



EDUCATION REVIEW OFFICE  
Te Tari Arotake Mātauranga



# Kia Toipoto, Diversity and Inclusion

Combined approach



2024/2025

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## Ngā kōrero o roto | Content overview

This document reports as of 30 June 2024 on the Education Review Office's (ERO) strategic approach to advancing diversity, equity, and inclusion (DEI) for the 2023-2024 period and outlines initiatives for 2024-2025. It is guided by the principles set forth in the Guidance for Public Service Agencies: Developing DEI Plans document.



Our people are our greatest strength. We're actively working to support their wellbeing, address inequities, and ensure we have opportunities to contribute and grow.

**ERO Annual report 2024, p. 61.**

Our aim is to create an environment where all employees feel they belong and are valued and empowered to contribute to our mission.

Over the last 12 months, a strengthened focus has been placed on Health, Safety and Wellbeing through:

- progressing a national Health, Safety and Wellbeing committee, which includes staff representatives
- optimising opportunities for remote learning while considering the impacts on connectedness and wellbeing
- actively promoting a new Rainbow employee-led network
- continuing to ensure our recruitment policy and practices foster diversity and minimise bias
- providing information and ongoing opportunities through a variety of channels to learn about mental health and wellbeing, unconscious bias, inclusive leadership and the benefits of working together
- incorporating a regular requirement for our managers to talk about wellbeing and support with their people as part of the new performance framework.

We have further reduced the gender pay gap by 2.5% from the previous period to 3.5%. We will build on our progress by improving our data gathering and analysis to provide evidence that our pay gaps are decreasing further where possible.

# Tā te whakahaere matawhānui, manawanui hoki |

## Organisation overview, context and commitment

ERO is a relatively small and dispersed organisation with a headcount of 234 as at 1 July 2024. Offices are situated in Auckland, Hamilton, Napier, Wellington, Christchurch and Dunedin. Our work with services and schools requires many of our people to be away from home for extended periods of time, sometimes travelling long distances by road and air, often out of regular hours to work with diverse communities.

ERO has six different business groups, including the Office of the Chief Executive. A restructure has led to the creation of a new business function, Performance and Implementation, which brings together for the first time the work of a variety of teams and specialists.

Review and Improvement Services is the largest business function, currently comprising around 51% of our work force. When combined with Māori Evaluation and Review and Pou Reo, these two groups make up 64% of our total workforce and comprise our largest occupational group of Review Officers.

Review Officers are recruited from the education sector which provides professionals with the knowledge, skills and experience considered important to the Review Officer role. This places constraints on ERO's ability to recruit a diverse workforce, given the sector is predominantly female and European. Other business groups in ERO also attract people from the education sector who are committed to supporting the provision of equitable and excellent educational outcomes for all learners in schools and early childhood centres. Other business groups, in particular Corporate Services, typically have specialist or one-off roles and/or are predominantly filled by women, for example in Administration and Human Resources.

ERO continues to use a variety of approaches to broadening the pool of possible candidates to increase the diversity of backgrounds, gender and ethnicity of our people. Most salaries in ERO, including those for Review Officers, are proscribed both in terms of starting salary and the available range. Accelerated progression through the range continues to not be available. Our current remuneration policy limits discretionary decision making and, in addition, requires managers to consider and maintain relativities within and across business units. Agreement from the Chief Review Officer/Chief Executive Officer is required if a significant shift in the parameters of salary on appointment is desired.

We continue to have difficulty recruiting in some areas and have not attracted - and have lost - potential candidates because our salary ranges do not meet market expectations. We have ongoing difficulty recruiting men as Review Officers from the education sector as our remuneration ranges remain below those for holders of experienced management roles in schools. An impact of recruiting from the experienced management level is the correlation with being older, which results in the older age range of our Review staff.

While some progress has been made to select from a wider talent pool of early childhood experience and age - and positions in ERO are seen as a valuable career step - younger women with families and with caring responsibilities find the hours of work and time away from home difficult to sustain.

Overall, these factors lead to a large group of ERO's staff being generally older, European and women. This impacts on the gender, age and ethnicity profile of our organisation's people. It has a clear impact on any

subsequent internal promotion as well as on our ability to increase representation of men and those in ethnic groups and leadership roles.

Two employee networks, Te Uepū and Fono Pasifika, provide opportunities for Māori and Pacific staff, respectively, to come together regularly. To ensure the intended purpose of employee led networks (ELNs) is recognised, moving forward, we plan to consider the needs and interests of ERO's Māori and Pacific employees in the operation of these networks. ERO is also a member of the Government Women's Network, which is supported by a senior manager.

Over the last year an ERO Rainbow Alliance has been established as an ELN with Terms of Reference that clearly reflect the stated intention of an ELN. A member of the Executive Leadership Team is the sponsor. Plans are underway to investigate the viability of an ELN for disabled staff and neuro-diverse team members.

