



**Manaaki Whenua – Landcare Research  
Gender & Ethnicity Pay Gap Action Plan**

**December 2023**

## About us

As New Zealanders we identify closely with our land, Aotearoa. It is a source of the rich biodiversity, and natural resources that define our way of life. On behalf of all New Zealanders, we are charged with developing a deep understanding of our land and everything that shares it with us, so that together we can take action to ensure we may enjoy it now, and for generations to come.

At Manaaki Whenua, our science and research is focussed on our ambition Kia mauriora te whenua me tōna taiao (the life-force and vitality of the land is strong). This requires a positive reciprocal relationship between people and their natural environment – between iwi Māori and their ancestral lands.

### Manaaki Whenua has 464 employees at 30 June 2023.

We recognise that not all people identify as a man or a woman. However, our analysis is confined to men and women as these datasets were large enough to make meaningful comparisons while also providing anonymity.

### Head count women (%) and +- change from June 2022 (%) per category

<b>50%</b>	+23%	<b>Board</b>	<b>33%</b>	+3%	<b>Senior Leadership Team</b>
<b>29%</b>	no change	<b>Tier 3 Science Leadership</b>	<b>42%</b>	+2%	<b>Tier 3 Support Leadership</b>
<b>56%</b>	-2%	<b>Research Support</b>	<b>64%</b>	no change	<b>General Support</b>
<b>38%</b>	+1%	<b>Scientists</b>	<b>59%</b>	+1%	<b>Technicians</b>
<b>52%</b>	n/a	<b>Tier 4 Science Leadership</b>	<b>33%</b>	n/a	<b>Tier 4 Support Leadership</b>
<b>50%</b>	+1%	<b>Overall Workforce</b>			

## **Our Commitment to pay equity**

Manaaki Whenua - Landcare Research and its Employees are committed to taking proactive steps to achieve a working environment for all workers that is free from bias and discrimination in employment and pay practices, and in which all can achieve their full potential.

This plan reflects on our progress in 2022/2023. Our actions planned for 2023/2024 are set out later in our document and feedback will be sought from our people before finalising the plan.

As part of our ongoing commitment to diversity and inclusion we are also happy to provide enlarged versions of our graphs and tables referenced in this document.

## **Manaaki Whenua's gender pay gap**

Manaaki Whenua monitors any gaps both within pay grades (horizontal pay gaps or "by-level") and across the organisation (vertical pay gap). We measure our gender pay gap by comparing median hourly fixed remuneration package, by gender. Fixed remuneration packages provide a true comparison of what an employee earns. It includes base salary and benefits such as superannuation, carparking and other benefits employers may pay for on behalf of their employees. We also capture gender and ethnicity pay information for intersectionality purposes.

## **Job sizing**

Manaaki Whenua uses the Hay Group Job Evaluation Methodology to establish job sizes and grades, which provides the framework to compare roles of similar complexity, accountability, and skill levels in different areas of the business. It is also used to establish remuneration ranges in which an individual's remuneration package reflects that person's competence in delivering to the requirements of the job, regardless of factors such as gender, ethnicity, age, tenure, or status.

## **Remuneration System Review**

Our strategic document, Te Āpōpōtanga<sup>1</sup>, outlines our aspiration to provide for the health, safety, and wellbeing of its people, for an equitable, diverse and inclusive culture and for the future of work.

As noted in Te Āpōpōtanga, "People are also central to Manaaki Whenua – to our values, culture, ways of working, and effectiveness...In focussing on people, we seek equity in opportunity and reward across all groups in Manaaki Whenua."

This includes having a fair and equitable remuneration system that achieves gender and ethnic equity and minimises bias and disparity. The Public Service Association (PSA) Remuneration Policy also refers to the importance of fairness and equity. Manaaki Whenua and the PSA are committed to working in partnership on these shared goals.

The PSA and Manaaki Whenua have agreed to a remuneration system review as an outcome of 2022 collective bargaining. A remuneration review and design group will be established to:

1. Review the current remuneration system.
2. Develop recommendations on a fit for purpose remuneration system, including how this should be structured and implemented to meet the needs of MWLR and its Employees today and in the future.

