



Te Tira Tiaki
Government Communications
Security Bureau



Kia Toipoto **Pay Gap Report** **& Action Plan**

Report updated as at 30 June 2023

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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 NZSIS. We continue this commitment in our refreshed joint D&I Strategy 2021-2025 with the NZSIS.

Targets

We have a GPG target of no more than 5%. We measure this by comparing the average salary of males 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 GCSB 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

Nga 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 kanohi 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 GCSB and NZSIS. 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 Ao Māori team
- Staff Associations
 - Public Service Association
 - Bureau Staff Association
 - Service Staff Association.

Our 2023 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 2023
- 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 occupational segregation

Refers to the distribution of workers within different occupations. To assess vertical occupational segregation in GCSB 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.

GCSB demographics

Headcount

The GCSB is a public service department with 539.8 full-time equivalent staff made up from 546 staff, as at 30 June 2023.

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). Since last year, representation of females has decreased from 37.9% to 35.5%. With a 2.4 percentage point decrease, we were unable to meet our D&I goal.

We also aim to have at least 50% of senior leadership represented by females. At 30 June 2023 60.0% of our senior leaders identify as female. Representation at senior leader level has been a strength for us over the last five years.

	2022	2023	2023 Public Service
Gender – all staff			
Male	61.1%	63.2%	36.7%
Female	37.9%	35.5%	62.2%
Another gender	0.2%	0.6%	–
Undisclosed	0.8%	0.7%	–
Gender – senior leaders (tiers 1–3)			
Male	36.8%	40.0%	43.2%
Female	63.2%	60.0%	55.9%
Another gender	–	–	–
Undisclosed	–	–	–

Ethnicity

Disclosure rates

One of our 2022–2023 Kia Toipoto actions was to increase our ethnicity disclosure rates. To help improve disclosure rates we

- increased the number of ethnicities staff can identify with (from two to four), and
- encouraged staff to update their ethnicities.

At 30 June 2023 our disclosure rates have increased for 'All staff' and 'Senior leaders'.

Ethnicity disclosure rates	30 June 2022	30 June 2023
All staff	92.7% (disclosed at least one ethnicity)	93.4% (disclosed at least one ethnicity)
Senior leaders	84.2%	86.7%

Note: disclosure rates of 90% 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).

Previously we calculated ethnic diversity by adding together all ethnicities other than European (then used that percentage as our ethnic diversity percentage). Moving forward, we will shift to measuring progress for individual ethnicities. Applying this approach for 2023, our largest increase was in Māori representation (0.7 percentage point increase).

	2022	2023	2023 Public Service
Ethnicity – all staff			
European	74.6%	77.5%	63.7%
New Zealander	18.5%	–	–
Māori	9.1%	9.8%	16.8%
Asian	7.3%	7.3%	14.5%
Pacific Peoples	3.2%	3.1%	10.7%
Middle Eastern/Latin American/African	1.6%	0.8%	2.2%
Other	0.2%	15.7%	6.7%
Ethnicity – senior leaders			
European	78.1%	84.6%	78.3%
Māori	21.9%	23.1%	16.0%
Asian	–	–	3.1%
Pacific Peoples	–	–	5.1%
Middle Eastern/Latin American/African	–	–	1.0%
Other	–	11.5%	7.2%

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%.

For 2022/23, 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 our population.

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.

In the meantime, we will pilot capturing anonymous data in our People Pulse Surveys. We’ll also use the Public Service Te Taunaki Survey as another way to capture anonymous data. Both of these surveys will help us get a broader understanding of our workforce.

¹ Reference Te Kawa Mataaho Foundational four-point plans for ‘tāngata whaikaha Māori and disabled people’ and ‘Rainbow people’

GCSB 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. The table below shows how this relates to our GPG.

Year	GPG (average)	10% of GPG	Goal – after 12 months
June 2022	4.8%	0.48%	4.32%
June 2023	4.32%	0.43%	3.89%
June 2024	3.89%	0.39%	3.5%
June 2025	3.5%	0.35%	3.15%

Applying the same approach for our ethnic pay gaps, here's a snapshot of how we're tracking against all pay gap goals. Our 30 June 2023 data shows we've achieved all of them.

