



MBIE Diversity, Equity and Inclusion Plan 2024–2025

NOVEMBER 2024





Ministry of Business, Innovation and Employment (MBIE) Hīkina Whakatutuki – Lifting to make successful

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Foreword

At MBIE Hīkina Whakatutuki we want our people to bring their unique selves, be celebrated for it, and harness our differences to grow Aotearoa New Zealand for all. We have made progress in this kaupapa, and we have further to go. This year has provided the opportunity to combine our Diversity, Equity and Inclusion with our Pay Gap Action Plan recognising the shared outcomes and strong connections between them.

As sponsor, I am proud to present the MBIE Diversity, Equity and Inclusion (DEI) Plan 2024-25 that puts our goals into action over the next 12 months and allows us to unleash the potential of our diverse workforce, which will help improve the outcomes for the people we serve. Ruia te kanorau kia puāwai a hīkina whakatutuki expresses the concept of Nō Konei Belong, our Inclusion and Diversity strategy. This translates to the concept of 'weaving threads together to create a diverse MBIE'. Our Inclusion and Diversity strategy is driven by our values, with a bicultural foundation and the voices of our communities throughout.

We continuously listen to and have open and honest kōrero with our people. This connection helps us grow and learn from each other as we navigate an ever-changing environment. What remains the same is our commitment to building an organisation where our people feel seen, heard and valued. Belonging is the clear and collective direction our DEI plan moves us closer towards, ensuring we enable growth for our people and reflect, embrace and nurture the communities we serve.

Ngā mihi maioha
Suzanne Stew
Deputy Secretary, Te Whakatairanga Service Delivery
Diversity, Equity and Inclusion Plan sponsor

Introduction and purpose

At the Ministry of Business, Innovation and Employment (MBIE) we are focused on Growing New Zealand for all. This is highlighted in our Māori name of Hīkina Whakatutuki. Hīkina meaning uplift and Whakatutuki meaning to move forward, to make successful.

We strive to be a place where people want to work. To be a place where our people feel safe, valued, and that they truly belong. We seek to maintain a culture that provides equity of opportunities for our people to grow personally and professionally and supports our aim to attract and retain diversity at MBIE. We recognise that by having a diverse workforce strengthens our ability to grow New Zealand for all. We are committed to being an organisation, at all levels, that reflects the communities we serve.

MBIE has a long-standing commitment to diversity, equity and inclusion. In 2018, MBIE's first pay gap action plan was produced. The following year the refresh of our Inclusion and Belonging Strategy strengthened our focus on inclusion.

Each year progress is monitored and reviewed against the commitments to Papa Pounamu (the Public Service diversity and inclusion work programme) and Kia Toipoto (the Public Service pay gap action plan for equity). Over this time, MBIE has listened to our people to understand their experiences, the challenges they face and the areas of opportunity. The information and insights shared through these engagements have informed this plan.

For 2024-2025, MBIE has created an integrated diversity, equity and inclusion plan, uniting our commitments in one place. This plan stands alongside other MBIE strategies and public sector commitments that contribute to an inclusive culture. These include:

- Te Ara Amiorangi - Our Path, Our Direction - our organisational strategy
- Te Tāpuhipuhi – our partner with Māori strategy
- Nō Konei Belong – our Inclusion and Diversity strategy
- Whāinga Amorangi – our Māori-Crown relations capability plan, led by Te Arawhiti
- Our Wellbeing, Health, and Safety strategy
- Our Employee led Networks

Our commitments

At MBIE we value our people, and strive to reflect, embrace and nurture the communities we serve, including developing and maintaining our capability to engage Māori and understand Māori perspectives.

Our inclusion and diversity work programme is designed to deliver sustainable activity across three streams:

- **Leadership:** our people-centred leaders are highly inclusive, equipped and supportive.
- **Culture:** our people at all levels are actively inclusive and live our values.
- **Structure:** our systems, policies, and processes remove systemic barriers to inclusion.

MBIE gained external recognition in 2023 with Randstad Employer Brand Research, being named in the top three 'Employer of Choice' for offering great opportunities for career progression. That same year MBIE won the Diversity Awards NZTM 'Inclusive Workplace' category for our People Experience mahi. Also, in 2023, MBIE won the New Zealand Rainbow Excellence Awards 'Simpson Grierson Impact Award' for the Rainbow People Experience project.

Internally MBIE celebrates and recognises excellence through the Values and Awards programme. Every year people nominate their hoamahi for living our values and demonstrating great behaviours. This helps us maintain a culture of manaaki, respect and care, and recognises the contributions our people make to Growing New Zealand for All, holding the communities we serve at the centre.

MBIE Employee Led Networks (ELNs) offer connection and advocacy for the needs of their members. MBIE's ELNs contribute significantly to workplace culture, policies, and processes, playing a fundamental role in creating a more inclusive, equitable and accessible MBIE and New Zealand.

