

**Tertiary Education
Commission**
Te Amorangi Mātauranga Matua



**Kia Toipoto
Gender and Ethnic Pay Gap
Action Plan 2023–2024**

Chief Executive Foreword

Our first Gender and Ethnic Pay Gap Action Plan (GEPGAP) was our chance to put a stake in the ground we established activities designed to better understand our data, ensure that our analysis was robust and identify inequities to begin work to reduce any gaps.

This is our second plan and it is a chance for us to take stock, confirm our direction of travel and compare our progress against similar government agencies.

Our data shows that the overall average gender pay gap at TEC is 10.7 percent as of 30 June 2023. I'm very pleased to see that it is lower than the 2022 figure of 11.7 percent. However, it is still above the 2022 Public Service average gender pay gap of 7.7 percent.


While we are going in the right direction, we still have some work to do, but the indications are positive. We believe our reduced pay gap is likely due to the changes in workforce numbers and profile rather than because of our planned initiatives, as these are in an early stage so haven't had the chance to make an impact.

That gives us confidence that pay gap reductions will reduce further as the plan and other initiatives being put in place across the organisation have an effect.

In terms of these initiatives, for the initial 12 months of the plan, we focussed on improving our data collection and reporting standards and meeting Te Kawa Mataaho Public Service Commission guidance to address pay inequities.

As a result, we are more confident that our workforce and payroll data is robust, and that the policies and procedures we have refreshed are more closely aligned with best practice.

I and the rest of the executive team remain committed to ensuring that staff are confident, regardless of a person's gender, ethnicity and other personal attributes, they will be recognised and rewarded equitably for their competencies, experience and performance. Reports like this and the transparency they bring are a critical part of building confidence.



Tim Fowler
Chief Executive

Introduction

Context

Te Kawa Mataaho Public Service Commission released Kia Toipoto – the Public Service Pay Gap Action Plan in November 2021. It is a three-year plan to help public service departments and Crown entities close their gender, Māori, Pacific and other ethnic pay gaps. It builds on the Gender Pay Action Plan 2018–2020, which helped close the public service gender pay gap from 12.2 percent in 2018 to 8.6 percent in 2021. The public service pay gap as at 30 June 2022 was 7.7 percent.

This document is our updated Gender and Ethnic Pay Gap Action Plan (GEPGAP) for 2023–2024. It provides information about TEC’s workforce profile and pay gap information (where we have been able to do so) for gender and Māori, Pacific and other ethnicities. Our GEPGAP also provides a progress report against our planned activities for 2022–2023. These activities were designed to address data and pay equity issues we identified in our analysis of 2022 data. The plan spans the timeframe 2022–2024.

