HANGA-ARO-RAU
Manufacturing, Engineering and Logistics
Workforce Development Council

LUMANA'I O TANGATA MOANA

Hanga-Aro-Rau Pacific Peoples Workforce Development Action Plan

2024 – 2029

Ia fa'amalosia tomai o le aufaigaluega Pasefika ia siitia ai avanoa e lē gata i le taimi nei ae mo le lumana'i

A stronger Pacific workforce with better opportunities now and in the future

Table of contents

About Lumana'i o Tangata Moana 1

Glossary 2

Acknowledgments 4

About Hanga-Aro-Rau 5

What we do 7

Foreword From Our Leaders 8

Endorsement From Our Industries 9

PART ONE: LUMANA'I O TANGATA MOANA IN CONTEXT 10

The Rationale and Purpose of Lumana'i o Tangata Moana 11

All Our Work is Linked 12

Sources and Input 13

Our Four Priority Goals to Improve Outcomes for Pacific Peoples in Manufacturing, Engineering and Logistics 14

Lumana'i o Tangata Moana Priority Goals and Actions 15

PART TWO: ABOUT PACIFIC PEOPLES AND OUR INDUSTRIES 20

Pacific Peoples in Aotearoa 21

Some Features of the Pacific Peoples Population in Aotearoa New Zealand 21

The Pacific Workforce 23

Roles, Remuneration and Qualifications 24

Pacific Peoples and the Hanga-Aro-Rau industry sectors 26

Manufacturing 26

Engineering 27

Logistics 28

IMPLEMENTING LUMANA'I O TANGATA MOANA 30

Connect with the Hanga-Aro-Rau Pacific Team 31

REFERENCES 32

ABOUT LUMANA'I O TANGATA MOANA

The concept of Pacific Peoples, as used in Lumana'i o Tangata o Moana, is guided by Stats NZ's definition. It encompasses the Pacific Peoples diverse ethnicities, demography, cultures, languages, families, households, and intergenerational living in Aotearoa New Zealand. Lumana'i o Tangata Moana is specifically designed to address the unique needs and aspirations of our Pacific Peoples, particularly in the Manufacturing, Engineering, and Logistics (MEL) industries, acknowledging their significant contributions and potential.[1]

The name Lumana'i o Tangata Moana was created from the collective effort of our Pacific staff. It describes our vision for the future of our Pacific Peoples in the MEL industries. This title indicates forward motion, promoting and unlocking potential achievements that lead to greater sustainable future pathways that contribute to the economy.

Lumana'i translates to 'future' in Gagana Samoa, it embodies the notion of a thriving future. We are dedicated to championing Pacific Peoples' success and actively seeking opportunities to celebrate individual and collective achievements. By setting the highest standards for the future of our Pacific generation, we are paving the way for generational wealth. Lumana'i o Tangata Moana is not just a vision, but a catalyst for positive change in our communities and industries.

Tangata translates to 'people' in, Lea Faka-Tonga, and Gagana Samoa. We acknowledge that Pacific cultures are distinct in their ways with small nuances of difference, like language is one of the few ways the Pacific holds steadfast to their connected identity.

Moana translates to ocean in te reo Māori; more specifically, the Pacific Ocean. The moana connects us as Pacific Peoples, unique in cultures but connected as one people. This word choice was also intentional to honour te reo Māori. As we serve Pacific Peoples in Aotearoa, we honour their place of belonging. Identity and belonging as diasporic Pacific communities are important to our wellbeing. Therefore, we acknowledge the mana of Aotearoa and tangata whenua we serve.

[1] Definition from Stats NZ Tatauranga Aotearoa, 2018

GLOSSARY

Terminology	Interpretation
Aotearoa	New Zealand (Māori)
Fono	Meetings (Gagana Samoan)
Gagana Samoa	Samoan language
Kaimahi	Worker/work colleagues
Lea Faka-Tonga	Tongan language
Lumana'i	Future
Mana	Presence; Strength
Moana	Ocean
Ohu Ahumahi	Workforce Development Councils (6)
Pasifika	Pacific Peoples
Tangata	People
Tangata whenua	People of the land (Te reo Māori)
Talanoa	Sharing of conversation/discussion

Acronyms	Interpretation
GDP	Gross Domestic Product
MEL	Manufacturing, Engineering and Logistics
MITO	Motor Industry Training Organisation
MTA	Motor Trade Association
NEET	Not in Education, Employment or Training
NIAG	National Industry Advisory Group
OECD	Organisation for Economic Co-operation and Development
STEM	Science, Technology, Engineering, Mathematics
TEC	Tertiary Education Commission

