



# ***Gender Pay Gap Action Plan***

**2021-22**

---



**ARA POUTAMA AOTEAROA**  
DEPARTMENT OF CORRECTIONS

# Gender Pay Gap Action Plan 2021-22

## Introduction

The purpose of this report is to provide an update on the Ara Poutama Aotearoa / Department of Corrections Gender Pay Gap Action Plan for 2021/2022.

This document uses data from the period 1 July 2020 – 30 June 2021 in its analysis and comparative comment. Commentary on the four Gender Pay Gap Milestones focusses on ongoing and new actions to be undertaken.

## Aligning the Gender Pay Gap Action Plan to our Purpose

Ara Poutama Aotearoa / Department of Corrections is committed to creating an inclusive workplace where everyone feels safe, valued, respected, and has equitable opportunities to reach their full potential. This work is aligned to our values<sup>1</sup> and our organisational strategy, Hōkai Rangi, which has wellbeing / oranga at its heart.

### “Kotahi anō te kaupapa: ko te oranga o te iwi” -

There is only one purpose to our work: the wellness and the wellbeing of people.

Hōkai Rangi is our unifying purpose and is a strong reason for people to join and stay at Ara Poutama Aotearoa. We cannot achieve Hōkai Rangi without innovation, new ways of working and thinking. Our staff diversity brings this strength, along with access to new ideas, skills, experience, and perspectives.

To keep a strong focus on this, Corrections has an active Inclusion and Diversity Council, led by our National Commissioner. The Council's role is to champion inclusion and diversity regionally, and as a governance collective. We are focused on ensuring that our gender pay gap, the Papa Pounamu priorities on accessibility for all, sit alongside our Hōkai Rangi strategy and are woven into our workplace culture. This will ensure we can provide a successful and effective work environment for staff, whānau and our stakeholders.

Please see the Milestone and Other Initiatives sections for more information about the range of work taking place to achieve greater equity, inclusion, and diversity.

## Our Journey

Our focus on inclusion and diversity began in 2017. A significant project was initiated, from 2017-2019 to reduce the gender pay gap. This approach focused on a range of factors and included a review of career breaks and transitions, remuneration, leave policies and wider organisational engagement. As a part of this work, considerable research and analysis was conducted to understand causes of the gender pay gap across Ara Poutama Aotearoa and to reduce their impact. The Corporate Data and Evidence team have continued to enhance and coordinate various information sources, to keep improving the analytical content we can access. We continue to leverage this strength to support our evolving inclusion and diversity, and remuneration strategies in a factually grounded way. The 2017-2019 targeted approach resulted in a significant reduction to our gender pay gap, however we acknowledge that we need to continue to work on other strategies to maintain and further reduce our gender pay gap. From an average 2% gender pay gap in 2008, Ara Poutama Aotearoa has achieved a -2.6% median<sup>2</sup> gender pay gap and 0.3% average<sup>3</sup> gender pay gap for all staff at 30 June 2021. It should be noted that Corrections' average gender pay gap of 0.3% continues to be significantly lower than the public service average of 8.6%.<sup>4</sup>

We are proud of the work that has gone into achieving this reduction. No gap caused by gender or ethnicity factors is acceptable. We will continue to work hard to ensure our people are employed under fair and equitable conditions.

1. Ara Poutama Aotearoa values; Manaaki – Respect/ Wairua – Spirituality/ Kaitiaki – Guardianship /Whānau – Relationships/ Rangatira – Leadership.

2. Median salary is the middle amount of pay earned – half the employees earn less, and half earn more than the median amount.

3. Average (mean) salary is the sum of all salary, divided by the number of the people earning that salary.

4. At 30 June 2021 Workforce data.

## Our Framework

Our approach continues to be informed by the range of [guidance](#) and resources developed between the Public Service Commission / Te Kawa Mataaho, the Ministry for Women/Manatū Wāhine, and the PSA.

In addition, our initiatives are aligned to the Public Service-wide milestones to eliminate the gender pay gap in the Public Service.

With 80% of our workforce employed on collective agreements, our union partners, continue to be strong advocates for change. We are proud to actively partner with the Corrections Association NZ (CANZ), the New Zealand Public Service Association (PSA), the NZ Nurses Association (NZNO), and the National Union of Public Employees (NUPE).

We acknowledge that the identified public service milestones in the Gender Pay Gap Action Plan and Papa Pounamu are important levers for change and continue to actively work in all of these.

## Our Context

At 30 June 2021 we had 10,254 staff nationally, with 80% employed on Collective Employment Agreements (CEA) and 20% staff employed on Individual Employment Agreements.

In broad terms, we have three different working environments. Firstly, the custodial environment where staff are involved in the 24/7 management of prisoners. Secondly, the community-based roles which are largely frontline or 'customer facing'. These roles cover a range of correctional services, and educational uplift in a breadth of ways. Finally, we have our corporate environments which tend to cover staff in our national and regional central hubs.

This means we cannot adopt a 'one size fits all' approach but need to work with all parties involved to achieve appropriate solutions.

## Our Gender Update

In this reporting year we are the closest we have ever been to a staff gender balance (male/female) than ever before with 50.4% male, and 49.6% female staff. (Note: through an active National Rainbow Employee Network, and Regional Rainbow Champion Groups, we know that some of our staff belong to our diverse SOGIESC<sup>5</sup> communities. For data analysis purposes however, since we do not mandate that alternative genders are recorded in HR records, we cannot include Another Gender / Diverse Gender information for Corrections, in this overall gender breakdown).

The starting salaries gap for all roles between males and female has reduced from 4% in 1 July 2019 – 30 June 2020 to 1.6% in 1 July 2020 – 30 June 2021 [see appendix for table].

It is noted that we have two pay equity claims raised for roles that are predominantly female. One claim is for Psychologists, and the other is for Probation Officers and Senior Practitioners. In addition, we are a party to the pay equity claim raised for Administration and Clerical workers across 43 Public Sector agencies.

As noted previously, Ara Poutama Aotearoa has achieved a -2.6% median<sup>6</sup> gender pay gap and 0.3% average<sup>7</sup> gender pay gap for all staff at 30 June 2021. The Corrections' average gender pay gap of 0.3% continues to be significantly lower than the public service average of 8.6%.<sup>8</sup>

## Our Ethnic Update

	30 June 2020*	30 June 2021*	Public Service Workforce Data <sup>9</sup>
Māori	4.7%	3.5%	8.3%
Pacific Islanders	10.8%	10.9%	17.9%
Asian	6.2%	5.8%	11.6%
MELAA <sup>10</sup>	Not measured	2.2%	Not reported

\*these figures are our averages and are calculated as the difference between the average salary for an ethnic group and the average salary for all those not in that ethnic group, expressed as a percentage of the average salary of those not in the ethnic group.

