

# Diversity is our first line of defence

Government Communications Security Bureau  
and New Zealand Security Intelligence Service  
**Diversity and Inclusion Strategy 2017 – 2020**



The background of the image is a complex, abstract pattern of overlapping, semi-transparent geometric shapes. These shapes are primarily vertical bars and horizontal bars of varying lengths and widths. The color palette is diverse, including shades of purple, brown, yellow, green, orange, dark blue, pink, and beige. The overall effect is a dense, multi-colored mosaic that frames the central text.

Diversity is our  
first line of defence

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# Message from the Directors-General

## ***Tēnā koutou katoa***

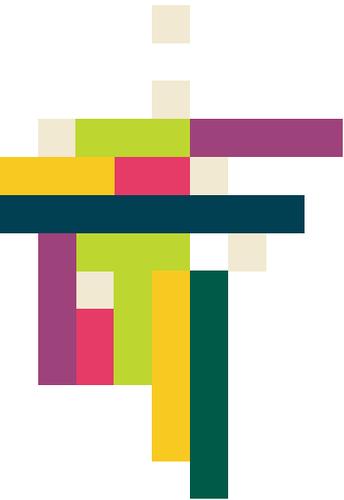
The Government Communications Security Bureau (GCSB) and the New Zealand Security Intelligence Service (NZSIS), referred to in this document as New Zealand Intelligence Community (NZIC), are New Zealand's security and intelligence agencies. Our new legislation, the Intelligence and Security Act 2017 (ISA) confers three key objectives to our agencies.

These are to contribute to:

- » The protection of New Zealand national security.
- » The international relations and wellbeing of New Zealand.
- » The economic wellbeing of New Zealand.

At their core, these objectives are concerned with keeping New Zealand and New Zealander's safe from significant national security threats. These threats include cyber-attacks, terrorism, espionage (against New Zealand Government and New Zealand institutions) and offshore political or civil unrest that New Zealanders might be caught up in.

We believe, to succeed against increasingly complex global threats, the GCSB and NZSIS must develop a dynamic, agile workforce that reflects diversity in its widest context. That includes, but is not limited to, ethnicity, culture, heritage, gender, age, religion, language skills, differing abilities, sexual orientation, gender identity, ideas and perspectives. We also need to ensure that the different perspectives that come with diversity are valued and harnessed.



Diversity and inclusion is a way of thinking and an approach to delivering better results. Through diversity and inclusion we gain the varied perspectives needed to tackle complex issues and to come up with innovative solutions. Our strength is underpinned by our ability to problem solve, innovate and adapt quickly. We can achieve our outcomes by drawing on different strengths, attitudes and characteristics of the many talented individuals that make up our workforce.

A robust and agile NZIC will only happen if every person is given the opportunities, tools and environment to contribute to their full potential. Everyone has a role to play in making this a reality. We must all consciously encourage diversity and inclusion at every level, every day.

We all understand that teamwork requires us to think about how we relate to one another, respect our differences and recognise the value of each person's contribution. We need to be fair and inclusive and work collaboratively to achieve the best results. With an inclusive culture, which leverages diversity, we will foster new ideas, innovation and insights which support us to be successful in our mission to keep New Zealand and New Zealanders safe.

Our future will be in part determined by our ability to recruit and retain good people who more closely reflect the community we serve. We are also in a fortunate position where we will be growing our workforce significantly over the next three years. This gives us an opportunity to deliberately recruit a more diverse workforce that better reflects the community we serve.

Building on the information we have collected about the current composition of the agencies, we have developed a three year plan which we believe will strengthen our focus on diversity and inclusion and set us on a pathway to enhance and fully leverage our talented workforce.

The requirement that our staff must obtain a Top Secret Special clearance means that we are unlikely to be fully reflective of the diversity of the New Zealand population. We can however make significant progress with gender, Māori, and Pacifica in particular, to deliver on our objectives now and in the future.



While this is a three year strategy and we have some overarching goals – the two key areas we will focus on in the next 18 months are:

- » Women – attract, retain, develop, progress and increase the number of women at all levels; and
- » Māori, Pacific and Asian peoples – attract, retain, develop, progress and increase the number of each ethnicity within our workforce.

These areas will be supported through building and celebrating an inclusive culture and, by understanding our data, acting on that information and tracking progress.

This three year strategy will complement the NZIC Workforce Strategy (2016 – 2020) by providing the opportunity to grow our workforce while at the same time focusing on diversity.

Having a diverse workforce is central to our success and we look forward to the day when we can say we have achieved – ***He waka eke noa*** – a canoe which we are all in with no exception.

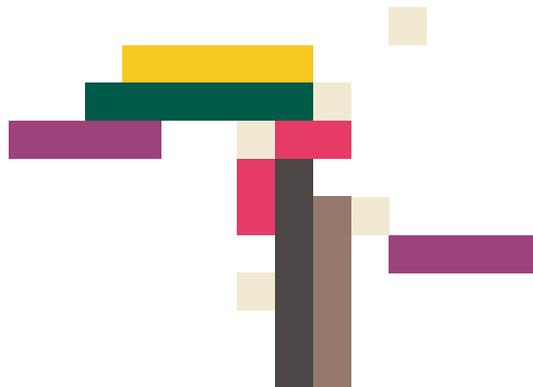
## ***Ngā mihi***



***Andrew Hampton***  
*Director-General of the Government  
Communications Security Bureau*



***Rebecca Kitteridge***  
*Director-General of the New Zealand  
Security Intelligence Service*



# What is Diversity and Inclusion?

## ***Diversity***

Diversity is about our individual differences and acknowledging the unique blend of knowledge, skills and perspectives people bring to the workplace.

Diversity can include characteristics such as cultural background and ethnicity, age, gender identity, disability, sexual orientation, religious beliefs, language and education. Diversity also includes professional skills, working style, location, and life experiences.

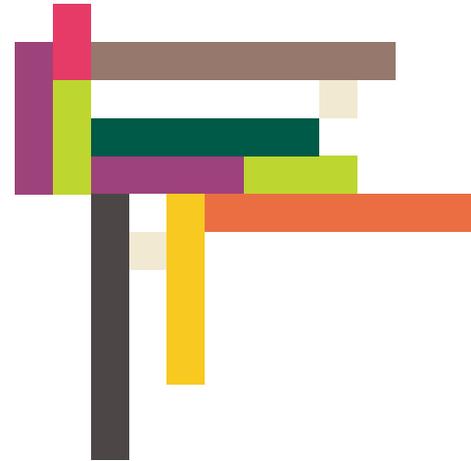
## ***Inclusion***

An inclusive culture is one where everyone feels valued and respected and is able to fully contribute. It is about removing barriers to make sure everyone can fully participate in the workplace and have equal access to opportunities. Inclusion is about empowering people to contribute their skills and perspectives for the benefit of organisational performance and business outcomes.

## ***Why Diversity and Inclusion matters***

Diversity is central to innovation. It brings forth new and better ways of doing things, helps us harness the benefit of technology and improve the efficiency and quality of our services. Inclusion is the key to unlocking this potential.

When we value workplace diversity and inclusion, we see benefits such as higher employee engagement, improved performance, greater innovation, retention of talent, improved employee wellbeing, lower levels of poor behaviour such as harassment and bullying and increased attractiveness to potential employees.



# The Case for Diversity and Inclusiveness



Increased diversity and inclusion offers potential improvements to performance, innovation, recruitment and retention, understanding and public confidence.

