

Tui Raumata

A flourishing environment for every generation – a workplace for every person to flourish

Tui Raumata, the tapestry of MfE, is woven from the threads of our different backgrounds, experiences and worldviews.

Nā tō rourou, nā taku rourou ka ora ai te iwi: with your food basket and with mine the people will thrive.

Why Diversity, Equity & Inclusion?

Diversity is about harnessing our individual differences and acknowledging the unique blend of skills, experiences and insights people bring to the workplace. Diversity can refer to ethnic and cultural backgrounds, race, gender, sexual orientation, socioeconomic status, disability and age. It can also refer to factors such as age, location, language, working style and life experiences.

Equity recognizes that each person has different circumstances and needs. As opposed to 'Equality', which presumes that everyone receives an equal portion of resources, the goal of Equity is to allocate the resources and opportunities needed to reach an equal outcome.

Inclusion is about building a culture where everyone is valued, treated with respect, and able to contribute fully. Leaders set the tone, and everyone across the organization shares the responsibility for upholding these cultural standards.

The case for Diversity, Equity & Inclusion

Diversity helps us innovate, find new solutions to the barriers we face as an organisation, and improve the quality of our work (provided we build a culture that enables it)

Inclusion is the key to unlocking this potential and is associated with higher engagement, better organisational performance, retention, and improved employee wellbeing

Building trust with Aotearoa New Zealand, as stewards of te taiao, requires us to reflect the population we serve

It is the right thing to do – business case aside, we acknowledge that we all have a responsibility to ensure we're working towards a fairer Aotearoa, where every person can flourish – and that starts with us.

"Increasing diversity does not, by itself, increase effectiveness; what matters is how an organization harnesses diversity, and whether it's willing to reshape its power structure."

- Harvard Business review

This document leverages the progress made over several years, and refocuses our D, E & I intentions and aspirations. We have four **broad organisational goals** we strive to achieve:

- 1. Harness Diversity of Thought:** we ensure diverse viewpoints are represented in decision-making at every level, and we constantly work to build the skills to manage the tension that come with this.
- 2. Embed organisational practices that make the most of our diverse talents:** our policies, practices and processes are rigorously tested to ensure they are free from bias, that they do not unintentionally discriminate, and that they support our goals of retaining our diverse workforce.
- 3. Continue to build an inclusive culture:** we have strong cultural capability, continuously build and embed our te ao Māori capability, and we support and enable our employee networks to thrive.
- 4. Diverse and Inclusive Leadership:** Diversity exists across all teams and levels of the organisation, including leadership. Our leaders understand the value in diversity, are skilled at building inclusive teams, and are accountable for ensuring we uphold our cultural goals.

In working towards these goals, our focus areas will be organised under 3 **high-impact pillars:**

We are
Diverse

We focus on ensuring our team is diverse at every level, including leadership, by understanding and targeting our efforts to recruit and retain a diverse team

We are
Equitable

We dig deeper into our workforce data to understand areas where opportunities may still remain, and we build strategies to address these areas as we find them. Our approach to recruiting, retaining and developing the careers of our people considers the different needs of different team members

We are
Inclusive

We focus on building the capabilities, knowledge and skills required to ensure that our culture is inclusive, and we are honest with ourselves when we get it wrong. We support and provide active allyship to those who bring a different worldview or experience, and we do the work to build strong and deep relationships

By 2023, we aim to achieve the following:

Classification

“We've started on a more focused journey towards better diversity and inclusion, but I'm yet to see how tangible progress can be made and sustained. Action speaks louder than words.”
- Anon., Tō Reo people survey, 2021

