

Organisation overview, context and commitment – Tā te whakahaere matawhānui, manawanui hoki

The Department of the Prime Minister and Cabinet (DPMC) advances an ambitious, resilient and well-governed New Zealand. To achieve this we require an influential, agile and high-performing organisation in which our people feel empowered, valued and engaged.

Our aspiration is for our workforce (ōhu mahi) to reflect the diversity of New Zealand and for every person to be self-aware, culturally competent, and to feel valued at work. The way in which we work needs to value the diversity of people, thought, approach and experience. Being inclusive in how we engage with each other enables our people to feel they belong both to our community and others, that they can be themselves at work, speak up safely and contribute.

As a small organisation, small shifts in our workforce composition or in how salaries are adjusted can have a large impact on whether we achieve our DEI goals. This underscores the importance of ensuring that every action we take contributes meaningfully to creating a more inclusive and equitable workplace.

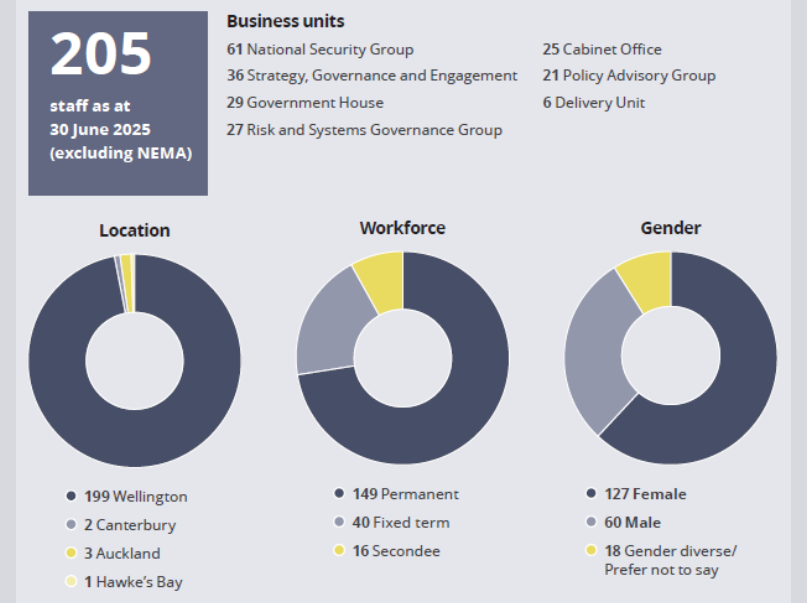
Our focus areas	
<p>Achieving fair pay and representation</p> <p>Our focus is on closing pay gaps, equity in representation, and building a workplace where everyone thrives.</p>	<p>Attracting and growing diverse talent</p> <p>Our focus is on inclusive recruitment, having clear career pathways, and empowering employees with equitable opportunities to succeed.</p>
<p>Embedding a culture of inclusion and belonging</p> <p>Our focus is on inclusive leadership, supporting respectful and positive workplace behaviours, and building a strong sense of community.</p>	<p>Insights and continuous improvement</p> <p>Our focus is on improved data and use of data including staff feedback, and continuous learning to shape better decisions and deliver meaningful change.</p>

Our people

We're a small organisation supporting the Prime Minister, the Governor-General and Cabinet, as well as the work of other ministers.

We are undergoing organisational change, which will impact the size and composition of our workforce.

The conclusion of the Cyclone Recovery Unit and several time-limited projects has also meant changes to our workforce.



Attracting and growing diverse talent

Continuing our journey towards greater diversity

We recognise the need to improve diversity within our workforce, which is predominantly European/Pākehā. Currently, the proportion of staff identifying with ethnicities other than European/Pākehā is lower than their representation in the broader New Zealand labour force.