The benefits are not just for currently under-represented groups. We all win through diversity and inclusion. Some of the benefits are unique to New Zealand's security agencies, not the least being the benefit we will accrue by having a better understanding of the people we serve. The rationale for increasing our focus on diversity and inclusion is summarised below.

## ***Performance: our ability to deliver will improve.***

Diversity and inclusion helps organisations improve their performance and achieve their objectives. People from different backgrounds have different experiences and they view things through different lenses. This brings to any organisation a wider range of perspectives, ideas and opportunities to learn from each other.

## ***Recruitment and retention: we will have a broader pool of candidates and we will retain good staff.***

To meet our growth targets and to increase capability, NZIC must attract employees with a broad range of skill sets and backgrounds. While it is a very competitive market we need to ensure we are part of the career conversations across society.

This means encouraging different genders, ethnicities, ages, religions and career disciplines to see us as a preferred employer. By having a workplace where inclusion is an active choice, we will encourage new applicants and increase retention.

***Innovation: new perspectives provides new ideas.***

The advantages of diversity and inclusion for innovation and problem solving are well documented. Bringing together a wide range of perspectives and working styles generates more varied ideas and solutions. It also helps organisations to mitigate against group think.

***Insight: we will improve our understanding of other cultures.***

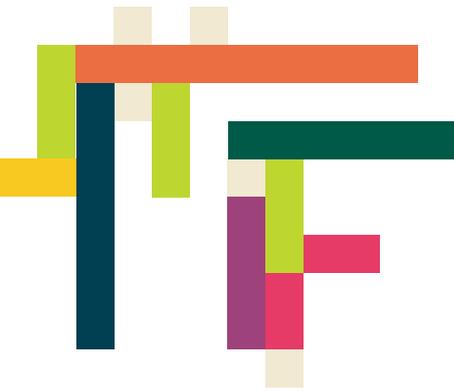
Increasingly, New Zealand is becoming more multi-cultural. Thirty nine per cent of Auckland's population were born overseas and there are 200 different nationalities. Different nationalities come with views and values that we should seek to understand if we are to support them and provide better intelligence on the communities they're connected to. There is also a burgeoning Māori economy and our customer base includes some very large Māori owned commercial entities. To work with our customers effectively, we need cultural understanding, connections and insight.

***Confidence: we need to reflect New Zealand society for them to trust us.***

A more diverse and inclusive workforce will help us enhance the public's confidence and trust. Currently, Māori, Pacific and Asian peoples may justifiably feel under-represented within our agencies. This may be a barrier to recruiting and retaining those groups into the NZIC.



# The Evidence



Substantial research has been undertaken on the case for diversity and inclusion. Research shows there are major organisational improvements through diversity and inclusion strategies. Some of that research is summarised below.

- » Companies in the top quartile for gender diversity are **15 percent** more likely to financially outperform others in their industry. (McKinsey&Company, 2015).
- » Companies in the top quartile for ethnic diversity are **35 percent** more likely to outperform their industry. (Illinois, 2009).
- » Companies with at least **30 percent** female in the executive outperform the stock market by **173 percent**. (Suisse, 2015).
- » Companies with female Board members are **26 percent** more profitable than those with all male Boards (Suisse, 2015).
- » The highest rated companies for LGBT inclusion consistently **outperform** the stock market (Parker, 2006).
- » When women are included in peace processes, there is a **20 percent** increase in the probability of an agreement lasting at least two years and **35 percent** increase in the probability of an agreement lasting five years. (UN, 2015).

*Chief Executives who have led strategies to promote diversity and inclusion see these results in effect.*

90%



Say they are attracting better talent.

85%



Say their business performance has been enhanced.

78%



Say they are better at innovating.

83%



Say they've strengthened their brand and reputation

# Purpose of the NZIC Diversity and Inclusion Strategy

The reasons for focussing on diversity and inclusion are simple. Firstly, we are absolutely convinced it is the right thing to do. Secondly, we know it is critical to our work to have diverse talent, views and thinking if we are to achieve our purpose of keeping New Zealand and New Zealanders safe in an ever-changing environment.

Our Diversity and Inclusion Strategy envisages a workforce where our differences are recognised, respected and embraced as an opportunity to develop and enhance our capability. We want to be recognised as organisations where talent is nurtured and opportunities are available to all. Our organisations will foster and celebrate collaboration and inclusion.

This Diversity and Inclusion Strategy tells us where we are now, where we aspire to be by 2020, and sets out an action plan to get there. It focuses on which areas of our agencies need priority attention if our goals for diversity and inclusion are to be achieved. It commits us all to a plan of action that aims to ensure that by working together we will, by 2020, be recognised as an employer of choice that embraces diversity and inclusion.

## ***Why does Diversity and Inclusion Matter to the New Zealand Intelligence Agencies?***

Our Five Eyes partners have also been challenged to think about Diversity and Inclusion in their workforces. Two recent public comments from the UK show the commitment both GCHQ and MI6 have to ensuring they address the problems head on.



### **Aspiration:**

*By 2020, the GCSB and NZSIS will be recognised as inclusive, diverse and progressive organisations that maximise capability through their workforces.*

*“To do our job, which is solving some of the hardest technology problems the world faces for security reasons, we need all talents and we need people who dare to think differently and be different – dull uniformity would completely destroy us.”*

Robert Hannigan, the former Director for GCHQ.

*“The more different people you have in a room, in these high pressure circumstances in which we operate, the better the decisions. So success for me is a deeper broader range of technological skills in MI6 and more diversity, particularly more women.”*

Alex Younger MI6 Chief.

Our agencies are tasked with the critical mission of keeping New Zealand and New Zealanders safe from those who may wish to do harm to our country, communities and the values we hold dear.

We have been engaged in the work we do for more than fifty years and we have learnt that we need talented and diverse individuals with a broad range of skills to combat the threats we face.

Alan Turing who is reputed to have had all the symptoms of Asperger Syndrome, cracked the Enigma code in the Second World War is a very good example of Diversity. As are the very talented women who worked at Bletchley Park and Nancy Wake our own New Zealand born war heroine who became the most decorated female agent of the Second World War. Other examples of where diversity has made a difference include the

African American female mathematicians who worked at the National Aeronautics and Space Administration (NASA) during the space race.

We are in a fortunate position where we will be growing our workforce over the next three years. This provides us with an opportunity to reach out to communities and individuals that we may not have directly approached before.

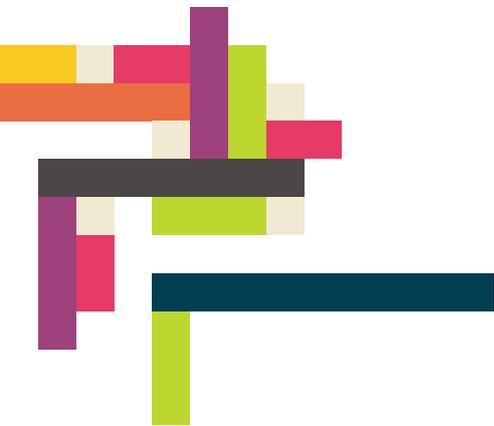
But if we only ever talk to one part of the community, it will be challenging to reach our growth targets and increase diversity. This in turn restricts our operational agility and security and intelligence capabilities.

We need to get better at explaining what we do and what we can offer potential employees. We have a good story to tell. The work we do is not only important, it is interesting and challenging and makes a real difference to New Zealand. Career opportunities are diverse and we invest in our people. We have a great culture; staff are given responsibility early in their career, and they do challenging projects and get to experience unique opportunities.



