



Toitū Te Whenua
Land Information
New Zealand

Diversity Equity and Inclusion

Manaaki Tāngata 2024/25

Manaaki Tāngata 2024/25 outlines our analysis of pay gaps and the measures we are taking to enhance diversity, equity and inclusion at Toitū Te Whenua Land Information New Zealand (Toitū Te Whenua).

Manaaki Tāngata 2024/25 is a combined view of our commitment to Kia Toipoto and Papa Pounamu goals and is supported by our Manaaki Tāngata: Diversity and Inclusion policy.

Manaaki Tāngata outlines:

- the current state of diversity in our workforce by ethnicity and gender
- the actions we take to promote and progress diversity, equity and inclusion
- proposed areas of focus for 2024/25.



Te Kāwanatanga o Aotearoa
New Zealand Government



Our commitment

Toitū Te Whenua is dedicated to fostering a diverse and inclusive organisation.

We recognise that the diversity of our people is a strength. We believe that diverse experiences and perspectives enable us to be more successful.

To meet the needs of an increasingly diverse population, we strive to be productive, innovative and customer-centric, understanding the communities we serve.

By offering an inclusive environment, we attract diverse talent and support everyone to contribute their best. Inclusion and diversity enhance our ability to understand and serve our communities.

We are committed to attracting and retaining individuals from a broad range of backgrounds, cultures and experiences.

Manaaki Tāngata

How we uplift our people.



Summary of findings

Gender pay

Our gender pay gap is **11.6%** for 23/24, a small improvement from **12.1%** in 22/23.

We continue to see more females than males in lower paying roles, particularly in bands 11 to 18.

This pay gap is also representative of the premium attached to specific male dominated technical/specialist roles such as our Digital Specialists.

Gender representation

50.5% of kaimahi identify as female, a minor decrease from **50.6%** in 22/23.

48.8% of kaimahi identify as male.

0.2% of kaimahi identify as another gender.

Females in leadership

50.5% of our leaders are female, which is a moderate decrease from **53.2%** in 22/23.

Māori and Pacific Peoples

Māori

8.3% of employees identify as Māori, a minor decrease from **8.4%** in 22/23.

Our Māori pay gap is **0.5%**, a minor decrease from **-0.2%** 22/23.

We have seen a slight increase in the pay gap for Māori. Given the number of Māori kaimahi, this gap is more easily influenced by changes such as people in senior roles leaving or starting in more junior roles.

Pacific peoples

3.8% of kaimahi identify as Pacific peoples, an increase from **3.6%** in 22/23.

Our current pay gap is **8.4%**, a decrease from **13.4%** in 22/23.

We are pleased to see that for our Pacific peoples the pay gap has decreased for the second year.

As part of our move to broad based roles, we applied an equity lens, resulting in a pay increase for a portion of our staff. We undertook a separate gender and ethnic pay gap review in June 2023, prioritising our lower paid workers, which saw some of our People Peoples pay increase

Ethic pay gap

Our current pay gap is 5.5%, down from 10.4% in 2022/23.

We are pleased to see that the median pay gap for our MELAA kaimahi has decreased for the third consecutive year.

This improvement as with our Māori and Pacific Peoples decrease can be attributed to our transition to broad-based roles, where we applied an equity lens, resulting in a pay increase for a portion of our staff. Additionally, in June 2023, we conducted a separate gender and ethnic pay gap review, prioritising our lower-paid workers, which led to further pay increases for some of our MELAA kaimahi.

Area of focus

Our policies, processes and development opportunities must continue to support and enable pathways for Māori, Pacific and ethnic kaimahi to progress into senior positions at all levels.

While salary relativity is considered when hiring new kaimahi, we acknowledge there is still work to be done. We need to focus more on monitoring the starting salaries of kaimahi to ensure parity across demographic groups and ensuring pay equity is a key principle of our remuneration framework.

Data

Our data reflects kaimahi as of 30 June 2024. This includes permanent and fixed term kaimahi, and includes those working on a full-time and part-time basis.

Our data does not include our Chief Executive or those on extended leave.

Table 1: Mean gender pay gap across the public sector and Toitū Te Whenua

Year	Public service	Toitū Te Whenua
Jun-24	4.3%	11.6%

Table 2: Pay gaps across the past three financial years

Pay gap	Jun-22	Jun-23	Jun-24
Asian	10.0%	9.6%	9.0%
Gender	10.7%	12.1%	11.6%
Māori	1.0%	-0.2%	0.5%
MELAA	13.7%	10.4%	5.5%
Pacific peoples	18.5%	13.9%	8.4%

Kaimahi who have not disclosed their ethnicity are not included in these calculations.

