

Kia Toipoto

Closing Gender, Māori, Pacific and Ethnic Pay Gaps

Te Papa Action Plan and Progress Report

April 2024

What we have achieved and where to next

Te Papa's values of Whanaungatanga (Teamwork), Manaakitanga (Respect) and Auahatunga (Creativity) outline expected behaviours and assist with making decisions that align to the vision of Kia Toipoto. These values form the basis of Te Papa's commitment towards closing gender, Māori, Pacific and Ethnic pay gaps.

Over the past 15 months since we published our first Kia Toipoto Action Plan, many of the planned actions identified have become embedded in our day to day work. We have had success in improving our reporting capture of gender identity and ethnicity pay and representation and continue to work towards ensuring equity in remuneration decisions – both at commencement, and for same or similar roles for all working arrangements. We actively seek feedback on the transparency of our remuneration system through our thrice yearly engagement surveys that is sent to all kaimahi.

Workplace culture and policies continue to support our commitment to flexible working arrangements, with no minimum period that our office-based kaimahi are required to be in the office. Our hybrid working approach makes it easier for our people to balance work with other commitments, especially for those returning to the workforce from parental leave and we have begun to see more requests from those who wish to take leave from their role to share primary parental leave care, being approved.

Our People Safety and Culture Team regularly review our recruitment and remuneration policies and practices to ensure they are designed with equity of opportunity in mind and to minimise our pay gaps over time. We have seen success with targeted recruitment and development with the appointment or promotion of māori into more senior roles, corresponding to a positive result for our māori ethnicity pay gap (-7.17% as at 1 April 2024).

The workforce at Te Papa continues to remain diverse with strong female representation, with over half (**55.2%**) of our kaimahi identifying as female as at 1 April 2024.

Our median gender pay gap continues to close with our median pay gap now 6.54%, and our mean (average) pay gap at 1.33%.

Our Pay Gap analysis and Action Plan for 2024 acknowledges that we do have some way to go to close our ethnic pay gaps – particularly within our Pacific Peoples and Asian workforce and this will be one of our focus areas for the coming year to engage with these groups to understand more regarding what may be causing this and how we can seek to address this in future.

Te Papa – About Us

Te Papa is an autonomous Crown entity that operates under the Museum of New Zealand Te Papa Tongarewa Act 1992.

The Museum of New Zealand Te Papa Tongarewa Act 1992 establishes our purpose:

Te Papa is a forum for the nation to present, explore, and preserve the heritage of its cultures and knowledge of the natural environment in order to:

- better understand and treasure the past
- enrich the present and
- meet the challenges of the future

In 2022/23 we introduced Te Rautaki o Te Papa - a new enduring strategy that positions reciprocal relationships with communities, iwi, hapū, whānau and Papatūānuku at the centre of our mahi. It sets a vision for growth from our bicultural foundation into a Tiriti-based museum within our broader Pacific whanaunga where all New Zealanders can see themselves and feel that they belong.

Total kaimahi: 632 (as at 1 April 2024)

55.2%

of our kaimahi are women

63%

of our Board are women

56%

in Salary Bands G-M (predominately front of house and operational roles) are women