Network members work to raise awareness, share lived experiences and remove barriers for others that are under-represented or marginalised. Each ELN has at least one Senior Leadership Team (SLT) sponsor who offers visibility, influence, and strategic guidance. Our ELNs have grown from three in 2019, to ten today. They are:

- African Community Employee Network
- Arahanga Wāhine - Women's Network
- Asia International Network
- Asia International Pride Network
- Ngāi Kahukura - Rainbow Network
- Pacific Staff Village
- Te Aumangea - Mental Health Network
- Te Rau Puāwai - Wāhine Māori Network
- Te Tae Whakapakari | ENABLED Network (Enhancing Abilities and Leveraging Disabilities)
- Women of Colour Network.

We have specific programmes of work that support building our capability to engage with Māori and understand Māori perspectives, with the goal of improving outcomes for Māori. These include our organisational Māori strategy Te Tāpuhipuhi and initiatives such as Whāinga Amorangi, our capability plan developed under Te Arawhiti framework for the public sector.

Informing our journey

To improve the experiences and outcomes for MBIE people, customers, and stakeholders, MBIE gains insight from our people, explores workforce and remuneration data, and reviews the impact of actions taken. This informs what we keep, stop, start, and adjust with our new action plan.

People experience

MBIE has undertaken meaningful engagement with employees to understand their experiences. The people experience projects have enabled MBIE to identify actions to make a difference to the experiences of our communities and support our work towards a more inclusive and equitable organisation.

Since 2018, the following communities have engaged in our people experience projects.

- Tangata Whenua
- Pacific peoples
- Asian
- Rainbow
- Enabled (includes people who identify as being neurodivergent and/or having medical, physical, or mental illnesses, disabilities, impairments, conditions, or disorders, including their support people and whānau)



Employee engagement

MyVoice@MBIE survey

"One of the best things about MBIE is the inclusivity and diversity. It makes me feel I belong here".
 2024 MyVoice@MBIE participant

MBIE regularly conducts employee engagement surveys as one way to hear from employees about their experiences working at MBIE. Insights from the MyVoice@MBIE survey provide a key source of feedback and are used to strengthen the existing programmes of work and identify opportunities for improvement across the organisation, and within teams.

The most recent survey was undertaken in September 2024 and had a response rate of 78 per cent, 11 per cent higher than 2023. The below covers DEI statements where respondents were asked to express their level of agreement. Favourable refers to responses that were agree or strongly agree.

- 'I feel comfortable talking to my people leader about things that concern me' - 86 per cent favourable
- 'I feel a sense of belonging at MBIE' - 69 per cent favourable
- 'I am treated with respect at work' - 87 per cent favourable
- 'I have access to opportunities at MBIE regardless of my background, identity, or working needs' - 73 per cent favourable

Employee involvement

MBIE people have multiple ways to feedback on diversity, equity and inclusion actions. For input in policies, processes, and strategies, we partner with kaimahi Māori and Te Iho Poutama (MBIE's Māori Capability team), we engage with unions (including Mahi Tahi representatives, members, delegates, and union organisers), have working groups with a cross-section of employee views, and involve our ELNs.

Workforce and remuneration data

In April 2023, five-year workforce and leadership representation targets were added within the Kia Tū Ranga, MBIE's pay gap action plan 2022-2023. These include focus areas of senior leadership (gender and ethnicity), workforce representation (ethnicity), and leadership representation (ethnicity).

Whilst focusing on the objectives from Kia Tū Ranga, MBIE's pay gap action plan, substantial gains are being made to reduce the gender pay gap. MBIE's gender pay gap has reduced and continues trending downwards. As of September 2024, the gender pay gap at MBIE is 13.8 per cent (down from 20.2 per cent in 2016). Gaps for same and/or similar roles (as determined by pay band for bands lower than band 20) are between -0.5 per cent and 1.5 per cent. There is a gender pay gap of 3.5 per cent in pay bands 20 and above. This is indicative of the wide range of roles within those bands.

Ethnic Pay Gap trends have remained stable since September 2023. There is a 4.5 per cent pay gap for Māori kaimahi (a decrease of 0.5 per cent from the previous year), 19.9 per cent pay gap for Pacific peoples (0.5 per cent decrease), 18.3 per cent for Asian (0.8 per cent increase), 10.9 per cent for MELAA which was a decrease of 0.4 per cent. The pay gaps for same or similar roles (as determined by pay band) have remained low and range between -0.5 per cent and 1.5 per cent (except for pay bands 20 and above). Pay gaps have been reviewed with the intersection of ethnicity and gender. Differences still exist. This data indicates continued focus is needed to close these gaps. For example, continued focus on workforce and leadership representation, with targeted support for our wāhine Māori, Pacific women, and women of colour to develop and progress their careers.

A continued shift is expected in pay gaps to achieve more equitable outcomes in the future. This will be delivered through:

- continuing to create a culture where people feel a sense of belonging.
- progressing our workforce and leadership representation by gender and ethnicity.

Progress from 2023 - 2024

The table below highlights key activities over the past twelve months to progress our DEI work plan, acknowledging the cross-over impact within these areas. The data above under “workforce and remuneration data” gives information about outcomes.

