

Gender, Māori, Pacific and Ethnic Pay Gap Action Plan

2022 - 2023

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 2022-23 builds on the Ministry's achievements under our pay gap actions plans published in 2020 and 2021, 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 2022-23, including advancing our culture of inclusion, growing our Mātauranga Māori capability, and delivering on our Diversity and Inclusion strategy.

Under our Gender, Māori, Pacific and Ethnic Pay Gap Action Plan 2022-23, we will monitor and embed the work we've already undertaken over the last three years, and progress a further set of actions. The Plan outlines the 'current state' for actions planned in 2021-22, the actions MFAT will take in 2022-23 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:



Ngā 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 whai kanoahi i ngā taumata katoa
Leadership and representation



Te Taunoa o te Mahi Pīngore
Flexible-work by-default

Te Whakawhanaketanga i te Aramahi
Effective career and leadership development

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.

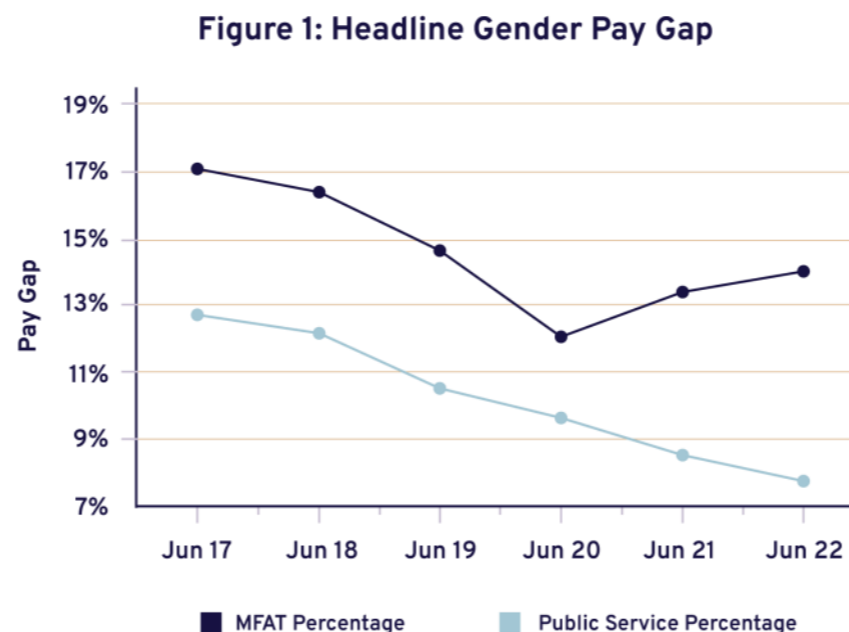
We recognise that not all of our employees identify as being male or female. Those who do not identify as male or female have been excluded from the calculations in this plan due to insufficient numbers to report on separately.

Gender Pay Gap (GPG):

The Ministry's current gender pay gap (mean average) is 14.0%.

This has increased by 0.6% from 2021, and 2% from 2020, though continues to be lower than our gender pay gap (GPG) in the three years prior to, and including, 2019.

The median gender pay gaps sits at 7.4% for MFAT.



