Callaghan
Innovation
Te Pokapū
Auaha

Kia Toipoto Action Plan 23/24

Towards Gender & Ethnicity Pay Equity and Representation

Nov 2023

What is Kia Toipoto?

The Kia Toipoto Action Plan [1] is a programme of work across government to eliminate gender and ethnicity pay gaps, and representation gaps. [2]

Kia Toipoto Three Year Goals 21–24
We have committed to structural and systems change that enables us to meet the following Kia Toipoto goals:

1. **Make substantial progress** toward 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.

Utilising a participatory design process with our Union Partners (PSA) and employees, Callaghan Innovation has developed an Action Plan to address the inequalities within our own organisation. This mahi is a priority for us and supports our organisational vision and strategy.

How we're engaging with employees & PSA
Our Kia Toipoto working group - made up of a diverse group of employees across the org who are passionate about this mahi - meets every fortnight as we develop our way forward together. We meet monthly with our PSA delegates, and fortnightly specifically with regards to Kia Toipoto.

In March 2023 our Kia Toipoto team was joined by a wāhine Māori Co-Lead, to support our internal community building and ensure Te Moana Nui a Kiwa kaimahi (Māori & Pacific employees) have a strong voice and representation in the ongoing development of plans in this space.

1 Kia Toipoto — Public Service Pay Gaps Action Plan 2021–24
2 'Pay gaps' are the difference in earnings between two groups and are calculated by comparing mean and median salaries. 'Representation gaps' are the difference in numbers between dominant and minority groups in an organisation, team or cohort.

What we've done so far

Our Kia Toipoto Journey

In 2022 Callaghan Innovation began to develop a holistic approach to our Diversity, Equity, Inclusion & Belonging (DEIB) mahi.

Our Kia Toipoto commitments form key enablers for a number of other pieces of work in motion, including our Remuneration Restructure, our Talent Strategy and our Māori Strategy.

An organisational restructure in 2023 meant some of our Kia Toipoto delivery milestones for this year have been delayed, but these tables show some of our actions in this space over the past two years.

2022 Actions
Development of our Diversity, Equity, Inclusion + Belonging Policy in co-design process with PSA, employees + key stakeholders
DEIB Annual Comms plan developed
Rainbow Community Group kick off
Our first org wide Matariki Celebration
Review of online recruitment portal, subsequently updated with inclusive language and practice
Published our pay gap data on Aotearoa's Mind the Gap pay gap registry and on our own website.
Updated gender and ethnicity categories within our database
Internal pages on intranet dedicated to DEIB education + Kia Toipoto
Leadership capability building - Inclusion and Belonging training module
Review of employee gender and ethnicity data.

2022 Actions cont.
Internal comms campaign that resulted in increased data disclosure from 40% of org to 98% response rate for gender and 73% response for ethnicity
Review of internal HR systems + processes

2023 Actions
Te Orowaru Learning & Discovery
Kia Toipoto timeline and action plan drafted
Updated salary banding and market mapping
All policies reviewed with a Diversity, Equity, Inclusion & Belonging lens, with recommended updates
Drafted starting salary guidelines for ELT, leaders and hiring managers in order to develop a more robust process
Prioritisation workshop with the Executive Team
Begun drafting updated recruitment templates and guidelines for ensuring diversity of interview panels.
Te ao Māori workshops with our Kia Toipoto cohort

Aotearoa New Zealand

Context

Before we examine our organisational data, let's examine our national pay gaps for context.

Aotearoa NZ Pay Gap Aug 2023	8.6%		
Pay Gaps for other major groups	**Male**	**Female**
Māori Pay Gap	16.7%	23%
Pacific Pay Gap	22.9%	24%
Asian Pay Gap	10.9%	17.4%

NZ Gender Pay Gap information provided by Stats NZ; Māori, Pacific and Asian Pay Gap information is provided by Motu Research & Mind The Gap.

Callaghan Innovation

We've used Stats NZ ethnicity categories to calculate for different groups within Callaghan Innovation. To protect employee confidentiality – and for statistical accuracy – we're unable to calculate pay gaps for groups of less than 20. This means we've aggregated our Māori and Pacific employee population in order to report on them. Numbers of Middle Eastern, Latin American + African employees (MELAA) within the org are too low to report on. Low numbers also mean we're unable to disaggregate male and female ethnicity data.

Māori, Pacific and Asian pay gaps are calculated via hourly wage relative to Pākehā / NZ European hourly wage. This is also how we've calculated our own Māori & Pacific pay gap and our Asian pay gap. Stats NZ calculates national gender pay gap using median pay.

