



Social Investment Agency  
Toi Hau Tāngata

# Diversity, Equity, and Inclusion Plan

November 2024



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# Our commitment

Our agency's purpose is to shift the system using data and evidence, so that the system invests earlier and more effectively to improve the lives of New Zealanders.

We want to make a difference for New Zealanders. We need diverse thinking, backgrounds, and experiences to deliver our core business of improving outcomes for New Zealanders. We also need an inclusive culture where people are valued, respected, and supported to reach their potential and fully contribute to our mahi.

We care about creating a diverse and inclusive agency. It's the right thing to do, it aligns with our values, and it is consistent with the evidence. For example, a report by Diversity Works<sup>1</sup> sets out evidence showing inclusion is a 'positive driver of innovation and productivity'. Their evidence shows workplace inclusion increases employee engagement, organisational performance, and social outcomes. In addition, the report notes inclusion helps attract and retain talent. As an agency, our work impacts New Zealanders, so we need good representation of diverse thinking, backgrounds, beliefs, and experiences to help us make better decisions and give better advice. Focusing on diversity, equity, and inclusion will help us deliver our purpose and fulfil our role as an agency.

That's why we're committed to the Public Service Kia Toipoto Action Plan and Papa Pounamu priority areas. They form the basis of our diversity, equity, and inclusion plan (our plan). Kia Toipoto is the Public Service's action plan for closing gender, Māori, Pacific, and ethnic pay gaps. Papa Pounamu is the diversity and inclusion work programme for the Public Service. Implementing our plan supports us to meet our obligations under the Public Service Act 2020.

We are a new agency, but we have good foundations transferred from the Social Wellbeing Agency (SWA) that we can build on.

Our culture, engagement, and inclusion group, Tātou, led the development and implementation of our plan. Tātou invited people across the agency to join them in a working group to develop our plan. Everyone had an opportunity to provide input when we consulted across the agency. We will continue to work with our people as we implement our plan.

Our leadership team is committed to diversity, equity, and inclusion, and delivering on our plan. The Director Office of the Chief Executive is the sponsor of the plan and has specific responsibility for ensuring its implementation.

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<sup>1</sup> Diversity Works, 2019, Workplace Diversity Model Case

Our agency values underpin our plan. We recently reviewed and confirmed our values and will use them to guide our implementation of our plan.



**Tāngata**  
We're about people

It's about people. They will do better, sooner and for longer, when we partner with others to develop and deliver services.



**Manawa Māui**  
We are a catalyst for change

We challenge the status quo constructively and seek better ways of doing things.



**Taunakitanga**  
We influence through evidence

We use evidence to influence positive change for New Zealanders.



**Puaretanga**  
We're transparent by nature

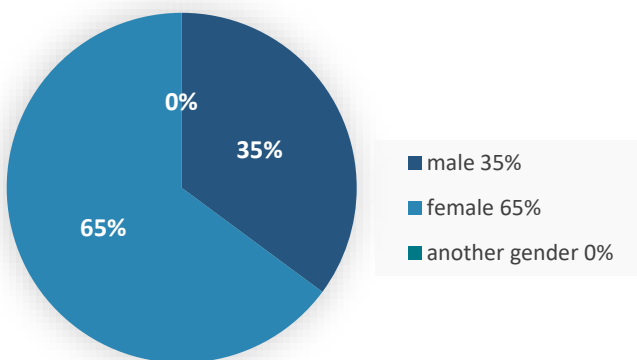
We will share what we're doing, how we're doing it, and what we learn

## Our data and our narrative

The functions and staff of SWA were transferred to the newly established Social Investment Agency on 1 July 2024.

As at 30 June 2024 SWA employed 37 people. This includes permanent and fixed term employees. It excludes people seconded into our agency and contractors.

### Gender breakdown



### Ethnicity breakdown

People may have multiple ethnicities resulting in a percentage total over 100%.

% European	89%
% Māori	11%
% Pacific	less than 8%*
% Asian	less than 8%*
% MELAA	less than 8%*
Disclosed ethnicity	97%

\*We have not reported percentages that are low to protect our people's privacy.

