

Kia Tū Ranga: Pay Gap Action Plan 2022

Closing the Gender, Māori, Pacific, and Ethnic Pay Gap

NOVEMBER 2022





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

MBIE develops and delivers policy, services, advice and regulation to support economic growth and the prosperity and wellbeing of New Zealanders.

MORE INFORMATION

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Introduction

The purpose of this report is to provide an update on the Ministry of Business, Innovation and Employment's Pay Gap Action Plan 2022.

We created our first Gender Pay Action Plan in 2018 to address the Ministry of Business, Innovation and Employment (MBIE) gender pay gap. This was part of our wider Inclusion and Diversity plan to meet Government expectations on equal pay. This plan sets out the progress we have made to date and the next steps in our journey aligned with Kia Toipoto, the Public Service Pay Gaps Action Plan 2021-2024.

As well as gender, MBIE is committed to working to understand the drivers of ethnic pay gaps, specifically for Māori and Pacific Peoples. Kia Tū Ranga, MBIE's Pay Gap Action Plan is the next phase to help close gender, Māori, Pacific, Asian, Middle Eastern, Latin American, and African (MELAA), and other ethnic pay gaps in the Public Service.

Although MBIE's gender pay gap is higher than the Public Service pay gap, MBIE has made significant progress towards reducing the gap and acknowledges, as a large agency, the contribution MBIE makes to the overall gap for the public sector. MBIE is committed to reducing gender and ethnic pay gaps by building on the achievements and success of MBIE's Gender Pay Gap Action Plan 2018-2021.

Kia Toipoto

Kia Toipoto | Public Service Pay Gaps Action Plan 2021-2024 builds on the successful Public Service Gender Pay Gap Action Plan 2018–2020. Kia Toipoto three-year goals are:

- Make substantial progress toward closing gender, Māori, Pacific, Asian, Middle Eastern, Latin American, and African (MELAA) and other ethnic pay gaps.
- Accelerate progress for wāhine Māori, Pacific women, and women from ethnic communities.
- Create fairer workplaces for all, including disabled people and members of rainbow communities.

What's new

1. Broadening the data to include ethnicity as well as gender.
2. Shifting to monitoring and embedding the work already done within Kia Toipoto focus areas:
 - Nga Hua Tōkeke mō te Utu | Equitable pay outcomes
 - Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki | Eliminating all forms of bias and discrimination
 - Te Taunoa o te Mahi Pīngore | Flexible-work by-default.
3. Extending work on gender-balanced leadership to include ethnicity and achieving ethnic, as well as gender balance across the workforce.
 - Kia Toipoto focus area: Te whai kanohi i ngā taumata katoa | Leadership and representation.
4. Having transparent and equitable career progression, training and development opportunities that support ethnic women, and ethnic employees and employees from rainbow and disabled communities to achieve their career aspirations.
 - Kia Toipoto focus area: Te Whakawhanaketanga i te Aramahi | Effective career and leadership development.

Commitments to Tangata Whenua

MBIE's plan reflects both Te Tiriti o Waitangi obligations and requirements in the Public Services Act.

The following commitments are particularly relevant to this:

1. Including data and actions to achieve equitable outcomes for Māori

2. Career paths that empower Māori to achieve their career aspirations
3. Ensuring that Māori are influential at all levels of the workforce.

Proactively engaging with people across MBIE

MBIE is committed to building an organisation that reflects the communities we serve, at all levels. We understand this is reliant on building an inclusive and supportive workplace so we can attract and retain people from diverse backgrounds.

Since 2018, we have been actively engaging with 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.

We have engaged in several ways:

1. Partnership with Māori – by partnering with Te Iho Poutama (MBIE’s Māori Capability team) on the Career and Pay Progression process, the Recruitment Review, the Pay Gap Action Plan, and work to build inclusive, people-centred leadership.
2. Engagement with unions - to develop and review the Career and Pay Progression framework, the Gender Pay Action Plan (through a joint Gender and Ethnic Pay Action Group), and the Recruitment Review.
3. Employee surveys - Inclusion and Diversity, Leadership, Career and Pay Progression (CAPP) Learning, and most recently, Recruitment.
4. People Experience Sprints - Tangata Whenua, Pasifika Malaga, Rainbow, Asian and currently underway the Enabling MBIE people experience project focused on disability, neurodiversity, chronic illness, and mental health conditions.
5. Employee Led Networks – to provide input into process redesign, policies and through the People Experience Sprints.

MBIE will continue to engage with our people across the organisation, and with our diverse communities, to ensure actions and solutions within this plan include their perspectives.

MBIE’s pay gap reduction journey

MBIE is continuing to make strong progress towards closing the pay gaps. MBIE’s overall gender pay gap has reduced by 7 per cent, from 20.2 per cent in 2016 to 13.2 per cent in 2022, with a low of 11.1 per cent in early 2022. Changes to MBIE’s workforce composition with the rapid introduction of the MIQ business unit and then its dissolution has resulted in a fluctuation of the gender pay gap.

