

# **Kia Tū Ranga: Pay Gap Action Plan 2023–2024**

## **Closing the Gender, Māori, Pacific, and Ethnic Pay Gap**

NOVEMBER 2023





## **Ministry of Business, Innovation and Employment (MBIE) Hīkina Whakatutuki – Lifting to make successful**

MBIE develops and delivers policy, services, advice and regulation to support economic growth and the prosperity and wellbeing of New Zealanders.

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## Introduction

The purpose of this report is to provide an update on the Ministry of Business, Innovation and Employment's Pay Gap Action Plan 2023.

Hīkina Whakatutuki is Te Reo Māori for the Ministry of Business, Innovation and Employment (MBIE). Hīkina meaning uplift and whakatutuki meaning to move forward, to make successful. We strive to be a place where people want to work, where people are safe, listened to, valued and feel like they belong, where they grow personally and professionally through meaningful work. An inclusive culture is essential if we are to attract and retain diversity at MBIE. A diverse workforce ensures multiple perspectives will be included in policy advice and service design, which will help Grow Aotearoa New Zealand for All.

MBIE received recognition in 2023 through Randstad Employer Brand Research. MBIE was named amongst the top 3 'Employer of Choice' for job security and offering great opportunities for career progression. Additionally, we were a winner of the 2023 Diversity Awards NZ™ 'Inclusive Workplace' category for our People Experience project mahi. MBIE also won the 2023 New Zealand Rainbow Excellence Awards 'Simpson Grierson Impact Award' for our Rainbow People Experience project.

Our inclusion and diversity strategy, Nō Konei - Belong, is aligned to Papa Pounamu, the Public Service diversity and inclusion work programme. It focuses on having inclusion at the heart of our mahi and creating a sense of belonging. As well as providing an inclusive culture where people feel they belong, we strive to create equitable outcomes.

MBIE created its first Gender Pay Action Plan in 2018 to address the existing gender pay gap. This was part of a wider Inclusion and Diversity plan to meet Government expectations on equal pay. The next phase of the pay gap action plan was gifted the name **Kia Tū Ranga**. Tū being to set in place, Ranga to raise up from the roots, weave together and interconnect. It is the establishing and bringing the threads together to address pay equity at MBIE. This plan continues to be intrinsically linked to MBIE's Inclusion and Diversity strategy and Papa Pounamu principles. It also has strong connections to Whāinga Amorangi, building internal Māori Crown capability, and MBIE's Wellbeing, Health and Safety strategy to enable a positive and safe workplace culture.

## Commitments to Tangata Whenua

MBIE's plan reflects both Te Tiriti o Waitangi obligations and requirements in the Public Service Act.

The following commitments are particularly relevant to this:

1. Including data and insights, leading to actions to achieve equitable outcomes for Māori.
2. Developing career paths that empower Māori to achieve their career aspirations.
3. Ensuring that Māori are influential at all levels of the workforce.

## Proactively engaging with people across MBIE

MBIE is committed to building an organisation that reflects the communities it serves, at all levels. MBIE understands this is reliant on building an inclusive workplace to support attraction and retention of people from diverse backgrounds.

Since 2018, MBIE has been actively engaging with its people to understand their experiences, the challenges they face and the areas of opportunity. The information and insights shared through these engagements have informed this plan.

Engagement has been undertaken in several ways:

1. Partnership with Māori – by partnering with kaimahi Māori and Te Iho Poutama (MBIE’s Māori Capability team) on the Career and Pay Progression process, the Recruitment Review, the Pay Gap Action Plan, and work to build inclusive, people-centred leadership.
2. Engagement with unions - to develop and review the Career and Pay Progression framework, the Recruitment Review, establishment and engagement with Mahi Tahī representatives, members, delegates and union organisers.
3. Employee surveys – topics have included inclusion and diversity, values, leadership, Career and Pay Progression, recruitment, and most recently, engagement (pulse) and Whāinga Amorangi surveys.
4. People Experience (Px) Hubs - human-centred design principles used to understand the experiences of diverse population groups.
5. Employee-Led Networks – to provide input into process redesign, policies and through the People Experience Sprints.

The work undertaken to date is at differing stages of design and implementation. MBIE will continue to engage with its people across the organisation, and with our diverse communities. It is important that while this plan is being implemented the perspectives of MBIE’s various internal communities are included and remain front of mind.

## Key Insights

MBIE is committed to gaining insights from both employee, workforce and remuneration data and directly from our people in order to improve the experiences and outcomes for its people.

MBIE has continued to engage through the internal People Experience (Px) hub. To date, there has been engagement with MBIE’s Tangata Whenua, Pacific peoples, Asian and Rainbow communities. The most recent engagement has been with those who identify as being neurodivergent and/or having medical, physical or mental illnesses, disabilities, impairments, conditions or disorders, including caregivers and support people. The Px hubs have supported the Nō Konei - Belong, Inclusion & Diversity strategy. They have enabled the identification of further actions to work towards a more inclusive and equitable MBIE.



2018

2019

2020

2022

2023

The MBIE Employee Engagement Survey 'MyVoice@MBIE' was undertaken in August 2023. Overall engagement was 79% (9% increase from 2021). This provides positive feedback on what has been achieved as an organisation. Insights from this survey will be used to strengthen the existing programme of work.

'Diverse perspectives are encouraged and valued in my job' – up 5% to 82% favourable.

'MBIE is interested in the views and opinions of kaimahi (people)' up 10% to 67% favourable.

'I feel a sense of belonging at Hīkina Whakatutuki (MBIE)' – up 5% to 72% favourable.

"The environment is one of encouraging authenticity and embracing difference. It is an environment where you can be your best self at work" – MyVoice@MBIE participant.

### **MBIE's Pay Gaps**

As part of MBIE's commitment to improving the experience of our people and eliminating gender and ethnic pay gaps, the organisation is dedicated to all under-represented communities. This includes supporting and removing barriers for rainbow, disabled and neurodiverse communities, people living with health conditions, and caregivers.

Whilst focusing on the objectives from Kia Tū Ranga, MBIE's pay gap action plan, substantial gains are being made to reduce the gender pay gap. MBIE's gender pay gap has reduced and continues trending downwards. As of September 2023 the gender pay gap at MBIE is 12.9% (down from 20.2 percent in 2016). Gaps for same and/or similar roles (as determined by pay band) are between -1.3% and 2.3%. There is a gender pay gap of 3.7% for pay bands 20 and above. This is indicative of the wide range of roles within those bands.

Overall ethnic pay gaps have decreased over the year. There is a 5.0% pay gap for Māori kaimahi (a decrease of 2.8% from the previous year), 20.4% pay gap (1.5% decrease) for Pacific peoples, 17.5% for Asian (0.6% decrease), 11.3% for MELAA which was a slight increase of 0.4%. The pay gaps for same or similar roles (as determined by pay band) have remained low and range between -2.1% and 3.0% (except for pay bands 20 and above).

