



# MIND THE **GAP**

*Top tips on closing the gender pay gap that exists in New Zealand workplaces*

▶ **Support women in your pipeline** Actively support your female employees in their career development and encourage them to apply for higher paid senior positions and technical roles.

▶ **Measure 'the gap'** Track the data - it can be as simple as setting up a spreadsheet. Measure your overall gender pay gap annually. Also look at it within key groupings (e.g. men's and women's relative pay positions between comparable roles, male and female graduate salaries, hourly rates of part-time workers versus full-time workers in comparable roles). Then analyse to identify where pay inequity lies.

▶ **Make a commitment** Be transparent about the existing gender pay gap, what you want to achieve, by when, and who will be accountable. Be explicit about gender pay equity in your remuneration policy, and ensure the CEO or equivalent makes a statement committing to closing the gap.

▶ **Structure your remuneration reviews** Set percentage increases for remuneration reviews based on agreed measures of performance, and have a review panel to cross-check and challenge proposed increases through an equity lens before they are approved and implemented.

▶ **Share the care** Support the men in your organisation who are sharing the care of their children or their elderly parents. Encourage male employees to take parental leave to look after their babies, sick leave when their parents are unwell, annual leave to attend school camp, and to leave on time to do day-care pick-up. As men share more of the juggle on the home front, women will share more of the higher paid jobs.

▶ **Correct pay inequity** If your data shows that the remuneration of women in your organisation is not in synch with their male counterparts, then make the necessary salary or wage adjustments.

▶ **Tackle unconscious bias** Train your HR staff and managers to understand unconscious bias and how to mitigate it, especially during the recruitment, promotion, performance evaluation and remuneration review processes.

▶ **Eliminate the parent penalty** Review employees' pay when they return from parental leave if they have missed a pay review cycle and give them the increase due based on agreed measures of performance.

▶ **Reward performance not presence** Insist your senior managers are role models for work-life balance. Work out how to accommodate flexible workplace practices in every role within your organisation.