



Te Kanorau, te Mana Ōrite, me te Kotahitanga i Te Puni Kōkiri

Diversity, Equity, and Inclusion at Te Puni Kōkiri



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Section 1. Setting the Scene

He Whakataunga

Our organisation's vision is 'Thriving Whānau: When whānau are thriving, so do their community, hapū, iwi, and all of Aotearoa.' Our diversity, equity, and inclusion goals support us to deliver our vision, guided by our organisational values and strong commitment to Māori communities across the motu.

Te Puni Kōkiri Diversity and Inclusion Vision

"Māori identity, culture, knowledge, skills, and experiences are the foundations of Te Puni Kōkiri approach to diversity, equity, and inclusion efforts.

We are an organisation with a rich diversity of kaimahi who are valued for their varied knowledge, skills and experiences. We draw strength from one another's uniqueness to collectively build an organisation where everyone can stand proud and belong."

Māori cultural identity, language, world view, and tikanga are toanga and give strength to our diversity and inclusion aspirations. As the government's principal policy advisor on Māori wellbeing and development, some goals are aimed at supporting and strengthening our internal Māori capabilities and others articulate our endeavours to uplift Māori representation and leadership across the wider public service.

We also seek to recognise the intersectionality of culture and other diversity dimensions and work to build an inclusive workplace for all kaimahi. When we create safe and inclusive environments, kaimahi can contribute their best, and we are able to tackle the complex challenges of our strategic priorities and deliver better outcomes for Māori.

1.1 Aligning our DEI efforts to our values

Tīaroaro i ā mātou mahi mō te Kanorau, te Mana Ōrite, me te Kotahitanga ki ngā uarā

This work programme aligns with Te Kawa Mataaho Diversity, Equity, and Inclusion (DEI) work programmes and is underpinned by our organisational values, guiding us to inclusive behaviours.

Manaakitanga—We value people and relationships, treating others with respect. We are caring, cooperative, and inclusive. When we enact manaakitanga, we create safe and welcoming workplaces for kaimahi to be themselves, where they feel like they belong as part of the 'thriving whānau' of Te Puni Kōkiri.

He Toa Takitini—We work as one team, valuing and utilising the diverse talents, insights, and perspectives of each kaimahi to achieve our common goals.

Ture Tangata—We are creative and innovative, testing ideas and generating new knowledge. We learn from each other and apply new information to get results. As our diversity and inclusion efforts grow, we create space for creativity and innovation to flourish, achieving better outcomes for Māori and all of Aotearoa.



Te Wero – We pursue excellence for those we serve. We achieve superior results when we build diverse teams and create safe environments for everyone to learn and grow. Valuing the diversity of thought, knowledge, and experiences within our teams, we improve our advice giving and can work through complex problems to a high standard, delivering excellence to those we serve.

1.2 Benefits of Diversity, Equity, and Inclusion

Ngā hua o te Kanorau, te Mana Ōrite, me te Kotahitanga

Although diversity, equity, and inclusion mahi is complex and ever-evolving, research shows significant benefits of fostering diversity and creating inclusive workplaces. Including:

- attracting and retaining high quality kaimahi
- improving kaimahi wellness and satisfaction
- reduction of pay gaps, e.g., Wāhine, Māori, Pacific, and ethnic kaimahi
- supporting and improving kaimahi engagement
- increasing innovation and creativity to tackle complex challenges
- reducing kaimahi attrition
- boosting productivity and performance
- strengthening organisational brand as a great place to work
- lowering discriminatory, bullying, and other unacceptable behaviours¹

¹ <https://www.publicservice.govt.nz/guidance/papa-pounamu/fostering-diverse-leadership/>



Section 2. Who We Are – Workforce Representation

Ko Mātou – He Whakakanohitanga i te Rāngaimahi

An important area of focus for diversity, equity, and inclusion mahi is improving our organisational and kaimahi data, and consistently analysing and understanding our workforce representation. Through data analysis, we acquire knowledge on our organisational pay gaps, the drivers, and can establish appropriate levers to help close pay disparities.

This section covers gender and ethnicity representation at Te Puni Kōkiri.

Key points to note:

- Two-thirds (65.5%) of the workforce are women, with women making up over half of senior leaders in the organisation.
- A small number of kaimahi have self-identified as another gender or “prefer not to say”. This number is too small to provide pay gap calculations.
- All current kaimahi have identified with at least one ethnicity.
- Te Puni Kōkiri has the highest Māori representation amongst public service agencies, with nearly two thirds of employees (67.4%) identifying as Māori. Just over one quarter (27.0%) of kaimahi self-identify as European.
- Due to the nature of our role and the Māori communities we serve, we are comfortable with our current ethnicity and gender representation and do not have a target to change our overall workforce representation to be more aligned with the New Zealand population.

Table 1: Gender and ethnicity workforce representation

	Workforce representation % n=423	Senior Leaders (Tiers 2 & 3) ² n=21
GENDER		
Female	65.5%	52.4%
Male	34.3%	47.6%
Another gender/ prefer not to say	0.2%	-
ETHNICITY		
Māori	67.4%	81.0%
European	27.0%	14.3%
Asian	7.8%	-
Pacific Peoples	7.8%	9.5%
Middle Eastern/Latin American/ African	0.9%	-
Other	0.7%	-

² includes Deputy Secretaries, Directors, Regional Directors and people managers that report to Tier 2s



2.1 Gender and Ethnic Pay Gaps – Data Update

Ngā Āputa ā-Ira, ā-Mātāwaka hoki – He Raraunga Hōu

Te Puni Kōkiri is committed to ensuring all kaimahi can achieve their full potential while recognising the aspirations of Māori, traditionally underrepresented groups, and the intersectionality that can impact employment opportunity. We strive to create a workplace that is free from gender and ethnicity-based inequities, in line with Kia Toipoto | Public Service Gender, Māori, Pacific and Ethnic Pay Gaps work programme and the Public Service Gender Pay Principles.

To do this, it is important we understand the drivers of our gender and ethnic pay gaps to support our efforts in safeguarding against gender and ethnicity disadvantaging kaimahi in our remuneration practices.

