

# He Ara Whakaurunga Kanorau

## Diversity and Inclusion Strategy

2022-2025

New Zealand  
FILM COMMISSION



Te Tumu Whakaata Taonga





## He tauākī whakamanawanui

### Statement of commitment

Te Tumu Whakaata Taonga | The New Zealand Film Commission (NZFC) is an Autonomous Crown Entity that empowers and attracts distinctive and diverse screen productions for all audiences. The recognition of Te Tiriti o Waitangi, our commitment to tangata whenua and integrating diversity and inclusion into all aspects of the NZFC are essential in achieving this mission.

The NZFC acknowledges that many people in the Aotearoa screen sector have benefitted from colonial and patriarchal structures – structures that have contributed to discrimination and exclusion of a range of people and practices. The NZFC are committed to redressing systemic exclusion to support our staff, filmmakers, storytellers, stakeholders and audiences who identify with historically underrepresented communities.

#### **Following page:**

The following image was inspired by the very first hui held with the Industry Leadership Group in November 2020.

Thank you for sharing this journey with us.



## Rārangi upoko

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## Te Matakite mō te Kanorau me te Hao i te Katoa:

Diversity and Inclusion Vision:

**He matakahi Te Tumu Whakaata Taonga mō te ahumahi kiriata katoa, e penapena nei i tētahi taiao mahi kanorau, hao i te katoa, mō te rāngai kiriata o Aotearoa.**

The New Zealand Film Commission is an industry leader that fosters a diverse and inclusive environment for the Aotearoa screen sector.



## Te Kanorau me te Hao i te Katoa:

Diversity and Inclusion Mission:

**Me tāpae ko te kanorau me te hao i te katoa i te pūtahi tonu o ā mātou mahi katoa, me tō mai, me whakamana hoki ngā pūrākau, me ngā pūkōrero hei whakaata i Aotearoa.**

Place diversity and inclusion at the heart of all we do, attracting and empowering stories and storytellers that are fully reflective of Aotearoa.

## He aha te tikanga o te kī a Te Tumu Whakaata Taonga, Te Kanorau, Te Hao i te Katoa?

What does the NZFC mean by Diversity and Inclusion?

### **Te Kanorau:**

#### Diversity:

Diversity recognises, respects and celebrates visible and non-visible differences of screen industry practitioners, organisations, audiences and communities.

Applying Diversity and Inclusion together is important because of their relationship to each other. Diversity means representation and recognition. Without inclusion, the crucial connections that attract diverse voices, encourage their participation and foster innovation will not happen.

### **Te Hao i te Katoa:**

#### Inclusion:

Inclusion is a practice that removes barriers and provides the conditions for equitable opportunities, access to resources, and meaningful collaboration.



## Mō tēnei Rautaki

### About this Strategy

The NZFC has worked in partnership with the Aotearoa screen sector to develop an organisational Diversity and Inclusion Strategy (Strategy) that proactively supports the aspirations of our staff, filmmakers, storytellers, stakeholders, and audiences. This Strategy honours our filmmaking past and celebrates the richness of our filmmaking future.

Our vision is to foster a diverse and inclusive environment for everyone. At the same time, the NZFC recognises that due to the interconnected nature of identities such as race, gender, class and ability, some people experience deeper discrimination or disadvantage than others. Through implementing this Strategy, particular attention will be given to meet the needs of intersectional and underrepresented communities.

The NZFC has identified the following groups as underrepresented: Māori, Pacific peoples, Asian communities, MELAA (Middle Eastern, Latin American and African), women/female identifying, gender diverse, LGBTQIA+ communities, disabled people, regional communities (defined for the purposes of the New Zealand screen sector as those outside of Auckland and Wellington), people below the age of 30 and people above the age of 60.<sup>1</sup> This is a living definition and may change over time as new data and research becomes available. Any updates to this definition will be communicated on the NZFC website.

This document provides a roadmap and lays out outcomes, actions, timeframes and targets for the NZFC to achieve its vision. Some of the actions in this Strategy will build on work already underway across the organisation; other actions are new ones to be launched. The actions laid out in this Strategy relate to NZFC internal practices, policies and processes.

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<sup>1</sup> The NZFC definition of underrepresented communities is based on a review of existing qualitative and quantitative research (domestic and international). The NZFC has sourced research that looks at representation in key creative roles (Director, Writer, Producer) in both film and television. Consideration was also given to research that looks at representation on screen (characters, stories, places, history and culture).

We strongly encourage our stakeholders and partners— filmmakers, exhibitors, distributors, guilds, industry organisations and Government agencies— to champion the aspirations and principles of this Strategy and use it to formulate their own ideas on how they can advance diversity and inclusion in the Aotearoa screen sector.

Actions laid out in this Strategy will work together to:

1. Empower underrepresented communities by enhancing capacity to participate within existing NZFC pathways and processes; and
2. Transform NZFC practices to change existing structures and remove barriers to equitable participation

This Strategy is not an end-product – it is part of a journey and an ongoing conversation. The NZFC will review progress against the Strategy, and update it as required; as such, it is a living document.

To ensure that the agility required to remain current with diversity and inclusion is not mistaken for constant flux, measurable actions and targets will be put in place to track progress.

