



# Diversity & Inclusion Strategy

2021–2025





Our Diversity and Inclusion (D&I) journey is an evolution. To demonstrate our evolution we have included the broad spectrum of colours from our old D&I Strategy. The range of colours represent our diversity - everything that makes us different to each other. As we move forward, embracing our collective diversity, our differences weave together, through the practice of inclusion. Our refreshed D&I Strategy has three focus areas, demonstrated by the three different arrows in our weave. The direction of the weave, and the translucent nature, shows how we have and will continue to evolve on our D&I journey.

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# Message from Directors-General

Tēnā koutou katoa,

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The Government Communications Security Bureau (GCSB) and the New Zealand Security Intelligence Service (NZSIS), referred to in this strategy as the New Zealand Intelligence Community (NZIC), are New Zealand's security and intelligence agencies. Together, our mission is to keep New Zealand and New Zealanders safe from significant national security threats.

Everything we do needs to be in accordance with the Intelligence and Security Act (ISA) 2017, and with New Zealand's human rights obligations. The purpose of the ISA is to protect New Zealand as a free, open, and democratic society. Under the ISA, we contribute to three core objectives:

- the protection of New Zealand's national security
- the international relations and wellbeing of New Zealand
- the economic wellbeing of New Zealand.

New Zealand faces a rapidly changing and challenging security outlook, and threats to New Zealand's national security will continue to intensify. To succeed against these threats we need people who can think differently, people with different skills and experiences, and people who embrace diversity of thought to solve the problems we face. This means we need people from a wide range of backgrounds.

Our aspiration is to have a workforce that reflects the communities we serve, and most importantly, a workplace that celebrates and embraces diversity. From the beginning of our diversity and inclusion (D&I) journey we have committed to developing a dynamic and adaptable workforce that harnesses the benefits of different ideas, perspectives, and cultural experiences. Our ongoing commitment to D&I will help us attract the best talent from communities that previously may not have considered working for us.



Andrew Hampton – Director General, GCSB



Rebecca Kitteridge – Director General, NZSIS

The recommendations made by the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain on 15 March 2019 has also reinforced the need for all Public Service agencies, particularly those involved in counter terrorism efforts, to continue focusing on diversity and attracting talent from Aotearoa's diverse communities. D&I is essential for better decision making and a key contributor to improving public trust and confidence in the work we do.

This D&I Strategy refresh brings forth a range of opportunities for us. While we have had some great successes since we started our D&I journey, there is much more we can do. As part of our refresh we have analysed workforce data, measured our progress against our 2017 aspirations, and met with leadership teams and staff networks across the NZIC to discuss our future D&I priority areas.

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Through analysis of our workforce data and discussions with staff and leaders it is evident that we need to place more emphasis on inclusion. We will always focus on increasing our diversity as we move forward, but we believe a truly inclusive environment that leverages the diversity of our workforce will better enable us to protect New Zealand's national security, international relations, and the economic and social wellbeing of New Zealanders.

The requirement to hold a Top Secret Special clearance means that we are unlikely to be fully reflective of the New Zealand population; however, we will continue striving to increase our diversity, and we will celebrate and leverage this diversity through the practice of inclusion.

This strategy captures our plan as we know it now, and as we progress forward it will evolve over time.

Ngā mihi

# What diversity and inclusion means to us at the NZIC

## Our D&I vision

Our workforce and work environment reflects the diversity of New Zealand, where our collective diversity is celebrated and embraced. Our mission of keeping New Zealand and New Zealanders safe from significant national security threats is strengthened through the different ideas, perspectives, skills, experiences of our diverse workforce.

## Diversity

Diversity is everything that makes us different to each other. It includes visible differences such as ethnicity, sex, age, disability, and physical appearance as well as differences that are less visible such as culture, nationality, education, language, thinking styles, neurological variation, gender identity, sexual orientation, religious beliefs, and spiritual beliefs.

## Inclusion

Inclusion is the practice of valuing the differences each person brings to the workplace, and respecting everyone for who they are. It is about providing an environment where diversity can grow, where barriers are removed, and everyone has equal access to opportunities. Inclusion creates a sense of belonging, and empowers people to contribute their skills, ideas, and perspectives for the benefit of the organisation.

*“Evidence shows that when people feel valued, they function at full capacity and feel part of the organisation’s mission.” (Global Diversity Practice, 2021, What is Diversity & Inclusion, para. 7).*

## Why D&I matters

Diversity is central to innovation. It brings forth new and better ways of doing things, but it can only be unleashed when we learn to respect and value each individual regardless of their background.

By having a diverse and inclusive workforce we see benefits such as higher engagement, improved performance, greater innovation, retention of talent, improved staff wellbeing, lower levels of poor behaviour such as harassment and bullying, and increased attractiveness to potential staff.

# Benefits of diversity and inclusion

A key outcome of D&I is engagement. When our people feel like their voice is heard, they are more likely to feel empowered to perform their best work.

People will feel comfortable sharing different ideas and perspectives, which will drive innovation and creativity. Different perspectives and ways of thinking at all levels of the NZIC will enable us to make better decisions.

Openly promoting and demonstrating our commitment to D&I will enhance public trust and confidence, helping us attract the top talent we want in our workplace.

If we provide an inclusive workplace where our people feel valued and respected, then we will be able to retain our diversity.



