



NEW ZEALAND
FOREIGN AFFAIRS & TRADE
Manatū Aorere

Gender, Māori, Pacific and Ethnic Pay Gap Action Plan

2024 - 2025

Manatū Aorere | Ministry of Foreign Affairs and Trade



Introduction

The Ministry of Foreign Affairs and Trade (MFAT) is committed to a positive, safe and inclusive workplace culture, and to reducing gender and ethnic pay gaps.

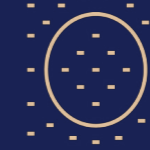
Our Gender, Māori, Pacific and Ethnic Pay Gap Action Plan 2024-25 builds on the Ministry’s achievements under our pay gap action plans published in previous years, and is guided by Kia Toipoto – the Public Service Gender, Māori, Pacific and Ethnic Pay Gap Action Plan 2021-24.

The Plan should be read alongside our broader work programmes for 2024-25, including advancing our workplace cultures programme, growing our Mātauranga Māori capability, and delivering on our Diversity and Inclusion strategy.

All quantitative data is provided as at 30 June 2024 for staff employed on Aotearoa New Zealand employment agreements. This includes all permanent and fixed term staff (both full and part-time), as well as employees on parental leave and those seconded to other government agencies.

Base salary is used as the basis for all our pay comparisons.

Under our Gender, Māori, Pacific and Ethnic Pay Gap Action Plan 2024-25, we will monitor and embed the work we’ve already undertaken and progress a further set of actions. The Plan outlines the ‘current state’ for actions planned in previous years, the actions MFAT will take in 2024-25 and defines what success will look like. All actions are mapped against the six focus areas identified under Kia Toipoto, which this plan is based on. These are:



Te Pono
Transparency



Nga Hua Tokeke mo te Utu
Equitable Pay Outcomes



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



Te whai kanohi i ngā taumata katoa
Leadership and representation



Te Whakawhanaketanga i te Aramahi
Effective career and leadership development

Gender Pay Gap

Figure 1: Gender Distribution and Pay Gap

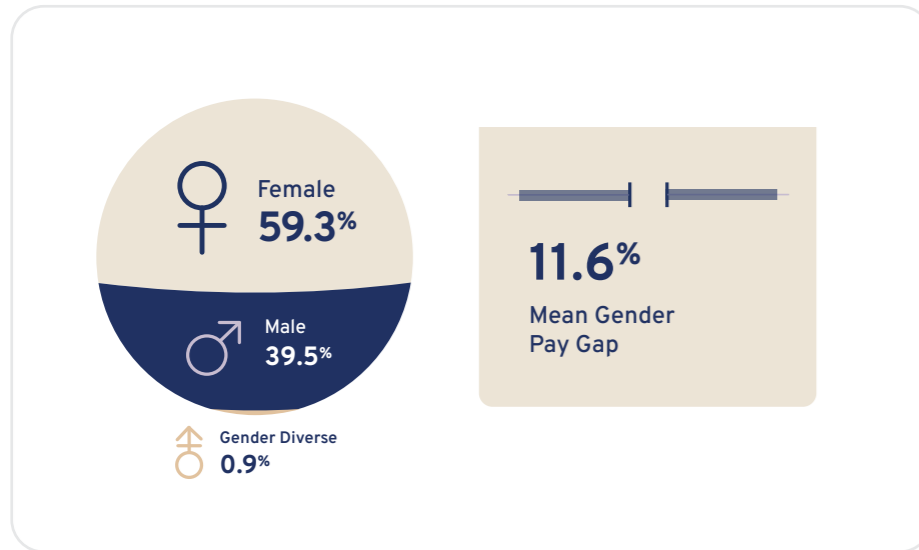
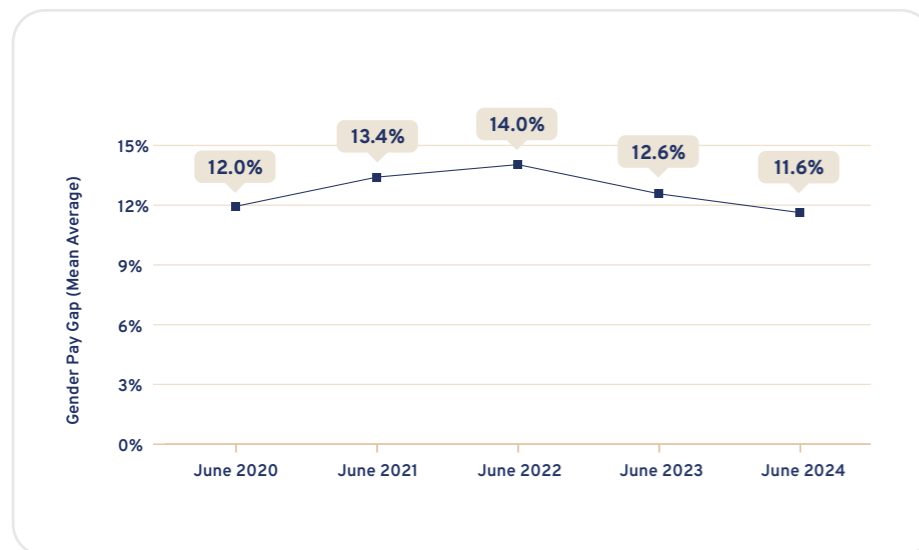


Figure 2: Gender Pay Gap Over Time



The Ministry's current gender pay gap (mean) is 11.6%.

