

UPTempo



THE GOOD EMPLOYER MATRIX:

Defining quality employment for
Māori and Pasifika in Aotearoa
New Zealand

Jul 2024

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What is Uptempo?

Uptempo works directly with 100+ South and West Auckland Pasifika families while partnering with government, employers and Pasifika-centred community providers, to test ways to grow Pasifika intergenerational wealth and wellbeing through workforce innovation. A priority group for Uptempo is Pasifika low-income households with members working long hours in low-paid jobs – particularly families with children whose children can be described as working poor. A key means to shift Pasifika households out of financial struggle is to ensure working household members progress into higher paid work. Uptempo is part of Alo Vaka, the Pacific Skills Shift Programme funded through the Ministry of Business, Innovation and Employment. Uptempo is also funded by the Peter McKenzie Project (JR McKenzie Trust) and powered by The Southern Initiative (TSI), a social innovation unit nested within Auckland Council.

We acknowledge the Wayfinders group and other employers we've worked with for their contribution to this report. Thank you for sharing so generously.



Pu'apinga

Our Values



Our values are the foundation for how we show up in our work, the mindsets we bring and our actions.



Tausi le va

SAMOAN

We honour our relationships and recognise that everything is connected. We are culturally grounded and through this, build trust, respect and impact.



Loto to'a

TONGAN

We have the courage to do new things and not being afraid to make mistakes, accepting our failures and learning from them. We are brave enough to challenge the status quo and hold ourselves and other people accountable.



Manaakitanga

MĀORI

Our actions demonstrate our love and care for our people and our kaupapa.



Haivae 'ag

ROTUMAN

We openly share and work together with others to achieve our goal of intergenerational wealth for all our people.



Fakamoliaga

NIUEAN

Our culture is a superpower!

We are unapologetically Pasifika and walk our talk every day.

Background of the GEM

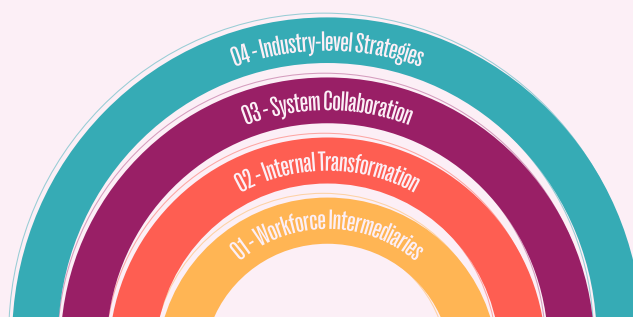
The Good Employer Matrix (GEM) was initially prototyped as a simple checklist used by Uptempo job innovators when assessing whether to partner with employers over job placement and progression for Uptempo's Pasifika participants. With Uptempo's main goal being to move low-income working Pasifika into higher-value resilient jobs with good career progression, key requirements of the early version of the GEM were based on TSI's previous work on quality jobs requiring wage and progression basics: Employers needed to:

- start Uptempo recruits on at least the living wage
- have a transparent wage and career-progression strategy that would see the Pasifika worker develop their skills and move up the payscale within set timeframes
- have the organisational cultural capabilities (or be willing to develop or invest in this with Uptempo support) to support, retain and progress Pasifika workers in an aiga-centric way
- have some basic data on the ethnic spread of their workforce and payroll to assess any outcomes and impact of supported placements.

Uptempo needed this checklist because of the strong interest from employers in receiving Pasifika workers who were also being supported by Uptempo's social services during the tight labour market conditions of 2021-2022. However, Uptempo found that many employers needed substantial support and advice on a technical and organisational level even to meet the basic initial GEM requirements.¹

Read [Uptempo Rainbow, employer report](#).

This 'gap-plugging' approach to labour supply needed to be superseded by internal transformation for employers who were not adequately reaching, retaining or progressing Pasifika and Māori workers. To provide a more developmental pathway for employers, the GEM was further revised in its next iteration (late 2022) as a more comprehensive set of evidence-based employment and progression equity standards across four domains (Recruitment and Promotion; Pay and Conditions; Training and Development; and Organisational Culture and Capability).



