



Manatū Wāhine  
Ministry for Women

# Kanorautanga me te Kotahitanga **Diversity, Equity & Inclusion**

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Kia Toipoto and Papa Pounamu combined report and plan

November 2024

# Tā te whakahaere matawhānui, manawanui hoki | *Organisation overview, context and commitment*

## Our purpose

We are the government's principal advisor on improving the lives of wāhine women and kōtiro girls of Aotearoa New Zealand.

We are here to make a difference for the communities we serve in New Zealand by ensuring the voices of women and girls are heard and their perspectives are included in the development of government policy and initiatives.

We act as a catalyst for change by providing system leadership with partners and stakeholders, including Māori, Pacific peoples, and diverse communities, to improve outcomes for women and girls.

We provide and deliver a range of services, tools and advice to increase women and girls' leadership, participation, safety, and wellbeing in society.

## Our Vision for Diversity, Equity and Inclusion

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

Our plan helps to build a more engaged and diverse workforce and lift 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 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

As of 30 June, the Ministry has 40 staff based in Wellington. A high proportion of our team identify as women.

The team at the Ministry has reduced in size from 46 at the same time last year. Our senior leadership team has reduced in size, and we have integrated two functions to leverage capability and collaboration.

## Our approach

We developed an initial plan through engagement with leaders and a representative working group from across the Ministry. The plan has been refreshed, and we will engage with all staff as we continue to 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 - we are brave and courageous in all we do, Tuia mai - we embrace and support wāhine from all communities, Whakamanawa – lead with heart to achieve the best outcomes.

We made some progress last year against both Kia Toipoto and Papa Pounamu standards. Our plan focuses on continuing actions that are high-impact and build on progress to date.

## Progress

We have made progress by focussing our resource and efforts on several key initiatives.

### *Whāinga Amorangi programme*

We continue to implement Whāinga Amorangi and have resources driving and supporting this. We have implemented E Tipu Te Waerenga, our Te Reo Māori Language Plan 2024 – 25, and Te Reo Māori me o nga tikanga is encouraged and supported across the Ministry. We have launched the cultural competency learning platform Te Rito for all staff and have regular events (internal and external) to grow cultural competence and knowledge of Te Ao Māori so we can better support and effectively engage with diverse communities.

We have also continued to build on internal tikanga practices by engaging with Te Ao Māori public service colleagues to support our cultural competency, opening and closing hui and other events with karakia, and conducting staff mihi whakataua (welcome) and whakawātea (farewells). An internal survey found that many staff felt these learning opportunities had improved their knowledge and confidence to have discussions on New Zealand history and expanded their Te Reo Māori vocabulary.

### *Ko wai mātou implementation*

Following the introduction of our new ways of working (Ko wai mātou) in August 2023, we continue to embed Tūia mai, Kia māia and Whakamanawa into our policy, practice and processes. The Ko wai mātou have been integrated into our recruitment, induction and performance and development frameworks. The Ko wai mātou are now visually presented by tāniko patterns on woven cloaks, inspired by atua wāhine. The design process enabled staff to understand the cultural symbolism of the designs, supporting a deeper understanding of each Ko wai mātou. We continue to review and infuse Ko wai mātou into our everyday activities, recognition, communications and policies.

### *Leadership Framework*

The Ministry has been working on a framework for leadership that is fit for the organisation. The Tier 3 leaders are now part of a wider leadership group, with regular hui that focus on planning and discussion around people, culture and delivering priorities. This has created more diversity around the table and better access to information. Mentoring and coaching has been rolled out for leaders to hone their skills, and a leadership hub with guidance and tools has been launched.

Matrix working has provided opportunities for staff in different roles to step up into project lead roles, enabling different types of leadership opportunities to present themselves.

The Ministry has identified that continued support of the Māori Emerging leaders' programmes as mentors and mentees, is an important part of our leadership framework.

### *Growth and Development*

We have refreshed the Ministry's performance and development process (Your Journey) to simplify it for staff and leaders, and to enable better conversations that are focussed on supporting achievement and growth. The process feeds into the new Talent Management

Framework that is still in its infancy. This framework will provide greater visibility of talent enabling and opportunities to strategically drive performance and potential for individuals and the organisation.

