

Gender and ethnic pay gap

ACTION PLAN 2024

June 2024



Te Kāwanatanga o Aotearoa
New Zealand Government

WORKSAFE
Mahi Haumarū Aotearoa

About this report

This document outlines our action plan to close the gender and ethnic pay gap at WorkSafe New Zealand. It supports our ambition to have a culture that is values driven, embraces diversity and inclusion, and creates a work environment where our people care about each other and thrive.

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1.0

Introduction

Kia Toipoto, the Public Service pay gap action plan 2021–24, has a comprehensive set of actions to:

- make substantial progress toward closing gender, Māori, Pacific, and ethnic pay gap
- accelerate progress for wāhine Māori, Pacific women, and women from ethnic communities
- create fairer workplaces for all, including disabled people and members of rainbow communities.

Under Kia Toipoto, government agencies and Crown entities will:

- publish their pay gap in pay gap action plans each year
- ensure bias does not influence starting salaries or pay for kaimahi | employees in the same or similar roles
- have plans to improve gender and ethnic representation in their workforce and leadership
- develop equitable career pathways and opportunities to progress
- protect against bias and discrimination in human resources and remuneration policies and practices
- build cultural competence
- normalise flexible working.

The goals of Kia Toipoto are also aligned to the Public Service Association (PSA) work programme which is focused on:

- increasing skills and experience, through training and other opportunities
- being paid fairly in secure jobs, where change works for everyone
- welcoming diversity in workplaces, which helps us all to thrive.

Kia Toipoto forms part of our work plan. In 2022, we developed our diversity, equity and inclusion approach. We recently confirmed our organisational diversity, equity and inclusion objectives and are in the process of finalising our work plan.

2.0

Progress to date

IN THIS SECTION:

- 2.1 Te Pono | Transparency
- 2.2 Ngā Hua Tōkeke mō te Utu |
Equitable pay outcomes
- 2.3 Te whai kanohi i ngā taumata katoa |
Leadership and representation
- 2.4 Te Whakawhanaketanga i te Aramahi |
Effective career and leadership development
- 2.5 Te whakakore i te katoa o ngā momo
whakatoihara, haukume anō hoki |
Eliminating all forms of bias and discrimination
- 2.6 Te Taunoa o te Mahi Pīngore |
Flexible work by default

Work is well underway on WorkSafe's gender and ethnic pay gap action plan.

Our achievements to date are:

2.1 Te Pono | Transparency

- We collaborated with our people, employee-led networks, unions and other stakeholders to develop our action plan.
- All our HR and remuneration policies, including salary bands, are published on our intranet.
- Our people have access to their own remuneration information, including their salary band and position in range, through our HR information system.

2.2 Ngā Hua Tōkeke mō te Utu | Equitable pay outcomes

- A new step-based remuneration framework was designed, developed and implemented, and guidance was provided to hiring managers in line with the new framework.
- Salaries for Māori kaimahi in band 17 were reviewed.
- We have begun a review of position descriptions, to ensure roles are accurately reflected and sizing is accurate and in line with similar roles.
- We developed a report to monitor starting salaries, and salaries for same or similar roles.
- Processes were introduced in the recruitment phase to ensure starting salaries and salaries for same or similar roles are equitable and do not impact on the gender and ethnic pay gap.

2.3 Te whai kanoahi i ngā taumata katoa | Leadership and representation

- We developed and are progressing our diversity, equity and inclusion action plan. Part of this plan includes:
 - reviewing our recruitment processes to increase the number of Māori kaimahi at WorkSafe by 2025, to reflect our communities
 - striving to achieve leadership representation that mirrors the rich cultural and ethnic diversity of Aotearoa by 2025.
- Our leadership standard of behaviours and expectations and leadership learning programme have been designed. We collaborated with internal stakeholders to ensure te ao Māori is woven through our leadership programmes and expectations.

- We participated in and sponsored the Tū Mau Mana Moana Programme for Pasifika leaders.
- Strong external partnerships have been developed and we have expanded our networks to create opportunities for historically underrepresented communities through graduate trainee and mentoring programmes.

2.4 Te Whakawhanaketanga i te Aramahi | Effective career and leadership development

- We have study leave provisions to support career development.
- Our inspector development pathway was reviewed, and the inspector pathway action plan was created and implemented.

