



NEW ZEALAND
CUSTOMS SERVICE
TE MANA ĀRAI O AOTEAROA



INCLUSION AND DIVERSITY STRATEGY AND PLAN 2023-2026

FOREWORD BY THE COMPTROLLER



Our vision

Customs is inclusive, equitable and diverse: every voice is valued and respected.

Kotahi te kōhao o te ngira e kuhuna ai te miro ma, te miro whero, me te miro mangu.

We reflect the community we serve, and together we protect and promote New Zealand across borders.

Ko tātou te matapuna o te hapori whānui, kei runga i a tātou katoa te mahi ki te whakahaumarū me te whakatairanga i a Aotearoa ki ngā rohe.

Why does it matter?

We strongly believe in a respectful and inclusive culture. We know that an inclusive, equitable and diverse workforce helps create a positive and safe work environment where everyone feels supported and valued. This leads to better leadership, problem solving, decision-making and outcomes. It enables us to do our best work and to serve our communities well.

We are committed to creating an equitable environment where everyone has equal opportunities for recruitment, career development, and promotion. We will appoint the right people for each role, based on merit. This is regardless of the various diversity dimensions, such as ethnicity, age, disability, family status, gender identity, and sexual orientation.

Customs has faced significant change and many challenges over the last few years. COVID-19 truly tested our ability to collaborate and required us to be responsive and flexible to the needs of travellers, traders, and our people. I am proud of how well we have worked together during this time. It taught us a lot and created great opportunities for new ways of doing things. It showed us that being inclusive and diverse does help in such situations. It's everyone pulling together, and our ability to draw on the diverse skills, knowledge and perspectives of our people that makes us so successful.

We wish to be ready to respond to future changes in customer demand, risks, and technology; underpinned by people who are inclusive and who continue to grow in their understanding of the diverse communities we serve through being culturally competent.

As part of being culturally competent, we will increase our understanding of our history as a nation including Te Tiriti o Waitangi/the Treaty of Waitangi and its principles, in both a historical and contemporary context. We have a separate work programme for this – *Te Pou Tokomanawa*. From this solid base, we are in a much better position to move together as a diverse, equitable and inclusive organisation.

Our Inclusion and Diversity strategic priorities for 2023 to 2026:

- Focus area one: Inclusion
- Focus area two: Gender, Māori and Ethnic Equity

These two focus areas continue to build on what has been achieved since 2014 when Customs introduced its first Diversity and Inclusion Strategy. At that time, the demographic changes in population, trade, and travel led us to conclude that inclusion and diversity should become a strategic priority. The 2014-2018 Strategy was very broad and ambitious. It laid a good foundation for the 2019-2021 Inclusion and Diversity Strategy that had a narrower and more targeted focus on two key areas - gender equity and ethnic diversity. With the impacts of COVID-19, this strategy was extended to December 2022.

We have come a long way in the inclusion and diversity space. However, Customs recognises that inclusion and diversity is a journey and we still have much we would like to accomplish. This is reflected in our refreshed strategy and plan for 2023 to 2026.

There are areas requiring focus. For example, the lower representation of women, Māori and ethnicities in senior leadership roles, which contribute to pay gaps. Other areas, such as the inclusion of people with disabilities or other accessibility requirements, diverse sexual and gender identities, as well as the promotion of mental health are all important.

We all need to understand that an inclusive, equitable and diverse workforce is essential for achieving our Customs Strategy, where *Te Pou Tokomanawa principles* guide us in achieving our outcomes and *our values* guide us in how we get things done.

Te Pou Tokomanawa Principles

- Kotahitanga: partnership
- Kaitiakitanga: protection
- Manaakitanga: participation

Customs Values

- He Tāngata: we value people
- Te Ara Tika: we do what's right
- Kaitiakitanga: we are guardians
- Pae Tawhiti: we look forward

I am proud to present our refreshed Inclusion and Diversity Strategy and Plan that will guide our efforts over the coming three years.

Christine Stevenson
Comptroller of Customs

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OUR VISION

Customs is inclusive, equitable and diverse: every voice is valued and respected.

Kotahi te kōhao o te ngira e kuhuna ai te miro ma, te miro whero, me te miro mangu.

We reflect the communities we serve, and together we protect and promote New Zealand across borders.

Ko tātou te matapuna o te hapori whānui, kei runga i a tātou katoa te mahi ki te whakahaumarū me te whakatairanga i a Aotearoa ki ngā rohe.

The words ‘inclusive’, ‘equitable’ and ‘diverse’ have different meanings depending on the context.

- Being **inclusive** means valuing our uniqueness and helping everyone to contribute and bring their authentic selves to work.

- Being **equitable** means ensuring that access, resources, and opportunities are provided fairly for everyone to learn, grow and succeed.
- Being **diverse** means people have a unique blend of background, knowledge, skills and experience, based on professional skills, ethnicity, age, disability, sexual orientation, gender identity, religion and more.

We know that having a diverse workforce is not sufficient in itself. We must draw on everyone’s talent and value diversity. This means ensuring we have the right people in the right roles. It also means helping our people to bring their authentic and best selves to work by removing any barriers so that everyone can participate and have equal opportunities to succeed.

Forbes lists 15 key benefits that organisations experience when practising diversity, equity and inclusion, including engagement, productivity, retention and financial gains.⁽¹⁾

Why does it matter?

