



**Manaaki Whenua – Landcare Research
Gender & Ethnicity Pay Gap Action Plan**



December 2024



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.

At Manaaki Whenua Landcare Research, our science and research is 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

This year we have seen an increase in our gender pay gap to 19.4% as of 30 June 2024 (17.4% in 2023). This increase has occurred as we have recruited new people into Data and Digital and Mahi Tahi Programme, who have been males in higher graded positions. We also undertook a science staff remuneration adjustment which resulted in greater increases to the higher Hay Grades which are underrepresented by female staff members. The main reason for our vertical gender pay gap is the under representation of females in our senior, higher Hay Grade roles.

The horizontal “by-level” pay gap can be assessed by looking at the difference in remuneration between men and women in each grade. Of the bands that meet the reporting requirements of 20 people the biggest horizontal gap is 2.5% in favour of women.

Manaaki Whenua has 439 employees at 30 June 2024.

We recognise that not all people identify as a man or a woman. Our analysis is confined to men and women as these datasets were large enough to make meaningful comparisons while also providing anonymity.

Our employees work within a variety of areas across the organisation. The overall workforce is 50/50 split for men and women. However, the graphic below shows the proportion of women within each area and business hierarchy. The dark grey box shows the % change from our June 2023 report (a negative % being a reduction in the proportion of women).

Organisational Gender Representation

38%	-1%	Scientists	60%	1%	Technicians
57%	no change	Research Support	60%	-4%	General Support
49%	-3%	Tier 4 Science Leadership	27%	-6%	Tier 4 Support Leadership
31%	1%	Wider Leadership Group Science[^]	43%	1%	Wider Leadership Group Support¹
33%	no change	Senior Leadership	43%	-7%	Board

¹ WLG (Wider Leadership Group) formerly the Tier 3 Leadership group

Our Commitment to pay equity

Manaaki Whenua - Landcare Research 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 enlarged versions of our graphs and tables referenced in this document.

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 hourly fixed remuneration package, by gender. Fixed remuneration packages provide a true comparison of what an employee earns. It includes base salary and benefits such as superannuation and other benefits employers may pay for on behalf of their employees. We also capture gender and ethnicity pay information for intersectionality purposes.

Job sizing

Manaaki Whenua uses the Hay Group Job Evaluation Methodology to establish job sizes and grades, which 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.

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 have agreed to a remuneration system review as an outcome of 2022 collective bargaining. A remuneration review and design group will be established to:

1. Review the current remuneration system.
2. Develop recommendations on a fit for purpose remuneration system, including how this should be structured and implemented to meet the needs of MWLR and its Employees today and in the future.

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

Vertical Pay Gap

A vertical pay gap compares the median (or mean) of total fixed remuneration for men and the median (or mean) total fixed remuneration for women across the whole of Manaaki Whenua. A vertical pay gap occurs where there is a higher proportion of men than women who hold senior, higher-paid positions. The vertical pay gap is calculated by taking the median total fixed remuneration for men minus the median total fixed remuneration for women, divided by the men total fixed remuneration, times one hundred. The current gender pay gap in New Zealand is 8.2%³. The gender pay gap for the Public Service is 6.1%⁴, the lowest it has ever been.

Table 1 shows Manaaki Whenua's vertical gender pay gap for June 2024 to 2019 data. Historically, as per best practice at the time, Manaaki Whenua utilised base salary to calculate its gender reporting statistics. Te Kawa Mataaho (Public Services Commission) now recommends statistics are based on the total fixed remuneration. This is considered more meaningful as it captures all monetary benefits under an employment contract. As a result, Manaaki Whenua's baseline for our vertical pay gap information is 2019. Horizontal data, detailed further on, also has a 2019 baseline.

The increase in vertical pay gaps can be attributed to the recruitment of several new positions particularly in the Data and Digital team and Mahi Tahī team being males at higher grades. As well as the science staff remuneration adjustment giving greater increases to the higher Hay Grades which are underrepresented by female staff members.

Table 1: Vertical gender pay gap across time.

After calculating each metric by gender, the % represents the difference between the two groups.

	June 2024	June 2023	June 2022	June 2021	June 2020	June 2019
Median Gap	19.4%	17.4%	14.0%	14.8%	16.7%	15.1%
Lower Quartile Gap	15.0%	15.4%	13.9%	14.2%	13.8%	13.2%
Upper Quartile Gap	14.7%	17.7%	21.6%	20.8%	22.6%	22.2%
Mean Gap	15.4%	16.2%	13.7%	18.3%	18.3%	17.5%

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

Horizontal Pay Gap

The horizontal "by-level" pay gap can be assessed by looking at the difference in remuneration between men and women in each grade. The following table compares each pay grade and the gender pay gap. Between 2023 and 2024 three of our pay grade median horizontal gaps have moved in favour of men (between 0.5% to 6.3%) and two pay grades have moved in favour of women (0.2% and 0.8%). Noting that some Hay Grades have a small number of employees so staffing changes can have a significant impact on the outcomes. Due to sample size some Hay Grades details have been excluded.

