

Kia Toipoto Report 2024

About Us

Our Purpose

1. The Real Estate Authority (REA) is the independent government agency that regulates New Zealand licensed real estate professionals. We are a Crown entity established under the Real Estate Agents Act 2008.
2. We promote and protect the interests of consumers in respect of transactions that relate to real estate and to promote public confidence in the performance of real estate agency work. We aim to promote high standards of conduct in the real estate industry and help provide increased levels of protection for buyers and sellers of real estate.

Our People

3. REA is a small agency overseen by an independent Board.
4. As at 1 December 2024, we had 64 permanent and fixed term employees. Our workforce profile tells us:
 - Our people identified as 55% women, 45% men. We continue to have a good gender balance.
 - 50% of our senior leadership team, 50% of our tier 3 & 4 leaders and 57% of our Board identified as women.
 - Our people identified as 76.6% European, 9.4% Māori, 9.4% Pacific Peoples and 17.2% Asian.

Our Commitment

5. REA is committed to creating a culture that respects and values diversity, that promotes dignity and equality, that nurtures our cultural and individual assets and where bias and discrimination in any form is not acceptable.
6. We are committed to the long-term goals of reducing gender, Māori, Pacific and ethnic pay gaps and growing the diversity of the workforce at REA and in the Public Service.
7. REA strives to achieve better outcomes for all diversity groups in our workplace. This goal aligns with our values and goes to the heart of the way we recognise and value diversity.
8. We believe that a diverse and inclusive workplace results in better experiences for our people, better delivery of our functions and obligations, and better outcomes for the diverse communities of consumers and licensees we serve across New Zealand.



Kia Toipoto

Programme Overview

9. Kia Toipoto comes from the saying "Waiho i te toipoto, kua i te toiroa - let us be united, not wide apart." The name speaks to closing gaps and creating unity and fairness for all people.
10. Kia Toipoto is the Public Service's action plan 2021-2024 to help close gender, Māori, Pacific and ethnic pay gaps in the Public Service. The goals of the programme are to:
 - make substantial progress towards closing gender, Māori, Pacific, and ethnic pay gaps.
 - accelerate progress for wāhine Māori, Pacific women, and women from ethnic communities.
 - create fairer workplaces for all, including disabled people and members of rainbow communities.
11. The three-year programme will support the Public Service to achieve the following outcomes:
 - Ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.
 - Report on gender and ethnic pay gaps and action plans to eliminate pay gaps, and without compromising employee confidentiality, publish pay gap data on our public facing website.
 - Improve gender and ethnic representation in the workplace and leadership.
 - Develop equitable career pathways and opportunities for our diverse workforce to progress.
 - Protect against bias and discrimination in HR and remuneration policies and practices.
 - Build cultural competence.
 - Normalise flexible working.

Our Progress

Our activities over the last year

12. REA's work to promote the importance of diversity and inclusion, raise cultural awareness and capability, support all forms of flexible working where appropriate, reduce gender and ethnic pay gaps and improve diversity at all levels continued in line with our action plan over 2024.
13. We provided regular communication to staff and Board about our commitment to the goals of the programme and reinforced its importance to the achievement of our strategic priorities. Information about the programme is also readily available to all staff through a Kia Toipoto hub on the intranet. We also maintained, consulted on and promoted a suite of workplace policies that support a diverse and inclusive workplace that can be accessed by staff on our intranet.
14. Through robust and inclusive recruitment practices, we have attracted candidates from diverse backgrounds and experiences who bring a range of perspectives, skills and experience to fill our vacancies. We continued to utilise recruitment agencies and job boards that focus on attracting diverse candidate pools.
15. REA continued an internship programme to provide university students who bring a diverse perspective to our work to gain valuable experience in the public sector. A 6-week rotational internship pilot was run in January 2024 for two interns. Following the successful pilot another 10-week legal internship is being run over the 2024/25 summer.

