



Te Pā Whakamarumarū
New Zealand Security
Intelligence Service

Kia Toipoto

Pay Gap Report & Action Plan

Report updated as at 30 June 2024

Te Pā Whakamarumarū New Zealand Security Intelligence Service (NZSIS)

Contents

Introduction	3
Diversity and Inclusion commitment	3
Targets	3
Gender Pay Gap Action Plan 2018–2022	3
Kia Toipoto Pay Gap Action Plan 2022–2025	3
Engagement with our people	4
Definitions	4
NZSIS demographics	5
Headcount	5
Gender	5
Ethnicity	5
Disability and Rainbow communities	6
NZSIS Pay Gaps	7
Our Kia Toipoto pay gap goals	7
Gender pay gap	8
Ethnic pay gaps	9
Ethnicity and gender pay gaps combined	9
Drivers of our pay gaps	10
Vertical occupational segregation	10
Gender – over and under representation – 2023 vs 2024	10
Perfect integration – gender – 2023 vs 2024	11
Ethnicity – over and under representation – 2023 vs 2024	12
Perfect integration – ethnicity – 2023 vs 2024	13
Summary of over/under gender and ethnic representation 2024	13
Additional Insights	14
Pay Gap Action Plan Progress	16
Progress update for 2023–2024	16
2024–2025 Focus Areas	16
Other Actions Supporting our Kia Toipoto Action Plan	17
Annex A – 2023–2024 Kia Toipoto Pay Gap Action Plan Progress Report – as at 30 June 2024	18
Annex B – 2023–2025 Kia Toipoto Pay Gap Action Plan	20
Annex C – Actions we delivered under our Gender Pay Gap Action Plan 2018–2022	21

Introduction

Diversity and Inclusion commitment

Reducing our gender pay gap (GPG) has been a priority since 2017. We committed to this in our first joint Diversity and Inclusion (D&I) Strategy 2017–2020 with the GCSB. We continue this commitment in our refreshed [joint D&I Strategy 2021–2025](#) with the GCSB.

Targets

We have a GPG target of no more than 5%. We measure this by comparing the average salary of men to the average salary of females at an organisation-wide level.

We also have a 0% target for “like for like” roles. Like for like in the NZSIS means same role, same band and performance level, with comparable tenure.

Gender Pay Gap Action Plan 2018–2022

Te Kawa Mataaho Public Service Commission established the GPG Action Plan for all public sector agencies in 2018. There were four focus areas:

- Equal pay
- No bias or discrimination in remuneration systems or human resource practices
- Flexible by default
- Gender based leadership.

From 2018 to 2022 we had an action plan supporting the four focus areas. Each year we updated our plan with progress, new data, and future actions.

Kia Toipoto Pay Gap Action Plan 2022–2025

In 2022 Te Kawa Mataaho established a new Kia Toipoto Pay Gap Action Plan. This is a three-year plan that builds on the previous work we were doing. It now focuses on addressing all equal pay gaps – not just gender.

Kia Toipoto has three goals:

- Make substantial progress toward closing gender, Māori, Pacific, ethnic pay gaps
- Accelerate progress for wāhine Māori, Pacific women, and women from ethnic communities
- Create fairer workplaces for all, including disabled people and members of rainbow communities.

And there are six focus areas:

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

Engagement with our people

In 2022 we established a joint Kia Toipoto Working Group (KTWG) between NZSIS and GCSB. The KTWG has been crucial in the development of our Kia Toipoto Plan. Each year they have worked collaboratively to understand our pay gaps, track progress, and decide on future actions. Membership includes:

- People and Capability
- All employee led networks
 - Women in the NZIC
 - Women in Tech
 - Women in Operations
 - Tagata Pasefika in Intelligence
 - Neurodiversity Support Group
 - Standing Out
 - Military Support Network
 - Pan-Asian Network of the NZIC
 - Te Kāhui Māori
- Te Ao Māori team | Te Kāhui Māori
- Staff Associations
 - Public Service Association
 - Bureau Staff Association
 - Service Staff Association.

Our 2024 Kia Toipoto report

In this report you will find:

- updated gender, ethnicity, and pay gap data
- drivers of our pay gaps
- additional insights
- progress on what we have done to reduce our pay gaps, and
- other actions that support our Kia Toipoto programme of work.

.....

Note:

- All data presented in this report is at 30 June 2024
- We use base salaries for calculating our pay gaps.

Definitions

Equal pay

People earning the same salary for jobs of equal value.

Gender pay gap

Compares the average salaries of males to the average salaries of females.

Ethnic pay gap

Compares the average salaries of an ethnic group to the average salaries of people who do not identify with that ethnic group.

Average pay gap

Compares the average salaries of one group to the average salaries of another group.

Median pay gap

Compares the difference in middle salary (50% of employees earn more or less than this number) between one group and another. For example:

- Gender: we would compare the middle salary of males to females
- Ethnicity: we would compare the middle salary of an ethnic group to those who do not identify with that ethnic group.

Vertical occupation segregation

Refers to the distribution of workers within different occupations. To assess vertical occupational segregation in NZSIS we use pay bands rather than occupational groups. Using pay bands means we can assess jobs of equal value to determine if there are any equal pay gaps.

