

Health and Disability Commissioner (HDC) — Pay Equity Report and Action Plan 2024–2025

Background

The three-year goals of Kia Toipoto — the Public Service Pay Gaps Action Plan 2021–24 — 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; and
- Create fairer workplaces for all, including disabled people and members of rainbow communities.

This report outlines HDC’s progress against our own action plan to work towards the goals of Kia Toipoto.

About us

HDC promotes and protects the rights of all people who use health and disability services.

HDC is an independent Crown entity — independent from government policy and health and disability service provision, which enables the Office to be an effective and impartial guardian of consumers’ rights.

Our people

Below is a snapshot of total employees in March 2025:

- 120 employees (106 FTE)
- 81% female| wāhine and 19% male| tāne
- Our people are 56% European, 20% Asian, 8% Pacific peoples and 7% Māori
- Our Governance Group is 80% female | wāhine

Our data and limitations

The data set used for this report was taken from the April 2024 to March 2025 payroll. It includes permanent

and fixed-term employees and statutory appointments. We use total remuneration to assess the gender pay gap.

HDC had 23 (19%) male employees in March 2025, which is slightly below the Stats NZ expectation of 20% per population group. HDC’s pay gap calculation is therefore highly variable in that it is significantly impacted by small changes in the number and positions of male employees.

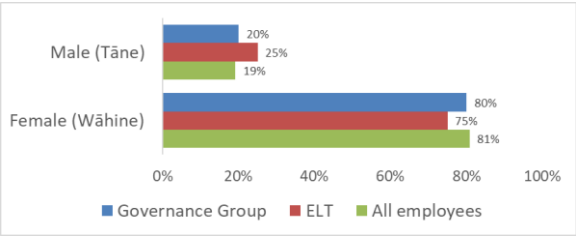
HDC has systems and processes in place to ensure that staff who are in the same job band are remunerated fairly and equally. Occupational (vertical) segregation is a much stronger driver of the gender pay gap than systemic or individual HDC staff bias.

Gender pay gap

	HDC	Public Service	NZ
Average (mean)	9.2%	6.1%	n/a
Median	13.9%	n/a	8.2%

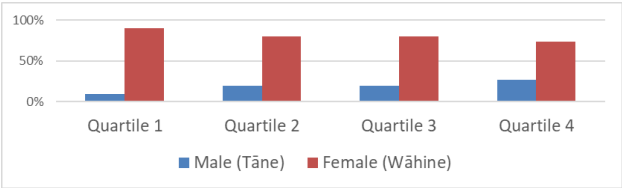
The male average hourly rate is 9.2% higher than the female average hourly rate. The male median hourly rate is 13.9% higher. The variation between the two methods is likely due to the much smaller number of men in frontline positions. The median is less influenced by high earners.

Gender profile



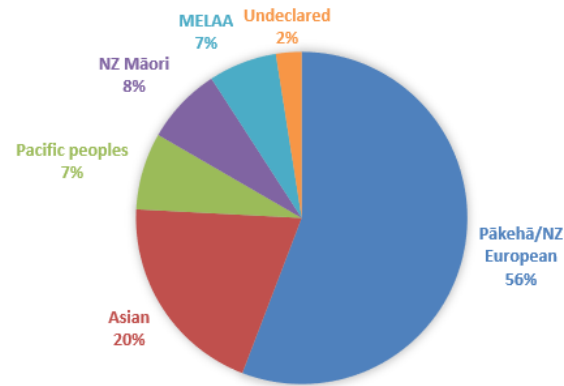
The Governance Group (GG) and Executive Leadership Team (ELT) are overlapping groups as the members of GG are also members of ELT.

Gender representation



Due to the low number of males employed, the replacement of one male with a woman in a quartile 4 role would have a 4–5% impact on the percentages shown above.

Ethnic profile



HDC has a 98% ethnicity disclosure rate. We have a lower proportion of Māori employees than the NZ population. All non-European staff numbers/percentages are below Stats NZ’s threshold for robust meaningful comparison.

Kia Toipoto six focus areas:

1. Te pono | Transparency
2. Ngā hua tōkeke mō te utu | Equitable pay outcomes
3. Te whai kanohi i ngā taumata katoa | Leadership and representation
4. Te Whakawhanaketanga i te aramahi | Effective career and leadership development
5. Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki | Eliminating all forms of bias and discrimination
6. Te taunoa o te mahi pīngore | Flexible-work-by-default