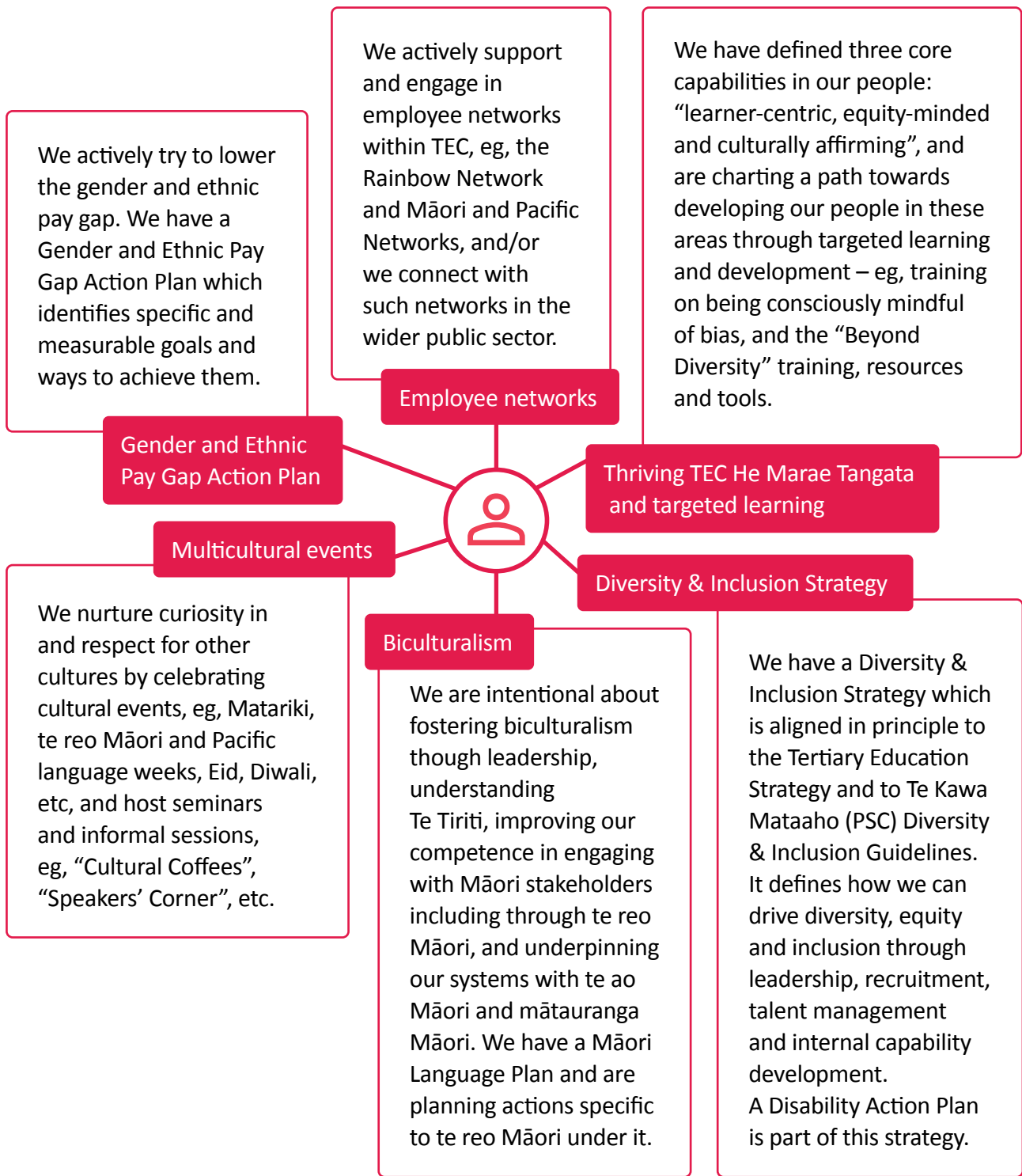
It has taken time to develop initiatives to collect more robust workforce data or address our identified pay gaps. This means that the ability of these initiatives to reduce our pay gaps may not be evident in our 30 June 2023 data and findings. We expect that a positive flow-on from these initiatives, and other related work, will be more evident in our next data collection.

Our commitment

We strive to be an inclusive, equity-minded and diverse organisation. Pay equity is a key indicator that we are achieving our strategic intent. We are committed to implementing our Kia Toipoto GEPGAP to address inequities at the TEC and to contribute to closing the gender and ethnicity pay gap across the wider public-sector workforce.

Strategic alignment

Our GEPGAP is strategically aligned and embedded with other initiatives to develop TEC’s inclusive, equity-minded and diverse organisational culture. The GEPGAP will benefit from, and contribute to, lifting TEC performance and cultural capability across a range of strategic initiatives. As we continue to embed these strategic initiatives into TEC’s culture and practice, we are confident that there will be more awareness of the drivers of pay inequity, and focused efforts to minimise our pay gaps.



Progressing our action plan

Our GEPGAP action plan is designed to:

- » address shortfalls in reporting standards expected by Te Kawa Mataaho Public Service Commission,
- » meet the focus areas and milestones published in the strategic Kia Toipoto Public Service Pay Gap Action Plan, and
- » contribute towards closing gender and ethnic pay gaps at TEC.