Pay gaps have been reviewed with the intersection of ethnicity and gender. Differences still exist. This data indicates that the focus needs to remain on closing these gaps and while increasing the focus on workforce and leadership representation, with targeted support for our wāhine Māori, Pacific women, and women of colour to develop and progress their careers.

In April 2023, five-year workforce and leadership representation targets were added within the plan. These include focus areas of senior leadership (gender and ethnicity), workforce representation (ethnicity), and leadership representation (ethnicity).

A continued shift is expected in pay gaps to achieve more equitable outcomes in the future. This will be delivered through:

- continuing to create a culture where people feel a sense of belonging.
- progressing our workforce and leadership representation by gender and ethnicity.

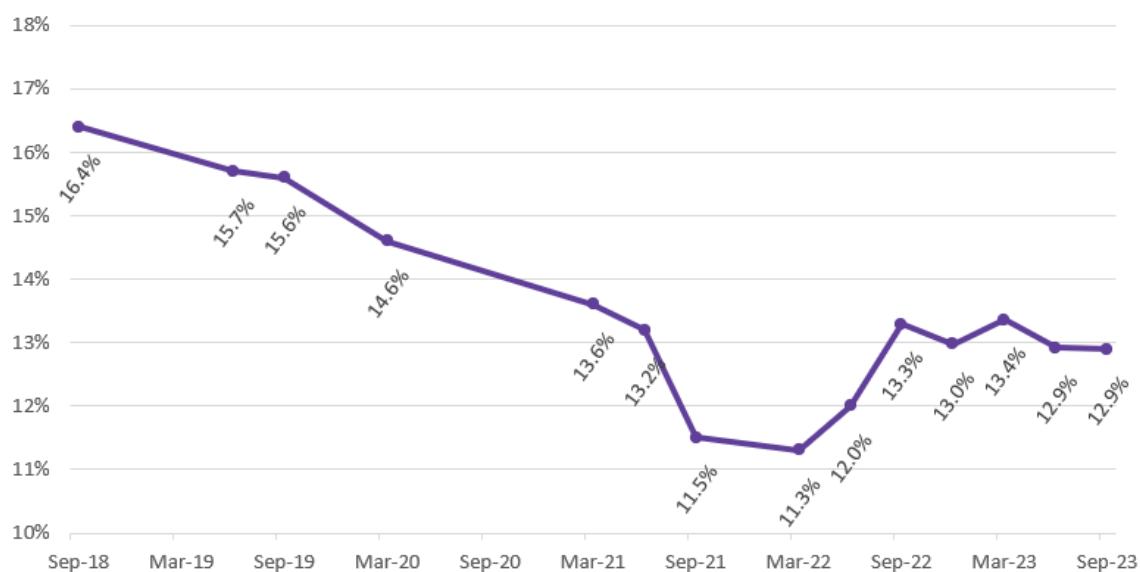
## Current state: Gender and ethnic pay and workforce representation

To report on MBIE’s pay gap data analysis has been completed on the following criteria:

- Gender and ethnic by pay gap (based on average base salaries for permanent and fixed term employees)
- Representation of the workforce and leadership by levels of seniority – employee, people leader and senior leader.
- Same or similar roles data was reviewed by pay band.

Data is presented when there is a minimum of 20 people in a comparison category.

### MBIE Gender Pay Gap Trend %



MBIE’s overall gender pay gap has reduced by 7.3 per cent, down from 20.2 per cent in 2016 and is trending downwards. The current gender pay gap as of 30 September 2023 is 12.9 per cent.

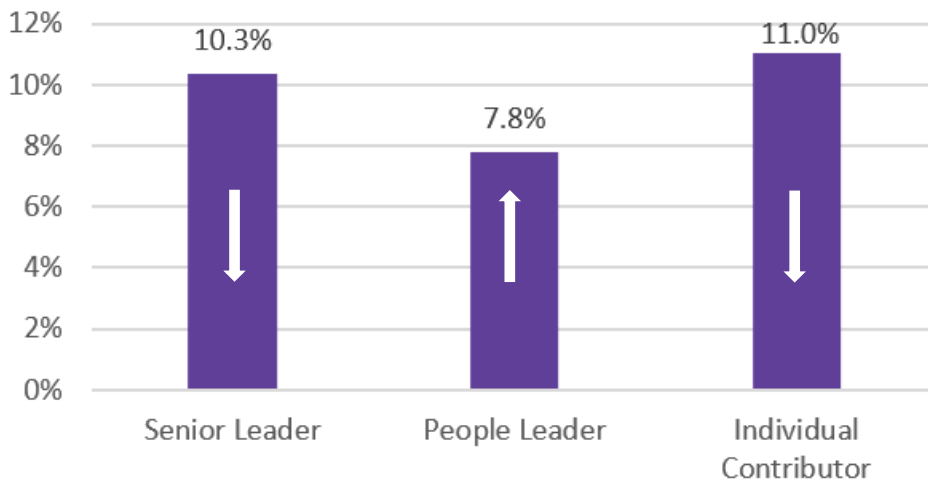
### Gender Representation by Seniority (%)

Our workforce is comprised of 60.7 per cent female, 37.7 per cent male and 1.6 per cent another gender/not disclosed. MBIE has a higher proportion of females. Their representation is reduced as roles get more senior, whilst male representation increases. The table below shows gender representation by seniority.

Seniority	Female	Male
Individual contributor	64%	36%
People Leader (Tiers 4-7)	55%	45%
Senior Leader (Tiers 1-3)	54%	46%
<b>Total *</b>	<b>62%</b>	<b>38%</b>

\* Note: This table does not include 'Another Gender/Not disclosed. This due to the small numbers represented at each grouping.

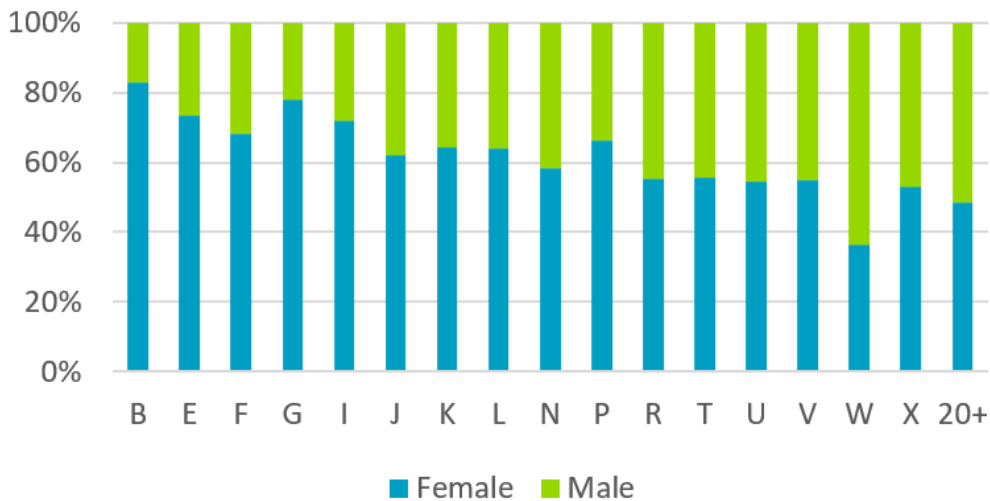
### Gender Pay Gap (by Seniority)



When compared to data from September 2022, the gender pay gap for senior leaders has decreased 2.1 percent (from 12.4 per cent). There has been a slight increase in the People Leader pay gap by gender (1.2 per cent increase). There has been a 1.5 per cent decrease for individual contributors (down from 12.5 per cent).