O le tele o sulu e maua ai se fīgota, e māmā se avega pe a tā amo fa'atasi

My strength does not come from me alone, but from many

(Samoan Proverb)

ACKNOWLEDGEMENTS

With heartfelt appreciation, Hanga-Aro-Rau extends warm Pacific greetings to our village, whose collective dedication has been pivotal in creating Lumana'i o Tangata Moana. Lumana'i o Tangata Moana is a testament to the inspiring narratives of Pacific communities. We have listened to the voices of Pacific workers, communities, and industries, recognising the challenges faced by our Pacific workforce and the efforts to foster opportunities for the workforce and future generations. As we carry out the actions set out in Lumana'i o Tangata Moana, we are guided by the wisdom and experiences of the past, the aspirations of the present, and the promise of the future. Together, we will work for a stronger Pacific workforce with better opportunities now and in the future.

Our gratitude goes to Cath Fraser, whose expert guidance in our initial stages provided invaluable support and expertise in moving this work forward. We also want to acknowledge Vain Creative, a proud Pacific owned business of Pasifika designers, for their significant creative and artistic contributions which have brought to life the visual inspiration of Lumana'i o Tangata Moana.

Vinaka vakalevu, Fa'afetai tele lava, Mālō 'aupito, Fakafetai lahi tele, Faiákseʻea, Māuruuru roa, Meitaki maata, Ngā mihi nui kia koutou.

ABOUT HANGA-ARO-RAU

Hanga-Aro-Rau is the Workforce Development Council (WDC) for New Zealand's manufacturing, engineering and logistics sectors. We serve over 105,000 businesses, employing over 650,000 people across 75 sectors (the largest of any WDC). Since our establishment in 2021, we have built strong connections with industry, iwi and Pacific businesses, employers, business and community groups, providers and other stakeholders within the vocational education system.[2,3]

We are committed to supporting our Industries to maintain their voice in shaping the vocational education system and ensuring that the training provided creates a strong workforce pipeline for Aotearoa, New Zealand, while honouring Te Tiriti o Waitangi and supporting Māori-Crown relations.

[2] Statistics from Infometrics, 2023a. Data accessed 2 May 2024.
[3] Statistics from Infometrics, 2023b. Data accessed 2 May 2024.

53,447
Pacific Peoples in our industries

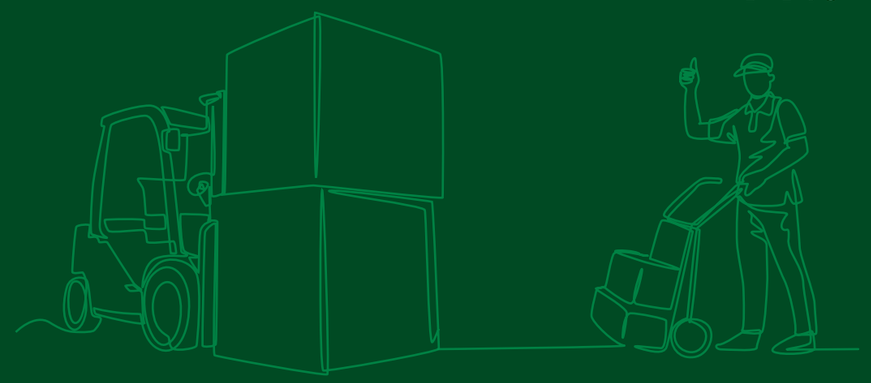
28,597
Pacific Peoples in Manufacturing

8,653
Pacific Peoples in Engineering

16,197
Pacific Peoples in Logistics

One in five
of the Pacific workforce are labourers

Professionals
make up the second largest occupational group with **14%**



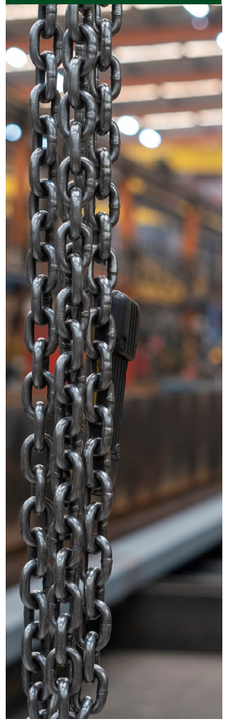
The remaining occupations mostly fall within the 10 to 13%

(Managers, technicians and trades workers, community and personal service workers, clerical and administrative workers, sales workers, machinery operators and drivers).