Voluntary reporting of ethnic identity

Ethnicity	All DPMC % June 2024	All DPMC % June 2025	% of the NZ labour force
Voluntary reporting rate	90.9	87.3	-
Ethnicities reported			
European	85.9	85.5	66.5
Māori	7.7	9.1	14.5
Asian	8.2	7.9	19.2
Pacific	3.2	2.4	6.4
Middle Eastern/Latin American/African	1.4	1.8	1.5
Other	1.4	2.4	-

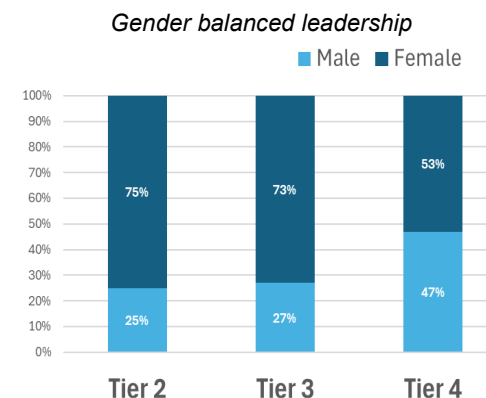
Attracting diverse candidates and growing skillsets internally are key to making this shift. While there has been gradual improvement in staff identifying with non-dominant ethnicities, challenges remain. Although we have seen some success in attracting ethnically diverse applicants, this does not always translate into hires. We plan to explore the use of more inclusive recruitment channels and tools to address this gap.

Gender and leadership

As of 30 June 2025, women make up the majority of our workforce and occupy 67% of all people leader roles and 74% of Tiers 2 and 3 roles.

Understanding our applicant data to attract diverse talent

We are continuing to monitor and analyse applicant data to better understand how we can attract and support diverse talent, including people of other genders, the Rainbow community, neurodiverse individuals, and those with disabilities.



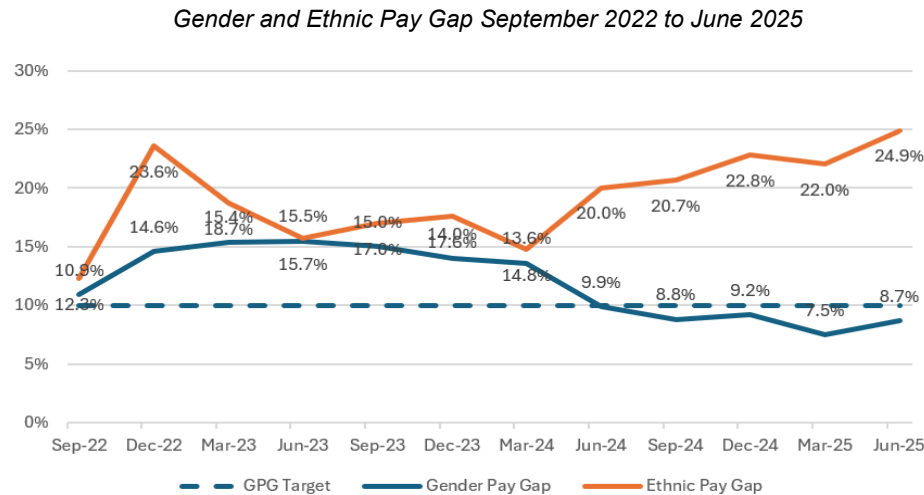
Enhancing ethnic representation across our workforce and leadership remains a key priority. We aim to achieve equitable representation of women, diverse genders, and ethnic groups in leadership roles. Our focus will also include increasing transparency in career pathways, identifying and addressing barriers to diversity in recruitment, and improving voluntary ethnicity reporting rates to 95%.

Theme	Progress to date	Planned actions for 2025/26	Measures of success
Attracting and growing diverse talent <i>Focus areas are inclusive recruitment, having clear career pathways, and empowering employees with equitable opportunities to succeed.</i>	<ul style="list-style-type: none"> Leadership development resources have been created, with inclusion and accessibility guidance. Promotion processes are transparent and accessible to all staff. Bias training is provided for recruitment panels. Flexible work policy supports diverse working styles. 	<ul style="list-style-type: none"> Revise and enhance recruitment processes, practices, and guidelines to ensure we attract and enable a diverse range of applicants (e.g., accessible website designs, inclusive interview practices and accommodations, targeted attraction techniques). 	<ul style="list-style-type: none"> Ensure fair, equitable, and inclusive representation of people of all genders, ethnicities, and cultural backgrounds, including Māori, in leadership positions. Achieve a record of zero upheld appointment reviews on the basis of bias in the appointment process. Strengthen and promote transparent career pathways and development options. Improve retention and engagement of diverse staff.

Achieving fair pay and representation

Our Gender Pay Gap (GPG) has improved

Our average gender pay gap remains under 10%. As a smaller organisation, we place greater emphasis on analysing trends, as individual changes—such as the conclusion of the Cyclone Recovery Unit and other time-limited projects—can have a pronounced impact on our overall figures.