If we are diverse and inclusive we are more likely to attract great new recruits to join our current team. According to a PWC survey **86 percent** of employees say an employer's policy on diversity and inclusion is important to them when deciding where to work. (PWC, 2015).

We are currently developing new ways to engage with a broader spectrum of the community so we can recruit the right people from a more diverse New Zealand community. Importantly we need to appreciate that the employees we hire today will be our culture tomorrow.



## Having Diverse People

A workplace that brings together perspectives of individuals of all backgrounds, cultural experiences, life experiences, preferences and beliefs.

Recognising collective and individual ability to create a diverse and inclusive environment where everyone's perspectives are appreciated and respected.



Valuing Differences



A Culture of Inclusion

An environment where people can be themselves, share their perspectives and know they are valued.

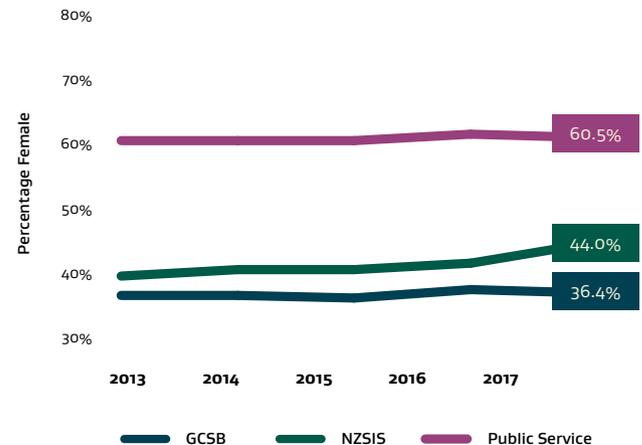
# By the numbers – a snap shot in time – November 2017

The following pages present a snapshot of the current diversity profile of the GCSB and NZSIS, detailing our current state and historic trends. This data seeks to highlight areas needing improvement in order to strategically assess and devise specific initiatives to resolve them.

## Gender Balance

While both agencies have made slow progress towards achieving gender balance among the whole workforce, we have made significant progress at a management level. Within the GCSB women now represent the majority of senior managers and NZSIS has shifted their overall gender balance by 5 percent in the past five years.

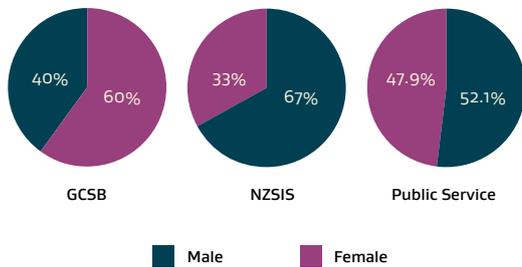
### Gender Distribution – All Staff



### Aspiration:

*We have an aspiration to increase the numbers of women within the GCSB and NZSIS by one percent, per year over the next three years.*

### Gender Distribution – Senior Managers (Tier 2 – 3)



### Gender Pay Gap

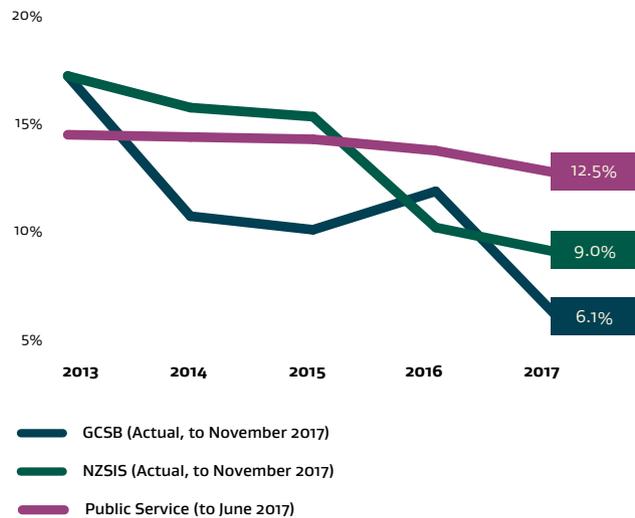
In recent years, substantial progress has been made in resolving our gender pay gap with both agencies showing a downward trend towards achieving pay equity.

A number of factors can influence the gender pay gap including seniority, occupation, age, tenure, conscious and unconscious bias. Bias can be introduced when employees are first appointed e.g. if women with similar skills and experience to men are offered lower salaries or, if during the performance management process, women are routinely given lower ratings than men.

Another major determinant of the gender pay gap is the different seniority of positions and the types of positions held by women.

The main contributor to the GCSB pay gap is that there are not enough women in the high paying technical roles, and for NZSIS not enough women in the higher paid operational roles.

### Gender Pay Gap



### Aspiration:

*We have an aspiration to reduce the gender pay gap within the GCSB and NZSIS to a maximum of five percent by 2021.*

## **Ethnicity**

The ethnic profile of our agencies is not representative of either the Public Service or the New Zealand population. While our ethnic data is not completely accurate as people (13.91 percent across the agencies) do not disclose ethnicity, a concerted and deliberate effort is necessary if we want to better reflect New Zealand's ethnic profile.

## **Improving our Gender and Ethnic Diversity**

Thought must be given to what barriers exist and how we might overcome them to encourage more women, and ethnic minorities to join the NZIC.

NZIC must also consider what initiatives we can implement to attract a diverse range of candidates to apply for our roles.

We should also not be afraid to ask ourselves the hard questions including whether we are excluding people of different cultures, religions or ethnicities unnecessarily. Testing our own unconscious bias plays a big part in developing a diverse and inclusive culture.

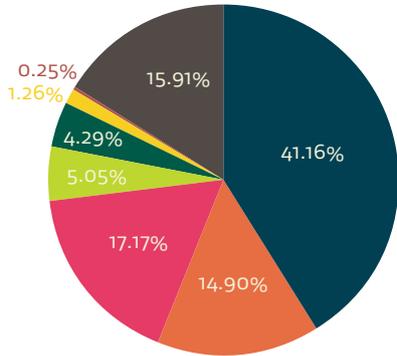
Low representation of Māori and Pacific employees is reflective of a broader challenge across the Public Service (and broader economy). There is a lack of qualified candidates applying for roles and a competitive market.



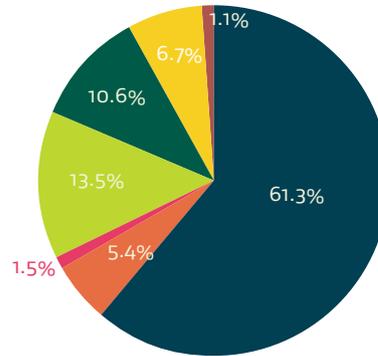
### **Aspiration:**

*We have an aspiration to increase our ethnic diversity within the NZIC by three percent inclusive of Māori, Pacific, and Asian peoples within three years.*

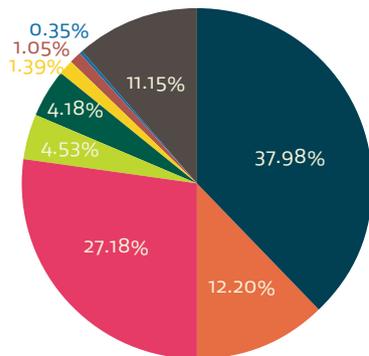
**Ethnic Profile GCSB (June 2017)**



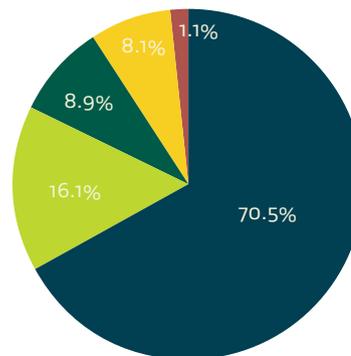
**Ethnic Profile – NZ Population (2013 Census)**



**Ethnic Profile NZSIS (June 2017)**



**Ethnic Profile – Public Service (HRC 2016)**



HRC does not distinguish between NZ European and European

Please note the ethnicity calculations used for the GCSB and NZSIS are based on the employee count of each organisation, to enable accurate forecasting of the increase in representation required to achieve our diversity goals. As such these figures differ from those reported in our Annual Report and by the State Services Commission which use a sum of declared ethnicities calculation.



