



Fire and Emergency

Kia Toipoto Action Plan

MARCH 2023

Ki te wātea te hinengaro, me te kaha rere o te wairua, ka taea ngā mea katoa

When the mind is free and the spirit is willing,
anything is possible



REBECCA KEOGHAN

*Chair, Fire and Emergency
New Zealand*

On behalf of the Board of Fire and Emergency, I am pleased to present the first Kia Toipoto closing gender, Māori, Pacific and ethnic pay gap action plan for Fire and Emergency New Zealand.

The action plan outlines our latest data on gender and ethnic pay gaps and representation across our workforce. It discusses some of the drivers for the pay gaps and actions we are progressing to achieve the Kia Toipoto milestones. Fire and Emergency was established in July 2017, and we have seen a slow but steady increase in ethnic and gender diversity across our organisation since then. However, we recognise that there is still significant work to do in our organisation to achieve the goals of Kia Toipoto, and our own aspirations to have a diverse and inclusive workplace that reflects and enhances the communities we serve.

The Board is committed to accelerating our progress and we look forward to working with our people, our unions and associations, our wider networks, and our stakeholders over the years ahead to continue to drive improvements.

Ngā mihi

Rebecca

About Kia Toipoto

Fire and Emergency is committed to achieving the aspirations of Kia Toipoto and making positive change in our organisation.

Te Kawa Mataaho launched Kia Toipoto
– Public Service Pay Gaps Action Plan 2021–2024

The goals of Kia Toipoto are to ensure that the public sector:

1

Makes substantial progress towards closing gender, Māori, Pacific and ethnic pay gaps

2

Accelerates progress for wāhine Māori, Pacific women and women from ethnic communities

3

Creates fairer workplaces for all, including disabled people and members of rainbow communities

Our journey to date

Fire and Emergency New Zealand was established in 2017, bringing together over 40 firefighting organisations and 14,000 people, all with different cultures and ways of doing things. Since then, we've had a sustained focus on building a more positive and inclusive culture.

Our work has included:

- making a formal commitment to working with Māori as tangata whenua
- developing our Diversity and Inclusion Strategy in 2018
- conducting a gender pay gap analysis in 2019 and working to address these pay gaps
- supporting employee-led networks for women, Māori, Pasifika, disabled people and members of rainbow communities
- starting to address the findings published in the Independent Te Kawa Mataaho Review published in 2022
- creating the Women's Development Team
- establishing the role of Deputy Chief Executive Kaupapa Māori and Cultural Communities within our Executive Leadership Team, elevating the directorate to become a standalone branch.

Our approach to Kia Toipoto

We are developing our Kia Toipoto programme with the support of an Advisory Rōpū including representatives from our Unions, Associations, internal staff networks, and diversity and inclusion champions across the organisation.

Our work builds on the range of existing diversity, inclusion and equity initiatives already underway, and seeks to support these while focusing specifically on areas that will allow us to progress against our Kia Toipoto goals. In particular, the Kia Toipoto work will help us to address some of the recommendations made in Te Kawa Mataaho's 2022 independent review of Fire and Emergency's workplace culture and complaints management processes.

Fire and Emergency has a complex workforce including career, volunteer and non-operational people. Our focus while developing this plan has been inclusive, and our action plan includes a strong focus on our volunteer workforce, as well as our paid employees.