Rautaki Mana Ārai, the Customs Strategy, drives every aspect of our business to deliver on our purpose - to protect and promote New Zealand across borders, and our aspiration - to eliminate border and revenue risk. We all need to understand that an inclusive, equitable and diverse workforce is essential for achieving the Customs Strategy, in which we have clearly outlined our approach through the three Te Pou Tokomanawa principles and Customs values.

Three principles embodied in Te Pou Tokomanawa guide us in achieving our work:



KOTAHITANGA
Partnership



KAITIAKITANGA
Protection



MANAAKITANGA
Participation

For inclusion and diversity, this means:

- Our partnerships are characterised by respect, support and curiosity. We move together in unity.
- We strengthen our ability to protect our borders by drawing on everyone’s talent and valuing inclusion and diversity.
- We are inclusive allowing people to feel safe and that they can be their authentic selves.

Customs Values guide us in how we work:

Te ara tika
We do what's right

Customs is inclusive, promotes and embraces diversity in its people.

Kaitiakitanga
We are guardians

We reflect the communities we serve, and together we protect and promote New Zealand across borders.

He tāngata
We value people

We value staff and support our people.

Pae tawhiti
We look forward

Being inclusive and diverse helps us better manage and adapt to changes such as increased trade and travel border risks, and technology.

The world in which Customs operates is rapidly changing. The following data demonstrates the changes we are facing:

- Between 2018 and 2043 the Māori, Asian, and Pacific ethnic populations will grow in all regions of New Zealand.⁽²⁾
- New Zealand will become more ethnically diverse in 2043 than in 2018 due to slower population growth for New Zealanders of European origin and high levels of natural increase and/or net migration for Māori and other ethnic groups.⁽³⁾
- Although visitor numbers are unpredictable since COVID-19, international visitor trends look promising and so the range of passengers Customs will be dealing with will continue to increase in number and diversity.⁽⁴⁾
- International trade has also increased and the range of traders Customs will be dealing with will continue to increase in number and diversity.⁽⁵⁾
- The disabled population is increasing in New Zealand resulting in an increase of disabled people in the workforce.⁽⁶⁾ In addition, 22 percent of the population who have had COVID-19 have experienced long COVID. This has resulted in a newly disabled population of people who require ongoing support, including in the workplace.

⁽⁷⁾ Research also tells us that disabled people continue to fare worse than non-disabled people do across many aspects of their lives, with increasing numbers experiencing loneliness and discrimination.⁽⁸⁾

- New Zealand's population is ageing, and with it, our workforce. The prediction is that by 2038, about 400,000 people aged 65+, or one in three, will still be working, and they will represent a far greater proportion of the workforce.⁽⁹⁾

Excellent customer service and operational effectiveness is crucial in our business. Having a workforce at all levels that represents New Zealand's changing community is critical to achieving our goals.

In committing to an inclusive, equitable and diverse culture, Customs is committed to being part of system-wide changes for the New Zealand public service, including:

- Eliminating the gender, Māori and ethnic pay gaps.
- Employing and retaining disabled people in the Public Service and supporting people through the [Lead Tool Kit](#).
- Ensuring everyone has fair opportunity in recruitment, career progression and development opportunities.



The evidence

International research consistently shows the benefits of inclusion and diversity strategies.

In the words of McKinsey's Bryan Hancock from McKinsey Talks Talent: "D&I is good business. It doesn't have to be at the expense of financial outcomes. . . . This isn't an issue where leaders can say, 'We can't do diversity right now, because we're under a lot of pressure.' Diversity is one of the things you've got to be mindful of in every context."

(McKinsey, August 2022)⁽¹⁰⁾

Research shows that diverse and inclusive organisations, when compared to their peers, are:

- 87% more likely to make better decisions.
- 75% faster at bringing products to market.
- 73% of employees are empowered to perform their best when they feel their voices are heard in the workplace.

(Korn Ferry Research, 2021)⁽¹¹⁾

***Accenture** found that an inclusive approach in organisations' results in increased productivity and savings from lower turnover resulting in huge financial gains. ⁽¹²⁾*

***Accounting Resources** published an article in February 2022, listing a number of factors resulting from inclusion and diversity practices that contribute to the financial health of an organisation. ⁽¹³⁾*



Our Inclusion and Diversity strategic priorities

Under the 2019-2021 Strategy, we worked together on a wide range of initiatives and achieved a number of goals. Some of Customs' key achievements were:

- The principles of our Inclusion and Diversity Strategy and Plan 2023-2026 and [Pay Gaps Action Plan 2022-2023](#) are accepted across the organisation and focus on equality for all our people.
- A downward trend for all our pay gaps over time.
- The Inclusion and Diversity Council strengthened their presence through continuing to promote and build engagement in inclusion and diversity while ensuring initiatives reflect the needs of Customs.
- The successful establishment of a Flexible Work Policy.
- The Customs' Inclusion Survey in 2021, in which most staff indicated that they felt included, supported by leadership and that they could be themselves at work. It also helped identify areas we could improve, such as some staff not feeling safe to speak up, a perception that promotion is not always being based on merit, and a lack of diverse representation across the organisation in our leaders.
- Promoting diversity of thought and ensuring we get the best and most suitable people into the right roles.
- Support for our five employee-led networks: Women's, Māori, Pasifika, Rainbow and Asian (a joint initiative with the Ministry for Primary Industries). All have successfully engaged with and supported Customs managers and staff through their activities and initiatives.

Although we have made good progress, there is still more work to do. For the coming three years, we believe it is important to expand our focus so we can make further improvements.