Improves engagement



Increases empowerment



Boosts innovation and creativity



Better decision making



Attracts top talent



Reduces turnover

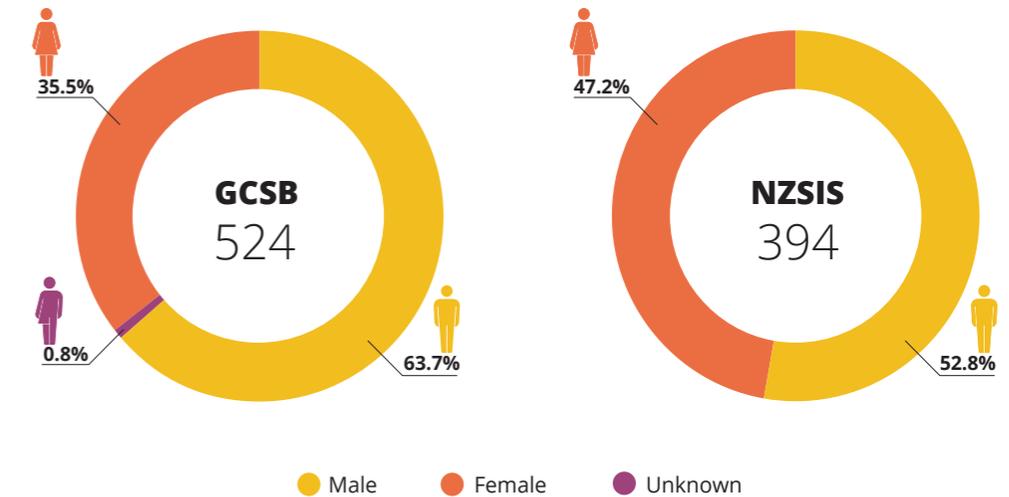


Enhanced public trust and confidence

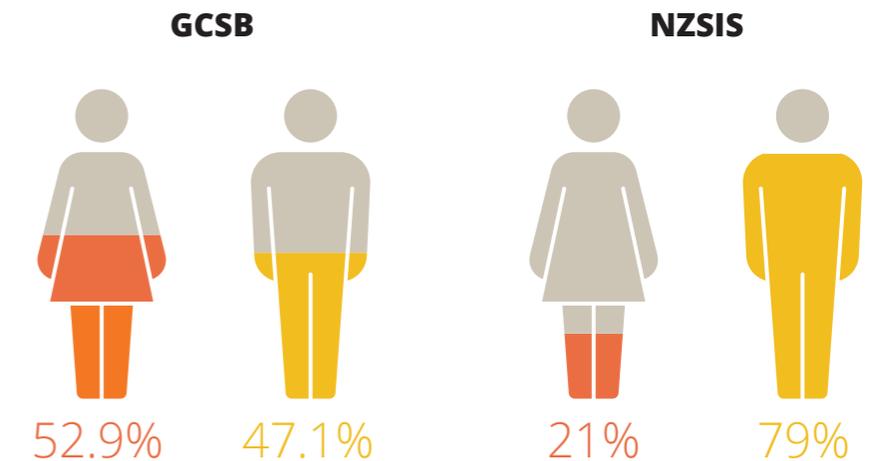
# A snapshot of who we are

All data is reflective of 31 December 2020

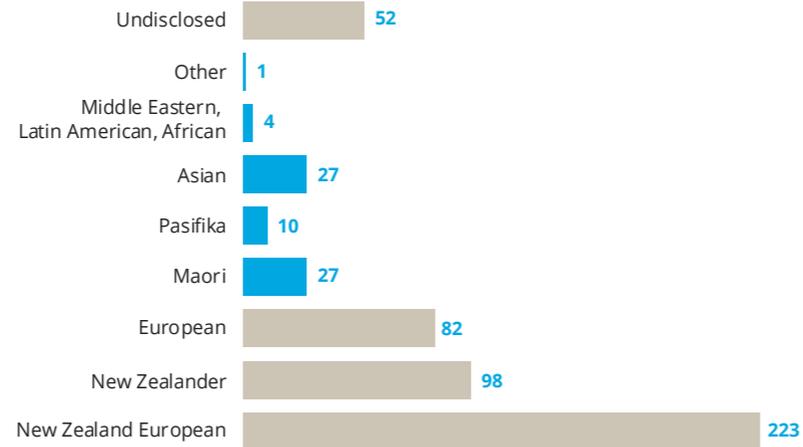
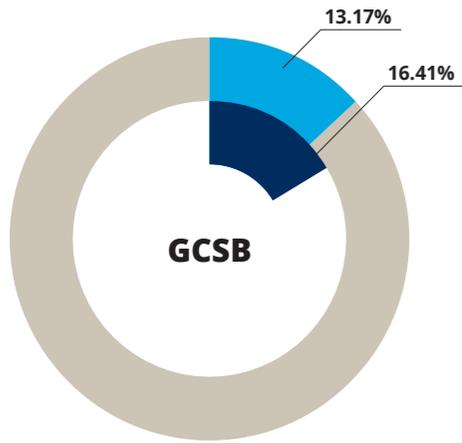
Gender distribution - all staff



