



He Ara Whakaurunga Kanorau | Diversity and Inclusion Strategy: Progress Report September 2025

Purpose of this report:

He Ara Whakaurunga Kanorau | Diversity and Inclusion Strategy (the Strategy) was published on 1 June 2022. Progress reports on the Strategy will be provided to the NZFC Board twice a year and published on the NZFC website. This is an action under Outcome 2 of the Strategy: We understand the makeup of our industry and see progress in diversity and inclusion. It is also part of our commitment to accountability and transparency.

Outcome 1: The NZFC has a workplace culture that is diverse, inclusive and equitable

Action	Target	Actual 2023	Actual 2024	Status 2025	Notes/Results
Create an internal diversity calendar of events and all staff participate in observing events of significance.	Each year, 90% of NZFC staff agree that people from all backgrounds and cultures feel included, welcomed and valued in this organisation.	72%	87%	82%	
Develop a training module for NZFC staff that includes Unconscious Bias, Te Tiriti o Waitangi, Bullying and Harassment, Te Arawhiti Māori-Crown Relationship training, Racial Equity and Institutionalised Racism training.	95% of staff attend in-person training. Each year, 100% of new and existing staff complete online module course.	92% of staff have completed an online module course. 96% have completed in-person training.	98% of staff have completed in person training (Te Tiriti training)	TBC	Online module courses were not renewed after 2023.

Action	Target	Actual 2023	Actual 2024	Status 2025	Notes/Results
Create an internal intranet for NZFC staff that is regularly updated with resources and information on diversity and inclusion.	Each year, 80% of staff agree they can easily access and share diversity and inclusion resources with colleagues	86%	91%	88%	
Diversity and Inclusion is included in the induction process for new staff members.	Each year, 100% of new staff have completed a Diversity and Inclusion induction discussion.	100%	100%	100%	
Undertake a review of all organisational policies to align with Te Rautaki Strategy and the Diversity and Inclusion Strategy.	Each year, 70% of staff agree that diversity and inclusion is clearly reflected in our policies and processes.	78%	87%	82%	All policies have been updated with D&I Considerations.
Develop a set of diversity and inclusion principles that will guide NZFC engagement with stakeholders.	Target to be developed	N/A	N/A	Achieved	This has been considered as achieved through the Code of Conduct
Collect demographic data for NZFC staff in line with Statistics New Zealand Standards.	Each year, 90% of staff demographic data recorded and aligned to Statistics New Zealand Standards	100%	85%	97%	
Identify accessibility requirements and working arrangements needed to support all NZFC staff.	Adjustments are provided for 100% of NZFC staff who indicate their accessibility requirements.	100%	100%	100%	
Update recruitment policy and process to attract, recruit and retain a diverse community of staff.	Target to be developed	N/A	N/A	TBC	Drafted for approval

Outcome 2: We understand the makeup of our industry and see progress in diversity and inclusion

Action	Target	Actual 2023	Actual 2024	Status 2025	Notes/Results
Re-evaluate and standardise the collection of applicant demographic data across all funding initiatives.	Standardised demographic data collection is added to all applicable applications	Achieved	Achieved	Achieved	This is now considered BAU.
Host regular hui with the industry to identify key issues and barriers (in addition to regular Departmental engagement)	Two hui held with Industry Leadership Group per year.	Not achieved	Not achieved	Not achieved	Due to the restructure and limited resources, we have not been able to hold a hui this year. We have engaged with the Industry Leadership Group on the development of the Industry Workforce Survey.
Survey NZFC staff on diversity and inclusion to track progress.	Employee participation in NZFC Diversity and Inclusion Survey is 90%	89%	72%	94%	D&I survey was incorporated into staff engagement survey this year. This percentage reflects staff who completed this survey.
Undertake biennial diversity and inclusion industry survey	Results are published and shared with the industry and key stakeholders. Data and outcomes will be used to drive policy decisions.	N/A	N/A	Achieved	Results published on NZFC website
Develop a half-yearly progress report for Leadership Team and Board discussion	Report to the Board in the July and December Board meetings and publish on the NZFC website	Achieved	Achieved	Achieved	
Report on the progress of the Strategy in compliance reporting	Report on Diversity and Inclusion progress to the Ministry of Culture and Heritage quarterly and annually	Achieved	Achieved	Achieved	

Outcome 3: NZFC practices, processes and services are accessible

Action	Target	Actual 2023	Actual 2024	Status 2025	Notes/Results
Staff training to make external communications more accessible.	In 2024, 70% of staff have completed MSD Accessibility Training	68%	56%	100%	
Educate staff on the importance of pronouns and encourage use in email signatures.	Information on pronoun use is included in induction materials for all new NZFC staff	Achieved	Achieved	Achieved	
Create an accessibility policy	Percentage of staff who identify as disabled who feel supported by the organisation in relation to their disability and accessibility requirements.	100%	100%	N/A	This question was not asked in the 2025 engagement survey
Review of all funding guidelines to ensure they are accessible	All NZFC funding guidelines are re-designed in accordance with MSD Accessibility standards, provided in alternative formats and published on the NZFC website	N/A	N/A	TBC	
Develop a set of guidelines to ensure Māori, cultural and accessibility requirements are part of the publication process	By 2024, all NZFC publications are available in alternative formats and are designed in accordance with agreed accessibility/cultural processes	N/A	N/A	TBC	Guidelines have been created and published on NZFC intranet.

Outcome 4: Talent and skills development opportunities are equitable and inclusive

Action	Target	Actual 2023	Actual 2024	Status 2025	Notes/Results
Facilitate internship programmes at the NZFC to increase knowledge and awareness of the screen eco-system.	Target to be developed	N/A	N/A	TBC	Given the recent changes in the organisation, this has been placed on hold.
Use NZFC research to tailor new and existing Talent Development funding at applicants from underrepresented communities to support transition from Talent Development to Development and Production.	Target to be developed	N/A	N/A	TBC	
Spotlight and promote diverse talent domestically and internationally through online events and/or publications.	Five events are held in person or online and/or publications are distributed focusing on diverse filmmakers per year	Achieved	Achieved	Not achieved	No spotlights have been published in 2025

Outcome 5: Diverse realities are represented on and off camera

Action	Target	Actual 2022	Actual 2023	Status 2024	Notes/Results
Re-evaluate and standardise the collection of assessor demographic data across all funding initiatives.	100% of assessor demographic data for D&P assessors collected and recorded by June 2022	100%	100%	100%	This is now BAU
Names of assessors across all funds are published on the NZFC website	Names of all assessors across NZFC funds are published on NZFC website by June 2022	Achieved	Achieved	Achieved	
Conduct a review of the Funding Assessment Process and Policy	Target to be developed	N/A	N/A	TBC	
Review the NZFC Gender Policy	Gender Policy is reviewed by 2023	N/A	Not achieved	TBC	Determined a gender policy is no longer necessary. Gender KPIs are

Action	Target	Actual 2022	Actual 2023	Status 2024	Notes/Results
					part of our BAU and something we regularly report on.
Re-evaluate and standardise diversity and inclusion requirements in all NZFC funds	Target to be developed	N/A	N/A	TBC	
Define and develop a cultural safety policy in partnership with the industry.	Target to be developed	N/A	N/A	TBC	NZFC staff are currently having discussions with members of the industry on this action.
Establish a process for cultural safety concerns on NZFC-funded projects to be addressed.	Target to be developed	N/A	N/A	TBC	NZFC staff are currently having discussions with members of the industry on this action.