Any changes to the document will be communicated and shared publicly. We value input from the sector, and welcome feedback from any individual or organisation who would like to help us achieve the outcomes. Please feel free to email [diversity.inclusion@nzfilm.co.nz](mailto:diversity.inclusion@nzfilm.co.nz) with any comments.

We acknowledge that language is constantly evolving, and one label or definition may not capture the complexity of diversity and inclusion. Feedback is encouraged on the language that is used and we are open to change, continuing to learn and listening to everyone's perspective.

## Te Rautaki Māori Strategy

Te Rautaki Māori sits as a foundation for the work of diversity and inclusion. Te Rautaki Māori Strategy of Te Tumu Whakaata Taonga was launched in May 2018 and signaled a commitment by the NZFC to actively work with Māori in partnership to achieve mutually agreed aspirations. Te Rautaki Māori Strategy and its execution are informed by the principles of Te Tiriti o Waitangi and Te Ao Māori. Principles that are inherent in Māori cultural concepts of manaakitanga, kaitiakitanga, and rangaitiratanga are underpinned in understanding Te Tiriti o Waitangi. The intention of Te Rautaki Māori is assuring a partnership approach with our Māori storytellers and filmmakers to achieve a bicultural approach to Aotearoa as tangata whenua and tangata tiriti.

The significance of having a specific strategy, funding initiatives and resources signaled to the Māori filmmaking community a new era of support, value and priority that would help champion exceptional storytellers to create enduring taonga for Aotearoa.

Te Rautaki Māori Strategy and the Diversity and Inclusion Strategy are mutually beneficial and interwoven strategies. They connect in elevating our commitments and delivery of support and funding initiatives that better serve and advance the diverse communities of the Aotearoa screen sector.

## Ngā mātāpono Principles

We acknowledge the distinct status of Māori as tangata whenua and are committed to meeting our obligations under Te Tiriti o Waitangi

We start from the understanding that racism, classism, ableism, ageism, transphobia, sexism, homophobia and sizeism exist and shape our lives

We are transparent about our capabilities, what we can and can't do, and welcome advice

We recognise the knowledge and expertise people hold based on their lived experience and will prioritise the voices of underrepresented communities

We commit to building respectful relationships through listening, learning, collaboration, and the meaningful sharing of resources

We ensure the onus isn't on underrepresented communities to progress this work; the onus is on everyone

We view progress as emergent from an accountable, accessible, and collaborative process, rather than as a destination

## Te horopaki mō te panoni

### Context for change

This Strategy is informed by evaluation of existing NZFC actions and engagement with industry practitioners, screen sector guilds, key stakeholders and experts in the field. The NZFC has taken a lived experience approach in its development of the Strategy.

It is important that the NZFC supports and responds effectively to the voices of people with lived experiences. This helps develop a clear vision of how inclusion should be framed and ensures that underrepresented communities see their perspectives reflected in the initiatives and the outcomes. Elevating the voices of those who are most impacted supports the development of human-centred policy.

There are complex, historical barriers to attaining equity of opportunity and participation in the screen sector. In research the NZFC has undertaken,<sup>2</sup> the common barriers that people have identified as preventing them from working in the screen sector equitably are:

- Racism, homophobia, transphobia, ableism, sexism and/or ageism
- Conscious and/or unconscious bias at all levels of the industry
- Cultural harm in each phase of screen production
- Structural barriers in funding agencies
- NZFC Board and staff do not reflect the diversity of Aotearoa
- Inequitable level of access to knowledge, support and opportunities
- Gender pay gap
- Inauthentic representation on screen and underrepresentation behind the camera
- Lack of consultation with underrepresented communities in filmmaking process
- Wellbeing of filmmakers is not prioritised

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<sup>2</sup> The NZFC has sought and considered qualitative and quantitative research on diversity and inclusion in both the Aotearoa and global screen industry. Research, data collection and monitoring is ongoing so that the NZFC can make sure actions and outcomes under this Strategy remain appropriately targeted and relevant over time.

This Strategy is an ongoing journey stemming from a genuine commitment to address these barriers, and the NZFC believes that an all-of-industry approach is necessary. Change needs to happen with participation and engagement from the sector as a whole, with an understanding that effective response needs to be industry-wide, long-term and adequately resourced. As an industry leader and funding agency, the NZFC has a role to play in this by better designing our policies and processes to address historical inequalities, collaborate with our communities and bring underrepresented groups to the decision-making table.

Prioritising Diversity and Inclusion and integrating it into all aspects of the NZFC are more than merely obligations. Doing so is essential to the future of the Aotearoa screen sector and our vision to champion exceptional storytellers to create enduring taonga for Aotearoa.



## Ngā whāinga o NZFC

### NZFC goals

The context for change is also driven by the five goals as set out in the [NZFC Statement of Intent](#).

