

# Te Tūāpapa Kura Kāinga - Ministry of Housing and Urban Development - Kia Toipoto Action Plan – 2022/2023



## Our Action Plan is part of our commitment to building a diverse and inclusive workplace

### Introduction

Te Tūāpapa Kura Kāinga - Ministry of Housing and Urban Development is committed to building a diverse and inclusive organisation, where our people feel part of a thriving community centered around HUD whānau.

**HE AHA TE MEA NUI O TE AO? HE TĀNGATA, HE TĀNGATA, HE TĀNGATA.**

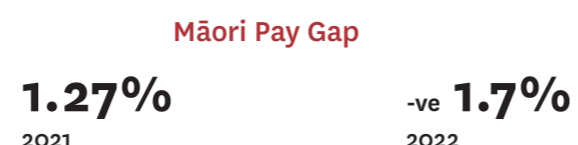
Our people are the most important part of our organisation. To respond effectively to the housing challenges for all New Zealanders, we need to be a Ministry that reflects and embraces diversity, and the new and better ways of doing things that it brings.

Since our establishment in 2018, we have focused on reducing our gender pay gap. Last year we extended our pay gap analysis and action planning to include ethnic pay gaps.

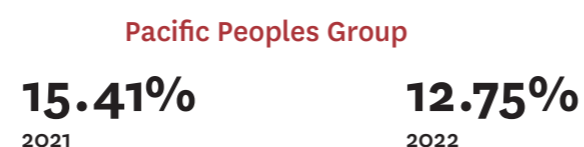
Eliminating pay gaps over time for our people will require a focused effort to improve our people systems and practices, and we have started on this journey. Our 2022/23 Action Plan aligns directly with our wider Diversity and Inclusion Strategic Approach and together they outline how we will continue our progress to becoming a truly diverse and inclusive workplace.

The Koi Toipoto Action Plan sets out actions and targets that will help close pay gaps in the Public Service.

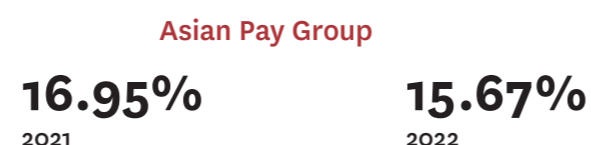
### Ethnic Pay Gap



The average salary for our Māori staff is higher than our average salary for non-Māori. Our Māori pay gap is negative 1.7%. The Public Sector average pay gap for Māori is 6.5%. Māori make-up 17% of our workforce, similar to the wider Public Sector.

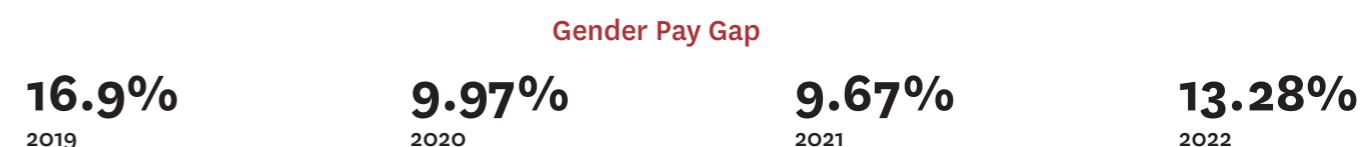


Our pay gap for our Pacific people has reduced from 15.41% in 2021 to 12.75%. This is lower than the Public Sector average of 17.7%. Pacific people represent 5% of our workforce, and the majority are in our lower and middle level roles, and a smaller numbers are in more senior positions.



Our pay gap for our Asian staff has seen a slight drop from 16.95% in 2021 to 15.67%. This is higher than the Public Sector average of 12.4%. 10% of our staff identify as Asian, and this pay gap is also driven by the low numbers of Asian staff in senior positions.