Pay Gaps	As at June 2022	Goal at 30 June 2023	Actual Pay Gap at 30 June 2023
Gender	4.8%	4.32%	2.0%
Māori	4.6%	4.14%	2.6%
Asian	6.2%	5.58%	3.7%
Pacific Peoples	*	*	*
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.

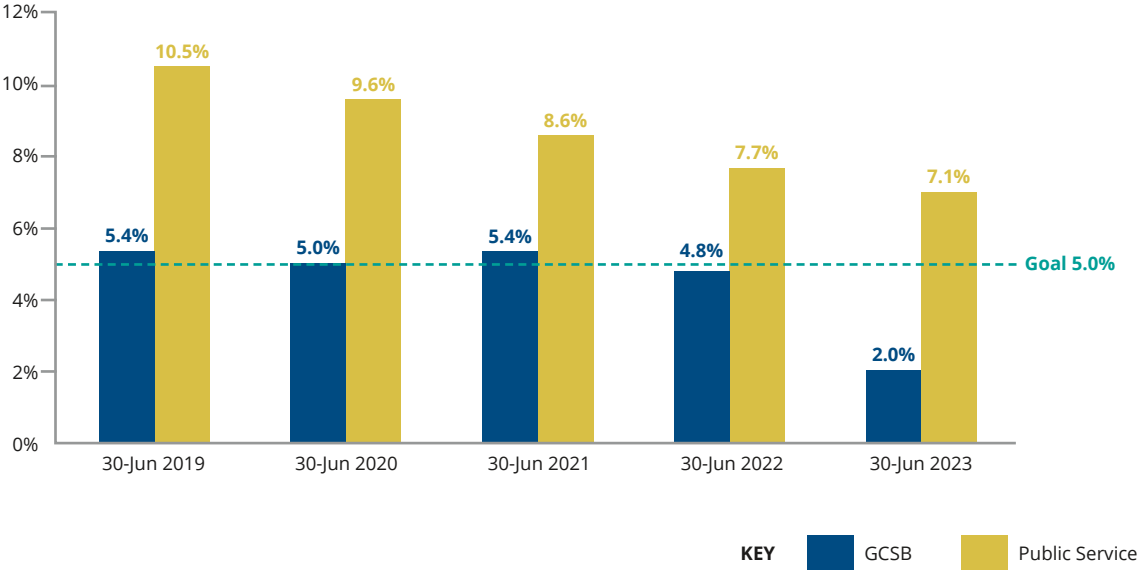
Gender pay gap

We have eliminated the GPG for like-for-like roles and met our D&I Strategy goal of 5%. At 30 June 2023 our GPG was 2.0%. This is a 2.8 percentage point decrease from last year.

GCSB Gender Pay Gap			
Average 2022	Average 2023	Median 2022	Median 2023
4.8%	2.0%	6.8%	8.8%

We continue to have a significantly lower GPG when compared to the Public Service average (7.1%). Our median gender pay gap is 3 percentage points above the Public Service median (5.8%) is 0.2 percentage points higher than New Zealand’s (8.6%)².

GCSB Mean Gender Pay Gap (2019–2023)



² As per Stats NZ Labour market statistics (income): June 2023 quarter

Ethnic pay gaps

This table shows the 2022 and 2023 average and median pay gaps for staff who identify with the following ethnicities. While our European average pay gap has not changed, our Māori pay gap has reduced by 2 percentage points. Our average Asian pay gap has also reduced by 2.5 percentage points since June 2022.

GCSB Ethnic Pay Gaps

Ethnicity	Average 2022	Average 2023	Median 2022	Median 2023
European	-5.5%	-5.5%	-1.8%	-4.7%
Māori	4.6%	2.6%	12.5%	10.6%
Asian	6.2%	3.7%	-0.3%	2.1%
Pacific Peoples	*	*	*	*
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.

We calculate these pay gaps by measuring the percentage difference between the average annual salary for males in a specific ethnic group versus females in the same ethnic group.

The table below shows our average and median ethnic/gender pay gaps. To summarise

- European Males are paid 2.8% higher than European Females
- Māori Males are paid 2.9% higher than Māori Females
- Median pay gaps are also in favour of Males.

GCSB Ethnic Gender Pay Gaps

Ethnicity	Average 2023	Median 2023
European	2.8%	8.8%
Māori	2.9%	2.1%
Asian	*	*
Pacific Peoples	*	*
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 and gender in our payroll system.

