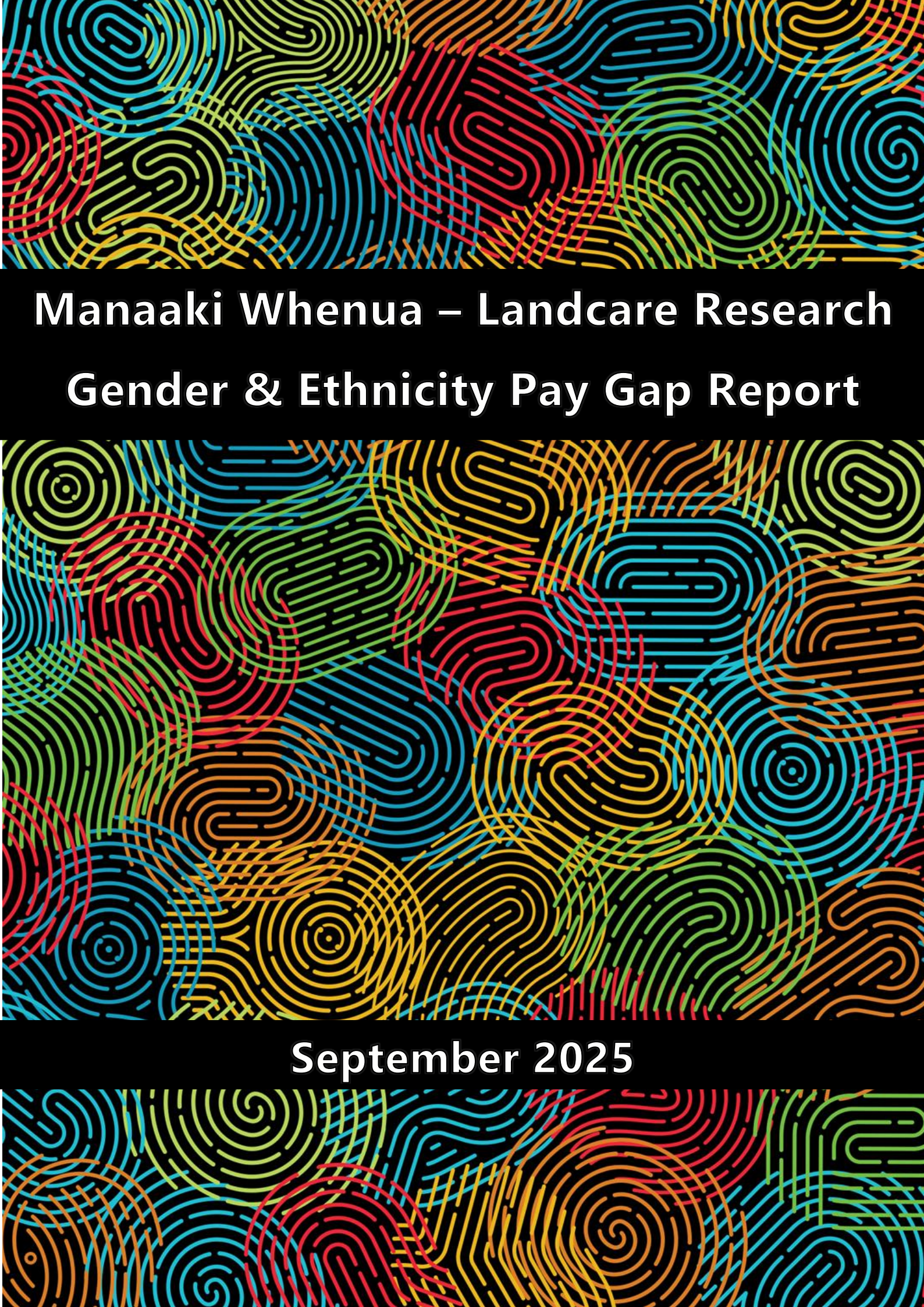




Manaaki Whenua – Landcare Research

Gender & Ethnicity Pay Gap Report

September 2025

About us

As Aotearoa New Zealanders we identify closely with our land. It is a source of the rich biodiversity, and natural resources that define our way of life. 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.

