



MARANGA AKE

A call to action
for Māori in the
future of work



Report developed by the Māori Future of Work Advisory Group for the Minister for Māori Development and the Future of Work Tripartite Forum

Not Government Policy

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Tā tātou rōpū

Biographies

The Māori Future of Work rōpū are a group of independent specialists activating next steps to build the right relationships and actions for meaningful impact for Māori in the future of work.

Our rōpū includes business owners, entrepreneurs, Iwi leaders and worker representatives. We hold space for both rangatahi and pakeke to inform our experiences of what has been, and our positive aspirations for the future.



Hinepounamu Apanui-Barr

Rangatahi Researcher Tokona te Raki
Ngāi Tahu (Kāti Māhaki), Ngāti Porou (Te Whānau
a Tūwhakairiora)

Hinepounamu has played an active role in rangatahi development within Te Rūnanga o Ngai Tahu's Manawa Hou programme. She was a panellist on the Whānau Ora symposium in 2018. Hinepounamu presented at the November 2021 Future of Work Forum on the need for interventions to support smooth transitions from education to first employment for rangatahi Māori, and interventions that promote upwards mobility in the labour market. Hinepounamu was the national Ngā Manu Kōrero winner in 2016.



Dan Te Whenua Walker

Director, Tātaki - Auckland Unlimited
Ngāti Ruanui, Ngāruahine, Ngāti Maniapoto,
Tūhourangi and Ngāti Kahungunu ki Wairoa

Dan is the Global Co-Chair of Indigenous at Microsoft, which focuses on Indigenous empowerment wherever Microsoft is, and sharing the power of perspective to raise the Indigenous voice in technology globally. Dan is also the Director of Tātaki Auckland Unlimited, Deputy Chair of NZ Māori Tourism, Pou Tuarā of Te Rūnanga o Ngāti Ruanui, Board Member of RMHC and CCF, and involved in a variety of community and trustee roles.



Kerri Nuku

CTU Rūnanga (NZNO Tōpūtanga Tapuhi Kaitiaki o Aotearoa) - Ngāi Tai, Ngāti Kahungunu

Kerri is the Kaiwhakahaere Tōpūtanga Tapuhi Kaitiaki o Aotearoa (NZNO). She has broad senior leadership experience in national and international fora, International Council of Nurses, Global Nurses United, South Pacific Nurses Forum and the World Health Organisation (WHO) Human Resources for Health project; as well as several board positions across non-profits, treaty settlement entities and private business. A strong advocate for workers' rights and pay parity, Kerri has provided representation to the International Labour Organisation; the United Nations; and is a claimant on the Wai 2575 – Kaupapa Māori Health Inquiry and Wai 2700 – Mana Wāhine Inquiry. Kerri has also contributed advice to government, including Te Ara Mahi Māori.



Renata Hakiwai

Managing Director HTK Group
Ngāti Kahungunu, Rongomaiwahine, Ngāti Porou,
Waikato-Tainui, Tūwharetoa

Renata Hakiwai established HTK in 2015 to meet the growing demand for a Māori business advisory service that is purpose-driven. Renata has more than ten years of experience in senior executive and leadership positions, a successful investor and entrepreneur. He serves on governance boards on a range of crown, commercial, iwi, not-for-profit, and start-up entities. He has a passion for Māori economic development: Māori business, social innovation and enterprise, workforce development, STEM and the Future of work. Renata has deep connections into the communities in which he serves and sees himself as an accelerator for Māori and indigenous and an enabler of people.



Maxine Graham

Director Pūmau
Ngāti Mahuta, Ngāti Whānaunga, Ngāti Paoa

As a strong advocate for an Aotearoa that honours Te Tiriti o Waitangi, Maxine has a strong vision for how this can be achieved. Imperative to this is enabling locally led solutions to ensure the social, cultural, economic, environmental and spiritual advancement of Aotearoa. Maxine has extensive strategic experience across numerous sectors including government, tertiary, NGO, and the private sector; and experience in several governance roles across the country. Maxine founded a consulting company that provides strategic design and delivery, Crown-Iwi engagement and leadership advice.



Te Miringa Parkes

CEO of Ūkaipo, Glownz and Blush Balloons
Waikato-Tainui, Te Atihaunui-ā-pāpārangī, Ngāti Tūera, Ngāti Hinearo me Ngā Paerangi

Te Miringa Parkes is young entrepreneur who, despite being a fulltime student, founded a number of businesses. Studying Commerce and Arts at University, Te Miringa's entrepreneurial journey began through a simple conversation with a lecturer, about a potential business venture. In 2020, Te Miringa and her team came second place in the University's \$100k Innovation Challenge with their innovative venture Ūkaipō, a venture inspired by her mother, that provides biodegradable, sustainable packaging products that allow mothers to bury their baby's placenta, in following with tikanga practices. partnerships with iwi, and health and safety in food and manufacturing.



Janice Panoho

CTU Rūnanga
Ngāpuhi, Te Rarawa, Ngāti Whātua, Ngāti Hine,
WaikatoTainui, Ngāti Manu

Janice is a member of the CTU Rūnanga and Kaihautū Māori for the Public Service Association (PSA). In her youth, Janice asserted rangatiratanga through the Māori rights movement, the women's movement, the mana wāhine movement and homosexual law reform. She began work for the PSA in 1984 and now oversees the integration of kaupapa Māori programmes and strategies into the PSA's campaigns, and leads the union's engagement with Māori organisations. Janice was a member of Te Ara Mahi Māori the Māori Employment Action Plan Reference Group that informed Te Māhere Whai Mahi.



Grant Williams

CTU Rūnanga (Maritime Union of NZ)
Rongowhakaata, Ngāti Porou, Ngāti Kahungunu,
Kāi Tahu

Previously stevedore at the Ports of Auckland, with 20 years' of experience as a watersider, Grant is a representative of the Maritime Union and co-convenor of the CTU Rūnanga. Grant was a member of Te Ara Mahi Māori reference group, which informed the development of the Māori Employment Action Plan 2022, and a panellist at the November Future of Work Forum representing the CTU Rūnanga. He is a champion of the rights of Māori workers particularly in the face of barriers to Māori achieving decent work.



Sharryn Te Atawhai Barton

CTU Ruunanga (E Tuu)
Waikato, Ngaati Raukawa, Ngaati Maniapoto

Sharryn is a mokopuna of many iwi but raised at her papakāinga of Te Oohaakii (Raahui Pōkeka), Aotearoa (Wharepuhunga), and Tokonganui-a-noho (Te Kuiti). Te Atawhai is passionate about Te Tiriti o Waitangi and the union movement; she has a lived experience of advocating for and achieving rights of taangata whenua to reach their full potential through waananga and workplace democracy. She is a respected E Tū union leader and active in the Future of Work through her various roles, including National Convenor of E tū Rūnanga, a member of NZTU Rūnanga and an advocate for just transition partnerships with iwi, and health and safety in food and manufacturing.

Acknowledgements:

We would like to acknowledge Eruera Tarena, Executive Director, Tokona te Raki for providing the role of critical reviewer of this report.

We would also like to thank IDIA (Indigenous Design and Innovation Limited) who undertook the design of this report.

Mihimihi

Foreword

“E kore au e ngaro, he kākano
i ruia mai i Rangiātea”
I will never be lost in this
world, for I am a seed of
greatness cast forth from
a great line of chiefs
from Rangiātea

This whakatauāki was spoken by the renowned ancestor, Turi Arikinui, 21 generations ago, when he first arrived here in Aotearoa on the Aotea waka. Our tūpuna were visionaries, agile in leveraging opportunities to sow the seeds for future prosperity. The transmission of knowledge through whakatauki and whakatauāki is embraced in this report to carry through the voices of our ancestors.

Ngā kōrero tuku iho tells us that Turi Arikinui believed in the potentiality of seeds. He brought the karaka seeds with him on his journey to Aotearoa. Today we can trace his movements by following the karaka trees that were dispersed by him from Tāmaki Makaurau around Mt Eden, through the Waikato, and all the way down to Patea where he finished his journey. His kōrero helps to frame our mahi in reimagining what the future of work could look like for Māori and reminds us of what seeds we are planting for 21 generations to come.

Like the voyages of Turi Arikinui, this report aims to plant the seeds for transformational change and outline pragmatic actions that can be taken today to achieve systems shifts for our people.

The Future of Work is often described in the context of disruptive changes to our society, influenced by global economic megatrends: climate change, demographic change, technology change and globalisation. From this perspective, the future could be construed as something to be fearful of, that is risky and has the potential to cause whānau harm. In the work of this rōpū, we have reimagined an aspirational future for our people and a pathway to get there, without being constrained by the current environment or the challenges we face today. Our purpose in engaging with the future of work kaupapa is to promote safe runways for our people to be ready for what the future holds: we are the designers of our own futures.

This report, Maranga Ake, is a call to action for the future of work for Māori. A call to honour Turi Arikinui and a reminder that we are seeds of greatness.