ERO is committed to Te Tiriti o Waitangi and the Crown's relationship with Māori through our strategy [He Taura Here Tangata](#). The strategy has a particular focus on te reo Māori and tikanga Māori in support of actively pursuing opportunities to lift our capability in these areas to better engage with, understand, and consequently deliver to the communities we work with.

Our organisational values and related behaviours underpin our efforts to provide a positive culture that will enhance our people's wellbeing, diversity, inclusion and cultural competence.

These values are:

- **Manawa rahi**  
Grounded, resilient, purposeful, resolute, focused
- **Whakawhanaungatanga**  
Relationships, care, trust, integrity, inclusiveness
- **Mahi tahi**  
Achieving a common goal and purpose, co-construction, collaboration, collective responsibility.

These three core values provide a foundation for the relationships and behaviours that drive and shape the culture of our organisation, our relationships, our wellbeing and our work performance. They provide a touchstone to guide how we work together successfully to achieve ERO's purpose and priorities.

Each of the 3 values is demonstrated through behaviours that are reinforced by each other, and which are interdependent. They are 'the braided ties that bind us' to be a diverse and inclusive team that is high performing, accountable and successful. Our behaviours include **Collaboration, Care and Respect** - this means we demonstrate respect, care and trust for each other and recognize and build on diverse experiences, expertise, strengths, and viewpoints.

Our leadership strategy, Te Waka Hourua, has a focus on growing leadership in our people. The strategy promotes and supports our organisational values and the development of key behaviours and attributes which include collaboration, inclusiveness, valuing diversity and individuals' strengths, and the fostering of wellbeing. Key actions in this strategy support the aims of Kia Toipoto and diversity, equity and inclusion.

In summary:

- Our key workforce continues to be largely recruited from highly experienced people with extensive knowledge of teaching and learning and the performance of schools/early childhood services; their highly specialist work is to evaluate and report on educational equity and excellence for all learners in schools and services throughout Aotearoa, and to produce national reports on the education system.
- Our reliance on the education sector and the need to appoint experienced educators to our largest occupational group means that our organisation has a gender and age imbalance; this imposes some limits on our ability to build a more diverse workforce.

## Focus on the future and where we aspire to go

Our strategic workforce planning will aim to ensure we have a diverse work force with the knowledge and skills to achieve our strategic priorities, in a variety of possible future communities that will be marked by increased diversity.

Our short- and medium-term focus will be to:

1. Further improve recruitment and remuneration so it is inclusive, culturally competent and equitable, with an emphasis on managing unconscious bias throughout the employee life-cycle.
2. Maintain, and where possible enhance, the diversity of our workforce through recruiting from as diverse a pool as we can; this will be supported by engendering a sense of belonging in our workforce so that we attract and retain a group of diverse professionals.
3. Focus on remuneration and our remuneration policy and practice to make sure that how we pay our people remains equitable and pay gaps remain stable or reduce.
4. Continue to improve the relevance of our data collection and its management and use to provide evidence that we remain on track and make improvements where possible to our levels of diversity and inclusion.
5. Use our performance framework to support the health, safety and wellbeing of our people through increased opportunities for connection, recognition, valuing of diversity, growth and strengthened relationships with managers.
6. Develop a strategic workforce plan to guide a deliberate approach to ensuring ERO is diverse and inclusive, with a positive culture, and well placed with the right people and expertise to execute its stated strategy in a range of plausible futures, while having the ability to respond to emerging opportunities and risks.

## Our Plan

How we will measure progress over 2024/2025	Measure - 30 June 2025
Rainbow and allies employee-led network: expand the reach and engagement	Embedding
Health, safety and wellbeing action plan: implement outcomes of review	Progressing
Unconscious bias learning modules: provide modules inhouse and review completion rates by people leaders	Completed by all people leaders
Upgrade of recruitment policy, practice and guidance: Communication and upskilling of hiring Managers	Complete
Review of remuneration policy, practice and guidelines: Introduction and communication of new Remuneration System	Complete
Consider relevant outcomes of updated He Taura Here Tangata (Māori) strategy in HR policies and practices	Progressing
Strategic Workforce Plan (SWP): develop and implement	Complete design phase
ERO-wide performance management framework – incorporating values and desired behaviours: develop and implement	Implement and progress 1 <sup>st</sup> year of cycle
Ethnicity and disability information: info is available and accessible	Complete
Collect evidence in relation to diversity at all points of the employee life cycle – focussing on recruitment: Design complete – to be implemented	Available, automated and accessible

How we measure progress over time	Trend
Number of our people in employee-led networks	Increasing
Our people report feeling a sense of belonging and inclusions in the workplace	Increasing
Pay gaps	Stable or decreasing
ERO-wide performance management framework	Increasing conversations about health, safety and wellbeing; career aspirations

The data and narrative that follows provides the rationale for these decisions.

## Te Raraunga | Data

The effective date of data in this document is 30 June 2024 to ensure alignment with ERO's 2024 Annual Report and to enable comparisons, where applicable, with reporting provided to Te Kawa Mataaho | Public Service Commission since 2000.

