

NZ On Air | Irirangi Te Motu - Kia Toipoto | Pay Gap Action Plan 2025

KIA TOIPOTO | PAY GAP ACTION PLAN

[Diversity and inclusion within the Public Service workforce](#) helps New Zealanders see themselves reflected in those who are providing the services they need, and to feel confident their voices are included from policy advice right through to service design.

A more diverse Public Service workforce supports the development of policies which are both more reflective of our society and lead to delivery of better public services that meet the needs of all New Zealanders. It also supports the ambitions of Te Kawa Mataaho (the Public Service Commission) towards supporting active citizenship and meaningful engagement.

One of these Te Kawa Mataaho policies is considering pay gaps within the Public Service. Addressing this is a key area in helping to attract and retain diverse talent.

Kia Toipoto is a comprehensive set of actions developed by Te Kawa Mataaho to help close gender, Māori, Pacific and ethnic pay gaps in the Public Service. Kia Toipoto comes from the saying "Waiho i te toipoto, kaua i te toiroa I let us be united, not wide apart". The name speaks to closing gaps and creating unity and fairness for all peoples.

By putting Kia Toipoto into action, agencies and Crown entities can achieve the expectations set out in the Public Service Act 2020 and the [Government Workforce Policy Statement 2024](#).

Kia Toipoto continues to have three core goals, which are to:

1. make substantial progress towards closing gender, Māori, Pacific and ethnic pay gaps
2. accelerate progress for wāhine Māori, Pacific women and women from ethnic communities
3. create fairer workplaces for all, including disabled people and members of rainbow communities

NZ On Air has participated since 2022 by:

- publishing its pay gap action plan each year
- ensuring bias does not influence stating salaries or pay for staff in the same or similar roles
- having plans to improve gender and ethnic representation within our workforce and our leadership
- developing equitable career pathways and opportunities for progression
- protecting against bias and discrimination in HR and remuneration policies and practices

- building cultural competence
- normalising flexible working

KIA TOIPOTO HAS 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

KO MĀTOU TĒNEI | WHO WE ARE

NZ On Air| Irirangi Te Motu invests in public media for many different audiences.

Underpinned by the principles of Te Tiriti o Waitangi, NZ On Air's role is to ensure our media reflects the many different interests and perspectives of an increasingly diverse Aotearoa New Zealand. It helps us to individually and collectively develop our identity and culture.

Our strength is our people who every day strive to ensure all New Zealanders, including minority and underserved audiences, can see and hear stories about themselves. We offer a diverse and inclusive workplace where everyone is able to fully contribute.

MĀTAU WHANONGA PONO | OUR VALUES

Our values are what is important to us collectively as an agency. That means going back to our values to hold ourselves and others accountable, to lean on when we have to make hard decisions and guide us as we plan for the future.

MANAAKITANGA | CARE

- We put people first – our staff and stakeholders.
- We treat everyone with mana and respect.
- We are inclusive, supportive and empathetic.

KAITIAKITANGA | GUARDIANSHIP

- We understand the responsibility of enabling and nurturing creativity/content creators.
- We ensure the taonga we fund authentically reflect and serve Aotearoa.

- We are professional and transparent in our decision-making.

MĀIA | COURAGE

- We know what we are here to do and will take purposeful risks to get there.
- We are brave; we act with integrity when we have to make hard decisions.
- We have the confidence to lead change where it is needed.

OUR COMMITMENT

NZ On Air | Iirangi Te Motu is committed to achieving the goals of Kia Toipoto through the development of our Equity and Representation Strategy which will be released mid-2025. This strategy focuses not only on NZ On Air's workforce but our role in amplifying all the voices of Aotearoa New Zealand.

The small size of NZ On Air's workforce means we do not meet the threshold to produce meaningful gender or ethnic pay gap statistics. Changes in our staffing (even small changes) can significantly impact our pay gap statistics and make our figures volatile. Since we cannot report our pay gap data, we use other information – such as trends, our workforce profile, people data and recruitment statistics – to help measure our progress. Looking at our information, as of 31 March 2025, we can see:

- We employ 35 permanent and fixed-term staff.
- We employ people from several different cultures, with some staff including Pākehā/ European, Māori, Pacific, Asian and Middle Eastern, Latin American or African (MELAA).
- We have more women than men in our workforce, with more women holding leadership and management roles. Of those in leadership and management roles, we have Māori, Pacific and Asian representation.
- Our wider leadership team has more women than men, and by ethnicity is predominantly Pākehā/European. Within this team we have leaders who are Māori, Pacific, Asian and European.
- Our workforce is made up of 25% staff aged 18-29, 36% aged 30-44 and 39% aged 45+.
- Since we last reported on 31 March 2024, our voluntary turnover has reduced from 7% to 3%. Retaining our talent is positive however, in doing so impacts opportunities to diversify through recruitment.
- In the last 12 months, the ethnicity of our people recruited was 50% Māori and 50% Pākehā/ European. We have, as an agency, increased overall diversity and will continue to focus our efforts on recruitment to maintain this positive movement.
- Of those who were promoted or appointed to new opportunities, women accounted for 70% of those opportunities and our agency saw these include wāhine Māori and Asian ethnicities.
- At our last remuneration review round, we corrected a small number of inequities. We have also been mindful of not creating inequities when hiring new staff. Going forward, we will continue to focus on identifying potential gaps and ensuring NZ On Air remains a diverse and inclusive workplace.
- We continue to promote our Taku Mahere (staff individual plans) to provide a platform for our people to have a kōrero about progression plans.

- Flexible working arrangements are available to all our people at request. We surveyed staff who supported retaining opportunities to work flexibly, and we are committed to providing this while also ensuring we can maintain our culture and engagement at the same time. Using the [Hybrid Working Guidance](#) from Te Kawa Mataaho, we reviewed our working from home policy to ensure that what we do in practice is documented and accessible to all, and provided an added layer of consultation to ensure decisions are free from both bias and discrimination. We also reviewed all positions that did not allow for working from home and reviewed their working arrangements.

NZ On Air | Irirangi Te Motu - Kia Toipoto | Pay Gap Action Plan 2025

KIA TOIPOTO FOCUS AREAS	OUR CURRENT STATE	WHAT WE WILL DO IN THE COMING YEAR	HOW WE WILL MEASURE SUCCESS
Te Pono Transparency	<p>Our HR policies, including remuneration policy, are available on our intranet.</p> <p>Gender and ethnicity data is published in NZ On Air's Annual Report.</p> <p>Additional data is gathered from our people to understand workplace diversity.</p>	<p>We will continue to review and develop action plans annually using the guidance.</p> <p>We will monitor HR policies and ensure they are available to staff. We will provide transparency around pay with staff as requested.</p> <p>We will continue to responsibly collect and publish gender and ethnicity data publicly.</p>	<p>Annual action plan is published.</p> <p>Our current HR policies are available to all staff.</p> <p>Gender and ethnicity data is published in NZ On Air's Annual Report.</p>
Ngā Hua Tōkeke mō te Utu Equitable pay outcomes	<p>In 2024, NZ On Air reviewed remuneration to identify any gender and ethnicity pay gaps and a small number of adjustments were made.</p> <p>Independent market data was obtained to ensure our pay is fair and relative to market.</p>	<p>We will continue to focus on pay equity when conducting salary reviews and employing new staff.</p> <p>We will review our application of higher duties allowances.</p> <p>We will continue to obtain relevant external advice and information to ensure our remuneration remains relative to the market.</p>	<p>No unjustified pay gaps for people doing similar roles.</p> <p>Policy review undertaken relating to higher duties and published on the intranet.</p> <p>Similar roles are considered when any role is re-sized.</p>
Te whai kanohi i ngā taumata katoa Leadership and representation	<p>We have maintained at least 50% women in tier 2 and tier 3 leadership and management roles, and have Māori, Pacific and Asian representation across both.</p> <p>As opportunities arise, we have tested various approaches to achieve ethnic representation in recruitment. The</p>	<p>Recruitment We will continue to refine our recruitment policy and procedures and, in line with the guidance, ensure it is inclusive, accessible and free from bias.</p> <p>We will continue to use a diverse and broad range of channels and networks to help attract diverse candidates.</p>	<p>Our recruitment policy and its procedures are reviewed and updated, and barriers are removed from our online application process.</p> <p>Future Kia Toipoto plans will continue to display greater demographic information about NZ On Air which shows a deeper understanding of our</p>