To date we have:

- » provided median and mean pay gap data for gender; Māori, Pacific and ethnic employees; salary grades; top tiers and occupational groups
- » sourced and rolled out online “unconscious bias” training for all staff
- » aligned classifications of our occupational groups and roles with ANZSCO codes and verified employee roles against these
- » produced and implemented revised recruitment and selection policy and procedures (and supporting resources) that incorporate best practice from Kia Toipoto guidance, including:
 - › strategies to address potential bias in decision-making,
 - › consistently publishing appointment salary ranges,
 - › using Mahi and Kumara Vine advertising platforms to push our vacancies to Māori and Pacific audiences,
 - › providing comprehensive evidence of a fair and equitable recruitment process and unbiased decision-making, and
 - › examining salary relativity issues on appointment
- » aligned our ethnicity classifications with Statistics NZ’s level 1 classifications to allow for accurate comparisons with public sector and national workforce statistics
- » improved data collection processes for ethnicity information and sought ethnicity information from employees for whom we had no declaration (including “Prefer not to disclose” declarations)
- » reviewed and set targets to reduce our overall gender and ethnic pay gaps and improve representation of Māori and Pacific employees.

We have also:

- » analysed the ethnicity of applicants and appointments to TEC vacancies and roles over a three-month period
- » formed a Career Progression and Development Framework working group with the Public Service Association
- » formed a Development of a Pay System working group with the Public Service Association.

Workforce and pay system information at 30 June 2023

Our workforce profile

Workforce	Women	Men
All staff <i>(Total 363)</i>	59%	41%
Tiers 1–3 staff <i>(Total 28)</i>	39%	61%
Average age <i>(All staff 42 years)</i>	43 years	41 years
Length of service <i>(All staff 4.7 years)</i>	5.0 years	4.4 years

Ethnicity	Percentage
Asian	15
European	60
Māori	8
Middle Eastern/Latin American/African	0
Pacific	6
Other ethnic minority	2
Prefer not to disclose	0
Not advised	9

Commentary

Our workforce profile has changed from that of 30 June 2022. We have 21 fewer staff. There are fewer women (-27) and more men (+6), resulting in a changed balance in representation of 59/41 percent (previously 63/37 percent).

We have a (now known) higher representation of Asian, Māori and Pacific peoples, largely due to an increase in ethnicity declarations from 80 to 91 percent.

Our pay system

Our pay structure comprises:

- » 16 pay grades for general staff roles
- » 11 pay grades for IT staff
- » an Executive pay band for Deputy Chief Executives.

Salary grades are linked to public-sector market midpoints and each grade ranges from 85 percent to 115 percent of these midpoints. We provide a base salary (exclusive of KiwiSaver). We review the market and pay grades against the public-sector market annually, and review salaries annually. Employees can request a review of salary at any time and we can make out-of-cycle remuneration adjustments.

Appointment salaries, salary movement and job evaluations are undertaken with HR oversight. One-up approval is required for salary-related decisions, and decisions that are exceptions to remuneration policy need Deputy Chief Executive or Chief Executive approval (in consultation with the HR Manager).

Commentary

Our pay data for 30 June 2023 includes the recent Public Service Pay Adjustments. We have formed a working party with the Public Service Association to review our current pay system.