WHAT WE DO

We work with industry and employers to understand the skills needed to support a more productive, sustainable, equitable, high-wage economy that lifts the skills of all people in Aotearoa to enable greater social mobility. We share this knowledge with our education and training provider partners, who create learning programmes that give all people relevant skills to address future workforce needs.[4]

We **engage** with industry, employers, education and training providers to understand the skills that are needed.



We **lead** the development of industry qualifications.

We **set industry standards** and quality assure training provisions against these industry standards.

We **endorse** vocational education programmes before NZQA approves them.

We **provide advice** to TEC for funding.

[4] Purpose statement and Hanga-Aro-Rau information extract from Hanga-Aro-Rau Annual Report (Hanga-Aro-Rau, 2023)

FOREWORD FROM OUR LEADERS

Tālofa lava, Kia orana, Mālō e lelei, Ni sa bula vinaka, Fakaalofa lahi atu, Mālō Ni, Fakatalofa atu, Kam na mauri, Gude tru, Kaselehlie, Halo olgeta, Ia orana, Aloha mai e, Noa'ia, Talofa, Kia ora, Warm Pacific Greetings and Welcome.

We proudly present Lumana'i o Tangata Moana which outlines our clear vision to build a stronger Pacific workforce with better opportunities now and in the future.

The actions detailed in this document prioritise connection with industry, providers, and Pacific communities to achieve objectives and improve outcomes for Pacific Peoples in the manufacturing, engineering and logistics industries that we serve. Collaboration is integral to the Hanga-Aro-Rau approach, ensuring transparency and collective efforts in serving the Pacific workforce and communities. Lumana'i o Tangata Moana reinforces Hanga-Aro-Rau's place as a trusted advocate for Pacific Peoples and the importance of this part of our workforce. It demonstrates our ongoing commitment to supporting industry, providers, learners, and regional Pacific communities to maximise education, career opportunities, and business productivity for Pacific Peoples and the wider New Zealand economy.

We acknowledge documented challenges such as pay disparities, underrepresentation in certain sectors and roles, and the need for tailored education and training models to support Pacific learners and workers in accessing opportunities and advancing in their careers. Through research and consultation with industry, Pacific learners, workers, businesses, and government agencies we are able to learn more about these challenges and inform the development of our goals, objectives and actions to address the specific needs and aspirations of the Pacific workforce.

We know that supporting workers and giving them opportunities to grow and progress not only benefits individuals and families but also contributes to community growth and intergenerational prosperity, highlighting the importance of investing in the Pacific workforce for socio-economic progress. We also embrace the opportunities presented by Pacific population demographic trends, with a younger and growing workforce that is crucial for future economic growth.

We are committed to meaningful engagement in work that fosters social cohesion and provides opportunities for skill development, social connections, and a sense of identity and belonging within the community. By safeguarding cultural knowledge and traditions of Pacific Peoples within industries, we can enhance organisational value and contribute to the overall productivity and growth of organisations and the industry.
Our priority goals for 2024-2029 include leading solutions to workforce gaps, understanding cultural identity and aspirations, strengthening engagement with Pacific communities, and valuing both younger and older members of the workforce.

Lumana'i o Tangata Moana is a call to action for the Pacific Workforce Development Team and Hanga-Aro-Rau. With it, we advocate for positive and transformational change.

Phil Alexander-Crawford
Chief Executive

Samantha McNaughton
Deputy Chief Executive

ENDORSEMENT FROM OUR INDUSTRIES

Hanga-Aro-Rau is setting a high standard in advocating for the future of the Pacific workforce. We are confident in endorsing the Lumana'i o Tangata Moana vision to build a stronger Pacific workforce with better opportunities now and in the future for the manufacturing, engineering, and logistics industries.

This action plan is a vital step towards realising the importance of recognising the rapid growth of the Pacific population, which now makes up 442,632 people compared to 381,642 in 2018 (2023 Census). The contribution they make to industry is paramount now and will continue to do so in the future. With over 53,400 Pacific Peoples employed across our industries, the vision is clear: to support and enhance the potential of Pacific Peoples in these sectors. The demographic trends of a younger and growing Pacific workforce offer a unique opportunity to increase representation and a skilled Pacific workforce in our industries. When the Pacific workforce is successful and thriving, so will the rest of the New Zealand economy.

We strongly support the actions set out in this action plan as it acknowledges the need to improve productivity, attraction, and retention, particularly in partnership with Pacific across industry, community, and the vocational ecosystem. We also recognise the crucial role of Lumana'i o Tangata Moana as an independent resource that will be supporting the Sector Workforce Development Plans, setting the course of Hanga-Aro-Rau intentions through to 2029.