The data provided is based on full-time equivalent base pay and only includes employees of ERO<sup>1</sup>. Where information is not included, it is due to group size being less than 20.

## Representation

Representation is an important consideration as it assists ERO to better understand and deliver to the communities we serve. Priorities for ERO are to have sufficient language and tikanga skills to support our work in schools and early learning services with Māori learners, Māori-medium schools and kōhunga, in English-medium schools where there are immersion classes and in schools and early learning services where there are Pacific learners and/or Pacific languages are the main language used. Māori and Pacific people in ERO bring valuable expertise in identity, language and culture to improve the design, delivery and impact of ERO's work. This means Māori and Pacific peoples are more likely to trust us and engage with us if they consider we understand their concerns and experiences.

## Gender

By gender this report refers to female, male, another gender (previously Gender diverse) or refused/unknown in terms of data collected.

Since 2000, the representation of women in our workforce has moved from 63.5% to 82.1% of our workforce at 30 June 2024. As the representation of men in many groups is less than 20, reporting on these groups is limited.

<sup>1</sup> This data is exclusive of Aroturuki Tamariki | The Independent Children's Monitor which has been hosted since May 2023 at ERO. They are reporting separately.

In terms of new hires in the 12 months to 30 June 2024, 73% were women. This is consistent with the previous 12-month period (73.5%). To June 2024 approximately the same proportion of men and women left ERO, that is 20% and 22% respectively.

## Ethnicity

Ethnicity is based on the Stats NZ standard classification of ethnicity which is: European; Māori; Pacific Peoples; Asian; and Middle Eastern/Latin American/African and Other Ethnicity (MELAA)<sup>2</sup>

While we have a 100% of disclosure for ethnicity, the representation of Asian, Pacific Peoples, MELAA and Other groups are too small to include in reporting, as the total numbers in each group are less than 20 in total.

People disclosing as European represent 58.5% (58.4% in 2023) of our total workforce with women 82.1% of that total. Māori currently make up 22.2% (23.01% in 2023) of our workforce; with 83.02% of that group being women.

Over the period from 2001, the proportion of our workforce disclosing as European has dropped from 82.5% to 58.5% in 2024 (58.41% in 2023). While the representation of Māori has fluctuated somewhat over this period, in percentage terms those disclosing as Māori has grown over time from 15.1% in 2000 to 22.2% in 2024 (23.01% in 2023).

Representation of Pacific Peoples and Asian has also fluctuated over time in our workforce. As they are small groups, even a small change in numbers has a greater impact on representation than that for European and Māori.

## Leadership

The leadership group for this reporting period constitutes 77.78% women and 77.8% European. We have improved representation in our leaders: there are slightly more men and slightly fewer Europeans appointed to roles. In 2023 women made up 85.7% of leadership and Europeans 80%.

## Disability

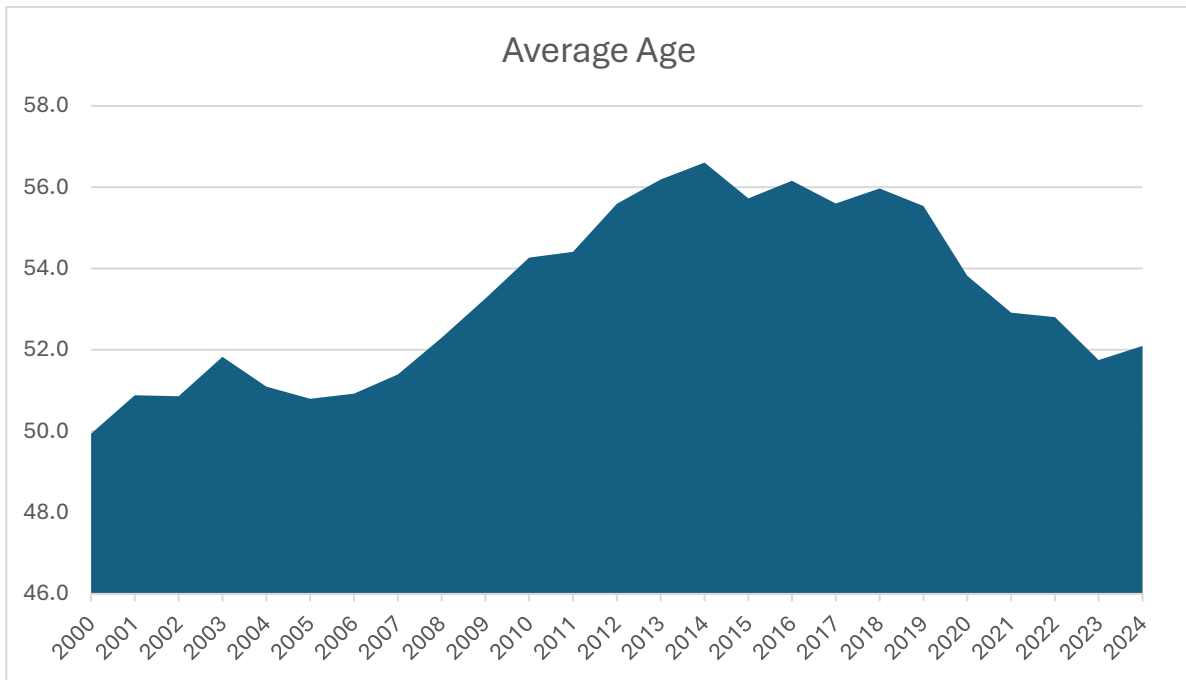
We have not yet collected information on disability as we are limited in our ability to capture and retain this information through all aspects of the employee lifecycle. This is due to our current reliance on manual rather than automated systems to store and interrogate data. However, information captured in Te Taunaki | Public Service Census 2021 showed indicative disability of 2.8%.