For every $1.00 a Pākehā man earns…

A **Pākeha** woman earns **$0.89**
A **Māori** man earns **$0.86**
An **Asian** man earns **$0.86**
An **Asian** woman earns **$0.83**
A **Pasifika** man earns **$0.81**
A **Māori** woman earns **$0.81**
A **Pasifika** woman earns **$0.75**

Source: Mind The Gap 2022

- Pay gaps and pay equity – Te Kawa Mataaho Public Service Commission
- Analysis of Pacific, Māori and ethnic pay gaps in New Zealand
- Pacific Pay Gap Executive Summary

Kia Toipoto | The Data

Pay Gap Analysis

The data represents permanent, casual & fixed term employees. Gaps are calculated using hourly earnings (rather than annual salary) to give us an accurate read for both full time and part time work. Calculating both median (midpoint) and mean (average) pay gaps provides us with a broad picture of pay across the organisation. Median wage captures the effects of pay differences in the highest and lowest paid groups whereas mean wage represents typical or average employee pay.

Gender pay gap

The Median Pay Gap widens when the Executive Leadership Team (ELT) are excluded, as we have a number of women on ELT – their inclusion in calculations brings the gap down. The Mean Gender Pay Gap differs by only .3% with ELT inclusion/exclusion. This indicates that on average, male and female executive wages are comparable.

Māori & Pacific Pay Gap

Māori representation on the Executive team is the reason that the Māori and Pacific Pay Gap narrows when ELT salaries are included in calculations – their executive salaries bring the average wage for Māori within the organisation up, which brings the pay gap down. Generally there is an 25% difference between average pay for Māori and average pay for Pākehā. The 1.2% difference between the Median Pay Gap (inc & exc ELT) is indicative of the fact we have small numbers of Māori and Pacific employees within the organisation – the midpoint is not much affected by the presence of Māori representation on the ELT. However, the fact that the Māori & Pacific Median Pay Gap is our largest pay gap, is indicative of the difference in midpoint pay for Pākehā employees against the midpoint for Māori employees.

Asian Pay Gap

Mean Pay Gap widens when ELT are included due to the impact of comparatively high ELT salaries on overall calculations, and the fact there is no Asian representation on team. Median calculations are stable for the same reason.

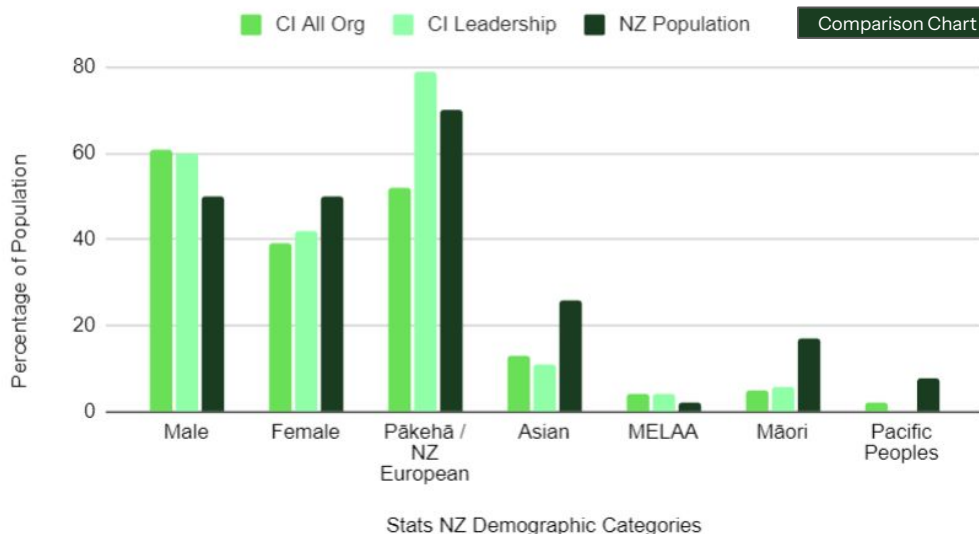| Current state Aug 2023		
Callaghan Innovation	**Inc. ELT**	**Exc. ELT**
Gender pay gap mean	7.1%	6.8%
Gender pay gap median	9.25%	9.38%
Māori & Pacific Pay Gap Mean	15.4%	25.3%
Māori & Pacific Pay Gap Median	31.3%	32.5%
Asian Pay Gap Mean	12.7%	9.6%
Asian Pay Gap Median	15.2%	15.2%

Gender & Ethnicity Diversity

Representation

Ethnic Diversity	
Ethnicity	**% of whole**
Pākehā	52%
Māori	5%
Pacific Peoples	2%
Asian	13%
Middle Eastern, Latin American, African	4%
Unknown	24%

Gender Diversity	
Gender	**% of whole**
Wāhine / Women	38%
Tane / Men	60%
Unknown	2%

Note: No employees have disclosed gender information beyond binary definitions, though we do have other options available.

Disclosing gender + ethnicity data is not mandatory for employees. When we began this work in 2022, disclosure was approx 40%. To improve our datasets for reporting, in FY23 Q3 we ran an internal comms campaign to encourage self disclosure. This resulted in a 98% response rate for gender, and 73% response rate for ethnicity.