Perfect integration

When each pay band has the same representation of a group (i.e. gender/ethnicity) as the overall organisation-wide representation (of that group). For example if females represented 45% of the workforce, then we would want 45% of females represented in each pay band to achieve perfect integration.

NZSIS demographics

Headcount

The NZSIS is a public service department with a headcount of 457 staff, as at 30 June 2024.

Gender

One of the goals in our D&I Strategy 2021–2025 is to increase our representation of females by 1 percentage point a year (4 percentage points by 2025). At 30 June 2024 females represented 46.0% of our workforce. This represents a 2.8% increase over the past year.

We also aim to have at least 50% of senior leadership represented by females. Whilst we have been unable to meet this goal this year, we have made some progress with an increase of 6.7 percentage points since 2023.

	2023	2024	2024 Public Service
Gender – all staff			
Male	55.4%	53.4%	37.2%
Female	43.2%	46.0%	61.9%
Another Gender	–	–	–
Undisclosed	1.4%	0.7%	–
Gender – senior leaders (tiers 1–3)			
Male	61.9%	55.0%	43.0%
Female	33.3%	40.0%	56.7%
Another Gender	–	–	–
Undisclosed	4.8%	5.0%	–

5

Ethnicity

Disclosure rates

At 30 June 2024 our disclosure rates have increased 0.2 percentage points for 'All staff'.

Ethnicity disclosure rates	30 June 2023	30 June 2024
All staff	96.5% (disclosed at least one ethnicity)	96.7% (disclosed at least one ethnicity)
Senior leaders	100%	100%

Note: disclosure rates of 92.5% is the targeted rate for robustness of analysis.

Representation

Increasing ethnic diversity is another key focus of our D&I Strategy 2021-2025. We aim to increase the ethnic diversity of our workforce by 1 percentage point every year (4 percentage points by 2025).

Since 2023 we have measured representative progress for individual ethnicities. Whilst there has been no change to Māori in 2024 for all staff, we have seen decreases across most other ethnic groups. We have seen a significant increase in senior leaders who identify as Māori, with a 5.2 percentage point increase since 2023.

	2023	2024	2024 Public Service
Ethnicity – all staff			
European	79.4%	79.2%	62.2%
Māori	7.5%	7.5%	16.7%
Asian	6.8%	5.9%	15.9%
Pacific Peoples	4.8%	4.1%	11.0%
Middle Eastern/Latin American/African	1.2%	1.4%	2.3%
Other	14.5%	14.0%	6.7%
Ethnicity – senior leaders			
European	81.0%	85.0%	78.5%
Māori	4.8%	10.0%	17.1%
Asian	4.8%	–	3.3%
Pacific Peoples	–	–	5.3%
Middle Eastern/Latin American/African	–	–	0.7%
Other	14.3%	10.0%	7.4%

Note: the calculations cover the number of employees who identify themselves as having a certain ethnicity. They are measured by taking the number of people who identify themselves as being in that ethnic group divided by the number of people who have provided an ethnicity. A person may identify with multiple ethnicities. This means the total of all percentages can add up to over 100%.

Staff who have self-identified their ethnicity as New Zealander fall under 'Other' based on Stats NZ ethnicity groupings.

Ethnic representation goals for senior leaders

Under Kia Toipoto, we are required to have ethnicity targets for senior leaders. We have not set these targets in the past. As a start point, our goal is to more closely reflect the Public Service senior leader ethnic representation percentages. We say, "closely reflect" because our people need to meet specific requirements to work here. They have to be a citizen or resident for at least 10 years, and need a 15-year checkable background. These requirements can make it challenging to fully represent the communities we serve.

Disability and Rainbow communities

Currently we do not collect data from staff who self-identify as disabled, or with the Rainbow Community. Before making any internal system changes we will wait for Te Kawa Mataaho's guidance on data collection¹.

We will use the 2025 Te Taunaki Public Service Census as a way to capture anonymous data to help us get a broader understanding of our workforce.

NZSIS Pay Gaps

Our Kia Toipoto pay gap goals

In our first Kia Toipoto Report in 2022 we created some further pay gap goals (additional to our D&I Strategy goal of no more than 5% GPG).

We set out to reduce our pay gaps by 10% year on year for the duration of our 2022-2025 action plan. We do this by taking the GPG goal as at 30 June each year and subtracting 10% of this to give us the GPG goal for the following year. The table below shows how this relates to our GPG.

Year	GPG Goal (average)	10% of GPG Goal
30 June 2022	7.8%	0.78%
30 June 2023	7.02%	0.70%
30 June 2024	6.32%	0.63%
30 June 2025	5.69%	0.57%

Applying the same approach for our ethnic pay gaps, here's a snapshot of how we're tracking against all of our pay gap goals. While we were unable to meet our 2024 goal, we continue to reduce our pay gaps and remain committed to reducing these further through our 2024/25 action plan.