To understand our priorities and what interventions will have the most impact, extensive research and discussions were carried out. We engaged and worked with numerous people, including the Inclusion and Diversity Council, employee-led Network Leads and the Customs Executive Board. We also gathered data to identify what areas are important to progress for Customs and what would align with wider Government initiatives. This resulted in the following **two focus area priorities**:

- Inclusion
- Gender, Māori and Ethnic Equity

We have also added an important word to our strategy: **equitable**. We see equity as a key contributor and foundational to advancing inclusion and fostering diversity. Creating an equitable environment is something we are already doing through our inclusion and diversity work. It's also reinforced through our Te Pou Tokomanawa principles and Customs values. We have initiatives in both of our strategy focus areas that will help continue to strengthen our ability to be equitable.

We have set ourselves some bold goals that take into account key data on our current workforce, such as staff turnover rates. It also takes into account our unpredictable environment and lessons learned through our experiences with COVID-19. We know these goals are aspirational, but we believe they can be achieved and we trust they will help us to become more inclusive and diverse.

Focus Area One: INCLUSION



Why focus on inclusion?

Inclusion is about how our staff experience the workplace and the degree to which they are enabled to make meaningful contributions. It's about creating an environment where people feel valued and accepted. This means acknowledging differences and how these differences can contribute to the Customs culture and work outcomes.

It is not enough to be diverse. We must also strive to develop a sufficiently inclusive culture, so that when people join Customs they feel a sense of belonging and know that their voices will be heard. This is critical if we want to attract and retain talent, and maximise the potential of our people.

In addition, *Te Kawa Mataaho, Public Service Commission*, sets out a diversity and inclusion work programme for the wider Public Service in *Papa Pounamu*. While all the five priority areas in this work programme influence the inclusive capability of organisations, one specifically relates to inclusion - Hautūtanga Ngākau Tuwhera/Inclusive Leadership. Customs must therefore continue to support people leaders in building their abilities to demonstrate inclusion.

Current state

Customs' Inclusion Survey in April 2021 told us that over 60 percent of staff feel included. The results of Te Kawa Mataaho/Public Service Commission Census in October 2021 said that over 80 percent of our staff think Customs promotes and supports an inclusive workplace. These perceptions are reinforced by the findings from the Culture

Review held at the end of 2022. Staff feel there is a strong sense of loyalty and that we are unified. Staff think "people rally around Customs family and look after each other".

However, both the Inclusion Survey and the Culture Review identified similar themes for improvement that, if addressed, would increase our inclusivity. These include building consistency of an inclusive leadership approach across Customs, increasing the levels of trust for people to be able to speak up and improving overall cultural competence.

We can use the strengths of our culture to improve these areas across Customs. The results of our Culture Review told us that people are proud of our culture and traditions. Our history and stories create depth of understanding about our values and the importance of the work we do. In addition, our family culture means we understand acceptance of people and allowing them to bring their authentic selves to work. The combination of these factors will help build consistency across Customs.

The way forward

Although Customs has a strong foundation, there is room to grow. We must remind ourselves that no matter how well Customs is doing in diversity representation, if an individual is not enabled to feel comfortable working here, they will leave. Their comfort levels will increase when they feel heard and supported, have a sense of belonging as well as when they see people like themselves represented throughout the organisation at all levels.

DiversityResources, USA tells us that an inclusive approach fosters growth for all staff and increases engagement. This results in numerous benefits, including staff wellbeing and therefore less absences, improved quality of work and productivity, better retention and attraction.⁽¹⁴⁾

Focus Area One:

INCLUSION GOALS 2026

To increase inclusion in Customs, our goals for 2026 are:

- Improve survey results using the Inclusion Survey 2021 results as a baseline.
- Use hybrid working effectively.
- Implement cultural competence education and progress measures.
- Demonstrate transfer of skills from the Unconscious Bias and Inclusive Leadership courses.
- Support employee-led networks.
- Support people leaders to manage diverse teams.
- Foster a culture where disabled people, transgender and gender-diverse people are treated equitably.

