

Diversity, Equity & Inclusion

at Te Tari Taake Inland Revenue

Our roadmap to creating a diverse
and inclusive place to work



Inland Revenue
Te Tari Taake

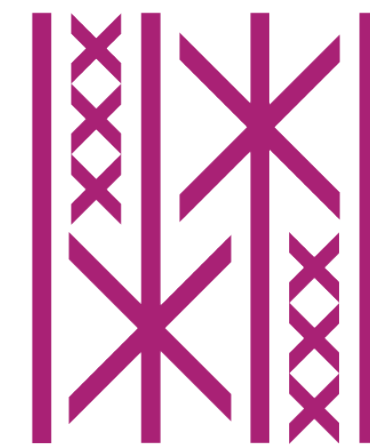
Introduction by Peter Mersi – Our Commissioner

At Te Tari Taake Inland Revenue we have a strong commitment to and focus on building an inclusive workplace for all our people. This is a workplace where everyone feels valued, respected and supported to reach their full potential and do a great job. This is important for us as an organisation, for the way we deliver services for New Zealanders and for the steps we are taking to become a Te Tiriti-based organisation.

Te Pou o te Tangata

Everything we do starts and ends with people. Through our Te Pou o te Tangata behaviours of Whanaungatanga, Manaakitanga and Mahi Tika we are open-minded and respectful, care for those around us and do the right things, so we can continue to make Aotearoa New Zealand an even better place to live and work. These behaviours help us to incorporate Māori values and concepts into the heart of how we behave and work together.

Te Pou o te Tangata helps us create an inclusive workplace, where diversity is valued and we are open and accountable for what we do.



MAHI TIKA



MANAAKITANGA



WHANAUNGATANGA

INTRODUCTION

Making progress

Over the last year, we have made progress towards our 3 diversity and inclusion goals of a Diverse Workforce, an Inclusive Workplace, and Leadership and Accountability. This has included mahi across:

- recruitment and capability
- seeing our People Networks continue to thrive
- understanding the experiences and barriers to career development for Māori and Pacific people, and
- the continued focus of property programmes on our people's wellbeing.

As in previous years, we have seen a positive shift with our gender pay gap. This has reduced from 20.6% in 2016 to 15.8% in 2023. Our analysis shows that there continues to be minimal difference in gender pay within roles.

Representation is also the main reason for our ethnicity pay gaps. A large proportion of Māori, Pacific peoples, Asian and Middle Eastern, Latin American and African (MELAA) people are in lower paid roles and a smaller proportion are in higher paid roles.

Over the past 5 years ethnicity pay gaps have decreased across all groups except for Asian women, which has increased. This is likely because of an increase in the number of Asian women coming into frontline roles.

The current average ethnicity pay gaps are 8.72% for Māori, 13.26% for Pacific peoples, 12.73% for Asian, 9.11% for MELAA people. Ethnicity pay gaps are still significantly higher for women – with a pay gap of 22.5% for Māori wāhine, 23.5% for Asian women and 25.1% for Pacific women.

Since 2022 there has been an increase in the representation of women in team lead and senior management roles, but a slight decrease in management roles. In senior leadership roles female representation is 63%, in management it is 45%, and at the team lead level it is 65%.

We will continue to invest in our people practices that support increased representation across both gender and ethnicity, so we can reduce pay gaps and have greater diversity across all levels of Te Tari Taake Inland Revenue.

INTRODUCTION

Focus for the year ahead

Through our actions in the 2023/24 Diversity, Equity and Inclusion Roadmap we will continue to build on what we have achieved in past years and focus on actions that create a diverse and inclusive workplace.

Our diversity and inclusion goals will guide our mahi to further reduce gender and ethnicity pay gaps and support our work programme to make positive shifts in representation.

To be truly representative of the communities we serve across Aotearoa New Zealand we need diversity at all levels of our organisation. To help us achieve this we will focus on career development, attracting diverse candidates to roles and supporting them to do their best.

In our Roadmap we have highlighted 2 specific areas of focus – the representation of Pacific peoples and disability.

Actions to support a positive change and shift in the representation of Pacific peoples include leadership development through Te Pou o te Tangata work, inclusive recruitment practices, and development programmes.

Our focus on disability aims to create an inclusive and enabling environment for all disabled people through removing barriers to employment and ensuring our practices, processes and tools enable all people to thrive.

This includes developing a Reasonable Accommodation Policy and exploring the benefits of working in partnership with a programme like the Accessibility Tick.

As we move towards becoming a Te Tiriti-based organisation we are committed to understanding and recognising the experiences of Māori at Te Tari Taake in terms of their career development and the barriers they face. This year we have developed a Māori Representation Roadmap that reinforces commitment to increase Māori representation and support career development outcomes for Māori across all levels of the organisation.

Looking to the future

Our Diversity, Equity and Inclusion Roadmap builds on the mahi we have underway. Our diversity and inclusion goals and actions are supported and reinforced through Kia Toipoto – Public Service Pay Gaps Action Plan guidance and aligns with Papa Pounamu, which sets the diversity and inclusion work programme for the wider Public Service. I am pleased we are making progress to strengthen diversity and inclusion at Te Tari Taake Inland Revenue and continuing to close our gender and ethnicity pay gaps, ultimately creating positive and meaningful change for our people.

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Papa Pounamu

Our approach to diversity, equity and inclusion

Te Tari Taake Inland Revenue is committed to building an inclusive workplace free from inequalities for our 4,130 people (headcount as at 30 June 2023), where all our people are valued, respected, and feel supported to reach their full potential.

Our approach to diversity and inclusion is based around our 3 diversity and inclusion strategic goals:

- **Diverse workforce** – We will break down barriers to inclusion, and celebrate, retain, develop, and attract a truly diverse workforce that is representative of the communities we serve.
- **Inclusive workplace** – We will create a safe and open working environment where all our people feel able to grow and do their best work without fear of embarrassment or retaliation.
- **Leadership and accountability** – We will actively demonstrate our commitment to an inclusive culture through our leadership, and we will hold ourselves accountable for our progress.

These goals are supported and reinforced through Kia Toipoto – Public Service Pay Gaps Action Plan guidance, and are aligned with Papa Pounamu, which sets the diversity and inclusion work programme for the wider Public Service, with guidance from Te Kawa Mataaho Public Service Commission.

This Diversity, Equity and Inclusion roadmap is complemented by an equal focus on supporting the career development of Māori. These actions can be found in our [Māori representation roadmap](#).



Reflections of the last 12 months

The following is a summary of the 2022/23 roadmap activities that have contributed to our progress



GOAL 1:

Diverse Workforce

- In 2022/23 we completed foundational work in the recruitment space including attraction, selection, onboarding and induction. This has included building our brand in the market and leveraging this along with targeted solutions to bring greater diversity into the organisation.
- We have commenced work with our people to understand experiences and barriers to development and career progression for Māori and Pacific peoples and have established a plan to work in partnership to effectively address these.
- Leadership conversations about talent development help identify opportunities across teams, business groups, the organisation and cross-agency. Raising visibility of the capability and aspirations of our people can increase representation for women, Māori, Pacific peoples and other ethnicities across leadership and more senior level roles. This year we have facilitated discussions with leaders throughout the organisation to improve our development (Whanake) conversations, and shared leadership resources.
- Our Active Listening programme continues to assist our people experience work with regular surveys on various topics, and new joining and candidate experience surveys were launched this year. Through regular pulse surveys, our people tell us they like our flexible, supportive and inclusive environment. More of our people are completing the surveys and more are feeling comfortable to choose to share their results with their leaders.
- We have refreshed our 12 people capabilities, to ensure that our behaviours are at the hearts of how we work together, and that we have reflected te ao Māori capability and stronger cultural capability throughout the guidance that supports individuals navigate the people capabilities. Work to launch and share these with relevant communications and context is still on-going.

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GOAL 2:

Inclusive Workplace

- We have recently updated our on-boarding tools through Ātea. Kimi Kaimahi (Recruitment) at Inland Revenue creates a positive candidate experience and provides hiring leaders with clarity across all aspects of the recruitment process. This also brings in refresher learning for hiring leaders about unconscious bias, to reinforce how this is mitigated in our recruitment processes.
- Our new organisational behaviours - Te Pou o te Tangata incorporates Māori values and concepts. They were designed with our people including our people-lead networks, with a focus on amplifying the voices of underrepresented communities. Our new induction is based around our behaviours and helps everyone understand what it means to be part of Inland Revenue, whatever their background or role within the organisation.
- Our property programme has continued to ensure that projects enhance our people's wellbeing and have accessibility top of mind. A key achievement relates to the guidance for all future projects is inclusive of accessibility as a key consideration, and members of our Diversability People Network are included as part of all our Business Engagement Groups (BEG) for property projects.
- Our People Networks have continued to thrive and have established themselves as key stakeholders in many initiatives and people processes. Together we have delivered Network Role Guidance for members and leaders - to support the understanding of the role of people networks and how they can support development and capability growth of members outside of their day-to-day mahi. Our People Networks provide opportunities for people to learn about diverse groups through language weeks and celebrations and have contributed to significant initiatives, such as our new organisational behaviours and reaccreditation with the Rainbow Tick.

3

GOAL 3:

Leadership & Accountability

- Our recruitment systems and processes have been refreshed this year to ensure leaders know how to create an inclusive experience for candidates. We have also improved our unconscious bias training to help leaders make inclusive decisions when supporting the development of their team and recruiting new people. We now offer additional short unconscious bias refresher training which can be used to reduce bias prior to hiring processes. 93% of our people leaders have completed unconscious bias training.
- We have continued embedding our flexible working policy and approach, encouraging solution focused conversations between leaders and their people. The last 12 months has seen leadership teams working through real life scenarios, and working together to promote consistency in decision-making and reflecting on what a principle-based approach means within their business group contexts. We continue to work with business groups to recognise and leverage the opportunities and challenges that come with hybrid working arrangements.
- We continue to strengthen what we do to protect our people from harm at work, promote positive ways to support wellbeing and resilience, and supporting recovery or accommodating illness when needed. We have diversified our mental health and wellbeing training for leaders. This gives them more specific and practical learning on supporting people with specific mental health struggles (anxiety, loss, grief, trauma). Our new health and safety reporting tool has been rolled out, which allows our frontline people to report when their wellbeing has been affected by a customer interaction. This enables leaders to better follow up and support their people. Leaders follow up with team members who report an incident potentially harmful to their psychological health.
- We have progressed work on our new leadership induction based on Te Pou o Te Tangata, and additional resources to support our Māori capability programme Te Arapiki. Both will be launched in the upcoming year.



Engaging with our people

Engaging with our people

Developing our roadmap

Our journey to develop this roadmap has been supported through engagement with a range of stakeholders; this includes:

- our 3 unions (PSA, Taxpro and NUPE) with on-going significant support from PSA Rūnanga and Tagata Moana Delegates and Taxpro representatives from Māori and Pasifika communities
- whānau Māori members from across Inland Revenue
- leads and members of our people networks (Tagata Pasifika, Wāhine Tūhono – Women’s Network, He Toa Takitini – Rainbow Network, Diversability Network and Multicultural Network)
- senior leaders and business partners
- representatives of business groups who provide or support services that enable our diversity equity and inclusion goals.

Understanding our people’s experiences

When developing our 2022/23 Diversity, Equity and Inclusion roadmap, we committed to understanding the experiences of Māori and Pacific peoples, in terms of developing careers and the barriers that have been faced.

Through this on-going kōrero and kanohi-ki-te-kanohi (face-to-face) engagements Māori and Pacific People have shared their experiences and insights. We have worked in partnership to establish the actions that will create a positive impact on Māori and Pacific representation, and in turn reduce the pay gaps.

This Diversity, Equity and Inclusion roadmap responds to the insights we have gathered from our people to identify tangible actions that can bring meaningful change for our Pacific People, as well as other underrepresented communities at Inland Revenue.

Alongside this roadmap, is a focus on Māori representation – this includes the actions and activities specifically focused on enabling meaningful change in Māori representation.

What are we trying to achieve?

Representation goals

Te Tari Taake Inland Revenue wants to be representative of all the communities we serve, and see diversity at all levels of the organisation. There are 3 key areas of our work programme that support a positive shift in representation over time.

- Career development – supporting our people to build fulfilling careers at Inland Revenue. This will help people develop capability and successfully move to senior roles and roles of influence.
- Talent attraction – thinking about how we attract diverse candidates to want to apply to work at Inland Revenue, at all levels.
- Talent selection – supporting candidates to do their best, and also supporting leaders to make non-biased decisions and engage with candidates with diverse values and worldviews.

The representation areas where we have a clear opportunity to create positive change are:

- representation in senior positions across all non-European ethnicities - both people and technical leadership
- representation of women in non-people leader roles with pay between \$120,000 and \$210,000 – these are generally higher level technical roles
- increased representation of Pacific peoples across all levels of people leadership
- increased representation of Pacific peoples across higher level/higher paid technical roles
- increased Asian representation across all levels of leadership
- increased representation of disabled people and members of LGBTTTQIA+ (rainbow) communities across all roles.

For Māori representation goals – please refer to our [Māori representation roadmap](#).

Measuring change – inclusion and our people experience

Our people tell us they like our flexible, supportive and inclusive environment. Over the past year, 86% of staff who responded to our people experience survey felt ‘mostly included’ or ‘really included’ in their day-to-day experience at work. This has continued to trend in a more positive direction since the survey was introduced in 2020.

