

DEI Plan

Our pathway towards a diverse, equitable and inclusive workforce at Kāinga Ora

April 2025



✖ We want Kāinga Ora to be a place where people can be at their best

We aim to be a **diverse, inclusive and high performing organisation** where people thrive, delivering positive outcomes for our customers and communities.

Our diversity allows us to understand and better serve our customers, and building an inclusive workplace means everyone can achieve their potential. Our aspiration is that our people:

- thrive and develop
- are treated equitably
- feel trusted and valued
- can be their true selves.

We are making progress in terms of our pay gaps, with decreases in some areas. We remain committed to reducing all our pay gaps and improving representation at all levels of our organisation, alongside ensuring our environment means people feel valued, respected and able to be their best.

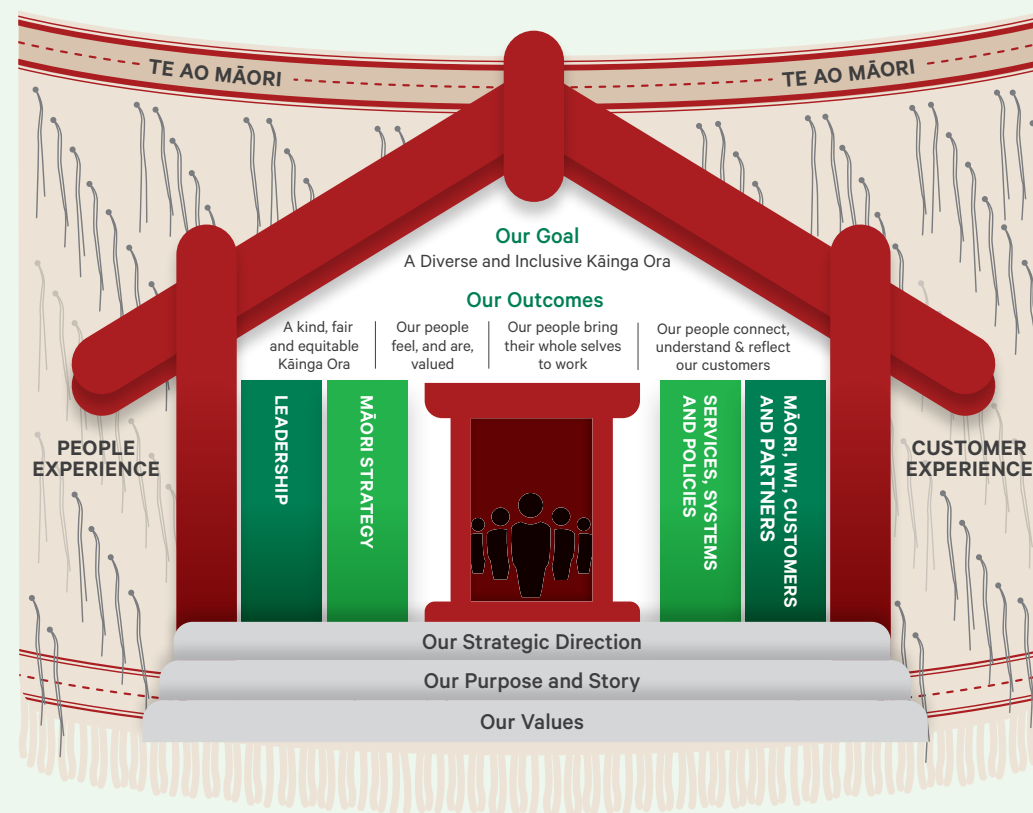
We are currently transforming the organisation with a renewed focus on our core mission and our organisational performance. This includes re-sizing our

workforce to match the work we need to deliver moving forward and renewing our organisational structure, culture, policies and capabilities. Diversity, equity and inclusion is a key element of our work to foster a resilient, engaged, adaptable, high-performing workforce.

