

Kia Toipoto Report 2023

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 2023, we had 56 permanent and fixed term employees. Our workforce profile tells us:
 - Our people identified as 54% women, 46% men.
 - 43% of our senior leadership team, 45% of our tier 3 & 4 leaders and 57% of our board identified as women.
 - Our people identified as 79% European, 9% Māori, 5% Pacific Peoples and 16% 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 in the Public Service.
7. REA strives to achieve 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.
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, kaua 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, reduce gender and ethnic pay gaps and improve diversity at all levels progressed in line with our Kia Toipoto focus areas for 2023.
13. This year we further strengthened the foundations on which we will build a more diverse and inclusive workplace at REA. Our organisational values were refreshed following input from staff to include *Ka whāi wāhi mai ngā tāngata katoa - We are inclusive*. We created an REA Kia Toipoto Action Plan (Appendix 1) to prioritise activities that will add the greatest value to the diversity and inclusion of our workplace. We implemented a staff diversity survey to strengthen our data and help us better understand and eliminate potential bias based on gender, ethnicity, age and disability. Volunteers from across our diverse workforce helped us shape and guide our programme of work by drawing on their insights and experiences through working groups.
14. 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.
15. REA encourages candidates who bring a range of perspectives, skills and experience including those with a Māori and Pacific Peoples perspective to apply for all vacancies. We have also engaged new recruitment agencies and job boards that focus on attracting diverse candidate pools. More recently we have launched an internship programme that will provide an opportunity for a university student who can bring a diverse perspective to our work to gain valuable public service experience.
16. REA recognises and rewards all that individuals bring to our organisation. 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 2023 and our pay review outcomes were 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. Our gender and ethnic pay information section of this report provides further information about REA's workforce demographics and pay.

17. We have continued to grow our cultural awareness through the recognition and celebration of events over the year such as Matariki, Diwali, and Pacific Peoples language weeks. We have also increased our cultural capability through the implementation of training on the history of land ownership in NZ, Te Tiriti o Waitangi and Te Reo Māori. More recently we have launched our Leadership Development Programme for Tier 3 and 4 leaders which will include topics around personal biases and harnessing the potential of diverse teams.
18. REA continued to nurture and develop diverse perspectives using our Talent Development Process which encourages staff to bring their full self to work and values more than just technical skills. We actively encourage staff to develop new and different skills through targeted professional development plans and create opportunities to participate in projects, staff led clubs and focus groups.
19. We supported the establishment of a staff-led Rainbow Group designed to lend further support for a positive and safe environment for anyone who identifies as LGBTQIA+ at REA. This new group implemented several initiatives over the year to raise awareness and support across REA. The Rainbow Group reflects our commitment to being an inclusive employer that celebrates all people, backgrounds and perspectives.
20. To support an effective flexible working environment, we completed a review of our approach to flexible working using surveys, interviews and an audit of existing agreements. Adjustments to our policy and approach were made in response to the findings of this work.
21. We continue to monitor a range of workforce metrics through staff surveys, 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

22. As a small agency, we know that staffing changes can impact significantly on our gender and ethnic pay gaps. 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.
23. REA monitors and reports on gender and ethnic data to the Board. However, due to our size, we have been unable to publish the pay gap data for any diversity groups until this year.
24. We have now reached a point where we meet StatsNZ guidance and can publish our gender pay gap. Our gender pay gap as at 1 December 2023 is 13.1%. The overall base salary position in range (PIR) for women is 102.9% compared to 101.1% for men. We are unable to publish our ethnic pay gaps due to our size.
25. Further workforce demographic and pay data and information as at 1 December 2023 includes:
 - The proportion of men hired in 2023 increased relative to women, improving the 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 at REA in 2023 was higher than our total workforce. While our senior leadership team enjoys

diversity across a range of parameters including ethnicity, members are predominately European.

- The position in range for European versus non-European staff is 102% and 100% respectively.
- We supported more existing staff to progress into senior roles/higher job levels in 2023 than in 2022. Of this number, 85% were women.
- 72% of REA staff have some form of regular flexible working arrangement as at July 2023. All staff had the ability to use ad hoc flexible working arrangements in 2023.
- Our people *agreed* that “The workplace at REA is diverse and inclusive” with a score of 84% in the Ask Your Team pulse survey 2023. This compares to 81% for the same question in 2022.

26. 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

27. Overall, we are pleased with our progress towards achieving our Kia Toipoto goals at REA. We also acknowledge there is more to do.

28. Our focus for 2024 includes:

- Continuing to attract diverse candidate pools through robust and inclusive recruitment practices.
- Ensuring that REA is a positive and safe place for all.
- Continuing to ensure that starting salaries and salaries for the same or similar roles are free of bias.
- Supporting women, Māori and Pacific Peoples in lower pay bands with career development and ensuring roles in lower pay bands are valued fairly.
- Improving our representation of Māori and Pacific Peoples at all levels of the organisation, including Leadership roles.
- Continuing our te ao Māori and tikanga cultural capability journey. Delivering the diversity and inclusion training for our leaders planned over the next 6 months.

29. REA will continue to prioritise those areas that add the greatest value to the diversity and inclusion of our workplace.