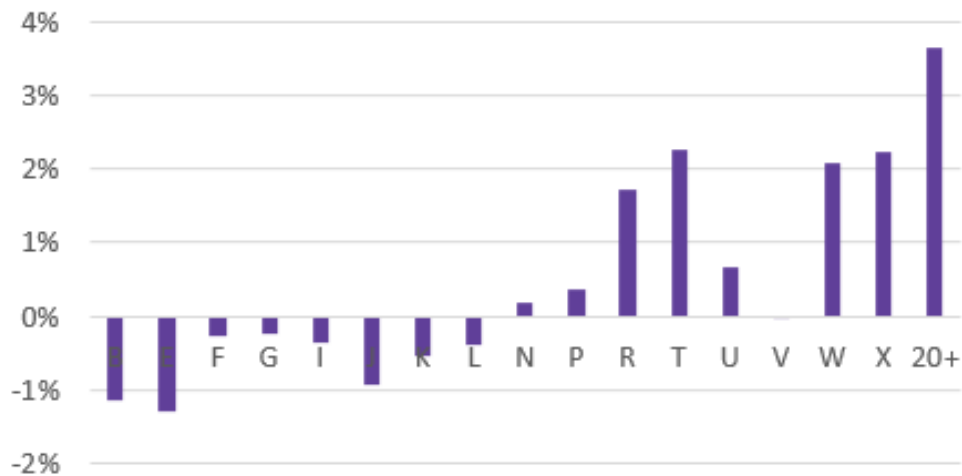
To better understand gender pay gaps for same or similar roles, analysis has been completed to review workforce representation and pay gap by pay band.

### Gender Representation (by pay band)





### Gender Pay Gap (by Pay Band)

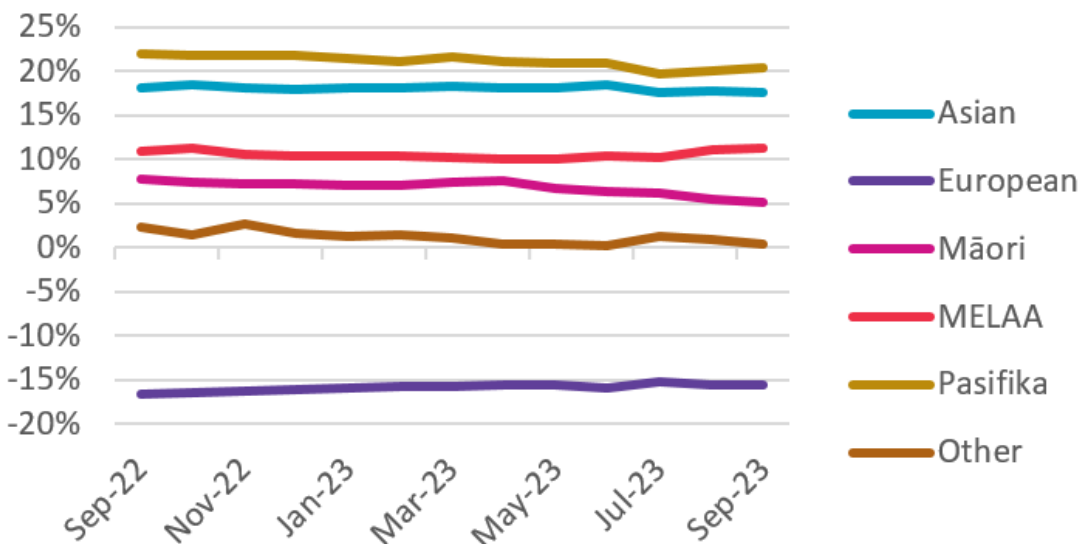


The analysis by pay band shows gaps are comparatively low with a variance of less than 2.0 per cent in most cases. Pay bands W and X are comprised of a small number of technical roles. The greatest pay gap by pay band is in the 20 and above (20+) group (3.7 per cent). This group contains a wider range of roles so more variance is to be expected.

Pay increases for employees covered by the Career and Pay Progression (CAPP) framework continue to be managed through an annual step-based progression process. The progression system is based on a pay ladder that is neutral from both a gender and ethnicity perspective.

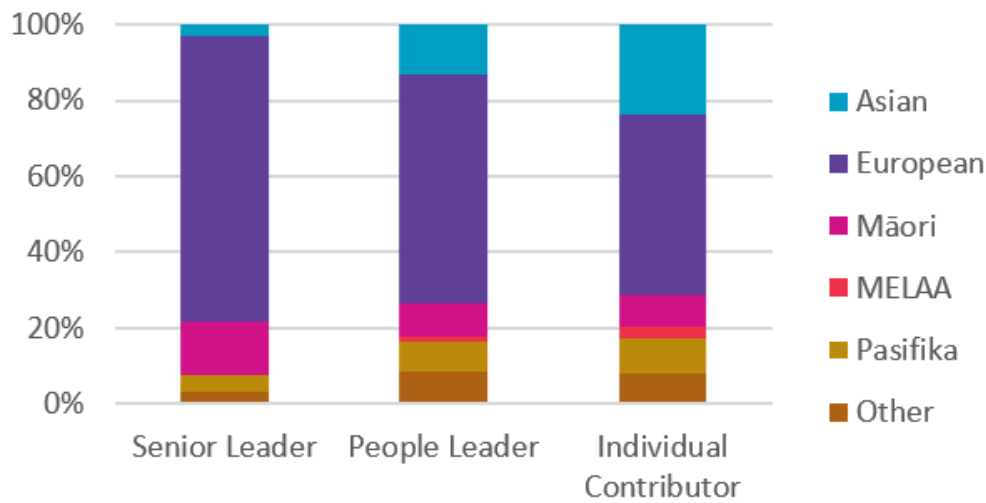
MBIE also continues to focus on reducing gender pay gaps for those in more senior positions. MBIE will complete a remuneration review of 20+ bands in the first quarter of 2024.

### MBIE Ethnic Pay Gap Trend %



The Ethnic Pay Gap Trend graph shows ‘slight’ declines in ethnic pay gaps when compared to last year. Ethnic pay gaps are calculated as per guidance by Te Kawa Mataaho (the Public Service Commission), for example comparing average pay of Māori to non-Māori.