### Average age

Our average age is 44 years old.

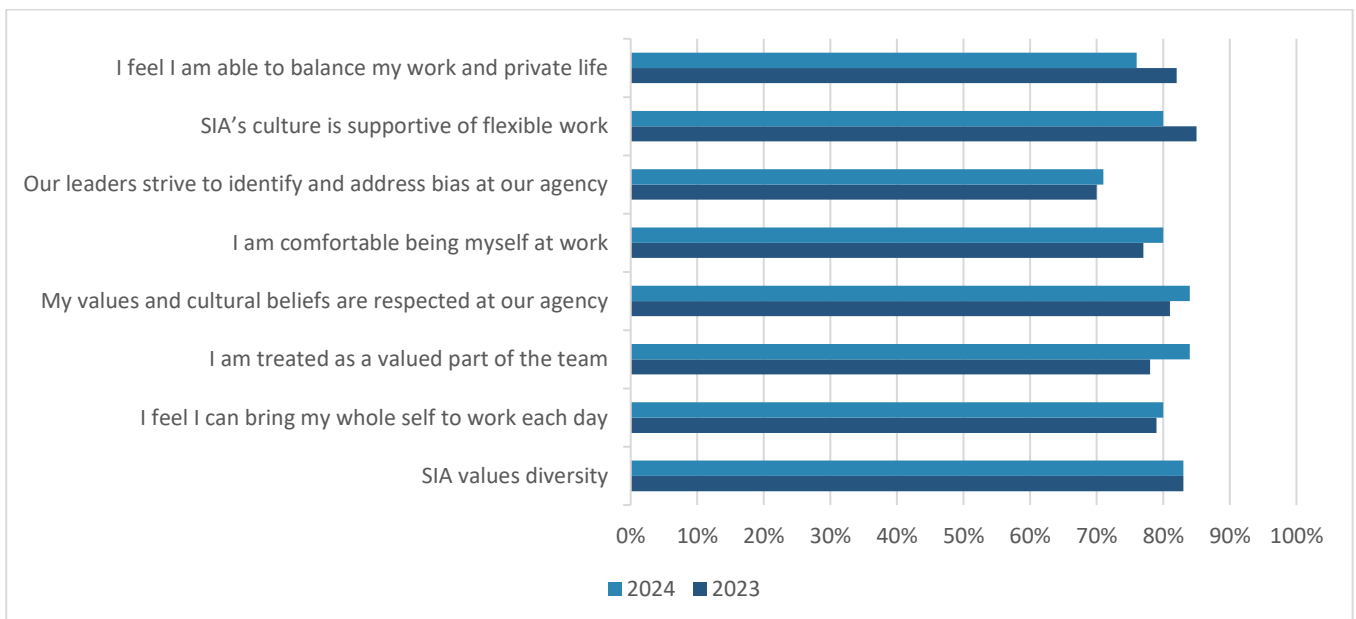
### Leaders

Our leaders are 86 percent female and 86 percent European. Leaders are defined as managers in tier two and tier three roles.

As a small agency we do not meet the threshold to produce meaningful gender or ethnic pay gap statistics as per the Stats NZ guidance. We also do not report percentages that are low to protect our people’s privacy, for example some ethnicities, staff with a disability, and members of the rainbow community. Measuring changes in the diversity of our people at a detailed level over time is also not viable. Very small changes in our workforce can impact significantly on our data. Therefore, we have used information such as trends, workforce profile, recruitment data and staff feedback to measure our progress. Looking at our information as at 30 June 2024, we can see:

- We have more females than males in leadership roles and our leaders are mostly European. Our broader workforce is also mostly European. We need to increase the ethnicity of our people, including our leaders, to be more representative of society and ensure we have the capability to engage with and work effectively with our stakeholders, including iwi.
- New recruits during the 23/24 year were 67 percent female and 100 percent European. We need to increase ethnic diversity and recruitment is a good opportunity for this, but we acknowledge there is work to be done to help build a diverse talent pool and attract diverse applicants.
- Our turnover has reduced to 9 percent. Retaining our talent is positive but can reduce opportunities to build diversity through recruitment.
- We introduced progression and study policies in March 2020. Since their introduction, of the people who have progressed into more senior roles, 50 percent were female, and 25 percent were Māori. Of the people we have supported through our study policy, 80 percent were female, and 20 percent were Māori.
- We are currently completing our annual pay gap review. We have reviewed higher or special duties allowances for any pay gaps. The numbers of allowances paid over the year are small and no unjustified gaps were identified.
- We engaged one contractor in the 2023/24 year so have not done any analysis.

We surveyed our people to understand their experience of diversity, equity, and inclusion at SIA. Below is what they told us compared with the previous year.



Our survey scores are high, and are generally similar to the previous year, with small decreases for two questions. Comments from our people were largely positive about our diversity, equity and inclusion work and our inclusive culture, including suggestions to we ensure we protect this as we grow. There were comments about flexible work and work life balance and the impact on these of our increased pace and need for innovation. It was suggested that we focus on attracting diverse candidates during recruitment.

## **Our priority and plan for 2024/25**

The previous work done by the Social Wellbeing Agency has put us in a good position to progress towards our goals. We know there is more work to do, particularly to increase our ethnic diversity. For the upcoming year, our priority is recruiting for ethnic diversity by attracting diverse talent and helping to develop a more diverse talent pool through internships and secondments. In addition, we will continue to focus on developing and retaining our existing diverse talent and supporting their career development.

SWA's previous plans had also focused on increasing ethnic diversity, and, unfortunately, they did not produce the results wanted. We need to think differently about our approaches. For example, exploring secondments with iwi partners and NGOs, and working with population agencies to grow our networks. And, where we do not have diversity within our workforce, we will explore ways to bring diverse views from outside the agency into our work.

Our plan on the following pages sets out what we will work on in 2024/25.

# Our progress and our plan

## Diversity

Representation in workforce, leadership, and occupations, especially for under-represented groups.

### Our targets to increase representation

We have good female representation across our workforce; we have no representation of people who identify as a gender other than male or female.

We need to increase our ethnic diversity, particularly in leadership roles. As a small agency, numeric targets can be hard to set and achieve because changes of one or two people will have a significant impact on our numbers.

We aim for gender balance in tier 2 and 3 leadership roles. However, given the size of our agency, and the impact that one or two changes in our people can have, it is realistic to expect that our gender make-up could vary by a margin around 10 percent over any two to three year period.

We need to increase ethnic diversity across our workforce, and in leadership roles. We aim to have the ethnicity of our overall workforce better reflect the New Zealand population within three years. In the following five-year period, we intend to maintain ethnic representation in our workforce in line with the changing New Zealand population.

Action area	Our progress	Our plan for 2024/25	How we will measure success
Cultural competence	<p>We have launched the Te Aho Kura Cultural Capability Plan 2024-26. Te Aho Kura ensures we are growing cultural competency in line with the Whāinga Amorangi framework (Māori Crown relations capability), and the Māihi Karauna strategy (Crown's Māori language revitalisation).</p> <p>We are currently reviewing our internal Māori/iwi data practices to ensure handling of</p>	<p>We will implement Te Aho Kura Cultural Capability Plan 2024-26.</p> <p>We will explore additional options for cultural capability training.</p> <p>We will promote the intercultural capability e-learning modules regularly.</p>	<p>Survey scores shows an increase in te reo Māori competency, where 50 percent of staff report being confident in introducing themselves.</p> <p>Survey scores show an increase in the NZ history competency area where 20 percent of staff reporting being "confident" in describing key historical moments in Māori/Crown relations.</p>



