



AUGUST 2024

Kia Toipoto Action Plan 2024-25

Closing Gender, Māori, Pacific and Ethnic Pay Gaps

Kia Toipoto is the Public Service Pay Gaps Action Plan, which focuses on closing gender, Māori, Pacific and Ethnic Pay Gaps to reduce workplace inequities.

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Kia Toipoto and the FMA

Kia Toipoto is the Public Service Pay Gaps Action Plan, which focuses on closing gender, Māori, Pacific and Ethnic Pay Gaps to reduce workplace inequities. The three goals of Kia Toipoto are:

- Making substantial progress towards closing gender, Māori, Pacific, and ethnic pay gaps.
- Accelerating progress for wāhine Māori, Pacific women, and women from ethnic communities.
- Creating fairer workplaces for all, including disabled people and members of rainbow communities.

Here at the FMA, we aim to be a diverse, inclusive, and equitable workplace for all. We are committed to reducing our pay gaps and ensuring the FMA is a fair and equal place for all employees. Our commitment to Kia Toipoto and all aspects of Diversity, Equity, and Inclusion (DEI) are a continuous journey without a defined conclusion. This means we will continue working with our kaimahi to understand what matters most to them and how we can improve.

Underpinning our commitment to Kia Toipoto is our workplace strategy, Matangirua – our te ao Māori strategy, and our values. Our values give us the confidence and inspiration to pursue our role as kaitiaki of the financial services with mana, manaaki, tiaki, and tika.



Our values in relation to Kia Toipoto

Ensuring all our kaimahi live our values as intended and use them to drive positive workplace behaviour helps us to deliver on our diversity, equity, and inclusion goals and implement our Kia Toipoto action plan.

Manawa Rangi – look to the horizon

We are future focused and proactive in our approach to diversity, equity and inclusion and managing pay gaps. Manawa rangi acknowledges that this is a continuous journey without a defined conclusion, we will remain open to the new ways we can improve and ensure equity for all. Committing to annual reporting and action planning that involves reflection on our progress means that our approach is purposeful and aligned to future organisational needs.

Manawa Ora – open hearts, open minds

At the heart of this value lies a commitment to understanding and being our full selves while acknowledging, empowering, and respecting others, honouring their mana. We encourage our kaimahi to demonstrate self-awareness, empathy, and humility which allows them to accept and celebrate differences. Manawa ora is central to ensuring our kaimahi accept and celebrate diversity and continue to strive to create belonging for all.

Manawa Tahī – help the team work

Embracing the unique perspectives and experience of every individual allows us to ensure all voices are heard and contribute to our organisational experience and journey. We ask our leaders and kaimahi to role model vulnerability to actively build psychological safety and trust. Manawa tahī creates an environment where collaboration is encouraged, and our kaimahi are open to learning from each other.

Manawa Nui – make the calls

This value empowers all our kaimahi to act and speak up for what is right, fair, and just, and have the courage and confidence to act with initiative. We develop our organisational knowledge through curiosity, testing assumptions, and data-informed insights. This process is applied to our diversity, equity, and inclusion work, ensuring our progress is employee-led and relevant. Manawa nui ensures we remain genuine in our commitment and dedication to delivering these important initiatives.

To shape FMA's Kia Toipoto Action plan, our People and Capability team engaged with groups across our organisation, including our Executive Leadership Team, DEI Champions, and People Advisory Committee.

To assist in these conversations, we provided information on our gender pay gaps and progress, the assessment of our progress, and our proposed action plan. We asked for feedback to help us understand what might be driving our pay gaps, what barriers we might be facing, and for any other insights into the perceptions of fairness and equity at the FMA. We will continue to partner with our staff throughout our journey and we aim to engage regularly with our kaimahi to ensure our approach and actions remain employee led.

Our Progress

Since reporting under Kia Toipoto, the FMA has made considerable progress reducing gender pay gaps through a commitment to balanced recruitment and remuneration analysis.

Incomplete data has meant we have been unable to baseline or report on ethnic pay gaps, however with the implementation of a new HRIS later this year we will be able to begin data collection. Gathering data to baseline and improving insights from our data is a key focus for this year.