16. Our remuneration policy and practices ensure that gender and ethnic pay equity is assessed when setting and reviewing pay. We provide transparency to staff on job levels and salary ranges. We ensured there were no unjustified pay gaps during our annual review process in 2024 with outcomes from the review reported to the Board who holds management to account for ensuring REA meets the expectations of a good employer as defined by the Crown Entities Act 2004. The gender and ethnic demographic and pay section of this report provides further information about REA's workforce.
17. We have continued to grow our cultural awareness through the recognition and celebration of events over the year such as Te Wiki o te Reo Māori, Matariki, Diwali, and Pacific Peoples language weeks. In 2024, REA provided staff with the opportunity to learn te reo Māori and promote the use of te reo Māori and tikanga in the workplace, as part of our Learning and Development programme.
18. We delivered Leadership Development Programmes for Tier 3 and SLT leaders as part of our commitment to creating a fair and inclusive workplace for all. Topics for our leaders included harnessing the potential across our diverse teams.
19. REA promoted the importance of diverse perspectives through our Talent Development Process which encourages the alignment of individual performance with our organisational values, including collaborative and inclusive. We actively encouraged all staff to develop skills through targeted professional development plans and created opportunities for all staff to participate in projects, staff led clubs and focus groups.
20. We recognise and reward staff who have supported building REA's strong culture. Staff who have demonstrated outstanding contribution to REA's culture are recognised through our Annual Culture Award. A Jedi Award is also awarded frequently throughout the year to recognise staff who actively demonstrate strong performance and organisational values.
21. REA promoted a range of Public Sector Employee-Lead-Networks to staff and continued to support the REA staff led Rainbow Group. The Group implemented several initiatives over the year including a quarterly newsletter and celebration of Pride month. The Rainbow Group reflects our commitment to being an inclusive employer that celebrates all people, backgrounds and perspectives.
22. REA operates a Flexible by Default Policy that balances the needs of staff with those of the organisation. An audit of flexible working agreements and practices in 2024, confirmed that flexible working is an important offering that enables staff meet personal needs whilst also contributing to a productive, cohesive and collaborative work environment. REA will review the PSC's revised flexible working guidance issued in December 2024 and consider whether any changes to our current approach are required in early 2025.
23. We continue to monitor a range of workforce metrics through staff surveys, new starter / exit interviews and other staff feedback loops to track our progress and identify areas for further development.

Our gender and ethnic demographic and pay information

24. As a small agency, staffing changes can impact significantly on our gender and ethnic pay gap results. For this reason, StatsNZ advises agencies not to publish pay gap data where there fewer than 20 people per diversity group. We also recognise our obligation to protect the personal information of our staff.
25. REA regularly monitors and reports on gender and ethnic data to the Board. Our gender pay gap as at 1 December 2024 was 4.9%, which has noticeably reduced from 13.1% in December 2023. As at 30 June 2024, the gender pay gap in the public service was 6.1%. The average base salary position in range (PIR) for women is 99.9% compared to 98.6%

for men. We are unable to publish our ethnic pay gaps as the numbers in our ethnic groups do not meet the StatsNZ guidelines.

26. Further workforce demographic and pay data information at 1 December 2024 includes:
- We hired more women than men in 2024, whilst maintaining gender balance at REA. The proportion of men and women are equally spread across most job levels.
 - The representation of Māori, Pacific Peoples and Asian among new joiners to REA was higher than our total workforce in 2024. While our senior leadership team enjoys diversity across a range of dimensions, members are predominately European.
 - The position in range for European versus non-European staff is 98.8% and 100.9% respectively.
 - We continued to support staff to progress into higher job levels in 2024. All staff who progressed were women.
 - 72% of REA staff have some form of flexible working arrangement as at December 2024 (including start time, working hours, or location). All staff had the ability to use ad hoc flexible working arrangements in 2024.
 - 85% of our people agreed that “The workplace at REA is diverse and inclusive” in the 2024 Ask Your Team survey. This compares to 84% for the same question in 2023 and 81% in 2022.
27. We will continue to monitor our workforce demographic and pay data. If we reach the threshold to publish robust ethnic pay gap data in accordance with StatsNZ guidance, we will revisit the information published on our external facing website.