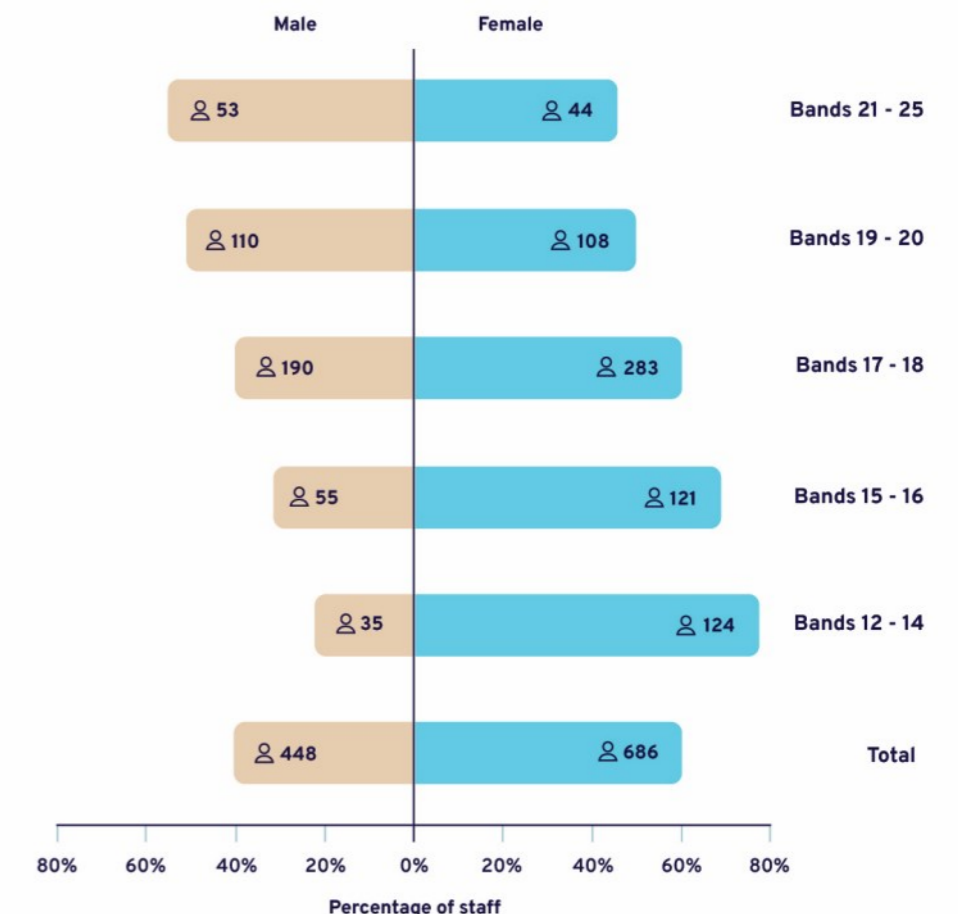
Our workforce is comprised of 61% women and 39% men, yet men are over-represented in higher banded roles and women in lower roles (up to and including band 14). In 2017 the Ministry invested \$1 million to address in band gender pay gaps following a Ministry wide review. Following that, in 2019 the Ministry 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.

The recent 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.

Figure 2: Distribution by Band



As of June 2022
Note: Numbers at the end of each bar indicates the number of staff within that group

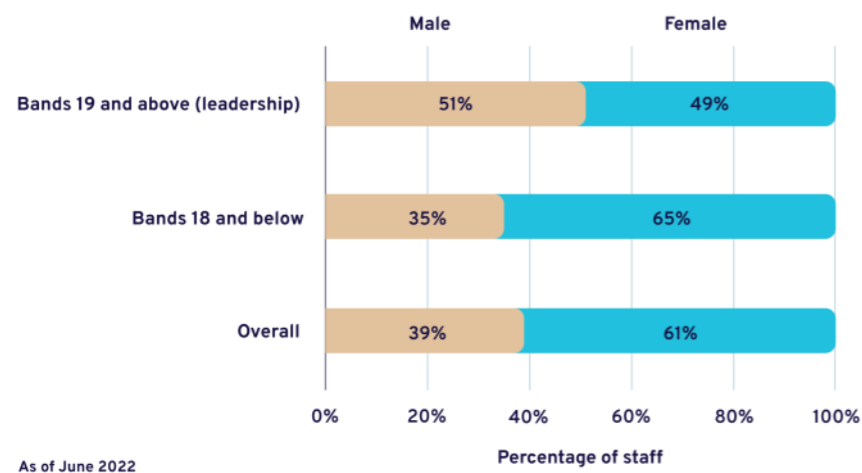
Gender Distribution by Band:

Currently, there are no pay gaps in starting salaries for employees in the same or similar roles. 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).

As the Ministry has employed more females than males in the previous two 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 Figure 3:

Figure 3: Gender Breakdown



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.

Gender Representation across People Leadership Roles:

Figure 4: People Leadership Positions

Role	Male	Female
Divisional Manager	54%	46%
Group Business Manager	0%	100%
Head of Mission/Post	60%	40%
Other People Leader	38%	62%
Team Leader	53%	47%
Unit Manager	48%	52%

As of June 2022

Part of our monitoring includes looking at gender distribution across different job families by leadership level. The gender split across leadership positions has remained the same with leadership responsibility evenly distributed between men and women. It is encouraging to see a more even split in leaders at the Team Leader, Head of Mission, and senior leader levels compared to previous years, however women are still over-represented in lower level leadership roles such as Other People Leader and Group Business Manager positions.