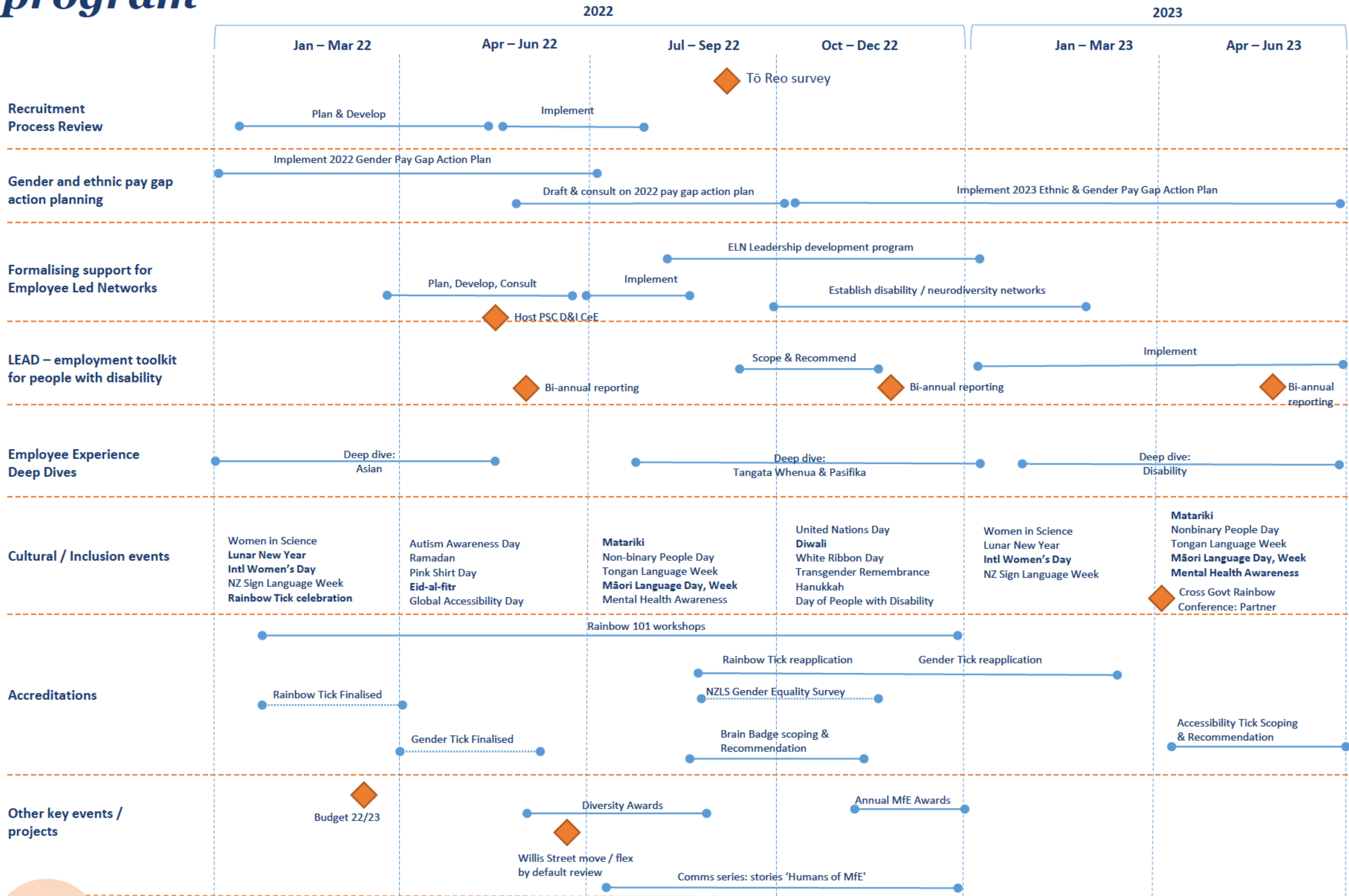
	Goal	How we'll get there			
We are Diverse	MfE reflects the diversity of the community that we serve.	We set meaningful, stretchy but achievable targets towards a workforce that reflects that diversity of Aotearoa's population	Our recruitment policies, processes and practices set us up to succeed in our diversity aspirations.	We work with our employee networks to understand how the lived experience of our people differs, and address inequity where we find it	Over time, we build our D, E & I knowledge and capability to include more facets of diversity - such as neurodiversity and educational background
	MfE recognises and values the contributions and unique perspectives brought by a diverse team.	We carry out a multi-cultural competency programme (Mana Aki) across all teams.	We use quantitative and qualitative data to understand how the employee experience at MfE differs across groups	Our people leaders lead inclusively and with empathy, and actively build their leadership kete to be more effective in these areas.	Our employee networks are supported, empowered, and their contribution is valued. We celebrate and engage as allies in this mahi.
	MfE continually works to identify and address areas where systemic inequality may be at play in our workplace	Our pay gaps reduce at a rate faster than the Public Service average.	We build capability in identifying and addressing unconscious bias in how we select, develop and lead our people	We regularly audit and update our D, E & I priorities in line with our people's feedback and the external landscape	We support the establishment of a Disability Network, roll out the LEAD toolkit, achieve the Accessibility Tick (supporting employees with a disability)
