

Manaaki Tangata - Inclusion and Diversity Policy

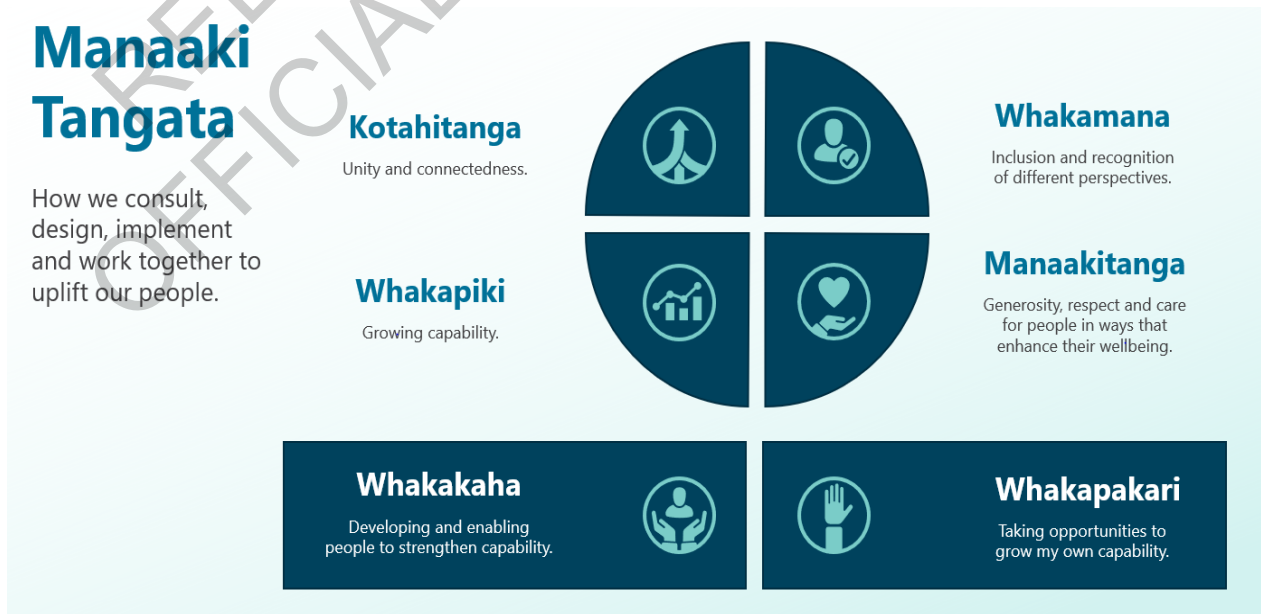
This policy supersedes all previous versions and is valid until further notice.

Purpose

The purpose of this policy is to set out LINZ's commitment to fostering and promoting inclusion and diversity in our organisation. It sets out the Manaaki Tangata framework; this is the framework we use to ensure inclusion and diversity are built into all our people and culture initiatives. Information to guide our leaders and to inform our people on what they can expect from LINZ is included.

Manaaki Tangata

Toitū Te Whenua (LINZ) is committed to ensuring we have an inclusive and diverse organisation and that we are an employer of choice. Manaaki Tangata is the framework we have developed to ensure that our people policies are developed with this firmly in mind.



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Effective Date: 5 April 2022

Policy Owner: Head of People

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The concepts of Manaaki Tangata are detailed in the following table:

Concept	Description
Kotahitanga	We recognise our diversity in connecting with others. Our differences are the source of the strength that unites us around our goals.
Whakamana	We are inclusive of different perspectives because we understand that diversity of thought and experience is a taonga. Our diverse perspectives enable our collective capability that makes us <i>Stronger Together</i> than we are individually.
Whakapiki	Manaaki Tangata is how we consult, design, implement and work together to uplift our people. Growing our capability is enhanced through peer learning from our diverse colleagues and through the learning opportunities we make available to people who bring their diversity to the learning experience.
Manaakitanga	We recognise that our people have needs and obligations that span their work and personal lives. The ways we care for our people that enhance their wellbeing are many. Work is critical to wellbeing. We are committed to caring for health, safety and wellbeing at work; we are committed to enabling participation in work and balancing work-life commitments; we support our people to manage and grow their careers; and we ensure that our people enjoy equity of opportunity in the workplace.
Whakakaha	LINZ Leaders ensure the development options available to their people strengthen their capability, enabling them to make more impactful contributions.
Whakapakari	Individuals make the most of the development options available to strengthen their own capability to be successful at LINZ

Refer to the *Manaaki Tangata Framework* for detailed expectations of our people.