Looking forward

Our focus next year

28. Overall, we are pleased with our progress towards achieving our Kia Toipoto goals at REA.
29. We will continue to build on our programme initiatives and achievements to date. Our focus for 2025 will include:
- Maintaining or improving our gender and ethnic pay gaps.
 - Increasing diverse representation in our workplace and leadership levels by continuing to use and refine equitable recruitment practices.
 - Developing equitable career pathways and opportunities for our diverse workforce to progress.
 - Further building our competence across a range of demographic criteria to support strong delivery of the strategic outcomes we aim to achieve.
30. We will refresh our Kia Toipoto action plan taking into consideration any new guidance from the Public Service Commission and engagement with our Kia Toipoto focus group.

Appendix 1: Kia Toipoto Action Plan Register

REA is committed to achieving better outcomes for all diversity groups in our workplace. It aligns with our values and goes to the heart of the way we recognise and value diversity. REA continued to work on the Public Services Commission’s gender and ethnic pay action plan (Kia Toipoto) this calendar year.

This register shows progress against REA’s Kia Toipoto Action Plan, the full published plan is available on REA’s website [here](#).

Te Pono - Transparency		
<ul style="list-style-type: none"> Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback. Agencies and entities ensure easy access to HR and remuneration policies, including salary bands 		
WHAT WE WILL DO OVER THE COMING TWO YEARS	OUR PROGRESS	STATUS DECEMBER 2024
<ul style="list-style-type: none"> We will review and develop action plans annually using Public Sector guidance for small agencies. 	<ul style="list-style-type: none"> Kia Toipoto report and action plan was published on REA’s intranet and website in December 2022, 2023 and 2024. 	On track
<ul style="list-style-type: none"> We will collect and discuss gender and ethnic pay gaps at Board and Senior Management level (noting due to our size publication is not currently practical). 	<ul style="list-style-type: none"> Quarterly reports continue to be provided to the Board on our gender and ethnic pay gaps 	On track
<ul style="list-style-type: none"> We will continue to engage staff around this important work through a Kia Toipoto information hub on our intranet. 	<ul style="list-style-type: none"> We continued to engage staff and the REA Board about Kia Toipoto, goals of the programme and reinforced its importance to the achievement of our strategic priorities Maintained our Kia Toipoto intranet page Continued our Kia Toipoto focus group including gaining their views on recruitment and career progression. 	On Track
<ul style="list-style-type: none"> We will monitor to ensure our People and Capability policies and salary bands are reviewed regularly and available on the intranet. Updated policies will be communicated to staff and training will be provided as necessary. 	<ul style="list-style-type: none"> We actively maintained and promoted workplace policies that champion the objective of Kia Toipoto and strive to encourage and support a diverse and inclusive workforce. Policies relating to diversity and inclusion have been reviewed in consultation with Culture Club and Rainbow Group, including Diversity and Inclusion Policy, Use of Personal Pronouns, Good Employer and EEO Policy, Anti-Bullying, Harassment and Discrimination Policy, Family Violence Policy in 2023 and 2024. Updated remuneration bands were published on our intranet in 2023 and 2024 	On Track

<ul style="list-style-type: none"> • We will continue to have structured mechanisms for our people to help shape and guide our work through insights and experiences 	<ul style="list-style-type: none"> • Kia Toipoto focus group established in 2023 • Diversity and inclusion presentations at the All Staff Offsite in 2023 and 2024 • A staff led Rainbow Group was formed in 2023 and remained active with events and communications in 2024. • Our onboarding collateral was updated to include information on joining the Rainbow Group. • Culture Club, Kia Toipoto focus group and working groups contributed to engagement on diversity & inclusion matters. • Have Your Say Survey run in 2023 and 2024 to gain insights from all staff in • Promoted public service employee networks to staff in 2024. 	<p>On Track</p>
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Ngā Hua Tōkeke mō te Utu - Equitable pay outcomes		
<ul style="list-style-type: none"> • Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen. 		
WHAT WE WILL DO OVER THE COMING TWO YEARS	OUR PROGRESS	STATUS DEC 2024
<ul style="list-style-type: none"> • We will continue to conduct assessments for each new starter to ensure that starting salaries and salaries for the same or similar roles are free of bias. 	<ul style="list-style-type: none"> • We continue to analyse and monitor the impact of setting and reviewing pay on our pay gaps in line with PSC guidance for small agencies. • We continue to report our gender and ethnic diversity and pay gaps to the Board each quarter. The Board hold management to account for creating a safe and positive workplace. • We continue to focus on broad impacts that relate to fairness and equality REA. • REA made pay corrections to ensure there are no unjustified pay gaps in the 2023 and 2024 annual pay review in line with PSC Pay Guidance. • We addressed a driver of pay gaps at REA by updating role descriptions and sizes for staff in female dominated roles in 2023. 	<p>On Track</p>
<ul style="list-style-type: none"> • We will develop and share with our leaders bias-free criteria to set starting salaries (e.g. Skills, accountabilities responsibilities, experience). 	<ul style="list-style-type: none"> • A mandatory P&C review was built into REA's salary setting process and forms in 2024. • P&C continued to advise managers and approvers when determining starting salaries. 	<p>On Track</p>
<ul style="list-style-type: none"> • Provide communication and training to ensure our leaders understand the criteria and 	<ul style="list-style-type: none"> • P&C continued to advise managers and approvers when determining starting salaries to ensure pay equity. 	<p>On track</p>