### Ethnic Representation by Seniority (%)

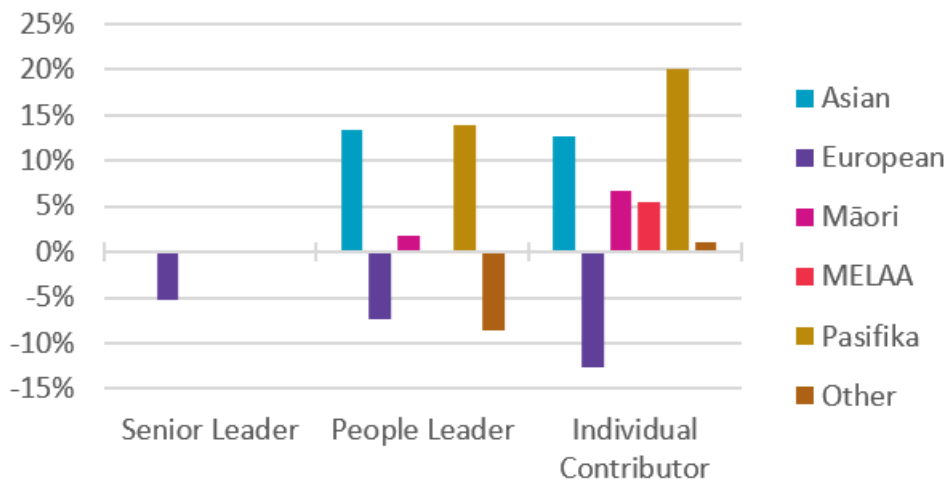


European employees are progressing to higher leadership positions than our Māori, Pacific, Asian and MELAA communities.

“I [would] like to move into an Executive role but when I look [up] at managers/GMs, I don’t see how I fit in.” - Pasifika Employee Malaga Participant, 2020

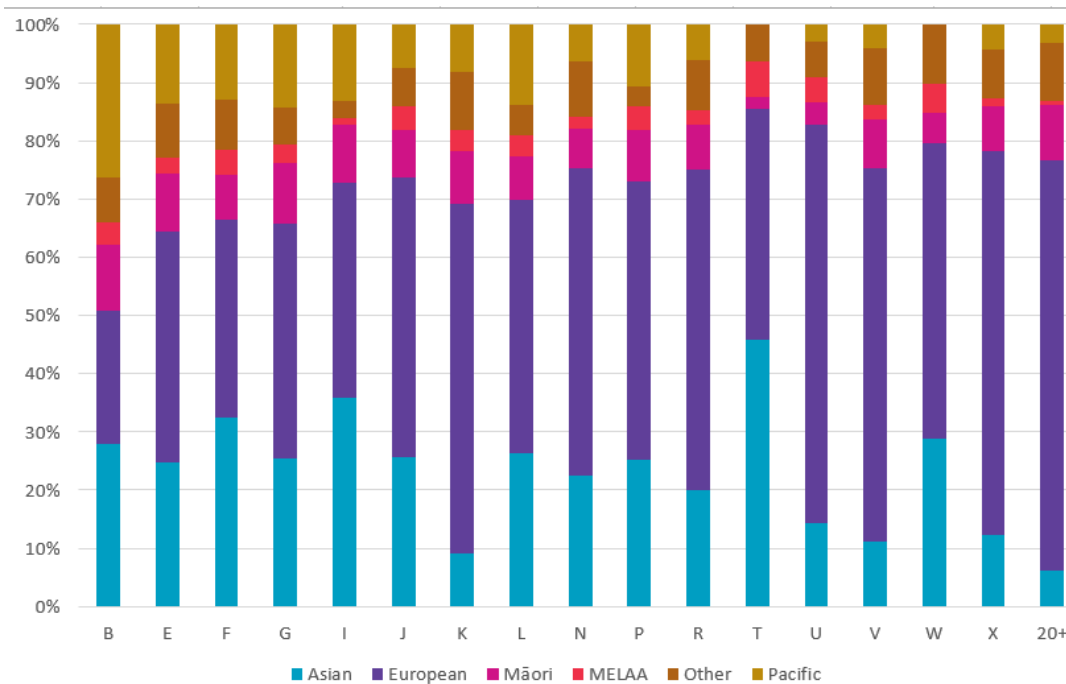
MBIE will continue to focus on removing bias from the employee experience and improving leadership representation. Specific focus will be on recruiting, building pipelines of diverse talent, and providing equitable career development and progression opportunities.

### Ethnic Pay Gap by Seniority



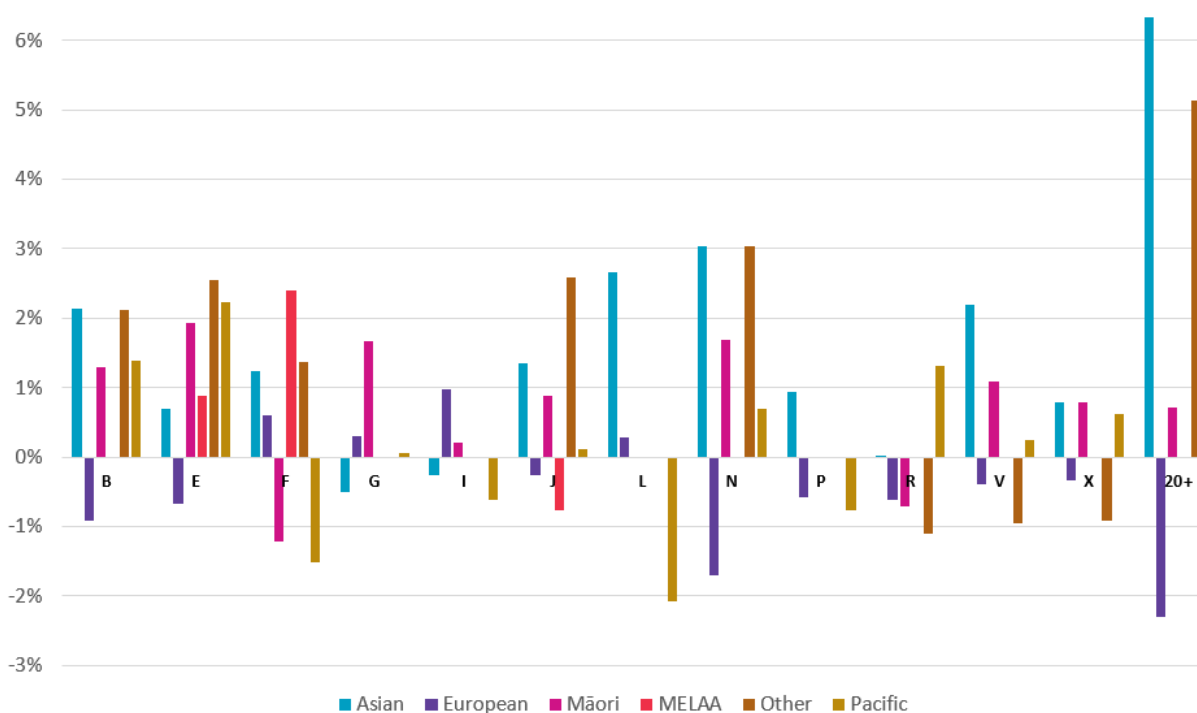
Those who identify as Asian or Pacific have the largest pay gaps. This is within both people leader and individual contributor levels.