5. Sexual orientation, gender identity and expression, and sex characteristics.

6. Median salary is the middle amount of pay earned – half the employees earn less, and half earn more than the median amount.

7. Average (mean) salary is the sum of all salary, divided by the number of the people earning that salary.

8. At 30 June 2020 Workforce data.

9. Public Service data provided to 30 June 2021.

10. Middle Eastern Latin American African.

The gap in starting salaries for Pacific Island and Asian staff had the biggest decreases between period 1 July 2019 – 30 June 2020 to period 1 July 2020 – 30 June 2021. Greater balance is now in place between ethnicities at the start of careers, as the gap between the highest and lowest starting salary (across all ethnicities) has reduced from 6.5% to 1.9% for the periods noted above.

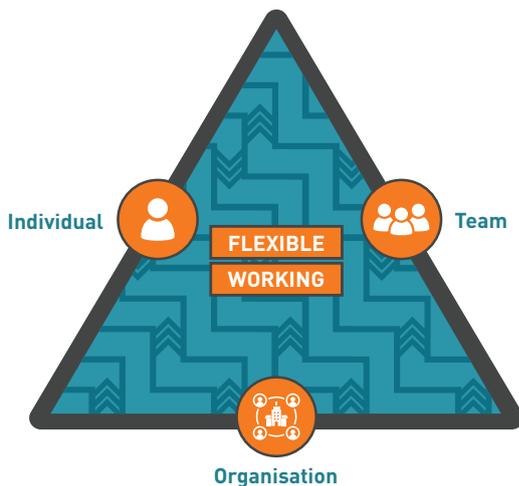
Our focus is to continue removing bias in recruitment decisions, which is one of the best places for pay equity to be established. This will be achieved through a combination of actions. These include a bias training module in the training pack for frontline role recruiters, the newly launched E Hono Ana recruitment approach, and the coaching and advice the recruitment team provides hiring managers. More information on E Hono Ana is in the final section of this plan.

We are proud that Corrections’ ethnic pay gaps are lower than the rest of the public service.

### Our Flexible Work by Default Update

Over the last year, we have reviewed our Flexible Working policy and aligned it to the Public Service guidelines. We involved our staff and unions in consultation in late 2020. We received strongly positive support for the redrafted policy, and the need to continue providing flexible working arrangements. It was clear in the feedback that staff mainly think of working from home when they think about whether they have work flexibility or not. Our roles don’t all support this type of working and this will continue to be a challenge.

In the open text feedback, staff and leaders made it clear that continuing to provide good services was important to them.



This triangle has been used to help articulate the ideal balance to be achieved between the three key stakeholders.

A flexible working resource hub was developed for our intranet to provide guidelines for staff and managers. The hub also includes access to a short online module, explaining the key principles, information on the wide range of flexible working arrangements available, processes, organisational case studies, and key information on health, safety, and wellbeing.

A range of business projects continue to enable more flexible ways of working. In addition to providing more laptops in some of the community roles MS Teams has been installed in all prison AVL facilities. Technology and relevant devices continue to be important enablers for flexible working practices, staying connected, and continuing to deliver services within the COVID-19 work environment.

The “Making Shifts Work” project is the most significant organisational change within the Prison Services over the last 20 years. This project is grounded in improving the overall wellbeing of our staff and improving the services we provide to the people in our prisons. Staff work fewer, and on average longer shifts, but gain an average of 40 extra days off per year. There are immediate improvements in mealtimes, medication distribution, and visiting times for the whānau of people we manage.

Corrections continues to work with staff and unions to ensure that staff are supported, informed, trained, and involved in the implementation and operationalisation of Making Shifts Work. One year on from the Manawatu Prison implementation, we know that there is a longer balancing phase our for operations than initially anticipated. This, and other lessons are informing practice and improved support for all staff and leaders at other prisons adapting to Making Shifts Work.

Conversations amongst staff and leaders in the community workplace continue, as COVID-19 lockdowns, maintaining team connections and continuing to deliver key services are in sharp focus.

Regions are working through the challenge of achieving equity within different business and service centre environments, while listening and responding to staff and team needs. One region has initiated a regional steering group and invited any staff member interested to get involved. This is with the goal of achieving team/regional equity alongside success for individual requests. Our union partners continue to inform and support these new ways of working.

The newly refurbished National Office was opened in the same week as the Delta outbreak and subsequent level 4 lockdown in August 2021. This has delayed achieving the full benefits of the more flexible ways of working through activity-based working.

Future gains for inclusion and diversity will depend on staff, unions and our organisation, challenging its status quo to innovate, while continuing to put our strategy, and our people firmly in each conversation.

### Our Gender Balanced Leadership Update

Corrections has achieved gender balanced leadership for Tier two through to Tier six. Tier two is split equally between males and females, while Tier three has 43% female and 57% male leaders.

In previously targeted leadership programmes, we have had a gender lens in the cohorts to ensure we uplift our women. These two programmes were the Emerging Senior Leaders Programme and Regional Emerging Senior Leaders Programme. We are proud that attendees over the years have continued to progress within our organisation and own their leadership journeys. We continue to apply a diversity lens to candidate selections for our executive leadership programmes.

iLead, a leadership programme, developed internally from wide reaching input, has a strong values framework, supports relationship building and connections. This programme which has been made available to nearly 1,000 leaders who will be uplifting the diversity and inclusion of our workforce.

The Massey University study of 'Gender and Equity in Corrections 2020' has recently been completed and shared with us. This study will inform our leadership strategy and other initiatives across inclusion and diversity.