The two methods for calculating pay gaps are to use median pay or mean pay.

- **Median (50th percentile) pay** is the middle amount of pay earned — half of employees earn less, and half earn more. Median pay better reflects the pay a typical employee receives.
- On the other hand, **mean (average) pay** better reflects employees with very low or very high pay, and highlighting the fact that women are overrepresented in low paid groups and underrepresented in high paid groups. This is the preferred method in the public service.

As of 30 June 2024, Te Puni Kōkiri had an average gender pay gap of 11.0%. There was a 2.2 percentage point (pp) decrease from 30 June 2022 (13.2%), and a 4.6pp decrease from 30 June 2021 (15.6%). Throughout the 2023/24 financial year, Te Puni Kōkiri gender pay gap fluctuated by approximately +2pp to -2pp.

The median gender pay gap is 6.7%, which is 1.5pp lower than the median gender pay gap in Aotearoa (8.2%) (Labour Market Statistics (income): June 2024 quarter. Stats NZ).

Te Puni Kōkiri has a Māori pay gap of 8.2% as of 30 June 2024. This has reduced significantly by 11.3pp since 30 June 2021 (19.5%) and is a 3pp reduction since 30 June 2023 (11.2%). The 3pp reduction met our 2023/24 target of reducing the Māori pay gap by 2pp. The key driver of this pay gap and our other pay gaps is occupational vertical segregation which will be explained in the next section.

As a small agency, our pay gaps can fluctuate significantly, and even a small number of kaimahi appointments or leavers can have large impacts on our pay gaps. This is why we monitor progress monthly to ensure we understand the drivers of these changes. The following table provides a summary of Te Puni Kōkiri pay gaps over time.



Table 2: Summary of pay gap data

	Pay Gaps June 2024 ³	Pay Gaps June 2023	Pay Gaps June 2022	Pay Gaps June 2021
Gender Pay Gap Mean (average)	11.0%	10.9%	13.2%	15.6%
Gender Pay Gap Median (50 th percentile)	6.7%	5.4%	1.5%	9.4%
Māori Pay Gap Mean (average)	8.2%	11.2%	13.3%	19.5%
Asian Pay Gap	8.1%	2.8%	<i>less than 20 staff</i>	<i>less than 20 staff</i>
Pacific Pay Gap	13.4%	11.4%	15.3%	16.9%
MELAA Pay Gap	<i>less than 20 staff</i>	<i>less than 20 staff</i>	<i>less than 20 staff</i>	<i>less than 20 staff</i>

2.2 Pay Gaps Deep Dive

He Rukunga Hōhonu ki ngā Āputa Utunga

Robust pay gap analysis was conducted in July 2023 with the findings being presented to the Culture, Capability and Systems Governance Board.

The main findings were this:

- Equal pay gaps are not significant across our pay grades for gender or ethnicity.
- Occupational vertical segregation is the main cause of our gender and ethnic pay gaps.
- Small over and under representation numbers have a large impact on our pay gaps.

Occupational vertical segregation refers to the distribution of workers across different occupations. To assess occupational vertical segregation, we use pay grades rather than occupational groups. Using pay grades allows us to assess jobs of equal value (roles which have been job sized the same) to determine any equal pay gaps within those grades and the impact equal pay has on the overall pay gap.

³ Calculations have been made in accordance with guidance from Te Kawa Mataaho and Statistics NZ.



In September 2024 we repeated the analysis, using 30 June 2024 data. The deep dive included a multitude of different measures and analysis with the key data being highlighted below.

2.3 Gender Pay Gap – Deep Dive

Te Āputa Utunga ā-Ira – He Rukunga Hōhonu

For our analysis, we have considered, and will continue to monitor, like for like pay gaps for all kaimahi at Te Puni Kōkiri.

Table 3 shows the gender pay gaps across three pay grades where we can make a statistically robust calculation (20 or more kaimahi in each group). These roles/grades collectively account for 74% of kaimahi.

For all three pay grades the pay gap is negligible, and there is a negative gender pay gap in grade 18 (indicating a pay gap in favour of females). We also measured gender pay gaps across all other pay grades and did not find anything of concern.

Table 3: Gender equal pay gaps

Grade	Number of Women (June 2024)	Number of Men (June 2024)	Gender Pay Gap (June 2024)
15	64	21	1.7%
17	94	51	2.8%
18	58	23	-0.6%

In our analysis we tested what would happen if we had 0% gender equal pay gaps across all grades. We did this by adjusting the average salary of women in each grade to match the average salary of men in the same grade. This adjustment only reduced the overall gender pay gap by 1.7pp from 11.0% to 9.3%. This demonstrates how small the impact each grade's equal pay gap has on the overall pay gap.

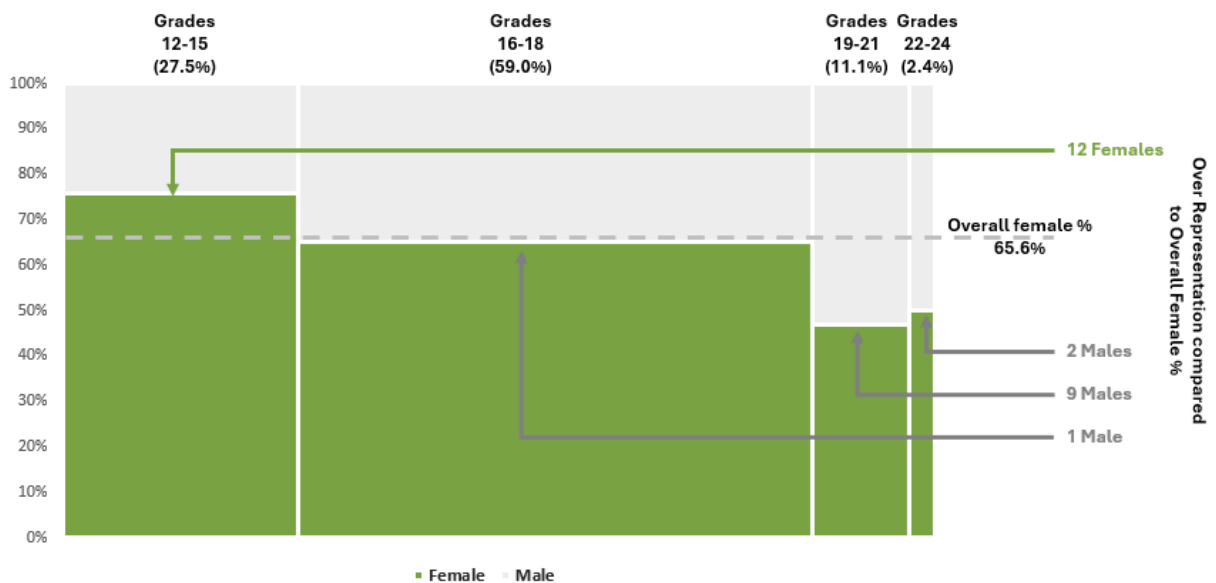
Next, we tested the impact occupational vertical segregation has on the Te Puni Kōkiri gender pay gap.

