



# **Tourism New Zealand Kia Toipoto Action plan**

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

Last updated: July 2025

# Overview

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As part of our commitment to diversity, equity and inclusion, we work hard to address biases that can impact our people because of their gender or ethnicity. 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 small organisation with around 150 employees, it's also a global organisation with 40% of its workforce based offshore. We have a high ratio of females at Tourism New Zealand.

## Gender pay equity:

- As at the end of FY25 we have little discrepancy within pay bands. The average Position in Range difference between males and females was +1% for males.
- For pay equity we look at our entire workforce as it's a measure based on position in range which means it isn't impacted by exchange rates and differences in pay rates for different countries.
- Given this measure allows us to measure our full organisation we consider it an important measure to assess pay gaps across the organisation.

## Gender pay gap:

- This measure is based on average salary and so we're only able to look at our NZ based employees (around 60% of our workforce).
- As at the end of FY25 we have a gender pay gap of 21%.
- We continue to work hard to reduce this gap. The primary reason for the current gap is the low number of males in lower grade roles. 1 more male employed in quartile 1 would improve our gender pay gap by approximately 1.5%.

## Ethnicity Pay Gaps:

- Under Kia Toipoto agencies/entities need at least 20 employees in each comparative group to publish statistically robust pay gaps and protecting the privacy of employees. We have insufficient employees to publish robust Māori and Pacific pay gap comparisons.



# Our commitments and actions

**Our commitment:** To ensure our employees are paid fairly and to have eliminating our gender, Māori, Pacific and Ethnic pay gaps

**Our values:** Courage (Māia), Care (Manaaki) and Connection (Hononga)

We're committed to	To achieve our commitments, we will
<b>Focus area 1: Te Pono   Transparency</b>	<ul style="list-style-type: none"> <li>Have a Remuneration Policy in place that outlines how remuneration decisions are made.</li> <li>Publish Tourism New Zealand's Kia Toipoto Action plan with updated data every 6 months.</li> <li>Assess where we can provide further transparency around job grades and salary ranges.</li> </ul>
<b>Focus area 2: Ngā Hua Tōkeke mō te Utu   Equitable pay outcomes</b>	<ul style="list-style-type: none"> <li>Consider remuneration of similar roles when making remuneration decisions.</li> <li>Have a moderation process for the annual remuneration review to ensure consistent remuneration decisions.</li> <li>Assess workforce metrics every 6 months and use insights to inform our Action Plan.</li> </ul>
<b>Focus area 3: Te whai kanohi i ngā taumata katoa   Leadership and representation</b>	<ul style="list-style-type: none"> <li>Develop people leader capability to provide inclusive leadership free from bias <a href="#">Papa Pounamu</a>.</li> <li>Regularly review recruitment, learning &amp; development, remuneration and parental leave policies to reduce bias.</li> <li>Actively source diverse talent and ensure diversity in shortlists and interviews.</li> <li>Implement initiatives that will support making our workforce more representative e.g. internship programs.</li> </ul>
<b>Focus area 4: Te Whakawhanaketanga i te Aramahi   Effective career and leadership development</b>	<ul style="list-style-type: none"> <li>Ensure transparency of permanent job and learning and development opportunities.</li> <li>Ensure job and learning and development opportunities are open to part-time employees and those on parental leave.</li> <li>Provide tools and training for all employees create individual development plans.</li> <li>Evaluate effectiveness of talent management and learning and development initiatives.</li> </ul>
<b>Focus area 5: Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki   Eliminating all forms of bias and discrimination</b>	<ul style="list-style-type: none"> <li>Build capability and confidence in of Te Ao Māori and other cultural values and competencies.</li> <li>Ensure workplace practices align with employment agreements.</li> </ul>
<b>Focus area 6: Te Taunoa o te Mahi Pīngore   Flexible-work-by-default</b>	<ul style="list-style-type: none"> <li>Provide flexible work options to all genders and ethnicities that don't undermine development or pay.</li> <li>Continue to evolve our flexible working approach.</li> <li>Maintain awareness of flexible working commitments through team charters and flexible working guidelines.</li> </ul>



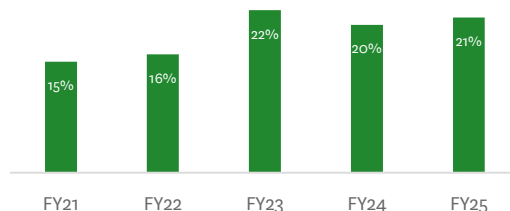
# Our status and progress

Gender pay equity by level (global)

FY25	+1 male
FY24	+1 female
FY23	+1 female
FY22	0 difference
FY21	+1 male

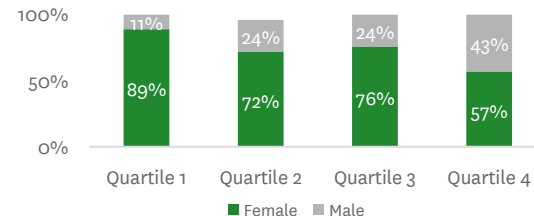
- As the end of FY25, there is pay equity.
- This means that generally we pay our employees about the same for similar roles.
- We reported on pay equity globally and from FY23 included Qualmark (a subsidiary of TNZ).

Gender Pay Gap (NZ)



- Our small number of New Zealand based employees means our gender pay equity levels can be significantly impacted by appointments and turnover in quartile 1 and 4 roles as these can have a big impact on average pay.
- From FY23 onwards Qualmark data has been included.

Gender Representation by quartile (NZ)



- Females make up 74% of our organisation.
- The primary driver of our gender gap is the low number of males in lower paid roles (quartile 1 and 2).
- 1 more male employed in quartile 1 would improve our gender pay gap by approximately 1.5%.

Progress against our action plan is monitored via reporting to the TNZ Board every six months.

*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 comparative group to publish statistically robust pay gaps, while also protecting the privacy of employees. We are a small organisation with insufficient Māori, Pacific or ethnic employees in New Zealand to publish gender, Māori, Pacific, for robust ethnic pay gap comparisons.*



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