PROGRESS TO DATE

Activity	Outcomes that support pay gap reduction
Career and Pay Progression - CAPP (step-based pay framework)	MBIE’s step-based framework is gender and ethnicity neutral and ensures all employees move through the pay range at the same pace. As part of this framework MBIE created narrower pay ranges which means the pay between the lowest and highest paid employee in a pay range is smaller, naturally closing gaps. When MBIE translated c.90% of employees in 2019 to the CAPP framework there was a reduction in the gender pay gap from 16.4% to 14.6%

Activity	Outcomes that support pay gap reduction
Career Progression process - part of CAPP (removing bias from progression processes)	<p>MBIE developed a clear and consistent process for career progression for several of its high-volume roles (e.g., Immigration Officer to Senior) as well as other more specialist functions (e.g., Policy and Legal).</p> <p>The design of the process included initiatives designed to remove bias, such as unlimited numbers able to progress based on capability not performance, no requirement for an interview, independent panels reviewing applications and a centralised review process.</p> <p>All DCE sign off processes included information on the gender and ethnicity of the pipeline of applicants. Reporting tracks this across all processes. Constant refinement of this process in partnership with the PSA, year on year ensures it continues to evolve.</p> <p>Since its inception better progression has been evidenced in females and those from ethnic groups supporting pay gap closure. This can be seen in the reduction of the gender pay gap along MBIE's trajectory.</p>
Line by line review of pay (like for like gaps)	<p>MBIE undertook a multi-variant regression analysis across the whole employee population that considered both biographical and employment data points and compared everyone to a male reference group.</p> <p>This process produced pay adjustment recommendations where there was no identifiable reason pay should be different between employees. People leaders then reviewed this based on information not held in the HRIS, such as qualifications and prior experience and people leaders could adjust the recommendations accordingly, with a business case.</p> <p>People leaders were asked to make a capability assessment of individuals to ensure they were placed on the correct step in the CAPP pay framework (entry/developing/competent/expert), including hybrid steps (developing/competent). This concept was taken forward in the remuneration comparator tool for starting salaries, so relevant comparisons could be made.</p>
Remuneration Comparator Tool (starting salaries)	<p>MBIE has been developing a tool to support better decision making around pay during the appointment and promotion processes, the point at which starting salaries decisions are made. This helps people leaders understand the impacts of their pay decisions on gender and ethnic pay gaps, as well as challenge their thinking of individual capability levels (as described above) and therefore the internal relativities (e.g. – you are placing this person on an expert step, are they in fact an expert?).</p> <p>Information is provided at a MBIE level and a pay band (step range) level. The HRIS recruitment process was redesigned to ensure there was a step where a people leader must tick to say they have considered the remuneration comparator tool with the offer they make. This is currently in a beta version with HRBP's but is planned to be rolled out more widely.</p>
Employee Experience Sprints (people policies and processes)	<p>MBIE has undertaken people experience discovery sprints with our Tangata Whenua, Pacific and Rainbow employees, our Asian community. We are now completing a discovery project for people with disabilities or impairments, neurodiversity, chronic illnesses, or mental health conditions.</p> <p>Information from these engagements is used to help ensure the principle of 'freedom from discrimination and bias' is realised for all of our people at all stages of the employee lifecycle.</p> <p>Employee-led networks have been formed by our people. These networks help people connect, create opportunities to engage with each other and learn, and allow people to advocate for the needs of their network members.</p> <p>Actions from these sprints form part of our People and Culture work programme and support the identification of bias in our people policies and processes.</p>

Activity	Outcomes that support pay gap reduction
HRIS improvements for ethnicity data collection (understanding our people)	<p>MBIE is committed to working to understand the drivers of pay gaps for Māori, Pacific, Asian, MELAA and other ethnicities, as well as our rainbow and disabled employees.</p> <p>MBIE has been broadening data to include ethnicity as well as gender in our reporting to better understand and identify pay gap drivers and where opportunities for improvement exist. We have updated the gender and ethnicity selection options in Pay@MBIE to provide options that align with the Stats NZ standard.</p> <p>Currently MBIE has 80% of employees that have reported an ethnicity. Our next step is to ensure employees record all the ethnicities they identify with, which was not previously been an option in our old HRIS.</p>
Pay gap dashboard (reporting and recording)	<p>MBIE developed an organisational dashboard to track key pay gap metrics, such as the overall gender pay gap (both median and mean), the ratio of part-time employees, pay gaps at each pay range, starting salaries at each step range, pay gap by level, by tenure and by ethnic groups. It is now planned to roll these out at a business unit level so senior leaders can be aware of how their statistics are tracking and identify focus areas and prioritise their actions. This is currently being built to be able to be distributed dynamically through Power BI.</p>
Leadership Capability	<p>Increasing gender and ethnic representation in leadership roles remains a key focus for lowering gender and ethnic pay gaps. MBIE is building the leadership capability and culture needed to ensure an inclusive and diverse organisation at all levels.</p> <p>This is occurring through a suite of learning programmes that have partnered with Māori to build capability, intercultural awareness and understanding of racial equity, unconscious bias, inclusive leadership, and understanding the rainbow community.</p> <p>To build a stronger and more diverse leadership pipeline, we are delivering targeted leadership programmes; Mana Whakatōpū leadership programme for wāhine Māori, and Tū Mau Mana Moana for Pacific Peoples. Our Arahanga Wāhine employee-led network has set up a Women’s Mentoring programme. We will continue to review the impact of these leadership programmes and look to further support the participants and their careers.</p> <p>Te Rau Puāwai - Wāhine Māori Network was established to support and empower Māori women in MBIE to succeed in their aspirations for themselves and their whānau.</p>
Flexible working by default	<p>MBIE’s work to implement equitable access to flexible-working-by-default has shifted to monitoring and embedding, with a review of the policy underway.</p> <p>Our facilities in Stout Street have been upgraded to include improved facilities for parents expressing breastmilk, and employment agreements have provision for a hauora/wellbeing allowance which includes contributions for mirimiri and milimili (massage), kaupapa Māori hauora provider services and gender affirming healthcare services.</p>

Current state: Gender and ethnic pay and workforce representation

MBIE’s overall gender pay gap had reduced steadily by 7 per cent, from 20.2 per cent in 2016 to 13.2 per cent as of 30 June 2021, and to a low of 11.46 per cent on 30 September 2021 (based on average base salaries for permanent and fixed term employees).