Ethnic Pay Gap:

Figure 5: Ethnic Pay Gap 2022

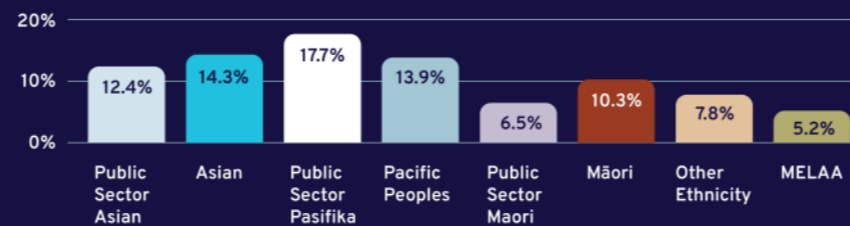
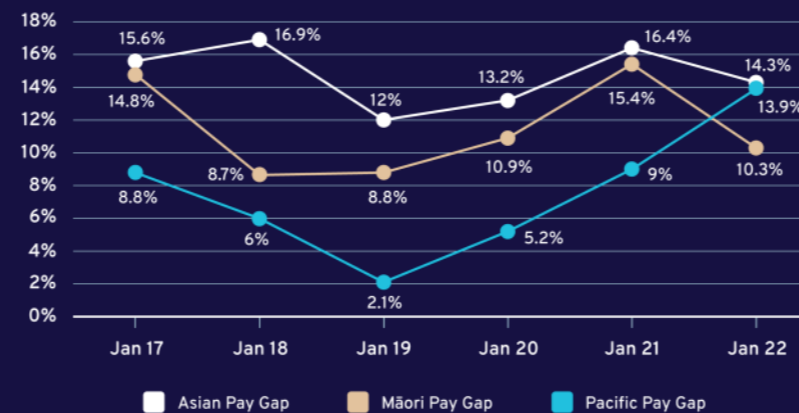


Figure 5 shows the headline ethnic pay gaps for Asian, Pacific, Māori, other ethnicity and MELAA staff. It is encouraging to see that our pay gap for Pacific People is below the average pay gap across the Public Sector for this group. Our ethnic pay gap for Asian staff remains the highest at 14.3% which is above the Public Sector average. This is largely due to the gender pay gap for Asian men since this group has an average salary of \$106,645 - the lowest of our male groups.