We are Equitable	MfE supports our people to work flexibly in ways that maximise productivity and work/life integration.	Our people are set up to achieve impact from anywhere in Aotearoa New Zealand.	We continually refine and hone our flexible working approach, ensuring it moves with the rapidly evolving landscape	We communicate with our people and all New Zealanders in an accessible and inclusive way.	We prioritise health, safety and mental health and wellbeing in the workplace.
	MfE 'meets people where they are' to ensure all employees have access to development and career opportunities	We partner with our employee networks to explore what development and career opportunities look like for them	We set meaningful goals in relation to developing careers for our diverse talent	We hold ourselves and our leaders accountable to carry out our obligations in developing our people and ensuring no one is left behind	
	MfE honours and upholds our Treaty obligations, and works to build confidence and capability in te ao Māori.	We prioritise engagement and participation in Te Ao Hurihuri as a Ministry.	Our leaders champion Te Tiriti o Waitangi in all our work and empower their people to work with our Treaty partners.	Our recruitment process effectively assesses te ao Māori capabilities and MfE is a leading agency for recruitment and retention of Māori.	We have a clear strategic direction to increase te Reo Māori competency to better engage with Māori.
We are Inclusive	MfE strives to provide an environment where our people feel a sense of belonging and can bring their authentic selves to work	We celebrate our peoples' unique cultures through at least ten events each financial year.	We retain our Rainbow Tick and Gender Tick accreditations.	We are proactive participants and sponsors of Cross Agency people led network initiatives.	We inspire, encourage and provide opportunities for all our people to demonstrate allyship.

