

Our commitment: To foster a culture of diversity, equity and inclusion where everyone feels respected, valued and empowered. We believe that embracing diverse perspectives strengthens our organisation and delivers meaningful progress.

Public service context

Diversity, Equity and Inclusion Goals 2025-2026

1. Increase diversity at all levels, to reflect a workforce that is more representative of society
2. Make substantial progress towards closing gender, Māori, Pacific, and ethnic pay gaps
3. Accelerate progress for wāhine Māori, Pacific women, and women from ethnic communities
4. Create fairer workplaces for all, including disabled people and members of rainbow communities
5. Strengthen inclusion so that everyone feels respected, valued and able to achieve their potential

About Manapou ki te Ao

Who are we?

We are a Crown Agency responsible for international education, whose purpose is to take New Zealand's education experiences to the world for enduring economic, social, and cultural benefits. We work with partners in New Zealand and offshore to achieve our goal of more than doubling the export value of international education by 2027.

Our intentions to deliver on Diversity and Inclusion, Kia Toipoto and Papa Pounamu commitments are included in this plan.

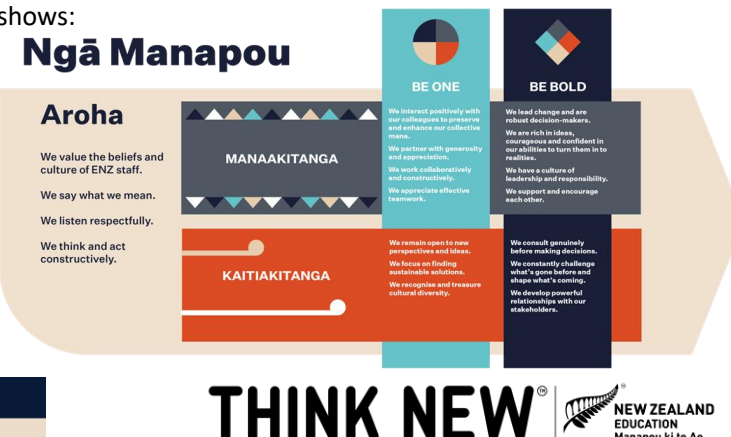
Our people

As at 30 April 2025 we have 80 permanent and fixed term employees. Our workforce profile shows:

- Our employees are 72% women and 28% men
- We have 10 women leaders in Tier 2 and 3
- Our people comprise 27 different nationalities

Ngā Manapou

Our values underpin this plan and are aligned with the commitments made and to guide our approach.



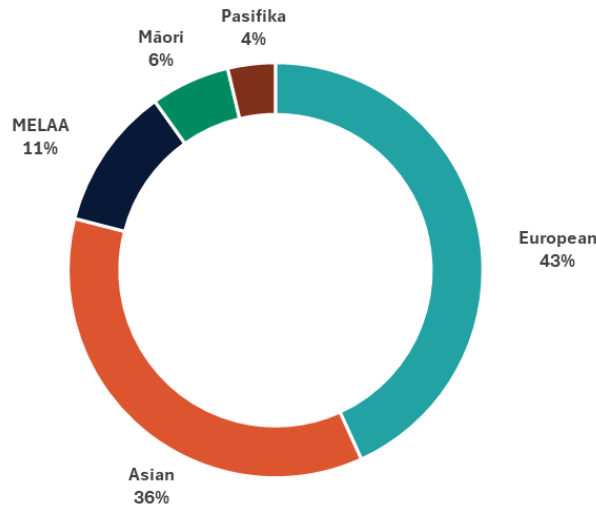
Understanding our organisation

Our size means we do not meet the threshold for statistically robust data as advised by Statistics NZ and Te Kawa Mataaho and small changes in our staffing can impact significantly on our statistics. We use other information including our workforce profile, people data and recruitment statistics to help indicate our progress.