#### He whakaoho i te puāwaitanga o ngā pūrākau kiriata whakangahau i te iwi, pūrākau motuhenga, piripono ki ngā tikanga

Activate high impact, authentic and culturally significant screen stories

Screen stories serve as a powerful medium to encourage diversity – they affect how people view themselves, how they see others, and can help break down stereotypes that are detrimental to individuals and limiting to society. Empowered inclusion of diverse storytellers creates more possibilities for authentic stories to be told. Authenticity is a contestable term, yet there is no ambiguity in its importance when evaluating stories rooted in specific cultures. It is vital to make space for underrepresented cultures to be able to tell their own stories authentically and where appropriate, seek collaborations rather than superficial consultation.

#### He whakapūmau, he whakapakari hoki i te whanake-tanga ōhanga mō tō tātou ahumahi kiriata haumako

Sustain and strengthen economic growth for our thriving screen industry

Films with strong cultural elements resonate with our audiences both in Aotearoa and internationally. By embracing diversity and inclusion we can scale our industry to meet global opportunities. Increasing the diversity of our talent pool and the breadth of stories we are supporting (including, for example, through targeted support for underrepresented communities) will help us attract international productions into New Zealand, adds to our reputation as a good country to work with, and will help grow the workforce in the Aotearoa screen sector.

#### He whakawātea i ngā ara whakaoho mauri mā te hunga whakamīharo, kaupapa mahi whakamīharo, umanga whakamīharo anō hoki

Facilitate dynamic pathways for outstanding people, projects and businesses

Talented people from all walks of life should be able to gain access to, and have a voice, in the industry. In order for the NZFC to support filmmakers from a wider range of backgrounds and experiences, we need to break the pattern of exclusion and/or misrepresentation and ensure they have access to the information, support and opportunities available to them. By being inclusive and responsive, we can better support more innovative ways for people to develop and build their careers.

## He whakahihiko i te ngākau nui, otirā te tokomaha, o ngā kaimātakitaki ki ngā pūrākau kiriata o Aotearoa, i tēnei motu, i tāwāhi anō hoki

Maximise interest and audiences for New Zealand screen stories here and overseas

There has been a shift in focus globally for diversity in screen stories. Distributors and streaming services are recognising they can reach more audience demographics by incorporating diverse casts and creators. New audiences are reached through inclusive screen stories, as those who are represented in these stories are attracted to see themselves reflected on screen. By delivering more representative content we broaden the landscape, ensure audiences have access to New Zealand stories and therefore have a cultural impact here and overseas.

## He whakapakari i ngā hononga i waenga i te hunga whai pānga katoa kia eke ngā mahi kōtui ki tōna tino hiranga

Build and maintain stakeholder relationships to generate excellence in partnerships

Diversity and inclusion strategies support us to build networks that help inform our work – in practice this looks like respect, reciprocity, correct process and protocols, and inclusive values-based relationships. An open and transparent organisation attracts positive engagement, and a diverse workforce brings in more perspectives which results in better solutions for our stakeholders.



## Te anga huaputa

### Outcomes framework

This Strategy will drive the Diversity and Inclusion vision through five outcomes: workplace culture, accountability, accessibility, talent and stories. These are designed to complement each other and will work together to create a positive impact across all dimensions of the NZFC. All outcomes are interconnected and should not be read in isolation. The outcomes framework will make sure that everyone has the same understanding about what the future should look like, and that all actions are consistent with this. Te Tiriti o Waitangi is integral to the considerations of these outcomes, and Te Rautaki Māori initiatives are complementary to the Diversity and Inclusion outcomes.

**He aha te mea nui o tēnei Ao,  
he tangata, he tangata, he tangata.**

What is the most important thing in this world, 'tis people, 'tis people, 'tis people.

INDEPENDENT  
FILM CREATORS

NEW & EMERGING

13

MIGRANT ETHNIC  
CREATORS

RANGATAHI

MELANESIAN

PASIFIKA

MĀORI



STORYTELLERS

WAHINE/  
WOMEN

# WHO ARE WE?

RURAL COMMUNITY

EDUCATORS

FEMME

AUTISM

LOW INCOME  
WHĀNAU

CRITICAL THINKING

NEURODIVERSE

DYSLEXIA

LGBTQIA+

DISABLED  
COMMUNITY

SURVIVORS

MENTAL  
ILLNESS

TAKATĀPUI



## Te anga huaputa Outcomes framework

**Ka tutuki tō mātou matekitenga  
kia penapenatia he taiao kanorau,  
tuwhera ki te katoa mō te rāngai  
kiriata o Aotearoa, ina pēnei...**

We will achieve our vision of  
fostering a diverse and inclusive  
environment for the Aotearoa  
screen sector when...



