



MBIE Workforce Diversity Action Plan 2026–2027

JUNE 2026



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.

MORE INFORMATION

Information, examples and answers to your questions about the topics covered here can be found on our website: www.mbie.govt.nz.

DISCLAIMER

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MBIE Workforce Diversity Action Plan 2026-2027

Strengthening workforce capability, leadership and organisational performance

People-centred | Performance-driven | Evidence-informed

This plan focuses on measurable actions that strengthen workforce capability, leadership effectiveness, employee experience, and organisational performance

PURPOSE: To strengthen workforce capability, leadership, and employee experience so our people can contribute at their best and support MBIE to grow New Zealand for all.

VISION: An MBIE where people experience fairness, opportunity, and belonging, and where diverse perspectives strengthen decision-making and outcomes.

OUTCOME: Fair and effective workforce practices that strengthen leadership, employee experience, and organisational performance.

WHY: When people and teams are supported to perform at their best, MBIE benefits through:

- Stronger workforce capability, engagement and performance
- Better decision-making through diverse perspectives and experiences
- Improved leadership effectiveness and reduced organisational risk
- Greater capability to serve New Zealand's diverse communities and businesses

SPONSOR'S STATEMENT

The Workforce Diversity Action Plan reflects MBIE's commitment to building fair, effective, and future-focussed workforce practices that strengthen organisational performance and employee experience.

**Paul Stocks - Deputy Secretary -
Corporate and Digital Shared Services**

HOW WE WILL DELIVER

- **People and leadership:** We will strengthen leadership capability and accountability to create safe, respectful, and high-performing teams.
- **Culture:** We will foster a workplace culture where people are treated fairly, differences are respected, and MBIE values are reflected in everyday behaviour and decision-making.
- **Systems, structures and processes:** We will improve our systems, policies, and processes to support fairness, consistency, accessibility, and evidence-informed decision-making.

ACCOUNTABILITY AND MEASUREMENT

Progress will be monitored through workforce data, employee experience measures, leadership capability indicators, recruitment and progression outcomes, and regular reporting to P&C Governance.

WHAT GUIDES THIS PLAN

- **Workforce data** and employee insights identifying what enables or constrains performance
- **Alignment with MBIE strategic priorities**, including leadership capability and accountability strategies: Te Ara Amiorangi, Te Tāpuhipuhi (MBIE's strategy to fulfil our Treaty settlement commitments to Māori), Kia Kotahi Mai (Inclusion & Belonging Strategy), Wellbeing, Health, and Safety and People Strategy, Whāinga Amorangi (our Māori-Crown relations capability plan)
- **Internal insights** from people experience reports, employee-led networks, partners and surveys
- **Te Kawa Mataaho Public Service Commission guidelines**, data, legislation and cross-agency good practice

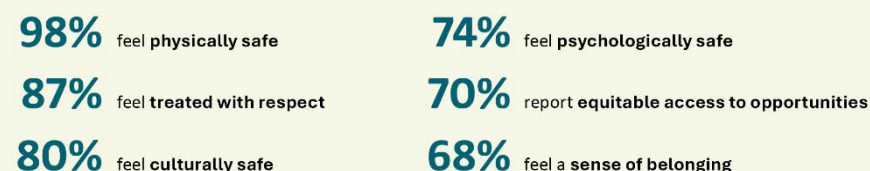
Our People's Experience

Understanding our people's experience helps MBIE identify opportunities to strengthen leadership, workplace culture, and workforce systems. Insights from workforce data, employee feedback, unions, employee-led networks, and Māori capability partners inform initiatives that strengthen employee experience, workforce capability, and organisational effectiveness.



Employee engagement and workplace culture

MBIE uses the annual MyVoice@MBIE survey to monitor employee engagement, wellbeing and inclusion. The 2025 survey achieved a 78% response rate. These insights help identify areas impacting workforce experience, engagement, retention, and organisational effectiveness.