Figure 1 shows the current state of gender representation across our pay grades and the numbers of over representation in each pay grade group. For the figure, pay grades have been combined into four groups to help visualise occupational vertical segregation across the Te Puni Kōkiri workforce.



Figure 1: Female Occupational Vertical Segregation

NB: For the below figure, kaimahi who self-identified as another gender or prefer not to say have been removed.



Like many other agencies, Te Puni Kōkiri has a large representation of female kaimahi in lower pay graded roles (grades 12-15) and a relatively smaller representation in higher pay graded roles (grades 19-24). This causes the average salary of females to be skewed lower due to the over representation in lower pay grades and the average salary of males to be skewed higher due to the over representation in higher pay grades.

Figure 1 simplifies the over representation into 4 groups:

- Grades 12-15: 27.5% of kaimahi are on one of these grades. Females are overrepresented by 12 kaimahi. This over representation has increased by 5 kaimahi compared to June 2023.
- Grades 16-18: 59.0% of kaimahi are on one of these grades. Males are overrepresented by 1 kaimahi. In June 2023, this grouping was overrepresented by 3 females.
- Grades 19-21: 11.1% of kaimahi are on one of these grades. Males are overrepresented by 9 kaimahi. This over representation has increased by 1 kaimahi compared to June 2023.
- Grades 22-24: 2.4% of kaimahi are on one of these grades. Males are overrepresented by 2 kaimahi. There has been no change in the over representation compared to June 2023.

The next part of our analysis involved adjusting the proportions of males and females within each grade to reflect the overall gender representation at Te Puni Kōkiri (e.g., each grade has 65.6% females). We did this without altering average salaries, so all existing equal pay gaps remained the same as our current state.

This resulted in the overall gender pay gap reducing by 8.8pp from 11.0% to 2.3%. The residual 2.3% is the result of the remaining equal pay gaps at this new representation level.

This demonstrates that the main driver of the Te Puni Kōkiri gender pay gap is occupational vertical segregation.



2.4 Māori Pay Gap – Deep Dive

Te Āputa Utunga Māori – He Rukunga Hōhonu

Table 4 shows the Māori pay gaps across three pay grades. Two of these have a statistically robust calculation (20 or more kaimahi in each group), while one grade falls just short of the 20 kaimahi target for non-Māori. These roles/grades collectively account for 74% of kaimahi.

Grades 15 and 18 have negligible Māori pay gaps, while grade 17 has a relatively small Māori pay gap compared to the overall figure and has reduced by 0.5pp since June 2023. We investigated Grade 17 again and found no unjustified pay gaps within this grade.

Table 4: Māori equal pay gaps

Grade	Number of Māori (June 2024)	Number of non-Māori (June 2024)	Māori Pay Gap (June 2024)
15	66	19	-0.9%
17	98	48	5.7%
18	44	37	2.4%

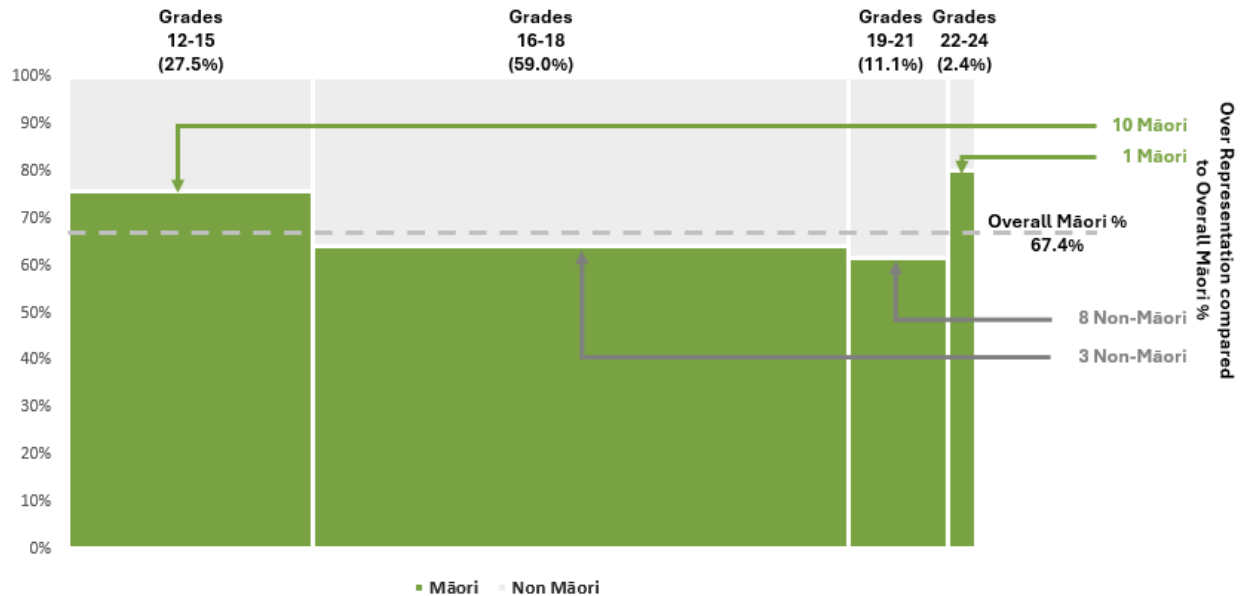
In our analysis we tested what would happen if we had 0% Māori pay gaps across all our grades. We did this by adjusting the average salary of Māori in each grade to match the average salary of non-Māori in the same grade. This adjustment only reduced the overall Māori pay gap by 2.0pp from 8.2% to 6.2%. This demonstrates how small the impact each grade's equal pay gap has on the overall pay gap.