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

- We implemented unconscious bias and diversity in recruitment learning initiatives. All members of the People and Culture team and all hiring managers involved in the recent organisational change process completed the training.
- We launched the cultural competence eLearning programme, Mana Āki.
- We continue to uplift our collective and individual knowledge and understanding of the Māori Crown relationship via our Te Puāwaitanga programme. This programme plays a significant part in the uplift of WorkSafe's overall te ao Māori capability.
- We provide up to 30 days of paid leave for primary carers returning to work within 12 months.

2.6 Te Taunoa o te Mahi Pīngore | Flexible work by default

- Our flexible working policy was designed, launched and embedded, aligned to guidance provided by Te Kawa Mataaho.
- Tools have been created to support hybrid working practices.
- We promote flexible working on our careers page and, wherever possible, advertise roles as flexible, and support leaders to maintain a commitment to flexibility throughout the recruitment, induction and onboarding process and beyond.
- Ways of working (environment and behaviours) have been a strong focus of our recent Wellington office move.

This document provides an overview of the current actions underway, and the steps we are taking to ensure we take an insights driven approach to the development of our action plan.

3.0


WorkSafe's diversity,
equity and inclusion
approach

Our diversity, equity and inclusion approach was finalised in October 2022 and has been well received by our kaimahi.

We have four key diversity, equity and inclusion objectives:

- Inclusion metric that by 2025, 97% of our kaimahi will feel they are included, respected and valued at WorkSafe. This is measured through our quarterly *We Say* employee engagement survey.
- Gender and ethnic pay gap - develop a work plan by the end of 2022 to deliver on the goals of Kia Toipoto.
- Te ao Māori - increase the number of Māori kaimahi at WorkSafe by 2025, to reflect our communities.
- Leadership composition - WorkSafe's leadership population will culturally and ethnically represent the population of Aotearoa by 2025.

How we will make progress towards these objectives is being developed in our diversity, equity and inclusion work plan.



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WorkSafe's diversity, equity and inclusion (DEI) approach

Our ambition is to create a culture that is values driven, embraces diversity and inclusion, and creates a mentally healthy work environment where our people care about each other and thrive.

We will be a leader in health, safety and wellbeing and an organisation that values diversity and addresses equity, so everyone is valued, included, and can belong at WorkSafe. We know everyone is different, so we want to create a culture where people can bring their whole selves to work. This means creating space for all identities both seen and unseen, including but not limited to: neurodiversity, ability, ethnicity, culture, gender identity, LGBTQIA+, age, and faith.

Embracing the richness diversity and inclusion brings, aligns with who we want to be as an organisation as well as the WorkSafe values and our key strategies.

We acknowledge the ongoing inequity that exists in our communities and recognise the work we have to do to address the impact of exclusion and colonisation.

We recognise that work in this space does not have an end date, yet is an ongoing journey of progress.



We'll embed change through


- **Leadership:** We'll continue to build leadership capability aligned to our values and behaviours
- **Culture and values:** How we treat each other, live our purpose and how the mātāpono to guide our behaviour
- **Strategy and policy:** Bringing our values to life through our policies, processes and ways of working
- **Employee engagement:** Having strong worker engagement (including HSRs, unions and network groups) and creating a workplace where our people can bring their whole selves to work
- **External engagement:** Having a diverse workforce and leadership that is representative of Aotearoa, and actively celebrating and promoting our diverse culture externally
- **Organisational development:** Ensuring our people are competent and confident to engage internally and externally to meet the diverse needs of Aotearoa
- **Monitoring:** We'll track and regularly report on key DEI metrics to inform our work programme, as well as celebrate success

Within each of these areas there will be both short and long term initiatives to help us deliver on our ambition.



