

Gender and ethnic pay gap action plan

Our pathway to Diversity in Leadership and Equitable Representation at Kāinga Ora



Our Vision

Kāinga Ora is a workplace where we want brilliant, engaged people, who work in an environment and culture that reflects the diversity of New Zealand.

Our aspiration is that our people

- thrive and develop
- are treated equitably
- feel trusted and valued
- can be their true selves

To make our vision a reality we operate through four key focus areas:

- a focussed diversity, equity and inclusion programme of work, with targeted support for our most marginalised groups
- an inclusive recruitment approach
- our remuneration framework and
- development and career progression of our people.

We are addressing our focus areas by committing to the following:

- improving gender and ethnic representation in specialist and senior leadership roles
- continuing to support PSC/PSA Pay equity, particularly for our women, Māori and Pacific, who tend to be over-represented in our lower tiers.

- an equitable remuneration approach (i.e. same pay for same role, pay equity, reduce historical remuneration arrears)
- regular job evaluation - ensuring equal pay for similar roles and assessing that our remuneration rates are set at the median of the 'All Organisation' market rate for Aotearoa New Zealand.

We measure progress by monitoring our pay gap data. We also track gender and ethnic representation across all people and senior leadership, and the distribution of people across our remuneration and tier structure with a view to better understand where to target our efforts.

This mahi is complex and there are a range of reasons for our gaps, some of which we can directly influence, and some which align to wider societal challenges. However, these four commitments help us to move in the right direction.

We are meeting goals for having the same pay for the same job, and appropriate pay for roles and through the Public Service Pay Adjustment have been able to raise our lower paid bands over the past two years.



We still have some work to do on representation at senior levels and in higher paying industry sector roles.

While it will take time for this mahi to make substantial shifts, we will continue to focus on meaningful and sustained change that will deliver positive outcomes outlined in our commitments. The data gives us a platform from which to move forward and to be accountable for that progression. Over the next 12 months we will form more structure around our engagement practices with our people, employee-led networks and union to continuously address the barriers that feed into our gender and ethnic pay gaps.

Our vision is to build better, brighter homes, communities and lives

He oranga kāinga,
he oranga hāpori,
he oranga tangata.

We want Kāinga Ora to be a place where everyone feels **they belong.**

It is about making the most of the diversity of our people, and being guided by Ō Tātou Uara – Our Values when celebrating a culture of inclusion in everything we do.

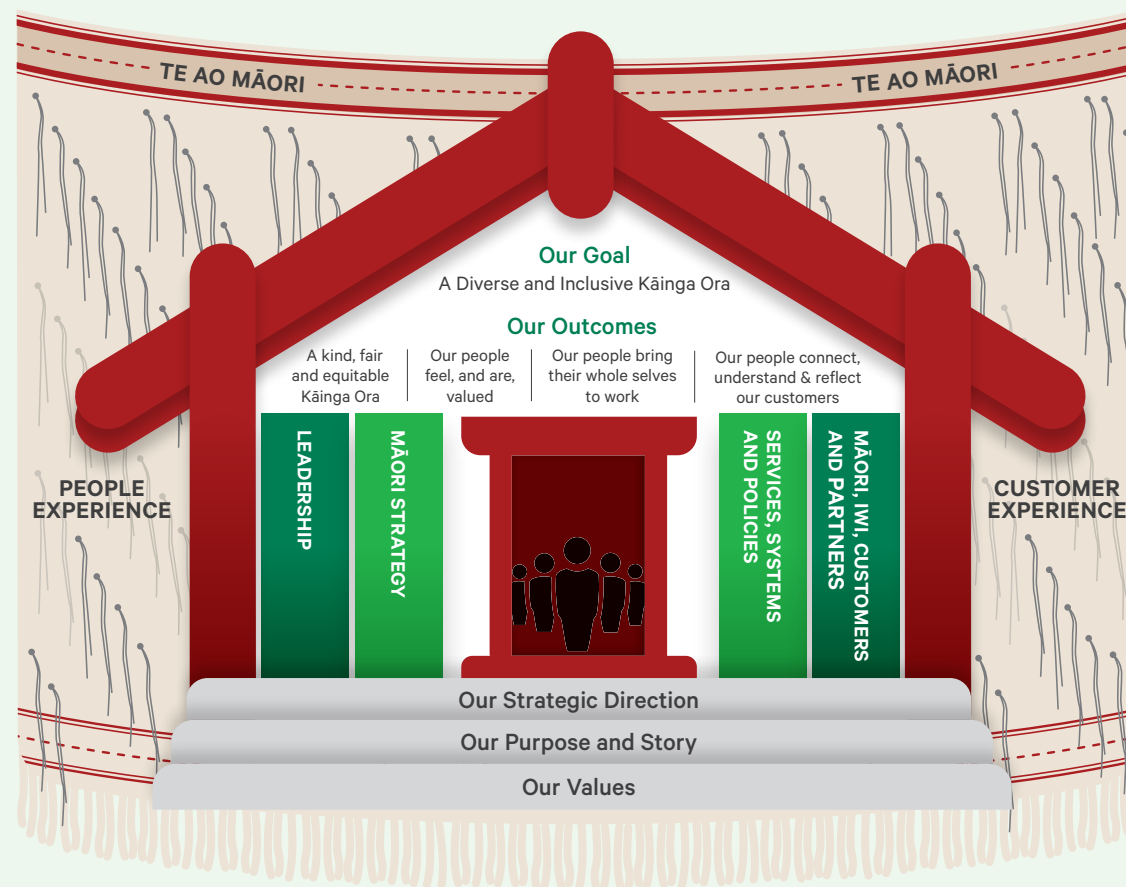
In 2020 we developed Whakaurungia Te Whare Kanorau – our Diversity and Inclusion Framework, which outlines four key focus areas:

- Māori Strategy,
- Whakawhanaungatanga,
- Leadership, and
- Services, Policies and Systems.

Within our Diversity and Inclusion Framework we have committed to addressing and mitigating bias, developing our capability, working with our employee-led networks, and continually measuring progress.

This framework is currently being updated to better reflect the next stages of our Diversity, Equity & Inclusion journey.