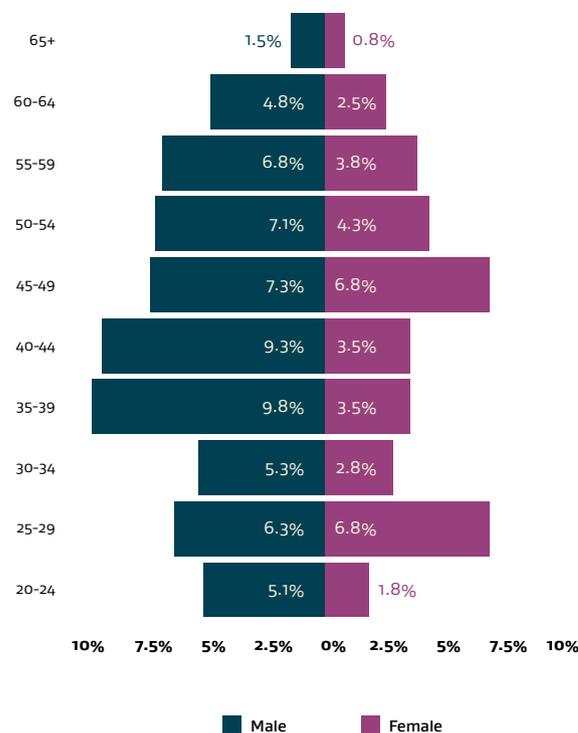
## Age Profile

Our age profile shows a large percentage of our workforce are early in their career, with nearly one-third under the age of 35. These staff represent some of the future leaders and technical experts of the NZIC. Thought should be given to how we can develop them for future roles, while also ensuring gender-equal opportunities exist as they progress their careers.

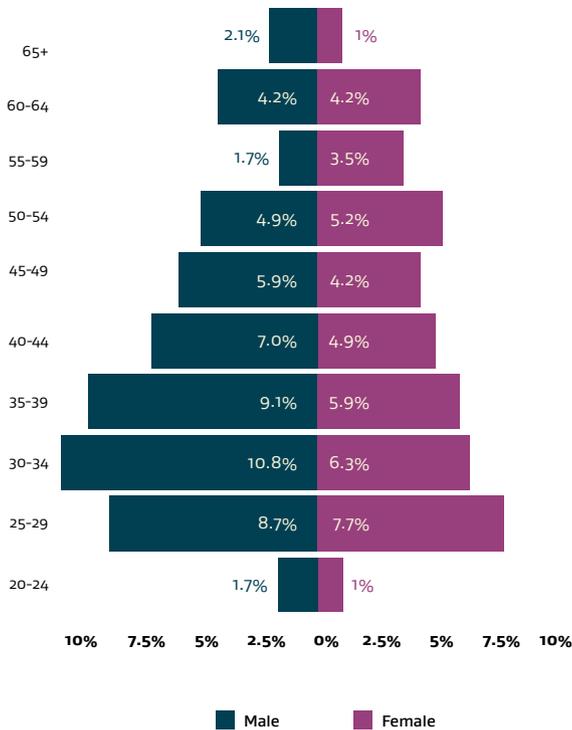
The gender profile of our staff within the 25 – 29 age bracket presents a more balanced distribution and is indicative of the changing expectations of New Zealand society as younger people access the same types of jobs regardless of gender.

The New Zealand population is also changing with a greater percentage of the population (the baby boomers) moving into the older age group. For the NZIC, like many employers, the older age group will become an essential part of the workforce because of the experience and expertise they bring and the length of time they will stay in employment due to improved health and changing government policies. The risk we face is when they leave the workforce, a knowledge and experience vacuum will occur that can be hard to replace. Hiring people managers, developing a skills pipeline and increasing training and development, along with enhancing benefits and providing some innovative working arrangements will help to retain them. This could include promoting flexible working arrangements, compressed hours, shorter weeks. By doing this it can help mitigate the risk of losing their expertise.

Age and Gender Distribution – GCSB



**Age and Gender Distribution – NZSIS**



### *Using our Data*

Our diversity profile has been drawn from the data we hold on our current workforce. It is essential for us to establish and maintain a rigorous diversity and inclusion analytics process that allows us to understand our realities and pinpoint where we have specific challenges. This will show us where to focus our energies and where we are making progress. We will update our diversity information every six months so we can track our progress towards achieving a more diverse and inclusive workplace.

### *Our Aspirations: achieving the goals we have set.*

In order to know where we want to be and how we will do it, we need to understand where we currently are. The graphs of our workforce statistics on the following page present our current state, and visualise the aspirations we have set for ourselves.

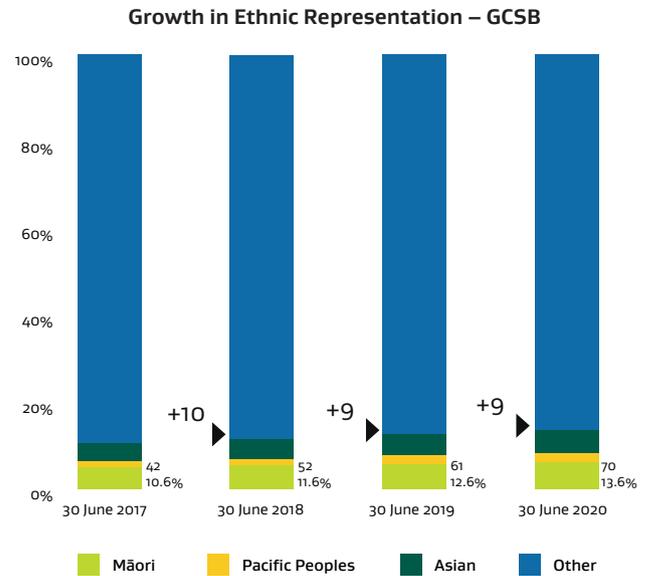
We have deliberately set aspirational targets because we think it is important for a concerted effort to be made. In setting the targets, we have quantified them as actual people we need to employ in order to make the workforce changes we aspire to. It also allows us to better understand the challenges ahead of us.

Our plan sets out some of the interventions which we think will help that pipeline.

## Our Aspirations: visualised

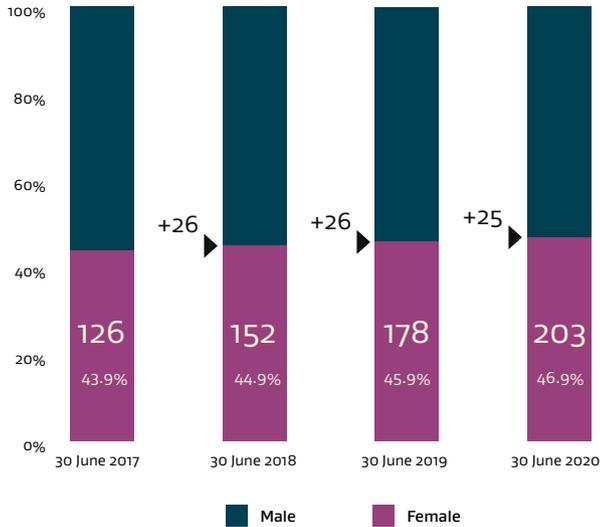


To achieve the goal of increasing the GCSB’s gender diversity by one percent each year, we will need to employ at least 21 female applicants from outside of the Intelligence Community per year on a compounding basis, while also retaining the female staff we have.



