

Gender, Māori, Pacific and Ethnic Pay Gap Action Plan

2023 - 2024

Manatū Aorere | Ministry of Foreign Affairs and Trade



Introduction:

The Ministry of Foreign Affairs and Trade (MFAT) is committed to positive, safe and inclusive workplace cultures, and to reducing gender and ethnic pay gaps.

Our Gender, Māori, Pacific and Ethnic Pay Gap Action Plan 2023-24 builds on the Ministry’s achievements under our pay gap actions plans published in previous years, and is guided by Kia Toipoto – the Public Service Gender, Māori, Pacific and Ethnic Pay Gap Action Plan 2021-24.

The Plan should be read alongside our broader work programmes for 2023-24, including advancing our workplace cultures programme, growing our Mātauranga Māori capability, and delivering on our Diversity and Inclusion strategy.

As a result of the Ministry being late on delivering our Gender, Māori, Pacific and Ethnic Pay Gap Action Plan 2022-23, and in order to get back into the regular reporting cycle, our Gender, Māori, Pacific and Ethnic Pay Gap Action Plan 2023-24 is being released only 4 month later. This short time frame has meant that many of the actions set with a view to completion over 12 months remains a work in progress. The current document includes updated pay gap data, and reviewed actions for the next 12 months. However, many actions have overlapped from the previous Pay Gap Action Plan.

All quantitative data is provided as at 30 June 2022 for staff employed on Aotearoa New Zealand employment agreements. This includes all permanent and fixed term staff (both full and part-time), as well as employees on parental leave and those seconded to other government agencies.

Total fixed remuneration (TFR) is used as the basis for all our pay comparisons.

We recognise that not all of our employees identify as being male or female. Those who do not identify as male or female have been excluded from the calculations in this plan due to insufficient numbers to report on separately.

Under our Gender, Māori, Pacific and Ethnic Pay Gap Action Plan 2023-24, we will monitor and embed the work we’ve already undertaken over the last four years, and progress a further set of actions. The Plan outlines the ‘current state’ for actions planned in previous years, the actions MFAT will take in 2023-24 and defines what success will look like. All actions are mapped against the six focus areas identified under Kia Toipoto, which this plan is based on. These are:



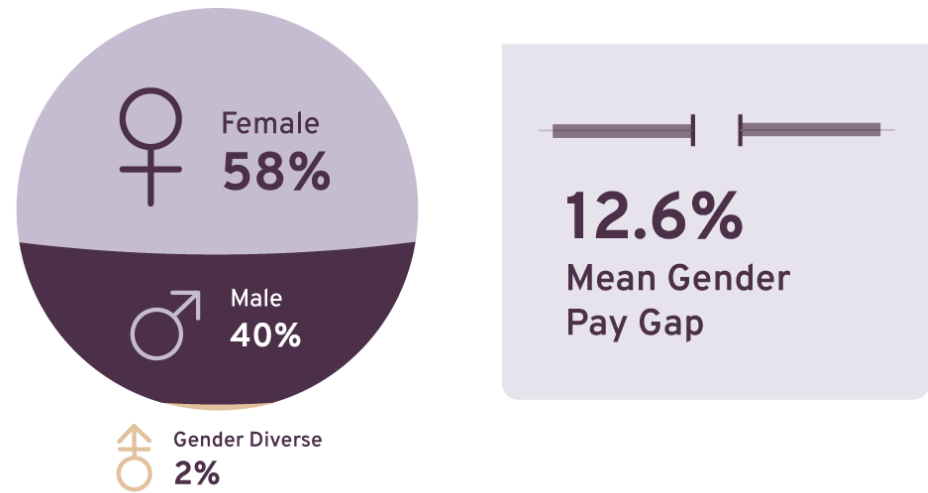
Gender Pay Gap (GPG):

The Ministry’s current gender pay gap (mean average) is **12.6%**.

This is a decrease of 1.4% and 1.0% respectively from years 2022 and 2021. Additionally, it is only 0.4% higher than the lowest the pay gap has been in the Ministry, which was in 2020.

Our workforce is comprised of **58% women and 40% men**, yet men are over-represented in higher banded roles and women in lower roles (up to and including band 14). In 2017 the Ministry invested \$1 million to address in band gender pay gaps following a Ministry wide review. Following that, in 2019 the Ministry spent a further \$0.7 million to maintain the closure of the GPGs. As a consequence, the Ministry’s GPG is due to vertical segregation and not due to higher salaries for men in the same band.