	<p>Māori/iwi data is in-line with recommendations from the Māori Data Governance Model.</p> <p>To strengthen our broader cultural competency, intercultural capability e-learning modules are included in our induction material and are available on our intranet.</p> <p>Tātou (our culture, engagement, and inclusion group) hold events to acknowledge cultural events through the year, such as Matariki.</p>	<p>Tātou will continue to hold events, and will continue to seek ideas from our people on events to acknowledge or celebrate</p>	<p>Our survey scores for diversity and inclusion (either through internal surveys or Te Taunaki Public Service Census) are maintained or increased.</p>
<p>Fostering diverse leadership</p> <p>Workforce and leadership representation</p> <p>Māori are influential at all levels of the workplace</p>	<p>We support career development through our performance framework, Ngā Tahī, and our progression and study policies.</p> <p>We support people to participate in leadership programmes.</p> <p>We have nominated diverse leaders to the Public Service Commission Development Boards.</p> <p>We use a broad range of recruitment channels to attract diverse candidates.</p>	<p>We will support leaders to have good Ngā Tahī (performance and development) conversations with their people. We will develop a guide to support regular Ngā Tahī conversations that check in on development, work life balance, and flexible working.</p> <p>To build a pipeline of talent we will continue to look to host interns in 2025/26 through the Tupu Toa, Tupu Tai, and Analytics &amp; Research in Government internships programmes, as funding allows.</p> <p>We will consider secondment opportunities with our iwi partners/NGOs when recruiting. We will build relationships with population agencies to grow our networks.</p> <p>We will continue to use te reo Māori in our advertisements and use a broad range of channels and networks to attract diverse applicants. We will continue to ensure our website and social media reflects the diverse range of work we do and our diverse people.</p>	<p>We have gender balance in in tier 2 and 3 leadership roles. However, given the size of our agency, and the impact that one or two changes in our people can have, it is realistic to expect that our gender make-up could vary by a margin around 10 percent over any two to three year period.</p> <p>In three years, we will have increased ethnic representation across our workforce so it better reflects the New Zealand population. In the following five-year period, we will have maintained that ethnic representation.</p>

We will continue to work to make our workplace safe, welcoming, and inclusive for the rainbow community and tāngata whaikaha Māori and disabled people.

We will continue to look to identify specific roles that need cultural skills where we can deliberately attract and recruit diverse talent (for example, a Māori Data Scientist).

We will explore ways to bring diverse views from outside our agency into our work when we do not have diversity within our workforce.

Eliminating bias and discrimination from recruitment policies and practices

We are currently reviewing our recruitment policy to align with the updated guidance and the [Lead Toolkit](#) for employing tāngata whaikaha Māori and disabled people.

We have online unconscious bias training and have a minimising bias toolkit for recruitment panels.

We will complete the review of our recruitment policy. We will update our procedures and practices to align with the updated policy.

We will hold refresher unconscious bias training for all our people, prioritising those involved in recruitment.

Recruitment policy is updated and minimises bias and discrimination.

Pay gap reviews identify no unjustified pay gaps for starting salaries.

Effective career and leadership development  
Māori have career paths that empower them to achieve their career aspirations

As a small agency, we have some, but not extensive, opportunities for career progression and we know some people will need to leave our agency to progress their career. We know this helps increase diversity across the broader public service and we support all our people with their career aspirations, whether it is within our agency, or outside.

We will continue to incorporate steps into our planning processes to share opportunities for work fairly.

We will continue to support leaders to have good Ngā Tahi (performance and development) conversations with their people. This helps leaders to understand all the skills and experience their people bring and to ensure everyone has a good development plan that is robust and identifies career aspirations.

All staff have development plans in place.

Our survey scores for career development (either through internal surveys or Te Taunaki Public Service Census) are maintained or increased.

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	<p>Our performance framework Ngā Tahi supports people to achieve their career aspirations and requires everyone to have a development plan.</p> <p>We have a progression policy and study policy to support career development.</p>	<p>We will continue to regularly promote our progression and study policies. We will promote development and career opportunities internally, including courses, secondments, and conferences. We will support secondments to other agencies.</p>	
<p>Flexible by default</p>	<p>Our Working Flexibly policy was implemented in 2021 to enable all people to access flexible-by-default working.</p>	<p>We will review our policy using the updated guidance from Public Service Commission.</p> <p>We will continue to monitor the effectiveness of our Working Flexibly policy.</p>	<p>Our practices are aligned with public service guidance.</p>

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# Equity

Pay gaps and average pay for different groups, equitable pay (starting salaries and pay in the same or similar roles).