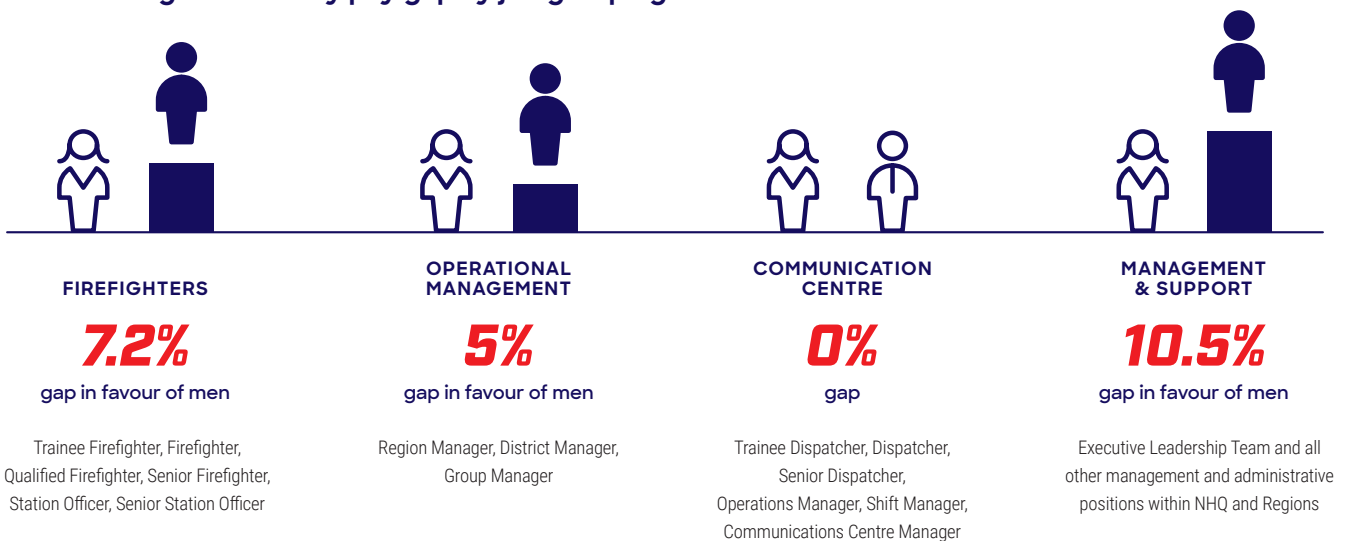
Kia Toipoto's goals to accelerate progress for wāhine Māori, Pacific women and women from ethnic communities and create fairer workplaces for all, including disabled people and members of rainbow communities, are relevant for both our employees and our volunteers.

Fire and Emergency NZ's Gender and Ethnic Pay Gaps

Our pay gaps data is based on base salaries only and is calculated as at 30 March 2022.

The data includes both permanent and fixed term employees. As part of the next phase of this programme we will recalculate our gaps based on 2023 data and look more deeply into the drivers behind the gaps. We will also consider gaps in both base salaries and total remuneration.

Our overall gender salary pay gap by job groupings



Our ethnic pay gaps



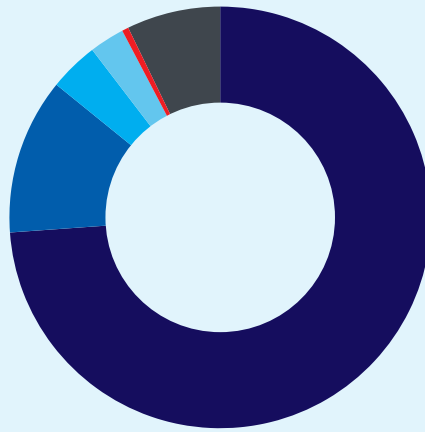
We currently have ethnicity information for over 90% of our people.

Our ethnic representation

EUROPEAN **74%**

MĀORI **11.9%**

PACIFIC **3.8%**



2.7% ASIAN

0.4% MELAA*

7.2% OTHER

*MELAA refers to Middle Eastern, Latin American and African

Gender representation and gaps in non-operational roles*

GENERALISED GRADE	TOTAL EMPLOYEES	MALE TĀNE	FEMALE WĀHINE	MEDIAN GENDER PAY GAP
H14	135	81%	19%	Men paid 16.8% more
H15	160	65%	35%	Men paid 4.4% more
H16	157	66%	34%	Men paid 5.1% more
H17	132	57%	43%	Men paid 3.8% more
H18	96	57%	43%	No gap
H19	61	59%	41%	Men paid 2.5% more

* We excluded lines of data where there were fewer than 20 people of one gender. Those who identify as non-binary are not shown due to the small data set of fewer than 20 people.

Gender representation and gaps in operational roles*

JOB TITLE	MALE TĀNE	FEMALE WĀHINE	MEDIAN GENDER PAY GAP
Trainee Firefighter	86%	14%	No gap
Firefighter	87%	13%	Women paid 3.3% more
Qualified Firefighter	87%	13%	Men paid 5.3% more
Dispatcher	50%	50%	Women paid 5.6% more
Senior Dispatcher	51%	49%	No gap

* We excluded lines of data where there were fewer than 20 people of one gender. Those who identify as non-binary are not shown due to the small data set of fewer than 20 people.

