



Diversity Equity & Inclusion

Strategy 2026–2031



Te Tira Tiaki
Government Communications
Security Bureau



Te Pā Whakamarumarū
New Zealand Security
Intelligence Service



Diversity Equity & Inclusion

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Message from Directors-General

Tēnā koutou katoa,

New Zealand is facing the most challenging national security environment of recent times. This is characterised by global conflict and an increase in volatility around the world. This unpredictable geopolitical environment continues to challenge the rules-based international system, from which New Zealand has traditionally derived security and has downstream implications for our domestic threat environment.

The GCSB and NZSIS are united in our shared mission to protect New Zealand's security and wellbeing. To achieve better national security impacts for New Zealand in this volatile and complex strategic environment, our agencies rely on:

- Unique capabilities under our governing legislation to provide intelligence and security advantage.
- Public trust and confidence; and
- Our ability to work effectively together with like-minded partners and the wider New Zealand community.

None of this can be achieved without committed and talented staff.

Our agencies and staff understand that different communities experience national security threats in different ways. To succeed we need to understand, and effectively connect with New Zealand's wider community, including authentic partnerships with Iwi Māori.

Having a diverse workforce who think differently, bring diverse skills and experiences, and where all staff are supported with the skills to engage with, and better represent an increasingly diverse society, directly contributes to better national security and intelligence outcomes for all New Zealanders.

Diverse teams solve harder problems, make better decisions and are innovative – an operational necessity for our complex mission.

We've made good progress on our Diversity and Inclusion journey. Our 2017 strategy supported increasing our diverse representation and our 2021 strategy took this further with a focus on inclusive practices. Our progress, and impacts to date, are celebrated in our Diversity, Equity and Inclusion Journey Roadmap in this strategy.

Our workforce must evolve to meet changing demands. Our agencies need a continued focus on widening our recruitment pool to increase the diversity of our workforce, and addressing unnecessary barriers or inequities in our talent practices. In parallel we must ensure that our organisational culture supports the attraction and retention of talent and all staff have the skills to engage professionally and respectfully with our customers and the community we serve.

Our refreshed strategy has three focus areas: attract and retain diverse talent, review and address any structural barriers to equity and embed a culture of belonging and inclusion. Our foundation principles ensure we are data-informed, shaped by the voices of our staff, underpinned by our behaviour framework and anchored in our obligations as a Treaty partner and good employer. Our reframing to Diversity, Equity and Inclusion, reflects our continued commitment towards ensuring any system-level inequities are reduced for long-term impact.

Our simplified framework includes a five-year strategy with high level goals, and a shorter-term action plan with key actions and outcomes for review mid-strategy. This ensures we hold ourselves accountable, check progress and adjust where needed.

Our work ahead takes courage. Our agencies share this value in our operational work. Using that courage is key to staying committed to our journey, and making changes with the best chance of progress towards our goals. Courage will carry us forward from intention to action.

This strategy is for our GCSB and NZSIS staff. It is now up to all of us to engage and support the continuation of our Diversity, Equity and Inclusion Journey.