## Actions to address the four Gender Pay Gap Milestones

Work and initiatives that Ara Poutama Aotearoa is undertaking that align with the public service-wide milestones include:

### Milestone One: Equal pay

- Working with the relevant unions to resolve pay equity claims in accordance with the Equal Pay Act 1972
- Continue working to close gender pay gaps within same roles
- Monitor the impact of salary restraints across public service and their impact on pay equity at Ara Poutama Aotearoa. Adhere to the Pay Restraint Guidance to continue to fund implementation plans to close gender and ethnic pay gaps
- Continue to measure, monitor, and report on gender pay gaps at agency, group, and salary/grade level
- Uplift the capability of hiring managers and new recruitment team members (to achieve equitable outcomes for all candidates, recruitment without bias, diversity uplift and to assess candidates in a more rounded way<sup>11</sup>)

### Milestone Two: Flexible working by default

- Implement the flexible working policy and guidance to align to the Public Service Commission Flexible-by-default Guidance
- Continue to build understanding across Corrections and educate line managers and supervisors around the diversity and inclusion benefits of people working flexibility
- Lift visibility of the 20+ flexible working arrangements available at Ara Poutama Aotearoa, while being clear that not all flexibilities are possible for all roles. This can be covered with hiring managers when roles are scoped, and through the regional people initiatives underway to improve inclusion and diversity.
- Continue supporting different teams as they explore the flexible working principles and adapting their team and work practices. Service Centers will continue to be complex areas to adapt, due to the wider range of stakeholders and service offerings.

- Raise awareness of the intranet resource hub to share organisational practices and lift overall awareness, with staff and leaders. The Public Service Census data will be used to provide an update on staff views, focus areas and the wider range of support resources that are available
- Monitor and encourage use of the short eLearning module to promote the policy principles, highlight the desired changes in behaviour, and widen understanding around all the options available.
- Support and encourage local and regional trials, working and steering groups for flexible working

### Milestone Three: No bias or discrimination in remuneration systems or human resources practices

As an organisation we are consciously choosing to layer messages and knowledge about reducing bias in different pieces of work and projects. Some of these projects and work initiatives are detailed below. We believe this approach will bring better context and awareness of the impact of our biases (negatively or positively), to provide a catalyst for individual reflection, and choices around behaviour change.

- An organisational resource increase is taking place to provide more regionally based staff focused on cultural capability and inclusion and diversity work. This will accelerate the progress we can make across a wider spectrum of areas.
- In our Central Region we are running a pilot programme to rollout Unconscious Bias, and Intercultural Competence awareness training, (Mana Aki – developed by MBIE for wider public service usage) called Mairangatia. The pilot learnings will ensure we provide targeted development for various roles and business areas. Leader-led discussions are part of our delivery strategy, to enable any local tailoring and contextualisation.
- Mairangatia will be rolled out to the National Office team and rest of the Central region by 30 June 2022.
- Work continues to educate and coach leaders on ways to reduce bias in their decisions and ways of working, as they arise in recruitment and HR processes.

- Our recruitment team have launched a new way of working called E Hono Ana. This encourages hiring managers to consider all aspects of the persons (he tangata); who they are, what they value, their work ethic and capability. This holistic approach will ensure we reduce bias in selection and hiring decisions.
- Advertise all roles with salary range information to increase transparency.
- The establishment of Rainbow Champions and Inclusion and Diversity Champions across the country is increasing the visibility of diversity, while role modelling inclusive behaviour. This will raise awareness of the impact of bias and support achieving more values aligned behaviour.
- A Rainbow Diversity training course is available to all and has been completed by over 2,000 staff. This covers the impact of bias and discrimination, minority stress and awareness around the needs of diverse SOGIESC<sup>12</sup> people.
- A working group has been established to increase Diversity and Inclusion outcomes in the current staff induction programme Ara Tika.

### Milestone four: Gender balanced leadership

- Establish a new Leadership Development Framework which has the diversity and inclusion woven through it.
- Continue to increase the number of women, Māori and Pasifika people in leadership roles at all levels.
- Leverage the employee led networks and new regional inclusion and diversity, and cultural capability roles, to raise the visibility of and promote a wider group of talent and leaders.
- Work with existing projects and strategies to promote and increase leadership diversity.
- Continue to encourage leaders to role model, mentor and support diversity.
- Develop Pasifika strategy with a focus on increasing the number of Pasifika leaders.

12. Sexual orientation, gender identity and expression, and sex characteristics.

## Other relevant inclusion and diversity initiatives

Our **Inclusion and Diversity Council** has representatives from across Corrections and is led by the National Commissioner. Each region and National Office have a senior leader and elected members who represent and champion the voice of our people. In the last year, each region and National Office have invited staff to be part of locally led, centrally supported, **I&D champion groups**.

These champion groups expand the voice of our people into our Council and are linked into Council work through shared membership. All I&D Council meeting notes are made available to staff through the intranet to increase visibility and promote transparency.

Momentum has been gained on the Inclusion and Diversity strategy, with the addition of a permanent **I&D Principal role to support the Council**. Increased resources to support I&D and cultural capability have been made available in the **People and Capability realignment to Hōkai Rangī** and are primarily based in our regions to support locally led initiatives.

An organisational staff competition was held to invite designs for an **Inclusion and Diversity logo**. The logo needed to represent a workplace where we feel valued, supported, respected, can reach our potential and know we belong. Eleven submissions were received and offered to all staff to vote on. The designer with the majority votes then worked with a graphic designer to prepare and offer a range of logo options. The logo options are available on the intranet for anyone to use to bring attention to I&D initiatives, events and communications relating to our growing and important I&D work.

Our Department was the first to deliver its **Whāinga Amorangi Te Ao Māori capability implementation plan** (phase one FY 2021 – 2022) to Te Arawhiti (Māori-Crown relations) in August 2021. This includes a Te Reo Māori strategy with a multi-year plan to uplift the mana and competency of Te Reo across our organization. This will build on our existing Ara Poutama Aotearoa cultural capability initiatives that have been underway over the last eighteen months. This work includes the **E Toru Nga Mea** programme designed to support the leadership teams improve team culture and engagement.

Having completed regular workshops, each team signs a Values Charter to confirm that they will demonstrate our organisational values (aligned with Te Ao Māori) in everything they do, with Te Tiriti o Waitangi as the foundation of their commitment.

A cultural capability uplift and unified focus on a potential **Pasifika Strategy**, are underway following an online and in person staff fono (meeting), to engage with Pacific staff around the country. The purpose of the fono was to establish a **National Office Pacific staff network** and to gain insights into what staff believe are the key challenges and opportunities in the Pacific space. Both the Ministers of Corrections, and the Minister for Pacific Peoples, attended the fono along with executive members of our organisation to show their support and endorsement.