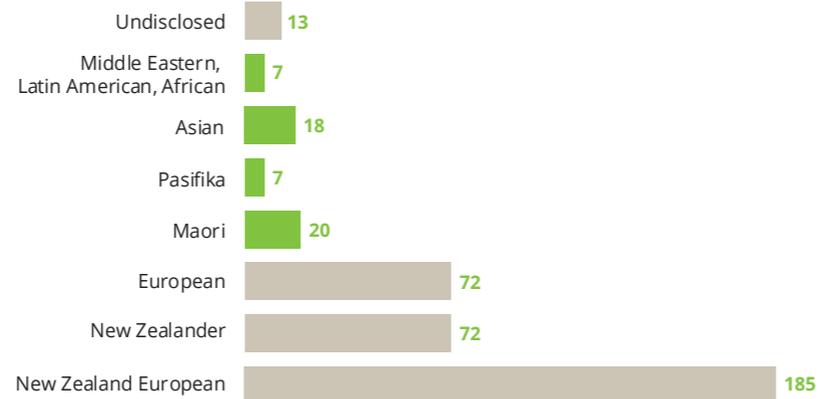
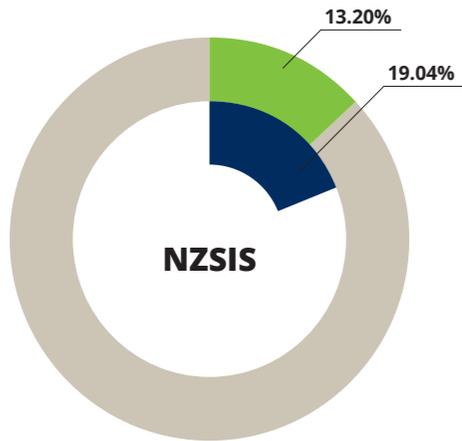
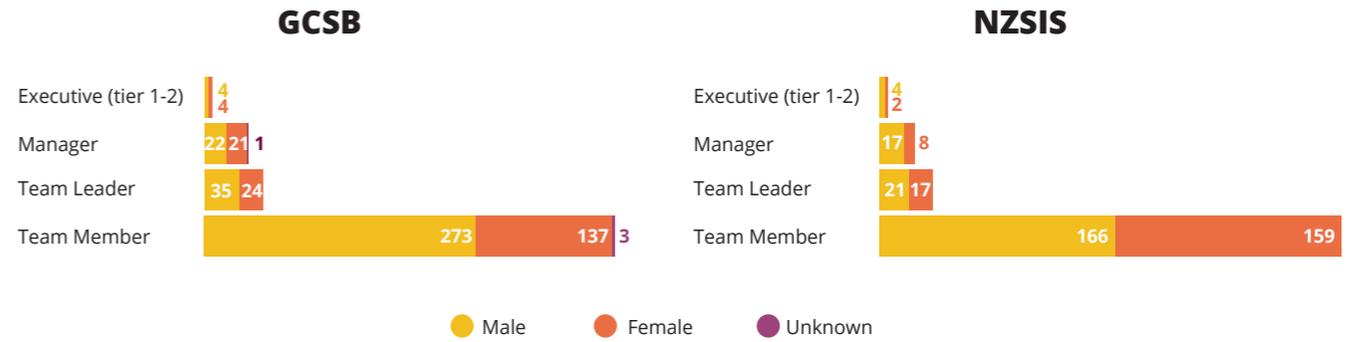
Gender distribution of senior leaders (tier 2-3)



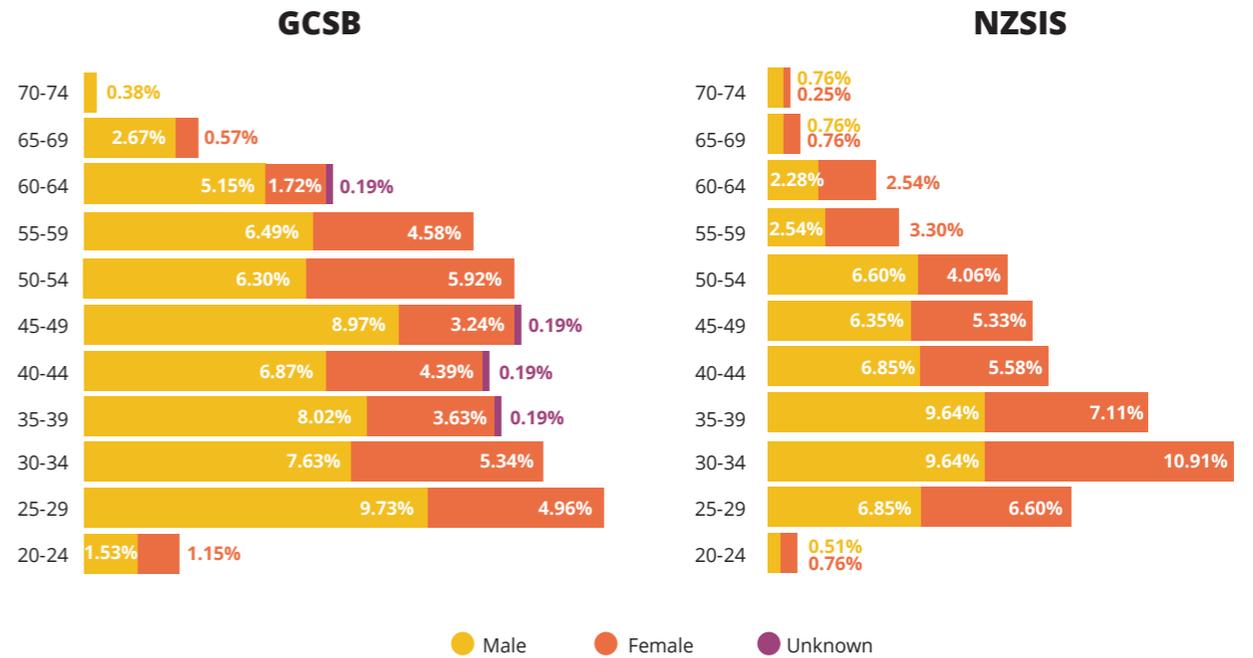
# Ethnic diversity



# Gender diversity by level



# Age and gender distribution



● GCSB ● NZSIS ● Public Service Commission (PSC). The PSC calculation takes into account both primary and secondary ethnicities whereas our internal ethnicity figures focus only on primary ethnicity.