### He ahurea wāhi mahi kanorau, hao i te katoa, ōrite hoki mō te katoa, tō Te Tumu Whakaata Taonga

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

The NZFC is a culturally intelligent and capable  
organisation, understanding and responding to the  
diverse needs of our staff and stakeholders now and  
into the future

NZFC staff are supported with time and resources  
to learn, recognise and understand barriers faced by  
underrepresented communities

The NZFC is educated on barriers faced by those in  
the industry and advocates for equity in the screen  
sector

NZFC staff feel safe, included and empowered at  
work. Stakeholders feel safe when engaging with the  
NZFC

Space is held for ongoing discussions on how a  
range of voices can be represented and supported



### Kei te mārama mātou ki te āhua o tō mātou ahumahi, kua kitea hoki te ahunga whakamua o te kanorau me te hao i te katoa

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

The NZFC has a representative picture of the  
diversity of the industry, workforce composition,  
causes of discrimination and barriers that people are  
facing

The NZFC practices radical transparency and shows  
where funding is going

The NZFC will track equal opportunity over time, have  
historical data and will be able to see developments  
in diversity and inclusion



**E wātea ana ngā tikanga mahi, ngā hātepe me ngā ratonga a Te Tumu Whakaata Taonga**

NZFC practices, processes and services are accessible

The NZFC has exemplary and culturally adept services designed to meet the needs of staff and stakeholders

All people have access to the information, resources and services they need to engage with the NZFC

Everyone can interact with the NZFC in a way that meets their individual needs and promotes their independence

Filmmakers are aware of all the services and information they need to apply for funding and be confident they can access it



**E ōrite ana, e hao ana i te katoa ngā whāinga wāhi whanaketanga kaimahi, pūkenga hoki**

Talent and skills development opportunities are equitable and inclusive

Proactive inclusion is at the heart of the NZFC's Talent Development Department

Pathways are created for networked and inclusive opportunities

Underrepresented talent is invested in and made visible

New Zealand's filmmaking talent pool reflects the diversity of contemporary Aotearoa

Screen practitioners from all walks of life are supported to produce a diversity of work, reflective of a diversity of experiences



**Ka kitea ngā ao miro maha, i te tirohanga kāmera, i waho hoki i te tirohanga kāmera**

Diverse realities are represented on and off camera

Māori and underrepresented communities experience cultural safety when they are participating, contracted or employed on NZFC-funded screen projects

Culturally significant stories are recognised by audiences as reflective of Aotearoa, our people, places, language and ideas

Underrepresented communities see and hear their voices on screen and feel seen, heard and valued

Filmmakers have ownership of their knowledge and stories

## Mahere Whakatinana Action Plan

Our Action Plan specifies how the outcomes will be achieved, the initiatives and actions that will be implemented and identifies targets to measure progress. In creating the timeframe by which the actions will be implemented, the NZFC has taken capacity and resourcing into account. Actions to be implemented in 2023-2024 are bigger pieces of work that require further research and scoping.

The initiatives are the set of programmes focusing on achieving the outcome and the means by which we will translate our vision into practice (what we will do). The actions are the specific activities and tasks that will be implemented to drive the initiative (how we will do it). Targets are set to demonstrate progress and what we hope to achieve for each outcome. All targets will be reviewed on an annual basis.

To support the implementation of the actions, the NZFC will work alongside industry, screen sector guilds and agencies to utilise and tap into existing resources. This will ensure a best practice approach that is manageable, holistic and sustainable. Each year, the NZFC Diversity and Inclusion Committee will create a work plan to map out how, and when actions will be implemented.

We will monitor our progress and evaluate the effectiveness of the initiatives and actions through the various means identified in the Action Plan. Progress against the outcomes and targets will be reported to the NZFC Board throughout the duration of the Action Plan, quarterly to the Ministry for Culture and Heritage, and annually in the NZFC's Annual Report.



## PUTANGA 1 | OUTCOME 1

**He ahurea wāhi mahi kanorau,  
hao i te katoa, ōrite hoki mō te katoa,  
tō Te Tumu Whakaata Taonga**

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

This outcome is the foundation of the Strategy. Diversity and Inclusion needs to become part of everyday life at the NZFC – without this, the other four outcomes will not be achieved. For the NZFC to become a culturally intelligent organisation, organisational policies need to be inclusive and flexible, responding to the needs of our stakeholders now and into the future. Bias needs to be identified and mitigated on an individual level, as teams and through workplace structures - this means supporting NZFC staff with time and resources to learn, recognise and understand barriers faced by underrepresented communities. As a result, the NZFC will be a leader in advocating for equity in the screen sector, NZFC staff will feel included and empowered at work and stakeholders will feel safe when engaging with the NZFC. By creating a workplace culture that is diverse and inclusive, space will be held for ongoing discussion on how a range of voices can be represented and supported.