Diversity
<ul style="list-style-type: none"> • Capability building initiatives for people leaders: leadership networks and targeted skills masterclasses. • Defining people leadership expectations. • Career progression: workshops to support people into senior roles, with a focus on kaimahi Māori. • Delivery of a six-month programme, Mana Whakatōpū, supporting wāhine Māori in their leadership. • Career and development pathways series for kaimahi Māori and Pacific people in non-people leader roles. • Leadership training for chairs and co-chairs of employee-led networks. • Pilot of Te Herenga Manu Tāiko (Māori interns) completed. • Development support for the Senior Leadership Team in Māori Crown relations skills. • MBIE Development Fund and MBIE Awards programme ensure that the processes and outcomes are inclusive. • Increase in the number of Employee-Led Networks (ELNs) across MBIE. • Employee Led Networks led events to represent, collaborate, grow, and create a safe space for the diverse hoamahi at MBIE.
Equity
<ul style="list-style-type: none"> • Improved review and monitoring in the Career and Pay Progression (CAPP) process to ensure the removal of bias. • Recruitment processes and guidelines reviewed and updated to be more inclusive and equitable for all. • Revised tools and guidelines supporting pay progression. • Enhanced transparency and tools for pay gap reporting e.g. remuneration comparator tool, information system improvements. • Focused support for Employee Led Networks. • Improved performance tools and data to support implementation of People Experience reports recommendations.

Inclusion

- A new employee experience report: Enabling MBIE report was conducted, released and mandated for implementation across MBIE. This report captures the experiences of people who identify as neurodivergent, and/or who have medical, physical, mental, or neurological illnesses, conditions, disabilities or disorders, their support people and whānau.
- Progressed MBIE Employee Experience report recommendations, from Tangata Whenua, Pasifika, Rainbow, Asian and Enabling MBIE reports through system, process, policy changes, and engagements and collaboration with ELNs.
- Ongoing commitment to cultural competence learning programmes. Renewed Whāinga Amorangi (Building Māori Crown Relations) plan, set until 2030 with clear goals and measures for capability.
- Launch of Te Tāpuhipuhi, MBIE’s strategy for partnering with Māori.
- ELNs engaged and included in enterprise-wide reviews such as CAPP review, and Recruitment review.

Our long-term priorities

MBIE’s workforce and leadership representation goals – continued focus

The table below captures five-year goals to improve workforce and leadership representation at MBIE. The five-year period extends from the publication of the Kia Tū Ranga, MBIE’s pay gap action plan in late 2022 through to 2027.

Focus area	Five-year target
Diversity Data	We aim to improve the quality of our ethnicity information. We will have at least 95 per cent of MBIE employees record their ethnicity/ethnicities (or indicate their preference not to say).
Senior leadership – Gender	We aim to maintain a gender balanced senior leadership cohort (Tiers 1-3) using 40-20-40 (40 per cent male, 40 per cent female and a balance of 20 per cent of any gender).
Senior leadership – Ethnicity	We aim to increase diverse representation within MBIE’s senior leadership cohort (Tiers 1-3), including representation of Māori, Asian and Pacific Peoples .
Workforce representation - Ethnicity	We aim to improve ethnicity representation throughout our workforce to become reflective of the communities we serve. Improving on the workforce representation of Māori , while maintaining workforce representation of Pacific Peoples, Asian and MELAA (Middle Eastern, Latin American, and African).
Leadership representation - Ethnicity	We aim to improve ethnicity representation throughout our people leadership cohort , including Māori, Pacific and Asian employees while maintaining leadership representation of MELAA. With the ambition of our people leadership representation becoming reflective of the communities we serve.

Our top priorities for MBIE’s DEI Plan 2024 - 2025

The table below sets out the primary areas of focus for MBIE in 2024-2025. They are a subset of the full list from Te Kawa Mataaho The Public Service Commission. These areas have been prioritised based on impacts, our people’s feedback, and MBIE’s ability to deliver in the current context. Underpinning this is a commitment to embedding the actions we are already taking as an organisation.

Diversity, Equity and Inclusion (DEI) Plan 2024 - 2025

Diversity: Representation in workforce, leadership, and occupation, especially for under-represented groups.

Focus Areas	DEI Plan Priorities 2024 – 2025	Success Indicators
<p>Foster diverse leadership, representation, and career development</p>	<ul style="list-style-type: none"> • Develop an approach to progressing diverse leadership talent, including into senior specialist roles. • Mitigate bias and provide development opportunities through equitable approach and performance outcomes. • Connect leaders across MBIE to ensure diverse views and experiences are reflected in MBIE’s leadership culture. • Improve the recording of demographic data (include ethnicity and disability) to support delivery of outcomes. • Mentoring and coaching to empower diverse leadership journeys. • Support the development of our culture by clarifying our leadership expectations and associated critical leadership behaviours. • Continue to improve our processes to remove any identified bias in recruitment. 	<ul style="list-style-type: none"> • Equitable outcomes for career progression programmes (applications and successful outcomes). • Progress to MBIE’s five-year Leadership and Workforce goals (year-on-year improvements). • Implementation of recruitment review actions.
<p>Māori have career paths that empower them to achieve their career aspirations</p>	<ul style="list-style-type: none"> • Ongoing delivery and improvement of Mana Whakatōpū and ensure its ongoing financial sustainability. • Develop a holistic framework that supports career paths that empower Māori to achieve their career aspirations. • Build pipelines of Māori talent. 	<ul style="list-style-type: none"> • Increased representation of Māori in leadership roles. • Increased representation of Māori in higher pay bands.