### Ethnic Representation (by Pay Band)



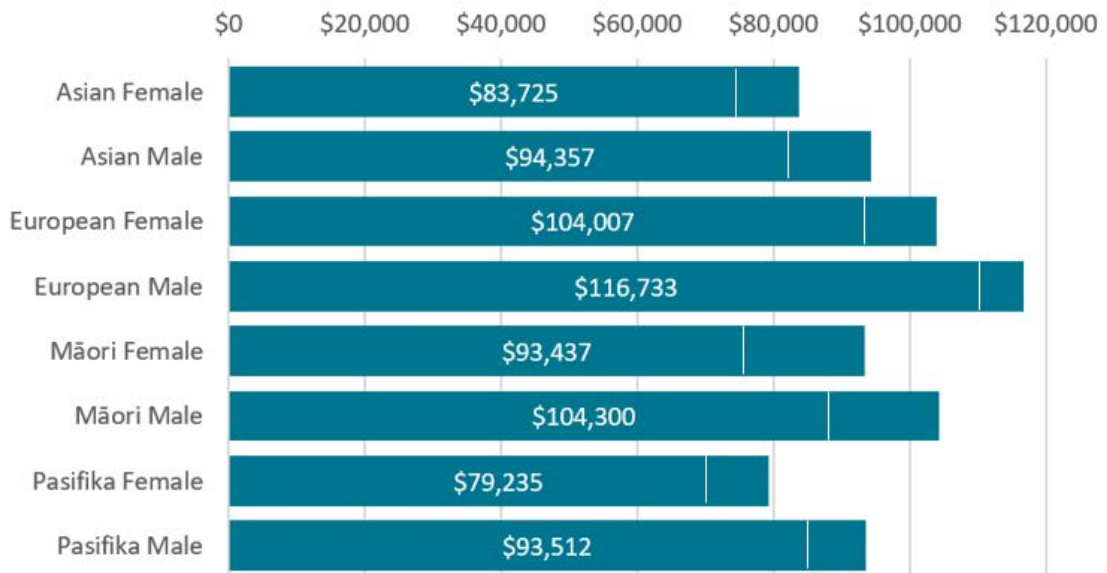
When analysing representations of ethnicities across same or similar roles there is an increasing proportion of European in the higher pay bands. Inversely a higher percentage of Pacific people are in pay band B which is a lower paid role. When reviewing ethnic pay gap for same or similar roles (by pay band) the gaps are comparatively low. There is a variance of less than 3.0 per cent in most cases. The greatest gap is in the 20 and above pay bands, which contain a wider range of roles.

### Ethnic Pay Gap (by Pay Band)



The low percentage of gender and ethnic pay gaps in same or similar roles suggest implemented initiatives have achieved the goal of reducing the prevalence of unexplained bias. There needs to be a continued focus to ensure gains continue. The intersection of gender and ethnicity needs focus and attention, actions have been identified to develop and support careers of wāhine Māori, Pacific women and women from ethnic communities.

### Average Salary by Gender & Ethnicity (Intersectionality)



The graph above displays average (mean) salary, the median salary is also indicated by the lines within each bar.

### MBIE ethnic populations compared to Aotearoa

The below table compares MBIE ethnic populations with the Aotearoa New Zealand population (2018 census).

Ethnicity	People Leaders (30 September 2023)	Individual Contributors (30 September 2023)	Aotearoa NZ Census
Māori	8.3%	8.5%	16.5%
Pacific	7.9%	9.6%	8.1%
Asian	13.0%	24.3%	15%
MELAA	1.5%	3.3%	1.5%
European	59.0%	48.7%	70%
Other ethnic group	8.1%	8.1%	1.2%
Unknown	12.0%	9.9%	-
<b>TOTAL</b>	<b>109.8%</b>	<b>112.4%</b>	<b>112.3%*</b>

\* MBIE people can now record more than one ethnicity and Aotearoa NZ Census statistic includes those that identify with more than one ethnicity so the total can be more than 100%.

**Māori** are significantly underrepresented at both people leader (8.3 per cent) and individual contributors (8.5 per cent). This is in comparison with the Aotearoa New Zealand population (16.5 per cent). MBIE has improved representation in senior leadership.

**Pacific** employee numbers decrease as the seniority of positions increase. Representation is comparative to Aotearoa New Zealand population (8.1 per cent). People leader 7.9 per cent and individual contributor 9.6 per cent.

**Asian** numbers decrease as seniority increases. While 24.3 per cent of individual contributors are Asian, this decreases to 13.0 per cent for Asian people leaders.

**MELAA** make up 3.3 per cent of individual contributors and 1.5 per cent of people leaders. This is a slight decrease from September 2022 but in line with the national population (1.5 per cent).

**European/Pakeha** is the only ethnic group that has a higher percentage of people in people leader positions (59.0 per cent) than individual contributors positions (49.7 per cent).

MBIE still has over 10% per cent of people where there is no ethnicity recorded. Analysis shows our employees of longer tenure have a higher rate of no ethnicity being recorded. Those with a tenure of less than two years have a rate of 95.7% ethnicities recorded. This timing reflects the implementation of the SAP HRIS and the ability to record more than one ethnicity. It remains a priority to run a campaign for employees to update their ethnicity and iwi in the HRIS system.

## **Additional data of our people**

### **Rainbow Community**

Through the Rainbow People Experience project in 2020, 3% of MBIE people were members of Ngāi Kahukura Rainbow Network, and 11% identify as LBGTQIA+.

### **People who identify as neurodivergent, and/or who have medical, physical, mental or neurological conditions, disabilities or disorders.**

Through the 'Enabling MBIE' People Experience project there were 2.1 per cent of people who have identified as being in this community. This includes caregivers/support people who are significant to upcoming work in this area.

MBIE will continue to follow data collection guidance from Te Kawa Mataaho and determine what is needed to enable a better experience for our people.

The Enabled Network was established in October 2021 and officially launched to MBIE 2 December 2022. There are currently 77 members.

"It is not only about the stigma, but also people not knowing how to deal with the information." – [ticking the box on the recruitment forms] – Enabling MBIE participant, 2022

## MBIE's pay gap reduction journey

MBIE is continuing to make strong progress towards closing the pay gaps.

### Significant progress from earlier gender pay gap action plans achieved through:

- Targeted remuneration activities. This includes the introduction of Career and Pay Progression (step-based pay framework and a career progression process), Line by line pay review (same or similar roles) and continued monitoring.
- Removing identified bias in career and pay related processes.
- Tools to support pay decisions. This includes recruitment guidelines. MBIE has introduced pay guidelines to help people leaders make more informed decisions around pay and the implications for pay equity.
- Transparency of information through enhanced HRIS reporting of ethnicity and gender and pay gap reporting and dashboards.

### Progress from 2022-2023 Pay Gap Action Plan

The 2022 Kia Tū Ranga, MBIE's Pay Gap Action Plan included a focus on:

1. Maintaining and building upon strong foundations
2. Supporting diversity and removing bias from our employee experience
3. Leadership and culture as an enabler for long term change.