This iteration of the GEM – the full matrix or set of indicators – was distributed in wide-ranging consultations 2022-2023, and has been named as a collaboration in the Auckland Council PSA collective agreement. However, the main work on the GEM project has been the development of what employers say they need the most: the 'How To's', or full GEM Toolkit, which was launched as an online resource in April 2024, along with a finalised version of the full matrix.

¹ As such, Uptempo simultaneously developed an internal employer 'traffic light system' to assess employer readiness to partner with Uptempo, as featured in its employment report (Uptempo, 2023). If the employer was at 'green', this indicated that it was ready to engage with Uptempo, under the understanding that they could realistically ascend with support to the 'good' tier of the initial basic GEM

The 2022 consultation version of the GEM expanded to cover good employment conditions for Māori as well as Pasifika. Partners had recommended that the GEM would have the most strategic impact if it covered both Māori and Pasifika, as large employers of Pasifika will often have developed a Māori approach first and be looking to widen that approach for their Pasifika staff also. Other employers sometimes simply have a joint-Māori-and-Pasifika approach to DEI and workforce development initiatives, due to these workers often experiencing common conditions and barriers on ‘the shop floor’ and in their local communities, as well having cultural and social ties in the workplace. The 2022 consultation GEM version included input from the Māori and Pasifika graduate placement organisation Tupu Toa on Māori-specific and Te Tiriti-based content. During the GEM and Toolkit finalising process, the project engaged further with internal and external expertise on the relationships between te ao Māori and Pasifika in cultural, social, historical, legal and workplace spheres under a Te Tiriti o Waitangi framework. This process produced specific guidance and updated indicators on Te Tiriti-led DEI for both Māori and Pasifika in the GEM Toolkit and matrix. The GEM has also adopted TSI’s Hautū Waka navigational framework to conceptualise the levels of the GEM itself. The framework was designed by TSI mātauranga Māori experts with guidance from matua Rereata Makiha, it is based on navigational concepts and knowledge common to the whole of Te Moana-nui a Kiwa.



Why the GEM?

Uptempo has summarised the effectiveness of specific types of equity initiatives in individual businesses (Uptempo, 2023). There is also clear evidence about what government actions or regulatory environments work best for improving equal employment outcomes. What works is: Strong government-mandated equity reporting and targets, including for subcontracting and the supply chain, subject to compliance reviews, accompanied by **well-resourced promotion of good practice from government, including through creation and facilitation of communities of practice and employer networks**. What doesn't work is weak regulation and poor funding of government compliance review and practice dissemination, and reliance on self-regulation by employers (Godard, 2002; Hart, 2010; H. J. Holzer & Neumark, 2006; H. Holzer & Neumark, 2000; Leonard, 1990)



These findings are relevant for public bodies and institutions – including Uptempo itself as a public sector initiative focused on employment equity. Following similar evidence, other organisations have developed tools to support the required gender and ethnic pay gap reporting in the public sector, supported by strong guidance on diversity practices (the Public Service Commission's comprehensive Kia Toipoto guidance) and a voluntary reporting platform on pay gaps for all employers (MindTheGap). However, initial feedback from Uptempo consultation with employers identified a number of gaps that they hoped to see filled.

- It was hard to find guidance focusing specifically on Pasifika workers
- Organisations did not know how to approach Te Tiriti-led DEI in a way that complemented a Pasifika focus as well
- Comprehensive public sector advice was not always applicable to private sector businesses
- There was conflicting advice and methods across different guidance.
- There was a need for more user-friendly versions, interpretations, or summaries of existing disparate publicly available resources to provide a clear entry point into technical implementation, as DEI leaders often faced delays or negotiations to get the necessary budget to pay for more support on implementation, whether it be staff or diversity consultants.