Our people tell us they like our flexible, supportive and inclusive environment and regular development conversations with their leaders.

We integrate health and safety into all our activities and encourage everyone to show manaakitanga. We continue to develop resources and guidance for leaders on work experience from a mentally healthy work perspective, supporting leaders to understand the wide range of factors that can impact how mentally healthy, work is. Through greater understanding of these factors, it can assist leaders in having conversations and working with their people to improve any obstacles to a great work experience.

On average over the last year, 65% of respondents to surveys rated their wellbeing as ‘good’ or ‘very good’. 73% of respondents felt ‘good’ or ‘very good’ about their day-to-day work experience.

The themes remain consistent when we compare this across all ethnicity and gender groups at similar role levels.

OF SURVEY RESPONDENTS:



86%

felt ‘mostly included’ or ‘really included’ in their day-to-day experience at work



65%

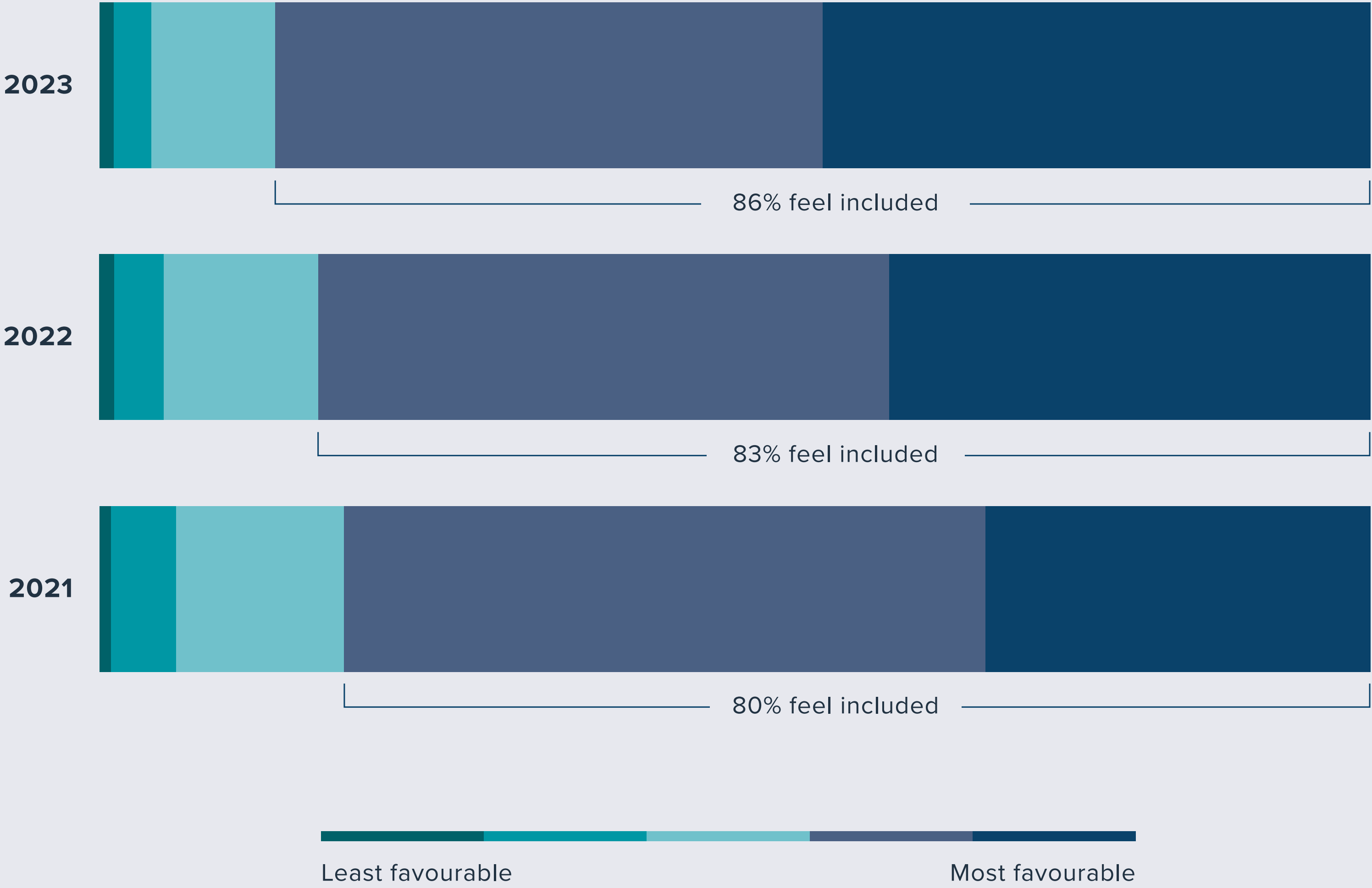
rated their wellbeing as ‘good’ or ‘very good’



73%

felt ‘good’ or ‘very good’ about their day-to-day work experience

PX Pulse results for the 'Inclusion' Dimension 2021-23



Since 2021, reported feelings of inclusion have continued to trend in a more positive direction.



Pay gaps

Inland Revenue has been working over a number of years to ensure gender and ethnicity are not a determining factor in what people get paid.

Gender pay gaps

Inland Revenue has been working over a number of years to ensure gender and ethnicity are not a determining factor in what people get paid.

The drivers of our gender and ethnic pay gaps relate to representation. This means that although we have diversity within our frontline roles and lower paid roles, the level of diversity reduces in higher paid, more senior or influential roles.

Gender pay gaps

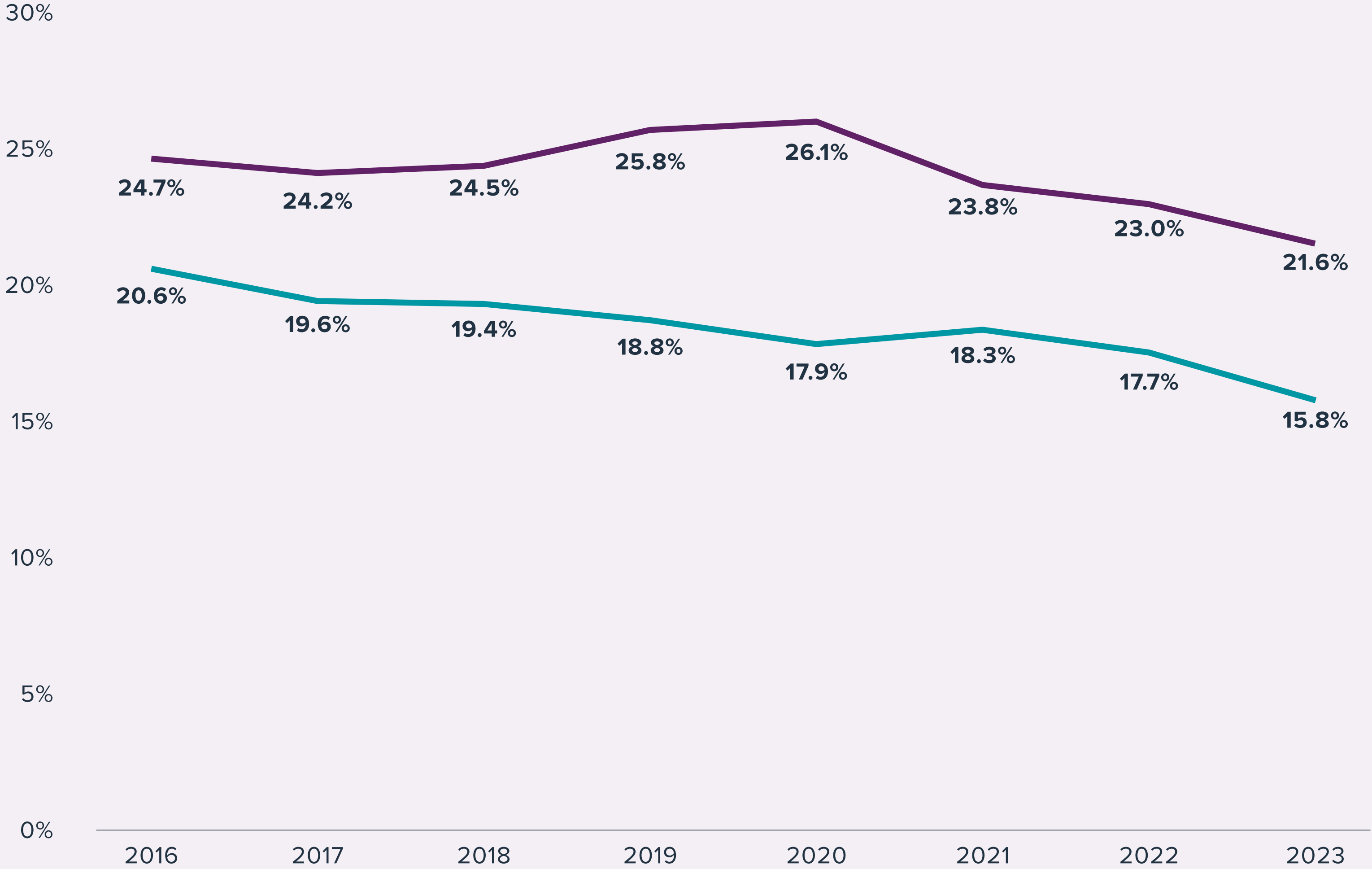
The current average gender pay gap is 15.8%. This has reduced from 20.6% since 2016. Our analysis shows the following:

- There are minimal like-for-like gender pay differences within roles.
- Where the average salary differs within roles, this can be attributed to factors such as capability, tenure or length of time in roles.
- Our gender balance across male and female in leadership is at levels we are satisfied with, and we aim to maintain this.
- As far as we are aware there are no gender diverse people in leadership.

Measurement

When referring to gender pay, the measurements do not include employees that identify outside the gender binary, due to limited numbers and the risk associated with publishing figures that may cause individual employee data to be identified.

Average and median gender pay gap over time



Our median pay gap has decreased by 4.3% and the average pay gap has decreased by 4.6% since 2016.

- Median gender pay gap
- Average gender pay gap

Gender pay gaps

The gender pay gap is driven by representation.

There is a high proportion of women in frontline roles and lower paid roles at almost 70%, for example, Customer Service Officers. We do not intend to force a change here, but rather see this as an opportunity for women to enter the organisation and a pipeline for future talent. For this reason, Inland Revenue is likely to always have a gender pay gap of >10%.

Our pay gap is not driven by within-role difference but rather by uneven representation across roles. Women are less represented than men in roles earning above \$120,000. Since 2022, their representation has decreased in roles earning between \$179,000 and \$210,000.

At senior leadership level (tiers 1-3) female representation is 63%, management (tiers 4-5) is 45%, and team lead level is 65% (as at 30 June 2023). Female representation has increased for team lead and senior management roles since 2022, but has decreased slightly for management roles.

OF WOMEN:



70%

work in frontline and lower paid roles



63%

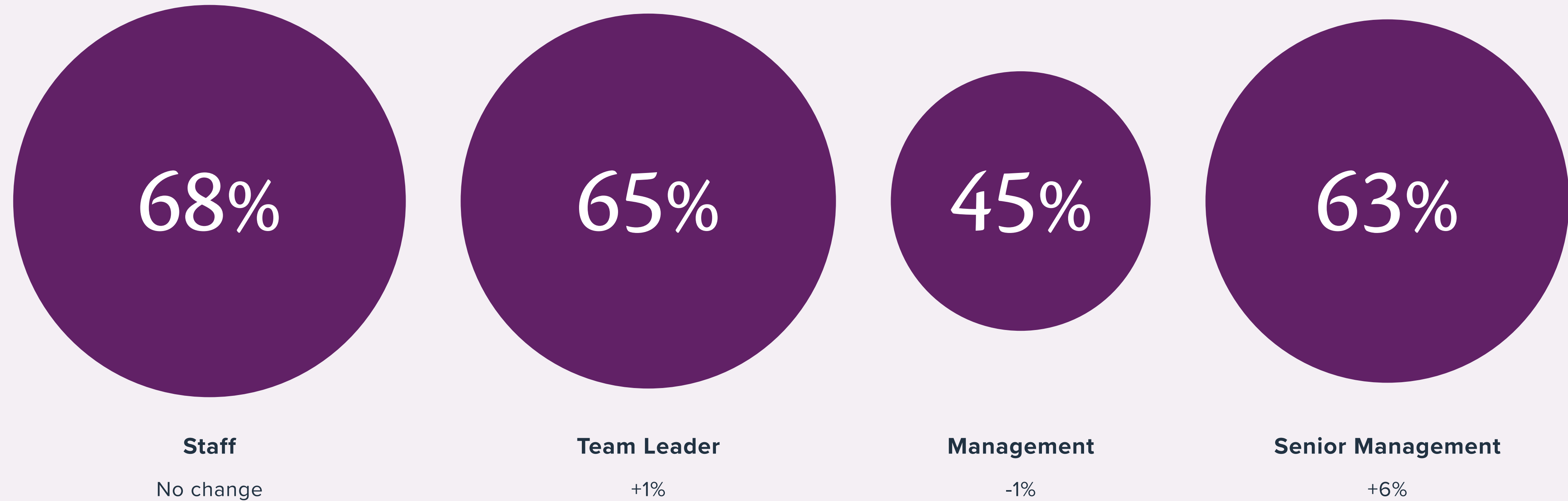
are in senior leadership level roles (tiers 1-3)