Agency obligations under Papa Pounamu, the Public Service diversity programme, are **highlighted**.

Classification

2022 – 2023 – Our 18-month D, E & I work program

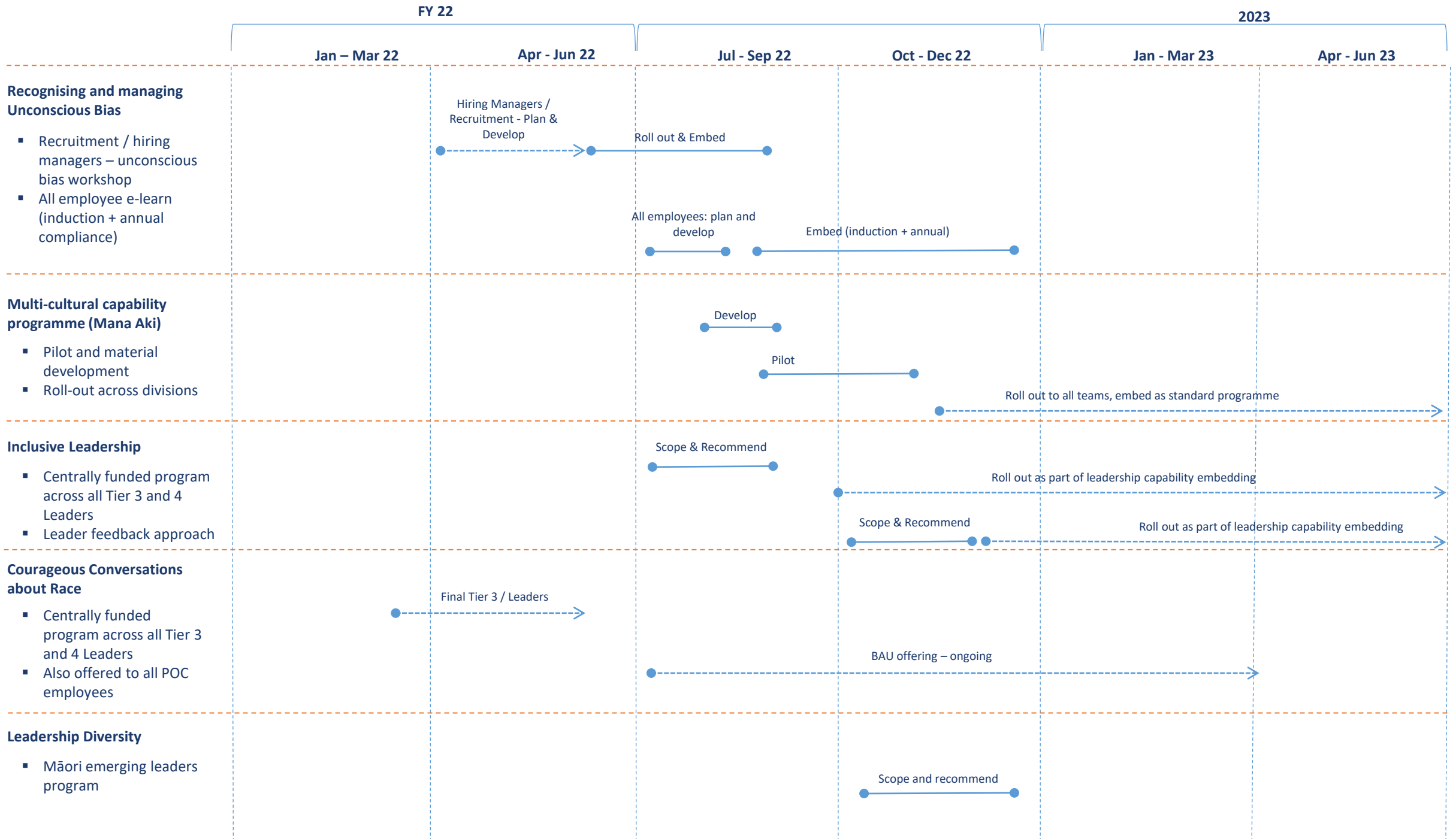
Tē tōia, tē haumatia - Nothing can be achieved without a plan, workforce and way of doing things.



2023 and beyond

Aging population Entry pathways to MfE (non-tertiary educated) Internships / graduate programs Parental leave support / working parents

Building Organisational Capability



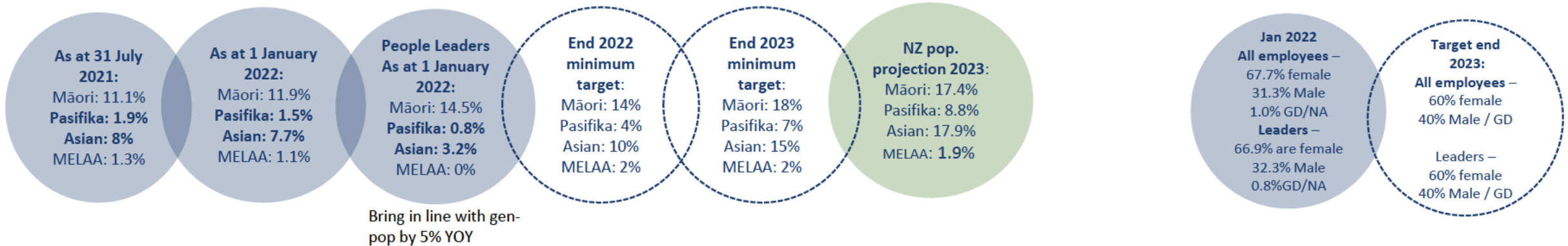
Metrics *Ka mua, ka muri* – Looking back in order to move forward

Regularly assessing progress against our goals is key to accountability. Metrics and targets give us a concrete measure of progress and are balanced with measures of sentiment and experience that our people report.

Critically, metrics talk to the impact of our actions, not just the completion of activities on our workplan.