Developing the GEM and GEM Toolkit was informed by this, as was the method of developing it through facilitating a community of practice, undertaking a nine-month process of consultation, workshopping and interviews with what it called its 'Wayfinder' group of HR and diversity leads.

What we did: The Wayfinder group

Wayfinder members were DEI or Talent Acquisition leads from seven core medium-to-large employers across the private and public sectors, from blue-collar to professional services industries. Broader connections were made with other employers during this time as well, including in gathering case studies. Wayfinder employers ranged from those who were leading in their field in DEI initiatives for Māori and Pasifika, to those who were only just starting their journey.

The main Wayfinder group met five times in six months to test, workshop, and give feedback on areas of the GEM and GEM Toolkit. Additionally, each employer was individually interviewed on a monthly basis about the challenges they were facing, what initiatives they were seeing success in, why, where more support and work was needed, and how they might see the GEM as helping in this.

Selected case studies were developed from Wayfinder primary interviews for the Toolkit, to provide real-world experiences in the four different domains of the GEM. GEM Insights Snapshots focusing on specific issues but comparing across employers, were also developed from these workshops and interviews. Case studies and examples from other employers who have achieved clear outcomes in one of the GEM domains, are also showcased in the Toolkit.

Through this process, the Matrix was refined, and the Toolkit materials were developed and iterated to serve the needs of a diverse range of businesses. The process also allowed the GEM team to activate and nurture relationships with a private sector network of champions of Pasifika and Māori DEI that would help disseminate the Toolkit and practices.



What employers told us

The Wayfinders told Uptempo that the initially-released Matrix itself already was proving useful in their work because it provided a clear set of standards by which they could

- Assess the adequacy of their existing strategies and targets – through a “GEM lens”, thereby being able to use it as leverage for making organisational-level changes
- Having something to use as a focus for “advocacy and allyship” – “having something to show people” that “reinforces/legitimises what we already know”

They also told Uptempo what employers specifically needed from a Toolkit:

- Concrete examples of practice – especially case studies on businesses doing things well
- How To’s for businesses with diverse contexts and needs, understanding that not one-size-fits-all
- Practical and technical guidance on implementation that clearly and accessibly summarised varied approaches and existing resources in one place, with particular needs in e.g.:
 - ▶ Ethnic data gathering, analysis and processes for pay gap reporting and ensuring equal opportunity in recruitment
 - ▶ How to reconcile DEI and Tiriti-led approaches for Māori and Pasifika equity
- Access to ‘who can help them’ – i.e. the ecosystem of support and expertise in helping businesses shift organisational culture and specific practices.

Employers also identified that one of their key needs was being met by the creation of the Wayfinder group – a place to share experiences and ideas, and seek support, from peers in different businesses also implementing organisational change.



What public sector and advocacy partners told us

The GEM team also consulted on a strategic and technical level with stakeholders promoting related guidance and tools, and working on industry-wide strategies for Māori and Pasifika workforce development. They told us that:

- The GEM Toolkit alignment with and promotion of existing resources was appreciated, and was seen as complementary and supportive rather than duplication
- That ultimately, any efforts by individual employers to calculate and report pay gaps for Māori and Pasifika employees was an improvement on not doing so, and that the more profile-raising activities in the pay gap space the better, even if different methods were used
- That the existence of the GEM and GEM Toolkit would save others from having to do similar work in industry-wide workforce development planning, and that there would likely be direct promotion of the Toolkit to employers from industry bodies.



The result

The **GEM** Toolkit provides clear and publicly available guidance on how to be a good employer of Pasifika and Māori, in ways that are aligned with existing recommended DEI and equalities reporting approaches, and promoting relevant guidance from Kia Toipoto, the Human Rights Commission Pacific Pay Gap Inquiry and the MindTheGap campaign, and case studies and insights from private sector employers. It is distinct from Kia Toipoto in that its audience is medium-to-large private sector employers, rather than the public sector, although relevant public sector examples are included.