Figure 1: Gender distribution



The past widening of the GPG can be attributed to two primary drivers:

- Of all the hires in the year to 30 June 2022, 62% were women and 38% were men. Most of these new hires were at bands 18 and below, which in the short term increases our GPG. This was also the case in 2021 where the balance of new hires was 68% women and 32% men whereas in 2019 the balance of all new hires was 47% women and 53% men.
- A larger proportion of higher paid women have left in the previous 12 months, whereas the male leavers on average were lower paid. Exit survey data is currently incomplete and efforts planned in the coming year to create robust exit surveys will look to address this. At this stage, high level exit data suggests that remuneration, lack of training and development opportunities, not being able to use their skills, and personal reasons, have been key themes amongst these employees’ reasons for leaving.

With the proportion of women decreasing as the bands increase, the uneven distribution of men and women in different bands is where we will focus our efforts to help address our current gender pay issues. The hiring of a large number of women over recent years provides a strong talent pipeline for future women leaders, as long as our policies and processes support and enable their pathway to leadership.

We are pleased to see a reduction in the gender pay gap from last year.

Figure 2: Distribution by Band



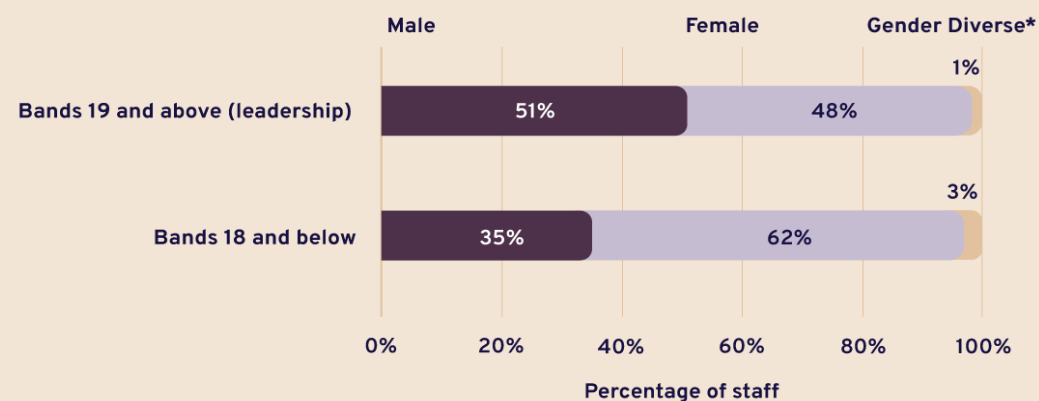
As of June 2023
Note: Numbers at the end of each bar indicates the number of staff within that group

Gender Distribution by Band:

Managers are provided with guidance as to where to appoint someone within the salary range and supported by staff in MFAT's People Division to determine starting salaries. Progression through pay bands is also the same for all staff (within the same job family). These

As the Ministry has employed more females than males in previous years (62% were women and 38% were men in the year to 30 June 2022 and 68% women and 32% men in the year to 30 June 2021) we see a more unequal gender split in band 18 and below roles where 65% of these roles are held by women. This is because the vast majority of our external recruitment campaigns are for band 18 and below vacancies. This contributes to the current workforce distribution seen in Figures 2 and 3.

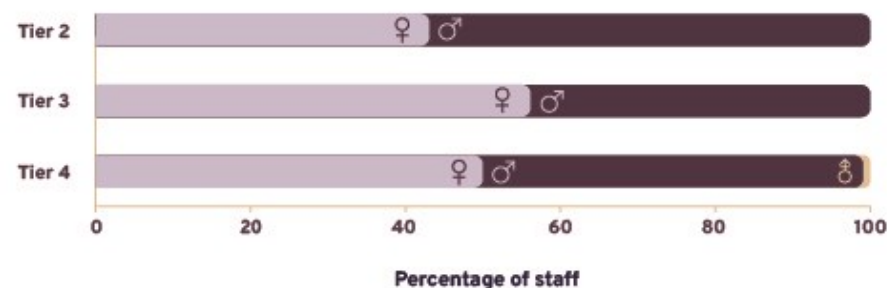
Figure 3: Gender Breakdown



As of June 2023 *gender diverse, prefer not to say, or self describe

It is encouraging to see that there is a relatively even split in gender in leadership roles. For band 18 and below roles, there is an uneven distribution where there are more females employed in administration and coordination roles. This vertical segregation contributes significantly to our headline GPG.