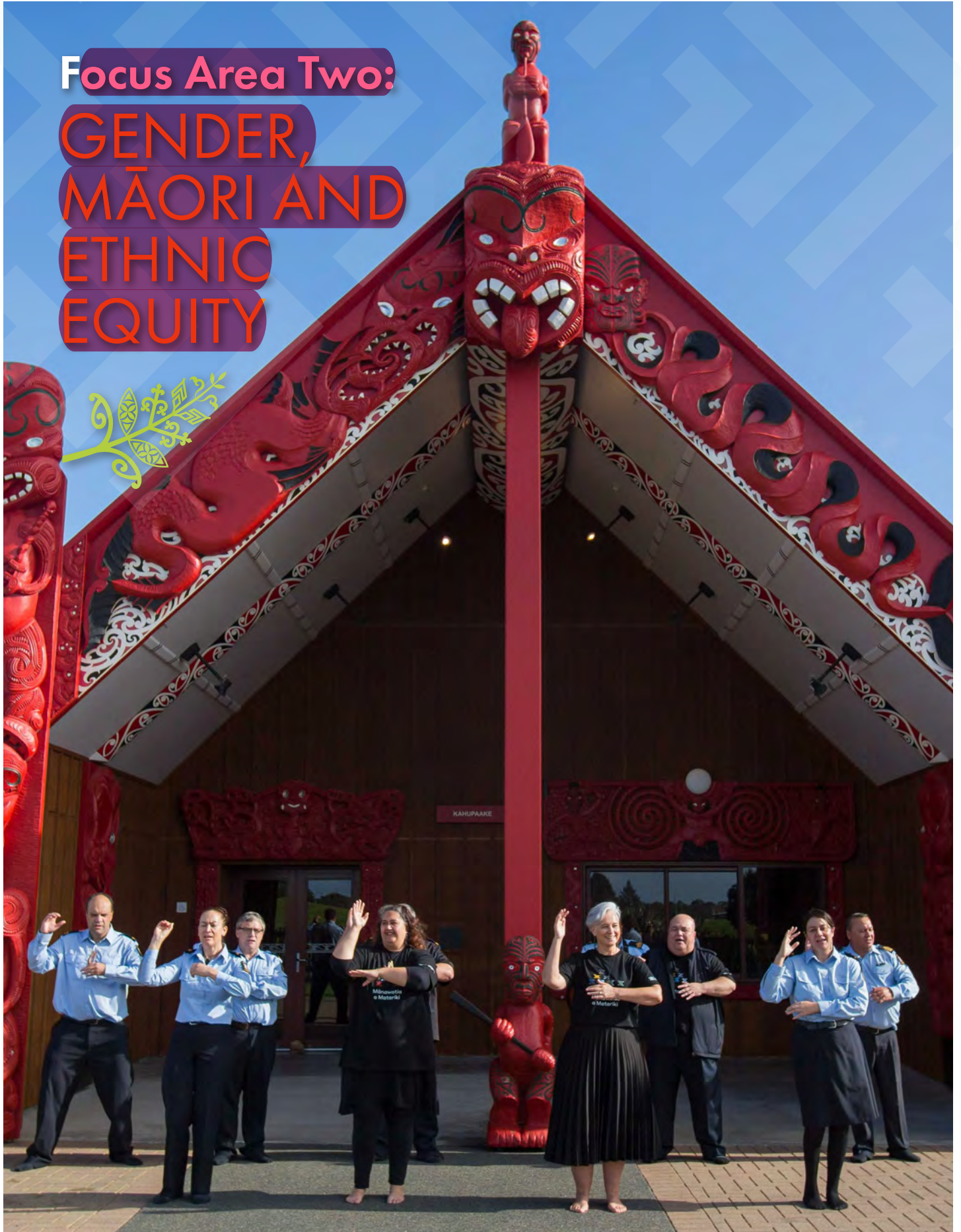
We will achieve these goals through the actions below.

Action	Measure
Explore the barriers to becoming a “Safe to Speak Up” organisation. This work links in with the actions resulting from the Culture Review actions and recommendations to Customs Executive Board on a way forward.	Pulse survey to monitor improvements using the Inclusion Survey 2021 results as a baseline.
Regular communications to all staff promoting greater inclusion and diversity.	Inclusion and Diversity communication plan is executed.
Define cultural competence and how to measure it. Develop and implement measures. Provide education materials to staff.	The definition of cultural competence for the Customs environment and context is agreed to by the Customs Executive Board. People are educated regarding cultural competence and progress measures are successfully implemented.
Develop and deliver an education programme on hybrid working.	An education programme is developed and implemented by December 2023. Evaluation shows an understanding and effective application of hybrid working.
Provide unconscious knowledge and bias training for all staff.	All staff complete training. Evaluation shows a transfer of knowledge and skills in the workplace.
All recruitment assessors/panel members have completed unconscious bias training.	All assessors/panel members are required to have completed unconscious knowledge and bias training relevant to recruitment in the 12 months prior to participating in selection activities.
Provide inclusive leadership training for all leaders to complete.	Monitor completion of inclusive leadership training. Evaluation shows a transfer of knowledge and skills in the workplace.

Action	Measure
Support all employee-led networks.	The networks are supported through funding, sponsorship of initiatives and freeing up staff to participate.
Provide resources to support leadership ability and confidence to manage diverse teams.	Implement resources. Improved leadership confidence in managing diverse teams.
Establish a Disability network/ Tāngata Whaikaha.	Tāngata Whaikaha is established by the end of 2023.
Gain access to data which enables better support of disabled staff and people.	An increase in representation of disabled people in Customs.
Create resources to promote awareness and understanding of disabilities, visible and hidden.	Disabled people are treated equitably in Customs and feel supported. People feel supported to understand specific needs.
Complete and implement the transgender and gender-diverse inclusion policy as outlined in MUCA.	The policy supports individuals who are transitioning. Transgender and gender-diverse people are treated equitably in Customs and feel supported.
Create resources to promote awareness and understanding of transgender and gender-diverse people.	Transgender and gender-diverse people feel supported in Customs.
Inclusion and Diversity objectives are consistently demonstrated by people leaders. Identified development needs are incorporated into leaders' development plans.	Ongoing monitoring shows improvement in these areas.
Develop plans to enable career aspirations.	All staff have development conversations, which are recorded in their development plan. All plans are executed and monitored.



Focus Area Two: GENDER, MĀORI AND ETHNIC EQUITY



Why focus on gender, Māori and ethnic equity?

Customs is committed to ensuring that everyone has equitable opportunities, and feels valued and respected. Our data shows that women, Māori and ethnic groups within Customs at certain levels are not able to realise their full potential. Consequently, we are not receiving the full benefits of the diversity of thought and experience in our workforce. A clear focus on gender, Māori and ethnic equity and targeted interventions will help us to become a higher performing organisation.