As part of the Government's reset of the science, innovation and technology system, on 1 July 2025, AgResearch, Manaaki Whenua – Landcare Research, Plant & Food Research, and Scion merged to form the New Zealand Institute for Bioeconomy Science Limited, trading as the Bioeconomy Science Institute (BSI). This report is on the Manaaki Whenua – Landcare Research Group of the BSI.

For the Manaaki Whenua – Landcare Research Group, our science and research are 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.

Executive Summary

Our dataset for this report is dated 30 June 2025. We have included the science position changes that were implemented 1 July 2025. Many new positions were created. Some of these are dual positions¹ and are graded differently. To accommodate dual positions into our salary dataset we have chosen to include both roles grade and salary; and pro rata these for head count. This allows us to continue to compare on a like for like basis.

We are pleased to report a decrease in our vertical gender pay gap to 17.2% as of 30 June 2025 (down 2.2% from 19.4% in 2024). The main reason for our vertical gender pay gap is the under representation of women in our senior roles. This year the number of women in higher leadership positions (Hay Grade 19+) has increased 16% and has contributed to the reduction in our pay gap. Our upper quartile gap has been steadily decreasing, down to 11.3% from 22.6% in June 2020. The difference between the salaries of men and women in senior roles has reduced significantly.

Our horizontal "by-level" pay gap looks at the difference in remuneration between men and women in each grade. Of the grades that meet the reporting requirements two have an increase in gender pay gap (0.4% and 1.3%) while one has decreased (0.4%).

¹ Our dual positions include a core research or support role with a leadership role grade 17, either as a Capability Leader or Research Priority Area Leader. Where the core position grade is different, we show both in our dataset.

Our Commitment to pay equity

The Manaaki Whenua - Landcare Research Group 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.

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

Job sizing

Manaaki Whenua uses the Hay Group Job Evaluation Methodology to establish job sizes and grades. This 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. Any reference to 'grade' in this report refers to Hay Group grade.

Remuneration System Review

Our strategic document, Te Āpōpōtanga², 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 agreed to a remuneration system review as an outcome of 2022 collective bargaining. The group was established to review the current remuneration system and develop recommendations on a fit for purpose remuneration system to meet the needs of Manaaki Whenua and its Employees today and in the future.

Several changes were agreed, changes included:

- benchmarking all positions against the Korn Ferry all organisations market
- employee placement in range detailed in remuneration review letters, as well as each Hay Grade's salary median data
- clearly identifying discretionary progression rationale
- a clearer four year relativity review
- asking leaders to consider tenure in Hay Grade, when reviewing remuneration data
- technician roles being job evaluated, like that of support member roles
- introduction of performance zones
- clarity on higher / additional duties allowances

² [Te Āpōpōtanga – Our land, our people, our future. Single pages layout. \(landcareresearch.co.nz\)](https://landcareresearch.co.nz/te-apopotanga-our-land-our-people-our-future-single-pages-layout/)

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 fixed remuneration, by gender.

Fixed remuneration packages provide a true comparison of what an employee earns. It includes base salary and benefits such as employer superannuation contributions. We also capture ethnicity and other demographic, employment related information for intersectionality purposes.

Measuring Pay Gaps

Our main metric is median pay. This is the middle salary when we sort all salaries from highest to lowest – half of employees earn less and half earn more. Median pay better reflects the pay a typical employee receives and reduces the effect of outliers, very high or very low salaries. Comparing the median for each gender gives us the pay gap. Our calculation is, the median total fixed remuneration for men minus the median total fixed remuneration for women, divided by the median total fixed remuneration for men, times one hundred.

Mean pay is the average of all salaries for each group. The pay gap is calculated by the average total fixed remuneration for men minus the average total fixed remuneration for women, divided by the average for men, times one hundred. While this is an effective measure, it can be influenced by large or small outliers.

Our quartile comparisons allow us to see our pay gaps at higher and lower points in our salary spread. We compare the fixed remuneration salary of men and women at the upper (75th percentile) and lower (25th percentile). This allows us to see if the pay gap varies across salaries at the higher and lower ends.

