

Diversity, equity and inclusion plan

November 2023



Introduction

We want to make a difference for New Zealanders. We do this by working on challenging social sector problems to improve people's lives. We need diverse thinking, backgrounds and experiences to deliver our core business of improving outcomes for New Zealanders. We also need an inclusive culture where people are valued, respected and supported to reach their potential and fully contribute to our mahi.

We care about removing inequities in our workplace and closing pay gaps. It's the right thing to do and it aligns with our values. That's why we're committed to the Public Service Kia Toipoto Action Plan, Papa Pounamu priority areas and the four-point plans for rainbow people and tāngata whaikaha Māori and disabled people. These form the basis of our diversity, equity and inclusion plan.

Kia Toipoto is the Public Service's action plan for closing gender, Māori, Pacific, and ethnic pay gaps. Papa Pounamu is the diversity and inclusion work programme for the Public Service.

The Public Service four-point plans for rainbow people and tāngata whaikaha Māori and disabled people focus on increasing visibility, increasing numbers at all levels, improving access and removing barriers and closing inequities (e.g. pay gaps).

Understanding our current state

As at 30 September 2023 we have 43 permanent and fixed-term people. Our workforce profile tells us:

- Our people are 70% women, and by ethnicity we are 86% European. We have people who are Māori, Asian, Pacific and Middle Eastern, Latin American or African (MELAA), but because of small numbers we have not reported percentages to protect privacy.
- We have 14% of our people under 30 years old, 35% between 30-39 years, 23% between 40-49 years, and 28% over 50 years.
- We have a small percentage of people with a disability and have not shared the figure to protect privacy.
- Our wider leadership team are 82% women, and by ethnicity are 73% European. We have leaders who are Māori, Pacific and Asian but because of small numbers we have not reported percentages to protect privacy.

As a small agency, we do not meet the threshold to produce meaningful gender or ethnic pay gap statistics as per the StatsNZ guidance. Measuring the increases in the diversity of our people at a detailed level over time is also not viable. Small changes in our workforce can impact significantly on our data. We have used information, such as trends, our workforce profile, people data and recruitment statistics, our engagement survey and feedback from staff to measure our progress. Looking at our information we can see:

- We have more women than men in our workforce, with more women holding leadership roles. In the last 12 months the ethnic diversity of our leaders has increased. We want to continue to increase the number of Māori, Pacific and other ethnicities in leadership roles.
- Over the past year the ethnicity of people we recruited was 65% European. We recruited people who are Asian, Māori, Pacific and MELAA but because of small numbers we have not reported percentages to protect privacy. We have increased our agency's overall diversity, and we want to continue to work to increase the diversity of people we recruit.
- Our turnover has reduced since January 2023. Retaining our talent is positive but could reduce opportunities to build diversity through recruitment.
- We introduced progression and study policies in March 2020. Since their introduction, of the people who have progressed into more senior roles, 50% were women and 25% were Māori. Of the people we have supported through our study policy, 80% were women and 20% were Māori.
- We completed our annual pay gap review with no gaps identified for gender and ethnicity for starting salaries or same or similar roles. We corrected a small number of inequities identified through this process. Looking at secondment or acting up opportunities over the last 12 months, women took up 67% of opportunities and men 33%. There was no gap between the average higher duties allowance for women and men. We engaged a small number of contractors during 2022/23 and do not have enough numbers for robust analysis and reporting.

In our 2023 staff survey, Kōrero Mai, our people told us that:

- 83% agreed 'SWA values diversity'
- 79% agreed 'I feel I can bring my whole self to work each day'
- 78% agreed 'I am treated as a valued part of the team'
- 81% agreed 'my values and cultural beliefs are respected at our agency'
- 77% agreed 'I am comfortable being myself at work'
- 70% agreed 'our leaders strive to identify and address bias at our agency'
- 85% agreed 'SWA's culture is supportive of flexible working'
- 82% agreed 'I feel I am able to balance my work and private life'

Overall, we have made good progress towards our goals as we have implemented last year's Kia Toipoto plan, the Papa Pounamu priority areas, and our Diversity and Inclusion strategy. There is more work to do, and the plan on the following pages sets out what we will work on in 2023/24. We are realistic and know we cannot achieve everything at once. We have prioritised areas we think will make the most impact, and for the upcoming year our priority focus area is recruiting for diversity.