Pay Gaps	As at 30 June 2023	Goal for 30 June 2024	Actual Pay Gap at 30 June 2024
Gender	10.1%	6.32%	8.3%
Māori	3.9%	2.27%	2.7%
Pacific Peoples	17.6%	-	-
Asian	14.4%	10.45%	12.5%
Middle Eastern / Latin American, African	-	-	-

- Pay Gap information has been withheld as there are less than 20 staff members who have self-identified with this ethnic group in our payroll system.

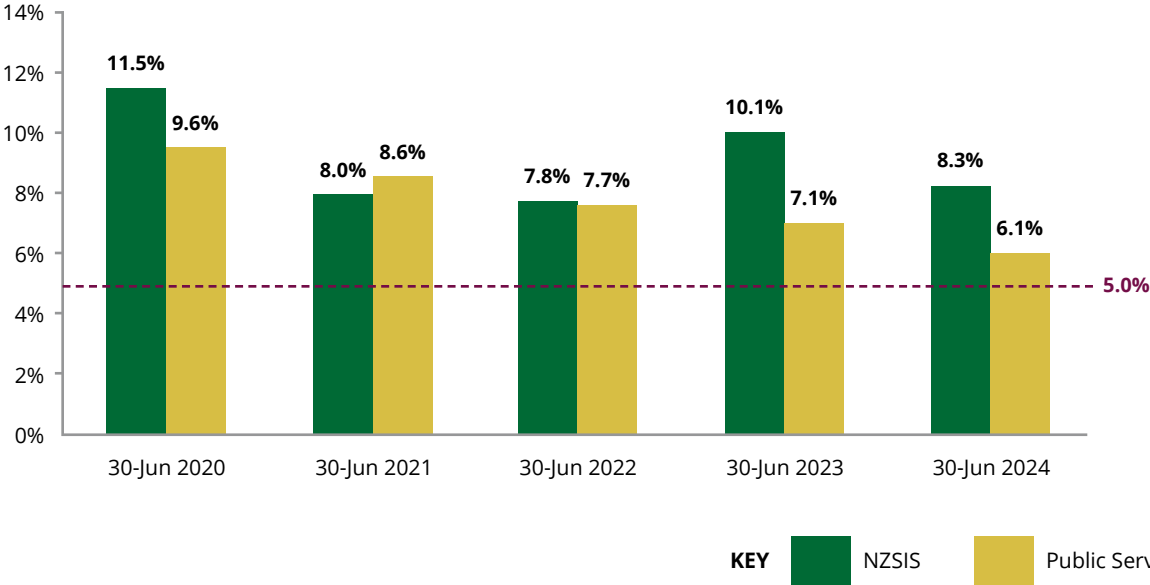
Gender pay gap

Reaching our target of no more than 5% remains a key focus. At 30 June 2024 our average GPG has decreased to 8.3%. This was a decrease of 1.8 percentage points since last year.

NZSIS Gender Pay Gap			
Average 2023	Average 2024	Median 2023	Median 2024
10.1%	8.3%	10.1%	11.0%

Our average GPG is above the latest reported Public Service average (6.1%). Our median GPG is 6.7 percentage points above the Public Service median (4.3%) and 2.8 percentage points higher than New Zealand's (8.2%)².

NZSIS Mean Gender Pay Gap (2020 - 2024)



² As per Stats NZ Labour market statistics (income): June 2024 quarter

Ethnic pay gaps

The table below shows the 2023 and 2024 average and median pay gaps for staff who identify with the following ethnicities. The NZSIS average ethnic pay gaps have all reduced. The largest change was for Asian, where it has reduced by 1.9 percentage points since June 2023.

NZSIS Ethnic Pay Gaps				
Ethnicity	Average 2023	Average 2024	Median 2023	Median 2024
European	-5.2%	-4.6%	0.0%	-4.5%
Māori	3.9%	2.7%	11.8%	2.3%
Asian	14.4%	12.5%	13.7%	13.7%
Pacific Peoples	17.6%	-	15.5%	-
Middle Eastern/ Latin American/ African	-	-	-	-

- Pay Gap information has been withheld as there are less than 20 staff members who have self-identified with this ethnic group in our payroll system.

Ethnicity and gender pay gaps combined

Combining ethnic and gender data provides additional insight into our pay gaps.

When comparing European Males to European Females, we can see that European Males are paid 11.4% higher than European Females.

We do not have enough people (20 or more) in other combined groups to show those ethnic/gender pay gaps.

Drivers of our pay gaps

Vertical occupational segregation

Refers to the distribution of workers within different occupations. To assess vertical occupational segregation in NZSIS we use pay bands rather than occupational groups. Using pay bands means we can assess jobs of equal value to determine if there are any equal pay gaps.

For our analysis, we grouped our pay bands into four different groups. This table shows the pay bands for each group, and the percentage of staff in each group.