Ngā mihi,



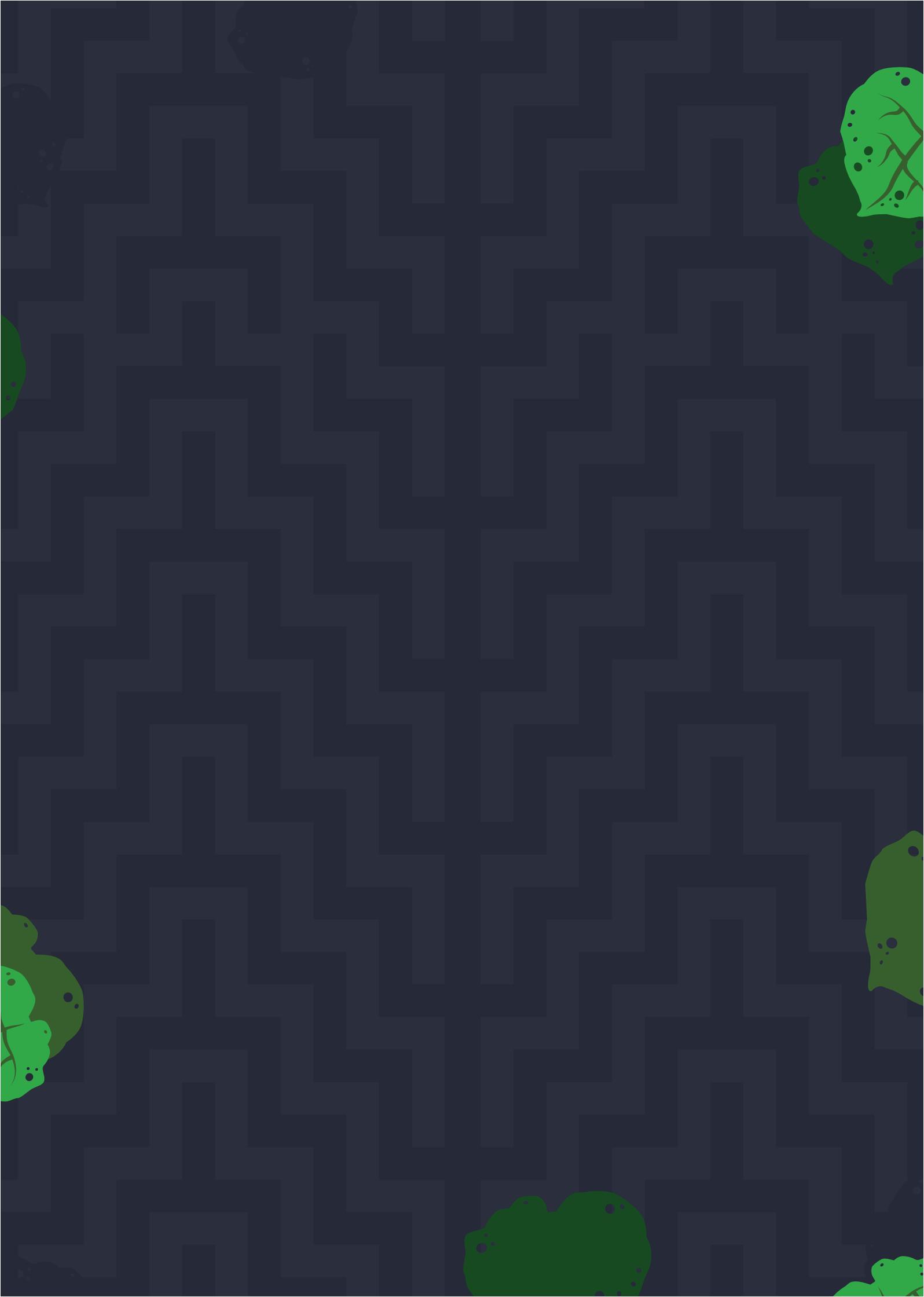
Dan Te Whenua Walker
Co-chair



Hinepounamu Apanui-Barr
Rangatahi Co-chair

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Whakarāpopototanga

Executive Summary

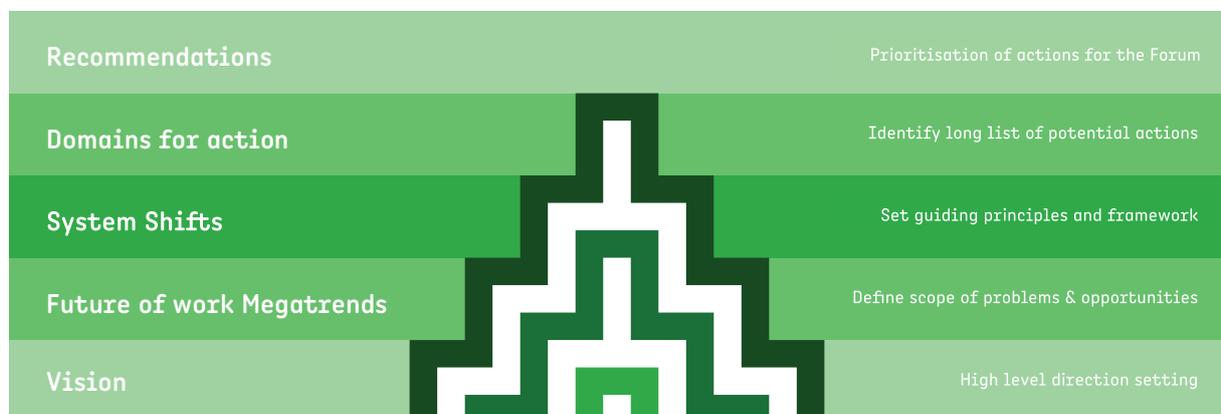
Our rōpū has been tasked with exploring issues shaping the future of work for Māori and providing advice to the Minister for Māori Development, and the Future of Work Tripartite Forum, on specific actions that would help Māori to prosper in the future of work. This report sets out a vision for the future and actions that guide us towards a prosperous future for all Māori.

The approach we have taken to deliver our advice is set out below, working from high level principles towards tangible actions for the Forum.

We envisage a future for Māori where work supports the wellbeing of every individual and nourishes our connections to each other and the environment; where the potential of all people is realised; and where our collective contribution is meaningful and dignified; where whānau determine their own futures.

The vision guides our understanding of the key challenges and opportunities associated with the changing nature of work, and how global megatrends (climate change, tech change, demographic change and globalisation) may reshape pathways into sustainable, high-value jobs and careers as well as other opportunities to strengthen Māori participation in the economy.

To leverage opportunities and minimise the risks associated with these trends, we have identified fundamental system shifts needed to support a prosperous future of work for Māori.





These are described in domains for action, and are broadly scoped in recognition of the interdependencies between the future of work and the future wellbeing of our people:

1. **Tangata Ora:** Rebalancing workforce dynamics through education and training pathways
2. **Whai Rawa:** Strengthening the Māori entrepreneurship and business ecosystem
3. **Papatūānuku:** Accelerating Māori leadership in sustainable mahi
4. **Whanaungatanga:** Unifying and building partnerships to walk collectively into a future of work where Māori are thriving

Actions to move towards the necessary system shifts are set out under each domain. These are important. However, to answer the wero provided by the Future of Work Tripartite Forum we highlight for discussion at the November 2022 Forum eight key recommendations as priorities to move towards our vision for Māori in the future of work.

Immediate recommendations:

1. Mahi Tūturu
2. Skills and employment hubs
3. Strengthening Māori leadership and partnerships in the Future of Work Forum
4. Strengthen Māori Tech pathways

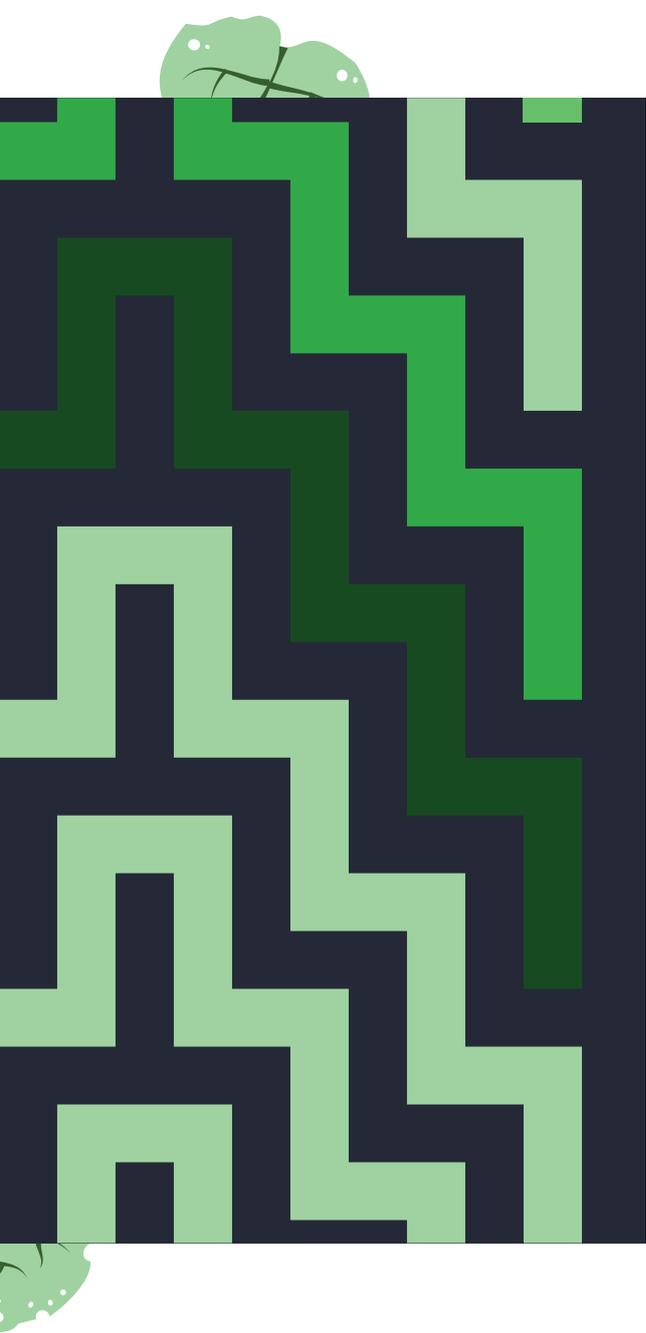
Short term recommendations:

5. Māori Just Transitions Programme
6. Realising the potential of Māori businesses and entrepreneurs
7. Refocusing the careers systems to deliver a skills-based approach

Medium - Long term recommendation:

8. Māori Social Support Authority Mana Tautoko Pāpori Māori

We see a continuing work programme led by Māori, for Māori to take forward this kaupapa and support transformational change. We see a role for everyone in achieving our vision and hope to continue this journey together towards a prosperous future of work for our people.



Moemoeā

Our vision

Our vision for the Future of Work for Māori is a future where work supports the wellbeing and potential of every individual and nourishes our connections to each other and the environment.

Nurturing Potential

Poipōia te kākano kia puāwai

We envisage a Future of Work where the potential of all people is realised. When our education, training, and employment systems are inclusive and easy to access, everyone in Aotearoa will thrive. The principles of Te Tiriti o Waitangi are upheld in all areas of our lives. Our tamariki and rangatahi grow up confident in their ability to succeed; supported by their networks of whānau, hapū, iwi, and hāpori. They are aware of the full breadth of options available to them and have the support to help them achieve their dreams.

Collective Contribution

He toa takitini

We envisage a Future of Work where everyone has a critical role in contributing to the economy. The “economy” as it is known now, has shifted from an extractive system that is focused on monetary wealth, to a system of holistic wealth and contribution. We have developed a way of working sustainably in business and in society, and the environment is replenished. The concept of work as a means of survival is a thing of the past, and we all understand the meaningful contribution that we must make to the wider context of work.

Active Leadership

Tū tangata

We envisage a Future of Work where whānau determine their futures. Whānau, hapū, iwi, and hāpori Māori generate wealth in their own ways, and on their own terms. Leadership pathways allow our people to take ownership of their space within the economy. As a young, dynamic Pacific nation with abundant natural resources, Aotearoa is at the vanguard of innovation, entrepreneurship, employment and social change. The Future of Work is one where these traits are supported to reach greater heights.