The GEM is strongly outcome-focused, prioritising the setting and meeting of clear targets in recruitment, progression and pay for Pasifika and Māori over broad strategies or statements with no targets. The guidance will act as the basis for further advocacy and coordination efforts, including further development of self-assessment tools and exploring strategic use of the GEM in procurement and accreditation.

The following are examples of employer case studies that will be featured in the **GEM**, from the original Wayfinder group and other employers.



Case Study:

Kiwibank: 'Widening the gate' with revamped recruitment guidelines

Kiwibank commits to ensuring that its people reflect its customers and communities across Aotearoa New Zealand, because having a diverse workforce means that its customers and community are looked after in the right way. Recruitment Manager Maddock Price shares that,

"at Kiwibank we have a lot of Māori and Pasifika customers, so we need to have a diverse team to support them, right from different languages and cultures and tikanga, all of it."

Diversity begins with inclusive recruitment strategies to remove barriers for Māori and Pacific people and attract the most diverse candidate group. The organisation launched its new DEI recruitment guidelines and strategy in 2023, taking a targeted approach to ensuring Māori and Pasifika are represented fairly across the organisation. Price notes that,

"we need to open up the net as wide as possible. This means asking meaningful questions such as how do we recruit? What standards do we put into our process?"

The guidelines have clear and localised targets for individual teams and areas of the nationwide organisation, based on up-to-date ethnicity data represented in specific parts of the business. Price notes that

"Our branches are different to the contact centre to digital and tech... Some of our teams are doing really well so we just want to keep doing that."

The new guideline focuses on reassessing business areas based on their value rather than using a one-size-fits-all approach. When recruiting with diversity in mind, it's important to customise the process for each role. This doesn't imply compromising on quality or essential requirements; rather, it involves carefully evaluating what's truly necessary for each job.

Price shares that,

"we must have certain hard skills or soft skills. We are not going to compromise on that."

But the list of essential skills should be free of things that are not actually essential for the role, providing more opportunity for those who are often dismissed.

Part of encouraging a diverse range of people to apply for jobs, is about better communication to underrepresented communities – speaking to their culture and values.

"We do things like showing a role's purpose through good imagery, videos on how their roles can positively impact Māori and Pasifika communities, hapū, iwi, churches, family. Māori and Pasifika have a holistic worldview that encompasses impact on their community" said Price.

Culturally grounded placement intermediaries have also been important in diversifying recruitments and providing post-placement support. Price notes that:

"There are so many organisations doing the hard mahi...we are aiming to lean into what they are doing and that great partnership, and figure out from our side what we need to do to make it work, and more importantly how do we make it successful for those who do come on board."

Senior leadership support has been essential in driving the DEI agenda at Kiwibank, where,

“[we] have women and Māori and Pacific leadership targets, and the executive team are held accountable for that.”

Similarly, the DEI recruitment guidelines were supported and launched by the Chief People Officer.

“It has to come from the top... As soon as our CPO launched [the guidelines and strategy]... and then I came in – to talk about actually how to achieve this strategy, it resulted in immediate buy-in. “Without that [senior support and launch] it would have fallen flat”, Price.

The DEI recruitment guidelines will be an important lever to widen the gate for Māori and Pasifika, and for Kiwibank to meet its workforce diversity targets. There are already initial indications that revised recruitment processes are diversifying the candidate pool.



Case Study:

NZ Superfund: Redesigning graduate recruitment to build diversity in investment and finance roles

In November 2021, the Aotearoa New Zealand Superfund leadership team committed to increasing the number of Māori and Pasifika women in leadership roles. Despite the growing employee diversity of the organisation, senior leadership in the finance sector has remained relatively unchanged. The creation of a new position, Head of Diversity, Equity and Inclusion, in early 2022 was a key part of the commitment to improve how the Guardians reflect the communities they serve, as well as achieve better outcomes and decision-making. The Guardians of Aotearoa New Zealand also known as the Guardians, invests government contribution into two funds, one of these being the NZ Super Fund. Launched in 2023, the development of the DEI strategy influenced some of the engagement in the GEM.

