

June 2024

# Kia Toipoto

EECA's pay equity plan 2024

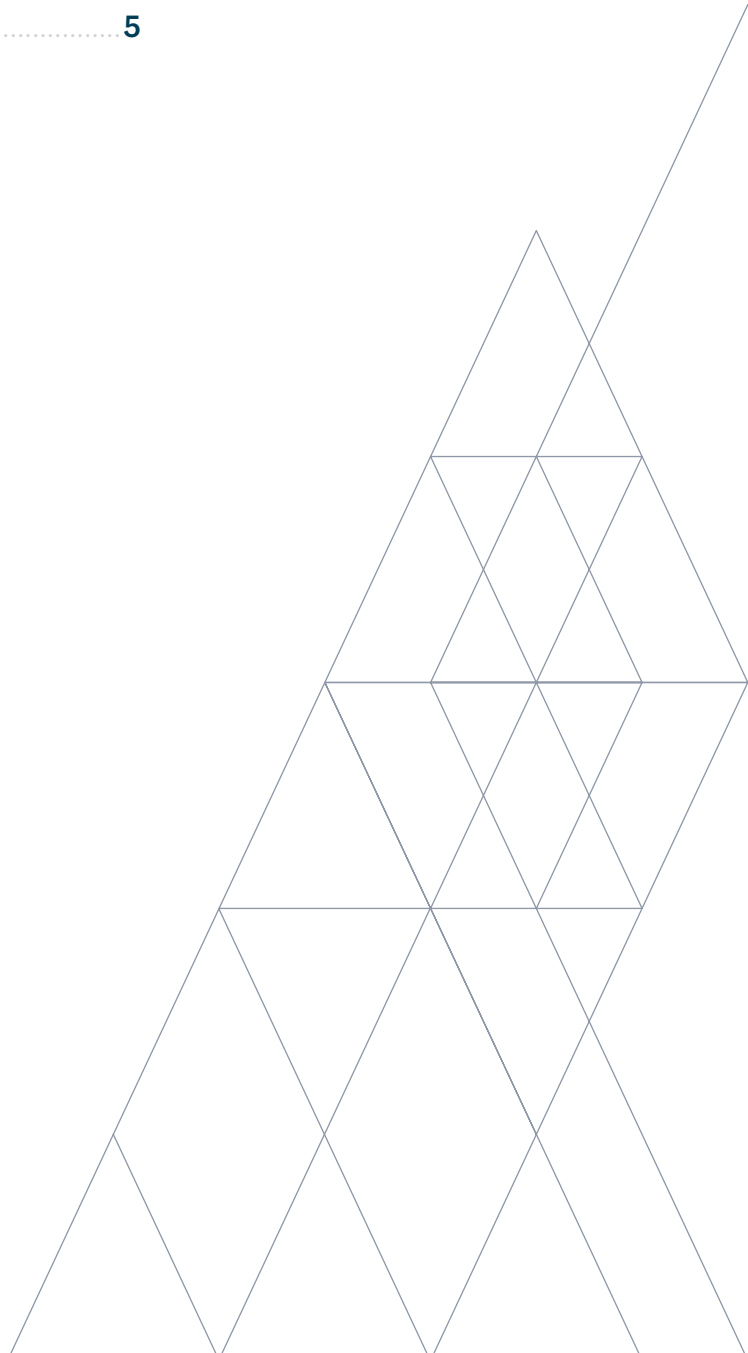
EECA

TE TARI TIAKI PŪNGAO  
ENERGY EFFICIENCY & CONSERVATION AUTHORITY



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# About Kia Toipoto

Kia Toipoto, EECA's pay equity plan 2024, is a comprehensive set of actions to help close gender, Māori, Pacific and ethnic pay gaps in the Public Service. Kia Toipoto's three-year goals are 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.

## There are six Kia Toipoto focus areas. These are:

- Transparency
- Equitable pay outcomes
- Leadership and representation
- Effective career and leadership development
- Eliminating all forms of bias and discrimination
- Flexible-work-by-default

## Under Kia Toipoto, agencies are required to:

- publish their pay gaps in pay gaps action plans each year
- ensure bias does not influence starting salaries or pay for employees in the same or similar roles
- have plans to improve gender and ethnic representation in their workforce and leadership
- develop equitable career pathways and opportunities to progress
- protect against bias and discrimination in HR and remuneration policies and practices
- build cultural competence
- normalise flexible working

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 EECA is unable to publish pay gap data for ethnic groups or provide a detailed analysis for gender gaps within levels, while meeting privacy obligations.

## About EECA

Te Tari Tiaki Pūngao the Energy Efficiency and Conservation Authority (EECA) is a small Crown agency. We exist to encourage, promote, and support energy efficiency, energy conservation, and the use of renewable sources of energy. Our mission is to mobilise New Zealanders to be world leaders in clean and clever energy use.

We are governed by a Board made up of at least six members and have approximately 125 staff across three offices in Christchurch, Wellington, and Auckland.

Our teams cover a wide range of disciplines. Many roles require specific industry and/or technical knowledge, while others reflect roles found across multiple organisations (eg Corporate Services functions).