NZSIS Pay Band Groups (30 June 2024)

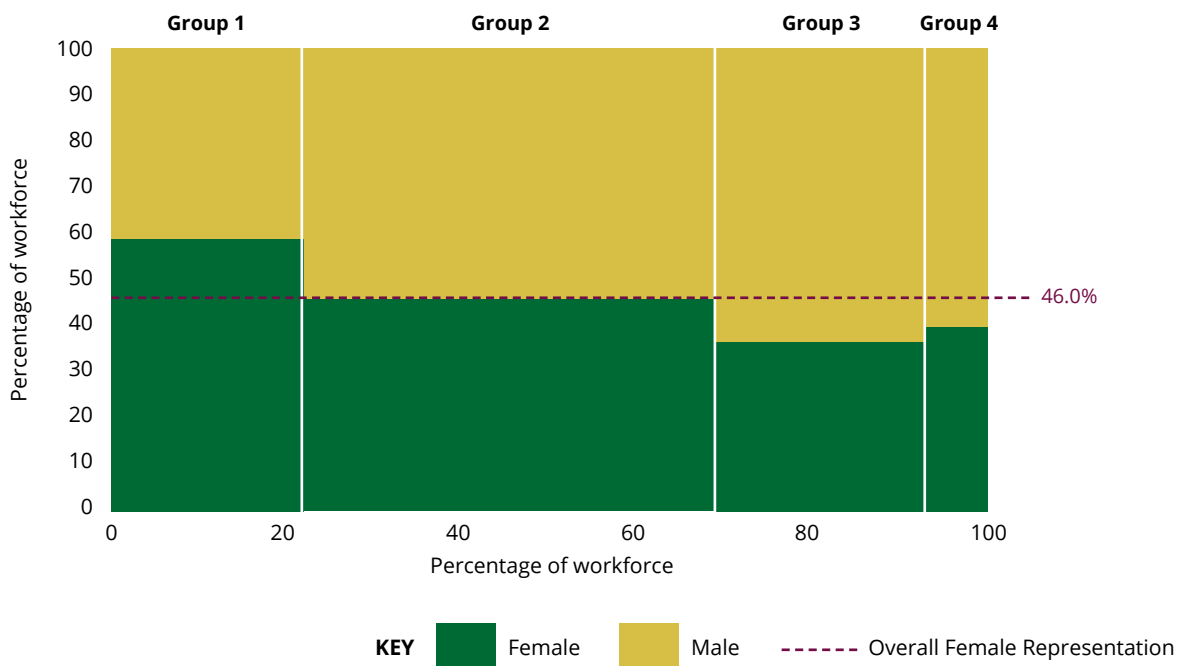
Group name	Pay Bands	% of staff
Group 1	Band D-F	22.9%
Group 2	Band G-H	46.3%
Group 3	Band I & J	24.2%
Group 4	Band K-O	6.6%

Note: the proportions will be slightly different when looking at ethnicity as staff who have not disclosed an ethnicity are excluded.

Gender - over and under representation - 2023 vs 2024

Our 2024 data continues to show that the main driver of our pay gaps is vertical occupational segregation. Females make up 46.0% of our workforce, but this percentage is not consistent across our pay bands. Some groups are overrepresented by females and vice versa.

NZSIS Female Vertical Segregation



Key findings

- Group 1 has a much higher proportion of females (58.7%) when compared to the organisation
- Groups 3 and 4 are overrepresented by males
- Group 3 has the highest overrepresentation of males.

The below table shows how our over representation by group has changed between 2023 and 2024. Our biggest changes have been in Groups 2 and 4. In 2023, Group 2 was overrepresented by three females, and now there is no overrepresentation. Group 4 has seen a decrease in the overrepresentation of males from four to two.

	Female Representation	Group 1	Group 2	Group 3	Group 4
2023	43.5%	12 females	3 females	11 males	4 males
2024	46.0%	13 females	-	11 males	2 males

Perfect integration – gender – 2023 vs 2024

For 2024, without changing average salaries, if each pay band had the same proportion of females as the overall proportion (46.0%) this would achieve 'Perfect Integration'. After perfect integration, NZSIS's average GPG would reduce from 8.3% to 0.4%.

NZSIS Perfect Integration Impact – Female – 2023 vs 2024		
Scenario	Gender Pay Gap (Average) 2023	Gender Pay Gap (Average) 2024
Current state	10.1%	8.3%
Perfect Integration	0.3%	0.4%
Change	-9.8%	-7.9%

Ethnicity – over and under representation – 2023 vs 2024

Applying the same four pay band groups that we used for gender, we analysed vertical occupational segregation for our ethnic groups.

Over / Under Representation – Ethnicity 2023

Group name	European	Māori	Asian	Pacific Peoples	Over Representation
Group 1	-	-1	+2	+4	✓ Asian ✓ Pacific
Group 2	-7	+1	+2	-	✓ Māori ✓ Asian
Group 3	+4	+1	-2	-3	✓ European ✓ Māori
Group 4	+3	-1	-2	-1	✓ European

Key: a positive number means over representation and a negative number means under representation. A dash indicates an ethnicity is not over or under represented in this group.

Over / Under Representation – Ethnicity 2024

Group name	European	Māori	Asian	Over Representation
Group 1	-4	-	-	
Group 2	-	+1	+5	✓ Māori ✓ Asian
Group 3	+1	-1	-4	✓ European
Group 4	+2	-	-1	✓ European

Key: a positive number means over representation and a negative number means under representation. A dash indicates an ethnicity is not over or under represented in this group.