Over the last 12-months the FMA has invested significantly, establishing our Culture and Engagement team who lead the organisations Diversity, Equity, and Inclusion approach. This means we now have the dedicated resource to implement a comprehensive DEI approach including driving the actions associated with our Kia Toipoto action plan.

The organisation has reviewed our employee benefits and taken the time to considered how we continue to develop our offering to be more inclusive and equitable. We have successfully implemented changes to policies, updated trainings, and communicated openly to ensure all kaimahi are a part of the journey.

We are proud to now offer all permanent kaimahi access to free Health and Life insurance through our FMA benefits. This offering aligns with our te ao Māori Strategy, embodying Maanaki, the essence of nurturing and caring for others. Recognising that Māori have among the lowest rates of insurance of all ethnic groups in New Zealand, and a lower proportion of women have cover than men, this offering highlights the steps the FMA are taking to make this more accessible to all kaimahi.

We have also committed to paying all staff the living wage or above, supporting them to thrive rather than survive. The living wage refers to a base level that allows an employee to afford housing, food, healthcare, and other necessities with the objective to increase the standard of living in Aotearoa.

To better support our staff during parental leave, we introduced two new benefits:

- **Parental Leave Top-Up Payments:** This benefit is designed to provide additional financial support during this critical time, helping to ease the financial burden commonly associated with taking parental leave.

- Continued KiwiSaver Contributions: This initiative aims to mitigate the impact of parental leave on retirement savings, addressing the often-experienced retirement pay gap that can affect those who take time off for parental responsibilities.

These enhancements underscore our commitment to supporting our employees financially and ensuring their long-term financial well-being during and after parental leave. Importantly, these benefits are available to all primary carers, regardless of gender.

While we have made significant progress over the past year, we recognise that our journey towards creating a fully inclusive and equitable workplace is ongoing. The steps we have taken, ranging from addressing gender pay gaps and enhancing our DEI initiatives, to expanding employee benefits and better supporting our people embarking on parenthood, reflect our dedication to continuous improvement. We are committed to leveraging the insights from our new HRIS and continuing to engage with our kaimahi to further refine our approach to DEI and progress with Kia Toipoto.

Demographics

Due to the nature of our current employee data, we cannot accurately report on ethnicity, disability or rainbow community representation or calculate our pay gaps in these areas. We will be asking staff to voluntarily disclose this information using our new HRIS in late 2024 and hope to be able to report on this later in the year. In addition to collecting data in these three areas, part of our action plan is to focus on engaging with these groups of people and adjusting our action plan to reflect this progress.

As at 1 July 2024:

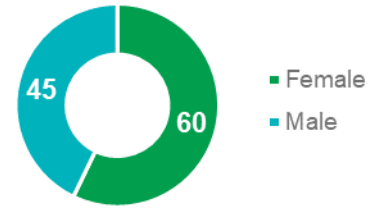
- We have 352 employees; 207 are female and 145 are male.
- We have more females than males in all bands but one.
- We have more females than males working part time.

Our organisation is structured with cohorts, the purpose of these cohorts is to create a less hierarchical approach to how we define roles within the FMA and to encourage collaboration across all levels.

Cohort	Purpose and roles	Gender Representation
Collaborative Cohort	The cohort is comprised of Receptionists, Team Support Administrators, Personal Assistants, Executive Assistants, Associate Advisers, Coordinators, Senior Advisers, Senior Legal Counsels, and Senior Analysts. The purpose of this cohort is to support, contribute to and deliver strategy for the FMA.	 <ul style="list-style-type: none"> Female Male

Strategic Leadership Cohort

This cohort is comprised of Principle Advisers and Managers who inform and deliver strategy for the FMA.



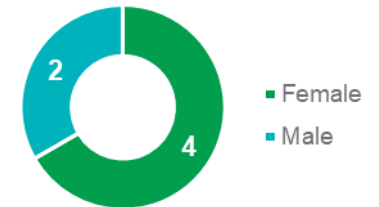
Enterprise Leadership Cohort

This cohort is comprised of Technical Specialists, Heads of, Directors, Chiefs, and our Executive Leadership Team. This cohort shape, communicate and deliver strategy for the FMA.