Drivers of our pay gaps

Vertical occupational segregation

Refers to the distribution of workers within different occupations. To assess vertical occupational segregation in GCSB 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.

GCSB Pay Band Groups (30 June 2023)

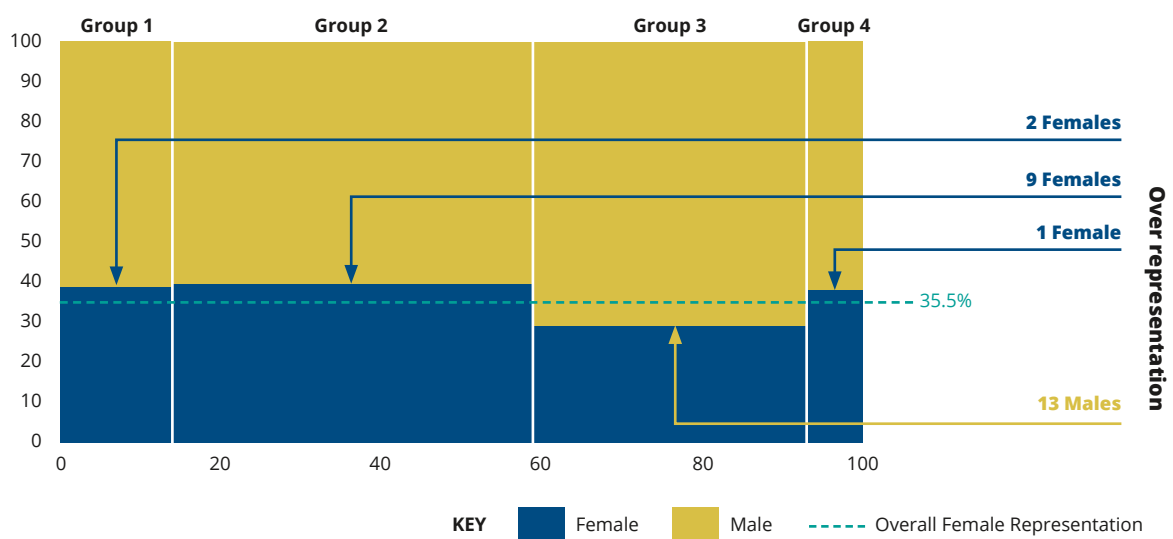
Group name	Pay Bands	% of staff
Group 1	Band D-F	13.2%
Group 2	Band G-H	42.7%
Group 3	Band I & J	36.9%
Group 4	Band K-O	7.2%

Note: this data is based on male and females. 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 - 2022 vs 2023

Our 2023 data continues to show that the main driver of our pay gaps is vertical occupational segregation. Females make up 35.5% of our workforce, but this percentage is not consistent across our pay bands. Some groups are overrepresented by females and vice versa.

GCSB Female Vertical Segregation



Key findings:

- Groups 1, 2, and 4 have higher proportions of females than men
- Group 3 has a much higher proportion of males (70.4%) when compared to the organisation
- Group 3 is the only group overrepresented by males.

The below table shows how our over representation by group has changed between 2022 and 2023. Our biggest changes have been in Groups 1 and 2. Group 1 is overrepresented by only two females (compared to 11 in 2022). However, Group 2 is now overrepresented by nine females (versus 4 in 2022).

	Female Representation	Group 1	Group 2	Group 3	Group 4
2022	37.9%	11 females	4 females	16 males	1 female
2023	35.5%	2 females	9 females	13 males	1 female

Perfect integration - gender - 2022 vs 2023

Without changing average salaries, if each pay band had the same proportion of females as the overall proportion (35.5%) this would achieve 'Perfect Integration'.

After Perfect Integration, GCSB's average GPG would reduce from 2.0% to -1.0%. The remaining -1.0% pay gap is the result of individual equal pay gaps within each pay band. In this case, the sum of all equal pay gaps are in favour of females.

GCSB Perfect Integration Impact - Female		
Scenario	Gender Pay Gap (Average) 2022	Gender Pay Gap (Average) 2023
Current state	4.8%	2.0%
Perfect Integration	-0.7%	-1.0%
Change	-5.4%	-3.0%

Ethnicity – over and under representation – 2022 vs 2023

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

Over / Under Representation – Ethnicity 2022				
Group name	European	Māori	Asian	Over Representation
Group 1	-1	+5		✓ Māori
Group 2	-4	+1	+2	✓ Māori ✓ Asian
Group 3	+2	-8		✓ European
Group 4	+3	+2	-2	✓ European ✓ Māori

Key: a positive number means over representation and a negative number means under representation.