The Future of Work

Kaupapa

The wero for us

Ki te kāhore he whakakitenga, ka ngaro te iwi.

Nā Kīngi Taawhiao

We have been tasked with exploring issues shaping the future of work for Māori and providing advice to the Minister for Māori Development, and the Future of Work Tripartite Forum, on specific actions that would help Māori to prosper in the future of work. This work may also help guide future-focused action in Te Mahere Whai Mahi Māori², the Māori Employment Action Plan: “to accelerate iwi, hapū and Māori leadership of, and engagement in, future growth industries”. Drawing on the wisdom of Kīngi Tāwhiao Pōtatau Te Wherowhero in this context, if we don’t have a plan for the future as Māori, we’ll become part of someone else’s.

We acknowledge the Government and social partners of the Future of Work Tripartite Forum and Hon Willie Jackson, Minister for Māori Development, in supporting us to give this advice.

This report is the beginning of an ongoing process of understanding the future of work for Māori and how we can ensure that all Māori have the opportunity to realise their potential.

Sometimes we’re given a task to move out from the darkness to sit in the light, which brings me to the times of raupatu when Kīngi Tāwhiao had to go to Maniapoto kei raro i te maunga o Pirongia. That was a time of great despair for our people.

Those that know Kīngi Tāwhiao know he was prophetic and that his statements, known as tongikura, are held to today. Kīngi Tāwhiao sung a waiata for his longing to go back home: “Tōku awa koiora me ōna pikonga he kura tangihia o te mātāmuri - the river of life, each curve more beautiful than the last.” - This tongikura speaks to Kīngi Tāwhiao’s yearning to return to a state of mauri ora, returning the wellbeing of his awa and being in his place of belonging. Kīngi Tāwhiao was reminded that beauty still exists in te awa koiora even though we can’t return to the past of what was.

In the future of work context we have to be urgent towards returning to a state of wellbeing for our people.

We have to keep doing our little season in life because, in the big picture, we’re just a little speck of it - what can we contribute to return to that state of hau ora? We have to keep moving but remembering those tongikura and those lessons from the past and staying strong to our convictions.

Personal Reflection, Maxine Graham

Our wero to you

Mānuka takoto, kawea ake

As the kaiwero delivering this report to the Minister for Māori Development and The Future of Work Tripartite Forum, our recommendations represent the collective result of our efforts, expertise and intellectual property. This mahi is disruptive by design, and our work has been undertaken in service to the wellbeing of our communities as Māori. Our aim is to steer the waka towards positive, long-term systems shifts by outlining pragmatic, future focused actions and initiatives. This report lays a wero to the members of the Tripartite Forum, and other stakeholders in our collective future, to meet this challenge with meaningful commitment, action and accountability.

Achieving Rauora

Kia uiui mai rā, kei hea he aratakina mā tātou?

Me kii – ka mua ka muri

Achieving our aspirations for the future of work requires us to walk backwards into the future and drive collective momentum towards a new way of being.

We are not alone in being challenged with influencing action and driving towards fundamental shifts to manifest a better future for our people; many are working in this space. We have been guided by principles articulated in Ihirangi's Rauora framework, which describes a Māori worldview that promotes holistic wellbeing and intergenerational equity over servitude to an economy centred on individualism and resource exploitation.

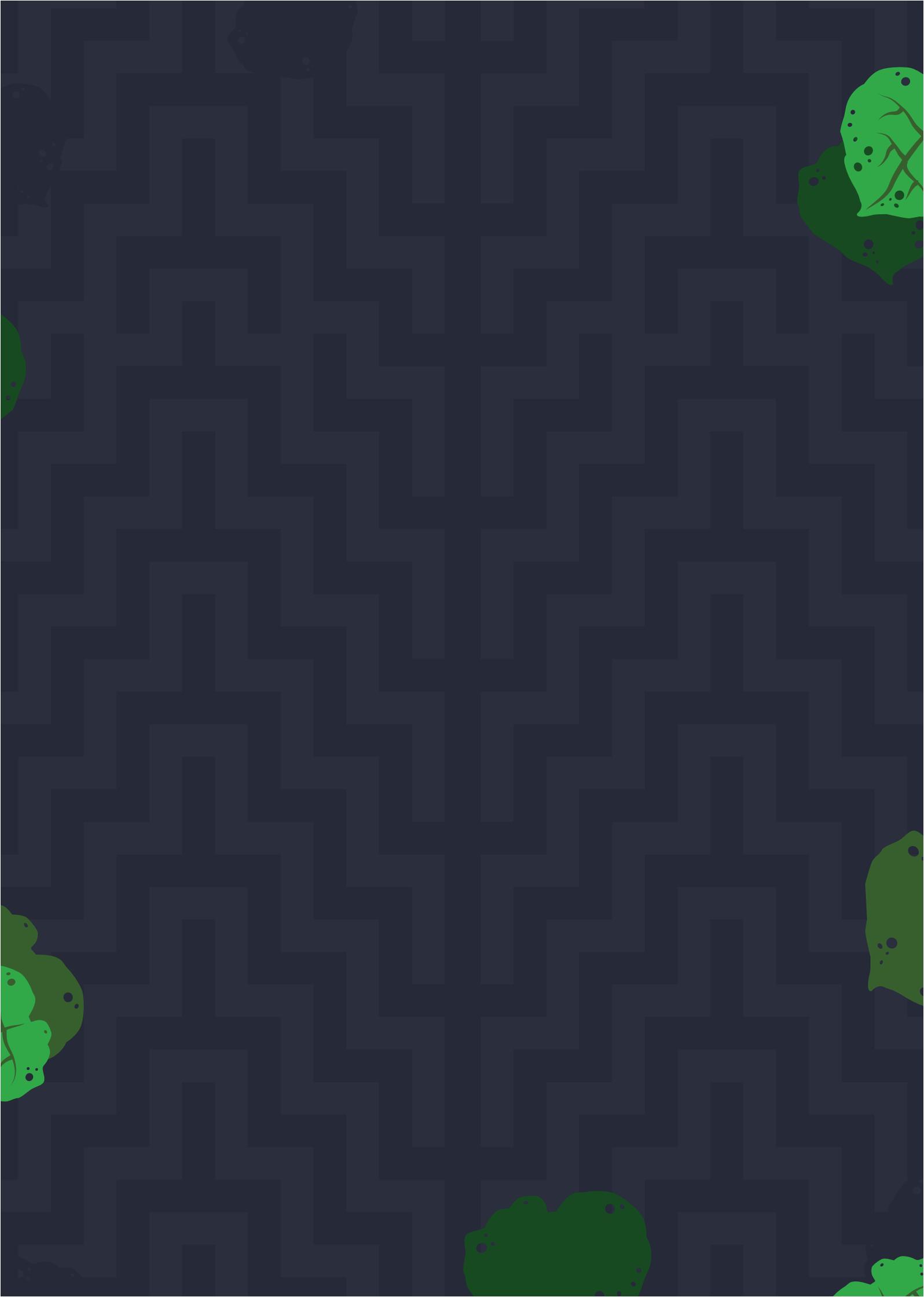
The Rauora framework provides a useful lens through which to view the global megatrends affecting the future of work, to emphasise the value shifts required and to highlight the domains in which we need to prioritise action. It articulates a perspective, which resonates strongly with this work, where our economic wellbeing is inseparable from our environment, our culture, our whānau. For this reason, we have deliberately taken a broad view of the areas where change is needed to achieve our vision for the future of work.

Section Summary

Whakarāpopototanga

As an independent advisory group, we have been given the challenge of envisioning a better future of work for Māori and developing actions towards that vision. We have taken a broad view of this topic, recognising the interconnections between the future of work and the future wellbeing of our people. Our interpretation of this work is therefore broader than workplace relations. We identify systems shifts so that Māori may generate wealth in their own ways and mahi promotes meaning and dignity.

We go on to look at how global megatrends shape the runways for our kaimahi today and for our tamariki and mokopuna in the future; and to identify key opportunities that can be leveraged to nurture potential, strengthen meaningful contributions and exert active leadership.



The Future of Work Megatrends

The Future of Work Forum has identified demographic change, technology change, globalisation and climate change as global megatrends impacting the future of work. Each presents opportunities and challenges for Māori in the future of work. Our task is to identify priority systems shifts and actions that will build momentum for change. There is a need for continued research on how the megatrends will affect Māori workers and businesses over the coming decades.

Demographic Change

The future is Māori, and our youthful demographics mean that we are a rising wave of potential and emerging leaders. A priority in preparing for demographic change is to foster a Māori workforce that is skilled, connected and culturally confident. This section focuses on how we can develop a skilled workforce through:

- Auahatanga - maximising the potential of entrepreneurship and innovation
- Developing soft skills and recognising contribution capital
- Honouring the transitions of pakeke in the changing economy
- Healing intergenerational trauma & developing intergenerational wisdom

Auahatanga – maximising the potential of entrepreneurship and innovation

Entrepreneurship is a source of mana motuhake; it provides us with a means to self-determine our wealth generation and the way we serve our communities. In order to create the right environment for emerging business leaders we need to learn from experiences in navigating the journey to business ownership and overcome barriers to entry. Opportunities we see as important for harnessing innovative potential of the next generation are:

- **Access to capital and expertise:** Coordination and alignment of funding opportunities across agencies. Our entrepreneurs struggle to navigate the requirements and funding ecosystem for entrepreneurs, limiting and constraining our ability to thrive and grow. There are a myriad of funding pools available, but there is no map of where they are and how to access them. There is a need for greater visibility and awareness of the funding opportunities.

- **Pre-seed support:** We need to de-risk innovators and create stepping stones to enable them to test ideas in their first steps on the pathway to entrepreneurship.
- **Quadruple bottom line:** intergenerational wealth is important, but Māori businesses, particularly those that are collectively-owned, are well recognised as operating across multiple bottom lines and in giving back to the communities they serve; investing in people; and looking after the environment. We need incubators that demonstrate what it means to operate a business that is driven by collective wellbeing and contributes to broader outcomes.

We require safe pathways to entrepreneurship and fast tracking of Māori business endeavours. A strengthened Māori entrepreneurship support landscape is a key ingredient to achieve this.