Whakaurungia Te Whare Kanorau



✘ Our progress – ensuring equity through policy and practice

With Whakaurungia Te Whare Kanorau set as a strong foundation, Kāinga Ora has used three key mechanisms to implement diversity, equity and inclusion into policy and practice – our recruitment approach, our remuneration framework, and development and career progression

We are achieving this by:

- **Valuing diversity through our recruitment processes**, particularly in business units closely linked to industries that have typically been male dominated – e.g. Construction, Urban Development and Tech. A great example of this is an increase in more Māori, Pacific Peoples and women sourced from our front-line and appointed to specialist and leadership positions in our Housing Delivery System (HDS).
- **Paying one rate of pay for roles that require same or similar skills in the same band**, achieving pay equity and transparency between people in the same pay band.
- **Paying the right pay for the right role**, by ensuring our pay bands are correctly sized and regularly assessed. Kāinga Ora Pay Rates are set at the median of the “All Organisations” market rate for Aotearoa New Zealand. The “median market position” is reviewed as part of the annual remuneration review process. We recognise this is the first fundamental step to ensuring equity.
- **Supporting the PSC/PSA Equity work** that recognises the Government's ambitions to prioritise lower paid roles through pay settlements. We formally opted into the Public Service Pay Adjustment (PSPA) in 2023, with Kāinga Ora and the PSA agreeing to a 27-month Collective Agreement effective 3 April 2023 – 30 June 2025.
- **Offering development through self-led training and facilitated development programmes.** Our people are also encouraged to access our range of self-led learning modules, and have also applied for internal programmes, such as *Te Manu Kai Miro* – a career development pilot, *Manulele Mentoring programme* – a pilot for our Pacific people and other targeted learning opportunities such as *Aspiring into Leadership*, *Tune-In*, *Tu Mau Mana Moana*. Our Māori team, Te Kurutao, deliver a range of programmes through *Te Akoranga Whakapuāwai*, that has a focus on development specifically for Māori kaimahi, as well as a suite of programmes to support all people with their te ao and te reo māori journey.
- **Offering development and career progression opportunities through participation in internal governance.** Our ‘distributed leadership model’ is designed to allow more of our people to contribute more directly to the development of the direction and work programme for Kāinga Ora. It does this by moving away from a traditional, hierarchical leadership group, to six specialist leadership committees – collectively known as *Ngā Pae Tātaki*. *Ngā Pae Tātaki* adds value through guidance, advice and direction, to support submissions with issues or challenges. The meetings encourage diversity of thoughts and ideas, trust and open communication.

Our journey to date

***2018**

As HNZ, launched new remuneration approach establishing same pay for same role

2019

Remuneration framework ensuring same pay for same role implemented at policy level

2019

Wā Manaaki – support available for our people that experience high demands in their roles

2019

PSA lodged a Pay Equity claim for contact centre, customer service and admin/clerical workers, and included KO in the assessment

2020

Whakaurungia Te Whare Kanorau Kāinga Ora D&I framework launched

2020

Flexible working by default guidance implemented

2020

He Toa Takitini – Launched Framework providing best principles to engage with our Māori, Pacific Peoples, customers and communities

2020

Launched O Tātou Uara, Our Values

2020

established Employee-led Networks

2021

The PSC launch Kia Toipoto Action plan 2021-2024

2021

Shaping Kāinga Ora and Customer Change programmes addressed critical roles seeing them resized and lifted to better reflect their value in supporting our pay gaps

2022/23

1,074 Kāinga Ora people completed internal Mātauranga Māori programmes

2023

First Kāinga Ora gender and ethnic pay gap report released

2022/23

12 graduates are on our graduate programme. Overall, 36 have started their careers with KāingaOra, and 30 are still employed with us

2023/24

Kāinga Ora hosted 3 Tupu Tai interns and 1 Tupu Toa intern – an increase on the previous year

2023

Launched Manulele Mentoring pilot, matching Pacific mentees with mentors within the business

2024

Launched *Delivering and Developing People* leader support with conversations on development and growth of our workforce

2023

PSPA 27-month agreement comes into effect as at 3 April 2023

✘ Our Commitments – Focusing on our pay gaps

We've made commitments to four key focus areas that will support us to **reduce our pay gaps:**

Diversity through recruitment

With the following focus areas:

Inclusive recruitment approach

- Diversity, Equity and inclusion is woven into recruitment practices.
- Gender and ethnic diversity in people leadership and specialist roles across our workforce is reflective of New Zealand's population, with a particular focus on Māori, Pacific Peoples and women.

Māori representation

Māori representation throughout the Kāinga Ora workforce reflects Māori representation in New Zealand's population, with a specific focus on increasing representation of wāhine Māori in people leadership and senior specialist positions (typically at pay rate 16/17 and above).

Pacific Peoples representation

Pacific Peoples' representation throughout the Kāinga Ora workforce reflects Pacific representation in New Zealand's population, with a specific focus on people leadership and senior specialist positions (typically at pay rate 16/17 and above).

Gender balance

Female representation throughout the Kāinga Ora workforce reflects female representation in New Zealand's population, with a specific focus on improving female representation in Senior Management.

Remuneration and job evaluation

With the following focus areas:

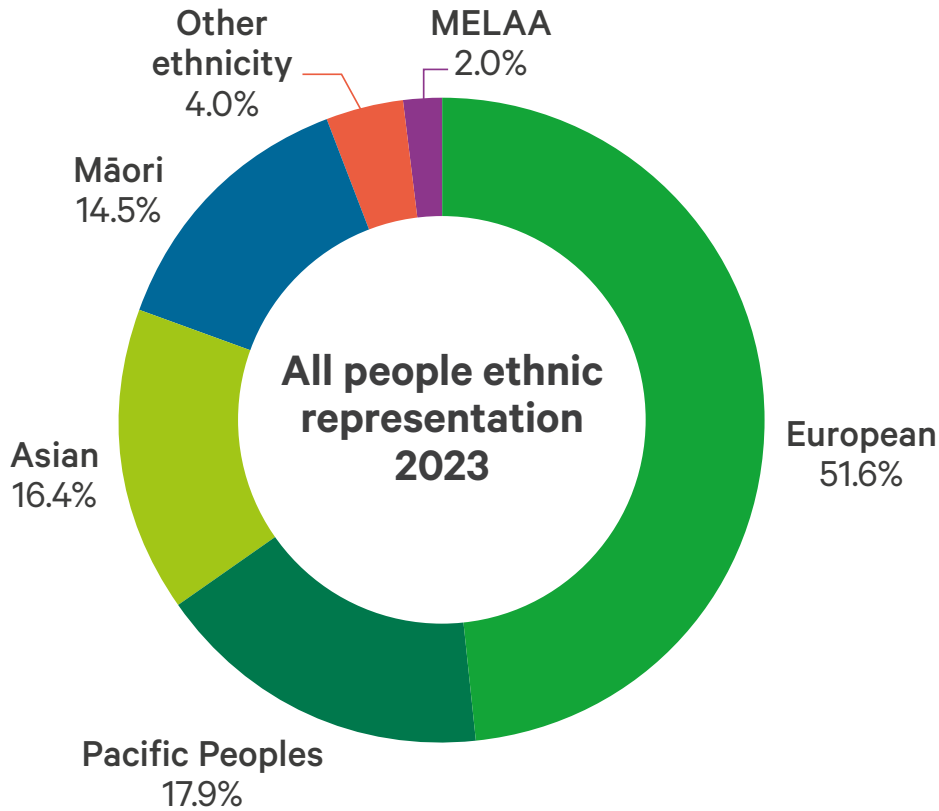
Remuneration framework

- We ensure our remuneration approach continues to pay the same rate for the same job.
- pay rates across similar jobs are fair and equitable and all roles are paid appropriately.
- We maintain our current approach to reducing historical remuneration arrangements that are outside of current pay rates.
- Continuing to support the PSC/ PSA Pay Equity work to ensure roles that have historically been performed by female, Māori and Pacific Peoples are not undervalued.

Job evaluation

- Our job evaluation approach ensures equal pay across similar jobs.
- We continue to assess our remuneration rates against the market annually.

We are committed to ensuring our people systems and processes are accessible and create equal outcomes for all our people, and that our culture and practices allow our people to contribute, develop and grow.



60.9%
of our people identify
as female, 38.2%
identify as male.

People who identify as another gender are included in this analysis, however, there is no gender pay gap reported for this cohort as the total number of people of another gender is less than 20.

95%
of our people have
disclosed at least one,
and up to three ethnicities



As at December 2023,
Kāinga Ora employs
3,514 people



Collectively,
54.8%

of our people at Kāinga Ora
have declared that they
identify with an ethnic
minority group.

✖ Engaging our people

Webinar series and in-person engagements

We hosted webinar information sessions for our Māori kāimahi, kāimahi wāhine, Pacific kāimahi and an all-people session with the objective of bringing these cohorts together and tailoring conversations about Kia Toipoto to their needs.

We also facilitated in-person meetings with our customer support centers (CSCs) and with those of our business groups that lacked the flexibility in their work schedules to attend the webinar series.

This opportunity showed us that discussions around gender and ethnic pay gaps is a high priority that encourages two-way dialogue and keeps us accountable for ensuring our work to reduce the gender and ethnic pay gap is leading to positive outcomes.

Pay Gap Drivers

Themes brought up through discussion with our people align with what we know about key drivers behind the pay gap.

- Unconscious bias, particularly when enabled through recruitment processes
- Limited access to career progression and professional development opportunities
- Women and ethnic diversity are under-represented in higher paying roles
- Men are over-represented in higher paying roles.

From what we've heard, knowing we are currently developing new and refreshing old ways of working; our current action plan has set a trajectory to get us on the right track as we move towards our goals.

Employee-led networks

Our networks independently engaged with their members about Kia Toipoto. This work provided valuable insights that highlighted lived experiences with barriers in the workplace. This will provide a platform for deeper discussion and action planning.



Kāinga Ora Action plan

Action	Current mahi: 2023/24	Progress over last 12 months
1. Attract and recruit a diverse workforce	<ul style="list-style-type: none"> Started a refresh of our recruitment processes; ensuring recruitment experiences are accessible and inclusive. 	<ul style="list-style-type: none"> Key guidelines booklet has been approved that will help mitigate bias through the interview process.
2. Development and career progression	<ul style="list-style-type: none"> Reviewed career development pilot <i>Te Manu Kai Miro</i> <i>Manulele Pacific Mentoring Pilot</i> – a nine-month programme to support the career aspirations of eight of our Pacific People Supported targeted development opportunities for our people – e.g. <i>Tune In, Tu Mau Mana Moana, He Kōanga manu</i> Supported regular meaningful performance, development and career conversations. Supported graduates interested in the Construction and Property sector through the Kāinga Ora Graduate programme 	<ul style="list-style-type: none"> We have collected feedback. Review is on hold. <i>Manulele</i> pilot is still running for the first cohort. A resource to support meaningful conversation called <i>Delivering and Developing</i> will be ready for use from 1 July 2024 Currently, 12 graduates are on the programme. Overall, 36 have started their careers with Kāinga Ora, and 30 are still employed with us.
3. Systems and processes that enable diversity	<ul style="list-style-type: none"> Promoted new and existing flexible policies/practices/processes Built diversity considerations into people/team planning. Weave Ō Tātou Uara – Our Values and inclusive practice through key people practices, e.g. recruitment, people development Continued our Remuneration approach of same pay for same role. 	<ul style="list-style-type: none"> New Onboarding process launched June 2024. Further work to be done to embed into workforce strategy and planning. Our Values Ō Tātou Uara are embedded within the culture of Kāinga Ora and are used through key people practices.
4. Inclusive leadership and culture	<ul style="list-style-type: none"> Developed people capability resources that include inclusive leadership practice as a key component Ensured our values and inclusive leadership practice are core elements of Settling into Leadership at Kāinga Ora. Developed values-based activities that enable teams to more deeply understand their meaning and application. 	<ul style="list-style-type: none"> A new Capability Framework highlighting six capabilities for self-led development – <i>People Capabilities toolkit</i> on track for launch mid-2024. Delivered more values-based resources for team building activities.
5. Engaging our people in the way forward	<ul style="list-style-type: none"> Engaged with women, Māori, Pacific People, the PSA and other groups across the organisation to explain the GEPG and support understanding, explore their aspirations for their overall experience at work, including their on-the job and career development, and any barriers they currently experience. 	<ul style="list-style-type: none"> Appointed Principal Advisor Engagement and Inclusion and have run sessions engaging about GEPG.
6. Data, transparency and accountability	<ul style="list-style-type: none"> Developed reporting cadence around GEPG and representation data. Monitored and report on our progress internally, and externally as required. Determined other relevant data to inform and monitor our mahi. 	<ul style="list-style-type: none"> Launched Learning Dashboard showing completion of self-led module training There is opportunity to explore more robust data collection to better reflect our people experiences

