



**Manatū Wāhine**  
**Ministry for Women**

# Kanorautanga me te Kotahitanga Diversity, Equity & Inclusion

Kia Toipoto and Papa Pounamu combined report and plan  
15 November 2023

# Introduction

## Our Vision

Our vision is to create an inclusive culture where all our kaimahi staff thrive; a team that reflects those we serve, and an organisation where kaimahi staff have a deep sense of belonging.

Our plan will help build a more engaged and diverse workforce and lift our organisational capability and performance to deliver better outcomes for women and girls across New Zealand.

## Our commitment

The Ministry is committed to priorities that support all kaimahi staff to achieve their full potential by fostering a work environment that is free from bias. The combined Papa Pounamu and Kia Toipoto plan outlines our focus areas over the next year, in a pragmatic and realistic way.

## Our team

The Ministry has 48 kaimahi staff based predominantly in Wellington. A high proportion of our team identify as women.

## Our approach

We have developed this plan through engagement with leaders and a representative working group from across the Ministry. We will engage with all kaimahi staff as we implement our plan and measure its effectiveness. Foundational to this work is our Ko wai mātou (ways of working) which reflect who we are and what's important to us – Kia Māia - courage, Tuia mai - inclusive, Whakamanawa – lead with heart.

We have made some good progress over the last year against both Kia Toipoto and Papa Pounamu standards. Our plan focuses on actions that are high impact and build on progress to date. This mahi is reflected as a key workstream in our People Plan 2023/24.

# Key initiatives

As a smaller Ministry, we have focussed our resource and efforts on several key initiatives:

**Whāinga Amorangi programme** – dedicated resource has been allocated to build cultural competence for all kaimahi staff. Actions include a refreshed intranet hub and a learning framework with Te Reo and Te Ao Māori resources and learning. We also have daily karakia, regular waiata practice, host quarterly Mihi Whakatau and offer Te Tiriti o Waitangi workshops and learning. The Wall Walk is now part of the induction process for all new kaimahi staff.

**Ko wai mātou implementation** – In February 2023, we started an organisation wide kōrero with all kaimahi to define our ways of working through wānanga and co-design. We have landed our ko wai mātou (our ways of working) – Tūia mai (inclusive), Kia māia (courage) and Whakamanawa (lead with heart). We launched in August, and we are now in phase two of implementation – updating policy and process.

**Leadership Development programme** – starting in May 2023, the Ministry has supported a leadership programme for people leaders with a focus on inclusive leadership practices. Two leadership team members were mentors in the Emerging Māori Leaders' Programme. We now have two mentees from the programme completing their programme project within the Mana Wāhine Kaupapa Inquiry team.

**Progression policy** – using inclusive tools and practice, a new progression policy was introduced in April 2023 to ensure a fair and transparent process for all kaimahi staff to progress.

**Recruitment process** – we have strengthened our data capture of demographics in our recruitment process. We now report on demographics at application and shortlisting to measure success rates for minority groups at key stages of recruitment. We have also removed demographics from shortlisting information provided to interview panels, and ensured diversity on these panels to reduce bias. Our reporting at application, shortlisting and appointment, is showing positive results and has led to greater diversity of people joining our organisation.

# Data

## Representation

As of 30 September 2023, we have 48 permanent and fixed term employees. Our demographic representation reflects those we serve, with over 83% of employees identifying as women, and 32.5% of women identify as wāhine Māori.

- 70.8% of our kaimahi staff identify as European, followed by 27% Māori, 6% Pacific, 12.5% Asian, 2% MELAA, 4% Other and 6% did not disclose.
- All our senior leadership team are women.
- Data capture on rainbow and disability is a focus of our plan for next year.

## Pay Gaps

Due to our size, we are below the Statistics NZ reporting threshold to produce meaningful data for gender or Māori pay gaps. However, as the Ministry for Women we proactively release our gender pay gap figures annually, but due to our small size, minor changes in staffing can significantly affect our gender pay gap and make the number volatile. We use other information, such as trends, workforce profile, people data, and recruitment statistics, to indicate our progress.

As of 30 June, our gender pay gap was -2.7% in favour of women. Previously it has been: -0.1% (2022) in favour of women and 8.5% (2021) in favour of men.

## Progress

- Of the 22 people recruited between 1 October 2022 and 30 Sept 2023, 19 were women.
- 45% of our new starters over the same period identified as Māori.
- In terms of data collection in last quarter we have reduced the number of non-disclosures from 25% to 4% for ethnicity data and from 12.5% to 7.5% for gender data.