A note on sample sizes

We recognise that not all people identify as a man or a woman. When reporting on gender, our analysis is confined to men and women as these datasets are large enough to make meaningful comparisons while also providing anonymity. When we reference salary data the sample size for the detail shown is at least twenty employees.

Gender Representation

As of June 2025, Manaaki Whenua has 403 employees. The overall workforce is 52%/48% split of women and men.

Gender representation is the primary reason for Manaaki Whenua's vertical gender pay gap. Men and women are not represented proportionately in roles and business areas across Manaaki Whenua.

The table below shows the proportion of women within each area and business hierarchy. The change % shown is the difference to last years' June 2024 report (a negative % being a reduction in the proportion of women).

Table 1: Organisational Gender Mix (% Women)

Business Area	Change	June 2025	June 2024
Science	+3%	50%	47%
Support	+1%	55%	54%
Role Type			
Scientists	+4%	42%	38%
Technicians	-1%	59%	60%
Research Support	+9%	65%	57%
General Support	0%	59%	59%
Leadership			
Tier 4 Science Leadership	-2%	46%	49%
Tier 4 Support Leadership	0%	27%	27%
Wider Leadership Group ³ Science	+12%	43%	31%
Wider Leadership Group ³ Support	+10%	53%	43%
Senior Leadership	+4%	38%	33%
Board	0%	43%	43%

Table 2 shows the % difference to last years' June 2024 report. The number of women in grades 19 and 21 is a record high for the organisation.

³ Wider Leadership Group formerly Tier 3 and above Leadership

Table 2: Horizontal Change in Gender Mix (% Women)

Grade	Change	June 2025	June 2024	June 2023	June 2022	June 2021	June 2020
10	0%	33%	33%	50%	33%	60%	58%
11	+8%	88%	80%	80%	73%	62%	67%
12	-19%	44%	63%	86%	100%	80%	67%
13	+2%	69%	67%	60%	63%	69%	71%
14	+2%	70%	68%	72%	71%	65%	62%
15	+1%	66%	65%	59%	58%	59%	64%
16	+6%	52%	46%	48%	49%	49%	48%
17	0%	39%	39%	38%	40%	37%	30%
18	0%	28%	28%	29%	26%	32%	33%
19	+18%	50%	32%	29%	21%	24%	22%
21	+11%	43%	32%	29%	21%	24%	22%

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

Vertical Pay Gap

A vertical pay gap compares the overall median (or mean) of total fixed remuneration for men and the median (or mean) total fixed remuneration for women. A vertical pay gap occurs where there is a higher proportion of men than women who hold senior, higher-paid positions. It also results when women hold a higher proportion of lower-paid positions.

At Manaaki Whenua, there are 38% women in our higher grades 17-22 and 61% women in our lower grades. Having less women in the higher grades and more in the lower grades results in a high vertical pay gap.

The current gender pay gap in New Zealand is 5.2%⁴. The gender pay gap for the Public Service is 6.1%⁵, the lowest it has ever been and includes 56.7% women in senior leadership positions.

Table 3 shows our median gender pay gap has reduced 2.2% from last year. Our upper quartile gap has been steadily decreasing, down 11.3% from June 2020. The pay gap at the higher end of salaries is reducing as women have a greater representation at senior levels.

Table 3: Vertical gender pay gap across time

	June 2025	June 2024	June 2023	June 2022	June 2021	June 2020
Median Gap	17.2%	19.4%	17.4%	14.0%	14.8%	16.7%
Lower Quartile Gap	12.2%	15.0%	15.4%	13.9%	14.2%	13.8%
Upper Quartile Gap	11.3%	14.7%	17.7%	21.6%	20.8%	22.6%
Mean Gap	13.6%	15.4%	16.2%	13.7%	18.3%	18.3%

[positive] pay gap in favour of men | [negative] pay gap in favour of women

⁴ [Labour market statistics \(income\): June 2025 quarter | Stats NZ](#)

⁵ [Te Kawa Mataaho Public Service Commission - Workforce data 2024](#)

Horizontal Pay Gap

The horizontal “by-level” pay gap is assessed by looking at the difference in remuneration between men and women in each grade.

Noting that the number of employees within each grade varies, reporting on those with small numbers can have a significant impact on % change. Grades 10-14 and 18-24 are excluded due to small sample sizes.