65%

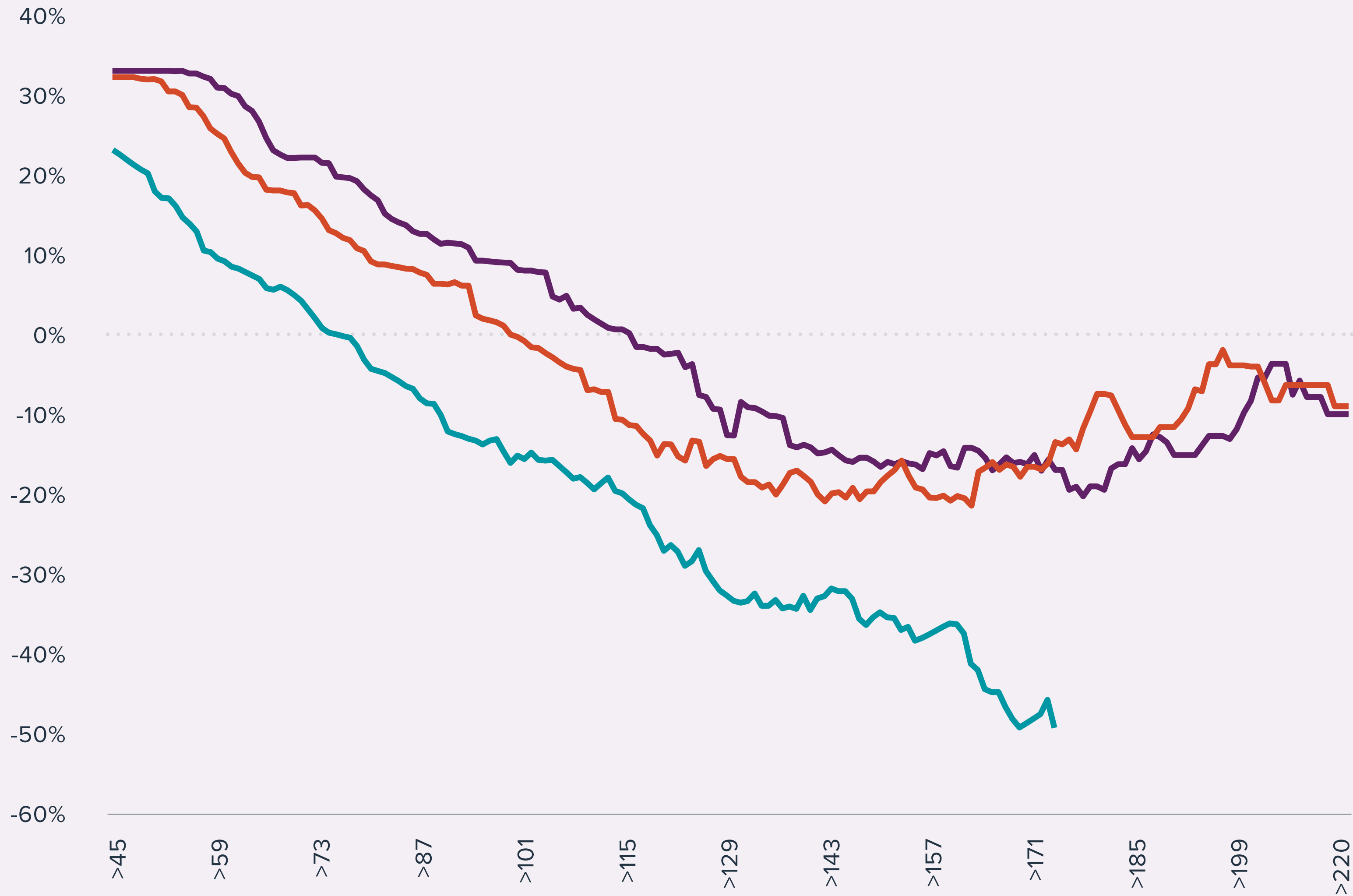
hold team lead level positions

Female representation by organisation level from 2022 to 2023



Female representation has increased for team leader and senior management roles since 2022 but has slightly decreased for management roles.

Female representation



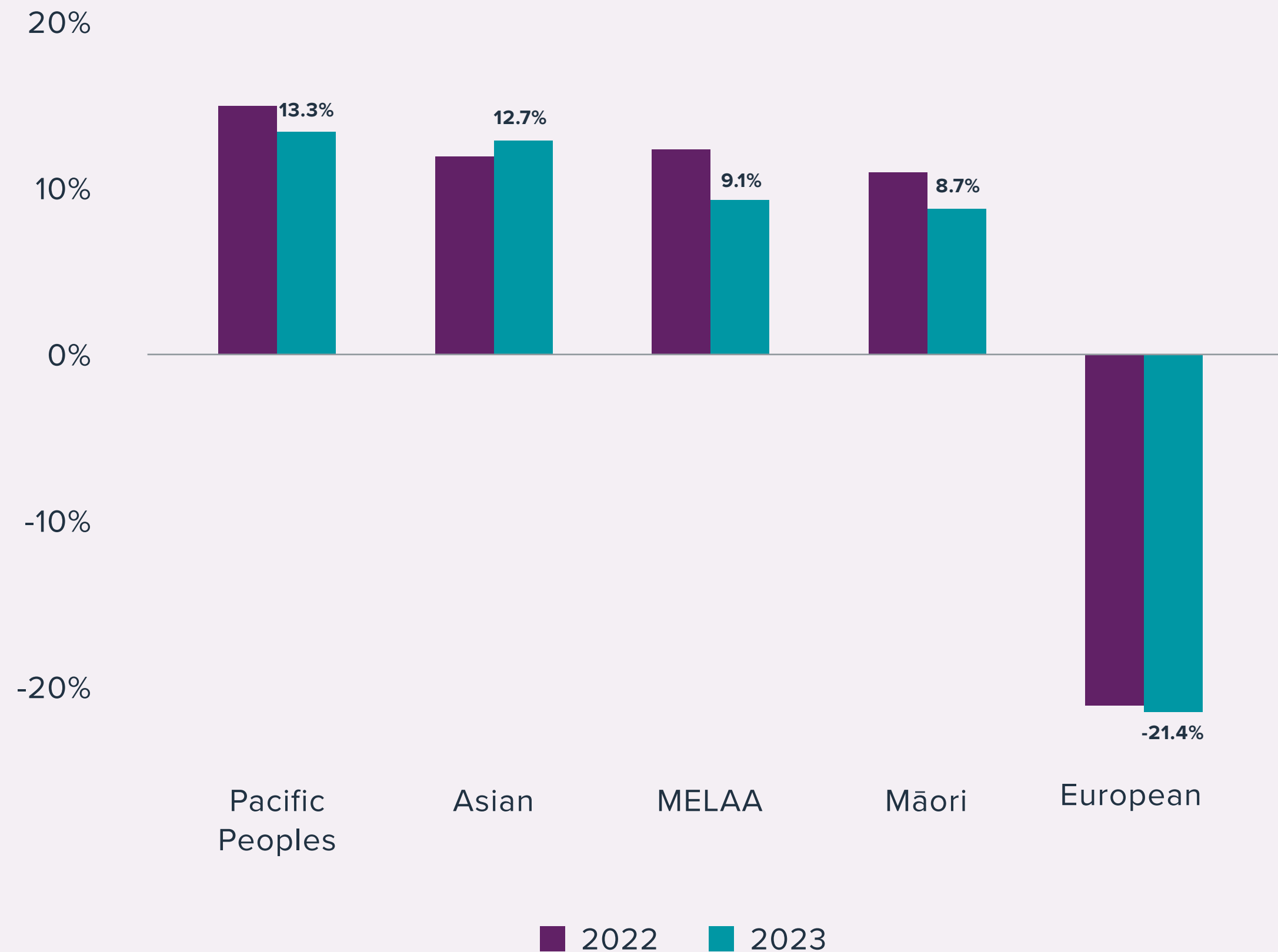
Female representation begins to drop below 50% for roles above \$120,000. Generally there has been an improvement year-on-year except between 2022 and 2023, female representation for roles greater than 179,000 and up to 210,000 has declined.

- 2023
- 2022
- 2016

Ethnicity pay gaps

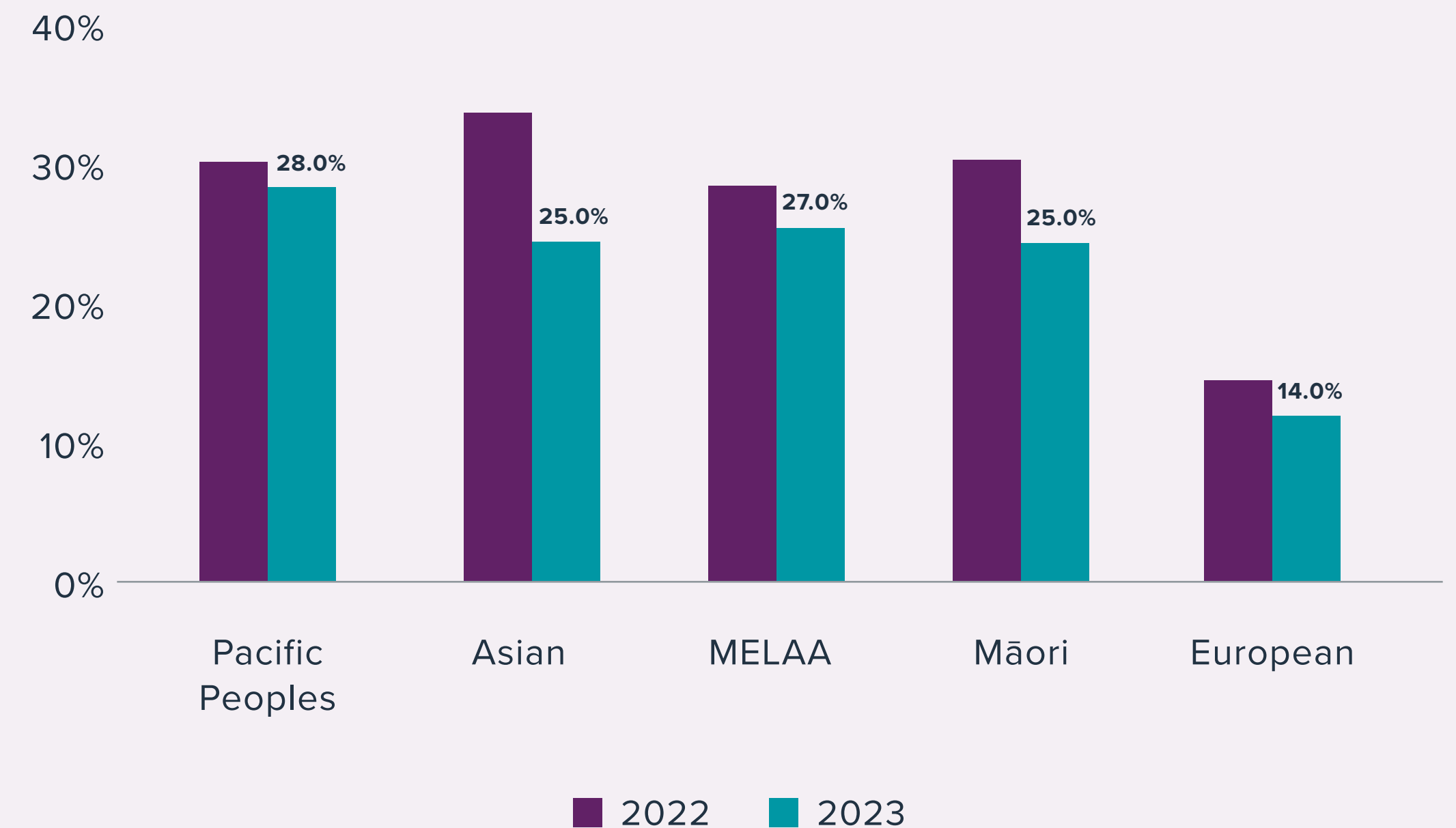
Pay gaps by ethnicity 2022–2023

The average pay gap has reduced for all ethnicity groups (except Asian) over the past year.



Female/wāhine pay gaps by ethnicity 2022–2023

The average female/wāhine pay gaps have reduced for all ethnicity groups over the past year.