Corrections staff celebrate **Pacific language weeks** and have a significant number of **Pacific staff networks** nationally who provide professional support, guidance, and capability to uplift our frontline staff. To enhance our approach, we have recruited Pacific community members through **Fautua Pasifika**, an initiative which enables those community leaders to support Pacific people in prison and in the community. An internally designed **Pasifika Identity Programme** is available to Pacific people in custody, to support their positive identity and wellbeing journey.

Our regular summer intern programme has been expanded to include over **39 interns from Tupu Toa and the MSD Disability Intern support network**. These interns will be involved in a wide range of work, where they can incorporate their recent studies, their voices, and perspectives, to enhance what we do. All but one of our previous year's intake (21) went onto permanent roles within Corrections and have increased our intersectional diversity.

A stocktake of **employee led networks and groups** across our organisation has raised the visibility of almost a hundred staff groups. **A searchable database** is now available on the intranet to find groups, a contact person, gain an insight into membership, and the network's purpose. This provides a quick and easy way for anyone to connect for support or information across our staff of 10,000.

We value the professional development, collegial support, good works, and opportunities the networks provide to make hidden talent more visible. The Inclusion and Diversity Council were able to provide funding for a wide range of initiatives, proposed by our networks, to support their work and members. In the year ahead, we will continue to uplift and support our network leaders and their members.

We are proud to have supported the launch of the first public service **Veteran's Network**. This network has seen its membership grow steadily along with support for its wellbeing focus. Nearly 500 staff and sector partners, are took part in a month-long wellbeing challenge organised by the network.

Corrections has strongly supported the **Cross-Agency Rainbow Network (CARN)**, with one of the Committee Co-Chairs being our Senior Inclusion and Diversity Advisor. 37 Corrections staff from a range of roles and seniorities attended the CARN conference in March 2021. **Regional Rainbow Champion Groups** are being established and trained to provide local support and improve understanding on the best ways to support members of the diverse SOGIESC<sup>13</sup> communities.

Organisationally, strong support was given through regional and I&D Council funding for a larger number of staff to attend the **Women in Leadership Public Service Summits**. Council funding targeted staff who would not have attended before, were earlier in their careers and/or were involved in one of our Employee Led Networks. Overall, around 150 staff attended the three regional events.

As part of celebrating **International Day of Disabilities 2020**, a range of resources were collated for the intranet to expand awareness of the range of disabilities, share resources and lift the voice of team members with disabilities. Accessibility was an important consideration for the refit of our Mayfair House premises, but we acknowledge there is more work necessary in this area.

Our external website has been reviewed and updated to ensure it meets the minimum standards of the **NZ Web Accessibility Standard**. We continue to enable Windows 10 screen readers and 'JAWS' text-to-speech translators for disabled users of our systems, to ensure our work is

lined up with global W3C accessibility standards. We design for, and comply with, the NZ Government web accessibility standard WCAG2 which is administered by the Government Chief Digital Officer.

The Inclusion and Diversity Council spearheaded the development of an **Inclusion and Wellbeing Calendar**. This calendar raises the visibility of significant dates and events which are meaningful for our diverse staff and align with our wellbeing goals. Information is provided on each date about the importance of the day. This enables and supports individuals, teams, and networks to arrange local or national events, celebrations, and communications. It is intended to be an empowering tool which recognizes our staff, values aspects of their cultures, and invites any of us to share our diversity with others.

Recruiting and retaining skilled and diverse staff who enable us to achieve Hōkai Rangī, are key factors in our success. Our recruitment team have launched a new way of working called **E Hono Ana**. This encourages hiring managers to consider all aspects of the persons (he tangata); who they are, what they value, their work ethic and capability. This will highlight areas of strength in candidates, and indicate where future support, and development can set people up for success. E Hono Ana incorporate three fundamental components – skills, growth mindset and values, which are key considerations when making hiring decisions. This framework will support Hiring Managers see the candidates in a holistic way, which encompasses the whole person, alongside their CV and work history. Organisationally we will enhance our inclusion and diversity and the richness this brings to our work with this enhanced recruitment approach.

In developing our **Wahine – E rere ana kite pae hou strategy**, we have listened to the voices of many people. Ensuring our commitment to Te Tiriti o Waitangi and partnering with Māori to achieve better outcomes for those we manage. Our reference group was made up of predominantly wahine Māori who brought their expertise in tikanga Māori, diverse skills, and knowledge. Our staff from around the country shared their experience of how the Women's Strategy informs the valuable work they do on the frontline.

12. Sexual orientation, gender identity and expression, and sex characteristics.

The renewed strategy is a significant step forward to ensure we meet the needs of women, particularly female/wahine Māori, through gender and culturally responsive programmes and services. This strategy is strongly aligned to the aims and aspirations of Hōkai Rangī with its focus on wellbeing/oranga, partnership, and the role of whānau in the rehabilitation and reintegration journeys of women.

The renewed strategy has clearly set out key principles for both our staff and work environment:

- Understanding the importance of positive relationships and working in partnership.
- Whānau-centred, trauma-informed and gender responsive practice.
- Being empowered to make decisions, underpinned by oranga-informed and a principle-based framework.
- Encouraging people to bring the best of themselves to work.
- Providing continuous learning tailored to their role, focused on what matters and what works for women with a particular focus on cultural capability.
- Valuing and celebrating culture in our workplace as our staffs life experiences can positively influence their work with women.

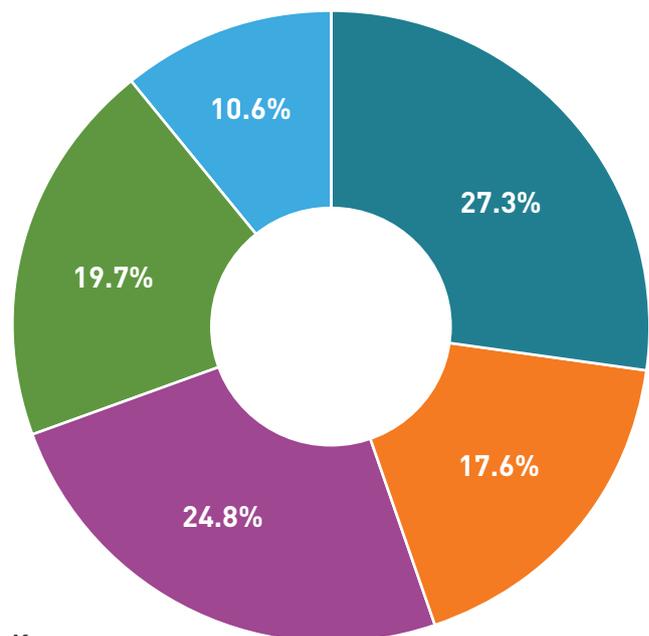
53% of our staff took part in the Public Service wide **Te Taunaki Census**. This will help us understand our teams' diversity and inform our future priorities.