We'll use these principles to inform our approach

- Honour Te Tiriti o Waitangi in all our mahi
- Use our regulatory knowledge and insights to inform and share what we know about DEI external to WorkSafe
- Partner with existing and emerging staff networks. Connect and champion each other's work
- Start from a place of no assumptions. Uplift WorkSafe's understanding of diversity, equity and inclusion
- Sustainable and approach adaptive to embed lasting change as well as acting on opportunities for instant improvement
- Make space and address equity for staff from historically excluded communities
- Meet the obligations and expectations of Te Kawa Mataaho
- Partner with communities, subject matter experts, and those with lived experience to guide and inform our direction




When we'll know we're making progress


- Our people regularly tell us WorkSafe is an inclusive, respectful, and welcoming workplace
- Improved representation aligned to the communities we serve across Aotearoa
- Improved engagement and connection across WorkSafe
- Achieving 'leader status' in the Safe Plus Assessment
- Improved cultural capability, in particular in relation to Te Ao Māori
- Recognised externally as a workplace of choice

Our values


Our WorkSafe mātāpono (values) guide our behaviour and actions.



WHAKAKOTAHAI
Kia whakakotahi, kia aronui tahi tātou
We're united in a strong purpose



TIAKINA MAI
Kia tiakina i roto i ngā mahi katoa
We're entrusted with a duty of care



KŌRERO MAI
Kia whakapāpā tahi tātou
We engage meaningfully

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FIGURE 1: WorkSafe's diversity, equity and inclusion (DEI) approach

4.0

Developing our Kia Toipoto plan

IN THIS SECTION:

4.1 2021

4.2 2022

4.3 2023

4.4 2024

4.1 2021

As an outcome of collective bargaining, WorkSafe and the PSA established a joint working group to develop a remuneration approach for WorkSafe that met the shared objectives of both parties. This resulted in a framework that introduced a step-based approach combined with an open range, which was implemented in 2022. A number of actions related to remuneration were incorporated into our plan from this mahi/work.

4.2 2022

Following executive leadership's confirmation of our diversity, equity and inclusion (DEI) approach, our draft gender and ethnic pay gap action plan was developed, incorporating actions that were already underway in line with the goals of Kia Toipoto.

In late 2022, we undertook 156 employee experience interviews to better understand the experiences of our kaimahi at work.

4.3 2023

Insights from the employee experience interviews were analysed and incorporated into our Kia Toipoto action plan. In addition, we completed the Aotearoa Inclusivity Matrix assessment to inform our diversity, equity and inclusion work plan, which includes goals from Kia Toipoto.

We also revitalised our employee engagement survey to ensure we are seeking regular feedback from our kaimahi and that actions from this feedback are delivered in a more timely, meaningful and manageable way.

These insights, along with our regular reporting, will inform the ongoing development of our gender and ethnic pay gap action plan.

4.4 2024

We collaborated with our employee-led networks, the PSA, and other internal stakeholders to refine our gender and ethnic pay gap action plan and our wider DEI work plan.

In 2024 we will launch our new leadership capabilities and leadership programme to enable us further enhance our DEI efforts.

As an organisation we remain committed to our journey towards pay equity, recognising that it is not just a goal to be achieved but a continuous process of improvement and refinement.

5.0

Gaining insights to better understand the drivers behind our gender and ethnic pay gap

IN THIS SECTION:

- 5.1 Engaging with our kaimahi
- 5.2 Aotearoa Inclusivity Matrix - Diversity Works

5.1 Engaging with our kaimahi

In late 2022, we carried out 156 individual interviews with our kaimahi to gain a deeper understanding of their workplace experiences. The objective was to align changes with our strategy and transformation goals and embed them within our new operating model. Overall, the interviews revealed that our employee experience has developed organically, driven more by processes than by people, leading to inconsistency in creating an optimal environment for connection, performance, and growth. The assessment supported our understanding of the root causes, which has enabled us to design targeted interventions and inform future programmes more effectively.

Throughout this process, we've adopted a worker engagement, participation, and representation approach, fostering open dialogue without judgement or explanation for individuals' experiences. Additionally, our employee experience model categorises themes into four areas:

- Performance experiences: relating to achievement in roles
- Relationship experiences: involving interactions with others
- Enabling experiences: concerning tools and the physical/digital work environment
- Purpose experiences: related to a sense of meaning or purpose.

These insights are informing improvements in key areas such as induction, performance management, communication, engagement processes like our surveys, and leadership development. Relevant actions have been integrated into our gender and ethnic pay gap action plan.

We will continue to engage with kaimahi, our employee-led networks, the PSA, and other stakeholders to develop and refine our initiatives.