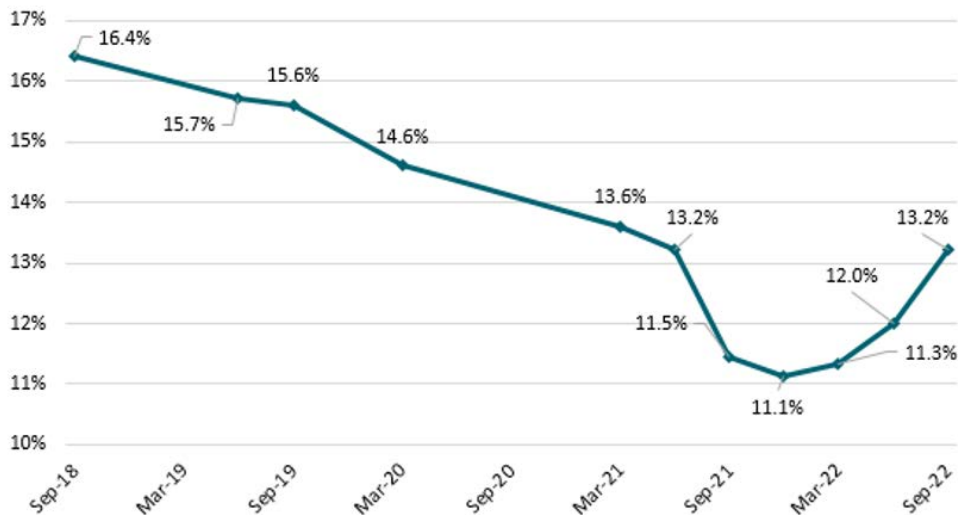
Our Gender Pay Gap in 2020 – 2021 was reduced through a number of initiatives, including the implementation of the step-based pay framework, the line-by-line review and the introduction of career progression processes.

Another influence was the establishment of MIQ in 2020. This coincided with the introduction of a number of MBIEs’ gender pay gap initiatives and was therefore subject to a level of scrutiny not historically in place (such as the line-by-line review and starting salary review). This has meant it was not subject to the same level of historical unexplained bias. As a consequence it had a relatively low pay gap as MBIE had the necessary

controls in place at that time, so it positively contributed to the reduction. The MIQ operation was scaled back in mid-2022, resulting in another change in the workforce composition, which reversed some of the gains made.

The current gender pay gap on 30 September 2022 is 13.2 per cent.

MBIE Gender Pay Gap %



Our workforce is comprised of 60.7 per cent female/wāhine, 37.7 per cent male/tāne and 1.6 per cent another gender/not disclosed. The table below shows it broken down by seniority.

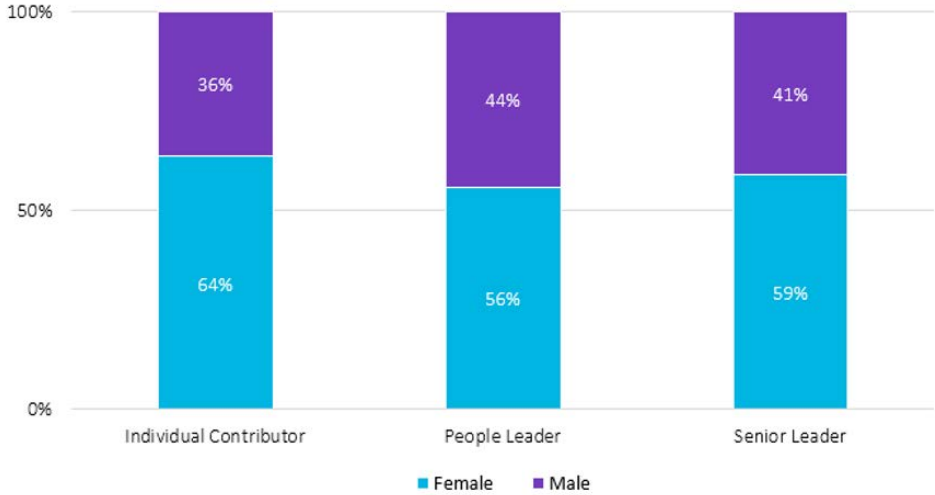
Seniority	Female	Male
Individual contributor	64%	36%
People Leader (Tiers 4-7)	56%	44%
Senior Leader (Tiers 1-3)	59%	41%
Total *	61%	38%

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

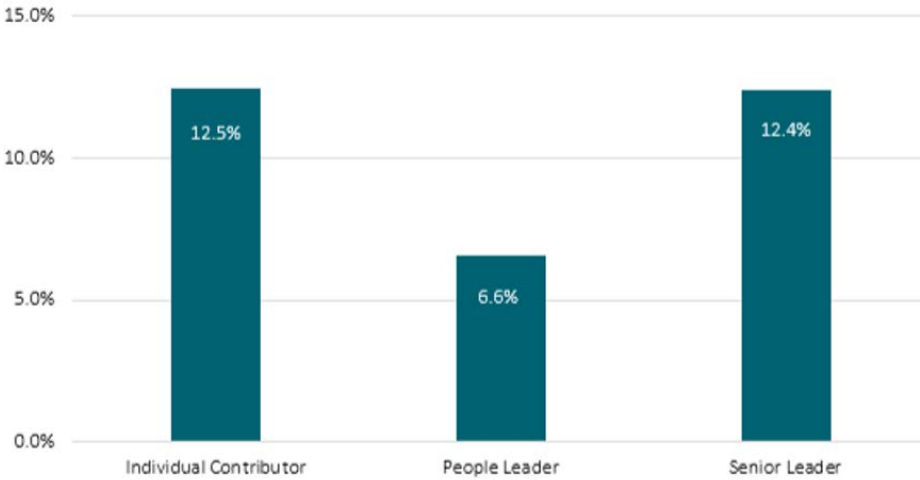
The graphs below show the gender split by seniority as well as the gender pay gap.

59 per cent of our senior leadership (tiers 1-3) identify as women, 56 per cent in people leadership (tiers 4-7).