Policy

LINZ recognises that diversity of people and of thought is a strength for any organisation and our aim is to make this a strength of LINZ. There is value to be derived from diversity of experience and diversity of perspectives - this enables LINZ to be more successful. We need to understand and meet the needs of an

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increasingly diverse population by being productive, innovative, and customer-centric, and by understanding the communities we serve. We need to offer an inclusive environment so that we are attractive to all people and we support them to contribute at their best. Through inclusion and diversity, we are better placed to understand the communities we serve.

LINZ is committed to attracting and retaining people from a broad and diverse range of backgrounds, cultures, and experiences because we recognise the value that comes from hearing many different voices and perspectives. We are committed to accessing the full pool of talent New Zealand has to offer.

Who this applies to

Our expectations and principles apply to **all** our people and at **all** levels of our organisation.

While some aspects are limited to those who are employed by LINZ (whether permanent, fixed term or casual), the central principles outlined here also apply more broadly to contractors and consultants.

1 Policy in detail

1.1 LINZ Values

Our commitment to diversity is reflected in our values:

Bold - I am curious and courageous. I take personal responsibility to be positive and strive to be better.

Expert - I am passionate about reaching my potential. I keep an open mind and share my knowledge. I am outward-looking, innovative, and flexible.

Stronger Together - I make connections to strengthen my work. I communicate effectively. I care and manaaki influences the way I work. I respect and value diversity.

We believe that being a diverse and inclusive organisation makes us stronger, bolder and helps us reach our potential as a world leader in what we do

1.2 LINZ Code of Conduct

Our expectation that we all treat everyone fairly and with respect is set out in our Code of Conduct. Under "Our relationship – Whanaungatanga" we set out the expectation that:

"We value and respect diversity, equality and inclusiveness and regardless of challenges and differences in opinion, we act in ways that are acceptable, safe and civil. We think about how our words and actions may be received by others and modify them as needed."

1.3 Our aim to be representative of the communities we serve

LINZ policies should enable, and not be a barrier to, the participation of people from diverse backgrounds in our workforce. This means our recruitment practices need to make sure that we are reaching the

broadest possible pool of applicants, our advertising signals the value we place in diversity and our leaders are making impartial selections.

LINZ is committed to providing workplaces that are accessible to and suitable for all people including those with diverse needs. We offer flexibility to our people to accommodate a wide range of differing needs and preferences. We also aim to be as responsive as we can be to individual needs and we work with our people to find ways (where practicable) to accommodate competing priorities.

We expect leaders and employees to role-model inclusion and respect at all levels of our organisation – no exceptions.

We do not tolerate discrimination, intolerance, exclusion or hate.

We develop our people to see and value diversity as a strength.

1.4 Our commitment to growing and embedding diversity and inclusion

LINZ adopts and promotes public service-wide strategies, principles, and initiatives. We participate in public sector reporting requirements promptly and fully. We work collaboratively with other public service agencies where possible to align or grow our own work in these areas. We develop our people to understand the power of diversity and the importance of inclusiveness in making LINZ, and the Public Service, great employers, and great organisations.

1.5 Harnessing our diversity to deliver customer centred services

LINZ acknowledges the Treaty of Waitangi/Te Tiriti o Waitangi as our country's founding document by recognising and respecting the ongoing partnership it establishes between Crown and Māori, and the obligations Te Tiriti places on the work we do.

We work as a team by encouraging genuine collaboration and consultation internally and externally as appropriate, to ensure our decision-making is influenced by a wide range of views.