This is a call to action for industry to take this opportunity to strengthen our collaboration with the wider Pacific network to build a stronger Pacific workforce for the wellbeing of Pacific Peoples, the future of industry and the overall benefit of the New Zealand economy.

Ngahiwi Tomoana (Ngāti Kahungunu, Ngāti Hawea, Ngāti Hori and Samoa)
Hanga-Aro-Rau Industry Stakeholder Group Chair

Fa'amoetauloa Po'e Jerome Mika (Samoa)
Hanga-Aro-Rau Council member and Ohu Ahumahi Pacific Fono Chair

PART ONE: LUMANA'I O TANGATA MOANA IN CONTEXT

PART ONE: LUMANA'I O TANGATA MOANA IN CONTEXT

Ia fa'amalosia tomai o le aufaigaluega Pasefika ia siitia ai avanoa e lē gata i le taimi nei ae mo le lumana'i

A stronger Pacific workforce with better opportunities now and in the future

Hanga-Aro-Rau is a trusted advocate for Pacific Peoples within the manufacturing engineering and logistics industries. We support industry, providers, learners, and regional Pacific communities to maximise education, career opportunities, and business productivity for Pacific Peoples and the wider New Zealand economy. Lumana'i o Tangata Moana aligns with the priorities outlined in the Hanga-Aro-Rau Operational Plan, as well as our Statement of Strategic Direction and Letter of Expectations. It also informs our Hanga-Aro-Rau actions as outlined in our Sector Workforce Development Plans.

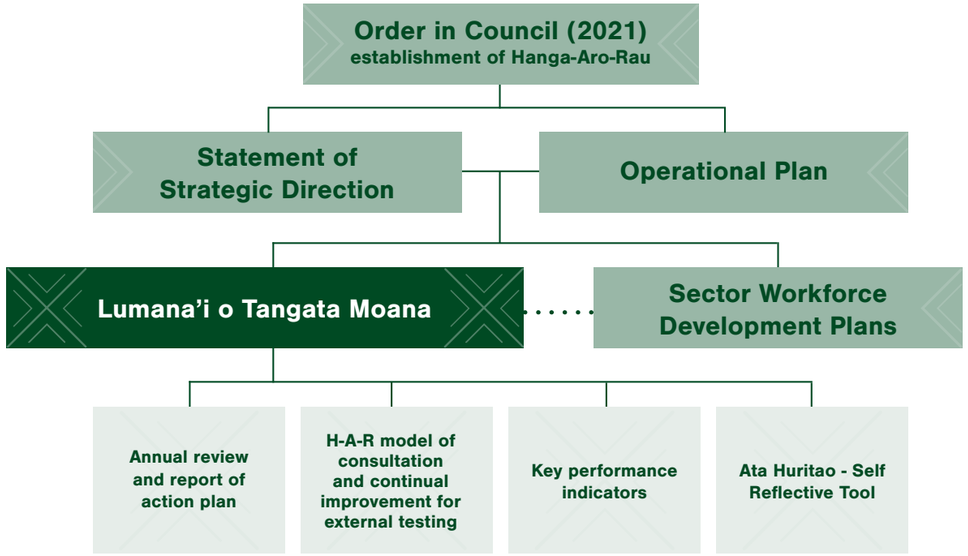
Lumana'i o Tangata Moana intends to advocate for the interests of the Pacific workforce within Hanga-Aro-Rau industries to influence positive systemic change across vocational education and training. This will provide confidence to our stakeholders and partners that Hanga-Aro-Rau is a strong, informed, and reliable source of support for the Pacific workforce.

This work is led by the Hanga-Aro-Rau Pacific Workforce Development Team and sponsored by Chief Executive Philip Alexander-Crawford. We honour the contributions made by our Pacific partners by seeking their approval of how we report their data and stories. We welcome a critical review from Pacific leadership outside our organisation, and we hold ourselves to the highest delivery standard to gain endorsement from Pacific communities, industry, and vocational education partners.

We know that we cannot grow others if we do not grow ourselves. Hanga-Aro-Rau is committed to a comprehensive cultural capability for all kaimahi in Te Ao Māori, and we aim to align our work with advice from Pacific kaimahi across Ohu Ahumahi, and the Mana Moana Outcomes Framework.

ALL OUR WORK IS LINKED

Looking externally, Hanga-Aro-Rau is conscious of our place and connections within the larger vocational education environment. We seek to work collaboratively and transparently with other interested agencies in the interests of the communities we serve.



