



16 May 2025

[Redacted]

Dear [Redacted]

Thank you for your request made under the Official Information Act 1982 (OIA), received on 16 April 2025. You requested the following:

All reports, submissions, aide memoires, briefings, reports, analysis, and sent, held, or received by your organisation in relation to updates to Diversity and Inclusion, or Diversity, Equity, and Inclusion (DEI), or Belonging and Inclusion, regulation policies, plans, and strategies including but not limited to:

- 1. The development, implementation, or evaluation of diversity, equity and inclusion policies, strategies, plans, and regulations.*
- 2. The Public Service (Repeal of Diversity and Inclusiveness Requirements) Amendment Bill.*
- 3. Communications with New Zealand First and other coalition partners concerning Diversity and inclusion policies (or similar policies/regulations) and the proposed repeal.*
- 4. Assessments or analysis of the effects of removing DEI or similar regulations from public service legislation.*

Timeframe: *From January 1, 2024, to the date of this request*

Item 1

Three documents are in scope of your request relating to the development, implementation, or evaluation of diversity, equity and inclusion policies, strategies, plans, and regulations.

The paper *Diversity Equity & Inclusion: Our 2024/25 Roadmaps* presented to the Enterprise Priorities and Performance Committee on 29 August 2024 is attached as **Appendix A**.

The documents *Diversity Equity & Inclusion Roadmap 2024-2025* and *Māori Representation Roadmap 2024-2025* are publicly available on Inland Revenue's website at ird.govt.nz/about-us/publications/annual-corporate-reports/our-gender-pay-gap-action-plan. These documents are therefore refused under section 18(d) of the OIA, as they are publicly available.

Item 2

Inland Revenue has no reports, submissions, aide memoires, briefings, reports, analysis relating to the Public Service (Repeal of Diversity and Inclusiveness Requirements) Amendment Bill. Therefore, your request for these documents is refused under section 18(e) of the OIA, as the document alleged to contain the information requested does not exist.

Item 3

Inland Revenue has not communicated with New Zealand First and other coalition partners concerning Diversity and inclusion policies (or similar policies/regulations) and the proposed repeal. Therefore, your request for these communications is refused under section 18(e) of the OIA, as the document alleged to contain the information requested does not exist.

Item 4

Inland Revenue has no reports, submissions, aide memoires, briefings, reports, analysis relating to the Assessments or analysis of the effects of removing DEI or similar regulations from public service legislation. Therefore, your request for these documents is refused under section 18(e) of the OIA, as the document alleged to contain the information requested does not exist.

Right of review

If you disagree with my decision on your OIA request, you have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the OIA. You can contact the office of the Ombudsman by email at: info@ombudsman.parliament.nz.

Publishing of OIA response

We intend to publish our response to your request on Inland Revenue's website (ird.govt.nz) as this information may be of interest to other members of the public. This letter, with your personal details removed, may be published in its entirety. Publishing responses increases the availability of information to the public and is consistent with the OIA's purpose of enabling more effective participation in the making and administration of laws and policies and promoting the accountability of officials.

Thank you again for your request.

Yours sincerely



Erina Clayton
Enterprise Leader, People and Workplace Services

Appendix A



Executive Level Governance



Diversity Equity & Inclusion Our 2024/25 Roadmaps

Enterprise Priorities and Performance Committee

Date: 29 August 2024

Sponsor: Mike Cunnington

Attendees: Anna Wilson-Goldman, Jane Smathers & Sam Evenson

Purpose and recommendations

This paper provides an outline of the intended approach and focus of our Diversity Equity and Inclusion (DEI) and Māori representation roadmaps for the 2024/25 year. In this paper you will see:

- Our public sector commitments and expectations relating to DEI
- A summarised view of our approach and a view of the focus to date
- Summary of progress, including key data
- Proposed areas of focus for the 2024/25 year and how these contribute to organisational priorities.