Table 3: Gender representation across pay bands in 2024

Pay band	Female	Male
11	80.0%	20.0%
13	60.5%	39.5%
14	65.2%	34.8%
15	57.8%	42.2%
16	53.3%	46.7%
17	60.2%	39.8%
18	59.3%	40.7%
19	50.6%	49.4%
20	52.6%	47.4%
21	37.2%	62.8%
22	44.4%	55.6%
23.2	55.6%	44.4%
23.1	46.5%	53.5%

Table 4: Ethnic representation across pay bands in 2024

Pay band	Asian	Māori	Pacific peoples	MELAA	European
11	30.8%	15.4%	7.7%	-	30.8%
13	5.1%	10.3%	10.3%	-	53.8%
14	16.8%	6.3%	3.2%	5.3%	55.8%
15	11.2%	9.6%	6.4%	-	56.0%
16	25.0%	12.5%	-	-	37.5%
17	4.9%	10.8%	2.9%	2.0%	58.8%
18	12.9%	6.5%	3.2%	-	54.8%
19	6.3%	10.5%	4.2%	-	58.9%
20	18.2%	9.1%	9.1%	-	50.0%
21	14.8%	4.5%	1.1%	1.7%	59.1%
22	10.0%	10.0%	10.0%	-	50.0%
23.2	-	8.3%	-	-	91.7%
23.1	6.5%	8.7%	-6.5%	-2.2%	63.0%

Table 5: Pay gap across groups

Pay gap	Customer Delivery	Digital Delivery	Māori Crown Relations	Organisational Effectiveness
Gender	10.8%	20.9%	-7.2%	4.4%
Asian	20.5%	11.2%	-	7.7%
Māori	3.6%	7.8%	7.6%	4.2%
Pacific	8.2%	22.4%	17.2%	-2.1%

Table 6: Gender and ethnic representation across business groups

Representation	Customer Delivery	Digital Delivery	Māori Crown Relations	Organisational Effectiveness
Female	51.9%	30.6%	70.0%	60.8%
Asian	7.5%	22.5%	-	9.2%
Māori	7.7%	6.9%	66.7%	7.6%
Pacific peoples	4.3%	2.5%	16.7%	18.5%
MELAA	1.1%	2.5%	-	1.2%

Kaimahi who have not disclosed their ethnicity are not included in these calculations.

Leadership representation

Table 7: Gender and ethnic representation across our people leader cohort

Representation	People Leader	All other employees
Female	50.5%	51.2%
Male	49.5%	48.8%
Asian	3.9%	12.5%
Māori	8.9%	7.8%
Pacific peoples	4.9%	3.5%
MELAA	1.1%	1.6%

Kaimahi who have not disclosed their ethnicity are not included in these calculations.

Enabling initiatives

Cultural capability and inclusion

Our approach to growing cultural capability is ongoing. We provide a variety of learning and development courses and resources to support the way we include people and make the most of the experience, strengths and perspectives of our people to Toitu Te Whenua. Our kaimahi have access to an unconscious bias eLearning module and a suite of resources on Whatukura (intranet), which include:

- Understanding the importance of identity
- Understanding the different kinds of diversity
- Common forms of unconscious bias
- Causes and impact of unconscious bias
- Misbehaviours and unconscious bias
- Privilege, prejudice, discrimination, and unconscious bias
- What can we do as individuals about unconscious bias.

- **Whāinga Amorangi Plan**

We continue to focus on building cultural competence through He Mahere Whāinga Amorangi, our Whāinga Amorangi Plan. This plan outlines how we enhance our ability to engage with and understand Māori perspectives. We offer a range of learning opportunities for our kaimahi with a focus on:

- **Te reo Māori**
- **New Zealand history and Te Tiriti o Waitangi**
- **Tikanga and kawa**

In June 2023, we launched the Te Puna Hāpai digital application (app). This app provides access to Toitū Te Whenua te ao Māori resources, including engagement guides, te reo, waiata, karakia, New Zealand history (pre- and post-Treaty), and the Treaty settlement process. The app allows users to click on individual words to hear their pronunciation.



Employee-led networks

Our employee-led networks play a significant role at Toitū Te Whenua. They offer opportunities for our people to connect beyond their day-to-day roles and immediate teams.

We seek regular input on our DEI initiatives from our employee-led networks and meet with them regularly to gain their insights and feedback.

In 2023, we updated our Timatanga induction programme to better showcase our employee-led networks, making it easier for new staff members to access, join or gain support from these networks.

Our employee-led networks include:

Whānau Group: Promote the use and celebration of Māori language and culture. They create welcoming spaces to practice te reo Māori and tikanga, and organise festivities for events like, Matariki, and Te Wiki o te Reo Māori alongside regular Friday waiata sessions. Whānau groups are based in all three LINZ locations.