Gender Split by Seniority



Gender Pay Gap by Seniority



In June 2021, gender pay corrections were applied and backdated to December 2020. This was completed to align with a Public Sector milestone that gender would not be a factor in pay for same or similar roles.

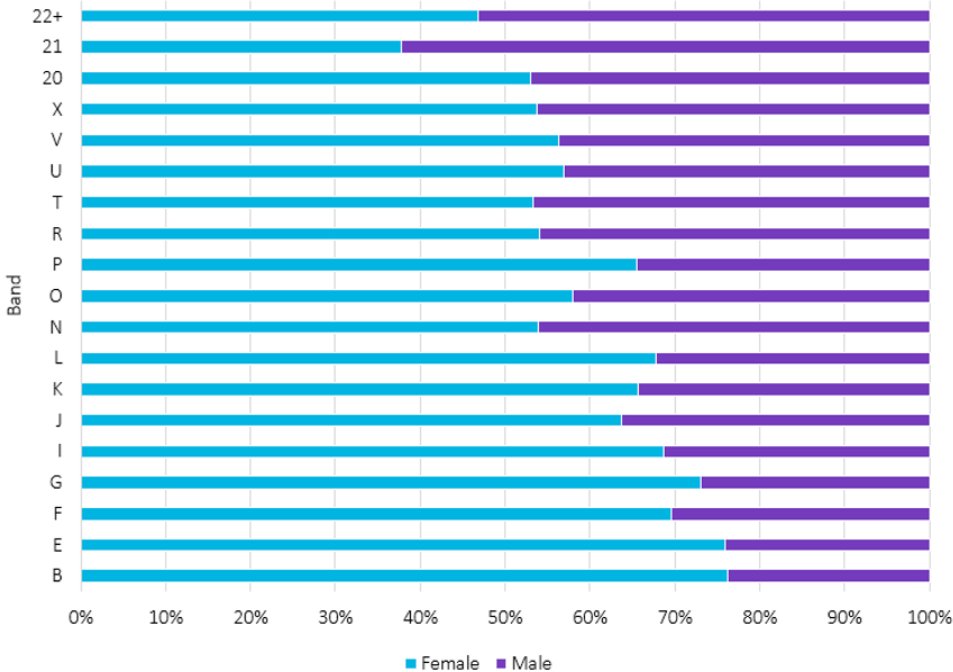
Previously introduced initiatives are now embedded to further help reduce the gender pay gap. The implementation of the Career and Pay Progression (CAPP) Framework continues to have a twofold impact through the removal of bias from pay and promotion decisions.

Pay increases for employees covered by the CAPP framework are managed through an automatic annual step progression process, based on a pay ladder that is neutral from both a gender and ethnicity perspective, and movement is not determined through performance decisions.

MBIE also continues to focus on reducing the gender pay gap for those in more senior leadership positions who are not covered by our CAPP framework. This year MBIE assessed the gender pay gap for this cohort as part of the remuneration review process that was conducted in accordance with the amended pay restraint guidance.

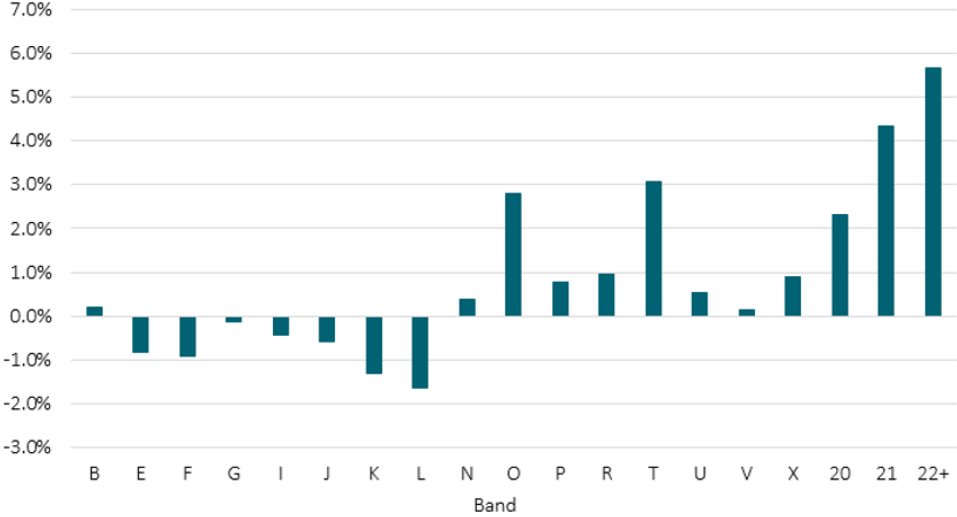
Tools to support pay decisions such as recruitment guidelines, pay restraint guidelines and a gender pay calculator has been introduced to support hiring people leaders to make conscious decisions around pay with consideration for gender pay implications. Educating people leaders is a key part of growing the understanding of how bias can impact gender pay gaps. These tools together aim to ensure the benefits gained by the initiatives and corrections are sustained.

Gender split within similar roles



Recent analysis shows that while MBIE’s pay gap remains in the low teens, it should be noted that like-for-like pay gap across bands is comparatively low with a variance of less than 2% in most cases (excluding Senior Managers and those lowly populated technical roles in bands O and T). This suggests that the initiatives MBIE has implemented have largely achieved their goal of reducing the prevalence of unexplained bias in same or similar roles, and that our focus must now turn to addressing the overall gap by ensuring our systems for promoting employees through MBIE are free from all bias.