Ethnicity pay gaps

Ethnicity pay gap analysis

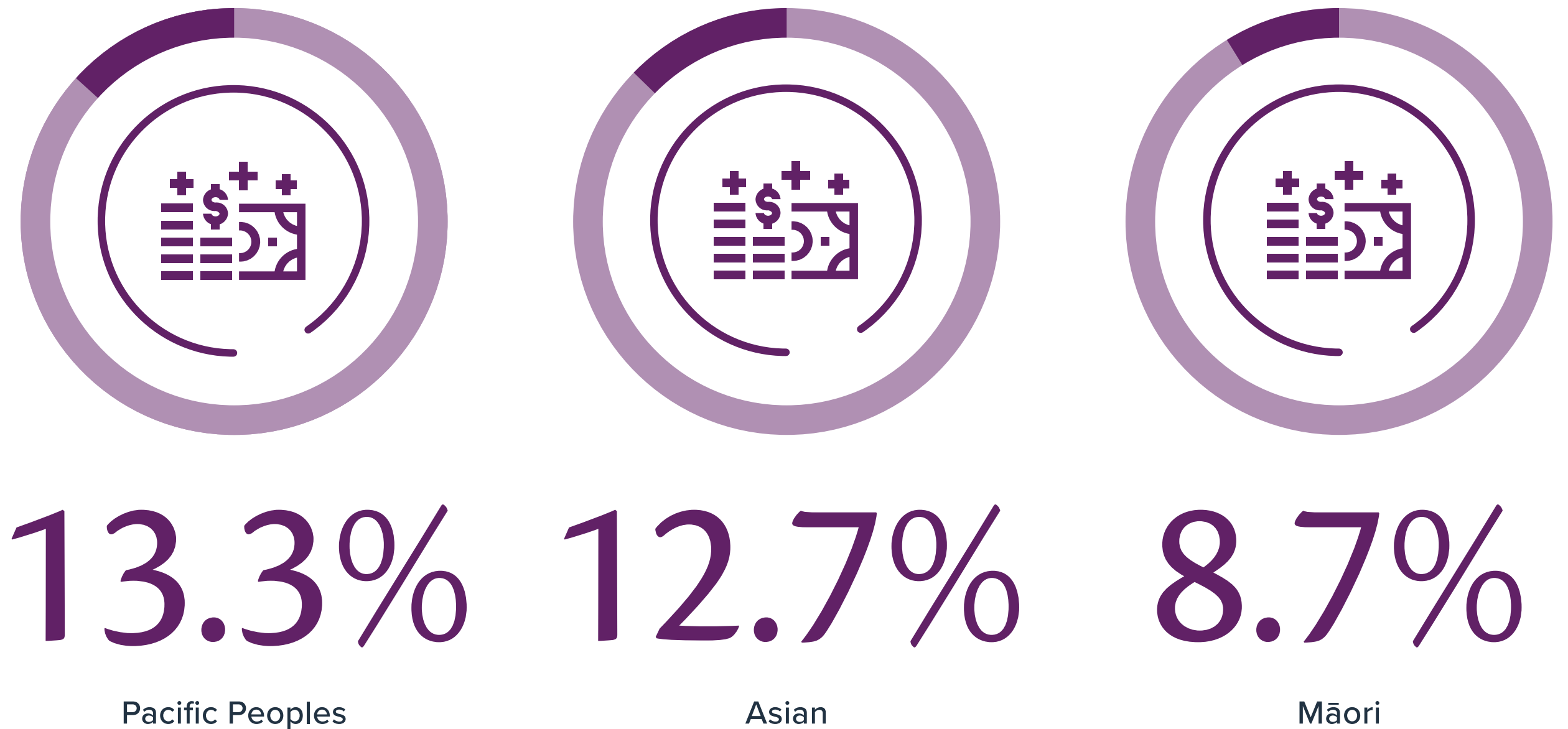
Our analysis shows the following:

- The average pay for men/tāne is higher than that for women/wāhine across all ethnicities except European women.
- The current average ethnicity pay gaps are 13.26% for Pacific peoples, 12.73% for Asian, 9.11% for Middle Eastern, Latin American and African people (MELAA), and 8.72% for Māori.
- The pay gaps are significantly higher for women – with a pay gap of 22.5% for Māori wāhine, 23.5% for Asian women and 25.1% for Pacific women.
- Over the past five years pay gaps have been decreasing across all groups except for Asian women, which has increased. This is likely due to an increased number of Asian new hires in frontline roles.

As with gender, representation is the primary reason for Inland Revenue's ethnicity pay gaps. A large proportion of Māori, Pacific peoples, Asian and MELAA people are in lower paid roles, and a smaller proportion are in higher paid roles.

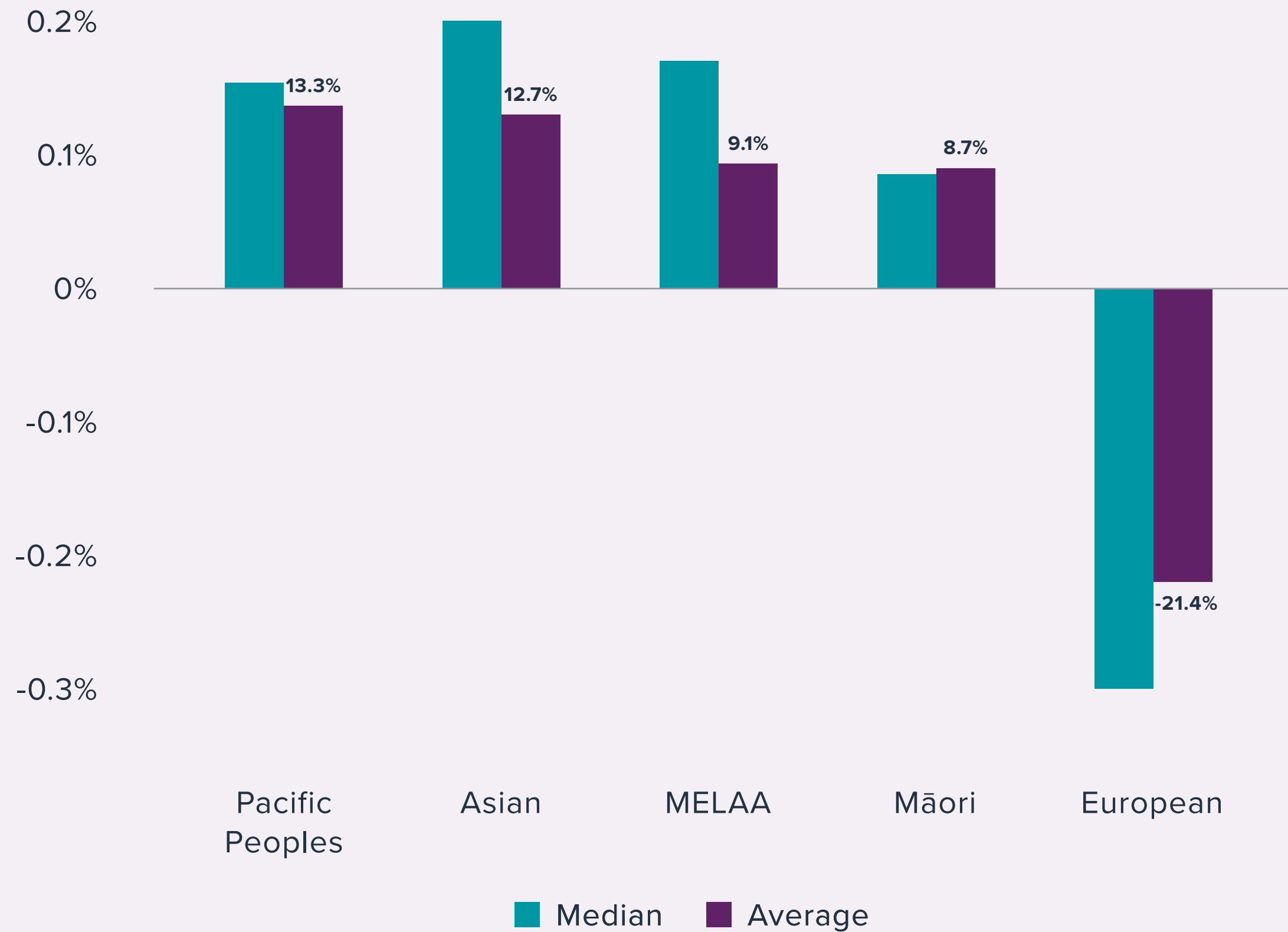
Based on ethnicity within roles, like-for-like pay differences are minimal. We will continue to review within role analysis as the population shifts to ensure no pay gaps are created.

AVERAGE ETHNICITY PAY GAPS:



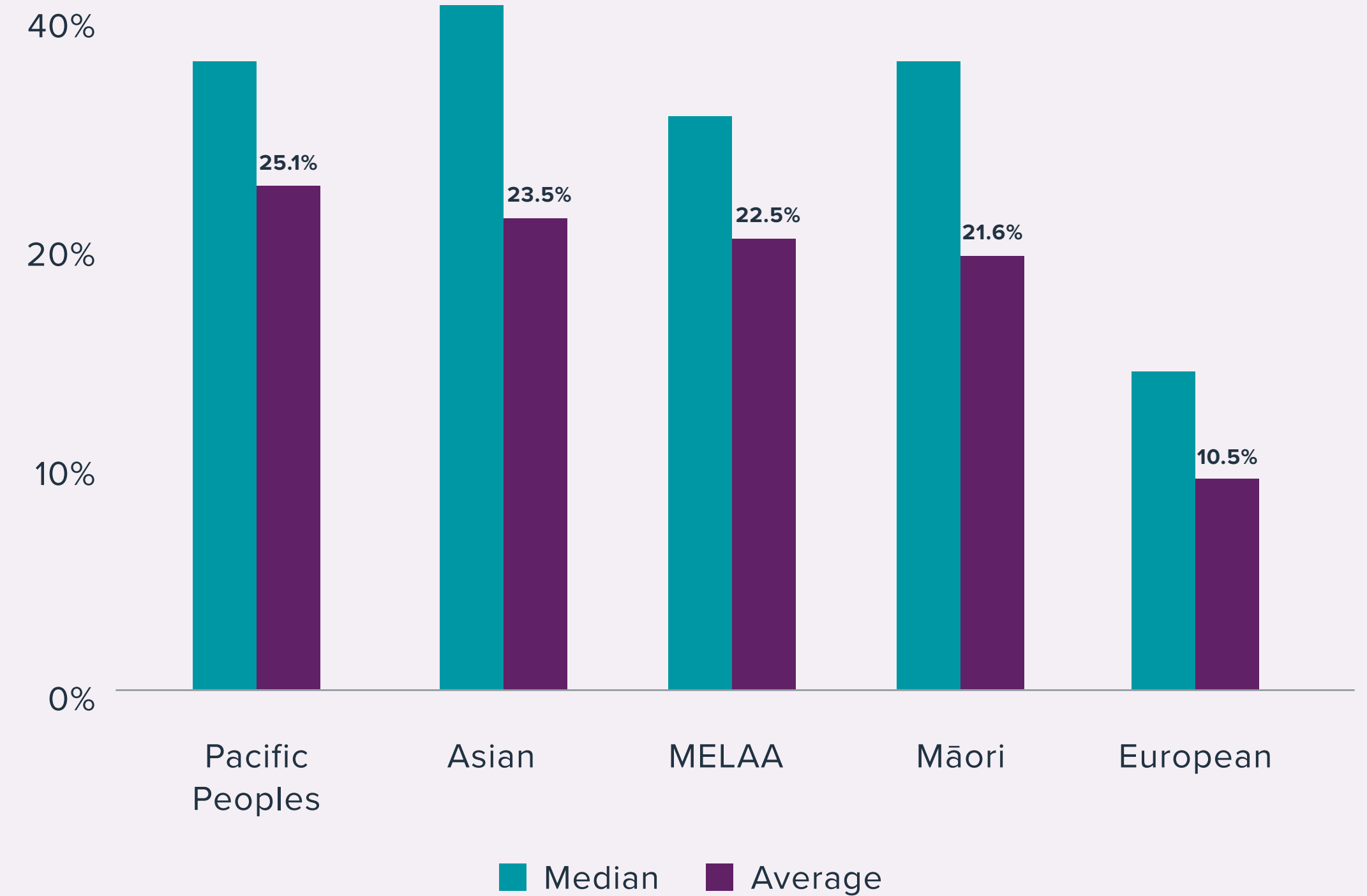
Average pay gaps by ethnicity 2022–2023

The average pay gap is highest for Pacific peoples, Asian, MELAA and Māori. Europeans have a negative pay gap.



Average female/wāhine pay gaps by ethnicity 2022–2023

The female/wāhine pay gap is highest for Pacific peoples, Asian, Māori, MELAA and then European.



Measurement

Group pay gaps are calculated as the difference between the average salary for a group and the average salary of all those not in that group, expressed as a percentage of the average salary of those not in that group.