THE RATIONALE AND PURPOSE OF LUMANA'I O TANGATA MOANA

There are many reasons why Pacific Peoples are a priority for industry and vocational education, and Hanga-Aro-Rau has developed a separate, purpose-built action plan for Pacific Peoples. Lumana'i o Tangata Moana gives effect to actions Hanga-Aro-Rau is committed to, which advocate for the interests of the Pacific workforce and communities within our industries and influence positive, systemic change across the vocational education and training ecosystem.

- **Persistent education and employment inequities between Pacific Peoples and the total New Zealand population.** Statistics show that, compared to the total population, Pacific Peoples have a higher Youth NEET rate (Not in Education, Employment or Training), lower rate of business ownership, are less likely to hold a higher qualification (level 4 and above), are disproportionately represented in unskilled occupations, and earn less, with income inequality well above the OECD average[5]. The education system and government policies continue to look at ways to serve Pacific peoples better.
- **Opportunities from New Zealand population trends.** Our country has an ageing workforce, and the total young, working-age population is reducing, with the most significant gaps forecasted for the next six years between ages 25 and 35. However, Pacific populations are younger, growing, and poised to command an increasing presence in the industry[6].
- **Intergenerational health and prosperity.** Quality work is crucial not only for personal wellbeing but also for socio-economic progress. It not only benefits individuals and their families but also contributes to the growth of communities and future generations[7].
- **Safeguarding cultural knowledge and traditions.** Pacific Peoples have distinct knowledge and cultural approaches with the potential to add value to organisations and to help everyone prosper[8].
- **Social cohesion.** When people engage in meaningful work, it benefits not only themselves but also their community. It offers a platform to acquire new skills, form social connections, and gain a sense of identity and belonging[9].

[5] Insights from Ministry of Business, Innovation and Employment, 2021.
[6] Insights from Infometrics Monthly Economic Webinar (Infometrics, 2023, November 28).
[7] Insights from Ministry of Business, Innovation and Employment, 2022a.
[8] Insights from The Treasury, 2018.
[9] Insights in the context of Te mahere whai mahi Māori - Māori Employment Action Plan (Ministry of Business, Innovation and Employment, 2022b).

SOURCES AND INPUT

Hanga-Aro-Rau has deliberately adopted a pragmatic 'paper and people' approach to research and consultation, casting our net wide to capture existing data sources to complement our engagment within our industries.

We have engaged formally and informally with stakeholders, including Pacific learners and workers, and Pacific organisations, to seek to understand what is most important to Pacific Peoples and their workforce development needs, including:

- Education and training providers and designers
- Government ministries and agencies
- Hanga-Aro-Rau Industry Stakeholder Group (ISG)
- Industry associations
- National Industry Advisory Groups (NIAGs)
- Pacific business owners and employers with a significant Pacific workforce
- Pacific employees and the unions who advocate for them.
- Pacific learners – in classrooms and on worksites
- Regional Skills Leadership Groups (RSLGs)
- Workforce Development Councils Pacific Fono and advisory groups

We have partnered in research:

Deloitte & Hanga-Aro-Rau Post COVID-19 workforce development needs in New Zealand's manufacturing and engineering sectors (2022).

Deloitte & Hanga-Aro-Rau Post COVID-19 workforce development needs in New Zealand's logistics sector (2023).

Research projects include:

- Partnerships with Waihanga Ara Rau Workforce Development Council: 'Women in trade'
- Collaboration with Toi Ohomai, MTA and MITO: 'Challenges and experiences of new graduates in the automotive industry'.

OUR FOUR PRIORITY GOALS TO IMPROVE OUTCOMES FOR PACIFIC PEOPLES IN MANUFACTURING, ENGINEERING AND LOGISTICS

We are a values-led organisation focused on measurable transformation and delivering on our promises. As we set our priority goals to improve outcomes for Pacific Peoples, we consider the importance of industry voice and the critical influence of community partnership and involvement as a foundation, to help us achieve the outcomes our Pacific workforce and learners seek.

The Four Priority Goals for Lumana'i o Tangata Moana

Lead
Pacific opportunities by identifying workforce gaps and leveraging those opportunities to improve access for Pacific Peoples in Manufacturing, Engineering and Logistics.

Partner
with our Pacific communities to understand Pacific cultural identity, expertise, and aspirations.

Strengthen
our engagement with Pacific communities to improve qualifications and programmes that support equitable outcomes within the vocational education system to meet the needs of Pacific learners and workers.

Value
the future of our workforce by understanding and supporting the needs of our under-25 learners and acknowledging the older Pacific workforce experience and knowledge.