Developing soft skills and recognising contribution capital

To set up the future Māori workforce we need to have the right systems of skills development and skills recognition. Our rangatahi are not seeing the relevance of formal education, and the career advice we are getting from an early age is not allowing us to reach our full potential. We need better career guidance and clearer pathways, which would require a shift away from universities and short courses that do not eventuate into jobs. We need to be improving career guidance in schools and investing to ensure that career advice for rangatahi Māori entering the workforce is sound.

We also need to shift the balance of skills for entering employment, from technical bias towards recognising and growing human-centred soft skills. For the next ten years, the most in demand skills are complex problem solving, critical thinking, creativity, people management, co-ordinating with others, emotional intelligence, judgment and decision making,

service orientation and negotiation . These skills are intrinsic to who we are as Māori and demonstrated through our whakapapa. Think about whānau on a marae and running tangihanga - we are event managers, public speakers and expert communicators who are living these skills day in and day out. As Māori, we are experts in contribution capital and social capital but skills awareness and recognition is a barrier for both Māori jobseekers and employers. We want to work with employers and our whānau to be able to give credibility to those skills that often go unrecognised, and in doing so, instil in future generations a sense of confidence in what Māori are capable of bringing to the future of work.

Honouring the transitions of pakeke in the changing economy

There is currently significant focus on rangatahi and tamariki in shaping their futures, as they are our leaders for the years to come. We believe that we must also continue to support our pakeke and kaumatua in their transitions through work and looking after their whānau. In traditional settings, we acknowledge kaumatua wisdom; everyone has their role to serve.



Healing intergenerational trauma & developing intergenerational wisdom

There is a significant divide between young Māori connected to iwi, who have a strong sense of identity, and those who face the impacts of colonisation, and who are socially and spiritually disconnected. This impacts the opportunities and outcomes open to them. Those who are connected to culture and whānau can utilise their networks to gain good work within their iwi. Those who are limited by intergenerational trauma and disconnected from whakapapa face additional barriers to achieving meaningful mahi. Our rōpū see a need to change the narrative for individuals who feel like the doors are closed to their iwi or their marae or their identity as Māori. We need to facilitate a process of healing to access intergenerational wisdom and bring forth solutions that already exist within ourselves.

Technology Change

The digital revolution presents a shift change in how technology touches our lives

The innovation that technology represents and drives often surpasses our human ability to understand and manage its effects. Recent industry conversations highlight known flaws and the dangers of artificial intelligence and algorithms which no longer require humans to write and rewrite their code.

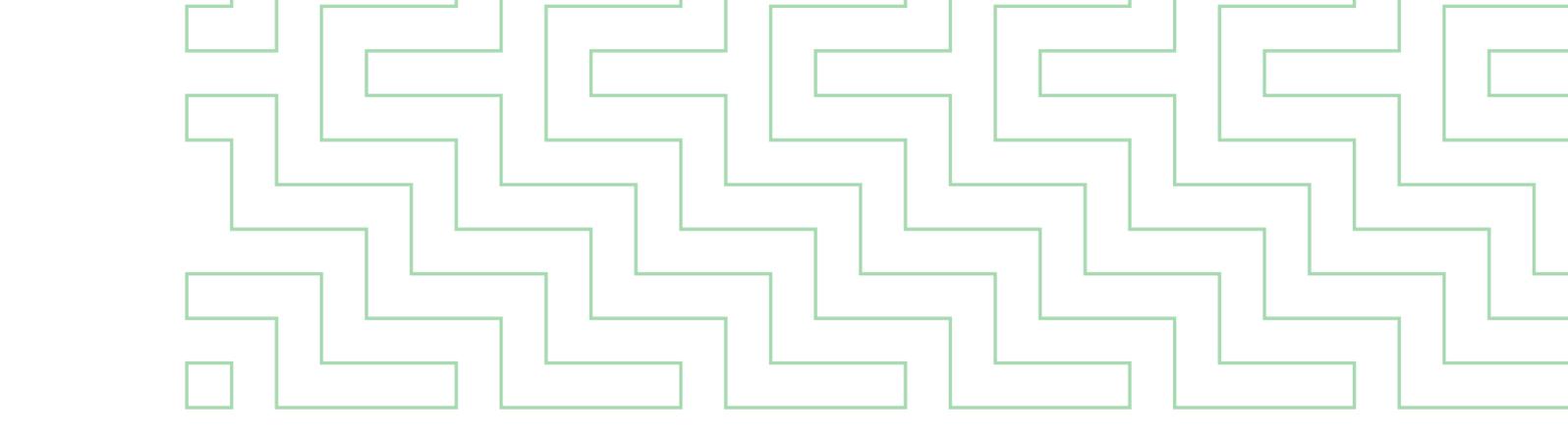
We tend to allow new technologies to determine our future pathways – even when our values and cultural worldviews are compromised. Recent examples include unfettered commercial drivers used by social media platforms that may not support ethical accountability.

In response to these, our recommendations seek to take a more deliberate approach and we ask how technology can be guided by our values and our future aspirations.

Tech is in Service

Technology should be in service to our purposes, supporting both our cultural values and our humanity. While we privilege our cultural worldviews as Māori, we also look beyond, to explore those who we can learn from or support. We do not imagine we are in a bubble, but rather we are global citizens with a unique contribution to share alongside those who we align with.

We are fortunate to have examples of indigenous peoples' movements that are often in line with our worldviews, and who have thought carefully about the impacts of technology on their values and futures. There are global technology movements such as Tech4Good, GreenTech, Sustainable SpaceTech that actively choose human and environment-centric objectives, and that are also more likely to align with our cultural values – on topics such as well-being, biodiversity, climate, equality and equity, human rights, work and ethics.



Taking a values-based position is not simple when we consider that the strongest financial and economic impacts of technology-based work and businesses will likely depend on a strong, uncompromising commercial approach. For example, recent findings indicate that Māori company owners, and those who work for them, are choosing to be human- and environment-centric. Inevitably this means a more constrained commercial result.

Current tech training pathways don't work for everyone

To date, the government has attempted to address low participation of Māori in the technology sector via a scattergun approach. This is largely driven by the education sector, which is not well connected with industry. The sector is incentivised to maximise student enrolments, regardless of whether students complete training or are successful in finding work.

This results in frustration within the tech industry that applicants are not being prepared adequately for the jobs on offer. Employers find they need to re-train or upskill recruits for entry-level positions. The skills shortage is apparent at all levels but, notably, senior IT positions today are difficult to fill from the domestic pool of graduates. In the past, the shortage of skills has been filled through immigration. Although Māori have a distinct need and willingness to enter the technology sector, we are not growing a suitably qualified IT workforce.

It appears that funding and investments have largely been hopeful rather than evidence driven. Programmes have noticeably focused on young people and excluded older age groups. This is an important loss of opportunity: training young people is a long game that will, if done well, result in long-term, future benefits. However, training pakeke (mid 20s and older), who already have work and life experience, often means they can immediately apply their new technology skills in their jobs. They can also provide much needed mentorship and opportunities to younger people. Focusing solely on

youth forgoes the dynamic relationships between all age groups that together give support and fortitude to us as whānau whānui.

Funded programmes to address Māori participation in the tech sector have largely, particularly in the last decade, been focused on a particular part of the skills to employment pipeline. Altogether, the impact is small. The circa 4% of Māori in the tech sector is dangerously low if the future of work is technology-enabled. It is more critical if we look past the tech sector and consider the future demand for digital skills in every sector.

A targeted approach to increase Māori in technical roles

A different and more targeted approach is required to grow our collective capability in the technology sector, and to understand how to more confidently invest in programmes that will give fast, evidenced results, and grow a significant critical mass of Māori in the tech sector. A set of unambiguous criteria to guide the government's investment in this sector is proposed.

We also advocate keeping Māori in their homelands both in the learning and working stages of their lives – with whānau, on their whenua – and suggest tangible tax benefits and subsidies that enable employers and Māori to develop their skills and careers globally while staying at home. This would enable their whānau, hapū and communities to benefit from their contributions.

Opportunities for Māori presented by the Technology megatrend are discussed in the Whai Rawa section.

I come from the whānau Hikuroa nō Tāngahoe, Hāmua, Hāpotiki and te whānau Katene nō Manuhiakai, Inuawai in South Taranaki. My nana Chick always spoke fondly of the Māori Trade Training in the Ōtautahi Kaihanga Hostel, next to Rehua marae. For her and other kuia, they trusted the Māori-led approach that was supported by government. As a result, many of our Taranaki whānau whānui were sent there to get qualified.

To this day, it has been praised for how it attended to the massive skills gap in trades and real jobs for Māori. It was a step of courage and trust towards Māori to create a power sharing arrangement.

I believe the future is now for Aotearoa with regards to tech and digital skills. The digital and tech sector represent one of our greatest opportunities for our country, Māori can help fill the skills gap and the talent shortage so we can continue competing at a global level. We have an opportunity to be brave again, and to allow Māori to participate in leading the solution.

Personal Reflection, Dan Walker



Globalisation

The digital revolution presents a shift change in how technology touches our lives

If you can stand on your marae, you can stand anywhere in the world.

As Māori, we are voyagers, pioneers, entrepreneurs and innovators with a long history of trade and exploration. We have the potential to be leaders on the global stage. We also know that thinking globally does not outweigh the need for locally-led solutions and staying true to who we are as Māori, with deep connections to our whenua and our whakapapa. In thinking about maximising the benefits of globalisation and minimising harm, achieving prosperity in the future of work requires us to be preparing our people to be citizens of the world, and for Māori to be designing and leveraging global opportunities.

Preparing our people for global society - Ki te Whai Ao ki te Ao Mārama

Aotearoa is a small outward facing economy, and there is huge opportunity in exporting high value goods and services and gaining access to larger markets. These opportunities are not just for traditional trade in food and fibre, but also consider the growing weightless economy in digital products and services. A key challenge in leveraging global

opportunities is preparing our people with the skills and capability to lead on the international stage. Rangatahi need a knowledge base which prepares them for global citizenship, such as digital literacy, financial literacy and knowledge of the world.

Many Māori are currently leaving school without the foundational skills needed for success in a global society and the current education system isn't geared towards tamariki Māori. We need systems change towards developing our people and building whānau confidence in education and training systems. This will involve developing lifelong journeys to upskill and train with multiple entry and exit points, and Māori-led training with appropriate pastoral wrap arounds so that our people can dream, innovate, and stand on our own as the designers of global businesses. Developing a pipeline of emerging talent, ready to take on the world, will give us more influence on the international stage.