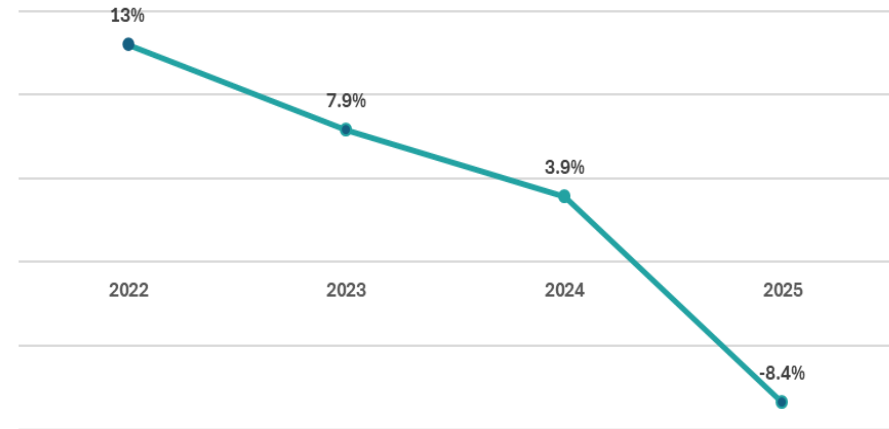
Looking at our information we can see:

- We have eliminated our gender pay gap.
- We have achieved pay equity in like for like roles.
- We have eliminated our Māori pay gap and continue to work on closing other ethnic pay gaps.
- We have more women than men in our workforce and more women than men at Leadership Team level.
- We continue to have a good gender spread across all quartiles.

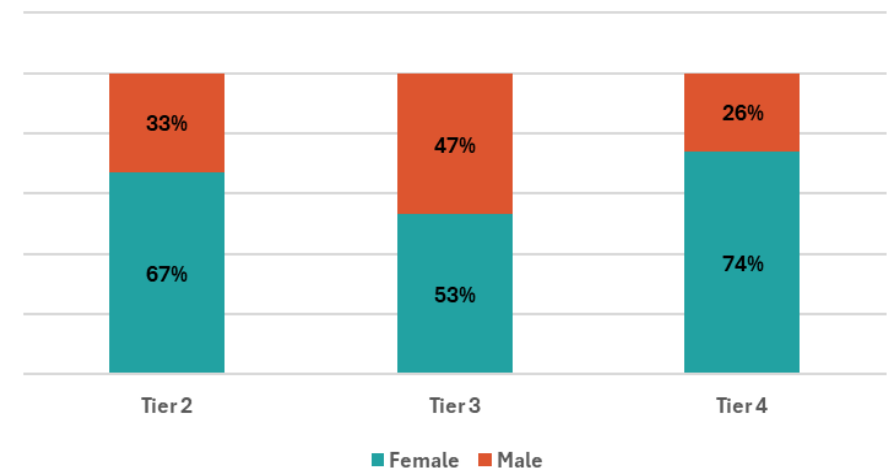
Ethnic Representation April 2025



Gender Pay Gap
March 2022 - April 2025



Gender Representation April 2025



Diversity. Representation in workforce, leadership and occupations, especially for under-represented groups

Focus area	Current approach	How we'll embed and build on this focus area	What we have achieved
Leadership and representation <ul style="list-style-type: none"> Commit to a workforce that is more representative of society Know our workforce, identify where representation can be strengthened 	<ul style="list-style-type: none"> We have maintained Māori representation on our Leadership Team. More than 50% of our leadership team are women. We have maintained our Pasifika workforce in the previous 12 months. 	<ul style="list-style-type: none"> We will continue to evolve our people practices to foster diversity, inclusion and belonging. We will continue to identify where representation can be strengthened. We will continue our commitment to attracting more Māori and Pasifika staff. 	<ul style="list-style-type: none"> We have maintained a gender balance on our Leadership Team. We have maintained our Māori workforce over the past 12 months.
Flexible working <ul style="list-style-type: none"> Equitable access to flexible working and to ensure it does not undermine career progression or pay. 	<ul style="list-style-type: none"> All ENZ employees have access to flexible working options. More emphasis on the ability to vary work patterns to encourage work / life balance. 	<ul style="list-style-type: none"> We will continue to monitor the effectiveness of our Flexible Working Policy. We will work to ensure that employees on formal flexible arrangements have access to development opportunities and are paid equitably. 	<ul style="list-style-type: none"> Pulse Survey results continue to indicate people feel supported if they choose to make use of flexible work options. Flexible Working policy has been updated to clarify flexible working expectations.