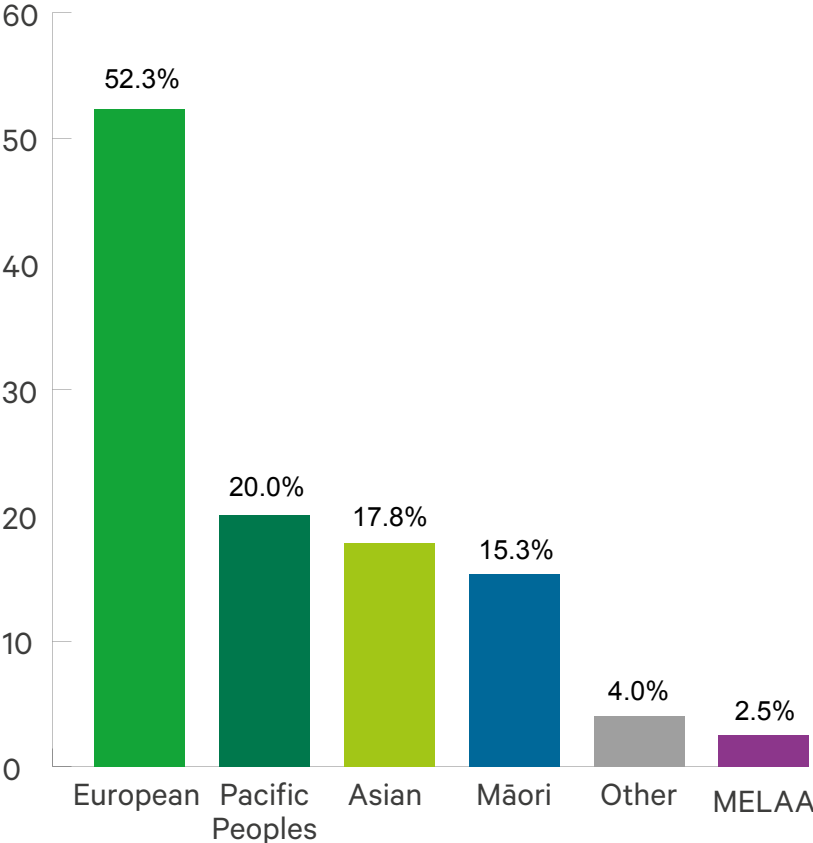
This context, alongside insights from our people shapes our 2025 DEI plan. We will leverage the opportunities created by transformation to establish a solid foundation for our future DEI aspirations and activity. The wellbeing of our people remains a central focus, and we will continue to monitor the impact of organisational change on the diversity of our workforce.

We acknowledge the work of our employee-led networks, which continues to play an important role in supporting and enabling our diversity, equity and inclusion aspirations.

Whakaurungia Te Whare Kanorau - our Diversity and Inclusion Framework



All people ethnic representation 2024



Notes:

- 1. Data for this report is at 31 December 2024. Where trends are shown, the data is as at 31 December 2023 and 31 December 2022.
- 2. A person is able to declare up to three ethnicities. A person who identifies as more than one ethnicity will be counted once in each group that applies to them, so the total percentage is >100%.



61.0%

of our people identify as female, 38.9% as male, and 0.2% as another gender.

The total number of people who have not disclosed their gender is fewer than 20.

There is no significant change to our overall gender balance from 2023.

95.8%

of our people have disclosed at least one, and up to three ethnicities.



As at December 2024, Kāinga Ora employs 3,017 people.

This compares with 3,514 in December 2023.

