



Diversity, Equity and Inclusion

Strategy and Plan
2025–2028

Office of Pro Vice-Chancellor, Equity



Waipapa
Taumata Rau
University
of Auckland



Preamble

This DEI Strategy and Plan is led by the Office of Pro Vice-Chancellor, Equity and is framed by Taumata Teitei. It begins with our overall vision, values, and te ao Māori principles. It links to Kawea Ake and Ala o le Moana. It then identifies DEI-related priorities within the University's strategic portfolios.

Kawe Ake, Indigenising initiatives 2024 – 2029, presents a strategy that carries forward the work of indigenising Waipapa Taumata Rau, through Māori leadership, culture and innovation. It is a transformational strategy with relationships at its heart.

Ala o le Moana: Pacific Strategy, is a strategy framed by manumanu ni cagi, frigatebird, as a metaphor for Pacific peoples and their journeys at Waipapa Taumata Rau. It conveys their navigational mastery, soaring ambition, innovation and global impact.

This DEI Strategy and Plan resonates with, supports, and amplifies both Kawea Ake and Ala o le Moana, through shared values and a focus on uplifting Māori and Pacific ways of being, doing, leading and succeeding. These three strategies form an interconnected approach to enhancing the experiences of our diverse students and staff, who are each uniquely placed at the intersections between ethnicity, gender, disability, sexuality, age, socioeconomic background, faith and spirituality, citizenship and nationality.

The DEI Strategy outlines our approach to creating a safe, equitable, inclusive environment, where everyone can thrive with a secure sense of belonging. The DEI Plan provides an overview of the portfolio of work that will be undertaken in partnership with portfolio holders and relevant communities. The execution of this plan will require sustained commitment from a broad range of leaders and teams across all parts of the university.



Vision

We will be internationally recognised for our unique contribution to fair, ethical, and sustainable societies.

Values

Our values of Respect and Integrity, Excellence, and Service are lived through our behaviours and actions, with strong and enduring commitments to open intellectual inquiry, collaboration, creativity, and equity and diversity. Examples of these values are in Waipapa Taumata Rau's [Purpose and Values](#)

Te ao Māori principles

Manaakitanga	We care for those around us in the way we relate to each other.
Whanaungatanga	We recognise the importance of kinships and lasting relationships.
Kaitiakitanga	We value stewardship and guardianship and our relationship with the natural world.

Taumata teitei portfolio priorities related to DEI

Education and Student Experience

Priority 1	Accessible, equitable lifelong higher education opportunities.
Priority 2	Student-centric learning, co-curricular and extra-curricular cultures.
Priority 4	Graduates who make the world better tomorrow than it is today.

Research and Innovation

Priority 3	Relevant, purposeful, impactful research for our communities.
Priority 4	Ambitious research confronting humanity's greatest challenges.
Priority 5	Nurturing, recruiting and retaining outstanding research talent.

Partnerships and Engagement

Priority 3	Deep engagement with diverse Aotearoa and Asia-Pacific communities.
Priority 5	Diverse student body reflecting our communities.
Priority 6	Recognised and valued by our communities for the contributions we make towards a more sustainable future for all.

People and Culture

Priority 1	Live our values and purpose.
Priority 3	Build a high-performing, diverse, inclusive and equitable community.

Our Enabling Environment

Priority 1	Mana-enhancing services and practices.
Priority 3	Seamless, effective and equitable user experiences across social, physical and digital environments.



DEI Strategy

The Taumata Teitei objectives and priorities listed above will be achieved with the two strategic approaches outlined below.

1. Make DEI expected, visible, and valuable

- 1.1 Engage with, support and celebrate our diverse communities.
- 1.2 Build DEI capabilities amongst staff and students.
- 1.3 Recognise and reward DEI activities amongst our staff and students.
- 1.4 Transparently and publicly report our DEI data.

2. Build DEI infrastructure

- 2.1 Expand DEI resources, spaces, and services for staff and students.
- 2.2 Empower informed decision-making through improved measurement and reporting.
- 2.3 Transform policy, procedures and systems to support our DEI objectives.

Evaluation

Data from multiple sources will be integrated to evaluate the overall success of this strategy. These data sources are identified below, and most allow for disaggregation and reporting by gender, ethnicity, disability, and Rainbow community membership.

- The Staff Engagement Survey and Pulse Surveys
- The Learning and Teaching Survey
- The annual Gender Pay Gap report
- The annual Disability Action Plan report
- Graduate Destination Survey
- Student retention and success data
- New reporting in development for academic promotions, TUPU scores, and SET evaluations
- Qualitative data arising from interactions with staff and student networks.