Key progress includes:

#### Maintaining and building upon strong foundations

**Data Integrity.** We have continued to improve the capture, transparency, reporting and accessibility of data relating to gender and ethnicities to drive decision making. Our dashboards and reporting have been further refined to report on gender and ethnic pay gaps on a quarterly basis.

**Remuneration and benefits outcomes.** Manual/ad hoc reporting is currently being used (whilst we resolve data system issues) to monitor policies and practices to ensure we keep like-for-like gaps minimised.

#### Ongoing activity

- The campaign for people across MBIE to update their own ethnicity and iwi in the HRIS system is pending launch. This remains a focus.

#### Supporting diversity and removing bias from our employee experience

Attracting and recruiting diverse talent to MBIE and building new pipelines for diverse talent. Improvements have been made to the recruitment experience.

- Job descriptions and advertisements are simpler and clearer. This allows for more people to see themselves in the role.
- Support people and the opportunity for cultural introduction are encouraged in interviews.

- MBIE karakia is consistently used throughout MBIE and the use of it within recruitment has been piloted, and is pending roll out.
- The People & Culture branch established a new role 'Programme Lead Māori and Pacific Talent', a person is in place and will support this mahi.

#### **Ongoing activity**

- Release of the recruitment survey to gain ongoing feedback on the recruitment experience.
- Interview questions designed and consulted on to understand Te Tiriti o Waitangi comprehension. Currently undergoing a pilot. Once complete, interview processes will have questions added to allow for demonstration of competency by candidates.
- Creation of talent pools. How MBIE identifies talent internally for appointment, secondments and deployment.

#### **Career Progression - providing equitable career progression and promotion opportunities**

Feedback gathered from MBIE kaimahi has led to improvements in the Career Progression process. Changes were made during application rounds to enable a more cultural inclusive experience. These included:

- the ability to present a verbal application.
- emphasis on diverse panels.
- an information session for Māori kaimahi to improve participation.
- evidence considered from outside work e.g., marae, church or community service.
- the ability to bring a support person.

The career progression round in April 2023 showed that by gender and ethnicity, people put themselves forward and an equitable proportion of people were progressed. Specific outcomes were:

- Higher number of Māori applicants with a 76% success rate (13 out of 17 applicants).
- Females were proportionally more successful than Males (71% compared to 64% of applications received).
- There was a decrease in Pasifika applications (21 in April 2023 compared to 35 in Oct 2022).
- Higher participation and higher success rate from within Asian applications, from 67% to 76%.

Processes for application-based programmes such as Te Kākano (Emerging Leader), and Development Fund have been reviewed. Applicants can submit verbal applications, have a support person, and can draw on experiences outside of work.

#### **Ongoing activity**

- Integrating Career Progression with MBIE's Performance and Development approach. With a view to removing the application round to enable recognition of people's progression on a more regular basis. This project has been initiated.
- Development of dashboard to show movements of employees.
- Leadership and learning strategy reviewed as a part of operating model change.

**Talent Management.** Priority areas for talent and succession planning are being reviewed by People and Culture. This will include a focus on creating a pipeline of diverse leadership talent.

## Leadership and organisational culture as an enabler for long term change

### Understanding our people's experiences

- The Enabling MBIE people experience project completed and the report published.
- Employee-led networks have continued to develop and support the needs of MBIE's diverse communities. Additional detail on networks in Appendix one: Papa Pounamu.
- MBIE Employee Engagement Survey 'MyVoice@MBIE' undertaken in August 2023. Overall engagement was 79% (9% increase from 2021).

### Building people leaders' cultural competency to strengthen inclusion and reduce bias

- Continuing to develop people leader's capability as described in Appendix one: Papa Pounamu.

### Ongoing activity

- Educate hiring managers on bias in recruitment processes. This will be a focus in 2024.
- Enabling MBIE action plan. This is in development to progress recommendations from the Px project.

### Build capability and strengthen Māori Crown relations for all our people

- Significant improvements to track and report on Whāinga Amorangi progress. This includes reporting dashboards. A new landing page in MBIE's Learning Management System, Learn@MBIE. Allows people to record any additional learning not provided through Learn@MBIE.
- MBIE-wide Whāinga Amorangi survey delivered in September 2023. This captures the current capability and confidence of staff. It identifies potential areas of focus as an organisation. Insights from the survey will feed into the review of Whāinga Amorangi plan and measures.

### Strengthening leadership capability

- We need to further define leadership at MBIE and expectations of our leaders. Work has started and will be shaped by the new People and Culture operating model and desired outcomes. This will be a primary focus for the year ahead.
- Deliver targeted leadership programmes aimed at building a stronger and more diverse leadership pipeline.
- Delivery of Mana Whakatōpū. A unique six-month wāhine Māori programme to support self-growth and courageous leadership.
- Delivery of Tū Mau Mana Moana for the public sector. To support the acceleration of talent and leadership development of Pacific people.
- Continued delivery of Tupu Tai internship programme, which promotes better outcomes for Pacific people through government policy.



## Actions to move MBIE forward

MBIE's implemented initiatives have helped make positive progress towards reducing the gender and ethnic pay gaps. To continue to make progress, a continued focus on diversity, equity, and inclusion is essential. MBIE needs to enable better representation across our workforce and in leadership. This will mean the organisation is more representative of the communities it serves.

### I. MAINTAINING AND BUILDING UPON STRONG FOUNDATIONS

Data Integrity	
Improve capture, transparency, reporting and accessibility of data relating to gender, Māori, Pacific, Asian, MELAA, and other ethnicities to drive decision making	<p><b>Short Term:</b></p> <ul style="list-style-type: none"> <li>Employee campaign to update ethnicity and iwi in HRIS to enable more specific reporting and measuring ethnic pay gap on an ongoing basis.</li> <li>Use group level data and insights to identify actions to further address pay gaps and workforce representation.</li> <li>Determine how to improve recording of disability data to enable reporting. This will lead to better analysis and insights to support delivery of outcomes.</li> </ul> <p><b>Longer Term:</b></p> <ul style="list-style-type: none"> <li>Engage Workforce Planning to consider the diversity of our future workforce.</li> </ul>
Remuneration and benefits outcomes	
Keep gaps closed for same or similar roles	<p><b>Short Term:</b></p> <ul style="list-style-type: none"> <li>Conduct a review of remuneration for employees in pay bands 20 and above.</li> <li>Launch revised remuneration comparator tool to assist Talent Acquisition/People &amp; Culture Business Partners and MBIE People Leaders to understand the impact of proposed salaries (during appointments and promotions) on gender and ethnic pay gaps.</li> </ul> <p><b>Longer Term</b></p> <ul style="list-style-type: none"> <li>Monitor impact and evaluate policy and practices</li> </ul>