Figure 6: Headline Ethnic Pay Gap

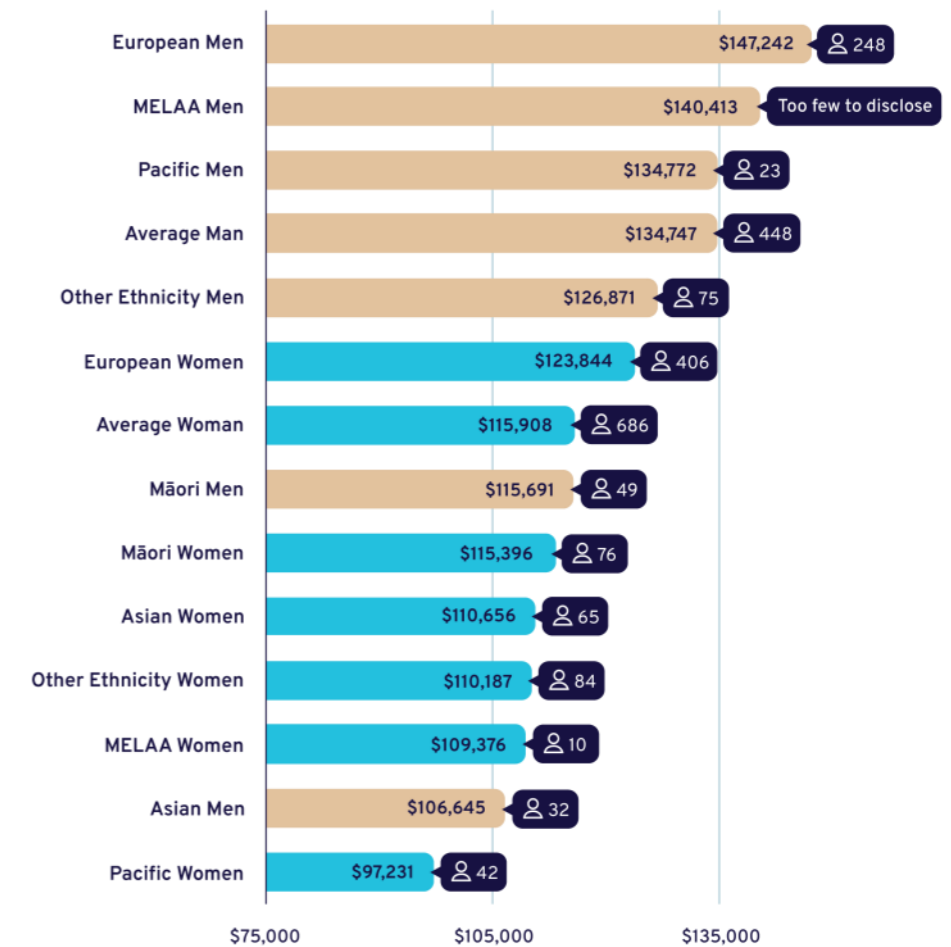


Since 2017, ethnic pay gaps for Māori, Pacific and Asian staff have fluctuated with the lowest average for all these groups occurring in 2019. Since 2019, representation for these groups as a proportion of staff within the Ministry has increased through focused recruitment efforts. However, as these staff tend to move in to lower paid roles (as seen on Figure 9) this increases the ethnic pay gap.

As the Ministry focuses on developing Māori, Pacific and Asian staff and growing our pipeline of these employees for future senior roles, this will see more Māori, Pasifika and Asian staff move into senior roles and our ethnic pay gap will decrease over time.

Over the past year, the Ministry has increased ethnicity disclosure from employees from 74% to 90%, enabling us to accurately report on our ethnic pay gaps. Figure 7 shows our ethnic pay differences based on average salaries for those who have disclosed their ethnicity. As with our gender pay gap, the primary reason for these differences is vertical segregation. There are more women identifying as Māori, Pasifika and Asian in non-leadership roles (with lower salaries) than men, therefore lowering the average salary for wāhine Māori, and Pasifika and ethnic women.

Figure 7: Average Salary



Note: Number inside each bar indicates the number of staff within that group. MELAA is an abbreviation of Middle Eastern, Latin America, and African.

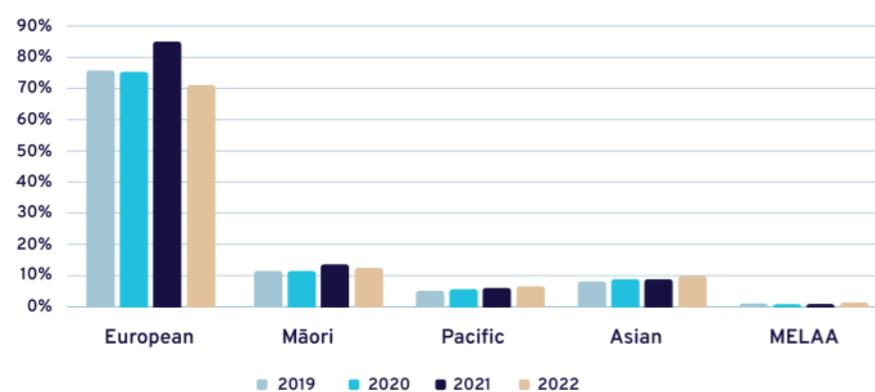
Asian staff have the highest ethnic pay gap than any of the other ethnicities at the Ministry (Figure 5). This is because of the larger proportion of Asian (particularly Asian male) staff working in lower paid roles. We also continue to have a large pay gap for Pacific Peoples and Māori (however the pay gap for Pacific Peoples is lower than the Public Service average for this group). As we continue to focus efforts on recruitment and on developing a pipeline of Pacific and Māori leaders, we expect to see these numbers decrease.