rationale for setting starting salaries.		
<ul style="list-style-type: none"> • Make starting salaries within groups (i.e. CE, P&C RM, SLT member) 	<ul style="list-style-type: none"> • Approvers continued to be provided with select salary information to inform salary setting. 	On Track
<ul style="list-style-type: none"> • Increase salary transparency by proactively disclosing salary ranges to applicants. (NB the recommendation is to disclose in the advertisements, we think this is a more appropriate halfway house) 	<ul style="list-style-type: none"> • Salary information is provided to short listed applicants 	On Track
<ul style="list-style-type: none"> • Eliminate high-risk practices i.e. asking for a candidates current salary 	<ul style="list-style-type: none"> • P&C continued to advise hiring managers to ensure high risk practices are avoided. 	On Track
<ul style="list-style-type: none"> • Be transparent with staff and leadership on the remuneration review process and outcomes 	<ul style="list-style-type: none"> • Annual remuneration review processes in 2023 and 2024 included a communication plan for staff and leaders. 	On Track
<ul style="list-style-type: none"> • Ensure salary inequities do not reappear. 	<ul style="list-style-type: none"> • Equitable pay outcomes were considered during the 2023 and 2024 annual review and pay corrections were made as appropriate. 	On Track

Te whai kanohi i ngā taumata katoa - Leadership and representation		
<ul style="list-style-type: none"> • By the end of 2022 agencies and entities have plans and targets to improve gender and ethnic representation in their workforce and leadership. 		
WHAT WE WILL DO OVER THE COMING TWO YEARS	OUR PROGRESS	STATUS DECEMBER 2024
<ul style="list-style-type: none"> • Over the next ten years, we aim to maintain at least 50% women in tier 2 and 3 leadership roles. However, we recognise a ratio of 40:40:20 is realistic over any 2-3 year period given our size and the flow of people in and out of our organisation. This ratio refers to 40% women, 40% men and 20% of either and/or other genders. 	<ul style="list-style-type: none"> • Diversity of the REA Board was improved through appointments in 2023. • REA improved the ethnic diversity of our workforce in 2023 and 2024. • As at 1 December 2024 our SLT gender is now 50% male and 50% female. • As at 1 December 2024 out Tier 3/4 gender split is 50% male and 50% female. 	On Track
<ul style="list-style-type: none"> • In addition to recruiting for diversity, we will focus on developing and retaining our existing diverse talent and supporting their career development. 	<ul style="list-style-type: none"> • We have strengthened our recruitment processes to actively encourage diverse candidates and individuals with diverse perspectives • We celebrate diverse groups in the workplace, including language weeks, Pride Week, and Pink shirt day. • All Staff have my plans that focus on career development and are supported by professional development training 	On Track