<p>Equity: Pay gaps and average pay for different groups, equitable pay (starting salaries and pay in the same or similar roles).</p>		
<p>Eliminating bias and discrimination from remuneration policies and practices</p>	<ul style="list-style-type: none"> • Continue to remove any identified bias in career and pay-related processes. • Continue to develop and improve tools to support pay decisions. This includes recruitment guidelines and pay guidelines, to help people leaders make more informed decisions around pay and the implications for pay equity. • Transparency of information through enhanced reporting of ethnicity and gender and pay gap reporting and monitoring. • Continue engagement with ELNs and unions about people policies and practices to identify and mitigate potential areas of bias. 	<ul style="list-style-type: none"> • Reduction in overall gender and ethnic pay gaps. • Maintain or reduce pay gaps for same and similar roles (by pay band) – by gender and ethnicity. • Investigate how starting salaries can be monitored and reported on to ensure equitable decisions.
<p>Inclusion: The extent to which all employees feel respected and valued and able to achieve their potential:</p>		
<p>Māori Crown relations leadership capability and workplace practices</p>	<ul style="list-style-type: none"> • Continue delivery of Whāinga Amorangi, MBIE’s plan to build Māori Crown relations capability under Te Arawhiti framework. • Continue delivery of the senior leadership team Māori Crown relations capability plan so they can apply knowledge and role model behaviours. • Improving workplace practices like employment policies review and development of the Māori Workforce, Engagement and Attraction Strategy by Nov 2025. 	<ul style="list-style-type: none"> • Whāinga Amorangi measures demonstrate positive progress towards 2030 capability aspirations. • Improved workplace policies and practices, and workers’ experiences.
<p>Cultural Competence</p>	<ul style="list-style-type: none"> • Continue to build capability of employees’ cultural awareness. • Launch Nō Konei (inclusion and belonging) workshops. • Re-design Kapasa and Yavu (Pacific cultural capability programmes) for MBIE kaimahi. • Implement the recommendations from the Enabling MBIE People Experience report. • Progress the recommendations from other People Experience reports yet to be implemented i.e. Rainbow, Asian and Pasifika Malaga report. • Continue to build relationships by supporting, enabling, and encouraging ELNs. 	<ul style="list-style-type: none"> • Uptake and feedback on cultural competence programmes. • MyVoice survey questions on cultural competency show favourable and improved results. • Increased uptake of the Nō Konei workshops. • Kapasa and Yavu Pacific Cultural Capability programme redesigned and launched.

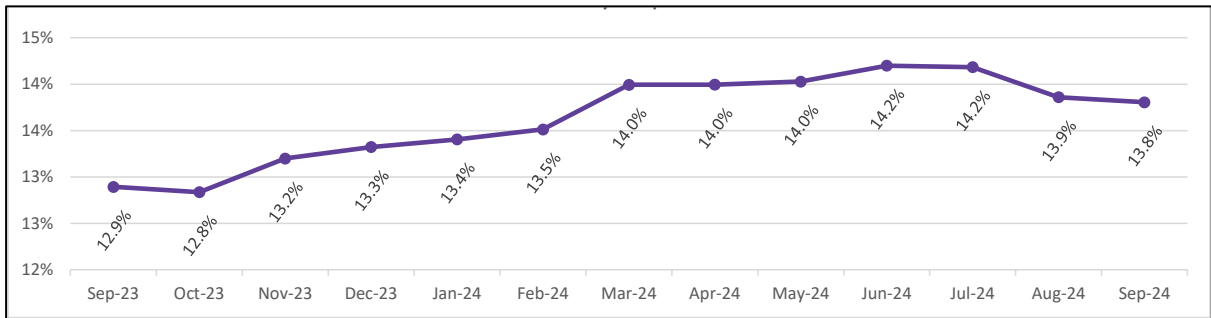
APPENDIX 1: Additional data of our people

Current state: Gender and ethnic pay and workforce representation

MBIE’s pay gap data analysis has been completed using the following criteria. The data set used was the September 2024 data:

- Gender and ethnic by pay gap (based on average base salaries for permanent and fixed term employees)
- Representation of the workforce and leadership by levels of seniority – employee, people leader and senior leader.
- Same or similar roles data was reviewed by pay band.
- Data is presented when there is a minimum of 20 people in a comparison category.

MBIE Gender Pay Gap Trend September 2023 - September 2024



Over the last 12 months, there has been an increase in the gender pay gap due, in part, to a number of relatively higher paid female employees exiting the organisation due to redundancy or voluntary redundancy in 2024.

MBIE’s overall gender pay gap has reduced by 6.4 per cent, down from 20.2 per cent in 2016 and is overall trending downwards. The current gender pay gap as of 30 September 2024 is 13.8 per cent.

