

Kia Toipoto Action Plan – Increasing Gender and Ethnic Representation

This representation plan will contribute to achieving the Kia Toipoto goal, that the public service workforce will overall be substantially more representative of society by the end of 2027. It will also support our wider diversity, equity and inclusion goals.

To shape our Kia Toipoto action plan, we established a working group composed of representatives from our employee networks, business groups, and the Public Service Association (PSA). We shared with our working group detailed information and analysis on our current gender and ethnic representation. By sharing this information, we sought to promote transparency and foster a shared understanding of our organisation's current state. Overall, we aimed to develop a plan that would be both comprehensive and actionable, and that would reflect a deeper understanding of the perspectives and insights of our people.

Ethnicity

Māori and Pasifika continue to be underrepresented within our organisation. This is in comparison to both the New Zealand working population and representation within the public service, as illustrated by the following table.

Demographic	TTW Representation	Public Service Representation	NZ Working Population
NZ European	67.0%	70.2%	69.3%
Māori	7.9%	16.4%	14.5%
Pasifika	3.6%	10.2%	6.8%
Asian	11.4%	12.5%	15.4%
MELAA	1.3%	1.8%	1.3%

By actively working to increase the overall representation of Māori and Pasifika, we aim to cultivate a more diverse and inclusive leadership pipeline. This effort aligns with our commitment to the Treaty of Waitangi and will help to create an environment that is more welcoming and open to a wider range of perspectives. It will also increase the likelihood of attracting and retaining talent, as people can see themselves represented at all levels of the organisation.

Actions to increase our Māori and Pasifika representation

Short- medium-term actions we want to achieve in the next two years

- Continue to build an inclusive culture by developing a diversity and inclusion plan, in line with the five Papa Pounamu priorities, including addressing bias and improving cultural competence.
- Continue to review and relaunch our mentoring programme.
- Continue to support our employee-led network groups to ensure that diverse employee perspectives are sought out, heard and impact policy and organisational decisions.
- Continue to monitor and incentivise uptake of diversity and inclusion training and materials.
- Continue our work on reducing the ethnic wage gap.
- Develop a talent management approach to hold a database of internal job candidates. This will help us to identify talent in our Māori and Pasifika employees and help them progress to higher pay bands and leadership roles in the organisation.
- Establish a progression and promotion system built on role-based capability to support the growth of Māori and Pasifika employees and provide clarity about development options.
- Develop a calendar of learning and development events to increase visibility of development opportunities.
- Review and refresh our existing people policies by applying Manaaki Tangata (our diversity and inclusion strategy) principles to remove all forms of bias or discrimination.
- Use Te Orowaru, the job assessment tool, which is supported by Te Kawa Mataaho and the PSA, to evaluate roles.
- Trial in one of our business areas the automatic shortlisting of Māori and Pasifika applicants, provided that one of the minimum competencies has been met.
- Recruitment:
 - Ensure our recruitment efforts are targeting a diverse pool of candidates and increase our use of posting job ads through Māori and Pasifika media outlets and job boards.
 - Ensure our job advertisement and branding signals our commitments to diversity, equity and inclusion, through focused efforts in showcasing Māori and Pasifika employees.
 - Establish the cultural needs of Māori and Pasifika candidates during interviews and make sure these needs are being met. This will include investigating whānau-based interviewing.
 - Establish in partnership with our existing employee networks an onboarding process for Māori and Pasifika. This will involve a buddy system between the new employee and someone from within the network.

Long-term actions we want to achieve in the next three to five years

- Ensure development budgets and opportunities are fairly and equitably distributed, and that processes are transparent.
- Engage with Māori and iwi groups to establish what the perception of our organisation is externally, and then work towards building credibility and communicating a clear value proposition to them.

Targets

- We aim to increase the percentage of Māori in our workforce from 7.9% to 12% by 2026, and to 14% by 2028.
- We aim to increase the percentage of Pasifika in our workforce from 3.6% to 6.8% by 2026, and to 8.6% by 2028.

Gender

The distribution of gender within our organisation is largely balanced.

Demographic	Toitū Te Whenua representation	Public service representation	NZ working population
Male	52.6%	37.9%	49%
Female	46.9%	61.8%	51%

However, when we started to look into the areas of our organisation where this wasn't the case, we saw that women are underrepresented in our STEM roles across the board. This underrepresentation is especially prevalent in leadership positions, as illustrated in the table below.

Demographic	Toitū Te Whenua STEM role	STEM leadership position	NZ working population
Male	66.8%	83.3%	49%
Female	33.2%	16.7%	51%

To make meaningful progress towards increasing the representation of women in these areas, we need to prioritise the recruitment of more women into these roles. We also need to focus on supporting the development and progression of our current women in STEM into technical expert and leadership positions.

We face constraints in this area, such as a tight external talent pool, with only one-third of New Zealand STEM graduates identifying as female, and the low turnover in our STEM leadership positions. We are committed to increasing the gender balance within STEM roles.

Actions to increase our representation of women in STEM roles

Short- medium-term actions we want to achieve in the next two years

- Continue to review our flexible working policy and processes to support equitable access to flexible-by-default working, and continue to support and encourage our leaders to enable people to work flexibly.
- Target women early in their career to attract them towards STEM roles, by attending career expos at universities with our current female STEM leaders and employees.
- Recruitment and onboarding:
 - Develop our value proposition in partnership with women in STEM for potential female applicants in this area, including flexible work, development opportunities and an inclusive and positive work culture.
 - Review our recruitment and attraction process and initiatives to ensure that the public face of Toitū Te Whenua is gender inclusive.
 - Continue to review appointment salaries based on skills and experience, and relativities against like-for-like jobs, including a gender check for equity. Increase the transparency around this process.
 - Monitor job advertisements to ensure they don't overstate the skills, knowledge and experience required. This may include adding a blurb to job advertisements to encourage people to apply even if they do not meet all the criteria.
 - Improve on our ability to report throughout the recruitment process to measure and monitor the impact of our attraction and recruitment initiatives.
 - Celebrate and highlight the female role models within our organisation, by featuring their achievements on our website and across social media.
- Establish a progression system based on role-based capability to support growth of women within our organisation and provide clarity about development options.
- Ensure all scholarships for STEM roles that have low female/ethnic representation have criteria changed to ensure they target minority groups.

Long-term actions we want to achieve in the next three to five years

- Ensure development budgets and opportunities are equitably distributed and that processes are transparent.
- Establish a STEM internship programme.
- Apply a gender lens to succession planning in our STEM areas.
- Provide targeted professional development opportunities to women in STEM roles through leadership training and mentorship programmes.

Target

- We aim to increase the percentage of women represented in STEM roles from 33% to 40% by 2028.