KŌKIRI INITIATIVE	NGĀ MAHI ACTIONS	TE WĀTAKA TIMEFRAME	TE ŪNGA TARGET
<p><b>Increase NZFC staff understanding of barriers faced by underrepresented communities through training and learning activities</b></p>	<p>Create an internal diversity calendar of events and all staff participate in observing events of significance</p>	<p>Implemented in 2021</p>	<p>In 2022, 90% of NZFC staff agree that people from all backgrounds and cultures feel included, welcomed and valued in this organisation</p>
	<p>Develop a training module for NZFC staff that includes (but is not limited to) Unconscious Bias, Te Tiriti o Waitangi, Bullying and Harassment, Te Arawhiti Māori-Crown Relationship training, Racial Equity and Institutionalised Racism training</p>	<p>Implement in 2022</p>	<p>In 2022, 95% of staff attend in-person training Each year, 100% of new and existing staff complete online module course</p>
	<p>Create an intranet for NZFC staff that is regularly updated with resources and information on diversity and inclusion</p>	<p>Implemented in 2021</p>	<p>In 2022, 80% of staff agree they can easily access and share diversity and inclusion resources with colleagues</p>
<p><b>Ensure organisational policies and processes support the D&amp;I Strategy and meet the diverse needs of our staff and stakeholders</b></p>	<p>Diversity and Inclusion is included in the induction process for new staff members</p>	<p>Implement in 2022</p>	<p>Each year, 100% of new staff have completed a Diversity and Inclusion induction discussion</p>
	<p>Undertake a review of all organisational policies to align with Te Rautaki Māori Strategy and the Diversity and Inclusion Strategy</p>	<p>Complete by end of 2023</p>	<p>In 2022, 70% of staff agree that diversity and inclusion is clearly reflected in our policies and processes In 2022, 80% of staff understand Te Rautaki Māori initiatives, policies and processes in the organisation.<sup>3</sup></p>
	<p>Develop a set of Diversity and Inclusion principles that will guide NZFC engagement with stakeholders</p>	<p>Implement in 2022</p>	<p>Target to be developed</p>
<p><b>Understand the diversity of our organisation and identify barriers which may be affecting recruitment, progression or experience of staff</b></p>	<p>Collect demographic data for NZFC staff in line with Statistics New Zealand Standards and publish aggregated data on the NZFC website</p>	<p>Implemented in 2021</p>	<p>Each year, 90% of staff demographic data is recorded and aligned to Statistics New Zealand Standards</p>
	<p>Identify accessibility requirements and working arrangements needed to support all NZFC staff</p>	<p>Implemented in 2021</p>	<p>Adjustments are provided for 100% of NZFC staff who indicate their accessibility requirements</p>
	<p>Update recruitment policy and process to attract, recruit and retain a diverse community of staff</p>	<p>Complete by June 2022</p>	<p>Target to be developed</p>

<sup>3</sup> Target also reflected in Te Rautaki Māori Strategy



## PUTANGA 2 | OUTCOME 2

**Kei te mārāma mātou ki te āhua o tō mātou ahumahi, kua kitea hoki te ahunga whakamua o te kanorau me te hao i te katoa**

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

Data is crucial in effecting change and a thorough understanding of diversity and inclusion requires both quantitative and qualitative approaches. Consistent and quality data will provide the NZFC with a representative picture of the diversity of the industry, workforce composition, causes of discrimination and barriers that people in the industry are facing. This will contribute to a greater understanding of the industry and help identify and prioritise areas for improvement. Human-centred, lived experience engagement methods will be used to understand what actions will best support the needs of our staff, filmmakers, audiences and communities. Accountability and open dialogue on progress is vital in developing trust with our stakeholders – radical transparency will be adopted, meaning that the NZFC will remove barriers to data and information and share what is really happening. By making greater use of people data and insights to drive focus and ensure accountability, we can track (and see) progress, readjust focus in a timely way and highlight achievements. As a result, the NZFC will track equal opportunity over time, have historical data and will be able to see developments in diversity and inclusion.

KŌKIRI INITIATIVE	NGĀ MAHI ACTIONS	TE WĀTAKA TIMEFRAME	TE ŪNGA TARGET
<p><b>Ensure we have robust and accurate data that tells the real story, informs our decisions and tracks progress</b></p>	<p>Re-evaluate and standardise the collection of applicant demographic data across all funding initiatives</p>	<p>Implement in 2022</p>	<p>Standardised demographic data collection is added to all applicable applications</p>
	<p>Host regular hui with the industry to identify key issues and barriers (in addition to regular Departmental engagement)</p>	<p>Implemented in 2020</p>	<p>Two hui held with Industry Leadership Group per year</p>
	<p>Survey NZFC staff on diversity and inclusion to track progress</p>	<p>Implemented in 2021</p>	<p>Increase in employee participation in NZFC Diversity and Inclusion Survey to 90% by 2022</p>
	<p>Undertake a biennial Diversity and Inclusion Industry survey</p>	<p>Implement in 2022</p>	<p>Results are published and shared with the industry and key stakeholders. Data and outcomes will be used to drive NZFC policy decisions</p>
<p><b>Ensure transparency about progress and report on whether the Strategy is generating the desired outcomes</b></p>	<p>Develop half-yearly progress reports for Leadership Team and Board discussion</p>	<p>Implement in 2022</p>	<p>Report to the Board in the July and December Board meetings and publish on the NZFC website</p>
	<p>Report on the progress of the Strategy in compliance reporting</p>	<p>Implement in 2022</p>	<p>Report on Diversity and Inclusion progress to the Ministry of Culture and Heritage quarterly and annually</p>



## PUTANGA 3 | OUTCOME 3

## E wātea ana ngā tikanga mahi, ngā hātepe me ngā ratonga a Te Tumu Whakaata Taonga

### NZFC practices, processes and services are accessible

The New Zealand Government has made a commitment to providing information and communications through the Accessibility Charter programme of work. This implements the requirements of the United Nations Convention on the Rights of Persons with Disabilities through the New Zealand Disability Strategy. Accessibility is the degree to which an environment, process, product or service is available to all and can be viewed as the “ability to access” and participate in a system or entity. Accessibility is a major barrier that excludes some people from participating or engaging with the NZFC. By implementing culturally adept services that are designed to meet the needs of our staff and stakeholders, all people will have access to the information, resources and services they need to engage with the NZFC. As a result, everyone can interact with the NZFC in a way that meets their individual needs and promotes their independence, filmmakers are aware of all the services and information they need to apply for funding and can be confident they can access it.

