

# **Diversity, Equity & Inclusion Reporting for 2024/25**

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Oranga Tamariki

## Our Purpose

At Oranga Tamariki we work hard to understand and break down systemic barriers to inclusion ensuring that our focus is on attracting, developing, retaining, and engaging a diverse workforce. Oranga Tamariki's organisational values are well understood and our Kaimahi are encouraged to bring these values into their day-to-day work. They are front and centre in the development of this plan and they are as follows:

- We put **tamariki** first – we will challenge when things are not right for the child
- We believe **aroaha** is vital – it keeps us focused on what is right
- We respect the **mana** of people – we listen, we do not assume, and we create solutions with others
- We are **tika** and **pono** – we do what we say we will do
- We value **whakapapa** – Tamariki are part of a whanau and community
- We recognise that **oranga** is a journey – we understand the long-term impact of our actions today

## Our Commitment

Since 2023, we have combined our gender pay gap action plan with our diversity and inclusion action plan. This enables us to build and strengthen work to pay gaps across both areas. Our action plans aim to close pay gaps, create fairer workplaces and improve our diversity and inclusion outcomes. In 2024, we have developed our Diversity, Equity and Inclusion (DE&I) Strategic Plan 2024-2027 for Oranga Tamariki. At the heart of our DE&I strategy, sits our statement of intent.

# Our Diversity, Equity and Inclusion Pou

These pou were developed to reflect the important principles that sit behind our statement of intent. They were shaped by the lived experiences and aspirations of our kaimahi.

## Belonging – We believe aroha is vital

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We understand that building belonging is essential. By investing in the time to understand people's needs and taking an intersectional and relational approach, we create the foundations for belonging to grow.

## Accountability – We are tika and pono

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We have a responsibility to lead the way in creating equitable futures for both our people and the communities we serve. We hold ourselves accountable in every interaction to progress change and lead by example.

## Respect – We respect the mana of people

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We listen to the voices of all our people and value their unique contributions. By embracing and accepting our differences, we believe we can enable meaningful connection and inclusion to thrive.

## Community

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We are brought together with the purpose of being of service to community (tamariki, rangatahi and whānau). By ensuring that we first take care of our people and build a diverse, equitable and inclusive workforce we are better able to fulfil our core purpose as an organisation.

## Legacy – We value whakapapa

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It is vital in our work that we recognise the connection between our past, present and future. We feel the impact of the past and are committed to restorative practices in the present. We commit to intentionally focusing on equity as we move forward.

# Our DE&I statement of intent

We commit to championing diversity, equity and inclusion for our workforce and the communities we serve.

This means we hold ourselves accountable to equity for all and recognize our impact on the past, present, and future. By fostering a culture of respect where every voice is valued and our differences are embraced, we cultivate meaningful change and belonging.



## Key considerations in our DE&I efforts

- We have developed a **3-year strategy** and we will revise annually to gauge progress against targets
  - We will limit the **number of focus areas** and **integrate** fully into BAU
  - We will expand the current external focus on DE&I to include focus **workforce diversity**
  - We will prioritise activities to support **inclusive practices** and **behaviours** that foster a culture of **belonging**
  - We will take an **intersectional** approach and include **all dimensions** of diversity
- We will continue to be explicit about our commitment to **bi-culturalism** and include a focus on **multi-culturalism**, ensuring all voices are heard
  - We will recognise and address the systems and processes which result in **inequities** experienced by **minority groups** across your workforce e.g. ethnic minorities, those with disabilities, LGBTTQIA+ etc.
  - We will raise awareness through an effective **communication strategy, skills building and training**
  - We will create 'whole of organisation' **accountability** for delivery of DE&I, with business unit specific **objectives** and **measures**
  - We will establish the right **DE&I infrastructure**, e.g. DE&I Council, Employee-led networks and leadership accountability.



# Our three focus areas in DE&I for 2024 - 2027

## Belonging



### Build a culture of belonging

Because Oranga Tamariki already has a diverse and gender balanced workforce, but recognising, celebrating and valuing diversity appears to be the #1 priority across the Oranga Tamariki.

## Equity



### Address inequity

Because recognising historical imbalances for Māori and Pasifika and addressing these is vital to being able to provide effective services for tamariki, rangatahi and whānau

Similarly, recognising and addressing the barriers faced by all minority groups in Oranga Tamariki, will support us to build a stronger, more effective workforce and better support the needs of those in our care.

## Leadership



### Grow leadership capability & representation

Because leadership accountability and commitment for DE&I is vital to its success and visible representation of minority groups at the leadership level is a strong signal of genuine commitment.

# **Workforce Data**

## Workforce Data

In Oranga Tamariki the average pay of women is higher than for men and data indicates there is no pay gap for NZ Māori, Asian, or MELAA working at Oranga Tamariki. The data does highlight a pay gap for Pacific people of 0.70%.