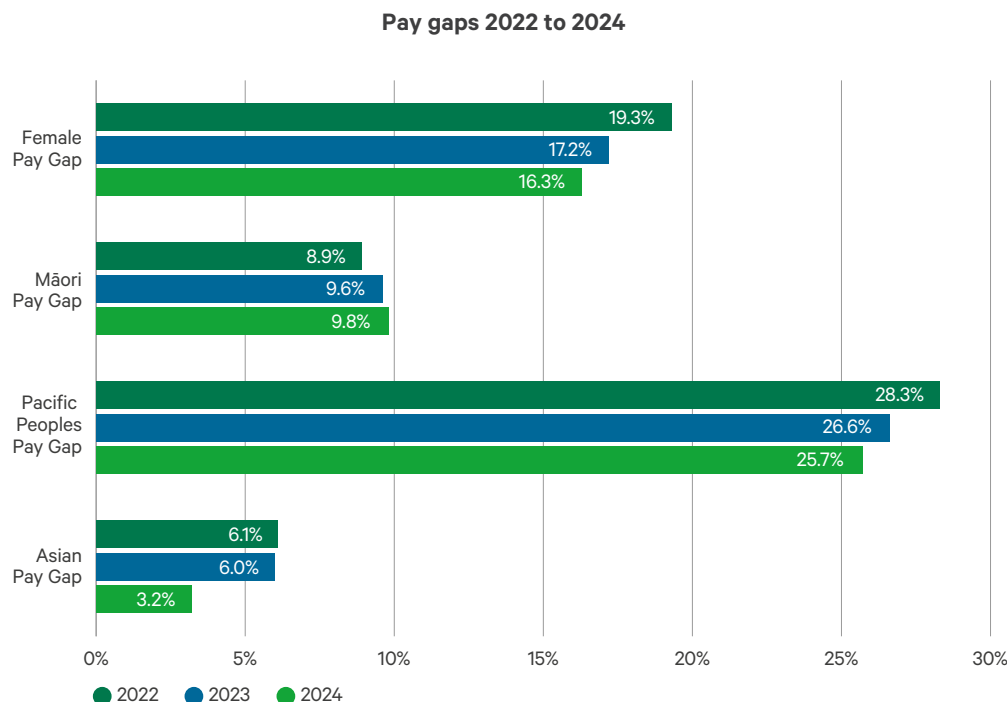


Collectively,

59.6%

of our people at Kāinga Ora have declared that they identify with an ethnic minority group.

✖ While most of our pay gaps are decreasing, the Māori pay gap has increased since 2022



The main driver of our pay gaps is uneven representation across role types and pay levels, for example women and Pacific Peoples are more likely to be customer-facing and in lower paid positions and less likely to be in senior leadership roles.