Employees describe MBIE as a workplace grounded in **care, respect, and inclusion**, with trust and psychological safety central to the culture.

“MBIE genuinely cares about being a supportive, inclusive organisation”
– MyVoice@MBIE 2025

Building Workforce and Cultural Capability

Kia Kotahi Mai – Together, We Belong

At MBIE, building cultural capability strengthens respectful leadership, collaboration, and our ability to deliver effectively for New Zealand's diverse communities and businesses. Through inclusion and cultural capability initiatives, we support culturally responsive workplaces where people feel valued, supported, and able to contribute effectively.

Strengthening Organisational Capability

Inclusion and Belonging (I&B) capability

I&B capability is strengthened through participation in core learning and development initiatives that support respectful workplaces, inclusive leadership, and employee experience. Learning uptake and participation are monitored across the organization, including:

- Mana Aki
- Wall Walk
- Inclusion and Belonging learning modules (Nō Kōnei Belong/Bullying and Harassment/Unconscious Bias/Including Rainbow Community)

Source: Inclusion and Belonging learning completion data

Māori Crown capability (Whāinga Amorangi)

Māori Crown capability is strengthened through development across four key capability areas:

- Te Reo Māori
- Tikanga / Kawa
- Te Tiriti o Waitangi
- Engagement with Māori

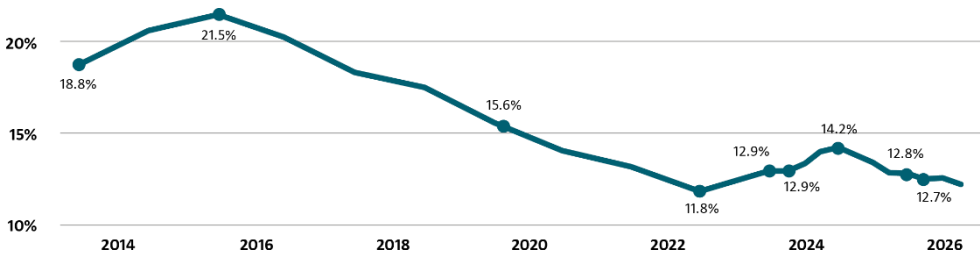
Progress is monitored quarterly through Whāinga Amorangi dashboards.

Source: Whāinga Amorangi dashboards quarterly reporting

Why Workforce Data Matters

Workforce data supports evidence-informed decision-making by helping MBIE identify patterns in employee experience, representation, recruitment, progression, and workforce capability.

Gender Pay Gap Trend



After several years of steady decline, the gender pay gap rose to 14.2% in mid-2024 before gradually declining to 12.7% by early 2026. While short-term fluctuations remain, the overall downward trend suggests incremental progress, influenced by workforce composition, recruitment, and progression patterns.

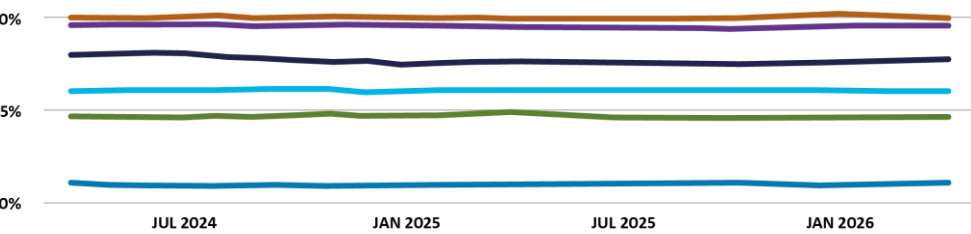
Average Salary by Gender & Ethnicity

Across all ethnic groups, average male salaries are higher than average female salaries. This indicates a consistent gender pay gap, alongside ethnic differences in average pay, reflecting broader workforce and progression patterns rather than unequal pay for the same roles.