Over / Under Representation – Ethnicity 2023				
Group name	European	Māori	Asian	Over Representation
Group 1		+3	-2	✓ Māori
Group 2	+1	+4	+1	✓ European ✓ Māori ✓ Asian
Group 3	-3	-10	+4	✓ Asian
Group 4	+3	+3	-3	✓ European ✓ Māori

Key: a positive number means over representation and a negative number means under representation.

Perfect integration – ethnicity – 2022 vs 2023

Scenario	European		Māori		Asian	
	2022	2023	2022	2023	2022	2023
Current pay gap (average)	-5.5%	-5.5%	4.6%	2.6%	6.2%	3.7%
Perfect integration	0.5%	0.3%	1.1%	1.4%	1.6%	1.0%
Change	+6.0%	+5.8%	-3.5%	-1.2%	-4.7%	-2.7%

The GCSB does not have enough representation of other ethnic groups to calculate a statistically robust pay gap.

Summary of over/under gender and ethnic representation 2023

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

Over / Under Representation – Gender & Ethnicity

Group name	Female	European	Māori	Asian
Group 1	+2		+3	-2
Group 2	+9	+1	+4	+1
Group 3	-13	-3	-10	+4
Group 4	+1	+3	+3	-3

Key: a positive number means over representation and a negative number means under representation.

Key findings

- Females and Māori are overrepresented in Groups 1 & 2
- Females, European, and Māori are overrepresented in Group 4
- All groups are overrepresented in Group 2
- We could have significant impact on our pay gaps if we increase female and ethnic diversity in Group 3.

Challenges and opportunities

Like many other technical organisations, one of the key challenges is the limited representation of females in science, technology, engineering, and mathematics (STEM) fields. This is why we have initiatives like our GCSB Women in STEM Scholarship. This scholarship supports students studying STEM in NZ tertiary institutions and encourages them to consider careers in STEM.

We have had some great success attracting more females into our STEM roles. However, they often start in lower banded roles (e.g. through our GCSB Graduate Programme). This means it takes time to build and develop them into more senior technical and management roles.

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 109 new starters:

- 32.1% were female and 66.1% were male. The remainder were undisclosed
- Females in Groups 1, 2, and 3 (ref our vertical occupational segregation groups) are paid higher than males on average. And more females have started in Group 4, than those who 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
89.2%	11.8%	2.9%	8.8%	0.0%	2.0%	93.6%

Internal appointments

In the past 12 months we advertised over 100 roles. For those that applied 38.8% were female and 58.8% were male. The remainder were undisclosed.

Demographics for successful internal appointments

- 42.0% were female and 58.0% were male
- Ethnic representation is below.

Successful internal appointments - Ethnicity

European	Māori	Pacific Peoples	Asian	Middle Eastern/Latin American/African	Other	Disclosed Ethnicity
76.0%	10.7%	1.3%	10.7%	1.3%	14.7%	92.6%

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

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

Gender pay gap for starting salaries versus leaving salaries

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

When we looked at the average starting and leaving salaries of males and females we were able to see that the GPG has decreased for those starting compared to those leaving. The overall pay gap of those leaving is higher than those starting. 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. 4.4% of GCSB staff have a formal arrangement. In future, we will explore how we improve our data collection for flexible working arrangements.

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Career Development Boards

Relevant to 'Effective career and leadership development'.

Of those that applied for career progression through our career development board process, 50% were female and 47.62% were male (2.38% had undisclosed gender).

100% of females and 95% of males were successful.

Internal secondments

Relevant to 'Effective career and leadership development'.

While the number of those on internal secondments has remained the same between 30 June 2022 and 30 June 2023 there has been a significant increase of those being females. It has risen by 30 percentage points from June 2022 (20.0%) to June 2023 (50.0%).