### II. SUPPORTING DIVERSITY AND REMOVING BIAS FROM THE EMPLOYEE EXPERIENCE

Recruitment	
Attracting and recruiting diverse talent to MBIE	<p><b>Short Term:</b></p> <ul style="list-style-type: none"> <li>Implementation of interview processes changes and interview questions regarding Te Tiriti o Waitangi.</li> <li>Release recruitment survey to gain ongoing feedback on the recruitment experience.</li> <li>Review assessment tools and processes to ensure they are appropriate for the role and inclusive of gender, ethnicity and other communities.</li> </ul>
Build new pipelines for diverse talent	<p><b>Short Term:</b></p> <ul style="list-style-type: none"> <li>Develop process for management and identification of talent throughout MBIE for appointment, secondments, deployment.</li> </ul> <p><b>Longer Term:</b></p>

	<ul style="list-style-type: none"> <li>Develop candidate outreach options to build a diverse pipeline, including establishing meaningful relationships with iwi/mana whenua/Māori organisations who could partner in providing a pipeline for talent and recruitment outcomes.</li> </ul>
<b>Career Progression</b>	
Provide equitable career progression and promotion opportunities	<p><b>Short Term:</b></p> <ul style="list-style-type: none"> <li>Integrate career progression with MBIE’s performance and development approach.</li> <li>Development of dashboard to show movements of employees.</li> </ul> <p><b>Longer Term:</b></p> <ul style="list-style-type: none"> <li>Develop a plan to address barriers to promotion and career movement when considering our diverse and under-represented communities.</li> </ul>
Development and Career Progression	<p><b>Short Term:</b></p> <ul style="list-style-type: none"> <li>Continued focus to proactively increase the number of employees with active development plans.</li> <li>Continued focus of leaders’ support and guidance on performance, development, and career progression to support diverse talent and pipeline.</li> <li>Review leadership and learning strategy and offerings as a part operating model change.</li> </ul> <p><b>Longer Term:</b></p> <ul style="list-style-type: none"> <li>Clarify capability requirements to support development and career progression and promotion.</li> <li>Develop career pathways which are visible, achievable, and desirable for diverse groups.</li> </ul>
<b>Talent Management</b>	
Strengthen talent management practices	<p><b>Short Term:</b></p> <ul style="list-style-type: none"> <li>Review the Talent strategy to understand where to invest time and align efforts throughout MBIE.</li> <li>Create talent pools that support opportunity for targeted capability building, mentoring, coaching and/or support, with a focus on supporting a diverse pipeline of talent.</li> <li>Establish post-programme support and opportunities for wāhine Māori after undertaking Mana Whakatōpū leadership programmes, and Pacific employees who have attended Tū Mau Mana Moana.</li> </ul> <p><b>Longer Term:</b></p> <ul style="list-style-type: none"> <li>Monitor and evaluate outcomes of talent practices and the investment in critical talent management areas: Leadership, Learning, and embedding Inclusion and Belonging.</li> </ul>

### III. LEADERSHIP AND ORGANISATIONAL CULTURE AS ENABLERS OF LONG-TERM CHANGE

<b>Understanding our peoples’ experiences</b>	
Understanding our peoples’ experiences	<p><b>Short Term:</b></p> <ul style="list-style-type: none"> <li>Continue to engage with our communities through networks and consultation on projects.</li> <li>Continue to undertake regular employee surveys to understand our people's perception of working at MBIE and using the survey feedback to support and strengthen strategic initiatives and activities.</li> </ul>
Create a culture of inclusion where our people feel valued, can thrive, and feel they can belong	<p><b>Short Term:</b></p> <ul style="list-style-type: none"> <li>Deliver on People Experience action plans for Tangata Whenua, Pacific, Asian, Rainbow to address feedback received through people experience sprints.</li> <li>Develop People Experience action plan from Enabling MBIE.</li> <li>Determine strategy for allyship – allies who will actively advocate and support inclusion of all people.</li> </ul> <p><b>Long Term:</b></p>

	<ul style="list-style-type: none"> <li>Refresh of strategy for Inclusion and Belonging.</li> </ul>
Strengthening leadership capability	<p><b>Short Term:</b></p> <ul style="list-style-type: none"> <li>Further define the expectations of leaders to lead their people to both deliver and develop in a people centred way.</li> <li>As per Papa Pounamu - continue to encourage people leaders' intercultural capability journey, their understanding of racial equity and how to strengthen inclusion and reduce bias.</li> <li>Develop approach for building capability of hiring managers and mitigation of unconscious bias through the recruitment process.</li> </ul>
Wellbeing, Health & Safety	<p><b>Short Term:</b></p> <ul style="list-style-type: none"> <li>Engage on Wellbeing, Health and Safety strategy for outcomes that support diverse internal communities.</li> </ul>

## MBIE's workforce and leadership representation targets – continued focus

The below table captures five-year targets to improve workforce and leadership representation at MBIE. The five-year period extends from the publication of the plan in late 2022 to 2027.

Focus area	Five-year target
<b>Diversity Data</b>	We aim to improve the quality of our ethnicity information. We will have at least 95% of MBIE employees record their ethnicity/ethnicities (or indicate their preference not to say).
<b>Senior leadership – Gender</b>	We aim to maintain gender balanced senior leadership cohort (Tiers 1-3) using <b>40-20-40</b> (40% male, 40% female and a balance of 20% of any gender).
<b>Senior leadership – Ethnicity</b>	We aim to <b>increase diverse representation</b> within MBIE's senior leadership cohort (Tiers 1-3). We will place <b>emphasis on Māori, Pacific Peoples and Asian representation</b> .
<b>Workforce representation - ethnicity</b>	We aim to have our workforce reflect the communities we serve. With a specific focus on increasing <b>workforce representation of Māori 5% year on year</b> at a minimum, while maintaining workforce representation of Pacific Peoples, Asian and MELAA (Middle Eastern, Latin American, and African).
<b>Leadership representation - ethnicity</b>	We aim to improve <b>ethnicity representation throughout our people leadership cohort</b> , with an emphasis on <b>Māori, Pacific and Asian</b> employees while maintaining leadership representation of MELAA. With a specific target of <b>5% year on year</b> improvement (at a minimum) until people leadership representation reflects the communities we serve.

## Connecting mahi

There are a number of public sector commitments and MBIE work programmes which support the mahi the agency is doing to improve diversity and inclusion, to close gender and ethnic pay gaps and create fairer workplaces. These are described below:

### Papa Pounamu focus areas:

There are five areas of focus that are most likely to help the Public Service create fair, diverse and inclusive workplaces reflective of the communities we serve.

- Te Urupare i te Mariu | Addressing bias
- Te whakawhanaungatanga | Building relationships
- Te āheinga ā-ahurea | Cultural competence
- Ngā tūhononga e kōkiritia ana e ngā kaimahi | Employee-led networks
- Hautūtanga Ngākau Tuwhera | Inclusive leadership

### Kia Toipoto (Public Service Pay Gap Action Plan 2021-2024):

#### Kia Toipoto three-year goals are:

- Make substantial progress toward closing gender, Māori, Pacific, Asian, Middle Eastern, Latin American, and African (MELAA) and other ethnic pay gaps.
- Accelerate progress for wāhine Māori, Pacific women, and women from ethnic communities.
- Create fairer workplaces for all, including disabled people and members of rainbow communities.