Next, we tested the impact occupational vertical segregation has on the Te Puni Kōkiri Māori pay gap.

Figure 2 shows the current state of Māori representation across our pay grades and the numbers of over representation in each pay grade group. For the figure, pay grades have been combined into four groups to help visualise occupational vertical segregation across the Te Puni Kōkiri workforce.



Figure 2: Māori Vertical Segregation



Te Puni Kōkiri is unique in the fact that the majority (over two thirds) of its kaimahi identify as Māori. Te Puni Kōkiri has a significantly large representation of Māori kaimahi in lower pay graded roles (grades 12-15) and a more even representation across all other grades. This causes the average salary of Māori to be skewed lower due to the over representation in lower pay grades and the average salary of non-Māori to be skewed higher due to the over representation in higher pay grades.

Figure 2 simplifies the over representation into 4 groups:

- **Grades 12-15:** 27.5% of kaimahi are on one of these grades. Māori are overrepresented by 10 kaimahi. This over representation has reduced by 1 kaimahi compared to June 2023.
- **Grades 16-18:** 59.0% of kaimahi are on one of these grades. Non-Māori are overrepresented by 3 kaimahi. This over representation has increased by 1 kaimahi compared to June 2023.
- **Grades 19-21:** 11.1% of kaimahi are on one of these grades. Non-Māori are overrepresented by 8 kaimahi. This over representation has decreased by 1 kaimahi compared to June 2023.
- **Grades 22-24:** 2.4% of kaimahi are on one of these grades. Māori are overrepresented by 1 kaimahi. This over representation has increased by 1 kaimahi compared to June 2023.

The next part of our analysis involved adjusting the proportions of Māori and non-Māori to reflect the overall Māori representation at Te Puni Kōkiri (e.g., each grade has 67.4% Māori). We did this without changing average salaries, ensuring that all equal pay gaps remained the same as our current state.

This resulted in the overall Māori pay gap reducing by 5.9pp from 8.2% to 2.2%. The residual 2.2% is the result of the remaining equal pay gaps at this new representation level.

This demonstrates that the **main driver of Te Puni Kōkiri Māori pay gap is occupational vertical segregation.**



2.5 Other Ethnic Pay Gaps

Ngā Āputa Utunga Anō ā-Mātāwaka

We conducted the same analysis as above for Asian and Pacific Peoples pay gaps. These results were in line with the above two findings. We are unable to represent this in tables or figures due to the low number of kaimahi who self-identify with these ethnicities. We continue to monitor pay gaps for all ethnicities in our monthly reporting.

2.6 Intersectionality

Te Pūtahitanga

Occupational vertical segregation has a compounding effect when combining gender and ethnicity. Figure 3 demonstrates this. The average salaries for females of different ethnicities are below the European Male average salary and Māori Male average salary. Only figures for groupings with 20 or more kaimahi are shown in figure 3.

Reducing the level of occupational vertical segregation within Te Puni Kōkiri would in turn have a significant impact on reducing the intersectionality gaps between groups.

Figure 3: Te Puni Kōkiri Average Salaries by Ethnicity and Gender



A glossary of ethnic and gender pay gaps terminology can be found on page 17.



2.7 Drivers of our pay gaps

Ngā kōkiritanga o ā mātou āputa utunga

The key driver for our organisation's gender and ethnic pay gaps is occupational vertical segregation (uneven representation across pay grades). This is a common driver in many organisations.

For those lower pay grades (e.g. administrative roles), the outside market influences our organisation's recruitment into these roles. With our organisation's higher pay grades (e.g. management and leadership roles which have more even representation), we aim to use an internal organisational pipeline to promote and create greater representation, alongside a more balanced external job market.

Our Kia Toipoto 2023-2024 progress and future actions to continue to address occupational vertical segregation and close our pay gaps are integrated into our 2024-2025 DEI workplan (page 13).

Section 3. Engagement

Te Whakahohenga

The development of our 2024 - 2025 DEI work programme has been supported through feedback from:

- People, Capability and Culture leadership team
- Union representatives (national and regional delegates)
- Te Kawa Mataaho Diversity, Equity, and Inclusion team
- Te Tīma Raukaha Māori | Māori Capability team
- Employee-Led Network Committees

Section 4. Understanding the kaimahi experience

Te mārāma ki te wheako kaimahi

We draw on our organisation's value, manaakitanga, when we engage with kaimahi to understand their lived experience and remain open and curious about how we could do better for our people. Additionally, quality data and analysis helps ensure transparency and accountability and supports our DEI story telling. In our DEI plan, we articulate deliverables focused on gathering greater insights across the employee life cycle, e.g., exit surveys, 30-60-90 day surveys for new kaimahi, kaimahi engagement survey.

We are able to draw on our organisational value, ture tangata, as we generate this new knowledge and apply fresh ideas to removing barriers and improving kaimahi outcomes.



Section 5. Measuring Progress

Te Ine i te Anganga

We have limited data on inclusion. Te Taunaki Public Service Census 2025 will support us to better understand our organisation's representation of disability and will also provide useful data on inclusion. We understand running kaimahi surveys consistently will support us in understanding the kaimahi experience and measuring feelings of inclusion.

5.1 Walking backwards into the future

Ka mua, ka muri

Over the past year, we have made progress on our goals. Some of our 2024 - 2025 deliverables build upon our past progress, however, in some instances, new areas of focus are articulated to continue to evolve our DEI mahi and strengthen our DEI outcomes.