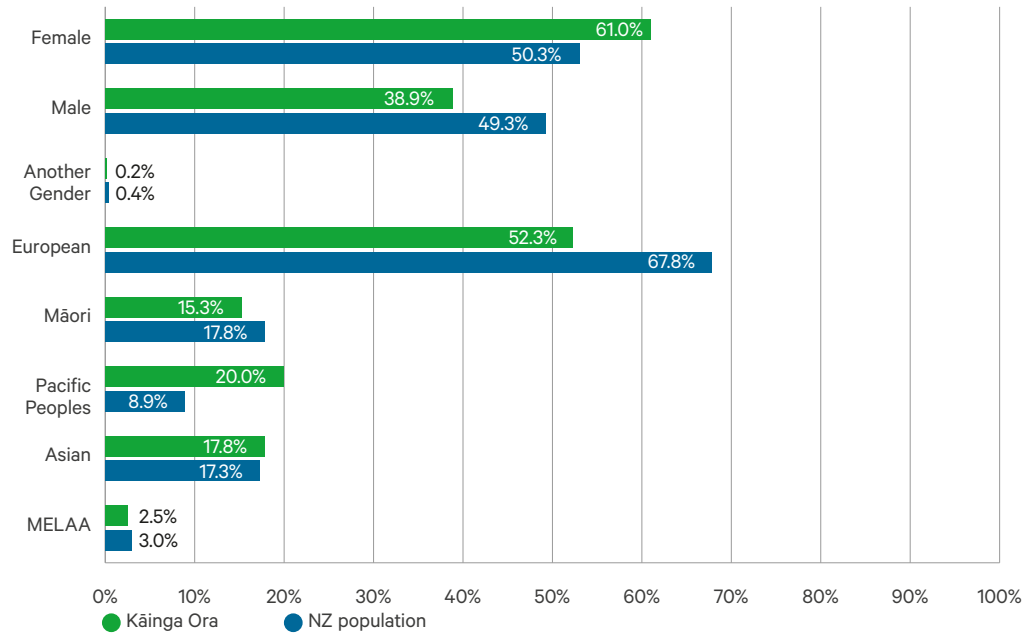
- Since our first report in 2022, we have seen a decrease in our female, Pacific Peoples and Asian pay gaps.
- Changes contributing to the decreases in our **female, Pacific Peoples and Asian pay gaps** since 2023 include:
 - A greater increase in average pay for these groups than for others e.g. for women compared with men, Pacific Peoples than non-Pacific Peoples.
 - A decrease in the proportion of men and European people in higher pay bands.
 - An increase in Pacific Peoples representation from 18.8% in 2023 to 20.0% in 2024.
 - A balanced distribution of Asian people across pay levels.
- The Māori pay gap increased by 0.9 percentage points. While there has been no significant change since 2023, the gap has widened.
- Changes contributing to the increase in our **Māori pay gap** include:
 - A smaller increase in average pay for Māori compared with non-Māori.
 - A larger decrease in the proportion of Māori in higher pay bands compared with non-Māori.
 - An increase in the proportion of Māori in lower tier roles alongside a decrease of non-Māori in these tiers.
- Our remuneration approach, where everyone in the same role is paid the same salary, means pay differences within pay bands are minimal.

Notes:

1. People who identify as another gender are included in this analysis, however there is no gender pay gap reported for this cohort as the total number of people of another gender is fewer than 20. This is in line with Kia Toipoto guidelines.

✖ We have a diverse workforce, creating the foundation for a diverse talent pipeline

Kāinga Ora representation compared with NZ population



- Kāinga Ora closely reflects Māori, Asian and MELAA representation in the New Zealand population.
- We have lower European representation and higher representation of Pacific Peoples and women.
- Gender and ethnic representation in the over all workforce has largely remained stable since 2023. However, we have seen a 1.8% decrease in European representation and a 1.2% increase in Pacific Peoples representation.

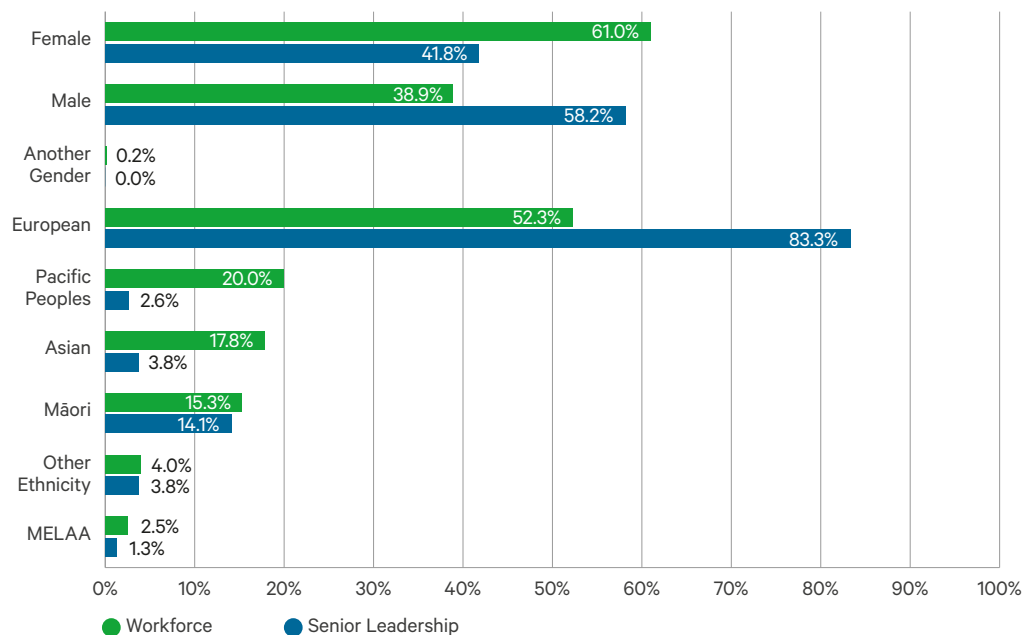
We are satisfied with the overall gender and ethnic make-up of our workforce. Having a diverse frontline equips us to serve our diverse customer base and provides a strong foundation for a pipeline of talent to improve representation at all levels.