Equity. Pay gaps and average pay for different groups, equitable pay (starting salaries and pay in the same or similar roles)

Equitable pay outcomes <ul style="list-style-type: none"> Ensure starting salaries are not influenced by bias Maintain salary transparency Monitor starting salaries for inequities 	<ul style="list-style-type: none"> ENZ is committed to equitable pay outcomes and has achieved pay equity in like for like roles Our recruitment process includes best practice techniques to avoid unconscious bias. We publish the salary band for any advertised roles. We review salaries within the same pay bands and starting salaries to identify any pay gaps and make corrections to address any gaps. 	<ul style="list-style-type: none"> We will continue to focus on maintaining pay equity in like for like roles. We will continue to publish salary band on any advertised roles. We will continue to monitor starting salaries within the same bands to identify any pay gaps. 	<ul style="list-style-type: none"> Eliminated our gender pay gap Eliminated our Māori pay gap. Pay equity has been achieved.
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Equity. Pay gaps and average pay for different groups, equitable pay (starting salaries and pay in the same or similar roles)

Focus area	Current approach	How we'll embed and build on this focus area	What we have achieved
Eliminating all forms of bias and discrimination <ul style="list-style-type: none"> Remuneration and people policies and practices designed to remove all forms of bias and discrimination. Ensure leaders and employees learn about and demonstrate cultural competence. 	<ul style="list-style-type: none"> We continue to review our people policies and practices for bias and discrimination, including remuneration, recruitment and leave policies. Te Reo lessons are available for all leaders and employees. Continuing to weave Te Tiriti into the way we work. 	<ul style="list-style-type: none"> We will continue to review policies and practices for bias and discrimination. We will frame our expectations on te Ao Māori and capability in our position descriptions and recruitment advertising. We will continue to provide opportunities for all our people to build cultural capability. 	<ul style="list-style-type: none"> Māori representation has been maintained. Te Ao Maori capability is included on all position descriptions. We have refreshed our Code of Conduct to reflect our Ngā Manapou (values).

Inclusion. The extent to which all employees feel respected and valued and able to achieve their potential

Inclusive culture <ul style="list-style-type: none"> Ensure policies and processes for career progression, training and development opportunities are transparent, inclusive and promote participation. Promote and encourage participation in employee-led networks Seek employee feedback on organisation culture 5C's (Communication, Collaboration, Community, Curiosity and Courage) 	<ul style="list-style-type: none"> We are committed to investing in capability building and strengthening our performance. Established employee-led network; Safety & Wellbeing Committee, Waiata group, Ministry of Fun. We run twice yearly Pulse Surveys open to all permanent and fixed term employees We use the 5C's as a way of being more purposeful about the culture we want to nurture. 	<ul style="list-style-type: none"> We will continue to invest in capability building. Our employee-led networks will continue to work together and with our people to contribute to a culture of inclusion and belonging. We will continue to monitor pulse survey comments to gain insights into focus areas that foster and improve our culture. We will continue to embed the 5C's, along with Ngā Manapou. 	<ul style="list-style-type: none"> Each employee has a plan for their professional development. Internal development opportunities are offered to all employees. Employee-led networks continue to be well supported and are seen as an important driver to an inclusive culture Woven 5C's into monthly Kōrero ki te Ao.
Entity leadership <ul style="list-style-type: none"> Strengthen our leadership and management effectiveness Encourage and support people leaders to model Ngā Manapou 	<ul style="list-style-type: none"> We are focused on identifying and supporting opportunities to build a high-performing leadership cohort. We are committed to developing our people leaders to use Ngā Manapou as a guide to inclusive and effective leadership. 	<ul style="list-style-type: none"> We will continue to develop our entity leadership by building collective accountability and capability. Questions on leadership included in 2025 Pulse Surveys to gauge insights and progress. 	<ul style="list-style-type: none"> 2 day extended leadership workshop held in May. People Leader Hub developed to provide resources to coach and support people leaders.