Pacific Peoples Network: Bring a Pacific peoples' perspective to discussions and provide an environment for networking and connecting. They focus on being Pacific Peoples Proud, building capabilities and skills among Pacific people's kamahi, and mentoring, encouraging, and supporting each other to aspire to career pathways.

Rainbow Network: Our LGBTQIA+, Te Rōpū Āniwaniwa, focus on bringing LGBTQIA+ whānau together and warmly welcome allies. Their goal is to ensure all our rainbow kaimahi feel visible, valued and safe, so they can be their authentic selves at work.

Disability Action Advisory Group: Is committed to championing inclusion for, and raising awareness of, disabled people. They foster our kōrero by hosting engaging events that promote visibility and facilitate conversations benefiting the disabled community.

Women's Network: Is dedicated to supporting, encouraging and learning from each other to achieve career goals and promote the interests of women at Toitū Te Whenua. The network is backed by a passionate working group that advocates collectively for women and proactively addresses workplace issues affecting women.

The Whānau Pāmamao Network: Is a community for kaimahi who work remotely or are not co-located. Their purpose is to provide a supportive environment for remote workers, offering opportunities to share concerns, experiences and ideas.

Flexible work

At the start of 2023, LINZ introduced a flexible working policy to ensure flexible arrangements and to create a flexible working environment. This policy aims to enhance the employee experience and support a healthy work-life balance.

By meeting our people's needs for flexibility in their working arrangements, we are increase the talent pool available and don't unduly restrict participation in our workforce by people with a range of diverse needs and preferences.

Note: Following Minister Willis' announcement regarding working from home in late 2024, we began reviewing our flexible and hybrid work arrangements. In early 2025, in line with the new Te Kawa Mataaho guidance, we will update our Flexible Working policy and implement a new method for capturing and reporting on working from home prevalence.

Pay equity

Gender and ethnic pay review

We conducted a gender and ethnic pay review to identify any unintended pay gaps and disparities. This review identified some pay gaps and allowed us to address these to improve fair and equitable compensation.

Remuneration review

A comprehensive review of our remuneration framework is currently underway. This review is being conducted in collaboration with Public Service Association representatives through a remuneration working group. Further consultation will continue through early 2025 and will form part of collective bargaining in 2026.

Workforce data and insights

A standalone DEI dashboard was created that shows the current gender and ethnic gaps. Work is ongoing to expand this report to provide a comprehensive view of how we are progressing towards our gender and ethnic targets.

While we report regularly on our pay gaps via combined workforce reporting, we aim to share this new dashboard with Kaihautū and Nga Amokura (tier 2 and 3 leadership group) to inform a regular DEI conversation. Additionally, we are working to share the report with our employee-led networks to gain their feedback, insights and ideas.

Eliminating bias and discrimination from recruitment

We continue to advertise the salary range for specialist positions in all internal and external job vacancy advertisements.

We provide remuneration advice upon appointment to leaders to ensure pay equity is considered at appointment.

Action area	Proposed actions	Success indicators
<p>Ngā tūhononga e kōkiritia ana e ngā kaimahi</p> <p>Employee-led networks</p>	<p>1 Diversity and inclusion reporting and culture survey outcomes, such as DEI dashboard and Mana Tāngata survey results, are provided to employee-led networks.</p>	<p>Employee-led networks can monitor progress and provide support and recommendations on advancing DEI.</p>
<p>Nga Hua Tokeke mo te Utu</p> <p>Equitable pay outcomes</p>	<p>2 Enhance the gender and ethnic data and insights reporting to identify meaningful patterns, trends and relationships.</p> <p>3 Continue work to ensure equitable pay is built into our remuneration framework and system.</p>	<p>Enhance decision-making capabilities, identify opportunities, solve problems, and support informed choices.</p> <p>Achieve a gender pay gap below 10 percent.</p>
<p>Te Pono</p> <p>Transparency</p>	<p>4 Review and update our Flexible Working policy.</p> <p>5 Establish a regular schedule for conducting a organisational culture survey, as well as our updating our onboarding and exit surveys.</p>	<p>Bring our Flexible Working policy in line with new guidelines.</p> <p>Utilise the experiences of our diverse kaimahi, to support and drive continuous improvement in our Manaaki Tāngata plan.</p>
<p>Te āheinga ā-ahurea</p> <p>Cultural competence</p>	<p>6 Continue work to implement our refreshed Whāinga Amorangi programme</p>	<p>Provide new ways for kaimahi to build capability and willingness to confidently engage and effectively partner with Māori.</p>