Figure 4: Gender Distribution



Ethnic Pay Gap:

Figure 5: Ethnic Pay Gap 2023

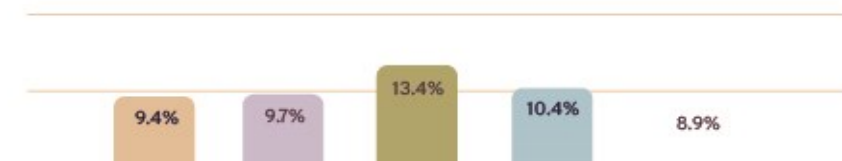


Figure 5 shows the headline ethnic pay gaps for Asian, Pacific, Māori, other ethnicity and MELAA staff.

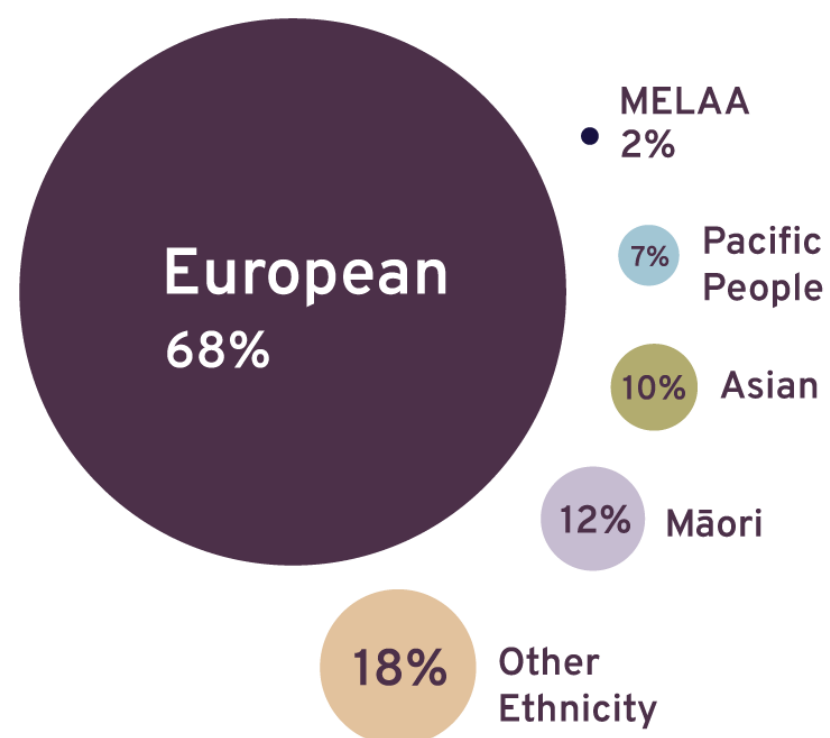
Our ethnic pay gap for Asian staff remains the highest at 13.4%. Asian staff have the highest ethnic pay gap than any of the other ethnicities at the Ministry because of the larger proportion of Asian (particularly Asian male) staff working in lower paid roles. However we are pleased to see a reduction in this pay gap from 14.3%.

The next largest ethnic pay gap is Pacific Peoples at 10.4%, which has also decreased since our last report, when it was at 13.9%. Similarly, the pay gap for Māori has decreased from 10.3%.

Unfortunately we have seen an increase in the pay gap for other ethnicities and MELAA staff from 7.8% and 5.2% respectively.

As we continue to focus efforts on recruitment and on developing a pipeline of Māori, Pasifika, and Ethnic leaders, we expect see these numbers decrease.

Figure 6: Ethnicity Distribution

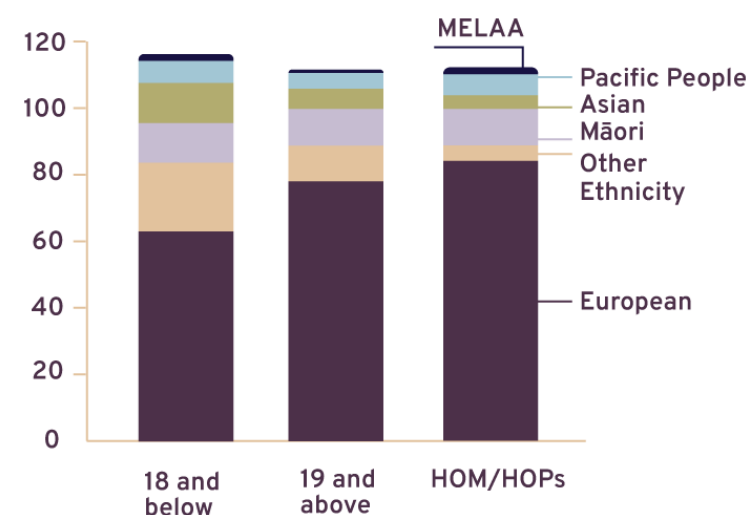


Ethnic Representation:

Our Diversity and Inclusion Strategy commits to increasing Māori and ethnic representation at the Ministry. With vertical segregation being the primary driver of our ethnic pay gaps, our efforts to increase Māori, Pasifika, and ethnic representation across the Ministry continue. Our People Division continues to partner with staff networks to develop targeted recruitment strategies to attract Māori, Pasifika and ethnic staff.

Our commitment to review and refresh our Diversity and Inclusion strategy in consultation with employee networks is defined in our action plan that follows. This will include a review of the targets for the representation of women, Māori, Pasifika, and ethnic staff employed in Aotearoa New Zealand.

Figure 7: Ethnicity breakdown



HOM/HOPs have the highest proportion of European / Pākehā staff per role level, followed by staff in band 19 above. As these jobs tend to be highest paid within MFAT, this contributes significantly to our ethnic pay gaps.

Asian staff have an ethnic pay gap of 13.4% (Figure 5). The main driver for this (as with our gender pay gap and other ethnic pay gaps) is vertical segregation, where Asian staff are under represented in higher level, and therefore higher paid roles. This reasoning is also the same for Pasifika, Māori and ethnic staff.

In line with the review and refresh of our Diversity and Inclusion Strategy, we will continue our work in the leadership recruitment space to achieve our revised targets for the representation of women, Māori, Pasifika, and ethnic staff employed in Aotearoa New Zealand. Doing this will help to close our ethnic pay gaps and continue to provide opportunities for all staff across the Ministry.

Key Focus Areas for 2023-24:

We recognise that resolving the significant and complicated issues that drive our Ministry's gender and ethnic pay gaps is a long term process. The development of this plan builds on the People Strategy, our Diversity and Inclusion Strategy, and our organisational values.

Overall, the Ministry has made some progress in the last year but there's still more work to do to continue to close our pay gaps.

Our Ministry is committed to:

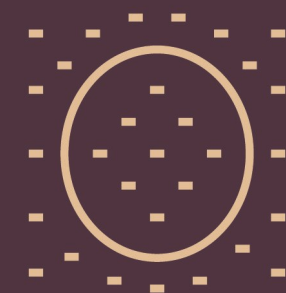
- Achieving alignment with New Zealand national workforce averages by 2025 for the representation of women, Māori, Pasifika and ethnic staff within our senior leadership roles.
- Continuing work on our systems and processes to progressively reduce gender and ethnic pay gaps.
- Creating an inclusive workplace environment where staff feel they belong through our Workplace Cultures programme.
- Developing our talent pipeline of women, Māori, Pasifika and ethnic staff in mid and lower level roles so they are well placed for future leadership roles.
- Maintaining our flexible work by default policy.
- Placing higher emphasis on cultural capabilities in position descriptions, and capability and progression frameworks.
- Continuing to be open and transparent in reporting our pay gaps and honest in our analysis of this data.
- Consulting Te Kawa Mataaho | Public Service Commission and other public service agencies to guide action setting.

We will continue to focus on the actions we've previously set, while also setting new actions based on our updated organisational priorities and Kia Toipoto.

As vertical segregation continues to be identified as the most significant contributing factor to our pay gaps, our efforts will be focused on removing barriers and providing effective and proactive career and leadership development to female, Māori, Pasifika and ethnic staff.

The Ministry continues to appoint a diverse range of employees through ongoing recruitment and our annual Foreign Policy Graduate programme. However, to build a strong pipeline of female, Māori, Pasifika and ethnic leaders, we will also continue our focus on developing and maintaining an inclusive culture where staff from all backgrounds feel a sense of belonging.

Achieving this will support our people to thrive, feel valued, and to grow and develop in their career, and will enable the Ministry to reflect the population that we serve within Aotearoa New Zealand and overseas.



