



# HEALTH & DISABILITY COMMISSIONER TE TOIHAU HAUORA, HAUĀTANGA

## Pay Gaps Report and Action Plan 2022–2023

### Background

The Public Service is committed to equity, diversity, and inclusion. 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 how HDC has sought to address its historical pay gaps, present our current pay status, and describe our 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, which enables the Office to be an effective and impartial guardian of consumers’ rights in the health and disability services sector.

### Our people

Below is a snapshot of total employees in March 2023:

- 135 employees (123 FTE)
- 81% wāhine (women)
- Our people are 57% European, 14% Asian, 8% Pacific peoples, 6% Māori
- Our Governance Group is 83% wāhine (women).

### Our data and limitations

The data set used for this report was taken from the March 2023 payroll. It included permanent and fixed-term employees and Deputy Commissioners, but excluded the Commissioner for salary comparisons. We use total remuneration to assess the gender pay gap.

HDC had 24 (19%) tāne (men) employees in March 2023, and the percentage was 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 the 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.

\*Information is broken down by groups within the population, for example by age, ethnicity, and gender.

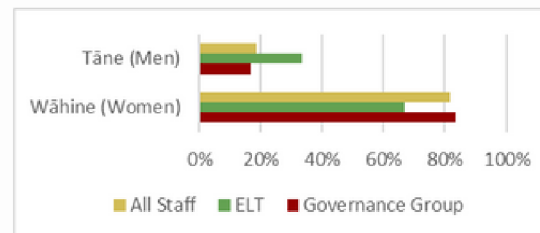
### Gender pay gap

	HDC	Public Service	New Zealand
Average	13.5%	7.7%	9.2%
Median	-1.5%*	6.8%	n/a

\* A negative value means that wāhine (women) are earning more than tāne (men) on this measure.

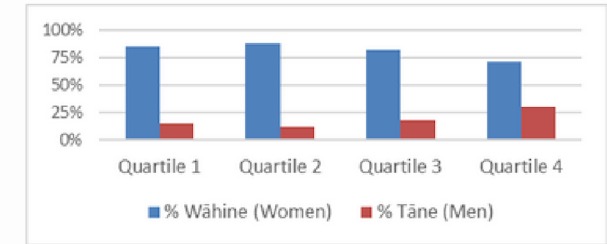
Under the median method, HDC female median hourly earnings is 1.5% higher than male. However, under the average method, the male average hourly rate is 13.5% higher than female. The variation between the two methods is attributed to the much smaller pool of men in HDC’s frontline positions. Stats NZ recommends the median method as a better choice, as it is less influenced by high earners.

### Gender profile



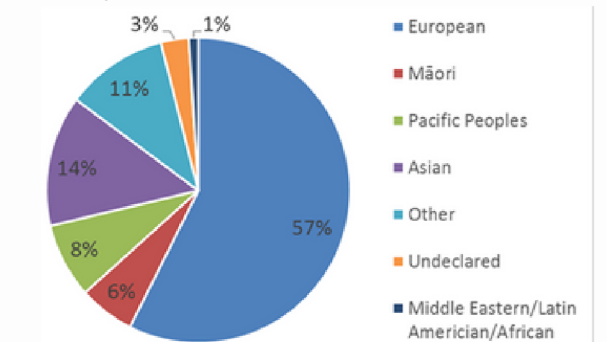
The Governance Group (GG) and Executive Leadership Team (ELT) are overlapping groups where ELT includes of all the GG members.

### Gender representation



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

### Ethnic profile



HDC has a 97% ethnicity disclosure rate, and compared to the NZ population is underrepresented in the Māori group. All non-European staff numbers/percentages are below the StatsNZ’s threshold for robust meaningful comparison.



