



Diversity, Equity, and Inclusion Plan 2025/26

NZQA

Mana Tohu Mātauranga o Aotearoa
New Zealand Qualifications Authority



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Introduction and overview

The New Zealand Qualifications Authority | Mana Tohu Mātauranga o Aotearoa ensures that Aotearoa New Zealand qualifications are valued as credible and robust both nationally and internationally.

NZQA's Diversity, Equity, and Inclusion Plan reflects affirms our organisational commitment to building a workforce that reflects the diverse communities we serve. By actively fostering a culture of diversity and inclusion, we aim to better meet the needs of these communities.

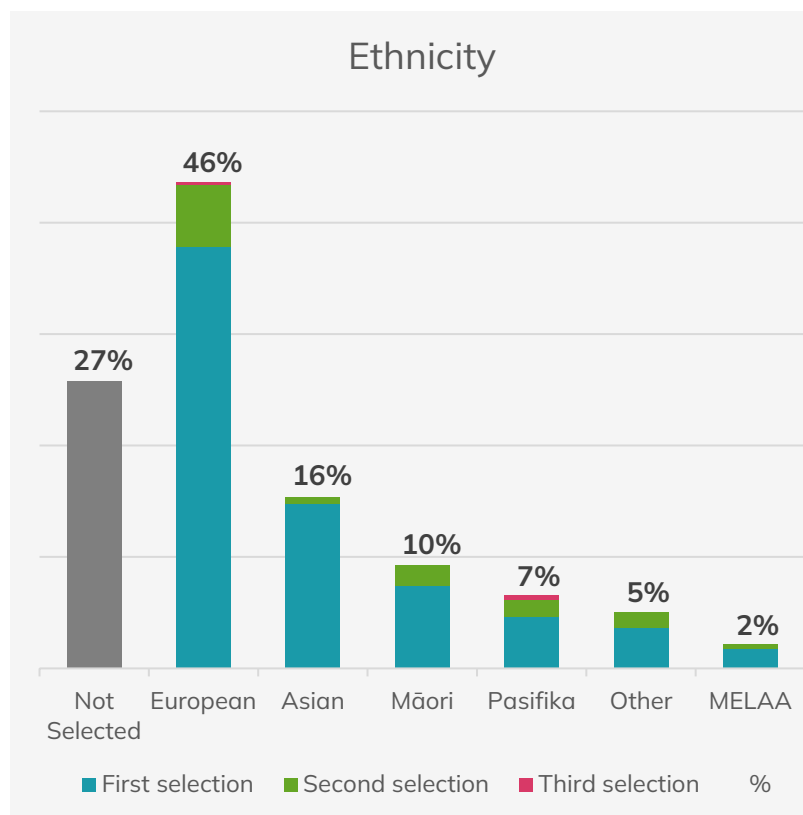
Recruiting and supporting individuals with varied perspectives and experiences will enhance our ability to achieve our strategic goals. To support this, we will:

- Develop and implement consistent policies and initiatives that promote and retain a diverse workforce.
- Upskill our leaders to ensure equitable and best practice management across our organisation.
- Support initiatives focussed on kaimahi engagement, to keep building a positive organisational culture.

This in turn will contribute to developing a more capable and responsive organisation, better equipped to perform our core functions and serve all communities in New Zealand.

Our people

As at 31 March 2025, we employed 465 FTE. The graph below represents approx. 336 kaimahi who selected at least one ethnicity, and 129 kaimahi had not declared their ethnicity and/or system does not have this information.



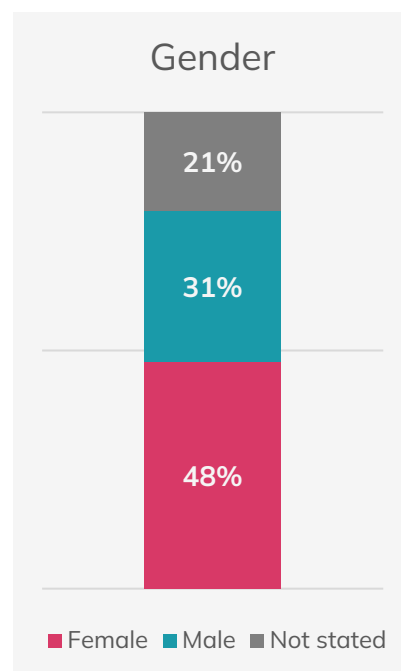
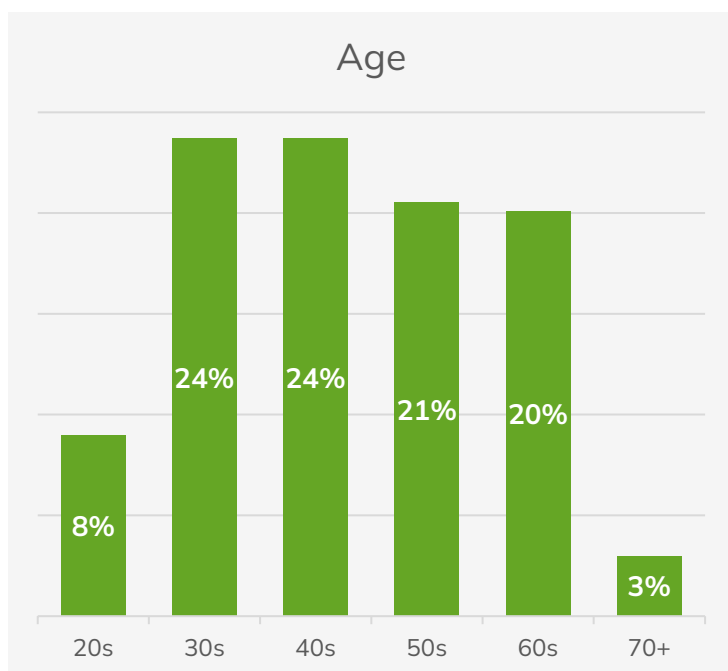
73% of kaimahi disclosed at least one ethnicity