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<sup>1</sup> [Te Āpōpōtanga – Our land, our people, our future. Single pages layout. \(landcareresearch.co.nz\)](https://landcareresearch.co.nz)

## Vertical Pay Gap

A vertical pay gap compares the median (or mean) of total fixed remuneration for men and the median (or mean) total fixed remuneration for women across the whole of Manaaki Whenua. A vertical pay gap occurs where there is a higher proportion of men than women who hold senior, higher-paid positions. The vertical pay gap is calculated by taking the median total fixed remuneration for men minus the median total fixed remuneration for women, divided by the men total fixed remuneration, times one hundred. The current gender pay gap in New Zealand is 8.6%.<sup>2</sup> The gender pay gap for the Public Service is 7.1%, the lowest it has ever been.

Table 1 shows Manaaki Whenua's vertical gender pay gap for June 2023, 2022, 2021, 2020, and 2019 data. Historically, as per best practice at the time, Manaaki Whenua utilised base salary to calculate its gender reporting statistics. Te Kawa Mataaho (Public Services Commission) now recommends statistics are based on the total fixed remuneration. This is considered more meaningful as it captures all monetary benefits under an employment contract. As a result, Manaaki Whenua's baseline for our vertical pay gap information is 2019. Horizontal data, detailed further on, also has a 2019 baseline.

We have had some turnover in our Senior roles, also employed several senior staff members into new roles which has had an impact on the pay gap increasing to 17.4% this year.

**Table 1: Vertical gender pay gap across time**

	June 2023	June 2022	June 2021	June 2020	June 2019
Median	17.4%	14.0%	14.8%	16.7%	15.1%
Lower Quartile <sup>1</sup>	15.4%	13.9%	14.2%	13.8%	13.2%
Upper Quartile	17.7%	21.6%	20.8%	22.6%	22.2%
Mean	16.2%	13.7%	18.3%	18.3%	17.5%

<sup>1</sup>The lower quartile value is the median of the lower half of the data, that is, the middle number that falls between the lowest remuneration and the median. The upper quartile value is the median of the upper half of the data, that is the middle number that falls between the highest remuneration and the median. The lower and upper quartiles highlight the gap throughout our workforce rather than just at the middle (as shown by the mean and median).

## Horizontal Pay Gap

The horizontal "by-level" pay gap can be assessed by looking at the difference in remuneration between men and women in each grade. The following table compares each pay grade and the gender pay gap. Due to sample size some Hay Grade details have been excluded.

**Table 2: Horizontal Pay Gap by Pay Grade June 2023 and June 2022**

Hay Grade	Pay Gap 2023 <i>Median</i>	Pay Gap 2022 <i>Median</i>	Pay Gap 2023 <i>Mean</i>	Pay Gap 2022 <i>Mean</i>	Employees Women	Men
14	-0.7%	0.2%	-0.5%	0.6%	42	16
15	-1.9%	1.9%	0.2%	0.1%	44	30
16	0.4%	1.9%	1.6%	0.7%	52	56
17	-0.4%	-2.5%	-0.2%	0.6%	29	47

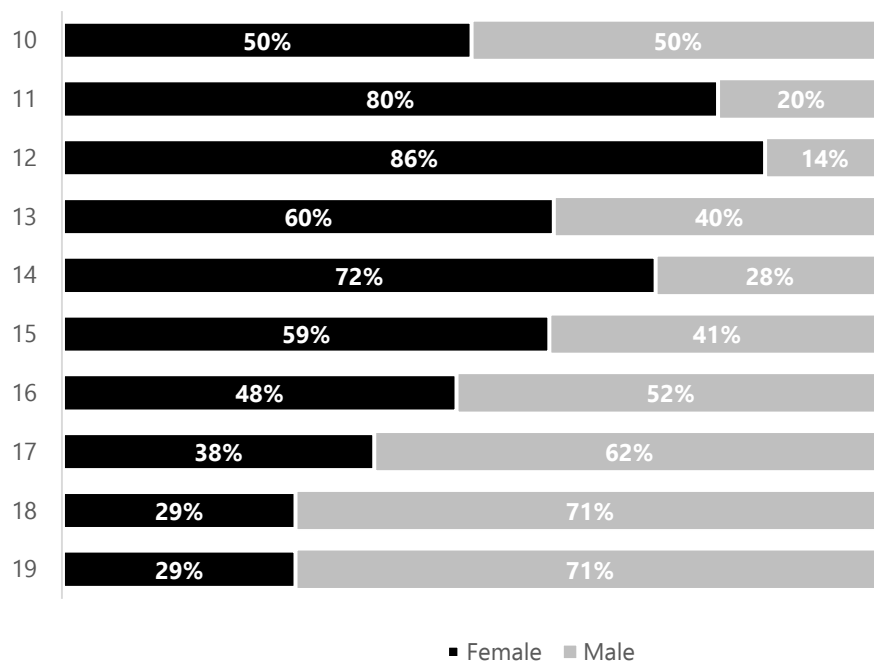
[in black] pay gap in favour of men | [in red] pay gap in favour of women