Kāinga Ora Action plan 2024–2025

Action	Action area for 2024/25
1. Attract and recruit a diverse workforce	<ul style="list-style-type: none"> • Ensure inclusive practice and steps to mitigate bias are included in the recruitment process review.
2. Development and career progression	<ul style="list-style-type: none"> • Review success markers of <i>Te Manu Kai Miro</i> and the <i>Manulele Mentoring Programme</i> pilots with a view to confirm the way forward. • Design and implement the Māori Professionals programme. • Continue and build on internship programmes eg Tupu Toa, Tupu Tai in technical areas. • Better understand where the barriers and opportunities are around the mobility of our people across the organisation with a focus on movements with our Women, Māori and Pacific peoples.
3. Systems and processes that enable diversity	<ul style="list-style-type: none"> • Review, refresh and update <i>Whakaurungia Te Whare Kanorau – Diversity & Inclusion Strategy</i>. • Ensure diversity is a core element of our workforce planning. • Build better awareness and understanding of our Flexible Working Policy and practices. • Ensure our Remuneration policies and processes reflect our workplace objectives. • Build organisational awareness and understanding of <i>Delivering and Developing</i> to ensure our people have development goals in place.
4. Inclusive leadership and culture	<ul style="list-style-type: none"> • Engage our people and teams in relevant existing learning eg Mana Aki, Rainbow Awareness, Addressing Bias, and Kāinga Ora and the Treaty modules. • Promote/ curate specific learning around inclusive leadership and inclusive practice.
5. Engaging our people in the way forward	<ul style="list-style-type: none"> • Review the resourcing to support our Employee-Led Networks to ensure our mahi is inclusive and accessible to all our people. • Build a cadence of engagement to listen to the voices of our people, including the employee-led networks.
6. Data, transparency and accountability	<ul style="list-style-type: none"> • Continue to improve options for recording personal data eg for people with disabilities, and work with our Employee-Led Networks to increase disclosure. • Improve reporting at Business Group level.

✘ Gender and Ethnic Pay Gap Data

We pay 100% of the pay band, resulting in less than 1% pay gap between people in the same band.

The data here reflects a vertical pay gap – a gap caused by uneven gender and ethnic representation across tiers.

The data provided in these two tables reflects the percentage of gender and ethnic representation across each tier.

Tier 1-3 are senior leadership roles.

Note that the total in each chart denotes the total representation across the whole organisation as a percentage for each group.

Ethnic representation % by tier group

Tier	European	Māori	Pacific People	Asian	Middle Eastern/ Latin American/ African	Other ethnicity
1	Fewer than 10 people					
2	100%	9%	0%	0%	0%	0%
3	81%	16%	2%	3%	1%	3%
4	68%	16%	7%	11%	1%	4%
5	57%	14%	9%	18%	3%	5%
6	53%	15%	14%	20%	2%	4%
7	31%	16%	42%	14%	1%	2%
8	Fewer than 10 people					
Total	51%	15%	18%	16%	2%	4%

Gender representation % by tier group

Tier	Female	Male	Another gender
1	Fewer than 10 people		
2	27%	73%	0%
3	48%	52%	0%
4	64%	35%	1%
5	57%	42%	<1%
6	62%	37%	<1%
7	62%	37%	<1%
8	Fewer than 10 people		
Total	61%	38%	<1%

Decreases across most pay gaps

Over a 12-month period between Dec 2022-Dec 2023

- Female and Pacific People's pay gap data has decreased due to an overall increase in salary as compared to men and non-Pacific Peoples.
- The percentage of Māori being hired into lower pay rate positions has increased to higher than non Māori which has resulted in the pay gap increase.

Hiring a diverse frontline better equips us to serve a diverse customer base. We see this as an opportunity to develop a diverse pipeline across the organisation.

As at 31 December 2022	19.3%	8.9%	28.3%	6.0%
Kāinga Ora Pay Gaps	17.2%	9.6%	26.6%	6.1%
As at 31 December 2023	Female Pay Gap	Māori Pay Gap	Pacific Peoples Pay Gap	Asian Pay Gap
	To average male pay at Kāinga Ora	To average non-Māori pay at Kāinga Ora	To average non-Pacific Peoples pay at Kāinga Ora	To average non-Asian pay at Kāinga Ora