This table compares NZ national population stats against Callaghan Innovation as an org, and against our leadership cohort. The page overleaf details the breakdown of gender and ethnicity across different business units (hapū), which provides us with a more nuanced picture of diversity across hapū.

Legend: CI All Org | CI Leadership | NZ Population — Comparison Chart

Percentage of Population (y-axis, 0 to 80)

Stats NZ Demographic Categories: Male, Female, Pākehā / NZ European, Asian, MELAA, Māori, Pacific Peoples

Gender & Ethnicity By Hapū Correct Q4 FY23

Innovation Expertise	Percentage
Wāhine / Women	21%
Tane / Men	75%
Pākehā	42%
Māori & Pacific	2%
Asian	15%
MELAA	4%
Not Stated	37%

Product	Percentage
Wāhine / Women	48%
Tane / Men	52%
Pākehā	64%
Māori & Pacific	5%
Asian	13%
MELAA	0%
Not Stated	18%

Finance	Percentage
Wāhine / Women	52%
Tane / Men	47%
Pākehā	52%
Māori & Pacific	0%
Asian	14%
MELAA	0%
Not Stated	34%

Sustainability & Risk	Percentage
Wāhine / Women	67%
Tane / Men	33%
Pākehā	67%
Māori & Pacific	13%
Asian	0%
MELAA	0%
Not Stated	20%

Innovation Enablement	Percentage
Wāhine / Women	65%
Tane / Men	35%
Pākehā	58%
Māori & Pacific	9%
Asian	14%
MELAA	1%
Not Stated	18%

GIQ	Percentage
Wāhine / Women	36%
Tane / Men	64%
Pākehā	50%
Māori & Pacific	13%
Asian	5%
MELAA	0%
Not Stated	32%

Māori & Govt Eng	Percentage
Wāhine / Women	71%
Tane / Men	24%
Pākehā	48%
Māori & Pacific	24%
Asian	10%
MELAA	5%
Not Stated	13%

Those hapū with the highest predominance of women contain roles most traditionally associated with women – human resource, business administration, communications. Those with the highest predominance of men are fields that continue to be male dominated such as STEM, building and facilities management etc.

What the data tells us

Analysis

The comparison chart (Page 6) reveals that while all ethnicities are underrepresented internally compared to national statistics, we are a predominantly Pākehā organisation. While there's a definite breadth of ethnic diversity within the organisation, women, Māori, Asian and Pacific Peoples remain underrepresented compared to the national population. These groups are also underrepresented within our leadership cohort*, which is predominantly male, and predominantly Pākehā.

We have a broad range of ages represented within our leadership though we have far fewer female leaders within the 40–59 age range than male leaders. These figures are consistent with research around gendered age discrimination and bias against older female leaders.

In general we have extremely low numbers of Māori & Pacific employees across the organisation. This is particularly evident within the leadership cohort, where we have no Pacific representation at all.

As an innovation agency with a large contingent of employees in STEM we know there are pipeline issues, barriers to entry, and high drop off rates for women, Māori, and Pacific peoples in this field. This is a broader systems issue and while we can't solve this on our own we *can* contribute to change in this space. We don't consider *'the applicants just aren't out there'* to be an adequate response. Research indicates unconscious bias, racism, and accessibility issues remain significant contributors.

*Callaghan's Leadership Cohort is made up of all People Leaders, Strategic Leaders, and ELT. Māori, Pacific, Asian and MELAA representation within our leadership cohort is grouped together here for reporting purposes as numbers of each group are below our minimum threshold of 20.

Age Diversity			
Age Group	**Percentage of whole**	**Male Leaders**	**Female Leaders**
20-29	9%	2%	2%
30-39	26%	7%	12%
40-49	28%	27%	18%
50-59	25%	19%	8%
60+	12%	4%	2%

Leadership Cohort	
Category	**Percentage**
Male	60%
Female	40%
Pākehā	79%
Other ethnicities	21%

Comparative Tables 2022/2023

Comparative Tables

Due to an organisational restructure our 2023 Kia Toipoto work plan was delayed. This has however, given us the ability to compare our pay gap, gender and ethnic diversity stats across the last six months (Jan 23 – Aug 23). In our 2022 calculations we measured our gap using mean wage comparisons only, and excluded ELT from calculations as their higher wages skew the average.

Pay Gap Data

The most notable change across 22/23 stats is the narrowing of the pay gap for Asian employees, with a drop of 5.5%. This is likely due to a reshuffling of roles and recruitment after the org restructure.Māori representation on the Executive team is the reason that the Māori and Pacific Pay Gap narrows when their salaries are included in calculations – their executive salaries bring the average wage for Māori within the organisation up, which brings the pay gap down.