<sup>2</sup> [Income growth for wage and salary earners remains strong | Stats NZ](#)

## Gender Representation

Gender representation is the primary reason for Manaaki Whenua’s gender pay gap. Men and women are not represented proportionately in roles and business areas across Manaaki Whenua. In the higher bands 17-22 only 34% of employees are women. Having more males in roles in the higher bands increases the average vertical pay gap.

**Graph 1: Employee Head Count % by Gender and Hay Grade June 2023**



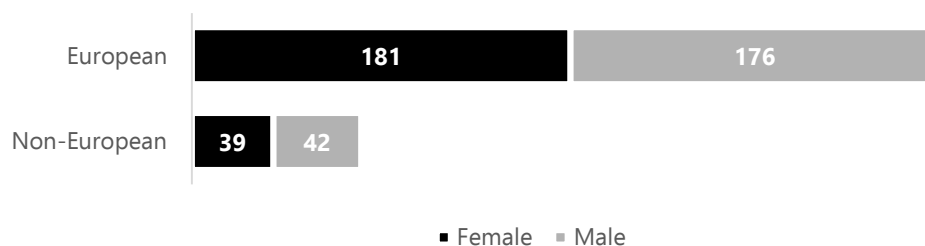
Between June 2022 and June 2023, we have seen the following changes for female head count in bands percentages. It is hoped in the future we can track the intersect by gender and ethnicity, at this stage we were unable to due data anonymity restrictions.

Hay Grade	Difference 2023 v 2022	June 2023	June 2022	June 2021	June 2020
10	+17%	50%	33%	60%	58%
11	+7%	80%	73%	62%	67%
12	-14%	86%	100%	80%	67%
13	-3%	60%	63%	69%	71%
14	+1%	72%	71%	65%	62%
15	+1%	59%	58%	59%	64%
16	-1%	48%	49%	49%	48%
17	-2%	38%	40%	37%	30%
18	+3%	29%	26%	32%	33%
19	+8%	29%	21%	24%	22%

[in black] increase in favour of men | [in red] increase in favour of women

## Ethnic Representation

**Graph 2: Employee Head Count by Gender and Ethnicity June 2023**



## Ethnic Pay Gap

Manaaki Whenua has also reviewed the difference between how Māori and non-Māori employees are paid at Manaaki Whenua. 6% (compared to an estimated 17.4% of the general population in 2022) of Manaaki Whenua employees identify as Māori, which is the same level as in 2022.

### Māori and Ethnic Pay Gaps Calculation

The Public Services Commission<sup>3</sup> Guide to Measuring and beginning to address Māori and Ethnic Pay Gaps in the Public Service recommends the following formula is used:

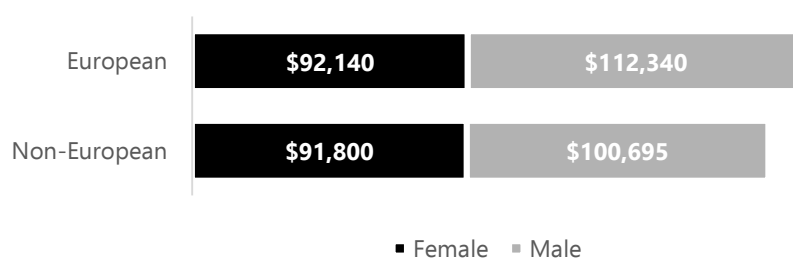
$$\frac{\text{Average pay for non-Māori} - \text{Average pay for Māori}}{\text{Average pay for non-Māori}} \times 100$$