27% of kaimahi have not selected an ethnicity (129 kaimahi)

Note: Totals will not equal 100% as kaimahi can choose to identify with up to three ethnicities

A lower proportion of Māori and Pacific Peoples make up our overall workforce compared to the general population. From the 2023 Census (NZQA comparison in brackets):

- Māori: 17.8% (10%)
- Pacific Peoples: 8.9% (7%)

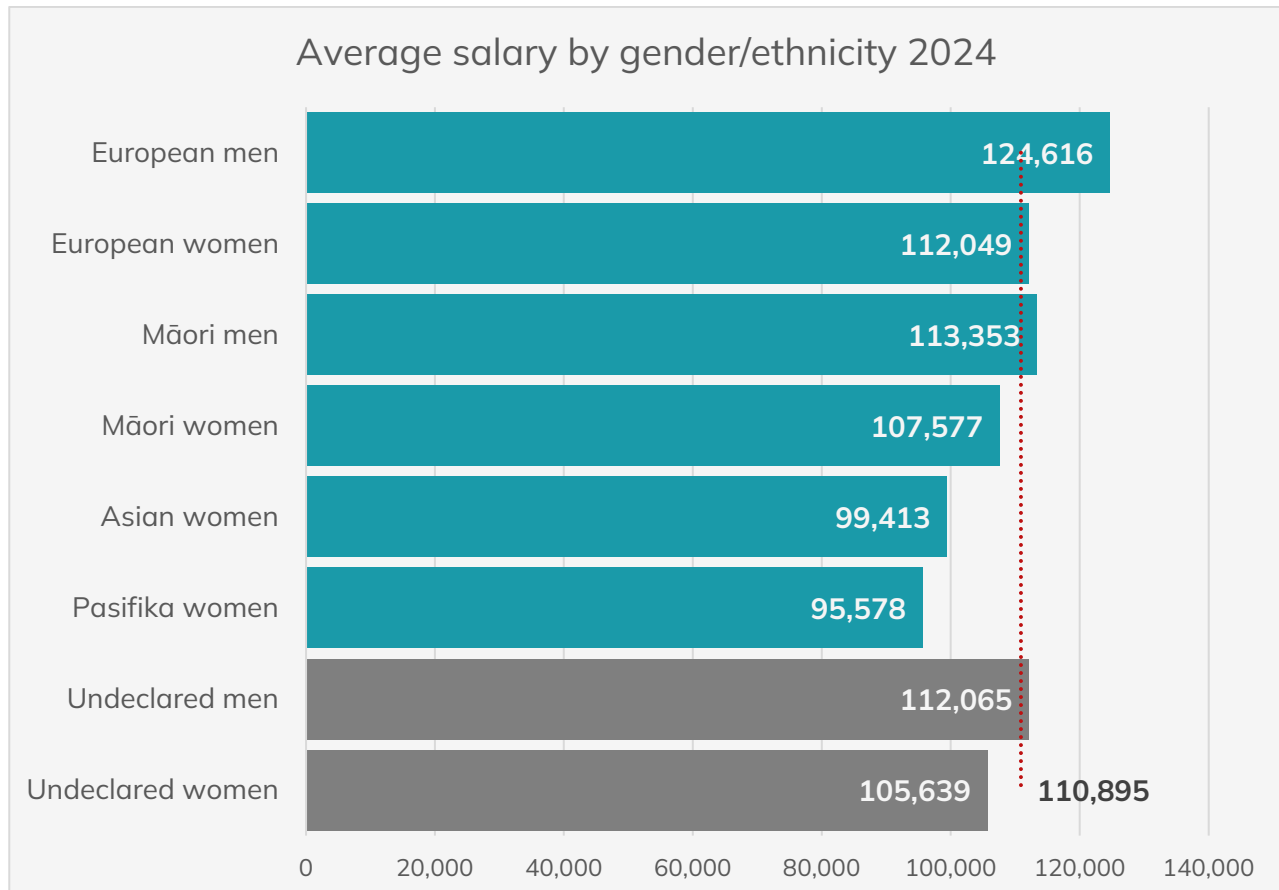


Our workforce overall is ethnically diverse, relatively young, and predominately female. However, as noted above - a significant proportion of our kaimahi do not have an ethnicity (27%) or gender selected (21%). These are data gaps we aim to address going forward.

