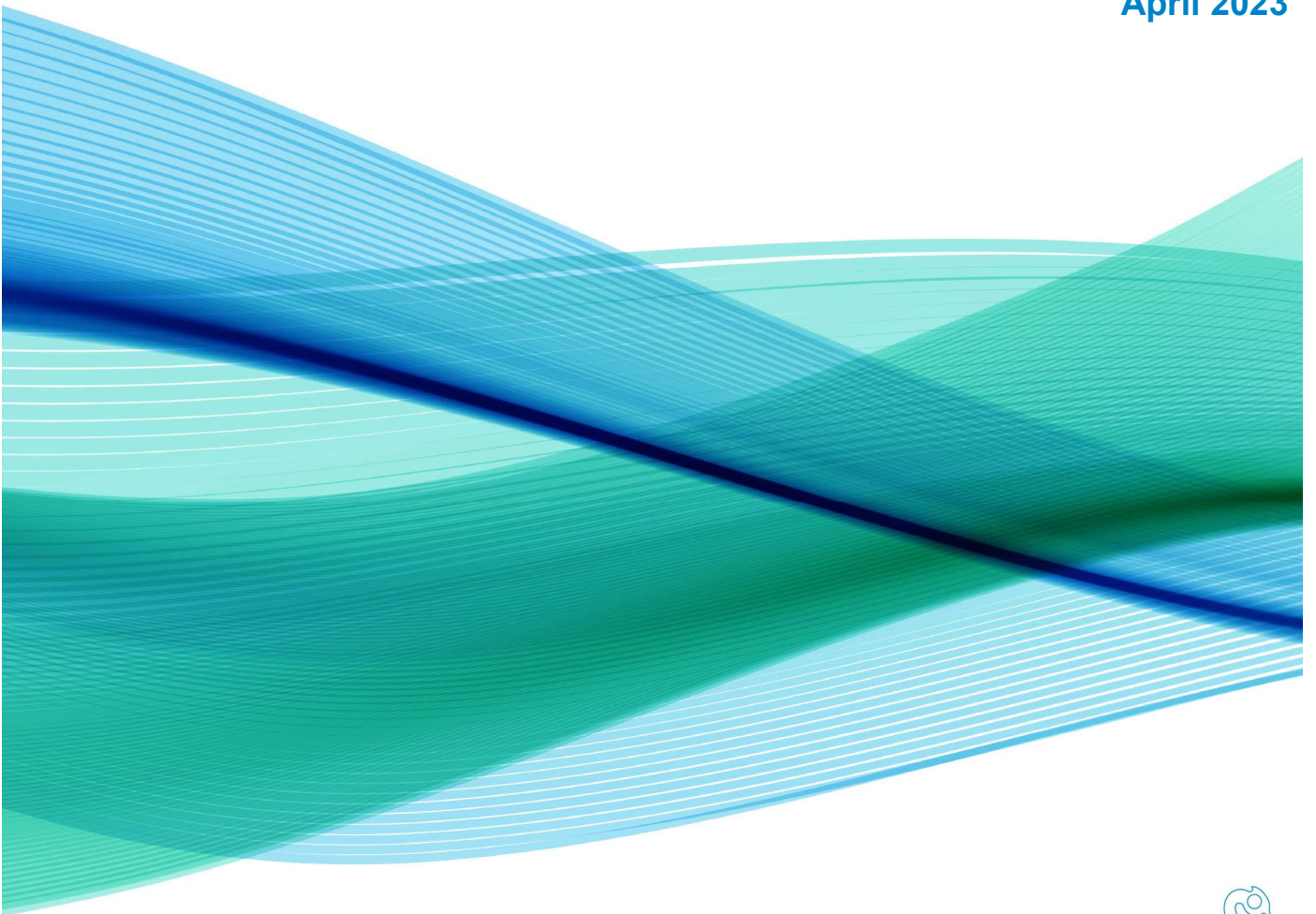


Kia Toipoto  
Pay Gap Action Plan  
April 2023



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## Introduction

Te Kawa Mataaho Public Service Commission released Kia Toipoto – the Public Service Pay Gap Action Plan in November 2021. It is a three-year plan to help public service departments and Crown entities close their gender, Māori, Pacific and other ethnic pay gaps. It builds on the Gender Pay Action Plan 2018–2020, which helped close the public service gender pay gap from 12.2 percent in 2018 to 8.6 percent in 2021.