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. The below table tracks REA's progress against our **Kia Toipoto Action Plan**.

Te Pono - Transparency • 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 2023
<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"> Our Kia Toipoto report and action plan was published on the intranet and REA website. 	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 reporting is provided to the SLT and Board on gender and ethnic pay gaps and initiatives to address the gaps are discussed. 	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"> Launched Kia Toipoto intranet page for staff. Established a Kia Toipoto focus group to help shape and guide our programme of work. Reported on progress to the REA People + Capability Board Committee 	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 maintain, consult on and promote a suite of workplace policies that support a diverse and inclusive workplace that can be accessed by staff on our intranet. Policies are updated as per REA's review schedule. Our remuneration bands are published on the intranet. 	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"> Established a Kia Toipoto focus group to help shape and guide our programme of work. A staff led Rainbow Group has been formed at REA with support from CE and SLT. 	On Track

Ngā Hua Tōkeke mō te Utu - Equitable pay outcomes

- 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 DECEMBER 2023
<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"> • Starting salaries are subject to delegations and review processes to ensure parity and equity • Equitable pay outcomes are considered at the annual review. Necessary adjustments are made to ensure any salary inequities are addressed. • We resolved a small number of anomalies in our job framework by updating job descriptions and evaluating job sizes, particularly for our lowest paid. • We regularly monitor our pay data in line with StatsNZ guidance for small agencies and report our gender and ethnic pay gaps to the Board each quarter. 	On Track
<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"> • Advice on pay parity is provided to managers and approvers when determining starting salaries. 	On Track
<ul style="list-style-type: none"> • Provide communication and training to ensure our leaders understand the criteria and rationale for setting starting salaries. 	<ul style="list-style-type: none"> • Our new leadership development programme for Tier 3 and 4 leaders will raise awareness of personal biases. 	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 applicants on request and proactively supplied to all 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"> • Advice provided to hiring managers when recruiting. 	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"> • Our remuneration policies and practices are regularly communicated to staff. • Staff are formally advised of any pay outcomes and new Position in Range (PIR). 	On Track
<ul style="list-style-type: none"> • Ensure salary inequities do not reappear. 	<ul style="list-style-type: none"> • Equitable pay outcomes are considered at the annual review and any necessary adjustments or corrections made to ensure salary inequities don't reappear. 	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 2023
<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"> Improved the ethnic diversity of our people and Board, including the appointment of board members who identify as Māori and Pacific Peoples. As at 1 December 2023, 43% of our senior leadership team, 45% of our tier 3 & 4 leaders and 57% of our board identified as women 	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 celebrate a range of diversity groups in our workplace through language weeks, Pride Week, shared lunches and other initiatives. All staff have MyPlans that focus on performance and career development. Plans are supported by training and other forms of professional development. Further training will be provided to all staff to build the level of culture competence across REA. 	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"> Our new leadership development programme for Tier 3 and 4 leaders will raise awareness of personal biases and harnessing the full potential of diverse teams. 	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 2023 our people identified as 78% European, 9% Māori, 5% Pacific Peoples, 16% Asian. 	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 resolved a small number of anomalies in our job framework by updating job descriptions and evaluating job sizes, particularly for our lowest paid. 	On Track
Recruiting for diversity: <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"> We have updated our recruitment processes to actively encourage diverse candidates and target individuals with diverse perspectives, including Māori and Pacific Peoples. We have updated our interview template to ensure at least one question focuses on diversity and inclusion. Questions to reflect our updated values are being incorporated. 	On Track