Te Taunaki | Public Service Census 2021 also identified that 9.6% of our people disclosed a mental health condition that had lasted for 6 months or more. The 2025 Census data will provide a timely opportunity for us to review how disability impacts our people and to consider the establishment of an ELN to help support them.

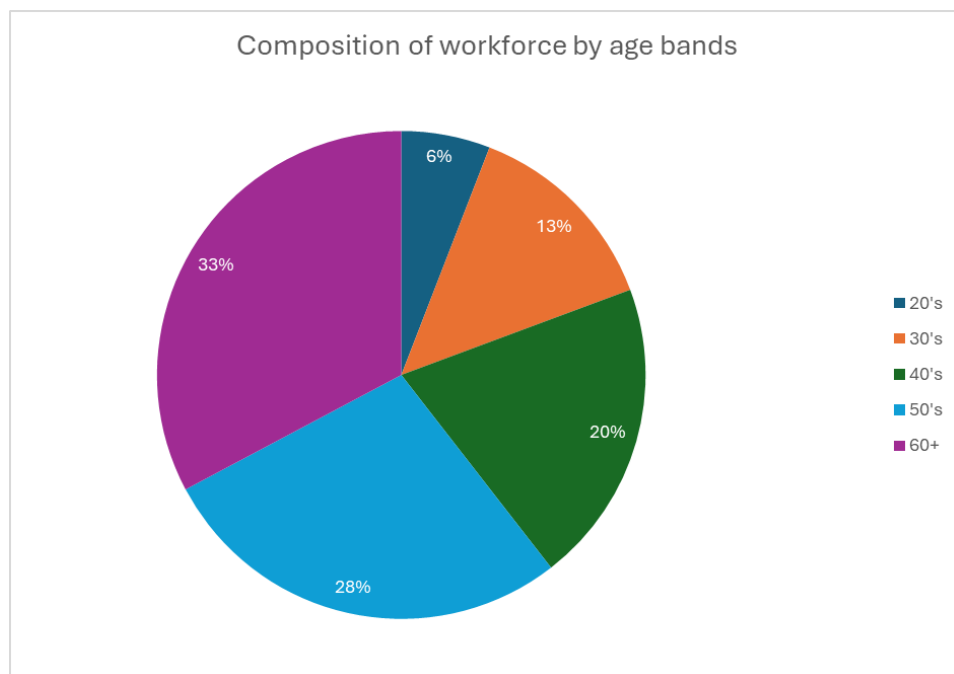
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<sup>2</sup> [Ariā - Classifications \(stats.govt.nz\)](https://stats.govt.nz/aia-classifications)

## Age



As at 30 June 2024, the average age of our workforce was 52.1 compared to 44.2 across the Public Sector at the same date. Since 2000, the age of our workforce has fluctuated and since 2001 has been more than 50. Over the same timeframe, the average age in the Public Service fluctuated between 40 and 45. This means that ERO has had a consistently older workforce than the Public Service.



The proportion of people in the range of age bands has remained very similar to the previous reporting period. Just under 60% of our people are over 50 years of age (59%) while more than 80% of our people are

in their 40’s or older.