Section 6. 2024-2025 DEI work plan

Te mahere mahi 2024 -2025 a te Kanorau, te Mana Ōrite, me te Kotahitanga

Our work plan is organised by four key focus areas

- Diversity
- Equity
- Inclusion
- Transparency: Data and Insights

We acknowledge many of the deliverables could be placed in more than one focus area and are interrelated; when we make progress in one area, it often provides growth or opportunity for growth in others.

The work plan should be viewed as a living document where it will be reviewed regularly to:

- Review and reflect on progress
- Celebrate successes
- Revise and engage with others, as appropriate, and
- Re-position our efforts as progress is made and / or new challenges arise



Diversity

Focus Area: Fostering Diverse Representation and Leadership

	Past progress (2023 - 2024)	Future Priorities	Timeline	DEI programme connections	Outcomes
Enable internal nominations to Te Pae Aramahi Development Boards	Internal process for seeking nominations of leaders to Development Board(s) has been created	Implement process and monitor	Quarterly nominations throughout 2024-2025	Papa Pounamu: Fostering Diverse Leadership ⁴ Rainbow and Disability 4-point plans	<ul style="list-style-type: none"> Internal process is documented We have monitored the number of applicant nominations and the number of successful applicants
Investing in career pathways for Māori into public service roles	Ngā Ara Whakatupuranga programme (a programme that supports Māori Defence Force leaders and kaimahi to transition into roles in the public service) was put on pause for 2024	Reinitiate Ngā Ara Whakatupuranga programme	Commence Q3 24/25	Papa Pounamu: Fostering Diverse Leadership Kia Toipoto: Effective career and leadership development opportunity	<ul style="list-style-type: none"> Increasing Māori representation in public service (leadership) roles
Increase Māori representation in the public service	2024 Internship programme – paused	Explore feasibility of an internship programme for June-July 2025	Q4 24/25 – Q1 25/26	Papa Pounamu: Fostering Diverse Leadership Kia Toipoto: leadership and representation / effective career and leadership development opportunity	<ul style="list-style-type: none"> Although the internship programme is not aimed at senior levels of leadership, it provides a pathway for greater Māori representation in the public service and cultivating a workforce that reflects our communities
Creating pathway for Te Puni Kōkiri leaders into Public Service Leadership Groups		Provide quarterly reports on eligible leaders to Te Kawa Mataaho	Quarterly basis throughout 2024-2025	Papa Pounamu: Fostering Diverse Leadership Kia Toipoto: Effective career and leadership development opportunity	<ul style="list-style-type: none"> Leaders have opportunities to network with peers and engage in public service leadership development opportunities

Focus Area: Training and rauemi on value of diversity

	Past progress (2023 - 2024)	Future Priorities	Timeline	DEI programme connections	Outcomes
Internally run workshops on valuing diversity and supporting inclusive leadership practices	Team Management Profile team building sessions promoted on learning management system and internal team facilitations ran throughout 2023-2024	Continue to promote and facilitate team management profile and team building workshops across the organisation	Throughout 2024-2025	Papa Pounamu: Inclusive Leadership Kia Toipoto: Effective career and leadership development	<ul style="list-style-type: none"> Increased team and organisational understanding of the value of diversity within and across teams Builds leadership and kaimahi kete of conflict resolution options
Unconscious bias learning is embedded into our recruitment and induction process	Scoped and considered possible unconscious bias learning solutions. Retired an obsolete solution from our learning management system Training is seen as a mandatory course through Te Pūnaha Ako, our learning management system	Scope options for integrating unconscious bias learning into recruitment process Scope how we can best include training for all kaimahi during their first months at Te Puni Kōkiri	Q4 24/25	Papa Pounamu: Addressing Bias Kia Toipoto: Equitable pay outcomes Kia Toipoto: Eliminating all forms of bias and discrimination	<ul style="list-style-type: none"> Increase in kaimahi and people leaders' unconscious bias training completion throughout 2025

⁴ Representation of diverse people in public service leadership roles. Building pathways to senior levels of leadership for people from underrepresented groups.



Increasing access to diversity and inclusion learning solutions	Scoped and researched existing diversity and inclusion resources and learning content (emphasis on rainbow and disability where possible) Shared rainbow learning options with ELN, Āniwaniwa, for feedback and collaboration	Select and / or build new rauemi Place rauemi on appropriate channel. Share new offerings and encourage participation through internal comms	Q3 24/25	Papa Pounamu: Addressing Bias Rainbow 4 - point plan	<ul style="list-style-type: none"> New content is found on our organisational platforms, e.g. learning management system and intranet Learning management platform stats confirm that kaimahi are engaging with content
Flexible working approach	Created formal flexible working process map and implemented process. Improved data reporting and documentation. Internal comms were disseminated to inform kaimahi and leaders of this change	Awaiting direction from Te Kawa Mataaho on the public service flexible working guidance and monitoring Upon receiving updated guidance, consider what organisational adjustments are required	On pause. Awaiting update from Te Kawa Mataaho.	Papa Pounamu: Addressing Bias Kia Toipoto: Flexible Working by Default	<ul style="list-style-type: none"> Te Puni Kōkiri has greater organisational consistency and transparency regarding flexible working requests, appropriate timelines for consideration and / or approving requests, improved recording keeping Kaimahi – and leaders-- have greater understanding of how to request and consider formal flexible working arrangements