This is EECA's first pay equity plan. We will monitor progress against the 6 Kia Toipoto focus areas and report on our performance in our next annual report.

## EECA's behaviours support Kia Toipoto

Our behaviours embody who we are, our culture and how we work.

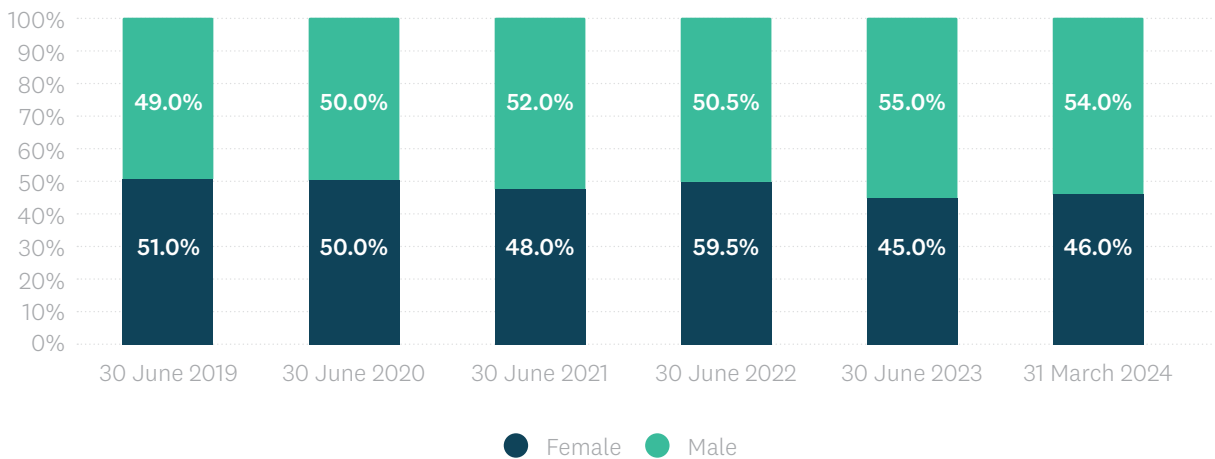
### These are:

- Open to the new
- Stand in others' shoes
- Believe in we not me
- Deliver the goods

## EECA's people and culture

We want EECA to be a place where people are treated fairly and with respect, where they feel their uniqueness and contributions are valued and heard, and where they feel that they belong. Working to embed a welcoming and inclusive culture at EECA is an organisational priority and is included in our strategy and our EECA behaviours.

We want our success to be built upon the diverse knowledge, perspectives, and backgrounds of our people. As at 31 March 2024, we had a workforce of 123 full-time equivalent (FTE) employees. The following graph shows our workforce gender demographics, which are 46% female and 54% male, which has fluctuated slightly over the past five years.



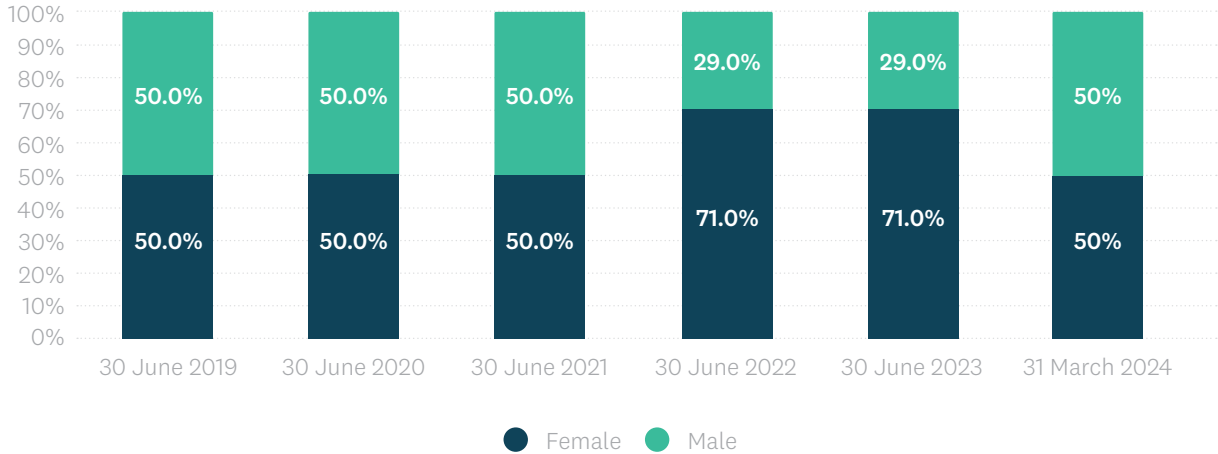
Our gender ratio at management level (Tier 3) is also 46% female and 54% male. At leadership level (Tier 1 and 2) the gender ratio is 33% female and 67% male.