Executive Leadership Team

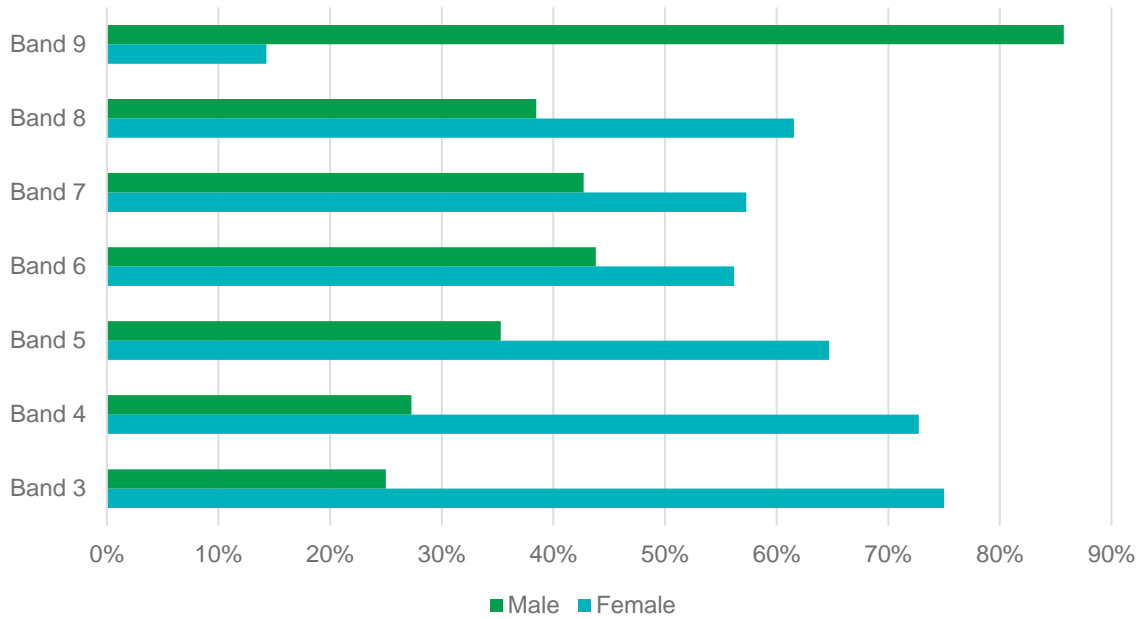
Comprised of Executive Directors and Chief Executive.