LUMANA'I O TANGATA MOANA PRIORITY GOALS AND ACTIONS

Hanga-Aro-Rau is dedicated to partnering with Pacific communities, industries, businesses, and learners to achieve the Lumana'i o Tangata Moana priority goals. The actions below support Pacific communities and benefit businesses and our industries. They aim to support the development of a skilled Pacific workforce, support career advancement, enhance cultural understanding, and strengthen industry-community partnerships. Our commitment to the Lumana'i o Tangata Moana priority goals drives impactful collaborations, recognising the mutual benefits of social investment for Pacific communities and our industries. Through strategic partnerships, we aim to foster innovation and sustainable growth, ensuring a thriving future for all.

A progress report detailing our actions will be released in the subsequent year, complemented by a revised set of actions designed to align with priority goals and objectives.

Key Audience

The colours in each priority goal actions table represent the targeted audience which will be directly influenced.

Industry

Workforce

Pacific Communities

Vocational Education and Career Pathways

PRIORITY GOAL 1:

Lead Pacific opportunities by identifying workforce gaps and leveraging those opportunities to improve access for Pacific Peoples in Manufacturing, Engineering and Logistics.

OUTCOME 2024 - 2029

Increased awareness of support for Pacific in industry and inform career readiness and performance. This will contribute to the socio-economic wellbeing of the Pacific workforce and support our industries in enhancing productivity and growth by having a strong Pacific workforce.

OBJECTIVES 2024 - 2029

- Engage with industry stakeholders, employers, and workers to collaboratively identify gaps and opportunities within the Pacific workers and learners. Build a shared understanding and formulate collective actions to address these challenges effectively.
- Promote the development of learning solutions specifically tailored to meet Pacific learners' and workers' goals and aspirations. This enhances the relevance and accessibility of skill-building opportunities for Pacific Peoples in MEL industries.
- Advocate for the career progression of the Pacific workforce within our sectors, focusing on promoting advancement into leadership and management roles.

JULY 2024 - JUNE 2025 ACTIVITIES

Actions	Outcomes
DISSEMINATING INFORMATION AND RESOURCES FOR PACIFIC Share up-to-date information on funding opportunities, support mechanisms, scholarships and resources with industry and Pacific communities. The information will include updates and actions from the Hanga-Aro-Rau Workforce Development Plans. **What will we do?** Share information and resources to support the Pacific workforce through various channels. The information will be shared with: • Industry, businesses, and employers • Pacific workers • Pacific learners and school leavers • Pacific communities.	Industry and Pacific communities have access to vital information on support and resources, which will support industry growth, strengthen networks and connections, and amplify opportunities for Pacific communities.
PROMOTING PACIFIC MODELS OF SUPPORT FOR INDUSTRY Contextualise Pacific models into practical ideas for our industries and employers. **What will we do?** Develop a series of short guides for businesses and employers in the MEL industries that aim to provide information on easy-to-use and practical actions employers can take to support the diverse needs and aspirations of Pacific workers.	Industries have a tool with the fundamental supporting resources that will specifically have an underlying Pacific competence component, which will guide sector-specific support for the Pacific workforce. These guides will align with widely used Pacific models and empower employers to implement actionable approaches that cater to the unique needs and aspirations of Pacific workers. This initiative brings immediate benefits by enhancing cultural competency and returns through a more supported, engaged and productive workforce.
PROVIDING ADVICE FOR THE PACIFIC WORKFORCE Identify and scope education and training solutions to prepare Pacific Peoples for emerging opportunities and ensure their active participation in the evolving job market. **What will we do?** • Collaborate with our stakeholders to analyse the future of work for MEL. • Based on the analysis, we will: - recommend education and training solutions to address needs to respond to the analysis; - provide the Pacific component insights and recommendations to the TEC Funding Advice; advise Hanga-Aro-Rau governance, leadership and advisory groups.	New learning and training trends are actively captured that have the potential to influence current and future Pacific workforce initiatives. Conducting a needs analysis is crucial in identifying specific requirements for Pacific workers and aspiring leaders in the MEL industries. The advice and recommendations regarding educational offerings will align with identified needs and ensure targeted skill development for our industries.

PRIORITY GOAL 2:

Partner with our Pacific communities to understand cultural identity, expertise, and aspirations.

OUTCOME 2024 - 2029

Authentic Pacific contribution to influence and enhance Hanga-Aro-Rau activities that value Pacific cultural and professional aspirations. This will contribute to building industry capability and confidence to support the Pacific workforce.