**Ethnicity demographics as self-reported are shown below:**

Self-reported ethnicity	2019	2020	2021	2022	2023	2024
<b>Māori</b>	7%	4%	6%	8%	4%	4%
<b>New Zealander of European descent</b>	68%	67%	63%	64%	66%	63%
<b>Pacific peoples</b>	1%	4%	3%	3%	3%	3%
<b>Asian</b>	7%	8%	13%	11%	13%	14%
<b>Other ethnicities</b>	17%	17%	15%	14%	14%	16%

(As at 31 March 2024: Māori 4% NZ Europeans 63% Pacific 3% Asian 14% Other 16%.)

We've exceeded or met the Government's target of 50% female representation on state sector boards for the last five years. The following graph shows our Board's gender diversity, which at 31 March 2024 is 50% female and 50% male.



## What our pay gaps mean

To understand our gender pay gap, we use the Statistics methodology based on the median pay of males and females.

As at 31 March 2024, the overall gender pay gap is 5.2% in favour of males, which is a decrease from 30 June 2023 where the gap was 7.6%.

When the pay gap is analysed at a more detailed level by grade, the gap is minimal, or in favour of females where we have the greatest population.

EECA's workforce size means changes in our staffing can have a significant impact on our pay profile statistics, meaning there is volatility in the figures from month to month.

# Developing our pay equity action plan

Remuneration is based on job benchmarking and market data provided by an independent external provider. This ensures we pay our staff fairly for the work they do and the skills they bring. We are also mindful when employing new staff that we do not introduce any pay inequities.

## Our commitments include:

- Continuing to offer flexible working arrangements and working from home arrangements as per our policies.
- Increasing our cultural competency and Māori capability.
- Ensuring that everyone has equal opportunities for recruitment, development, and progression.
- Continuing to improve recruitment processes to ensure we get a wide pool of candidates and mitigate bias in recruitment.

# Indicators

We use information such as workforce profile, payroll data and recruitment statistics as indicators to track our ongoing progress.

## Looking at our information we can see:

- We have a good spread of genders across the majority of our pay grades.
- Recruitment statistics show an equal number of females and males being recruited to roles across the organisation
- From a recruitment and remuneration perspective, gender equity is kept top of mind.

**Kia Toipoto focus area**

**Equitable pay outcomes**

Ngā Hua Tōkeke mō te Utu

**Planned actions**

- Focus on pay equity when conducting remuneration reviews and recruiting new staff.
- Our People and Capability team will continue to provide active and early advice and monitoring to ensure that starting salaries are fair and equitable and not influenced by gender, ethnicity or any other biases.

**Key measures of success**

- No unjustified pay gaps for people doing similar roles.
- The gender pay gap to continue a downwards trend and to be below 5% when next reported.

**Eliminating all forms of bias and discrimination**

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

**Planned actions**

- Strengthen our work to create a culture of inclusion where our people feel valued, can thrive, and feel they belong.
- Provide annual refresher training to staff on unconscious bias.
- Continue to offer te reo lessons to all staff.
- Further develop Māori Capability training for our staff
- Build our cultural competence through the Te Ao Māori working group programme of work.
- Continuous improvement focus in recruitment practices eg better targeting of recruitment channels, language used in advertising, ensuring gender balance on interview panels.
- Exit interviews include questions on diversity, equity, and inclusion.

**Key measures of success**

- Our policies, systems and processes are bias free, and have inclusive language.
- The 2024 Pulse survey will include questions on inclusion and belonging.



## Leadership and Representation

Te whai kanohi I ngā taumata katoa

### Planned actions

- Continue to work towards removing barriers to obtaining leadership positions including gender or ethnic bias.
- Continue to improve recruitment processes and practice to identify further ways to attract a more diverse pool of candidates.
- Focus on career pathways and internal progression.
- Hold monthly meetings with the wider leadership team to enhance leadership across the organisation.
- Encourage and support cross-EECA virtual and project groups, which include managers and staff at all levels.
- Encourage and support employee-led networks eg the Staff Reference Group who meets regularly with the Chief Executive, the Kakariki (Sustainability) Group who is active in advocating cross-EECA initiatives and the Te Ao Māori working group.

### Key measures of success

- Increase diversity in our workforce and in leadership roles.

## Effective career and leadership development

Te Whakawhanaketanga i te Aramahi

### Planned actions

- Ensure our people leaders create individual development plans for themselves and their staff.
- Ensure career progression, training and development opportunities are open to all staff.
- Ensuring opportunities are available for our people to develop and progress.
- Take lessons from exit interview discussions using the information to improve career development opportunities for staff and to improve how we work.

### Key measures of success

- We will evaluate and report on the effectiveness of career progression, training, and development programmes.
- We will report on the number of internal promotions

## Transparency

Te Pono

### Planned actions

- Continue to ensure all information and policies are published on our intranet including remuneration ranges.
- Publish our gender and pay gaps action plan on our intranet and external website.
- Embed an annual review of the pay equity action plan

### Key measures of success

- Action plan is published and communicated.
- Annual pay equity action plan is published.

## Flexible work by default

Te Taunoa o te Mahi  
Pīngore

### Planned actions

- Continue to support people in our flexible working arrangements policy and working from home policy.

### Key measures of success

- Leaders and staff feel supported to be able to work from home and/or have flexible work arrangements.



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