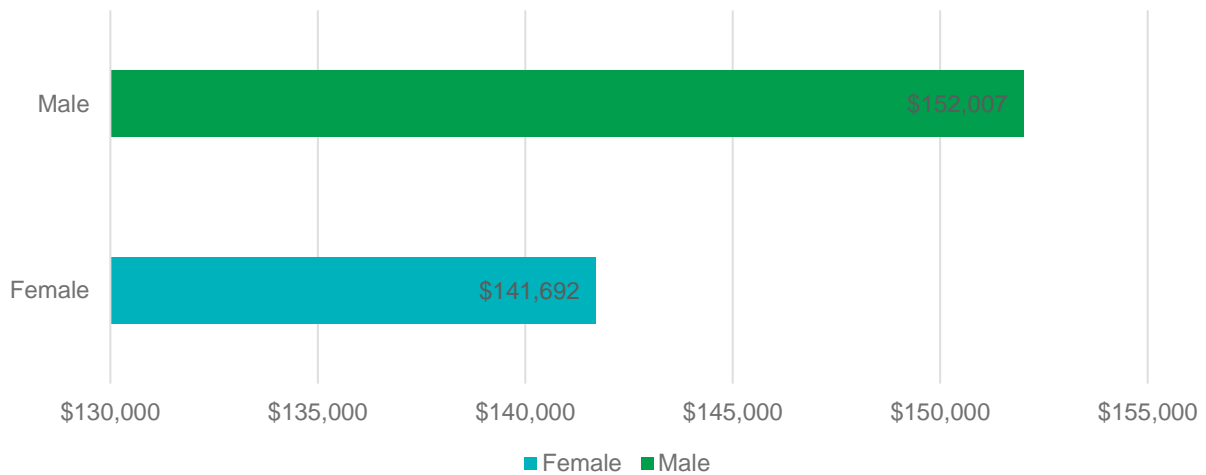
Current Data Representation

<i>As at 1 July 2024</i>	Workforce representation %	All people leaders %	People Leaders in Enterprise Cohort %
GENDER			
Female	58.81%	56.31%	52.78%
Male	41.19%	43.69%	47.22%
*ETHNICITY	<i>We do not have data available to report on ethnicity representation.</i>		

Gender representation across salary bands



Average Pay by Gender (incl. CE)

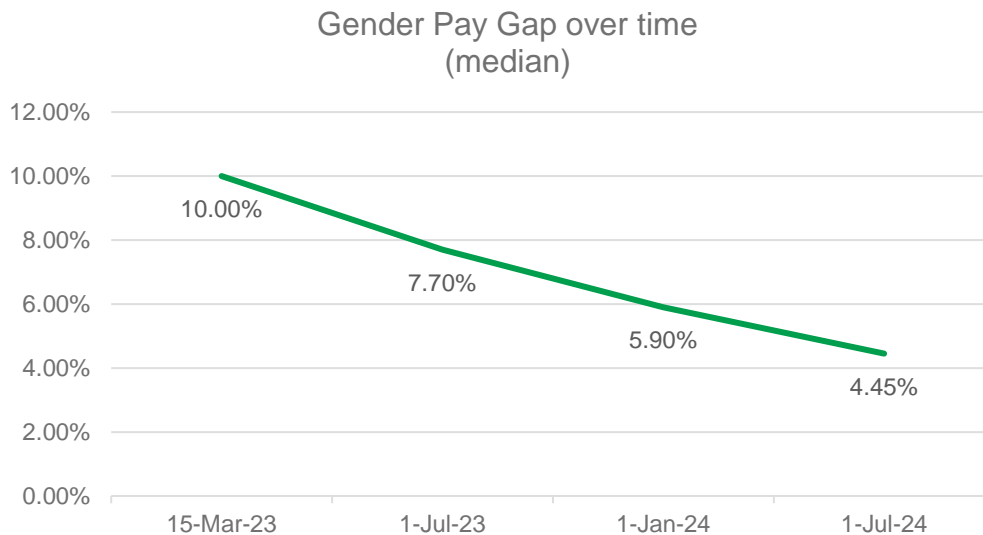


Current Gender Pay Gap

To calculate our pay gap, we have used base hourly rate pay for all permanent, fixed term and casual employees.

As of 1 July 2024, our overall organisation gender pay gap (based on the median hourly rate, including the CE) is 4.45%. Since our first Kia Toipoto action plan published 15 March 2023, our gender pay gap has reduced by 5.55%.

	Gender Pay Gap (excl. CE)	Gender Pay Gap (incl. CE)
Median	4.70%	4.45%
Mean	8.30%	6.79%



The current vertical gender representation across salary bands 3 through 6 reveals a higher proportion of females, which is contributing to our overall gender pay gap. To address this imbalance and work towards gender parity, we are committed to ensuring a balanced gender pool in our recruitment processes across all salary bands.

At the pay equity level, equal pay for roles of equal size, we have a good level of equity for our kaimahi and our data indicates the following:

- Bands 3 and 4 have median pay gaps in favour of females, primarily due to a higher proportion of females in these roles.
- Bands 5 and 6 have relatively neutral median pay gaps, indicating a balanced distribution of gender in these bands.
- Bands 7 and 8 have very slight positive median pay gaps, with a near-equal gender distribution.
- Band 9 has a significant positive median pay gap in favour of males, due to a higher proportion of males in this band.