Gender Pay Gap Mean



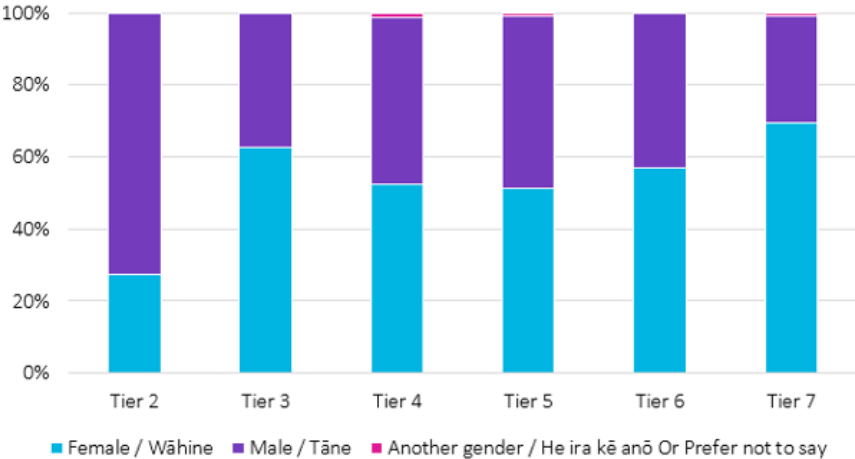
MBIE continues to work in partnership with unions and incorporates feedback from employee-led networks to develop the plan and prioritise initiatives following guidance from Te Kawa Mataaho Public Service Commission.

MBIE’s representation data

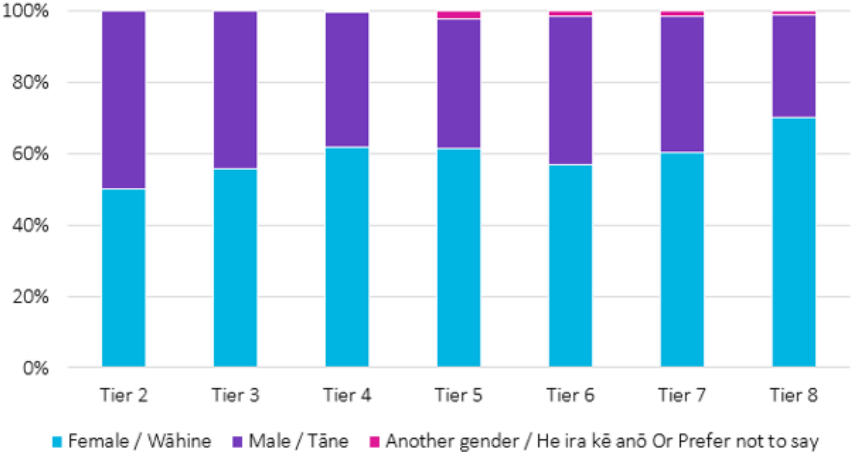
Gender

MBIE has a higher proportion of females than other genders, however females are not represented in the same proportions in people leadership positions. This is most pronounced at tier 2.

People leader representation by gender



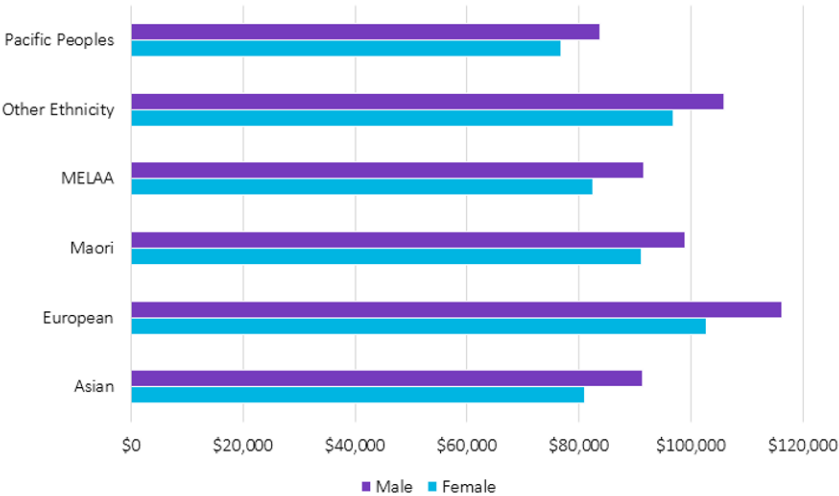
Non-people leader representation by gender



Ethnicity

We recognise we have work to do to improve our data capture for ethnicity. A considerable proportion of our people’s ethnicity reported as ‘unknown.’ We have analysed through an intersectionality lens to identify the impact for wāhine Māori, Pacific, Asian, MELAA and women of other ethnicities.

Average salary by ethnicity



Our Māori, Pacific, Asian and MELAA communities are not progressing to the same levels of leadership as European employees.

Māori are significantly underrepresented at all levels, in both people leader (5.8 per cent) and non-people leader positions (6.3 per cent), when compared with the Aotearoa New Zealand population (16 per cent). There is no Māori representation at the most senior tier.

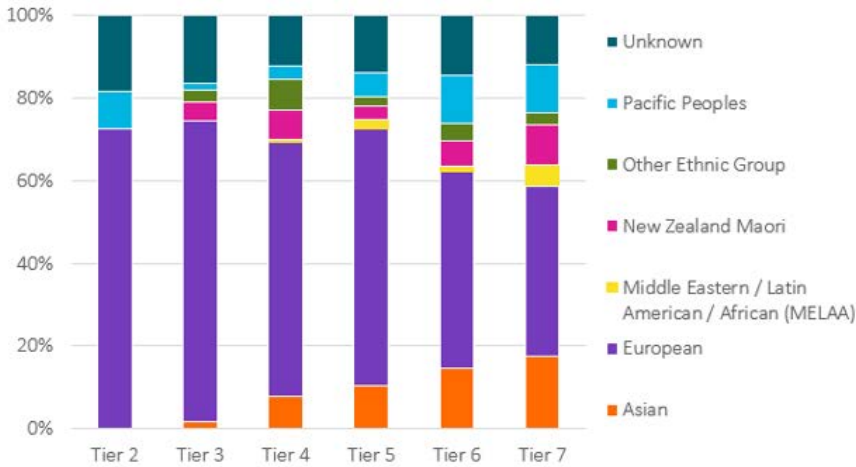
Pacific employee numbers decrease as the seniority of positions increase. There is a significant decline in Pacific representation in people leader positions between tiers 4 and 6.