Move towards representation of ethnicities that reflects the population of Aotearoa New Zealand, focusing efforts on particular segments that require most attention (Pasifika, Asian, Leadership)

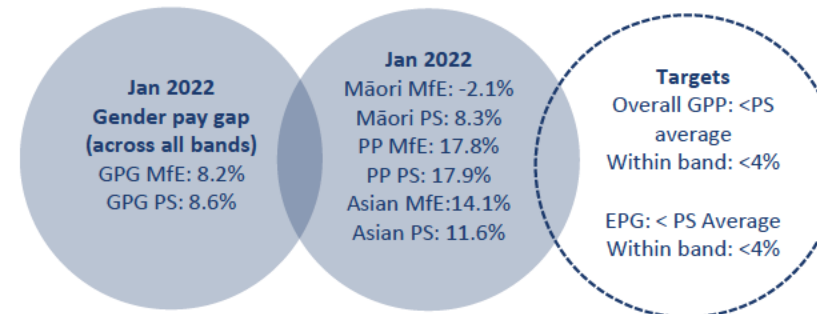
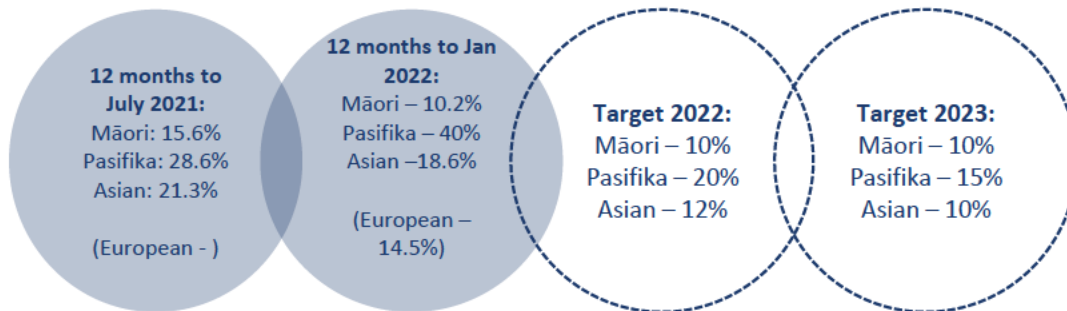
Maintain a gender balance of 40:40:20 **OR** Rebalance gender representation to 50:30:20 (decision required)



Decrease unplanned turnover for Māori, Pasifika and Asian to less than 10%.

Reduce pay gaps to consistently lower than public sector average

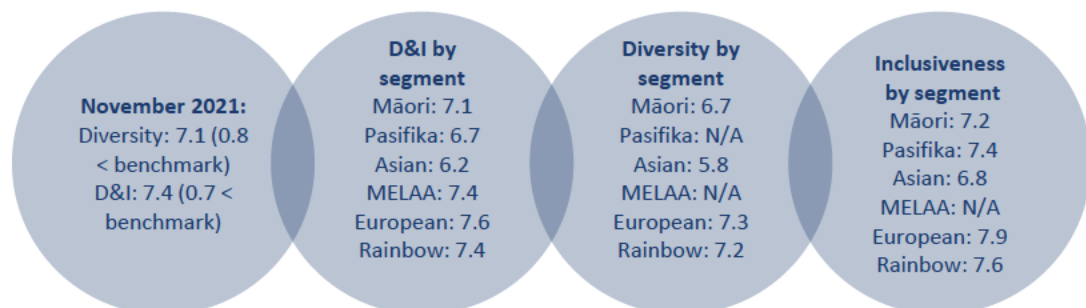
Organisational Capability uplift - initiatives delivered



- Completion of Unconscious Bias education (gen. pop and Leadership, Talent team)
- Inclusive Leadership education made available – 50% leadership completion by end FY2023
- Multi-cultural capability program rolled out by end 2022, 30% completion end FY 23

