

22 AUG 2018



Thank you for your email of 13 July 2018 requesting the following information under the Official Information Act 1982 (the Act):

What assessment(s) have been done by your organisation (including but not limited to assessments for the purpose of reporting to the State Services Commission (SSC) and or any other governmental authority) to check that women legal staff are not being paid less and are not less likely to get promotions than male legal staff because of gender discrimination?

If any assessment has been done:

- *What type of tool or analysis was used to make the assessment?*
- *What were the results of the assessment?*
- *What steps have been taken by your organisation to remedy any differences that were identified in pay or promotion opportunities? Eg have you made any adjustments in pay for women legal staff?*
- *What steps have been taken by your organisation to monitor the setting of pay and giving of promotions to ensure gender discrimination (including unintentional discrimination) does not impact on these processes in the future?*

If no such assessment has been done, the reasons for this.

You also asked:

- *What policies or processes does your organisation have in place to assist to prevent gender discrimination?*
- *What provision does your organisation have for flexible work arrangements for legal staff (both men and women)?*
- *What numbers of men and women (please identify both groups separately) have had flexible work arrangements for the purpose of looking after children in the past 5 years?*
- *What steps have been taken by your organisation to ensure that gender discrimination does not negatively impact on women legal staff returning to work after having a baby and/or who work flexibly?*
- *What training has been given to managers in your organisation to assist them to ensure that processes they implement and decisions they make do not, even unintentionally, discriminate against women legal staff.*
- *What steps has your organisation put in place to ensure that gender discrimination does not impact on recruitment decisions?*
- *If no particular steps have been put in place, the reasons for this.*

I have answered your questions below.

Housing New Zealand's Legal Team

At time of your request Housing New Zealand's legal team consisted of 12 fixed term, contracting, and full-time staff, nine of whom were women. The female staff in our legal team provide a variety of legal advice through their roles, and includes one personal assistant and a legal executive.

Regarding your request for the number of staff with practising certificates, Housing New Zealand does not centrally record this information. I am therefore declining this part of your request under section 18(e) of the Act as, *'the information requested does not exist...'*

Action taken by Housing New Zealand

Housing New Zealand has not tailored a specific pay plan for its legal team, however, I can advise you that we are taking an organisation-wide approach towards addressing differences in pay between male and female staff.

Currently, we are preparing to submit our Gender Pay Gap Action Plan and have moved from a performance based remuneration approach to one based on development and advancement. The plan will soon be submitted to Housing New Zealand's Executive Team before being circulated throughout the organisation, and finalised in September 2018, when it will be submitted to the State Services Commission (SSC).

In order to assess differences within Housing New Zealand between pay for men and women, we compare mode, mean and, median pay rates, both horizontally and vertically. We also took in account the length of service of our staff and their respective business units.

Taking this information into account, we have reduced our average gender pay gap from 26 percent in 2016 to 21.8 percent as of 1 July 2018. We have also reduced our gender pay gap, adjusted for occupation and seniority. Comparing the position in range difference for pay bands, it has dropped from 3.7 percent to 1.5 percent.

A number of steps have contributed to this, the most significant being Housing New Zealand's move on 1 July 2018 to lift all staff pay to 100 percent of the midpoint position in the salary range, and introduced one rate of pay only for each salary band.

Other measures taken by Housing New Zealand included supporting gender diversity in our candidate selection criteria, removing our lowest pay band level, and raising the pay band level of our call centre staff, the majority of whom are Māori and Pasifica women.

Education and Training

To educate staff, Housing New Zealand is at the start of rolling out gender bias education and awareness throughout the organisation, including at a managerial level. Education is also an important part of our soon to be submitted Gender Pay Gap Action Plan. As an example of our efforts, I have included a copy of Housing New Zealand's diversity and inclusion plan, released in December 2017.

Flexible Work Arrangements

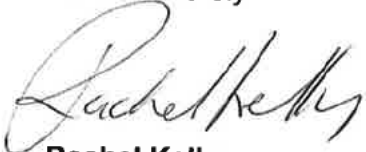
The staff within our legal team have varying work hours for a number of reasons. In terms of flexible work arrangements, Housing New Zealand does not centrally record the number of flexible working arrangements made, nor whether they are granted to female or male staff. I am therefore declining this part of your request under section 18(e) of the Act as, *'the information requested does not exist...'*

However, we believe that most flexible working arrangements are approved. We also offer a number of benefits to our staff that that recognises their value while accommodating the responsibilities of family life, such as five weeks annual leave, and discounted family medical insurance policies.

