

Kia Toipoto Action Plan 2023/24

REA is committed to achieving better outcomes for all diversity groups in our workplace. It aligns with our values and goes to the heart of the way we recognise and value diversity. Kia Toipoto is the Public Service’s Pay Gaps Action Plan 2021-2024 to help close gender, Māori, Pacific and ethnic pay gaps in the Public Service. The goals of the programme are to:

- Make substantial progress towards 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.
- Increase cultural capability at all levels.
- Normalise flexible working.

REA published its first annual Kia Toipoto report in December 2022. This report outlined our progress against the above goals and our gender and ethnic pay data as at that time (please note, we are currently unable to publish our pay gaps due to our size as per Stats NZ guidance). This Action Plan should be read alongside REA’s updated Kia Toipoto Report 2022/23.

Kia Toipoto focus area	Our current state	What we will do over the coming two years	How we will measure success	Our progress
<p>Te Pono - Transparency</p> <ul style="list-style-type: none"> • Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback. • Agencies and entities ensure easy access to HR and remuneration policies, including salary bands. 	<ul style="list-style-type: none"> • We involve our people in the development of our People and Capability initiatives and use their feedback from our Have Your Say annual staff survey. • Our People and Capability policies, including remuneration policy and pay bands, are available on our intranet. 	<ul style="list-style-type: none"> • We will review and develop action plans annually using Public Sector guidance for small agencies. • We will collect and discuss gender and ethnic pay gaps at Board and Senior Management level (noting due to our size publication is not currently practical). • We will continue to engage staff around this important work through a Kia Toipoto information hub on our intranet. • We will monitor to ensure our People and Capability policies and salary bands are reviewed regularly and available on the intranet. Updated policies will be communicated to staff and training will be provided as necessary. • We will continue to have structured mechanisms for our people to help shape 	<ul style="list-style-type: none"> • We develop action plans annually with our people, based on data and feedback, and these are published by the due date. • Our current People and Capability policies and salary bands are available on the intranet. 	<ul style="list-style-type: none"> • We have and promote workplace policies that champion the objective of Kia Toipoto and strive to encourage and support a diverse and inclusive workforce. • Policies which have been reviewed considering diversity and inclusion, include our Diversity and Inclusion Policy, Use of Personal Pronouns, Good Employer and EEO Policy, Anti-bullying and Harassment Discrimination Policy. • We have engaged our people and the REA Board about Kia Toipoto, goals of the programme and reinforced its importance to the achievement of our strategic priorities. • Updated our Good Employer and EEO Policy and Diversity & Inclusion Policy

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<p>Ngā Hua Tōkeke mō te Utu - Equitable pay outcomes</p> <ul style="list-style-type: none"> • Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen. 	<ul style="list-style-type: none"> • We conduct parity assessments for each new starter to ensure that starting salaries and salaries for the same or similar roles are free of bias. 	<ul style="list-style-type: none"> • We will continue to conduct assessments for each new starter to ensure that starting salaries and salaries for the same or similar roles are free of bias. • We will develop and share with our leaders bias-free criteria to set starting salaries (e.g. skills, accountabilities responsibilities, experience). • Provide communication and training to ensure our leaders understand the criteria and rationale for setting starting salaries. • Make starting salaries within groups (i.e. CE, P&C RM, SLT member). • Increase salary transparency by proactively disclosing salary ranges to applicants. (NB the PSC recommendation is to disclose in the advertisements, we think this is a more appropriate halfway house). • Eliminate high-risk practices i.e., asking for a candidate's current salary. • Be transparent with staff and leadership on the remuneration review process and outcomes. • Ensure salary inequities do not reappear. 	<ul style="list-style-type: none"> • We undertake reviews as per our policies and no justifiable gaps are found for all working arrangements. • Our leadership demonstrate understanding of the criteria and rationale for setting salaries. 	<p>and communicated to staff.</p> <ul style="list-style-type: none"> • Our updated remuneration bands were published on the intranet in March 2023. • Our Kia Toipoto report was published on the intranet and REA website in December 2022. <hr/> <ul style="list-style-type: none"> • We monitor our pay data closely over time, following the guidance for small agencies, and report changes to the Board. • We monitor our data to ensure our focus on broad impacts that will ensure diversity and inclusion and fairness and equality is embedded with REA at all times. • We regularly report on people demographics and remuneration to our Board who holds management to account for fostering a fair and equitable workforce. • Made pay corrections to ensure there are no unjustified pay gaps in line with PSC Pay Guidance. • Made market rate remuneration adjustments to address identified issues for eligible REA employees. • Completed gender and ethnic pay gaps analysis.