The ethnic data we collect relies on kaimahi self-disclosing their ethnicity when joining the Agency. Currently the HRIS system allows for up to three ethnicities to be recorded, limiting the accuracy of the ethnic data captured. Disability data is captured during the recruitment process and no data is currently captured relating to rainbow affiliation. Work is underway to improve collection of ethnicity data at onboarding stage for new hires and self-declarations for gender and ethnicity of current kaimahi will be encouraged.

**72.83%** of employees (permanent and fixed-term staff employed at the date at which the data was collected) identify as women; **26.81%** identify as men; **0.36%** of employees identify as an alternative option for their gender. The alternative gender percentage is too small to provide anonymous and statistically robust analysis, therefore only data analysis for men and women is provided.

Pay gaps are calculated by comparing average salaries of people identifying with a group and average salaries of everyone else, based on disclosed data we hold. Average pay and pay gaps however, do not tell the full story. The following information looks at what is driving pay gaps at Oranga Tamariki.



### Gender Pay Gap - All of Oranga Tamariki

	OT 31/12/19*1	OT 13/10/2021	OT 30/09/22	OT 30/09/2023	OT 31/08/2024
Females	3322	3782	3645	3671	3641
Males	1106	1288	1209	1251	1340
<b>GPG Mean</b>	<b>-3.11%</b>	<b>-3.01%</b>	<b>-4.25%</b>	<b>-3.13%</b>	<b>-5.51%</b>
<b>% of OT</b>	<b>99.77%</b>	<b>99.80%</b>	<b>99.75%</b>	<b>99.74%</b>	<b>99.64%</b>

Oranga Tamariki has made significant progress in addressing its gender pay gap, and in 2024 the gender pay gap is - 5.51%, meaning on average in Oranga Tamariki, women are paid more than men. This gap has increased year on year.

### Ethnic Gender Pay Gap – All of Oranga Tamariki

	NZ European	NZ Māori	Pacific People	Asian	MELAA
Females	1604	733	365	238	66
Males	396	237	238	105	19
<b>EGPG Mean</b>	<b>-11.71%</b>	<b>-6.55%</b>	<b>0.70%</b>	<b>-3.26%</b>	<b>-4.71%</b>
<b>% of OT</b>	<b>40.07%</b>	<b>19.44%</b>	<b>12.08%</b>	<b>6.88%</b>	<b>1.70%</b>

<sup>1</sup> \*OT 31/12/19 reflects the impact of the second phase of the pay equity implementation.

Analysis of gender pay gaps by ethnic group indicates that for all groupings, there is a negative pay gap (meaning women are paid more than men) except for Pacific people. The gender pay gap for kaimahi who identify as Pacific people has decreased from 3.20% in 2023 to 0.70% in 2024. This continuous the downward trend and while there has been improvement this continues to be a focus area.

### **Ethnic Pay Gap - Pacific people compared to non-Pacific people**

**10.02%** of female and **17.76%** of male identifying employees at Oranga Tamariki have disclosed their ethnicity as Pacific.

	<b>Overall</b>	<b>Social Workers</b>	<b>Youth Workers</b>
Non-Pacific men	1102	184	262
<b>Average pay</b>	<b>\$103,012</b>	<b>\$101,374</b>	<b>\$66,461</b>
Pacific men	238	22	105
<b>Average pay</b>	<b>\$88,217</b>	<b>\$102,731</b>	<b>\$70,398</b>
Non-Pacific women	3276	1090	202
<b>Average pay</b>	<b>\$106,612</b>	<b>\$101,273</b>	<b>\$67,750</b>
Pacific women	365	107	43
<b>Average pay</b>	<b>\$99,677</b>	<b>\$104,438</b>	<b>\$69,349</b>
<b>Ethnic Pay Gap</b>	<b>9.88%</b>	<b>-2.81%</b>	<b>-4.64%</b>

There is no ethnic pay gap in the Social Worker and Youth Worker groups, but there is a pay gap between Pacific People and Non-Pacific People in Oranga Tamariki of **9.88%**. In 2022, this pay gap was at **12.47%** and in 2023 it was **8.77%**. The

increase in the gap in 2024 was driven by the fact that the majority of Pacific People that joined Oranga Tamariki were appointed to lower-level positions.

### Māori people compared to non-Māori people

**20.13%** of female and **17.69%** of male identifying employees at Oranga Tamariki have disclosed their ethnicity as Māori.