Pay Gap Action Plan Progress

Kia Toipoto Pay Gap Action Plan 2022–2025

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

Progress update for 2022–2023

In the past 12 months we:

- ✔ Decreased our GPG from 4.8% to 2.0%
- ✔ Continued to achieve our goal of at least 50% representation of females at senior leader level (60%)
- ✔ Increased our representation of Māori by 0.7 percentage points
- ✔ Reduced our average Māori pay gap from 4.6% to 2.6%
- ✔ Reduced our average Asian pay gap from 6.2% to 3.7%
- ✔ Achieved all of our Kia Toipoto 2023 pay gap goals
- ✔ Implemented our new Remuneration Policy and step based pay framework
- ✔ Updated our Recruitment Policy to have an enhanced focus on diversity and inclusion
- ✔ Established a new Reasonable Accommodations Policy for neurodiverse and disabled talent
- ✔ Created a Myth-Busting Booklet to demystify working here
- ✔ Updated our HR systems so people can now self-identify with up to four ethnicities
- ✔ Encouraged our people to update their ethnicities increasing our disclosure rates for 'all staff' and 'senior leaders'.

Annex A has a detailed update against our 2022–2023 actions.

Future actions for 2023–2024

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

- ✔ Making our recruitment approach more inclusive
- ✔ Continuing our talent programmes to grow a diverse pipeline of talent
- ✔ Enhancing our data collection
- ✔ Understanding the lived experiences of our people to identify improvements
- ✔ Supporting career and leadership development.

Annex B includes our 2023–2024 actions in more detail. It also includes the indicative medium-long terms actions we captured in our first Kia Toipoto Pay Gap Action Plan in 2022.

Gender Pay Gap Action Plan 2018–2022

Annex C has all of our previous actions we delivered under our GPG Action Plan.

Other Actions Supporting our Kia Toipoto Action Plan

Māori cultural capability programme of work

Together with the NZSIS, we started our cultural uplift journey in early 2021. In our discovery phase, we identified the need for a strategic approach. We undertook a maturity assessment against Te Arawhiti's Māori Crown relations framework. A maturity model was developed and implementation started with the appointment of our Kaitohutohu Mātāmua Chief Advisor Māori in February 2022.

In the last 12 months we have:

- ✓ Established a Te Ao Māori team
- ✓ Held Māori capability workshops to extract valuable information that informs our capability needs and framework design
- ✓ Extended language class offerings
- ✓ Ran an all staff survey to understand Māori cultural capability at an individual level
- ✓ Introduced Te Tiriti o Waitangi into our organisational strategies, and
- ✓ Significantly increased our engagement with key Māori stakeholders/partners.

Employee led networks and community/support groups

We wanted to reinvigorate how we promote our employee led networks and other support networks in our agencies. So we established a new quarterly morning tea for new/existing staff. This has been a great opportunity to build social connections (particularly after COVID-19). It's also resulted in an increase in staff wanting to find out more about our networks and/or sign up as members.

New Pasifika workshop pilot

This new workshop identifies ways to increase manager/staff cultural understanding and support for our Pasifika people. It covers:

- ✓ The history of the Pacific
- ✓ The relationship between the Pacific and New Zealand
- ✓ Pacific language
- ✓ Ways to acknowledge identity/characteristics
- ✓ Time for questions and answers.

Rainbow Tick reaccreditation

To support our Rainbow Tick reaccreditation process due in August 2023 we:

- ✓ Continued to celebrate a range of Rainbow events
- ✓ Updated our HR Kiosk for people to insert their pronouns
- ✓ Attended and participated in external Rainbow conferences
- ✓ Developed a new name change process, and
- ✓ Installed more gender-neutral bathrooms.

New Manager Essentials Toolkit

This Toolkit will give managers the "essentials" they need when managing their people throughout the employee experience lifecycle. While the Toolkit is still being developed (ready for launch in November 2023) we are using this as an opportunity to weave D&I practice throughout all areas of the lifecycle.

The Toolkit will be supported by a new face-to-face Manager Induction Programme. This Programme will also have D&I practice embedded in it.