Generally there is an 25% difference between average pay for Māori and average pay for Pākehā. The 1.2% difference between the Median Pay Gap (inc & exc ELT) is indicative of the fact we have small numbers of Māori and Pacific employees within the organisation – the midpoint is not much affected by the presence of Māori representation on the ELT. However, the fact that the Māori & Pacific Median Pay Gap is our largest pay gap, is indicative of the difference in midpoint pay for Pākehā employees against the midpoint for Māori employees.

PAY GAP DATA			
	2023		**2022**
Callaghan Innovation	Inc ELT	Exc ELT	N/A
Gender Pay Gap Mean	7.1%	6.8%	7.9%
Gender Pay Gap Median	9.25%	9.38%	–
Māori & Pacific Pay Gap Mean	15.4%	25.3%	25.9%
Māori & Pacific Pay Gap Median	31.3%	32.5%	–
Asian Pay Gap Mean	12.7%	9.6%	18.2%
Asian Pay Gap Median	15.2%	15.2%	–

Comparative Tables 2022/2023

Gender and Ethnicity Data

Leadership Data

Over the last six months we've seen a 5% reduction of male leaders and a 7% increase in female leaders, which goes some way to evening the gender balance within our leadership cohort. There's been a 4% reduction in leaders from Pākeha backgrounds while leaders from other ethnic backgrounds have grown by 3%. On our next six monthly reporting cycle we'll provide a more granular and intersectional breakdown of leadership data, so we can explore variances between female and male leaders of different ethnic backgrounds as opposed to the larger categories which separate gender from ethnicity instead of viewing them as a whole.

What the data tells us

While we've seen an increase in female leaders within the org over the last six months, overall there's been a slight reduction in women within the workforce and a slight increase of men. The org restructure saw a reduction in roles more

LEADERSHIP COHORT		
Category	Percentage	
	2023	2022
Male	60%	65%
Female	40%	35%
Pākehā / NZ European	79%	83%
Other ethnicities	21%	17%

traditionally associated with women – business administration in particular.

Within the last six months we've hit our first target for the increase of Māori representation within the organisation, with 1% growth in this cohort. This is likely due to the targeted work we've done to improve equitable practice within our recruitment processes, and the fact we have Māori and Pacific representation within our recruitment team. MELAA representation overall has also increased 1%.

| GENDER & ETHNICITY		
Gender	Percentage of whole	
	2023	2022
Wāhine / Women	38%	40%
Tane / Men	60%	59%
Unknown	2%	1%
Ethnicity	Percentage of whole	
	2023	2022
Pākehā / NZ European	52%	52%
Māori	5%	4%
Pacific Peoples	2%	2%
Asian	13%	13%
Middle Eastern, Latin American, African	4%	3%
Unknown	24%	26%

Salary Comparisons

For this comparison we've used the same aggregated categories we used to examine gender and ethnic representation at an org level.

We've analysed average salaries in two groups: including and excluding ELT. In table 2 figures for the Māori & Pacific Male average salary are impacted by the fact we have Māori members of the ELT. A more accurate representation of average Māori & Pacific salaries across the org is presented in Table 3.

Average salary aggregates (inc ELT)

Table 2.
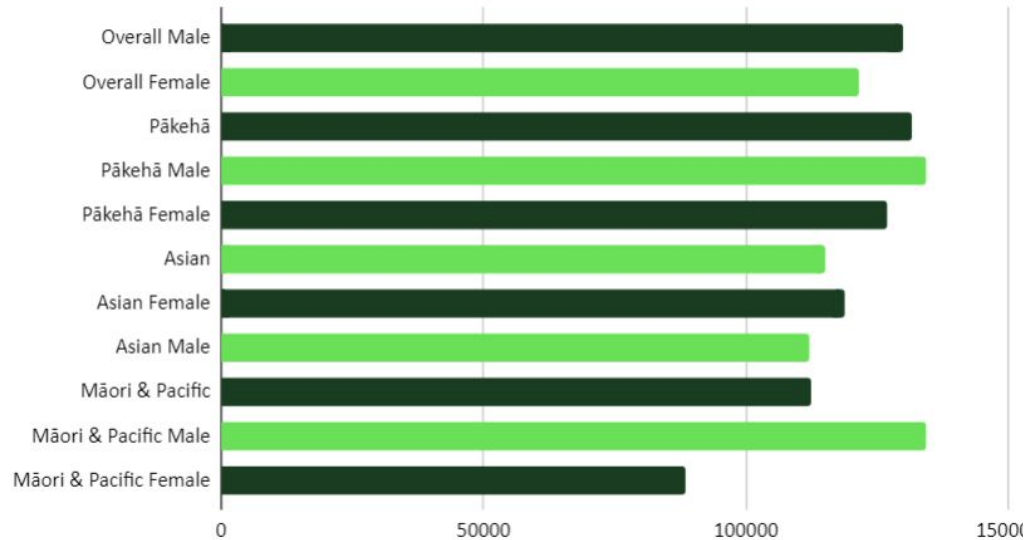
Salary Comparisons

In both groups, Māori & Pacific wāhine have the lowest salaries within the organisation. Research tells us that Pacific women are the lowest paid people group in Aotearoa. Even with ELT excluded, Pākehā men remain the highest paid group within the organisation, followed by Pākehā women.