Our approach to developing our plan

We invited people across the agency to develop our diversity, equity and inclusion plan. A small working group was involved in its development, with everyone having the opportunity to input on the plan when we consulted across the agency. We will continue to work with our people as we implement our plan.

Our plan focuses on sustainable actions where we can make improvements to our policies and practices to increase diversity, equity and inclusion and sets broader goals for specific population groups.

Our leadership team is committed to reducing pay gaps and delivering this plan. The Deputy Chief Executive Strategy and Performance is the sponsor of the plan and has specific responsibility for ensuring its implementation.

Our values

Our agency values underpin our diversity, equity and inclusion plan, and we use our values to guide our implementation.



Tāngata
We're about people

Our people are at our centre, and we will involve them in building a culture where they are respected, valued and supported to fulfil their potential.



Manawa Maui
We are a catalyst for change

We try new, and innovative ways to increase diversity, reduce inequities and build inclusion.



Taunakitanga
We influence through evidence

We use research and evidence to inform how we approach our work to increase our diversity and build an inclusive culture.



Puaretanga
We're transparent by nature

We share information with our people as we develop our Diversity, Equity and Inclusion Plan and implement it.

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Achieving Kia Toipoto's focus areas

Kia Toipoto focus area	Our current state	What we will do over the coming year	How we will measure success
<p>Te Pono - Transparency</p> <ul style="list-style-type: none"> Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback. Agencies and entities ensure easy access to HR and remuneration policies, including salary bands. 	<ul style="list-style-type: none"> We have developed action plans since 2019. We involve our people in the development of our annual plan and use their feedback from Kōrero Mai (our annual staff survey). Our HR policies, including remuneration policy and pay bands, are available on our intranet. 	<p>Ongoing actions</p> <ul style="list-style-type: none"> We will continue to develop action plans annually using the guidance. We will monitor to ensure our HR policies and salary bands are available on the intranet. 	<ul style="list-style-type: none"> Action plan developed and published by 15 November 2023. Our current HR policies and salary bands are available on the intranet.
<p>Ngā Hua Tōkeke mō te Utu - Equitable pay outcomes</p> <ul style="list-style-type: none"> Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen. 	<ul style="list-style-type: none"> As per our remuneration policy we regularly review starting salaries and salaries for same or similar roles for pay gaps. 	<p>Ongoing actions</p> <ul style="list-style-type: none"> We will annually review starting salaries and salaries for same or similar roles for pay gaps for all working arrangements, including monitoring our application of higher duties allowances. We will actively participate in the PSA admin/clerical pay equity claim to ensure our roles in lower pay bands are remunerated fairly. 	<ul style="list-style-type: none"> We undertake reviews as per our policies and no justifiable gaps are found for all working arrangements.
<p>Te whai kanoahi i ngā taumata katoa - Leadership and representation</p> <ul style="list-style-type: none"> By the end of 2022 agencies and entities have plans and targets to improve gender and ethnic representation in their workforce and leadership. <p>Our targets for leadership and representation</p> <ul style="list-style-type: none"> Over the next ten years, we aim to maintain at least 50% women in tier 2 and 3 leadership roles. However, we recognise a ratio of 40:40:20 is realistic over any 2-3 year period given our size and the flow of people in and out of our organisation. This ratio refers to 40% women, 40% men and 20% of either and/or other genders. We want to increase ethnic representation across our workforce, and in leadership roles. Within four years we are aiming to have the ethnicity of our overall workforce reflect the New Zealand population. In the following five-year period, we want to maintain ethnic representation in our workforce in line with the changing New Zealand population. In addition to recruiting for diversity, we will continue to focus on developing and retaining our existing diverse talent and supporting their career development. Developing our people will have positive benefits for our agency. 	<ul style="list-style-type: none"> We have good gender representation across our workforce. We know we need to increase our ethnic diversity, particularly in our leadership roles. As a small agency, numeric targets can be hard to set and achieve because changes of one or two people will have a significant impact on our numbers. Our recruitment policy was reviewed in 2020 using the guidance to be inclusive, accessible and bias free. We have achieved the Rainbow Tick. 	<p>Recruiting for diversity</p> <p>New actions</p> <ul style="list-style-type: none"> We will review our recruitment policy with the updated guidance and the Lead toolkit on employing disabled people. We will investigate how we can increase collection of demographic information during the recruitment process. We will develop a reasonable accommodation policy to formalise our commitment to accessibility for tāngata whaikaha Māori and disabled people. We will build relationships with universities to promote a diverse talent pipeline. We will investigate the potential to host interns in 2024/25, as funding allows, through the TupuToa, Tupu Tai, and Analytics & Research in Government internship programmes to build a pipeline of diverse talent. We will investigate developing, in partnership, a Māori internship programme to attract talent (action from draft Māori Action Plan 2024-26). <p>Ongoing actions</p> <ul style="list-style-type: none"> We will clarify and communicate our value proposition for diverse candidates in our advertisements. We will use more te reo Māori in our advertisements to attract diverse applicants. We will continue to ensure our website and social media reflects the diverse range of work we do and our diverse people. We will continue advertising using a broad range of channels and identify networks we can use to help attract diverse candidates, for example, liaising with other agencies to share secondment opportunities. We will work with our recruitment shared service provider to remove potential barriers from the online application process. We will identify specific roles that need cultural skills where we can deliberately attract and recruit diverse talent. 	<ul style="list-style-type: none"> We maintain at least 50% women in tier 2 and 3 leadership roles. In four years we will have increased ethnic representation across our workforce so it reflects the New Zealand population. In the following five-year period, we will have maintained that ethnic representation. Our recruitment policy is aligned with the updated guidance and Lead toolkit. We have developed and embedded a reasonable accommodation policy. Our advertisement template is reviewed, updated and it communicates our value proposition. Our recruitment processes are reviewed and updated, and barriers are removed from our online application process. We have identified at least one specialist role and successfully recruited to it.