This is a decrease of 1% from last year, and a decrease of 2.4% from the year before. We are pleased to see a steady decrease in the gender pay gap over the last few years.

Figure 3: Gender Distribution by Band

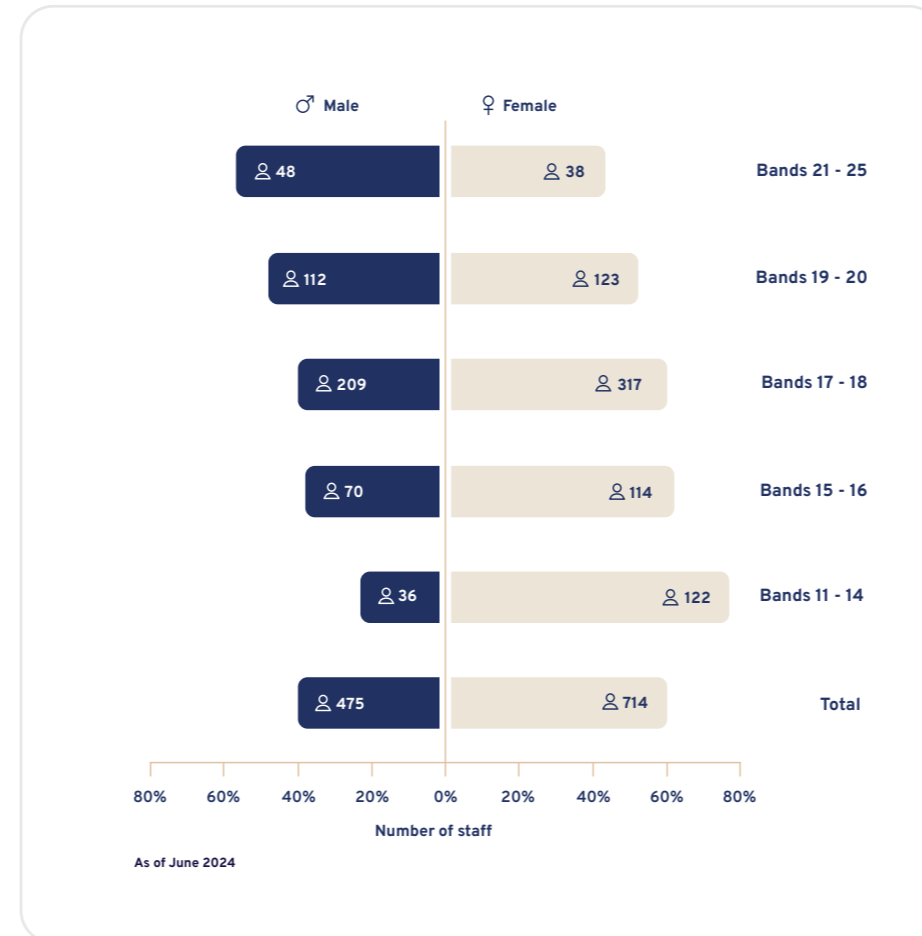


Figure 4: Gender Distribution by Grouped Bands

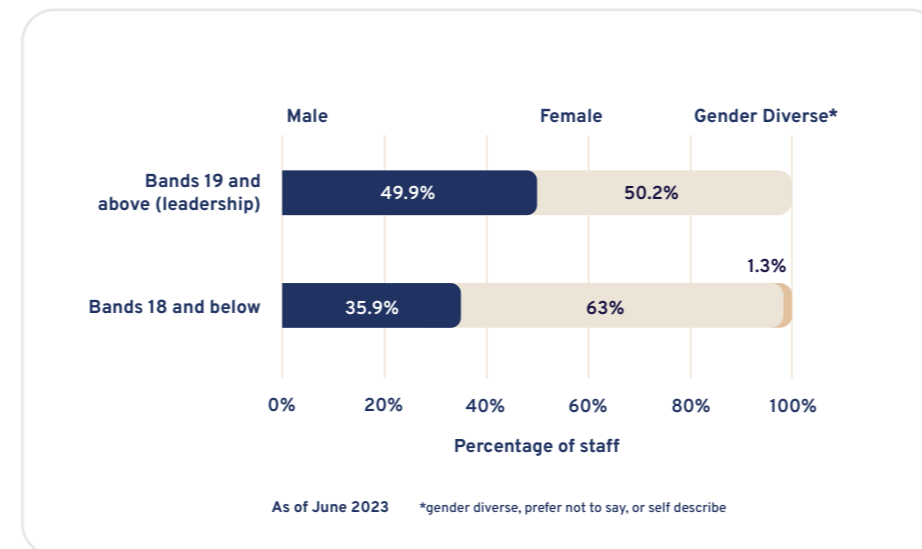
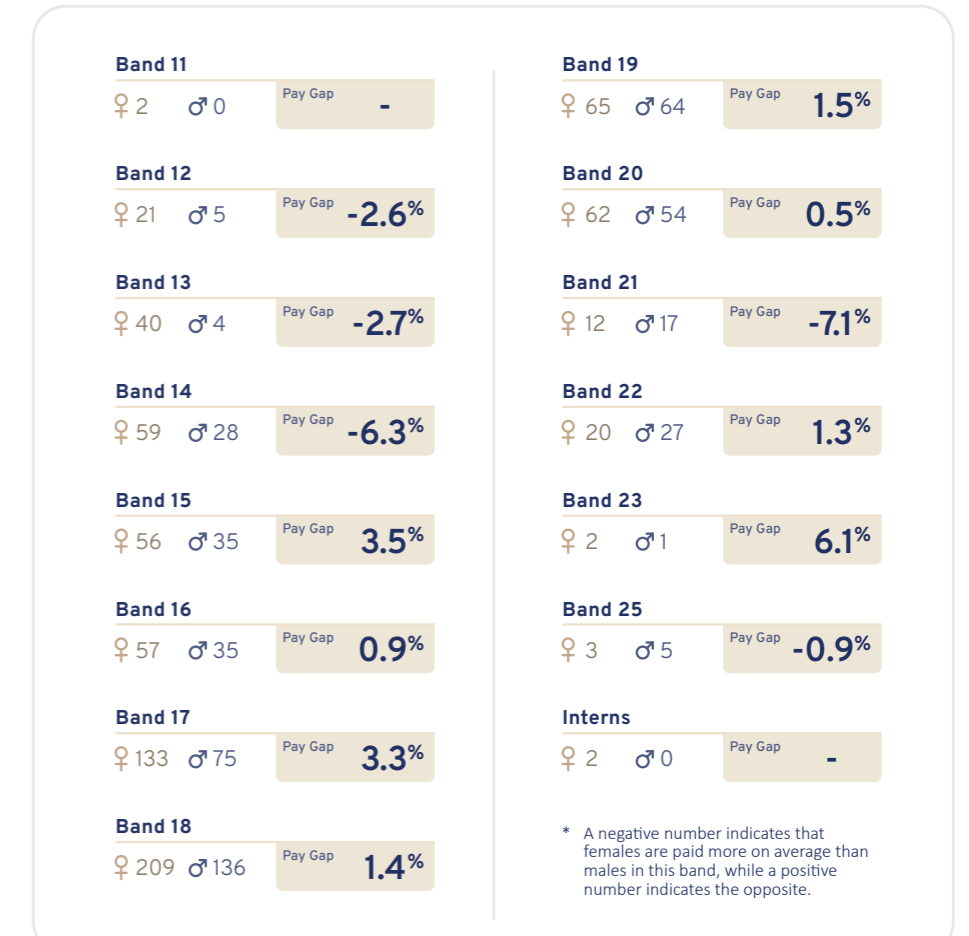


Figure 5: Within Band Gender Pay Gaps



After reviewing the mean gender pay gap, the within band pay gap, and meeting with subject matter experts within the Ministry, it has been concluded that there are four key drivers of our pay gap.

1. There are more females than males in lower paying roles, particularly in bands 11 to 18.
2. There are more males than females in higher paying roles, from band 21 and above.
3. A recent analysis showed that males in the Ministry have a longer tenure on average than females, which can mean more pay progression over time and therefore a higher salary on average.
4. There is some evidence that suggests that on average males have a slightly higher starting salary than females.

To reduce the gender pay gap, our policies and processes will continue to support and enable a pathway for females and gender diverse kaimahi to progress into senior positions at all levels. While relativity is already considered when hiring new staff, we acknowledge this can be done better, so greater focus will be put on monitoring starting salaries of employees to ensure parity across demographic groups.

