



Te Māngai Pāho

## Kia Toipoto – Pay Gap Action Plan 2025/26

Kia Toipoto is the Public Service’s action plan for closing gender, Māori, Pacific, and ethnic pay gaps. Te Māngai Pāho has adopted its three goals and have set out the following plan to attempt to meet these goals.

Its three goals are:

1. Making substantial progress towards closing gender, Māori, Pacific, and ethnic pay gaps.
2. Accelerating progress for wāhine Māori, Pacific women, and women from ethnic communities.
3. Creating fairer workplaces for all, including disabled people and members of rainbow communities.

### Te Māngai Pāho – ko wai mātou?

Te Māngai Pāho is a Crown Entity established under the Broadcasting Amendment Act 1993 to promote Māori language and Māori culture by funding Māori language content for audiences throughout Aotearoa.

### Our operating context

Te Māngai Pāho is committed to implementing Kia Toipoto, the Public Service Pay Gaps Action Plan. We are committed to the long-term goals of reducing gender, Māori, Pacific and ethnic pay gaps and growing the diversity of the workforce in the public service.

As we are a small organisation of fewer than 20 employees, we do not have enough workers in different groups to calculate statistically robust gender or ethnic pay gaps. We are unable to publish the data due to the possibility of identifying individuals.

As our plan is not based on quantitative data, we engage with our employees to understand what might be driving any inequities in our organisation and how to address them.

We have taken steps to ensure that our employees are paid equitably and fairly, by ensuring bias is not a factor in starting salaries or for salaries for employees in the same or similar roles.

### Our people

We are a small team but strive to ensure that te reo Māori is seen, heard, spoken and valued across Aotearoa whānui. As at 1 January 2025, we had 15 permanent staff.

Our workforce profiles tell us:

- 66% of our workforce identify as female.
- 67% of our senior leadership team identify as female.
- 100% of our senior leadership team identify as Māori.
- 100% of our workforce identify as Māori.



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All staff in our workforce identify as Māori and all staff have self-identified that they have at least some competency in speaking te reo Māori.

### Senior Leadership Team

In 2024/25, Te Māngai Pāho re-designed its organisation structure and formalised its senior leadership team. This team of six comprises of four female and two male, including the Chief Executive. Therefore 67% of leadership within Te Māngai Pāho are now women, all of whom identify as Māori.

### LGBTQIA+

Te Māngai Pāho aims to be an inclusive workplace regardless of one's gender or sexuality. We do not require staff to disclose their gender or sexuality, however ensure that our policies and practices are inclusive of all staff.

### **Gender pay gaps**

Te Māngai Pāho does not have enough staff to compare gender to ethnicity pay gaps for people doing similar roles. Remuneration is based on job sizing and market data at the time of employment or review.

Using average pay information, for Te Māngai Pāho as a whole, as at 1 January 2025, there is a 6% pay gap between males and females. This is a 1% decrease on what we reported in 2023/24 Annual Report. When considering pay for people doing similar roles, there are no gender pay gaps.

We plan to minimise the existing pay gaps by:

- Conducting market research and reviewing the remuneration between people doing similar roles.
- Ensuring that when pay increases are considered, role bandings are changed, or new people are employed they are paid equitably based on their skills and experience.
- Review our policies, practices and measures to ensure that Te Māngai Pāho remains a diverse and inclusive workplace.

### **Kia Toipoto focus areas**

There are six focus areas for Kia Toipoto. Each of these are outlined in the table below together with Te Māngai Pāho's progress towards achieving these and what we will do in the coming year. The focus areas are:

|   |  |
|---|--|
| Te Pono   | Transparency                                     |
| Ngā Hua Tōkeke mō te Utu  | Equitable Pay Outcomes                           |
| Te Whai Kanohi i ngā Taumata Katoa                                | Leadership and Representation                    |
| Te Whakawhanaketanga i te ...                                     | Effective Career and Leadership Development      |
| Te Whakakore i te Katoa o ngā momo Whakatoihara, Haukume anō hoki | Eliminating all forms of Bias and Discrimination |
| Te Taunoa o te Mahi Pīngore                                       | Flexible-work-by-default                         |



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### Our action plan

Each of the focus areas are outlined in the table below together with Te Māngai Pāho's progress so far towards achieving them. We will endeavour to continue working on these goals in 2025/26.