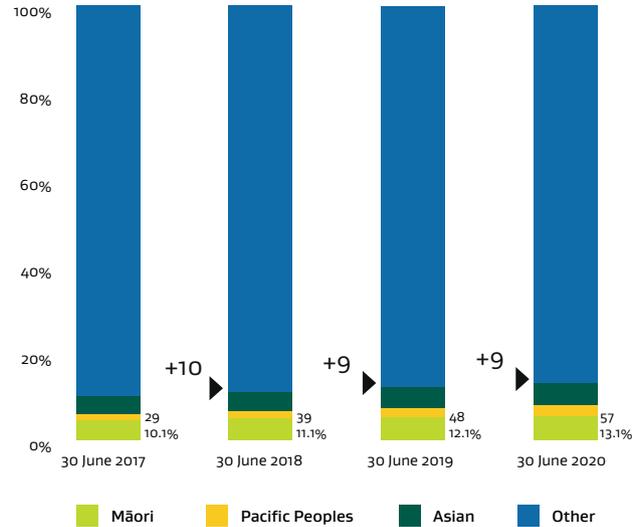
To achieve our goal of increasing the ethnic diversity of the GCSB by one percent each year, we will need to employ at least nine to ten ethnically diverse applicants from outside of the Intelligence Community per year on a compounding basis. By 30 June 2020 we aspire to have 70 employees who come from Māori, Pacific, or other ethnic backgrounds, representing 13.6 percent of GCSB.

**Growth in Gender Representation – NZSIS**



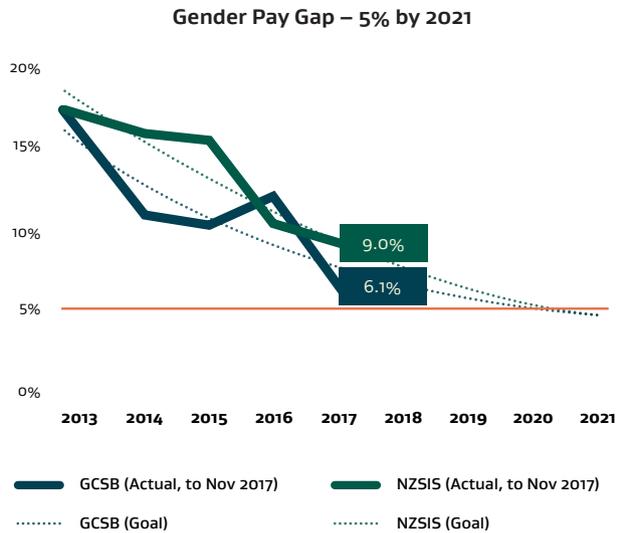
To achieve the goal of increasing the NZSIS’s gender diversity by one percent each year, we will need to employ at least 26 female applicants from outside of the Intelligence Community per year on a compounding basis, while also retaining the female staff we have.

**Growth in Ethnic Representation – NZSIS**

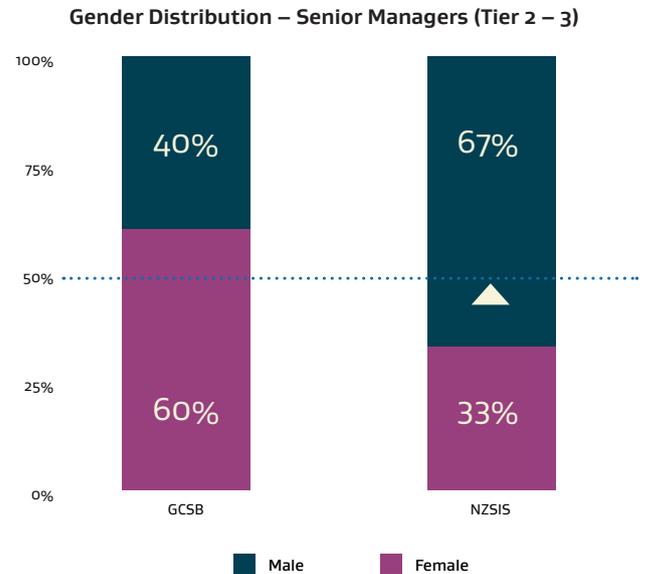


To achieve our goal of increasing the ethnic diversity of the NZSIS by one percent each year, we will need to employ at least nine to ten ethnically diverse applicants from outside of the Intelligence Community per year on a compounding basis. By 30 June 2020 we aim to have 57 employees who come from Māori, Pacific, or other ethnic backgrounds, representing 13.1 percent of the organisation.

## Our Aspirations: visualised (Cont.)



Our agencies have made a commitment to decrease our Gender Pay Gap to at least five percent by 2021. We will achieve this by continuing the momentum of the progress we have made over the last four years, and continuing to ensure our staff are recognised and valued for the work they do.



While the GCSB and NZSIS Senior Manager distribution are quite different, the target remains the same. For the GCSB we must endeavour not to fall below 50 percent female representation in Senior Management. For the NZSIS we must work to improve our representation, aiming to achieve 50 percent.

The background of the image is a complex, abstract pattern of overlapping, semi-transparent geometric shapes. These shapes include rectangles, squares, and thin lines in a variety of colors: dark teal, bright yellow, vibrant pink, light green, orange, purple, brown, and dark blue. The shapes are arranged in a way that creates a sense of depth and movement, with some shapes appearing to be in front of others. The overall effect is a vibrant, multi-colored mosaic.

Strategy  
to action

# About our Diversity and Inclusion Strategy

By 2020, the NZIC will be recognised as inclusive, diverse and progressive organisations that maximise capability through its workforce.

This Strategy has a three year life span and will be reviewed in 2020. It comprises of four goals for achieving diversity and inclusion in the NZIC and identifies our four immediate areas for focus in the coming 12 – 18 months.

Our ultimate aspiration (as above) will be accomplished, through the achievement of the following goals.

Goal 1

Workforce Diversity

***The NZIC has strategies in place to support the employment and retention of identified diverse groups.***

Goal 2

Diversity through Workforce Leadership

***The NZIC will empower, enable and equip its leaders to recruit, develop and retain a diverse and competent workforce.***



## Aspiration:

*By 2020, the GCSB and NZSIS will be recognised as inclusive, diverse and progressive organisations that maximise capability through their workforces.*

### Goal 3 Workforce Inclusion

***The NZIC will foster a culture that encourages collaboration, flexibility and fairness to enable all employees to realise their potential and increase retention.***

### Goal 4 Sustainability & Accountability

***The NZIC breaks down systematic barriers to inclusion by embedding diversity and inclusion policies and practices and, equipping leaders with the ability to manage diversity and be accountable for the results.***

The focus for the next 12 to 18 months under the four goals are:

- » Women – attract, retain develop, progress and increase the numbers; and
- » Māori, Pacific, and Asian peoples – attract, retain, develop, progress and increase the numbers.

Those goals will be supported through building an inclusive culture and celebrating diversity; understanding our data; acting on the information we receive and tracking progress.