Ethnic Pay Gap

Figure 6: Ethnic Pay Gap

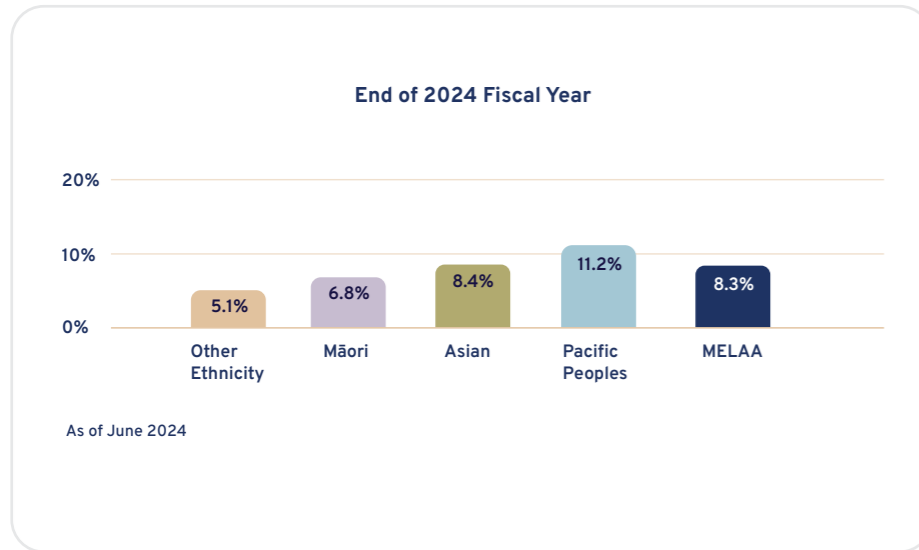
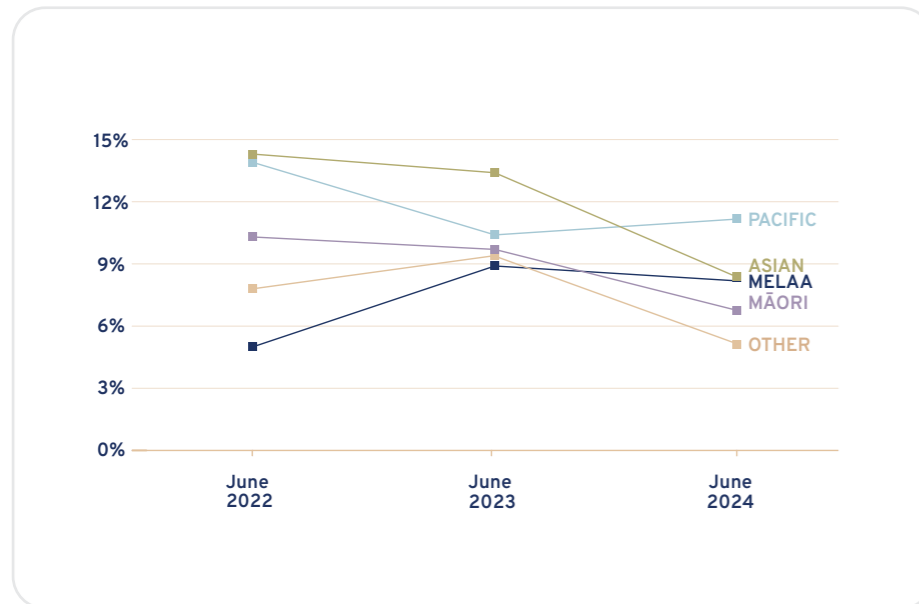


Figure 7: Ethnic Pay Gap Over Time



Overall, we are pleased to see reductions in pay gaps for Asian, Māori, MELAA, and Other Ethnicity.

Unfortunately, this year we have seen a small increase in the pay gap for Pacific Peoples. Given there is a smaller quantity of Pacific Peoples relative to some other ethnicities in the Ministry, the pay gap for this group is more easily impacted by one or two people in a senior role leaving, or starting in a more junior role, for example. Nonetheless, we aim to reduce all pay gaps overtime and acknowledge the need to understand and address the underlying cause of this trend.

Figure 8: Ethnicity Distribution Over Time

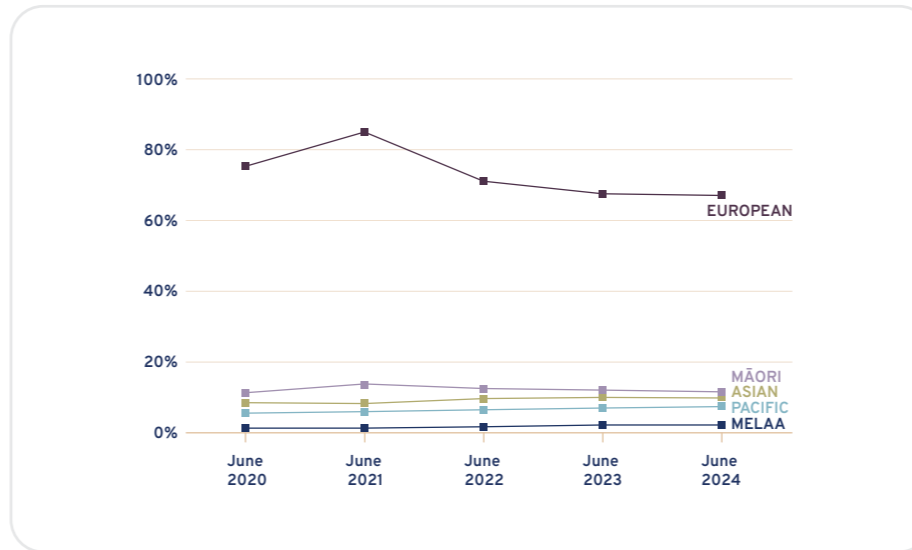
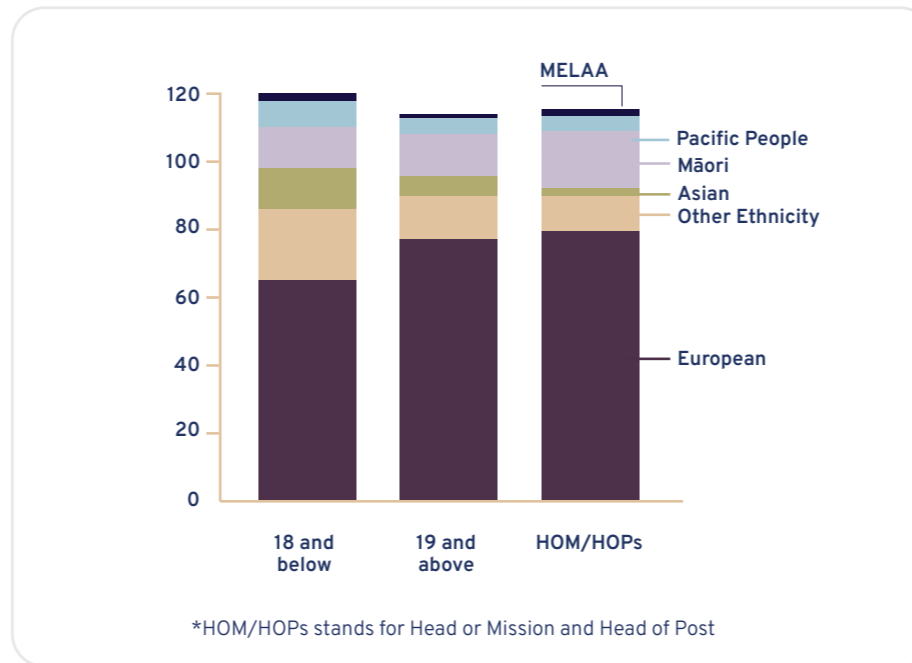