The mean gender pay gap (GPG) of 8.7% reflects the average pay difference between men and women, while the higher median GPG of 23.7% highlights the uneven distribution of women across pay bands. A significant proportion of women are in lower pay bands (grades 17 and below), driving up our median GPG. Tracking both measures is crucial to understanding pay equity, as they reveal both average differences and the impact of workforce distribution, even in an organisation with strong female representation overall.

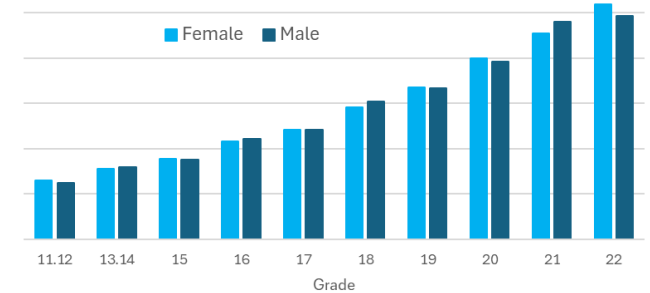
Gender Pay Gap June 2025

Gender pay gap Mean	8.7%
Gender pay gap Median	23.7%

We face a vertical equity challenge

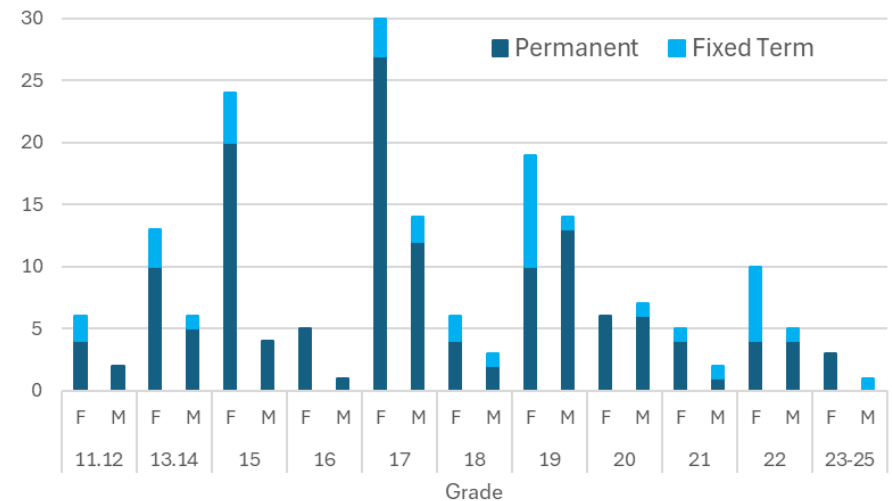
When comparing the salaries of women and men within the same grade, there is no evidence of a significant pay gap. Across all grades, the 'horizontal' gender pay gap (GPG) for permanent staff is either negligible or slightly positive, with any differences being justifiable.

Mean total remuneration by pay grade and gender (permanent staff) June 2025



The 'vertical' challenge for DPMC lies in the fact that there is a significantly higher proportion of women in grades 17 and below compared to men. While this is a positive indicator for policy and advisory-level roles with clear career pathways, it does have an impact on our overall median GPG.

Employees by grade, gender and type as of June 2025



Variation in our size and composition affects pay equity

We have observed a significant gender pay gap (GPG) among our fixed-term staff, which is primarily due to differences in the distribution of male and female staff across salary bands. A higher proportion of fixed-term female staff are employed in bands 11–19, while the average salary for fixed-term male staff is influenced by their concentration in higher bands, specifically bands 19–24.

Gender pay gap by employee type June 2025

Employee Type	Mean Total Remuneration		
	Female \$	Male \$	% Gap
Permanent	130,821	141,106	7.3%
Fixed Term	146,308	182,197	19.7%
Total	134,479	147,374	8.7%

Reducing our ethnic pay gap

Non-dominant ethnic groups are under-represented at DPMC, and the average salaries for some ethnic groups are disproportionately lower than others. Due to the small numbers involved, it is not feasible to calculate robust ethnic pay gaps for each group. Instead, we have calculated an overall ethnic pay gap between Māori, Pacific, Asian, and Middle Eastern/Latin American/African (MELAA) employees and European/Pākehā employees, which currently sits at 24.9%, highlighting a significant disparity.

