



Toitū Te Whenua
Land Information
New Zealand

Diversity Equity and Inclusion

Manaaki Tangata 2024/25

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

Manaaki Tangata 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 diversity of 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.



Summary of findings

Gender pay

Our gender pay gap is **11.6%** for 23/24 a minor decrease **12.1%** in 22/23.

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

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 females in leadership roles 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 median 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 quantity of Māori kaimahi this gap is more easily influenced by changes e.g. 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.

We are pleased to see that for our Pacific Peoples the median pay gap has decreased for the second year, our current pay gap is **8.4%**, a decrease from **13.4%** in 22/23.

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.

Additionally, we had a separate gender and ethnic pay gap review take place in June 2023.

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 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.

Data

Our data reflects kaimahi as of 30 June 2024 - This includes permanent and fixed term kaimahi and includes kaimahi 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%

The percentage for each pay band is categorised as 'Other Ethnicity'. Staff who have not disclosed their ethnicities 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 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%
Gender	10.8%	20.9%	-7.2%	4.4%

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%

The remaining makeup for 100% across each Business Group is 'Other Ethnicity'. Staff that have not disclosed their ethnicities are not included in these calculations.

Increasing leadership and representation

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

Representation	People Leader	Non-People Leader
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%
European	66.5%	57.0%

The remaining makeup for 100% is 'Other Ethnicity'. Staff that have not disclosed their ethnicities are not included in these calculations.

Enabling Initiatives

Capability

Our approach to growing capability is ongoing. We provide a variety of learning and development courses and resources. 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.

Cultural competence

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 Te Puna Hāpai. 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 features touch-to-hear functionality, allowing users to click on individual words to hear their pronunciation.

Employee Led Networks (ELN)

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 from our employee lead networks around our DEI initiatives and meet with them regularly to gain their ongoing 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 organize festivities for events like Friday waiata, Matariki, and Te Wiki o te Reo Māori. We have whānau groups based in all main 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 Peoples kaimahi, and mentoring, encouraging, and supporting each other to aspire to career pathways.

Rainbow Network: Bring our LGBTQIA+ whānau together. Te Rōpū Āniwaniwa warmly welcome not only those who identify as LGBTQIA+, but also 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 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 by default

At the start of 2023, we 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 the needs of our people for flexibility in their working arrangements, we are increasing the talent pool available and not unduly restricting 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 Working from Home 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 ensure fair compensation.

Remuneration review

A comprehensive review of our Remuneration framework is currently underway. This review is being conducted in collaboration with Public Sector Association representatives through a Remuneration Working Group. Further consultation will continue through early 2025.

Workforce data and insights

We created a standalone DEI dashboard 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 3 leadership group) to inform a regular DEI conversation. Additionally, we are working to share the report with our ELN 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 recruitment stage.

Action area	Proposed actions	Success indicators
Ngā tūhononga e kōkiritia ana e ngā kaimahi Employee-led networks	1 Diversity and inclusion reporting and engagement survey outcomes are provided to ELN e.g. DEI dashboard and Mana Tangata survey results.	ELN can monitor progress and provide support and recommendations on advancing.
Nga Hua Tokeke mo te Utu Equitable Pay Outcomes	2 Conduct another gender and ethnic pay review. 3 Enhance the gender and ethnic data and insights reporting to identify meaningful patterns, trends, and relationships.	Support our gender pay gap to be below ten percent. Enhance decision-making capabilities, identify opportunities, solve problems, and support informed choices.
Te Pono Transparency	4 Review and update our Working from Home Policy 5 Establish a regular schedule for conducting our employee survey, as well as our updating our onboarding and exit surveys.	Bring our Working from Home policy in line with new guidelines. Utilise the experiences of our diverse kaimahi, to support and drive continuous improvement in our Manaaki Tangata plan.
Te āheinga ā-ahurea Cultural competence	6 Refresh our Whāinga Amorangi programme	Provide new ways for kaimahi to build capability and willingness to confidently engage and effectively partner with Māori.