³ [Stats NZ Household Labour Force Survey June 2024](#)

⁴ [Te Kawa Mataaho Public Service Commission - Workforce data 2024](#)

Table 2: Horizontal Pay Gap by Pay Grade June 2024 and June 2023

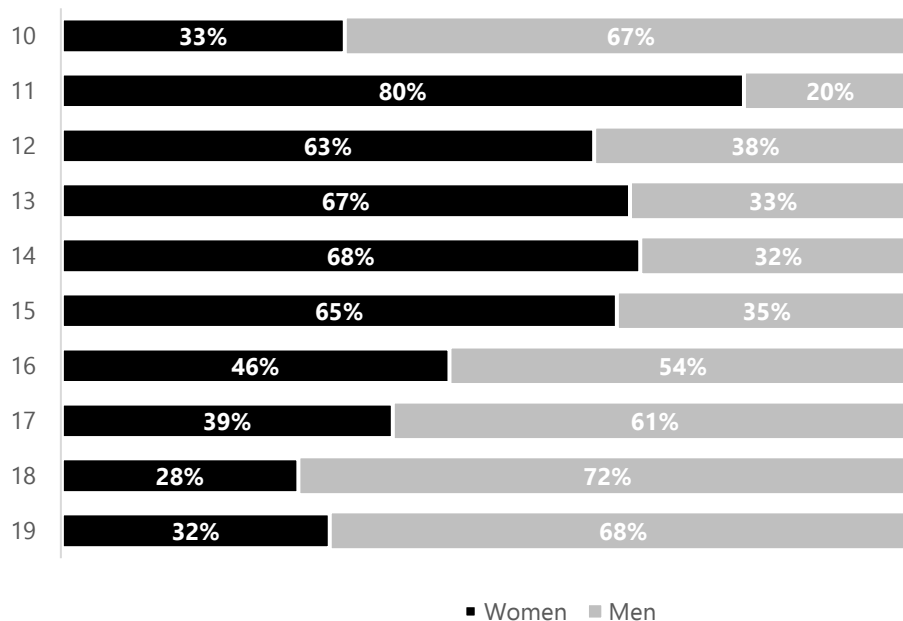
Hay Grade	Pay Gap 2024 Median	Pay Gap 2023 Median	Pay Gap 2024 Mean	Pay Gap 2023 Mean	Employees Women	Men	% Women
14	0.1%	-0.7%	0.2%	-0.5%	38	18	68%
15	-2.5%	-1.9%	-0.4%	0.2%	43	23	65%
16	0.2%	0.0%	0.0%	1.5%	46	55	46%
17	0.5%	-0.3%	1.2%	-0.2%	37	58	39%

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

Gender Representation

Gender representation is the primary reason for Manaaki Whenua’s gender pay gap. Men and women are not represented proportionately in roles and business areas across Manaaki Whenua. In our higher bands 17-22 only 34% of employees are women. Having less women in roles in the higher bands increases the average vertical pay gap.

Graph 1: Employee Head Count % by Gender and Hay Grade June 2024



Between June 2023 and June 2024, we have seen the following changes for head count in band percentage. It is hoped in the future we can track the intersect by gender and ethnicity; at this stage we were unable to due to data anonymity restrictions.

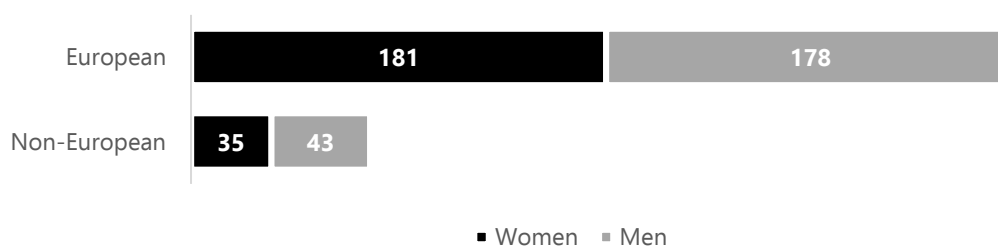
Table 3: Horizontal Change in Gender Mix