5.2 Aotearoa Inclusivity Matrix – Diversity Works

In 2023, we completed the Aotearoa Inclusivity Matrix, which is an evidence based framework developed specifically for New Zealand workplaces. It allows organisations to identify the maturity of their diversity, equity and inclusion practices across seven components.

The seven components that form a strategic approach to diversity, equity and inclusion are:

- leadership
- diversity
- infrastructure
- diverse recruitment
- inclusive career development
- bi-culturalism
- inclusive collaboration and social impact.

Overall, the assessment found that diversity, equity and inclusion have a strong foundation and are a strategic priority for WorkSafe. As part of the wider public sector, we have committed to key areas of growth and have undertaken actions to embed and develop these. While current initiatives exist to support diversity, equity and inclusion, there are opportunities to increase consistency and impact.

Recommendations in the Diversity Works Aotearoa Inclusivity Matrix report have been considered and incorporated, where applicable, into our current and future action plans.

6.0

Action plan

| KIA TOI POTO FOCUS AREA AND MILESTONE | 2023 ACTIVITIES | STATUS | PLANNED ACTIVITIES FOR 2024 | SUCCESS MEASURES |
|--|--|---|--|--|
| 1. Te Pono Transparency <ul style="list-style-type: none"> - Agencies and entities publish annual action plans based on gender and ethnicity data and union and kaimahi feedback. - Agencies and entities ensure easy access to HR and remuneration policies, including salary bands. | 1.1 Review insights from employee experience interviews and the Aotearoa Inclusivity Matrix assessment. 1.2 Confirm action plan in March 2023. 1.3 Publish action plan in April 2023. 1.4 Publish all roles and associated sizing on our intranet, following review of our position descriptions and pay bands. | 1.1 Complete 1.2 Complete 1.3 Complete 1.4 In progress. Roles included in the recent organisational change process have been reviewed and published on our intranet. | 1.1 Continue to publish our action plan addressing gender and ethnic pay gaps on our intranet and external website. 1.2 Continue to collaborate with our employee-led networks and other stakeholders to inform and contribute to this mahi. 1.3 Continue to review our position descriptions and bands for remaining roles, including associated sizing adjustments, and establish a centralised location on our intranet for transparent access to this information. | Action plan is published and communicated. Diversity, equity and inclusion working group is established (including komiti committee members from all our employee-led network groups), with ongoing consultation clearly evident. Complete transparency is maintained regarding roles and their corresponding pay bands. |
| 2. Ngā Hua Tōkeke mō te Utu Equitable pay outcomes <ul style="list-style-type: none"> - By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias. - Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gap does not reopen. - Pay equity processes are used to address claims and reduce the impact of occupational segregation. | 2.1 Review of reference markets for all roles. 2.2 Develop report to monitor starting salaries and salaries for same or similar roles, to be reviewed on a quarterly basis. 2.3 Review our core roles that sit between bands 11-15, as well as our sourcing strategy and approach for these roles. 2.4 Understand the skills and experience required for these positions, and remove any gendered wording in the position description and advertising collateral. | 2.1 In progress. This mahi was paused while the WorkSafe strategy was reviewed and developed. 2.2 In progress. The report was created, however due to the recruitment freeze and organisational change this wasn't implemented - planned for quarter 4 23/24 financial year. 2.3 Complete 2.4 Complete | 2.1 Conduct a review of reference markets for all roles. 2.2 Increase rigour in our starting salary practices. 2.3 Continue to monitor and report our starting salaries. | Position descriptions and associated sizing accurately reflect the role, ensuring consistency in pay bands for identical or similar roles. Moreover, remuneration for positions is aligned with the most suitable reference market, to facilitate the attraction and retention of suitable talent. We acknowledge the influence of recruitment decisions on the gender and ethnic pay gap and implement measures to alleviate this impact. There is a year-on-year reduction in gender and ethnic pay gap among identical or similar roles. |