Asian numbers also decrease as tiers increase. This trend is the same for both people leaders and non-people leader positions. While 21 per cent of non-people leaders are Asian, this decreases to 10.5 per cent for Asian people leaders.

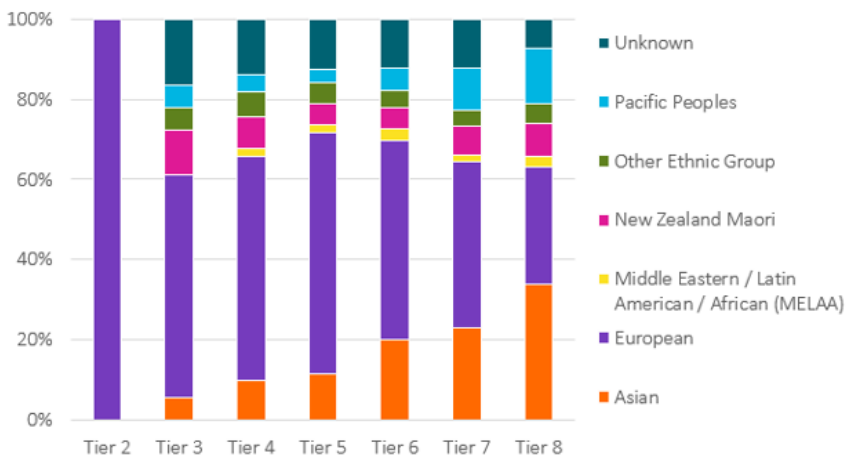
MELAA make up 2.4 per cent of non-people leaders and 1.8 per cent of people leaders, which is slightly higher than the national population (1.5 per cent).

European/Pakeha representation increases steadily between tier 3 through to tier 7 in both people-leader and non-people leader positions. This is the only ethnic group that has a higher percentage of people in people leader positions (57.7 per cent) than non-people leader positions (46.6 per cent)

People leader representation by ethnicity



Non-people leader representation by ethnicity



MBIE ethnic populations

The below table compares MBIE ethnic populations with the Aotearoa New Zealand population (2018 census).

Ethnicity	People Leaders	Non-people leaders	Aotearoa NZ Census
Māori	5.8%	6.3%	16.5%
Pacific	6.6%	7.8%	8.1%
Asian	10.5%	21%	15%
MELAA	1.8%	2.4%	1.5%
European	57.7%	46.6%	70%
Other ethnic group	4.1%	4.5%	1.2%
Unknown	13.5%	11.5%	-
TOTAL	100%	100%	112.3%*

* For MBIE populations, only the one ethnicity is recorded, Aotearoa NZ Census statistic includes those that identify with more than one ethnicity so the total can be more than 100%

Key areas of focus: a refreshed focus

The initiatives MBIE has implemented, as part of our previous action plan, has helped MBIE make positive progress towards our goal of equality. We will continue to apply the tools we have embedded and will regularly monitor their impact to ensure our gains are not eroded.

To continue to make progress forward we now need to focus on continuing our journey for diversity, equity, and inclusion and to enable better representation across our workforce and in leadership, so our organisation is more representative of the communities we serve.

We can build a more representative workforce and leadership in a sustainable way by:

- Attracting, recruiting and retaining diverse talent, including creating clear pathways for progression
- Valuing and developing the skills and experiences of our people from diverse communities, especially wāhine Māori, Pacific women, and women from ethnic communities.
- Continuing to engage with our people across the organisation, and with our diverse communities, to ensure actions and solutions within this plan include their perspectives.

Actions to move MBIE forward

The following sections outline the details of Kia Tū Ranga, MBIE's Pay Gap Action Plan, focused on:

1. Maintaining and building upon strong foundations
2. Supporting diversity and removing bias from our employee experience
3. Leadership and culture as an enabler for long term change.

For the purposes of the table below, timeframes are described as follows: Short term (0-1 year), Medium term, (1-3 years); Long term (3-5 years).

1. Maintaining and building upon strong foundations

Data Integrity	
<p>Improve capture, transparency, reporting and accessibility of data relating to Gender, Māori, Pacific, Asian, MELAA, and other ethnicities to drive decision making</p>	<p>Short Term:</p> <ul style="list-style-type: none"> • Increase disclosure from our employees of their ethnicity to enable more specific reporting and measuring ethnic pay gap on an ongoing basis • Refine the remuneration comparator tool to assist Recruitment/People & Culture Business Partners and MBIE People Leaders to understand the impact of proposed salaries during appointments and promotions on gender and ethnic pay gaps • Continue to conduct analysis, monitor, and report on the gender and ethnic pay gaps • Further refine our dashboards to report on gender and ethnic pay gaps, along with starters and leavers down to BU level for targeted action plans <p>Medium Term:</p> <ul style="list-style-type: none"> • Determine how we can improve recording of disability data to enable reporting and then work to increase disclosure from our employees • Use data and insights, undertake analysis, monitor, and report on the ethnicity pay gaps including: <ul style="list-style-type: none"> ○ gender and ethnic proportion by group and location to further determine opportunities within career progression, internal movements, and promotion data. ○ integrate performance rating data within the Gender and Ethnicity pay reporting <p>Long Term</p> <ul style="list-style-type: none"> • Engage Workforce Planning to consider gender and ethnic makeup of our future workforce
Remuneration and benefits outcomes	
<p>Keep like-for-like gaps closed</p>	<p>Short Term:</p> <ul style="list-style-type: none"> • Embed and monitor policies and practices to remove bias from starting salaries, salaries within the same or similar roles, and other human resources and remuneration decisions • Shift to monitoring and embedding the work already done regarding equitable pay outcomes <p>Medium Term:</p> <ul style="list-style-type: none"> • Continue to normalise flexible working, so employees at all levels can balance their paid and unpaid work, without trading off career progression or pay. • Shift from policy change to ensuring consistent practice and culture change. <p>Long Term</p> <ul style="list-style-type: none"> • Monitor impact of policy and practices