<ul style="list-style-type: none"> • Providing leadership bias and discrimination training for our leaders, as a pilot programme 	<ul style="list-style-type: none"> • Leadership Development programme held for T3/T4 leaders included managing diverse teams and removing bias. 	On Track
<ul style="list-style-type: none"> • Maintaining and improving our representation of ethnic diversity at all levels of the organisation, including Leadership roles, with a focus on increasing the number of Māori and Pacific employees to at least achieve alignment with New Zealand population profile. 	<ul style="list-style-type: none"> • As at 1 December 2024, our people identified as 76.6% European, 9.4% Māori, 9.4% Pacific Peoples, 17.2% Asian. Ethnic diversity at REA improved from 2023 to 2024. 	On Track
<ul style="list-style-type: none"> • Supporting women, Māori and Pacific Peoples in lower pay bands with career development and ensuring roles in lower pay bands are valued fairly and equitably. 	<ul style="list-style-type: none"> • We addressed a driver of pay gaps at REA by updating role descriptions and sizes for staff in female dominated roles in 2023. • Continuing to attract more diverse candidate pools has improved diversity at REA. • Undertook a career progression review in 2024 involving our Kia Toipoto focus group. • Successfully supported the career progression of staff across our diverse staff groups. 	On Track
<p>Recruiting for diversity:</p> <ul style="list-style-type: none"> • We will clarify and communicate our value proposition for diverse candidates in our advertisements (for example, the type of work we do, our inclusive and flexible culture, etc). We will seek advice on our advertisements, so they attract diverse applicants. 	<ul style="list-style-type: none"> • Interview template updated in 2023 to include questions with a diversity and inclusion focus. • Recruitment collateral was updated in 2024 based on feedback from REA's Kia Toipoto working group to increase the inclusivity of our approach. 	On Track
<ul style="list-style-type: none"> • We will continue advertising using broad range of channels and identify networks we can use to help attract diverse candidates. 	<ul style="list-style-type: none"> • We continued to actively encourage diverse candidates and individuals with diverse perspectives using a range of channels and networks. 	On track
<ul style="list-style-type: none"> • We will review our recruitment process to identify ways to tailor our processes to diverse people. 	<ul style="list-style-type: none"> • We updated our job adverts to include a diversity statement encouraging people to apply even if they don't meet all the criteria. • Recruitment collateral was updated in 2024 based on feedback from REA's Kia Toipoto working group to increase the inclusivity of our approach. 	On Track
<ul style="list-style-type: none"> • We will look to identify specific roles that need cultural skills where we can deliberately attract and recruit diverse talent. 	<ul style="list-style-type: none"> • Consideration continued to be given to cultural needs in REA's front line regulatory and engagement teams. 	On Track

<ul style="list-style-type: none"> • We will increase the diversity of our candidate pools through robust and inclusive recruitment practices. 	<ul style="list-style-type: none"> • Continued to engage trusted recruitment agencies and job board to support D&I to attract diverse candidates, i.e. Ahu, mahi jobs, Māori and Pacific jobs 	On track
<ul style="list-style-type: none"> • Partner with Tupu Toa to progress an internship programme 	<ul style="list-style-type: none"> • REA approved an internships programme in 2023 with a focus on students who can bring a diverse perspective to our work. • REA successfully concluded a 6-week rotational internship pilot in Q3 2023/24 for two interns to gain experience in the public service and bring their diverse perspectives to our work. • Following the pilot a second internship is underway in 2024/25 	On track
<p>Building our culture to retain and develop diverse talent</p> <ul style="list-style-type: none"> • We will continue to build our agency’s cultural competency through the implementation of training on the history of land ownership in NZ Te Tiriti o Waitangi and Te Reo Māori 	<ul style="list-style-type: none"> • We continued to recognise and develop the diverse perspectives of staff through targeted professional development plans. • Increased cultural capability through the education on the history of land ownership in NZ, Te tiriti o Waitangi and Te Reo Māori in 2023. Training topics in 2024 included Te Kakano, Māori Leadership and Engagement leading diverse teams, increasing understanding of neurodiversity across our team, Matariki and fair treatment when buying or selling property. Te Reo training programme was available for staff. • We continued to raise cultural awareness through a range of internal and external led events by acknowledging national and international diversity celebrations including Matariki, Te Wiki o Te Reo Māori and Pacific Languages month. 	On track
<ul style="list-style-type: none"> • We will continue to build on our inclusive culture through flexible working, supporting career development and opportunities, supporting our people leaders, and using exit interview and annual survey information to identify how we have improved. 	<ul style="list-style-type: none"> • Staff offsite: Embracing Values and Diversity Together held in July 2022 with a Diversity and Inclusion focussed speakers. • Our people agreed that “The workplace at REA is diverse and inclusive” and “REA has a demonstrated commitment to Te Tiriti o Waitangi” in REA’s Have Your Say 2022, and 2024 Survey. • Exit interviews held and feedback discussed with Mangers • 2024 Audit of flexible working arrangements completed. • Exit interviews continued to be held and feedback discussed with Mangers. 	On track