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<p>Te whai kanohi i ngā taumata katoa - Leadership and representation</p> <p>• By the end of 2022 agencies and entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.</p>	<ul style="list-style-type: none"> • We have good gender representation across our workforce. We need to increase ethnic diversity, particularly in our leadership roles. • As a small agency, numeric targets can be hard to set and achieve because changes of one or two people will have a significant impact on our numbers. • In December 2022 our people identified as 63% women, 37% men, SLT 57% women, 50% board women. Our people identified as 67% European, 6% Māori, 6% Pacific Peoples and 16% Asian. 	<ul style="list-style-type: none"> • Over the next ten years, we aim to maintain at least 50% women in tier 2 and 3 leadership roles. However, we recognise a ratio of 40:40:20 is realistic over any 2-3 year period given our size and the flow of people in and out of our organisation. This ratio refers to 40% women, 40% men and 20% of either and/or other genders. • In addition to recruiting for diversity, we will focus on developing and retaining our existing diverse talent and supporting their career development. • Providing leadership bias and discrimination training for our leaders, as a pilot programme. • Maintaining and improving our representation of ethnic diversity at all levels of the organisation, including leadership roles, with a focus on increasing the number of Māori and Pacific employees to at least achieve alignment with New Zealand’s population profile. • Supporting women, Māori and Pacific Peoples in lower pay bands with career development and ensuring roles in lower pay bands are valued fairly and equitably. 	<ul style="list-style-type: none"> • We maintain at least 50% women in tier 2 and 3 leadership roles. • Ethnic diversity statistics increase and are broadly representative of the NZ working age population. 	<ul style="list-style-type: none"> • Improved the ethnic diversity of our people and Board. • We discussed the lack of ethnic diversity with the Minister and the government has responded, with the appointment of board members who identify as Māori and Pacific Peoples. • We have strengthened our recruitment processes to actively encourage diverse candidates and target individuals with diverse perspectives, including targeting Māori and Pacific Peoples. • As at 31 March 2023 64% of our people identified as female, 36% as male. Our people identified as 66% European, 7% Māori, 5% Pacific Peoples and 15% Asian. • Our SLT gender is now 57% male and 43% female following a new replacement. • One member of the SLT identifies as part of the rainbow community.

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<p>Te whai kanohi i ngā taumata katoa - Leadership and representation (cont'd)</p>		<p>Recruiting for diversity</p> <ul style="list-style-type: none"> • We will clarify and communicate our value proposition for diverse candidates in our advertisements (for example, the type of work we do, our inclusive and flexible culture, etc). We will seek advice on our advertisements, so they attract diverse applicants. • We will continue advertising using a broad range of channels and identify networks we can use to help attract diverse candidates. • We will review our recruitment process to identify ways to tailor our processes to diverse people. • We will look to identify specific roles that need cultural skills where we can deliberately attract and recruit diverse talent. • We will increase the diversity of our candidate pools through robust and inclusive recruitment practices • Partner with Tupu Toa to progress an internship programme. 	<ul style="list-style-type: none"> • Our recruitment processes are reviewed and updated, and barriers are removed from our online application process. • We have an increased range of diversity in our applications. 	<ul style="list-style-type: none"> • We have updated our interview template to ensure at least one question focuses on diversity and inclusion. • We have updated our job adverts to include a diversity statement encouraging people to apply even if they don't meet all the criteria. • Commenced review on recruitment agencies to support D&I and using different job boards to attract diverse candidates, i.e., Ahu Jobs, Mahi, Māori and Pacific jobs.

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<p>Te whai kanoahi i ngā taumata katoa - Leadership and representation (cont'd)</p>	<ul style="list-style-type: none"> • We have an active culture club which supports our people through wellness, health and safety and diverse and inclusive events. • Our REA values have been reviewed taking into consideration our peoples' views through interviews, surveys and a working group. • We hold all-staff meetings and offsites which are led by our staff, with the last offsite focusing on diversity and inclusion. 	<p>Building our culture to retain and develop diverse talent</p> <ul style="list-style-type: none"> • We will continue to build our agency's cultural competency through the implementation of training on the history of land ownership in New Zealand, Te Tiriti o Waitangi and Te Reo Māori. • We will continue to build on our inclusive culture through flexible working, supporting career development and opportunities, supporting our people leaders, and using exit interview and annual survey information to identify how we have improved. • Take appropriate steps to ensure our workplace is safe, welcoming and inclusive for members of the Rainbow community. • Engage with our Rainbow group. • Continue to empower the culture club to instigate initiatives to support the diversity of our people and taking into account their views from the recent survey. • Embed our values throughout REA. 	<ul style="list-style-type: none"> • Our people agree that REA is diverse and inclusive through our annual Have Your Say survey. • Our annual survey scores on diversity and inclusion, flexible working and career development increase. • Our people resonate with our new values, recall them easily and demonstrate them through their work. 	<ul style="list-style-type: none"> • We recognise and develop our peoples' diverse perspectives through targeted professional development plans. • Culture Club ran a survey to get our peoples' perspectives on which charity, volunteer and awareness days they are passionate about and would like REA to support. • Staff offsite: Embracing Values and Diversity Together held in July 2022 with diversity and inclusion focused speakers. • Increased cultural awareness through the celebration of events throughout the year such as Matariki and Pacific Peoples' language weeks. • Increased cultural capability through the implementation of training on the history of land ownership in New Zealand, Te Tiriti o Waitangi and Te Reo Māori. • Our people agreed that "The workplace at REA is diverse and inclusive" and "REA has a demonstrated commitment to Te Tiriti o Waitangi" in REA's Have Your Say 2022 Survey. • Celebrated diversity and inclusion through Pride week and raised donations to InsideOut.