# Kia Toipoto – progress and plan

Focus area	Current State	Planned Activity	Outcomes
<b>Te Pono   Transparency</b>	<ul style="list-style-type: none"> <li>Finalised HR policies accessible on intranet</li> <li>Diversity and Inclusion working group formed</li> <li>Step based remuneration system for CA covered roles</li> <li>Salary bands published when advertising vacancies</li> </ul>	<ul style="list-style-type: none"> <li>Publish this combined plan on intranet and website</li> <li>Engage kaimahi staff in planning and delivery</li> <li>Review and consult on HR policies with kaimahi staff, PSA and publish on intranet</li> </ul>	<ul style="list-style-type: none"> <li>Kaimahi staff understand and engage with the plan and activity</li> <li>HR policies are easily accessible and understood</li> </ul>
<b>Ngā Hua Tōkeke mō te Utu   Equitable pay outcomes</b>	<ul style="list-style-type: none"> <li>HR review of starting salaries and existing salaries in like for like positions</li> <li>HR review position descriptions for bias</li> <li>Step based pay review system has removed need for performance rating and associated bias – this has been replaced with a coaching and feedback model to drive performance</li> </ul>	<ul style="list-style-type: none"> <li>Embed coaching model to support performance and feedback with the ko wai mātou integrated</li> <li>Embed job evaluation system</li> </ul>	<ul style="list-style-type: none"> <li>No unjustified gender or ethnic pay gaps</li> <li>Robust system in place to reduce and eliminate bias in salary settings</li> </ul>
<b>Te whai kano i ngā taumata katoa   Leadership and representation</b>	<ul style="list-style-type: none"> <li>70.8% kaimahi identify as European, 27% Māori, 6% Pacific, 12.5% Asian, 2% MELAA, 4% Other and 6% did not disclose</li> <li>Our wider leadership team of 10, has one male and 50% identify as non-European</li> <li>Our senior Leadership team (LT) is 100% women</li> <li>LT mentoring in Emerging Māori Leaders programme</li> </ul>	<ul style="list-style-type: none"> <li>Refresh recruitment content to reflect commitment to diversity and inclusion support and opportunities available</li> <li>Ensure website and social media reflect the diversity of our kaimahi staff and our mahi</li> <li>Analyse recruitment advertising to target channels that attract more diverse candidates</li> <li>Develop a Talent Management Framework to retain and grow leaders</li> </ul>	<ul style="list-style-type: none"> <li>Retain at least 70% women in leadership roles</li> <li>Increase our ethnic representation to reflect the population</li> <li>Talent pipeline in place</li> </ul>
<b>Te Taunoa o te Mahi Pīngore   Flexible work by Default</b>	<ul style="list-style-type: none"> <li>Flexible working policy in place - 20%+ kaimahi have formal arrangements in place, others have more informal arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Review effectiveness of Flexible Working policy</li> <li>Update Flexible Working Policy with Hybrid Working</li> <li>Leader training on Flexible and Hybrid Working</li> <li>Improve data capture of existing arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Accurate reporting on formal flexible working arrangements</li> <li>Census data: Maintain 89% score for Q.26 Currently using some form (in/formal) of flexible working</li> </ul>
<b>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki   Eliminating all forms of bias and discrimination</b>	<ul style="list-style-type: none"> <li>HR policy review with a focus on plain language and bias</li> <li>Leadership programme covering inclusive leadership</li> <li>Launched Ko wai mātou (ways of working) with a focus on Tūia Mai (inclusivity)</li> <li>Improved data capture of demographics (ethnicity and gender)</li> </ul>	<ul style="list-style-type: none"> <li>Refresh Speak Up policy and guidance</li> <li>Adopt Reasonable Accommodation Policy</li> <li>Investigate positioning, capture and reporting of rainbow and disability data</li> </ul>	<ul style="list-style-type: none"> <li>Kaimahi staff and managers understand their own bias and are aware of policy and process in place to recognise it and address bias and discrimination</li> <li>Census data: 90% score for Q.44 I feel safe to speak up about negative behaviour in the workplace</li> </ul>
<b>Te Whakawhanaketanga i te Aramahi   Career &amp; Leadership Development</b>	<ul style="list-style-type: none"> <li>Progression policy to ensure fair and consistent process for all</li> <li>Tier 3 leadership level in place</li> <li>Individual Development Plans (IDPs) available for kaimahi staff</li> </ul>	<ul style="list-style-type: none"> <li>Implement a Talent Management Framework</li> <li>Simplify Your Journey (performance &amp; development)</li> <li>Develop and launch Leadership Development and Organisation Capability framework</li> </ul>	<ul style="list-style-type: none"> <li>Talent Pipeline and clear pathways in place 100% kaimahi staff have IDPs in place and regular check ins</li> <li>Census data: 10-point increase Q.47 All things considered, I am satisfied with my career development opportunities</li> </ul>