<ul style="list-style-type: none"> • Take appropriate steps to ensure our workplace is safe, welcoming and inclusive for members of the Rainbow community. 	<ul style="list-style-type: none"> • Our onboarding collateral was updated to include information on joining the Rainbow Network. • CE and SLT supported the establishment of the Rainbow Group in 2023 • REA promoted public service employee led networks to staff. 	On track
<ul style="list-style-type: none"> • Engage with our Rainbow group 	<ul style="list-style-type: none"> • CE and SLT supported establishment of the Rainbow Group • Celebrated Diversity and inclusion through Pride week and raised donations to InsideOut in 2023 and 2024. 	On track
<ul style="list-style-type: none"> • Continue to empower the culture club to instigate initiatives to support the diversity of our people and taking into account their views from the recent survey. 	<ul style="list-style-type: none"> • Staff offsite held on 1 June 2023 included presentations from the CE of Age Concern NZ and formally introduced the Rainbow Group. • Staff Offsite held in June 2024 included D&I speaker on dealing with customers, and clients fairly and a diversity and inclusion activity. 	On track
<ul style="list-style-type: none"> • Embed our values throughout REA. 	<ul style="list-style-type: none"> • Finalised values communicated to staff • MyPlan and job description templates updated with the new values • Values continued to be embedded within REA with activity at Leaders Group Forum in 2023 	On track

Te Whakawhanaketanga i te Aramahi -- Effective leadership and career development

- By mid 2023 agencies and entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations

WHAT WE WILL DO OVER THE COMING TWO YEARS	OUR PROGRESS	STATUS AT DECEMBER 2024
<ul style="list-style-type: none"> • We will continue to support people leaders to have good conversation with their people and ensure that everyone has a good development plan in place that is robust and identifies career aspirations. 	<ul style="list-style-type: none"> • MyPlan template refreshed in 2023 and 2024 to provide greater emphasis upon career planning, meeting organisational objectives and operating in accordance with REA values. • Managers are empowered to discuss development and career opportunities with staff and to have structured development conversations at least every six months • Internal audit confirmed that 95% of staff had MyPlans with the remaining 5% in progress. Advice provided to 	On track

	<p>leaders on setting and achieving development and career goals.</p> <ul style="list-style-type: none"> Created a new learning and development framework that documents our approach Raised awareness of our learning and development approach to all staff through All Staff meetings, leaders forum and team meetings. 	
<ul style="list-style-type: none"> We will implement a leadership development programme for all T2 and T3 leaders. 	<ul style="list-style-type: none"> Leadership development programmes were completed for our SLT and Tier 3/4 leaders in 2024. 	On track
<ul style="list-style-type: none"> We will continue to promote development and career opportunities internally, including courses, secondments, conferences etc. 	<ul style="list-style-type: none"> REA has successfully enabled internal progression and celebrated internal movements including internal secondments through the period. RST structure review (Complaints Improvement Project) took into consideration and designed a new structure that provides a range of career pathways for staff to learn and grow within and across teams. Successful career progression with 5 internal promotions within RST. During the 23/24 year 39% of vacancies were filled internally which included vertical, lateral and movements of across teams. Work to further improve career progression within REA is underway. This work will focus promoting Career Success Stories and Visual Examples of Career pathways. 	On track

<p>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki - Eliminating all forms of bias and discrimination</p> <ul style="list-style-type: none"> By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices. Agencies and entities ensure leaders and employees learn about and demonstrate cultural competence 		
<p>WHAT WE WILL DO OVER THE COMING TWO YEARS</p>	<p>OUR PROGRESS</p>	<p>STATUS AT DECEMBER 2024</p>
<ul style="list-style-type: none"> We will continue to review our People and Capability policies with a focus on removing bias and discrimination. We will continue to engage with our people as we review or develop People and 	<ul style="list-style-type: none"> Policies related to diversity and inclusion were reviewed, including Diversity and Inclusion Policy, Use of Personal Pronouns, Good Employer and EEO Policy, Anti-Bullying, Harassment and 	On Track

