

Long term action

Engage with Māori and iwi groups to learn what the perception of our organisation is externally and then work towards building credibility.

Develop a calendar of learning and development events.

Support our employee-led network groups to ensure that diverse employee perspectives impact decision making.

Review our existing people policies and remove all forms of bias or discrimination.

Trial automatic shortlisting of Māori and Pasifika applicants, as long as one minimum competency is met.

Use Te Orowaru to evaluate roles broad based roles and levels.

Develop a talent management approach to hold a database of internal job candidates.

Establish a progression system to support the growth of Māori, Pasifika and ethnic employees.

Develop a diversity and inclusion plan.

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Signal our commitment to diversity, equity and inclusion through our job advertisement and branding.

Increase use of Māori and Pasifika media outlets and job boards and make sure recruitment efforts target a diverse pool of candidates.

Establish the cultural needs of Māori and Pasifika during interviews and make sure these needs are met.

Long term action

Ensure development budgets and opportunities are equitably distributed and processes are transparent.

# Kia Toipoto Action Plan

**Māori**  
**Pasifika**

|          | 2024  | By 2026 | by 2028 |
|----------|-------|---------|---------|
| Māori    | +7.9% | +7.9%   | +14%    |
| Pasifika | +3.6% | +6.8%   | +8.6%   |