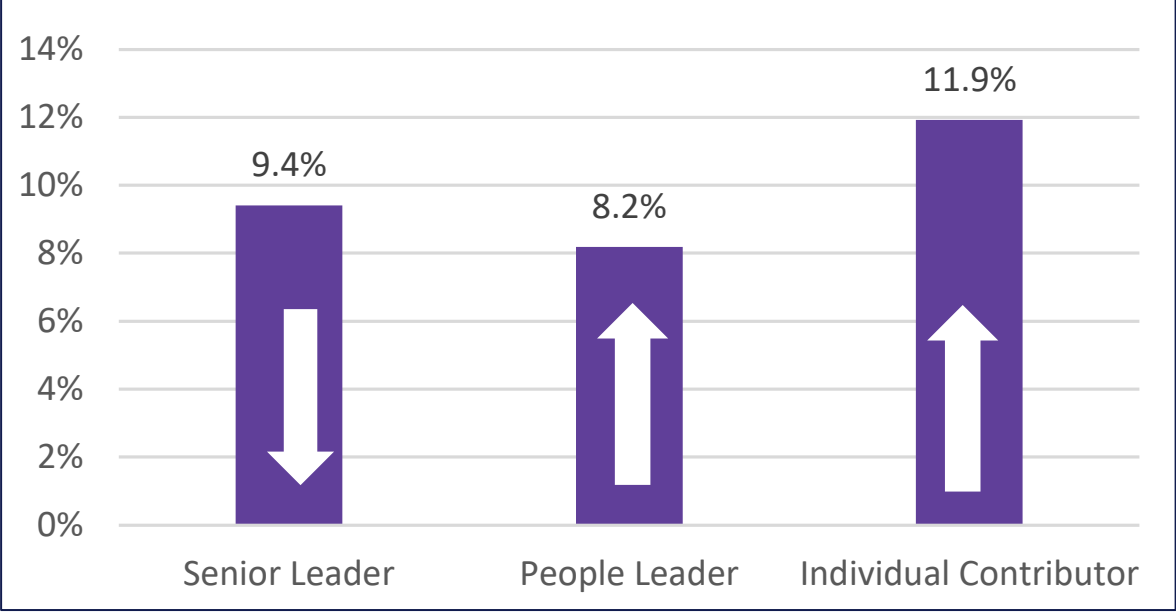
Gender Representation by Seniority

Our workforce comprises 61.2 per cent female, 36.7 per cent male and 2.1 per cent another gender/not disclosed. MBIE has a higher proportion of females. Their representation is reduced as roles get more senior, whilst male representation increases. The table below shows gender representation by seniority.

Seniority	Female	Male
Individual contributor	62.4%	35.3%
People Leader (Tiers 4-7)	54.2%	44.2%
Senior Leader (Tiers 1-3)	52.9%	47.1%
Total *	61.2%	36.7%

* Note: This table does not include 'Another Gender/Not disclosed'. This is due to the small numbers represented at each grouping.

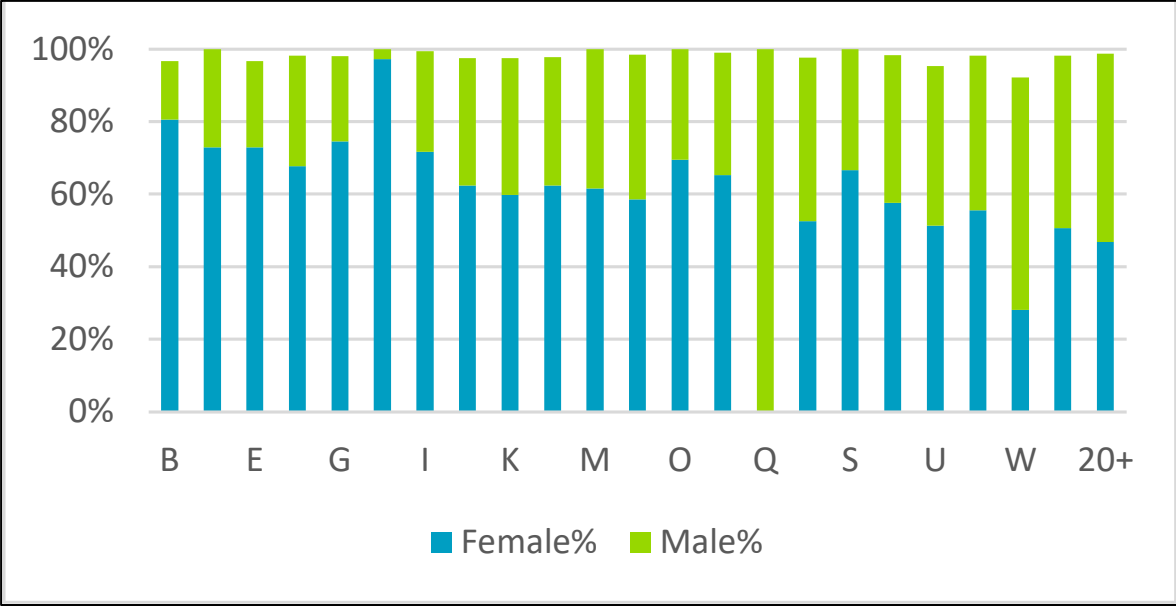
Gender Pay Gap (by Seniority)