	Overall	Social Workers	Youth Workers
Non-Māori men	1103	175	320
<b>Average pay</b>	<b>\$99,837</b>	<b>\$101,346</b>	<b>\$67,004</b>
Māori men	237	31	47
<b>Average pay</b>	<b>\$102,930</b>	<b>\$102,497</b>	<b>\$71,562</b>
Non-Māori women	2908	964	196
<b>Average pay</b>	<b>\$105,654</b>	<b>\$101,066</b>	<b>\$67,022</b>
Māori women	733	233	49
<b>Average pay</b>	<b>\$106,962</b>	<b>\$103,584</b>	<b>\$72,065</b>
<b>Ethnic Pay Gap</b>	<b>-1.92%</b>	<b>-2.31%</b>	<b>-7.23%</b>

Data shows that for Māori People there is no ethnic pay gap overall or in the Social Worker and Youth Worker groups.

# **Papa Pounamu: Diversity, Equity & Inclusion**

# Papa Pounamu: Diversity, Equity & Inclusion

## Papa Pounamu: Te Urupare I te Mariu - Addressing Bias

Addressing bias is a critical factor to ensure everyone in the Public Service has fair opportunity in recruitment, career progression and development opportunities. Supporting kaimahi to understand where bias may occur in day-to-day practices and to help address these through good practice and frameworks, will ultimately provide positive outcomes for kaimahi, tamariki, rangatahi and whanau.

- Over the last 12 months from 1 July 2023 to 1 July 2024, Oranga Tamariki has delivered **21** Unconscious Bias Awareness Workshops to **206** kaimahi. Kaimahi have given feedback in sessions that this will support them in minimising bias across our organisational processes.
- The Unconscious Bias Awareness workshops are run for all new kaimahi, and it is intended that current people leaders will complete this training by end of 2027. This will be rolled out and supported by a DE&I council, which will consist of a Tier 2 Senior Leader. The DE&I council will be formed once the strategy has been launched.

## Papa Pounamu: Te whakawhanaungatanga – Fostering Diverse Leadership

The Public Service has leaders who reflect the diversity of New Zealand's communities. Public Service organisations actively support and develop future leaders from communities that have traditionally been under-represented within the Public Service.

Following the protocols and tikanga of Te Ati Awa, two Mihi Whakatau were held at National Office in February and April 2024 with approximately 30 kaimahi hou welcomed. These events were multilingual with many kaimahi

hou also choosing to use their mother tongue to mihi to those assembled. Simultaneous translation services and sign language interpretation were also provided.

### **Supporting Pacific Leadership**

In October 2023, a 20-strong cohort of Pacific kaimahi leaders graduated from the inaugural Makahiki Pacific Leadership Programme (Makahiki).

Makahiki runs for six months and is designed for Pacific kaimahi aspiring to move into senior leadership roles, giving them the opportunity to develop and strengthen their capabilities grounded in Pacific values. The evaluation shows that most participants felt that the programme increased their confidence in leadership positions and gave them a sense of empowerment through celebrating who they are.

### **Ethnicity representation across our kaimahi**

As of August 2024, 70% of our kaimahi have disclosed their ethnicity within our MyHR&PAY system.

To understand the ethnicity representation at Oranga Tamariki it is important to ensure that data is held, managed and updated regularly. Part of this will involve kaimahi actively participating in internal data drives to encourage ethnicity and disability self-declarations, using myHR&PAY. Work is underway to explore these areas by using insights from Te Taunaki and the Public Service Census 2024. In addition, achievement of a Rainbow accreditation for Oranga Tamariki has been confirmed as part of DE&I Strategy 2024-2027 work.

The first ethnicity data drive is scheduled to commence in the last quarter of 2024 (post our recent organisation restructure).



### Creating a culture of recognition

Oranga Tamariki recognition programmes ensure that kaimahi are acknowledged for the great mahi they do. Regular employee recognition helps to retain top talent, increases employee engagement and encourages high performance. It is important that kaimahi are acknowledged appropriately for the work they do.

Some of the ways this is achieved are:

- Te Tohu Huataki, a formal recognition programme with 9 award categories – focused on values, and leadership qualities. This programme is a peer-based recognition programme, which is celebrated both nationally and locally within our regions.
- Long service awards 2024 – from January to December 2024 there are 257 certificates issued to kaimahi celebrating milestones of 10 or more years.
- Publishing our larger service milestones centrally on our Intranet Te Pae – we profile kaimahi celebrating milestones such as 30, 40, or 50 years of service.
- E-cards are available on our intranet, Te Pae where you can shout out others who are going above and beyond to support a culture of recognition.
- An internal Viva-Engage channel on our Intranet called “Celebrating our people” where you can informally recognise those who are doing outstanding work across the mōtu.
- Nominating kaimahi going above and beyond in Public Sector awards. In 2024, highlighting the work of one of our Social Work Supervisors who has been named as a finalist in this years Te Hāpai Hapori – Spirit of Service Awards, run by Te Kawa Mataaho.

### Papa Pounamu: Te āheinga ā-ahurea - Cultural Competence

Te Hāpai Ō is the whole of organisation approach to build Māori cultural capability of all kaimahi at Oranga Tamariki. It is also our response to Whāinga Amorangi, the framework by Te Arawhiti that focuses on Māori Crown relationships.