Pay gap information at 30 June 2023

Key findings

Analysis of the employee and pay data (for permanent and fixed-term staff) showed:

- » there is a mean organisational gender pay gap of 10.7 percent (reduced from 11.7 percent), and a median gender pay gap of 14.0 percent
- » Māori women have the largest mean gender pay gap at 15.2 percent (reduced from 24.6 percent) and the largest median gender pay gap at 31.9 percent
- » Pacific women have a negative mean gender pay gap of -25.1 percent and a negative median gender pay gap of -9.4 percent
- » women continue to be approximately 80 percent of the workforce in the general staff pay grades 11 to 17
- » Māori and Pacific staff are mostly in pay grades 11 to 22
- » women represent approximately 60 percent of mid to senior roles (pay grades 18 to 26) (a slight reduction from last year)
- » women are under-represented among Tier 1 to 3 managers (39 percent women to 61 percent men)
- » women make up 34 percent of the overall IT workforce (IT pay grades 12 to 25) and represent 50 percent of the IT general staff workforce (IT pay grades 12 to 19) but continue to be under-represented in the highest pay grades (IT pay grades 20 to 25) at 19 percent
- » thirteen of the 16 general staff pay grades, and all except one of the IT staff pay grades have fewer than 20 employees
- » approximately 91 percent of staff at TEC have provided ethnicity data (a significant increase from 80 percent last year). Our action plan target is 95 percent of staff declare ethnicity (or actively choose not to disclose)
- » we have improved our (known) representation of Asians from 10 to 15 percent, Māori from 6 to 8 percent (target of 10 percent) and Pacific peoples from 4 to 5.5 percent (target of 6 percent)
- » there continues to be under-representation of Māori and Pacific people in the organisation, in leadership roles and at the highest pay grades
- » we have reduced most of our mean gender pay gaps within occupational groups.

Commentary

Generally, there are noticeable improvements in our gender, ethnic and occupational pay gaps from last year. However, we continue to have gender and ethnic imbalances in our workforce that impact on representation and pay gaps.

We continue to have greater pay gaps than the public service as a whole. The mean 2022 public service gender pay gap was 7.7 percent and the median was 6.8 percent.

We have more robust data about ethnicity due to an increase in data collection. We have a slightly higher representation of Asians, but fewer Māori and Pacific people compared with 2022 public service representation figures of 12.5 percent, 16.4 percent and 10.2 percent respectively.

The reduction in mean gender pay gaps for most of our roles is likely due to our realignment and verification of roles against ANZSCO occupational classifications.

Our pay data

We have an overall gender pay gap of 10.7 percent. The data tables below provide information on the pay gap by gender, ethnicity and role. We have fewer than 20 employees in many sections of our analysis so we have been unable to publish all of our findings.

Note: A positive pay gap indicates men are paid (on average) more than women. A negative pay gap indicates women are paid (on average) more than men.

Gender pay data

General staff grades	Women (mean salary)	Men (mean salary)	Pay gap
11–16	\$79,249	\$75,458	-5.0%
17	\$90,315	\$92,958	2.8%
18–19	\$108,685	\$110,161	1.3%
20–22	\$137,021	\$135,856	-0.9%
23–26 + Deputy CE grades	\$188,212	\$180,948	-4.0%
IT grades	Women (mean salary)	Men (mean salary)	Pay gap
12–19	\$104,868	\$97,263	-7.8%
20–25	\$136,279	\$146,285	6.8%
All grades	Women (mean salary)	Men (mean salary)	Pay gap
11–Deputy CE + IT grades	\$113,076	\$127,459	10.7%

General staff grades	Women (median salary)	Men (median salary)	Pay gap
11–16	\$79,190	\$71,000	-11.5%
17	\$89,836	\$88,965	-1.0%
18–19	\$106,287	\$107,530	1.2%
20–22	\$135,975	\$134,761	-0.9%
23–26 + Deputy CE grades	\$178,132	\$164,000	-8.6%
IT grades	Women (median salary)	Men (median salary)	Pay gap
12–19	\$107,500	\$92,750	-15.9%
20–25	\$132,475	\$141,965	6.7%
All grades	Women (median salary)	Men (median salary)	Pay gap
11–Deputy CE + IT grades	\$103,807	\$129,725	14.0%

Commentary

We have clustered pay grades in order to provide pay gap data for groups of more than 20 employees. This has resulted in a smoothing of pay gap numbers across the clustered grades.