As a result of the increased focus on diversity and inclusion, the revamp of the pre-existing internship programme now includes the new Graduate Programme, with the first cohort of recruits starting in early 2024. Core recruitment training has also been redesigned. These changes are intended to help meet the goal of increasing Māori and Pasifika in new appointments by 2027, reflecting the average in the overall finance and investment sector.

Alongside the new Head of DEI, the company brought on a new Talent Sourcing and Graduate Lead to carry out the redesigned talent pipeline and recruitment process. The purpose of this role is to widen the pool to a more diverse selection of candidates, there has been a material shift in the application process. Advertising and job descriptions have been geared towards more diverse audiences, and psychometric testing occurs later in the process. By shifting the focus away from heavy reliance on academic measures such as GPA success, and ensuring there is a *kanohi ki te kanohi* meeting before psychometric testing, the recruitment team have been able to identify candidates who may not have previously made it through the recruitment process, diversifying the pool.

The internship and graduate programmes

“are a really good vehicle for change in terms of that representation of Māori and Pasifika young people coming to an investment or financial services organisation,” says Sam O’Loughlin, Talent Sourcing and Graduate Lead.

The re-vamped focus on diversity and inclusion in the internship programme has created a balance of gender in participants, in addition to six of the nine interns being Māori or Pasifika. With general managers across the business taking on interns, four have come on board from *TupuToa*, with an additional two Māori and Pasifika interns recruited directly from universities. Through university expos, and the sponsorship of the University of Auckland’s *Toroa* Programme, a career development and employability programme for first-year Māori and Pasifika Business students, the business has been able to build relationships with students. Being able to encourage students into the investment and finance sector is hugely important for the team, and also raises brand awareness amongst a young, diverse population.

NZ Superfund is also working on developing a scholarship plan for students, with a focus on supporting more women, Māori and Pasifika people, and other ethnicities and demographics. The company has established a Pasifika-specific scholarship with AUT, and has been explicit about their prioritisation of diverse populations with the establishment of a sustainable finance scholarship offered at Otago University.

With the Graduate Programme commencing in 2024, two Māori graduates will be joining the company in full-time, permanent positions. Volume recruitment for the graduate programme has been a highly intense exercise for both the Talent team and candidates, with the team deciding to interview candidates prior to testing. The changes in the recruitment process have resulted in a measurable difference in who has been applying, and getting, jobs, with over 30% of the final 15 candidates being Māori/Pasifika.

The recruitment team did find that the number of Māori and Pacific candidates dropped off during the psychometric testing and review of academic achievement stage. While psychometric testing is intended to predict ability and circumvent unconscious biases, the majority of these tools are created abroad. The recruitment team are currently discussing the impact of these tests in terms of how an individual's score may be impacted by cultural background, their ability to test well under pressure, and other variables. The delicate balance of broadening the scope of recruitment, and where equity and inclusion sit alongside academic and psychometric testing, is still being considered.

The focus on building up a diverse workforce comes with a unique set of challenges for NZ Superfund, as an organisation still at the start of its diversity, equity and inclusion journey, in a niche sector that has historically not attracted Māori and Pasifika and has had long tenure at senior levels. While relationships are being built and they are actively sponsoring career and skill development for diverse investment and finance students, there is still a scarcity of Māori and Pasifika staff currently at the NZ Superfund.

"You need more Māori and Pasifika, but you also need more Māori and Pasifika staff to support those new staff coming through," says Sam. "I think having those communities and rūpu set up as well, which is organically happening for us, is important too."

In working towards the achievement of NZ Superfund's DEI objectives, the organising staff and a small number of Māori and Pasifika kaimahi have been carefully considering the need for cultural advisors and networks. At present, there are informal networks in place for Māori and Pasifika, but developing a formal network may potentially help mitigate the burden of cultural burdentax placed on staff.