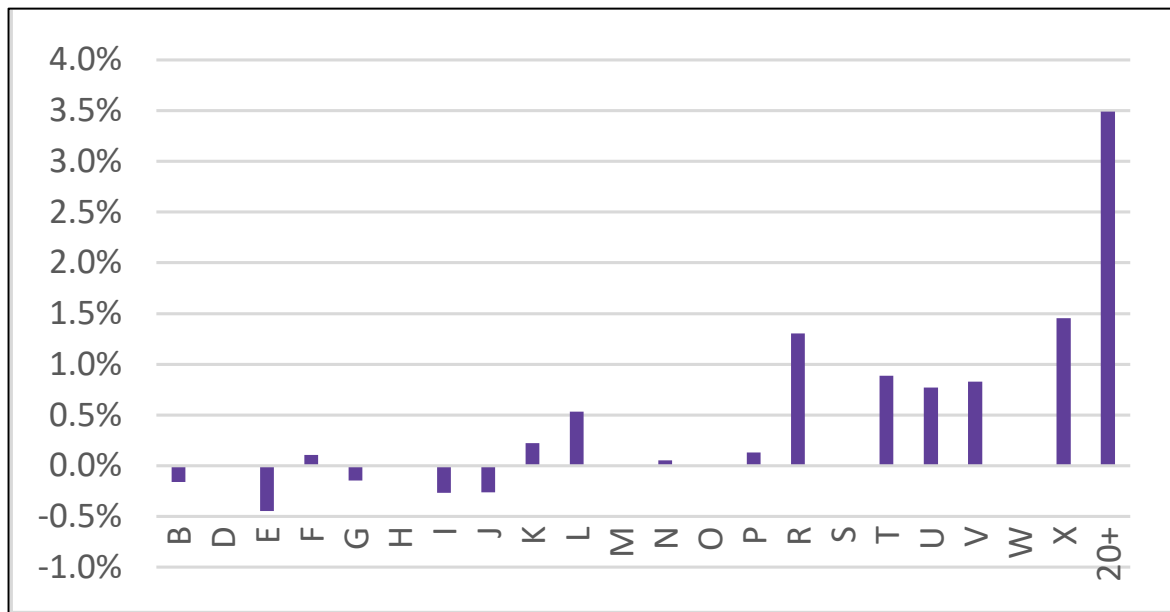
When compared to data from September 2023, the gender pay gap for senior leaders has decreased 0.9 per cent (from 10.3 per cent). There has been a slight increase in the People Leader pay gap by gender (0.4 per cent). There has been a 0.9 per cent increase for individual contributors (up from 11.0 per cent).

To better understand gender, pay gaps for same or similar roles, analysis has been completed to review workforce representation and pay gap by pay band.

Gender Split by Pay Band



Gender Pay Gap by Pay Band

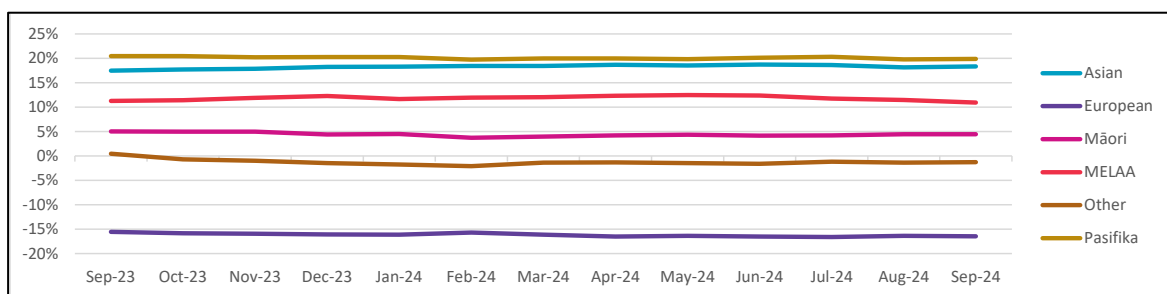


The analysis by pay band shows gaps are comparatively low with a variance of less than 2 per cent in most cases. The largest pay gap by pay band is in the 20 and above (20+) group (3.5 per cent). This group contains a wider range of roles in different pay bands, so more variance is to be expected.

Pay increases for employees covered by the Career and Pay Progression (CAPP) framework continue to be managed through an annual step-based progression process. The progression system is based on a pay ladder that is neutral from both a gender and ethnicity perspective.