Te Hāpai Ō continues to receive high interest and positive engagement from kaimahi related to building cultural capability through the following workstreams:

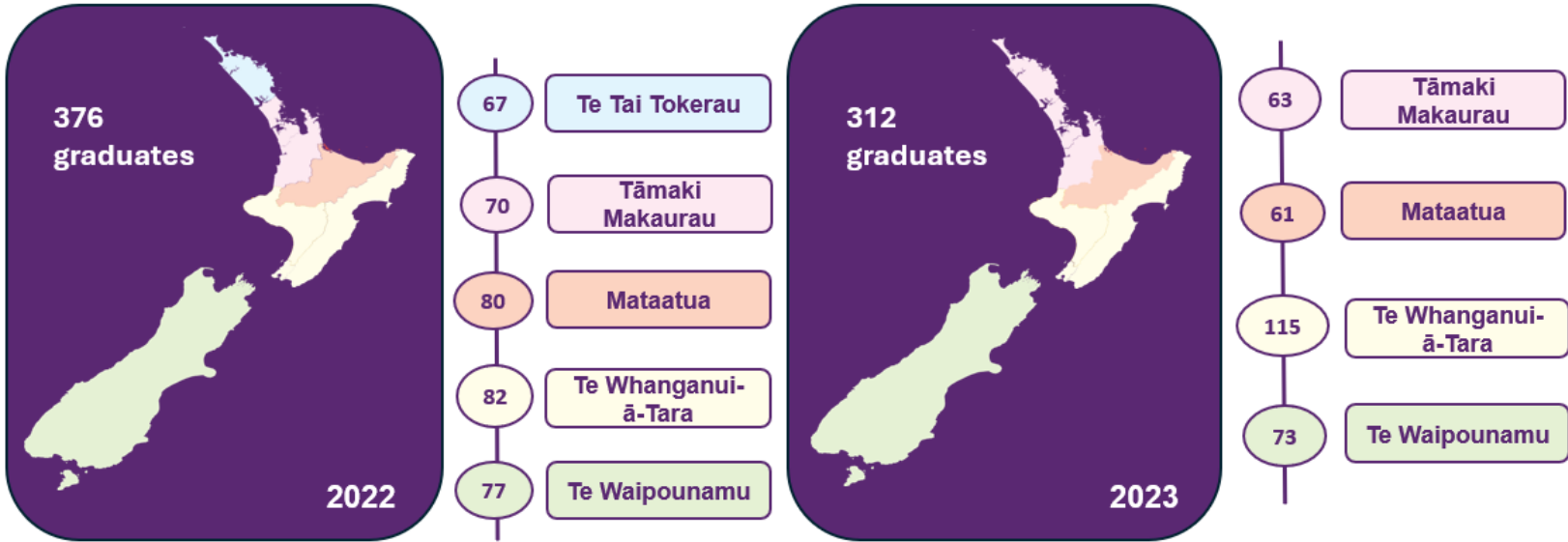


#### **Tū Maia**

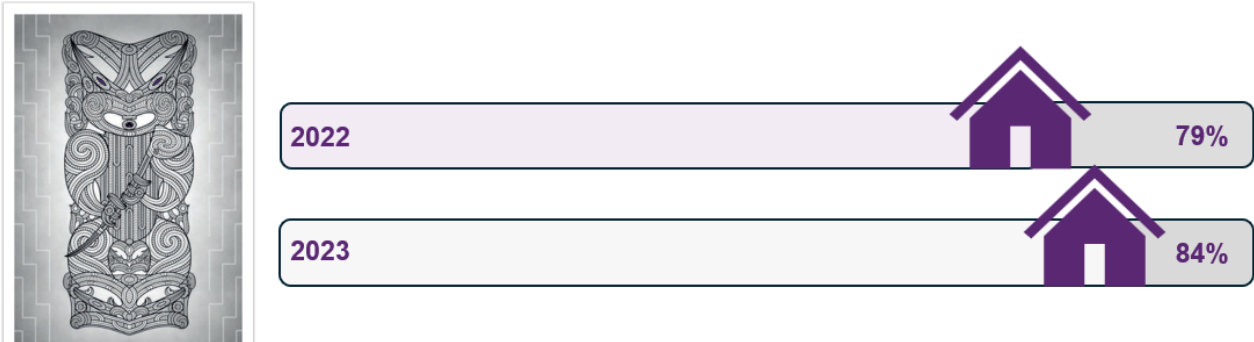
Tū Māia is a learning programme designed to lift the Māori cultural capability of all staff incorporating online, face-to-face and self-directed learning.

