

Kia Toipoto | Pay equity update 2024

Kia Toipoto

Kia Toipoto: Pay equity update provides an update on our progress to reduce pay gaps during the period 1 April 2023 – 31 March 2024.

This supports the [Kia Toipoto - Public Service Pay Gap Action Plan](#)'s three-year goals to:

- make substantial progress toward closing gender, Māori, Pacific, and 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.

Kia Toipoto guidance requires at least 20 employees in each comparative group to publish statistically robust pay gaps, while also protecting the privacy of employees. This means we are unable to publish pay gap data for ethnic groups or provide a detailed analysis for gender gaps within levels, while meeting privacy obligations.

About us

The Electricity Authority Te Mana Hiko (Authority) is a small independent Crown entity responsible for the governance and regulation of New Zealand's electricity industry.

Designing and operating New Zealand's electricity system takes great people. We are governed by a Board made up of six members and have approximately 120 staff.

Many roles require specific industry and/or technical knowledge, while others reflect roles found across multiple organisations (e.g. Corporate Services functions).

Our first [Kia Toipoto action plan](#) was created in 2023. We will monitor our progress and publish updates each year.

Our commitment

The Authority values a diverse workforce. Our people policies are developed with key considerations of transparency, pay equity, diversity and inclusion.

Closing pay gaps has been a focus since 2022 when we reviewed our gender pay gaps and took action where needed. Addressing pay gaps underpins our approach to people and capability activities from the time we recruit colleagues through until when they leave.

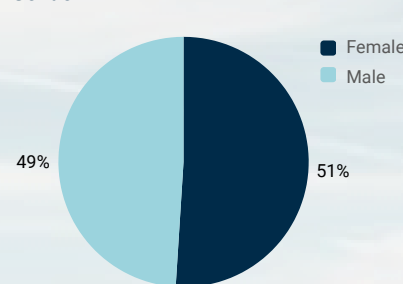
Our people

Our data was taken on 29 March 2024 in line with our data set from 2023. Due to the relatively small size of the Authority, the number, when expressed as percentages, can vary greatly with small changes to the data sets.

Staff employment

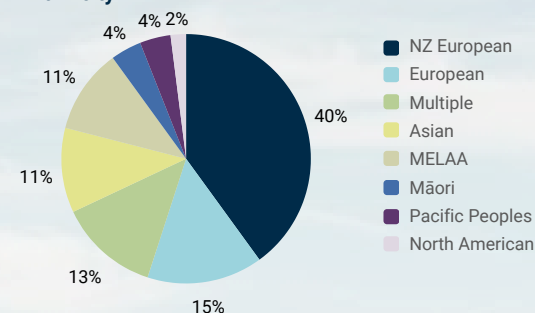
We employed 119 permanent and fixed term staff and held seven vacancies. Staff numbers have increased from 105 reported in Kia Toipoto 2023.

Gender



Our employees comprised of 61 females and 58 males.

Ethnicity

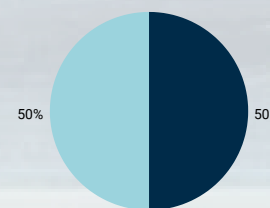


Staff are encouraged to update their ethnicity information for reporting purposes. This graph excludes 47 staff who have not stated their ethnicity.

Leadership and representation

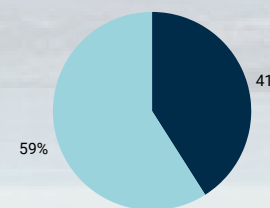
Te whai kanohi i ngā taumata katoa

Senior leadership team



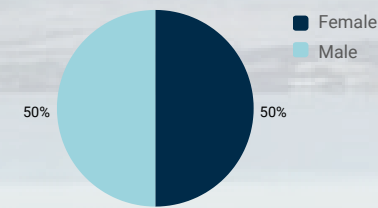
Our Senior Leadership team consists of three females (including the CE) and three males.

Tier 1-3 managers



Tier 1-3 managers comprised of 10 males and seven females.

Our Board



Our Board consists of three females (including the Chair) and three males.

Our pay gaps

Due to the size of the Authority the only statistically viable grouping we can report on is gender. Small changes in staffing can impact on our pay gap statistics. We have processes in place to assess remuneration for equality at key times such as appointing new employees and during the annual remuneration review process.

	Female	Male	Difference
Median	\$135,000	\$151,667	11%
Mean	\$136,660	\$155,301	12%

All data has been compared on a 1FTE basis for consistency.

The difference has decreased from 18% in February 2023.