Perfect integration – ethnicity – 2023 vs 2024

Scenario	European		Māori		Asian		Pacific Peoples	
	2023	2024	2023	2024	2023	2024	2023	2024
Current pay gap (average)	-5.2%	-4.6%	3.9%	2.7%	14.4%	12.5%	17.6%	-
Perfect integration	1.6%	1.3%	1.5%	0.0%	1.7%	2.0%	1.4%	-
Change	+6.9%	+5.9%	-2.3%	-2.7%	-12.7%	-10.5%	-16.2%	-

- Information has been withheld as there are less than 20 staff members who have self-identified with this ethnic group in our payroll system.

Summary of over/under gender and ethnic representation 2024

The table below provides a summary of representation by gender (female) and ethnic groups.

Over / Under Representation – Gender & Ethnicity				
Group name	Female	European	Māori	Asian
Group 1	+13	-4	-	-
Group 2	-	-	+1	+5
Group 3	-11	+1	-1	-4
Group 4	-2	+2	-	-1

Key: a positive number means over representation and a negative number means under representation. A dash indicates an ethnicity is not over or under represented in this group.

Key findings:

- Females are overrepresented in Group 1
- Females, Māori and Asian are underrepresented in Group 3 & 4
- We could have significant impact on our pay gaps if we increase female and ethnic diversity in Groups 3 & 4.

Challenges and opportunities

A significant contributor to our GPG is lower representation of females in senior technical and management roles. The best way for the NZSIS to reduce gender and ethnic pay gaps is through recruitment and internal progression.

Since 2021 we have been involved in the Ethnic Communities Graduate Programme. This has provided an opportunity to attract people from minor ethnic communities who would not normally consider working in the intelligence community. 75% of graduates who were seconded to the NZIC in Intakes 1 and 2 were successfully appointed to permanent positions following the end of their programme.

There is currently less movement in our workforce and we are expecting to have less people starting with our organisation over the next 12 months. We anticipate this will have an impact on our ability to meet our pay gap and diversity goals.

Additional Insights

Here are some additional insights that are relevant to our Kia Toipoto focus areas.

Recruitment candidates in the past 12 months

Relevant to 'Equal Pay' and 'Leadership and representation'

External appointments

We have limited gender and ethnicity data for candidates at application stage. However, we can provide data for those that were successful.

Of the 85 new starters:

- 44.7% were male and 51.8% female. The remainder were undisclosed
- On average male starters are being paid higher in group two (ref vertical occupational segregation groups) when compared to those that have left
- Ethnic representation is in the table below.

Successful external appointments - Ethnicity

European	Māori	Pacific Peoples	Asian	Middle Eastern/Latin American/African	Other	Disclosed Ethnicity
80.7%	13.3%	6.0%	4.8%	1.2%	3.6%	97.6%

14

Internal appointments

In the past 12 months we advertised over 90 roles. For those that applied internally 47.6% female and 52.4% male.

Demographics for successful internal appointments

- 45.6% were female and 54.4% were male
- Ethnic representation is in the table below.

Successful internal appointments - Ethnicity

European	Māori	Pacific Peoples	Asian	Middle Eastern/Latin American/African	Other	Disclosed Ethnicity
75.3%	9.1%	3.9%	7.8%	-	15.6%	97.5%

Note: the above gender and ethnicity data is based on one of the following appointment reasons:

- Appointed to vacancy
- Internal secondment
- Overseas secondment
- Secondment.

Leavers

Relevant to 'Leadership and representation'

We have seen a higher proportion of males leaving from groups 2 and 3 (ref vertical occupation segregation groups). When comparing leavers across all groups, 58.5% of leavers are male.

Starting salaries versus leaving salaries

Relevant to 'Equal pay' and 'Eliminating all forms of bias or discrimination'

When comparing the average starting and leaving salaries of males and females we can see that the GPG has reduced for those starting compared to those leaving.

Higher paid females have started in groups 1 and 3, compared to males who started in the same groups. We have seen lower paid males starting in groups 1, 3 and 4, compared to males leaving from the same groups. This is a contributing factor to our decreased GPG.

Formal flexible working arrangements

Relevant to 'Flexible work by default'

We can only report on those with a formal 9-day work arrangement. We have seen a slight increase of NZSIS staff with a formal arrangement, from 10.5% in 2023 to 10.9% in 2024. Exploring how we improve our data collection for flexible working arrangements will be informed by PSC guidance.

Career Development Boards

Relevant to 'Effective career and leadership development'

Of those that progressed through our career development board (CDB) process, 42.9% were female and 57.1% were male. This in line with the number of females employed in a CDB position.

Internal secondments

Relevant to 'Effective career and leadership development'

The number of those that are currently on an internal secondment has significantly reduced between June 2023 and June 2024. Of those that are on secondment, the proportion of those being males has decreased by 5.2 percentage points from June 2023 (65.2%) to June 2024 (60.0%).

Pay Gap Action Plan Progress

Kia Toipoto Pay Gap Action Plan 2022-2025

Kia Toipoto is a three-year action plan first implemented in 2022. This section includes our second annual update and highlights what we'll focus on in the next 12 months.