As a Crown entity, Maritime New Zealand | Nō te rere moana Aotearoa is required to publish our pay gap information on our website, and publish an action plan to address any inequities found in our analysis of our pay information by 28 April 2023. This document is the complete Gender and Ethnic Pay Gap Action Plan (GEPGAP). It provides information about Maritime NZ's workforce profile and pay gap information (where we have been able to do so) for gender and Māori, Pacific and other ethnicities, and our planned activities to address the data and pay equity issues we identified in our analysis. The plan spans the timeframe 2023–2024.

## Kia Toipoto three-year goals (2021-2024):

1. Making sustainable progress toward closing gender, Māori, Pacific and ethnic pay gaps.
2. Accelerating progress for wāhine Māori, Pacific women, and women from ethnic communities.
3. Creating fairer workplaces for all, including disabled people and members of rainbow communities.

## Maritime NZ's Gender & Ethnic Pay Action Plan focuses on Kia Toipoto's six milestones:

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

## Our commitment:

Maritime NZ is committed to addressing the need for gender and ethnic equity across our organisation, not only in remuneration and reward but also in our everyday activities so that working in an equitable way becomes an expected and integral part of our culture. Our Kia Toipoto plan outlines activities that will help build equity, inclusion and representation across our organisation. This programme aims to achieve pay equity for all targeted groups with specific focus on women and people from ethnic communities.

## Developing the pay gap action plan

We completed our analysis of pay data from 31 March 2023. We have since developed our action plan with activities to progress our pay equity work programme. PSA has provided input to the development of this action plan.

## Our demographics

As at 31 March 2023, our workforce comprised 345 permanent (239) and fixed-term (16) employee based across 13 regional offices. Mostly are based in our national office in Wellington. Overall, there

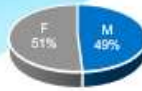
is a balanced gender distribution at an organisational level – 49% men and 51% women. 72% of our workforce are European.

	<b>Workforce representation %</b>	<b>All managers %</b>	<b>Leaders 2 to 3 %</b>
<b>GENDER</b>			
Men	49.0%	61.2%	54.8%
Women	51.0%	38.8%	45.2%
Other gender	0.0%	0%	0%
<b>ETHNICITY</b>			
Asian	11.0%	4.5%	0.0%
European	71.6%	76.1%	77.4%
Māori	3.5%	4.5%	0.0%
Middle Eastern/ Latin American/ African	1.2%	1.5%	3.2%
Pacific Peoples	1.2%	0.0%	0.0%
Other Ethnicity	1.7%	1.5%	0.0%
Chose not to disclose	9.9%	11.9%	19.4%