**Table 3: Vertical pay gaps for Māori vs non-Māori across time**

	June 2023	June 2022
Median	4.8%	7.3%
Lower Quartile	-1.7%	2.2%
Upper Quartile	21.9%	20.7%
Mean	10.9%	7.3%

[in black] pay gap in favour of Māori | [in red] pay gap in favour of Non-Māori

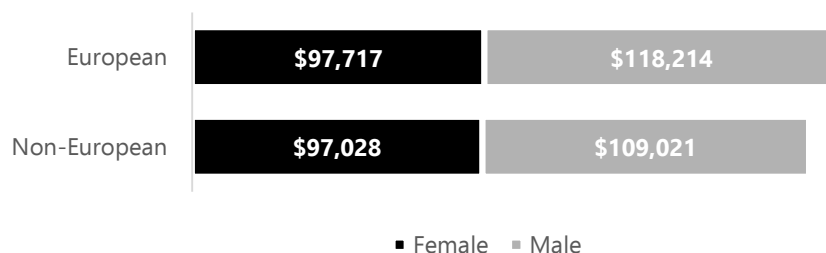
**Graph 3a: Median Salaries by Ethnicity June 2023**



<sup>3</sup> [Guidance-Measuring-and-beginning-to-address-Maori-and-ethnic-pay-gaps-in-the-PS.pdf \(publicservice.govt.nz\)](https://publicservice.govt.nz/Guidance-Measuring-and-beginning-to-address-Maori-and-ethnic-pay-gaps-in-the-PS.pdf)

Median pay is the middle amount of pay earned – half of employees earn less and half earn more. Median pay better reflects the pay a typical employee receives and Graph 3a shows the median salaries by gender and ethnicity of Manaaki Whenua employees. Due to the small sample size of those in the Asian, Pacific Peoples, Māori and MELAA groups we are unable to report this salary data individually. These are shown in a Non-European grouping. Graph 3b shows the mean salaries by gender and ethnicity.

**Graph 3b: Mean Salaries by Ethnicity June 2023**



### Horizontal pay gap for Māori employees

Though we wished to capture the horizontal “by-level” pay gap between Māori males and females in each grade, we were unable to due to data anonymity restrictions.

### Key issues to address

1. Lack of women in senior roles
2. Lack of women in Science Hay grade 17 – only 34% representation

These issues will be discussed with the PSA, D&I group and other focus groups to develop our next action plan for 2023/24.

Through the items detailed in our action plan we anticipate in time we will see traction in relation to these key issues. We have learnt from our external gender review there are opportunities we can seize to make senior roles more desirable to females, who for various longstanding societal reasons often hold the role of primary care giver for dependents. It is also about creating a culture where Manaaki Whenua challenges societal views on males taking time to care for dependents and allows opportunity for this. Change will also come from mitigating often unconscious biases. We already have equal employment opportunities and processes in place to create an inclusive and diverse workforce, but we need to ensure we are living our commitments at all levels of the business to truly embrace diversity.

### Manaaki Whenua’s action plan – what we have done

#### 1. Gender equity investigative inquiry process

In 2021, Manaaki Whenua engaged AllHuman, a New Zealand-based consultancy, which supports organisations with their belonging and wellbeing needs, to undertake a gender review as a result of our pay equity gap.

AllHuman had a number of findings but the primary finding for our pay equity gap stemmed from the fact we have a lack of females in senior roles and that to reduce the overall pay gap the focus should

be on initiatives that 'even the playing field' and support women successfully achieving/performing in senior roles. This will take time to address.

Manaaki Whenua has implemented several initiatives to support pay equity. The following are what we have actioned over the last year:

- Targeted remuneration increases to certain hay grades on the science and support side.
- Unlimited sick leave after 12 months service and extends to medical appointments relating to pregnancy or having a child through adoption or surrogacy or if the employee needs time off for other health related matters such as menopause, menstruation or gender transition.
- Increased annual leave to 4 weeks and 4 days.
- Four weeks paid partner's leave (pro-rated for part-time employees).
- Annual leave after returning to work from parental leave will be paid out at whichever rate is the higher of the Employee's weekly pay over the previous 12 months.