As we further improve our ethnicity datasets we'll be able to report with more detail and accuracy, and will include an average salary breakdown for gender and ethnicity per hapū / business unit also (providing we have a minimum representation of 20 in each further granulated group. Our own employee numbers are too low at this stage to disaggregate the Māori & Pacific workforce).

Average salary aggregates (exc ELT)

Table 3.
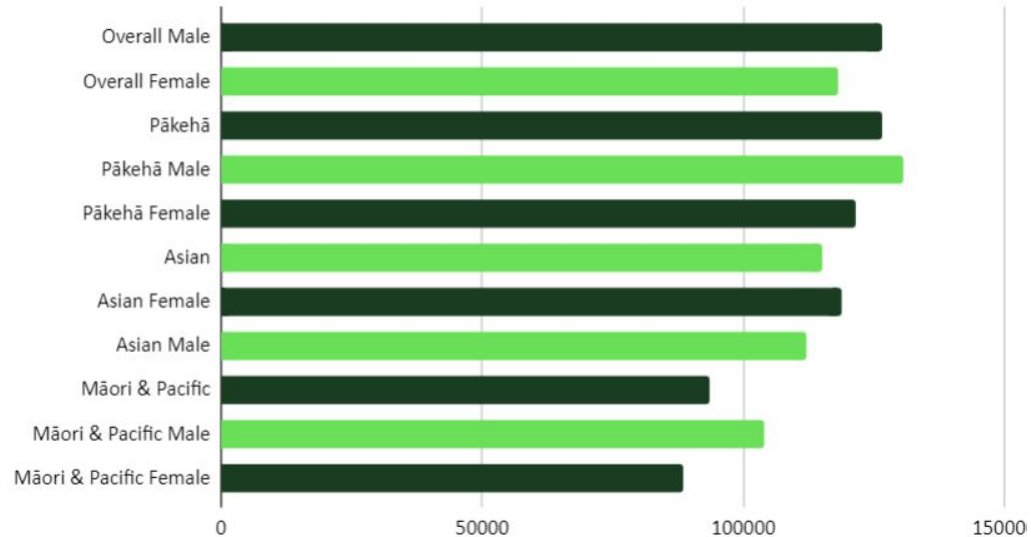
Chief Executive to Employee Pay Ratio

Having an accurate understanding of the Chief Executive (CE) to employee pay ratio in any organisation is an important indicator of where inequalities exist across the system.

Reporting transparently on this figure is also emerging best practice within global Environmentl, Sustainability & Governance (ESG) standards as the world transitions towards a sustainable future.

The CE-to-employee pay ratio at Callaghan Innovation is: 4.
This means that at Callaghan Innovation the CE is paid four times as much as the average employee. This ratio was calculated by dividing CE salary by the average worker salary.

For this calculation we omitted the rest of the executive team (whose salaries are far higher than the organisational average) but included all other senior leaders, who are also high earners within the organisation.

Within an Aotearoa wide context, over half of New Zealand Chief Executives with the Public and Private sectors, earn at least half a million dollars, with the top earner taking home $4.27 million. This compares to the average New Zealand salary of around $70,000 in 2023 and annual median waged income of approx $66,196 (2023 Stats NZ).

What this means
Within NZ govt, the average remuneration for chief executives of departments and departmental agencies was $478000 for FY21/22.*

While still significant, a CE to employee pay ratio of 4 is considerably lower than many other CE to employee pay ratios NZ wide – some private sector CEs in Aotearoa earn 88x the amount their average employee earns.

CE to employee pay ratio data is not yet available for other public service institutions in Aotearoa so we're unable to compare our own results within NZ public service. However some research indicates the ideal CE to employee ratio is around 4.6. Using this measure CI compares favourably as a relatively equitable organisation – at least in terms of average remuneration, if not diverse gender and ethnicity representation.

Further reading:
How much more should CE's make? A Universal Desire for More Equal Pay Research Paper
*Source: Chief executive remuneration – Te Kawa Mataaho Public Service Commission

Pay & Representation Gap Drivers

To help inform our understanding of what may be driving disparities across the org, we conducted a number of 1:1 confidential kōrero with employees. Respondents represented a range of ages, ethnicities, organisational teams and units, and years of experience with the organisation.

We also reviewed our internal systems and processes around starting salary decision making and pay rise negotiations.

Respondents were asked:

1 Have you experienced discrimination here at work due to your gender, ethnicity, age, orientation, or other identifying factors?

2 Do you think you've been unfairly disadvantaged at any point of time here due to things like gender, ethnicity, age, orientation or other identifying factors?

3 Have you seen, heard or experienced racism, sexism, homophobia, conscious or unconscious bias, or other microaggressions here at work?