Designing and leveraging global opportunities

Our ambitions as Māori in a globalised world involve building self-identity, leadership and partnerships in international trade. Our identity as Māori is our superpower, and we can lead the way in reclaiming rights and influence as indigenous people in this world. The collective value of indigenous networks, and strength in being who we are is indisputable – together we have the ability to make transformational change. Indigenous businesses can face significant barriers entering global markets, and can face similar challenges reawakening our power and influence in global trade.

Our identity as Māori has been reflected in free trade agreements through hardwiring Te Tiriti o Waitangi as a non-negotiable in trade relationships, and ensuring that negotiations do not undermine the ability of the Crown to fulfil its obligations to Māori. A question remains about how we are operationalising the Treaty of Waitangi clause in Fair Trade Agreements to deliver meaningful benefits to Māori businesses, such as opening up trade pathways and fostering relationships. Māori leadership is at capacity, and there is a capability gap to bridge; to build on what we

have and to grow and maintain strategic partnerships with our indigenous cousins. Engaging collectively to advance indigenous trade issues (e.g. through the Inclusive Trade Action Group) will be important for strengthening geo-political ties and harnessing the potential of the global marketplace.

Global opportunities; local benefits

From a Māori perspective, international leadership involves ensuring that people are not worse off from our participation in a global world. The impacts of globalisation can be detrimental, for example, where global companies operate in Aotearoa and do not respect the integrity of Papatūānuku and ngā tangata. Some large firms do little to build domestic talent; they maintain low wages and maximise profits that are then taken offshore. Globalisation also acknowledges the relatively free movement of labour, which can introduce challenges for local businesses and communities to retain talent in our communities and can incentivise our best and brightest to move offshore.

Our vision for the future is moving away from an economy which extracts value, towards innovative solutions that:

- Promote international business behaviours that are in service to rauora (wellbeing)
- Hardwire investment in people as central to doing business in Aotearoa
- Flip the 'brain drain' on its head so that Māori overseas are reconnecting to Aotearoa, whether through reattracting their expertise or through virtual connections.

Globalisation is about mana motuhake and ensuring that we have the leadership and agency to engage internationally on our terms, as Māori. Suggested actions to leverage the Globalisation Megatrend are outlined in the Whai Rawa section.



Climate Change

The climate crisis presents opportunities and challenges for Māori. There are urgent risks for our communities and our workers. Through active leadership, collective effort and nurturing of potential, Māori can lead climate action and implement solutions that are known to us as lessons passed down from our tupuna.

Preparing our people for global society -Ki te Whai Ao ki te Ao Mārama

Prior to and at the time of British arrival, the tikanga around natural resources and human relationships with Papatūānuku and the climate were balanced. Colonisation brought about a system of rapid consumption and extraction that has pushed the earth beyond its capacity to sustain. It has systematically stripped Aotearoa's natural resources with little thought given to future generations. We cannot overstate the devastating impact colonisation has

had, and continues to have, upon our planet, tangata whenua and other indigenous peoples of the world. We have been distanced from whakapapa and our land. We have a window of opportunity to do everything in our power to reduce emissions and adapt to the changes that are already bedded in. It is a prerequisite of our struggle to reassert rangatiratanga and mana motuhake to save our climate and the taonga passed down to us by our ancestors.

Tiakina to mātau Aorangi - systems change not climate change

Climate action requires a whole of society and whole of economy system shift to be working in service to Papatūānuku and rauora. For working people, Māori workers have a significantly higher risk of job displacement due to overrepresentation in high emissions sectors (manufacturing, agriculture and construction) and downstream industries. The risk to the Māori economy is compounded as a high proportion of the Māori asset base is tied to whenua. Beyond economics, Māori have a strong spiritual and cultural connection to whenua and a close relationship with the land in terms of sustenance, relationship and identity. We seek to restore our balanced relationship with te taiao and the transmission of knowledge to ensure our mokopuna are the guardians of the future. This system shift for Māori climate action is best achieved through our own worldview.

Section summary

The four megatrends bring challenges and opportunities for our tamariki and rangatahi as well as whānau, hapū, iwi, and hāpori Māori. In exploring the future of work megatrends, we have found that:

- **Demographic Change:** Aotearoa is not prepared for a rising wave of Māori potential. More needs to be done to nurture auahatanga in entrepreneurship and innovation, develop soft skills and contribution capital, and heal intergenerational trauma.
- **Technology change:** We need to take a more deliberate approach and ask how technology can be guided by our values and our future aspirations, and concerted effort is needed to strengthen Māori tech pathways through targeted approaches.

- **Globalisation:** Māori leadership to grow and maintain strategic partnerships with our indigenous cousins and global partners is at capacity. We need to develop a pipeline of emerging talent ready to take on the world, to give us more influence on the international stage.
- **Climate Change:** Climate change is the product of woeful disregard of Papatūānuku and te taiao, and the changing climate will have unprecedented impacts on the Māori economy and our relationship with whenua. Māori-led solutions will be fundamental to Aotearoa's climate response and have the potential to lead the way for human relationships with Papatūānuku that are balanced and sustainable.

Noting the challenges and opportunities presented by the megatrends, the next section identifies domains for action that encapsulate cultural and systems shifts towards our aspirations for the future of work.

Domains for Action

System Shifts



Within the context of our vision for the Future of Work for Māori and our understanding of the global megatrends, we outline four areas of focus, or Domains for Action. These reflect the key system shifts required to deliver on our aspirations for Māori in the future of work. Under each domain for action, we discuss the challenges and opportunities for the Māori workforce and economy and propose areas for action.

Tangata Ora

The Tangata Ora domain focuses on the wellbeing of our people as we move towards a changing world. Our intention is moving to Māori intergenerational wellbeing through rangatiranga in education and training; ensuring there are safe runways for Māori into meaningful work.

The education system prepares rangatahi and whānau for the Future of Work

The education system needs to refocus its efforts in ensuring that rangatahi are leaving the school system work-ready, with the foundational and transferable skills required in the changing economy. We know that in order to future-proof our workforce and economy, we must ensure that people have a portfolio of transferrable skills that act as a foundation for employment.

Our current education system suffers from an out-dated approach of teaching prescribed technical skills in pursuit of a single, future career. Not only does this not suit the majority of rangatahi Māori but is also not a fit-for-purpose approach to training. Careers advice needs to stay up to date with the changing landscape of work, so that we are setting rangatahi up to succeed and live out their dreams. We want Māori learners to be encouraged to pursue their aspirations for the future.

In terms of employment, a strengths-based approach to skill development is needed which focuses on the inherently Māori values that make people attractive to employers. Skills and training pathways must focus on valuing cultural capital, by investing specifically in growing skills that are values-based e.g. manaakitanga, kaitaikitanga.

- **Action:** Further work is required to improve career guidance that encourages Māori learners to pursue their aspirations through:
 - Skills and training pathways that focus on valuing cultural capital
 - Specific investment in growing skills that are values-based e.g manaakitanga, whanaungatanga
 - Foundational skills are embedded as a core aspect of the school curriculum
 - Tangible certifications when leaving secondary schools so that rangatahi are work ready.

Shift from working as a means of survival to working for a sense of fulfilment

Māori are overrepresented in low-paying, high risk sectors (trades, administration, hospitality), often as a result of streaming practices throughout their educational journey. We believe that our whānau deserve choice and opportunity to find work that is aspirational and fulfilling.

Honouring the transitions of pakeke and lifelong learning

We see the need for investment in up-skilling and retraining our ageing workforce, due to the displacement of jobs in the changing economy, and to provide options for those who are looking for a career change later in life. The future of work should also look across the lifecycle and support the transitions throughout one's life, so that we look after our rangatahi in their transition from education to employment, and our pakeke as they might seek to change their work.

Individual and Collective Recovery of intergenerational cultural trauma

Cultural and social capital are becoming increasingly valuable, and the demand for skilled Māori workers is growing. There is a tension between this and the large number of whānau who are disconnected from culture and opportunities to identify as Māori in their mahi. As well as cultural competency being a key skill required in the growing Aotearoa economy, cultural connection is also vital to the wellbeing of Māori. We need to build cultural capability within the education and training sector, and more opportunities for intergenerational healing.

- **Action:** Support for whānau who are disconnected from culture and opportunities to identify as Māori in their mahi.
- **Action:** Develop local Māori employment hubs through a partnership with hapū/iwi/Urban Māori authorities.

Whai Rawa

Within the Rauora framework, Whai Rawa considers moving from an exploitative economy (of workers and resources) to Māori economic and financial wellbeing through building out sources of economic strength: business ownership and leadership, entrepreneurship and innovation, investment and global thinking, in addition to meaningful work.

A rebalancing of the capitals is required to enable Māori to develop sources of wealth which are not disproportionately reliant on employment but include Māori as business owners, investors, skilled advisors, and contractors, who are able to respond agilely to the shifting demands of industry and consumers. We also recognise that decent work is an important source of economic and social wellbeing and that there is inherent value in being a worker. In the Whai Rawa domain, we highlight obstacles and gaps that inhibit Māori success in enterprise.



Financial education is a core knowledge building block

Financial education is a core knowledge building block which enables people to make informed decisions about their own economic security and participation in the world economy. Young people should leave their time in the education system with the basic financial skills to navigate work and life, eg. budgeting, tax, PAYE, interest rates, debt and mortgages, investing and money management. An understanding of alternative methods of wealth creation, aside from waged employment, is fundamental to achieving a shift in economic self-determination for Māori households.

- **Action:** Policy makers and educationalists to consider how to ensure financial education is included as a core component in the school curriculum, so that school leavers are equipped with the knowledge to make day to day decisions about how they manage their future wealth, whilst equipping them with the tools and knowledge to attain economic self-determination.
- **Action:** Entrepreneurship and business enterprise skills are featured in school education and enterprise pathways are included in careers advice options.

Foster entrepreneurial success and innovation

Strengthen support pathways for Māori entrepreneurs. The ecosystem of support for entrepreneurs and emerging businesses is fragmented. There is very little early-stage support for business creation. Moves are being made to improve Government support through more advisory programmes and mentorship, which is good to see. We see the need to do more. The contribution Māori businesses make to the economy are becoming more widely understood as data is gathered – Māori-owned businesses employ three times more Māori in their workforce and are more likely to export and innovate.