#### Focus areas:

- Nga Hua Tōkeke mō te Utu | Equitable pay outcomes
- Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki | Eliminating all forms of bias and discrimination
- Te Taunoa o te Mahi Pīngore | Flexible-work by-default.
- Kia Toipoto focus area: Te whai kanohi i ngā taumata katoa | Leadership and representation.
- Kia Toipoto focus area: Te Whakawhanaketanga i te Aramahi | Effective career and leadership development.

Connections with Kia Toipoto, Māori, Pacific and ethnic communities strategic focus areas and work plan (Te Kawa Mataaho).

## Whāinga Amorangi

Whāinga Amorangi is a work programme designed to lift the Māori Crown relations capability across the public service. Whāinga Amorangi provides the framework to meet our responsibility under the Public Service. It empowers MBIE kaimahi to build their confidence to partner with Māori in an enduring and consistent way.



## **Wellbeing, Health & Safety**

All Public Service employees and contractors are entitled to a safe and inclusive workplace. Where people treat one another with respect and work together to deliver for people in New Zealand. (Positive and safe workplaces). There are strong connections with Inclusion and Belonging, and Wellbeing, Health and Safety to provide an environment where people feel safe and belong.

## **Flexible working by Default**

MBIE is a flexible-by-default agency. This means options can be explored for flexible working for all roles, unless there is a clear business reason the desired option won't suit the role. MBIE's flexible working at MBIE policy and procedures are in line with the six guiding principles established by Te Kawa Mataaho Public Service Commission.

Flexible working supports our priorities including the focus on MBIE being a place that people want to work. MBIE continues to normalise flexible working, so employees at all levels can balance their paid and unpaid work, without trading off career progression or pay.

## Appendix one – Papa Pounamu Priorities and Progress

MBIE's inclusion and belonging work programme is shaped by Papa Pounamu and the five focus areas to help create fair, diverse and inclusive workplaces reflective of the communities we serve.

**Te Urupare i te Mariu | Addressing bias:** Addressing bias towards identity markers, such as race, ethnicity, gender, sexual orientation, or ability, is essential for making sure all people are provided with opportunities during their recruitment, career progression and development.

Over 2022/23, several learning programmes were available and completed/engaged with, including:

- Mana Aki: intercultural competence programme. *Completed by 218 people (2,857 in total since launch in September 2020)*
- The Wall Walk: workshop to raise collective awareness of key events in the history of Aotearoa New Zealand's bicultural relations. *Attended by 666 people (1,706 in total since launch in March 2021)*
- Courageous Conversations about Race - Beyond Diversity™: a transformational bias training workshop with a focus on racial equity. *Attended by 601 people (1,011 in total since launch in March 2021).*
- Nō Konei Belong: an online learning programme developed by MBIE which includes the voices and experiences of MBIE people. *Engaged with by 2,866 people. This includes the Rainbow community at MBIE module which has been completed by 1,174 people.*

In addition to learning programmes there have been two Inclusion and Belonging focussed webinars titled 'What's your why?' and 'Stereotypes & Bias'. Each were attended by 700+ MBIE employees. We also encourage people to add pronouns to email signatures, MS Teams and meeting introductions.

**Te whakawhanaungatanga | Building relationships:** Inclusion and belonging depends on having a diverse range of supportive relationships in our workplaces which we draw on to create positive change. This is shown through:

- Strategic governance and oversight of the inclusion and diversity strategy, through the Inclusion and Diversity Council, and their advice and recommendations to change policies, processes, initiatives, and facilities.
- Tōku Whāinga | My Career, a continuous performance and development framework based on regular check-ins, shared reflection, and learning, with respect and care.
- Kohinga Kōrero | Conversations That Matter workshops and resources, to support people leaders to have more meaningful and effective conversations with their people.
- Recognising and celebrating our people through Value shout outs, intranet articles and MBIE award programmes.

**Te āheinga ā-ahurea | Cultural competence.** An important focus is to reflect the significance of the Māori-Crown relationship and build our cultural competency and confidence across the broadest range of cultures. In the past 18 months, MBIE has focused on implementing Whāinga Amorangi. Phase one of the programme is built on leader-led change and focuses on empowering our people by building individual capability.

Whāinga Amorangi includes four capability areas:

- Te reo Māori
- Te Tiriti o Waitangi/the Treaty of Waitangi and Aotearoa New Zealand history
- Tikanga/customs and kawa/protocols
- Engagement with Māori.

To support and deliver Whāinga Amorangi, we have strengthened our cultural competence through the implementation of various learning programmes, including:

- Mana Aki and the Wall Walk workshop: both described above.

- Te Wānanga o Te Awanuiārangi online te reo Māori classes. Since the introduction in February 2023, we have had 280 registrations. Kaimahi on the programme have shared how it has helped their confidence with Māori greetings at work, they are more familiar with the language, and in our contact centres our people feel comfortable to greet callers on the phone in te reo Māori and are empowered to do so.
- A significant shift has occurred in awareness and understanding of how te ao Māori in the workplace supports inclusion and belonging, creating a positive culture through tikanga and kawa. This journey has highlighted the desire our people have to learning about and understanding Te Tiriti o Waitangi / The Treaty, its importance and what it means to apply this knowledge when performing their various roles.

**Hautūtanga Ngākau Tuwhera | Inclusive leadership:** How we lead across the public service matters.

Inclusion and diversity capability across the system depends on strong and inclusive leadership. We work to ensure this within MBIE by:

- Providing learning opportunities through specific programmes to build leadership capability.
- Ensuring senior leader sponsorship of employee networks, along with their support and attendance of associated learning programmes
- Supporting flexible working arrangements for leaders, as well as mental and physical wellbeing, and health and safety practices
- Continuing to focus on people-centred leadership.

**Ngā tūhononga e kōkiritia ana e ngā kaimahi | Employee-led networks:** At MBIE, we have nine Employee Led Networks (ELNs). These networks offer connection and advocacy for the needs of their members, generally communities who have been historically excluded and experience identity-based discrimination. Contributing significantly to workplace culture, policies, and processes, MBIE's ELNs are:

- Te Rau Puāwai - Wāhine Māori Network
- Pacific Staff Village
- Women of Colour Network
- African Community Employee Network-ACEN
- Arahanga Wāhine - Women's Network
- Asia International Network
- Te Aumangea - Mental Health Network
- Ngāi Kahukura - Rainbow Network
- Te Tae Whakapakari | ENABLED Network (Enhancing Abilities and Leveraging Disabilities).

Our Senior Leadership Team role model inclusive leadership, through their sponsorship roles and helping to remove barriers. In 2022, they increased the network funding amount threefold to support ELN initiatives and needs.

As the number of networks and requests for their contributions has grown, a need for formal recognition of the value of their work has been identified and fulfilled. During 2023, network chairs and co-chairs have been granted dedicated time of up to 4 hours per week and committee members up to 2 hours per week towards their network mahi.

Guidance for engaging with ELNs has recently been developed to help manage requests for partnership on projects and policy reviews. This assists in engaging with diverse communities in meaningful and appropriate ways.



**Te Kāwanatanga o Aotearoa**  
New Zealand Government