| KIA TOI POTO FOCUS AREA AND MILESTONE | 2023 ACTIVITIES | STATUS | PLANNED ACTIVITIES FOR 2024 | SUCCESS MEASURES |
|---|--|---|---|--|
| <p>3. Te whai kanoahi i ngā taumata katoa Leadership and representation</p> <ul style="list-style-type: none"> - By the end of 2022 agencies and entities have plans and targets to improve gender and ethnic representation in their workforce and leadership. - By the end of 2024 the Public Service workforce and leadership are substantially more representative of society. | <p>3.1 Automate the migration of candidate data (gender, ethnicity and disability) from Springboard (recruitment system) into HR information system (HRIS).</p> <p>3.2 Capture gender, ethnicity and disability data from current kaimahi. Note: We are required to migrate to a new HRIS, so this action is on hold until we are on the new platform.</p> <p>3.3 Update our representation reporting to reflect the actions from the Aotearoa Inclusivity Matrix assessment.</p> <p>3.4 Participate in and sponsor the Tū Mau Mana Moana Programme for Pasifika leaders.</p> | <p>3.1 Complete</p> <p>3.2 In progress. This mahi was planned for late 2023, however due to the development of our strategy and an internal change process this mahi was postponed. Work on our HRIS is underway, and we are collaborating with stakeholders and employee-led networks to uplift this data.</p> <p>3.3 As above</p> <p>3.4 Complete</p> | <p>3.1 Gather data on gender, ethnicity and disability from our existing kaimahi.</p> <p>3.2 Evaluate our talent management practices, enhancing opportunities for diversifying our talent pool.</p> <p>3.3 Review the percentage of applicants transitioning from application to interview to placement stages, to identify and address any potential barriers in the process.</p> <p>3.4 Investigate offerings, opportunities and development initiatives for underrepresented communities.</p> <p>3.5 Embed additional diversity data into regular reporting, to maintain focus on gender and ethnic representation across our workforce and leadership.</p> <p>3.6 Enhance how we advertise our internal roles and secondment opportunities to our kaimahi.</p> | <p>We understand the level of alignment between our organisation and society, both at an organisational and business group level, and have implemented measures to rectify any discrepancies.</p> <p>There is a noticeable enhancement in diversity within our talent and succession planning initiatives.</p> <p>We can demonstrate tangible progress towards attaining our diversity, equity and inclusion approach targets.</p> <p>There is a greater incorporation of diversity data in our organisational reporting mechanisms.</p> |
| <p>4. Te Whakawhanatanga i te Aramahi Effective career and leadership development</p> <ul style="list-style-type: none"> - By mid 2023 agencies and entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations. | <p>4.1 Implement inspector pathway action plan.</p> <p>4.2 Identify any barriers for woman progressing through the organisation, in particular into more senior roles within the inspectorate.</p> | <p>4.1 Complete</p> <p>4.2 In progress. This mahi was delayed due to the development of our organisational strategy and an internal change process. We have since appointed a manager of recruitment and workforce planning, and this work is currently underway.</p> | <p>4.1 Develop career development resources and integrate them into existing and future people practices, such as development discussions.</p> <p>4.2 Introduce our new leadership capability programme.</p> <p>4.3 Assess the participation levels of our internal learning initiatives, with a focus on gender and ethnic representation.</p> | <p>Our kaimahi have access to resources enabling them to drive their own development.</p> <p>Our leadership learning and management fundamentals programme is launched and being used.</p> <p>We Say survey results regarding career growth improve, and development opportunities increase.</p> |