Ethnic Pay Gap Trend

The ethnic pay gap has remained broadly stable over time, indicating limited structural change. Meaningful reduction will require long-term and inter-generational interventions focused on progression, capability development, and reducing barriers to advancement into higher-paid roles. Workforce composition, occupational distribution, and progression pathways are likely contributors to observed differences.

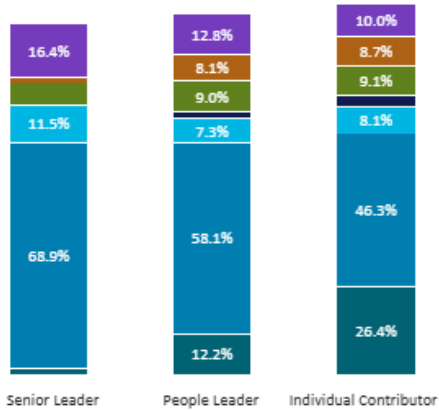


Ethnicity Split by Seniority

Ethnic diversity decreases at more senior levels, highlighting opportunities to strengthen leadership pipelines, development pathways, and progression opportunities.

- Asian
- European
- Māori
- MELAA
- Other Ethnicity
- Pacific Peoples
- Unknown

Ethnicity Split by Seniority



Note: Ethnicity data includes up to four disclosed ethnicities per employee. Total ethnicity percentages may equal more than 100% due to multiple ethnicity identities.

MBIE Workforce Diversity Action Plan 2026 - 2027

Focus Area 1: Value diversity of thought and experience

Outcome: We value and foster diversity of thought and experience through respectful and fair workplaces.

Progress to date	Planned Actions for 2026/2027	Success Indicators
- Refreshed the Kia Kotahi Mai (Inclusion & Belonging) Strategy 2025–2028 to support inclusive workplace practices across MBIE. - Expanded access to cultural capability learning across MBIE. - Implemented approximately 50% of People Experience Report recommendations, with remaining actions underway. - Strengthened partnership-based delivery with employee-led networks, unions, and internal stakeholders. - Developed targeted Kia Kotahi Mai workshops to support inclusive leadership and workplace capability. - Delivered Whāinga Amorangi and progressed Senior Leadership Team Māori Crown Capability Plan commitments, strengthening Māori Crown capability and increasing visibility of tikanga Māori and te reo Māori across MBIE.	- Embed Kia Kotahi Mai priorities across leadership practice, workforce planning, and business activities. - Align business group level diversity, equity and inclusion plans to Kia Kotahi Mai and shared organisational priorities. - Integrate agreed inclusion and workforce improvements into business-as-usual practices, including sprint recommendations. - Embed sustainable partnership and governance approaches with employee-led networks to support coordinated workforce initiatives and organisational insights. - Deliver targeted Kia Kotahi Mai workshops to strengthen inclusive leadership capability across MBIE. - Continue implementation and monitoring of Whāinga Amorangi to support responsibilities under Te Tiriti o Waitangi and the Public Service Act 2020. - Support wider and more consistent use of te reo Māori across MBIE through Te Ara Reo Rangatira initiatives. - Design and plan initiatives to support everyday use of te reo Māori, including the Kaupapa Kōrero.	- Leaders report increased confidence and capability in culturally responsive leadership practices. - Leaders and staff report improved inclusive leadership capability, employee experience, and workplace culture. - Business group approaches are aligned with organisational priorities and workforce strategies. - Employee-led network partnerships operate through shared planning, engagement, and accountability approaches. - Leaders and staff demonstrate increased confidence and capability in engagement with Māori, supporting strong relationships and a sense of belonging. - Te reo Māori is used regularly and appropriately across workplace and leadership settings. - MBIE's workforce practices align with Maihi Karauna, Te Arawhiti expectations, and the Public Service Act 2020.

Focus Area 2: Attract and retain the widest pool of capable talent**Outcome:** We ensure we have an attractive work environment open to those who have the skills and competencies needed to drive highly effective public services.