Past Actions	Current State	Our Actions for 2023-24	What does success look like?
<ul style="list-style-type: none">Improve the disclosure rate by employees for ethnicity.Develop a dashboard of diversity and gender data points for regular monitoring and reporting.Utilise more data and information on people leaving MFAT to better understand who is leaving, when and why.Improve the exit survey process to gather more useful information.Utilise themes, where possible, from the Speak Up Safely programme where it relates to the workplace culture or environment for women and non-dominant ethnicities.Utilise data from the new applicant tracking system to track the gender of applicants for internal appointments and offshore postings and the number that progress through each stage of selection.	<ul style="list-style-type: none">The Ministry has increased the employee disclosure rate on ethnicity from 74% to 90%.Diversity data is now consistently monitored and shared with the Ministry’s Senior Leadership Team (SLT) and all people leaders as part of a regular quarterly People data reportUnder the Ministry’s Workplace Cultures programme, work is underway to define and implement a new survey approach to regularly gather insights from our people on their workplace experience at each stage of the employee lifecycle, including when staff exit. An Exit Survey is already provided, which we continue to encourage staff to complete to enable us to better understand employees’ reasons for leaving, and to monitor and improve the employee experience.We continue to use the themes of the Speak Up Safely programme where these relate to the workplace experience for women and diverse staff. This has been enhanced by the introduction of two new offerings for staff in the form of a one-to-one, independent, conflict coaching service, and a confidential, external complaints process for all staff.The salary range for specialist positions is included in all internal and external job vacancy advertisements, and made available to employees on the Ministry intranet.	<ul style="list-style-type: none">Implement the agreed survey approach, and use the insights gathered to continuously monitor and improve the employee experience, particularly from an inclusion and belonging perspective.Ensure safe and effective data collection methods ,and actively encourage the disclosure of ethnicity, disability, gender, and flexible working status by employees, and communicate the purpose and benefits for our people of capturing this data.Review and refresh the existing Exit Survey in consultation with Ministry employee networks to ensure questions used provide the data and insights required and are culturally appropriate.Improve the quality of the diversity data currently reported to provide more data points with respect to gender, ethnicity, and disability, and to include aggregated Exit Survey data, and regularly share this data with our Ministry’s staff networks.Review and adjust any unintended consequences in gender and ethnic pay gaps following annual remuneration review and adjustment.Foster an effective two way exchange of data and insights between the People Division and Employee Led Networks to inform our Pay Gap Action Plans and keep everyone in the loop on	<ul style="list-style-type: none">At least 95% of staff have disclosed their ethnicity in the Ministry’s Human Resources Information System (HRIS) or indicated that they ‘prefer not to say’.Disclosure of disability and gender data by employees in the Ministry’s Human Resources Information System (HRIS) increases.Diversity and inclusion data , and Pay Gap Action Plan progress, is regularly provided to our employee networks, enabling them to monitor and track the Ministry’s progress.The wellbeing, engagement and workplace experience of all our people continuously improves over time as a result of action taken by the Ministry based on insights provided by employees as part of the Ministry’s regular survey cycle.Early relativity checks following remuneration increases to enable adjustments to be made as appropriate.Pay information is consistently included within job advertisements for all specialist vacancies, and made available to employees on the Ministry intranet—Te Aka.