OBJECTIVES 2024 - 2029

- Work collaboratively with leaders from the Pacific workforce and communities to amplify the Pacific voice within our industries. Establish reciprocal relationships that ensure meaningful participation and representation.
- Establish regular talanoa and community engagement to facilitate dialogue between Pacific communities and our industries. Encourage discussions about Pacific expertise, talents, needs and aspirations that will help inform and guide Hanga-Aro-Rau.
- Advocate for increased representation of Pacific Peoples in Hanga-Aro-Rau advisory groups.

JULY 2024 - JUNE 2025 ACTIVITIES

Actions	Outcomes
FACILITATING REGIONAL PACIFIC TALANOA Host targeted talanoa sessions that bring together regional Pacific communities and industry representatives to discuss industry and regional Pacific workforce development needs. **What will we do?** • Conduct talanoa sessions with regions with high Pacific populations. • Outcomes of talanoa sessions shared with Hanga-Aro-Rau and its governing, advisory and leadership groups. • Report to Pacific communities with actions from the talanoa sessions.	Pacific community voice is fostered and valued through meaningful talanoa, establishing stronger connections and collaboration between our industries and regional Pacific communities. Through targeted talanoa sessions, we generate reciprocal insights into the needs and aspirations of Pacific communities and industry, guiding practices and initiatives to support both the industry and the Pacific workforce.
SUPPORTING THE RECRUITMENT OF PACIFIC PEOPLES ON ADVISORY GROUPS Have a Pacific voice in advisory groups (National Industry Advisory Groups and Qualification Review Panels). **What will we do?** • Raise Pacific membership in Hanga-Aro-Rau advisory groups. • Actively support Pacific advisory members through consistent communication, check-ins, and talanoa sessions. • Connecting all Pacific advisory members through communication and talanoa.	The Pacific workforce is encouraged to represent and champion Pacific needs and address the current gaps and ensures diverse perspectives in discussions and decision-making processes for industry. This will enrich our understanding and enhance the effectiveness of our work and initiatives to support the Pacific workforce and our industries.
RAISING OUR HANGA-ARO-RAU PACIFIC PROFILE Collaborate with the Hanga-Aro-Rau Communication and Marketing team to engage with our Pacific communities and industry, amplifying and intertwining Pacific stories and perspectives across industry and community platforms. **What will we do?** • Maintaining an up-to-date Pacific partners contact list. • Create targeted Pacific communications products and activities. • Actively involved in future Pacific campaigns. • Utilising our Pacific partners' contact list for consultation and feedback.	There is an active position for Pacific voice in industry championed by Hanga-Aro-Rau. By partnering with industry to share Pacific insights through news and updates, it builds a positive and inspiring platform for the Pacific workforce and communities where success is recognised for Pacific in industry.

PRIORITY GOAL 3:

Strengthen our engagement with Pacific communities to improve qualifications and programmes that support equitable outcomes within the vocational education system to meet the needs of Pacific learners and workers.

OUTCOME 2024 - 2029

Satisfaction with qualifications and endorsement of programmes that is guided by collective input from Pacific experts, workers, learners, and the community. This will contribute to equitable outcomes within the vocational education system that meet the needs of industry and Pacific learners and workers.

OBJECTIVES 2024 - 2029

- Inform and guide Pacific learners and workers on education and career pathways for our industries.
- Advocate and support the implementation of education and training delivery models that respond to the aspirations of Pacific learners, workers, and communities.
- Embed Pacific perspectives in Qualifications Development and Quality Assurance processes at Hanga-Aro-Rau by sharing the unique experiences, pedagogy, knowledge, and aspirations of the Pacific.