The inhibitors for Māori businesses, particularly start-up businesses, in accessing capital and debt financing are reasonably well known. Recent analysis by the Reserve Bank of NZ observed that Māori businesses pay slightly more for debt financing than non-Māori businesses, which can be mostly explained away by comparing firm characteristics. However, whereas a typical new business owner would leverage their own savings, home mortgage or perhaps a ‘friendly loan’ from family to kickstart their enterprise, Māori, on average, do not have access to the same means of raising finance. On average, Māori earn less, are significantly less likely to own their own home and, due to successive generations of economic disempowerment, are less likely to have inherited wealth. To overcome these inequities, a package of support interventions is proposed. We suggest the following:

- **Action:** Stimulate Māori innovation and research and development funding for Māori businesses via Key Performance Indicators (for example, minimum volume and value), specifically targeting SMEs, across the innovation funding ecosystem (Callaghan Innovation, NZTE and MBIE).
- **Action:** Provide direct funding to support more Māori entrepreneurship and innovation: Develop a \$15M business creation fund to provide 300 non-taxable grants, over 3 years, of up to \$50,000 each to enable Māori entrepreneurs to focus and launch their start-ups or innovators to develop their products. Targeting 18-45 year-olds, this fund would help those in work to take a 1-year sabbatical to launch their business, while helping to provide a level of income security.
- **Action:** Develop a \$50M Māori-operated, impact investment fund, targeting Māori-owned, early-stage, high-growth start-ups, with the aim to support market growth from regional to national, or national to global. The fund will have an impact innovation focus and be co-funded by Government (\$30M) and the market (\$20M).

Navigating the start-up ecosystem is difficult, especially if you don't know anyone who has done it before. We recommend:

- **Action:** Create one streamlined platform for the entire entrepreneurial ecosystem to enable business start-ups to connect to the support they need. A more joined-up ecosystem should be designed for Māori and be accessible to founders from rangatahi to pakeke, with clear on-ramps, and clear information and connection to:
 - Funding information, e.g. government grants
 - Networking opportunities
 - Access to mentoring
 - Access to start-up initiatives/programmes.
- **Action:** Supports for start-ups need to be responsive to local needs and accessible to small and regional communities (noting that local groups like to do things their own way and can be highly specialised, so not easily scalable).
- **Action:** Promote entrepreneurial pathways through Māori communities to showcase possibilities and opportunities via hands on, practical and innovative ways of engagement. Initiatives could include networking events or sending young entrepreneurs to schools and communities, to speak from experience and inspire the next generation. We recommend a \$5M fund over the next 3 years.

Education and training programmes offer well-rounded, agile, and future-ready skills

A long-persisting statistic has been employment of Māori in low-skilled jobs; a systemic result of generations of Māori being encouraged into certain occupations, proportionately less Māori (than non-Māori) succeeding at school and continuing on to post-compulsory training, compounded by lower expectations due to system bias.

The Future of Work for Māori recognises that the skills businesses will demand most are those that build on the businesses' own capability to adapt to a changing world. Businesses need to be flexible, collaborative, adaptable and digitally capable. Therefore, they will look to employ workers who, in addition to industry-specific technical skills, are also adaptable, collaborative, able to quickly learn new skills, critical thinkers and competent in a digitally enabled world.

A system-wide shift in skills pathways is discussed under the Tangata Ora domain, however, because it is a significant influencer on the future of work and in recognition that all industries will require digital skills in order to adapt and survive, increasing the number of Māori in digital technology roles is discussed below.

- **Action:** A level of focus and accountability is required to achieve these system shifts. We recommend consideration of a Ministerial portfolio focused on the Future of Work, Innovation and Technology, with an associate portfolio on the Future of Work for Māori.

Fit-for-purpose digitech pathways

Substantially increase the number of Māori in digitech roles. A different approach is required, which ensures skills meet the needs of employers and that Māori are enabled to succeed as Māori.

- **Action:** Task a Māori information technology industry group, who are close to the jobs and skills requirements, to develop a set of criteria by which new programmes and investments can be assessed, and to provide guidance and thought-leadership on growing the Māori tech sector through strategic and targeted training, jobs and business support.

Such an approach would deliver: better industry-informed investments; measurable data-driven accountabilities; and provide for the continuous review of results towards increasing the numbers of

Māori in high-value information technology and related technology sector jobs and businesses. Critical factors for successful training approaches may include:

- o Industry-led training which incorporates the skills employers will need, not just now but in the foreseeable future
- o Government partner with employers to share the cost of upskilling, along the lines of an apprenticeship fund or internship
- o Longer duration development programmes, rather than short-term sprints, to embed a breadth of skills and in-work experience
- o Training covers future-focused technical skills, as well as soft and work-ready skills
- o Need for a more holistic approach to development, pastoral care for younger workers, and employer recognition of the value add to their business capability when Māori are able to succeed as Māori
- o Support the development of a tuakana-teina mentoring programme by Māori tech professionals for Māori tauira
- o Consider all age groups not just rangatahi. Mature learners can bring emotional intelligence (EQ) and work-experience; reskilling and upskilling can be a faster path into digital roles
- o A micro-credentialling approach, or “stackable” skills, provide for continuous upskilling in achievable bites – the digital sector does this well but this approach could similarly be applied to other industries, and would appeal to Māori who may be less able to take long periods out from earning and whānau commitments to undertake degree-long courses.

Digital technology provides the opportunity for people to work anywhere they have a digital connection. Digital skills are highly sought after and command high wages. Technology will play a critical role in meeting environmental and infrastructure problems, now and in the future. In the regions, jobs in digitech offer the perfect opportunity to flip the dial and provide highly skilled, high income work in local communities. We advocate enabling Māori to

learn and earn in their homelands – with whānau, on their whenua. Māori should be able to develop their digital skills and careers globally *while staying at home*, further benefiting their whānau, hapū and communities.

- **Action:** Provide tangible incentives such as tax benefits or employer subsidies that enable Māori to develop their skills and careers globally while staying local; retaining connection to community and whenua.

Employment law adapts to the changing nature of workplaces

The Covid-19 pandemic impacted the way people think about how they want to work, and technology rapidly evolved to enable people to work from home – or anywhere they have an internet connection. Many businesses have adapted to provide a space where people come together as necessary rather than by default. The demand for flexible employment arrangements and the growing gig economy – where people regularly contract out their skills to the market – emphasises the need for collaborative skills, effective communication, and an adaptable and resilient style.

Government agencies, and corporations in particular, customarily utilise a contractor workforce to provide talent and scalability as suits their needs. The gig economy is appealing to Māori as it provides independence and flexibility to work around other commitments. However, it also presents risks to workers, for example, acquiring stable work and a steady and secure income is more uncertain. This is particularly the case for lower skilled work. Many gig workers are in low-paid jobs, such as food delivery, cleaning, transport, and various forms of labour hire. Employment law needs to catch up with the market.

- **Action:** Labour market regulation needs to provide the right support and protections for the growing trend of gig workers, which opens opportunities while also preserving worker rights.
- **Action:** Workers should have easy access to information about their rights.

Papatūānuku

The Papatūānuku domain for action involves moving from an extractive economy to environmental wellbeing/oranga Papatūānuku. The domain is broader than climate change. The survival of humankind and the planet are co-dependent. For tangata whenua, the two entities are intrinsically connected through whakapapa. It is Papatūānuku and Ranginui from whom we descend as the youngest offspring of their union. Atua Māori, from whom we all descend, are dedicated to the various realms of nature and we, as ira tangata, are given a place within this world. From an indigenous worldview, human existence relies on the environment and our obligation as future ancestors is to ensure intergenerational equity by passing on a world to our mokopuna in a better condition.

We have developed actions to support Māori aspirations for achieving oranga Papatūānuku through enabling Māori environmental leadership, strengthening rangatahi Māori climate leadership pathways, accelerating kaupapa Māori business excellence and supporting just transitions for Māori workers.

Māori led solutions

The education system needs to refocus its efforts in ensuring that rangatahi are leaving the school system work-ready, with the foundational and transferable skills required in the changing economy. We know that in order to future-proof our workforce and economy, we must ensure that people have a portfolio of transferrable skills that act as a foundation for employment.

We acknowledge the Government's commitment to activate kaupapa Māori, tangata Māori solutions as part of the Climate Emergency Response Fund in establishing a Māori Climate Platform. We would like to see this mahi supported, strengthened and expanded so that Māori solutions are at the forefront of Aotearoa's responses to address climate change and promote environmental sustainability.

- **Action:** Support Māori climate and environmental leadership:
 - Endorse the importance of the Māori climate platform mahi

- Māori should have unfettered rights to make decisions over their land and natural resources, and further work is needed to enable Whenua Māori shifts to mitigate risk and open opportunities

Not only must we leave a better planet for our mokopuna, we also need to leave better mokopuna for the planet

Many rangatahi have not had the opportunity to know the teachings of their whakapapa. It is therefore not a matter of remembering for them, but rather having the freedom and safety to discover and untangle indigenous ways of living with Papatūānuku. We need to be planting seeds for the next generation of environmental leaders. We also need to be rebalancing Māori workforce dynamics and supporting rangatahi pathways to climate and environmental leadership and providing them with navigators to understand and achieve careers pathways towards sustainable mahi. We propose an action to develop a rangatahi climate leaders programme developed by Māori for Māori, to support and enhance the interest of our rangatahi in climate solutions, connected with meaningful and fit for purpose climate change career guidance.

- **Action:** Further work is needed to encourage and strengthen rangatahi Māori leadership in the climate response.

Accelerating kaupapa Māori business excellence

Kaupapa/values driven Māori businesses operate across multiple bottom lines (social, spiritual, financial, environmental). For many Māori businesses, attaining profits and maximising intergenerational wealth is important, but not more important than the needs of our whanau, communities and te taiao. A lot of Māori businesses already live and breathe kaupapa Māori values in enterprise and entrepreneurship, but many of our businesses are looking for support to transform and build successful, environmentally balanced, people centred businesses that contribute to broader social outcomes for our people. We need a by Māori, for Māori business support that is fit for purpose and resonates with Te Ao Māori perspective and kaupapa-driven Māori business models.

- **Action:** Enable Māori businesses to leverage strengths in environmentally sustainable sectors and incentivise kaupapa-driven, quadruple bottom line businesses.

Just Transitions

We need to promote a just transition for working people. A just transition will need to include Māori workers as a priority and involve Iwi Leaders to guide the establishment of sustainable and safe jobs in the future, alongside the care for Papatūānuku and Ranginui. We will only be successful if we find a way forward through a Te Tiriti partnership approach and by taking immediate action.

For working people, it is not enough to know that the new jobs are there. Working people need to see, and be part of developing, a dedicated plan to manage the change process for themselves and their workmates. We also need active labour market policies backed up by a strong social security net to support workers to move towards sustainable mahi. Employers should be developing training models to upskill impacted employees and to pathway them into needed occupations. Significant action is needed to ensure that the transition does not repeat existing patterns

of inequality and a kotahitanga approach is vital to achieve just transitions.