4 Have you faced any barriers to negotiating salary, successful pay rises, accessing career development opportunities or other leadership progression pathways here at work?

Themes

While the number of respondents was too small for the results to be representative of our entire workforce*, some illuminating themes, experiences and learnings emerged.

Callaghan Innovation compares favourably to other workplaces

When asked about their experiences here, most respondents said *CI is 'better than other workplaces'* and that *'on the whole, we're pretty good'*. Negative experiences tended to be localised to individual people or teams, and most respondents felt they had not been unfairly disadvantaged due to age, gender, ethnicity, or other factors.

We need to build our awareness of – and response to – inherent bias

Many female respondents had experienced being undermined by male colleagues – publicly or privately – by having their authority, skill sets, experience or expertise challenged. These experiences were sometimes overt, but more often subtle and indirect which were difficult to call out. Most felt these instances were unintentional, and male colleagues were not usually aware of their behaviour. Our kōrero revealed that this may be more prevalent in some areas / business units of the org than others and we may need targeted intervention to proactively address.

*These conversations are ongoing, to improve our datasets and further expand our understanding of diverse experiences across the org.

Pay & Representation Gap Drivers

The experience of working at Callaghan varies across teams and groups
Individuals in the minority within a dominant group or team, often have a different experience of work or team dynamics, to their colleagues in the majority. Those in the minority in a larger group (eg. the only non-Pākehā or non-male person in a team) were less likely to speak up for fear of negatively impacting their career or damaging relationships.

Our systems and processes need to be more transparent and consistent
Respondents spoke of a general lack of transparency, clear information, robust processes and consistent communication around salaries, rem structure, performance, career progression pathways, internal recruitment / secondment opportunities, and disciplinary processes. People were not always aware of what benefits and opportunities were available to them, or how to go about accessing them.

Our work culture favours confidence and extroversion
Respondents felt that 'the system is set up to reward those who put themselves forward'. In which case shy, introverted or neurodiverse individuals, or those whose cultural values prioritise humility and deference, are at a disadvantage - particularly in terms of negotiating salary and accessing career opportunities.

Parents and working mothers require flexibility to succeed and progress
Thinking about their own experiences as working mothers, female respondents recommended that further accommodations be made to provide more flexible working arrangements for parents in order to attract people back into the workforce who have taken time out to birth and raise children, and ensure opportunities for career development are not limited by taking time out. This is of particular importance within STEM*

To attract & retain Te Moana Nui a Kiwa employees, we must increase our cultural safety and capability
Kōrero with Māori and Pacific respondents revealed that many had experienced personally and culturally offensive instances of ignorance or bias from colleagues, to a degree that caused them to consider leaving the organisation. As a government agency with commitments to upholding the principles of Te Tiriti, this common experience of Te Moana Nui a Kiwi employees is of cause for concern and indicates we must do more to build our internal literacy and understanding around inclusive practice and Te Ao Māori.

*Female Academic Careers & the Baby Penalty

Pay Gap Drivers

Results from our review of systems and processes

We will continue collecting qualitative data from 1:1 kōrero to better understand people's experiences within the org and determine key areas for change. But even with the information we have gathered already, we're able to begin making changes to positively impact employee outcomes.

Application of Te Orowaru

To address the issues surfaced by our internal review, we intend to utilise Te Kawa Mataaho's Te Orowaru framework to inform the systems and processes that structure our entire employee journey. The framework was originally designed to support an internal pay equity review process, but we intend to use the philosophy and principles underpinning this approach, to build a more inclusive, equitable approach to the key areas surfaced in our review.

Recruitment & Onboarding
Inconsistent approach to position descriptions and lack of inclusive language.
Lack of transparency around banding and salary expectations within role advertising
Lack of guidelines to ensure diverse representation on interview panels
Lack of cultural awareness across interview process

Remuneration
Outdated information around salary banding
Limited internal awareness and application of the Gender Pay Principles set out for us by govt
Discretionary decision making around starting salaries and pay rises at senior leadership levels, instead of systems level decisions informed by financial strategy, robust data and clear rationale.
Lack of clear process, robust data and equitable decision making criteria for hiring managers and people coaches

What are we doing about it?

The way forward

Focus areas & targets

From an organisational standpoint, issues of bias, discrimination and inequity are addressed in two workstreams:

- **Structural change**
  Systems, policies, processes

- **Cultural change**
  Knowledge, behaviour, understanding and education

We have taken these workstreams into account in the design of our Kia Toipoto Action Plan, and recognise that meaningful change requires the embedment of Kia Toipoto principles and commitments across various interdependent projects and programmes – our Remuneration Restructure, the Māori Economy Strategy and our Talent Strategy for example.

Due to the complex nature of this work and the cultural change required, we know it will be a marathon, not a sprint. We're aiming for long term change. Our approach is holistic, so it is our intention that the principles and commitments laid out within the Kia Toipoto and Te Orowaru frameworks, are woven throughout our ways of working as we embed change in the systems, policies and process of the org, and in our work culture.