The size of NZ Superfund also means that there may be limited progression prospects for anyone into the senior tiers, let alone Māori and Pasifika. This is where their Alumni programme comes in as a way of expanding the progression prospects of current employees, who may end up moving 'up and out' into another institution in the government financial ecosystem, and who also may end up circling back into the organisation later in their careers. Formalising industry-wide or sector-wide networks to support Māori and Pasifika workers is seen as a promising approach for sectors where they are extremely under-represented.

Case Study:

Woolworths' Tangata Moana Mentoring Programme: Supporting Progression and Retention

Woolworths, formerly known as Countdown, is a prominent Australian-owned supermarket chain operating in Aotearoa New Zealand. With 194 stores nationwide and 61 in Auckland alone, Woolworths holds a significant presence in the retail sector.

In 2022, a dedicated group of Woolworths employees came together to spearhead the Tangata Moana Mentoring Programme, a training & development initiative providing wrap-around care and support for Māori and Pasifika employees.

Spearheaded by a dedicated group of staff members, the programme aimed to enhance training uptake and facilitate progression into senior roles, aligning with Countdown's diversity, equity, and inclusion (DEI) target of 20% representation in managerial positions by 2025. The pilot phase saw a significant success rate, with approximately 30% of participants experiencing career advancements or role changes.

The programme was initiated and led by a committee of 10 Woolworth employees mainly in managerial roles, including members of the Tangata Moana Committee, committed to supporting their Māori and Pasifika colleagues. Additionally, external support was provided by TupuToa consultants. Mentors and facilitators included staff from various departments, ensuring a diverse representation.

"A group of us came together who are passionate in this space to deliver this work," says Daphne Fineaso, a member of the core organising team. "Other team members in the organisation of Māori and Pasifika ethnicity would lean in to support at different stages."

The pilot programme spanned four months, involved 20 mentees and 20 mentors, featuring monthly workshops and ongoing one-on-one mentoring sessions. Following the pilot's success, the cohort continued to meet regularly for discussions and support sessions, creating a strong network among Māori and Pasifika employees. Feedback from participants was overwhelmingly positive, including increased confidence, feeling connected culturally and collectively within the workplace, and having gained the skills to take up opportunities to build professional personal networks.

A year on, the cohort continues to meet for talanoa every second month. These self-guided meetings provide a space for the group to check in about their mentee-mentor relationship, upcoming business initiatives, and collectively engage with cultural events, such as the language weeks. The programme also developed a specific te ao Māori focus, building relationships with tangata whenua based at Mangere Bridge's Te Puea Marae.

"We've got a separate initiative that we are looking to roll out in the Te Ao Māori space as well," says Daphne. "We've used this group as a bit of a sounding board to get some advice as to what might work in the Māori-Pasifika community."

The Tangata Moana Mentoring programme is an ongoing programme, highlighting that Woolworths recognises the importance of continuous support and development for its Māori and Pasifika employees. The organisation plans to establish a sustainable framework for scaling and delivering the programme annually.

Currently, the key challenge is the facilitation of the programme as it's delivered voluntarily by full-time employees. Funding and resourcing the facilitation of nationwide delivery needs further attention. Either the original group from Auckland who ran the pilot would need to travel across the country and facilitate workshops, or Māori and Pasifika staff members in each region would need to be trained to deliver the initiative. Both options will need to carefully consider how to mitigate the high cultural tax placed on Māori and Pasifika staff who volunteer their time and knowledge to the programme.

However, from proposal through to delivery, the programme has been well supported by executive staff. Endorsement and sponsorship from the executive team was key to the success of the programme and as a pilot programme, this was a factor in the learning experience. For the future of the programme, the organisers are seeking greater involvement of senior leadership, taking senior leaders on the journey alongside Māori and Pasifika staff.