2. Supporting diversity and removing bias from the employee experience

Recruitment	
<p>Attracting and recruiting diverse talent to MBIE</p>	<p>Short Term:</p> <ul style="list-style-type: none"> • From the recruitment process review formulate agreed plans, detailing actions, prioritisation, timeline, and smart goals. • Review the recruitment review outcomes

	<ul style="list-style-type: none"> • Ensure templates and communications help internal and external diverse candidates see themselves in the role, and support candidates at each stage of the process. • MBIE values, including our commitment to Te Tiriti o Waitangi and partnership with Māori are to be embedded through the end-to-end recruitment process. <p>Medium Term:</p> <ul style="list-style-type: none"> • Implement recruitment process review, plans and actions • Refresh suite of candidate guidance for the MBIE careers site – CVs, cover letters, written assessments, interviews to reflect cultural considerations • Review assessment tools and processes to ensure they are appropriate for the role and inclusive of gender and ethnicity <p>Long Term:</p> <ul style="list-style-type: none"> • Monitor and review action plans on an ongoing basis
Build new pipelines for diverse talent	<p>Short Term:</p> <ul style="list-style-type: none"> • Ensure the recruitment experience is culturally inclusive • Develop process for talent pooling from appointable candidates <p>Medium Term:</p> <ul style="list-style-type: none"> • Develop engagement plans to establish meaningful relationships with iwi/mana whenua/Māori organisations who could partner in providing a pipeline for talent and recruitment outcomes <p>Long Term:</p> <ul style="list-style-type: none"> • Develop candidate outreach options to build a diverse community pipeline
Career Progression	
Provide equitable career progression and promotion opportunities	<p>Short Term:</p> <ul style="list-style-type: none"> • Implement Phase 2 Career and Pay Progression improvements to ensure the changes made deliver better inclusion and diversity outcomes and develop recommendations • Develop recommendations to deliver better inclusion and diversity outcomes for Phase 3 • Develop reporting on internal promotions and undertake analysis to understand outcomes based on gender and ethnicity <p>Medium Term:</p> <ul style="list-style-type: none"> • Implement Phase 3 Career and Pay Progression recommendations • Develop a plan to address any gender or ethnicity-based barriers to promotion <p>Long Term:</p> <ul style="list-style-type: none"> • Continue to review and refine the process.
Development and Career Progression	<p>Short Term:</p> <ul style="list-style-type: none"> • Engage with our diverse groups to understand what is working well and to identify challenges and barriers to progression and plan targeted actions to address. • Ensure every employee has an active development plan. • Review leaders' guidance on performance, development, and career progression to support diversity, equity and inclusion. • Apply a diversity lens to all leadership and development offerings to ensure that all people can see themselves there and are willing to put themselves forward. <p>Medium Term:</p> <ul style="list-style-type: none"> • Utilise technology to support career progression.

	<ul style="list-style-type: none"> Develop case for approval to implement an MBIE-wide Capability Framework to support development and career progression and promotion. <p>Long Term:</p> <ul style="list-style-type: none"> Implement and embed MBIE Capability Framework. Develop career pathways which are visible, achievable, and desirable for diverse groups.
Talent Management	
Strengthen talent management practices	<p>Short Term:</p> <ul style="list-style-type: none"> Support and enable leaders and employees to hold frequent and meaningful performance, development, and career conversations with employees. Strengthen and support ongoing and consistent talent practices through all levels of MBIE. <p>Medium Term:</p> <ul style="list-style-type: none"> Identify and develop our diverse leadership pipeline, with a focus on capability building and developing Māori, Pacific, Asian, MELAA and other ethnicities into leadership roles. Create talent pools that support opportunity for targeted development, with a focus on supporting Māori, Pacific, Asian, MELAA, and other ethnicities. Revisit and align our Talent strategy to understand where to invest and align our efforts. Establish system experience and internship/cadetship opportunities for wāhine Māori after undertaking wāhine leadership programmes. Leverage technology to enable visibility and support diverse talent management. <p>Long Term:</p> <ul style="list-style-type: none"> Invest in critical talent management areas: Leadership, Learning, and embedding Diversity, Equity and Inclusion practices.

3. Leadership and culture as enablers of long-term change

Understanding our peoples' experiences	<p>Short Term:</p> <ul style="list-style-type: none"> Continue to engage with our diverse communities and their experiences through employee experience sprints. Increase and maintain engagement with our employee led networks to understand the needs of our diverse communities. Continue to undertake regular employee surveys to understand our people's perception of working at MBIE and using the survey feedback to support and strengthen strategic initiatives and activities. <p>Medium Term:</p> <ul style="list-style-type: none"> Map and monitor gains against short-, medium- and long-term focus areas. <p>Long Term:</p> <ul style="list-style-type: none"> Re map MBIE's employee life cycle to provide an up-to-date view of our experiences across MBIE and areas of renewed focus and a lens of our diverse communities.
Create a culture of inclusion where our people feel valued,	<p>Short Term:</p> <ul style="list-style-type: none"> Develop People Experience action plans for Tangata Whenua, Pasifika, Asian, Rainbow to address feedback received through people experience sprints.