We use innovation and technology to continually improve the accessibility of our services for our customers and to provide choice where possible, rather than one way of doing things.

We recognise the many and varied language needs of the communities we serve, and we diversify our offerings with this firmly in mind. We communicate in ways that are inclusive.

1.6 Networks

There are a range of networks within LINZ that people may choose to participate in. Refer to the intranet for network information and the contact details of the [Network Coordinator](#) if you wish to join a network.

LINZ supports the networks by allowing use of LINZ resources (email and meeting rooms), allowing reasonable time for people to participate in network activities, and may also extend some financial support for appropriate activities.

Networks may submit modest funding requests to the Manager, OD in Human Resources if they require financial support for something. There is a limited budget to support all network groups. Activities must be appropriate for LINZ to provide financial support. For example, funds will not be made available for any event involving alcohol, but an example of an acceptable expense may be a fee for a speaker, or support for a delegate to attend a conference.

1.7 Flexible working arrangements

LINZ endeavours to offer flexible working arrangements to its workforce. We acknowledge that flexibility is a cornerstone to enabling greater participation in the workforce by more diverse groups of people. This is also something that our employees tell us they value highly about being part of the LINZ whanau.

For more information, refer to the Flexible Working Arrangements Policy.

1.8 NZ legislation

Important legislation to be aware of includes:

Public Service Act 2020

Human Rights Act 1993

Employment Relations Act 2000

Parental Leave and Employment Protection Act 1987

Under the **Public Service Act**, the Public Service Commissioner is responsible for promoting, developing, and monitoring Equal Employment Opportunities programmes/policies for the public service. The aim is the identification and elimination of all aspects of policies, procedures, or institutional barriers that cause or perpetuate inequality in employment. The Chief Executive must operate a personnel policy that complies with the principles of being a good employer. The Chief Executive must also promote diversity and inclusion and be guided by the principle that the *"group comprising all public service employees should reflect the makeup of society."*

The **Human Rights Act** includes, amongst other things, that discrimination in employment matters is unlawful. It also sets out the prohibited grounds of discrimination (see definitions). Everyone and especially leaders should be aware of the prohibition on discrimination set out in the Human Rights Act and conduct themselves accordingly.

The **Employment Relations Act 2000** has a number of relevant provisions including flexible working (the employee's rights and the duties of the employer); entitlement to leave and support when experiencing family violence; breastfeeding requirements; the issue of discrimination in an employee's employment and the prohibited grounds of discrimination.

The **Parental Leave and Employment Protection Act 1987** act sets out the rights and protections applying to employees on the birth of a child or on the adoption of a child. (Refer to the leave policy which includes full details of your entitlements and LINZ's obligations under the Parental Leave and Employment Protection Act 1987).

2 LINZ commitments and obligations

Our leaders are expected to:

- **Demonstrate a genuine commitment to diversity and inclusion**

LINZ leaders are expected to demonstrate a genuine commitment to encouraging candidates from diverse backgrounds to consider employment options with LINZ and to developing and retaining diversity within their teams. They will develop awareness of unconscious bias in order to ensure this is eliminated.

LINZ leaders are expected to role-model inclusiveness and consultation in all aspects of their work to the extent practicable, and champion and implement any strategies LINZ introduces.

- **Ensure that recruitment, progression, and promotion decisions are free from bias or discrimination**

LINZ will make sound recruitment, progression, and promotion decisions that value diversity and difference and do not unfairly disadvantage groups or individuals through direct or indirect discrimination

- **Eliminate systemic or organisational barriers to diversity**

If a manager identifies any policies or practices or their employees raise with them policies and practices that are potentially inappropriately a barrier to the participation of diverse groups in LINZ's workforce, either directly or indirectly, they should raise this through their leadership and/or Human Resources so that LINZ may consider whether a change in policy/practice is appropriate.

- **Deal supportively with requests to work flexibly**

Managers will deal with flexible work requests promptly and in good faith. Managers will actively consider how requests can be accommodated and make their best endeavours to accommodate requests to work flexibly. While managers need to ensure that they can meet their expected outputs, this will not be inappropriately used as a reason that flexible work cannot be accommodated. Human Resources is available to assist managers to understand flexible work options.