| KIA TOI POTO FOCUS AREA AND MILESTONE | 2023 ACTIVITIES | STATUS | PLANNED ACTIVITIES FOR 2024 | SUCCESS MEASURES |
|--|---|---|--|---|
| <p>5. Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination</p> <ul style="list-style-type: none"> - By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination. - Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices. - Agencies and entities ensure leaders and employees learn about and demonstrate cultural competence. | <p>5.1 Review our recruitment practices to incorporate te ao Māori.</p> <p>5.2 Implement unconscious bias training and provide guidance on diversity in recruitment for managers hiring people.</p> <p>5.3 Deliver 2023 Te Puāwaitanga programme.</p> <p>5.4 Launch the Mana Āki programme.</p> | <p>5.1 Complete</p> <p>5.2 Complete. All hiring managers involved in the recent organisational change process completed an unconscious bias and inclusive recruitment workshop.</p> <p>5.3 Complete. The programme continues, to include all new starters and any outstanding participants.</p> <p>5.4 Complete</p> | <p>5.1 Conduct our Māori capability survey to assess the development of the knowledge of our kaimahi and their understanding of te ao Māori, and gather their perspectives on the enhancement of te ao Māori capability within our organisation.</p> <p>5.2 Continue enhancing our Māori cultural competency through Maruiti, our Māori strategy.</p> <p>5.3 Ensure that our kaimahi engage with existing cultural competency and diversity, equity and inclusion learning opportunities.</p> <p>5.4 Initiate a review of our people policies, guidelines and practices to identify and eliminate potential biases, such as those relating to recruitment, reward and remuneration, career progression, breaks, and leave (including primary carer leave).</p> | <p>Completion rates for cultural competency and diversity, equity and inclusion courses, including participation from senior leaders and the Executive Leadership Team, demonstrate an increase.</p> <p>Policies and practices undergo revisions to eliminate potential biases.</p> <p>There is an improvement in survey results, indicating increased confidence among individuals that they will not face discrimination.</p> |
| <p>6. Te Taunoa o te Mahi Pīngore Flexible work by default</p> <ul style="list-style-type: none"> - By the end of 2024 agencies and entities offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay. | <p>6.1 Gain insights into the current experience of our kaimahi at work.</p> <p>6.2 Design and develop tools to support a sustainable approach to hybrid working.</p> | <p>6.1 Complete</p> <p>6.2 Complete. We will identify learnings and initiatives from our recent Wellington property move and update our tools and resources accordingly.</p> | <p>6.1 Continue to integrate our flexible working principles and practices, and provide support to our kaimahi and leaders in fostering a culture of flexible working.</p> <p>6.2 Share learnings and initiatives from our Wellington office move across the organisation.</p> | <p>There has been an improvement in survey results regarding flexible working arrangements.</p> <p>Insights and lessons learned from the Wellington office relocation are shared and integrated into our hybrid working tools.</p> |

TABLE 1: Our gender and ethnic pay gap action plan

7.0

Measure and analyse gender and ethnic pay gap

IN THIS SECTION:

- 7.1 Pay and representation data
- 7.2 Gender and ethnic pay gap
- 7.3 Ethnic pay gap deep dive

7.1 Pay and representation data

Kia Toipoto outlines a key goal to enhance gender and ethnic diversity within the workforce, with a focus on increasing representation in leadership positions to better reflect society. As of 1 February 2024, the gender profile at WorkSafe consists of 51.8% female and 48.2% male kaimahi. Due to insufficient data for individuals identifying as gender diverse (less than 20 people in this category), no specific reporting is provided for this group, and the gender reporting is limited to men and women.

| | WORKFORCE REPRESENTATION | ALL LEADERS | LEADERS TIERS 1-3 |
|--------------------|--------------------------|---------------|-------------------|
| Gender | | | |
| Women | 51.8% | 54.6% | 58.8% |
| Men | 48.2% | 45.4% | 41.2% |
| Gender diverse | - | - | - |
| Ethnicity | | | |
| NZ Pakeha/European | 62.9% | 68.0% | 67.7% |
| Māori | 8.6% | 6.2% | 9.1% |
| Pacific Peoples | 3.1% | 3.1% | 3.0% |
| MELAA | 3.2% | 3.1% | 0.0% |
| Asian | 8.9% | 4.1% | 3.0% |
| Other | 3.2% | 2.1% | 0.0% |
| None | 10.0% | 13.4% | 18.2% |
| | 100.0% | 100.0% | 100.0% |

TABLE 2:
Workforce data
(1 February 2024)

Notes:

1. All ethnicity data provided is on the basis kaimahi can only select one ethnicity at present.
2. MELAA stands for Middle East, Latin America and Africa. 'None' is when people have not disclosed their ethnicity.

Our gender distribution in more detail

Women represent 51.8% of our workforce, with an overrepresentation in lower pay bands (15 and below) and an underrepresentation in higher bands (16 and above). This suggests a need to promote gender diversity and inclusion across all levels of the workforce. Efforts towards this goal are already in progress as part of our broader workforce planning initiatives.