● Male ● Female ● Unknown

# Our journey

In March 2018 we launched our first D&I strategy. Based on our workforce data we chose to focus on women and ethnic diversity as our two key priorities. We set out to attract, retain, develop, progress, and increase the number of women, and ethnic diversity at all levels of our organisation.

Our key D&I aspirations were to:

- increase the number of women by 1% per year
- have women in 50% of senior management (tier 2-3) roles
- reduce the gender pay gap (GPG) to a maximum of 5% by 2021
- increase our ethnic diversity by 1% per year
- have the GCSB and NZSIS by 2020 recognised as inclusive, diverse and progressive organisations that maximises workforce capabilities.

To achieve our aspirations we developed a range of D&I initiatives across four focus areas:

## Workforce diversity

- Deliberate and targeted marketing strategies
- Women in Science, Technology, Engineering, and Mathematics (STEM) Scholarship
- External research: *Driving Diversity in Recruitment for the NZIC*
- GCSB Graduate Programme
- Recruitment campaign launch in October 2020.

## Diversity through workforce leadership

- D&I training for managers (e.g. unconscious bias, neurodiversity, resilience, Māori-Crown relations)
- D&I Advocacy Group (chaired by the Directors-General) and D&I Working Group established
- Senior Leadership Team (SLT) champions on all staff networks
- Participation in Pride March
- New D&I training maps for all leaders and staff.

## Workforce inclusion

- Celebration of a wide range of D&I events (e.g. Pink Shirt Day, Māori Language Week, and Pride)
- Established more staff networks
- Introduced mihi whakatau as part of induction
- Internal research: Parental leave
- Internal research: Experiences of women in the NZIC
- Modelling inclusivity through changes to our physical environment (e.g. meeting room name changes)
- Development of an NZIC Wellbeing Plan.

## Sustainability and accountability

- Increased engagement with staff to understand their lived experiences and to identify improvement areas (e.g. parental leave and experiences of women research)
- Six-monthly D&I reporting
- GPG action plans.

# Our highlights

Through our commitment to D&I we have made great progress in the last three years. While we didn't achieve all of our aspirations, we succeeded against a number of them, and were very close to achieving others.

**Our Women in STEM scholarship started in 2017.** The scholarship programme is aimed at second-year and above tertiary students who are undertaking STEM disciplines at New Zealand tertiary institutions. We award up to three scholarships per year, with at least one being awarded to a Māori/Pacific student. Winners have come from a range of disciplines including cyber

security, mathematics, physics, data science, computer science, and engineering. The scholarships have helped encourage women to think about careers at the GCSB and is a key factor in the increase of female applicants for our graduate programme (with an average of 50% women for our last three intakes).

In 2018 we were finalists in the Public Sector and Diversity Works Awards.

In 2019 we engaged an external research agency to conduct **research into the perceptions of Māori, Pacifica, Muslim, Asian, and female audiences in New Zealand and within the NZIC.** The purpose of this was to gain a deeper understanding of what matters to these audiences, in order to drive recruitment and retention initiatives. This research showed that these audiences simply didn't know about the NZIC.

Our research into the experiences of people taking parental leave resulted in **enhanced parental leave provisions for staff.**

In 2019 we received **Rainbow Tick Accreditation**, and in 2020 we won a number of the Rainbow Excellence Awards, including the overall Supreme Award.

This was one of our key drivers for launching our **recruitment campaign in October 2020** – to raise awareness of who we are, the career opportunities available within the NZIC, and the benefits of working for us.

**Poutamatia, a women's self-development programme**, was one of the initiatives resulting from our experiences of women research. This programme has been running since late 2019, and due to the positive feedback and successes of women putting themselves forward for new opportunities, the programme is now over-subscribed.

2017

2018

2019

2020

We have established more **staff networks to support the breadth of diversity across the workplace.** At present we have six staff-led networks who champion a wide range of D&I initiatives: Women in the New Zealand Intelligence Community, Standing Out (Rainbow network), Kahikatea (ethnicity network), Health and Wellbeing, Parents Group, and Women in Technology. We also have a strong Waiata group who play a crucial part in our mihi whakatau and powhiri events. Both our waiata group and staff networks are actively involved in our induction programme and lead a wide range of D&I events and celebrations across the NZIC.

Over the period 1 January 2018 to 31 December 2020, we invested in a suite of **D&I training for managers and staff.** Our training has covered a range of topics including unconscious bias, mental health and wellbeing, anti-bullying and undesirable behaviour, bystander awareness and intervention, LGBTI+, Crown-Māori relations, and te reo Language training.

The experiences of women in the NZIC research has led to the development of a dedicated work programme that was co-designed with staff. This programme of work includes a range of initiatives spread across four areas: culture, leadership, career development, and flexibility – **focused on improving the overall experience for women in the NZIC.**

Our data highlights where we need to improve. This will guide our future efforts and priority areas as we strive to increase our workforce diversity.

