidated view in our employee value proposition.
- Survey new starters to learn about what worked well and what could be improved in the recruitment processes to ensure we have inclusive practices.
- Create opportunities and come up with solutions that will allow us to overcome vertical occupational segregations.
- As a part of the recruitment process provide information about other internal opportunities to unsuccessful candidates we have interviewed and would make a suitable fit elsewhere within MSD.
- Establish an MSD Career Board and talent pools with a focus on identifying and developing talent within Māori and Pacific employees.
- Review and implement workshops created for our Recruitment Partners to facilitate.
- Continue to pilot alternative recruitment practices that trial different approaches such as video screening and assessment centres.

Whakawhanaketanga i te aramahi | Effective career, leadership and development

Key improvements at MSD 2021/22

- Expanded the mentoring programmes through Whitireira and the Policy graduate programme as well the Safety and Stability (Family Violence) team.
- Engaged with nine employee led networks, various regions and workstreams about mentoring.
- Created and offered e-learning modules for mentors and mentees showcasing interviews with participants from the first phase of the mentoring programme, focusing on Pacific employees' and women's voices.
- Established communities of practice across MSD for leaders, mentors/mentees and other groups, in a 6-session series that created support networks and shared experiences.

Kia Toipoto goals 2021/24

- By mid-2023 agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.

MSD's actions for 2022/23

- Implement opportunities for Māori employee led networks to offer cross network mentoring to share experience across the country.
- Continue to encourage employee led networks, regions and workstreams to engage in mentoring programmes.
- Create a roadmap for developmental secondments.
- Grow our facilitation of social learning platforms, including communities of practice, that support people to learn from each other and their work.
- Strengthen our development planning conversations across MSD through the ongoing implementation of Te ara piki and a new capability and development approach for Managers and Senior Specialists.
- Increase the visibility of different career pathways on our new intranet pages.
- Articulate what leadership looks like at MSD and connect our people to development opportunities that support the required capabilities.

- Develop a pipeline that will increase diversity across our tiers of leadership, through specific interventions and supports that will grow people from within the organisation to move up and out across MSD.
- Increase development opportunities for our aspiring Māori and Pacific leaders.
- Launch a Māori cultural capability blog.
- Develop a virtual marae experience.
- Partner with our internal business group, Māori, Communities and Partnerships (MCP) on the Mahere Reo implementation plan.
- Review the guidance on career breaks and leave to determine what is possible within our current reporting abilities and plan to operationalise it.
- Create visibility on career pathways from Customer Service Representatives to Case Managers.

Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki | Eliminating all forms of bias and discrimination

Key improvements at MSD 2021/22

- Created a policy and review toolkit that acts as key guidance for the design and review of our internal policies to ensure we address bias and create inherently inclusive environments.
- Continued to provide Unconscious Bias training to all employees throughout the year.

Kia Toipoto goals 2021/24

- By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.
- Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices.
- Agencies/entities ensure leaders and employees learn about and demonstrate cultural competence.

MSD's actions for 2022/23

- Create a toolkit for reviewing policies to standardise the process of creating and reviewing all internal policies to support our bias toolkit.

- Make roles more accessible, remove barriers for people who want to apply for roles, ensuring we get a more diverse workforce applying.
- Review the way we support our people leaders to reinforce gender and ethnic pay gap messaging with focus on Māori and Pacific/ethnic communities' cultural norms around salary negotiations.
- Build on the cultural competency and inclusive leadership practices of all our people leaders as a part of our diversity and inclusion work programmes guided by Papa Pounamu.
- Continue to build on the culture and inclusion capability practices through various channels such as workshops, e-learning, resources hubs on the intranet and through the championing of the voice of our employee led networks as well as the diversity and inclusion ambassadors who are a part of the diversity and inclusion steering group.

Te taunoa o te mahi pīngore | Flexible-working-by-default

Key improvements at MSD 2021/22

- Focused on the education and embedding of our flexible working policy.
- Ensured our HR teams provided ongoing advice and support to managers in the application of policy and process.
- Began recording new formal flexible working arrangements.
- Created a web series for managers addressing the points raised to be presented in 2022.

Kia Toipoto goals 2021/24

- By the end of 2024 agencies and entities offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay.

MSD's actions for 2022/23

- Connect with what other organisations are doing in the hybrid working space to ensure that our practices are up to date and meet the changing needs of our people.
- Ensure that flexible working by default is reflected in our employee value proposition.
- Continue to encourage the monitoring and recording of flexible working arrangements.
- Continue our web series and highlight our resources on our intranet.

- Assess who accesses flexible working more broadly and how it may affect our pay gaps.
- Mitigate any areas where flexible working options may affect pay.