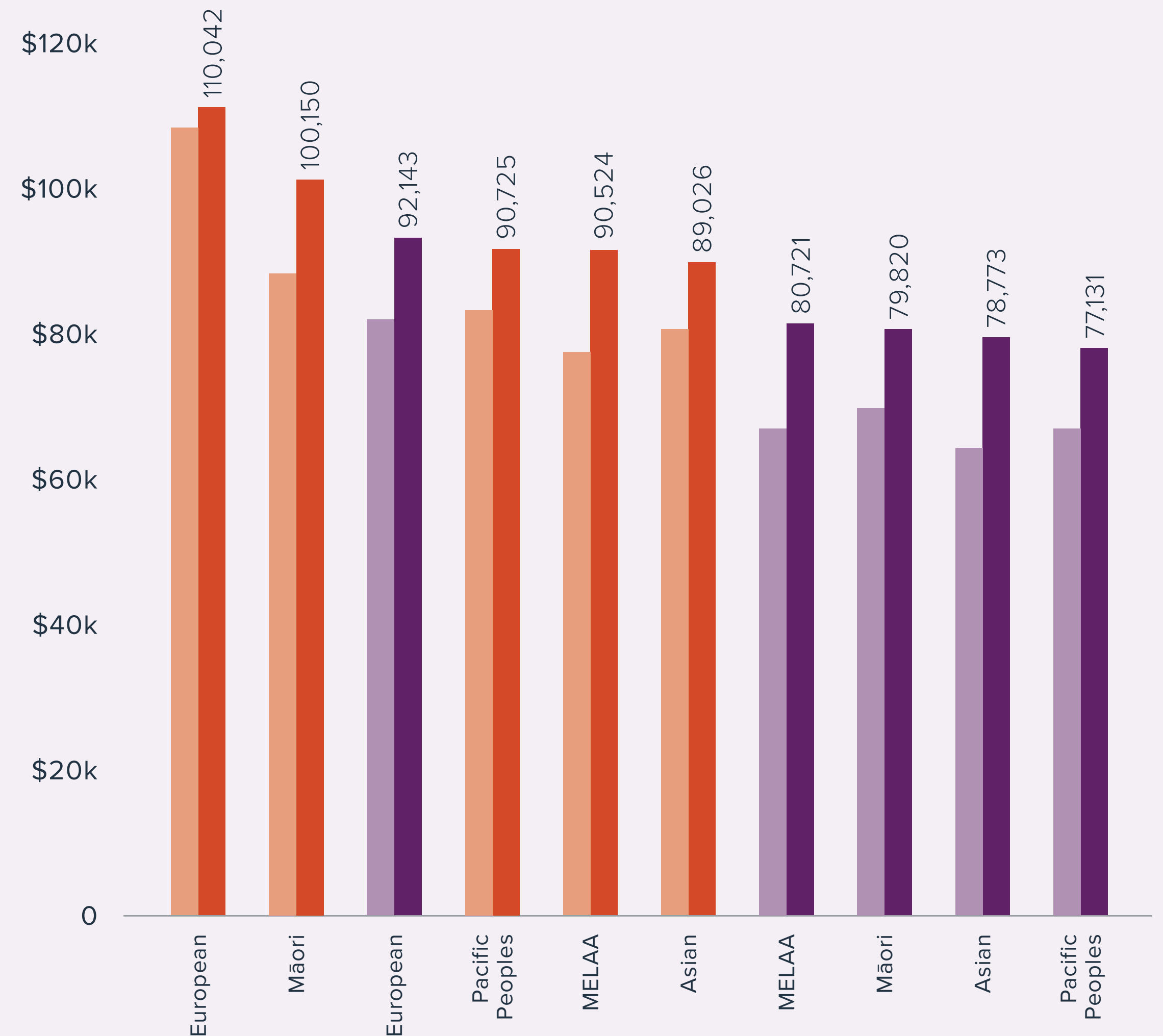
The percentage of employees who have disclosed their ethnicity is 84.5% as at July 2023 (3,551 individuals compared to 650 who have not declared their ethnicity). There are 194 ethnicities in our system that an individual can choose from and these are categorised into Asian, European, Māori, MELAA, Pacific peoples, other ethnicities, and did not declare.

The average and median pay is lower for Pacific, Asian, Māori and MELAA women and highest for European men.

Male
■ Median pay
■ Average pay

Female
■ Median pay
■ Average pay

Median and average pay by gender and ethnicity





Representation

Measuring Change

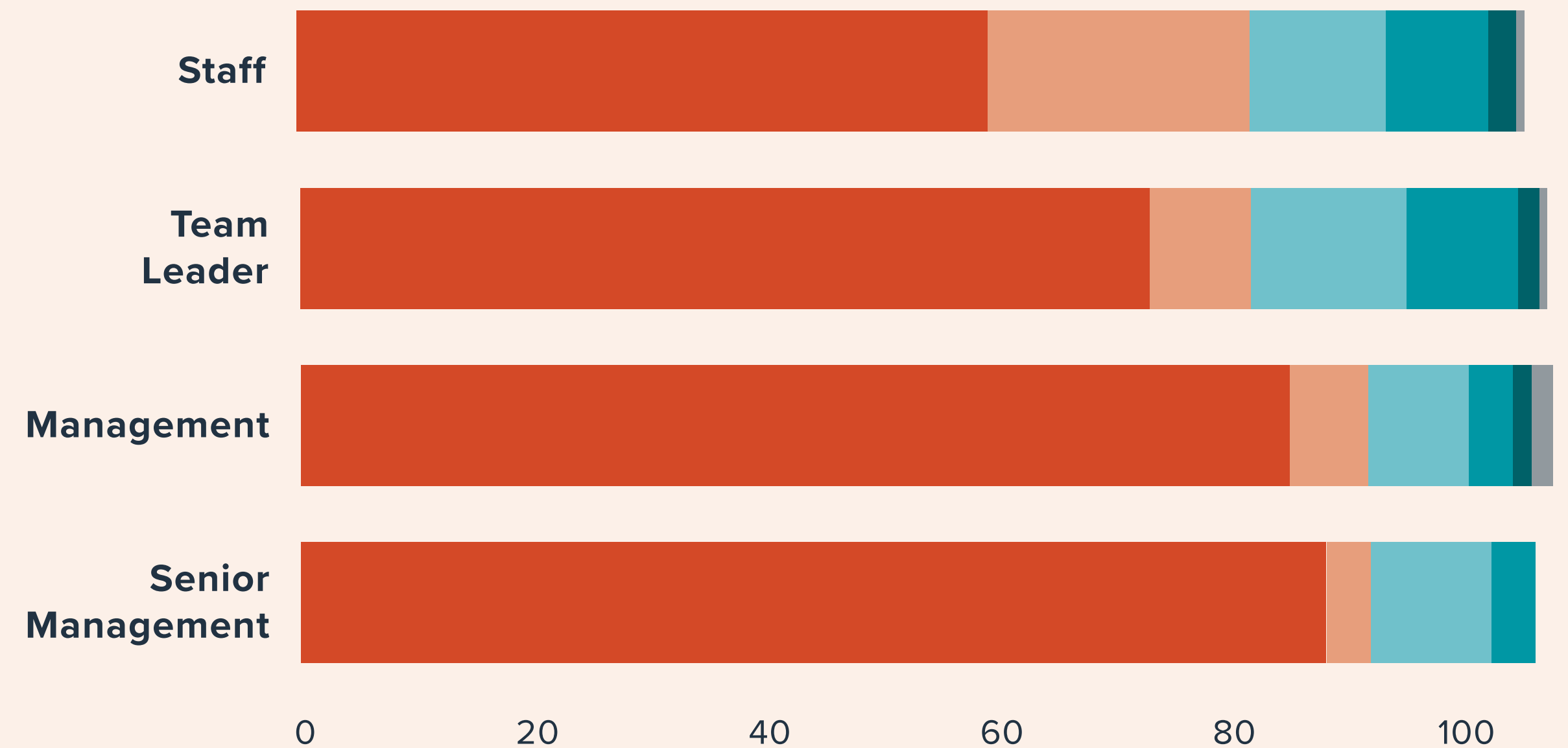
Overall, Inland Revenue's employee ethnicity closely reflects the ethnicity breakdown in New Zealand. New Zealand working-age population* 14.9% Māori, 6.5% Pacific peoples.

Representation for Asian, MELAA and Pacific peoples at Inland Revenue is higher than in the New Zealand working population, but lower for European, Māori and other ethnicities. However, the diversity is concentrated within our front-line roles and lower paid roles. In our higher paid, more senior or influential roles there is less diverse representation.

Over the past year, our representation for all non-European groups has increased. Over the past 5 years, representation has been stable for most non-European groups, with increased representation of Asian people and a slight increase in the representation of Pacific peoples.

*Population data from Statistics NZ, Census 2018

Ethnicity representation by organisation level position



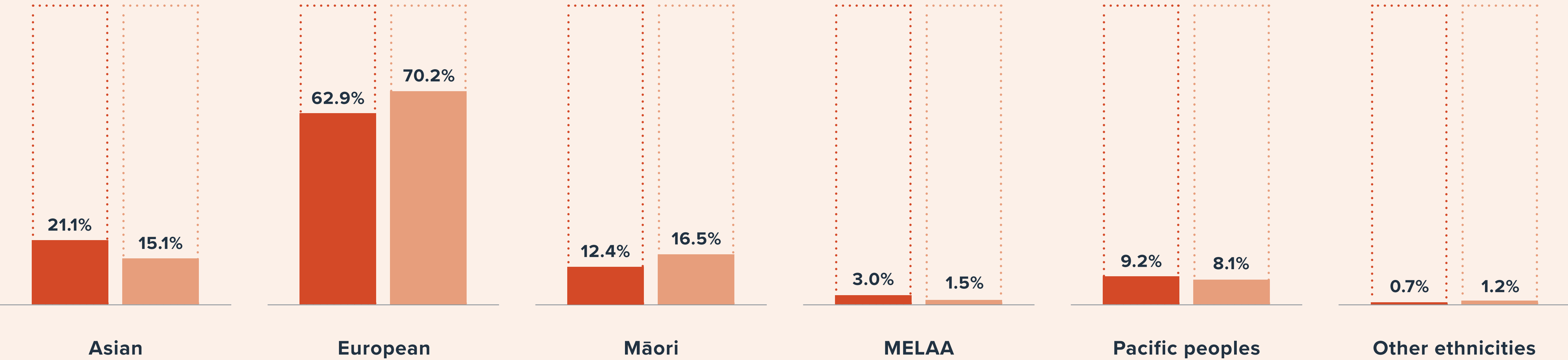
Note: Ethnicity totals equal more than 100% due to individuals declaring multiple ethnicities

■ European ■ Asian ■ Māori
■ Pacific Peoples ■ MELAA ■ Other Ethnicities

European representation increases as the organisation level increases.

Inland Revenue representation compared with New Zealand population

■ Inland Revenue ■ New Zealand Population



Inland Revenue's employee ethnicity closely reflects the ethnicity breakdown in Aotearoa New Zealand

Focus on Pacific peoples' representation

Pacific peoples make up 9.2% of our workforce, with 7% being Pacific wāhine. (The New Zealand population is approximately 8% Pacific peoples).

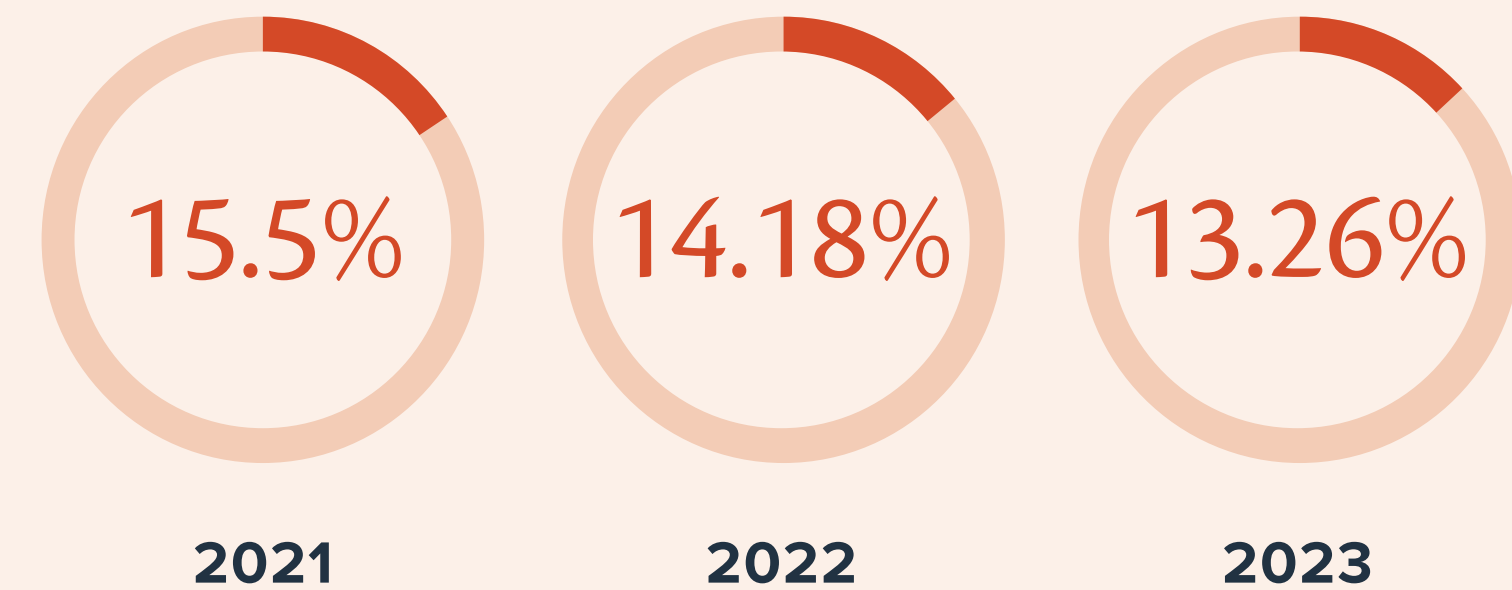
Today we currently have a 13.26% pay gap across all Pacific peoples and 25.11% for Pacific wāhine, being the largest pay gap for any Inland Revenue population.

As with our all pay gaps, our Pacific peoples' pay gap is driven by representation.