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Achieving Kia Toipoto's focus areas (cont.)

Kia Toipoto focus area	Our current state	What we will do over the coming year	How we will measure success
		<p>Building our culture to retain and develop diverse talent</p> <p>Ongoing actions</p> <ul style="list-style-type: none"> We will continue to build our agency's cultural competency through the implementation of Te Aho Kura, our Māori capability strategy. We will continue to build on our inclusive culture through Tātou (our diversity and inclusion group), flexible working, supporting career development and opportunities, supporting our people leaders, and using exit interview and annual survey information to identify how we can improve. We will maintain the Rainbow Tick to ensure our workplace is safe, welcoming and inclusive for members of the rainbow community. 	<ul style="list-style-type: none"> Our annual survey scores on the effectiveness of Te Aho Kura increase. Our annual survey scores on diversity and inclusion, flexible working and career development are maintained or increase. We maintain the Rainbow Tick.
<p>Te Whakawhanaketanga i te Aramahi - Effective career and leadership development</p> <ul style="list-style-type: none"> By mid-2023 agencies and entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations. 	<ul style="list-style-type: none"> As a small agency, we have some, but not extensive, opportunities for career progression and we know some people will need to leave our agency to progress their career. We know this helps increase diversity across the broader Public Service and we support all our people with their career aspirations, whether it is within our Agency or outside. Our performance framework Ngā Tahi supports people to achieve their career aspirations and requires everyone to have a development plan. We have a progression policy and study policy to support career development. 	<p>New actions</p> <ul style="list-style-type: none"> We will incorporate steps into our project planning process to share opportunities for work fairly. <p>Ongoing actions</p> <ul style="list-style-type: none"> We will support people leaders to have good Ngā Tahi (performance and development) conversations with their people. This helps leaders to understand all the skills and experience their people bring and to ensure everyone has a good development plan that is robust and identifies career aspirations. We will regularly promote our progression and study policies. We will promote development and career opportunities internally, including courses, secondments, conferences etc. We will support secondments to other agencies and NGOs to support career development. 	<ul style="list-style-type: none"> Our scores in our annual survey on career development and training opportunities increase. All staff have development plans in place.
<p>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki - Eliminating all forms of bias and discrimination</p> <ul style="list-style-type: none"> Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices. Agencies and entities ensure leaders and employees learn about and demonstrate cultural competence. 	<ul style="list-style-type: none"> In 2021 we reviewed our remuneration, recruitment, parental leave, leave, progression and study policies to remove bias and discrimination. We have rolled out unconscious bias training and are using our minimising bias toolkit. Te Aho Kura is our strategy to build our Māori capability across the agency. We have cultural competency training as part of our induction and it is available on our intranet. Our people leaders have undertaken inclusive leadership training. We have achieved the Rainbow Tick. 	<p>New actions</p> <ul style="list-style-type: none"> We will update our induction guide to give clarity on the training people need to complete and ensure they have time to complete it. <p>Ongoing actions</p> <ul style="list-style-type: none"> We will continue to review our other HR policies, as required, with a focus on removing bias and discrimination. We will engage with our people as we review or develop HR policies. We will continue to encourage people to provide us with demographic data (for example, gender identity, ethnicity, disability) by explaining how it helps us monitor progress. We will provide unconscious bias training to all our people. We will make rainbow diversity and inclusion training available to all staff. We will continue to implement Te Aho Kura to build our cultural competency and promote cultural competency training to all staff. 	<ul style="list-style-type: none"> Our HR policies and practices include proactive steps to remove bias in decision making. Processes for people-related decisions are transparent. All our people complete unconscious bias training. Our induction guide is continually updated and new staff complete all required diversity and inclusion training.
<p>Te Taunoa o te Mahi Pīngore - Flexible-work-by-default</p> <ul style="list-style-type: none"> By the end of 2024 agencies and entities offer equitable access to flexible-by- default working and ensure it does not undermine career progression or pay. 	<ul style="list-style-type: none"> Our Working Flexibly policy was developed in 2021 to enable all people to access flexible-by-default working. 	<p>Ongoing actions</p> <ul style="list-style-type: none"> We will continue to monitor the effectiveness of our Working Flexibly policy. We will use the Hybrid Working Guidance to support and guide decision-making. 	<ul style="list-style-type: none"> Our scores in our annual survey on flexible working are maintained or increase.