Woolworths' Tangata Moana Mentoring Programme exemplifies the organisation's dedication to growing a diverse and inclusive workplace culture. By prioritising the progression and retention of Māori and Pasifika employees, Woolworths not only enhances its workforce's diversity but also cultivates a supportive environment conducive to personal and professional growth and development. As the program continues to evolve and expand, Woolworths remains committed to its mission of empowering employees and promoting equitable opportunities within the organisation.



Case Study:

Building a Culture of Care: A Case Study of Autex's Approach to Supporting Pasifika Workers

Autex, a leading Aotearoa New Zealand owned manufacturing company, stands out for its investment in people and culture that prioritises the well-being and development of its workforce. Autex is committed to supporting its Pasifika employees through a comprehensive model of care and career development, and to provide nurturing inclusivity and empowerment for Pasifika within the workplace.

Organisational Culture:

At the heart of Autex's organisational culture lies a deep-rooted ethos of care and support for its employees, particularly its Pasifika workforce. Autex has implemented various initiatives aimed at addressing the unique needs and challenges faced by Pasifika workers.

Conditions:

- **Health and Well-being:** Autex has implemented a range of in-house services aimed at promoting the health and well-being of its Pasifika employees. An on-site gym encourages physical activity and fitness through boot camps led by Pasifika leaders. Notably, Autex provides full medical insurance coverage for workers and their family members up to the age of 25 years old. There is also free naturopathy and chiropractic services during work hours, and subsidised food through an onsite commercial canteen.
- **Training and Development:** Autex offers paid training during work hours opening opportunities for career progression within the company. A 26-week program focusing on workshops such as financial literacy and communication not only equips employees with essential life skills but also highlights Autex's commitment to supporting personal development and progressing staff internally.
- **Community Engagement:** Autex adopts an inclusive approach to community engagement, recognising the integral role that Pasifika workers play within the organisation. By actively involving wives and partners and addressing language barriers, Autex ensures that all employees feel valued and supported. The graduation party to celebrate the completion of the 26-week program includes catering, and is a testament to Autex's efforts in creating a sense of belonging and celebration within the workplace community.
- **Progression Opportunities:** The organisation promotes from within where possible. Currently, all Autex's production team and manufacturing department heads are Pasifika, many with 15-40 year's service with the company.

Outcomes:

Autex's focus on wellbeing and equitable development of its Pasifika staff, is considered by the company to be the reason for its high levels of employee retention and satisfaction.

Autex is noted here for their inspirational approach to support Pasifika employees in the workplace, and is highlighted as a great example of how to nurture an environment that supports Pasifika employees that other employers can model.

What next?

Accelerating the GEM

Over the next 18 months, the GEM project will work to solidify its place in the eco-system as a matrix that is useful to employers and driving continuous improvement in practice that is closing Māori and Pasifika pay gaps. The four areas of focus will be:

01

Product Development

- New case studies on a regular basis
- New or amended content based on user feedback
- Development of an online Needs Self Assessment with employers
- Analysis of accreditation and licensing options for GEM
- Supporting cultural capability businesses to develop products to support employers with their GEM implementation

02

Council as a lever

- Auckland Council trials GEM through the PSA collective agreement.
- Test GEM use as a procurement tool within Auckland Council's sustainable procurement quality employment outcomes.

03

Marketing, advocacy and network building

- Masterclass events or forums
- Conference speaking
- Collaborations with eco-system partners
- Workshop series
- Communications strategy

04

Long term home and sustainability

- GEM is currently incubated within TSI but will now explore longer term hosting options within central and local government.





The background of the entire page is a photograph of a person sitting at a desk, working on a computer. The image is heavily stylized with various geometric overlays. On the left, there is a large, thick, curved magenta line. In the upper center, there is a square containing a diamond shape, with the corners of the square cut off. A large, solid magenta rectangle is positioned in the center, partially obscuring the person and the computer. At the bottom right, there is a large, solid orange shape. The overall color palette is dominated by magenta and orange.

UPTempo

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