It is recommended that the Committee:

- **Notes** that as a public sector agency we are committed to maintaining a focus on DEI, and publishing a pay gaps action plan is part of that commitment.
- **Notes** our DEI and Māori representation roadmaps are considered exemplar by the Public Service commission – meeting all of the requirements for Papa Pounamu and Kia Toipoto (Pay Gaps Action Plan).
- **Agrees** that the focus of our DEI work supports our organisations effective and efficient priorities and enables all of our diverse people to perform at their best.
- **Notes** that we are making progress to support our DEI goals. Although pay gaps caused by representation take time to shift – the direction of travel is the right one.
- **Approves** our planned approach for the next 12 months – to continue to focus on Te Pou o te Tangata, leadership and workforce development.

Outcomes and Goals

Diversity Equity and Inclusion supports IR to be effective and efficient.

- At an individual level, our focus continues to respond to the needs of our diverse workforce. Providing people from different communities with what they need to perform at their best. Upskilling and supporting leaders to lead diverse people, enabling them to achieve their goals, grow in their roles and contribute to organisational priorities.
- Our representation goals are aligned to the demographic population of New Zealand. Diverse teams bring different perspectives together stimulating creativity and innovation, which lead to new ideas and solutions.
- Embracing diversity in our workplace means our people understand the needs of the diverse communities we serve, which informs the way we design and deliver our policies, products, functions and services.
- We have a strong commitment to and focus on building an inclusive workplace for all our people. This is important for the steps we are taking to bring Māori world views into everything we do and to support our overall aspiration of improving Oranga for current and future generations.

IR's DEI and Māori representation roadmaps set out a comprehensive programme that supports IR to:

- increase diversity at all levels, to reflect and deliver for the communities we serve
- make substantial progress toward closing gender, Māori, Pacific, and ethnic pay gaps
- accelerate progress for wāhine Māori, Pacific women, and women from ethnic communities
- create inclusive and safe workplaces, including for disabled people and members of Rainbow communities
- strengthen inclusion so that everyone feels respected, valued and able to achieve their potential.

Progress to date

Progress against 2023/24 roadmap actions

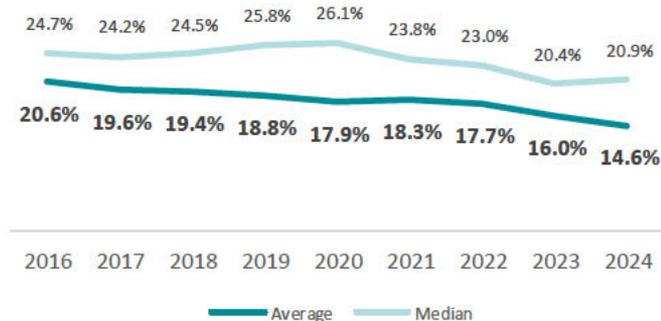
The focus of the 2023/24 roadmap was to build on the foundations and practices that were established over previous years. See **Appendix 2** for our progress on key actions. Many of the actions/focus areas of the last 12 months are longer term actions that will continue to progress over the next 12-24 months.

- The discovery work with Māori and Pacific peoples relating to barriers to career development continue to be a focus for our recruitment practices and leadership capability, building on the actions taken so far.
- Workforce development is a system of practices brings together Whanake, Talent Management, Succession planning, the use of Talent Pools, Learning and Development opportunities, and Talent Acquisition practices. These are the practices that we can use purposefully to identify and support the development of individuals from underrepresented groups. Our current focus is on embedding Whanake as our performance approach and strengthening our talent management practices as foundational practices that we will build on to enable an end-to-end system of practice.
- Te Pou o te Tangata supports leaders to lead in an inclusive way. The delivery of the Leadership Induction and development learning has provided a strong foundation for leaders to grow their understanding of Te Pou o te Tangata in action. This learning will continue to be added to over time to support organisational priorities and practical support for leaders to apply this learning to their work.
- Our focus on an inclusive workplace for people with disability has seen us enter into a one-year partnership with the accessibility tick. While we decided not to seek the accessibility tick itself, an initial assessment has provided us with useful advice on where we might improve. These will be worked through with the Diversability community and different parts of IR to identify the actions that we already have underway and any new opportunities for improvement that align with IR's priorities.

