Our communities and our workforce are changing

By 2038, more than 50 percent of New Zealanders will be from non-European backgrounds and our communities will speak more than 200 languages.

The Public Service Act 2020 requires Public Service leaders to work together to create a workforce that reflects the communities we serve. We must ensure our employment policies and practices help to create a working environment that is inclusive to all groups.
We will know we are getting this right at Fire and Emergency New Zealand when we see:

- leadership that reflects the mix of our communities across all areas and at all levels
- pay equity across different groups doing the same kinds of work
- our people saying they feel safe, included, and valued for the work they do
- active employee led networks engaging with leaders and working together on areas of common interest or identity.

Kia Toipoto at Fire and Emergency

Our communities are changing

Increasing diversity and inclusiveness in our workforce and culture at Fire and Emergency New Zealand will help us work more effectively with our communities to support their needs, mitigate risks and build resilience.

Our workforce is changing

Our Kia Toipoto programme of work (2022-2024) aims to remove bias and discrimination in our workplace and encourage diversity and inclusion across all phases of the employee and volunteer lifecycles. 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.

Year Two focus

To achieve our goals we need a long-term sustained focus and close collaboration with our key stakeholders including impacted groups, unions, and associations. We'll continue to work closely with them as we move progress through Year Two.

In Year One of the Kia Toipoto programme, we built our understanding of our data, policies and procedures and created awareness of this work with our leaders.

In Year Two, our focus is on education and implementation and on the next page we set out our focus areas for our six programme workstreams.

⬇ Find out more

Kia Toipoto − Public Service Pay Gaps Action Plan 2021–24

⬇ Find out more

Fire and Emergency Kia Toipoto overarching action plan

Fire and Emergency Kia Toipoto Year One report

Pay gaps data 2022 | Pay gaps data 2023

In Year Two the Kia Toipoto programme team will continue to work with our advisory rōpū to make progress in these focus areas.

Te Pono
Transparency

- Publish our Year Two action plan on our intranet and website.
- Publish our Gender and Ethnic Pay Gap data for 2022/23 on our intranet and website.
- Publish salary ranges on all of our job advertisements.

Ngā Hua Tōkeke mō te Utu
Equitable pay outcomes

- Educate leaders on how to make sure starting salaries are free from gender and ethnic bias.
- Monitor all salaries to ensure pay gaps do not reopen.
- Develop a plan to reduce any gender and ethnic pay gaps on like-for-like roles.

Te whai kanohi i ngā taumata katoa
Leadership and representation

- Review our job advertisements to make sure we're using inclusive language and imagery.
- Monitor our recruitment statistics, to find out if bias exists in the way we attract, shortlist and appoint people.
- Encourage our people to connect with our Employee-Led-Networks and help these groups access funding and guidance.
- Continue to educate our people about and celebrate the different cultures represented in our workforce and communities.
- Collect and analyse data to understand barriers to progression for women, Māori, Pasifika and other ethnicities.

Te Whakawhanatanga i te Aramahi
Effective career and leadership development

- Find ways to support progression and promotion for women, Māori, Pasifika and other ethnicities in non-operational roles — to enable equitable outcomes.
- Increase transparency about and actively invite participation in, career and leadership development opportunities, including secondments and projects.

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

- Educate our leaders about bias and discrimination.
- Make changes to recruitment and remuneration policies to remove unintended bias and discrimination.
- Continue to review our other human resources policies and procedures to remove unintended forms of bias and discrimination.
- Include modules about our values, Hiwi-i-te-Rangi and Rainbow Communities in induction.
- Make sure everyone has equitable access to the leadership development programme rollout ('Lead Self' and 'Lead Teams').

Te Taunoa o te Mahi Pīngore
Flexible work by default

- Develop a flexible working policy and set of guiding principles to help our people work flexibly where possible.
- Improve our data to make sure we capture formal flexible working arrangements.
- Explore flexible working options for our operational workforce.