An active partnership continues to be a critical success factor between Oranga Tamariki and Te Tauihu o Ngā Wananga (the collective identity of Te Wānanga o Raukawa, Te Wānanga o Aotearoa and Te Whare Wānanga o Awanuiārangi). The partnership allows Te Tauihu o Ngā Wānanga to focus on delivery alongside alignment to cultural capability workstreams led by Oranga Tamariki. In 2023 312 Oranga Tamariki kaimahi successfully completed Tū Māia.

Delivery of Tū Māia was adjusted to an 18-week period an improvement from the previous 21-week delivery period in 2022.



Geographical boundaries were amended to align with our business demand resulting in four learning hubs instead of five in 2022



Retention in 2023 improved from 2022 indicative of change in enrolment process, greater support from managers and improvements to overall delivery.

Oranga Tamariki continues to explore New Zealand Qualifications Authority accreditation of Tū Māia for potential delivery in 2025.



## He Puna Rauemi

He Puna Rauemi is a suite of resources to support the cultural capability of Oranga Tamariki staff.

This year three resources are available to staff to enhance their understanding and awareness of Māori culture.

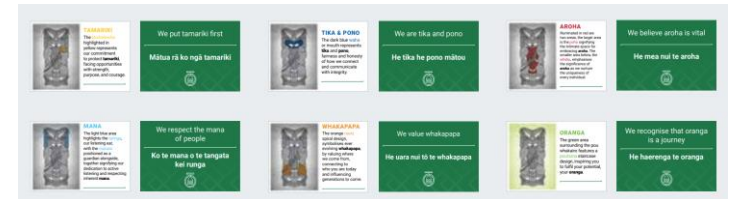
He Puna Rauemi will build on these resources in 2025 to continue to enhance our staff understanding and awareness of Māori culture



The **Taringa podcast series** developed by *Te Wānanga o Aotearoa*, has been a valuable tool for our kaimahi. This series covers a range of themes relevant to Te Ao Māori for staff to engage authentically with tamariki, rangatahi, and their whānau.



The **Ōpaki video series** produced by *Whakaata Māori (Māori Television)* is an engaging Te Reo Māori language programme for staff to meaningfully learn Te Reo Māori at their own pace, level and understanding.



Our **Ō Hoa Haere cards** are Oranga Tamariki values reflected through Te Ao Māori as our value statements are founded in Māori concepts. These cards are a physical reminder and portable resource for staff to apply our values to guide their interactions and decisions.



## Te Pihinga

Te Pihinga is an online survey which measures cultural capability at Oranga Tamariki, tracking progress and performance on an annual basis across the following six domains:



Our inaugural Te Pihinga report in 2022 indicated that cultural capability at Oranga Tamariki is 'okay.' The findings suggest that there is an awareness that cultural capability is important, but there is little knowledge about how to apply it.

The findings of Te Pihinga 2023 indicate that Oranga Tamariki is improving, where there are small but positive shifts in our cultural capability compared to 2022. However, Oranga Tamariki is yet to reach a state of maturity where culture is inherent.

The baseline measurement remains a priority in 2025 to ensure Oranga Tamariki continue to grow our cultural capability as individuals and as an organisation.



### **Te Kohure**

Te Kohure is an evaluation framework to measure our cultural capability at Oranga Tamariki.

Te Kohure allows us to evaluate our organisational culture and cultural capability as a means of understanding the level of cultural maturity at Oranga Tamariki.

It is anticipated that this framework will be available in 2025.



### **Te Reo Māori Strategy**

In accordance with the Maihi Karauna (the Crown's Strategy for Maori Language Revitalisation), Oranga Tamariki is required to have a Maori Language Plan.

Given our comprehensive approach to growing cultural capability, the development of a Te Reo Maori strategy and a Maori Language Plan are currently on hold. This has been endorsed by Te Taura Whiri i te Reo Maori.

This will be reconsidered every year as Oranga Tamariki progresses towards cultural maturity.



### Papa Pounamu: Ngā tūhononga e kakarikis ana e ngā kaimahi - Employee-led networks

Employee-led networks provide richness to workplaces and contribute valuable subject matter expertise.

Having a space and mandate to connect with others with shared lived experiences supports people to bring their whole selves to work.

There are **17 employee-led networks** that promote and share the goals and aspirations for their dimensions of diversity at Oranga Tamariki. These networks promote and support language weeks, cultural celebrations, pride month – amongst many other events and activities to bring to life the richness of our diverse kaimahi.

Our networks have hosted over a dozen events this year focused on diversity and culture – reflections with the broader organisation to promote the richness of diversity.

#### **A closer look at our Employee-led Network: The Oranga Tamariki Asian Network (OTAN)**

In 2023, the Oranga Tamariki Asian Network (OTAN) was launched. This is a collective designed to meet the unique needs of Asian kaimahi. The network focuses on strengthening Asian kaimahi ora (employee wellbeing) and enhancing Asian capability, knowledge, and experience.