Notes:

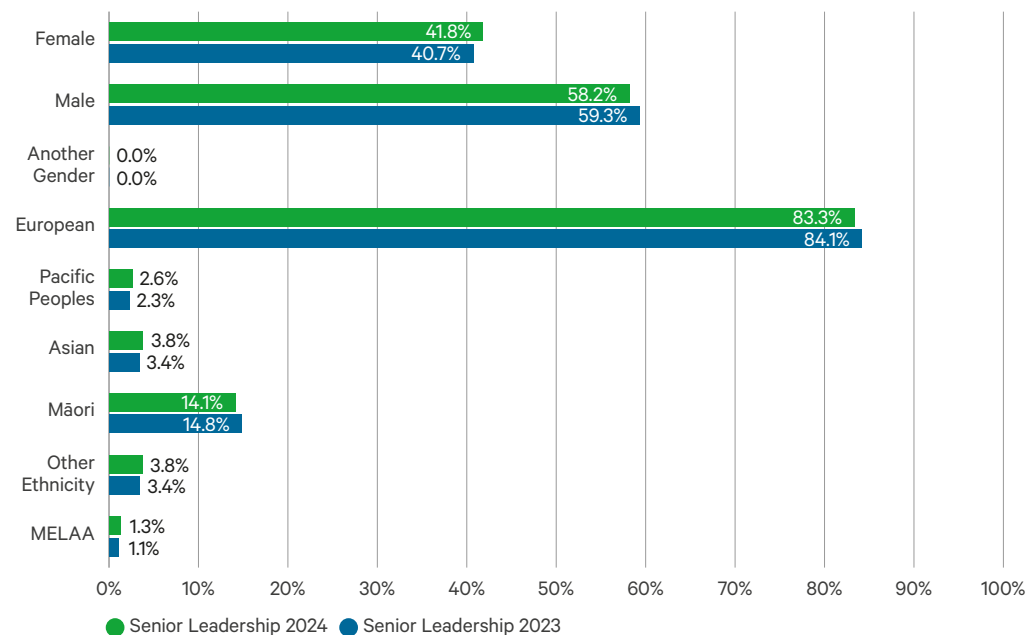
1. People who identify as another gender are included in this analysis, however there is no gender pay gap reported for this cohort as the total number of people of another gender is fewer than 20. This is in line with Kia Toipoto guidelines.