57%

of our Executive (Tier 2) are women

51%

in Salary Bands N-P (middle management and professionals) are women

64.5%

of our Senior Leaders (Tier 3) are women

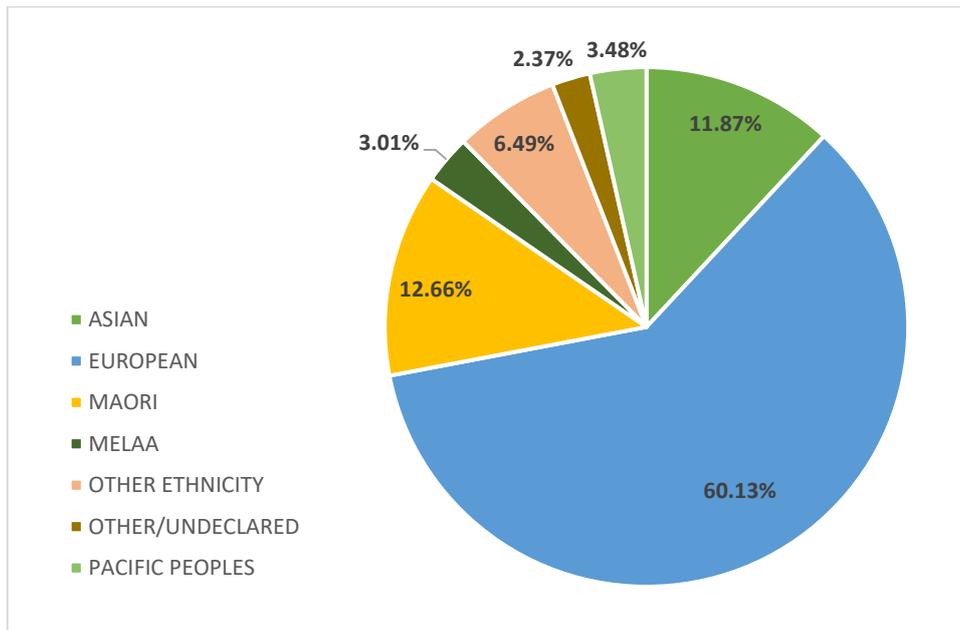
61%

in Salary Bands Q-T (senior professionals and senior leaders) are women

41.7%

of our Leaders (Tier 4) are women

Ethnicity Profile

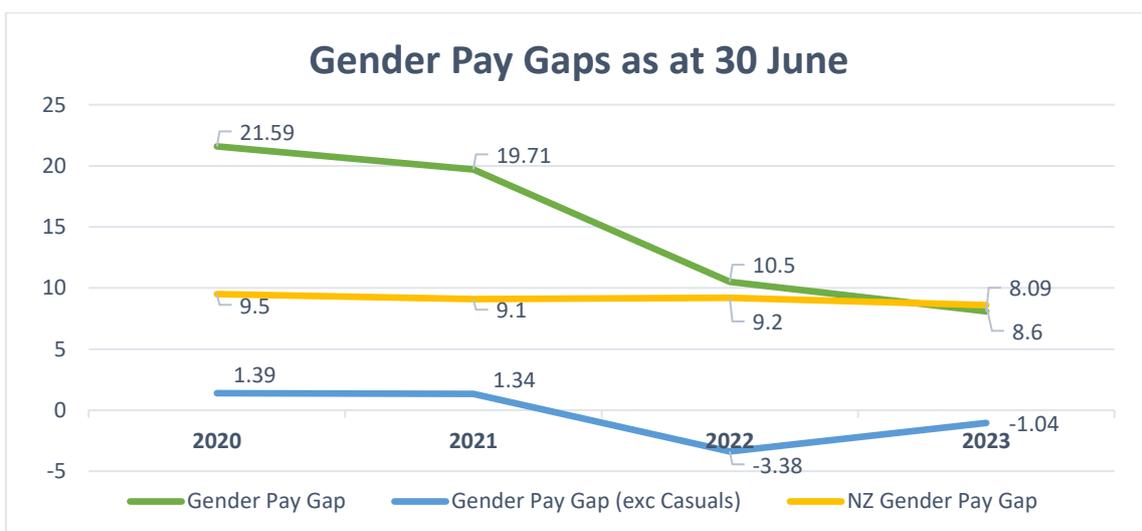


Te Papa's Vertical Pay gap

Te Papa's vertical pay gap compares the hourly rate for men and women across the entire organisation.

The graph below shows Te Papa's median vertical gender pay gap over the past four years, with a comparison to the New Zealand Gender Pay Gap (as published by StatsNZ) included. For ease of comparison to published data, this data is provided as at 30 June of each relevant year.

Table 1: Vertical Pay Gap



Te Papas Horizontal pay gap *(all data as at 1 April 2024)*

Salary Band

The horizontal “by-level” pay gap can be assessed by looking at the difference in remuneration between males and females in each salary band grouping. We have analysed our data by consolidating our salary bands into like or similar ‘groupings’.

Sample sizes in individual salary bands would not providing sufficient information to enable publication of this data (less than 20 individuals).

Table 2 compares each salary band grouping and their gender pay gap by using the following key:

No pay gap or gap less than 1%	 Pay gap between 1% and 3% in favour of women	 Pay gap between 1% and 3% in favour of men	 Pay gap greater than 3% in favour of women	 Pay gap greater than 3% in favour of men
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Salary Band	Number of female kaimahi	Number of male kaimahi	Median Gender pay gap	Gender pay gap in favour of	Mean gender pay gap	Gender pay gap in favour of
G – M <i>(Entry level / operational)</i>	153	115	2.8%		2.79%	
N – P <i>(Mid-level professionals/ Supervisory mgmt.)</i>	127	120	1.48%		2.56%	
Q – T <i>(Seasoned professionals/ senior mgmt.)</i>	60	38	3.51%		3.12%	