Recommendations we are considering to action:

- CEO and Board to send messages about gender equity.
- Make our commitment to gender equity visible throughout the organisation.
- Working with schools and universities to attract females, and Māori and Pasifika recruits.
- Establishing a mentoring programme.
- Gender diversity support – a process for transitioning staff, forms to identify beyond male/female.
- Use plain English in policies, make policies accessible.
- Consider targets/measures to reach gender equity;
- Provide menstrual products in all bathrooms;
- Challenging gender norms where possible, e.g. promoting male parental leave.
- Holding parallel focus groups, with our female senior science leaders/researchers and aspiring future female senior leaders/researchers

For items that we have implemented in previous years, please refer to Appendix 1



## Action Plan Update for 2023/24

Kia Toipoto focus area and milestones	Our current status	Planned actions 2023	Progress	Success factors for 2023/4 actions	Status
<p><b>Te Pono - Transparency</b></p> <p>Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback.</p> <p>Agencies and entities ensure easy access to HR and remuneration policies, including salary bands.</p>	<p>Annual Report and action plan is published.</p> <p>Our HR policies, including salary bands are published on our intranet.</p>	<p>We will continue to develop our annual report in line with guidance. Report and action plans will be published after employee/union feedback.</p> <p>We will continue to monitor our information is available for our people.</p>	<p>Report is drafted and about to be shared with our people.</p> <p>Information is available on our intranet</p>	<p>Our plan has involved our people and published.</p> <p>Our current policies and salary band will be available for our people.</p>	<p>Report drafted</p> <p>Achieved</p>
<p><b>Ngā Hua Tōkeke mō te Utu - Equitable pay outcomes</b></p> <p>Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not re-open.</p>	<p>In April 2022 we moved all salaries below 90% to 90%.</p> <p>Hiring managers/ People and Culture access remuneration data for consistency and equity of setting starting salaries.</p>	<p>Hiring managers in conjunction with People and Culture Business Partners will continue to determine starting salaries to take into consideration equity and market.</p>	<p>Hiring Managers and People and Culture Business Partners determine starting salaries.</p>	<p>All of our people will be paid more than 90%.</p>	<p>Achieved</p>
<p><b>Te whai kanoahi i ngā taumata katoa - Leadership and representation</b></p>	<p>Women in Science Hay Grade 17 represent 33% of the grade. This group seen as key group for progression into Tier 3</p>	<p>Undertake a focus group and provide recommendations for increasing representation.</p>	<p>Focus group has been identified and arranged for the first quarter of 2024.</p> <p>Report and work programme will be</p>	<p>A work programme is developed to increase representation in 2024.</p> <p>Further progress towards our goal of increased representation</p>	<p>In progress</p>

Kia Toipoto focus area and milestones	Our current status	Planned actions 2023	Progress	Success factors for 2023/4 actions	Status
<p>Agencies/entities have plans and targets to improve gender and ethnic representation in their work force and leadership.</p> <p>New project for 2024 review recruitment process for support of gender representation and diversity.</p>	<p>Science Leadership roles which women represent 29%. This report will also look at our Portfolio/Research leadership pathway.</p>	<p>Review of previous years band factor assessment (bfa) process to see if there are differences in outcomes.</p> <p>Review our recruitment process to make sure it is free from bias.</p> <p>Complete a refresher for hiring managers in unconscious bias</p>	<p>presented in the second quarter of 2024</p> <p>We have completed 129 BFA's to 30/6/23</p> <p><b>Application Breakdown:</b> Men 55%, Women 45%</p> <p><b>Successful BFAs</b> Men 52%, Women 55%</p> <p>Review of our advert and interview questions templates</p>	<p>to a minimum of 40% (Sustainable Development Goal 5 -Gender Equity)</p> <p>Report is drafted and recommendations provided.</p> <p>A report will be prepared with recommendations for improvement.</p>	<p>Completed – The BFA process does not appear to have a gender bias.</p> <p>In progress</p>
<p><b>Te Whakawhanaketanga i te Aramahi – Effective career and leadership development</b></p> <p>By mid 2023 agencies/entities have career pathways and equitable progression</p>	<p>Lack of women in senior roles.</p> <p>We are committed to leadership development. We have three levels of leadership programmes delivered by New Zealand</p>	<p>Review the proportion of our people in development roles such as Tier 4 roles – capability leader, research area priority leader, Tier 4 support leaders and band 16 support staff members.</p>	<p><b>Tier 4 Leaders</b> Men 48%, Women 52%</p> <p><b>Portfolio Leader</b> Men 86%, Women 14%</p> <p><b>Research Area Priority Leader:</b> Men 66%, Women 34%</p>	<p>Report is drafted and recommendations provided to further progress towards our goal of increased representation to a minimum of 40%.</p>	<p>Proportion Review Completed</p>

