

Inclusion and Diversity Strategy 2023-2026



NEW ZEALAND
CUSTOMS SERVICE
TE MANA ĀRAI O AOTEAROA

Vision:

Customs is Inclusive, Equitable and Diverse. Every voice is valued and respected.

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

This vision aligns with Te Pou Tokomanawa Principles and Customs' Values



KOTAHITANGA
Partnership



KAITIAKITANGA
Protection



MANAAKITANGA
Participation



What does it mean?

- Being **inclusive** means valuing our uniqueness and helping everyone contribute and bring their authentic selves to work.
- Being **equitable** means providing equal access and opportunity to all.
- Being **diverse** means people have a unique blend of different knowledge, skills and experience based on professional capabilities, sexual orientation, age, gender identity, ethnicity, disability and more.

Why does it matter?

- We have a strong belief in creating a culture of **inclusion** so that people feel safe, treated fairly, supported to grow and able to do their best work. This is a time of opportunity.
- We have **equitable** systems and environments so everyone can be treated fairly and respectfully.
- The community we serve is increasingly **diverse**, and we need to be ready to respond to changes in customer demand, risks and technology. All these changes require our people to be inclusive, culturally competent and use diversity of thought for better decision making.

Two Focus Areas to help us attract, retain, develop and progress all staff at all levels.



Foster an inclusive culture to encourage growth and improvement.

Inclusion

Goals 2026

- 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.

Gender, Māori and Ethnic Equity

Goals 2026

- Achieve the goals and measures in the Pay Gaps Plan.
- Increase in the representation of women, Māori and ethnic leaders and of Māori staff.
- 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.



Improve gender, Māori and ethnic equity so everyone is treated fairly and has equal access to opportunities.