Organisational Level

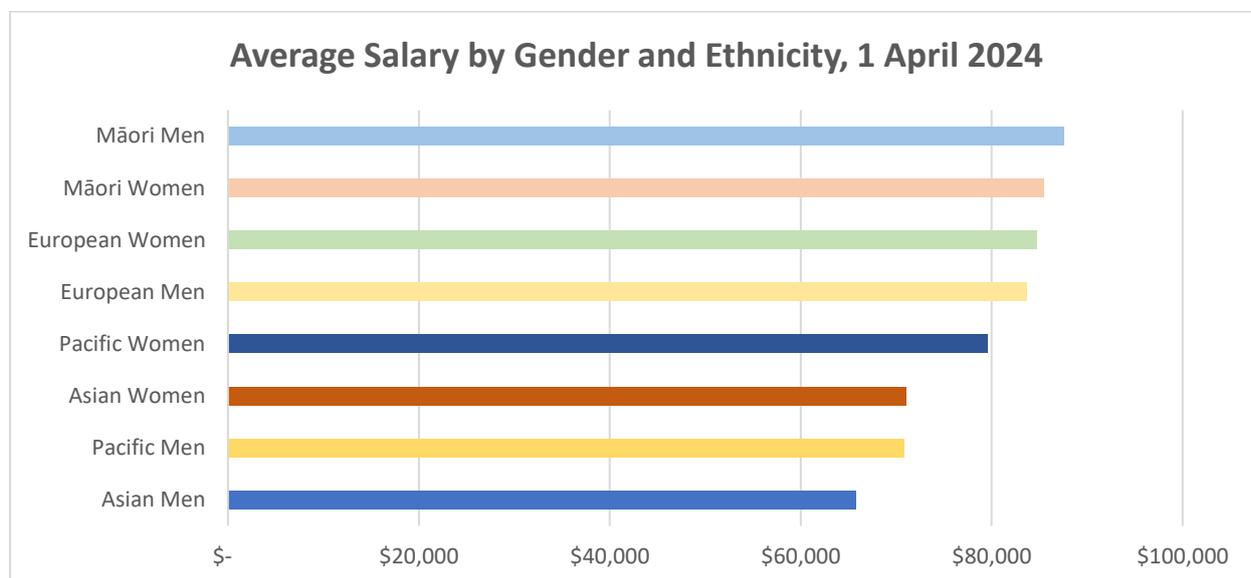
Table 3 compares each organisational level and their gender pay gap by using the same above key as per table 2. Due to sample size, we have consolidated some of our levels into three categories – senior management, mid-management and team members.

Level	Number of female kaimahi	Number of male kaimahi	Median Gender pay gap	Gender pay gap in favour of	Mean gender pay gap	Gender pay gap in favour of
Team Members	309	235	4.83%		0.75%	

*Org level table gender pay gap has not been published for the Senior Management or mid-management groups. Our sample size for these two groupings remains less than 20 per comparative grouping so needs to be excluded to protect privacy and confidentiality.

Te Papa's Ethnicity Pay Gap

Te Papa's ethnicity pay gap is shown below as both an average salary by gender for our kaimahi employed as at 1 April 2024.



Our ethnic pay gap, expressed as a percentage median against all European ethnic groups is shown below (*data as at 30 June of each relevant year to align with current published information*).

As at 30 June		2023	2022	2021	2020
Māori	All Org	-8.46%	-16.7%	-9.77%	-10.92%
	Perm/Fixed Term only	-4.64%	-2.63%	-0.5%	-1.92%
Pacific Peoples	All Org	21.83%	16.16%	25.68%	26.72%
	Perm/Fixed Term only	28.14%	30.12%	26.78%	33.85%
Asian	All Org	21.01%	18.8%	28.35%	28.28%
	Perm/Fixed Term only	19.93%	25.91%	26.65%	23.31%

As at 1 April 2024, our Māori ethnic pay gap was -7.17%, Pacific peoples was 18.11% and Asian was 18.28%.

High Pacific and Asian pay gaps are due to an uneven spread of Pacific and Asian people across all occupations within Te Papa. For example, we have representation of Pacific Peoples in such roles as Curatorial or Hospitality and limited in Senior Management and we have representation of Asian staff in such roles as Chefs or Visitor Services but again limited in Senior Management.