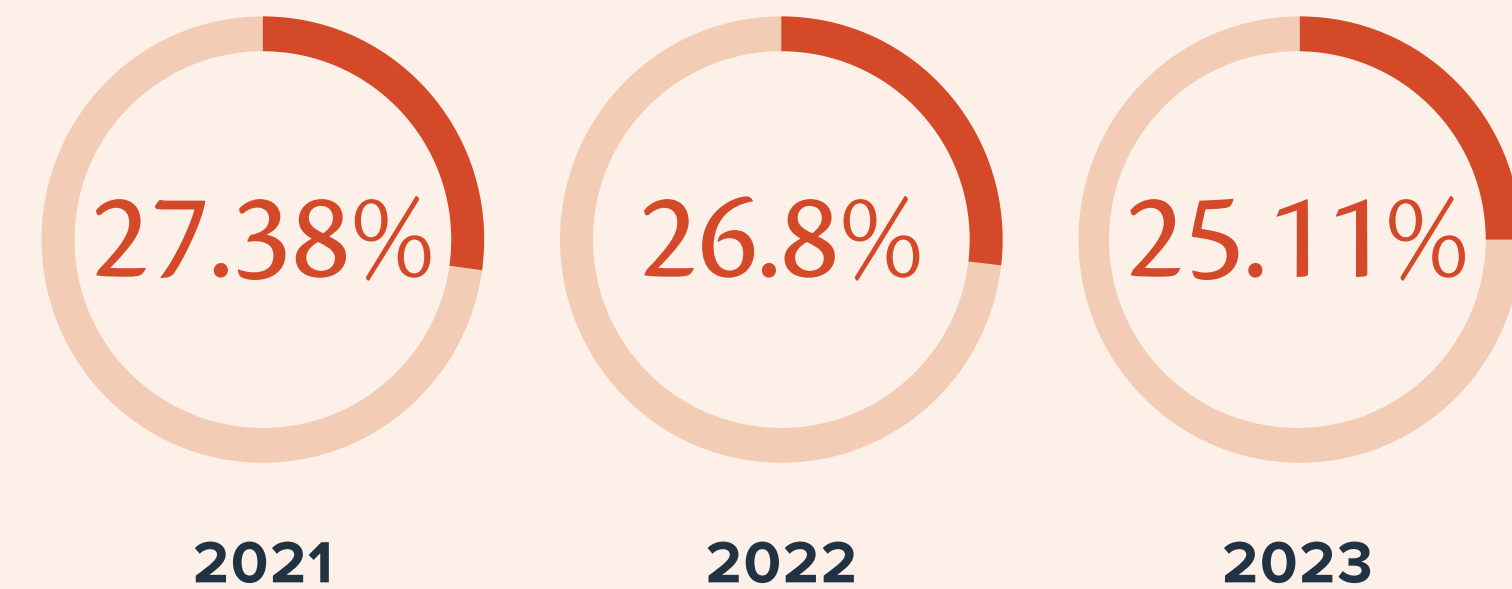
Our data shows that 43% of our Pacific people are in Customer Service Officer Level 1 roles - this is one of the lowest paid roles in the organisation. Representation in the Team Lead group is 10.6%, reducing to just 3.6% in management and senior management level roles.

The data shows that 13% of our Pacific peoples are in senior technical roles. (This includes all technical and specialist roles above level 1).

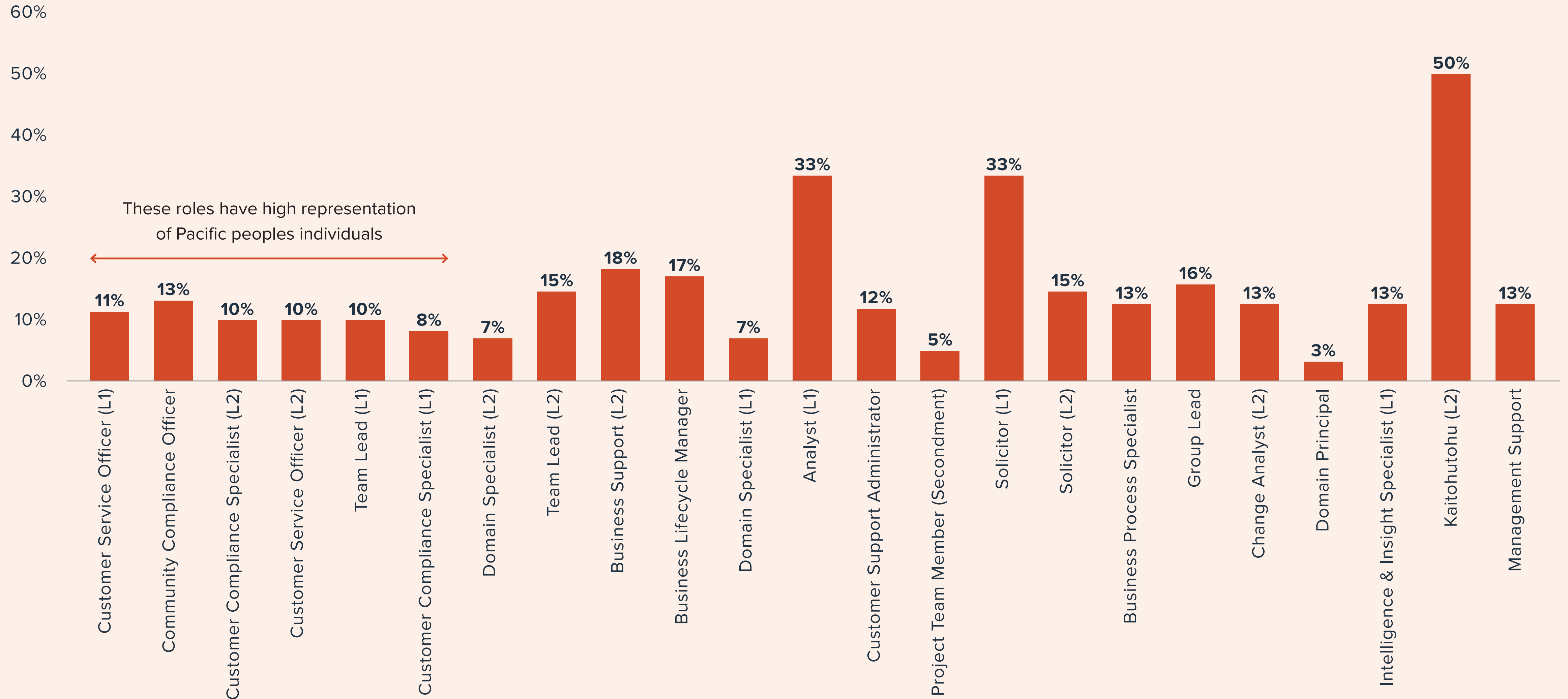
Pacific peoples' average pay gap



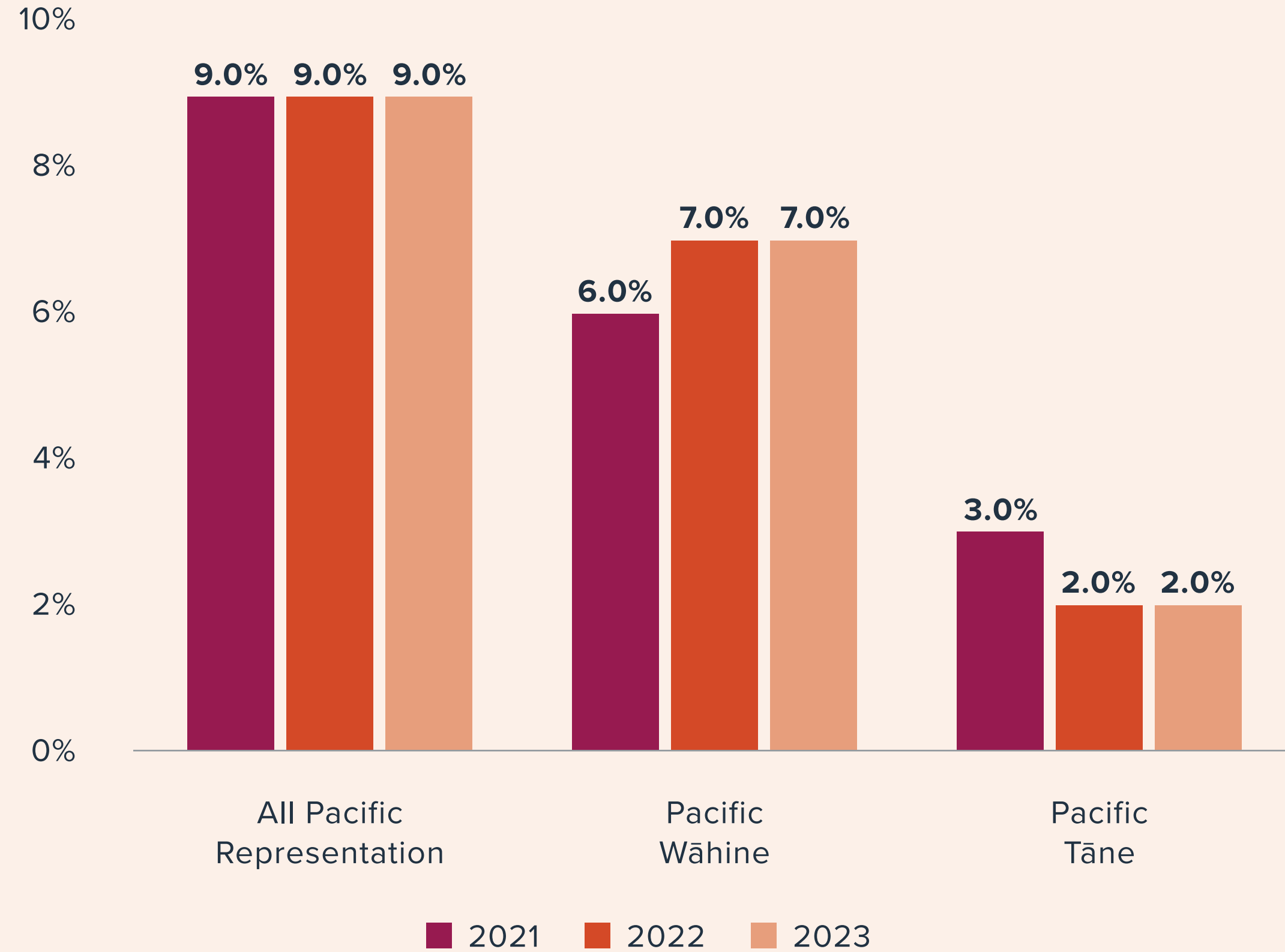
Pacific wāhine average pay gap



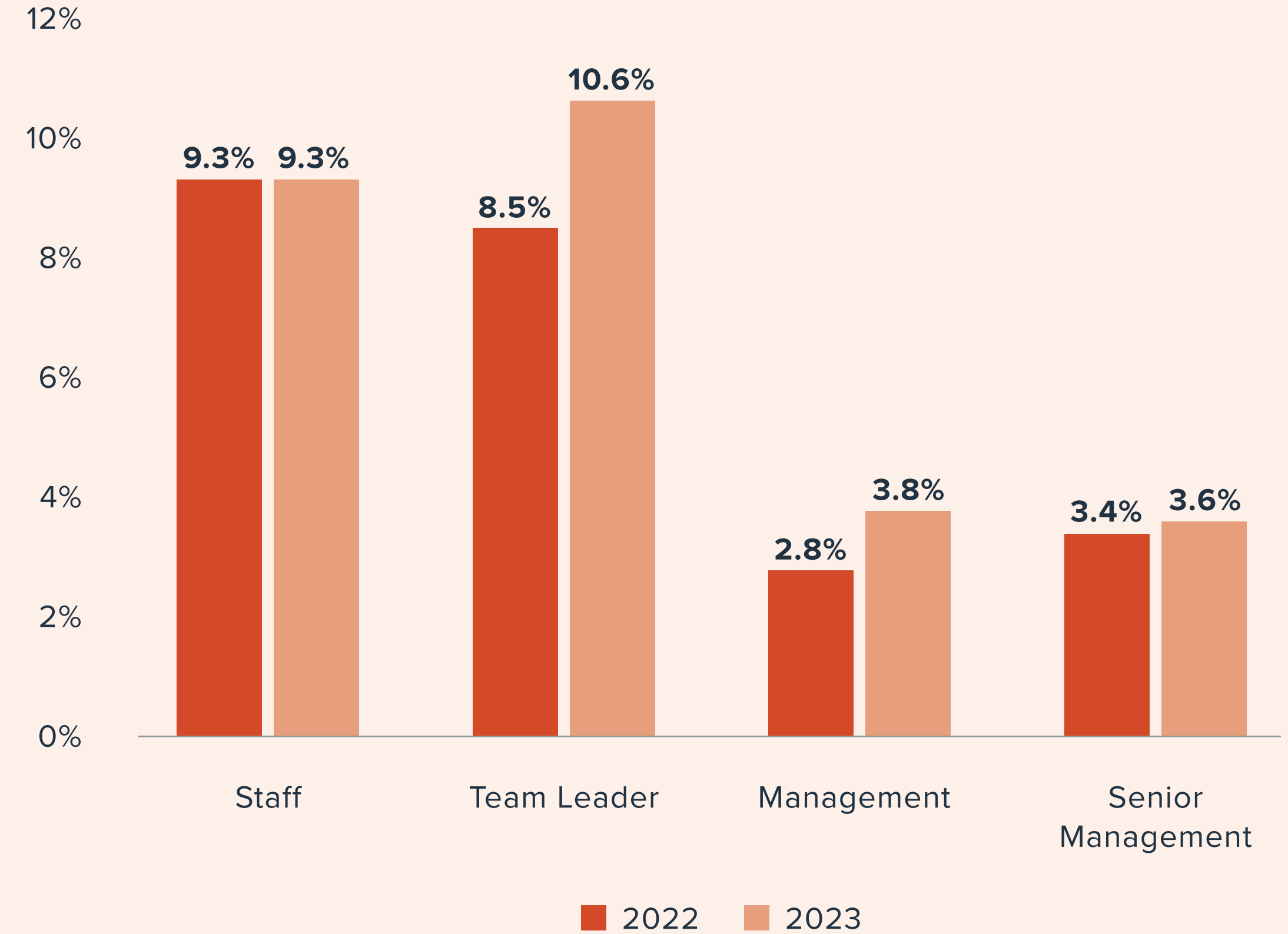
Representation of Pacific peoples within roles as the cumulative percentage across roles



Pacific peoples' overall representation 2021-2023



The percentage of Pacific peoples in Inland Revenue has been stable from 2021 to 2023.



