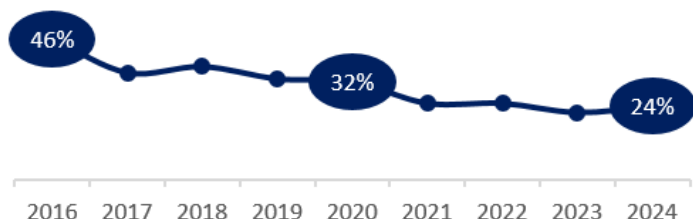


Papa Pounamu & Kia Toipoto|Diversity and Inclusion & Pay Gaps - Plans and Successes

The Ministry of Defence is committed to the kaupapa of creating an inclusive workplace that reflects the diverse makeup of New Zealand society through two key programmes of work, Kia Toipoto and Papa Pounamu. They are necessarily linked and an overview of the mahi is provided below.

Kia Toipoto|Pay Gaps



The Ministry's gender pay gap currently sits at 24%. This is a reduction from 46% in 2016 – the year before the Ministry committed to an action plan with targets for the first time. However it is an increase from last year of just over 1%.

The movement of one to two people can impact our gender pay gap and reduced turnover impacts our ability to reduce the pay gap. With low turnover likely to continue it will remain difficult to decrease the gender pay gap at the previous rates. This renews our commitment to take every opportunity to reduce it.

The two key drivers for the Ministry's gender pay gap are occupational and seniority differences and not gaps in pay for the same roles. A higher proportion of senior project staff are men and these specialist staff are drawn from the traditionally male dominated STEM and military backgrounds. As a point of comparison, the gender pay gap for our Defence Policy & Planning division is -2%.

The Ministry is focused on two specific targets to reduce the gender pay gap (see Table 1 below).

TABLE 1

	To increase the percentage of women in senior leadership roles (tier 2 and tier 3) to 52%			To increase the percentage of women in tier 4 and lower management roles to a minimum of 40% over the next 5 years		
	30 June 2022	30 June 2023	30 June 2024	30 June 2022	30 June 2023	30 June 2024
Female	44%	50%	42%	17%	24%	26%
Male	56%	50%	58%	83%	76%	74%

Changes to Ethnicity and Gender Pay Gaps

The Ministry employs small numbers of staff from different ethnicities which means small changes can result in big shifts in the data.

- The gender pay gap for women who identify as Māori, Pacific, Asian or MELAA decreased by 3% from 25% in 2023 to 22% in 2024

Disabled people and rainbow communities - Data and plans

In 2023 disabled people and rainbow communities from across the public service developed plans in support of and additional to the public service wide papa pounamu programme of work. To support these initiatives, the Ministry is working to "identify and close inequities (e.g. pay gaps), as measurement allows".

- The Ministry collects the Washington Group set of data on disability from new staff, as recommended by the New Zealand Disability Action Plan. The numbers are building but are still too small to be meaningful.
- The Ministry undertakes regular conversations with rainbow communities through its Pride Network, with regular invitations to share opportunities and challenges with the Strategic Leadership Team (SLT) and direct conversations with HR. As a result, a career development workshop tailored to the needs of kaimahi aniwaniwa was delivered.

Papa Pounamu|Diversity & Inclusion

The Ministry made its Papa Pounamu plans central to its People Strategy in 2021, the same year it started to report on progress in the Annual Report. The following page provides an overview of some of the key milestones, not an exhaustive list, and outlines current priorities and next steps (see Table 2 below)

Papa Pounamu|Diversity & Inclusion

TABLE 2

Action Area	Progress to date	Planned Priority Actions	Success Indicators
Employee-led Networks (ELNs)	<ul style="list-style-type: none"> There are five ELNs across the Ministry (Pride, Women, Pasifika, Young Professionals, Social Club) Established an ELN Chairs Forum and included others who lead work or activities that supports the Ministry becoming an even better place to work (Mo-vement and Move-vement men and leads from the rōpū supporting Māori cultural capability) Promotion of chair roles as leadership development opportunities A career development workshop tailored to kaimahi aniwaniwa was delivered in March 2024 	<ul style="list-style-type: none"> ELN chairs forum invited to provide diverse views on Ministry policies and practices ELNs to meet with Secretary of Defence 	<ul style="list-style-type: none"> Engaged and active volunteer ELN members Positive feedback on activities and communications from colleagues Participation in ELN initiatives
Employee Experience	<ul style="list-style-type: none"> Undertaken an all staff survey in August 2024 with five DEI related questions Divisions provided with reports on their individual areas Over 80% of staff saying they would recommend the Ministry as a good place to work 	<ul style="list-style-type: none"> Each division has a targeted action plan Insights used to inform the 2025 – 28 People Strategy Working together to break down silos and building our behaviours and skillsets to work better with our partners 	<ul style="list-style-type: none"> Improved results on chosen targeted areas in Te Taunaki Public Service Census 2025 and any follow up survey
Inclusive Leadership	<ul style="list-style-type: none"> Above the Line workshops introduced in 2020 Leadership workshops: <ul style="list-style-type: none"> The connection between psychological safety & inclusion Men in leadership – how men can be great allies 	<ul style="list-style-type: none"> Refresh the Above the Line workshops to provide more practical advice in line with feedback 	<ul style="list-style-type: none"> Employee experience results <ul style="list-style-type: none"> Improved result on question about leaders asking for different views to their own
Kia Toipoto Pay Gaps	<ul style="list-style-type: none"> People paid the same for the same role Flexible by default Revised recruitment practises/processes 40:40:20 mix of genders in the Ministry 40:40:20 gender representation at Tier 2 and 3 Better ethnicity data Reduced ethnicity and gender pay gap by 3% in 2023-24 	<ul style="list-style-type: none"> Continuing to monitor pay gaps in starting salaries Responding to Employee Experience survey - action plans that encourage inclusivity Continue to collect disability information from new staff as recommended by the NZ Disability Action Plan Reduce GPG to under 20% over next 3 years 	<ul style="list-style-type: none"> Increase the percentage of women in tier 4 and below management roles Reduction in the gender and ethnicity pay gap No gaps in starting salaries
Cultural Competence	<ul style="list-style-type: none"> Held the inaugural wānanga on the Ministry's cultural capability Implemented MoD Māori cultural App – Tiaho Mai Created a Ministry specific te ao Māori plan Embedded ownership and celebration of Matariki and Te Wiki o te Reo Māori into business units Embedded elements of te ao Māori that are meaningful within the Ministry, such as mihi whakatau for welcoming new staff and the use of karakia/waiata Offered all new staff access to cultural intelligence workshops 	<ul style="list-style-type: none"> Re-running staff survey and ensuring data collected by Ministry can assist Whāinga Amorangi plan and annual reporting. Piloting Te Tiriti guidance Embedding cultural capability development within our performance management framework – <i>Kete Tuatahi</i> Continue offering cultural training and development opportunities to staff, especially new staff Promote the use of public service online learning for cultural intelligence 	<ul style="list-style-type: none"> Increase in number of staff who feel more culturally confident Greater understanding of how Te Tiriti intersects with Ministry work Greater understanding of when and how to engage with Māori and to understand Māori perspectives related to the Ministry's work.