Action area	Our progress	Our plan for 2024/25	How we will measure success
<p>Equitable pay outcomes</p> <p>Agencies work purposefully and with good intentions to achieve equitable pay for Māori</p>	<p>We regularly review starting salaries and salaries for same and similar roles for gender and ethnic pay gaps.</p>	<p>We will continue to annually review starting salaries and salaries for same or similar roles for pay gaps for all working arrangements, including monitoring our application of higher duties allowances.</p>	<p>Reviews are undertaken and no unjustifiable pay gaps are found for all working arrangements.</p>
<p>Eliminating bias and discrimination from remuneration practices and policies</p>	<p>In 2021 we reviewed our remuneration, parental leave, leave, progression, and study policies to remove bias and discrimination. All staff can access online unconscious bias training. We have a minimising bias toolkit to support decision makers.</p>	<p>We will continue to review our HR policies, as required, with a focus on removing bias and discrimination. We will engage with our people as we review or develop policies.</p>	<p>Our HR policies and practices include proactive steps to remove bias in decision making. Processes for people related decisions are transparent.</p>
<p>Transparency</p>	<p>Our HR policies, including remuneration policy and pay bands, are available on our intranet.</p> <p>We involve our people in the development of our diversity, equity, and inclusion plan.</p>	<p>We will continue to monitor to ensure HR policies and pay bands are available on the intranet.</p> <p>We will continue to involve our people in the development of our diversity, equity, and inclusion plan</p>	<p>HR policies and pay bands are available on the intranet.</p>

## Inclusion

The extent to which all our people feel respected valued and able to achieve their potential.

Action area	Our progress	Our plan for 2024/25	How we will measure success
Cultural competence	See Cultural Competence in the Diversity section above.		
Employee-led networks	We encourage and support employee-led networks, and this is formalised in our Wellbeing Policy. As a small agency, we partner with other agencies to support our staff to join employee-led networks, including those for women, Māori, disabled people, and rainbow communities.	We will continue to share information about employee-led networks at induction and regularly during the year.	Our people are aware of employee-led networks they can join and have opportunities to participate.
Addressing bias	<p>We have access to online unconscious bias training through our shared services provider. Training is included in our induction material.</p> <p>We identify and mitigate bias when reviewing human resources policies and practices.</p> <p>We have developed a minimising bias toolkit for decision-makers to use during recruitment and remuneration processes to reduce bias.</p>	We will hold refresher unconscious bias training for all our people, prioritising those involved in recruitment.	Our survey scores for diversity and inclusion (either through internal surveys or Te Taunaki Public Service Census) are maintained or increased.
Inclusive leadership	<p>We held an inclusive leadership workshop for all our people leaders during 2023/24.</p> <p>We held a workshop for our leaders on understanding active allyship for rainbow communities. We also ran a separate workshop for our people which was well attended.</p>	We will continue to run inclusive leadership workshops annually so we can create an environment that supports people to contribute diverse thinking and ideas into our work.	<p>All people leaders have participated in inclusive leadership workshops.</p> <p>Our survey scores for diversity and inclusion (either through internal surveys or Te Taunaki Public Service Census) are maintained or increased.</p>

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	We have reviewed our agency's values and are developing gratitude cards.	Tātou will support ELT to maintain our inclusive culture.	
Māori participate in action and monitoring	We invite all our people to join Tātou, our culture, engagement, and inclusion group. We invite all our people to join the working group that develops and implements our plan and monitors progress.	We will continue to involve our people across the agency as we implement and monitor our plan.	Tātou has a broad range of representation from across the agency involved in implementing and monitoring the plan.
Agencies enhance workplace practices and the mana of Māori and others  Agencies celebrate tikanga, kawa and matāuranga Māori, and taonga such as te reo Māori	See Cultural Competence in the Diversity section above.		

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