Progress and Next Steps

Kia Toipoto focus area and milestones		Planned actions 24/25	Our Goal
Te Pono Transparency	Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback.	<p>Create and publish annual action plan</p> <p>Continue to publish annual action plan on internet and intranet</p> <p>Commit to publishing salary bands on all jobs</p> <p>Publish annual DEI approach and action plan</p> <p>Annual education session on REM system for leaders and FMA-wide (completed)</p>	<p>FMA are known as a fair and equitable employer. Our brand is seen as an optimal choice among a diverse candidate pool.</p> <p>Our commitment is that we will:</p> <ul style="list-style-type: none"> Continue to monitor and adapt our Kia Toipoto action plan and DEI approach in collaboration with our kaimahi. Publish Kia Toipoto tracking and action plans internally and externally. <p>Our kaimahi are comfortable disclosing demographic data with the understanding that this will guide our approach going forward.</p>
Kia Toipoto focus area and milestones		Planned actions 24/25	Our Goal
Ngā Hua Tōkeke mō te Utu Equitable pay outcomes	By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.	<p>Launch HRIS system allowing for data collection of additional demographics including ethnicity and disability to inform pay gap calculation</p> <p>Continue applying a gender parity lens ahead of the annual remuneration review process and bi-annual junior promotion rounds.</p>	<p>FMA have fair and equitable policies and processes that support all our kaimahi. We are committed to ensuring equitable pay outcomes and access to suitable benefits.</p> <p>Our kaimahi understand and trust our systems and processes knowing that we strive to do right by our kaimahi.</p>

		Implement living wage minimum	
		Implement hiring manager training (including unconscious bias guidance)	
		Promote additional benefits offered to employees and whānau – EAP (Rongoā)	

Kia Toipoto focus area and milestones		Planned actions 24/25	Our Goal
Te whai kanoahi i ngā taumata katoa Leadership and representation	By 30 April 2023 agencies/entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.	Launch HRIS system allowing for data collection of additional demographics including ethnicity and disability to track and report on representation	FMA use data and insights to inform the picture of our workforce and our goals to improve it.
		Include mandatory question into interviewing of all 'Head of' level and above roles assessing experience and commitment to DEI	Our kaimahi have trust and confidence we are collecting demographic data for appropriate purposes and have voluntarily disclosed this information:
		Begin monthly reporting on diversity demographics (gender and ethnicity) of leadership in ELT and ELC levels	<ul style="list-style-type: none"> We have a disclosure rate of 75% for ethnicity data. We are confident our data is accurate. We are able to measure and analyse ethnic representation across the workforce and by leadership level.
		Embed Matangirua (our evolved te ao Māori strategy), which aims help the FMA apply a critical lens to the finance system as it is experienced by Māori consumers and providers, and to use our position to promote and advocate for fairness.	Our commitment to improving external engagement and positive social impact for Māori consumers and providers sees us becoming an employer of choice and attracting a more diverse candidate pool.

Kia Toipoto focus area and milestones		Planned actions 24/25	Our Goal
Te Whakawhanaketangai te Aramahi Effective career and leadership development	By mid-2023 agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.	Consistently apply a DEI lens on talent discussions, development and succession planning	FMA offer a range of career and development opportunities to our kaimahi at all levels. Opportunities are customisable to suit differing career aspirations and life stages recognising that one size will not suit all. We actively seek to understand the needs of our kaimahi and match our offerings to this. When considering our organisational talent profile, we actively seek to understand impacts on various underrepresented groups. We strive to ensure consistency and transparency in promotion and career decisions. Our kaimahi trust in these processes and are confident to access the support and development that suits their needs and aspirations.
		Explore leave option to support employees undergoing transition	
		Continue to commit to our Tupa Toa intern programme, including converting a minimum of two (25%) to graduate roles each year	
		Implement trial of Tupa Toa leadership programme	

Kia Toipoto focus area and milestones		Planned actions 24/25	Our Goal
Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and	By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.	Review of unconscious bias training	We are confident that our policies and processes and fair and equitable and all our kaimahi are supported. Our confidence in the FMA systems means we are in a position to actively improve representation through targeted sourcing, attraction, and selection strategies.
		Update recruitment demographic questions	