Ngā Hua Tōkeke mō te Utu

Equitable pay outcomes



Past Actions	Current State	Our Actions for 2023-24	What does success look like?
<ul style="list-style-type: none">Review our performance management system. Aim to incentivise what we value and ensure that how our people deliver is equally important to what they deliver. Ensure that behaviour in line with our Values is fundamental to good performance.	<ul style="list-style-type: none">Work is continuing to review performance management and remuneration systems.The Ministry utilises a reputable job evaluation methodology to establish and apply remuneration ranges for similar jobs within the Ministry.The salary bands for all Ministry roles are available to all employees.Hiring managers are advised not to ask applicants for their current salary at any time during the recruitment and selection process.The current salary of employees is not disclosed by the People Division to hiring managers when they are completing a recruitment process and are considering an internal staff member for appointment to a position.	<ul style="list-style-type: none">Continue to progress the Comprehensive Review of the Ministry’s Performance and Remuneration Processes and provide staff with further opportunity to have input into this.Ensure that for all MFAT specialist positions, the salary range and ability for applicants to negotiate their starting salary, is communicated in job adverts for internal and external vacancies.Scope and plan a review and refresh of our Diversity and Inclusion (D&I) Strategy in consultation with staff networks that aims to:<ul style="list-style-type: none">Put timelines, clear deliverables, and measurable milestones against objectives.Better reflect the commitment the Ministry has made to create a culture of inclusion under its Workplace Culture organisational priority.Increase the strategy’s focus on disability, including measures of successDevelop guidance for hiring managers and job candidates on negotiating starting salaries (including factors the Ministry considers, such as pay bands and internal relativities).Develop resources and guidance for staff on pay equity.	<ul style="list-style-type: none">Review of performance management systems is complete and the revised systems are implemented and communicated to all staff.Appropriate developments to the Performance and Remuneration systems are made at the conclusion of the review in order to progress Gender and Ethnic Pay Gap objectives.The scope and plan for a review and refresh of our Diversity and Inclusion Strategy is agreed in consultation with the Ministry’s employee networks and work to complete this review is started.A greater understanding of the causal factors behind why the pay gaps for certain groups are higher.

Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki

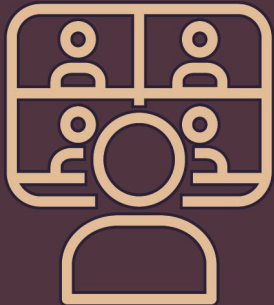
Eliminating all forms of bias and discrimination



Past Actions	Current State	Our Actions for 2023-24	What does success look like?
<ul style="list-style-type: none">Review all Ministry position descriptions to ensure they use gender neutral and inclusive language, and that these specify the essential skills required for the position only.Implement a comprehensive Diversity and Inclusion (D&I) training programme for all staff over the next two years that includes:<ul style="list-style-type: none">Modules on unconscious bias, social and emotional intelligence, cultural intelligence, gender equality, and intergenerational workforcesTraining specifically for leaders on leading a diverse and inclusive team.For both internal and external vacancies, utilise the data from our applicant tracking system to track the gender of applicants and how many progress at each stage of the selection process. Use this to determine potential sources of bias in our selection processes and whether our marketing/sourcing strategies are attracting the diverse range of applicants we are seeking.Work with recruitment agencies on our diversity goals and expectations and review the contracts and incentive mechanisms we have, with a view to strengthening them.	<ul style="list-style-type: none">Three of the six modules planned under the Ministry’s diversity and inclusion learning and development programme – ‘Inclusion@MFAT’ have been rolled out in 2022/2023.Workshops on the topics of “Empowering Me” and “Empowering Us” to speak out have been rolled out across the Ministry to educate our people and our leaders on workplace culture, including bias and discrimination.All job advertisements are written or reviewed by our internal team of recruitment specialists who ensure gender neutral language is used.In the recruitment process, hiring managers are advised and guided on using bias and objective free criteria when shortlisting candidates for roles, which is based on the capabilities identified in the position description.Selection panels for rotation and progression decisions, and appointments to job vacancies, are diverse and gender balanced as much as practically possible.	<ul style="list-style-type: none">Implement requirements under our Recruitment Policy for hiring managers/panel chairs to demonstrate they’ve made every reasonable effort to ensure that both selection panels and applicant pools for rotations, progressions, and appointments have gender and ethnic diversity.Plan and roll out the remaining modules in Inclusion@MFAT for all staff, and report on the completion rates by leaders.Implement D&I training to be a prerequisite for any employee to participate on a selection panel.Review the way starting salary decisions are made within MFAT to explore options such as fixed starting salaries and the use of gender pay gap calculator tools to inform starting salary decisions.Consistently track and report on the gender and ethnic breakdown of internal and external job vacancy applicants at each stage of the selection process to identify potential sources of bias and whether recruitment strategies are attracting the diverse range of applicants we seek.Ensure that for all specialist positions, the salary range and ability for applicants to negotiate their starting salary is consistently communicated in adverts for internal and external job vacancies.Implement refreshed Code of Conduct, and roll out compulsory training for all staff. This training will as be included in induction and as an annual refresherScope and plan a review of our D&I Strategy in consultation with employee networks that aims to:<ul style="list-style-type: none">Add timelines, clear deliverables, and measurable milestones against objectives.Better reflect our commitment to creating an inclusive culture under our Workplace Culture organisational priority.Increase the strategy’s focus on disability.	<ul style="list-style-type: none">Continued roll out of remaining modules as part of the ‘Inclusion@MFAT’ diversity and inclusion training programme.Progress continues to be made toward achieving our goal under our Diversity and Inclusion Strategy for the representation of women, Māori, Pasifika, and ethnic staff within senior leadership positions (band 18 and above) to be in line with national percentages by 2025.We achieve our revised targets under our refreshed Diversity and Inclusion strategy for the representation of women, Māori, Pasifika, and ethnic staff employed in Aotearoa New Zealand.The scope and plan for a review and refresh of our Diversity and Inclusion Strategy is agreed in consultation with the Ministry’s employee networks and work to complete this review is started.Diversity and Inclusion training to be required as a prerequisite to participate on a selection panel under the Ministry’s Recruitment Policy has been identified and work has begun to source/develop the training as required.Our refreshed Code of Conduct has been implemented and all staff have been trained.