✕ Our biggest opportunity

Pay rate 11-22 distribution by percentage of Total headcount – 2020-2023



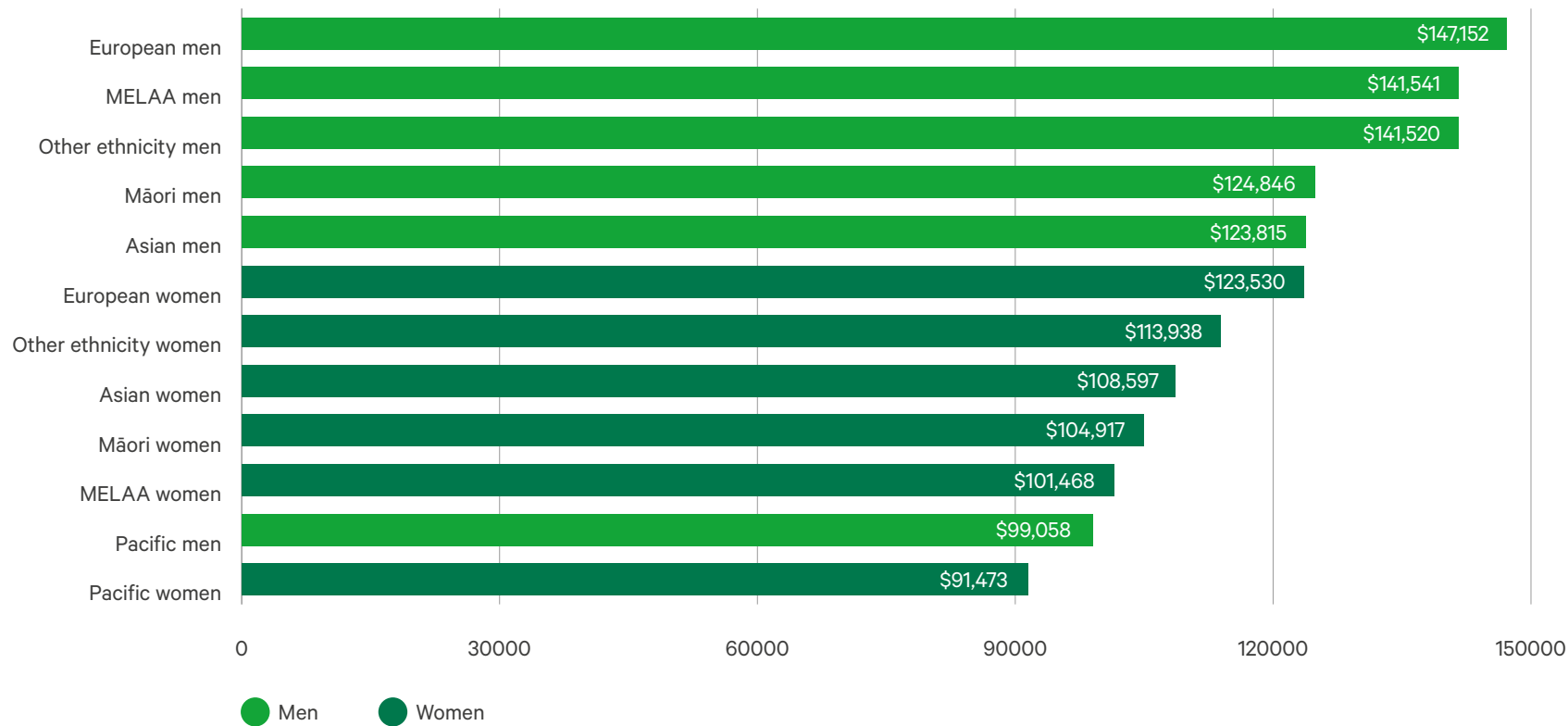
Earlier in this report we noted that 54.8% of Kāinga Ora people declared they identified with an ethnic minority group. We also noted around 60% of our workforce identify as female. With these characteristics of our workforce, we will continue to face the same wider societal challenges.

However, there is still an opportunity to make significant impact to our gender and ethnic pay gaps. We now know from our data that women, Māori and Pacific make up a large proportion of our people at pay rates 15, 17 & S1. This provides a diverse pool of talent that can be a target area for ongoing skill development moving forward.

For pay rate 11, the percentage of employees relative to the total headcount have constantly decreased over the past 4 years. Likewise, the largest shift by percentage occurs at pay rate 12 and 14, indicating a shift in our workforce distribution away from the lower pay rates. From 2021-2023 we've made a conscious effort to recruit at higher rates, which is reflected largely at pay rate 15, 17 and S1. When looking at the percentage of the total headcount in the past 3 years, pay rates 15 and 17 also represent the largest proportion, where salaries are from \$95k and up. Roles at pay rate 15 include our frontline services, and roles at pay rate 17 and above include People leader and specialist positions. In line with Kia Toipoto guidelines, where a cohort size is fewer than 20 people the data results have been omitted. The CE, along with employees at pay rate 23-25 are represented in the data, but their results are not shown in the chart. This also applies to 2020 data at pay rate 22.

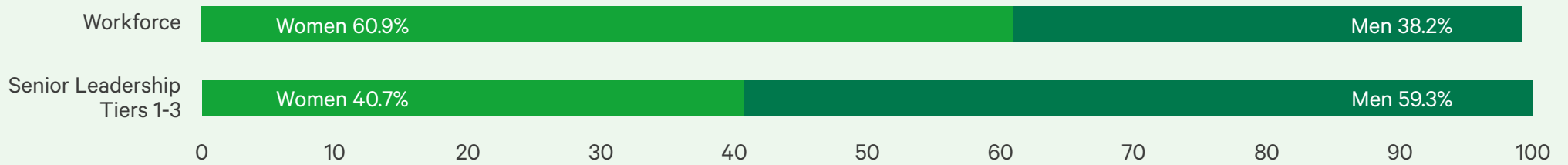
Kāinga Ora Gender and Ethnic Pay Gaps

Average Pay – by gender and ethnicity as at Dec 2023

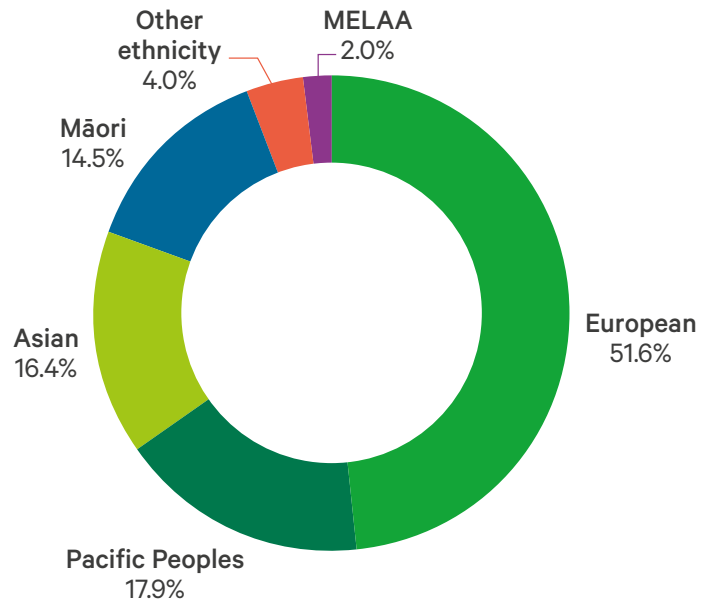


Pacific peoples are the second largest ethnic cohort behind European, representing 17.9% of the total workforce. There is also a significant salary gap between Pacific men vs. European men of \$48,094 and between Pacific women vs European women of \$32,057. Over-representation of Pacific peoples in lower pay bands is a key driver of the Pacific pay gap.