A detailed Diversity and Inclusion Action Plan supports this strategy. This describes the specific activities and initiatives to be undertaken by the various parts of the business.



# Our Strategic Goals for Diversity and Inclusion in the New Zealand Intelligence Agencies

## Goal 1

## Workforce Diversity

***The NZIC has strategies in place to support the employment and retention of identified diverse groups.***

The NZIC must be flexible, adaptable and inclusive if it is to attract and retain talent in a competitive environment.

We do not yet reflect New Zealand society and that means we sometimes miss out on the perspectives and experiences of women as well as Māori, Pacific and Asian peoples and others with different cultural, ethnic, linguistic and social backgrounds. We could also do better when it comes to supporting those with physical disabilities. To attract this level of diversity, and to show the NZIC is genuine in its commitment to attracting this level of diversity, we need to ensure our overall public approach is open and inclusive. This includes, but is not limited to, how we interact with communities through our day-to-day work, our online presence and media engagement.

### ***Priority One: Women – Attract, Recruit, Retain, Progress and Increase***

The NZIC has made relatively slow progress in the past five years in balancing the gender representation at an organisational level. For NZSIS in 2012, 42.5 percent of staff were women. NZSIS decreased to 39.2 percent in 2013, and has gradually increased each year to reach 44 percent as at 20 June 2017.

In 2012 the GCSB reported that 32 percent of staff were women. This figure increased to 36 percent in 2013, but there has been little change since, with 36.4 percent as at 30 June 2017.

Part of the issue for the GCSB is that it employs a high proportion of staff with science, technology, engineering and maths backgrounds which traditionally have been the career focus for men. The NZSIS in the past has had a more balanced gender mix. However, women are generally under-represented in the more operational roles. In both organisations some specific actions need to be taken to encourage more women into these roles.

The ratio of women in management across in the GCSB has improved with 60 percent of Tier 2 and 3 managers being women but in the NZSIS that ratio is only 33 percent. While we can recruit more women into management roles from the outside there is also an opportunity to develop our own pipeline by identifying women earlier in their career and helping them to develop the skills they need to become subject matter experts and managers.

Other issues (which are not issues just for women) include getting the right balance between work and family responsibilities, providing more flexibility in employment provisions and assisting with child and elder care.

## ***Priority Two: Ethnic Diversity – Recruit, Retain, Develop, Progress and Increase***

### **Increasing Māori representation within the NZIC**

Māori have a unique status as New Zealand's first people and as partners under the Treaty of Waitangi.

Māori represent 13.5 percent of the New Zealand population but within our agencies they make up only 9.5 percent of the workforce.

There is no particular reason that Māori should be under represented in our workforce given (assuming there is no unconscious bias) there should be no barriers to them gaining clearances on the basis of nationality or language.

There is however a very competitive environment for attracting tertiary qualified or career experienced Māori to the NZIC. The public sector generally is looking for qualified candidates as are law and accountancy firms and iwi businesses and organisations.

The NZIC is committed to increasing the participation rates of Māori across the workforce but to do this we need to understand the barriers to entry; raise our profile as an employer of choice and; purposely target Māori within the tertiary system. We should also work with other departments in the security sector to build relationships which might encourage their staff to consider career opportunities with us (such as New Zealand Police and NZDF). We also have an opportunity to build our networks through our customer relationship with iwi organisations and Māori businesses.

Māori also need to feel the environment they are coming into is inclusive. We can achieve this by celebrating the Māori language and culture, and acknowledging that the land and building that most of us work from is on Te Ati Awa land. We have already introduced to the workplace training in Te Reo and Crown Māori relationships. Both Māori Language Week and these programmes have received wide spread support from staff and form an ongoing part of this plan.

**Pacific and Asian Peoples**

New Zealand’s Pacific Peoples are a diverse and growing group in our population. The Pacific youth population is the fastest growing in New Zealand. A little under half (46.1 percent) are less than 20 years old compared with 27.8 percent of the total population. By 2026 it is projected that Pacific Peoples will be 10 percent of the New Zealand population, representing the fourth largest ethnic group in New Zealand behind European, Māori and Asian ethnic groups. This group is growing in numbers plus in proportion, to the population.

Having staff that have cultural insights and language proficiency from the Pacific would be of significant benefit. Again the barriers of clearances are not strong as we now have a high percentage of the Pacific population born in New Zealand.

We also need to focus on attracting more Asian people to work for us – particularly those that are fluent in languages other than English. The Asian population is around 10.6 percent of the population of New Zealand and growing with Statistics New Zealand estimates being that this population will increase to 17.2 percent by 2022.

**Success:**

This goal will be achieved when the NZIC has developed strategies to attract, recruit, develop and retain a diverse workforce. We will champion the diversity in our people and apply that diversity to our advantage by drawing on their skills. Our workforce will more closely reflect New Zealand society and we will be widely recognised as an employer of choice.



## Goal 2

### *Diversity through Workforce Leadership*

#### ***The NZIC will empower, enable and equip its leaders to recruit, develop and retain a diverse and competent workforce.***

To drive change and make real the diversity and inclusion process, we need to have leadership commitment and accountability. This is why we have included Workforce Leadership as a central component to our strategy.

When diversity and inclusion are embraced at the top levels of an organisation there is a flow down effect. The benefit of leadership commitment is that organisations become more effective and performance is improved. This is why workforce leadership is a central component to our Strategic Plan.

For a workforce to change, leaders need to build accountability into their systems and managers need to take responsibility for creating a diverse and inclusive work environment. Managers need to be equipped to understand, support and be accountable for diversity and inclusion and in turn their staff should be empowered to build an inclusive workforce.

Creating awareness of the diversity demographics within our workforce and combining that with unconscious bias training is a core component of

our plans. This will give us the foundation for helping to raise the awareness for building a diverse workforce and gaining commitment from the people managers across the organisation.

The NZIC will show its commitment to diversity and inclusion by ensuring:

- » Leadership is accountable for driving and promoting diversity and inclusion;
- » There is no unconscious bias in any part of the employee talent cycle;
- » All managers are trained to maximise the opportunity to have a diverse workforce;
- » Diversity and inclusion are incorporated into policies, practices and strategic documents;
- » Diversity is seen as an opportunity to build capacity; and
- » We understand and act on the data received through our six monthly diversity and inclusion report.

#### **Success:**

This goal will be achieved when the NZIC capitalises on diverse perspectives and purposely seeks out the opportunity to use those perspectives proactively. Its leaders and managers will ensure that there is an environment where people can thrive and individuals are recognised. They will be actively involved and promote diversity and inclusion initiatives. Our staff will understand the benefits of diversity and inclusion and will recognise us as an employer that values all perspectives.

## Goal 3

## Workforce Inclusion

***The NZIC will foster a culture that encourages collaboration, flexibility and fairness to enable all employees to realise their potential and increase retention.***

Diversity means creating a workforce where there are differences – whether it be gender, ethnicity, ways of thinking, religion, sexuality, languages or age.

Within the NZIC we want to create an environment of involvement, respect and connection – where the richness of ideas, backgrounds and perspectives are channelled to create innovation, ideas and value.

We want to recognise and appreciate different cultures and events that our communities identify with so that ultimately our staff feel a real sense of belonging to NZIC. For example; Māori Language week, Womens' Suffrage Day, Gay Pride Week, Matariki, New Zealand Sign Language Week.

We also need to ensure there are no physical barriers to entry for people with disabilities for example those who may need wheel chair access or assistance with visual or hearing impairment.