The network hosts in person events in Auckland – focused on different Asian ethnicities. In April 2024, they focused on a central theme – Taking Unity in Diversity with Guest speakers, cultural wear, and traditional food. The

OTAN secretary said: 'We see OTAN as a safe space for Asian kaimahi to thrive and have access to equal development opportunities, and we are truly grateful to all our Regional Managers for their continuous support'.

Kaimahi are encouraged to join Employee-led networks through induction. There are regular updates on our intranet for language weeks, and events hosted by our Employee-led networks, together with articles on our internal Viva-Engage channel, and on our Intranet – Te Pae.

### **A closer look at our Employee-led Network: The Serious Illness Network**

The Serious Illness Network provides a space for kaimahi to come together and share their experiences.

The network aims to provide a joined-up approach between kaimahi, leaders, HR and our Union partners to support kaimahi navigating serious illness or supporting someone with serious illness. Serious Illness Network meetings are informal by nature and offer a collegial space for kaimahi to kōrero with others who may have experienced similar circumstances.

The Network meets during the third week of each month virtually over Teams and is co-sponsored by two Deputy Chief Executives of Oranga Tamariki.

Our 17 Employee-led networks are shown in the table below:

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Research and Data networks	Diversity, Equity and Inclusion networks	Māori networks	Pacific networks
Australia & New Zealand Foetal Alcohol Spectrum Disorder Clinical Network	Deaf and Disability Network	Tuhuno Maori Network – The Maori Public Sector Network	Auckland Pacific Island Network, and seven Ethnic-Specific Collectives of Samoa, Tonga Heilala collective, Cook Islands Atakura collective, Niue collective, Tuvalu collective, iTaukei Fijian collective, Fiji-Indian collective, (Tamaki Makaurau and Te Tai Tokerau)
Community Research	The Oranga Tamariki Asian Network – Strength in Diversity	Te Waka Kōtuia	Nesian Vaka Tautua – Midlands (Waitako/BoP/Rotorua/Whakatane)
Data User Community	Rainbow Network	Te Roopu o Te Awateatea	Leo Pasefika – Central and Wellington (Wellington, Te Tairāwhiti, Manawatu/Taranaki and down to Wellington)
	Serious Illness Network	PSA Oranga Tamariki Te rūnanga kaiāwhina o te rito	Kai Vai – Upper South Island – Nelson, Blenheim, Marlborough, Greytown
			Pacific Elevation – Canterbury, Timaru, Ashburton
			Pasifika Saute – Otago, Oamaru, Otipoti, Invercargill

### Papa Pounamu: Hautūtanga Ngākau Tuwhera | Inclusive Leadership

Diversity and inclusion capability across the Public Service depends on strong, inclusive leadership. In 2024 we launched our Inclusive Leadership Conversations series which are currently open for registration to all kaimahi. These are being offered monthly and facilitated by our Leadership Development and Engagement team. In 2024-25 all Tier 1-4 leaders will be encouraged to attend this training and will also lead out and facilitate this conversation series with their teams and/or other people leaders to support and embed inclusive leadership behaviours within Oranga Tamariki.

Oranga Tamariki continues to offer monthly Essential Leadership Conversations Workshops focused on a range of topics that promote inclusive leadership including:

- Emotional Intelligence
- Using Coaching to Lead
- Leading Change and Transition
- Leadership at all Levels
- Building Trusting Relationships
- Giving and Receiving Feedback
- Communicating with Impact
- Clifton Strengths
- Kaimahi Ora

From 1 July 2023 to 1 July 2024, we have run **74** online Essential Leaders Conversations with a total of **1284** booked in for sessions. In addition to these, we also offer a monthly Leadership Community of Practice and TED Talks Leadership Connect sessions.

In 2024 work is underway to update our Leadership Framework and to identify new capabilities to be added to our Leadership Success Profile. One of these capabilities is Inclusive Leadership. In 2024-25 we expect the updated framework will be approved and work will commence to embed the new capabilities into job ads, position descriptions and our new performance and development framework.

Alongside our leadership offerings, a new Manager Essentials programme will be launched to provide managers with resource tools to enhance foundational skills, knowledge needed to carry out core managerial tasks. The Managers Essentials Programme comprises 3 elements to develop and inform managers to become better people leaders:

- **ME Induction** – A comprehensive induction for people leaders sets the foundation including expectations and core managerial accountabilities.
- **ME HUB/ME Learning** – An online information hub and learning resource provides access to the tools, resource and learning to support the carrying out of these expectations and accountabilities.
- **ME as a People Leader** – A 6-month skills development programme to assess leadership capability and develop core managerial skills. It includes 3 x 2-day workshops, as well as coaching sessions; 360 and Strengths assessments to allow people leaders to develop confidence and self-awareness alongside core managerial skill uplift.

This programme will launch in Q2 and Q3 FY2024 across a cohort of 75 people leaders in the first year.