# Papa Pounamu progress and plan

Focus area	Current State	Planned Activity	Outcomes
<b>Te Urupare i te Mariu   Addressing Bias</b>	<ul style="list-style-type: none"> <li>Started policy review for bias</li> <li>Recruitment process updated to remove demographics from shortlisting and diversity check for interview panels</li> </ul>	<ul style="list-style-type: none"> <li>Continue review of policies</li> <li>Diversity and inclusion Intranet hub with information and resource - awareness, learning modules, guides to engaging with minority groups, tools such as LEAD toolkit</li> <li>Explore Rainbow Tick</li> </ul>	<ul style="list-style-type: none"> <li>Good uptake and effectiveness of education, information and tools</li> <li>Census data: 90% score for Q.44 I feel safe to speak up about negative behaviour in the workplace</li> </ul>
<b>Te āheinga ā-ahurea   Cultural Competence</b>	<ul style="list-style-type: none"> <li>Whāinga Amorangi in place, with dedicated kaimahi staff to lead and embed the programme</li> <li>Māori Language Plan in place</li> <li>Daily karakia, te reo Māori classes, te reo Māori in communications, mihi whakatau and whakawatea in place, Māori cultural calendar of events and celebrations</li> </ul>	<ul style="list-style-type: none"> <li>Whāinga Amorangi calendar embedded</li> <li>Whāinga Amorangi refreshed intranet page and resources</li> <li>Continued growth of connections and partnerships with Māori stakeholders and communities</li> </ul>	<ul style="list-style-type: none"> <li>Increased confidence in engaging with Māori partners and stakeholders</li> <li>Kaimahi staff actively engage in Cultural Capability programme</li> <li>Census data: 5-point increase across all Māori Crowns Relations Capability questions</li> </ul>
<b>Ngā tūhononga e kōkiritia ana e ngā kaimahi   Employee Led Networks</b>	<ul style="list-style-type: none"> <li>Untracked membership of cross agency networks</li> <li>Employee led network (ELN) intranet page and inclusion in induction book</li> <li>Close relationship with the Government Women's Network with kaimahi staff on the Steering Group</li> </ul>	<ul style="list-style-type: none"> <li>Promote Employee Led Networks (ELNs)</li> <li>Join up the voices from ELNs to help inform and enhance diverse experiences for kaimahi staff</li> <li>Speaker series plan</li> </ul>	<ul style="list-style-type: none"> <li>Two-way flow of information and support from ELNs</li> <li>Census data: Q37b 5-point increase – I have access to employee led networks relevant to me</li> </ul>
<b>Hautūtanga Ngākau Tuwhera   Inclusive Leadership</b>	<ul style="list-style-type: none"> <li>Leadership Development Programme underway with a focus on inclusive leadership practices</li> <li>Ko wai mātou – teams talks led by leaders to explore Tūia mai – embracing and supporting all communities</li> <li>LT mentoring in LDC's Māori Emerging Leaders Programme - two mentees now supporting mahi of the Mana Wāhine Kaupapa Inquiry for their leadership service project</li> </ul>	<ul style="list-style-type: none"> <li>Implement a Talent Management Framework</li> <li>Develop and launch a Leadership Development Framework</li> <li>Embedding Ko wai mātou with leaders and kamahi - with spotlight on Tūia mai</li> <li>Diversity and inclusion working group engagement plan with CE and leaders</li> </ul>	<ul style="list-style-type: none"> <li>Active engagement in leadership framework</li> <li>Census data: Q37a 5 point increase – The agency I work for supports and actively promotes an inclusive workplace</li> </ul>
<b>Building relationships   Te whakawhanaungatanga</b>	<ul style="list-style-type: none"> <li>Organisation wide kōrero on ko wai mātou</li> <li>New operating rhythms for the wider leadership team to build stronger working relationships</li> <li>Involvement in communities of practice across public sector and engagement other population agencies to share good practice</li> <li>Connection with kaumatua and kuia across public sector to support our tikanga and kawa</li> </ul>	<p>Deliver unified stream of initiatives from the People Plan, including:</p> <ul style="list-style-type: none"> <li>Ko wai mātou (ways of working) rollout</li> <li>People focussed comms – that reflect the diversity of our work and our people</li> <li>Build Leadership community / framework</li> </ul>	<ul style="list-style-type: none"> <li>Stronger culture with higher levels of engagement</li> <li>Census data: Q37c 5 point increase - I feel comfortable being myself at work/with my colleagues</li> </ul>