# The impact of our initiatives on the diversity of our workforce

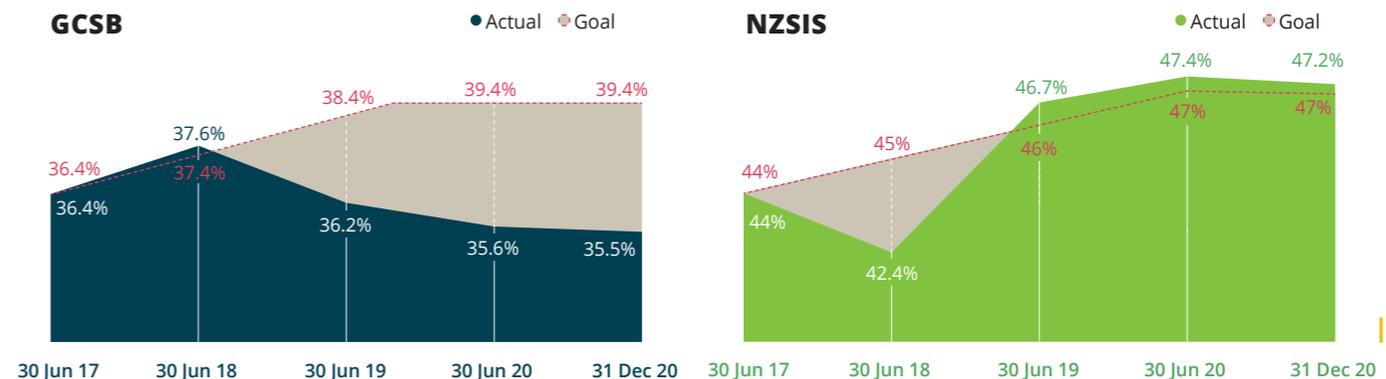
## Gender diversity

We have increased the overall representation of women in the NZSIS by 3.2% (achieving our June 2020 goal).

In the GCSB we have achieved our representation of women in senior leadership, with 52.9% women in tier 2-3 roles.

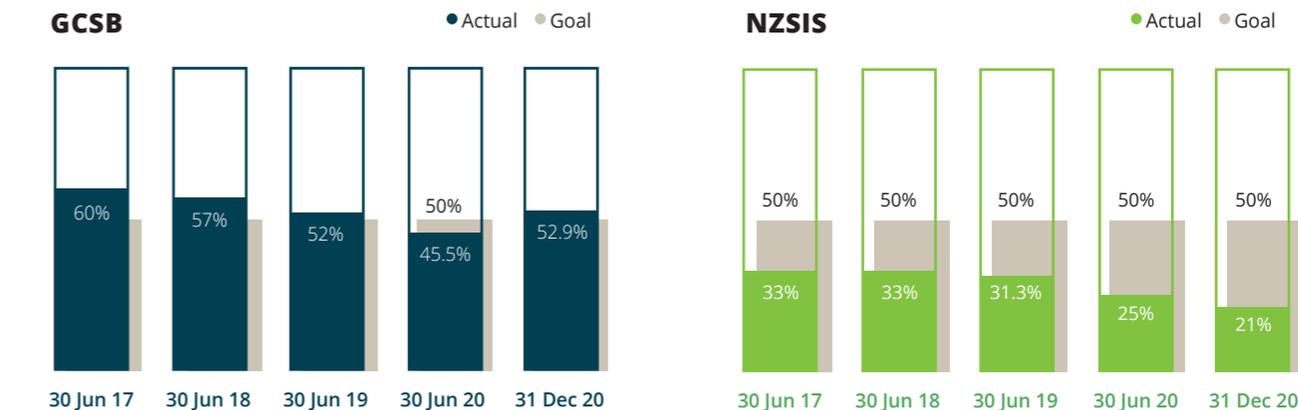
### Representation of women – all staff

**GOAL** Increase representation of women by 3% over 3 years.



### Representation of women – senior leaders

**GOAL** 50% women in senior leadership roles (tier 2-3).

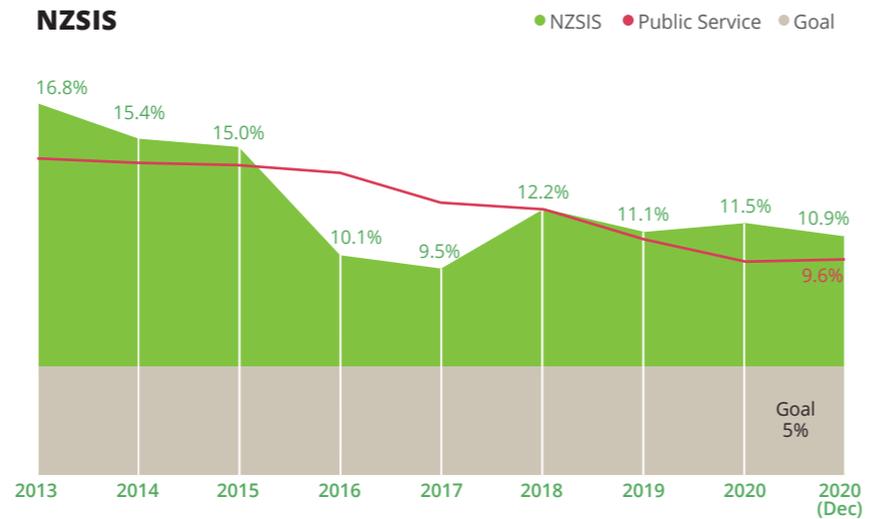
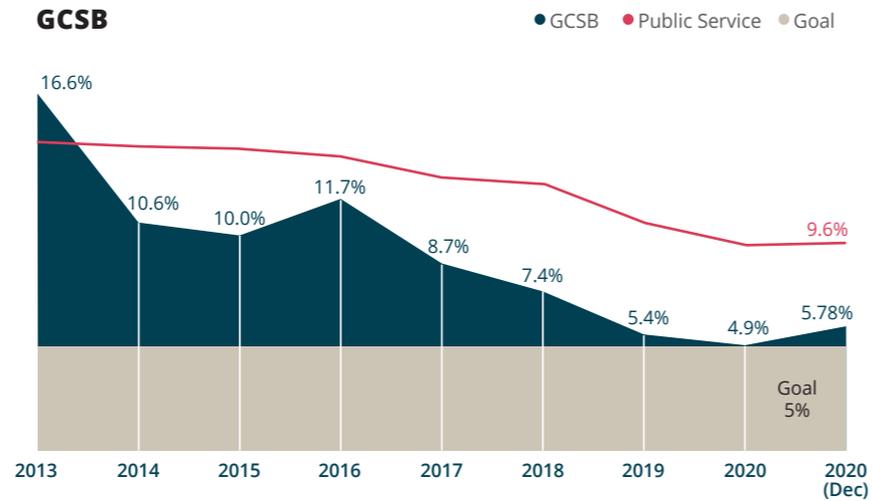