## Papa Pounamu – Tracking progress against 2023/24 Action Plan

Papa Pounamu Area of Focus	How Oranga Tamariki contributes to the area of focus	Due date & status
Hautūtanga Ngākau Tuwhera Inclusive leadership	<b>Develop leadership capability model and leadership framework</b> Leadership framework is underway for 2024, and leadership capability model assessment is forming part of our Management Essentials programme. In addition, new capabilities are being embedded into Leadership Success Profile.	Due date: 2025 Status: Ongoing
	<b>Develop and launch a Management Essentials Programme</b> Management Essentials Programme is created- made up of three elements, with the first element set to launch late 2024.	Due date: Q2&Q3 FY24 Status: Ongoing
	<b>Develop Diversity, Equity and Inclusion strategy and actions alongside unions and ELNs</b> Diversity, Equity and Inclusion strategy has been created, and ready to launch.	Due date: Q2&Q3 FY24 Status: Ongoing
Te āheinga ā-ahurea Cultural competence	<b>Support the rollout of Te Hāpai Ō workstreams to support Māori cultural competence for leaders and kaimahi.</b> Te Hāpai Ō continues as BAU through several workstreams including Tū Māia (Cultural training programme), He Puna Rauemi (Cultural resources), Te Pihinga (Cultural baseline) and Te Kōhure (Cultural evaluation)	Due date: N/A Status: Ongoing
	<b>Explore broader diversity &amp; cultural competence options.</b> Through DE&I strategy, a focus on intersectionality will be explored and resources created to support this learning.	Due date: 2025 Status: Ongoing
Te Urupare I te Mariu Addressing bias	<b>Unconscious Bias workshops become integrated as part of kaimahi induction.</b> Unconscious Bias Awareness online training is available to all kaimahi, and people leaders and attendance is highly encouraged. It is promoted in our internal National	Due date: Jan 2024 Status: Complete



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	Office induction for new kaimahi, and publicized on our Intranet, with sessions available monthly.	
	<b>All people leaders to complete Unconscious Bias Awareness workshop by 2025</b> We are currently offering Unconscious Bias Awareness workshops to all kaimahi, and are updating this action point moving forward to include kaimahi in addition to leadership cohort.	Due date: 2025/26 Status: Ongoing
Te whakawhanaungatanga Building relationships	<b>Promotion of data collection focused on capturing ethnicity, disability and consideration of rainbow.</b> First ethnicity data drive is scheduled for late 2024, and ongoing they will be regular – status of current org is 70% of kaimahi have self-disclosed ethnicity. Work is still underway regarding potential collection of other diversity dimensions (i.e rainbow, disability),	Due date: 2024/25 Status: Ongoing
	<b>Enhancement of current recognition programme</b> Work continues to happen regarding recognition, and this action point is ongoing action point with further enhancements to the formal, and informal recognition at Oranga Tamariki as part of BAU.	Due date: 2024/25 Status: Ongoing
Ngā tūhononga e kakarikis ana e ngā kaimahi Employee-led network	<b>Support ELNs to work together, encourage sponsorship/leadership support, and promote kaupapa of network</b> Work continues to happen with our Employee-led networks and we currently have 17 networks internally. As part of the DE&I strategy, work will be done to ensure each network has a sponsor and required amount of publication on our Intranet to raise awareness and understanding of the networks.	Due date: 2024/25 Status: Ongoing

# **Kia Toipoto: Pay Gap Action Plans**

## Kia Toipoto: Pay Gap Action Plans

Kia Toipoto is the Public Service Pay Gap Action Plan. It builds on the successful Public Service Gender Pay Gap Action Plan 2018 – 20, but goes further, with specific actions to address the workplace drivers of gender, Māori, Pacific, Asian and ethnic pay gaps. The Kia Toipoto Action Plan three-year goals are to:

- Make substantial progress toward closing gender, Māori, Pacific and ethnic pay gaps
- Accelerate progression 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, aims to close gender and ethnic pay gaps in the Public Service. Our remuneration framework, Taumata Utu, continues to ensure equity in our pay practices. Under Taumata Utu, appointment into a new position is based on experience at the substantive role level with time-based criteria determining the starting salary of the new appointee, eliminating bias from the process.

We have closed the Māori and Asian pay gap, but the Pacific pay gap still remains an area of focus. The Pacific pay gap is driven by a higher proportion of Pacific in lower-paid roles than higher-paid senior roles. This is reinforced in our workforce data provided in this report.

In November 2023 we published our first combined Diversity, Equity and Inclusion and Pay Gap Action Plan. This plan builds on our Gender Pay Gap Action Plan for 2023/24.

In addition to our above action plan, work continues on the five focus areas of Papa Pounamu. These are part of our wider culture change programmes of work, which align with our organisational values which our kaimahi are encouraged to bring to their day-to-day mahi.