Progress to date	Planned Actions for 2026/2027	Success Indicators
• Strengthened leadership capability through programmes, coaching and masterclasses. • Introduced MBIE Leadership Expectations, monthly leader network hui, and enhanced new leader induction. • Expanded access to development opportunities through a refreshed Development Fund. • Strengthened employee-led network capability through targeted development workshops. • Reviewed the Addressing Conduct and Behaviour Policy and Flexible Working Policy. • Refreshed MBIE Awards categories to better recognise contribution and inclusion. • Progressed Māori leadership and talent pathways through Tāne Mā leadership and coaching pilots and One Haumako cohorts. • Growth of One Haumako increasing wāhine Māori leadership capability. • Developed Māori Career Frameworks aligned with MBIE's workforce and talent development approach.	• Deliver priority Workforce Strategy actions to strengthen workforce capability and leadership development. • Improve workforce systems, including capability planning, recruitment and selection, and hiring manager capability. • Refresh talent and performance management practices to improve consistency and development pathways. • Strengthen leadership and employee capability through coordinated learning and development approaches aligned with Workforce and People strategies. • Develop an MBIE Reasonable Accommodation Policy that advances accessibility, wellbeing, and inclusion while ensuring consistent and compliant people practices. • Review and refresh people policies (when due), including Learning and Development Policy with leader guidance, to support consistent people practices. • Implement the Mahere Kaimahi Māori Strategy 2026 to strengthen outcomes for Māori kaimahi and embed te ao Māori across people systems. • Continue initiatives to address identified leadership development gaps for Māori kaimahi. Align Māori Career Frameworks with the People Strategy and Talent Management refresh.	• Workforce and People Strategies are aligned with business planning and Government Workforce Policy expectations. • Recruitment, progression, performance, and talent pipelines are fair, consistent, and merit-based. • Leaders and staff report increased confidence, trust, and clarity in people processes. • People policies and workforce practices are current, accessible, understood and applied consistently across MBIE. • Māori representation, progression, and leadership increase across MBIE and are supported through people systems and leadership accountability. • Māori representation increases across senior and decision-making roles over time.

Focus Area 3: Apply the merit principle comprehensively**Outcome:** We ensure that all applicants for positions or promotions have a reasonable and fair opportunity to demonstrate merit.

Progress to date	Planned Actions for 2026/2027	Success Indicators
• Worked with the PSA to update the CAPP remuneration framework, with sustainability and equity as key considerations. • Enhanced the pay equity tool to support more consistent consideration of gender equity in decision-making. • Monitored out-of-cycle pay increase requests to improve consistency across MBIE. • Developed a Power BI pay gap dashboard to support monitoring and reporting of MBIE's progress. • Completed a recruitment review in response to recommendations from the People Experience Report. • Strengthened talent acquisition capability to better support neurodiverse candidates through recruitment processes. • Engaged Korn Ferry to train 13 job evaluation evaluators, strengthening capability and diversity within the evaluation team.	• Continue reviewing Career Progressions (CAPP) practices and outcomes. • Embed an approach for placing new hires based on skills, experience, and internal relativities rather than prior salary. • Develop guidance for managers on fair and objective pay-setting practices. • Refine recruitment guidance to support fair, transparent, and merit-based decision-making as hiring practices evolve. • Monitor the impact of AI-enabled candidate application practices on application volume and quality. • Complete MBIE Unconscious Bias training for all Korn Ferry-trained evaluators.	• Employee survey results show improved understanding of pay-setting processes and increased perceptions of fairness. • Updated remuneration and evaluation guidance is published and embedded through HR business partner support. • Appointment review process demonstrates consistent, transparent, and merit-based decision-making. • At least 95% of Korn Ferry- trained evaluators complete MBIE Unconscious Bias training.



New Zealand Government
Te Kāwanatanga o Aotearoa