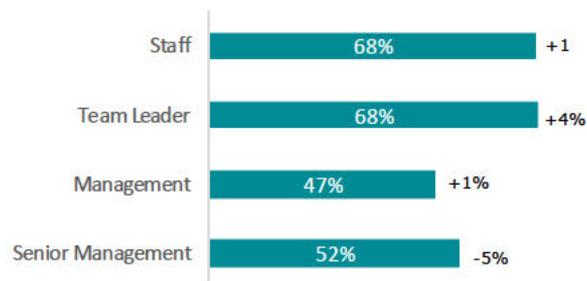
Gender pay gaps have reduced

- Our average **gender pay gap** has reduced from 20.6% in 2016 to **14.6% in 2024**, and has reduced 1.6% over the last year (see **Appendix 2**). The gender pay gap in the Public Service is 7.1%¹.
- The drivers of our gender pay gaps relate to representation. This means that although we have gender diversity within our frontline roles and lower paid roles, the level of diversity reduces in higher paid, more senior or influential roles.
- Inland Revenue is always likely to have a gender pay gap of >10%. This is because there is a high proportion of women in frontline roles and lower paid roles. We do not intend to force a change here, instead we see this as an opportunity for women to enter the organisation and a pipeline for future talent.

Gender pay gap is 14.6%



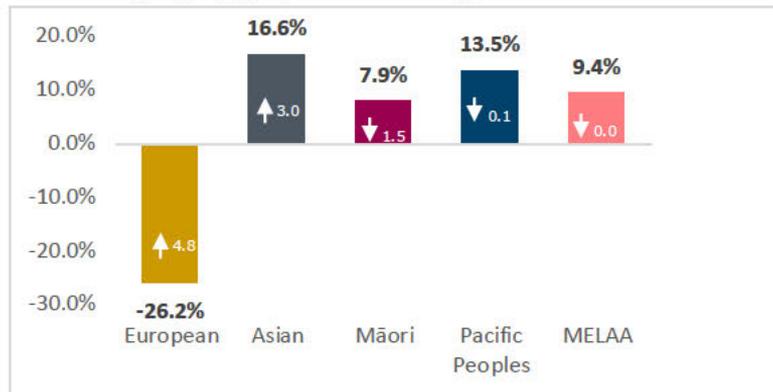
Female representation by org level and changes from 2022



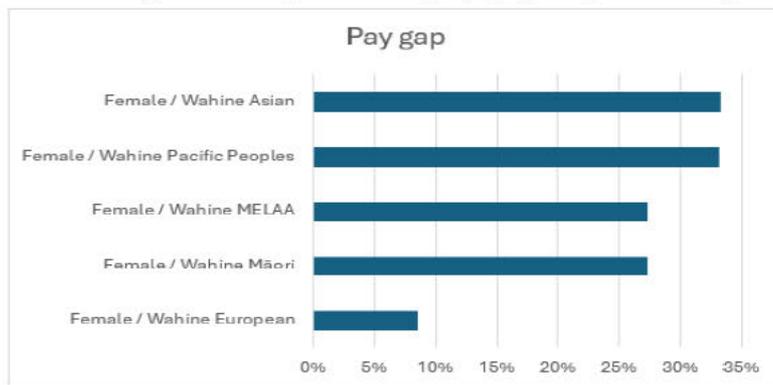
Ethnic pay gaps have reduced

- The drivers of our **ethnic pay gaps** also relate to representation. A large proportion of Māori, Pacific peoples and Asian people are in lower paid roles and a smaller proportion in higher paid roles (see **Appendix 3**).
- There are minimal like-for-like gender pay differences within roles.
- Compounding intersectional effects mean we see a greater pay gap for wāhine Māori, Pacific women, and women from ethnic communities. Our biggest challenge continues to be improving representation across the organisation for these ethnicities.
- Improving recruitment and career development can assist to support a positive shift in representation in leadership, technical roles and roles with influence.