The integration and interpretation of these data sources will be carried out annually by the OPVCE, and reported to UELC.



DEI Plan 2025–2028

The strategy above is operationalised by the deliverables outlined below. These are additional to current BAU activities.

Make DEI expected, visible and valuable

Strategy Element	Deliverables	Partner Portfolio Leads
1.1 Engage with, support, and celebrate our diverse communities.	• Trial an annual calendar of DEI hui in 2025-26 that engage with two groups each year within our communities, with initial themes of gender, disability, Rainbow, migrants, and faith.	Director HR Chief Operating Officer
	• Deliver an annual calendar of staff communications that highlights and celebrates important dates and festivals for our diverse communities.	DVC Strategic Engagement
	• Initiate a review in 2026 of the Zero Tolerance campaign with a view to refreshing our messaging, in collaboration with relevant interested parties and communities.	DVC Strategic Engagement
1.2 Build DEI capabilities amongst staff and students.	• Establish a university-wide cycle of audit and continuous improvement for Canvas courses using the UDOIT Advantage online tool in 2025.	DVC Education
	• Make Disability Confidence training available for all staff in 2025.	Director HR
	• Embed DEI information and practices in onboarding for staff by 2027.	Director HR
1.3 Recognise and reward DEI activities amongst our staff and students.	• Embed DEI contributions and leadership in the Academic Standards at the next review opportunity.	Director HR
1.4 Transparently and publicly report our DEI activities and data.	• A robust and sustainable system and process is established in 2026 to support annual data analysis for the Gender Pay Gap report.	Director HR Chief Operating Officer
	• Regular engagement with the Research and Innovation Office and Strategy and Planning Office to strengthen the DEI dimensions of our portfolios for international rankings processes and funding agencies from 2026.	DVC Research Chief Operating Officer

Build DEI infrastructure

Strategy Element	Deliverables	Partner Portfolio Leads
2.1 Expand DEI resources, spaces, and services for staff and students.	Guide the development of a local image bank for DEI-related content with communications and marketing in 2026.	DVC Strategic Engagement
	Develop and implement formal DEI responsibilities for senior roles in Property Services, Student and Scholarly Services, Digital Services, Finance, Strategy and Planning, and ARD in 2026-7, with key role-holders joining the Equity Action Network, once the Enabling Environments realignment is complete.	Chief Operating Officer Director HR
	Conduct a needs analysis for additional named DEI roles in academic units and professional services in 2027.	Chief Operating Officer Director HR
2.2 Empower informed decision-making through improved measurement and reporting.	Co-create regular reporting tools with ADs Equity and Diversity to support decision-making within faculties and institutes in 2025.	Chief Operating Officer
	Update the collection of identity information from students and staff to align with contemporary best practices and TEC requirements in 2026.	Chief Operating Officer
	Design and establish DEI reporting from all university-wide surveys, such as the Learning and Teaching Survey and Staff Experience Survey in 2026.	Director HR DVC Education
	Explore a mechanism for capturing informal, anonymised information about student and staff experiences as they relate to DEI in 2026, to get a clearer picture of our culture, to report into the Harassment Governance Group.	Director HR Chief Operating Officer
	Explore centralised procurement for reasonable accommodations for staff and students with disability via Property Services and Digital Services, to enable reporting, forecasting, and appropriate budget provision, in 2026.	Chief Operating Officer

2.3 Transform policy, procedures, and processes to support our DEI objectives.

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| • Revise Equity Policy and develop Equity Statement in 2025. | UELC |
| • Report on and refresh Disability Action Plan in collaboration with key relevant parties as part of the University's Investment Plan in 2025. | UELC |
| • Develop and implement a Reasonable Accommodations Policy and Procedures for staff and students by 2026. | UELC |
| • Transfer the Undergraduate Targeted Student Admissions Policy and Procedure in 2025 to DVC Education with recommended revisions. | DVC Education
Chief Operating Officer |
| • Contribute to the design and implementation of Academic Freedom, Freedom of Expression documentation in 2025-2026. | Chief Operating Officer |
| • Collaborate with HR and key relevant parties to design and implement targeted interventions to address findings of the Gender Pay Gap Report from 2025 onwards. | Director HR |
| • Collaborate with HR to refresh the Achievement Relative to Opportunity Procedures in 2025. | Director HR |
| • Collaborate with HR to report DEI data from staff recruitment processes in 2026. | Director HR |
| • Collaborate with HR to develop a set of suggested DEI-related goals for staff to use in annual employee review processes, to be made available to all staff in 2026. | Director HR |
| • Support development of a new Admissions Policy and Procedures in 2026. | DVC Education |
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