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 with representation for these groups increasing each year on average since 2018 (Figure 7). Our People Division continues to partner with staff networks to develop targeted recruitment strategies to attract Māori, Pasifika and ethnic staff.

Between 2021 and 2022 representation of Māori within the Ministry decreased slightly by 0.8%. We are exploring the drivers of this decrease and will continue to monitor the representation of Māori within our workforce, as a priority.

Figure 8: Ethnic Representation Over Time



As of 30 June 2022
Note: MELAA is an abbreviation of Middle Eastern, Latin America, and African.

Figure 9 is the data table that contributes to Figure 8 and helps to understand how our staff representation has changed over time. It also contains data on the Public service make up in 2022 and the national percentages in 2018.

Figure 9: Ethnic Representation Over Time

	European	Māori	Pacific	Asian	MELAA
MFAT 2019	75.1%	11.5%	5.1%	8.1%	1%
MFAT 2020	75.3%	11.5%	5.7%	8.9%	0.8%
MFAT 2021	85%	13.7%	6%	8.8%	0.9%
MFAT 2022	71.1%	12.5%	6.6%	9.8%	1.4%
Public Service 2022 *	75.3%	11.5%	5.7%	8.9%	0.8%
National Percentage 2018 **	70.2%	16.5%	8.1%	15.1%	1.5%

As of June 2022
* Public Service 2022 also has 6% other ethnicity not reported in table above.
** National percentages are taken from the most recent census in 2018.

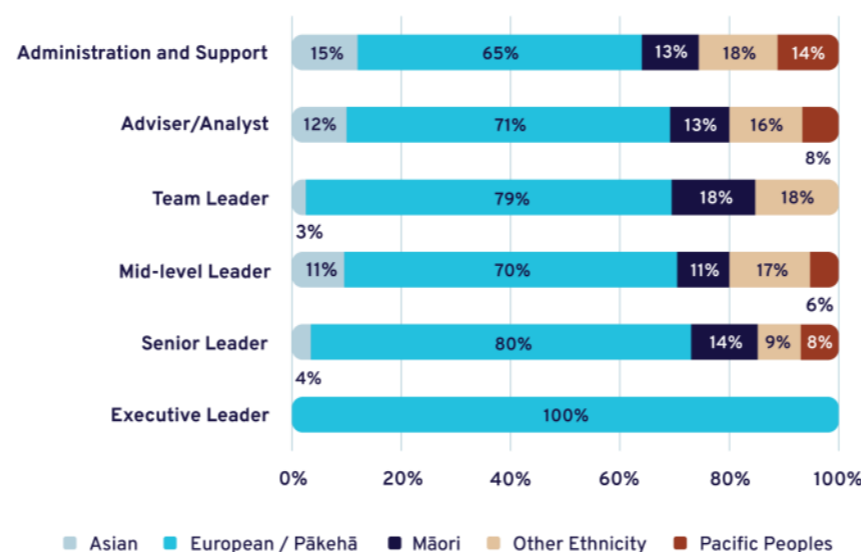
Figures 8 and 9 show MFAT has increased its representation of Māori, Pacific, Asian and MELAA staff within our workforce. This has occurred through targeted recruitment practices in line with our Diversity and Inclusion strategy, which will see us progress towards achieving our goal of ensuring the percentage of Māori, Pasifika, Asian and other ethnic minorities among staff employed in Aotearoa New Zealand is within $\pm 6\%$ of the general population by 2023.

If we compare the 2022 MFAT ethnic breakdown to the 2018 national percentage we are meeting our goal which is encouraging to see.

This gives us a strong foundation to work towards ensuring these groups are within $\pm 3\%$ of national percentages by 2028 as outlined in our Diversity and Inclusion strategy.

Ethnic Representation Across MFAT Roles:

Figure 10: Ethnic Representation in Roles



As of 30 June 2022
Note: As staff can select up to three ethnicities, percentages are often over 100%.

