



Tourism New Zealand Kia Toipoto Action Plan

Kia Toipoto Public Service Action Plan – closing gender, Māori, Pacific and Ethnic pay gaps

Last updated: July 2026

Overview

As a Crown entity, Tourism New Zealand is part of the Kia Toipoto Public Service Action Plan to close gender, Māori, Pacific and ethnic pay gaps.

Tourism New Zealand is a relatively small organisation, with around 150 employees, and a global workforce with approximately 40% of employees based offshore. Females make up a significant proportion of our workforce.

Gender pay equity:

Pay equity is measured using Position in Range (PIR), which assesses employees' placement within their salary band.

As at 30 June 2026, there was no gender disparity within pay bands, with the average PIR being the same for males and females.

We assess pay equity across our entire global workforce because PIR is not affected by exchange rates or differences in market pay rates between countries. This provides a consistent measure of pay equity across the organisation and allows us to assess pay equity across our full workforce.

Gender pay gap:

The gender pay gap measures the difference in average earnings between males and females. As this measure is based on salary, it is calculated using New Zealand-based employees only, representing approximately 60% of our workforce.

As at 30 June 2026, Tourism New Zealand's gender pay gap was 21%.

The primary driver of this gap is workforce composition, with a low number of males in lower grade roles.

Ethnicity Pay Gaps:

Under Kia Toipoto, organisations should generally have at least 20 employees in each comparison group to ensure pay gap reporting is statistically robust and protects employee privacy.

Tourism New Zealand does not have sufficient employee numbers to reliably report Māori and Pacific pay gaps. As a result, these measures are not currently ed.



Our commitments and actions

Our commitment: is to ensure employees are paid fairly and equitably.

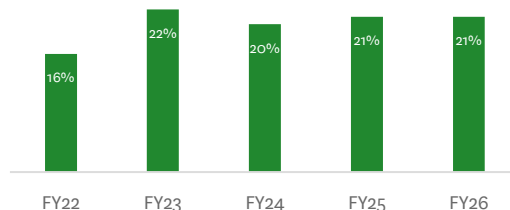
We're committed to	To achieve our commitments, we will
Focus area 1: Te Pono Transparency	- Have a Remuneration Policy in place that outlines how remuneration decisions are made. - Tourism New Zealand's Kia Toipoto Action Plan with updated data annually. - Assess where we can provide further transparency around job grades and salary ranges.
Focus area 2: Ngā Hua Tōkeke mō te Utu Equitable pay outcomes	- Consider remuneration of similar roles when making remuneration decisions. - Have a moderation process for the annual remuneration review to ensure consistent remuneration decisions. - Regularly assess workforce metrics and use insights to inform our Action Plan.
Focus area 3: Te whai kanohi i ngā taumata katoa Leadership and representation	- Develop people leader capability to provide inclusive leadership free from bias. - Regularly review recruitment, learning and development, remuneration and parental leave policies to reduce bias. - Actively seek diverse candidate pools and support inclusive recruitment practices. - Implement initiatives that will support a diverse and representative workforce.
Focus area 4: Te Whakakāwanaketanga i te Aramahi Effective career and leadership development	- Ensure transparency of permanent job and learning and development opportunities. - Ensure job and learning and development opportunities are open to part-time employees and those on parental leave. - Provide tools and training for all employees to create individual development plans. - Evaluate effectiveness of learning and development initiatives and our talent management approach.
Focus area 5: Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination	- Build capability and confidence in Te Ao Māori and other cultural values and competencies. - Ensure workplace practices align with employment agreements.
Focus area 6: Te Taunoa o te Mahi Pīngore Flexible work by default	- Provide flexible work options. - Continue to evolve our flexible working approach. - Maintain awareness of flexible working commitments through team charters and flexible working guidelines.

Our status and progress

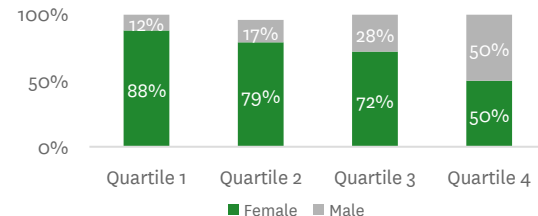
Gender pay equity by level (global)

FY26	No difference
FY25	+1 male
FY24	+1 female
FY23	+1 female
FY22	No difference

Gender Pay Gap (NZ)



Gender Representation by quartile (NZ)



- At the end of FY26, Tourism New Zealand has achieved pay equity.
- This means employees are generally paid the same for similar roles.
- Our pay equity reporting covers our global workforce and has included Qualmark (a subsidiary of TNZ) since FY23.

- The New Zealand gender pay gap was 21% at the end of FY26, unchanged from FY25.
- The result remains broadly consistent with levels reported since FY23.
- Qualmark (a subsidiary of Tourism New Zealand) has been included in the reporting figures since FY23.

- Females make up 77% of our organisation.
- The primary driver of our gender gap is the low number of males in lower-paid roles (quartiles 1 and 2).

Progress against our action plan is monitored via reporting to the TNZ People and Culture Committee.

Our organisation is committed to meeting the milestones of Kia Toipoto - the Public Service Gender, Māori, Pacific, and Ethnic Pay Gaps Action Plan. Under Kia Toipoto, agencies and entities need at least 20 employees in each comparison group to statistically robust pay gaps, while also protecting the privacy of employees. We are a small organisation with insufficient Māori, Pacific or ethnic employees for robust ethnic pay gap comparisons.