<h1>Equity</h1>					
Focus Area: Policies & practices	Past progress (2023 - 2024)	Future Priorities	Timeline	DEI programme connections	Outcomes
Developing new policies that support equitable people practices		Develop reasonable accommodation policy Collaborate with relevant stakeholders on policy development Promote to kaimahi and leaders through internal comms channel	Q3 24/25	Papa Pounamu: Addressing Bias Disability 4-point plan	<ul style="list-style-type: none"> Reasonable Accommodation policy exists on intranet Increased kaimahi and leaders awareness of policy
		Develop gender affirming policy and guide(s) in collaboration with relevant stakeholders Add to the 'Leadership Kete' and place on appropriate platforms. Promote through comms channels.	Q3 24/25	Papa Pounamu: Addressing Bias Rainbow 4-point plan	<ul style="list-style-type: none"> Transitioning and gender affirming policy exists on intranet Through comms, we have increased kaimahi awareness of policy and support guide(s)
Recruitment guidance and practices effecting pay gaps	Provided guidance to those involved in determining starting salaries	Continue to provide guidance to hiring managers on starting salaries As required, provide additional guidance on the effects on pay gaps / internal relativity during the appointment process	2024-2025	Kia Toipoto: Equitable pay outcomes	<ul style="list-style-type: none"> Supports our efforts to make progress and sustain our progress on lowering pay gaps
	Implemented and monitored approvals for 100%+ PIR appointments	Continue to monitor the requirements for hiring managers to gain leadership approval for 100%+ PIR appointments	2024-2025	Kia Toipoto: Equitable pay outcomes	<ul style="list-style-type: none"> Supports our efforts to sustain our progress on lowering pay gaps
Improve HR practices and processes to reduce bias	Monitored HR practices and processes and pay gaps	Continue to monitor HR practices and processes and our organisational pay gaps As appropriate, seek stakeholder feedback on any new and/or updated HR practices and processes	2024-2025	Kia Toipoto: Eliminating all forms of bias and discrimination	<ul style="list-style-type: none"> Supports creating HR practices and processes that are free from bias, providing more equity and inclusion in our people practices
	Included 'or equivalent work experience' in lieu of qualifications in job descriptions and recruitment material	Define what 'or equivalent work experience' means beyond work experience or another qualification in job descriptions	Q4 24/25	Kia Toipoto: Eliminating all forms of bias and discrimination	<ul style="list-style-type: none"> Support and aid greater diversity of kaimahi to apply for roles Prospective kaimahi can see themselves in our job descriptions



Visibility and transparency of remuneration policies	Updated our intranet page with paygrades, including grades 19-22 (manager bands)	Update online presence for HR and remuneration policies, including salary bands, as part of an intranet refresh	Q4 24/25	Kia Toipoto: Transparency	<ul style="list-style-type: none"> Ensures easy access to HR and remuneration policies (e.g. salary bands)
Eliminating bias from remuneration	Contribution analysis to identify potentially disadvantaged employees completed as required	Continue with contribution analysis to identify potentially disadvantaged employees	2024-2025	Kia Toipoto: Eliminating all forms of bias and discrimination	<ul style="list-style-type: none"> If found, analysis helps support ability to rectify unjustified pay gaps
	Equal – pay analysis for like for like roles (grades) completed quarterly	Ongoing equal – pay analysis for like for like roles (grades) to be completed quarterly			
	Admin / Clerical Pay Equity Claim has concluded, and no undervaluation was found			Kia Toipoto: Equitable Pay Outcomes	

Inclusion

Focus Area: Leadership

	Past progress (2023 - 2024)	Future Priorities	Timeline	DEI programme connections	Outcomes
Inclusive leadership behaviours / practices are demonstrated across all levels of leadership <i>Note: Te Kawa Mataaho inclusive leadership definition aligns with Deloitte's inclusive leadership traits: cognisance, curiosity, cultural intelligence, collaboration, commitment, and courage</i>	Rolled out a series of leadership and coaching programmes, diversity and inclusion components were weaved throughout: Coaching for High Performance - knowing your people and the validity of diversity Experienced Leaders - know your people and building healthy workplaces; 360 feedback tool incorporated New People Leaders - connect with your team component; 360 feedback tool incorporated Specialist Leaders - coaching and Team Management Profile components Emerging Leaders - Leadership styles, awareness of difference and that each style comes with some strengths; 180 and 360 feedback tools incorporated	Leadership development continues with a series of programme offerings through 24/25, building on past programmes— Coaching for High Performance (Q4 24/25) - knowing your people and the validity of diversity component; leadership learning groups incorporated to embed learning Experienced Leaders Programme (Q1 and 2 of 25/26) - knowing your people and building healthy workplaces components; 360 feedback tool incorporated Specialist Leaders Programme (Q3 - 4 24/25) - Coaching principles and practice and Team Management Profile components Leadership Excellence (first cohort Q3-4 24/25; second cohort Q1 25/26) - building the programme and the diversity and inclusion components in Q2 24/25 ; 360 feedback tool to be incorporated	Timeline noted next to programmes	Papa Pounamu: Inclusive Leadership ⁵ Kia Toipoto: Effective career and leadership development, supports efforts to reduce occupational vertical segregation	The prime informant to ensure our leadership programmes are of relevance to participants and enabling them to step-up in their leadership endeavours are: <ul style="list-style-type: none"> Immediate post-programme feedback, 6 weeks post workshop survey We also intend to collect comparative 360 feedback across Leader of Team and Leader of Leader cohorts as they retest with this tool.
Tools and rauemi reinforce inclusive leadership practice	Refreshed leadership webpage and established a 'leadership portal' on our internal website	Upload a kete of 'Inclusive Leadership' rauemi and tools, complementing available leadership courses Promote through comms channels	Q2 - 3 24/25	Papa Pounamu: Inclusive Leadership Disability and Rainbow 4-point plans	<ul style="list-style-type: none"> Leader resources and tools are available on Te Pū Matua intranet
	Scoping hui held on what content is useful for new managers to receive during their induction period at Te Puni Kōkiri	Build kete for new managers and provide kete to managers during their onboarding Consider what DEI materials may be useful in this kete	Set to align with New Kaimahi Induction in December (Q2 24/25) Provide kete via welcome email during first weeks at Te Puni Kōkiri (ongoing)	Papa Pounamu: Inclusive Leadership	<ul style="list-style-type: none"> Greater awareness of tools and resources to support leaders in their roles from the beginning of their time at Te Puni Kōkiri Leaders feel like they can operate quickly and effectively with their teams at the onset of their career at Te Puni Kōkiri

⁵ We recognise and mitigate bias in our practices. We lead with respect, value cultural differences, build positive working relationships, support, and value all kaimahi, and consistently apply an inclusive leadership lens to our actions.