Average pay gaps and changes from 2023



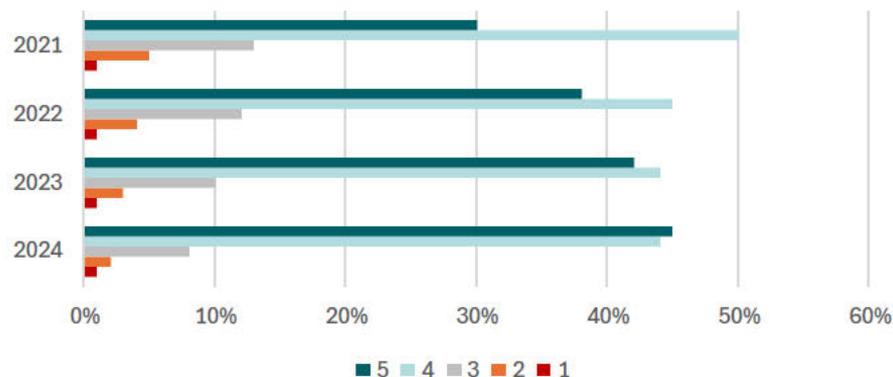
Average female/wahinē pay gaps by ethnicity



Feelings of inclusion have increased

- Diversity and inclusion are mutually reinforcing – an inclusive workplace attracts and retains diverse talent, and diverse representation supports inclusion.
- We include PX Pulse inclusion measurements as a metric towards the progress we're making to how included our people feel at IR.
- 89% of our people felt 'mostly included' or 'really included' in their day-to-day experience of work in our 2024 pulse survey.

PX Pulse results for the 'Inclusion' Dimension 2021-24



Note: Rainbow and disability inclusion data is limited as we do not (for a variety of reasons) require people to identify as belonging to these communities in our workforce data. We can get a general sense of how our people are feeling about their experiences at work through our People Experience Pulse data.

Focus for 2024/25



Inland Revenue
Te Tari Taake



Our approach for the 2024/25 roadmaps

- In our 2024/25 roadmap we want to refocus our representation goals.
- Being clear about achieving representation across all levels of role, aligned with the working population of New Zealand, enables a purposeful and deliberate focus on our actions. This clarity will support us to attract, develop and retain people from currently under-represented communities.
- Our DEI roadmap is considered relatively mature by Te Kawa Mataaho, compared to the wider public service. Due to the deep engagement conducted in 2022 and 2023 (and on-going), and the long-term nature of our focus areas, our focus this year is on maintaining our approach, rather than a step change or new actions.
- For the 2024/25 update, we will be effective and efficient by leveraging key insights from previous engagements and that we have received from a range of sources. We will still engage with unions and People Led Networks to update them on the roadmap approach and key data as per previous years.
- The following slides set out our high level focus areas and the key pieces of work across each other these areas. Noting this is key actions, rather than the full roadmap itself.

Focus for 2024/25 – People Led Networks

Our six people led networks provide an inclusive and safe space for people who are from underrepresented groups and communities and they play an important role in awareness raising and education of their lived experience as well as providing advice to work and initiatives across the organisation. Our networks play an important role in supporting organisations DEI goals - they are one of the five focus areas of Papa Pounamu.

We currently provide executive level support for each of the 6 main networks, a small budget to enable networks to achieve their goals each year, along with our day-to-day advice and support. Over the next 12 months we are looking to progress three specific focus areas to support the sustainability of our networks, as well maintaining the Rainbow Tick.

Area	Detail
Improving Accessibility	<p>24% of New Zealanders identify as having some kind of disability. Accessibility improvements increase our efficiency and effectiveness by ensuring our tools, processes and facilities enable all of our people to perform at their best.</p> <p>Last year we committed to supporting the Diversability Network to explore the Accessibility Tick to understand our current state and any areas of improvement needed to be inclusive of disabled and neurodiverse people.</p> <p>This has provided an external, objective view of where we are and what steps we might take to improve accessibility. We are using this as a reference point to identify where there might be alignment between the recommendations and work already underway, planned or other opportunities that align with our organisational priorities. We will continue to work alongside the Diversability Network to finalise the actions from business areas.</p>
Network Lead Induction	<p>Network leads are appointed by the networks themselves,. Their role is to provide direction, plan and prioritise activities and general leadership across their networks. To support the sustainability and effectiveness of the networks we are progressing with an induction designed for current and potential future network leads.</p> <p>This work builds the strength of our networks, and also the individual development of network leads to support their future career at IR and the wider public service.</p>

Focus for 2024/25 – Workforce Development

Workforce development is the system of practices that enable us to understand the aspirations of our people and enable them to develop and grow their capability through learning/training and development opportunities.