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Achieving Papa Pounamu's priority areas

Papa Pounamu focus area	Our current state	What we will do over the coming year	How we will measure success
Te Urupare i te Mariu - Addressing bias	<ul style="list-style-type: none"> In 2022/23 we reviewed our unconscious bias training provider to ensure the training is engaging and fit-for-purpose. As at 30 June 2023, 80% of people leaders have completed unconscious bias training. We use processes to identify and mitigate bias when reviewing human resources policies and practices. We have developed a minimising bias toolkit which decision-makers use during recruitment and remuneration processes to reduce bias. 	<p>Ongoing actions</p> <ul style="list-style-type: none"> We will provide unconscious bias training for all our people that builds on previous training. 	<ul style="list-style-type: none"> Increase our score to the question in Kōrero Mai 'our leaders strive to identify and address bias at our agency'.
Te āheinga ā-ahurea - Cultural competence	<ul style="list-style-type: none"> We're growing our Māori cultural competency through Te Aho Kura. Te Aho Kura ensures we are growing our cultural competency in line with the requirements set out under the Whāinga Amorangi (Māori Crown relations capability) framework, and the Māihi Karauna (Crown's Māori language revitalisation) strategy. To strengthen our broader cultural competency, the intercultural capability e-learning modules developed by the Ministry for Ethnic Communities are included in our induction material and are available on our intranet. Tātou (our diversity and inclusion group) hold events to acknowledge cultural events through the year, such as Diwali, Parihaka remembrance day, and Matariki. 	<p>New actions</p> <ul style="list-style-type: none"> We will launch the new Te Aho Kura Māori Cultural Capability Plan 2024-26. We will publish and implement the Māori Action Plan 2024-26. <p>Ongoing actions</p> <ul style="list-style-type: none"> We will promote the intercultural capability e-learning modules regularly. Tātou (our diversity and inclusion group) will continue to hold events, and will seek ideas from our people on additional events they want to acknowledge/celebrate. 	<ul style="list-style-type: none"> Our annual survey scores on diversity and inclusion are maintained or increase. The annual Te Aho Kura Survey shows an increase in Te Reo Māori competency where 50% of staff report being confident in introducing themselves. The annual Te Aho Kura Survey shows an increase in the NZ History competency area where 20% of staff reporting being "confident" in describing key historical moments in Māori Crown relations.
Ngā tūhononga e kōkiritia ana e ngā kaimahi - Employee-led networks	<ul style="list-style-type: none"> We encourage and support employee-led networks, and this is formalised in our Wellbeing Policy. As a small agency, we partner with other agencies to support our staff through employee-led networks, including those for women, Māori, Pacific peoples and rainbow communities. We currently have representatives attending the Cross-Agency Rainbow Network and the Government Women's Network. 	<p>Ongoing actions</p> <ul style="list-style-type: none"> We will continue to share information about employee-led networks, including events and meetings. 	<ul style="list-style-type: none"> Our people are aware of employee-led networks they can join and have opportunities to participate.