	<ul style="list-style-type: none"> • Commenced a review of our recruitment collateral with involvement from the Kia Toipoto focus group. • Job adverts and onboarding documents have been updated to include our name Te Mana Papawhenua and tell our brand story. • Our new organisational values call out our commitment to diversity and inclusion. 	
<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 have strengthened our recruitment processes to actively encourage diverse candidates and target individuals with diverse views, including Māori and Pacific Peoples. • We launched an internship programme to promote diversity at REA and create opportunities for younger people to gain regulatory experience in the public service. 	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 have updated our job adverts to include a diversity statement encouraging people to apply even if they don't meet all the criteria. • Commenced a review of our recruitment collateral with involvement from the Kia Toipoto focus group. 	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 has been given to the cultural skills required in our front-line teams when recruiting. 	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"> • Updated our preferred list of recruitment agencies and job boards to attract diverse candidates, i.e. Ahu, mahi jobs, Māori and Pacific jobs. • Commenced a review of our recruitment collateral with involvement from the Kia Toipoto focus group. 	On track
<ul style="list-style-type: none"> • Partner with Tupu Toa to progress an internship programme 	<ul style="list-style-type: none"> • Met with multiple internship programme providers that are designed to provide opportunities for Māori and Pacific Peoples. • Launched a pilot internship at REA that is targeted to students who can bring a diverse perspective (inc. Māori and Pacific Peoples) and help us drive diverse thinking in our work. Utilised resources and guidance from Tupu Toa. 	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 nurture and grow diverse perspectives at REA through targeted professional development plans. Increased cultural awareness through the celebration of events throughout the year such as Matariki and Pacific Peoples language weeks. Increased cultural capability through the implementation of training on the history of land ownership in NZ, Te tiriti o Waitangi and Te Reo Māori. 	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"> Established a diversity and inclusion speaker series at our all staff offsites. Our people agreed that "The workplace at REA is diverse and inclusive" in REA's annual and pulse staff surveys. We completed a review of our approach to flexible working using surveys, interviews and an audit of existing agreements. Adjustments to our approach we made in response to the findings of this work. We continue to monitor a range of diversity and inclusion metrics through staff surveys, interviews and other feedback loops to track our progress and identify areas for further development. 	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"> REA operates policies that are supportive of a diverse and inclusive workplace. All policies are maintained as per REA's review schedule. Staff established a new Rainbow Group with the full support of the CE and Board. We celebrated Pride week to raise awareness and support for the rainbow community at REA 	On track
<ul style="list-style-type: none"> Engage with our Rainbow group 	<ul style="list-style-type: none"> Staff established a new Rainbow Group with the full support of the CE and Board. We celebrated Pride week to raise awareness and support for the rainbow community at REA. Onboarding collateral includes information on joining the Rainbow Group (as well as other groups at REA) 	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"> Recent staff offsite included presentations from the CE of Age Concern NZ and formally introduced the Rainbow Group. Culture Club surveyed staff to understand which charities, community groups and personal causes are most important to our people to inform our annual programme of activity. 	On track
<ul style="list-style-type: none"> Embed our values throughout REA. 	<ul style="list-style-type: none"> Our new organisational values including the value <i>Ka whāi wāhi mai ngā tāngata</i> 	On track

	<p><i>katoa</i> - We are inclusive were implemented. An implementation plan to integrate the new values into the way we do things i.e. job descriptions, MyPlans is well underway. Leaders have been equipped with resources to support the implementation of our values as BAU.</p>	
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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 2023
<ul style="list-style-type: none"> • We will continue to support people leaders to have good conversations 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"> • The MyPlan template has been refreshed to provide greater emphasis upon career planning. • Managers have been empowered to discuss development and career opportunities with staff and to hold structured development conversations at least every six months. 	On track
<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"> • REA launched a new leadership development programme for Tier 3 and 4 leaders. Leadership development for SLT to follow. 	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 actively promotes the professional development of staff and assigns budget each year to support their development. • More opportunities for internal promotion exist at REA following the creation of new career pathways. 	On track

Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki - Eliminating all forms of bias and discrimination

- 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

WHAT WE WILL DO OVER THE COMING TWO YEARS	OUR PROGRESS	STATUS AT DECEMBER 2023
<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 	<ul style="list-style-type: none"> • REA operates policies that are supportive of a diverse and inclusive workplace. All 	On Track

engage with our people as we review or develop People and Capability Policies.	policies are maintained as per REA's review schedule.	
<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"> An annual diversity survey was implemented to improve the accuracy of our diversity data. Surveys, interviews and other feedback loops are used to seek input from staff. 	On track
<ul style="list-style-type: none"> We will continue to build on our cultural competency. 	<ul style="list-style-type: none"> Training on the history of land ownership in NZ, Te Tiriti o Waitangi and Te Reo Māori has been run for all staff and resources have been published on the intranet. Te Wiki o te Reo Māori and Matariki celebrated annually. Our Māori engagement strategy has been developed. Our updated values reflect our obligations as a Treaty partner. Job descriptions have been updated to reflect desired cultural competencies. Karakia continues to be confidently used in staff meetings. 	On track
<ul style="list-style-type: none"> Support the inclusion of cultural capability, diversity & inclusion, and unconscious bias training as part of staff development plans 	<ul style="list-style-type: none"> REA is developing a diversity and inclusion programme for the real estate sector which will be rolled out for all staff. REA launched a new leadership development programme for Tier 3 and 4 leaders that will include unconscious bias training. Leadership development for SLT to follow. 	On track
<ul style="list-style-type: none"> Improving our employee data across multiple diversity dimensions. 	<ul style="list-style-type: none"> An annual diversity survey was implemented to improve the accuracy of our diversity data. 	On track

Te Taunoa o te mahi Pingore - Flexible-work-by default

- 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 AT DECEMBER 2023
<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 annual Have Your Say survey. 	<ul style="list-style-type: none"> • We completed a review of our approach to flexible working using surveys, interviews and an audit of existing agreements. Adjustments to our policy and approach were made in response to the findings of this work. 	On track
<ul style="list-style-type: none"> • We will use the Public Sector Flexible by Default and Hybrid Working Guidance to support and guide decision making 	<ul style="list-style-type: none"> • REA has adopted the PSC's guidelines and resources to support a flexible-by-default approach. 	On track
<ul style="list-style-type: none"> • We will review our flexible working practices to ensure it does not undermine career progression or pay (by end 2024) 	<ul style="list-style-type: none"> • We completed a review of our approach to flexible working using surveys, interviews and an audit of existing agreements. Adjustments to our policy and approach we made in response to the findings of this work. • As part of our review, we did not identify any unfair treatment of those people who had flexible working arrangements. 	On track