Figure 9: Ethnicity Distribution by Grouped Bands



HOM/HOPs have the highest proportion of employees identifying as European per role level, followed by staff in band 19 above. As these jobs tend to be highest paid within the Ministry, this contributes to our ethnic pay gaps.

As we continue to focus efforts on recruitment and on developing a pipeline of Māori, Pasifika, and Ethnic leaders, we expect to see these ethnic pay gaps decrease. It is critical that our policies and processes support and enable a pathway for diverse kaimahi to progress into leadership positions.

Intersectionality

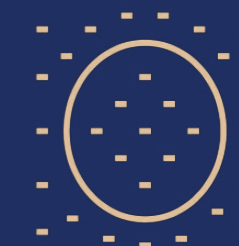
Figure 10: Average Salary for Intersectionalities of Gender and Ethnicity



Intersectionality is a critical concept that helps us understand how multiple identities (in this case gender and ethnicity) potentially influence pay gaps and reflect the experience of different segments of our workforce.

European males have the highest average salary. Additionally, generally males have higher salaries than females, with the exception of Asian males, who have lower average salaries than European females. Pacific and Māori females have the lowest average salaries in the Ministry. As noted above, the primary reason for these differences is vertical segregation, i.e. there are more European, MELAA, Māori and Pacific males in leadership roles than other groups of people.

The intersectionality of our pay gaps has been taken into consideration during the development of our action plan.



Past Actions 2023 -24	Current State	Proposed Actions 2024-25	What does success look like?
<ul style="list-style-type: none"> • Implement the agreed survey approach, and use the insights gathered to continuously monitor and improve the employee experience, particularly from an inclusion and belonging perspective. • Ensure safe and effective data collection methods and actively encourage the disclosure of ethnicity, disability, gender, and flexible working status by employees, and communicate the purpose and benefits for our people of capturing this data. • Review and refresh the existing Exit Survey in consultation with Ministry employee networks to ensure questions used provide the data and insights required and are culturally appropriate. • Improve the quality of the diversity data currently reported to provide more data points with respect to gender, ethnicity, and disability, and to include aggregated Exit Survey data, and regularly share this data with our Ministry's staff networks. • Review and adjust any unintended consequences in gender and ethnic pay gaps following annual remuneration review and adjustment. • Foster an effective two way exchange of data and insights between the People Division and Employee Led Networks to inform our Pay Gap Action Plans and keep everyone in the loop on. 	<ul style="list-style-type: none"> • Diversity data continues to be consistently monitored and shared with the Ministry's Senior Leadership Team (SLT) and all people leaders as part of a regular quarterly workforce dashboard. • To further encourage disclosure, Gender and Disability fields were updated in our HRIS to be more inclusive and aligned with the social model of disability and StatsNZ data standards. • To ensure effective data collection methods, role-based permissions in our HRIS have been amended to limit visibility of diversity data. • This year we have introduced quarterly reporting on our Gender and Ethnic Pay Gap Action Plan progress which is shared with our Employee Led Networks (ELNs) along with our quarterly workforce dashboard. • We have launched our employee experience survey, as well as exit and onboarding surveys, to regularly measure the perceptions of our people in their workplace journey. We have the ability to analyse experiences of our diverse kaimahi compared to the total workforce. • Similarly, audits are undertaken as part of our continuing monitoring regime on our gender and ethnic pay gap action plan. 	<ul style="list-style-type: none"> • Continue to publish quarterly workforce dashboards including diversity data, and quarterly progress on our gender and ethnic pay gap action plan. • Continue to deliver and report on our quarterly employee experience survey, onboarding and exit surveys. • Encourage the disclosure of ethnicity, disability, gender, and flexible working status by employees as part of the communications approach for implementing our surveys. • Analyse and report on trends in the employee experience of our diverse kaimahi across our range of surveys. • Continue to ensure that for all MFAT specialist positions, the salary range and ability for applicants to negotiate their starting salary, is communicated in job adverts for internal and external vacancies. • Review and adjust any unintended consequences in gender and ethnic pay gaps following annual remuneration review and adjustment. 	<ul style="list-style-type: none"> • At least 95% of staff have disclosed their ethnicity, gender and disability in the Ministry's Human Resources Information System (HRIS) or indicated that they 'prefer not to say'. • Diversity and inclusion data, and Pay Gap Action Plan progress, continues to be regularly provided to our employee networks, enabling them to monitor and track the Ministry's progress. • The wellbeing, engagement and workplace experience of all our people continuously improves over time as a result of action taken by the Ministry based on insights provided by employees as part of the Ministry's regular survey cycle. • Early relativity checks following remuneration increases to enable adjustments to be made as appropriate. • Pay information is consistently included within job advertisements for all specialist vacancies and made available to employees on the Ministry intranet—Te Aka.