Progress update for 2023–2024

In the past 12 months we:

- ✓ Decreased our GPG from 10.1% to 8.3%
- ✓ Increased our overall female representation from 43.2% to 46%
- ✓ Reduced our average Māori pay gap from 3.9% to 2.7%
- ✓ Reduced our average Asian pay gap from 14.4% to 12.5%
- ✓ Welcomed our first cohort of NZSIS graduates
- ✓ Participated in Intake 3 of the Ethnic Communities Graduate Programme
- ✓ Surveyed our women to understand their experiences of working within our community
- ✓ Worked with our Military Network to explore how we measure pay gaps for our ex-military staff
- ✓ Established a new mentoring programme for staff and a bespoke mentoring programme for one of our employee-led networks
- ✓ Delivered a workshop series providing personal and professional development for women, and providing them with tools to help them proactively address challenges they face when advancing their careers
- ✓ Translated and published our [Myth-Busting Booklet](#), which demystifies working here, into four languages - Māori, Samoan, Hindi and Mandarin.

Annex A has a detailed update against our 2023–2024 actions.

2024–2025 Focus Areas and Action Plan

In the next 12 months, we'll focus on:

- 1. Diversity data** – enhancing our data collection and reporting relating to gender, ethnicity, Rainbow community, neurodiversity and disability. Ensuring it is transparent and accessible.
- 2. Equal pay** – continue to monitor and evaluate recruitment and remuneration practices to ensure equal pay for same or similar roles.
- 3. Supporting diversity and removing bias from the employee experience** – continue to explore ways we can attract diverse talent, and continued evaluation and development of inclusive policies and practices to retain this talent.
- 4. Early in career talent** – Reviewing our early in career programmes to ensure they continue delivering the best opportunities for our young talent and support growth of a diverse talent pipeline.
- 5. Career and leadership development** – continuing to provide and explore transparent and equitable career progression, training and development opportunities. Implementing our new Manager Induction Pathway and Behavioural Competency Framework.

Together with the GCSB we have achieved the majority of the specific actions we set for ourselves when our Kia Toipoto report was first developed, with most work now completed and/or embedded as BAU.

Notwithstanding, Annex B outlines specific actions we have set for ourselves for 2024–2025.



Other Actions Supporting our Kia Toipoto Action Plan

Māori cultural capability programme of work

Together with the GCSB, we started our cultural uplift journey in early 2021. We appointed our Kaitohutohu Mātāmua Chief Advisor Māori in 2022, who led the development and delivery of our framework and strategy.

In the last 12 months we have introduced new workshops to develop our people's capability so that they are able to engage effectively with Iwi and Māori when undertaking our national security functions. This is also key to helping us attract and retain the talent required to achieve our national security outcomes.

Recruitment and Retention

With GCSB, we commenced a Joint Recruitment Transformation Programme in September 2023. The programme is focused on ensuring:

- our systems, processes and practice are positioned to engage with the market effectively
- we prioritise internal mobility in support of talent development and retention
- our market presence contributes to better national security outcomes by attracting and retaining diverse and high performing talent.

Starting with an efficiency and quality focus, we have improved transparency across the recruitment pipeline. We have also improved data capture and analysis to assess channel effectiveness and better inform initiatives in this space.

Induction and Orientation

In late 2023 we implemented a new induction and on-boarding pathway, focused on the employee's first 100 days in the community. It aims to create a learning experience that ensures people feel welcomed, connected, and supported.

Our induction and orientation programme activities are aimed at ensuring staff get the information and make the connections they need to help them be successful in their role. They include:

- a welcome booklet provided prior to starting so they know what to expect
- in-person workshops and sessions with key teams
- a comprehensive online package
- one-on-one question time with our Director-General
- sessions with our employee-led networks and community/support groups.

Manager and Employee Toolkits

In November 2023 we launched new toolkits to support our managers and employees navigate their employment with NZSIS. The toolkits are key to support our new Induction and Orientation programmes, helping our people build their knowledge about the NZSIS and sourcing information regarding their role and employment activities they can expect to be part of.

The toolkits are structured in a user centric way around the employee lifecycle. They focus on the essential information staff and managers need at each stage, with diversity and inclusion embedded into each section. Each section includes information and links to relevant resources, learning, policies, and support.

Annex A – 2023–2024 Kia Toipoto Pay Gap Action Plan Progress Report – as at 30 June 2024