Annex A – 2022–2023 Kia Toipoto Pay Gap Action Plan Progress Report – as at 30 June 2023

AREA/FOCUS	REF	2022–2023 ACTIONS	PROGRESS UPDATE
Nga Hua Tōkeke mō te Utu Equal Pay outcomes			
Establish new remuneration framework	<i>New</i>	Implement new step based pay framework and supporting policies	COMPLETE. New remuneration framework, policy, guidance and FAQs in place. The framework has a hybrid step based pay progression model, minimum commencing salary provisions for employees progressing through our career development board process, and remuneration provisions for employees in acting roles or secondments.
Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminate all forms of bias or discrimination			
Enhance people policies	<i>Cont. from 21/22 AP</i>	Implement refreshed recruitment policy with supporting tools and resources	COMPLETE. Recruitment policy updated with enhanced focus on D&I. In our new Manager Essentials toolkit (currently in development) we have also developed specific resources to show hiring managers how D&I is embedded in our recruitment approach. The toolkit will go live in November 2023.
	<i>New</i>	Develop a reasonable accommodations policy to attract, support, and retain neurodivergent and disabled talent	COMPLETE. New Reasonable Accommodations Policy in place, supported by an education campaign to increase awareness and understanding across the organisation.
Complete essential D&I learning	<i>Cont. from 21/22 AP</i>	All staff and leaders complete essential D&I learning (e.g. unconscious bias and anti-bullying, harassment and discrimination)	COMPLETE & BAU. In line with our D&I Strategy we expect all managers to complete essential online D&I learning within 12 months of it becoming available, and essential face to face D&I learning to be completed within 2-3 years. At 30 June 2023, 52.6% of managers have completed essential online learning in past 12 months, and 71.4% of managers have completed their essential F2F learning in past 24 months. Training completions will now be monitored through quarterly D&I reporting.
Minimise barriers to entry through more transparent security clearance information	<i>Cont. from 21/22 AP</i>	Review security clearance information to address possible misconceptions about the requirements (which may result in people self-selecting out of applying to work for us)	COMPLETE. New Myth Busting booklet developed, published on our external website Beyond Ordinary, and referred to in all adverts. Next year we will get this booklet translated into multiple languages.
Te Taunoa o te Mahi Pīngore Flexible work by default			
Enhance flexible working	<i>Cont. from 21/22 AP</i>	Promote flexible working through an education campaign	NOT PROGRESSED. Due to building disruption constraints and relevance at the time.

AREA/FOCUS	REF	2022-2023 ACTIONS	PROGRESS UPDATE
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>			
Ensure our leadership roles accurately reflect the skills, knowledge and experience they require	<i>Cont. from 20/21 AP</i>	Continue to monitor position descriptions to ensure they don't over/under state the skills, knowledge, and experience required	COMPLETE & BAU. Forms part of our regular process when creating/reviewing position descriptions.
Expand opportunities for target talent through scholarships, internships and graduate programmes	<i>Cont. from 21/22 AP</i>	Establish new NZSIS graduate programme	COMPLETE. New NZSIS Graduate Programme established. A core objective of this programme is to increase workforce diversity, including diversity of thought. First cohort will start in 2024.
Explore coaching and mentoring offerings for minority groups	<i>Cont. from 21/22 AP</i>	Explore opportunities to join public-sector coaching and mentoring programmes	COMPLETE & BAU. Funding is allocated for available programmes and the opportunities are promoted to our people.
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>			
Improve data collection	<i>New</i>	Reinvigorate analysis of starting salaries to understand if bias or discrimination is occurring	IN PROGRESS. Insights have been included in our 2023 Kia Toipoto Report. Will become business as usual moving forward.
	<i>New</i>	Update forms and systems to collect at least three ethnicities	COMPLETE. Increased the number of ethnicities people can self-identify with from two to four.
	<i>New</i>	Education campaign (promoting ethnicity and gender collection)	COMPLETE. Encouraged staff to update their ethnicities using bite-sized video.
Increase employee engagement	<i>New</i>	Working group quarterly meetings	NOT PROGRESSED. While the KTWG did not meet quarterly we still engaged with members when progressing relevant actions.
	<i>New</i>	Forums for staff & FAQs	NOT PROGRESSED. After exploring the need for these forums we decided not to progress.
Share organisation-wide position & band data	<i>New</i>	Update our roles and salary bands matrix, and continue to review on an annual basis	IN PROGRESS. Will be finalised and published on our intranets by 31 December 2023.
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>			
Develop targeted development programmes for minority groups	<i>New</i>	Review existing programmes and identify opportunities to improve offerings for diverse groups	IN PROGRESS. Poutamatia Programme (self-development programme for women) reviewed, updated, and relaunched.