KŌKIRI INITIATIVE	NGĀ MAHI ACTIONS	TE WĀTAKA TIMEFRAME	TE ŪNGA TARGET
<p><b>Increase understanding of structural barriers to ensure access issues are identified and addressed</b></p>	<p>Staff training to make external communications more accessible</p>	<p>Implement in 2022</p>	<p>In 2022, 100% of staff have completed MSD Accessibility Training</p>
	<p>Educate staff on the importance of pronouns and encourage use in email signatures</p>	<p>Implemented in 2021</p>	<p>Information on pronoun use is included in induction materials for all new NZFC staff</p>
	<p>Create an accessibility policy</p>	<p>Complete by June 2022</p>	<p>Target to be developed</p>
<p><b>Review of NZFC systems and processes to ensure communication, documents and services are accessible</b></p>	<p>Develop a set of guidelines to ensure Māori, cultural and accessibility considerations are part of the publication process</p>	<p>Complete in 2023</p>	<p>By 2024, all NZFC publications are available in alternative formats and are designed in accordance with agreed accessibility/cultural processes</p>
	<p>Create a well-known accessible avenue for anyone to provide feedback on diversity and inclusion at the NZFC</p>	<p>Implement in 2022</p>	<p>Target to be developed</p>
	<p>Practice proactive inclusion by facilitating regular staff attendance at screen sector guild events</p>	<p>Implement in 2022</p>	<p>Target to be developed</p>
<p><b>Ensure funding processes are accessible and inclusive</b></p>	<p>Review of all funding guidelines to ensure they are accessible</p>	<p>Complete by December 2024</p>	<p>All NZFC funding guidelines are re-designed in accordance with MSD Accessibility standards, provided in alternative formats and published on the NZFC website</p>
	<p>Review funding application process</p>	<p>Initiate in 2024</p>	<p>Target to be developed</p>



## PUTANGA 4 | OUTCOME 4

**E ōrite ana, e hao ana i te katoa ngā whāinga wāhi whanaketanga kaimahi, pūkenga hoki**

Talent and skills development opportunities are equitable and inclusive

The Aotearoa screen industry's growth, development and wellbeing benefits from the inclusion and celebration of our country's rich diversity. By ensuring proactive inclusion is at the heart of the NZFC's Talent Development Department, pathways will be created for networked and inclusive opportunities, and underrepresented talent will be invested in and made visible. Creating pathways specifically for underrepresented filmmakers will ensure the NZFC identifies a broad range of talent, and the filmmaking talent pool reflects the diversity of contemporary Aotearoa. As a result, screen practitioners from all walks of life will be supported to produce a diversity of work, reflective of a diversity of experiences.

KŌKIRI INITIATIVE	NGĀ MAHI ACTIONS	TE WĀTAKA TIMEFRAME	TE ŪNGA TARGET
<b>Provide inclusive career development and progression opportunities to underrepresented filmmakers</b>	Facilitate internships programmes at the NZFC to increase knowledge and awareness of the screen ecosystem	Implement in 2022	Target to be developed
	Use NZFC research <sup>4</sup> to tailor new and existing Talent Development funding at applicants from underrepresented communities to support transition from Talent Development to Development and Production	Implemented in 2021	Target to be developed
	Spotlight and promote diverse talent domestically and internationally through online events and/or publications	Implement in 2022	Five events are held in person or online and/or publications are distributed focusing on diverse filmmakers per year
	Target new and existing Talent Development funding at underrepresented communities to support transition from Talent Development to Development and Production	Implement in 2022	Target to be developed
<b>Shape bespoke funding initiatives to support and redress gaps in representation</b>	Facilitate and grant scholarships to filmmakers from underrepresented communities	Implement in 2023	Target to be developed

<sup>4</sup> Research, data collection and monitoring is ongoing so that the NZFC can make sure actions and outcomes under this Strategy remain appropriately targeted and relevant over time.



## PUTANGA 5 | OUTCOME 5

**Ka kitea ngā ao miro maha, i te tirohanga  
kāmera, i waho hoki i te tirohanga kāmera**

Diverse realities are represented on and  
off camera

Representation on screen starts with equitable representation in our storytellers, and the NZFC will champion this so culturally significant stories are recognised by audiences as reflective of Aotearoa, our people, places, language and ideas. The outcome is that underrepresented communities will see and hear their voice on screen and feel seen, heard and valued. By ensuring that lived experiences are heard and respected during the filmmaking process, underrepresented communities will be supported to make exceptional content, and have ownership of their knowledge and stories. Equitable representation means more than having diversity on screen and behind the camera; it means ensuring respectful and reciprocal engagement and that there are structures in place to protect cultural identity and wellbeing. In implementing tangible cultural safety standards, Māori and underrepresented communities will experience cultural safety when they are participating, contracted or employed on NZFC-funded screen projects.