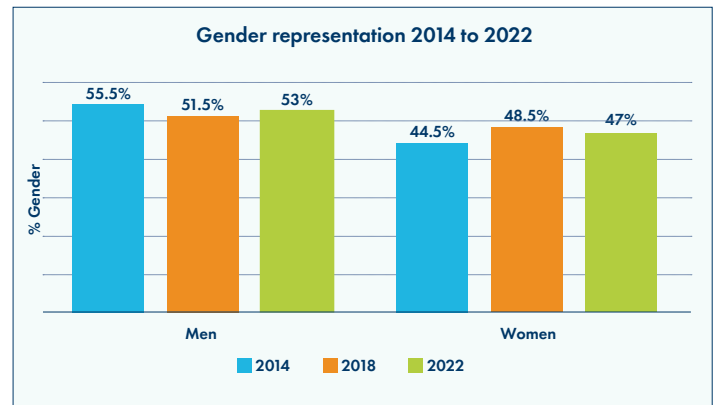
Customs has almost 50/50 women/men representation of all its staff members. It should be noted that Customs currently does not collect data on other genders. The representation of women in people leadership is 32.5 percent as at December 2022 and has been at about this level for the last four years. These gender gaps are largest in our senior leadership levels. In addition, women represent 60.4 percent of staff in the lowest quartile of pay/pay grades. We need to take action to improve representation of, and our pathway for, women leaders at all levels by attracting, retaining, developing, and progressing women. We also need to consider gathering data on other genders.

Overall our Māori and ethnic representation has fluctuated over the last three years. This has been mainly due to the establishment of the Maritime Border Order function and workforce in 2020 and then its de-escalation 18 months later in line with changing COVID-19 risk and fixed-term employment ceasing. We were able to offer around 50 staff from this workforce full time employment in 2022, which increased our Māori and Asian representation. We need to continue our work to understand what the barriers are and what we can do to remove these barriers so we can improve Māori and ethnic representation at all levels across Customs.

Current state

Gender distribution all staff

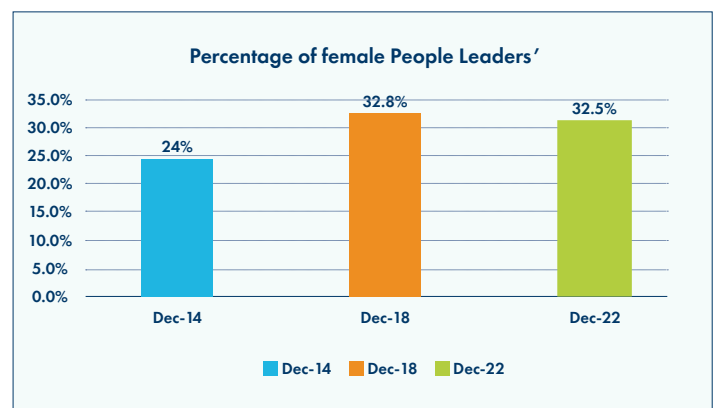
Since 2018, there has been a slight decrease (1.5 percent) in the number of female staff, as shown in the figures below. This compares with a slight increase (1.2 percent) in the public service, from 60.9 percent in 2018 to 62.1 percent in 2022.



Gender distribution of People Leaders

The graph below shows that over the eight-year period from December 2014 to December 2022:

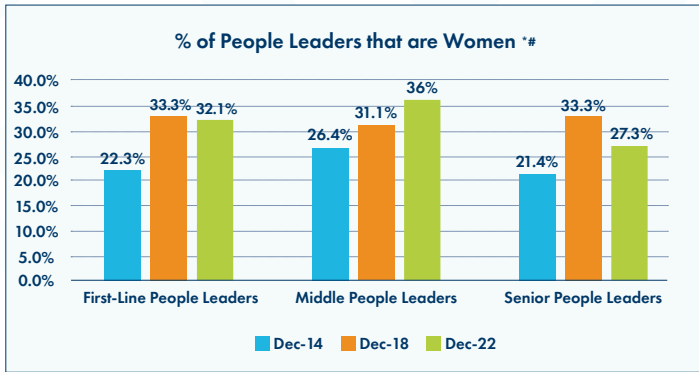
- Since 2014 the percent of women in leadership overall has increased by 8.5 percent.
- There has been a slight dip in the percent of women in leadership overall by 0.3 percent in December 2022.



McKinsey's 2020 report states that their latest analysis reaffirms the strong business case for both gender diversity and ethnic and cultural diversity in corporate leadership—and shows that this business case continues to strengthen. They found that organisations that were more diverse in their female and ethnic representation significantly financially outperformed organisations that were not diverse.⁽¹⁵⁾

A further breakdown of the figures show that over the eight-year period from December 2014 to December 2022:

- There has been increases in the percent of women managers in all three categories since 2014.
- The highest rate of increase was recorded for First-Line People Leaders, Middle People Leaders followed by Senior People Leaders.



* these have people reporting to them.

First line People Leaders are primarily Supervising Customs Officers, Chief Customs Officers and Team Leaders.

Middle People Leaders are primarily Managers and Counsellors.

Senior People Leaders are primarily Directors, Group Managers and Deputy Chief Executives.

Over the last four years from December 2018 to December 2022, we note:

- A continued increase in the percentage of women in Middle People Leaders (9.6 percent) since December 2014.
- Decreases in the percentage of women in Senior People Leaders (6 percent) and First Line People Leaders (1.2 percent) since December 2018.

Customs’ development pathways, from frontline to senior managers, and the implementation of our initiatives will support us to increase the representation of women in leadership roles.