AREA/FOCUS	REF	2023–2024 ACTIONS	PROGRESS UPDATE
Ngā Hua Tōkeke mō te Utu Equal Pay outcomes			
Position descriptions	<i>New</i>	Develop standardised behavioural descriptors for positions	IN PROGRESS. Work has commenced to develop a new Behavioural Competency Framework, and behavioural descriptors have been identified. Next phase will look at agreeing descriptors and how these are translated into position descriptions. Due to other priorities this work will now be delivered in FY2024/25.
Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminate all forms of bias or discrimination			
People policies	<i>New</i>	Conduct an assessment of our employment obligations to Māori under Te Tiriti and the Public Service Act	IN PROGRESS. An assessment of people policies against our obligations under Te Tiriti and the Public Service Act is underway. This will help us understand where there are gaps and what actions are required to address these in order to support the GCSB and NZSIS to attract and retain Māori talent needed. This is due to be completed in FY2024/25.
Recruitment	<i>New</i>	Explore ways to make our recruitment process more inclusive of diverse groups (i.e. targeted advertising in diverse media channels, education about reasonable accommodations in the process, providing interview questions to candidates before interviews)	IN PROGRESS. Our Manager Essentials toolkit provides information and training to support recruitment. It includes guidance on Diversity and Inclusion in the hiring process e.g. whānau support at interviews, reasonable accommodations.
Advertising collateral	<i>New</i>	Translate Myth Busting booklet into multiple languages	COMPLETE. Booklet translated into four languages – Māori, Samoan, Hindi and Mandarin. Published on our recruitment website .
Te Taunoa o te Mahi Pīngore Flexible work by default			
Data	<i>New</i>	Re-measure uptake of flexible working in People Pulse surveys	COMPLETE. Included in our Experience of Women survey.
	<i>New</i>	Improve data collection for formal flexible working arrangements	IN PROGRESS. New Payroll module being developed to record formal flexible working arrangements.
Te whai kanohi ngā taumata katoa Leadership and representation			
<i>Extending our work on gender balanced leadership to include ethnicity and achieving ethnic, as well as gender balance across our workforce.</i>			
Talent programmes	<i>Cont. from 21/22 AP</i>	Continue to participate in the Ethnic Communities Graduate Programme	COMPLETE. Participated in Intake 3 of the Ethnic Communities Graduate Programme.
	<i>Cont. from 21/22 AP</i>	Continue to use the GCSB Graduate and Women in STEM Programmes as opportunities to grow diverse talent in the organisation	COMPLETE & BAU. Our graduate programme has been paused temporarily while we conduct a review of our workforce as part of our financial sustainability programme. We are using this opportunity to review and reassess the role of graduates in the workplace.

Continue to deliver GCSB Women in STEM scholarship.			
Internal research	New	Survey staff experiences of women/ethnicity to identify improvement areas	COMPLETE. Experience of Women survey undertaken in Q3 FY2023/24. Identifying areas of focus to be incorporated into BAU work and targeted focus areas for FY2025/26.
Te Pono Transparency			
<i>Broadening the data we draw on to include ethnicity as well as gender. Keeping employees and unions engaged and well informed. Using existing networks (e.g. working groups, employee led networks, team meetings and social gatherings).</i>			
Data	New	Capture anonymous data about staff who identify as disabled, or with the Rainbow community, in our People Pulse surveys	NOT PROGRESSED. Will use the 2025 Te Taunaki Public Service Census questions to help understand how we can progress this.
	New	Enhancing our data analysis through the employee lifecycle (recruitment, starting salaries, career development boards, acting appointments, secondments, exits)	IN PROGRESS. Data we capture being changed to better understand identified areas across our employee lifecycle. Exit survey process reviewed to enhance and ensure cohesion of surveys across all people who use this data.
	New	Explore how we measure pay gaps for our ex-military staff	COMPLETE. Liaised with Military Network. Agreed to not progress as unable to get required numbers to allow robust pay gap measurements to be undertaken.
Engagement	New	Share quarterly pay gap/D&I reports with the Kia Toipoto Working Group and all our staff to keep them updated on our progress	COMPLETE. D&I Mid-Strategy Report completed and shared with staff. A Quarterly HR report has been developed for Senior Leadership Team and staff version being finalised and on track to be delivered in Q1 FY2024/25.
Facilitation and mediation	New	Establish a panel of cleared, external workplace facilitators, mediators and investigators – to help address employment issues at the lowest possible level	IN PROGRESS. A panel of investigators has been identified and security clearance process is underway.
Te Whakawhanaketanga i te Aramahi Effective career and leadership development			
<i>Having transparent and equitable career progression, training and development opportunities that support women, Māori, Pacific, and ethnic employees and employees from rainbow and disabled communities to achieve their career aspirations.</i>			
Mentoring	New	Establish joint mentoring programme between GCSB & NZSIS (MentorLite)	COMPLETE. New MentorLite programme launched in Q3 FY2023/24.
	New	Support employee-led networks who may establish their own mentoring programmes	COMPLETE. Worked with Women in Operations ELN to develop and launch bespoke mentoring programme based on MentorLite.
Internal applicants	New	Develop tools and resources for internal applicants to help them prepare for new job opportunities	COMPLETE. Tools and resources available on Employee and Manager Essentials Toolkits.
Career development workshops	New	Run series of workshops with our Māori, Pacific, Asian and ethnic minority groups to understand potential challenges/barriers to career development/progression/leadership	COMPLETE. Supported our Pan-Asian network to plan and host a Negotiation Workshop for staff in our Pan-Asian and Pasifika ELNs in Q1 FY2023/24. Series of women's development workshops held in Q3 and Q4 to support women across these areas, including our Māori, Pacific, Asian and ethnic minority groups. Will continue to work with and support our ELNs to identify opportunities in this space.