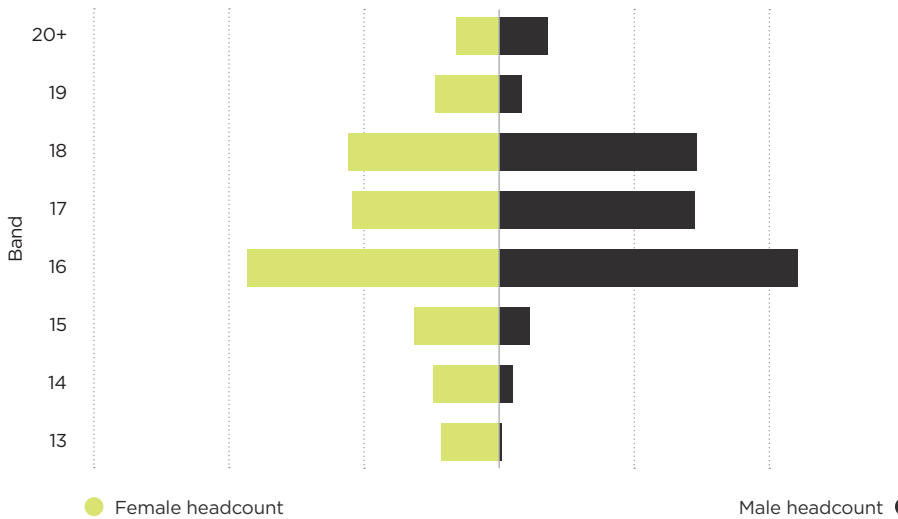


FIGURE 2:
Headcount by gender by band at 1 February 2024

Gender and ethnic representation in leadership

Our analysis of leadership composition indicates trends reflecting our commitment to diversity and inclusion.

We maintain gender balance within our leadership ranks, with women representing 58.8% in tiers 1-3, marking a significant increase of 7.7% in gender diversity compared to 2022.

While Europeans remain the majority ethnic group across all tiers, there is progress in ethnic representation. We've seen a notable 1.5% increase in Māori representation, along with modest gains for Pacific Peoples (0.1%), MELAA (1.6%), and Asian (3.8%). Similar rises in representation across all ethnicities are observed in leadership roles.

Encouraging upticks in representation in managerial tiers 1-3 are noted for Māori (0.6%) and Pacific Peoples (0.9%), indicating progress in providing advancement opportunities.

However, MELAA and Asian representation at tiers 1-3 has decreased by 4.3% and 3.4% respectively, highlighting areas for improvement.

These insights reflect our ongoing dedication to fostering a diverse and inclusive workplace, while acknowledging areas for enhancement. Our commitment to continuous improvement guides our journey towards creating a workforce that mirrors the communities we serve, ensuring everyone has the opportunity to thrive.

7.2 Gender and ethnic pay gap

We have positive updates regarding our pay gap analysis:

WorkSafe's gender pay gap, effective from 1 February 2024, is 10.2%, showing a decrease from 12.9% in December 2022.

In 2022/23, we encountered challenges in publishing an ethnic pay gap analysis due to insufficient data. However, significant progress has been made since then. We now have the necessary data to perform this analysis. Additionally, we've implemented an automated system to transfer gender, ethnicity and disability data from Springboard (our recruitment system) to MyHR (our HR information system). This has resulted in a decrease in the proportion of kaimahi categorised under 'none' from 18% to 10%, as shown in Table 2. We are actively pursuing further improvements to this data, laying the groundwork for updating our current kaimahi ethnicity data to align with Stats NZ classifications.

Table 3 below presents the complete gender and ethnic pay difference at WorkSafe, considering both the mean and median full-time equivalent total fixed remuneration, encompassing both permanent and fixed-term kaimahi.

| | AVERAGE PAY | | | | | | Pay gap % |
|------------------------------|-------------|------------|-----------|------------|---------|------------|--------------|
| | Female | | Male | | Overall | | |
| | \$ | # | \$ | # | \$ | # | |
| European | 123,926 | 193 | 128,593 | 196 | 12,6278 | 389 | 3.6 |
| Māori | 116,103 | 29 | 122,083 | 24 | 118,811 | 53 | 4.9 |
| Pacific Peoples | 104,590 | 12 | 121,706 | 7 | 110,896 | 19 | 14.1 |
| Asian | 107,043 | 33 | 126,791 | 22 | 114,942 | 55 | 15.6 |
| MELAA | 131,287 | 6 | 118,184 | 14 | 122,114 | 20 | -11.1 |
| | | 273 | | 263 | | 536 | |
| Others | 96,471 | 10 | 108,827 | 10 | 102,649 | 20 | 11.4 |
| Not recorded | 120,575 | 37 | 147,152 | 25 | 131,292 | 62 | 18.1 |
| | | 320 | | 298 | | 618 | |
| WorkSafe median | 107,385 | | 119,560.5 | | 114,998 | | 10.2 |
| WorkSafe average/mean | 119,644 | 320 | 128,179 | 298 | 123,759 | 618 | 6.7 |