Gender Pay Gap

The focus of this work started in June 2018. It is one of the five Ministerial priorities. We monitor and report on the Gender Pay Gap (GPG) using the mean, median and salary quartiles to provide a balanced overview of Customs’ GPG.

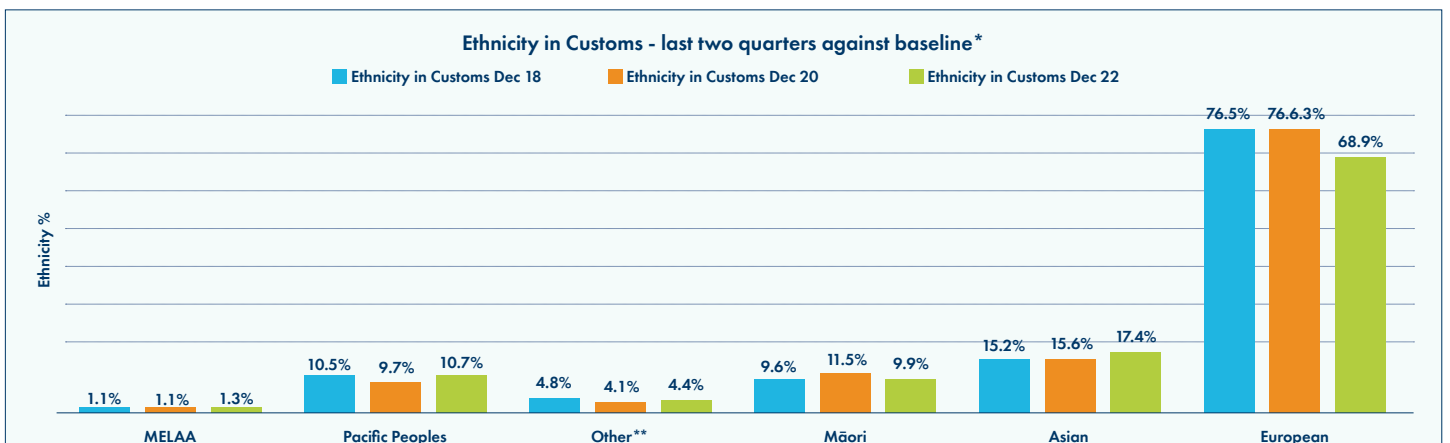
- From 2020 to 2022, the Pay Gaps Plan was implemented around COVID-19 restrictions. The Customs’ gender pay gap (GPG) initially maintained its low levels but by the end of 2022 they increased, impacted by the significant numbers of Maritime Border Order (MBO) staff leaving Customs as they completed their contracts once the MBO was rescinded.
- Customs’ mean gender pay gap on 30 June 2018 was 14.6 percent. As at 31 October 2022, this is now 10.9 percent. Note: the Public Sector GPG was 7.7 percent as at 30 June 2022.
- Customs’ median gender pay gap on 30 June 2018 was 17.9 percent. As at 31 October 2022, this is now 15.5 percent.
- Customs’ has eliminated ‘like for like’ gender pay gaps, and the major driver of our gender pay gap is the smaller number of women in senior, higher paid, roles compared with men. However, there are small reductions in these pay gaps quarter by quarter.

See the [Pay Gaps Action Plan 2022/23](#) for more details, including goals and actions.

Māori and ethnic representation in Customs

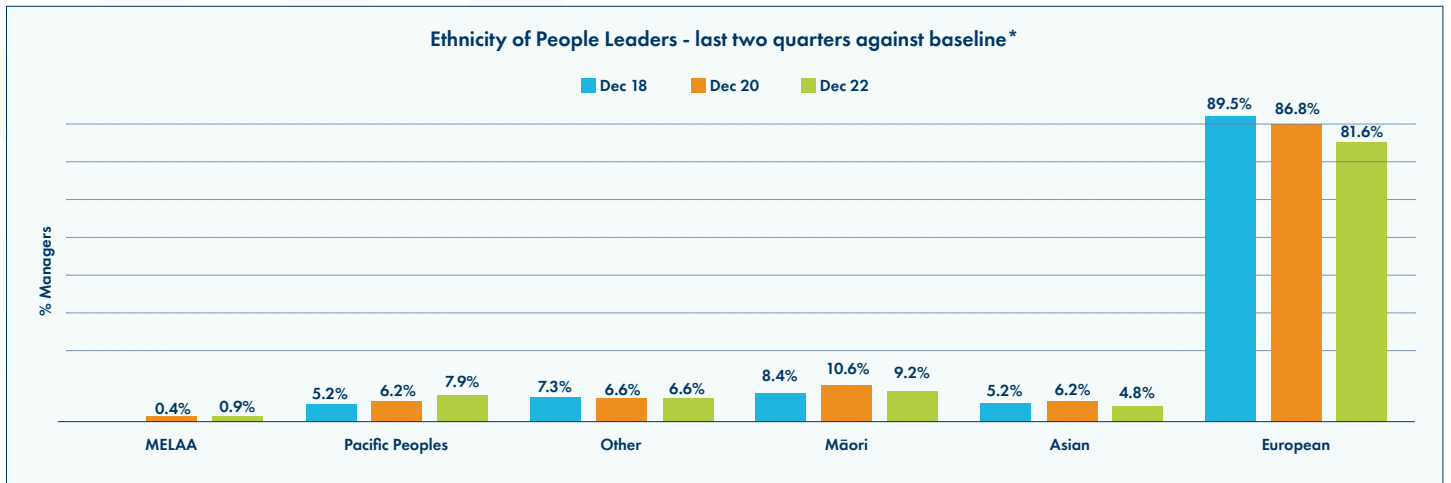
As the graphic below illustrates, Māori representation has slightly increased by 0.3 percent from 2018 to December 2022. This compares to the Public Service figure of a 0.7 percent increase.