Ara Poutama Aotearoa / the Department of Corrections is proud of all it has achieved over several years within the Gender Pay Gap Milestones and to enhance our workplace culture. We acknowledge that we still have more work to do and need to stay vigilant to challenges and opportunities in the years to come.

## Appendix 1: Demographics

Period of Data, unless otherwise stated, is 1 July 2020 – 30 June 2021

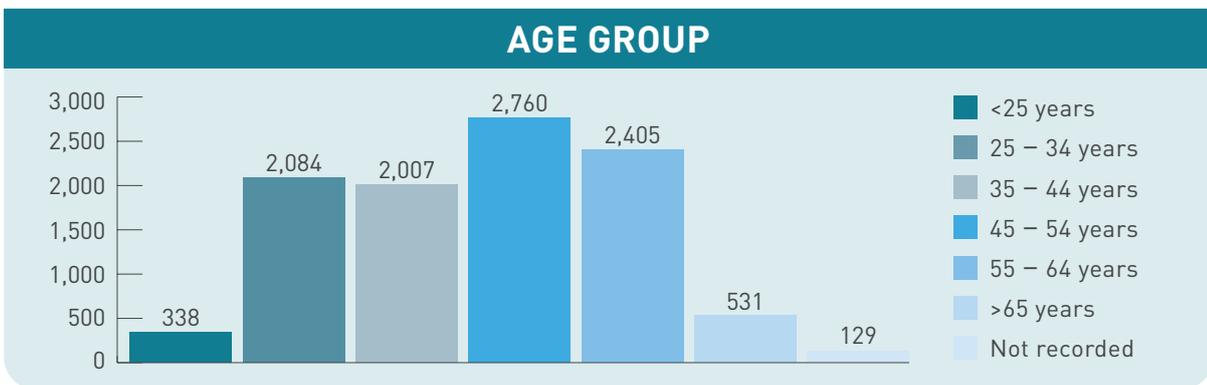
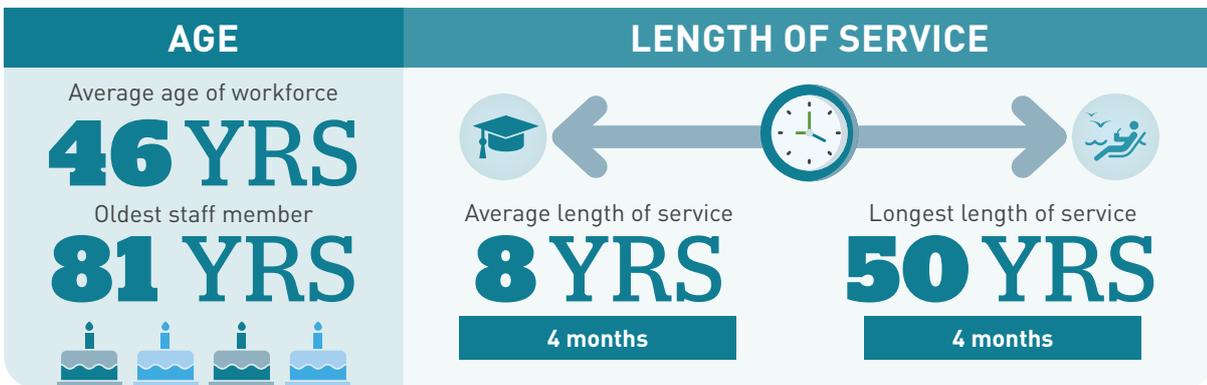
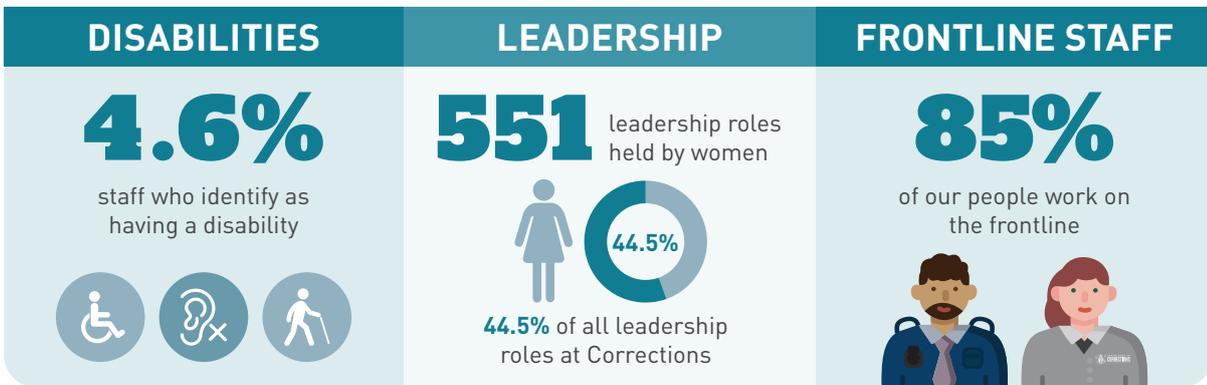
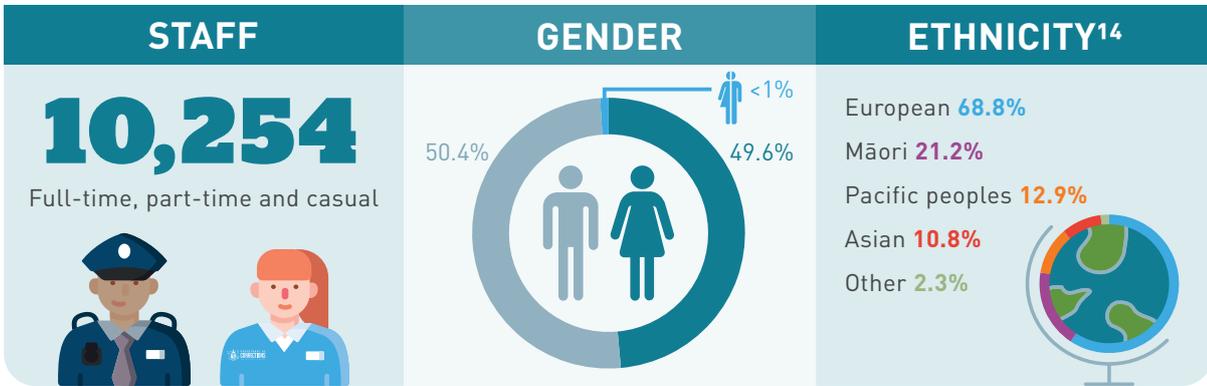
Region: As a % of the agency workforce