It starts with Whanake as our performance approach, and the insights leaders get from those conversations support broader talent management and succession planning.

We want to ensure that under-represented groups/individuals are visible, and that bias is not a factor through these systems, enabling a more deliberate approach to decision making and representation change that supports our representation and pay gap action goals.

Area	Detail
Whanake	As our core people practice – Whanake is our holistic approach to managing performance. The individual sits at the centre. Leaders need the capability to uncover and support career aspirations of diverse people and support their development to perform at their best every day.
Talent Management and succession planning	Talent Management is the approach by which we identify and nurture current and future talent, to meet current and future workforce needs. We are currently reviewing and exploring how we can create more visibility of underrepresented groups within our Talent Management processes, moving away from traditional tools like the '9-box grid'.
System & tools	Redwood upgrades to the Oracle product Ātea, provide us with an opportunity to create a more positive user experience, and improve functionality. We are exploring additional tools within Ātea, that can support longer term career development and mitigate bias (Oracle GROW and Dynamic Skills). Along with creating more visibility of underrepresented talent within the system.

Focus for 2024/25 – Leadership

Leaders play a critical role in creating change. They are the people that make decisions every day – from hiring people to supporting their development. Our focus is on mitigating bias in their decision making and recognising and harnessing the value of diverse teams.

Focus	Detail
Cultural capability	<p>Cultural capability means recognising, understanding and valuing the cultural and social norms of a diverse populations. Culture can broadly include, but is not limited to, ethnicity, nationality, age, gender, sexual orientation, disability, religious or faith affiliation and more. This is a capability leaders need to recognise the strengths in diversity and provide equitable leadership.</p> <p>The leadership learning delivered through Te Pou o te Tangata provides a good platform for leaders. Work over 24/25 will target specific learning needs in relation to Māori cultural capability, through Te Awatea, and leverage opportunities to support leaders to grow and role model the type of leadership we want to see more of.</p>
Hiring leaders	<p>The Talent Acquisition team has been working with a career development working group, made up of representatives from our Tangata Pasifika, Whānau Māori and Multicultural networks to review recruitment processes and the role of the hiring leader.</p> <p>This continuous improvement, leverages the voice and experiences of our people to create space for diverse needs throughout the recruitment process.</p>
Supporting efficient and effective performance of diverse teams	<p>With diverse teams, comes diverse individuals with differing and often challenging views. Leaders need to be able to lean into these challenges and leverage the opportunities that come with diversity, but also need to be able to be comfortable navigating difference.</p> <p>Being able to recognise that sometimes, for reasons of equity, outcomes look different for people requires skill and confidence.</p>

Next steps

- Over the next few months, we are intending to share our planned approach with our stakeholders. We will seek views on the focus areas, and whether there is anything missing – at this stage we will also provide an update on the high-level metrics to signal progress and where we still have more to do.
Our stakeholders include Unions, our People Led Networks & Whānau Māori.
- Our messaging will reinforce that many of the actions are longer term, so our focus over the next year is continuing to focus on making shifts in these areas to enable positive outcomes.
- Te Kāhui Tūhono will continue to be engaged as we review the specific actions in relation to Māori representation. This is to ensure that the roadmap is holistic to support better representation outcomes for Māori – in terms of Kia Toipoto.
- We will be bringing the final draft DE&I and Māori representation roadmaps to you with a view to publishing these in line with Te Kawa Mataaho expectations by 15th November 2024. The agreed actions relating to accessibility will be included in this roadmap.