### Gender Pay Gap

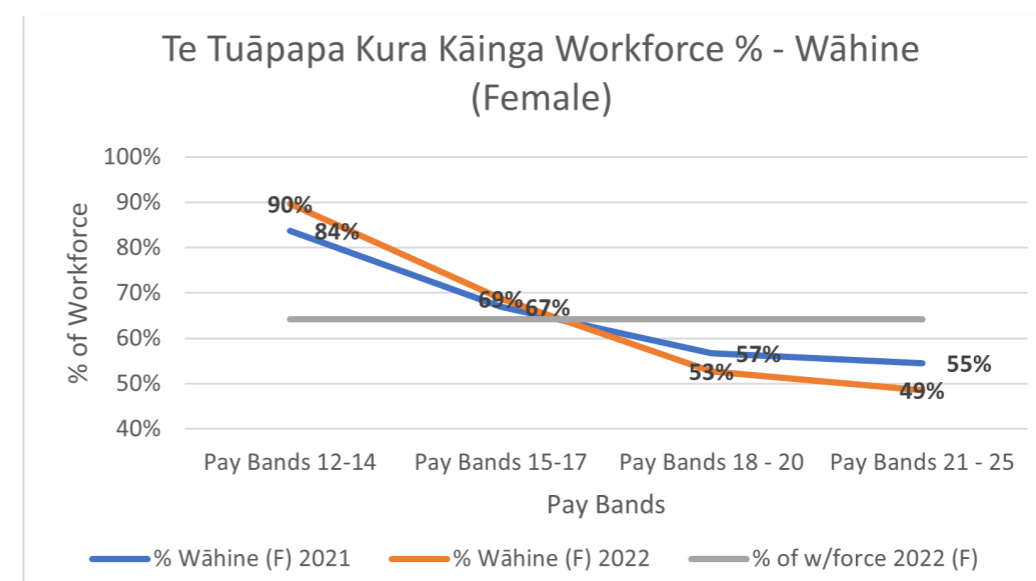


When we were established in 2018 we inherited a pay gap which each year we have taken deliberate action to address. We recognise that our pay gap has fluctuated over time. It reflects the journey the Ministry has been on since being established in 2018, and as a smaller agency our pay gap will fluctuate as our workforce changes.

In the main our pay gaps are due to representation, with a higher percentage of females in our lower and mid-level roles. Over the last 15 months our workforce has continued to change, with a significant number of females joining us in Advisor and Senior Advisor level roles. This change has resulted in the first increase in our gender pay gap since we started recording our figures in 2019. Figure 1 shows our workforce profile, and how it has shifted since 2021.

We have mainly closed any pay gaps for same or similar roles, and females make up 63% of our total workforce, and 60% of our management positions (which is higher than the average across the Public Service).

Figure 1. Our Workforce Profile: Gender



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## Key achievements since 2021

- We have developed our Diversity and Inclusion Strategic Approach. This provides us with clear goals and an associated workplan that will continue our progress towards being the diverse and inclusive organisation.
- We have implemented our new remuneration framework which focusses on providing consistency and fairness in our remuneration decisions.
- We have been introducing new ways of working, structures and roles, and have been focusing on ensuring there is clarity of our role in the housing and urban development system. Our new leadership structure has resulted in a number of appointments into senior roles, and we have maintained our gender balance in management positions throughout.
- We have continued to focus on addressing the small number of gender and ethnic pay gaps that remained within our pay bands.
- We have continued the growth of our cultural capability, with a focus on Te Ao Māori capability; helping make us an attractive organisation to a diverse range of candidates.
- We regularly monitor and amend our recruitment practices, including now publishing the salary range in our job adverts to provide transparency to potential candidates.
- We started including pay gap reporting in our quarterly Organisational Health Reports.

## Action Plan for 2022/23

Our Diversity and Inclusion Strategic Approach includes a workplan of actions to support the continued growth of our diversity and inclusiveness. The actions we will take to continue to address our pay gaps align directly with this Workplan. The key actions include:

- Continuing to grow understanding of the importance of diversity and inclusion within our organisation, and the regular sharing of stories that celebrate the diversity of our workforce.
- Engaging in targeted internship programmes that increase our ethnic diversity.
- Continuing to grow our cultural, and our inclusive leadership capability, supporting us to attract and retain a diverse range of people.
- Developing and implementing tools and resources that will support leaders mitigate any biases through recruitment and selection processes, e.g., unconscious bias learning for leaders.
- The introduction of our new system Aho, which records information about our people and supports all of our people processes. Aho will enable us to improve the breadth and quality of our demographic data and help us develop further insight about our workforce. These insights be reflected in our quarterly reporting of our workforce profile and support our actions to address our remaining pay gaps.
- Continue to support our people-led networks to grow and thrive, enabling them to effectively contribute to maintaining an engaged, healthy, and inclusive workplace environment.
- Use Talent Management conversations to support ongoing targeted career development within our workforce.

## Te Tūāpapa Kura Kāinga Gender and Ethnicity Workforce Profile