Within our community we need people who think differently. We want an environment where neurological differences are respected as any other difference would

be. These differences are often labelled as Dyspraxia, Dyslexia, Autistic spectrum, Asperger Syndrome. We need the talent of those that think differently to solve some of our hardest problems.

By cultivating an inclusive culture and environment that encourages collaboration flexibility and fairness we will enable all employees to fulfil their potential and will create stronger organisations. We need to be considerate of accommodating individual needs to enable all to contribute.

The creation of a Diversity and Inclusion Advisory committee will enable the support of specific groups such as the Women in the New Zealand Intelligence Community (WNZIC), Waiata group and others that may form.

The NZIC will show its commitment to workforce inclusion by:

- » Establishing a Diversity and Inclusion Advisory Committee;
- » Supporting and promoting diverse role models within the organisations demonstrating diversity is not a barrier to success;
- » Increasing cultural awareness of Māori through offering and supporting staff to undertake Te Reo, Tikanga and Treaty of Waitangi training;
- » Promoting an organisational culture that fosters development and progress regardless of sexual orientation, gender or gender identity; and
- » Providing training which helps people manage those with differing abilities.

**Success:**

This goal will be achieved when the NZIC is recognised as an organisation that helps all employees to succeed regardless of labels, gender, ethnicity, age or preferences. We will be an employer of choice because we offer a supportive and inclusive environment.

**Goal 4****Sustainability & Accountability**

***The NZIC breaks down systematic barriers to inclusion by embedding diversity and inclusion policies and practices and, equipping leaders with the ability to manage diversity and be accountable for the results.***

We need to be accountable for the plans we put in place. This will secure the trust and respect of the New Zealand community, government and our own workforce. When the NZIC is viewed as an organisation that is committed to diversity and inclusion, we will increase the trust and confidence of both internal and external stakeholders.

It is important for us to build our diversity around fact. A fundamental element of this is to have a data driven approach. We make decisions that are informed by the facts of today so we can firstly focus our efforts on the right areas and secondly have the impact that creates a different tomorrow. There is no quick fix to diversity, and to achieve sustainable progress it is vital to have

a comprehensive management approach that tackles behavioural processes and cultural transformation. This includes setting specific priorities and actions to allow us to focus on creating a more inclusive and diverse workforce culture.

We also recognise that leadership commitment and accountability, awareness and education are critical interventions that will be crucial to our success.

We need to drive these priorities to propel us toward a more diverse community.

The NZIC will show its commitment to diversity and inclusion by:

- » Collecting data which will inform our strategy and our progress;
- » Having its leadership accountable for driving and promoting diversity and inclusion;
- » Challenging traditional models of recruitment, progression, development and retention;
- » Viewing diversity as an opportunity to build capability; and
- » Setting and meeting targets for closing the gender pay gap and increasing our gender and ethnic diversity.

**Success:**

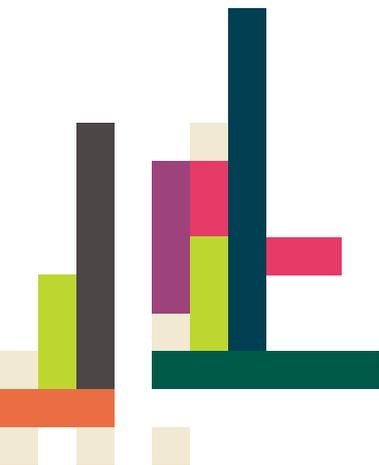
Through data insights we will understand our realities and be able to pinpoint any explicit diversity challenges so we know where to focus our energies and where we are making progress. We will be agile enough to address any challenges and to find ways to address them.

# The Diversity and Inclusion Action Plan 2017 – 2020

This Diversity and Inclusion Action Plan supports our strategy by describing the specific activities and initiatives to be undertaken by the organisation to realise our goals for diversity and inclusion. It will harness the cultural levers for change and build on current plans, strategies, programmes and activities.

The actions on the following pages are agency actions which both GCSB and NZSIS are committed to deliver. Where there are actions specific to an Agency these are identified.

An Implementation Plan setting out dates, priorities and responsibilities follows the Actions Plan.



# Action Plan

## Goal 1

## Workforce Diversity

*The NZIC has strategies in place to support the employment and retention of identified diverse groups.*

ITEM	ACTIONS	MEASURES
<b>Research and Marketing</b>	<ol style="list-style-type: none"> <li>1. Undertake independent external research to inform our understanding of the attractions and barriers for Women, Māori, Pacific and Asian joining the NZIC.</li> <li>2. Review all website and marketing material to ensure the material engages and encourages women, Māori, Pacific and Asian Peoples to consider the NZIC as an employer of choice.</li> <li>3. Develop a targeted diversity marketing strategy and recruitment campaign including web, social media, career fairs which raises the profile of the GCSB and the NZSIS as an employer of choice.</li> </ol>	<ul style="list-style-type: none"> <li>» Research undertaken and reported on in 2018.</li> <li>» All existing marketing material reviewed and redeveloped.</li> <li>» Diversity campaign developed, funded and implemented and NZSIS/GCSB.</li> <li>» Beyond Ordinary and agency sites reviewed and redesigned to include diversity drivers (2018).</li> </ul>

ITEM	ACTIONS	MEASURES
<p><b>Gender and Ethnicity</b></p>	<ol style="list-style-type: none"> <li>4. Increase the number of female graduates in annual GCSB intakes through more targeted marketing.</li> <li>5. GCSB to develop a structured communication campaign for the Graduate programme through web and social media and promote the Graduate programme to young women on the back of the scholarship programme.</li> <li>6. Continue the GCSB's tertiary scholarships programme targeting women (including an ethnic with a focus on Māori/Pacifica scholarship) in STEM subjects and maximise the opportunity gained from the 2017 campaign and promote the Graduate programme to young women on the back of the scholarship programme.</li> <li>7. GCSB to set criteria, prioritise, budget and support through sponsorship, events such as Rails Girls Supercharged, Women in Tech, Innovative Young Minds and Cyber Challenge at Waikato University.</li> <li>8. Supporting women within the NZIC with their career development to help in progressing to more senior technical and operational roles.</li> <li>9. NZSIS to develop and implement a campaign to increase the number of women applying for more operational roles.</li> </ol>	<ul style="list-style-type: none"> <li>» Numbers of female graduates applying for GCSB roles increases along with placement rates.</li> <li>» Structured communications strategy developed and implemented.</li> <li>» Scholarships implemented (including ethnic scholarship) and 2017 momentum built upon.</li> <li>» Sponsorship programme developed and implemented.</li> <li>» Support provided for emerging leaders, technical roles and subject matter experts on career development plans.</li> <li>» Marketing campaign targeting women to encourage applications to operational positions.</li> </ul>

ITEM	ACTIONS	MEASURES
<b>Data</b>	<p>10. Undertake data analysis at each stage of recruitment and promotion process.</p> <p>11. Ensure all new appointments are remunerated on the basis of skills and job requirements and no gender pay gap is created inadvertently.</p>	<ul style="list-style-type: none"> <li>» Comprehensive data provided and remedial action taken as required.</li> <li>» Six monthly data on pay gap produced.</li> </ul>
<b>Other</b>	<p>12. NZSIS to introduce a tertiary scholarship targeting Women, Māori and Pacifica in specific disciplines (e.g psychology, politics, technology and languages).</p> <p>13. NZSIS to provide information which addresses the “myths” around security clearances that may prevent applicants from applying (for example self-exclusion because of a relation’s criminal association). This can be put on the website.</p> <p>14. Identify opportunities (speeches, course speakers etc.) for the NZIC to engage with polytechnics, universities, Wananga and other educational institutions to promote the NZIC and the career opportunities to women and specific ethnic groups.</p>	<ul style="list-style-type: none"> <li>» Guidance for applicants produced.</li> <li>» Information around security clearances published on websites.</li> <li>» Relationships built with key institutions and annual visit and speaker programme organised.</li> </ul>