<p>Capability Policies.</p>	<p>Discrimination Policy, Family Violence Policy in 2023 and 2024.</p> <ul style="list-style-type: none"> • Work underway to strengthen our Speak Up Safely approach in line with PSC’s model standards. The review included an assessment of policies, practices and procedures confirming we clearly communicate our expected standards of behaviour and outline how to report concerns of potential wrong doing, including bias, discrimination, bullying and harassment. • Our 2024 Have Your Say Survey results showed our staff agree “Our leaders strive to identify and address bias at REA” 	
<ul style="list-style-type: none"> • We will monitor the effectiveness of our policies as they are reviewed and will continue to encourage people to provide us with demographic data (for example, gender identity, ethnicity, disability) by explaining how it helps us monitor progress. 	<ul style="list-style-type: none"> • Staff diversity survey launched in July 2023 to improve our employee data across multiple diversity dimensions. • Ran the annual staff Diversity Survey in June 2024 to ensure we have accurate workforce demographic data for reporting and pay gap analysis purposes. 	<p>On track</p>
<ul style="list-style-type: none"> • We will continue to build on our cultural competency. 	<ul style="list-style-type: none"> • Te Reo classes available for staff in 2022 and 2024. • Staff celebrated Matariki and Te Wiki o te Reo Māori in 2023 and 2024 • REA staff were encouraged to attend a tour of the Mana Māori and Matariki exhibits at Te Papa Tongarewa and to celebrate Matariki in 2023 and 2024 • Privacy week training series in 2023 covered Tikanga Māori and Privacy - Reflections from the High Court review of decisions about Māori Covid-19 Vaccinations Where Privacy Meets Power, Questions of Data and Racial Inequality • Māori engagement strategy developed • Our updated values reflect our obligations as a Treaty partner and bring a Te āo Māori perspective to our work at REA • Job descriptions were updated to value cultural competency • Tikanga such as karakia continues to be confidently used in staff meetings. • REA utilises the PSC’s Te Wharaoa Gate to the Public Sector onboarding programme that includes topics about the Treaty of Waitangi and Māori-Crown Relationship for onboarding new staff 	<p>On track</p>



<ul style="list-style-type: none"> • Support the inclusion of cultural capability, diversity & inclusion, and unconscious bias training as part of staff development plans <i>(NB - this previously said we would offer this training to all staff, but we think this is impractical, so this is our proposed compromise)</i> 	<ul style="list-style-type: none"> • REA operates a range of staff led groups including Culture Club, Rainbow Group and Kia Toipoto working group to support a diverse and inclusive workplace. • Diversity and Inclusion programme for the real estate sector has been developed and rolled out to all REA staff • Staff led networks and clubs hosted events such as Matariki and Pride Month 2024 and issued regular comms to raise awareness of unconscious biases. • Work has commenced to strengthen our Speak Up Safely approach to ensure compliance with the PSC's model standards. 	On track
<ul style="list-style-type: none"> • Improving our employee data across multiple diversity dimensions. 	<ul style="list-style-type: none"> • Ran the annual staff Diversity Survey in 2023 and 2024. 	On track

<p>Te Taunoa o te mahi Pingore - Flexible-work-by default</p> <ul style="list-style-type: none"> • By the end of 2024 agencies and entities offer equitable access to flexible-by- default working and ensure it does not undermine career progression or pay. 		
WHAT WE WILL DO OVER THE COMING TWO YEARS	OUR PROGRESS	STATUS DECEMBER 2024
<ul style="list-style-type: none"> • We will continue to monitor the effectiveness of our Flexible By Default policy, including conducting a flexible working arrangement audit and considering the feedback from the 2022 Have Your Say survey. 	<ul style="list-style-type: none"> • We have embedded our Flexible Working by Default Policy and empowered staff and their managers to agree flexible working arrangements. • Flexible working practices and agreements were audited in 2023 and 2024. Our Flexible by Default Policy was also reviewed both years and continues to support the needs of the REA and staff. 	On track