# Our people and pay gap



**345 employees**



**169 male  
176 female**



**45 yrs old average age**



**8.4% avg gender pay gap organisation level**

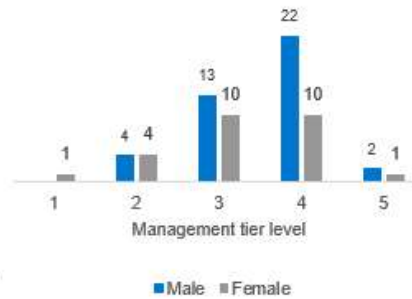


**4.8 yrs avg length of service**

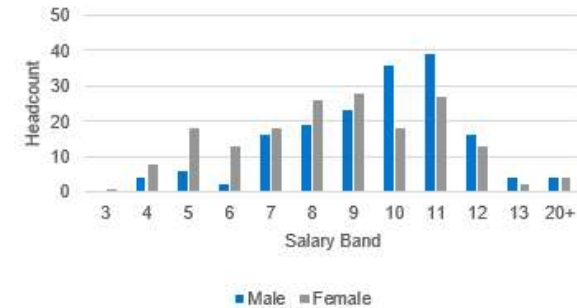


**2.8% avg Ethnicity pay gap organisation level**

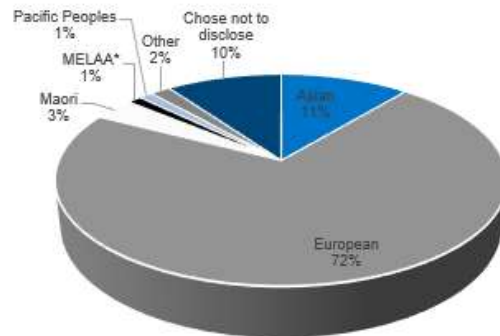
**Management tier level**



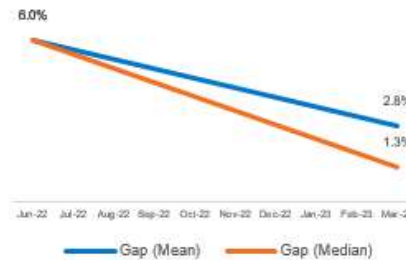
**Gender distribution by salary band**



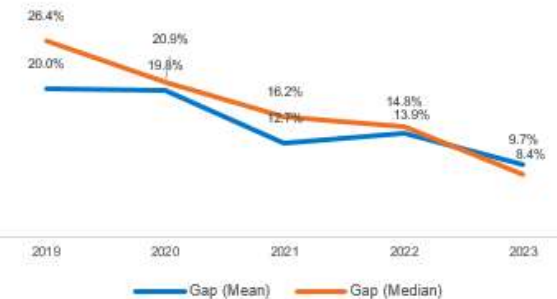
**Ethnicity Distribution**



**Ethnicity pay gap  
European vs Non-European**



**Gender Pay Gap (Organisation Level)**



*Average gender pay gap in each salary band	2019	2020	2021	2022	2023
All employees	1.6%	3.3%	-3.4%	-2.1%	-1.0%
Excluding Executive Levels	0.8%	2.4%	-2.9%	-1.7%	-0.4%

Notes: Under Kia Toipoto agencies and entities need at least 20 employees in each comparative group to publish statistically robust pay gaps, while also protecting the privacy of employees. Our size means we do not meet the threshold to produce more detailed gender and ethnic pay gap information, so we have aggregated our data to compare gender in organisational level and by salary bands. Ethnicity were aggregated to European vs Non-European pay gap.



## Our pay system

Our pay structure comprises of:

- 11 pay grades (salary band 3 to 13) for general staff roles
- Executive level for Director and Deputy Chief Executives