Examining how CI compares with national stats, the areas that require most focus to increase equitable representation are listed below. While we're using NZ stats as baseline target increases for those groups who are most underrepresented, we'll be working with ELT and senior leaders to define more detailed targets at a hapū level. This mahi commences FY24.

Leadership cohort

Our commitment is to gender balanced leadership which means we need to work towards 50/50 representation as opposed to the current 60/42

We're also committed to increasing Te Moana Nui a Kiwa leadership representation, particularly for wāhine Māori

Overall Te Moana nui a Kiwa representation

Māori currently make up 5% of the organisation, and Pacific Peoples 2%. To more accurately represent population numbers, we need to move towards 17% and 8% respectively.

STEM

Though we need improved ethnicity data to confirm, women and Māori appear to be vastly underrepresented within our STEM sector hapū.

How will we do it?

Our roadmap

Though the Kia Toipoto programme of work has been timeboxed by government to end of FY24, we are building a long term approach to diversity, equity, inclusion and belonging work at Callaghan and recognise this mahi will be ongoing, well past FY24. Though we're aiming for the elimination of our gender pay gaps by June 2024 we recognise this is an ambitious target, and that behavioural change takes time.

Slides 19 + 20 represent our planned timeline for achieving goals and commitments within our Kia Toipoto Action Plan for 2023/2024.

Slides 21 + 22 break down our actions within the themes set out for us in the Kia Toipoto framework.

Regular Reporting

The information contained in this action plan is designed to not only meet the Kia Toipoto reporting and transparency standards set out for us by Te Kawa Mataaho, but also to be in line with emerging best practice for meeting UN Sustainable Development Goals and reporting on Environmental, Social and Governance Sustainability Standards.

Metrics	Review / Reporting cadence	Published
Workforce data	Quarterly	Internal, to track trends and adjust
Org pay gap, Representation gap, gender + ethnicity breakdown per hapū, CE to employee ratio	Annual	Annual Report Mind the Gap registry PSC / Ministry of Women CI public website CI intranet
Starting salaries review	Quarterly	Internal, to track trends and adjust
Starting salaries report	Annual	Annual Report Mind the Gap registry PSC / Ministry of Women CI public website CI intranet
Salary bands	Annual	CI recruitment ads CI intranet

Q3 FY23	Q4 FY23	Q1 FY24	Q2 FY24
JAN–MAR 2023	**APR–JUN 2023**	**JUL–SEP 2023**	**OCT–DEC 2023**

PHASE ONE REM BUDGET REQUIREMENTS DEFINED	PHASE TWO REM RESTRUCTURE IMPLEMENTATION
NGĀ PO E TE PIRITI MĀORI STRATEGY DEVELOPED	NGĀ PO E TE PIRITI MĀORI STRATEGY IMPLEMENTATION

Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec

Jan–Mar

- Te Orowaru discovery: series of workshops with relevant stakeholders from PSC + People Enablement to determine how we might apply this framework across our entire employee journey.
- Map a timeline for implementation
- Kia Toipoto 2023 Action Plan drafting, due April 28
- All policies reviewed with a Diversity, Equity, Inclusion & Belonging lens.

Apr

- Updated Salary Banding implemented

NOTE: Kia Toipoto mahi originally scheduled for this quarter was delayed due to org restructure

Jul–Sep

- Transparent reporting on pay + representation gaps as part of Annual Report
- Quarterly reporting on Starting Salaries to monitor for gender or ethnic differences + report on findings.
- Consistent, replicable criteria for interview panel selection defined.
- Gender + ethnicity targets defined at org level by ELT
- Te Ao Māori Training Provider RFP process begins
- CI Safety System development.
- People Policies review & consultation
- Rem Whare kick off

Oct–Dec

- Career development process developed
- MVP Performance roll out
- People Ops cultural capability training
- Update induction to include mandatory training in engaging with Māori
- Quarterly reporting on Kia Toipoto metrics / progress
- Mātauranga Māori capability called out in job ads
- Recruitment diversity handbook for leaders
- Remuneration Whare & Kia Toipoto alignment around starting salaries

Te Ao Māori Training Provider onboarded

Q3 FY24
JAN–MAR 2024

Q4 FY24
APR–JUN 2024

Q1 FY25
JUL–SEP 2024

Q2 FY25
OCT–DEC 2024

PHASE TWO REM RESTRUCTURE IMPLEMENTATION

PHASE THREE REM RESTRUCTURE IMPLEMENTATION

TALENT STRATEGY IMPLEMENTATION

TE RITO STRATEGY YEAR 2

Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec

- Kia Toipoto 2023 Action Plan Review
- Updating gender and ethnicity pay & representation gaps
- Kia Toipoto 2024 Action Plan drafting
- Gender and ethnicity data analysis of our customer base, mapped to the same categories
- Reporting on number of staff who have completed cultural capability training so far

- Equitable succession planning, career development and transparent pay progression process mapped (Remuneration Whare)
- Development of plan for improving STEM pipeline into CI.
- Update our career stage review process (STEM)

- Transparent reporting on pay + representation gaps as part of Annual Report

- 6% of staff with Mātauranga expertise
- 100% of staff complete Te Tiriti and Tikanga / Māori engagement training modules.
- 100% of staff within Innovation Expertise complete Mātauranga Māori training module
- Resource 100% of staff to attend 1 day marae based wānanga.
- 40 x staff attendance at NZTE Te Pora marae wānanga.