## Gender pay gap

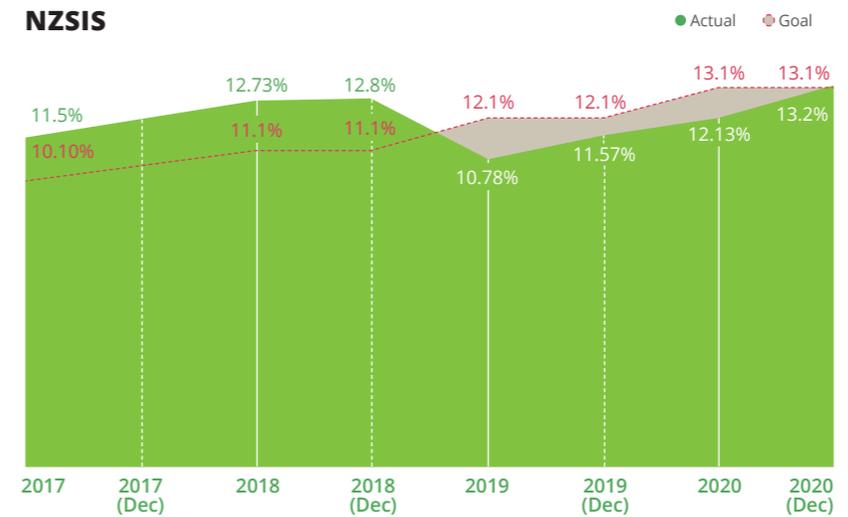
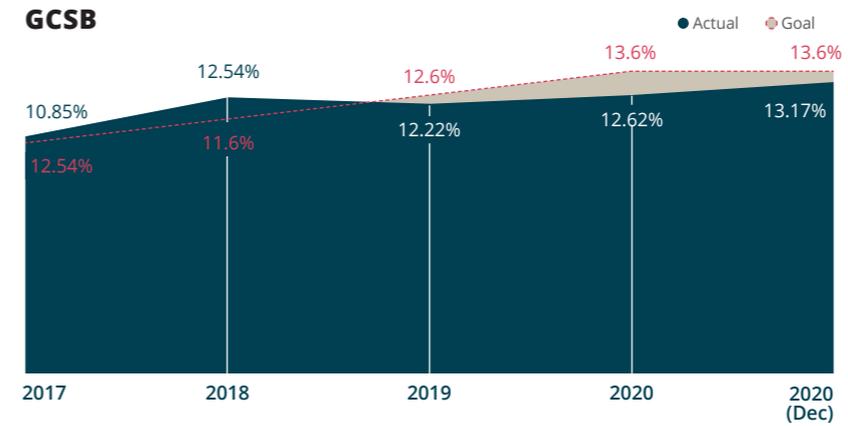
Gender Pay Gap compares the average salary of all males to the average salary of all females and is not indicative of a like-for-like pay gap (like-for-like means same job, same band and performance at the same level, and comparable tenure).

While there has been a decrease in the overall representation of women in the GCSB, the representation of women in tier 2-3 roles has helped influence the gender pay gap of 5.78%. The increase in representation of women in the NZSIS is predominantly at lower levels of the organisation, with larger numbers of men in middle management and senior levels. This is driving the gender pay gap of 10.9%, which is well over our June 2021 goal of 5%.

**GOAL** Gender Pay Gap – no higher than 5% by 2021.



**GOAL** Increase ethnically diverse representation by 3% over 3 years.



## Ethnic diversity

Ethnic diversity has increased across both agencies, with NZSIS at 13.2% and achieving its June 2020 goal. The GCSB is very close to its goal of 13.6%, currently 13.17%. While this is a great result for the NZIC, we are still far off being reflective of the public sector, and wider New Zealand communities.

# What is next?

We have made good progress in some areas, but still have a long way to go. The intent of our refreshed strategy is to learn from our successes, sustain the good work we've done and look for additional ways to increase our diversity in all areas.

Within this approach we are committed to:

- a continued focus on increasing our gender representation and ethnic diversity at all levels of the NZIC
- placing more emphasis on inclusive work practices to ensure we can attract and retain our diversity
- building on our existing initiatives to further develop our D&I capability.

This refreshed strategy will continue to drive D&I through three core focus areas outlined on the next page.

1

## Grow our diversity

- Increase our representation of women
- Increase our ethnic representation.

2

## Cultivate an inclusive culture

- Engage staff about inclusion
- Nurture staff wellbeing
- Enhance the role of our staff networks as advocates for change, and driving the D&I agenda
- Create awareness, understanding, and connection through active celebration of D&I events.

3

## Build our D&I capability

- Continue to build our capability through advanced D&I training, education, and external networks
- Enable our leaders to practice inclusive leadership
- Ensure all policies, practices, and processes are inclusive and support our D&I goals
- Develop our Māori Cultural Capability at an NZIC level.

# 1 Grow our diversity

**OBJECTIVE 1.1** Increase our representation of women.

## Goal

- + Increase representation of women by 1% per year (4% in total)
- + 50% women in senior leadership
- + No more than 5% GPG.