Annex B – 2023–2025 Kia Toipoto Pay Gap Action Plan

2023–2024 Action Plan

This table captures our confirmed actions for 2023–2024.

AREA/FOCUS	REF	CONFIRMED ACTIONS FOR 2023–2024
Nga Hua Tōkeke mō te Utu Equal Pay outcomes		
Position descriptions	<i>New</i>	Develop standardised behavioural descriptors for positions
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
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)
Advertising collateral	<i>New</i>	Translate Myth Busting booklet into multiple languages
Te Taunoa o te Mahi Pīngore Flexible work by default		
Data	<i>New</i>	Re-measure uptake of flexible working in People Pulse Surveys
	<i>New</i>	Improve data collection for 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 participation in 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
Internal research	<i>New</i>	Survey staff experiences of women/ethnicity to identify improvement areas
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>	Capture anonymous data about staff who identify as disabled, or with the Rainbow community, in our People Pulse surveys
	<i>New</i>	Enhance our data analysis through the employee lifecycle (recruitment, starting salaries, career development boards, acting appointments, secondments, exits)
	<i>New</i>	Explore how we measure pay gaps for our ex-military staff

AREA/FOCUS	REF	CONFIRMED ACTIONS FOR 2023–2024
Engagement	<i>New</i>	Share quarterly pay gap/D&I reports with the KTWG and all of our staff to keep them updated on our progress
Facilitation and mediation	<i>New</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>		
Mentoring	<i>New</i>	Establish joint mentoring programme between GCSB & NZSIS (MentorLite)
	<i>New</i>	Support employee-led-networks who may establish their own mentoring programmes
Internal applicants	<i>New</i>	Develop tools and resources for internal applicants to help them prepare for new job opportunities
Career development workshops	<i>New</i>	Run series of workshops with our Māori, Pacific, Asian, and ethnic minority groups to understand potential challenges/barriers to career development/progression/leadership

2023–2025 Indicative Medium to Long Term Actions

This table has the indicative medium-long term actions we included in our first 2022 Kia Toipoto Action Plan. Some of these have translated into our 2023–2024 actions above. Others will be considered in 2024 for 2024/2025 and beyond.

AREA/FOCUS	REF	INDICATIVE MEDIUM TO LONG TERM ACTIONS	IN OUR 2023–2024 ACTION PLAN	STILL TO BE CONSIDERED 2024+
Nga Hua Tōkeke mō te Utu Equal Pay outcomes				
Standardise position descriptions	New	Develop standardised skill set descriptors for similar/same positions	No – but we’re creating a new behavioural competency framework and this will translate into our position descriptions	Yes
Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminate all forms of bias or discrimination				
Enhance people policies	New	Develop policy/practices aligned to Te Ao Māori and cultural commitments	Yes	
Te Taunoa o te Mahi Pīngore Flexible work by default				
Enhance flexible working	New	Re-measure uptake of flexible working arrangements	Yes	
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>				
Expand opportunities for target talent through scholarships, internships and graduate programmes	Cont. from 21/22 AP	Establish specific Māori Pacific Asian internship or graduate programme	No – but we’ll continue to participate in the Ethnic Communities Graduate Programme. We’ll also continue to use our GCSB Graduate Programme and Women in STEM Scholarship as opportunities to grow our diversity.	Yes
Identify external engagement opportunities with target diversity groups	Cont. from 21/22 AP	Deliver actions under our Outreach and Engagement Strategy – develop our employee value proposition, engage with target audiences, and participate in events that attract target diversity groups (e.g. Te Mata Tini and Pasefika Polyfest)	No – we were too ambitious committing to this in our first two years.	Yes
Research experiences of women and minority groups	New	Survey staff experiences to identify improvement areas	Yes	
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>				
Improve data collection	New	Update forms and systems to collect disability information	No	Yes
	New	Identify ways to regularly collect data to better understand the prevalence and needs of our neurodivergent and disabled workforce	Yes – in People Pulse surveys	
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>				
N/A – we were waiting for more guidance from Te Kawa Mataaho before planning longer term actions			N/A	N/A

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

Equal Pay

- ✓ 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.

Flexible work by default

- ✓ 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.

Gender balanced leadership

- ✓ 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.

No bias or discrimination in remuneration systems or human resource practices

- ✓ 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.
- ✓ 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.
- ✓ 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.