Overall, our lower grades have pay gaps in favour of women, and our higher grades have pay gaps in favour of men.

The following table compares each pay grade and the gender pay gap.

Table 4: Horizontal Pay Gap by Pay Grade

Grade	2025 Median	2024 Median	2025 Mean	2024 Mean	Employees Women	Men	% Women
15	-0.8%	-2.5%	-1.7%	-0.4%	44	23	66%
16	0.7%	0.2%	0.6%	0.2%	43	40	52%
17	0.3%	0.5%	0.8%	1.2%	35	54	39%

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

Ethnicity Representation

Graph 1: Employee Head Count by Gender and Ethnicity Group



Manaaki Whenua employees predominantly have a European ethnicity. Note that the 2023 NZ Census⁶ allows individuals to identify with more than one ethnicity.

Ethnicity Pay Gap

Manaaki Whenua has also reviewed the difference between how Māori and non-Māori employees are paid at Manaaki Whenua.

⁶ [2023 Census population counts \(by ethnic group, age, and Māori descent\) and dwelling counts | Stats NZ](#)

Māori and Ethnicity Pay Gap Calculation

The Public Services Commission⁷ Guide to Measuring and beginning to address Māori and Ethnic Pay Gaps in the Public Service recommends the following formula is used:

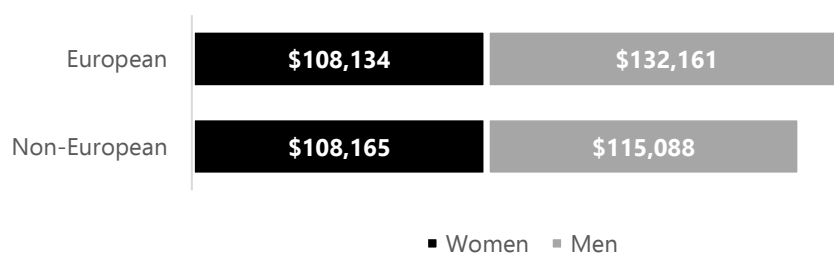
$$\frac{\text{Average pay for non-Māori} - \text{Average pay for Māori}}{\text{Average pay for non-Māori}} \times 100$$

Table 5: Vertical pay gaps for Māori vs non-Māori across time

	June 2025	June 2024	June 2023	June 2022	June 2021	June 2020
Median Gap	0.4%	3.6%	4.8%	7.3%	n/a	n/a
Lower Quartile Gap	-7.2%	-5.2%	-1.7%	2.2%	n/a	n/a
Upper Quartile Gap	26.8%	31.8%	21.9%	20.7%	n/a	n/a
Mean Gap	10.6%	12.8%	10.9%	7.3%	n/a	n/a

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

Graph 2: Median Salaries by Gender and Ethnicity Group



Further vertical pay gap analysis has not been undertaken for ethnicities other than European due to sample sizes of fewer than 20 employees.

Horizontal pay gap for Māori employees

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

⁷ [Guidance-Measuring-and-beginning-to-address-Maori-and-ethnic-pay-gaps-in-the-PS.pdf \(publicservice.govt.nz\)](#)

Manaaki Whenua's Action Plan 2024/25

Kia Toipoto focus area and milestones	Our current status	Planned actions 2024/5	Progress	Success factors for 2024/5 actions	Status
Te Pono - Transparency Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback. Agencies and entities ensure easy access to HR and remuneration policies, including salary bands.	Annual Report and action plan is published. Our HR policies, including salary bands are published on our intranet.	We will continue to develop our annual report in line with guidance. Report and action plans will be published after employee/union feedback. We will continue to monitor our information is available for our people.	Report is drafted and ready for consultation with PSA and employees. Information is current and on the intranet	Our plan has involved our people and published. Our current policies and salary band will be available for our people.	Completed Completed
Ngā Hua Tōkeke mō te Utu - Equitable pay outcomes Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not re-open.	Hiring managers/ People and Culture access remuneration data for consistency and equity of setting starting salaries.	Hiring managers in conjunction with People and Culture Business Partners will continue to determine starting salaries to take into consideration equity and market.	Reviewed each starting salary	All of our people will be paid more than 90%.	Completed
Te whai kanohi i ngā taumata katoa - Leadership and representation Agencies/entities have plans and targets to improve	Women in Science Hay Grades 17 & 18 represent 35% of the grades. This group seen as key group for progression into Tier 3	A networking group will be created to support women.	On hold due to merger.	A self-managing network group is created.	On hold due to merger