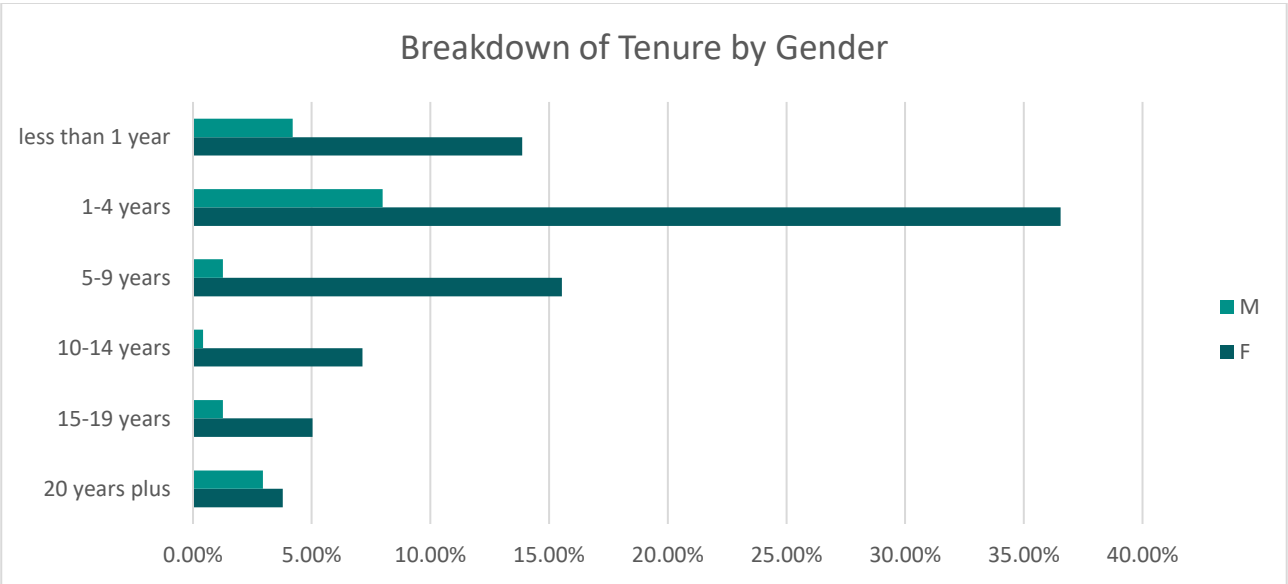
The older age of our people compared to the rest of the Public Service population reflects the recruitment of experienced review officers, our largest occupational group, from the education sector, as noted elsewhere in this report.

Tenure

Average length of service by Ethnicity for 2024:

Ethnic Group	Years (2023)	
European	6.54	(7.55)
Māori	5.80	(5.44)
Pacific Peoples	9.11	(7.86)
Asian	5.09	(3.97)
All	6.35	(6.36)

The average length of service across the public service is 7.9 years. The tenure of our ethnic groups (and overall) has remained relatively stable, with signs of increasing tenure for Pacific peoples and Asian peoples.



Up to the 15-19 year tenure band, women stay a lot longer in ERO than men. The difference is most significant in the 1-4 year band where 42% of women (an 8% increase on last year) stay for 1-4 years while only 8.5% of men (a 3% increase on last year) stay for 1-4 years. As noted elsewhere in this report, ERO finds it difficult to recruit and retain men.

Occupational groups

Only one of our occupational groups has more than 20 people. These are Review Officers who make up 57% of our workforce.

Women (2023) 2024	European (2023)	Māori (2023)
84.44 (84.35%)	66.67% (54.78%)	28.15% (18.26%)

The large number of women in the Review Officer role is due to the makeup of the education talent pool of teachers that we recruit from. Of this pool, 2020 data indicates that 76% were female and 72% European. About 98% of early childhood staff<sup>3</sup> are female. With 66% of that workforce in 2022 identifying as European/Pākehā<sup>4</sup> our possible pool of candidates is limited. For this reporting period the percentage of Review Officers who identify as Māori has increased by just under 10% and the number of European review officers by just under 12% (11.89%).

New hires and cessations in the last 12 months

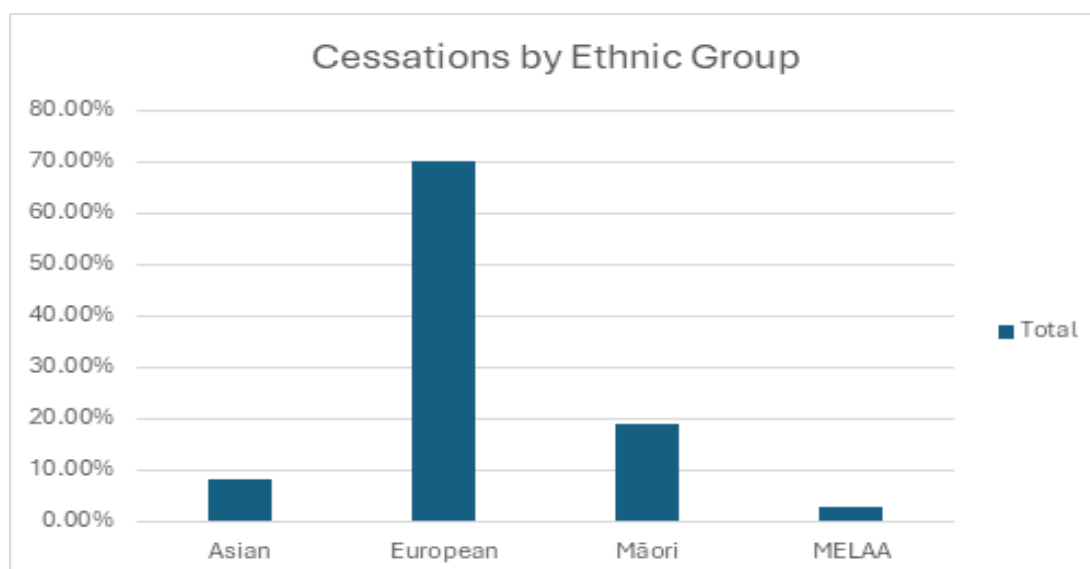
Of the new hires in the 12 month period to 1 July 2024, the following graph shows the percentage of ethnic groups.