Remuneration spread

We analysed the spread of salaries across the organisation. We ordered the data from lowest to highest then divided the range into quarters (quartiles). We then looked at the data in terms of females and males. No quartile had the recommended minimum number 20 females and 20 males so no further analysis was done within the quartiles.

We can report on some high-level information:

- we have more women in the lower quartile (62% female v 38% male)
- we have more males in the upper quartile (64% male v 36% female)
- the gender balance in the middle quartiles was roughly even.

The greater percentage of females in roles placed in our lower salary bands and greater percentage of men in roles in the higher bands drives our gender pay gap.

Effective career and leadership development

Te Whakawhanaketanga i te Aramahi

We are developing a new approach to promotions which will target roles up to Principal level. This strengthens career pathways within the Authority while recognising the development and achievements of staff and their contribution to the culture of the Authority.

Competency frameworks have been developed for some areas of the business and will be rolled out for more areas in 2024/25. These frameworks also help support career pathways and our promotions approach. Study assistance and support is granted for development that assists staff to grow in their roles.

Transparency

Te Pono

We engage with staff through our engagement surveys and encourage a culture of openness and transparency where feedback is welcomed.

Authority staff have access to our Kia Toipoto and ensure easy access to HR and remuneration policies, including salary bands.

Market salary data from Korn Ferry is used to inform our salary bands. This data is analysed and reviewed before bands are confirmed. We consider remuneration data from the Public Sector, other Crown Entities and organisations before confirming our remuneration bands.

We introduced a new payroll system in 2023. This has enhanced our data collection ability and subsequent reporting capability.

Engagement survey

For the previous three years we have used the Ask Your Team state sector survey, enabling us to benchmark against other organisations, and complete year on year comparisons internally.

This year we decided to move to four quarterly surveys on key focus areas with the opportunity for employees to have their say. The rationale was to enable staff to provide more meaningful insights for influencing change, through a more targeted approach and with free text options.

The latest survey results told us that:

- 84% of our staff felt included in in their team
- 79% reported that they were encouraged to be themselves at work
- 78% said they felt confident to speak openly about themselves.

Our goal is to support continuous improvements that make the Authority an even better place in which to work.

Flexible-work-by-default

Te Taunoa o te Mahi Pīngore

The Authority has a flexible working environment by default. All staff can work from home for part of the week.

We introduced our flexible work procedures and remote working guidelines in 2024 which align with guidance provided by the Public Service Commission and support our staff to request a range of flexible or remote working options. We have also secured a small number of permanent desks in the Auckland hub which enable the Authority to access a broader talent pool while adhering to our guidelines.

Equitable pay outcomes

Ngā Hua Tōkeke mō te Utu

Our appointment processes include a review of the proposed salary and how this aligns with salaries for similar roles across the organisation and the skill, knowledge and experience being brought into the Authority before final approval.

We are reviewing our remuneration policy and strengthening our processes around position management, which includes job sizing. This supports roles to be in the right band for expected job delivery.

In 2023, we separated base salary uplift from performance payments following the easing of pay restraint conditions. This provided the scope to fully assess base salaries across the Authority to address anomalies that may have arisen from this period of restraint, before considering performance-based payment.

Eliminating all forms of bias and discrimination

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

Our People and Capability team has rolled out a culture support model to reinforce our set of 12 behaviours. One behaviour is focused on each month with activities designed to support refreshing and embedding that behaviour in our culture.

We continue to develop new staff-led networks to support diversity and inclusion, foster connections and grow awareness.

Pride Pledge

The Authority continues to support the pride pledge and developments in this space include:

- a new employee-led Rainbow communities' network
- a commitment to support the employee-led network with two sponsors from our senior leadership team
- the pride pledge provides a framework and resources that help us to connect, support and educate our people around LGBTIQAP+ issues, whether they identify as belonging to the Rainbow community or not. This includes promoting inclusivity, fostering community, driving awareness, and championing equity.

Pou Tangata rōpu

In October 2023 Pou Tangata, an employee-led rōpu was developed to weave Te Ao Māori into the fabric of the Authority, fostering a culturally responsive approach in all aspects of our work.

Pou Tangata rōpu support the Authority in honouring tikanga Māori. We are paving the way for a more equitable and culturally rich future within the Authority and collaboratively upholding Te Tiriti o Waitangi in our daily endeavours, ensuring a commitment to partnership and equity.

Neurodiversity

We are currently investigating inclusion in this space and how we provide an inclusive environment for neurodiverse employees.