- **Educate their people about the strength LINZ derives from its diversity and the importance of speaking up**

LINZ leaders will educate the people within their teams to understand what discrimination and exclusion looks like and that anyone who experiences or witnesses either feels able to speak up.

- **Act promptly to resolve employee complaints about behaviour**

LINZ will deal promptly with complaints about discrimination, harassment, unacceptable behaviour, or behaviour that has the effect of excluding people or groups of people in the workplace. Refer to the [Speaking up policy](#).

3 Employee commitments and obligations

Our people are required/need to:

- **Acknowledge we all have a vital role to play**

We all have a vital role to play in making sure that inclusion and diversity becomes second nature at LINZ, and there are some key non-negotiable requirements which are set out in our Code of Conduct and in law.

- **Recognise the value of differing views and perspectives**

Recognise the value of differing views and perspectives, seek them out, listen and make informed decisions.

Work collaboratively with others and be open to other ideas and ways of working. Develop awareness of unconscious bias in order to prevent it.

- **Speak up**

Speak up appropriately if we identify potential barriers to diversity or inclusion and help to identify possible solutions.

Speak up appropriately if we see or experience discrimination, intolerance or hate in our workplaces.

- **Treat everyone with respect and dignity**

Treat everyone we work or deal with, with respect and dignity, including when we may not share the same views or opinions.

4 Delegated authority

Decisions under this or any policy must be made in accordance with the authority delegated by the Chief Executive. Reference should be made to the schedule of delegated Human Resources authority which is included in the links below. Care is recommended as exceeding your authority to make decisions may be considered a disciplinary matter.

Definitions

Term	Definition
Inclusion	The involvement and empowerment of our people, recognising every individual's equal and inherent worth and dignity. An inclusive organisation promotes and sustains a sense of belonging, and values and practices respect for the talents, beliefs, backgrounds, and ways of living of the people it employs or serves.
Diversity	Understanding that we are each unique and valuable, and recognising, accepting and relying on our individual differences

	to make better decisions for our people and the people we serve.
Employment matters - Human Rights Act	If on a prohibited ground the employer refuses or omits to offer employment, offers less favourable terms and conditions of employment, terminates employment, or retires the employee.
Prohibited grounds for discrimination – Human Rights Act	Whether pertaining to a person, a relative or associate of the person: Sex (sex, pregnancy and childbirth); marital status (all forms); religious belief (or lack); ethical belief; colour; race; ethnic or national origin; physical disability or impairment (physical illness; psychiatric illness; intellectual or psychological disability or impairment; any loss or abnormality of psychological, physiological, or anatomical structure or function; reliance on a guide dog; reliance on a wheelchair or other remedial means; the presence in the body of organisms capable of causing illness); age; political opinion or lack of this; employment status (unemployed; recipient of a benefit; ACC); family status; sexual orientation.
Employment - Employment Relations Act	Refuses or does not afford the employee the same terms and conditions/opportunities because of prohibited grounds or union membership. Dismisses or causes detriment because of prohibited grounds or union membership.
Prohibited grounds for discrimination – Employment Relations Act	Sex, marital status, religious belief, ethical belief, colour, race, ethnic or national origins, disability, age, political opinion, employment status, family status, sexual orientation.
Manaaki	(verb) (-tia) to support, take care of, give hospitality to, protect, look out for - show respect, generosity, and care for others. (noun) support, hospitality, caring for.

Useful links

[Manaaki Tangata Framework](#)

[Speaking up about Harassment, Discrimination and Bullying Policy](#)

[Holidays and Leave Policy](#)

[Mental Health Strategy](#)

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[Disability Action Plan](#)

[Gender Pay Action Plan](#)

[Public Service Act 2020](#)

[Human Rights Act 1993](#)

[Employment Relations Act 2000](#)

[Parental Leave and Employment Protection Act 1987](#)

[The Public Services Commission's approach to Diversity and Inclusion – Papa Pounamu](#)



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Te Tumu Whakarae

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