## Updates against Action points for Kia Toipoto:

Below summarises the updates towards existing action points for 2023/2024 and confirms the commitment to further actions related to the priority areas for 2024/2025.

Kia Toipoto Area of Focus	How Oranga Tamariki contributes to the area of focus	Due date & status
Te Pono Transparency	<p><b>Utilising the myHR&amp;PAY system, consider what information can be provided from the system to support/monitor our overall pay equity aims.</b></p> <p>Oranga Tamariki is fully committed to making information visible and available where appropriate to our kaimahi. myHR&amp;PAY provides a level of self service to kaimahi as it integrates both HR and Payroll systems. It also enables HR and Finance to analyse pay data more efficiently to provide insights and transparency in relation to pay equity.</p>	<p>Due date: June 2024</p> <p>Status: Closed</p>
	<p><b>Communication plan to raise awareness of the kaupapa of Kia Toipoto and Papa Pounamu and how it relates to our kaimahi.</b></p> <p>One of the three focus areas for DE&amp;I for 2024-2027 is addressing inequity.</p> <p>In addition, recognising and addressing barriers faced by all minority groups in Oranga Tamariki, will support us to build a stronger, more effective workforce – to enable us to better support those within our care.</p>	<p>Due date: 2024/25</p> <p>Status: Ongoing</p>
	<p><b>Implement regular review of People &amp; Leadership policies to ensure transparency is key to engagement with kaimahi.</b></p> <p>In June 2024 a new approach to Corporate Policies was introduced in June 2024 through the launch of a Corporate Requirements Policy. This policy aims to ensure consistency across our suite of internal corporate policies, with the creation of an enterprise-wide working group, designated owners, alignment with good practice, and schedule to ensure</p>	<p>Due date: June 2024</p> <p>Status: Closed</p>

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	they will be kept up to date. As a result, all People and High-Performance policies are being reviewed and updated between July-November 2024 with Standard Operating Procedures also being drafted to address known gaps. Once approved communication and training plans will be implemented to engage kaimahi and people leaders in the roll out. The focus is on measuring success and compliance with the policy statements by policy owners.	
Ngā Hua Tōkeke mō te Utu Equitable pay outcomes	<b>Implement the outcomes of the Administration and Clerical Pay Equity Claim.</b> This action point is now closed	Due date: Dec 2024 Status: Closed
	<b>Work with our Pacific collectives (ELNs) to raise leadership representation.</b> Oranga Tamariki has over 650 Pacific kaimahi around the country, six Pacific regional collectives and 15 dedicated Pacific roles within the organisation, such as our Tamaki Makaurau Pacific Cultural Advisors. We have successfully completed our first Pacific Leadership programme Makahiki which graduated in October 2023 which is referred to under our Papa Pounamu section of this report.	Due date: Dec 2024 Status: Ongoing
	<b><u>Close the pay gap for ethnic minorities, including Pasifika by 2027.</u></b> A key focus of the DE&I strategy is to address inequities and barriers to leadership. When this strategy is launched, a workplan will be developed to address.	Due date: 2024-2027 Status: Ongoing
Te whai kanohi i ngā taumata katoa Leadership and representation	<b>Monitoring recruitment processes to minimize bias from a cultural perspective.</b> Oranga Tamariki has completed an significant organisation restructure. As part of the implementation of this structure change once confirmed, there were over 250 recruitment and selection processes actioned, this included a number of leadership positions. Hiring panels were briefed on how to run inclusive and transparent recruitment processes. Topics included bias awareness and creating a welcoming space for kaimahi and their support people. The feedback received was positive and this will be incorporated as part of all recruitment processes in 2025.	Due date: Dec 2024 Status: Ongoing
	<b>Implement our new Diversity, Equity and Inclusion strategy.</b> Refer to actions related to Papa Pounamu – Inclusive Leadership	N/A

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	Refer to actions related to Papa Pounamu – Inclusive Leadership	
	<b>Ongoing support of the roll out of Te Hāpai Ō to support Maori cultural competence.</b> Refer to actions related to Papa Pounamu – Cultural competence	N/A
Te Whakawhanaketanga i te Aramahi Effective career and leadership development	Oranga Tamariki as part of its key deliverables, will be developing a new leadership development programme, including leadership standards in 2025.	Due date: 2024-2027 Status: Ongoing
Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination	Refer to actions under Te Urupare I te Mariu Addressing bias - in Papa Pounamu	N/A
Te Taunoa o te Mahi Pīngore Flexible-work-by-default	<b>Scrutinise our internal workforce to identify any roles that have barriers/limitations to flexibility and explore options for these roles.</b> Flexible working continues to be a priority focus and a review of the flexible working policy is underway to ensure alignment with PSC guidelines and government direction.	Due date: 2025 Status: Ongoing