Representation in team leader, management and senior management roles has increased from 2022 to 2023.

Focus on Pacific peoples' representation

Understanding the lived experiences

Over the last several months, we have been working alongside members of our Pacific communities at Inland Revenue to understand more about the experiences they have had in relation to development and careers.

Through a series of on-going talanoa and collaborative workshops, we have heard stories about experiences of our Pacific people. These experiences cross many of our people processes, leadership including the capability of people leaders, the behaviours we demonstrate and our working environment in general.

We have worked in partnership to establish the way forward and a series of actions to continue to support a positive shift in representation of our Pacific people.

Taking action

Many of the actions in our diversity equity and inclusion roadmap are supported by reference groups and working groups from across our Pacific community, this includes:

- leadership development through the Te Pou o te Tangata mahi
- recruitment practices that are inclusive of cultural needs and create a supportive experience for Pacific peoples
- open and visible processes and support relating to external development programmes particularly aimed at underrepresented communities (such as Tū Mau Mana Moana) and other development programmes - that set people up for success should they choose to apply.

Alongside this wider focus, we are supporting the progress of a development programme for Pacific peoples, developed with Pacific peoples.

This programme will focus on personal skills, that have been identified by our Pacific working groups as being important, as well as support and tools to enable more practical aspects such as cover letters for new roles and opportunities, writing a resume and interview skills.

Other actions in this roadmap that relate to our talent system, access to learning that supports individual needs and the cultural capability of people leaders will all contribute to creating a positive change to Pacific peoples' representation.

Creating outcomes

The overall outcome of this focus is to support a positive shift in the representation of Pacific peoples at Inland Revenue, and to enable increased outcomes for Pacific peoples in terms of career development and aspirations. For specific representation outcomes see the Representation goals section of this roadmap.

Focus on disability

Currently, based on the data we have collected from our people at the time of onboarding – only 3.9% of our people have disclosed that they have a disability. But with disabled people accounting for 24% of New Zealand’s population, we know that this number is likely to be significantly higher.

Disability takes many forms – some are visible and many are hidden. Some people are disabled by society but may not identify as having a disability. We have an on-going focus on creating an inclusive and enabling environment for all disabled people, through removing barriers to employment and ensuring that our practices, processes and tools enable all people who work here to thrive.

“Nothing about us without us”

This is the principle that we work to when focusing on work that supports our people with disabilities. This means that we will work actively and collaboratively with representatives of the disabled community – through the Diversability Network, to develop, review and implement our actions that enable the disabled community at Inland Revenue.

Our focus for 2023/24

Reasonable Accommodation

We currently progressing a different approach to Reasonable Accommodations. A networked team including members of our Diversability Network and unions are developing a Reasonable Accommodation Policy to replace existing guidelines. Reasonable accommodation assists our disabled people and their leaders to make necessary and appropriate modifications to work on an equitable basis with others, based on individual needs.

These modifications could be in relation to tools, equipment, flexible working or something else.

The focus of this policy is on creating an enabling environment where the individual needs are supported if the request is ‘reasonable’. Once this policy is finalised, it will be supported by guidance relating to recruitment and for leaders to support decision-making.

Focus on disability

Our focus for 2023/24

Accessibility Tick

This year we will explore the benefits of working in partnership with a programme like the Accessibility Tick.

Accessibility Tick is a pan-disability social enterprise that helps New Zealand organisations become more accessible and inclusive of disabled and neurodiverse people. This would involve reviewing our processes, practices and policies including recruitment and selection, communications, the physical environment and career development to become more inclusive, followed by an annual review.

This exploration will inform the right next steps and if this is the right approach to work towards.

Other organisations who provide these types of services will be considered through this exploration, and through working with our Diversability Network representatives.

Our properties

Our property programme is committed to ensuring the voices of our disabled community are included across our property initiatives. This is generally through active involvement in Business Engagement Groups (BEG) for each specific property project. Acknowledging that individual experiences are unique as well as the specific features of each project and site – this approach allows actions to be tailored based on the specific needs of the project.

Digital Accessibility

Digital Accessibility remains an on-going focus for Inland Revenue. It ensures that everyone including people with disabilities can access and use digital content. As Inland Revenue is becoming increasingly dependent on digital tools – ensuring these continue to be accessible for all of our people is a priority.

Digital Accessibility at Inland Revenue is led out of the Digital Accessibility Working Group (DAWG), however accountability and responsibility is on all business groups and individuals to ensure that this is front of mind when procuring tools, services or learning.

We will be continuing to provide advice and support across the organisation, and work with external partners to ensure that accessibility requirements are met.

Focus on disability

Our focus for 2023/24

2024 Te Taunaki Public Service Census and our employee data

Our data about our disabled employees is limited. We gather information about our new starters, including if they self-identify as having a disability however this information is not compulsory. While we continue to think about how we might improve our internal data about diversity, we are able to leverage Te Taunaki Public Service Census data to assist insights about representation of disability. As this survey is confidential, it is likely to have an increased uptake, and therefore provide us with more robust data.

We will encourage all our people to complete the survey, however we will work closely with our Diversability Network to explain how the data will be used, and encourage the disabled community to share their information and experiences in a way that protects their anonymity.

We will continue to leverage our insights from our People Experience Pulse (PXP) surveys and wider listening programme (including insights from external candidates) to inform how our diverse groups, including our disabled people, experience recruitment and employment.

The role of leaders

We will be working to provide guidance for leaders to navigate many of the policies and people processes, with a lens on leading people with disabilities. The key thing all leaders can do – is get to know their people. Be open and supportive and seek to understand what their people need from them in order to achieve in their role.

Some people may not be comfortable discussing disabilities or impairments, and that's okay. Many people may have experienced discrimination in the past that could make them hesitant to speak openly about their needs.

Leader should work to create an open and honest environment, where people feel safe to share who they are. This can sometimes take time.

Leaders need to make sure that they factor physical and digital accessibility needs into everything that they do – such as meetings, types of work and the tools that are used to do the work.



Our Diversity, Equity and Inclusion roadmap

GOAL 1: INCLUSIVE WORKPLACE

We will create a safe and open working environment where all our people feel able to grow and do their best work without fear of embarrassment or retaliation.

FOCUS AREA	DETAIL	MILESTONES
<p>Workplaces Create workplaces that are modern and fit for purpose, accessible and inclusive and consider the diverse needs of our people.</p>	<ul style="list-style-type: none"> • All property projects, including renewal of leases, front of house upgrades and building refurbishments have a key consideration of options to accommodate the diverse needs of our people. This includes accessibility needs and gender neutral toilets wherever practicable. • Positive workplace cultures programme provides a focus on supporting agencies to create work environments that people enjoy working in, are respected for who they are, and contribute to the maximum of their potential. • Property projects involve full engagement with the Diversability Network to include features that meet the needs of all our people and customers. 	<p>Q3 2024 LED lighting upgrades completed to any offices that fall outside planned upgrade projects.</p> <p>Q4 2024 Christchurch Mid City office upgrade completed and re-occupied. Takapuna new office fit-out completed and occupied.</p>
<p>Inclusive environment for disabled people <i>See 'focus on Disability' on page 34 of this roadmap for more information of this focus area.</i></p>	<ul style="list-style-type: none"> • Explore the Accessibility Tick programme and determine whether this would work for Inland Revenue and our people. • Finalise new Reasonable Accommodation Policy, socialising and supporting leaders with appropriate information. 	<p>Q4 2023 Finalise Reasonable Accommodation Policy, socialise changes and support leaders with guidance.</p> <p>Q2 2024 Work with the Diversability Network to explore Accessibility Tick programme.</p>
<p>Digital accessibility Continue actions to improve the digital accessibility of our content, products and tools that our people use and engage with.</p>	<ul style="list-style-type: none"> • Continue identifying opportunities to reinforce the shared accountability for digital accessibility across the whole of Inland Revenue. • Explore actions to set requirements for accessibility in our procurement and contract lifecycle processes. • Review approach to audit and remediate accessibility of technology platforms with the Digital Accessibility Working Group and future Community of Practice. • Encourage use of the LEAD toolkit. • Make dyslexia-friendly fonts available in internal applications. 	<p>Q1 2024 Digital Accessibility bite-sized learning reviewed and updated.</p> <p>Q3 2024 Formally establish a Digital Accessibility Community of Practice.</p>
<p>Inclusive environment for our LGBTTQIA+ (rainbow) people. Progress work to address opportunities identified through Rainbow Tick reaccreditation report.</p>	<ul style="list-style-type: none"> • Provide information, resources and learning that explains what we expect. • Help leaders to create safe and welcoming work environments that supports understanding of rainbow diversity. • Promotion and visibility of what it means to be an ally and how allyship can enable the safety and wellbeing of rainbow community members, particularly in homogenous environments or smaller work communities. 	<p>Q2 2024 Launch Ally Network.</p> <p>Q3 2024 Rainbow Tick reaccreditation and actions.</p>

GOAL 1: INCLUSIVE WORKPLACE

We will create a safe and open working environment where all our people feel able to grow and do their best work without fear of embarrassment or retaliation.

FOCUS AREA	ACTIVITIES	MILESTONES
<p>Learning Provide opportunities for our people to increase their knowledge of diverse communities and improve overall cultural capability and awareness of bias.</p>	<ul style="list-style-type: none"> • Share informal learning through for example: language weeks, sharing with others through communication, Viva Engage posts etc. • Review Mana Aki (current cultural capability learning) and establish fit for purpose learning solutions to support an increased focus on cultural capability. • Provide opportunities for our leaders and people to increase their awareness and understanding of maintaining good mental health and wellbeing, as well as the factors at work that can influence mental health and how to manage these. • Review unconscious bias offerings and consider the provision of tools and learning resources for both formal and informal learning. • Design and deliver Te Arapiki – te ao Māori capability learning. 	<p>Q1 2024 Updated unconscious bias learning.</p> <p>Q2 2024 Look to deliver a wellbeing platform for all staff that offers learning modules as well as general resources and tools.</p> <p>Q4 2023 RFP for Te Arapiki closed and provider determined.</p>
<p>Flexible working Reinforce our approach to flexible working through ongoing communication and discussion about what's working and what opportunities there are, as well as continuing to remove barriers to flexible working.</p>	<ul style="list-style-type: none"> • Ongoing communication to reinforce the intention of the policy and approach. • Create workspaces that support different ways of working, connection and collaboration and evolution of location flexibility. • Consider review of policy and guidelines to reflect our evolving way of working, the benefits and importance of connection. 	<p>Q2 2024 Review and update policy and language.</p>
<p>People Networks Support our people networks to continue to grow, thrive and be voices for their communities. Leverage their knowledge and experience as key stakeholders in improving our people practices and gain insight on important issues.</p>	<ul style="list-style-type: none"> • A communications approach that enables network activities and events to be shared across Inland Revenue. • Amplify the voice of our people networks in people processes and initiatives to help gather and understand diverse perspectives. • On-going support for network leads in terms of creating plans and connecting to the wider outcomes for diversity and inclusion and how they contribute to this. • Networks support and promote opportunities and programme for their members. • New starters are introduced to the people led networks as part of their induction. 	<p>Q4 2023 People Network induction videos are finalised and shared via Induction.</p> <p>Q2 2024 People Network plans are finalised.</p>

GOAL 2: DIVERSE WORKPLACE

We will break down barriers to inclusion, and celebrate, retain, develop and attract a truly diverse workforce that is representative of the communities we serve.