Nga Hua Tokeke mo te Utu

Equitable Pay Outcomes



Past Actions 2023 -24	Current State	Proposed Actions 2024-25	What does success look like?
<ul style="list-style-type: none"> • Continue to progress the Comprehensive Review of the Ministry’s Performance and Remuneration Processes and provide staff with further opportunity to have input into this. • Ensure that for all MFAT specialist positions, the salary range and ability for applicants to negotiate their starting salary, is communicated in job adverts for internal and external vacancies. • Scope and plan a review and refresh of our Diversity and Inclusion (D&I) Strategy in consultation with staff networks that aims to: <ul style="list-style-type: none"> - Put timelines, clear deliverables, and measurable milestones against objectives. - Better reflect the commitment the Ministry has made to create a culture of inclusion under its Workplace Culture organisational priority. - Increase the strategy’s focus on disability, including measures of success. • Develop guidance for hiring managers and job candidates on negotiating starting salaries (including factors the Ministry considers, such as pay bands and internal relativities). • Develop resources and guidance for staff on pay equity. 	<ul style="list-style-type: none"> • While the comprehensive review of the Ministry’s Performance and Remuneration processes has advanced, work remains to complete this programme of work with the support of our Unions and associations. • As a standard practice, the salary range for specialist positions is included in all internal and external job vacancy advertisements, this will continue into the coming year. • Building on this, a Recruitment Standard has been drafted, setting out our commitment to attracting and recruiting diverse candidates and mitigating potential bias in our processes. • Our Diversity and Inclusion Strategy is currently being refreshed, with input from our employee-led networks and Unions and associations. The refreshed strategy includes an increased emphasis on disability. • Guidance for staff and people leaders on pay equity has been drafted and requires further consultation to finalise and publish on Te Aka. 	<ul style="list-style-type: none"> • Continue to progress the Comprehensive Review of the Ministry’s Performance and Remuneration Processes and provide staff with further opportunity to have input into this. • Publish refreshed D&I Strategy, including increased emphasis on disability. • Publish our Recruitment Standard, affirming our commitment to attracting and recruiting diverse kaimahi while ensuring fair and equitable processes. • Continue to ensure that for all MFAT specialist positions, the salary range and ability for applicants to negotiate their starting salary, is communicated in job adverts for internal and external vacancies. • Publish guidance for and resources for staff and people leaders on pay equity, with a dedicated Te Aka page. • Use employee experience and exit interview data to look at patterns related to pay dissatisfaction or perceptions of unfair treatment based on gender or ethnicity. 	<ul style="list-style-type: none"> • Review of performance management systems is complete and the revised systems are implemented and communicated to all staff. • Appropriate developments to the Performance and Remuneration systems are made at the conclusion of the review in order to progress Gender and Ethnic Pay Gap objectives. • Our Diversity and Inclusion Strategy is re-launched, having benefited from the feedback and input of our employee-led networks and Unions and associations. • Increased understanding across our workforce on pay equity and MFAT’s work programme to eliminate pay gaps. • A greater understanding of the causal factors behind why the pay gaps for certain groups are higher.

Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki



Eliminating all forms of bias and discrimination

Past Actions 2023 -24	Current State	Proposed Actions 2024-25	What does success look like?
<ul style="list-style-type: none"> • Implement requirements under our Recruitment Policy for hiring managers/panel chairs to demonstrate they've made every reasonable effort to ensure that both selection panels and applicant pools for rotations, progressions, and appointments have gender and ethnic diversity. • Plan and roll out the remaining modules in Inclusion@MFAT for all staff, and report on the completion rates by leaders. • Implement D&I training to be a prerequisite for any employee to participate on a selection panel. • Review the way starting salary decisions are made within MFAT to explore options such as fixed starting salaries and the use of gender pay gap calculator tools to inform starting salary decisions. • Consistently track and report on the gender and ethnic breakdown of internal and external job vacancy applicants at each stage of the selection process to identify potential sources of bias and whether recruitment strategies are attracting the diverse range of applicants we seek. • Implement refreshed Code of Conduct, and roll out compulsory training for all staff. This training will be included in induction and as an annual refresher • Scope and plan a review of our D&I Strategy in consultation with employee networks that aims to: <ul style="list-style-type: none"> - Add timelines, clear deliverables, and measurable milestones against objectives. - Better reflect our commitment to creating an inclusive culture under our Workplace Culture organisational priority. - Increase the strategy's focus on disability. 	<ul style="list-style-type: none"> • A Recruitment Standard has been drafted which sets out commitment to attracting and recruiting a diverse workforce, and the steps we will take to mitigate bias in our recruitment processes. • As a standard practice, analysis of gender and ethnic breakdown occurs across bulk recruitment activities, e.g. the HOM and leadership rounds. • While Inclusion @ MFAT is not being rolled out further, this year saw delivery of Empowering Me and Empowering Us workshops to promote a positive, safe and inclusive workplace. • Our Code of Conduct and a version for Staff Employed at Post (Values and Behaviours for the Workplace) have been to final consultation and will soon be presented for final approval prior to launch. Our Code of Conduct sets a clear expectation that we treat all people fairly, without favour or bias, and foster a positive, safe and inclusive workplace. • Our Diversity and Inclusion Strategy is currently being refreshed, with input from our employee-led networks and Unions and associations. The refreshed strategy includes an increased emphasis on disability. 	<ul style="list-style-type: none"> • Publish and implement our new Recruitment Standard. • Launch our refreshed Code of Conduct, including annual training for all staff. • Launch and implement our refreshed Diversity and Inclusion Strategy, which includes emphasis on training and development. 	<ul style="list-style-type: none"> • We achieve our revised targets under our refreshed Diversity and Inclusion strategy for the representation of women, Māori, Pasifika, and ethnic staff employed in Aotearoa New Zealand. • Diversity and Inclusion training as part of selection panel training to be required as a prerequisite to participate on a selection panel under the Ministry's Recruitment Policy has been identified and work has begun to source/develop the training as required. • Our refreshed Code of Conduct has been implemented and all staff have been trained.

Te Taunoa o te Mahi Pīngore

Flexible-work by-default



Past Actions 2023 -24	Current State	Proposed Actions 2024-25	What does success look like?
<ul style="list-style-type: none"> • Continue to monitor the difference in the career and pay progression of employees who work flexibly compared with employees who don't to ensure that flexible work arrangements don't have a negative impact for these staff. • Scope improvement of the Ministry's current policy and guidance for staff and leaders on flexible working to ensure that expectations of leaders, and what employees can expect of MFAT, is clear and any barriers to accessing flexible working are addressed. • Senior MFAT leaders continue to role model flexible working arrangements. • Continue to explore and implement self-paced learning options within the Ministry's learning management system to support the development of employees who work flexibly. 	<ul style="list-style-type: none"> • We have launched our employee experience survey, as well as exit and onboarding surveys, to regularly measure the perceptions of our people of their employee experience. In addition to specific measures relating to work-life balance, we have the ability to analyse the employee experience of our kaimahi who are recorded as having flexible work arrangements. • Work has commenced to refresh our flexible work guidelines and collateral as a first step in renewed communications and engagement, with emphasis on empowering people leaders to apply the policy intent. 	<ul style="list-style-type: none"> • Monitor the difference in the career and pay progression, and overall employee experience, of employees who work flexibly compared with employees who don't to ensure that flexible work arrangements don't have a negative impact for these staff. • Use employee experience survey data to understand and address any existing pockets where application of flexible working may be improved to ensure consistency. • Publish refreshed guidance for staff and leaders on flexible working to ensure that expectations of leaders, and what employees can expect of MFAT, is clear. • Increased communication and promotion of flexible work at MFAT, including drop-in sessions for leaders seeking support in applying our policy. • Senior MFAT leaders continue to consider flexible working arrangements. 	<ul style="list-style-type: none"> • Learning for leaders and employees on flexible working is implemented and engaged with by leaders. • Leaders have shared understanding of flexible-by-default, and what that means at the Ministry and feel confident in applying our policy and guidelines. • Analysis shows that there continues to be no difference in progression through pay bands for those with flexible working arrangements compared to those that don't. • Employee led networks are able to provide positive feedback on their member's experiences with flexible working in the Ministry.