Appendix



Inland Revenue
Te Tari Taake



Appendix 1. Progress on our 2023/24 roadmaps – people practices

Focus area	Description	Actions completed	Status
Career development pathways for Māori and Pacific and other under-represented ethnicities	Addressing barriers to career pathways, increasing awareness of external development programmes, creating a diverse talent pipeline for leadership and senior technical roles, working in partnership with Māori to support a shift in representation.	<ul style="list-style-type: none"> Working group (with representative from different ethnicities) has been established to review Talent Acquisition practices and processes. Feedback and considerations have been provided to Talent Acquisition team. 	Priority for 24/25
Data	Get insight about the experience of our people through the second Te Taunaki Public Service Census survey. This has been delayed to 2025.		Te Kawa Mataaho census delayed
Disability inclusion	Explore the Accessibility Tick programme and determine if this would work for IR and our people. Finalise new Reasonable Accommodation Policy, socialising and supporting leaders with appropriate information.	<ul style="list-style-type: none"> Joined NZ Disability Employment Network and received initial assessment for Accessibility Tick. Finalised and communicated Reasonable Accommodation Policy. 	Completed – appropriate actions to be confirmed for 24/25 where they support IR's goals.
Employee Value Proposition (EVP)	Understand, measure and evolve our EVP and leverage this to continue to attract more diverse talent.	<ul style="list-style-type: none"> Our EVP is well known and has been leveraged to attract diverse groups to join IR. As this continues to evolve, we will continue to adjust our attraction approach 	Ongoing (BAU)
Flexible working	Ongoing communication to reinforce application of the policy and approach	<ul style="list-style-type: none"> Ongoing communication to reinforce application of the policy and approach. 	Ongoing (BAU)

Progress on our 2023/24 roadmaps – continued

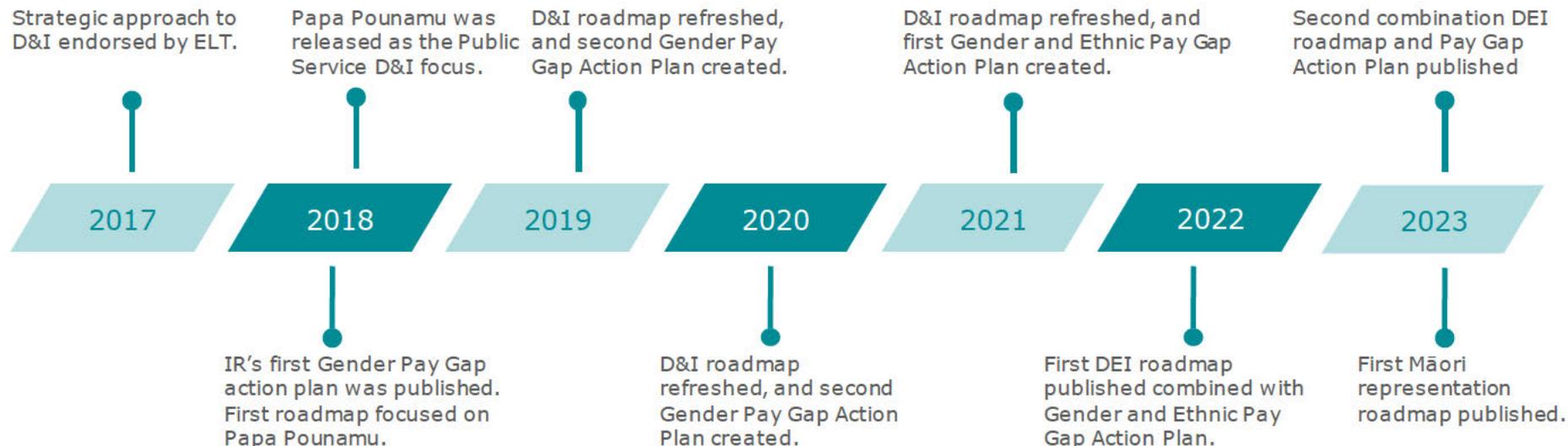
Focus area	Description	Actions completed	Status
Fostering diverse leadership	Raise awareness of external development programmes that support our focus to increase the diversity of our leadership pipeline.	<ul style="list-style-type: none"> Promoted external development programs to under-represented groups. 	Complete
Inclusive leadership	As part of Te Pou o te Tangata leadership resource, share tools, resources and research to help leaders understanding of what it means to be an inclusive leader.	<ul style="list-style-type: none"> Delivered comprehensive leadership resources as part of Te Pou o te Tangata initiative. 	Complete
Learning	<p>Share informal learning through for example: language weeks, sharing with others through communication.</p> <ul style="list-style-type: none"> Review current cultural capability learning. Provide opportunities for our leaders and people to increase their awareness and understanding of maintaining good mental health and wellbeing. Review unconscious bias offerings and consider the provision of tools and learning resources for both formal and informal learning. Design and deliver te ao Māori capability learning. 	<ul style="list-style-type: none"> New EAP provider and resource hub. Supported People led network campaigns Ensured digital accessibility is a requirement of all learning products Commenced work on Te Awate Strengthened learning related to unconscious bias across a range of assets delivered through Te Pou o te Tangata 	Ongoing into 2024/25
People networks	Support our people networks to continue to grow, thrive and be voices for their communities. Leverage their knowledge and experience to improve our practices.	<ul style="list-style-type: none"> Updated guidance for how to set up a network. Updated network guide, roles, sponsor and calendar planning guidance. 	Ongoing into 2024/25