I trust this information is useful. For more information the public sector workforce as a whole, I recommend visiting the SSC website at <http://www.ssc.govt.nz/public-service-workforce-data>. If you have any further questions about Housing New Zealand's Gender Pay Action Plan, you can contact Housing New Zealand by email at GenderandDiversity@hnzc.co.nz.

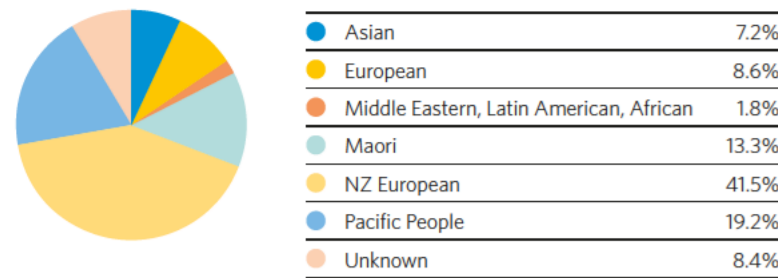
You have the right under section 28(3) of the Act to ask the Ombudsman to review my decision to refuse parts of your request.

Yours sincerely

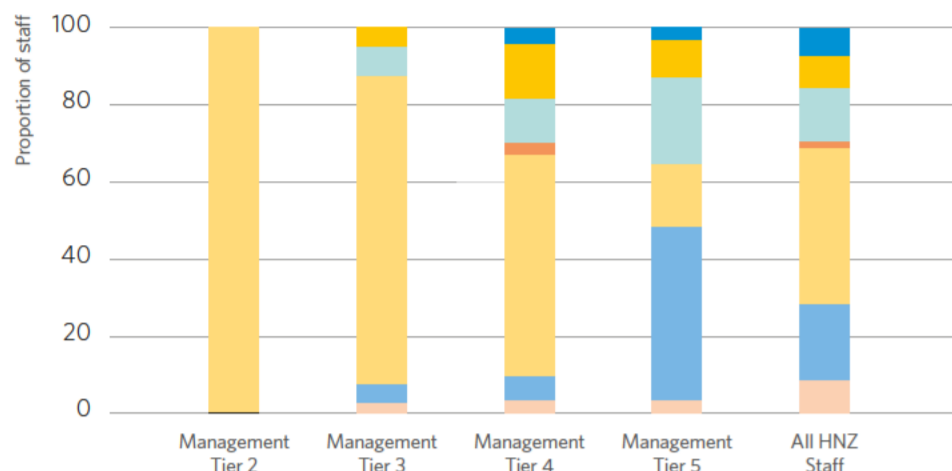
A handwritten signature in black ink, appearing to read 'Rachel Kelly', written in a cursive style.

Rachel Kelly
Manager Government Relations

Ethnicity profile of Housing New Zealand staff



Ethnicity by Management Tier (excluding HLC)



2. Ethnic Pay Gap adjusted for role size (jobs in the same band)

Ethnic Group v3	Headcount	Average PIR by role level
Asian	47	99.3%
Asian (South Asian)	43	97.9%
European	94	100.5%
Māori	156	99.6%
Middle Easter/Latin American/African	23	99.6%
New Zealand European/Pākehā	451	100.5%
Pacific Peoples	245	101.3%
Unknown	105	102.6%
Grand Total	1,164	100.2%

3. Overall Gender Pay Gap is 24.5%

4. Gender Pay Gap adjusted for role size (jobs in same band) with proportional representation

Band	Women		Men		Adj. Gender Pay Gap	Total % Women
	Average PIR	Percentage	Average PIR	Percentage		
10	105.0%	0.0%	0.0%	0.0%	NA	100.0%
11	100.7%	9.0%	107.2%	1.0%	6.5%	93.0%
12	95.6%	20.0%	95.2%	7.0%	-0.5%	72.0%
13	98.1%	6.0%	99.8%	3.0%	1.7%	66.0%
14	97.2%	30.0%	96.6%	23.0%	-0.6%	57.0%
15	99.5%	11.0%	101.4%	16.0%	1.9%	41.0%
16	100.4%	9.0%	104.2%	13.0%	3.7%	39.0%
17	100.5%	8.0%	103.1%	15.0%	2.5%	34.0%
Bands S1 to S7	100.5%	7.0%	102.2%	21.0%	1.7%	24.0%
All HNZ	98.3%	100.0%	100.60%	100.0%	2.3%	50.0%

Adjusted Gender Pay Gap and Gender Proportions by Remuneration Band as at 30 September 2017

CHIEF EXECUTIVE
Andrew McKenzie

Naku noa nā

We want everyone to have the opportunity to be, and to do, their best.