Our pay

Our data shows our pay gap has continued to track downwards since 2022. As at 30 June 2024, our pay gap was 6.4%. In comparison, the Public Service gender pay gap was 6.1%.

Gender Pay Gap	June 2022	June 2023	June 2024
Average	7.9%	7.1%	6.4%
By Salary Band Average	2.7%	2.7%	2.8%



Note, we have not included groups with fewer than 20 people.

The pay gap data in the graph above is across all roles at NZQA (average pay differences). For the next report we will include an analysis of pay gaps evident in similar roles to address any priority areas identified.

Our plan and progress

Action Area	Progress to date	Planned actions 2025
Diversity <i>Representation in workforce, leadership and occupations</i>	<p>Implemented a new HR system with the ability to capture better data with Stats NZ ethnicity and iwi options</p> <p>Initiated a pilot of He Manu Ka Rere, an aspiring leaders' programme for Māori and Pacific kaimahi as part of our organisational focus on growing our people.</p> <p>Updated recruitment toolkits and guidance to:</p> <ul style="list-style-type: none"> • encourage consideration of flexible working for roles • mitigate gender or cultural biases • include "lived experience" in roles where it may be applicable • include a bank of Te Tiriti o Waitangi interview questions • have diverse panels and consider alternative interview styles for positive recruitment experiences <p>Continued to support internships for Māori and Pacific students, as resources allowed</p>	<p>Identify and address issues affecting our workforce data collection, and encourage kaimahi to update their details in the new HR system</p> <p>Initiate a recruitment focussed work programme which will include further consideration of inclusion, merit-based appointments, and how we address bias (e.g. gender, culture, ability, flexibility)</p> <p>Conduct regular reviews of the recruitment toolkit to ensure it meets current guidance and share with leaders</p> <p>Initiate conversations with leaders around hiring practices, including mitigating biases and merit-based appointments.</p> <p>Update and promote Te Tiriti o Waitangi question bank and guidance for hiring managers</p> <p>Continue to develop positive recruitment interview experiences for all candidates, including the use of Talanoa and wānanga</p> <p>Explore alternative providers for unconscious bias training for new leaders</p> <p>Complete He Manu Ka Rere pilot, conduct a review and make a recommendation on future offerings, and opportunities for emerging leaders within the cohort</p> <p>Regularly review our workforce data and report against population targets for representation.</p> <p>Support 2 interns in 2025</p>
Equity	<p>Initiated He Manu Ka Rere pilot, a programme for aspiring leaders for Māori and Pacific kaimahi. The intention of this</p>	<p>Continue to review pay gap data annually</p>

<p><i>Pay gaps and average pay for different groups, equitable pay</i></p>	<p>programme is to grow Māori and Pacific leadership representation over time</p> <p>Drafted an updated policy on flexible working, and shared this with stakeholders</p>	<p>Finalise the updated flexible working policy, update guidance to reflect changes, and conduct workshops with new leaders</p> <p>Review and scope ongoing actions to address any ongoing equity gaps, including:</p> <ul style="list-style-type: none"> • Review current state of job evaluations, salary bands, starting salaries, and annual reviews • Review current job sizing tools and make a recommendation for ongoing/future use <p>Initiate conversations with leaders around hiring practices, including salary offers and flexible working</p>
<p><i>Inclusion</i></p> <p><i>The extent to which all employees feel respected and valued and able to achieve their potential</i></p>	<p>Updated Onboarding toolkits and guidance to provide a comprehensive and consistent experience for new kaimahi</p> <p>Updated development resources for kaimahi, using 70:20:10 approach</p> <p>Refreshed the development opportunities to build kaimahi confidence and competence in a te ao Māori context</p> <p>Continued to provide training opportunities for kaimahi to strengthen their Pacific cultural competencies</p> <p>Conducted the last kaimahi engagement survey in February 2025</p> <p>Initiated a work stream focussing on kaimahi engagement</p> <p>Created an 'expression of interest' for new employee led networks, and established the Chinese Staff Network and Filipino Staff Network (in addition to our pre-existing Te Kahui Māori and Tangata o le Moana)</p> <ul style="list-style-type: none"> • Our Chinese and Filipino Staff Networks both hosted their first events for all kaimahi to attend 	<p>Complete a review of onboarding practices to ensure they meet current guidance and share with leaders</p> <p>Conduct an annual review of cultural capability training for relevance and continuous improvement opportunities</p> <p>Continue kaimahi engagement work stream to identify opportunities for business units and employee led networks</p> <p>Review status of employee led networks against and capture ongoing support requirements in line with PSC guidance</p> <p>Conduct kaimahi survey, next one in late 2025, for monitoring and insights into kaimahi engagement</p> <p>Initiate a succession planning workstream to:</p> <ul style="list-style-type: none"> • Identify a cohort of emerging leaders to join management uplift programme • Create development opportunities (e.g. acting up and secondments) <p>Update individual development plan processes and ensure all kaimahi have a plan in place, including consideration for:</p> <ul style="list-style-type: none"> • building confidence and competence in a te ao Māori context • business processes and efficiency