DEI has a place at the senior leadership table		Define role and responsibilities of the DEI executive sponsor Scope interest from senior leaders	Q2 24/25	Papa Pounamu: Inclusive Leadership	<ul style="list-style-type: none"> DEI is a topic at governance hui and the sponsor is an advocate for DEI mahi. Sponsor provides DEI updates and progress to ELT on a semi-regular basis and engages leaders on DEI kōrero, challenges, opportunities. Invites leaders to tautoko DEI related mahi and achievements and remove barriers that impede progress.
Focus Area: Māori Capability	Past progress (2023 - 2024)	Future Priorities	Timeline	DEI programme connections	Outcomes
Māori Capability roles⁶	Māori Capability roles established and filled to support this kaupapa (mid-2023) Organisational Māori Capability work plan approved	Ensure the Capability Team can continue its workplan	Throughout 2024-2025	Papa Pounamu: Te āheinga ā-ahurea Cultural Competence Whāinga Amorangi Maihi Karauna	<ul style="list-style-type: none"> Mandate and resources available to implement the mahi
Discover current capability across organisation	Māori Capability staff survey was rolled out Results to be sent to Regional Directors and General Managers	Develop next survey or integrate pātai into proposed all kaimahi survey	By end of Q2 2024	Papa Pounamu: Te āheinga ā-ahurea Cultural Competence Whāinga Amorangi Maihi Karauna, Te Ahikāroa o Te Reo Māori (internal Māori language strategy)	<ul style="list-style-type: none"> Ensure the Māori Capability Team is up to date with the cultural needs of all kaimahi Supports future resourcing considerations
Te Reo Māori is a priority within Te Puni Kōkiri	Work began with all teams across our organisation to develop and implement Māori language plans Te Reo Māori resources were rolled out on Te Pū Matua intranet for all kaimahi use	Complete delivery of all team Māori Language Plans across Te Puni Kōkiri, including our Executive Leadership Team Provide Māori capability resources for all kaimahi to use	Throughout 2024-2025	Papa Pounamu: Te āheinga ā-ahurea Cultural Competence Maihi Karauna, Te Ahikāroa o Te Reo	<ul style="list-style-type: none"> Team plans are in place. Teams can self-monitor individual and team progress ELT lead by example through the development and implementation of their own Māori language plan Development of regular online rauemi to help kaimahi build Māori language capability
	Work began on identifying the process needed to update our internal Māori language strategy, Te Ahikāroa o Te Reo Māori, to ensure the strategy remains up-to-date and relevant	Continue work to identify stakeholders and process of updating Te Ahikāroa o Te Reo Māori	Q3 24/25	Papa Pounamu: Te āheinga ā-ahurea Cultural Competence Maihi Karauna, Te Ahikāroa o Te Reo Māori	<ul style="list-style-type: none"> Our Māori language strategy remains relevant and future-focussed
Te Ao Māori / Cultural awareness is a priority within Te Puni Kōkiri	Wall Walk workshops rolled out across organisation to introduce kaimahi to Māori history pre 1840 onwards and show the effects of colonisation Thinking began on possible Te Tiriti o Waitangi principles workshop as a follow on to The Wall Walk and a pre cursor to Te Tautuhi ō Rongo Work began on bringing all information together on Te Tautuhi ō Rongo to help ascertain the best way forward to reignite workshops across our organisation	Final Wall Walk workshops to be rolled out before the end of 2024 Scope opportunity to run Te Tiriti o Waitangi principles workshop - Q4 24/25 Tautoko relevant team(s) to implement Te Tautuhi ō Rongo workshops across organisation	Throughout 2024-2025	Papa Pounamu: Te āheinga ā-ahurea Cultural Competence Whāinga Amorangi	<ul style="list-style-type: none"> All kaimahi have a better understanding of the Crown-Māori relationship Kaimahi use this knowledge in their day to day mahi, strengthening mahi outcomes
Internal cultural guidance across all mahi is available	Work began on the development of an advisory group of internal cultural champions to support the Māori Capability Team.	Identify proposed stakeholders and kaupapa and initiate a hui	Q2 24/25	Papa Pounamu: Te āheinga ā-ahurea Cultural Competence Whāinga Amorangi, Te Ahikāroa o Te Reo Māori	<ul style="list-style-type: none"> The Māori Capability Team is confident it is accessing vital cultural knowledge when and as needed to guide its work programme and give sound advice

⁶ We acknowledge te āheinga ā-ahurea | Cultural Competence reflects both Māori capability as well as intercultural capability more broadly. Considering the context of our organisation, we have focused on uplifting Māori Cultural Capability.

Focus Area: Employee Led Networks	Past progress (2023 - 2024)	Future Priorities	Timeline	DEI programme connections	Outcomes
Strengthen partnership and information flow between organisation and networks	ELNs' All-Committee quarterly hui implemented	Continue with ELNs' All-Committee Hui on a quarterly basis	Throughout 2024-2025	Papa Pounamu: Employee Led Networks ⁷ Rainbow 4-point plan	<ul style="list-style-type: none"> Greater record keeping, decision making and feedback on network challenges, progresses, and opportunities Enables network committees to share challenges, fosters opportunities to partner with each other on mahi and goals, and build organisational connections to strengthen diversity and inclusion impact
Improve sustainability of networks	Network funding approval process complete. Launched funding application on internal system	Use Te Kawa Mataaho Maturity Matrix to identify gaps and consider feasibility of implementing improvements	Q2 24 / 25; Deliver improvements throughout Q 3-4 24/25, as required	Papa Pounamu: Employee Led Networks Rainbow 4-point plan	<ul style="list-style-type: none"> Areas for improvement have been identified with the aim to continue to grow and strengthen our networks
Increase awareness and visibility of networks	Networks have been involved in each Kaimahi Induction Day 'Market Hour' sessions	Monitor networks involvement in Induction Day and continue to encourage participation	Induction dates throughout 2024-2025	Papa Pounamu: Employee Led Networks Rainbow 4-point plan	<ul style="list-style-type: none"> New kaimahi are aware of the networks offered Increased kaimahi numbers in networks post Kaimahi Induction Days
Growing positive behaviours at Te Puni Kōkiri	<p>Implemented organisational values activity at New Kaimahi Induction. Kaimahi connected to:</p> <ul style="list-style-type: none"> discuss positive, inclusive behaviours they can exhibit during their time at Te Puni Kōkiri consider how these positive behaviours map onto our organisational values raise awareness of the diversity and inclusion kaupapa 	<p>Run values activity at New Kaimahi Induction Days</p> <p>Consider comms story using the positive behaviours generated during the session to uplift the diversity and inclusion kōrero</p>	Kaimahi Inductions Days throughout 2024-2025	Papa Pounamu	<ul style="list-style-type: none"> Kaimahi connect kanohi ki te kanohi on what positive, inclusive behaviours they can exhibit at mahi and how these behaviours connect with our 'living our Te Puni Kōkiri values' Increase kaimahi awareness of our organisation's diversity, equity, and inclusion kaupapa

⁷ Space and mandate to connect with others with shared lived experiences, acknowledging networks provide richness to our workplace, and contribute valuable subject matter expertise.