✘ Gender and Ethnic Representation in Senior Leadership – as at December 2023



All People

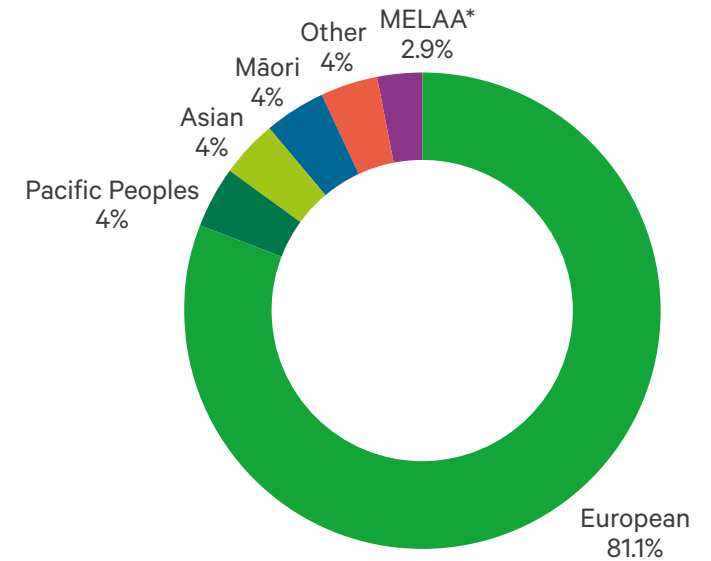


Where there are fewer than 20 people in a cohort, the data cannot be quantified as a percentage.

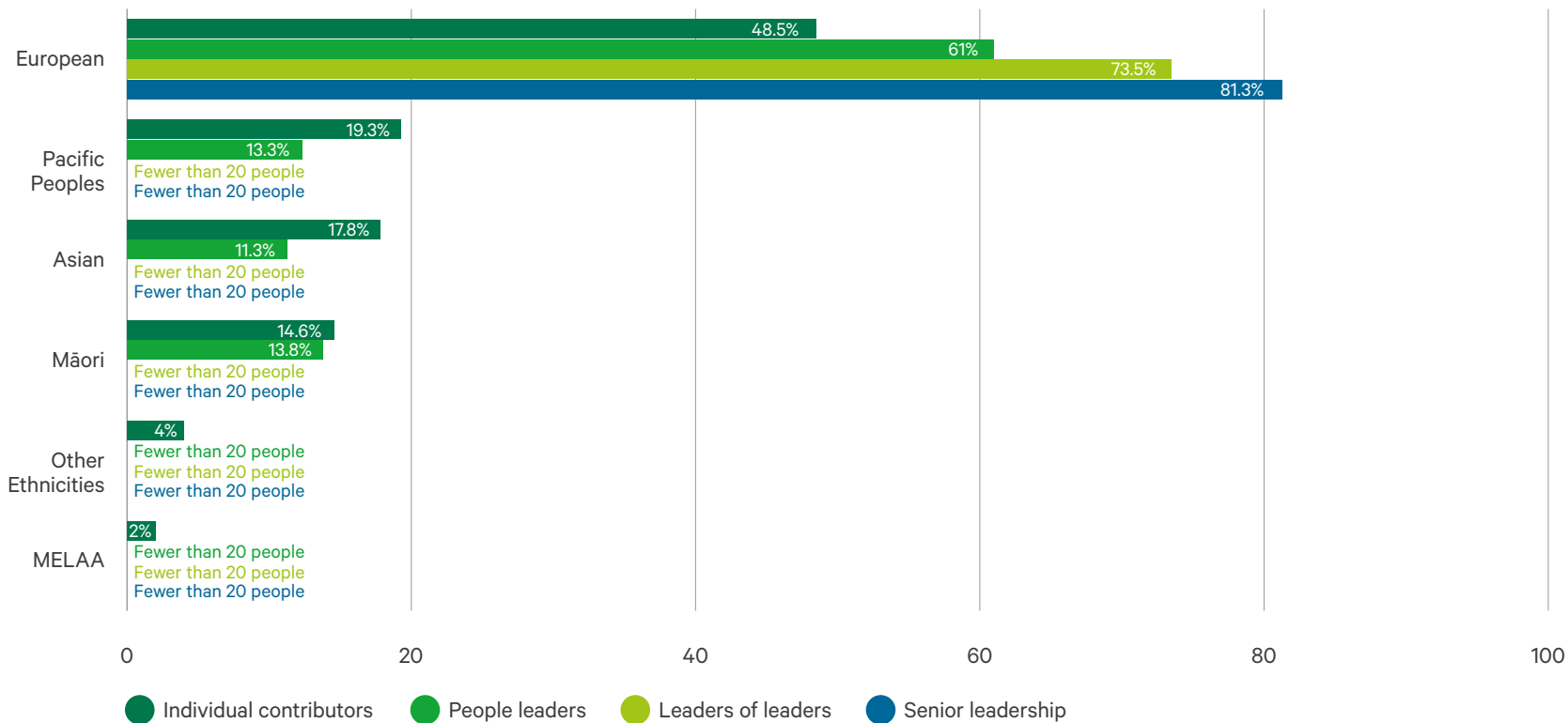
Here – Pacific Peoples, Māori, Asian, Other and Middle Eastern, Latin American and African (MELAA) all have fewer than 20 people represented in senior leadership.