Te Taunoa o te Mahi Pīngore

Flexible-work by-default



Past Actions	Current State	Our Actions for 2023-24	What does success look like?
<ul style="list-style-type: none">Continue to embed a culture of flexible working, taking care to ensure that the way we work is aligned with best practice, high quality flexible working (not simply remote working in response to Covid).Monitor performance, career progression and pay of flexible workers to ensure they are not disadvantaged due to their flexible work status.Implement a Linked-In Learning membership, providing e-learning for leaders on managing flexible workers, as well as an extensive suite of e-learning on a wide range of topics for all staff to provide opportunities for self-paced development, at a time and place that suits them.Assess the feasibility of an organisational system to track flexible work requests.	<ul style="list-style-type: none">The Ministry has a flexible by default approach to working and enables a range of flexible working arrangements across the network where business needs allow.Our data shows there is no difference in progression through pay bands for those with flexible working arrangements compared to those that don't.New HR Information System enables more accurate and timely tracking of employee data through newly developed modules.Newly implemented audio video conferencing technology (Zoom) has helped enable more staff to work flexibly.Access to an extensive suite of e-learning within LinkedIn Learning via the Ministry's learning management system has been provided. This will support the development of employees who work flexibly by providing self-paced learning that can be completed at a time and place that suits them.Implemented e-learning for leaders and employees specifically on working flexibly as part of the suite of e-learning available within LinkedIn Learning, accessible via the Ministry's learning management system.	<ul style="list-style-type: none">Continue to monitor the difference in the career and pay progression of employees who work flexibly compared with employees who don't to ensure that flexible work arrangements don't have a negative impact for these staff.Scope improvement of the Ministry's current policy and guidance for staff and leaders on flexible working to ensure that expectations of leaders, and what employees can expect of MFAT, is clear and any barriers to accessing flexible working are addressed.Senior MFAT leaders' continue to role model flexible working arrangements.Continue to explore and implement self-paced learning options within the Ministry's learning management system to support the development of employees who work flexibly.	<ul style="list-style-type: none">Learning for leaders and employees on flexible working is implemented and completion of this learning by leaders tracks upwards.Leaders have shared understanding of flexible-by-default, and what that means at the MinistryAnalysis shows that there continues to be no difference in progression through pay bands for those with flexible working arrangements compared to those that don't.Requests for flexible work arrangements are fairly considered across the Ministry against MFAT's policy and employees are supported to work flexibly.The number of flexible workers across the Ministry and in senior leadership positions in particular, increases according to our HR Information System data.Employee led networks are able to provide positive feedback on their member's experiences with flexible working in the Ministry.