	<p>learnings of which have informed procedural changes.</p> <p>We have a series of strategies that were developed in 24/25 which underpin our position and guide us:</p> <ul style="list-style-type: none"> • Ipukarea (Mission and Vision Statement) • Te Pae Tata (Rautaki Māori) • Ngā Ia Rere (Rautaki te reo Māori) • Equity and Representation Strategy • Moana Pacific Strategy • Accountability documents <p>We believe that te reo Māori is a taonga (treasure). All staff are offered options for participating in te reo Māori and/or tikanga Māori at least annually. We work with our Māori staff to ensure they are supported to further develop their craft with tailored plans.</p>	<p>We will identify specific roles that require cultural skills that will attract and recruit diverse talent. And we will continue to ensure there are no gender or ethnic barriers to obtaining leadership and management positions.</p> <p>We will develop and communicate our value proposition for diverse candidates in our advertisements. We will continue to use te reo Māori in all our advertisements and full translations will be prioritised for Māori audiences.</p> <p>We will investigate how we can increase the collection of demographic information during our recruitment and onboarding process and develop a narrative for collecting that data.</p> <p>We will continue to build our agency's cultural competency through the implementation of Te Pae Tata and Ngā Ia Rere.</p> <p>We will continue to build on our inclusive culture through our Equity and Representation Strategy.</p> <p>We will continue to utilise our surveys including Kōrero Mai, various staff pulse surveys and exit interviews to inform us of opportunities and areas to improve.</p>	<p>diversity, including (but not limited to) disability of our people and the demographics of the applicants we attract.</p> <p>We maintain at least 50% women in tier 2 and tier 3 leadership roles as well as our wider leadership team.</p> <p>We maintain our ethnic diversity in tier 2 and tier 3 leadership roles and address inequities for ethnic representation when opportunities arise.</p> <p>Increase ethnic representation across all our workforce over the next four years.</p> <p>Our advertisements are reviewed and our value proposition is included in all our advertisements.</p> <p>We have developed a translations policy which ensures our continued use of te reo Māori.</p> <p>Options for staff to participate in te reo Māori lessons continue to be offered.</p> <p>Our te ara ki tua scores, which represent the effectiveness of Ngā Ia Rere, are maintained and remain above the benchmark for public sector participants.</p>
--	---	---	---

		<p>We will connect with various programmes (such as Disability Employers Network and DiversityWorks) to understand our accessibility and inclusivity gaps of disabled and neurodiverse people.</p>	<p>Our biennial Kōrero Mai scores are maintained and remain above the benchmark for public sector participants for the following categories:</p> <ul style="list-style-type: none"> - Diversity and inclusion - Flexible working - Career development
<p>Te Whakawhanaketanga i te Aramahi Effective career and leadership development</p>	<p>We continue to promote our Taku Mahere My Plan which enables career and development conversations to be had, and plans for effective training and support to be discussed and implemented.</p>	<p>Review Taku Mahere and the performance framework to ensure it is inclusive, accessible and free from bias. Ensure the timings of reviews work for all our people.</p> <p>Continue to ensure Taku Mahere is in place for our wāhine Māori, Pacific women and women from ethnic communities, and ensure support and development achieves accelerated progress.</p> <p>Identify, through succession planning, potential leadership pathways for our wāhine Māori, Pacific women and women from ethnic communities.</p> <p>Identify development for senior leadership necessary to support Kia Toipoto.</p> <p>Review the effectiveness of our training policy.</p>	<p>Taku Mahere has been reviewed and is inclusive, accessible and free from bias.</p> <p>Kōrero Mai scores relating to the effectiveness of the performance framework are maintained and above the public sector average.</p> <p>All wāhine Māori, Pacific women and women from ethnic communities have Taku Mahere in place and are actively engaged in development opportunities to support their plans.</p> <p>All wāhine Māori, Pacific women and women from ethnic communities identified as future leaders have plans and support in place.</p>
<p>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki </p>	<p>We offered Unconscious Bias training to new staff who joined in the last year.</p>	<p>We will investigate training options for our agency to ensure both bias and discrimination are eliminated.</p>	<p>Maintain 100% of staff attending Unconscious Bias training.</p>

<p>Eliminating all forms of bias and discrimination</p>	<p>Our Statement of Performance Expectations (SPE) outlines our goal of achieving as diverse a workforce as possible within the limits of our small size.</p> <p>We continue to have a cultural calendar which is used to celebrate diversity and different cultures and raise awareness and understanding.</p>	<p>We will continue to review HR systems, practices, policies and measures to ensure they remove all forms of bias and discrimination.</p> <p>We will investigate how we can increase collection of demographic information from our current staff, including working with our people to ensure our categories for ethnicity are not limiting.</p>	<p>HR systems, practices, policies and measures are reviewed to ensure they remove all forms of bias and discrimination.</p> <p>EEO Principles are included in all relevant documents and practices.</p> <p>We will continue to have available a cultural calendar to celebrate diversity.</p>
<p>Te Taunua o te Mahi Pīngore Flexible-work-by-default</p>	<p>Using the Hybrid Working Guidance by Te Kawa Mataaho, we reviewed our working from home policy to ensure that what we do in practice is documented and accessible to all, and provided an added layer of consultation to ensure decisions are free from both bias and discrimination.</p> <p>We continue to take a flexible approach which enables all staff to work from home and be supported with appropriate technology to do so. This supports a wide range of circumstances regardless of gender or ethnicity.</p> <p>We review positions which are not currently flexible by design and ensure those decisions were free from bias and discrimination.</p>	<p>We will monitor the application of our working from home policy.</p> <p>We will review positions which are not currently flexible by design and review the justification.</p>	<p>Working from home policy is available and understood by all staff and is free from both bias and discrimination.</p> <p>Our scores in our pulse survey on flexible working show that our current policy protects both staff culture and engagement.</p>