| How we will measure success   | Our Current State<br>2023/24  | How we are progressing in<br>2024/25   | What we will do<br>in 2025/26   |
|---|---|--|---|
| <b>Te Pono –Transparency</b><br><br>Annual action plan is published based on gender and ethnicity data and employee feedback.<br><br>Te Māngai Pāho ensures easy access to HR and remuneration policies, including salary bands.  | Gender, ethnicity and pay data is published in Te Māngai Pāho's annual reports.<br><br>All staff have access to HR and remuneration policies.<br><br>Te Māngai Pāho's first Kia Toipoto plan was published in 2023. | Te Māngai Pāho continues to publish its gender, ethnicity and pay data while ensuring that anonymity is maintained for all employees.<br><br>Kia Toipoto plan for 2025/26 was published and shared amongst employees.  | Te Māngai Pāho will continue to publish its gender and ethnicity data in its annual reports.<br><br>Te Māngai Pāho will publish its annual action plan based on gender and ethnicity data in line with the Public Service's guidance.                             |
| <b>Ngā Hua Tōkeke mō te Utu – Equitable pay outcomes</b><br><br>Te Māngai Pāho ensures that salaries are not influenced by boas and that there are no unjustified pay gaps for people doing the same or similar roles.<br><br>When employing new staff, Te Māngai Pāho ensures that starting salaries and salaries for the same and similar roles have considered | No new staff were employed during this period; however, market research was undertaken when salary reviews were made.   | Three new staff were employed during this period and market research was undertaken to ensure their salary was in line with similar roles in the market.<br><br>Salary reviews that were conducted also ensured that market research for similar roles were considered to avoid any gender or ethnic bias. | When salary reviews are conducted, pay data from market research from similar roles helps determine pay to avoid any gender or ethnicity bias.<br><br>Te Māngai Pāho will continue to focus on pay equity when conducting salary reviews and employing new staff. |



| How we will measure success   | Our Current State<br>2023/24  | How we are progressing in<br>2024/25   | What we will do<br>in 2025/26  |
|---|---|--|--|
| the average salary band of similar roles in the market.   |   |  |  |
| <p><b>Te whai kanohi i ngā taumata katoa – Leadership and representation</b></p> <p>Te Māngai Pāho ensures that there are no gender or ethnicity barriers to obtaining leadership positions.</p>  | <p>All leadership in Te Māngai Pāho is already ethnically diverse and 67% are female (as at 30 June 2024).</p> <p>Te Māngai Pāho encourages a bilingual workplace. Te reo Māori is frequently used in meetings, with English translations included where necessary.</p>   | <p>As of 1 January 2025, leadership in Te Māngai Pāho remains 67%.</p> <p>There are no gender or ethnicity barriers to obtaining leadership roles at Te Māngai Pāho.</p>   | <p>Continue to ensure that there are no gender or ethnic barriers to obtaining leadership positions.</p>   |
| <p><b>Te whakawhanaketanga i te aramahi – Effective career and leadership development</b></p> <p>Te Māngai Pāho supports and encourages staff to access professional development opportunities to help them achieve their career aspirations, regardless of gender or ethnicity.</p> <p>Te Māngai Pāho also encourages staff to sit their Whakamātauria Tō Rei   Level Finder Examination (LFE) through Te Taura Whiri i te Reo Māori to receive additional</p> | <p>For those not already fluent, though anyone is welcome to attend, weekly te reo Māori classes are available and staff are encouraged to attend.</p> <p>Professional development is available to all staff and is discussed during annual reviews. Te Māngai Pāho supports all professional development aspirations and training required to help support women, Māori, Pacific and ethnic employees to meet their aspirations.</p> | <p>Professional development is still available and encouraged for staff. Weekly te reo Māori classes are available based on beginner–intermediate and intermediate–advanced levels.</p> <p>As of 1 January 2025, 60% of staff undertook professional development programmes.</p> <p>77% of staff who undertook professional development were female.</p> | <p>Continue to provide weekly te reo Māori classes and encourage staff to sit their LFE during paid working hours.</p> <p>Support all staff to access training that enables them to meet their career aspirations.</p> |



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|--|--|---|---|
| remuneration in recognition of their te reo Māori skills. Te Māngai Pāho also encourages the use of te reo Māori by employees in its day to day function.  |  | In April 2025, 53% of staff sat their LFE through Te Taura Whiri i te Reo Māori. Those who chose not to sit the exam had either sat it recently or were on extended leave. To date, 86% of staff have sat their LFE test. |   |
| <b>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki – Eliminating all forms of bias and discrimination</b><br><br>HR systems, policies and practices are in place and frequently reviewed. These are bias-free and are easily accessible to all staff.    | Te Māngai Pāho is a diverse and inclusive workplace and its commitment to continuing this is supported by measures in the Statement of Performance Expectations.   | HR systems, practices and policies were reviewed to ensure Te Māngai Pāho remains a diverse and inclusive workplace.  | Confirm HR systems, practices and policies are in place to ensure Te Māngai Pāho remains a diverse and inclusive workplace. |
| <b>Te Taunoa o te Mahi Pīngore – Flexible Work by Default</b><br><br>Te Māngai Pāho offers equitable access to flexible-by-default working to ensure it does not undermine career progression or pay.<br><br>Te Māngai Pāho provides virtual workspace assessments for all | Flexible working arrangements are available to 100% of our staff, irrespective of gender, ethnicity, age, or parental obligations. Flexible working has been adopted by all staff.<br><br>In 2025/26, Te Māngai Pāho will continue to review its flexible working policies to ensure it aligns with government expectations. |   |   |



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|---|------------------------------|--------------------------------------|-------------------------------|
| staff to ensure their working from home arrangements are appropriately set up and that they have all equipment necessary. |                              |                                      |                               |