Kia Toipoto Focus Areas and Action Plan

Focus area	Our Progress	Planned actions for the coming year 2024/25		Success Factors
Te Pono – Transparency	<ul style="list-style-type: none"> We continue to publish our Pay Gap data on the Te Papa website and in our annual report. Our HR policies, including remuneration policy, pay bands, and pay ranges, are available on our intranet (Kupenga). The Collective Employment Agreement (CEA) and Individual Employment Agreement (IEA) are published on our intranet (Kupenga). Improvement on the collection of ethnicity data within our payroll system for reporting 	We will continue to: <ul style="list-style-type: none"> Update and publish our Pay Gap data on the Te Papa website and in our annual report. 	COMPLETED	The importance of transparency is embedded in our current remuneration project and outcomes. Our employment agreements, HR policies, remuneration bands and pay ranges are communicated to all kaimahi through our intranet (Kupenga). Our action plan incorporates more union/employee feedback and engagement
		<ul style="list-style-type: none"> Incorporate more in-depth analysis on our pay gap data as part of our workforce and performance measurements reporting to our Executive Leadership Team 	IN PROGRESS	
		<ul style="list-style-type: none"> Seek regular feedback on pay and transparency through our thrice yearly Engagement Surveys 	CONTINUING	
		<ul style="list-style-type: none"> Improve our demographic data capture within our payroll system to include more accurate gender identification reporting and allow our kaimahi to easily update this themselves 	IN PROGRESS	
		With a focus on our Pacific Peoples and Asian workforce, we will look to establish drop-in focus groups to obtain more contextual information for what may be influencing and driving these pay gaps	FOCUS AREA	
Ngā Hua Tōkeke mō te Utu - Equitable pay Outcomes	<ul style="list-style-type: none"> Current practices and policies for all recruitment include: <ul style="list-style-type: none"> Salary comparisons to provide impact advice to Managers Approving Manager informed of that impact prior to approval. Recent remuneration reviews have prioritised lower pay bands, including salary compression issues affecting women and ethnicities who are overrepresented in this area. Out of cycle remuneration reviews and salary band checks occur to ensure there are no significant differences 	We will continue to: <ul style="list-style-type: none"> Regularly review starting salaries and salaries for same or similar roles for pay gaps for all working arrangements. 	CONTINUING	People managers are aware of and follow policies. Reporting on starting salaries does not show any unjustifiable pay gaps for same or similar roles.
		<ul style="list-style-type: none"> Increase our monitoring and analysis of starting salaries for Women, Māori, Pacific People and Asian ethnicities 	FOCUS AREA	
		<ul style="list-style-type: none"> Consider any out of cycle remuneration reviews, or promotion/progression opportunities alongside those in same or similar roles, or against their gender peers to ensure equitable pay decisions are being made and not influenced by bias. 	CONTINUING	
Te whai kanoahi i ngā taumata katoa - Leadership and representation	<ul style="list-style-type: none"> Te Papa has good representation of women at all levels across the organisation. The Executive Leadership Team is 57% female and the Board is 63% female. 	Te Papa has set the goal for its kaimahi to reflect the New Zealand population. We continue to monitor our ethnicity profile and seek to establish targeted talent attraction plans to encourage greater diversity of ethnic representation	FOCUS AREA	At least 50% women in Tier 2 and 3 leadership positions will be maintained. In five years our ethnic representation will more closely reflect the New Zealand population.
		<ul style="list-style-type: none"> Continue to adapt our attraction and recruitment strategies, particularly with a focus on new sourcing channels where they can be identified for greater ethnic representation. We will seek to encourage more networking from existing kaimahi, to tap into existing relationships and networks that may exist. 	FOCUS AREA	

Focus area	Our Progress	Planned actions for the coming year 2024/25		Success Factors
	<ul style="list-style-type: none"> Our targeted focus towards ethnicity data capture has led to greater accuracy of our ethnic representation We continue to develop, in partnership with representatives from our people and union, a new remuneration system that recognises our diverse ethnic kaimahi We will continue to advertise via varying platforms, utilising ethnic specific recruitment sites and encouraging networking from existing kaimahi. For identified positions that require cultural skills, we will deliberately seek to attract and appoint diverse talent. Advertisements will clearly identify the diversity sought and seek to ensure no bias in the wording exists. 	<ul style="list-style-type: none"> We will continue to enable flexible working and career development through training and secondment opportunities. 	CONTINUING	<p>Our recruitment processes are reviewed and in line with Kia Toipoto guidance.</p> <p>Our new remuneration system is developed encompassing our diverse gender and ethnic kaimahi.</p>
<p>Te Whakawhanaketanga i te Aramahi - Effective career and leadership development</p>	<ul style="list-style-type: none"> Our People Performance Process (PPP) continues to provide an environment where kaimahi can achieve and know what is expected of them. We offer a programme for emerging leaders to support development to a manager, specialist or thought leader position. We have continued to celebrate internal promotions, movements and progress in a bimonthly panui to all staff We have career pathways designed to be transparent around career development options 	<ul style="list-style-type: none"> We will continue to promote development and career opportunities internally, including training courses, online modules and secondments. 	CONTINUING	Uptake and completion rates of courses and modules increase.
		<ul style="list-style-type: none"> Continuing to share to all organisation a quarterly People and Development Panui which celebrates movement into new or temporary roles 	CONTINUING	Secondment opportunities continue to be a part of development for kaimahi and form part of ongoing PPP conversations
		<ul style="list-style-type: none"> Continue to review our existing programme offerings to ensure they continue to provide transparency around career development options and look at more tailored opportunities as necessary 	CONTINUING	
<p>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki - Eliminating all forms</p>	<ul style="list-style-type: none"> We continue to develop a new remuneration system, ensuring it is in line with our Kia Toipoto Action Plan 	<ul style="list-style-type: none"> We will continue to review our HR Policies with a focus on removing bias and discrimination. 	CONTINUING	Our HR Policies and procedures enable decisions to be made free of any type of bias. Decisions made are transparent.
		<ul style="list-style-type: none"> Targeted recruitment support and materials to address unconscious bias and cultural diversity. 	CONTINUING	

