



Kāinga Ora Gender and Ethnic Pay Gaps

as at 31 December 2022

Ō Tātou Uara – Our Values

Manaakitanga
People at the Heart

Mahi Tahī
Better Together

Whanake
Be Bold

We are Kāinga Ora – Homes and Communities

Our vision is to build better, brighter homes, communities and lives: He oranga kāinga, he oranga hapori, he oranga tangata.

To achieve our vision, we need to be a diverse and inclusive Kāinga Ora, where everyone feels included at work and works in an inclusive way.

This is the first time we have published our gender and ethnic pay gaps. We acknowledge our gaps and are committed to reducing these gaps year on year. Over the next 12 months, we will be embarking on our pay gap journey – engaging with our people, employee led networks and union. We will be identifying the key drivers of our gaps and forming targeted actions to reduce them.

At Kāinga Ora, we have implemented an open and transparent approach to remuneration, applying one rate of pay (100% of the applicable salary band) to each role. With everyone paid the same rate for doing the same role, our average horizontal gender pay gap across our pay bands is just 1%.

Our Commitment

Our data is showing us that while we have one rate of pay for roles, we do not have enough women, Māori, Pacific Peoples and other ethnic communities in, or progressing into, more senior roles that tend to attract higher rates of pay. We have gaps, we know there is under representation, and we will work on this.

As an organisation, we are making a strong commitment to reduce our gender and ethnic pay gaps by:

- Improving gender and ethnic representation at senior leadership levels.
- Continuing to support the PSC/PSA Pay Equity work looking to ensure roles that have historically been performed by female, Māori and Pacific Peoples are not undervalued
- Improving gender and ethnic representation in specialist roles.

When our customers receive their keys to a warm, healthy home we proudly do that on the premise that whānau are more likely to thrive and progress in that environment. We also need to provide that same opportunity to thrive and progress to our own people.

Understanding Our Data

Publishing our pay gap information and making it visible is an important part of our commitment to Kia Toipoto – a comprehensive set of goals and focus areas to help close gender, Māori, Pacific and ethnic pay gaps in the Public Service. Understanding our data will help us set priorities and focus our efforts to reduce our pay gaps, and ensure we are an equitable and inclusive workplace.

In 2022, we improved the data we collect by providing our people with more options for ethnicity, gender and other identities and encouraging our people to check and update their information. We now have much more complete data, with 95% of our people having disclosed at least one ethnicity and over 99% their gender identity. This high disclosure rate tells us our people want us to know who they are, and having this richer picture of our makeup will enable us to set clear priorities that matter to our people.

This data also helps us better understand our pay gaps and what might be driving these. Overall, our pay gaps are higher than those for the Public Service for women, Māori, and Pacific Peoples, while the pay gap for our Asian people is lower.

A driver of the gender pay gap at Kāinga Ora is that, while we are a predominantly female organisation (61.7% female, 37.9% male), significantly more women fulfil coordinator/administrator and customer-facing roles than men. These are valued and important roles, and without great people in these roles, Kāinga Ora could not deliver for our customers and communities. While women are overrepresented in these roles, they are also underrepresented in senior leadership roles (tiers 1 – 3).

Our ethnic pay gaps are better understood when we take an intersectional approach. Pacific Peoples women make up a significant proportion of our customer-facing roles, and overall Pacific Peoples are underrepresented in senior leadership. Men and Europeans are overrepresented in senior leadership, while men of all ethnicities are, on average, paid more than women, generally better represented across the organisation with averages for all staff in these categories higher than our Pacific Peoples men and women.