The mean pay gap has changed in every pay grade cluster compared with 2022. The highest mean pay gaps are in favour of women in the general staff grades 11–16 (-5 percent) and IT grades 12–19 (-7.8 percent). These are significant changes from the 2022 results of 1.5 percent and 4.1 percent respectively. This may be due to fewer women in the lower general staff salary grades and more women in the IT staff grades than previously.

The median pay gaps for all except two clusters (general staff grades 18–19 and IT grades 20–25) are in favour of women. The midpoint for women within these clusters is higher than for men.

Ethnicity and gender pay data

Ethnicity	Women (mean salary)	Men (mean salary)	Pay gap
Asian	\$108,284	\$125,870	14.0%
European	\$117,774	\$129,115	8.8%
Māori	\$99,061	\$116,829	15.2%
Pacific	\$110,598	\$88,407	-25.1%

Ethnicity	Women (median salary)	Men (median salary)	Pay gap
Asian	\$104,000	\$119,000	12.6%
European	\$106,599	\$119,127	10.5%
Māori	\$91,273	\$134,000	31.9%
Pacific	\$97,386	89,000	-9.4%

Commentary

We have provided pay data for ethnic groups that include more than 20 employees. This year we can report on more ethnic groups because of the improved uptake in our ethnicity data.

Significant mean and median pay gaps in favour of men are evident in each ethnic group apart from Pacific peoples. The gap for Pacific peoples may be explained by the overrepresentation of women in this ethnic group. Women are also overrepresented in the Asian ethnic group; however, this has not impacted on their pay gap relative to Asian men.

Role pay data

Role	Women (mean salary)	Men (mean salary)	Pay gap
Analyst	\$105,595	\$111,786	5.5%
Information systems	\$112,615	\$120,961	6.9%
Manager	\$181,237	\$193,382	6.3%
National advisor	\$110,816	\$120,581	8.1%
Support staff	\$91,912	\$111,773	17.8%

Role	Women (median salary)	Men (median salary)	Pay gap
Analyst	\$103,203	\$115,500	10.6%
Information systems	\$109,000	\$120,989	9.9%
Manager	\$171,882	\$183,846	6.5%
National advisor	\$106,287	\$118,469	10.3%
Support staff	\$86,000	\$107,530	20.0%

Commentary

We have provided average pay data for roles with more than 20 employees. There are not enough employees in administration and area advisor roles to publish gender pay gaps for these roles.

Mean pay gap reductions from 2022 are evident in each occupational group except for national advisors, which has increased from 5.1 percent. The manager role has changed significantly from a negative pay gap of -9.6 percent in favour of women to 6.3 percent in favour of men. These changes may be due to the reallocation and verification of roles to ANZSCO codes, and some changes to gender representation within groups.

Insights

Women continue to be well represented across the organisation. They are over-represented in the lower-paid grades and under-represented in the higher IT pay grades. Over-representation is also evident in the roles of analyst and national advisor, with significant over-representation in the support staff role. Women are under-represented in IT roles.

Despite over-representation in support staff roles, this role has the highest mean pay gap at 17.8 percent. Although there are twice as many women as men in the national advisor role, there is a significant mean pay gap of 8.1 percent.

The reason for pay gaps in ethnic groups is likely due to the different roles and associated salary grades (including lack of representation at senior level) of these employees.

Length of service for both women and men is similar and relatively low, which suggests that employees leave TEC to develop their careers and potentially earn higher pay.

Gender and role representation appear to be the key drivers of pay inequity at TEC. Pay inequities may be affected by decisions related to appointment salaries.

Going forward

These insights reinforce our initial findings that at a strategic level we need to continue to focus on improving representation of:

- » women in senior IT roles
- » men in advisory and support roles, and
- » Māori and Pacific people in the organisation.