Focus area	Our Progress	Planned actions for the coming year 2024/25		Success Factors
of bias and discrimination	<ul style="list-style-type: none"> New position descriptions use gender neutral wording Job Evaluation methodology is used extensively across all positions to ensure objectivity and reduce bias Increased number of our job advertisements are now in te reo and English Ongoing Te Reo education 	<ul style="list-style-type: none"> All new positions follow job design principles that ensure gender neutrality and remove any forms of bias and discrimination 	CONTINUING	
		<ul style="list-style-type: none"> Our job evaluation methodology continues to be used to establish remuneration ranges in which an individual's remuneration package reflects that person's competence in delivering to the requirements of the job, regardless of factors such as gender, ethnicity, age, tenure or status 	CONTINUING	
		<ul style="list-style-type: none"> Continue to offer ongoing Te Reo education and look to develop and provide tailored Te Tiriti education We will continue to build cultural competency reflected through Te Rautaki o Te Papa (our Enduring Strategy) 	FOCUS AREA	
Te Taunoa o te Mahi Pīngore Flexible-work-by-default	<ul style="list-style-type: none"> The nature of Te Papa's work doesn't provide for equitable access to flexible by default working as some of our operations require core presence in our front line services delivery i.e. museum visitation or venues / events business. Where able, flexible work policies and guidelines are in place and assessed on a case by case basis. This includes both flexi time and place working. 	<ul style="list-style-type: none"> We will continue to review and consider all flexible working requests on a case by case basis and adapt our flexible work policies and guidelines to provide greater clarity and expectation to our kaimahi as needed. 	CONTINUING	

Appendix A – Data Collation Date and Measurement Methodology

Te Papa monitors any gaps both within salary bands, tiers (horizontal pay gaps or 'by-level') and across the organisation (vertical pay gap).

We measure our gender pay gap by comparing hourly rates by gender. The hourly rate is the base fixed rate paid and excludes non-taxable allowances, reimbursements and final pays.

The gender pay gap is calculated by the below formula:

$$\frac{\text{Median hourly pay for men} - \text{Median hourly pay for women}}{\text{Median hourly pay for men}} \times 100 = \text{GPG\%}$$

*the median hourly pay can be replaced with the mean or quartile pay rate

Median pay is the middle amount of pay earned - half the employees earn less and half earn more than the median amount. Medians are calculated by listing all employees from highest to lowest paid and finding the midpoint.

New Zealand's national gender pay gap is based on median hourly earnings, so using the median will allow organisations to compare their results with this measure.

Mean pay (average) is the sum of all pay, divided by the number of people earning that total pay – the amount of money each employee would receive if the total pay was divided evenly among all employees.

Mean pay can be influenced by small groups of employees with very high pay, for example groups of men in senior positions.

Unless specifically stated, the analysis in this document includes Te Papa's permanent, fixed term and casual employees as at 1 April 2024. It does not include contractors or agency staff.

For any pay gap analysis (as at 1 April 2024), our Chief Executive | Tumu Whakarae has been excluded from the data.

All kaimahi who have self – identified as female or male have been included in this analysis. We have a small number of individuals who identify as gender diverse/another gender. We have excluded these individuals from our gender pay gap analysis due to sample size however will continue to include these individuals as part of our Action Plan.

Our ethnicity data is captured at the StatsNZ Level 1 Ethnicity Classification categories for reporting, however our kaimahi are able to identify with multiple ethnicities if they so wish to.