Senior Leaders and Executive Leaders have the highest proportion of European / Pākehā staff per role level. 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 14.33% (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 our Diversity and Inclusion Strategy, we will continue our work in the leadership recruitment space to ensure that by 2025, the percentage of women, gender diverse, Māori, Pasifika, Asian and ethnic staff in leadership positions is in line with Aotearoa New Zealand workforce national percentages. 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 2022-23:

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:

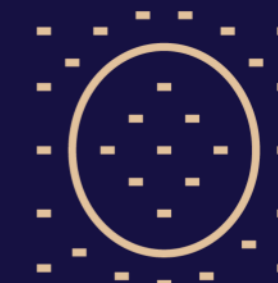
- Achieving alignment with New Zealand national workforce averages by 2025 for the representation of women, Māori, Pasifika and ethnic staff within our senior leadership roles.
- Continuing work on our systems and processes to progressively reduce gender and ethnic pay gaps.
- Creating an inclusive workplace 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.



Our Actions for 2021-22	Current State	Our Actions for 2022-23	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 report • Under 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. • Actively encourage the disclosure of ethnicity, disability, and gender by employees, and communicate the purpose and benefits for our people of capturing this data. • Review the existing Exit Survey in consultation with Ministry employee networks to ensure questions used provide the data and insights required and are culturally appropriate. • Build on 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. 	<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 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



Our Actions for 2021-22	Current State	Our Actions for 2022-23	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. Develop 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. Continue to gather qualitative data and insights through our employee networks in addition to quantitative data from our HR Information System to inform our Pay Gap Action Plans. 	<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

Our Actions for 2021-22	Current State	Our Actions for 2022-23	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 workforces Training 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. 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. Continue the roll out of Inclusion@MFAT and report on the completion rates by leaders. Identify 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. Scope 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"> All modules planned as part of the 'Inclusion@MFAT' diversity and inclusion training programme are rolled out and made available to all staff. 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 goal under our Diversity and Inclusion strategy for the representation of women, Māori, Pasifika, and ethnic staff employed in Aotearoa New Zealand to be within $\pm 6\%$ of national percentages and we are tracking toward successfully achieving our goal under this strategy for representation of these groups to be within $\pm 3\%$ of national percentages by 2028. 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.

Te Taunoa o te Mahi Pīngore

Flexible-work by-default



Our Actions for 2021-22	Current State	Our Actions for 2022-23	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 and plan a review 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"> E-learning for leaders and employees on flexible working is implemented and completion of this learning by leaders tracks upwards. Analysis 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.

Te whai kanohi i ngā taumata katoa

Leadership and representation



Our Actions for 2021-22	Current State	Our Actions for 2022-23	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 Ministry Focus 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 two major internship programmes (Aorere and Vaka Pasifika internships) are specifically designed for Māori and Pasifika. Our graduate recruitment campaigns focus on advertising and outreach offerings with events specifically for Māori, Pasifika, and ethnic communities. 	<ul style="list-style-type: none"> Continue to provide the Vaka Pasifika and Aorere internship programmes for people who identify as Māori and Pasifika and graduate outreach targeted at Māori and Pasifika staff. Review the Vaka Pasifika and Aorere internship programmes to identify areas for improvement, and explore the development of an internship programme targeted at ethnic staff as well. Continue to actively consider diversity when recruiting into leadership roles across MFAT. 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. Review our Early in Careers framework including our Māori and Pasifika intern and graduate programmes, and explore programmes targeted at ethnic staff as well. 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 	<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 goal under our Diversity and Inclusion strategy for the representation of women, Māori, Pasifika, and ethnic staff employed in Aotearoa New Zealand to be within ± 6% of national percentages and we are tracking toward successfully achieving our further goal under this strategy for representation of these groups to be within ± 3% of national percentages by 2028.

Te Whakawhanaketanga i te Aramahi

Effective career and leadership development



Our Actions for 2021-22	Current State	Our Actions for 2022-23	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 and Aorere intern rounds to build a strong pipeline of Māori and Pasifika 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. Review of Foreign Policy rotational staff capability frameworks to place more value on cultural capability skills. 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. Review our Early in Careers framework including our Māori and Pasifika intern and graduate programmes, and explore programmes targeted at ethnic staff as well. 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. Achieved our goal under our D&I strategy for the representation of women, Māori, Pasifika, and ethnic staff employed in Aotearoa New Zealand to be within $\pm 6\%$ of national percentages, and we are tracking toward successfully achieving our further goal under the D&I strategy for representation of these groups to be within $\pm 3\%$ of national percentages by 2028. 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.



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