KŌKIRI INITIATIVE	NGĀ MAHI ACTIONS	TE WĀTAKA TIMEFRAME	TE ŪNGA TARGET
<p><b>Ensure a diversity of experiences and perspectives in the funding assessment processes</b></p>	<p>Re-evaluate and standardise the collection of assessor demographic data across all funding initiatives</p>	<p>Implement in 2022</p>	<p>100% of assessor demographic data for Development &amp; Production assessors collected and recorded by June 2022</p>
	<p>Names of assessors across all funds are published on the NZFC website</p>	<p>Complete by June 2022</p>	<p>Names of all assessors across NZFC funds are published on NZFC website by June 2022</p>
	<p>Conduct a review of the Funding Assessment Process and Policy</p>	<p>Complete by December 2024</p>	<p>Target to be developed</p>
<p><b>Integrate Diversity and Inclusion principles into all funding decisions</b></p>	<p>Review the NZFC Gender Policy</p>	<p>Complete by December 2023</p>	<p>Gender Policy is reviewed by 2023</p>
	<p>Re-evaluate and standardise diversity and inclusion eligibility requirements in all NZFC funds</p>	<p>Initiate in 2024</p>	<p>Target to be developed</p>
<p><b>Ensure the cultural safety of Māori and underrepresented communities participating, contracting, employed or attached to NZFC-funded projects</b></p>	<p>Work in partnership with the industry and support screen sector guilds to define and develop a cultural safety policy</p>	<p>Initiate in 2022</p>	<p>Target to be developed</p>
	<p>Establish a process for cultural safety concerns on NZFC-funded projects to be addressed</p>	<p>Complete by December 2023</p>	<p>Target to be developed</p>

## Nā te Heamana me te Komiti mō Te Whakaurunga Kanorau

### From the Chair, and Diversity and Inclusion Committee

#### Kerry Prendergast | Chair

Te Tumu Whakaata Taonga New Zealand Film Commission Board

I am proud to present He Ara Whakaurunga Kanorau | Diversity and Inclusion Strategy on behalf of Te Tumu Whakaata Taonga New Zealand Film Commission Board. It's time for courageous moves, and the NZFC is proud to be at the forefront of change. This Strategy lays out the actions we will take to imbed diversity and inclusion in everyday life at the NZFC, and the Board are embarking on a journey toward a more inclusive screen industry.

I acknowledge the work of the NZFC Diversity and Inclusion Committee led by Tayla Hancock, Dale Corlett and Te O Kahurangi Waaka for developing this Strategy. This group of staff have shared their lived experiences and expertise throughout the process, and I am grateful for their leadership and engagement with the sector.

Over the last two years, the NZFC Diversity and Inclusion Committee lead a series of engagement with the industry seeking to understand the barriers faced by underrepresented communities, and how the NZFC could support their aspirations. These conversations formed the basis of this Strategy, and we will continue to engage with the industry to ensure this Strategy reflects the communities that we serve. Having meaningful engagement with groups that truly reflect the Aotearoa screen sector has been vital, and we hope this will inspire better representation both on screen and behind the camera.

I would also like to acknowledge the championing of this work by former CEO Annabelle Sheehan, under whose leadership the development of the Strategy began. This Strategy must be driven from the top with visible leadership and accountability, and the Board are committed to addressing barriers that impact our staff, filmmakers and audiences. I am excited to see the impact this Strategy will have on Aotearoa's screen sector, and stories to come.

#### Diversity and Inclusion Committee

Te Tumu Whakaata Taonga New Zealand Film Commission

Te Tumu Whakaata Taonga He Ara Whakaurunga Kanorau | NZFC Diversity and Inclusion Strategy creates a vision for our future that is exciting, aspirational and thought-provoking.

There are many talented filmmakers in Aotearoa from hugely diverse backgrounds and the NZFC needs to foster an environment where everyone's work is safe, opportunities are equitable, and everyone has access and the resources they require to tell their authentic stories. With the introduction of this Strategy, we are setting ourselves a clear direction and inviting the Aotearoa screen sector to join us on this journey.

We recognise the need for change has been around for a long time. Development of the Strategy has been a complex process and we wanted to ensure that time was taken to create a roadmap for change that is based on research, meaningful consultation, co-design and a commitment to both short and long-term goals. We acknowledge the invaluable contribution of the Industry Leadership Group who have shared their time, knowledge and lived experiences throughout this process.

The five outcomes in the Strategy reflect the aspirational future that we have envisioned and gives us a shared vision of what success may look like. Ultimately, we hope that the Strategy will challenge the current landscape, diversity and inclusion will be embedded in the structure of the NZFC and we have removed barriers to accessing opportunities.

The Strategy marks an important step forward, but there is much work ahead. We will make coordinated efforts to ensure the Strategy is living and intentional so our sector is sustainable, thriving and all of our filmmakers flourish.

## Ngā tūranga me ngā takohanga

### Roles and responsibilities

All NZFC staff are responsible and accountable for fostering a diverse and inclusive environment for the Aotearoa screen sector.

#### Te Pōari

##### The Board

Responsible for approving the Strategy, monitoring the outcomes and the progress made toward achieving them.