Te whai kanohi i ngā taumata katoa

Leadership and representation



Past Actions	Current State	Our Actions for 2023-24	What does success look like?
<ul style="list-style-type: none">Develop a leadership framework that defines ‘good leadership’ at MFAT and how we can support the development of our leaders.Work with recruitment agencies on our diversity goals and expectations and review the contracts and incentive mechanisms we have, with a view to strengthening them.Utilise data from the new applicant tracking system to track the gender of applicants for internal appointments and offshore postings and the number that progress through each stage of selection.	<ul style="list-style-type: none">Inclusion@MFAT promoted to all leaders in the MinistryFocus on increasing the number of Women, Māori, Pasifika and ethnic employees in both on and offshore leadership roles across the Ministry.Actively provide diversity data to SLT when they are making senior appointments to ensure it is part of their decision making process. This also occurs in the rotation and posting process.Our major internship programmes (Aorere, Vaka Pasifika and Horizons Ethnic Communities internships) are specifically designed for Māori, Pasifika, and Ethnic Communities.Our graduate recruitment campaigns focus on advertising and outreach offerings with events specifically for Māori, Pasifika, and ethnic communities.In the process of developing a set of leadership attributes to support an inclusive culture	<ul style="list-style-type: none">Continue to provide the Vaka Pasifika, Aorere, and Horizons Ethnic Communities internship programmes for people who identify as Māori, Pasifika, and Ethnic, and graduate outreach targeted at Māori, Pasifika, and Ethnic staff.Review the Vaka Pasifika, Aorere, and Horizons Ethnic Communities internship programmes to identify areas for improvement.Continue to actively consider diversity when recruiting into leadership roles across MFAT, with refreshed targets that leaders notes and act on.Scope and plan a review of our D&I Strategy in consultation with employee networks that will include a review of the targets under this strategy for gender and ethnic representation within our workforce.Continue to participate in Public Service leadership programmes for women, Māori, and Pasifika, and explore sourcing/developing a programme for ethnic staff also.The Ministry has been working on a revised framework for our Early in Careers programme. Various aspects of the process are under review and in 2024 a new and improved programme is being implemented.Start work to develop a leadership capability framework and development pathways for women, Māori, Pasifika, and ethnic leaders.Explore a process to connect new diverse staff with a ‘buddy’ from a staff network.	<ul style="list-style-type: none">Leadership capability framework and development pathways for women, Māori, Pasifika, and ethnic leaders have been developed.A review of the Diversity and Inclusion Strategy including the targets under this for gender and ethnic representation within our workforce is scoped and planned in consultation with the Ministry’s employee networks.Progress continues to be made toward achieving our goal under our Diversity and Inclusion Strategy for the representation of women, Māori, Pasifika, and ethnic staff within senior leadership positions (band 18 and above) to be in line with national percentages by 2025.We achieve our revised targets under our refreshed Diversity and Inclusion strategy for the representation of women, Māori, Pasifika, and ethnic staff employed in Aotearoa New Zealand.

Te Whakawhanaketanga i te Aramahi

Effective career and leadership development



Past Actions	Current State	Our Actions for 2023-24	What does success look like?
<ul style="list-style-type: none">Assess the feasibility of undertaking longitudinal foreign policy cohort gender analysis in regards to career progression and postings (look for any differences, barriers or potential sources of bias in the career advancement or pay for each gender over time).Develop a leadership framework that defines ‘good leadership’ at MFAT and how we can support the development of our leaders.	<ul style="list-style-type: none">Prioritised our Vaka , Aorere and Horizons Ethnic Communities intern rounds to build a strong pipeline of Māori, Pasifika, and Ethnic employees at the earliest feasible point.Actively provide diversity data to rotation and posting appointment panels to ensure it is part of their decision making process.Continue to expand our graduate advertising and outreach offerings with events specifically for Māori, Pasifika, and ethnic communities.The Ministry currently offers a diversity and inclusion fellowship to support diverse staff to participate in development opportunities.The Ministry currently offers a scholarship to support staff to develop their Mātauranga Māori capability.	<ul style="list-style-type: none">Continue to participate in Public Service leadership programmes for women, Māori, and Pasifika, and explore sourcing/developing a programme for ethnic staff also.The Ministry has been working on a revised framework for our Early in Careers programme. Various aspects of the process are under review and in 2024 a new and improved programme is being implemented.Start work to develop a leadership capability framework and development pathways to support women, Māori, Pasifika, and ethnic leaders to develop these capabilities.Explore a process to connect new diverse staff with a ‘buddy’ from a staff network.	<ul style="list-style-type: none">Leadership capability framework and development pathways for women, Māori, Pasifika, and ethnic leaders have been developed.Uptake of the Public Service leadership programmes for women, Māori, and Pasifika, which MFAT currently supports employees to participate in, continues to increase.We achieve our revised targets under our refreshed Diversity and Inclusion strategy for the representation of women, Māori, Pasifika, and ethnic staff employed in Aotearoa New Zealand.Progress continues to be made toward successfully achieving our goal under our D&I Strategy for the representation of women, Māori, Pasifika, and ethnic staff within senior leadership positions (band 18 and above) to be in line with national percentages by 2025.



MFAT

MINISTRY OF FOREIGN AFFAIRS AND TRADE
MANATŪ AORERE