A social insurance scheme will also play an integral part in ensuring a just transition for people whose work is impacted by climate, technology or other change. Such a scheme will remove barriers and give Māori workers security and space to retrain, upskill and transition into good quality, sustainable jobs as our working world moves into an era of significant change and uncertainty. For it to be successful, there must be opportunities for partnership and Māori representation in all aspects of the scheme, including governance, development, procurement, delivery and review, to make sure it honours Te Tiriti and that Te Tiriti principles are promoted.

- **Action:** The Forum's work on just transitions prioritises workforce planning and support for Māori workers to transition to sustainable work, to ensure patterns of inequity are not embedded.

Whanaungatanga

Te Ao Māori/the Māori world view can be described by our human connections. The Whanaungatanga domain for action is focused on building strong partnerships to achieve collective goals. Te Tiriti must be a foundation for the future of work and guide policies that embed Te Ao Māori practices and principles, represent the views, and meet the needs of Māori and kaimahi, at all levels, to achieve active leadership in the future of work. Whanaungatanga, from our perspective, represents the ability of different peoples and groups to cooperate and combine efforts, in order to achieve mutual goals. We have developed actions to build whanaungatanga through working towards partnership, undertaking research on mahi tūturu, and supporting a strategic operational shift towards a more holistic, Māori-led approach to the funding and delivery of social services.

Mā pango, mā whero ka oti ai te mahi

Māori share economic aspirations for intergenerational success, that is demonstrated by a need to work in benefit of the collective. Whanaungatanga, in our perspective, represents the ability of different peoples or groups to cooperate and combine efforts, in order to achieve mutual goals. In the context of this work, it is about unifying and building partnerships, in order to walk collectively into a future of work where Māori are thriving. In the context of the Forum, whanaungatanga is about Māori, Iwi, Government, businesses and unions working together, and bringing together our collective strengths. Whanaungatanga seeks to build on the strength and co-operation of the Forum partners to realise our collective aspirations for future generations and mokopuna.

Working towards partnership

We see the Forum operating in a relational sphere of Te Tiriti o Waitangi, where the Crown and tangata whenua, with unions and businesses, engage to work toward honouring Te Tiriti in its truest sense, where we can come together to find solutions to pressing

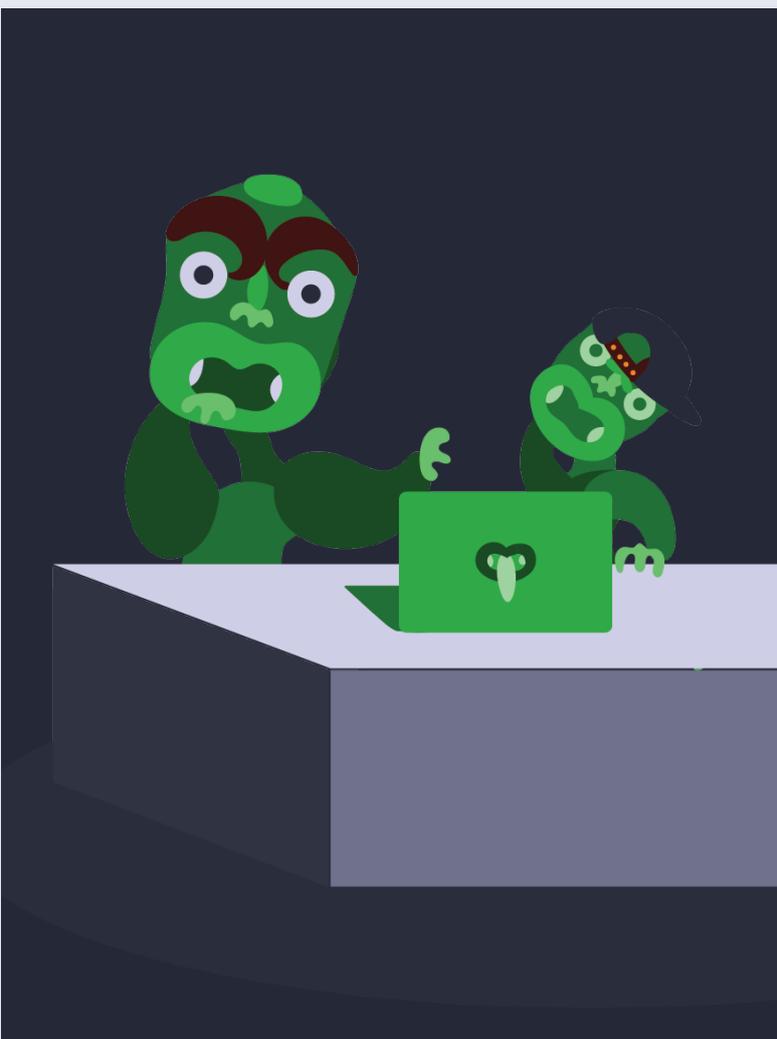
challenges in a way that enhances the mana of all parties involved. This has the potential to begin a healing process that would restore the wellbeing of Ranginui, Papatūānuku and all of their children. We seek for whanaungatanga to be enabled in the future of work mahi through a continuing Future of Work programme led by Māori for Māori. In order to be unifying and activate a self-determining Māori voice in the future of work, we recommend embedding the participation and representation of Māori leadership in the Future of Work governance arrangements.

- **Action:** We recommend Māori leadership is embedded in the Future of Work Forum.

Mahi tūturu

We see an opportunity in using our collective strength to work together towards achieving Mahi Tūturu, or Decent Work that is meaningful and provides a source of dignity for our whānau. Labour organisations have produced a number of important frameworks that set out the components of good or decent work such as: a fair income, security, equal pay and equal opportunity. In the public sector, the Kia Toipoto action plan is another key programme that is being delivered towards addressing inequities in organisations and closing the gender, Māori and ethnic pay gap. In the context of the Future of Work Forum, the Council of Trade Unions defined an eight-pillar framework for what constitutes good work this year. These frameworks support good pay and conditions, and an environment where both employers and employees are treated with respect and dignity. A next step to improve on this framework in Aotearoa is to acknowledge and support a Te Ao Māori way of working which recognises the aspirations of tangata whenua in their working lives.

The future of work good work policy needs to be adapted to an Aotearoa and Te Tiriti O Waitangi framework and must include the views and needs of kaimahi Māori and Te Ao Māori. For Māori, we see the need to move away from mahi as a means of survival, and towards meaningful jobs that fill our hearts, give us purpose, and enable us to thrive. Many of the



elements of the existing frameworks resonate with our aspirations, but as Māori, we can also have different employment priorities to non-Māori. For example, the ability to attend tangihanga is a cornerstone to maintaining connection with and respecting the lives of our whānau, hapū, iwi, and hāpori. We also aspire to see te reo and tikanga revitalised in the workplace to enable mana enhancing environments for our people. Mahi tūturu would acknowledge the Māori collective intelligence that resides in Te Au o te Kāwhiri Māori .

- **Action:** Resource Māori-led research on a framework for Mahi Tūturu that can nurture Māori potential and recognise Māori employment aspirations.

As a union delegate and elected official I have had the privilege to be exposed to a large number of work environments and the one thing that stands out to me is the amount of talented Māori workers who end up in work that is low paying, or precarious, or they have been scarred by continuous rejection, or have restrictions based on obligations around whānau or community, yet they persevere and endure.

I would like to see Māori make their own determination on what is decent work – where unions, businesses, the government and Māori governance makes the determination about what within ‘work’ improves the ability of individuals, whānau, hapū, iwi and communities to determine and achieve their own aspirations while acknowledging the interconnectedness of Whanaungatanga to not only people, but to the physical world around us.

I feel that Māori workers end up in jobs of convenience rather than jobs that uplift and therefore having an understanding of ‘decent work’ from a Māori point of view – or Mahi Tūturu – is a valuable task that will enable Māori and all workers to achieve their potential.

The definitions of decent work listed above are worthy of consideration but do they really capture the needs of Māori?

Personal reflection: Grant Williams

Collectivisation is important towards achieving Mahi Tūturu

Mechanisms that support Māori collectivisation will be important for achieving mahi tūturu. Māori have been long impacted by low paying mahi and the sharp impacts of downwards pressure on wages and workplace conditions, in some industries. Collective action provides the ability to negotiate Fair Pay Agreements (FPAs) and set minimum employment terms and conditions for occupations or industries. It will continue to be important to achieving a level playing field in negotiations for work in the future, so that kaimahi are able to take home higher wages and employees are better able to support their whānau. A secure future of work for Māori workers includes a stable framework for collectivisation and industry-level working and employment conditions that are committed to, and honour, Te Tiriti and its principles.

Operational shift

The current operating model across government does not adequately serve the collective contribution and active leadership of Māori. System settings need to prioritise wellbeing, social inclusion and equitable outcomes; take a longer-term purview and a more holistic approach, with corresponding public accountability. A significant operational change is required to ensure the Crown delivers to Māori, as is guaranteed by Te Tiriti o Waitangi. In the long-term, we see this as a devolution of control and resources from the centre to regions and communities, more specifically to Māori; an enablement of Māori to design and implement our own solutions.

The current approach for enabling community-level solutions and delivery is via commissioning, although this is inconsistently practised across multiple agencies. There is a lack of transparency on how services are being delivered for Māori including how they can access these services. In the medium term, the Government needs to restructure the way it delivers to Māori. An approach that delivers real outcomes to Māori across all domains is best achieved through joined-up policy and operational

delivery. Rather than the status quo, where a number of different agencies have sectoral responsibility and struggle to achieve equitable outcomes for Māori, we see this being more achievable where a single entity is charged with delivering to Māori across the spectrum of government services. The ability for the public to hold the government sector accountable for delivering on outcomes for Māori is simplified in a single agency model.

- **Action:** A strategic and structural shift is required from existing siloed Government approaches to a by Māori for Māori, cross-functional operational model with a long term wellbeing focus: Mana Pāpori Māori



Summary of actions

Māori prosperity is part of a broader ecosystem for intergenerational wellbeing. This is an innately indigenous view of the world and one which we have purposefully applied to the scope of our work.

The domains for action reflect a long list of areas where we see further work being necessary to enable key system shifts and is presented below.