✖ Improving diversity in senior leadership remains an opportunity

Gender and ethnic representation - 2024



Gender and ethnic representation in senior leadership - 2023 and 2024



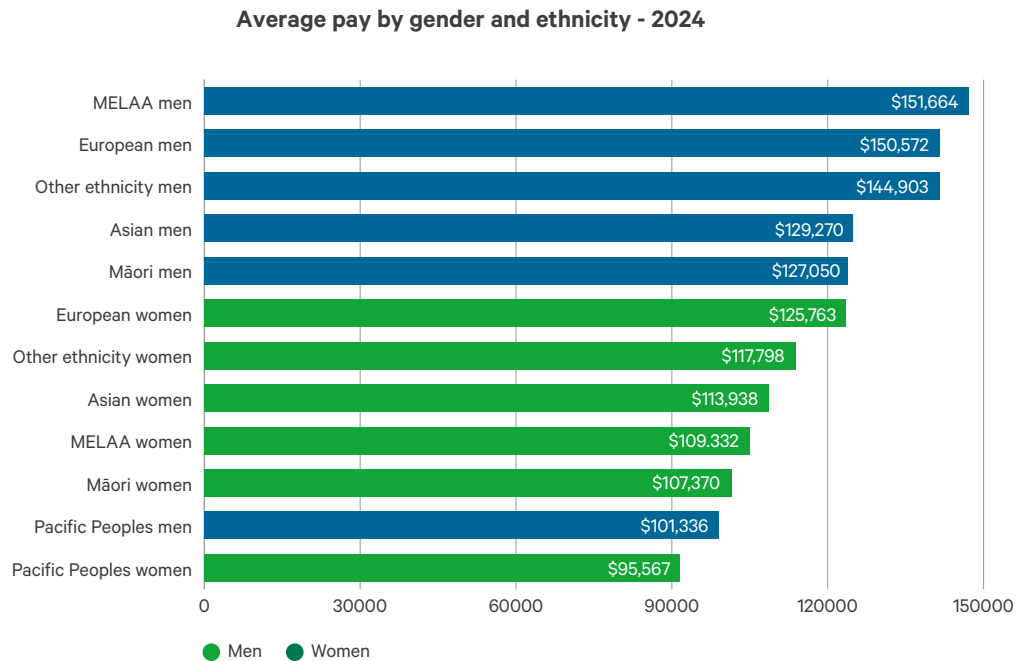
Increasing representation of women and people of non-European ethnicities in senior leadership (tiers 1 - 3) is an opportunity for us.

- Female representation in senior leadership has increased by 1.1% since December 2023. This is due to the decrease in the proportion of men in senior leadership.
- There has been no significant change in the ethnic make-up in senior leadership since 2023.
- While the proportion of men and European people in senior leadership has decreased since 2023, women and non-European employees remain under-represented in senior leadership compared with the overall workforce.

Notes:

1. People who identify as another gender are included in this analysis, however there is no gender pay gap reported for this cohort as the total number of people of another gender is fewer than 20. This is in line with Kia Toipoto guidelines.

✖ Average pay has increased for everyone, but women and Pacific Peoples men have lower average pay than all other men



- The 2024 Public Sector Pay Adjustment increased average pay for all groups.
- Women of all ethnicities have lower average pay than men of all ethnicities, except Pacific Peoples men. This is unchanged since 2022.

We will continue to focus on increasing gender and ethnic diversity in higher paid roles.

✂ Our goal is to improve gender and ethnic representation in technical specialist and people leadership roles

We have opportunities to improve representation in specific areas, including:

- Wāhine Māori and women of other non-European ethnicities in technical specialist and people leadership positions.
- Pacific Peoples at all levels of people leadership, and in technical specialist positions.
- Women in senior leadership.

Our people have told us what they believe will make a meaningful difference to their experience at Kāinga Ora:

- Clear and accessible development opportunities, including mentoring and career pathways.
- Improved people leader capability to support development and career progression.
- A fair, unbiased and transparent recruitment process.
- Increased cultural responsiveness, particularly in recruitment.
- Visibility on our DEI data and the progress we are making.



Our 2025 DEI plan is informed by these insights and the opportunities created by our organisational transformation to establish a solid foundation for our future DEI aspirations and activity.

✖ Our 2025 DEI plan reflects our organisational context

We will focus on three key areas:

1. Setting a clear direction for DEI at Kāinga Ora with measures so we can hold ourselves accountable for progress.
2. Embedding fair and consistent organisational practices that enable all our people to be at their best.
3. Ensuring our people can participate in aspects of our organisational transformation that impact them.