### Key:

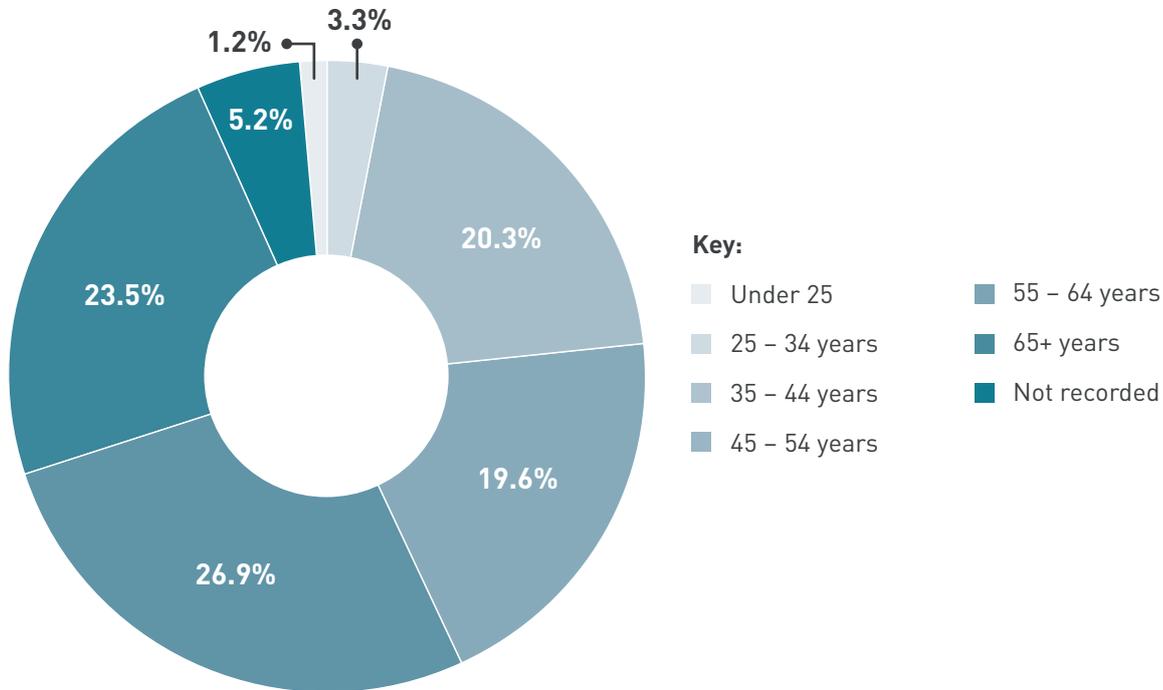
- |   |  |
|---|--|
| <span style="color: #007070;">■</span> Northern region    | <span style="color: #558B2F;">■</span> Southern region |
| <span style="color: #FF8C00;">■</span> Central region     | <span style="color: #1E90FF;">■</span> National office |
| <span style="color: #800080;">■</span> Lower North region |  |

## Profile of our people



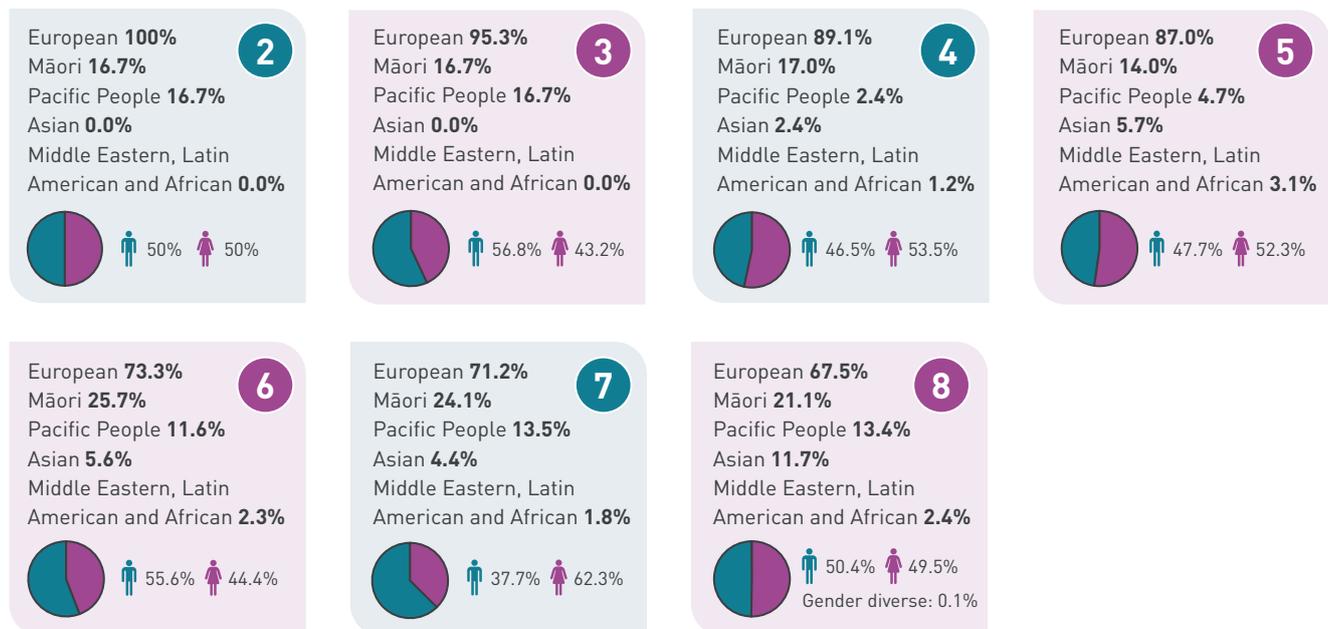
14. Totals equal more than 100% as staff may identify with multiple ethnicities.