Over the last 12 months, around the same number of people left ERO as were hired.

<sup>3</sup> [Early Childhood Education Remuneration Report 2020](#) – Strategic Pay

<sup>4</sup> [ECE Census results 2022](#)



In net terms, we hired more women than the number who left over the period; 76.74% and 72.97% respectively. We hired more Europeans (79.07%) than the number that left (70.27%). Over the same period, 13.95% of those we hired were Māori in comparison to Māori comprising 18.92% of those who left ERO. No Pacific Peoples were hired or left during this period.

We are looking at ways to attract and retain Pacific People. It is likely that our salary range for review officers, our largest occupational group, is not sufficient to attract Pacific people from the education sector.

## Pay and Pay Gaps

Confirming the context for considering any pay gaps, our workforce is predominantly female with most people being employed in two roles: Review Officers and administrative roles. For the remaining roles the numbers employed continue to be very small, have no male representation, or the role is a one-off with consequently no gap.

The 2023/2024 Collective Employment Agreement improved the pay for those in lower paid roles, over and above the movement provided by the Public Service Pay adjustment. This has resulted in the pay gap for our administration roles virtually being eliminated at less than 1% with an average movement of the salary range for these people of 11% at the mid-point.

The overall gender pay gap by quartile was also determined and considered. There continues to be no gap at the lower quartile. The gap at the median is 3.22% and -18.91% at the upper quartile. ERO's senior leadership is 77.8% women and therefore the negative pay gap reflects the greater number of women in senior leadership roles.

The Public Sector gender pay gap at 30 June 2024 was 6.1%. At the same date the mean pay gap in ERO was 3.5%, which is a decrease of about 2.5% from the previous period.

There is only one pay gap we can report on, that is for the European ethnic group:

Group	Mean	Median
European	0.84%	1.47%

In considering ethnic pay gaps, other than for European, the group sizes remain too small to report in more than a generalised way. There is little opportunity for us to change this, especially in the short term as it would require a significant change in the demographics of the education sector workforce.

## Occupational groups

For our largest occupational group, Review Officers (clustered in Review and Improvement Services, Review Māori and Pou Reo) the mean gender pay gap is –2.54% - a decrease from 0.78% in 2023 - and the median gap is –1.11%.

Many of the remaining roles are specialist or one-off roles making reporting on pay gaps impossible as the numbers are inadequate to meet the required benchmark. In addition, some roles, such as Administration Officers, are only held by women and so there is no comparison to make in terms of remuneration.

## Average Salary by gender and ethnicity

### Salaries

Average Salary 2024	Overall (2023)	Women (2023)	Men (2023)
European	\$112,064 (\$105,967)	\$111,891 (\$104,247)	\$112,837 (\$115,145)
Māori	\$114,363 (\$111,516)	\$112,861 (\$109,627)	-

Other than for European it is not possible to fully report average salary in terms of ethnicity as the groups are too small for the information to be robust or meaningful.

Average salary 2024	On recruitment (2023)	At cessation (2023)
Women	\$116,021 (\$92,297)	\$107,195 (\$95,252 )
Men	\$117,983 (\$107,912)	\$126,992 (\$115,801)

Over the 12 months to 30 June 2024, men recruited from senior roles, largely in the education sector, begin on slightly higher salaries than women and leave ERO on higher salaries than women.

## Review officers

Average Salary 2024	Overall (2023)	European (2023)	Māori (2023)
Women	\$108,416 (\$100,297)	\$107,195 (\$100,794)	\$99,458.48 (\$110,418)

## Te roanga o te kōrero | Narrative

ERO's workforce is predominantly female and European. It continues to have an older average age than the public service overall.

As the pool of candidates for at least 66% of our roles is from the education sector, and while we are working on a range of strategies in terms of representation, we are limited in our ability to address this gap unless the demographics for the education sector change.

Following COVID and challenges facing the education sector, the stress and fatigue on educators has been well documented. The need to find different ways of working, for example relying more on digital or hybrid approaches, has not only impacted the teaching profession but also our own workforce. Given changes in the operating environment of the education sector and new government education priorities, ERO has also had to adjust its methodologies and approaches, along with systems and processes, to support its work in early childhood services and schools/kura.

Our current remuneration settings are insufficient to attract more men, Māori and Pacific peoples. The latter two groups are already in demand in the sector and our salaries are either not high enough to attract them in the first place or sufficient to retain them once they have learned valuable skills here that make them more attractive in the education sector. For men in general, the salaries we offer are not competitive with the market. However, some of the capability-building and partnership programmes we have put in place have attracted men (typically senior leaders/principals) to join ERO for a short period as it enhances their ability to gain higher status roles in the education sector.