Kia Toipoto focus area and milestones	Our current status	Planned actions 2024/5	Progress	Success factors for 2024/5 actions	Status
gender and ethnic representation in their work force and leadership. Implement actions from recruitment process review for support of gender representation and diversity.	Science Leadership roles.	Implement actions from review to make sure it is free from bias. All leaders will undergo gender education / unconscious bias training in 2025.	This has been paused as we reviewed our science structure.	Agreed actions implemented.	Carried forward to 2025/26.
Te Whakawhanaketanga i te Aramahi – Effective career and leadership development Agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.	Lack of women in senior roles - women in Science Hay Grades 17 & 18 represent 35%.	Career pathways have been development to support science staff progression and will be implemented in 2025. Talent & Succession process will be reviewed to support technical & leadership development. Look at career pathways for Tier 4 ethnicity diversity	Pathways have been developed. There has been some success during the implementation of the science structure which has resulted in more women in leadership positions.	Ready to implement for 2024/5.	Completed, new pathways developed.

Kia Toipoto focus area and milestones	Our current status	Planned actions 2024/5	Progress	Success factors for 2024/5 actions	Status
Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination	We are working with representatives from the PSA and Manaaki Whenua to review our remuneration System.	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.	Completed, with one action outstanding.	Working collaboratively towards making recommendations for a fit for purpose remuneration system. (Recommendation report in 2025).	Review completed bar one item on hold.
	Manaaki Whenua has affirmed in conjunction with the PSA our commitment to the following by inclusion in our collective agreement: • Te Tiriti o Waitangi • Pay equity • Diversity and inclusion.	Develop work programme for 2025.	Completed.	Programme of work is developed for 2025.	Completed.

Manaaki Whenua's Action Plan 2025/26 – As we have now merged, we have a reduced Group plan as going forward this will be prepared by the Bioeconomy Science Institute (BSI).

Kia Toipoto focus area and milestones	Our current status	Planned actions 2025/26	Progress	Success factors for 2025/26 actions	Status
Te Pono - Transparency Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback. Agencies and entities ensure easy access to HR and remuneration policies, including salary bands.	Annual Report and action plan is published. Our HR policies, including salary bands are published on our intranet.	The annual report and action plan will be completed by the BSI. Report and action plans will be published after employee/union feedback. We will continue to monitor our information is available for our people.		Our plan has involved our people and published. Our current policies and salary band will be available for our people.	
Ngā Hua Tōkeke mō te Utu - Equitable pay outcomes Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not re-open.	Hiring managers/ People and Culture access remuneration data for consistency and equity of setting starting salaries.	Hiring managers in conjunction with People and Culture Business Partners will continue to determine starting salaries to take into consideration equity and market.		All of our people will be paid more than 90%.	
Te whai kanoahi i ngā taumata katoa -	Women in Science Hay Grades 17-19 represent 38% of the grades. This group	We will analyse the data for the merged organisation and use		Data is analysed and will inform actions for 2026/27.	

Kia Toipoto focus area and milestones	Our current status	Planned actions 2025/26	Progress	Success factors for 2025/26 actions	Status
Leadership and representation Agencies/entities have plans and targets to improve gender and ethnic representation in their work force and leadership. Implement actions from recruitment process review for support of gender representation and diversity.	seen as key group for progression into Tier 3 Science Leadership roles.	to inform upcoming action plans. All new leaders will undergo gender education/unconscious bias training in 2025/6.		New leaders have completed unconscious bias training	
Te Whakawhanaketanga i te Aramahi – Effective career and leadership development Agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.	Lack of women in senior roles - women in Science Hay Grades 17-19 represent 38%.	Career pathways have been development to support science staff progression and will be implemented in 2026/7. Talent & Succession process will be reviewed to support technical and leadership development.		Ready to implement for 2026/7.	