At an operational level, we need to focus on examining salaries on appointment for individuals to make sure this is not a driver of pay inequity in our organisation. Our revised recruitment and selection policy, procedures and practices include requirements to appoint within a starting salary range and to examine relative appointment salaries before employing an individual.

Gender and Ethnic Pay Gap Action Plan 2022–2024

Focus Area: Te Pono Transparency

Milestones

- › By 31 December 2022 entities will publish their gender and ethnic pay gaps on their public-facing websites.
- › By 28 April 2023 entities will publish full Kia Toipoto Action Plans on their public-facing websites.
- › Entities ensure easy access to HR and remuneration policies, including salary bands.

Planned Actions 2022	Progress
Extract and analyse mean pay gap data for gender, Māori, Pacific and ethnic employees.	Completed
Extract and analyse mean pay gap data for salary grades, top tiers and occupational groups.	Completed
Communicate development of Pay Gap Action Plan to Board, Executive, senior management, PSA and employees and invite feedback/discussion.	Completed
By 31 December 2022 produce and publish TEC’s Gender and Ethnic Pay Gap information on website.	Completed
Confirm that employees have easy access to HR and remuneration policies, including salary bands (excluding management salaries).	Completed
Planned Actions 2023	Progress
Extract, calculate and analyse mean and median pay gap data for gender, Māori, Pacific and ethnic employees.	Completed
Extract, calculate and analyse mean and median pay gap data for salary grades, top tiers and occupational groups.	Completed
Develop draft Pay Gap Action Plan.	Completed
Promote draft Pay Gap Action Plan to employees at all levels and engage through presentations and consultation.	Completed
Collect qualitative data about staff experiences and views at TEC regarding remuneration decisions, career pathways and progression, equitable work practices etc.	Ongoing
Review draft Pay Gap Action Plan considering employee consultation findings.	Completed

Planned Actions 2023	Progress
Produce and publish a complete Pay Gap Action Plan including progress by 28 April 2023.	Completed
Produce updated gender and ethnic pay gap data using 30 June 2023 data and a revised Pay Gap Action Plan by December 2023.	Completed
Planned Actions 2024	Progress
Continue to refine Pay Gap Action Plan and communicate updates, findings and progress.	Ongoing
Produce updated gender and ethnic pay gap data using 30 June 2024 data and a revised Pay Gap Action Plan by December 2024.	Yet to do

Focus Area: Ngā Hua Tōkeke mō te Utu Equitable pay outcomes

Milestones

- › By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.
- › Pay equity processes are used to address claims and reduce the impact of occupational segregation.

Planned Actions 2022	Progress
Investigate opportunities for raising awareness amongst managers of the influence bias has in decision-making.	Completed
Confirm that employees can request a review of salary at any time and that out-of-cycle remuneration adjustments can be made where relativity and equity issues have been identified.	Completed
Planned Actions 2023	Progress
Determine process for recording and comparing starting salaries for similar roles centrally.	Yet to do
Implement process for recording and comparing starting salaries for similar roles centrally.	Yet to do
Ensure hiring managers are informed of any relativity issues.	Ongoing
Invest in “unconscious bias” training.	Completed
Implement guidance for managers to recognise potential for bias in decision-making and use mitigation strategies in recruitment and appointment processes.	Completed
Investigate current pay gaps within similar roles and adjust salaries where relativity and equity issues have been identified.	Yet to do

Planned Actions 2023	Progress
Form a working group with the Public Service Association to develop a Pay System.	Completed
Continue to respond to requests for salary reviews based on relativity and equity.	Ongoing
Review classifications of occupational groups and roles, and verify employee information is correct.	Completed
Planned Actions 2024	Progress
Embed process for recording and comparing starting salaries for similar roles centrally.	Yet to do
Analyse and report findings in Pay Gap Action Plan.	Yet to do
Continue to reinforce the importance of managing potential bias in decision-making in recruitment and appointment processes.	Ongoing
Reduce the gender pay gap from 10.7% (2023) to 9%.	Ongoing
Reduce the overall gender and ethnic pay gap from 10% to 8%.	Ongoing
Implement the developed Pay System.	Yet to do

Focus Area: Te whai kanohi i ngā taumata katoa Leadership and representation

Milestones

- › By 28 April 2023 entities include plans and targets to improve gender and ethnic representation in their workforce and leadership in their full Kia Toipoto Action Plans.
- › By the end of 2024 the Public Service workforce and leadership are substantially more representative of society.