We are aware from candidates that our remuneration ranges outside ERO's management structure are also not competitive and need to be addressed if we want to improve our ability to recruit and to retain our people. We plan to establish more consistent approaches to the implementation of our remuneration policy at the point of recruitment and in terms of progression.

The opportunity for promotion exists across the organisation. However, outside Review and Improvement Services which is our largest business group with the majority of staff, these opportunities are limited due to the relatively high number of one-off and/or specialist roles. Furthermore, given the very flat nature of the management structure, the number and size of the step up into a more senior position limits opportunities for promotion. In Review and Improvement Services, and to some in extent in Review Māori, the career path is from Review Officer to Manager Review and Improvement Services and then to a very limited number of more senior roles.

Some of the managerial/leadership capabilities required in the public sector are different to those required in early learning services and schools. While many are transferable, we continue to provide our people leaders with opportunities to learn about public sector leadership obligations, including serving the

government of the day and the machinery of government, political neutrality, standards of integrity and conduct, unconscious bias, and inclusive leadership.

We intend to focus further on a review of our recruitment policy and end-to-end processes and guidance. This will not only enhance our ability to broaden our diversity but to uplift people leader capability.

We are aware that the information we collect through the recruitment process about ethnicity (we only collect at primary level), disability, and remote working/flexible working arrangements could be better. This continues to be a focus for improvement and will help to provide evidence to show that our strategies are making the desired improvements.

## Pae Tata, Pae Tawhiti | Progress to date

**Progress to date on combined approach including progress to 30 June 2024 and planned priority actions for 2025**

Focus area	What we said we would do	What we said success would look like	Achievements / progress to date	Planned priority actions 2025
<b>Te Pono</b> Transparency	<p>Reassess our options for the collection and maintenance of data throughout the employee lifecycle including compliance with Te Kawa Mataaho and Stats NZ standards</p> <p>Include gender pay and diversity and inclusion clauses in the Collective Employment Agreement (CEA)</p>	<p>Data on gender and ethnic pay gaps on published on Te Tūi (our intranet)</p> <p>Recruitment tool in place providing robust levels of data</p> <p>Remuneration material available on Te Tūi</p>	<p>Pay gap data is published on the intranet. The recruitment tool, Springboard, continues to enhance our recruitment process and improve the appropriate collection of data. Gender and ethnic pay, and diversity and inclusion clauses were included in the CEA agreed and ratified in 2023.</p>	<p>Complete Applicant Tracking process to include the collection of applicant demographic data.</p>
<b>Ngā Hua Tōkeke mō te Utu</b> Equitable outcomes	<p>Monitor starting salaries and like for like salaries to minimise/mitigate influence of bias</p> <p>Identify, address and remediate instances where inequality in pay affects people in like for like roles</p>	<p>Gender and ethnic gaps stable</p> <p>Inequities remediated</p>	<p>Our gender pay gap has continued to decrease. Some difficulties in reporting ethnic data (representation and pay gap due to small group size).</p>	<p>Introduce a new remuneration system with increased transparency and refresh the reporting to include insights which are valuable to decision-makers.</p>

Focus area	What we said we would do	What we said success would look like	Achievements / progress to date	Planned priority actions 2025
<p><b>Te whia kanohi i ngā taumatoa katoa</b></p> <p>Leadership and representation</p>	<p>Continue our journey towards being bi-lingual and bicultural through He Taura Here Tangata – our Māori strategy</p> <p>Provide material on Te Tūi so leaders have clear understanding of expectations</p>	<p>Levels of representation of ethnic groups maintained and our recruitment and internal promotion outcomes are the result of an equitable and inclusive process</p>	<p>Over time, our workforce has become more diverse. However, over the last year we have become less diverse: more women were appointed than left; less Māori were appointed than left; more Europeans were appointed than left. However, given the groups including gender and other than European and perhaps Māori are small, any change to the size of the group has a proportionally large impact.</p> <p>ERO Rainbow Alliance established</p>	<p>Review of Māori strategy: this will enable refocused attention to representation, development opportunities for Māori, and bicultural competency across the organisation.</p> <p>Proactive approach to recruiting Pacific, Asian and other ethnic groups.</p> <p>Continued attention to recruiting more men where possible.</p> <p>Embed ERO Rainbow Alliance and</p> <p>Explore ELN for ERO's disabled and neuro-diverse people</p>
<p><b>Te Whakawhaketanga i te Aramahi</b></p> <p>Effective career and leadership development</p>	<p>Continue our journey to grow our cultural and inclusive leadership capability through Te Waka Hourua, our leadership strategy, and aligned development offerings</p>	<p>Our people, not just those who hold formal leadership positions, see themselves as being leaders who are culturally responsive, respectful of others, inclusive and value diversity, promote</p>	<p>Further changes to our Methodology and Professional Practice group and HR team during 2024 is providing opportunities for a refocus on capability and leadership uplift which will have a positive impact on <b>inclusive leadership</b>,</p>	<p>Implementation of new performance management framework: this has opportunities built-in for all of ERO's people to have ongoing conversations with their managers about their wellbeing and career/leadership development</p>