**Age:** As a % of agency workforce in 5 or 10 year age bands



**Religion:** Corrections does not record religion against HR data

**Leadership Level:** Ethnic and gender breakdown by leadership tier

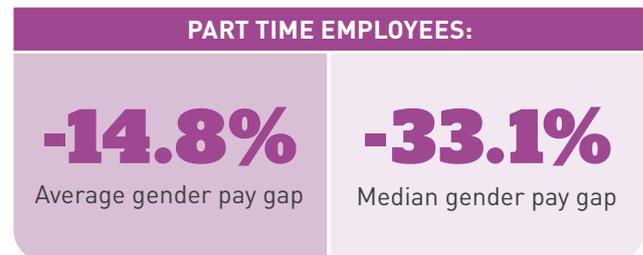
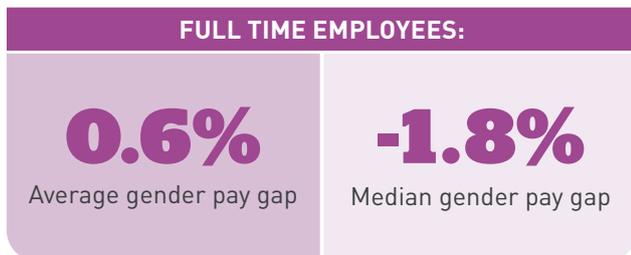
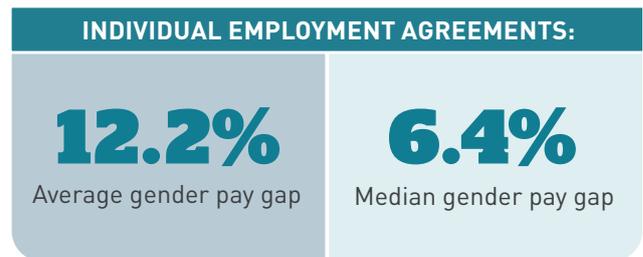
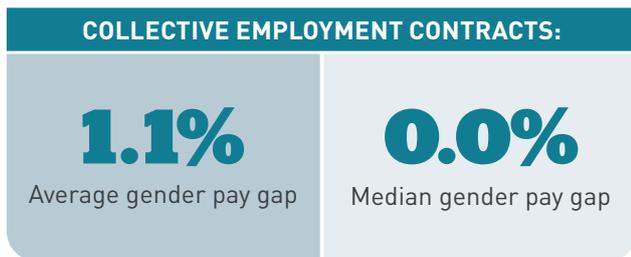
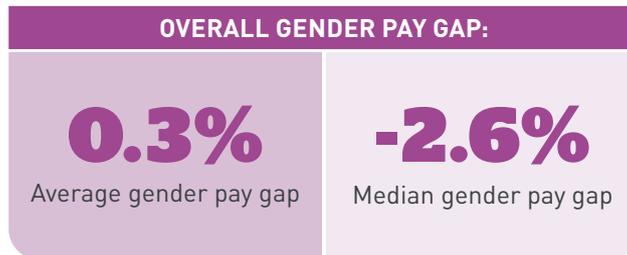


**Note,** through an active National Rainbow Employee Network, and Regional Rainbow Champion Groups, we know that some of our staff belong to our diverse SOGIESC<sup>13</sup> communities. For data analysis purposes however, since we do not mandate that alternative genders are recorded in HR records, we cannot include Another Gender / Diverse Gender information for Corrections, in this overall gender breakdown.

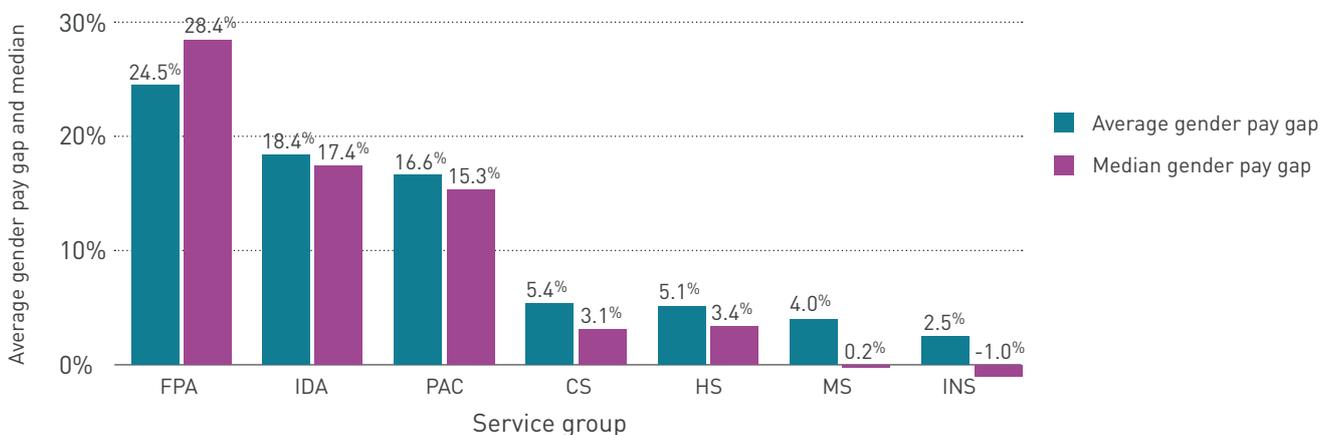
## Appendix 2: Gender and Ethnic Pay data

Period of data, unless otherwise stated, is 1 July 2020 – 30 June 2021

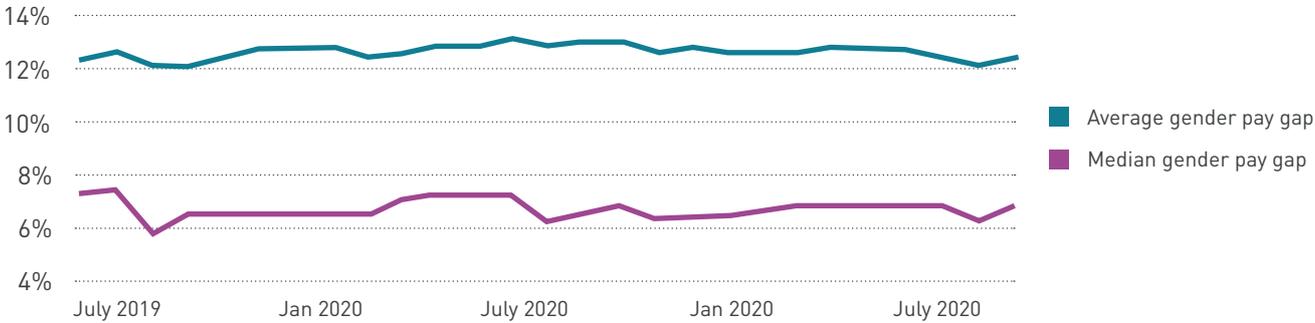
- Calculations are aligned with the Guidance measuring and beginning to address Māori and Ethnic Pay Gaps in the Public Service April 2021 published by Te Kawa Mataaho.
- Average (mean) salary is the sum of all salary, divided by the number of the people earning that salary.
- Median salary is the middle amount of pay earned – half the employees earn less, and half earn more than the median amount.