At Housing New Zealand we want to provide a positive workplace where inclusion is prioritised and diversity is celebrated.

My ambition is that in the next 4-5 years Housing New Zealand will have achieved significant gains for women and Māori, Pasifika and other non-Pakeha/European staff representation in key senior and leadership roles - with a focus on our most senior Tier 2 through to 4 levels. Significant proportion of our staff, but under-represented at senior levels, and data for the barriers that exist for these groups who are a very diverse in the front-line services however women and Māori, Pasifika and other non-Pakeha/European staff are under-represented in senior roles, and at higher pay scales. We currently have limited information and data for the barriers that exist for these groups who are a very significant proportion of our staff, but under-represented at senior levels.

Our key diversity and inclusion challenge

The greatest asset an organisation can value and grow is its own people. At Housing New Zealand we are committed to being a workplace where everyone is heard, respected, valued and supported to succeed, regardless of gender, ethnicity, sexual orientation, religious and cultural beliefs, physical ability or age. As part of that we are focused on providing opportunities for all staff to grow, develop and excel.

I want Housing New Zealand to be a workplace for everyone. We understand that diversity in the workplace, and a workforce that reflects the diversity of the customers we serve, will support us to realise our vision of:

Building lives and communities by housing New Zealanders. The pūkenga wai, he nōhanga tāngata, he pūkenga wai, he nōhanga tāngata, he pūkenga wai, he nōhanga tāngata.