Transparency

Focus Area:

Data and Insights

Past progress (2023 - 2024)	Future Priorities	Timeline	DEI programme connections	Outcomes
Gender and ethnicity on onboarding forms and HR system are in line with Te Kawa Mataaho guidance	Update disability reporting and collection upon release of updated guidance from Te Kawa Mataaho and Stats New Zealand	Await guidance – date unknown	Papa Pounamu: Addressing Bias ⁸ Kia Toipoto: Leadership and representation, Rainbow and Disability 4 point plans	<ul style="list-style-type: none"> Kaimahi are aware that they can update their gender and ethnicity in our internal systems Kaimahi data and reporting is strengthened
Implemented reoccurring monthly dashboard to senior leaders on kaimahi stats, including a section on DEI (e.g. retention rates, gender / ethnicity, pay gaps, te reo allowance)	Create puni dashboards to enable robust hui between Senior HR Advisors and relevant leaders	Q2 24/25	Papa Pounamu: Addressing Bias Kia Toipoto: Transparency	<ul style="list-style-type: none"> Greater accessibility and transparency of kaimahi data with organisational leaders. Use data to inform conversation and when considering change
Scoped and laid foundations for an internal kaimahi engagement survey	Exploration of conducting internal kaimahi engagement survey	Q2 24/25	Papa Pounamu	<ul style="list-style-type: none"> Builds understanding of the kaimahi experience and kaimahi feelings of inclusion Ability to better identify where there are opportunities to improve and grow within the DEI space
	Te Taunaki Public Service Census set to launch March 2025 Encourage kaimahi to complete Te Taunaki through robust communications Discuss results and explore opportunities for improvements	Q3-Q4 24/25	Rainbow and Disability 4 – point plans	<ul style="list-style-type: none"> Our data on rainbow and disability is limited. Te Taunaki data can assist us in generating insights about representation. Provides data on experiences of kaimahi bully and harassment Te Taunaki supports our understanding of kaimahi feelings of inclusion
Implemented 30-60-90-day check-in surveys for new kaimahi	Create template for gathering / synthesising data Conduct quarterly hui with relevant stakeholders once sufficient data has been gathered – discuss insights and collaborate on where improvements may be appropriate	Q2 24/25	Papa Pounamu Kia Toipoto	<ul style="list-style-type: none"> Increased understanding of the kaimahi experience and organisational health through the analysis of survey responses, supports us to build a picture over the prescribed time (first 90 days) Opportunity to consider interventions and changes that are responsive to the kaimahi experience
Exit survey refreshed and re-established	Monitor exit surveys Aggregate and incorporate anonymous survey insights into monthly dashboard reports (once survey data warrants reporting) Exit survey hui with relevant parties to review results and track / monitor risks and opportunities for team / organisational improvements	Q3 24 /25	Papa Pounamu: Addressing Bias Kia Toipoto	<ul style="list-style-type: none"> Builds a database of insights over time Enables conversation on challenges, risks, and opportunities and how these captured insights can inform future developments

⁸ Everyone has a fair opportunity in recruitment, career progression, and development opportunities.



He Kuputaka

Glossary

another gender (previously gender diverse) – A third official gender identity classification category, along with male and female, recognised by Stats NZ in 2021 (2015 for gender diverse)

base pay – The fixed rate of ordinary pay for the job

by-level gender pay gap – The difference in pay between men and women in groups or levels in an organisation, such as tiers, departments, pay bands, groups, or occupations such as managers

equal pay – Men and women receive the same rate of pay for the same work, or for substantially similar work

gender pay gap – The difference in pay for groups of women and men

horizontal segregation – Where disproportionately more women or men are performing specific roles. This can be within an organisation, particular occupation, or industry. Sometimes used interchangeably with occupational segregation

like-for-like job gender pay gap – The difference in pay for men and women doing the same jobs/work or substantially similar jobs/work

mean – The sum (total) divided by how many numbers there are in a list. When people say ‘average’, they are often referring to the mean

median – The middle value in a list of numbers

occupation – A set of jobs whose main tasks are very similar – nursing, teaching, driving are different occupations

occupational segregation – The clustering of men and women employees across and within occupations – occupational segregation can be horizontal or vertical

organisation-wide gender pay gap – The difference in pay between all the men and all the women in an organisation

pay equity – For work predominantly or exclusively performed by women, employees receive the same rates of pay as would be paid to male employees that:

- have the same, or substantially similar, skills, responsibility, and service
- work under the same, or substantially similar, conditions, and with the same, or substantially similar, degrees of effort

remuneration – Reward for employment in the form of pay, salary, or wages, including allowances, benefits (e.g. company car, medical plan, pension plan), bonuses, cash incentives, and monetary value of the non-cash incentives

vertical segregation – Disproportionately more women or men hold senior, higher-paid positions. This can also be in a particular occupation or industry

Source: *Organisational gender pay gaps measurement analysis guidelines, Stats NZ Second edition*





Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Te Puni Kōkiri, Te Puni Kōkiri House, 143 Lambton Quay, PO Box 3943, Wellington, New Zealand
PHONE Waea 0800 875 663 (0800 TPK MMD), **FAX** Waea Whakaahua 0800 875 329 (0800 TPK FAX)
WEB tpk.govt.nz, **FACEBOOK** facebook.com/tepunikokiri