Hautūtanga Ngākau Tuwhera - Inclusive leadership	<ul style="list-style-type: none"> Our leaders ensure the people they work with are valued and respected. This year we held workshops for our people leaders, and our people, on understanding LBGTTQIA+ inclusion. As at 30 June 2023, 80% of our people leaders have participated in inclusive leadership training. 	<p>New action</p> <ul style="list-style-type: none"> We will review our organisational communications to ensure they reflect our inclusive culture. <p>Ongoing actions</p> <ul style="list-style-type: none"> We will run inclusive leadership training for all our people leaders that builds on previous training, and supports people leaders to share what they have learnt with their teams. 	<ul style="list-style-type: none"> All people leaders have participated in inclusive leadership training. Our annual survey scores on inclusion increase or are maintained.
Hautūtanga Kākano Rau - Fostering diverse leadership	<ul style="list-style-type: none"> Our performance framework Ngā Tahi and our progression policy support career development. We have supported leaders and emerging leaders on leadership programmes. We have nominated diverse leaders onto Development Boards. 	<p>Ongoing actions</p> <ul style="list-style-type: none"> We will continue to support leaders and emerging leaders on leadership programmes. We will continue to nominate diverse leaders onto Development Boards. 	<ul style="list-style-type: none"> We maintain at least 50% women in tier 2 and 3 leadership roles. In four years we have ethnic representation across our wider leadership team that reflects the New Zealand population. In the following five-year period, we will have maintained that ethnic representation.

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Four-point plans for rainbow people and tāngata whaikaha Māori and disabled people

Rainbow communities	Tāngata whaikaha Māori and disabled people	Actions supporting four-point plans (actions are also included in plans for Kia Toipoto and Papa Pounamu)
Increase visibility of and information about rainbow people in the Public Service.	The visibility of and information about tāngata whaikaha Māori and disabled people in the Public Service has increased in the two years to July 2025.	<ul style="list-style-type: none"> We will investigate how we can increase collection of demographic information during the recruitment process. We will continue to ensure our website and social media reflects the diverse range of work we do and our diverse people. We will review our organisational communications to ensure they reflect our inclusive culture.
Lift the number of rainbow people in the Public Service at all levels – so that the Public Service reflects society in Aotearoa-New Zealand.	The number of tāngata whaikaha Māori and disabled people has increased across the Public Service.	<ul style="list-style-type: none"> We will maintain the Rainbow Tick to ensure our workplace is safe, welcoming and inclusive for members of the rainbow community. We will review our recruitment policy with the updated guidance and the Lead toolkit on employing disabled people.
Identify opportunities to promote greater inclusion and remove barriers to inclusion for rainbow public servants.	Accessibility is improved for tāngata whaikaha Māori and disabled people in the Public Service.	<ul style="list-style-type: none"> We will develop a reasonable accommodation policy to formalise our commitment to accessibility for tāngata whaikaha Māori and disabled people. We will maintain the Rainbow Tick to ensure barriers for the rainbow community are removed. We will continue to share information about employee-led networks, including events and meetings.
Identify and close inequities (e.g. pay gaps) as measurement allows for rainbow public servants.	Inequities have been identified and closed (e.g. pay gaps) as measurement allows for tāngata whaikaha Māori and disabled people in the Public Service.	<ul style="list-style-type: none"> We will annually review starting salaries and salaries for same or similar roles for all types of pay gaps or inequities.