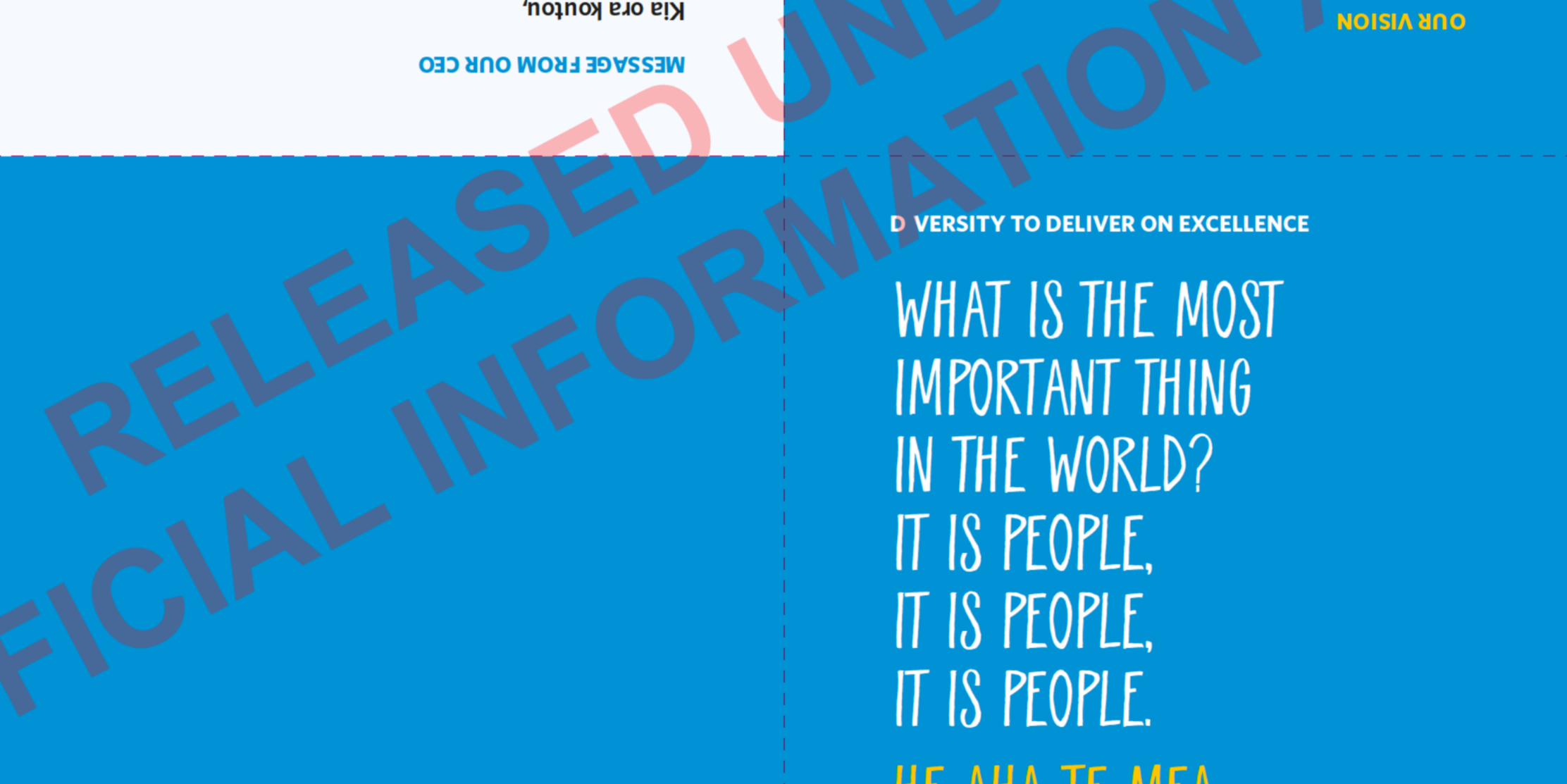
Kia ora koutou,

MESSAGE FROM OUR CEO

DIVERSITY TO DELIVER ON EXCELLENCE

WHAT IS THE MOST IMPORTANT THING IN THE WORLD?
IT IS PEOPLE,
IT IS PEOPLE,
IT IS PEOPLE.

HE AHA TE MEA NUI O TE AO?
HE TANGATA,
HE TANGATA,
HE TANGATA.



Housing New Zealand diversity and inclusion

An internal working group has been established under the sponsorship of the General Manager Communications and Stakeholders to develop our four year Diversity and Inclusion Plan.

Our plan will be strongly focused on our key diversity and inclusion challenge - that is, achieving tangible gains for current diversity and inclusion gaps in vertical, gender and ethnic (Māori, Pasifika and other non-Pakeha/European) representation, and pay gaps, across senior roles in our organisation.

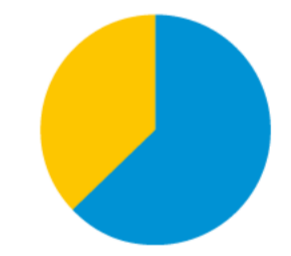
We have baselined our current organisational status for these metrics and our plan will be underpinned by information and data to inform human resource/ recruitment, talent management and training policies for positive gender and cultural diversity results.

- Our plan will also include:
- A focus on diversity, inclusivity, equality and identity training: for staff and the Housing New Zealand Board as our governing body.
 - Communication, engagement and recognition activities to promote diversity and understanding: Housing New Zealand currently recognises a number of days and events of cultural significance but will develop a more more structured and wider ranging programme.
 - Opportunities for collaboration on diversity and inclusion initiatives: this will include Housing New Zealand's involvement in cross sector diversity networks and membership of diversity focused organisational memberships.

Our plan will be finalised and presented to the Housing New Zealand Executive Team and Housing New Zealand Board by quarter 4, 2017/ 2018.

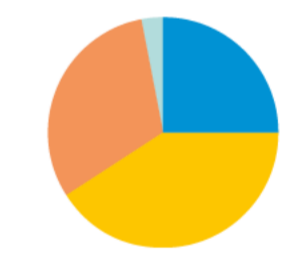
Housing New Zealand meets obligations as set out in section 118 of the Crown Entities Act 2014 to be a good employer and ensure our policies, practices and processes are fair and equitable for all applicants. We provide equal opportunities, recognising our obligations under the Treaty of Waitangi, and the aspirations of Māori and ethnic and minority groups and people with disabilities.

Gender profile of Housing New Zealand staff



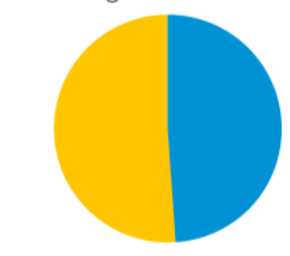
Female 63%
Male 37%

Age profile of Housing New Zealand staff



20 - 34 25%
35 - 49 41%
50 - 64 31%
65+ 3%

Gender profile of Housing New Zealand management



Female 49%
Male 51%

As at 30 September 2017

1. Overall Ethnic Pay Gap

Ethnic Group v3	Headcount	Average of Fixed Rem	% of NZP Average
Asian	47	\$92,911	97.40%
Asian (South Asian)	43	\$81,355	85.30%
European	94	\$93,309	97.80%
Māori	156	\$78,247	82.10%
Middle Eastern/Latin American/African	23	\$86,833	91.10%
New Zealand European/Pākehā	451	\$95,360	100.00%
Pacific Peoples	245	\$64,667	67.80%
Unknown	105	\$78,614	82.40%
Grand Total	1,164	\$84,145	88.20%