#### *Quarterly Human Resources (HR) Dashboard*

Above and beyond PSC workforce quarterly reporting, we have developed a Ministry HR Dashboard that presents key metrics relating to our workforce, recruitment, people moves and changes, demographics, wellbeing indicators. The Dashboard has enabled a more data driven discussion at a Senior Leadership and Tier 3 level to better understand the workforce make-up and to focus on issues or trends that need to be supported or addressed.

## Te raraunga | *Data*

Our workforce has changed over the last year due to a number of factors including a change in our operating environment, our priorities and the requirement to remain fiscally sustainable.

### Representation data

As of 30 June 2024, we have 40 permanent and fixed term employees, down from 46 permanent and fixed term employees the previous year. Our demographic representation reflects those we serve, with 85% of employees identifying as women (up from 80.4% the previous year), and 30.5% of women identify as wāhine Māori.

71.1% of our kaimahi staff identify as European, followed by 31.6% Māori, 13.2% Asian, 5.3% Pacific, 2.6% MELAA and 2.6% other.

All members of the senior leadership team are wāhine women.

Our wider leadership team, which includes the CE and Tier 2 and 3 leaders, is predominantly women, with 77.8% identifying as non-European.

Through our recruitment process we capture gender and ethnicity data. We intend to use the data from Census 2025 to build a wider picture of our workforce, including rainbow, disability and neurodiversity representation.

### Pay and Pay Gaps

The Ministry's gender pay gap is not included in public service workforce data, as our workforce size does not meet the threshold required to produce meaningful high-level gender pay gap statistics (as per the guidance in the Stats NZ guidelines). Therefore, this does not meet the required reliability and validity standards.

Releasing this information could also identify individuals. We use other information, such as trends, workforce profile, people data, and recruitment statistics, to indicate our progress.

## Te roanga o te kōrero | *Narrative*

Over the past year, the Ministry has adapted to a changing operating environment and has undergone change to ensure that we are best positioned to deliver for women and girls. As we embed these changes, we're identifying new opportunities to build a stronger, more inclusive culture. This plan will be key to achieving that vision.

The introduction of 90-day planning and matrix working has enabled greater visibility and transparency of work programmes across the Ministry. It has also supported a focus on capability—bringing together different skills and strengths to deliver on our priorities.

This has enabled opportunities for greater collaboration, development and learning for all staff, which will continue to be a focus in the year ahead.

The Ministry has a large proportion of women in our workforce, which is reflected in the number of women represented in leadership roles across the Ministry. We're proud to build a pipeline of diverse women in leadership. Since the appointment of our Kaihautū Māori and through our role in co-leading the Mana Wāhine Kaupapa Inquiry, we have attracted more wāhine Māori at all levels into the organisation. This supports us to increase our cultural capability across the Ministry and enhances our delivery.

Our focus on creating a fair and inclusive progression policy, along with offering development opportunities for staff, has fostered meaningful internal movement among non-European staff. This is reflected in our T3 leadership group, where 80% are non-European, and 60% have progressed through internal progression

Following our change process earlier this year, we're developing a new model to create a more diverse governance group to support the senior leadership team. This approach will offer valuable development opportunities for staff and bring a more diverse perspective to decision-making and monitoring.

Our plan enables us to continue to build a diverse workforce, embed our ways of working to strengthen our culture, and grow capability to achieve the best outcomes for women and girls of New Zealand.