<p>can thrive, and feel they can belong</p>	<ul style="list-style-type: none"> Undertake a People Experience sprint (Enabling MBIE) for people with disabilities to understand their experience at MBIE throughout the employee lifecycle. <p>Medium Term:</p> <ul style="list-style-type: none"> Develop People Experience action plan from Enabling MBIE. Build an allyship programme who will actively advocate and support inclusion of our people. Undertake a in depth survey for Diversity, Equity, and Inclusion to inform refresh of strategy. <p>Long Term:</p> <ul style="list-style-type: none"> Refresh of strategy for Diversity, Equity, and Inclusion.
<p>Build our people leader’s cultural competency to strengthen inclusion and reduce bias</p>	<p>Short Term:</p> <ul style="list-style-type: none"> Continue to encourage our people leaders’ intercultural capability journey, their understanding of racial equity and how to strengthen inclusion and reduce bias to better understand and support our diverse communities. Understand and minimise barriers in engaging in learning related to inclusion, cultural competence and people centred leadership. Continue education of hiring managers on unconscious bias through the recruitment process. <p>Medium Term:</p> <ul style="list-style-type: none"> Develop People Leader Allies network. <p>Long Term:</p> <ul style="list-style-type: none"> Use the Diversity, Equity and Inclusion survey insights to determine future learning interventions.
<p>Build capability and Strengthen Māori Crown Relations for all our people</p>	<p>Short Term:</p> <ul style="list-style-type: none"> Implement Phase 1 of Whāinga Amorangi – building individual capability. <p>Medium Term:</p> <ul style="list-style-type: none"> Implement Phase 2 of Whāinga Amorangi - embed the cultural change across the organisation to authentically partner with Māori. <p>Long Term:</p> <ul style="list-style-type: none"> Develop Māori Capability learning that provides confident to capable level of understanding. The priority will be Te Tiriti o Waitangi/New Zealand history, followed by Tikanga/Kawa, Te Reo and Engagement with Māori.
<p>Strengthening leadership capability</p>	<p>Short Term:</p> <ul style="list-style-type: none"> Further define leadership at MBIE and expectations of our leaders <p>Medium Term:</p> <ul style="list-style-type: none"> Deepen expectations of what is expected from Leaders at MBIE, to lead their people in a people centred way, demonstrating expected behaviours, inclusivity, people focus, providing coaching, addressing bias, and providing equitable outcomes Develop a Māori leadership framework that is embedded as an integral part of MBIE Leadership. Explore additional opportunities to strengthen Māori leadership, with a focus on wāhine Māori. Explore opportunities to develop and grow underrepresented groups into leadership roles. <p>Long Term:</p> <ul style="list-style-type: none"> Embed leadership expectations throughout our employee lifecycle.

<p>People and Culture (P&C) operating model review</p> <p>Consider our organisational structure within P&C to make sure we can operate in a people centric manner that is responsive to the needs of MBIE and our partnership with Māori.</p>	<p>Short Term:</p> <ul style="list-style-type: none"> Seeking to understand where P&C is now, involving engagement within People and Culture, our stakeholders, including leaders, DCE's, Employee Led Networks and unions. Present a proposal for consultation to People & Culture on our structure (early 2023) <p>Medium Term:</p> <ul style="list-style-type: none"> Identify and formulate an agreed plan, detailing actions, prioritisation, timeline, and smart goals. <p>Long Term:</p> <ul style="list-style-type: none"> Reviewing our systems and processes to deliver in a in a people centred way
<p>Wellbeing, Health & Safety</p> <p>"He taonga te tangata, a place where our people are treasured."</p>	<p>Short Term:</p> <ul style="list-style-type: none"> Review the Wellbeing, Health & Safety strategy for outcomes that support our diverse communities. <p>Medium Term:</p> <ul style="list-style-type: none"> Formulate an agreed plan, detailing actions, prioritisation, timeline, and smart goals. <p>Long Term:</p> <ul style="list-style-type: none"> Review the Wellbeing, Health & Safety framework to ensure policy and procedures include Māori, and Diversity, Equity & Inclusion lens, supports MBIE's values while remaining compliant.

MBIE's workforce and leadership representation targets

MBIE has developed workforce and leadership representation targets using the following principles:

- Consideration for progress to date – large gains in some areas may be challenging to maintain
- Achievable and aspirational – balanced, with a focus on progress and trends, rather than unattainable targets
- Flexible – small changes in the data do not make large fluctuations
- Tracking of progress quarterly through existing reporting mechanisms
- Targets using existing HRIS employee categorisation, so reporting can start immediately without long development timeframes
- Focus on sustained change and maintaining gains
- Directly linked to the initiatives so impacts can be understood
- Relevant to the business unit, but rolled up at an organisational level

The below table captures five-year targets to improve workforce and leadership representation at MBIE, the five-year period extends from the publication of the plan in late 2022 to 2027.

Focus area	Five-year target
Diversity Data	We aim to improve the quality of our ethnicity information and have at least 95% of MBIE employees record their ethnicity/ethnicities (or indicate their preference not to say).
Senior leadership – Gender	We aim to maintain gender balanced senior leadership cohort (Tiers 1-3) using 40-20-40 (40% male, 40% female and a balance of 20% of any gender).

Senior leadership – Ethnicity	We aim to increase diverse representation within MBIE’s senior leadership cohort (Tiers 1-3) placing emphasis on Māori, Pacific Peoples and Asian representation .
Workforce representation - ethnicity	We aim to have our workforce reflect the communities we serve. With a specific focus on increasing workforce representation of Māori 5% year on year at a minimum, 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 , with an emphasis on Māori, Pacific and Asian employees while maintaining leadership representation of MELAA. With a specific target of 5% year on year improvement (at a minimum) until people leadership representation reflects the communities we serve.



Te Kāwanatanga o Aotearoa
New Zealand Government