## Context

A large portion of the roles in the GCSB are STEM-related, which are under-represented by women, both in New Zealand and globally. While we have initiatives like the Women in STEM Scholarship to help encourage women into STEM-related careers, we need to consider other ways of increasing women in our organisation. Despite our overall representation of women being 3.9% below our June 2020 goal of 39.4% (35.5%), we are doing well at the senior management level (52.9%).

For the NZSIS, we achieved our June 2020 goal of 47% representation of women, sitting at 47.2%. Although we have increased overall representation of women, only 21% are sitting at the senior management level. The challenge is to not only increase the number of women in the workforce, it is to grow that diversity to higher levels of the organisation. This is also key to lowering the GPG in the NZSIS.

## Initiatives

1. Build leadership capability through women in leadership initiatives – this may include dedicated development programmes (e.g. Poutamatia), mentoring, or short term development opportunities.
2. Continue to monitor and address the GPG.

### *Initiatives applicable to both women/ethnic diversity*

3. Review how we approach recruitment to identify ways we can eliminate bias and break down barriers to entry.
4. Develop and implement 'positive interventions' in recruitment practices.
5. Develop and deliver an outreach and engagement strategy.
6. Commit to gender and ethnicity data analysis at different stages of the employment lifecycle.

## External expectations

In addition to our focus areas Te Kawa Mataaho (Public Service Commission) sets out five specific D&I expectations for all public service agencies:

1. **Addressing bias** – all employees undertake bias learning and agencies begin to change workplace structures and systems to prevent bias occurring.
2. **Cultural competence** – all employees undertake cultural competence learning.
3. **Leadership** – leaders undertake inclusive leadership training.
4. **Build relationships** – agencies provide tools and resources to help people managers support and engage with their direct reports and team, to build and foster inclusivity.
5. **Employee networks** – all agencies establish, support, resource, and engage with employee-led networks.

Our objectives and supporting initiatives will address both our own core focus areas as well as Te Kawa Mataaho requirements.

**OBJECTIVE 1.2** *Increase our ethnic representation.*
**Goal**

- + Increase representation of ethnic diversity by 1% per year (4% in total).

**Context**

GCSB's ethnic diversity across Māori, Pasifika, Asian and other minority groups has increased by 2.32% to 13.17%, which is 0.43% below our June 2020 goal of 13.6%.

NZSIS's ethnic diversity across the same groups has increased to 13.20%, which is just above our June 2020 goal of 13.10%.

While we have made some progress increasing our ethnic diversity across the NZIC, it is not representative of the wider public service or New Zealand demographics. We need to put in place targeted recruitment and retention initiatives to increase this further.

**Initiatives**

1. Targeted recruitment strategies to attract ethnic diversity.
2. Explore partnerships with external agencies to help grow our ethnic diversity.
3. Participation in the Ethnic Communities Graduate Programme.
4. Review our security settings for Top Secret Special security clearances.

**Initiatives applicable to both women/ethnic diversity**

5. Review how we approach recruitment to identify ways we can eliminate bias and break down barriers to entry.
6. Develop and implement 'positive interventions' in recruitment practices.
7. Develop and deliver an outreach and engagement strategy.
8. Commit to gender and ethnicity data analysis at different stages of the employment lifecycle.

## 2 Cultivate an inclusive culture

**OBJECTIVE 2.1** *Engage with staff about inclusion.*
**Goal**

- + Increased understanding of what inclusion means to staff.
- + Progress measured through annual staff surveys.

**Context**

Up until now we haven't formally identified and measured elements of workplace culture that contribute to our people's sense of inclusion. Understanding our staff's experiences of inclusion and measuring the indicators within our workplace will help us identify what we may need to change, in order to create the inclusive environment we want.

**Initiatives**

1. Engage with staff to find out what it would take to provide a more inclusive work environment (e.g. run regular surveys to engage with staff about inclusion).

**OBJECTIVE 2.2** *Nurture staff wellbeing.***Goal**

- + Wellbeing framework for people performing high-risk functions delivered by 2022.
- + Actively monitor staff wellbeing and reduce psychosocial risk factors.
- + Increased uptake in flexible working practices.

**Context**

Individual wellbeing and staff engagement link to important outcomes such as productivity, health, and retention.

Research from Gallup shows that adults who are thriving in all five areas (career, social, financial, physical and community) are more than twice as likely to say they adapt well to change, report 41% less sick days, and are 81% less likely to look for a new employer (Gabsa & Rastogi, 2020).

Providing an environment that actively promotes and encourages wellbeing will help us attract and retain the diversity we need.

**Initiatives**

1. Demonstrate commitment to staff wellbeing through the NZIC Wellbeing Plan, supported by a range of wellness initiatives.
2. Develop and implement a wellbeing framework for people performing high-risk functions.
3. Measure psychological safety and wellbeing through staff surveys.
4. Promote and encourage flexible working practices.

**OBJECTIVE 2.3** *Enhance the role of staff networks as advocates for change, and driving the D&I agenda.***Goal**

- + Increased awareness and participation in staff networks.

**Context**

Our staff networks are a key enabler to driving change. These groups champion a wide range of D&I initiatives and provide a great support network for staff. We will empower them to drive their D&I agenda across the NZIC, and continue to support them through our D&I Advocacy Group (co-chaired by the Directors-General) and the D&I Working Group (chaired by the Chief People Officer).

**Initiatives**

1. Each staff network develops an annual plan with priority areas reflecting their D&I vision and their role in supporting change.
2. Establish a central hub for staff networks to promote their D&I agenda, priorities and events.

**OBJECTIVE 2.4**

*Create awareness, understanding and connectedness through active celebration of D&I events.*

**Goal**

- + Four organisation-wide D&I events celebrated each year.
- + Staff networks lead their own events.