Ongoing Cultural Capability & Unconscious Bias Training | All Org

Kia Toipoto Focus Area + Milestones	Status	Planned Actions 2023	Success factors for 2023 actions
Transparency *Publish annual action plans based on gender + ethnicity data and union / employee feedback* • Māori participate in action and monitoring. Entities will include data and action to achieve equitable outcomes for Māori in action plans. • Entities include data and actions to achieve equitable outcomes for Māori in action plans.	On track	• Report on our gender + ethnicity paygap in the Annual Report • Begin reporting on Social Sustainability targets in our Annual Report • Add clear information on remuneration & pay bands to our intranet • Update our Mind the Gap status • Talent Strategy developed with specific Māori and Te Moana Nui a Kiwa focus • Māori internship programme	Kia Toipoto wāhine Māori co-lead.
Equitable Pay Outcomes *Ensure starting salaries and salaries for the same / similar roles are not influenced by bias* Identify + describe pay gap drivers	On track	• Ongoing kōrero throughout the year to gather further qualitative data + increase accuracy • Quarterly starting salary monitoring + reporting beginning Q4FY23 • Exit interview data collection • Starting salary guidelines for leaders	No pattern of bias visible in starting salary data Starting salary decisions made using robust data and criteria Qualitative data coverage increase from 7% - 30% 100% of people coaches + recruitment trained in Te Orowaru / Starting Salary
Leadership + Representation *Plans + targets to improve gender + ethnic representation in our workforce + leadership* Māori will have career paths that empower them to achieve their career aspirations. Māori will be influential at all levels of the workplace	On track	• Cross-hapū Māori Strategy Implementation Workshop • Talent Strategy development • Recruitment diversity training for leaders • Guidelines for ensuring diverse selection panels • Implementation of Te Orowaru guidelines across employee journey	Māori workforce increase from 4% to 5% % of leaders trained Number of workshops run Updated recruitment and onboarding process

Kia Toipoto Focus Area + Milestones	Status	Planned Actions 2023	Success factors for 2023 actions
Effective career + leadership development Career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations	On track	• Fund to provide mentoring + coaching opportunities for Māori + Te Moana Nui a Kiwa • Cross-agency networking to provide other mentoring opportunities • Scope internal mentorship programme • Secondment framework • Succession planning process defined • Peer to peer mentoring + support amongst CI wāhine	Growth of our Te Moana Nui a Kiwa employee group
Eliminating all forms of bias and discrimination We have Rem + HR systems, policies + practices designed to remove all forms of bias and discrimination	On track	• Update Recruitment + Interview templates to meet Te Orowaru standards • Policies updated from a Mātauranga Māori, Diversity, Equity, Inclusion + Belonging perspective	• ELT buy in & commitment • Senior Leader buy in & commitment • Development of resources for leaders • Focused leadership training for application of updated processes

Appendix

Comparative Tables 22/23

PAY GAP DATA			
	2023		**2022**
Callaghan Innovation	Including ELT	Excluding ELT	
Gender Pay Gap Mean	7.9%	7.9%	7.9%
Gender Pay Gap Median	8.4%	9.7%	-
Māori & Pacific Pay Gap Mean	15.4%	25.9%	25.9%
Māori & Pacific Pay Gap Median	31%	15.4%	-
Asian Pay Gap Mean	12%	8.6%	18.2%
Asian Pay Gap Median	15.2%	13.8%	-

LEADERSHIP COHORT		
Category	Percentage	
	2023	2022
Male	60%	65%
Female	42%	35%
Pākehā / NZ European	79%	83%
Other ethnicities	21%	18%

GENDER & ETHNICITY		
Gender	Percentage of whole	
	2023	2022
Wāhine / Women	38%	40%
Tane / Men	60%	59%
Unknown	2%	1%
Ethnicity	Percentage of whole	
	2023	2022
Pākehā / NZ European	52%	52%
Māori	5%	4%
Pacific Peoples	2%	2%
Asian	13%	13%
Middle Eastern, Latin American, African	4%	3%
Unknown	24%	26%

Note: The data represents permanent, casual + fixed term employees. Gaps are calculated using hourly earnings (rather than annual salary) to give us an accurate read for both full time and part time work - in general a higher number of women are in part time work than men.