## Kia Toipoto Focus Areas

1. Te Pono | Transparency
2. Ngā Hua Tōkeke mō te Utu | Equitable pay outcomes
3. Te whai kanoahi 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 2023	Success factors for 2023 actions
<b>Increasing pay information transparency</b>	Focus areas 1, 2, 4 and 5	<ul style="list-style-type: none"> <li>Salary band information is provided to individual staff for their own roles as part of the pay review process.</li> <li>Team Leaders and Senior Managers have pay information for their relevant divisions.</li> <li>External applicants are provided with information on request.</li> <li>HDC's salary band information is regularly updated to reflect the market pay.</li> </ul>	<ul style="list-style-type: none"> <li>Provide staff with across-the-board salary banding information without compromising individuals' privacy and confidentiality.</li> <li>Publish pay band information on job advertisements.</li> <li>Review and update salary review guideline for the annual review.</li> </ul>	<ul style="list-style-type: none"> <li>Staff are able to access and understand information relating to their own salary bands and other roles relevant to their career development.</li> <li>Applicants have sufficient salary information to make informed decisions about applying for roles.</li> <li>Staff clearly understand the link between their experience &amp; performance and their position in the salary band.</li> </ul>
<b>Flexible work</b>	Focus area 6	<ul style="list-style-type: none"> <li>We operate a flexible working policy that treats all roles as flexible unless there is a good business reason not to.</li> <li>Staff in general appreciate the level of flexibility provided.</li> <li>Extra IT equipment and support are available to enable remote workers.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing review of the practice to ensure productivity as expected and appropriate support as needed.</li> <li>Implement further software solution to enhance flexibility.</li> </ul>	<ul style="list-style-type: none"> <li>Staff continue to report positively on the flexibility provided to them.</li> <li>The flexibility has a positive impact on individual productivity and organisational performance.</li> </ul>
<b>Monitoring and reporting</b>	Focus areas 2, and 5	<ul style="list-style-type: none"> <li>Annual monitoring and reporting across the whole organisation is in place.</li> <li>An independent check is conducted by the Corporate Services Manager when a hiring manager proposes a new employment offer.</li> <li>Annual salary review process includes across-organisation assessment to ensure pay equity by gender and ethnicity.</li> </ul>	<ul style="list-style-type: none"> <li>Consider six-monthly reporting.</li> </ul>	<ul style="list-style-type: none"> <li>Reports are timely and informative and highlight any gender pay gap issues should they arise.</li> </ul>

HDC's activity	Contribution to Kia Toipoto	Previous work and current status	Planned actions 2023	Success factors for 2023 actions
<b>Position descriptions and advertising</b>	Focus areas 2, 3, and 5	<ul style="list-style-type: none"> <li>Advertising and position descriptions have been updated to include job titles in Te Reo, and Public Service's standard statement to welcome and support people of all gender identities, ages, ethnicities, sexual orientations, disabilities, and religions.</li> </ul>	<ul style="list-style-type: none"> <li>Review advertising and position descriptions to ensure the inclusivity of language, recognition of cultural expertise,</li> <li>use of plain English, and increased accessibility for disabled people.</li> </ul>	<ul style="list-style-type: none"> <li>Advertising and position descriptions meet best practice for inclusive language and are easy to understand.</li> </ul>
<b>Remuneration setting</b>	Focus areas 1, 2, and 5	<ul style="list-style-type: none"> <li>HDC uses an external independent firm to advise the market salary information and evaluate new jobs for market pay information.</li> <li>Job evaluations are carried out when necessary to ensure they are allocated to the appropriate pay bands.</li> <li>Salary setting and annual salary review follow a standard process.</li> <li>A remuneration policy has been drafted.</li> </ul>	<ul style="list-style-type: none"> <li>Implement a remuneration policy outlining how remuneration is set, including criteria for determining starting salaries and salary increases.</li> <li>Provide further training to managers about the remuneration review process.</li> </ul>	<ul style="list-style-type: none"> <li>Policy is documented fully.</li> <li>Training is provided for managers in advance of salary review process to outline how remuneration process and decision-making works.</li> <li>Consistent compliance with the policy is achieved.</li> </ul>
<b>Building cultural competency</b>	Focus area 5	<ul style="list-style-type: none"> <li>We welcomed our Kaitohu Mātāmua Māori (Director Māori) in May 2022. He has had a positive impact on our internal culture (weekly karakia), and has initiated hui ā whānau (family meetings) with some of our existing complainants to better identify their needs in the resolution of their complaints.</li> <li>A variety of relevant cultural and other days/activities are recognised and celebrated by the organisation.</li> <li>Some cultural competence activity, especially with regard to health and disability issues, takes place across the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>Increase activity for cultural competence, diversity and inclusion.</li> </ul>	<ul style="list-style-type: none"> <li>Staff have an enhanced awareness of the cultural needs of people from different backgrounds, and feel confident to interact with them.</li> </ul>