This gap is primarily driven by grade distribution (a 'vertical' issue), with relatively few ethnic employees in higher salary grades. Setting a specific target to close this gap is challenging, as small changes in employee numbers can significantly impact the data. However, developing a deeper understanding of the underlying factors contributing to this gap will enable us to better target our initiatives.

Our focus is on gaining a deeper understanding of the factors contributing to our ethnic pay gap, while maintaining a strong emphasis on gender and ethnic equity within our people and culture processes. This includes enhancing transparency by tracking and reporting recruitment outcomes on a regular basis, provided sufficient data is available.

Addressing the Gender Pay Gap and Ethnic Pay Gap is essential to fostering a fair, inclusive, and high-performing workplace. We are committed to ensuring that all employees, regardless of gender or ethnicity, have equal opportunities to progress and succeed. Equitable gender representation in leadership and the equitable distribution of ethnic employees across all levels are critical to building a diverse and balanced organisation. Over the next five years, we aim to increase Māori staff representation, noting that just under 15% of the labour workforce in New Zealand identifies as Māori. By focusing on fair processes and strengthening the pipeline for underrepresented groups, we aim to create a workplace that reflects the communities we serve.

Theme	Progress to date	Planned actions for 2025/26	Measures of success
Achieving fair pay and representation <i>Focus areas are closing pay gaps, equity in representation, and building a workplace where everyone thrives.</i>	<ul style="list-style-type: none"> Gender pay gap is tracked quarterly and has remained under 10%. Horizontal equity achieved in most grades; vertical equity remains a challenge. Recruitment diversity data is reported for ethnic, gender and age diversity. 	<ul style="list-style-type: none"> Understand the drivers of our ethnic pay gap. Continue a specific focus on gender and ethnic equity in people and culture processes. Track mean gender pay gap quarterly (all employees). Track and report on recruitment outcomes based on gender, ethnicity, disability and neurodiversity (where sufficient data is available). 	<ul style="list-style-type: none"> The gender pay gap continues to reduce over time. Maintain a low horizontal gender pay gap (by grade/same and similar roles) for our permanent employees, ensuring any gaps are justifiable and transparent. Achieve improved and measurable recruitment outcomes for underrepresented groups (e.g., ethnicity, disability, and neurodiversity).
<i>Increases in Māori representation</i>	<ul style="list-style-type: none"> Māori representation grew from 7.7% to 9.1% in 12 months to June 2025. 	<ul style="list-style-type: none"> Track Māori recruitment data quarterly. 	<ul style="list-style-type: none"> Increase Māori representation, with the aim of achieving and sustaining at least 15%.

Embedding a culture of inclusion and belonging

Strengthening our leadership, behaviours, and sense of community

Growing a culture of inclusion and belonging is essential to achieving our strategic goals and objectives, as well as delivering a high-performing, highly engaged workforce. By embedding inclusion into our organisational culture, we can ensure that all employees feel valued and supported.

Inclusive leadership ensures our leaders model the values of courage and integrity, while actively championing diversity and inclusion. This creates a workplace where diverse perspectives are not only welcomed but also leveraged to drive innovation and better decision-making.

Supporting respectful and positive workplace behaviours is also critical for building trust and collaboration, strengthening team cohesion, and ensuring a safe and inclusive environment where all staff feel empowered to contribute their best.

Our **staff surveys are a powerful tool** as they enable us to identify gaps, measure progress, and implement targeted strategies that create a more inclusive, supportive, and high-performing workplace.

Insights and continuous improvement

Better understanding our workforce will enable meaningful change

Our 87.3% participation rate for the Te Taunaki Public Service Census survey provided valuable insights into the diversity of our workforce. Of the 192 respondents:

- 4.6% of people identified as being **disabled**, compared to 3.9% across all public servants
- 10.9% of people identified as **LGBTQIA+**, compared to an estimated 4.5% of New Zealand adults (Census 2023)
- 11.1% of people identified as **neurodivergent**, compared to 13.6% of public servants
- 18.8% people identified as other than NZ European/Pākehā, whereas in the broader Public Service workforce, NZ Europeans accounted for 62.2% in 2024.