FOCUS AREA	ACTIVITIES	MILESTONES
<p>Career development equity Addressing barriers to career pathways for Māori and Pacific peoples and other underrepresented ethnicities at Inland Revenue</p>	<ul style="list-style-type: none"> Resources and tools to support job candidates. Increase awareness of external development programmes and supporting people through applying for these. Explore how we create a diverse talent pipeline for leadership and senior technical roles. Personal skills development for Pacific peoples focusing on key skills such as building confidence and identifying strengths. Explore Pacific Mentoring programme. Working in partnership with Māori to support a shift in representation of Māori across Inland Revenue (see Māori Representation). 	<p>Q4 2023 Understand barriers and have a plan - He Awa Whiria – Braided Rivers approach to Māori and Diversity, Equity and Inclusion career progression mahi.</p> <p>Q3 2024 Guidance on shadowing, mentoring and coaching introduced.</p>
<p>Talent and development system Talent conversations across all levels of leadership support development, in a way that supports our organisation’s strategic objectives and the career goals of our people.</p>	<ul style="list-style-type: none"> Leverage our Whanake conversations to support the development of our diverse workforce. Strengthen our Talent Management and Whanake practices to support career development and pathways with a focus on individuals who reflect high performance, high performance potential and who are from underrepresented groups who show potential. This work includes increasing recording of development progress to be more measurable and visible and reduce bias. Support leadership teams to navigate the talent management system through tools, on-going kōrero, and facilitated sessions. Explore ways to support leaders to value the benefits of diversity of thought, ideas, and cultural competency as something that is necessary to improve business performance. Engage in conversations with Māori, Pacific and ethnic communities for input into the talent system that enable these communities to see themselves reflected. 	<p>Q1 2024 Initial discovery completed and specific actions are understood.</p>
<p>Employee Value Proposition Continue to understand, measure, and evolve our Employee Value Proposition (EVP) and leverage this to continue to attract more diverse talent into Inland Revenue.</p>	<ul style="list-style-type: none"> Analyse and understand what diverse communities are saying about what it means to work at Inland Revenue and incorporate this into our EVP. Continue to run our People Experience Pulse (PXP) surveys and introduce more Moments that Matter surveys to gather insights from key points during the employee lifecycle. Adapt and develop marketing campaigns to continue to ensure that what we promote is based on what our people are reflecting as our strengths. 	<p>Q4 2023 Introduce changing role and external candidate Moments that Matter surveys.</p>

GOAL 2: DIVERSE WORKPLACE

We will break down barriers to inclusion, and celebrate, retain, develop and attract a truly diverse workforce that is representative of the communities we serve.

FOCUS AREA	ACTIVITIES	MILESTONES
<p>Recruitment Recruitment sourcing targets diverse talent and that hiring leaders and our Talent Acquisition team are having deliberate conversations about the type of capability they need, including cultural capability.</p>	<ul style="list-style-type: none"> • Ensure our interview processes are inclusive and supportive. • Leverage job boards and non-traditional sourcing channels to encourage more diverse talent to apply for roles. • Our internal people are supported to put their best foot forward in the recruitment process. • Talanoa/kōrero based approach to interviewing, creating a less formal, more welcoming environment that is based around having a conversation. • Engage in conversations with the Diversability community and those with mental health conditions to also enable those communities to see themselves reflected/enabled in our recruitment. • Our Talent Acquisition team has the right conversations up front about sourcing, what is needed and diversity. 	<p>Q1 2024 Review and update hiring leaders guidance to set a tone of inclusion and cultural understanding.</p> <p>Q3 2024 Talanoa/kōrero based approach to interviewing introduced.</p>
<p>Workforce Planning Workforce Planning helps leaders to understand and plan for the capability they will need in the future.</p>	<ul style="list-style-type: none"> • Pilot the capability for forecasting resources to enable decisions (FRED) with Customer Compliance Services. • Co-design Enterprise Workforce Planning Model. 	<p>Q1 2024 FRED piloted with Customer Compliance Services.</p> <p>Q4 2024 Enterprise Workforce Planning Model co-design complete.</p>
<p>Data Get insight about the experience of our people through the second Te Taunaki Public Service Census Survey.</p>	<ul style="list-style-type: none"> • Publicise Te Taunaki to increase completion. • Analyse findings released in late 2023 around the diversity of our people and public servants and their inclusion and wellbeing at work, and experiences of, and views on, working for the Public Service. 	<p>Q1 2024 Te Taunaki data is analysed to inform our actions and also our planning for 2024-2025 Diversity, Equity and Inclusion roadmap.</p>

GOAL 3: LEADERSHIP & ACCOUNTABILITY

We will actively demonstrate our commitment to an inclusive culture through our leadership, and we will hold ourselves accountable for our progress.

FOCUS AREA	ACTIVITIES	MILESTONES
<p>Inclusive leadership Continue to focus on building inclusive leaders, through adding resources and materials to support decision making and inclusive practices.</p>	<ul style="list-style-type: none"> • Share tools, resources and research to help leaders understanding of what it means to be an inclusive leader. • Exploring a one-stop-shop/shared space for all leaders to be able to access development tools and updates. 	<p>Q1 and Q3 2024 Resources and materials are added to leaders' space six-monthly.</p>
<p>Whanake Continue to embed and evolve Whanake as a key practice of our capability-based approach.</p>	<ul style="list-style-type: none"> • Support leaders understanding of the importance of being holistic and getting to know your people to inform the best way to support their individual needs. • Establish the gaps in current leadership capability across business groups. • Create visibility of leadership development programmes – such as coaching skills that support the practical application of Whanake. • Establish additional guidance to support effective Whanake kōrero. 	
<p>Fostering diverse leadership Continue offering external development programmes that support our focus to increase the diversity of our leadership pipeline.</p>	<ul style="list-style-type: none"> • Leverage opportunities such as the Tū Mau Mana Moana (Pacific Public Sector Leaders Programme) and Te Aratitia (Ministry of Social Development Leadership programme for Māori and Pacific aspiring leaders) to increase the diversity of our leadership pipeline. • Increase the visibility and requirements of existing programmes, making it easier to apply. • Review the wrap-around support and approach to enable people to plan and prepare alongside their leaders. 	<p>Q4 2023 Initial review and linkage to Whanake guidance is shared and is visible to everyone.</p> <p>Q4 2024 In-depth actions relating to support and longer-term suitable delivery solution is completed.</p>
<p>Te Pou o te Tangata Our organisations behaviours of Whanaungatanga, Manaakitanga and Mahi Tika help us to incorporate Māori values and concepts at the heart of how we behave and work together.</p>	<ul style="list-style-type: none"> • Embed and bring to life our Te Pou o te Tangata behaviours of Whanaungatanga, Manaakitanga and Mahi Tika. • Leadership development that supports Te Pou o te Tangata – how we do things at Inland Revenue. • Reinforce the responsibility of leaders to role model inclusive practices and the behaviours we want to see. 	<p>Q1 2024 Leadership development that supports Te Pou o te Tangata launched.</p>

GOAL 3: LEADERSHIP & ACCOUNTABILITY

We will actively demonstrate our commitment to an inclusive culture through our leadership, and we will hold ourselves accountable for our progress.

FOCUS AREA	ACTIVITIES	MILESTONES
<p>Leadership capability All leaders continue to reinforce the importance of diversity, equity and inclusion initiatives and goals.</p> <p>All leaders are working to build their own capability and understanding and can effectively role model inclusive practices and behaviours.</p>	<ul style="list-style-type: none">• How to role model Te Pou o te Tangata.• Consider ways to enable leaders to learn together and build capability in the areas of understanding racial equity and institutional racism, for example, aspects of New Zealand history and Te Tiriti o Waitangi, worldview knowledge, tikanga/kawa, te reo Māori and engagement with Māori.• Continue to develop our leader guidance and resources on mentally healthy work to deepen leadership understanding of how to foster an environment and design work so that it enhances mental health and wellbeing.	<p>Q1 2024 Mentally healthy work campaign launched.</p> <p>Q1 2024 First release of Te Pou o te Tangata learning available to leaders.</p>



Kia Toipoto – Public Service Pay Gaps Action Plan progress

KIA TOI POTO AREA	MILESTONE	INLAND REVENUE PROGRESS
Te Pono – Transparency	Agencies and entities publish annual action plans based on gender and ethnicity data and union/ employee feedback.	Our Diversity, Equity and Inclusion Roadmap includes our progress and action relating to Kia Toipoto. This roadmap is published both internally and externally on Inland Revenue’s website. This year we have created a Māori representation roadmap in partnership with Māori - including data and actions to achieve equitable outcomes for Māori.
	Agencies and entities ensure easy access to human resources and remuneration policies, including salary bands.	All Inland Revenue policies are available for our people on our internal intranet Haukāinga. This includes all human resources policies and remuneration information.
Ngā Hua Tōkeke mō te Utu – Equitable pay outcomes	By the end of 2022, entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.	Our banded and graded pay structures mitigate bias by removing the role of a single leader in pay decisions. Our remuneration structure is robust, with controls for the potential for bias. Starting salaries for same or similar roles are based on pay bands and capability.
	Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen.	On-going scans check for any flags in same or similar roles and trigger further investigation.
	Pay equity processes are used to address claims and reduce the impact of occupational segregation.	Two current claims – Administration and Clerical and Customer Services Officers continue. Inland Revenue is part of an advisory group supporting the working group managing the claim. Since commencing in late 2020, the claim has progressed through the data collection, work assessment and comparator assessment phases, which all help form a picture of whether any undervaluation exists in these female-dominated roles. The parties continue to discuss the findings to date.
Te whai kanoahi i ngā taumata katoa – Leadership and representation	By the end of April 2023 agencies/entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.	See the Measuring Change section of this roadmap.
	By the end of 2024 the Public Service workforce and leadership are substantially more representative of society.	We have achieved gender balanced leadership at all levels of leadership. We are now focusing on shifting representation – see our Representation Goals section.
Te Whakawhanaketanga i te Aramahi – Effective career and leadership development	By mid-2023, agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific peoples and ethnic employees to achieve their career aspirations.	The foundations are in place for Whanake – our performance approach, capability-based roles, and talent management. We are now focusing on embedding and evolving these inclusive people practices, and focusing on reducing the barriers to career development for Māori and Pacific peoples.

KIA TOI POTO AREA	MILESTONE	INLAND REVENUE PROGRESS
<p>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki – Eliminating all forms of bias and discrimination</p>	<p>By the end of 2023 entities have remuneration and human resources (HR) systems, policies and practices designed to remove all forms of bias and discrimination.</p>	<p>In 2018, we introduced a new pay approach and continued to embed it over 2019. Our banded and graded pay structures mitigate bias by removing the role of a single leader in pay decisions. Both pay approaches prioritise larger increases for those paid lower in the pay range. We know that our remuneration structure is robust, with controls for the potential for bias.</p>
	<p>Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices.</p>	<p>We continue to embed learning around the role bias can play in the decisions leaders make and review our HR practices and policies regularly to mitigate bias.</p>
	<p>Agencies/entities ensure leaders and employees learn about and demonstrate cultural competence.</p>	<p>Our people networks are well supported and help to create awareness and learning of a range of different cultures at Inland Revenue. Cultural competency learning is available for all our people, with tools and systems in development or being embedded to put learning into practice through the decisions leaders need to make about their people.</p>
<p>Te Taunoa o te Mahi Pīngore – Flexible work by default</p>	<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>	<p>Our refreshed Flexible Working Policy and Guidelines were released in 2021 and are aligned with the flexible-by-default guidelines. Our policy reinforces a principles-based approach to flexibility. We are now focusing on leadership capability to lead in a flexible by default way, and to embed our approach, with a particular focus on location-flexible working.</p>



Papa Pounamu

FOCUS AREA	HOW INLAND REVENUE IS FOCUSING ON THIS
Hautūtanga Ngākau Tuwhera Inclusive leadership	<p>We will continue to add resources and learning to our Inclusive Leaders Information Hub. We will support leaders to understand what inclusive leadership best practice is and areas they could improve on such as career development conversations and recruitment processes.</p>
Te āheinga ā-ahurea Cultural competence	<p>We will continue to connect people to a variety of learning options on cultural competency, and support both participation in learning and follow up actions they could take as individuals/teams to ensure inclusive practices. In this context, this covers broad cultural competency across the many diverse groups and individuals at Inland Revenue, it will also link with Te Arapiki – developing our Te Tiriti o Waitangi and Māori capability. We will continue to review and develop our cultural competency learning.</p>
Te Urupare i te Mariu Addressing bias	<p>We will continue to ensure all our people undertake unconscious bias learning. Our learning has been updated in mid-2023 with a refresher module to specifically address bias in recruitment. We will review guidance for hiring leaders and recruitment panel members.</p> <p>We will support leaders to understand where bias may occur day-to-day, and address this through guidance to improve their people and decision-making practices. This includes recruitment, Whanake, flexible working, and career progression and development opportunities.</p>
Te whakawhanaungatanga Building relationships	<p>Having a diverse network of people around us means we are more likely to understand diverse perspectives, value different worldviews, avoid assumptions and address bias. We will continue to connect people to resources and learning showing the importance of building diverse relationships at work, and continue to embed our new organisational behaviours (Whanaungatanga, Manaakitanga and Mahi Tika). We will continue to embed Whanake to build the relationship between leaders and their people.</p>
Ngā tūhononga e kōkiritia ana e ngā kaimahi Employee-led networks	<p>Our employee-led networks foster many opportunities for our people to grow connections, create a sense of belonging and build their capabilities, as well as contribute to critical organisational decision-making.</p> <p>We will continue to support our networks and network leads to create action plans that support the purpose of the network within Inland Revenue, and help leaders to see the value of employee attendance at network events. We will explore further opportunities for networks to support sector development opportunities for their members, and continue to explore opportunities for networks to join up and co-host intersectional events.</p>