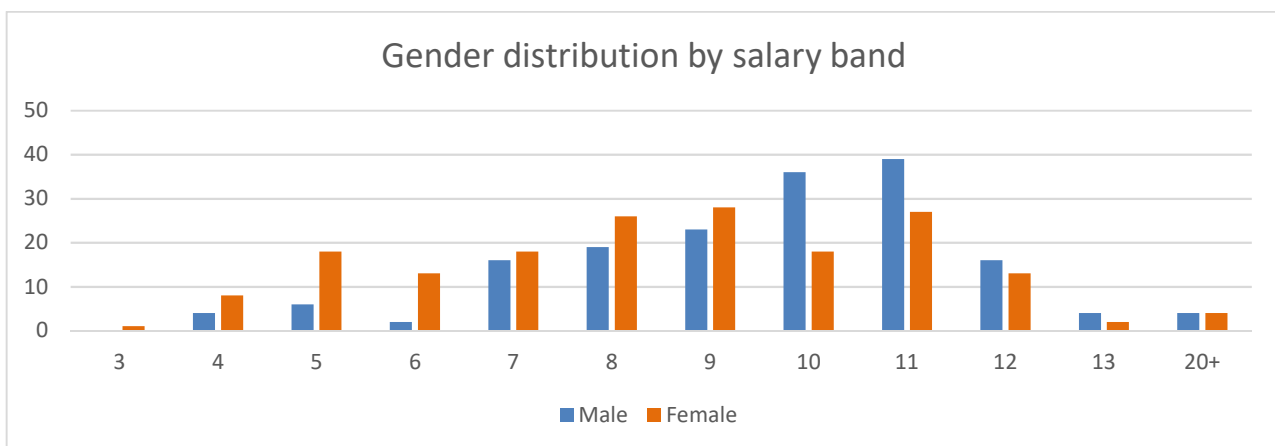
Maritime NZ has remuneration [Maritime NZ policy and principles](#) which provides context about the organisation’s salary banding system and the levels of roles within our workforce.

To determine the relative size of roles (i.e., work out whether people within our organisation are doing the same job or a job of equivalent size), the size of each role is determined by an independent external organisation with expertise in this field – namely KornFerry.

## Salary banding structure:

Band	Job Point Range	Salary band pay range			Workforce Representation	
		Minimum 90%	Median 100%	Maximum 120%	Male Headcount	Female Headcount
3	161 – 191	52,038	57,820	69,384		1
4	192 – 227	55,762	61,958	74,350	4	8
5	228 – 268	61,383	68,709	82,451	6	18
6	269 – 313	69,540	77,267	92,720	2	13
7	314 – 370	79,788	88,653	106,384	16	18
8	371 – 438	94,390	104,878	125,854	19	26
9	439 – 478	106,887	118,763	142,516	23	28
10	479 – 518	111,015	123,350	148,020	36	18
11	519 – 613	131,304	145,893	175,072	39	27
12	614 – 734	155,329	172,588	207,106	16	13
13	735 – 829	181,810	202,011	242,413	4	2
*Executive Level		X	X	X	4	4
Total					169	176

\* Five reference levels under Executive Level. Maritime NZ is unable to publish the salary range as we only have one to two people in each level.



## Our pay data

The data tables below provide information on the pay gap by gender, ethnicity and role. We have fewer than 20 employees in many sections of our analysis and therefore we have been unable to publish all of our finding. Measuring increases in the diversity of our people at a detailed level over time is also not viable. Small changes in our workforce can impact significantly on our demographics. Our plan focuses on sustaining actions which make improvements to policies and practices around diversity and inclusions and setting boarder goals for specific population groups.

### Notes:

- Data used are as at 31 March 2023
- Pay gaps displayed are based on median and mean (average) salaries
- Definition of pay: Maritime NZ operates a base pay system. Base pay is utilised to calculate pay gaps
- Definition of employees: Permanent and fixed-term employees including those on LWOP/PLWOP and seconded to other agency
- Substantive salary and substantive positions were used for those who are on internal secondment
- A positive pay gap indicates men are paid more than women. A negative pay gap indicates women are paid more than men
- X = we have fewer than 20 employees in many sections of our analysis and therefore we have been unable to publish all of our finding

## In summary

Analysis of our employees and pay data as follows:

- Number of female employees has increased over time
- No data are currently available for diverse/other gender. This is something we will consider in future reporting
- Gender pay gap at the organisation level has reduced over five year period from 20% to 9.7% using mean calculation, and 26.4% to 8.4% using median calculation
- A 'like-for-like job' gender pay gap shows the difference in pay between men and women in the same jobs/work, and in similar jobs/work. An analysis of gender pay gap in Maritime NZ showed that there is no significant gap in existence if we are looking at 'like-for-like job'. The average gap in each of the salary bands is -1.0%.
- Gender distribution is almost balanced at the organisation level, but more men are employed at a management level
- In general women in leadership roles are getting paid more compared to men in leadership roles. The gap at tier 1 to 5 aggregated results is due to the wide range of salary bands (bands from 9 to 24). The gap is -12.4% using median calculation and -6.4% using mean calculation
- 72% of our employees are European
- We have aggregated our data to compare our European vs Non-European pay gap. Our ethnicity pay gap has reduced from 6% to 2.8% (mean) or 1.3% (using median calculation)
- Leadership representation – 76% of our managers are European, and 45% of total managers are Male-European. Using mean calculation, there is only 1.09% gap between European and Non-European
- Permanent vs fixed-term – using mean calculation (average), fixed-term employees are getting paid more than permanent employees (5.8% gap) while using the median calculation, Permanent employees are paid more than fixed-term employees (4.2% gap).

# Maritime New Zealand Pay Gap Action Plan



Kia Toipoto focus area and milestones	Current status	Actions & status - 2023		Planned actions – 2023-24	What success looks like - 2024
<p><b>Te Pono   Transparency</b></p> <p>Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback.</p> <p>Agencies and entities ensure easy access to HR and remuneration policies, including salary bands.</p>	<p><b>Achieved</b></p> <p>Action plan developed.</p> <p>DEI Committee in formation, with staff representatives across organisation, to share DEI information and focus on equity issues at a system level.</p>	<p>Salary bands are published in the Collective Agreement and available on the Maritime Intranet Stingray</p>	<p><b>Completed</b></p>	<p>Continue to monitor, adapt and publish an annual action plan</p> <p>Publish existing data on pay gaps</p> <p>Ensure remuneration system and decisions maintain consistency; all roles are evaluated externally and relativity conversations occur</p> <p>Salary (to midpoint) is published on all job advertisements</p> <p>Publish roles, job sizes and salary bands on Stingray (MNZ intranet)</p>	<p>Action plans are published within timeframes and on annual basis.</p> <p>Salary bands, remuneration policies and procedures remain easily accessible to our people.</p> <p>Like-for-like job gender pay gap is reduced</p> <p>Like-for like job ethnic pay gap is reduced</p> <p>DEI Committee is informed and has a voice on pay equity</p> <p>Diversity and remuneration equity at all levels</p>
<p><b>Ngā Hua Tōkeke mō te Utu   Equitable pay outcomes</b></p> <p>By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.</p> <p>Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen.</p> <p>Pay equity processes are used to address claims and reduce the impact of occupational segregation.</p>	<p><b>Achieved</b></p> <p>Previous salary information is not taken into account when assessing candidates</p> <p>Internal relativities, paying close attention to an equitable starting salaries, form an integral component of all remuneration decisions.</p> <p>All new roles are evaluated by an external third party to ensure objectivity</p>	<p>Update the Maritime NZ remuneration policy</p>	<p><b>On track</b></p>	<p>Develop an agreed 5 year pay equity plan commencing 2024</p> <p>Expand talent pools for targeted occupational groups</p> <p>Position descriptions are reviewed by managers and their team members annually to ensure they reflect the work undertaken</p>	<p>Equitable remuneration and reward is in place for all employees</p> <p>Potential employees in targeted occupational groups are attracted to work at Maritime NZ</p> <p>All position descriptions are current and reflect the work undertaken</p>