Senior Leadership: Tiers 1-3

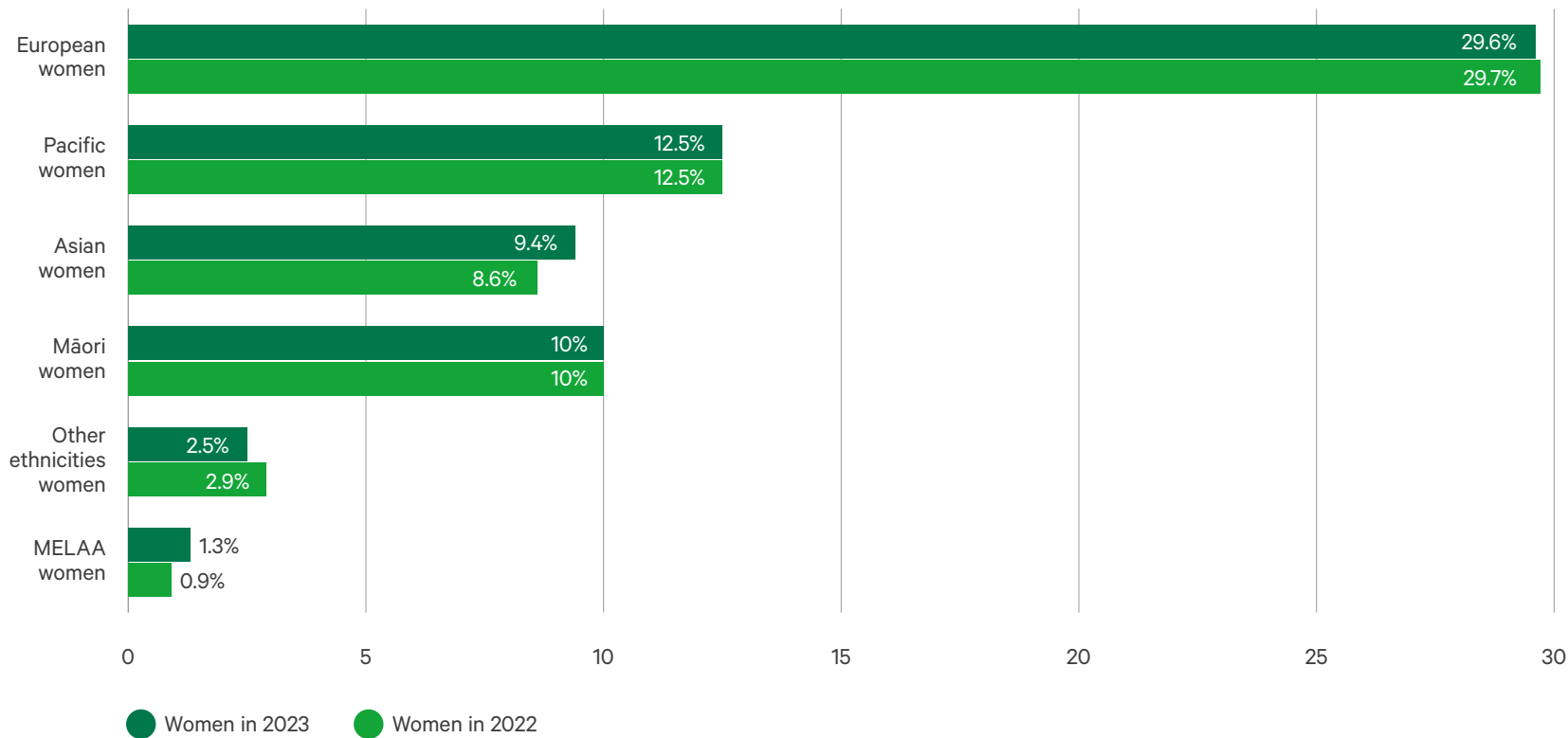


✘ Representation across leader categories – as at Dec 2023



Leadership that identify with an ethnic background sit mostly at tier 4 and are under-represented in Leaders of Leaders and Senior Leadership categories. This shows there is a high need to increase representation of ethnic minority groups across leadership categories and in specialist roles.

Female representation by ethnicity – 2022 vs. 2023



Across all women, there has been an increase in ethnic representation for Asian and MELAA women, while European and other ethnicity categories have slightly declined. Pacific and Māori representation across the workforce has remained the same.

✘ Comparisons across the construction industry

BECA and Fletcher Building Limited

Female representation across the construction sector has been steadily increasing over the last decade, Now representing roughly

15% of the construction industry workforce nationwide.

Many construction companies are pouring more effort into supporting gender diversity and pay equity. However, ethnic pay gap data is not yet widely reported across the construction industry.

BECA have been reporting their Gender pay gap data since 2018 and are registered with Mind the Gap. Over the last 5 years their gender pay gap decreased from 27% to 25% (as at FY2022), and their pay equity data has decreased from 3% to -0.4%, with an on -going pay equity target of +/- 1% year on year.

Fletcher Building Limited are also committed to closing the gender pay gap and building female talent and representation in senior leadership.

Fletcher Building Ltd are registered with Mind the Gap and have been tracking pay equity over the last three years. As at the end of FY2022 their pay equity data is at 4.2%, down from when they started publishing their data, at 4.3%. They have set targets to have 30% women in leadership by 2027.

They are also Rainbow Tick Accredited and have updated their Parental leave policy to be gender neutral and have also introduced Gender Affirmation leave and Transitioning at Work guidelines.



✕ Supporting our people



Support across the business

As part of our commitment to being a diverse and inclusive Kāinga Ora, and to reducing our Gender and Ethnic Pay Gaps, we have piloted a range of targeted leadership development opportunities, aimed at building the confidence, capability and capacity of under-represented groups.

- **Aspiring into Leadership Coaching Series:**
nine-month programme for aspiring leaders to build leader capability around three main themes: Accountability, Belonging, and Challenge. Our first of two pilot cohorts for the Aspiring into Leadership Coaching Series kicked off late July 2023 and is now well underway, with 16 emerging Kāinga Ora leaders. We received over 130 applications for 32 places. Since beginning the course our emerging leaders have reflected on their leadership story, run experiments and connected with other participants in the cohort.
- **Onboarding support for new Housing Support Managers:**
Our Customer Experience and Practice team, working in partnership with multiple business teams across Kāinga Ora, including Legal, Health, Safety and Security, Privacy, Maintenance and the Place Based teams, have designed and built an onboarding programme for our new Housing Support Managers. This is a six-week programme which is focused on learning in role. It includes working with the new team members, the allocation of a buddy, support from the Team Leader and culminates in a face to face 4- day workshop.