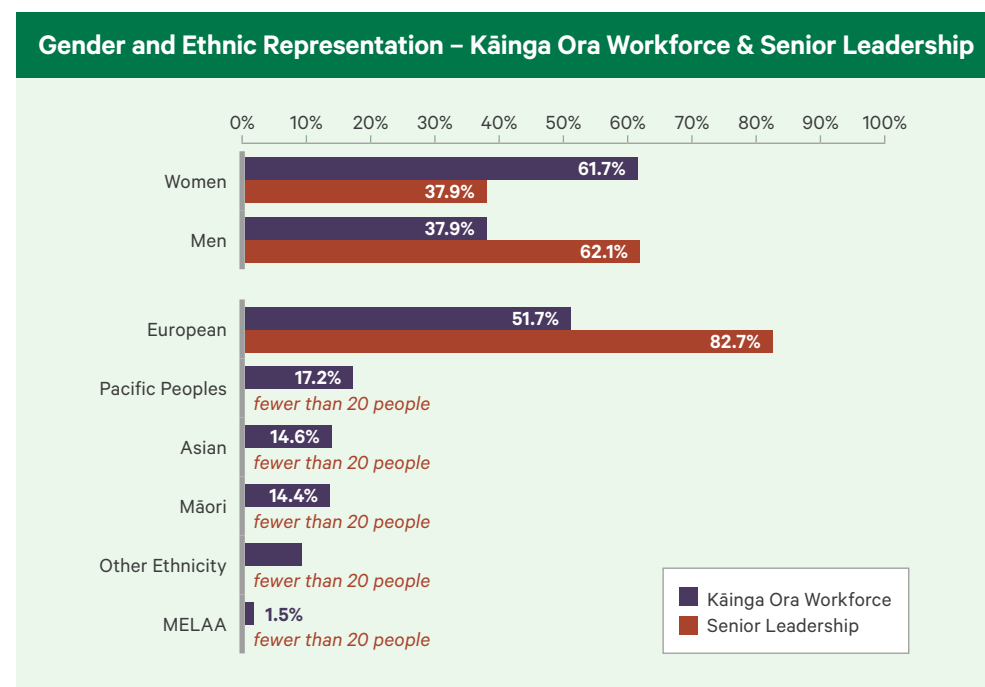
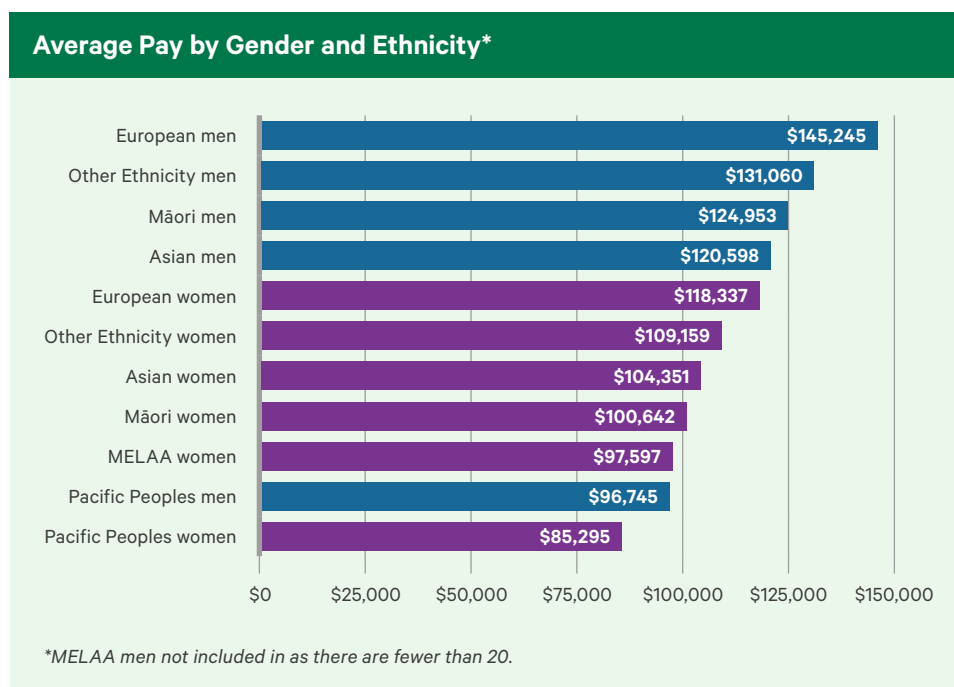
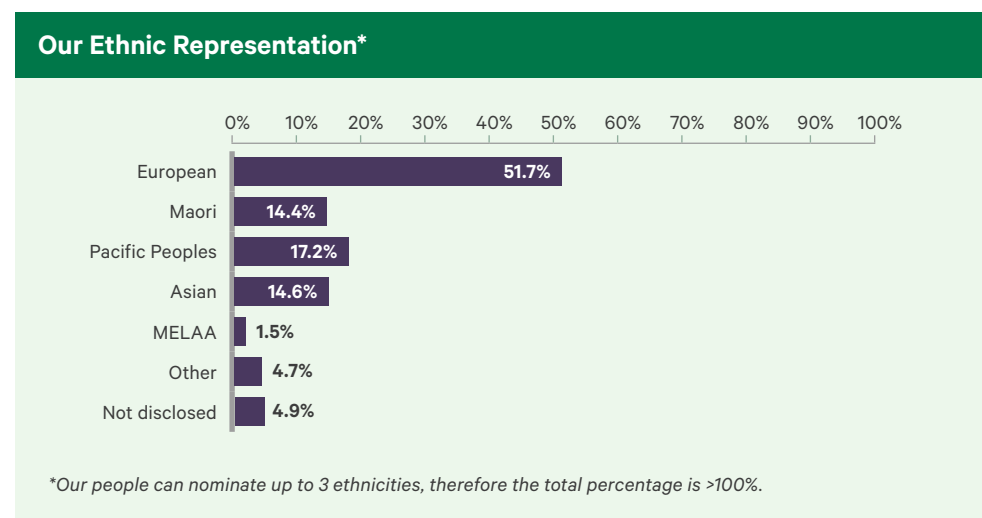
What's Next?