DOMAINS FOR ACTION

ACTIONS TO ACHIEVE SYSTEM SHIFTS

<p>Tangata Ora seeks to achieve intergenerational wellbeing through rangatiratanga in education and training</p>	<p>Shift to a skills-based approach to learning through embedding tangible and work ready skills and certifications into school curriculums</p> <ul style="list-style-type: none"> • Foundational Skills (and Personal Finance, Digital Literacy, Communication etc) to be developed as core school content • Improved careers system connects through schools and Māori communities • Honouring pakeke transitions: investigate how to support pakeke and kaumatua in late-stage career changes <p>Individual and collective recovery of intergenerational cultural trauma – cultural capability in education and training.</p> <p>Skills and employment hubs, partnering with Māori iwi and hapū (building on digital marae infrastructure)</p>
<p>Whai Rawa promotes economic and financial wellbeing through building economic strengths</p>	<ul style="list-style-type: none"> • Financial education and business skills offered in the school system to build well-rounded, agile and future-ready skills • Business pathways included in careers conversations <p>Foster entrepreneurial success and innovation through investment, R&D, and a streamlined support ecosystem for Māori entrepreneurs and innovators to realise potential</p> <ul style="list-style-type: none"> • A streamlined support ecosystem • \$50M co-funded Māori impact investment fund focused on early stage, high-growth business (\$30M Government contribution) • \$15M business creation fund, over 3 years, to enable 300 entrepreneurs to develop and launch their businesses • R&D innovation funding KPIs for Māori business volume and value, specifically targeting SMEs, across the innovation funding ecosystem • A community-level awareness programme to open rangatahi to the possibilities of enterprise <p>Māori industry group tasked to develop criteria for Tech training programmes and investments</p> <ul style="list-style-type: none"> • Māori tech pathways through employer-led, fit for purpose training.

<p>The Papatūānuku domain highlights the importance of environmental wellbeing and restoration of whakapapa.</p>	<p>Support Māori climate and environmental leadership:</p> <ul style="list-style-type: none"> • Endorse the importance of the Māori climate platform mahi <p>Māori should have unfettered rights to make decisions over their land and natural resources</p> <ul style="list-style-type: none"> • Enable Whenua Māori shifts to mitigate risk and open opportunities <p>Encourage rangatahi Māori leadership in climate response Enable Māori businesses to leverage strengths in environmentally sustainable sectors</p> <ul style="list-style-type: none"> • Incentivise kaupapa-driven, quadruple bottom line businesses <p>The Forum’s work on just transitions prioritises workforce planning and support for Māori workers to transition to sustainable work, to ensure patterns of inequity are not embedded.</p>
<p>Whanaungatanga emphasises the need to build strong partnerships to achieve collective goals</p>	<ul style="list-style-type: none"> • Embed Māori leadership in the Future of Work Forum Governance <p>Employment law enables Māori to succeed as Māori.</p> <ul style="list-style-type: none"> • Resource Māori-led research on a framework for Mahi Tūturu that can nurture Māori potential and recognise Māori employment aspirations <p>Strategic and structural shift from the existing siloed approach to a by Māori for Māori, cross-functional operational model with a long term wellbeing focus</p>
<p>Future of work programme and governance</p>	<p>Investigate developing a Ministerial portfolio responsibility for Future of Work, Innovation and Technology, with associate: Future of Work for Māori</p>

Recommendations

We highlight 8 key recommendations for discussion by the Forum.

Detail on implementation, linkages with existing strategies and programmes, and the different roles of business, workers, government, iwi and communities are to be developed alongside stakeholders. The Future of Work Forum on 14 November is an opportunity to discuss how the recommendations move towards delivering on our vision.

DOMAINS FOR ACTION

Tangata Ora

Intergenerational wellbeing through rangatiratanga in education and training

Papatūānuku

Environmental wellbeing and restoration of whakapapa

Whanaungatanga

Building partnerships to achieve collective goals

Whai Rawa

Economic and financial wellbeing through economic strengths

OUR VISION FOR MĀORI IN THE FUTURE OF WORK

Poipōia te kākano kia puāwai | Nurturing Potential The potential of all people is realised

Education, training, and employment systems are inclusive and easy to access. The principles of Te Tiriti o Waitangi are upheld. Tamariki and rangatahi grow up confident in their ability to succeed; supported by their networks of whānau, hapū, iwi, and hāpori.

They are aware of the full breadth of options available to them and have the support to help them achieve their dreams.

RECOMMENDATIONS FOR THE FUTURE OF WORK FORUM

1) Shifting to a skills-based approach to learning through embedding tangible and work ready skills and certifications into school curriculums

- *Foundational Skills (Personal Finance, Digital Literacy, Communication etc.) to be developed as core school subjects*
- *Improved careers system connects through schools and Māori communities*
- *Financial education and business skills offered in the school system to build well-rounded, agile and future-ready skills*

2) Regionally-located skills and employment hubs, partnering with Māori iwi and hapū (building on digital marae infrastructure)

8) Strategic and structural shift to a by Māori for Māori, cross-fund

He Toa Takitini | Collective Contribution

Everyone has a critical role in contributing to the economy

The economy as a system of holistic wealth and contribution.

Sustainability in business and society.

Work as a means of survival is a thing of the past, and we all understand the meaningful contribution that we must make to the wider context of work.

Tū Tangata | Active Leadership

Whānau determine their futures

Whānau, hapū iwi, and hāpori Māori generate wealth in their own ways, and on their own terms.

Leadership pathways allow our people to take ownership of their space within the economy. Aotearoa is at the vanguard of innovation, entrepreneurship, employment and social change.

3) The Forum's work on just transitions prioritises workforce planning and support for Māori workers to transition to sustainable work

4) Resource Māori-led research on a framework for Mahi Tūturu that can nurture Māori potential and recognise Māori employment aspirations

5) Embed Māori leadership in the Future of Work Forum Governance

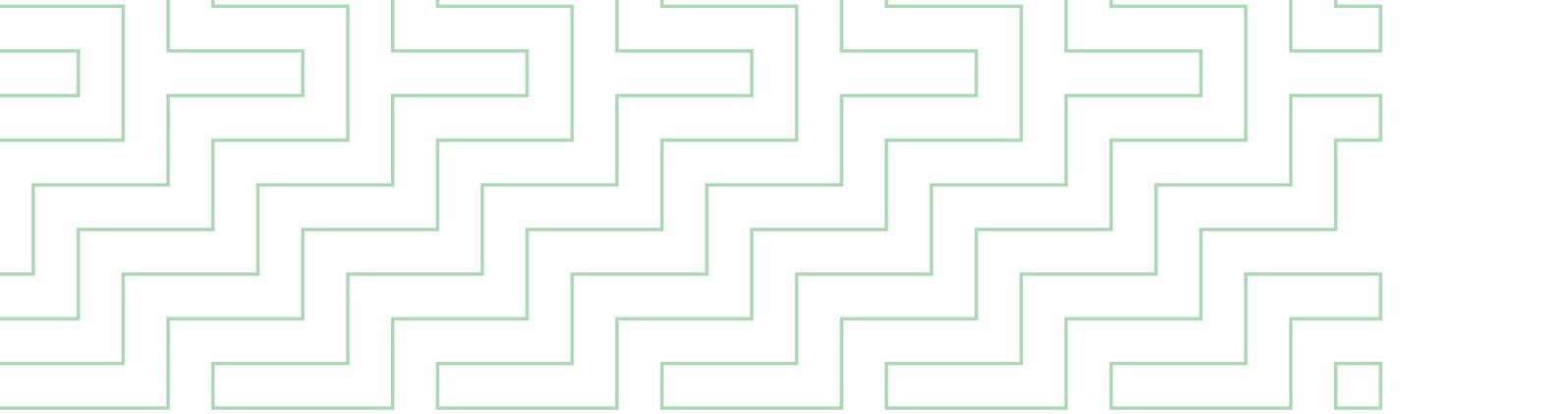
6) Foster entrepreneurial success and innovation through investment, R&D, and a streamlined support ecosystem for Māori entrepreneurs and innovators

- *A streamlined support ecosystem*
- *\$50M co-funded Māori impact innovation fund focused on early stage business growth (\$30M government contribution)*
- *\$15M business creation fund to enable 300 entrepreneurs (over 3 years) to develop and launch their businesses*
- *R&D innovation funding KPIs for Māori business volume and value, specifically targeting SMEs*
- *A community-level awareness programme to open rangatahi to the possibilities of enterprise (\$5M over 3 years)*

7) Māori industry group tasked to develop criteria for Tech training programmes and investments

- *Māori tech pathways through employer-led, fit for purpose training.*

ctional operational model with a long term wellbeing focus – Mana Pāpori Māori



Summary

This report brings together our views, experiences, expertise and aspirations for the future of work. Our task was a lofty one, and our advice is delivered acknowledging that there is work ahead to achieve a future where Māori potential is realised, where our collective contribution is meaningful and dignified, and where we have the ability to determine our own futures.

We have taken a broad view of the future of work kaupapa, recognising the interconnections between the future of work and the future wellbeing of our people. We have also taken a long-term view of changes to the Māori economy and workforce by exploring the megatrends shaping runways for our whānau, hapū, iwi, and hāpori into decent, meaningful and dignified ways of generating wealth. Through our uniquely Māori lens: te au o te kanohi Māori, we have identified four domains for action towards transformational change; Papatūānuku, tangata ora, whai rawa and whanaungatanga. Urgent action is needed across these domains to achieve a future where work supports the wellbeing and potential of every individual, and nourishes our connections to each other and the environment.

Our vision, and the systems shifts we present in this report, are accompanied by tangible actions that can be championed by the Future of Work Tripartite Forum and other stakeholders. Our eight recommendations include both short term, pragmatic actions that can be resourced and implemented right away, and longer-term structural changes that will take time to bed in. We are keen to work with partners across Government, business, union as well as hapū/iwi/ Urban Māori authorities to bring these actions to life.

Just as Turi Arikiniui's journey and planting of seeds has inspired future generations to come, we would like to see a work programme drive action, and for Māori leaders to be closely involved in discussions and decision making on how we collectively navigate to achieve our vision. This report guides us to be aspirational and positive in thinking about our role in influencing our future. We look forward to launching this report and working collectively towards the betterment of our mokopuna and future generations.

“Ki runga o Papawhero ka taua te karaka hei mua ake nei ki te tini mokopuna. Hei panui atu ki ngā iwi o waho ki te Waipounamu, ki te Tairāwhiti, ki te Taitōkerāu, me te Hauāuru e”

At Papawhero, the Karaka tree was planted by Turi to symbolise and acknowledge the connection of all future generations to their ancestral homeland wherever they may arise across the far reaches of the world.

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