Planned Actions 2022	Progress
Investigate opportunities to influence workforce and recruitment plans to include focus on improving ethnic representation.	Ongoing
Set targets for ethnic representation.	Completed
Develop job description and advertisement templates that include te reo Māori and are culturally affirming and welcoming.	Completed
Seek opportunities for getting a wider cultural reach for advertising in the recruitment market.	Completed
Target Māori and candidates from other ethnic groups for refreshed Graduate Programme 2023.	Completed

Planned Actions 2023	Progress
Improve representation of Māori from 6% to 10%. (Representation in the public service was 16.7% in 2022.)	Ongoing
Improve representation of Pacific people from 4% to 6%. (Representation in the public service was 10.6% in 2022.)	Ongoing
Integrate plans and targets to improve gender and ethnic representation in the workforce and leadership by 28 April 2023.	Under way
Improve voluntary ethnicity data take-up rates from employees from 80% to 95%.	Ongoing
Ensure new job description and advertising templates are being used consistently.	Ongoing
Provide hiring managers with advice about advertising forums with wider cultural reach.	Ongoing
Engage with the Māori and Pacific networks to design and develop a Māori and Pacific leadership programme.	Under way
Planned Actions 2024	Progress
Review and set revised targets for ethnic representation.	Completed
Improve representation of Māori from 8% (2023) to 10%.	Ongoing
Improve representation of Pacific peoples from 5.5% (2023) to 8%.	Ongoing
Continue to integrate plans and targets to improve gender and ethnic representation in the workforce and leadership.	Ongoing
Improve voluntary ethnicity data take-up rates from employees from 91% (2023) to 95%.	Ongoing
Continue to focus on encouraging voluntary disclosure of ethnicity.	Ongoing
Keep abreast of recruitment and marketing opportunities to reach different cultures.	Ongoing
Continue to evaluate the Graduate Programme.	Ongoing
Implement the Māori and Pacific leadership programme.	Yet to do

Focus Area: Te Whakawhanaketanga i te Aramahi

Effective career and leadership development

Milestones

- › By mid-2023, entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.

Planned Actions 2022	Progress
Reintroduce and position the TEC Graduate Programme as an entry point for a career in TEC and/or the wider public sector (Mā Tātou, Mō Tātou/People Plan initiative).	Completed
Develop a career pathway for specialist roles in the Information Directorate.	Under way
Planned Actions 2023	Progress
Organise the Graduate Programme for 2024 taking account of evaluation findings.	Under way
Implement the career pathway for specialist roles in the Information Directorate.	Under way
Investigate opportunities for career pathways within Directorates and/or occupational groups and/or across TEC (Mā Tātou, Mō Tātou/People Plan initiative).	Yet to do
Form a working group with the Public Service Association to develop a Career Progression and Development Framework.	Completed
Publish career pathway guidance for TEC employees.	Yet to do
Refresh and relaunch Business Shadowing Programme (Mā Tātou, Mō Tātou/People Plan initiative).	Yet to do
Planned Actions 2024	Progress
Embed TEC Graduate Programme.	Yet to do
Implement the Career Progression and Development Framework.	Yet to do
Evaluate Business Shadowing Programme.	Yet to do

Focus Area: Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki
Eliminating all forms of bias and discrimination

Milestones

- › By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.
- › Entities ensure leaders and employees learn about and demonstrate cultural competence.