Annex B – 2024–2025 Kia Toipoto Pay Gap Action Plan

This table captures our confirmed actions for 2024–2025.

AREA/FOCUS	REF	CONFIRMED ACTIONS FOR 2024-2025
Ngā Hua Tōkeke mō te Utu Equal Pay outcomes		
Position descriptions	<i>New</i>	Finalise a new behavioural competency framework and phased implementation plan to embed the framework into relevant people policies, processes and practices, including translation into position descriptions
Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminate all forms of bias or discrimination		
People policies	<i>New</i>	Complete assessment of our employment obligations to Māori under Te Tiriti and the Public Service Act and use this to inform updates/ development of policy and practices to support the attraction and retention of Māori talent
Recruitment	<i>New</i>	Continue to implement identified changes to make our recruitment process more inclusive of diverse groups
Te Taunoa o te Mahi Pīngore Flexible work by default		
Data	<i>New</i>	Improve data collection for formal flexible working arrangements
Te whai kanoahi ngā taumata katoa Leadership and representation		
<i>Extending our work on gender balanced leadership to include ethnicity and achieving ethnic, as well as gender balance across our workforce.</i>		
Talent programmes	<i>Cont. from 23/24 AP</i>	Review and assess the role of graduates in the workforce
Te Pono Transparency		
<i>Broadening the data we draw on to include ethnicity as well as gender. Keeping employees and unions engaged and well informed. Using existing networks (e.g. working groups, employee led networks, team meetings and social gatherings).</i>		
Data	<i>New</i>	Use the 2025 Te Taunaki Public Service Census to collect data to better understand the prevalence and needs of our neurodivergent and disabled workforce
	<i>Cont. from 23/24 AP</i>	Enhance our data analysis through the employee lifecycle (recruitment, starting salaries, career development boards, acting appointments, secondments, exits)
Engagement	<i>Cont. from 23/24 AP</i>	Establish a panel of cleared, external workplace facilitators, mediators and investigators – to help address employment issues at the lowest possible level
Te Whakawhanaketanga i te Aramahi Effective career and leadership development		
<i>Having transparent and equitable career progression, training and development opportunities that support women, Māori, Pacific, and ethnic employees and employees from rainbow and disabled communities to achieve their career aspirations.</i>		
Leadership development	<i>New</i>	Pilot and implement the new Joint GCSB/NZSIS Manager Induction programme

Annex C – Actions we delivered under our Gender Pay Gap Action Plan 2018–2022

<p>Equal Pay</p> <ul style="list-style-type: none"> ✓ Reviewed our remuneration framework and developed new step based pay model for implementation in 2022. ✓ Hiring managers required to justify starting salaries in recommendations to appoint. ✓ Annual remuneration review process identifies and addresses unintended equal pay gaps. ✓ Commencing salary analysis conducted every six months. ✓ 12 monthly independent review of job evaluations to assess internal relativity of job sizing and pay bands. 	<p>No bias or discrimination in remuneration systems or human resource practices</p> <ul style="list-style-type: none"> ✓ Refreshed D&I Strategy 2021-2025 includes updated D&I targets and enhanced focus on inclusion. ✓ Rebranded Anti-harassment advisors as Community Confidants and launched new framework to support them. ✓ Incorporated specific D&I questions in our 2021 Kōrero Mai Tell Us survey to get a better understanding of our employees lived experiences. ✓ Recruitment policy reviewed and refreshed. D&I embedded throughout policy. Key changes in policy focus on eliminating bias and reducing barriers to entry.
<p>Flexible work by default</p> <ul style="list-style-type: none"> ✓ Captured baseline of flexible working data in 2021 Kōrero Mai Tell Us employee survey. ✓ Refreshed Flexible Working Arrangements Policy and guidance. ✓ Flexible Working Arrangement online learning module part of D&I learning pathways. ✓ Job advertisements openly promote flexible working opportunities. ✓ Research into the experiences of those taking parental leave resulting in policy enhancements. 	<ul style="list-style-type: none"> ✓ Updated gender terminology in forms and systems to align with Statistics New Zealand guidance. ✓ Participation in Ethnic Communities Graduate Programme. ✓ D&I updates to our external websites. ✓ D&I embedded in our performance framework. ✓ D&I learning pathways setting out essential learning for all staff and leaders (e.g. Unconscious Bias, Bystander Awareness, Anti-Bullying, Discrimination and Harassment). ✓ Staff networks who drive their own D&I agendas and play a critical role in building an inclusive culture.
<p>Gender balanced leadership</p> <ul style="list-style-type: none"> ✓ Research into the experiences of Women in the NZIC (2019) resulting in a two year action plan to build inclusive practices. ✓ Poutamatia self-development programme. 	<ul style="list-style-type: none"> ✓ Actions implemented from our experiences of women in the NZIC research ✓ Dedicated marketing programmes to attract diverse talent. ✓ Established a GCSB Women in STEM Scholarship, including a Māori/Pacific focus. ✓ Monitoring position descriptions for management roles to ensure organisational and operational experience is only included when necessary. ✓ External research about how to better position the GCSB and NZSIS as an employer of choice for Māori, Pacific, and other under-represented groups.