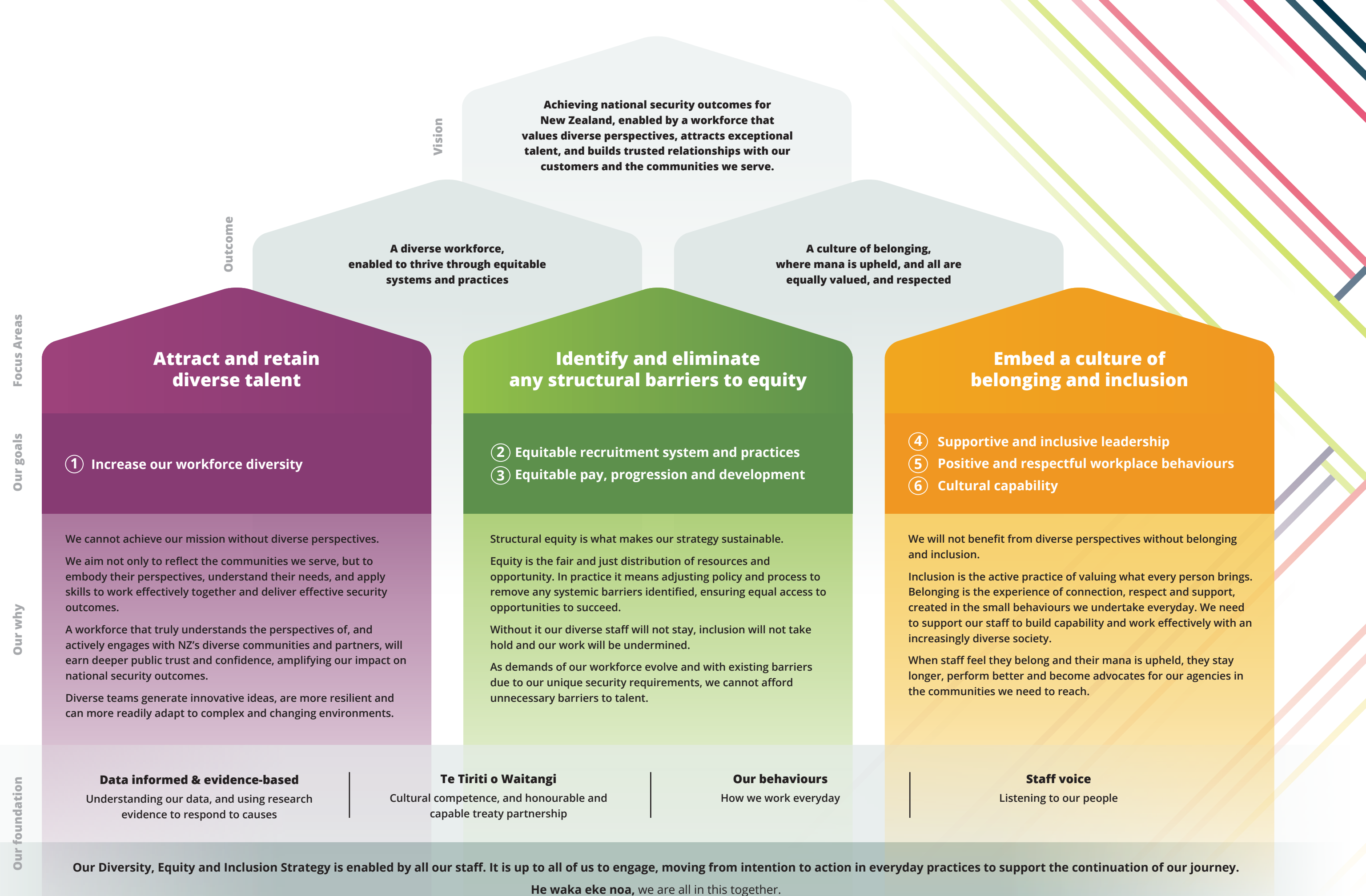
He waka eke noa, we are all in this together.

Andrew Hampton

Te Tumu Whakarae mō
Te Pā Whakamarumaru
Director-General
of Security

Andrew Clark

Te Tumu Whakarae mō
Te Tira Tiaki
Director-General
of the GCSB



DE&I Journey Roadmap



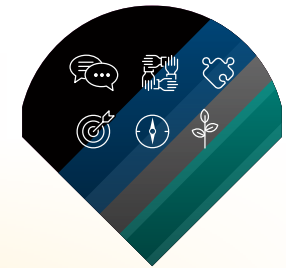
- Women in STEM Scholarship launched
- Previous 3 years graduate programme 50% of applications from women
- Employee led networks increase to 6 and lead range of D&I initiatives
- Waiata group involvement in our induction process, mihi whakatau
- First NZIC D&I Strategy 2017–2021

- Rainbow Tick Accreditation
- Experience of women research completed across NZIC
- Launched Be You – transitioning guidelines
- Enhanced parental leave provisions introduced
- External agency conducted research into the perceptions of diverse communities about NZIC, for recruitment and retention purposes
- Poutamatia women's self-development programme launched

- 2021–2025 D&I Strategy launched with greater inclusion focus
- Establishment of Te Ao Māori capability
- Māori cultural capability programme of work commences
- Rainbow Excellence Awards – ambassadorship award winner
- Implemented essential D&I learning pathways for leaders and staff



- Process developed to simplify changing names in personnel systems
- Reasonable accommodations policy launched
- Non-gendered bathrooms available in our main location



- Our Behaviours Framework introduced
- Both agencies average gender pay gap under 5%

