



<sup>1</sup> Guided by relevant local working age population of Māori or Pasifika for underrepresented workplaces (usually white-collar); or set to reflect rate of frontline staff in more senior roles in Māori and Pasifika-heavy workplaces (usually blue-collar). See Toolkit for these population figures nationally and in regions across the motu.

<sup>2</sup> This should include specific proactive supports for Māori and Pasifika employees into upskilling, as well as de-risking progression, e.g. with secondment and acting-up trials (see Training & Development). Make progression routes explicit and well known across the organisation, including skills needed to progress (see Pay and Conditions)



# Pay, conditions and benefits



## GOOD

### Setting targets

Pays at least the Living Wage, including for subsidiary workforce

Has used data on pay for ethnicity and gender combined to set targets for:

- closing the Māori and Pasifika pay gaps.
- reduction of vertical segregation and horizontal ethnic-gender pay gap, especially through progression (see Recruitment & Promotion, Organisational Culture & Capability).
- audit for equal pay (making sure different ethnic groups are paid the same for the same jobs).

Has Wage and Progression Strategy where progression is based on “transparent, skills-based and non-biased criteria”<sup>3</sup>. This includes making explicit to staff and well-known across the organisation, what skills are needed to progress to specific pay and roles, and the training pathways in place (see Recruitment & Progression).

## GREAT

### Meeting targets

Ensure equal pay for Māori and Pasifika staff, working the same jobs or contributing as much skill and value as others.

This includes reviewing pay through benchmarking, job-sizing and role reviews.

Take into account transferable skills gained outside of work or formal study, e.g. community work.

Reducing Māori and Pasifika pay gaps through career progression.

Publicly reporting Māori and Pasifika pay gaps by gender, using median pay data (not just averages/means), e.g. through Annual Report and the MindTheGap platform.

Improving analysis of real-world representation and pay gaps by understanding and using a wider range of methods e.g. medians and quartiles for pay and comparing to single-ethnic group NZ European male baseline for gender-ethnic pay gaps.

## LEADING

### Exceeding targets

Has closed the Māori and Pasifika pay gaps, including for women, through progression of Māori and Pasifika to more senior roles and appropriately recognising their skills.

<sup>3</sup>Public Service Commission (2023). Kia Toipoto: Closing Gender, Māori, Pacific and Ethnic Pay Gaps, Public Service Action Plan 2021-24 - Guidance: Career progression, pathways, breaks and leave. p.10.



## GOOD

### Setting targets

Flexible working arrangements

Can connect Māori and Pasifika staff to wraparound social support (see Toolkit).

Wellbeing support is provided for staff, e.g. wellbeing day, wellness room, mental health support such as Employment Assistance Programme, and mental health check-ins.

## GREAT

### Meeting targets

Health Insurance benefits, GP visits.

Leave and other entitlements accommodate cultural and family needs of Māori and Pasifika (see Toolkit).

Travel Allowance, or transportation service, free parking.

Childcare allowance.

Partnership with community-based Māori and Pasifika social service providers for wraparound support.

## LEADING

### Exceeding targets

Profit Sharing or moves towards collective or worker cooperative or trust ownership that connects with Māori and Pasifika collective values.

Consider Māori and Pasifika staff definition of close family.

Give minimum of 3 days bereavement leave for what would be considered "extended family" under the Holidays Act 2000 where the employee considers the family member to be a close family member, e.g. Aunt or Uncle.

Recognise and remunerate the cultural skills and expertise that some Māori and Pasifika workers bring to the workplace.

Specific paid roles are created for leading the organisation in Māori and Pasifika cultural spaces, so that additional unpaid 'cultural labour' does not fall onto Māori and Pasifika staff.

Stakeholders and community groups (including whanau or other networks of employees) who provide input or cultural resources to the organisation are acknowledged and remunerated appropriately and not less than other contractors/guest speakers, etc.

Organisation champions, leads and innovates in sector-wide recognition and compensation for cultural services.





GOOD Setting targets	GREAT Meeting targets	LEADING Exceeding targets
Has established the baseline of Māori and Pasifika uptake of any existing training being provided inhouse or with standard providers and identified the possible level of underrepresentation.	Māori and Pasifika staff have participated in training for “higher-value jobs” at levels set by workforce representation targets (pop up definition needed).	Māori and Pasifika staff uptake of technical skills training for higher-value jobs exceeds workforce representation targets.
Has set target for Māori and Pasifika staff uptake of professional skills training for higher-paid pathways (specialist or managerial), e.g. a target for the rate of Māori and Pasifika participation in training, plus a target of the number of Māori and Pasifika people to be trained over a year.	Meeting uptake targets for Māori and Pasifika staff.  Training is transparently connected to increases in pay and promotion, as part of overall pay and progression transparency standards (see Pay & Conditions [link to GEM Pay Toolkit section], Recruitment & Promotion	
All foundation skills & industry specific training for Māori and Pasifika staff is done in paid work time, or they are paid for time spent training after hours (this could be universally applied).	All training and development opportunities happen during paid work time.	Longer-term paid study leave available and taken up by Māori and Pasifika staff, e.g. training over a week.
Training provision is culturally competent – especially in raising confidence among Māori and Pasifika staff to undertake further training and to progress.	Is delivering bespoke training for higher-paid skills-shortage roles and providing supported pathways post training completion.  Māori and Pasifika graduates from these technical skills trainings are moving into higher-paid technical jobs.	Takes a leading role in collaborative pipeline planning with other employers in the same sector.