Representation across our leadership

	WORKFORCE REPRESENTATION	ALL MANAGERS	LEADERS TIERS 1-3
GENDER			
Male	80.7%	92%	56.4%
Female	19.3%	8%	43.6%
ETHNICITY			
European	74.0%	73.9%	78.0%
Māori	11.9%	10.5%	9.4%
Asian	2.7%	0.9%	
Pacific Peoples	3.8%	2.9%	
MELAA	0.4%	0.4%	
Other	7.2%	11.4%	12.5%

Our action plan

Fire and Emergency has committed to making progress across all Kia Toipoto workstream areas over the next few years. We will:

- publish our pay gaps and action plans each year
- address any bias in starting salaries or pay for employees in the same or similar roles
- develop plans to improve gender and ethnic representation in our workforce and leadership
- consider equitable career pathways and opportunities to progress
- protect against bias and discrimination in HR and remuneration policies and practices
- build our cultural competence
- normalise flexible working opportunities, where this is possible.

In developing the Kia Toipoto work programme, we considered:

- The foundational work we need to do, as a platform for more systemic cultural change
- How we challenge and support our leaders to understand their own biases, and how that shapes decision making
- How we use this mahi to drive progress towards a more positive environment for all our people.

During the first year of our Action Plan, we will be building awareness and understanding of our current state. We need to complete this before we can set targets, so these are not included in this inaugural plan. We anticipate targets for leadership representation and anticipate targets for gender and ethnic representation, including within leadership will be part of our future Kia Toipoto action plans.

The structure of the plan follows this format:

YEAR ONE

Awareness and understanding

Updating of policies/ procedures, building greater understanding of our data, creating awareness of this work at leadership level.

YEAR TWO

Education and implementation

Increasing understanding across the organisation, implementing changes to policies and procedures

YEAR THREE

Monitoring and embedding

Ensuring systems are in place to continue to improve, developing the next phases of this work.



Ngā putanga utu Tōkeke, Puata anō hoki

Equitable pay outcomes and transparency

Kia Toipoto commitments

- Ensure that starting salaries for the same or similar roles are not influenced by bias
- Monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen
- 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.

Currently

- We have a number of collective employment agreements and remuneration policy controls which limit variability across starting salaries in same or similar roles
- Advertised positions are increasingly including salary ranges
- We published our first annual gender and ethnic pay gaps analysis in December 2022
- We worked with our Advisory Rōpū to understand potential drivers of pay gaps
- We gathered feedback from Rōpū members to identify focus areas for planning.

Actions for current year

- Develop a process for addressing pay gaps prioritising the biggest gender and ethnic pay gaps
- Develop a process for correcting pay gaps for the same or similar roles, prioritising roles with the biggest gender and ethnic pay gaps
- Develop guiding principles and update HR Policies for ensuring starting salaries and salaries for the same or similar roles are free from gender and ethnic bias
- Educate leaders, personnel hiring staff and all personnel about ensuring starting salaries and salaries for the same or similar roles are free from gender and ethnic bias
- Monitor gender or ethnic pay gap trends within pay bands for starting salaries and salaries for the same or similar roles.
- Analysing non-operational starting salaries for gender and ethnic bias
- Making information about starting salaries and salary bands for all non-operational roles more transparent, including to those applying roles in the organisation
- Publishing our second annual gender and ethnic pay gaps analysis
- Report progress against Kia Toipoto action areas through our Executive Leadership Team and Board.

Actions 2023/24

- Implement any targeted payments
- Monitor pay gaps to ensure they do not reopen or widen
- Continue ongoing analysis to identify any emerging areas of concern.



Te whai kanohi i ngā taumata katoa

Leadership and representation

Kia Toipoto commitments

- Agencies/entities have plans and targets to improve gender and ethnic representation in their workforce and leadership
- By the end of 2024 the public service are substantially more representative of society.