HDC's activity	Contribution to Kia Toipoto	Previous work and current status	Planned actions 2025	Success factors for 2025 actions
Increasing pay information transparency	Focus areas 1, 2, 4 and 5	<p>Salary band information is provided to individual staff for their own roles as part of the pay review process.</p> <p>Team leaders and senior managers have pay information for their relevant divisions.</p> <p>External applicants are provided with information on request.</p> <p>HDC's salary band information is updated regularly to reflect market pay.</p> <p>HDC reviewed and updated the salary review guideline for the annual review.</p>	<p>Provide staff with across-the-board salary banding information without compromising individuals' privacy and confidentiality.</p> <p>Publish pay band information on job advertisements.</p> <p>Publish salary band information on HDC's intranet, with information accessible to all employees.</p>	<p>Staff can access and understand information relating to their own salary bands and other roles relevant to their career development.</p> <p>Applicants have sufficient salary information to make informed decisions about applying for roles.</p> <p>Staff clearly understand the link between their experience and performance and their position in the salary band.</p>
Flexible-work-by-default	Focus area 6	<p>We operate a flexible working policy that treats all roles as flexible unless there is a good business reason not to. The policy was revised in May 2024 to ensure consistency across the organisation and has since been implemented successfully.</p> <p>Staff in general appreciate the level of flexibility provided.</p> <p>Extra IT equipment and support are available to enable people to work remotely if required.</p> <p>We implemented further software solutions (SharePoint, Webex, TEAMS, Exit RDS) to enhance flexibility.</p>	<p>Continue to promote the revised flexible working policy. Review and make changes where necessary.</p> <p>Our people leaders to be reminded to continue to promote fairness in the implementation of the policy.</p> <p>Ongoing review of practice to maintain productivity and ensure appropriate support as needed.</p>	<p>Continued implementation of the revised flexible working policy to support flexible working.</p> <p>Staff (including new employees) understand the revised flexible working policy and act accordingly.</p> <p>Staff continue to report positively on the flexibility provided to them.</p> <p>Flexibility has a positive impact on individual productivity and organisational performance.</p>

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Monitoring and reporting	Focus areas 2 and 5	<p>Annual monitoring and reporting of gender pay equity is in place.</p> <p>An independent check is conducted by the Corporate Services Manager when a hiring manager proposes making a new employment offer.</p> <p>Annual salary review process includes across-organisation assessment to ensure pay equity, including by gender and ethnicity.</p>	Checks at regular intervals to highlight any gender pay equity issues should they arise.	Staff who are in the same job band are remunerated fairly and equally.
Position descriptions and advertising	Focus areas 2, 3, and 5	<p>Advertising and position descriptions have been updated to include job titles in te reo, and the Public Service's standard statement to welcome and support people of all gender identities, ages, ethnicities, sexual orientations, disabilities, and religions.</p> <p>Disability has been added to the list of relevant tertiary qualifications.</p> <p>All PDs will be published on HDC's intranet so that they are accessible for all employees.</p>	<p>Develop an action plan to review advertising and position descriptions. This review aims to ensure inclusivity of language, recognition of cultural expertise, utilisation of plain English, and accessibility.</p> <p>Update PDs to ensure greater consistency in language and structure.</p> <p>A recruitment strategy is being developed.</p>	<p>Advertising and position descriptions meet best practice for inclusive and consistent language and are accessible and easy to understand.</p> <p>A recruitment strategy supports the organisation to acquire suitable candidates.</p>
Remuneration setting	Focus areas 1, 2, and 5	<p>HDC uses an external independent firm to advise the market salary information and evaluate new jobs for market pay information.</p> <p>Job evaluations are carried out when necessary to ensure that they are allocated to the appropriate pay bands.</p> <p>Salary setting and annual salary reviews follow a standard process.</p> <p>A remuneration policy has been drafted.</p>	<p>Implement a remuneration policy outlining how remuneration is set, including criteria for determining starting salaries and salary increases.</p> <p>Provide further training to managers about the remuneration review process.</p>	<p>Remuneration policy is implemented.</p> <p>Training is provided for managers in advance of salary review process.</p> <p>Consistent compliance with the policy is achieved.</p>

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Building cultural competence	Focus area 5	<p>Our Māori Directorate continues to implement initiatives to increase employees' understanding of te ao Māori.</p> <p>HDC has implemented an internal staff charter to support a collaborative and inclusive culture. These values are actively promoted throughout the year.</p> <p>HDC has begun to roll out staff training to improve staff knowledge and understanding of disability.</p> <p>Improved cultural capability is part of our induction training.</p>	<p>Continue to roll out cultural competency training for staff, including training in disability.</p> <p>Introduce a revised performance management policy and process.</p>	<p>Staff have an enhanced awareness and understanding of the cultural needs of people from different backgrounds and feel confident to interact with them.</p> <p>Staff have improved awareness and understanding of disability-related matters and the diverse needs of disabled people.</p> <p>Performance management processes are improved to support a high-performing, collaborative, and inclusive internal culture.</p>