**Context**

D&I events and celebrations, both internally and externally, are a great way to raise awareness and understanding. We will continue to celebrate a events each year, and encourage staff to participate in these opportunities.

**Initiatives**

1. Annual D&I Calendar of events.
2. Staff networks are empowered and enabled to lead the celebration of D&I events.
3. Participation in external D&I events.
4. Participation in D&I Awards.

## 3 Build our D&I capability

**OBJECTIVE 3.1**

*Continue to build our capability through advanced D&I training, education, and external networks.*

**Goal**

- + All essential D&I training completed over the next 2-3 years.
- + All essential online D&I training completed within 12 months of it becoming available (for existing staff).

**Context**

We want a workplace where everyone understands what D&I is, why it is important, and how we can leverage it to achieve our mission. Through dedicated training we will support our staff and leaders to build the capabilities they need in a timely manner.

**Initiatives**

1. Continue to implement D&I training maps for both staff and leaders, with reporting on training completion shared with SLTs on a six monthly basis.
2. Engagement with other agencies/partners to learn best practice D&I approaches.
3. Participation in conferences and external D&I networks.

**OBJECTIVE 3.2** *Enable our leaders to practice inclusive leadership.*

**Goal**

- + Essential D&I training for leaders covers inclusive leadership.

**Context**

Our leaders will be critical partners in developing an inclusive environment and we are committed to providing them with the skills and knowledge they need to practice inclusive leadership.

**Initiatives**

1. Ensure our leadership development offering has a focus on inclusive leadership.

**OBJECTIVE 3.3** *Ensure all policies, practices, and processes are inclusive and support our D&I goals.*

**Goal**

- + People policies have been reviewed and updated to support our D&I goals.
- + Forms, systems, and processes are inclusive of diversity.
- + D&I incorporated in performance measures or values.

**Context**

Our policies, practices, and processes need to align with our D&I goals and support an inclusive working environment. This includes reviewing the language used to ensure it is inclusive and determining if any policies or practices are having an unintended discriminatory effect. Embedding D&I in all policies, practices and processes will enable us to have it at the forefront of our minds with everything we do.

**Initiatives**

1. Review people policies to identify opportunities to make them more diverse and inclusive.
2. Review forms, systems, and processes. Update these where required to ensure D&I is incorporated.
3. Incorporate D&I expectations into our performance framework or organisational values.

### OBJECTIVE 3.4

*Develop our Māori cultural capability at an NZIC level.*

#### Goal

- + Māori cultural capability programme of work developed, focused on priorities that will enable us to lift our maturity level.

#### Context

Māori cultural capability is our ability to recognise, understand, and value the perspectives of our Māori staff, partners, communities, and stakeholders.

In 2021 we will develop a clear plan for building Māori cultural capability. This plan will detail our collective commitment to and understanding of Māori and Te Tiriti o Waitangi.

While Māori cultural capability is much broader than D&I, it is reflected in our D&I strategy because of the close association it has with contributing to us being a more diverse and inclusive workplace.

#### Initiatives

1. Conduct an internal assessment using the Te Arawhiti (The Office for Māori-Crown Relations) Organisational Capability Framework and maturity model<sup>1</sup>.
2. Develop a programme of work detailing priorities for the future.

<sup>1</sup><https://www.tearawhiti.govt.nz/tools-and-resources/public-sector-maori-crown-relations-capability/>

## Making it happen

Having a diverse and inclusive workforce is central to our success, and all of us have a role to play in making this happen. We look forward to the day when we can say we have achieved our vision – **he waka eke noa** – a canoe which we are all in with no exception.

## Roles and responsibilities

### Joint Senior Leadership Team (JSLT)

JSLT is accountable for achieving the goals set out in this strategy. The JSLT will champion D&I across all levels of the NZIC. They lead by example, encourage everyone to get involved in D&I initiatives, and set clear expectations of behaviour that align with our vision.

### Leaders

Leaders will understand our strategy and key focus areas. They will lead by example, help implement D&I improvements, provide an inclusive work environment and address any behaviour that does not align with our vision, participate in D&I initiatives, and encourage staff to get involved in D&I.

### Staff

Staff will develop their awareness and understanding of our D&I strategy. They will support D&I improvements, contribute to an inclusive work environment by respecting and valuing others, participate in D&I initiatives, and speak up if they see behaviour that does not align with what we are trying to achieve.

### Staff networks

Our staff networks will provide an open and supportive community to others who share similar backgrounds, needs or interests. They will drive their respective D&I agendas across the NZIC, and draw to the agencies attention, behaviour that does not align with our vision.

### People and Capability (P&C)

P&C will continue to facilitate the delivery of our D&I Strategy. In partnership with the JSLT, P&C will actively engage with leaders across our workforce to support and empower them to drive D&I. P&C will also support the initiatives and activities of our staff networks in driving their agenda.

## D&I data, insights, and reporting

We will use workforce demographics to inform progress against D&I initiatives, and our workforce planning at all stages of the employment life-cycle including recruitment, progression, learning and development opportunities, and exits.

We will monitor the diversity of our job applicants in recruitment and progression practices, in order to understand and identify the barriers that may be affecting the growth of our diversity in the NZIC.

D&I data and insights will be provided to SLTs and staff on a six monthly basis.

## References

Gabsa, R., & Rastogi, S. (2020). Take Care of Your People, and They'll Take Care of Business. <http://gallup.com/workplace/care.people.care.business>.

Global Diversity Practice. (2021, March 16). What is Diversity & Inclusion? <http://globaldiversitypractice.com/what.is.diversity.inclusion/>