Te whai kanoahi i ngā taumata katoa

Leadership and representation



Past Actions 2023 -24	Current State	Proposed Actions 2024-25	What does success look like?
<ul style="list-style-type: none"> • Continue to provide the Vaka Pasifika, Aorere, and Horizons Ethnic Communities internship programmes for people who identify as Māori, Pasifika, and Ethnic, and graduate outreach targeted at Māori, Pasifika, and Ethnic staff. • Review the Vaka Pasifika, Aorere, and Horizons Ethnic Communities internship programmes to identify areas for improvement. • Continue to actively consider diversity when recruiting into leadership roles across MFAT, with refreshed targets that leaders note and act on. • Scope and plan a review of our D&I Strategy in consultation with employee networks that will include a review of the targets under this strategy for gender and ethnic representation within our workforce. • Continue to participate in Public Service leadership programmes for women, Māori, and Pasifika, and explore sourcing/developing a programme for ethnic staff also. • The Ministry has been working on a revised framework for our Early in Careers programme. Various aspects of the process are under review and in 2024 a new and improved programme is being implemented. • Start work to develop a leadership capability framework and development pathways for women, Māori, Pasifika, and ethnic leaders. • Explore a process to connect new diverse staff with a 'buddy' from a staff network. 	<ul style="list-style-type: none"> • Our Early in Careers programme has continued to deliver increasingly diverse annual intakes. Regular evaluation occurs to support continuous improvement of the programme. • The annual summer intern programme has been paused for 2024/25 and replaced by targeted graduate outreach which continues to deliver a diverse candidate population. • Our Diversity and Inclusion Strategy is currently being refreshed, with input from our employee-led networks and Unions. The refreshed strategy includes an increased emphasis on disability. • A review of our Capability Framework is currently being scoped, including leadership expectations and leadership development. While this progresses, business-as-usual development will continue including our HOM programme and Diversity and Inclusion Fellowship. • Our refreshed Strategic Induction will include enhanced profiling of our employee-led networks, better enabling new staff members to benefit from the range of support our networks provide. 	<ul style="list-style-type: none"> • Launch and implement our refreshed Diversity and Inclusion Strategy, which includes emphasis on leadership and representation. • Publish and implement our new Recruitment Standard. • Evaluate our new approach to Strategic Induction, including seeking feedback from our Employee-led Networks. • Continue the mahi to review our Capability Framework and related Leadership Development Framework. 	<ul style="list-style-type: none"> • Our Diversity and Inclusion Strategy is re-launched, having benefited from the feedback and input of our employee-led networks and Unions and associations. • We achieve our revised targets under our refreshed Diversity and Inclusion strategy for the representation of women, Māori, Pasifika, and ethnic staff employed in Aotearoa New Zealand. • Māori, Pasifika, Ethnic, and female staff feel supported to progress their leadership careers within MFAT.

Te Whakawhanaketanga i te Aramahi

Effective career and leadership development



Past Actions 2023 -24	Current State	Proposed Actions 2024-25	What does success look like?
<ul style="list-style-type: none"> • Continue to participate in Public Service leadership programmes for women, Māori, and Pasifika, and explore sourcing/developing a programme for ethnic staff also. • The Ministry has been working on a revised framework for our Early in Careers programme. Various aspects of the process are under review and in 2024 a new and improved programme is being implemented. • Start work to develop a leadership capability framework and development pathways to support women, Māori, Pasifika, and ethnic leaders to develop these capabilities. • Explore a process to connect new diverse staff with a 'buddy' from a staff network. 	<ul style="list-style-type: none"> • Our Early in Careers programme has continued to deliver increased diversity to our annual intakes. Regular evaluation occurs to support continuous improvement of the programme. • A review of our Capability Framework is currently being scoped. While the review of the Capability Framework, and associated Leadership Development Framework advances, business-as-usual development will continue, including our HOM programme. • This year the Diversity and Inclusion Fellowship was awarded to 13 diverse kaimahi to take part in development opportunities of their choice. So far, 11 of those development opportunities have been completed. • Our refreshed Strategic Induction will include enhanced profiling of our employee-led networks, better enabling new staff members to benefit from the range of support our networks provide. 	<ul style="list-style-type: none"> • Analyse our employee experience survey findings, with emphasis on the experience of our diverse kaimahi, to understand their perceptions of development support and progression opportunities. • Continue the development of a leadership development framework. • Scope and develop a talent management and succession approach that is inclusive. • Continue to participate in Public Service leadership programmes for women, Māori, and Pasifika and offer our Diversity and Inclusion Fellowship to support the development of our diverse kaimahi. • Implement and review our new approach to Strategic Induction, including profiling our Employee-led Networks and facilitating connections. 	<ul style="list-style-type: none"> • Uptake of the Public Service leadership programmes for women, Māori, and Pasifika, which MFAT currently supports employees to participate in, continues to increase. • We achieve our revised targets under our refreshed Diversity and Inclusion strategy for the representation of women, Māori, Pasifika, and ethnic staff employed in Aotearoa New Zealand. • Progress continues to be made toward successfully achieving our goal under our D&I Strategy for the representation of women, Māori, Pasifika, and ethnic staff within senior leadership positions.



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