Hay Grade	Difference 2024 v 2023	June 2024	June 2023	June 2022	June 2021	June 2020
10	-17%	33%	50%	33%	60%	58%
11	0%	80%	80%	73%	62%	67%
12	-23%	63%	86%	100%	80%	67%
13	+7%	67%	60%	63%	69%	71%
14	-5%	68%	72%	71%	65%	62%
15	+6%	65%	59%	58%	59%	64%
16	-3%	46%	48%	49%	49%	48%
17	+1%	39%	38%	40%	37%	30%
18	-1%	28%	29%	26%	32%	33%
19	+3%	32%	29%	21%	24%	22%

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

Ethnic Representation

Graph 2: Employee Head Count by Gender and Ethnicity June 2024



Ethnic Pay Gap

Manaaki Whenua has also reviewed the difference between how Māori and non-Māori employees are paid at Manaaki Whenua. 6% (compared to an estimated 17.4% of the general population in 2023) of Manaaki Whenua employees identify as Māori, which is the same level as in 2023.

Māori and Ethnic Pay Gaps Calculation

The Public Services Commission⁵ Guide to Measuring and beginning to address Māori and Ethnic Pay Gaps in the Public Service recommends the following formula is used:

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

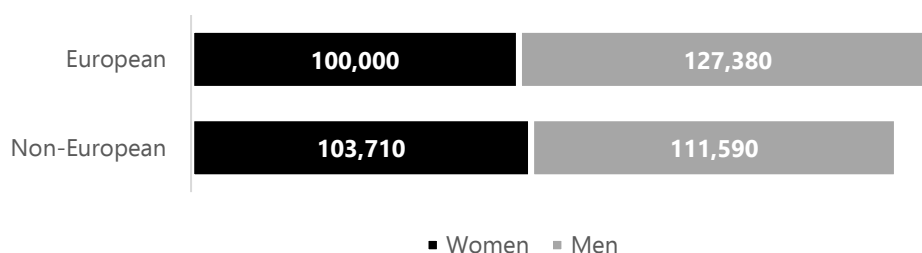
⁵ [Guidance-Measuring-and-beginning-to-address-Maori-and-ethnic-pay-gaps-in-the-PS.pdf \(publicservice.govt.nz\)](#)

Table 4: Vertical pay gaps for Māori vs non-Māori across time

	June 2024	June 2023	June 2022
Median Gap	3.7%	4.8%	7.3%
Lower Quartile Gap	-5.3%	-1.7%	2.2%
Upper Quartile Gap	31.8%	21.9%	20.7%
Mean Gap	12.8%	10.9%	7.3%

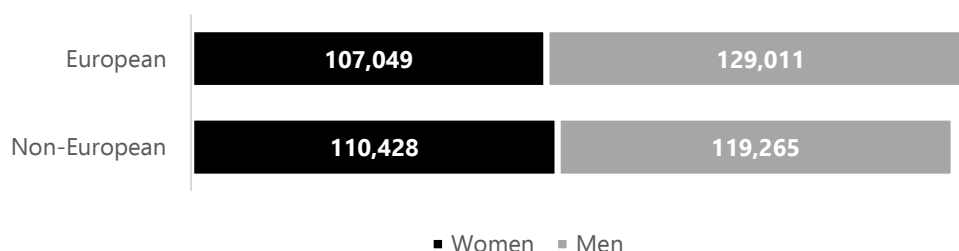
[in black] pay gap in favour of Māori | [in red] pay gap in favour of non-Māori

Graph 3a: Median Salaries by Ethnicity June 2024



Median salary is the middle of all salaries when listed highest to lowest – half of employees earn less and half earn more. Median pay better reflects the pay a typical employee receives and Graph 3a shows the median salaries by gender and ethnicity of Manaaki Whenua employees. The data is grouped by ethnicity into European and non-European. Within the non-European grouping are ethnic groups containing smaller number of employees so are not able to be reported on due to data anonymity restrictions. Graph 3b shows the mean salaries by gender and ethnicity.

Graph 3b: Mean Salaries by Ethnicity June 2024



Horizontal pay gap for Māori employees

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

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
<p>Te Pono - Transparency</p> <p>Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback.</p> <p>Agencies and entities ensure easy access to HR and remuneration policies, including salary bands.</p>	<p>Annual Report and action plan is published.</p> <p>Our HR policies, including salary bands are published on our intranet.</p>	<p>We will continue to develop our annual report in line with guidance. Report and action plans will be published after employee/union feedback.</p> <p>We will continue to monitor our information is available for our people.</p>		<p>Our plan has involved our people and published.</p> <p>Our current policies and salary band will be available for our people.</p>	
<p>Ngā Hua Tōkeke mō te Utu - Equitable pay outcomes</p> <p>Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not re-open.</p>	<p>Hiring managers/ People and Culture access remuneration data for consistency and equity of setting starting salaries.</p>	<p>Hiring managers in conjunction with People and Culture Business Partners will continue to determine starting salaries to take into consideration equity and market.</p>		<p>All of our people will be paid more than 90% of the base median market salary.</p>	
<p>Te whai kanoahi i ngā taumata katoa - Leadership and representation</p>	<p>Women in Science Hay Grades 17 & 18 represent 35% of the grades. This group</p>	<p>A networking group will be created to support women.</p>		<p>A self-managing network group is created.</p>	