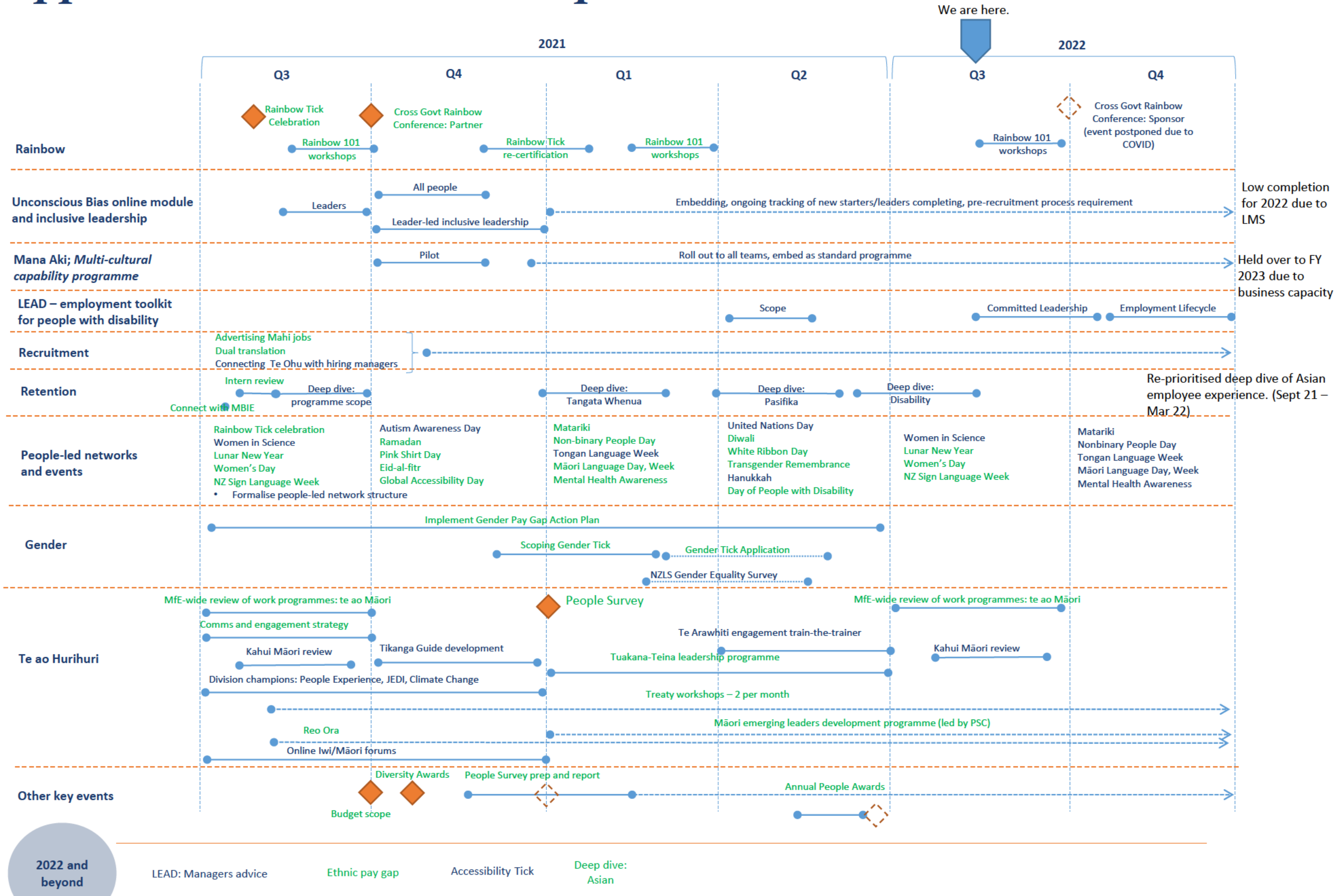
Note: Context is key for turnover as it is proportional to the size of the group – for example, a turnover rate of 28.6% of Pasifika in 2020 is equal to one person who identifies as Pasifika leaving MfE.

Tō Reo Employee experience survey demonstrates improvements in employee sentiment, both in levels of engagement overall, and employee satisfaction in our D, E & I progress



- D&I score:** MfE's efforts to build a diverse and inclusive organisation
- Diversity score:** how well MfE structures its processes and systems to promote diversity, whether Diversity is viewed as an organisational priority
- Inclusiveness score:** employee perceptions of MfE's inclusiveness and sense of belonging

Appendix: 2021 – 2022 Workplan – delivered



2022 and beyond

LEAD: Managers advice | Ethnic pay gap | Accessibility Tick | Deep dive: Asian