Kia Toipoto focus area and milestones	Our current status	Planned actions 2023	Progress	Success factors for 2023/4 actions	Status
<p>opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.</p>	<p>Institute of Management. The programmes are focused on the skills required for our emerging leaders, frontline leaders and our senior leaders.</p>	<p>Review the breakdown of individuals taking on acting roles/ secondments and company related roles such as PSA delegate, VOX member</p> <p>New action for 2024. Look at career pathways for Tier 4 ethnicity diversity</p>	<p><b>Capability Leader</b> Men 45%, Women 55%</p> <p><b>HG17 Science</b> Men 67%, Women 33%</p> <p><b>HG16 Science</b> Men 55%, Women 45%</p> <p><b>PSA Representatives:</b> Men 55%, Women 45%</p> <p><b>VOX Members:</b> Men 33%, Women 66%</p> <p><b>Acting roles:</b> Numbers too small to report</p>		
<p><b>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination</b></p> <p>By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.</p>	<p>We are working with representatives from the PSA and Manaaki Whenua to review our remuneration System.</p> <p>Manaaki Whenua has affirmed in conjunction with the PSA our commitment to the following by inclusion in our collective agreement:</p> <ul style="list-style-type: none"> <li>Te Tiriti o Waitangi</li> <li>Pay equity</li> </ul>	<p>As a working party Manaaki Whenua and representatives are committed to taking proactive steps to achieve a remuneration system that is free from bias, discrimination and inequality.</p> <p>Conduct a survey to understand where our people are at in relation to our baseline for Kia Maia (our bicultural</p>	<p>Working Party developing options</p> <p>Survey completed</p>	<p>Working collaboratively towards making recommendations for a fit for purpose remuneration system. (Recommendation report in 2024).</p> <p>Programme of work is developed for 2024.</p>	<p>In progress</p> <p>Programme for 2024 being developed</p>

<b>Kia Toipoto focus area and milestones</b>	<b>Our current status</b>	<b>Planned actions 2023</b>	<b>Progress</b>	<b>Success factors for 2023/4 actions</b>	<b>Status</b>
<p>Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices.</p> <p>Agencies/entities ensure leaders and employees learn about and demonstrate cultural competence.</p>	<p>Diversity and inclusion.</p>	<p>development programme) which will help us develop a programme of work for 2024.</p>			

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## **Appendix 1**

### **Gender equity investigative inquiry process**

Items we have actioned prior to 2022/23::

- Extend family violence provisions beyond legislation, e.g. one-off advances in pay, options for changing worksite location for a period of time, changing employees work number and email address;
- Measure gender intersectionalities, e.g. measurement of gender and ethnicity with a focus on Māori and Pasifika women, measurement of gender and age;
- Breastfeeding/expressing spaces, and breastfeeding/ expressing workplace guideline;
- Gender diversity support – respecting and normalising the use of preferred pronouns, unisex toilets and bathrooms made available;
- We have also already undertaken remuneration workshops explaining our remuneration review process, our band factor assessments and job evaluations;
- Ongoing promotion of our benefits (e.g. parental leave) that we have on offer;
- Timeframes for decisions once flexible work is requested are shortened for changing situations like childcare arrangements and domestic violence;
- Adverts include embracing diversity and our commitment to an inclusive and respectful workplace
- Māori and Pasifika internships;
- Menopause education;
- Unconscious Bias training for recruitment leaders;
- Continual improvement in remuneration processes – up to 30/6/23 the breakdown on BFA applications is Men 55% and Women 45%. Of these, 52% of Men were successful and 55% of Women.
- Kia Maia our bicultural development programme which includes Te Reo and Te Tiriti workshop