TABLE 3: Average pay by gender and ethnicity, including the WorkSafe mean and median pay gap calculations

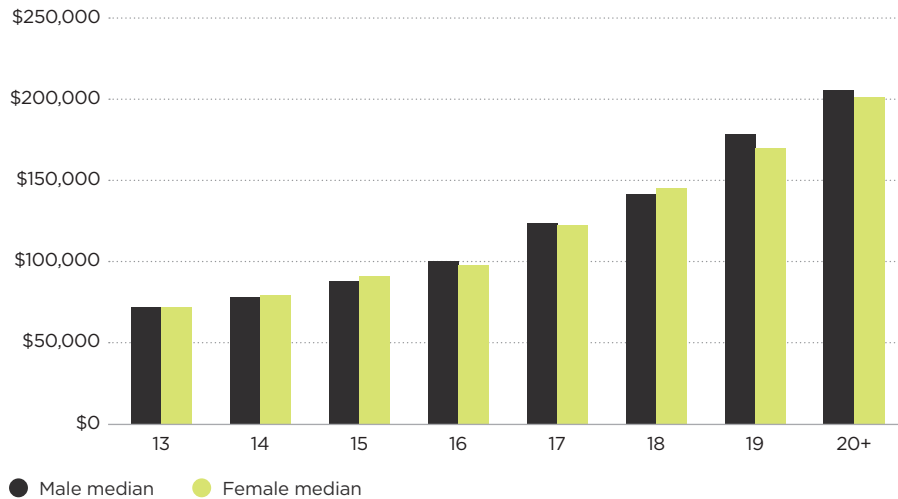


FIGURE 3:
Median full-time equivalent salary by gender by band at 1 February 2024

It's important to understand any discrepancies in pay gap by band in Figure 3:

- While an overall gender pay gap exists, median pay is higher for women in bands 13, 14, 15, and 18.
- In bands 16 and 17, the median pay gap narrows as the band level increases, indicating progress towards pay equality at higher levels.
- Further investigation is needed to understand the larger discrepancy in band 19.
- For bands 20 and above, both male and female median pay exhibit fluctuations, with no discernible pattern indicating a gender pay gap.

Note: Bands 11 to 12 are not shown for privacy reasons (fewer than 5 people total) and bands 20–23 have also been combined for those reasons.

7.3 Ethnic pay gap deep dive

We've observed significant improvements in our ethnic pay gap since 2022, reflecting our commitment to inclusivity and indicating efforts towards greater equality. The Māori and Pacific Peoples pay gaps have seen significant reductions.

The Māori pay gap has decreased by 4.7%, going from 10.6% in 2022 to 5.9% in 2024.

The Pacific Peoples pay gap has decreased by 6.4%, going from 18.6% in 2022 to 12.2% in 2024.

We have also seen progress with the MELAA community, with a 6.7% reduction in pay gap, bringing the current pay gap to 3.3%.

The Asian community has had a slight reduction in pay gap, down by 0.4% to the current pay gap of 9%.

While these improvements are commendable, disparities persist, and our commitment to diversity, equity and inclusion requires us to strive for parity across all ethnic groups.

| PAY GAP | | | | |
|-----------------|--------------|------|------------|------|
| | Median \$ | % | Mean \$ | % |
| European | 117,844 | | 126,278 | |
| Māori | 114,998 | 2.4 | 118,811 | 5.9 |
| Pacific Peoples | 112,152 | 4.8 | 110,896 | 12.2 |
| Asian | 104,501 | 11.3 | 114,942 | 9.0 |
| MELAA | 110,803 | 6.0 | 122,114 | 3.3 |
| WorkSafe | 112,554 | | 123,759 | |

TABLE 4:
Average pay by
gender and ethnicity

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