Focus area	What we said we would do	What we said success would look like	Achievements / progress to date	Planned priority actions 2025
		wellbeing, and are curious and open to learning	valuing diversity and promoting wellbeing.	Explore opportunities for Māori Tuakana/ Teina mentoring and Pacific mentoring.  Establish explicit pathways for Māori and Pacific leadership development and careers (including the Public Service)
<p><b>Te whakakorekore i te katoa o ngā momo whakatoihara, haukume anō hoki</b></p> <p>Eliminating all forms of bias and discrimination</p>	<p>Review all our people policies for bias or discrimination and for being supportive of an inclusive workplace</p> <p>Remind managers of the unconscious bias module and to either complete or re-do it</p> <p>Review our people practises for gender neutrality and not increasing discrimination</p> <p>Review our recruitment policy and practise from end to end including guidance for hiring</p>	<p>Reviewed policies and practises published on Te Tūi and well communicated to all our people. They are also easy to read and understand</p> <p>Material available on Te Tūi providing hiring managers with support on how to minimise bias and discrimination throughout the employee life cycle with a particular focus on equitable inclusive practice throughout the hiring process</p>	<p>We have continued to review our people policies and practices as they come up for review. We have continued to check for bias and discrimination and how well relevant policies support an inclusive workplace.</p> <p><b>Unconscious bias</b> modules have been provided in the past but have been on hold.</p>	<p>Unconscious bias modules from preferred supplier to be tailored for ERO context and made available for all people leaders.</p> <p>Further review and strengthen recruitment policy to ensure it addresses cultural competence (e.g. Refer Te Arawhiti Capabilities framework)</p>

Focus area	What we said we would do	What we said success would look like	Achievements / progress to date	Planned priority actions 2025
	managers around gender and ethnic gaps			
<b>Te Taunoa o te Mahi Pingore</b> Flexible work	<p>Continue implementation of flexible work in how and where we recruit and locate our people so that they are closer to the community they serve</p> <p>Seek and implement ways to improve the consistency of application of our flexible working approach.</p>	Our people tell us they feel enabled to work in ways appropriate and relevant to their individual situation	We have continued to recruit people closer to the community they serve, where possible, as a result travel and nights away have significantly reduced.	Review of work from home arrangements: Managers have worked with their people to ensure they are sustaining a productive workplace/work from home balance.

## Appendix: Relevant trends over time in ERO's workforce demographic

Year	Headcount	GPG	Female	European	Māori	Pacific	Asian
2000	159	10.42%	63.52%	83.02%	15.09%	3.77%	0.00%
2001	172	15.10%	66.86%	82.53%	15.16%	2.41%	0.00%
2002	188	10.68%	69.15%	75.94%	18.18%	3.74%	2.14%
2003	178	10.49%	67.42%	75.00%	19.32%	3.41%	2.27%
2004	205	12.65%	70.24%	75.62%	19.40%	2.99%	1.99%
2005	235	14.18%	72.77%	80.95%	18.61%	3.03%	0.00%
2006	257	14.57%	72.76%	71.71%	19.07%	4.28%	1.56%
2007	241	19.96%	73.44%	79.67%	21.58%	3.73%	2.49%
2008	220	10.45%	72.73%	76.53%	22.07%	4.28%	2.82%
2009	226	10.94%	71.68%	71.96%	20.56%	3.73%	0.00%
2010	215	10.82%	71.63%	79.90%	20.10%	5.16%	0.00%
2011	225	13.43%	73.78%	71.22%	20.98%	4.67%	2.44%
2012	219	9.62%	73.52%	72.50%	18.50%	5.39%	2.50%
2013	219	10.37%	72.60%	71.36%	21.11%	5.50%	2.51%
2014	216	10.35%	72.69%	69.95%	22.80%	5.03%	2.59%
2015	212	9.64%	75.00%	69.42%	21.84%	4.66%	2.91%
2016	209	9.06%	76.56%	70.53%	21.74%	4.85%	3.38%
2017	205	9.68%	79.05%	69.76%	21.46%	3.86%	3.90%
2018	203	10.41%	79.31%	66.67%	21.39%	4.39%	4.48%
2019	193	14.11%	78.24%	65.97%	21.47%	4.98%	4.71%
2020	214	9.42%	78.97%	66.67%	18.78%	5.76%	6.10%
2021	236	10.34%	80.08%	64.68%	20.00%	5.63%	7.23%
2022	227	8.84%	82.82%	62.56%	20.70%	6.61%	7.49%
2023	226	6.42%	81.86%	58.41%	23.01%	4.87%	6.64%
2024	234	3.5%	82.1%	58.5%	22.2%	4.7%	6.0%

Source: HRC data drill down [Guidance: Data drilldown and technical guidance - Te Kawa Mataaho Public Service Commission](#)