Data-driven people and culture systems and processes will enhance the quality, accessibility, and visibility of diversity, equity, and inclusion (DEI) data across the organisation. This data will be leveraged to inform better decision-making and drive meaningful, impactful change.

Our employee-led networks

We have six employee-led networks, supported by our Culture and Engagement network.

In addition, we have a **Waiata group** that meets weekly, other informal social networks, and promote wider public service networks.

- **Rainbow Network** creates a safe and inclusive space for Rainbow staff and allies.
- **Women's Network** supports connection and empowerment of women.
- **Interfaith Network** fosters inclusive spaces for diverse faith communities to share and build understanding of faith practices.
- **Parents' Network** supports connections, advocacy, and a parent-friendly workplace.
- **New Professionals' Network** supports connections and growth for staff on similar career journeys.
- **Tai Ora Climate Change and Sustainability Network** supports our emissions-reduction and sustainability journey, in strategy and practice.

Theme	Progress to date	Planned actions for 2025/26	Measures of success
<p>Embedding a culture of inclusion and belonging</p> <p><i>Focus areas are inclusive leadership, supporting respectful and positive workplace behaviours, and building a strong sense of community.</i></p>	<ul style="list-style-type: none"> • Te Taunaki participation was 87.3%. • Programmes like Mana Āki and Te Rito are established. • Survey data shows positive inclusion trends, with room to grow. 	<ul style="list-style-type: none"> • Implement regular Kōrero Mai pulse surveys. • Relaunch and promote Mana Āki and Te Rito programmes and track participation.* • Continue support for staff engagement networks. • Incorporate targeted questions on inclusion in all pulse surveys to gather actionable insights. 	<ul style="list-style-type: none"> • Achieve a survey participation rate of over 80%. • Demonstrate a measurable reduction in reported negative behaviours in pulse surveys over time. • Increase employee confidence in leadership's commitment to and delivery on inclusion, as reflected in survey results.
<p>Insights and continuous improvement</p> <p><i>Focus areas are improved data and use of data including staff feedback, and continuous learning to shape better decisions and deliver meaningful change.</i></p>	<ul style="list-style-type: none"> • Voluntary ethnicity reporting rate of 87.3%. Reminders issued. • Quarterly data reviews are embedded. • Survey data on neurodivergence, disability, rainbow identities available. 	<ul style="list-style-type: none"> • Develop, implement, and embed comprehensive people and culture reporting systems and processes, ensuring DEI metrics are consistently included in regular reporting. • Promote and facilitate voluntary reporting of disability, neurodivergence, and ethnicity, guaranteeing confidentiality and clearly articulating the benefits of sharing this information to enhance inclusion. • Monitor and analyse voluntary reporting rates on a quarterly basis. • Review and update core people and culture policies to ensure alignment with DEI goals. 	<ul style="list-style-type: none"> • Voluntary ethnicity reporting rate of 95% or greater. • Enhance the quality, accuracy, and accessibility of DEI data, ensuring it is visible and actionable across the organisation to inform decision-making and track progress.

* Denotes actions in alignment with DPMC's Te Taunaki Public Service Census action plan.