Kia Toipoto focus area and milestones	Our current status	Planned actions 2024/5	Progress	Success factors for 2024/5 actions	Status
<p>Agencies/entities have plans and targets to improve gender and ethnic representation in their work force and leadership.</p> <p>Implement actions from recruitment process review for support of gender representation and diversity.</p>	<p>seen as key group for progression into Tier 3 Science Leadership roles.</p>	<p>Implement actions from review to make sure it is free from bias.</p> <p>All leaders will undergo gender education / unconscious bias training in 2025.</p>		<p>Agreed actions implemented.</p>	
<p>Te Whakawhanaketanga i te Aramahi – Effective career and leadership development</p> <p>Agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.</p>	<p>Lack of women in senior roles - women in Science Hay Grades 17 & 18 represent 35%.</p>	<p>Career pathways have been development to support science staff progression and will be implemented in 2025.</p> <p>Talent and Succession process will be reviewed to support technical and leadership development.</p> <p>Look at career pathways for Tier 4 ethnicity diversity</p>		<p>Ready to implement for 2024/5.</p>	

Kia Toipoto focus area and milestones	Our current status	Planned actions 2024/5	Progress	Success factors for 2024/5 actions	Status
<p>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination</p>	<p>We are working with representatives from the PSA and Manaaki Whenua to review our remuneration System.</p> <p>Manaaki Whenua has affirmed in conjunction with the PSA our commitment to the following by inclusion in our collective agreement:</p> <ul style="list-style-type: none"> • Te Tiriti o Waitangi • Pay equity • Diversity and inclusion. 	<p>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.</p> <p>Develop work programme for 2025.</p>		<p>Working collaboratively towards making recommendations for a fit for purpose remuneration system. (Recommendation report in 2025).</p> <p>Programme of work is developed for 2025.</p>	

Appendix 1: Gender Action Items

Action Plan Update for 2024

The [action plan items for 2023/24](#) were completed with the exception of the remuneration working group recommendation report which is now due for completion in 2025.

Items we have actioned prior to 2024/25:

- In 2021, Manaaki Whenua engaged AllHuman, a New Zealand-based consultancy, which supports organisations with their belonging and wellbeing needs, to undertake a gender review because of our pay equity gap.
- Targeted remuneration increases to certain hay grades on the science and support side.
- Unlimited sick leave after 12 months service which extends to medical appointments relating to pregnancy or having a child through adoption or surrogacy or if the employee needs time off for other health related matters such as menopause, menstruation or gender transition.
- Increased annual leave to 4 weeks and 4 days.
- Four weeks paid partner's leave (pro-rated for part-time employees).
- Annual leave after returning to work from parental leave will be paid out at whichever rate is the higher of the Employee's weekly pay over the previous 12 months.
- Extend family violence provisions beyond legislation, e.g. one-off advances in pay, options for changing worksite location for a period of time, changing employees work number and email address;
- Measure gender intersectionalities, e.g. measurement of gender and ethnicity with a focus on Māori and Pasifika women, measurement of gender and age;
- Breastfeeding/expressing spaces, and breastfeeding/ expressing workplace guideline;
- Gender diversity support – respecting and normalising the use of preferred pronouns, unisex toilets and bathrooms made available;
- We have also already undertaken remuneration workshops explaining our remuneration review process, our band factor assessments and job evaluations;
- Ongoing promotion of our benefits (e.g. parental leave) that we have on offer;
- Timeframes for decisions once flexible work is requested are shortened for changing situations like childcare arrangements and domestic violence;
- Adverts include embracing diversity and our commitment to an inclusive and respectful workplace
- Māori and Pasifika internships;
- Menopause education;
- Unconscious Bias training for recruitment leaders;
- Continual improvement in remuneration processes – up to 30/6/23 the breakdown on BFA applications is Men 55% and Women 45%. Of these, 52% of Men were successful and 55% of Women.
- Kia Maia, our bi-cultural development programme which includes Te Reo and Te Tiriti workshop.