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<p>Te Whakawhanake t-anga i te Aramahi - Effective career and leadership development</p> <p>• By mid-2023 agencies and entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations</p>	<ul style="list-style-type: none"> As a small agency, we have some, but not extensive, opportunities for career progression and we know that some people will need to leave our agency to progress their career. We know this helps increase representation across the broader Public Service and we support all our people with their career aspirations, whether it is within our Agency or outside. Notwithstanding our size we look for opportunities to promote staff internally where possible. We have an embedded performance cycle (which includes regular discussions on development and career goals), and budget allocated per staff member to support career development. 	<ul style="list-style-type: none"> We will continue to support people leaders to have good conversations with their people and ensure that everyone has a good development plan in place that is robust and identifies career aspirations. We will implement a leadership development programme for all T2 and T3 leaders. We will continue to promote development and career opportunities internally, including courses, secondments, conferences etc. 	<ul style="list-style-type: none"> Our scores in our annual survey on performance development increase. Exit interview results will have less references to lack of career progression. Evaluate and report on career progress, training and development programmes to the Board. Our T2 and T3 leaders will have attended a leadership development programme. 	<ul style="list-style-type: none"> REA has successfully enabled internal progression and celebrated recent internal movements including internal secondments. The MyPlan template has been refreshed to provide greater emphasis upon career planning. Managers have been empowered to discuss development and career opportunities with staff and to have structured development conversations at least every six months.

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<p>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki - Eliminating all forms of bias and discrimination • Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices. • Agencies and entities ensure leaders and employees learn about and demonstrate cultural competence.</p>	<ul style="list-style-type: none"> • Our people leaders have undertaken inclusive leadership training. 	<ul style="list-style-type: none"> • We will continue to review our People and Capability policies with a focus on removing bias and discrimination. We will continue to engage with our people as we review or develop People and Capability policies. • We will monitor the effectiveness of our policies as they are reviewed and will continue to encourage people to provide us with demographic data (for example, gender identity, ethnicity, disability) by explaining how it helps us monitor progress. • We will continue to build on our cultural competency. • Support the inclusion of cultural capability, diversity and inclusion, and unconscious bias training as part of staff development plans. • Improving our employee data across multiple diversity dimensions. 	<ul style="list-style-type: none"> • Our People and Capability policies and practices include proactive steps to remove bias in decision making. Processes for people related decisions are transparent. • Our job descriptions will be updated to reflect the requirement of cultural competence with consideration to barriers of criteria. • Rainbow Group has now formed. 	<ul style="list-style-type: none"> • Te Reo Māori classes have been run for all staff and resources have been published on the intranet for staff to refer to. • Te Wiki o Te Reo Māori was celebrated • REA staff were strongly encouraged to attend a tour of the Mana Māori and Matariki exhibits at Te Papa Tongarewa and to celebrate Matariki. • Our updated values reflect our obligations as a Treaty partner and bring a Te āo Māori perspective to our work at REA. • Our Māori strategy has been developed. • Privacy Week training series for staff covered: - Tikanga Māori and Privacy – Reflections from the High Court review of decisions about Māori COVID-19 vaccinations - Where Privacy Meets Power – Questions of Data and Racial Inequality.

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<p>Te Taunoa o te Mahi Pīngore - Flexible-work-by default</p> <p>• By the end of 2024 agencies and entities offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay.</p>	<ul style="list-style-type: none"> • Our Flexible by Default Policy was developed in 2020 to enable all people to access flexible-by-default working. 	<ul style="list-style-type: none"> • We will continue to monitor the effectiveness of our Flexible By Default Policy, including conducting a flexible working arrangement audit and considering the feedback from the 2022 Have Your Say survey. • We will use the Public Sector Flexible by Default and Hybrid Working Guidance to support and guide decision making. • We will review our flexible working practices to ensure it does not undermine career progression or pay (by end 2024). 	<ul style="list-style-type: none"> • Our scores in our annual survey on flexible working increase. 	<ul style="list-style-type: none"> • We have embedded our Flexible Working by Default Policy and empowered staff and their managers to agree flexible working arrangements.