Support for our People leaders



- **Waka Tangata:**
Our in-house leadership development programme that provides a space for participants to focus on their own learning and development, build relationships with other leaders from across Kāinga Ora and gather insights to improve their own leadership practices. The main outcome is that all Kāinga Ora leaders have a shared understanding of what good leadership looks like. 509 of our People Leaders have participated in Waka Tangata.
- **Navigating Tough Talks:**
a one-day workshop designed to give People Leaders the skills and tools to address issues by having the right conversations at the right time. The Pilot launched in February 2024 and is due to roll out to the wider business later in the year.

✘ Supporting our Māori people



Mātauranga Māori Programmes

Our internal Mātauranga Māori Programmes support Kāinga Ora to meet our obligations under Te Tiriti o Waitangi and the Kāinga Ora – Homes and Communities Act 2019 to protect and enable Māori interests and aspirations in relation to housing and urban development.

As well as providing an organisation-wide cultural capability uplift, the programmes internally empower staff to create stronger working environments within offices, self-reflect and participate in individual development, while also promoting leadership.

Together, they facilitate greater opportunities to build meaningful relationships with iwi/rōpū/hapū to better understand and support the bespoke delivery of Māori housing outcomes.

In 2022/23,

a total of 1,074
Kāinga Ora
people
participated
in and
completed

the Mātauranga Māori pilot programmes, against a target of 800 in our Statement of Performance Expectations (SPE). Exceeding this SPE target by 34 percent affirms the positive and enthusiastic organisational response to these programmes. Not only this, but their success also indicates the demand for these types of programmes and their continued development in the future.

He Kōanga Manu

He Kōanga Manu is aligned with the Kāinga Ora capability approach for our people and takes into consideration Te Arawhiti framework to build Māori Capability and create understanding and awareness of te ao Māori and te reo Māori.

He Kōanga Manu is open for all people at Kāinga Ora that wish to develop skills in Māori capability. This programme is delivered in a six-stage framework that progresses from beginner level and upwards to support the learner no matter their level of competency.

The reo Māori component takes a focus on mastering pronunciation to ensure successful participants walk away feeling assured in their ability to kōrero Māori confidently in any forum.

Te Tiriti o Waitangi and the Kāinga Ora Homes and Communities Act 2019 requires Kāinga Ora to recognise and respect the Crown's responsibility to consider and provide for Māori interests. Critical to Kāinga Ora meeting this objective is developing capability and capacity to establish ongoing relationships with Māori.

There is currently a cohort of 128 registered and participating at all levels.

Te Akoranga Whakapuāwai

professional development programme for Kāinga Ora people of Māori descent that provides four huarahi or pathways for entry into leadership roles. Te Akoranga Whakapuāwai means 'a learning programme that enables personal growth and development.' The course outcomes are underpinned by Te Rautaki Māori o Kāinga Ora 2021-2026 (Kāinga Ora Māori Strategy). It reflects our focus to build cultural capacity and capability across the organisation.

Many of our customers are Māori, so it's important that we continue to develop our people who identify as Māori for leadership roles, as this will help meet our housing aspirations of Māori.

✘ Supporting our Pacific people



Building Pacific Capability

We worked with other agencies to help develop two ongoing key inter-agency strategies: Lalanga Fou (the All-of-Government Pacific Wellbeing Strategy) and Fale mo Aiga (the Pacific Housing Strategy and Action Plan 2030). Lalanga Fou sets the Government's strategic and implementation priorities for improving wellbeing outcomes for Pacific Peoples. As a contributing agency, Kāinga Ora has helped to establish All-of-Government reporting, and developed our own dashboard to identify how we are contributing to the wellbeing of Pacific Peoples.

Kāinga Ora recognises the importance of growing the capability of Pacific Peoples and developing Pacific leaders within our organisation.

Manulele Mentoring Programme Pilot

Named after the Samoan word for flight, Manulele mentoring programme launched in December 2023. The nine-month programme will support the career aspirations and capability building of eight of our people who have been selected as kaunga fononga (Tongan for learners on a journey).

Each will be supported professionally by a Taukei (Tongan word for guide /mentor), and participate in one-one sessions, group mentoring and Community of Practice sessions.

This programme has been developed and run by our People team in collaboration with our Pasifika networks.

Graduate programmes

We partnered with the Ministry for Business, Innovation and Employment (MBIE) to offer placements for the 2024 cohort of the Tupu Tai Pasifika Public Sector Summer Internship Programme. Pacific tertiary students who are interested in a career in the public sector are placed with a partnering organisation for 11 weeks introductory overview of work in the public sector.

Public Service offerings

Three of our Pacific People graduated in November 2023 from Tu Mau Mana Moana – a nine-month programme designed to enable Pacific leaders in the public sector to explore and deepen their ancestral knowledge, empowering them to grow in their leadership and move into more senior roles across the public sector.



✘ Supporting our women



Tune-In: The Power of Self Talk

Tune-In is a practical two-day workshop for women, with wrap-around pastoral care and a virtual follow-up session. The programme is designed to:

- Quieten self-doubt and negative self-talk
- Develop the inner coach to access greater potential
- Improve mental and emotional wellbeing.

Following an application process, 29 women from across Kāinga Ora participated in two cohorts of Tune-in in August 2023.



Women's Network

Our Womens network are proactive in supporting its 700+ membership by offering opportunities throughout the year to support and celebrate women. Feedback from the Womens network support the end-to-end refresh of Kāinga Ora's recruitment process, which would see more inclusive recruitment practices embedded to mitigate bias.

In 2023 they hosted a panel talk with some of our female senior leaders which was a huge success. The network have organised a suite of webinars and workshops for 2024.



Supporting our Rainbow Community



NZ Rainbow Excellence Award 2023

At Kāinga Ora, we strive to ensure that we provide an environment where all our people can bring their whole selves to work, and we were proud to be finalists in two categories for the New Zealand Rainbow Excellence Awards 2023:

- Training and Development Award: Recognising organisations who provide training and development initiatives internally to improve Rainbow inclusion.
- Non-Commercial Sector Award: Recognising and celebrating organisations who demonstrate leadership and innovation in Rainbow diversity and inclusion within and across their sector.



General Enquires

Freephone: 0800 801 601

Enquiries and feedback form

Our Customer Support Centre provides on-the-spot responses for all enquiries

8am to 6pm, Monday to Friday and 24/7 for urgent calls.

[kaingaora.govt.nz](https://www.kaingaora.govt.nz)