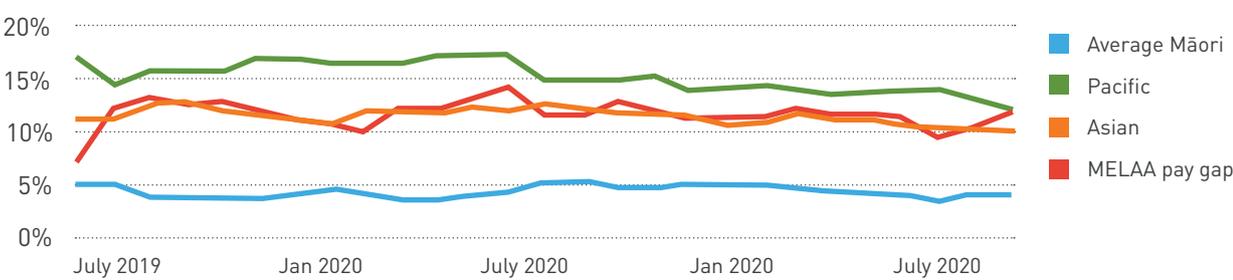
### Average gender pay gap and median gender pay gap by service group



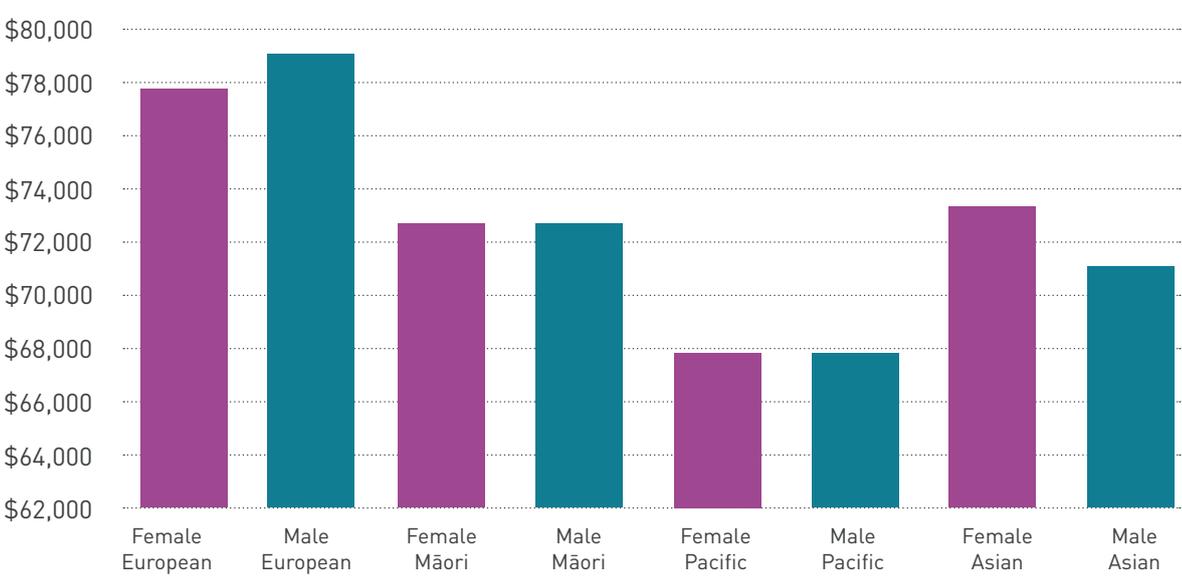
Average gender pay gap and median gender pay gap by date



Average Māori, Pacific and Asian and MELAA pay gap by date



Average salaries across all roles



## Staff on individual employment agreements with total fixed remuneration

### Average starting PIR

#### PREVIOUS YEAR

01/07/2019 –30/06/2020

European **99.8%**  
 Māori **98.6%**  
 Pacific People **93.3%**  
 Asian **98.5%**

 102%  98%

#### CURRENT YEAR

01/07/2020 –30/06/2021

European **103.6%**  
 Māori **102.4%**  
 Pacific People **103%**  
 Asian **104.3%**

 105.1%  103.4%

Gender diverse: 115%

\*PIR is the position in range

## Appendix 3: Flexible working options available

Flexible working can be arranged in many ways. The table below shows different ways people can request to work.

Time	Role/career
<ul style="list-style-type: none"> <li>Swapping workday or hours with non workdays/hrs</li> <li>Time off in lieu (TOIL)</li> <li>Flexi-breaks</li> <li>Staggered start and finish times</li> <li>One off changes</li> <li>Peak time working (casual or part-time)</li> <li>Compressed week</li> <li>Fixed and flexible shifts: part-time and full-time</li> <li>Flexible or fixed shifts</li> </ul>	<ul style="list-style-type: none"> <li>Job rotation</li> <li>Career break/sabbatical</li> <li>Phased return to work</li> <li>Secondments</li> <li>Retiring leave/phased retirement</li> <li>Job sharing</li> </ul>
Place	Leave
<ul style="list-style-type: none"> <li>Working from home</li> <li>Work hubs within Ara Poutama Aotearoa or with other agencies</li> <li>Remote working (full or part time)</li> <li>Activity based workspace</li> </ul>	<ul style="list-style-type: none"> <li>Unpaid leave</li> <li>Weeks on / weeks off</li> <li>Other types of leave - such as study or special leave</li> <li>Term-time working (paid or unpaid)</li> </ul>





**ARA POUTAMA AOTEAROA**  
DEPARTMENT OF CORRECTIONS

Department of Corrections, PO Box 1206, Wellington, 6140

Phone: (64 4) 460 3000



Follow us @CorrectionsNZ or visit  
our website [www.corrections.govt.nz](http://www.corrections.govt.nz)