Summary table of progress to date and future plans — Pae tata, pae tawhiti

Theme	Progress to date	Planned actions for 2025/26	Measures of success	Future actions
Attracting and growing diverse talent <i>Focus areas are inclusive recruitment, having clear career pathways, and empowering employees with equitable opportunities to succeed.</i>	<ul style="list-style-type: none"> Leadership development resources have been created, with inclusion and accessibility guidance. Promotion processes are transparent and accessible to all staff. Bias training is provided for recruitment panels. Flexible work policy supports diverse working styles. 	<ul style="list-style-type: none"> Revise and enhance recruitment processes, practices, and guidelines to ensure we attract and enable a diverse range of applicants (e.g., accessible website designs, inclusive interview practices and accommodations, targeted attraction techniques). 	<ul style="list-style-type: none"> Ensure fair, equitable, and inclusive representation of people of all genders, ethnicities, and cultural backgrounds, including Māori, in leadership positions. Achieve a record of zero upheld appointment reviews on the basis of bias in the appointment process. Strengthen and promote transparent career pathways and development options. Improve retention and engagement of diverse staff. 	<ul style="list-style-type: none"> Reinstate our talent management process to ensure that our talent is equitably identified and development opportunities linked to this.* Explore factors that influence retention and career development to maintain diversity.
Achieving fair pay and representation <i>Focus areas are closing pay gaps, equity in representation, building a workplace where everyone thrives and increases in Māori representation.</i>	<ul style="list-style-type: none"> Gender pay gap is tracked quarterly and has remained under 10%. Horizontal equity achieved in most grades; vertical equity remains a challenge. Recruitment diversity data is reported for ethnic, gender and age diversity. Māori representation grew from 7.7% to 9.1% in 12 months to June 2025. 	<ul style="list-style-type: none"> Understand the drivers of our ethnic pay gap. Continue a specific focus on gender and ethnic equity in people and culture processes. Track mean gender pay gap quarterly (all employees). Track and report on recruitment outcomes based on gender, ethnicity, disability and neurodiversity (where sufficient data is available). Track Māori recruitment data quarterly. 	<ul style="list-style-type: none"> The gender pay gap continues to reduce over time. Maintain a low horizontal gender pay gap (by grade/same and similar roles) for our permanent employees, ensuring any gaps are justifiable and transparent. Achieve improved and measurable recruitment outcomes for underrepresented groups (e.g., ethnicity, disability, and neurodiversity). Increase Māori representation, with the aim of achieving and sustaining at least 15%. 	<ul style="list-style-type: none"> Review our ethnicity data and develop a target to improve our ethnic representation. Set an ethnic pay gap (EPG) target.
Embedding a culture of inclusion and belonging <i>Focus areas are inclusive leadership, supporting respectful and positive workplace behaviours, and building a strong sense of community.</i>	<ul style="list-style-type: none"> Te Taunaki participation was 87.3%. Programmes like Mana Āki and Te Rito are established. Survey data shows positive inclusion trends, with room to grow. 	<ul style="list-style-type: none"> Implement regular Kōrero Mai pulse surveys. Relaunch and promote Mana Āki and Te Rito programmes and track participation.* Continue support for staff engagement networks. Incorporate targeted questions on inclusion in all pulse surveys to gather actionable insights. 	<ul style="list-style-type: none"> Achieve a survey participation rate of over 80%. Demonstrate a measurable reduction in reported negative behaviours in pulse surveys over time. Increase employee confidence in leadership's commitment to and delivery on inclusion, as reflected in survey results. 	<ul style="list-style-type: none"> Implement an 'Acceptable behaviours & positive mindsets' programme.* Ensure leadership development opportunities are inclusive and address potential barriers to participation.*
Insights and continuous improvement <i>Focus areas are improved data and use of data including staff feedback, and continuous learning to shape better decisions and deliver meaningful change.</i>	<ul style="list-style-type: none"> Voluntary ethnicity reporting rate of 87.3%. Reminders issued. Quarterly data reviews are embedded. Survey data on neurodivergence, disability, rainbow identities available. 	<ul style="list-style-type: none"> Develop, implement, and embed comprehensive people and culture reporting systems and processes, ensuring DEI metrics are consistently included in regular reporting. Promote and facilitate voluntary reporting of disability, neurodivergence, and ethnicity, guaranteeing confidentiality and clearly articulating the benefits of sharing this information to enhance inclusion. Monitor and analyse voluntary reporting rates on a quarterly basis. Review and update core people and culture policies to ensure alignment with DEI goals. 	<ul style="list-style-type: none"> Voluntary ethnicity reporting rate of 95% or greater. Enhance the quality, accuracy, and accessibility of DEI data, ensuring it is visible and actionable across the organisation to inform decision-making and track progress. 	<ul style="list-style-type: none"> Use intersectional data that considers how different personal characteristics and identities overlap to inform targeted actions and strategies.

Terms used in this plan

Horizontal equity – Compares salaries within the same pay band by gender or ethnicity. Achieved when there's no significant pay difference within bands.

Vertical equity – Compares overall average salaries across all pay bands by gender or ethnicity. Reflects representation in higher vs. lower-paid roles.

Mean salary – The average salary, calculated by dividing total pay by the number of people. This method of comparison is used by the Public Service Commission.

Median salary – The middle salary when all are listed from highest to lowest. This method of comparison is used by Statistics New Zealand.

* Denotes actions in alignment with DPMC's Te Taunaki Public Service Census action plan.