We are committed to reducing our gender and ethnic pay gaps at Kāinga Ora. Our people know what they need to thrive and progress at Kāinga Ora, and authentic engagement with our people, Employee-Led Networks, and our unions is vital to reducing our pay gaps. We also need to target the drivers of our pay gaps. Deeper analysis of our data, along with amplifying the voice of our people, will enable us to understand the key drivers and target our actions to reduce them.

We are already underway with some meaningful initiatives that we expect will have a positive impact. These include: a career development pilot programme, piloting a scalable mentoring approach, targeted leadership development opportunities for Māori and Pacific Peoples (e.g. Te Akoranga Whakapuāwai, Tū Mau Mana Moana), learning for leaders and for our people, as well as acting on the review of our recruitment experience.

Our Pay Gaps

Organisation	Female Pay Gap	Māori Pay Gap	Pacific Peoples Pay Gap	Asian Pay Gap
Kāinga Ora Pay Gaps at 31 December 2022	19.3% to average male pay at Kāinga Ora	8.9% to average non-Māori pay at Kāinga Ora	28.3% to average non-Pacific Peoples pay at Kāinga Ora	6.1% to average non-Asian pay at Kāinga Ora
Public Service Pay Gaps at 30 June 2022	7.7% to average male pay in Public Service	6.5% to average non-Māori pay in Public Service	17.7% to average non-Pacific Peoples pay in Public Service	12.4% to average non-Asian pay in Public Service



Definitions **Employees:** At 31 December 2022, we have 3,224 people in permanent and fixed-term positions. **Pay:** 'Total Pay' used in this analysis refers to the sum of Base Salary and any applicable Market Premium or Industry Rate. Pay calculations are based on full-time equivalent pay, i.e. what a person would earn if they were working full-time. **Senior Leadership:** Senior Leadership refers to Tiers 1 – 3.