Currently

- We have committed to Hiwa-i-te-rangi a three-year programme designed to bring to life our commitment to working with Māori as tangata whenua by improving the way we serve Māori communities
- We have formally launched Whiria te Tāngata (rainbow network) and launched an e-learning module and wider education and engagement resources
- We have established a new Kaupapa Māori and Cultural Communities Branch, led by a Deputy Chief Executive.

Actions for current year

- Confirm organisation position, and guidance for future employee-led-networks
- Develop and implement a comprehensive change, communications and education programme to ensure all leaders understand and support the goals of Kia Toipoto (ie reducing bias, improved representation etc).

Actions for 2023/24

- Develop a strategy and plan including planning for targets for improving gender and ethnic representation and diversity across the organisation and at leadership tier 1-3 roles
- Set specific targets for recruitment, in particular to address under representation of women at all levels along with ethnicities. Intent with the goal is to make material progress within 3 year
- Educate personnel about the leadership and strategy and why targets are important.



Te Taunoa o te Mahi Pīngore

Flexible-work-by-default

Kia Toipoto commitments

- Agencies and entities offer equitable access to flexible-by-default working and it does not undermine career progression or pay.

Currently

- We have developed and published our hybrid working position statement, principles and supporting resources.

Actions for current year

- Explore and assess current state of flexible work by default and identify barriers to flexible work by default.

Actions for 2023/24

- Develop flexible working by default guidelines and implementation plan (with vision statement and goals)
- Develop considerations for flexibility on the frontline.



Te Whakawhanaketanga i te Aramahi

Effective career and leadership development

Kia Toipoto commitments

- Agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.

Currently

- We have a Leadership Development Framework and are piloting our Lead Teams programme
- We have a Women's Development Directorate and a National Women's Advisory Committee.

Actions for the current year

- Reviewing gender and ethnic representation of who attends leadership courses and the processes for how attendees are selected
- Exploring the range of career advancement and leadership opportunities available to support women, Māori, Pacific personnel (employees and volunteer workforce) to achieve their career aspirations.

Actions for 2023/24

- Implement findings from analysis on leadership opportunities within Fire and Emergency (i.e. develop guidelines for tailored or targeted opportunities for women, Māori, Pacific, disabled and rainbow personnel)
- Explore how applications and decisions about progression and promotion are made – and see if there is any bias or room for improvement to ensure equitable outcomes
- Monitor uptake of leadership courses by gender and ethnicity to ensure equitable access
- Identify opportunities for leadership development outside of formal courses i.e., secondments, mentoring programmes.



Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki

Eliminating all forms of bias and discrimination

Kia Toipoto commitments

- 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/entities ensure leaders and employees learn about and demonstrate cultural competence.

Currently

- We have piloted unconscious bias training for interview panel members
- Piloted learning products and learning packages to support the establishment of Te Aho Tapu – Fire and Emergency's Cultural Capability Framework
- We have a Diversity and Inclusion Strategy.

Actions for the current year

- Reviewing relevant policies, strategies, processes and supporting collateral linked to recruitment and remuneration for bias
- Reviewing policies linked to volunteer recruitment and remuneration for bias
- Educating all managers and members of recruitment panels with resources for unconscious bias training
- Considering alternative recruitment practices which could create more equitable outcomes.

Actions for 2023/4

- Implement recommendations from the review of relevant policies linked to recruitment and remuneration for bias
- Educate leaders about unconscious bias
- Implement recommendations from the review of policies linked to all recruitment (including volunteer) and remuneration for unconscious bias.

Our commitment

To achieve the goals of Kia Toipoto requires a long-term sustained focus. It also requires collaboration with all our key stakeholders including impacted groups, unions, and associations and we look forward to working with them closely in the next phases of this work.

Developing this action plan provided us with an opportunity to establish our Kia Toipoto advisory rōpū who will be invaluable for helping us to engage more widely. We hope this rōpū will continue to thrive and play an increasing important role in this work.

Thank you to everyone who contributed to this action plan, which lays down the foundation for Fire and Emergency's continuing focus and development.

This action plan will be published on our website, with a link to Te Kawa Mataaho's website with all Kia Toipoto 2022/23 action plans. Progress will be monitored and reported on.

Auahatanga (We strive to improve).

