

Endeavour Fund
Ministry of Business, Innovation and Employment
P.O.Box 1473
Wellington 6140

3 February 2023

Dear College of Assessors,

Re: Pay gaps and pay equity: Boosting workforce diversity and inclusion in Aotearoa

The EMA strongly supports the above application headed by Professor Gail Pacheco. We have a particular interest in this work as it will provide an **empirical baseline of pay gaps by industry** that can be used by our members. It will enable us to extend the strategies in Crown Entities Pay Gaps Action Plan released in May 2022 (Kia Toipiti) **to non-crown entities** (i.e. our members) and enable them to take action to address gaps.

We are committed to the aims of this project and have provided in kind support, via 0.05 FTE, towards the proposal's advisory/implementation group. Our interest is in ensuring the findings and insights can be practically implemented.

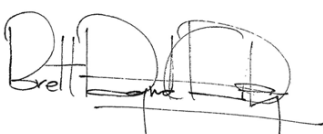
The focus of this proposed research on **best practice and potential levers within the workplace by industry and gap type** is highly relevant to our members. The research planned in science aims 2, 3, and 4 will provide guidance on workplace practices and policies associated with lower pay gaps; and examples from case studies and change agents. These results will add to the advice, tools and resources we provide to our members. This programme will identify the **workplace practices and bottom-line benefits** of reducing these gaps, providing evidence for our members as to the **why** they should be interested and **how** to tackle this issue.

This will be useful for workplaces when there is impetus to benchmark against their sector, rather than national averages. It also ensures that different approaches can then be taken by different industries and by different workplaces within industries. Importantly, the team will create user-friendly pay gap dashboards for businesses so they can compare and benchmark themselves against averages across multiple demographics/industries.

We want to assist our members in their **drive for reducing gaps and increasing diversity and inclusion**. We are also very keen to provide our members with advice ensuring their policies and practices are culturally appropriate using insights from Māori and Pacific businesses.

In summary, **we see this research as having pragmatic and implementable outcomes which will enable NZ employers to understand how they can address pay gaps. With practical solutions like this, the private sector will be faster to take action on the individual employer level which will create the momentum for change.**

Sincerely,
Brett O'Riley

A handwritten signature in black ink, appearing to read 'Brett O'Riley', with a horizontal line underneath.

Chief Executive
Employers & Manufacturers Association