## Kia Toipoto

Focus area	Current state	Planned activity	Outcomes
<b>Te Pono   Transparency</b>	<ul style="list-style-type: none"> <li>• D, E &amp; I plan available on intranet and website</li> <li>• D, E &amp; I intranet hub developed</li> <li>• HR policies accessible on intranet</li> <li>• Step based remuneration system for CA covered roles</li> <li>• Salary bands published on vacancies</li> </ul>	<ul style="list-style-type: none"> <li>• Promote D, E &amp; I intranet hub</li> <li>• Continue review of HR policies with staff, PSA and publish on intranet</li> </ul>	<ul style="list-style-type: none"> <li>• Staff understand and support 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>• Remuneration and performance were uncoupled to remove ratings and bias in review, replaced with Your Journey coaching and performance model</li> </ul>	<ul style="list-style-type: none"> <li>• Embed job evaluation system</li> <li>• Continued checks of equitable pay outcomes for job movements or changes as a result of progression</li> </ul>	<ul style="list-style-type: none"> <li>• No unjustified gender or ethnic pay gaps</li> <li>• Robust system embedded to reduce and eliminate bias in salary settings</li> </ul>
<b>Te whai kanohi i ngā taumata katoa   Leadership and representation</b>	<ul style="list-style-type: none"> <li>• 71.1% kaimahi identify as European, 31.6% Māori, 5.3% Pacific, 13.2% Asian, 2.6% MELAA, 2.6% other</li> <li>• Our senior Leadership team is 100% women</li> <li>• Our wider leadership team is predominantly women with 77.8% identifying as non-European</li> <li>• LT mentoring concluded for the year in Emerging Māori Leaders programme</li> <li>• Talent mapping completed at leadership level</li> </ul>	<ul style="list-style-type: none"> <li>• Embed Talent Management process at all levels</li> <li>• Continue recruitment analysis to ensure channels attract diverse candidates</li> <li>• Review recruitment and selection process and documentation to ensure its inclusive and free from bias</li> <li>• Promote and support mentoring and participation in the Emerging Māori Leaders programme</li> </ul>	<ul style="list-style-type: none"> <li>• Retain at least 80% women in leadership roles</li> <li>• Maintain ethnic representation at leadership level</li> <li>• Recruitment data shows no evidence of ethnic or gender bias</li> <li>• Talent pipeline in place</li> </ul>

<p><b>Te Taunoa o te Mahi Pīngore</b>   <i>Flexible work by Default</i></p>	<ul style="list-style-type: none"> <li>• Flexible working policy in place with 30% staff have formal arrangements in place</li> <li>• Informal hybrid working arrangements</li> <li>• Flexible Working Policy under review to include Hybrid Working</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Flexperts programme Leader training on Flexible and Hybrid Working</li> <li>• Update Flexible Working Policy and align with PSC guidance and our Ko wai mātou</li> <li>• Rollout updated policy and guidance</li> <li>• Report on flexible working arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Formal and informal flexible working arrangements reviewed for effectiveness</li> <li>• Census data: Maintain 89% score for Q.7 Regular use flexible working arrangements</li> </ul>
<p><b>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki</b>   <i>Eliminating all forms of bias and discrimination</i></p>	<ul style="list-style-type: none"> <li>• Regular HR policy review with a focus on plain language and bias</li> <li>• Ko wai mātou (ways of working) with a focus on Tūia Mai (inclusivity)</li> <li>• Improved data capture and analysis of demographics (ethnicity and gender) across HR process</li> <li>• Review of Speak Up and Bullying and Harassment policy and guidelines underway</li> </ul>	<ul style="list-style-type: none"> <li>• Finalise and launch Speak Up and Bullying and Harassment policy and guidelines</li> <li>• Adopt Reasonable Accommodation Policy</li> <li>• Promote self-awareness tools on D, E &amp; I intranet hub</li> </ul>	<ul style="list-style-type: none"> <li>• Increased self-awareness of bias</li> <li>• Speak Up and Bullying and Harassment process clear and accessible</li> <li>• Census data: 90% response Q.33 I feel safe to speak up about negative behaviour in the workplace</li> </ul>
<p><b>Te Whakawhanaketanga i te Aramahi</b>   <i>Effective Career &amp; Leadership Development</i></p>	<ul style="list-style-type: none"> <li>• Progression policy annual round in place</li> <li>• Wider leadership group established to build people leader network</li> <li>• Individual Development Plans (IDPs) integrated within Your Journey, including longer term career goals</li> <li>• Development opportunities promoted and intranet page in place with a range of options</li> </ul>	<ul style="list-style-type: none"> <li>• Embed Talent Management Framework</li> <li>• Embed Your Journey performance and development</li> <li>• Promote LDC online modules and courses for emerging to experienced leaders</li> <li>• Finalise and promote Study Assistance policy</li> </ul>	<ul style="list-style-type: none"> <li>• Talent map in place</li> <li>• Individual Development plans for all kaimahi as part of Your Journey</li> <li>• Census data: 10-point increase Q.55 I am satisfied with my career development opportunities</li> </ul>