For Pacific representation, the figures have also slightly increased by 0.2 percent whereas Asian representation has increased by 2.2 percent. This compares to a 1.5 percent increase in Pacific representation and a 3.3 percent increase in Asian representation in the Public Service.



Māori and ethnic representation of People Leaders in Customs

Māori representation of our people leaders has increased by 0.8 percent since 2018 and by 2.7 percent for Pacific Peoples. It has decreased by 0.4 percent for Asian people.

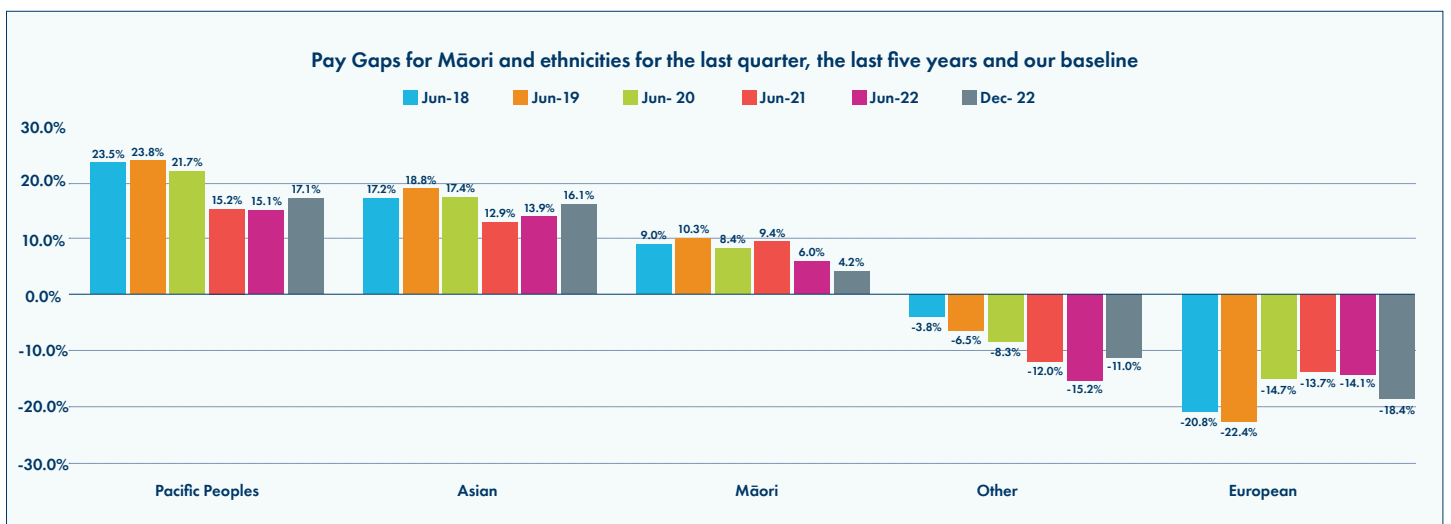


Note: absolute numbers for Asian, Pacific Peoples, Other and Māori are very small. In this analysis, to allow appropriate comparisons over time, People Leaders are defined as those who have people reporting to them. Primarily these include Managers, Chief Customs Officers/Team Leaders, Supervising Customs Officers, some Senior Advisors and Analysts, Operations Managers and Counsellors.

* From September 2021 quarter we are now including staff if they have identified in one of three options rather than just two.

Māori and ethnic pay gaps

The Māori pay gap has been trending down. Though the Pacific and Asian pay gaps have increased from 2021 to 2022, they are lower than they were in 2018.



The way forward

To improve Customs' gender, Māori and ethnic equity we need to continue our work in identifying where the inequities are and what we can do about them. Not only must we treat all people equitably, but we must also ensure everyone has equitable access, resources and opportunities in recruitment, promotion, and career development. We have identified a number of initiatives that will enable us to improve these areas.

Focus Area Two:

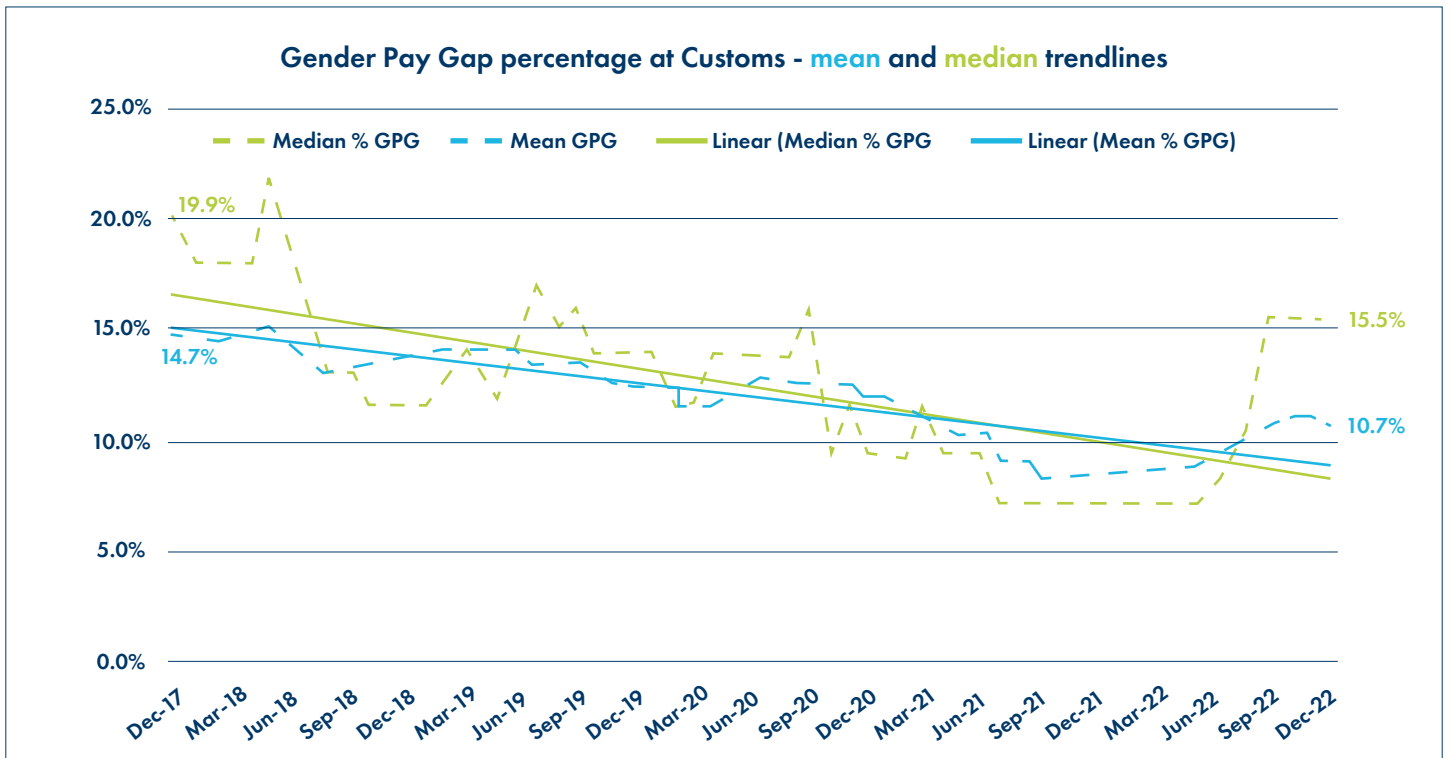
GENDER, MĀORI AND ETHNIC EQUITY GOALS 2026

- There are monthly fluctuations in both the mean and median GPG figures as staff join, leave and are promoted within the organisation. Customs’ goal is to see these figures trending down, and, our focus is on the trends we see over time, (see chart below). As stated in the Pay Gaps Action Plan 2022-2023, the goal is to reduce the pay gaps by a further 2 percent by mid-2024.
- Customs’ Māori and ethnic diversity goals are to increase representation by one percent per year for staff and leaders by 2026. This means we will have:
 - 12.9 percent Māori staff
 - 12.2 percent Māori leaders
 - 7.8 percent Asian leaders
 - 10.9 percent Pacific Peoples’ leaders

- In relation to representation of women in leadership, Customs’ goal is to increase this by 1.5 percent per year, which means 38.5 percent of our leadership will be women by 2026.

In addition to the goals above to improve gender, Māori and ethnic equity, we will also focus on the following goals:

- Establish an organisational wide understanding of merit and how it is rewarded.
- Support women, Māori, Pacific and Asian people in their career development and into leadership positions.



We will achieve these goals through the actions below.

Action	Measure
Execute Pay Gaps Plan (see separate plan).	Monitor progress against Pay Gaps Plan measures.
Work with the Recruitment Team to ensure progress in increasing representation of women, Māori and ethnic leaders as well as overall Māori representation in staff.	Monitor the representation of women, Māori and ethnic leaders and of Māori staff.
Discuss what merit means, including the influence of bias and some of the challenges with recruitment and remuneration systems.	There is a clear definition of merit in terms of the Customs' context.
Explore the relationship between merit and diversity.	An organisational wide understanding of merit and how it is rewarded.
Measure impact of women mentoring programmes for career aspirations	80 percent of participants report a positive effect, (reporting on whether increased confidence or skills/ clarity of pathway/ know how to seek advice/ career aspirations after one year of being in the programme).
Increase the proportion of women to men in secondment/acting opportunities.	50 percent of those appointed each quarter in secondment/acting-up role are women across Customs.
Record the impact of the participation of women in formal Leadership Programmes.	70 percent of women participants report positive effect; increased confidence or skills/ clarity of pathway/ know how to seek advice/ career aspirations after 18 months. Check evaluation.
Sponsor participant's attendance at external women's events.	Number of women attended external women's events per year.
Monitor Women High Potentials through the dynamic talent map.	50 percent of those identified as High Potential(s) are women.
Record the impact of formal Leadership Programmes for Māori, Asian, and Pacific Peoples career aspirations.	At least 70 percent of participants report positive effect; increased confidence or skills/ clarity of pathway/ know how to seek advice/ career progression on career aspirations after 18 months - to be implement annually.
Enable the use of ethnicity data for Māori, Asian and Pacific Peoples in identifying high potentials and the support or barriers for these high potentials.	An increase in those identified as High Potential(c) being Māori, Asian and Pacific Peoples.
Implement a Māori and an ethnic mentoring plan.	Mentoring plan by December 2023. Implement and monitor progress against mentoring plan measures.



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