Key activities

1

Set a clear direction for DEI

- Redesign our DEI strategy.
- Make inclusion central to our organisational culture reset, ensuring our workplace is one where people feel valued and respected, and achieve their potential.
- Embed diversity in our workforce strategy and plans.

2

Embed fair and consistent organisational practices

- Any changes we make to our performance and development approach and other frameworks are designed to be fair, consistent and mitigate bias.
- Grow leadership capability – equip people leaders with the learning and resources they need to create an inclusive employee experience.
- Incorporate existing DEI learning in the tools and resources teams use to reset following change.
- Support and equip our Employee-Led Networks to move forward after change.
- Determine the appropriate timing for targeted initiatives, for example Manulele Pasifika Mentoring Programme.

3

Enable participation in transformation

- Clear and timely communication about changes to structure, roles and ways of working.
- Provide accessible ways to engage with information about and provide feedback on changes that impact our people.
- Respond to a range of needs in the support we make available to our people, for example wellbeing and skills enabling participation in selection processes (CV, interviewing etc).
- Design selection processes roles to minimise bias in decision-making. Make addressing bias learning available for panel members.
- Monitor the impact of organisational change on the diversity of our workforce, including representation and pay gap data.

What we've done – delivery against our 2024/25 focus areas

1. A focused DEI work programme, with targeted initiatives	<ul style="list-style-type: none">• Concluded and reviewed the pilot of Manulele, our in-house Pasifika mentoring programme. We aim to run another cohort in 2025/26 and will consider opportunities to expand mentoring programmes to other groups.• Our Pasifika Advisory team developed Te Fonu – our Pacific Cultural Responsiveness framework, which will be launched and embedded from 2025/26, and piloted Yavu training to build capability to engage effectively with Pacific Peoples.• Supported our people with wellbeing and practical support during change, including the Women's Network offering sessions for members on CV, application and interview preparation.• Refreshed our counselling providers, with a key factor assessed being the ability meet the wellbeing needs of a diverse workforce (Māori, Pasifika, neurodiverse, Pan-Asian, rainbow, disabled, refugee-backgrounds) and practitioners having expertise in working in diverse contexts.• Published information to support transgender and transitioning kaimahi and whānau, including guidance for settling in and accessing support and services. Delivered in partnership between kaimahi with lived experience, Organisational Health and Wellbeing, the Rainbow Network and People Team.• Rainbow and Trans Awareness learning delivered by Pride Pledge and arranged by our Rainbow Network, with 137 people participating in 2024.• Celebration of our diverse communities through awareness days, including Te Wiki o Te Reo Māori, Samon and Tongan language days, Diwali and Rainbow Pride days.
2. An inclusive recruitment approach	<ul style="list-style-type: none">• Defined a formal sourcing strategy that will allow us to be clear on the talent profiles we are seeking to attract and build understanding of how to appropriately target them.• Established a meaningful recruitment reporting framework that will enable us to measure our performance in terms of ratios of applications/shortlist/interview/hires.• Identifying opportunities to challenge and remove bias in the process, including how we how standardise and differentiate candidate assessment and selection by role type. We have implemented an expanded active search approach and updated guidance for people leaders.
3. Our remuneration framework	<ul style="list-style-type: none">• Our current remuneration approach means everyone in the same role is paid the same salary, so there is no difference in starting salaries or pay progression.• In future we will explore opportunities in our remuneration approach for recognition of skills and experience at appointment as well as pay progression based on performance. We acknowledge linking performance reviews to a pay system can lead to unintended consequences, which would need to be worked through carefully and mitigations put in place before we propose any changes to our current approach.
4. Development and career progression	<ul style="list-style-type: none">• Proposed changes to our performance and development approach designed to enable individual and organisational performance, including ensuring everyone has clear and measurable performance objectives, development plans to support delivery in-role and separate conversations about their career aspirations.• Implementation of any changes would be supported resources, tools and learning, particularly focused on ensuring people leaders have the capability to fairly and effectively implement the approach and support their people's development.