Kāinga Ora Gender and Ethnic Pay Gap Action Plan

Kia Toipoto focus areas	Our current state	What we have achieved	What we will do over the coming year	How we will measure success
<p>Ngā Hua Tōkeke mō te Utu</p> <p>Equitable pay outcomes</p>	<p>At Kāinga Ora we have one rate of pay for every role within the same pay band. Remuneration is linked to the position which means that everyone is paid the same rate for doing the same job, including starting salaries. Our job evaluation framework ensures that we maintain consistency and equity across similar roles.</p>	<ul style="list-style-type: none"> Implemented one rate of pay (100% of the applicable band) for every role, including starting salary. Job evaluation of all roles to ensure appropriate banding and sizing is applied. Annual remuneration review completed to ensure pay rates reflect market changes and economic conditions. Salary transparency in our job advertisements. The PSA is involved in the negotiation of pay rates on behalf of its members. Pay equity processes are in place to address pay equity claims. 	<ul style="list-style-type: none"> Monitor and report on gender and ethnic pay gaps annually. Complete annual remuneration review. We will engage with the PSA and national delegates on a quarterly basis. 	<p>Achieved</p>
<p>Te whai kanohi i ngā taumata katoa</p> <p>Leadership and representation</p>	<p>Women, Māori, and Pacific Peoples are underrepresented in leadership roles at Kāinga Ora. Our diversity data highlights opportunities to increase diversity across our leadership and pay rate groups.</p>	<ul style="list-style-type: none"> Improved the data we collect to provide more options for ethnicity, gender and other identities. Achieved 95% completeness of gender and ethnicity information. Analysed our gender and ethnic diversity data to understand representation by leadership group and pay rate. Started engaging with senior leadership and key stakeholders to set priorities and focus our efforts on activity to reduce our pay gaps. 	<ul style="list-style-type: none"> Use our data to set priorities and focus our efforts on activity to reduce our gender and ethnic pay gaps, provide fair and equitable opportunities, and increase diversity and representation across Kāinga Ora to reflect the communities we serve. Continue to monitor and improve our representation of Women, Māori, Pacific and people from other ethnic communities. 	<p>Increased representation of women, Māori, and Pacific Peoples across all leadership groups.</p> <p>Reduction in gender and ethnic pay gaps.</p>
<p>Te Whakawhanaketanga i te Aramahi</p> <p>Effective career and leadership development</p>	<p>Our Job Families framework is a structured way of organising and categorising related jobs that provides a foundation for a consistent approach to remuneration and career progression across Kāinga Ora.</p> <p>We have a number of targeted initiatives underway to proactively support career progression for women, Māori and Pacific Peoples. We look forward to building on these in 2023 and beyond.</p>	<ul style="list-style-type: none"> Introduced our Job Families framework in 2022, supporting our job evaluation and remuneration frameworks. Targeted engagement to attract women, Māori and Pacific Peoples into our Graduate Programme. Implemented Te Akoranga Whakapuāwai, a professional development programme for employees of Māori descent that provides huarahi or pathways into leadership roles. Supported our people to participate in targeted external development opportunities, e.g., Public Service Pacific Mentoring programme. Became a partner agency for the Tū Mau Mana Moana Pacific Leadership Scholarship Programme. Provided tools and training to support people leaders to have development conversations with their teams. All roles advertised internally, and secondments sought for career development. 	<ul style="list-style-type: none"> Continue to provide targeted development for our employees of Māori descent through Te Akoranga Whakapuāwai. Implement a career progression pilot programme to build the skills and confidence to identify career aspirations and opportunities, with a focus on women, Māori and Pacific Peoples. Pilot a scalable mentoring approach with a focus on women, Māori and Pacific Peoples. Support and advocate for our people to participate in targeted development opportunities, including Tū Mau Mana Moana, Public Service Pacific Mentoring Programme, Public Service Emerging Māori Leadership Programme. 	<p>Increased representation of women, Māori, and Pacific Peoples across all leadership groups.</p> <p>Reduction in gender and ethnic pay gaps.</p>
<p>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki</p> <p>Eliminating all forms of bias and discrimination</p>	<p>Achieving the milestones for eliminating bias takes a long-term approach and focused effort. While we already have some great initiatives underway, our focus now is on using our data to inform our priorities and next steps.</p>	<ul style="list-style-type: none"> Engaged with Hiring Managers and candidates across the organisation to understand their experiences of our recruitment process and practices. Delivered a leadership programme with a focus on inclusive leadership and Diversity and Inclusion. Developed bias and awareness modules and training including: Kāinga Ora and the Treaty, Addressing Bias, Mana Aki: Building Intercultural Capability, and Rainbow Awareness. Developed the resources to enable and empower our Employee-Led Networks to be strong, thriving, sustainable and truly employee-led. Signed the Pride Pledge and completed the Pride Pledge stocktake. Implemented one rate of pay for every role, including starting salary. 	<ul style="list-style-type: none"> Deliver initiatives to build diversity and inclusion capability and cultural competence, for leaders and for employees. Understand the findings and insights from the recruitment experience review, from an inclusion perspective to identify opportunities to prevent bias and discrimination. Continue to support our Employee-Led Networks to be thriving, sustainable, and truly employee-led. Evaluate People policies due for review to remove potential for bias. 	<p>Participation in capability building initiatives.</p> <p>Inclusive recruitment practices.</p> <p>Strong, thriving, sustainable Employee-Led Networks</p>
<p>Te Taunoa o te Mahi Pīngore</p> <p>Flexible-work-by-default</p>	<p>Our approach to flexible working arrangements is 'flexible-by-default', which aims to normalise flexible working at Kāinga Ora. Our people have the option to work flexibly unless there is a strong business or health and safety reason not to.</p>	<ul style="list-style-type: none"> Reviewed and updated our flexible work policy in December 2021 to enable our people to access flexible-by-default. Delivered training and resources for People Leaders and our teams to support and enable flexible working. Introduced and embedded systems and processes to enable remote working and collaboration. 	<ul style="list-style-type: none"> Monitor the effectiveness of our flexible work policy to ensure access remains equitable. Continue to support our People Leaders to enable flexible work. 	<p>Equitable access to flexible-by-default working.</p>
<p>Te Pono</p> <p>Transparency</p>	<p>We communicate openly and frequently with our people about People policies and make these easily accessible. This is the first time we have published our pay gaps, and we have shared this with our people before publishing externally.</p>	<ul style="list-style-type: none"> Our People policies, including remuneration policy and pay rates, are available and accessible internally on our intranet. Pay rates included in job advertisements, and information about our remuneration framework available internally. Communicated gender and ethnic pay gap data internally to our people. 	<ul style="list-style-type: none"> Continue to develop, monitor and publish Kia Toipoto. We will engage with our people and the PSA as we mature our practice in reporting our pay gap data while developing and delivering on our action plan. 	<p>Develop and share annual action plans based on gender and ethnicity data and employee feedback.</p>