Planned Actions 2022	Progress
Review recruitment policy and guidance against Kia Toipoto guidance.	Completed
Review remuneration policy against Kia Toipoto guidance.	Completed
Develop cultural competency framework (He Marae Tangata/Thriving TEC initiative).	Completed
Planned Actions 2023	Progress
Incorporate best practice from Kia Toipoto guidance into recruitment policy and guidance.	Completed
Incorporate best practice from Kia Toipoto guidance into remuneration policy.	Under way
Ensure hiring managers are aware of, and adopt, any new practices required.	Under way
Develop learning needs analysis tools (He Marae Tangata/Thriving TEC initiative).	Yet to do
Conduct a programme of learning and development opportunities (including Te Tiriti, te reo and “unconscious bias” training) (He Marae Tangata/Thriving TEC initiative).	Under way
Planned Actions 2024	Progress
Monitor hiring manager practice in recruitment processes including appointment salary decisions.	Ongoing
Evaluate He Marae Tangata learning and development programme.	Yet to do

Focus Area: Te Taunoa o te Mahi Pīngore Flexible-work-by-default

Milestones

- › By the end of 2024 entities offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay.

Planned Actions 2022	Progress
Confirm that all employees have equitable access to flexible-by-default working arrangements.	Completed
Planned Actions 2023	Progress
Review remuneration policy, guidance and practice to ensure access to flexible-by-default working arrangements does not undermine career progression or pay.	Completed
Amend remuneration policy, guidance and practice where required.	Yet to do
Ensure managers are aware of any amendments.	Yet to do
Review Flexible Working Guidelines against Public Service Commission's Hybrid Working Guidance.	Under way
Planned Actions 2024	Progress
Embed any amendments to remuneration policy, guidance and practice.	Yet to do
Monitor adherence to remuneration policy, guidance and practice.	Yet to do
Embed any amendments to Flexible Working Guidelines.	Yet to do

Gender and Ethnic Pay Gap Action Plan

Success Criteria

Focus Area	Success Criteria
Te Pono Transparency	<ul style="list-style-type: none"> › Pay gaps measured by mean and median calculations and published annually. › The Board and employees at all levels are well informed about TEC performance in managing pay gaps. › Pay gaps within sections of analysis are minimised. › TEC’s overall pay gap is reduced.
Ngā Hua Tōkeke mō te Utu Equitable pay outcomes	<ul style="list-style-type: none"> › Robust collection and analysis of starting salaries. › Analysis of starting salaries indicates fair relativity. › Managers have a high level of awareness of the potential for bias in decision-making. › Managers are supported in bias-free recruitment and appointment decision-making. › High level of confidence that starting salaries are not influenced by bias at TEC.
Te whai kanohi i ngā taumata katoa Leadership and representation	<ul style="list-style-type: none"> › Ethnicity data is held for 95% of employees at TEC. › TEC vacancies are advertised widely in the market. › The Māori and Pacific leadership programme is beneficial for individuals and TEC.
Te Whakawhanaketanga i te Aramahi Effective career and leadership development	<ul style="list-style-type: none"> › Graduate Programme is beneficial for individuals and TEC. › Career pathways are evident to TEC employees. › Average “length of service” increases. › Business Shadowing Programme is beneficial for individuals and TEC. › Māori, Pacific and other ethnic groups are better represented in management and leadership roles.
Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination	<ul style="list-style-type: none"> › Opportunities for bias and discrimination in recruitment and remuneration practices are removed. › High level of confidence that hiring managers are inclusive and fair in decision-making. › High uptake of He Marae Tangata learning and development opportunities. › Cultural competence at TEC is improved. › Representation of Māori and Pacific groups is improved.
Te Taunoa o te Mahi Pīngore Flexible-work-by-default	<ul style="list-style-type: none"> › Flexible-by-default working arrangements are embedded into the culture of TEC. › High level of confidence that flexible working arrangements do not undermine career progression or pay.

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Te Amorangi Mātauranga Matua**

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Published November 2023

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