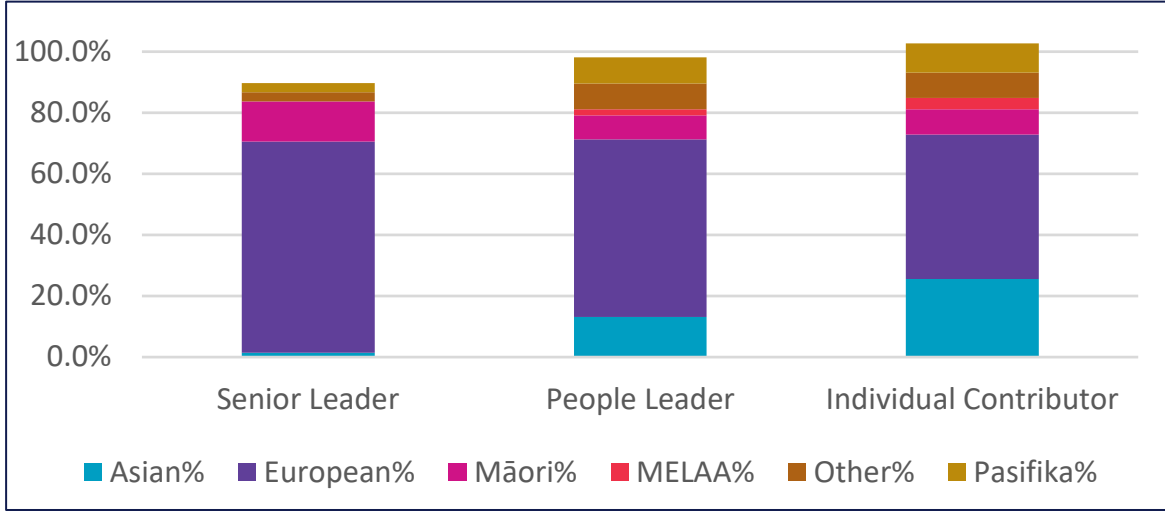
MBIE also continues to focus on reducing gender and ethnic pay gaps for those in more senior positions. MBIE will complete a remuneration review of 20+ bands post completion of MBIE’s collective bargaining.

MBIE Ethnic Pay Gap Trend



Ethnic Pay Gap trends have remained fairly stagnant since September 2023. While work may be put in to review this, we are not yet seeing any change in the data. Ethnic pay gaps are calculated as per guidance by Te Kawa Mataaho (the Public Service Commission), for example comparing average pay of Māori to non-Māori.

Ethnic Representation by Seniority



European employees are progressing to higher leadership positions than our Māori, Pacific, Asian and MELAA communities.

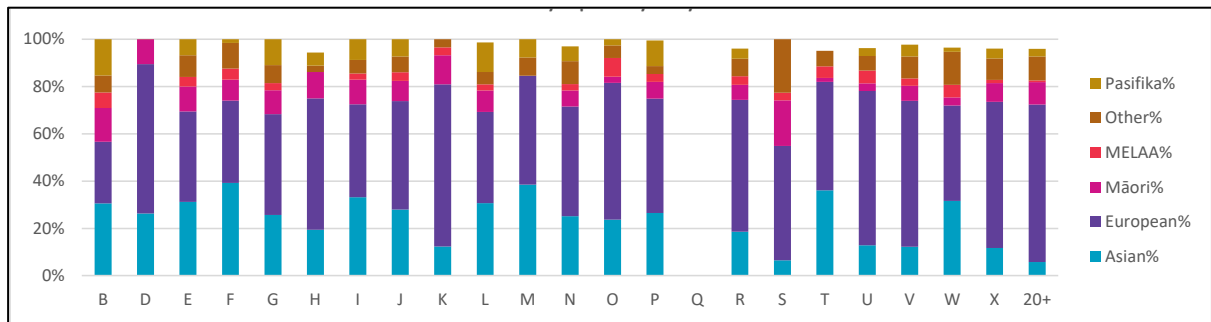
MBIE will continue to focus on removing bias from the employee experience and improving leadership representation. Specific focus will be on recruiting, building pipelines of diverse talent, and providing equitable career development and progression opportunities.

Ethnic Pay Gap by Seniority



Those who identify as Asian or Pasifika have the largest pay gaps. This is within both people leader and individual contributor levels.

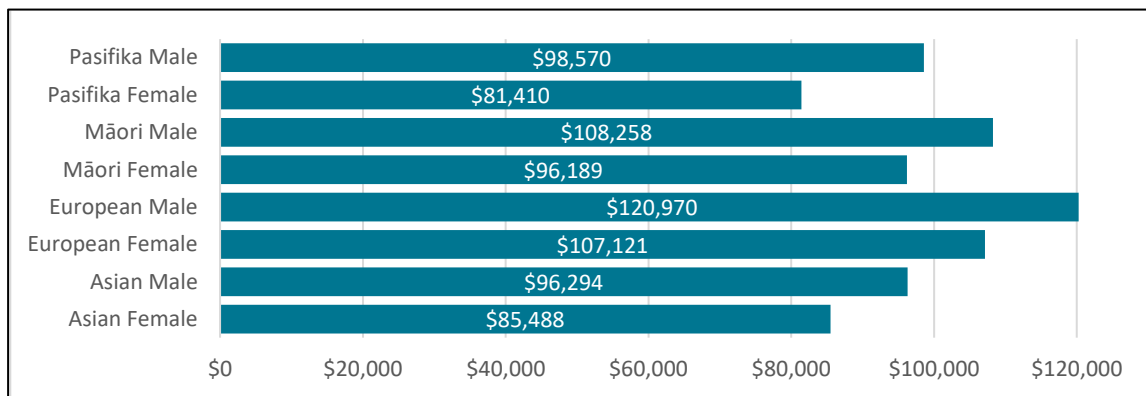
Ethnic Representation (by Pay Band)



When analysing representations of ethnicities across same or similar roles there is an increasing proportion of European in the higher pay bands. Inversely, a higher percentage of Pacific people are in pay band B which is the lowest paid roles. When reviewing ethnic pay gap for same or similar roles (by pay band) the gaps are comparatively low. There is a variance of less than 3.0 per cent in most cases. The greatest gap is in the 20 and above pay bands, which contain a wider range of roles.