## GOOD

### Setting targets

Young staff paired with experienced leaders and role models to offer mentorship and guidance as they enter the workforce.

Has set up culturally competent Māori and Pasifika career-focused mentorship and peer-support that is taken up by Māori and Pasifika staff.

## GREAT

### Meeting targets

Career development plans in place for all young staff within their first 12 months of employment.

Mentorship network and support system maintains high participation and continues to be sustained and well-supported by organisation, supporting other training and progression outcomes.

## LEADING

### Exceeding targets

Pastoral care and regular coaching available for young staff to complete career development plans and broaden early work experiences across the organisation, e.g. secondments, shadowing opportunities, training, and internships.

Mentorship network and support system is connected to external networks to support overall Māori and Pasifika advancement in underrepresented professions and sectors.



<sup>4</sup>The Public Service Commission Kia Toipoto guidance considers less than 75% coverage for ethnic data to be 'poor quality'.



## GOOD

### Setting targets

Implement a specific Te Tiriti o Waitangi commitment strategy throughout your business focussing on how your organisation will uphold Te Tiriti and tikanga Māori for employees, stakeholders and community. This strategy outlines your understanding of and commitment to Te Tiriti o Waitangi. When formulating this strategy, involve Māori in discussions first, then allow Māori to lead this space if willing, ensuring that:

- Any Māori employees leading on Tiriti policies and tikanga are being paid for this.
- There have been discussions with Māori staff to remove assumptions that they will be willing to lead on tikanga or Tiriti policies
- Māori staff are appropriately supported and not harmed by this journey.

## GREAT

### Meeting targets

The organisation focusses on employee- and community-centred design throughout the processes of designing and implementing the strategy, leaning into the shared knowledge of Māori employees, customers and other stakeholders (i.e. Mana Whenua), specifically compensating these groups for their input.

Compensation to external partners could include payment, but could also mean time, access, networking, development, representation or collaboration opportunities as forms of culturally valued reciprocity for Māori.

Employ a specific senior Māori cultural advisor/advisory team to build and implement your Tiriti commitment strategy, prioritising internal secondments or appointments first with appropriate support/training.

## LEADING

### Exceeding targets

Tiriti commitment strategy is well understood by all within the organisation, including senior leadership, and honouring Te Tiriti is demonstrated day to day within your organisation. It is being added to and iterated on by all, not just by Māori or the team responsible for drafting and implementing.

Organisation leads sector on integrating and normalising Tiriti-led and tikanga Māori practices.

Understand why it is important to connect culturally with Māori and Pasifika staff and create a plan to do so with annual targets.<sup>5</sup>

Workplace implements suite of outreach activities that can engage Māori and Pasifika workers' whanau/aiga and communities.

Employs a specific senior Pasifika cultural advisor/advisory team to build and implement Pasifika strategy.

Cultural practices acknowledged, implemented or supported through HR/people policies are well understood by people leaders and other employees.

Organisation leads sector as a champion of effective cultural engagement and connection with Māori and Pasifika staff, which could include innovations such as implementing open, non-hierarchical and collective ways of working.

Ensure staff satisfaction surveys include questions that allow for a baseline to be captured on staff wellbeing and cultural wellbeing that adequately covers Māori and Pasifika staff.

Wellbeing, including cultural wellbeing for Māori and Pasifika staff is improving, as captured in at least an annual satisfaction survey.

A senior Māori or Pasifika cultural advisor or DEI leader has oversight of analysis and reporting on Māori and Pasifika wellbeing data.

Wellbeing, including cultural wellbeing for Māori and Pasifika staff is at maximum, as captured in the annual satisfaction survey.

<sup>5</sup>This should include the creation of paid roles and/or formal platforms to channel the input of Māori and Pasifika staff into changing HR policies and procedures to better reflect their needs and culture.





## GOOD

### Setting targets

Ensure staff who are non-native English speakers are supported to fully participate in workplace processes, e.g. performance reviews, pay negotiations, disciplinarys.<sup>6</sup>

Managers have regular meetings with union delegates/union officials as a forum for raising any workplace issues and opportunity to work in partnership with the union.

## GREAT

### Meeting targets

Provide employment agreement and policies in Pacific languages to workers for whom literacy in Pacific languages is higher than in English.

Proactively working in partnership with the union.

## LEADING

### Exceeding targets

Translate employment agreement and policies into Te Reo Māori.

Innovating and leading on devolving power to workforce, e.g. worker's cooperative or trust ownership (see Pay and Conditions) that connects with Māori and Pasifika collective values.

<sup>6</sup>There are obligations for employers to engage with staff in good faith.