## Goal 2 Diversity through Workforce Leadership

*The NZIC will empower, enable and equip its leaders to recruit, develop and retain a diverse and competent workforce.*

ITEM	ACTIONS	MEASURES
<b>Targets and Performance Objectives</b>	<ol style="list-style-type: none"> <li>1. The Senior Leadership Teams will agree and set desired targets for increasing diversity (Women and ethnicity) and hold each other to account for three percent increase in ethnicity across NZIC in three years. One percent increase in female employees across the NZIC per year, until we reach a gender balance.</li> <li>2. The Senior Leadership Teams will develop and implement specific diversity and inclusion performance objectives for people leaders in the agencies (gender balance, diversity, emerging leaders and report on progress).</li> </ol>	<ul style="list-style-type: none"> <li>» Targets set for gender and ethnicity increase.</li> <li>» Performance objectives set, monitored and reported on.</li> </ul>



ITEM	ACTIONS	MEASURES
<b><i>Policies and Documents</i></b>	3. NZIC organisational policies will be flexible enough to respond to different cultural and family staff needs. a. Clear policies are in place on harassment, discrimination and all employment practices are fair and transparent. 4. Diversity and inclusion goals, outcomes and data are included in strategic documents.	» Policies checked to ensure they support workplace diversity. » Diversity and Inclusion goals and data is included in Strategic documents.
<b><i>Training</i></b>	5. Ensure all managers are trained in: » Unconscious bias; » Cultural Diversity and Inclusion; » Flexible work policies; and » Neuro diversity.	» Training provided to all people managers on each area.
<b><i>Talent cycle</i></b>	6. Increase the management focus on the talent cycle by identifying future female leaders (people and technical) and investing in them.	» Percentage of females attending emerging leaders and other management courses increases from 2016 numbers.
<b><i>Other</i></b>	7. Senior Leadership Teams attend internal cultural events (pōwhiri, speakers and workshops) on a regular basis.	» At least 50 percent of SLT attend pōwhiri, major speaking events and workshops. » All SLT and third tier managers have attended Treaty of Waitangi/ Te Tiriti o Waitangi and Crown workshops.
<b><i>Data</i></b>	8. Understanding and acting on the data we receive through our six monthly Diversity and Inclusion report.	» Six monthly data reviewed and acted upon.

## Goal 3 Workforce Inclusion

***The NZIC will foster a culture that encourages collaboration, flexibility and fairness to enable all employees to realise their potential and increase retention***

ITEM	ACTIONS	MEASURES
<b><i>Gender and Ethnicity</i></b>	<ol style="list-style-type: none"> <li>1. Work with Women in New Zealand Intelligence Community (WNZIC) to establish a mentoring and buddy programme for new female entrants.</li> <li>2. Actively encourage women to undertake leadership training and identify potential leaders early in the career cycle.</li> <li>3. Work with the WNZIC to understand their experiences and more importantly how the agencies can better support their development, progression and retention.</li> <li>4. Work with National Security Workforce programme lead to consider how women are supported/encouraged to move across the wider sector, develop their skills and improve their readiness (and confidence) for applying for team leader/manager roles.</li> <li>5. Include pōwhiri and an explanation about the building and grounds in the NZIC Induction.</li> </ol>	<ul style="list-style-type: none"> <li>» Pilot mentoring and buddy programme established in the 2019/20 year.</li> <li>» Increased number of women enrolling in leadership programmes.</li> <li>» Research WNZIC experiences and produce a report for SLTs.</li> <li>» Relationship built with National Security Workforce and active engagement in Career Boards and Job Boards.</li> <li>» Pōwhiri included in induction.</li> </ul>

ITEM	ACTIONS	MEASURES
<p><b>Gender and Ethnicity</b> <i>Continued</i></p>	<p>6. Increase cultural awareness of Māori through offering and supporting staff to undertake Te Reo, Tikanga and Treaty of Waitangi/Te Tiriti o Waitangi training in work time.</p>	<p>» Six monthly report on Te Reo training provided to SLT.</p>
<p><b>Other</b></p>	<p>7. Celebrate and acknowledge cultural events such as Māori Language Week, Hearing Week, Matariki, Chinese New Year, Diwali, Samoan Language Week, Gay Pride and develop a calendar of diversity events, which profile NZIC internally and externally as a diverse and inclusive workplace, and celebrate these events each year.</p> <p>8. Home managers to maintain links with staff taking a career break, extended parental leave, study break through a targeted communication programme.</p> <p>9. Support the establishment of a Diversity and Inclusion Advisory Committee (DIAC) and work with DIAC to identify what other employee representative groups might be required and supported.</p> <p>10. Investigate what more we can do to support families with child care and elder care responsibilities (e.g. flexible working hours, compressed hours, and improved childcare arrangements e.g. holiday programmes) and promote ability to do this.</p> <p>11. Supporting and promoting diverse role models (gender and ethnicity) within the organisations.</p>	<p>» Calendar of Events developed.</p> <p>» Communications programme provided to maintain staff links.</p> <p>» Diversity/Inclusion committee agreed too, supported and established.</p> <p>» Review support provisions.</p> <p>» Communication focus on role models.</p>

## Goal 4

## Sustainability & Accountability

*The NZIC breaks down systematic barriers to full inclusion by embedding diversity and inclusion policies and practices and equipping leaders with the ability to manage diversity and be accountable for the results.*

ITEM	ACTIONS	MEASURES
<b>Data and reporting</b>	<ol style="list-style-type: none"> <li>1. Reduce the Gender Pay Gap to a maximum of five percent by 2021.</li> <li>2. Increase the ethnic diversity of the NZIC by three percent within three years.</li> <li>3. Increase the number of women across the NZIC by one percent a year.</li> <li>4. Monitor new staff appointments, career board progression and performance increases to ensure that all recommendations are fair and there is no unconscious bias.</li> <li>5. At the end of each financial year, record the gender and ethnicity of those that had training and or travel opportunities.</li> <li>6. Undertake gender and ethnicity data analysis at each stage of recruitment and promotion process.</li> <li>7. Diversity and Inclusion is included as a key work programme in the organisations' strategic plans and all reporting documents.</li> </ol>	<ul style="list-style-type: none"> <li>» Agree to targets and report on progress yearly.</li> <li>» Bi Annual report provided.</li> <li>» Annual report and positive action taken if needed.</li> <li>» Report on gender diversity and training provided each financial year.</li> <li>» Report developed, data analysed and any remedial action taken.</li> <li>» D&amp;I included in reports.</li> </ul>

# Conclusion

By 2020, we want to have reached the point where diverse thinking and inclusive action are fundamental elements of the Government Communications Security Bureau (GCSB) and the New Zealand Security Intelligence Service (NZSIS).

We want to be using our position as New Zealand's security and intelligence agencies to attract a diverse workforce which better reflects our communities. And, beyond that, we want to see these changes continue to drive cultural changes within our organisations.

If we get this right, by 2020, our organisation will have a diverse workforce, have met our aspirational targets and embedded diversity into everything we do. This will ensure everyone understands diversity and inclusion and what it means to us.

***He waka eke noa – a canoe which we are all in with no exception.***