Progress on our 2023/24 roadmaps – continued

Focus area	Description	Actions completed	Status
Rainbow	Provide information, resources and learning that explains what we expect. Help leaders to create safe and welcoming work environments. Promotion and visibility of what it means to be an ally.	<ul style="list-style-type: none"> Increased educational offerings including resources and webinars. 	Complete
Recruitment	Sourcing targets diverse talent. Hiring leaders and our Talent Acquisition team have deliberate conversations about the type of capability they need, including cultural capability. Ensuring our interview processes are inclusive and supportive including clear feedback.	<ul style="list-style-type: none"> Working group alongside Talent Acquisition with representatives from Whanau Māori and Tagata Pasifika identified areas for improvement in recruitment and development practices. 	Priority for 2024/25
Whanake	Continue to embed and evolve Whanake, as a key practice of our capability-based approach. Align resources to Te Pou o te Tangata.	<ul style="list-style-type: none"> Whanake Sharepoint updated. Resources aligned to Te Pou o te Tangata. Improved tools to support Whanake conversations. 	Priority for 2024/25
Workforce development	Strengthen tools, process and practice to embed and integrate Whanake, talent management and succession planning.	<ul style="list-style-type: none"> Investigated Ātea tools and support leaders to carry out these practices. Trialled different approaches to Talent management in some business groups. 	Priority for 2024/25

Appendix 2. Background

- DEI has had a dedicated focus at IR since 2017, where our goals and our approach was approved by Executive Governance.
- In 2018 Papa Pounamu and a focus on gender pay gaps were provided to agencies from the Public Service Commission (PSC).
- IR has continued to adapt and evolve our approach and actions relating to DEI, and how we bring to life annual plans. These provide important progress updates and help us refocus our actions each year.
- As priorities continue to shift across the Public Service, it's important maintain a focus on DEI. Ensuring that all of our people feel they have what they need to perform at their best every day supports effectiveness and efficiency.



Appendix 3. DEI goals and sector requirements

Our roadmaps group together a range of sector requirements, initiatives, work programmes and BAU that support under-represented and vulnerable employees.

IR's DEI goals

Diverse workforce

We will create a safe and open working environment where all of our people feel able to grow and do their best work without fear of embarrassment or retaliation

Inclusive workplace

We will break down barriers to inclusion, and celebrate, retain, develop, and attract a truly diverse workforce that is representative of the communities we serve

Leadership & Accountability

We will actively demonstrate our commitment to an inclusive culture through our leadership, and we will hold ourselves accountable for our progress

Kia Toipoto – Progress and milestones

The three overarching goals of Kia Toipoto are:

- *make substantial progress towards closing gender, Māori, Pacific, and ethnic pay gaps*
- *accelerate progress for wāhine Māori, Pacific women, and women from ethnic communities*
- *create fairer workplaces for all, including disabled people and members of rainbow communities.*

Papa Pounamu – Agencies provide a summary of the work done across the five focus areas of People Networks, Diverse Leadership, Removing Bias, Cultural Competency and Building relationships as part of annual reporting.

You can read about the specific milestones and progress reporting required by agencies on Te Kawa Mataaho website: [Guidance for Public Service Agencies: Developing DEI Plans – Te Kawa Mataaho Public Service Commission](#)