✖ What we've done – our progress against Kia Toipoto milestones

Action	Kia Toipoto Milestones	Our progress
1. Te Pono – Transparency	<p>Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback.</p> <p>Agencies and entities ensure easy access to HR and remuneration policies, including salary bands.</p>	<ul style="list-style-type: none"> • Our Kia Toipoto reports and action plans are published internally on our intranet and externally on the Kāinga Ora website. • All employment policies are published on our intranet. This includes our remuneration policy and pay rates.
2. Ngā Hua Tōkeke mō te Utu – Equitable pay outcomes	<p>By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.</p> <p>Agencies monitor starting salaries and salaries for the same of similar roles to ensure gender and ethnic pay gaps do not reopen.</p> <p>Pay equity processes are used to address claims and reduce the impact of occupational segregation.</p>	<ul style="list-style-type: none"> • Our remuneration approach means everyone in the same role is paid the same rate, so there is no difference in starting salaries or pay progression. • A consistent approach to job evaluation ensures the same pay rate is applied to for jobs of the same size.
3. Te whai kanohi i ngā taumata katoa – Leadership and representation	<p>By the end of April 2023 agencies/entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.</p> <p>By the end of 2024 the Public Service workforce and leadership are substantially more representative of society.</p>	<ul style="list-style-type: none"> • Our goal is to improve gender and ethnic representation technical specialist and people leadership roles. • We intend to develop targets as part of setting our DEI strategy in 2025/26.
4. Te Whakawhanaketanga i te Aramahi – Effective career and leadership development	<p>By mid 2023 agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.</p>	<ul style="list-style-type: none"> • The proposed changes to our performance and development approach, including separate career conversations, are designed to support development and create a foundation for other frameworks that support career progression and development, for example talent and career pathways. • We continued to offer Te Akoranga Whakapuāwai, our Māori leadership pathway, in 2024 and will review it in 2025.

✖ What we've done – our progress against Kia Toipoto milestones cont.

5. Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki – Eliminating all forms of bias and discrimination	<p>By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.</p> <p>Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices.</p> <p>Agencies/entities ensure leaders and employees learn about and demonstrate cultural competence.</p>	<ul style="list-style-type: none"> • As we develop new and review existing frameworks, policies and practices we design them to be fair and consistent and to remove/mitigate bias e.g. including calibration of proposed performance ratings and a ratings review in the proposed changes to our performance and development approach. • We monitor the effectiveness of our steps to remove bias from policies and practices through changes in our workforce demographics and through specific measurement e.g. application to offer in recruitment. • We continue to make available and promote our addressing bias learning module, including to interview panel members during selection processes. • The Mātauranga Māori Programme provides learning, resources and tools designed to build confidence in the use of te reo Māori, tikanga and support understanding Te Tiriti o Waitangi in our context. • In 2024, our Pasifika Advisory team worked with the Ministry of Pacific Peoples to pilot Yavu training to build capability to engage with Pacific Peoples, and in 2025 developed Te Fonu – our Pacific Cultural Responsiveness Framework.
6. Te Taunoa o te Mahi Pīngore Flexible-work-by-default	<p>By the end of 2024 agencies and entities offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay.</p>	<ul style="list-style-type: none"> • We support various flexible working options through our flexible working policy and supporting guidance. • In 2025, we will refresh our ways of working, including our approach to flexible working, to ensure it supports the culture we are aiming to build, and consistent experiences and work practices across the organisation.

General Enquires

Freephone: 0800 801 601

Enquiries and feedback form

**Our Customer Support Centre provides
on-the-spot responses for all enquiries**

8am to 6pm, Monday to Friday and 24/7
for urgent calls.

kaingaora.govt.nz