#### Te Tira Arataki

##### Leadership Team

Responsible for approving and implementing the measurable actions, reporting to the NZFC Diversity and Inclusion Committee on progress against the initiatives they are responsible for leading.

#### Te Komiti Kanorau Whakaurunga Whakaroto o NZFC

##### NZFC Internal Diversity and Inclusion Committee (Committee)

A Board-endorsed working group that has responsibility for developing the Strategy and assisting with the implementation of the Action Plan. The Committee is comprised of NZFC staff; membership is voluntary and open to all NZFC staff members. At least one member of the Leadership Team will always be in the Committee. Key duties of the Committee include recommending initiatives and actions for achieving diversity and inclusion, creating a work plan for the implementation of the Action Plan,

engaging with the industry, providing support and guidance to NZFC staff on best practice and reporting on progress against the outcomes. A link to the Committee's Terms of Reference is [here](#).

#### Te Rōpū Arataki Ahumahi

##### Industry Leadership Group

A group comprised of individuals in the Aotearoa screen sector from underrepresented communities and diverse backgrounds who work in partnership with the Committee and provide advice on the development and implementation of the Strategy. These individuals have been invited personally by the NZFC on the basis they have demonstrated a commitment to, and knowledge of Diversity and Inclusion. The Committee leads engagement with the Industry Leadership Group to ensure all voices are heard and the group is culturally safe and accessible.

#### Te Katoa

##### All

Awareness of the Strategy and the NZFC's vision.

**This is a Board-endorsed Strategy. It will be updated as required.**

## Kuputaka Glossary

**Te Whakaurunga Accessibility:** The degree to which an environment, process, product or service is available to all. Accessibility can be viewed as the “ability to access” and participate in a system or entity.

**Ngā Maioro Barriers:** Obstacles that collectively affect a group disproportionately and perpetuate or maintain disparities in outcomes. Barriers can be policies, practices and/or behaviours that favour one group while systematically disadvantaging another group.

**Te Wharanga Ahurea Cultural Harm:** Cultural harm is indicative of a power imbalance between one group of people and those marginalised by that group. The nature of cultural harm presents as a spectrum, including misrepresentation, exploitation and appropriation of culture, disregard for the sacredness of cultural imagery and artefacts, microaggressions, passive aggression and interpersonal harm and abuse.

**Te Haumanu Ahurea Cultural Safety:** Provides a structure which guides and assists the protection of a person’s cultural identity and wellbeing. A culturally safe environment requires respectful and reciprocal engagement, acknowledgement of different worldviews and self-awareness to mitigate bias.

**Te Whiwhinga Ōrite Equity:** Equity recognises that each person has different circumstances and allocates the exact resources and opportunities they need to reach an equal outcome. This makes equity central to the genuine empowerment of underrepresented communities, rather than theoretical equality.

**Te Haumitanga o Te Hē Intersectionality:** A term coined by Kimberlé Crenshaw to describe the interconnected nature of social categorisations such as race, class and gender, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

**Ngā Taera me Ngā Ira Tangata LGBTQIA+:** Includes, but is not limited to, identities such as lesbian, gay, bisexual, non-binary, gender diverse, transgender, fa’fafafine, takatāpui, whakawahine, tangata ira tane, fakaleiti, akava’ine, intersex, queer, questioning, asexual and more.

**Ngā Kanohe kāore e tino kitea ana Underrepresented communities:** The NZFC has identified the following groups as underrepresented communities in the screen sector: Māori, Pacific peoples, Asian communities, MELAA (Middle Eastern, Latin American and African), women/female identifying, gender diverse, LGBTQIA+ communities, disabled people, regional communities (defined for the purposes of the New Zealand screen sector as those outside of Auckland and Wellington), people below the age of 30 and people above the age of 60.

## Ngā whakamoemiti Credits

The NZFC acknowledges the mahi and leadership of the following people in helping to co-design this Strategy.

### **NZFC Diversity and Inclusion Committee**

Tayla Hancock

Dale Corlett

Te O Kahurangi Waaka

Mel Read

Ange Senior

Nia Phipps

Johanna Smith

Christina Andreef

Prashanth Gunasekaran

Frankie Finnigan

Jane Simons

Chris Payne

Molly Littlejohn

Chantelle Watts

### **Te Reo Translations**

Piripi Walker

### **Industry Leadership Group**

Arezou Zalipour

Pachali Brewster

Lena Scanlan

Casey Zilbert

Dame Gaylene Preston

Shuchi Kothari

Matasila Freshwater

Martin Sagadin

Thomas Coppell

Cole Meyers

Todd Karehana

Jeremiah Tauamiti

Dan Buckingham

Marc Laureano

Philip Patston

### **Industry Guilds**

Directors and Editors Guild of Aotearoa New Zealand

Inclusion Committee of Equity New Zealand

New Zealand Writers Guild

Ngā Aho Whakaari

Pacific Island Screen Artists

Pan-Asian Screen Collective

Screen Guild of Aotearoa New Zealand

Script to Screen

The Actors Agents Association of New Zealand

The Screen Production and Development Association

Women in Film and Television New Zealand

### **Diversity Works New Zealand**

#### **Design**

Rhueben Meredith

Kavita Singh