Kia Toipoto focus area and milestones	Current status	Actions & status - 2023		Planned actions – 2023-24	What success looks like - 2024
<p><b>Te whai kanoahi i ngā taumata katoa   Leadership and representation</b></p> <p>By 30 April 2023 agencies/entities have plans and targets to improve gender and ethnic representation in their workforce and leadership</p> <p>By the end of 2024 the Public Service workforce and leadership are substantially more representative of society</p>	<p><b>On track</b></p> <p>Our Executive Leadership Team has a gender balance with 4 women, 3 men</p> <p>The Maritime NZ Tā Mātou Rautaki Māori objectives include valuing and recognising staff cultural competence and connecting Māori with what we do.</p>	<p>All new vacancies are analysed by People and Capability in partnership with hiring managers to support representation and minimise bias in task decisions.</p> <p>Tā Mātou Rautaki Māori (Te Ao Māori Strategy) will be completed in 2023 and work will commence on a capability training plan/programme 2023/24.</p>	<p><b>On track</b></p>	<p>Maritime NZ Matapono/ principles and Ngā Urua/values will guide decision making in recruitment and selection externally and also internally for secondment opportunities.</p> <p>Recruitment and selection processes will be reviewed to improve representation of ethnicity and gender balance.</p>	<p>The number of secondments and recruitments to permanent roles show an increase in representation of ethnicity and gender balance for all occupational groups</p>
<p><b>Te Whakawhanaketanga i te Aramahi   Effective career and leadership development</b></p> <p>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.</p>	<p>Leadership development and career development are provided through our internal Learning and Development Programme, Te Waka Ako and also through regular performance development plans</p>	<p>An Administration Function Review has been undertaken to ensure a clear view of the administrative capability and capacity required to support the DCEs, Managers and teams and there is consideration of how we build capability and development and career pathways for our administration roles - the majority of these roles are held by women.</p>	<p><b>On track</b></p>	<p>Develop learning needs analyses including cultural requirements</p> <p>Leadership development includes focus on self-awareness leading and coaching a diverse workforce</p> <p>Create opportunities for staff to link their cultural competency goals to development plans</p> <p>Mentoring plans in place to support career development for women, Māori, Pacific and other minority communities</p> <p>Strong focus on administration staff skills development across Maritime NZ, with responsibility</p>	<p>Managers work with their team members and learning and development to ensure a clear plan for development is in place and updated regularly</p> <p>Mentoring opportunities are encouraged and taken up by targeted groups</p> <p>Administration team members have access to appropriate development opportunities</p>

Kia Toipoto focus area and milestones	Current status	Actions & status - 2023		Planned actions – 2023-24	What success looks like - 2024
				<p>as a specific task for a newly established role.</p> <p>Update performance review and development plan processes.</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>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>Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices.</p> <p>Agencies ensure leaders and employees learn about and demonstrate cultural competence</p>	<p>Te Waka Ako is open to all employees to further skills development. Modules are added regularly to enhance cultural capability</p>	<p>Review HR policies and systems ensuring accessibility and all forms of bias and discrimination are eliminated</p> <p>Person specifications for leadership roles include requirements for experience in building cultural capability including incorporating knowledge of te Ao Māori and Te Tiriti o Waitangi into MNZ culture and practise</p> <p>Recruitment decisions are monitored for bias</p>	<p><b>On track</b></p> <p><b>On track</b></p> <p><b>On track</b></p>	<p>Cultural competence learning. Leaders visibly model and champion cultural competency development</p> <p>Leadership succession plans are focused on supporting Māori, Pacific and other minority groups into leadership and/or influencing roles</p>	<p>Cultural capability and indigenous practice is visible and celebrated throughout Maritime NZ</p> <p>The workforce is measurably more culturally confident and competent</p>
<p><b>Te Taunoa o te Mahi Pīngore   Flexible-work-by-default</b></p> <p>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</p>	<p>All staff have access to hybrid working opportunities</p>	<p>MNZ Flexible Working Policy offers equitable access to hybrid working opportunities acknowledging that not all types of flexibility will work for every role. Genuine business reasons mean that some types of flexibility cannot be implemented for some roles, and hybrid</p>	<p><b>Completed</b></p>	<p>We will continue on our current hybrid working path while we complete our four year strategy, Te Korowai o Kaitiakitanga and embed our updated Values and Principles</p>	

Kia Toipoto focus area and milestones	Current status	Actions & status - 2023		Planned actions – 2023-24	What success looks like - 2024
		working may not be appropriate, or possible, for some roles.			