## Papa Pounamu

Focus area	Current state	Planned activity	Outcomes
<p><b>Te Urupare i te Mariu</b>   <i>Addressing Bias</i></p>	<ul style="list-style-type: none"> <li>• Regular HR policy review with a focus on plain language and bias</li> <li>• Ko wai mātou (ways of working) with a focus on Tūia Mai (inclusivity)</li> <li>• Improved data capture and analysis of demographics (ethnicity and gender)</li> <li>• Review of Speak Up and Bullying and Harassment policy and guidelines underway</li> <li>• Informal practice in place to reasonably accommodate people with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Finalise and launch Speak Up and Bullying and Harassment policy and guidelines</li> <li>• Promotion of self-awareness tools on D, E &amp; I intranet hub</li> <li>• Develop and launch a Reasonable Accommodation Policy</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.45 I am satisfied with how matters related to bullying /harassment are resolved in my organisation.</li> </ul>
<p><b>Te āheinga ā-ahurea</b>   Cultural Competence</p>	<ul style="list-style-type: none"> <li>• Whāinga Amorangi has gained momentum with an internal survey results showing most staff felt the learning opportunities had improved their knowledge and confidence to have discussions on NZ history and expanded their te reo Māori vocabulary.</li> <li>• Good levels of participation in Te Tiriti o Waitangi and NZ History workshops</li> <li>• Tikanga practices in place with the support of colleagues from public sector agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to roll out Whāinga Amorangi programme of learning and events</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: Q 58 - 64 5 point increase across all Māori Crowns Relations Capability questions</li> </ul>

<p><b>Ngā tūhononga e kōkiritia ana e ngā kaimahi  </b> <i>Employee Led Network</i></p>	<ul style="list-style-type: none"> <li>Employee led network (ELN) are promoted via our intranet page and inclusion in induction book, however membership of cross agency networks is untracked</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>Continued promote of Employee Led Networks (ELNs)</li> <li>Track membership and join up the voices from ELNs to help inform and enhance understanding of diversity diverse experiences for kaimahi staff</li> </ul>	<ul style="list-style-type: none"> <li>Two-way flow of information and support from ELNs</li> <li>Census data: Q50 5-point increase – I have access to employee led networks relevant to me</li> </ul>
<p><b>Hautūtanga Ngākau Tuwhera  </b> <i>Inclusive Leadership</i></p>	<ul style="list-style-type: none"> <li>Leadership Development Programme rolled out with a focus on self-awareness and inclusive leadership practices</li> <li>Leadership expectations in place</li> <li>Created wider leadership (T2 and T3) cohort to open up leadership kōrero</li> </ul>	<ul style="list-style-type: none"> <li>Continued development of Leadership Framework underpinned by Ko wai mātou</li> <li>Refresh Leadership expectations with D, E &amp; I lens</li> <li>Embed Ko wai mātou with 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>
<p><b>Hautūtanga Kākoro Rau  </b> <i>Fostering diverse leadership</i></p>	<ul style="list-style-type: none"> <li>Wider leadership team is predominantly women with 77.8% identifying as non-European</li> <li>Talent management rolled out at leadership level currently</li> <li>Recruitment data analysis for internal and external recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Embed Talent Management process</li> <li>Recruitment analysis to ensure channels attract diverse candidates at leadership levels</li> <li>Review recruitment and selection process to ensure its inclusive and free from bias</li> </ul>	<ul style="list-style-type: none"> <li>Retain at least 80% women in leadership roles</li> <li>Maintain ethnic diversity in leadership roles</li> <li>Recruitment data shows no evidence of bias based on ethnicity or gender</li> <li>Talent pipeline in place</li> </ul>