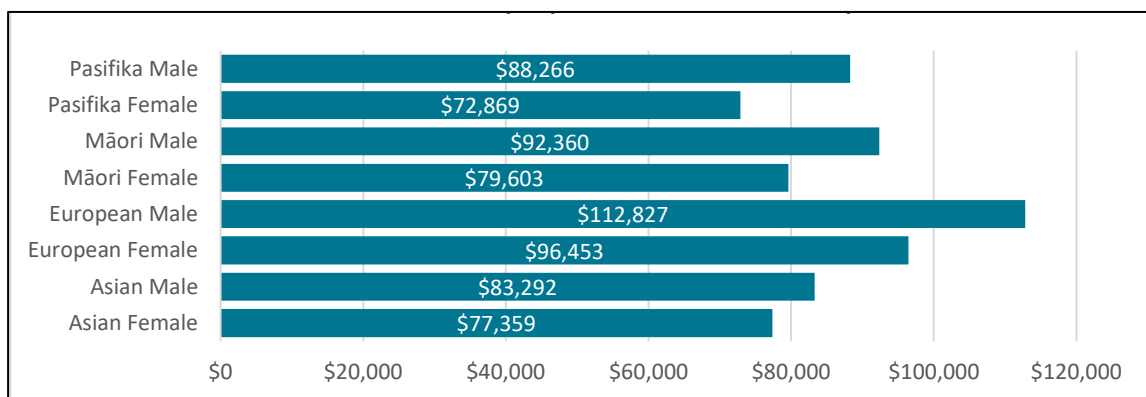
The low percentage of gender and ethnic pay gaps in same or similar roles suggest implemented initiatives have achieved the goal of reducing the prevalence of unexplained bias. There needs to be a continued focus to ensure gains continue. The intersection of gender and ethnicity needs focus and attention, actions have been identified to develop and support careers of wāhine Māori, Pacific women, and women from ethnic communities.

Average Salary by Gender and Ethnicity



The graph above displays average (mean) salary. The median salary is displayed in the graph below. The mean (average) of a data set is calculated by adding all numbers in the data set and then dividing by the number of values in the set. The median is the middle value when a data set is ordered from least to greatest. Comparing this information shows not only the direct comparisons e.g. Pasifika males on average are paid more than Pasifika females, but also shows information about the data set. The Pasifika male data set shows us that the mean is higher than the median, indicating that the data set is top heavy with a few individuals paid much higher than the average.

Median Salary by Gender and Ethnicity



MBIE ethnic populations compared to New Zealand

The below table compares MBIE ethnic populations with the New Zealand population (2023 census data).

Ethnicity	People Leaders (30 September 2024)	Individual Contributors (30 September 2024)	NZ Census 2023
Māori	7.9%	8.4%	17.8%
Pacific peoples	8.7%	9.6%	8.9%
Asian	13.2%	25.6%	17.3%
MELAA	2.0%	3.6%	1.9%
European	58.2%	47.2%	67.8%
Other ethnic group	8.4%	8.4%	1.1%
Unknown	11.8%	9.6%	-
TOTAL	98.3%	102.8%	114.8%*

* MBIE people can now record more than one ethnicity and NZ Census statistic includes those that identify with more than one ethnicity so the total can be more than 100%.

Māori are significantly underrepresented at both people leader (7.9 per cent) and individual contributors (8.4 per cent). This is in comparison with the New Zealand population (17.8 per cent). MBIE has improved representation in senior leadership.

Pacific employee numbers decrease as the seniority of positions increase. Representation is comparative to New Zealand population (8.9 per cent). People leader 8.7 per cent and individual contributor 9.6 per cent.

Asian numbers decrease as seniority increases. While 25.6 per cent of individual contributors are Asian, this decreases to 13.2 per cent for Asian people leaders.

MELAA make up 3.6 per cent of individual contributors and 2 per cent of people leaders. This is a slight increase from September 2023. **European/Pakeha** is the only ethnic group that has a higher percentage of people in people leader positions (58.2 per cent) than individual contributors' positions (47.2 per cent).

MBIE still has over 5 per cent of people where there is no ethnicity recorded. Analysis shows our employees of longer tenure have a higher rate of no ethnicity being recorded. Those with a tenure of less than two years have a higher rate of ethnicities recorded. This timing reflects the implementation of the SAP human resources information system and the ability to record more than one ethnicity. It remains a priority to run a campaign for employees to update their ethnicity and iwi in the human resources information system.



Te Kāwanatanga o Aotearoa
New Zealand Government

MBIE 11454