JULY 2024 - JUNE 2025 ACTIVITIES

Actions	Outcomes
DEVELOPING EDUCATION AND CAREER PATHWAYS GUIDES Work collaboratively with the Vocational Pathways Team to develop comprehensive guides outlining education and career pathways for our industries. **What will we do?** • Design and validate Education and Career Pathways guides with schools and our industries. • Share developed guides with wider school communities and industry.	Pacific learners and communities are aware of education and career opportunities and is supported through making informed decisions about learning and career pathways. This will help Pacific learners by providing clear, tailored guides on education opportunities, job roles, earning potential, and available support, ensuring they have comprehensive information to make informed decisions and enhance their access to our industries.
SCOPING A PILOT PROJECT: EDUCATION TO EMPLOYMENT INITIATIVES FOR PACIFIC Scope an initiative that creates clear opportunities from education and training to employment for Pacific learners in Regional New Zealand. **What will we do?** • Collaborate with local businesses, industry associations, and government agencies to identify specific skill needs. • Scope a targeted program and support for Pacific individuals to undergo upskilling and transition to employment.	Co-constructed methods of support through pathways into MEL is considered specifically for Pacific Peoples, tailored to care for the existing gaps in the vocational system. By collaborating with key partners in Regional New Zealand, we will identify specific skill needs and scope customised learning solutions that empower Pacific learners. These solutions will provide clear pathways for equitable outcomes and sustainable career progression, benefiting individuals and offering long-term advantages to our industries.
ACTIVELY PARTICIPATE IN PRODUCT DEVELOPMENT AND PROGRAMME ENDORSEMENT Ensure Pacific representation in the Qualifications and Skill Standards Development, and Programme Endorsement functions at Hanga-Aro-Rau. **What will we do?** • Request feedback on Qualifications and Skill Standards Development from our Pacific partners. • Engage Hanga-Aro-Rau Pacific Staff Network in key Hanga-Aro-Rau functions.	Pacific perspectives are acknowledged and implemented alongside industry expertise into our qualifications development and programme endorsement functions to ensure context, relevance, and inclusivity for Pacific Peoples. This will allow for comprehensive and authentic representation, achieving better educational outcomes for Pacific learners.

PRIORITY GOAL 4:

Value the future of our workforce by understanding and supporting the needs of our under-25 learners and acknowledging the older Pacific workforce experience and knowledge.

OUTCOME 2024 - 2029

Improved quality of learning and career resources to support the future and the older Pacific workforce in MEL. This will contribute to building confidence in the growing, youthful Pacific economy as well as positive engagement with the older workforce.

OBJECTIVES 2024 - 2029

- Develop initiatives that recognise and value the experience and knowledge of the older Pacific workforce.
- Work collaboratively with the community, schools, education providers, and industries to support and empower the younger Pacific population in making informed decisions on education and career choices.
- Promote MEL as a compelling and valuable career option for Pacific learners and young people.

JULY 2024 - JUNE 2025 ACTIVITIES

Actions	Outcomes
DEVELOPING LEARNING SOLUTIONS FOR THE OLDER PACIFIC WORKFORCE Scoping the groundwork for micro-credentials and learning opportunities for the older and experienced Pacific workforce. **What will we do?** • Gather insights to identify opportunities and learning solutions for the older and experienced Pacific workforce. • Explore support and funding mechanisms available to pilot these.	The older Pacific workforce is strongly recognised and supported through upskilling learning opportunities aligned with their unique skills and learning needs. This will foster workplace progression and upskilling while positioning our industries to benefit from a skilled and fulfilled Pacific workforce.
PROMOTING CAREERS IN MANUFACTURING, ENGINEERING AND LOGISTICS Showcase MEL education and career pathways in schools and Pacific communities. **What will we do?** • Showcase MEL education and career pathways prominently during school and community career events. • Engage industry, businesses, providers, and Pacific leaders for active participation in the identified events.	The Pacific workforce is more aware of career opportunities in MEL among schools and Pacific communities. This will serve as a crucial platform for highlighting MEL pathways, empowering young Pacific learners with informed choices, and helping our industries in attracting future workforce talent.
CELEBRATING PACIFIC SUCCESS IN MANUFACTURING, ENGINEERING AND LOGISTICS Share the Pacific workforce's transformation, success, and progress in MEL through engaging case studies and stories. **What will we do?** • Collaborate with industry businesses, employers, and Pacific workers to identify individuals for profiling case studies for each industry. • Develop profile posters and micro-videos showcasing case studies and workers' stories.	The Pacific workforce is celebrated for their transformation, success, and progress of Pacific Peoples in MEL. Our aim is to inspire a broad audience through compelling stories that promote a positive perception of Pacific achievements and career opportunities.

PART TWO: ABOUT PACIFIC PEOPLES AND OUR INDUSTRIES

PART TWO: ABOUT PACIFIC PEOPLES AND OUR INDUSTRIES

PACIFIC PEOPLES IN AOTEAROA

Lumana'i o Tangata Moana is guided by the developing sociopolitical contexts that have shaped the Pacific Peoples' diasporic cultures over time in Aotearoa. The following table explores the diverse nature of Pacific demography in Aotearoa. Understanding the landscape of Pacific Peoples and their values sheds light on ample opportunities that contribute to the individual and collective well-being of families and communities.

[10] Data and insights presented here have been extracted from Deloitte Limited, 2022; Deloitte Limited, 2023; Infometrics, 2023a; Infometrics, 2023b; Ministry for Pacific Peoples, 2021; Ministry for Pacific Peoples, 2022; Stats NZ Tatauranga Aotearoa, 2018.

Some Features of the Pacific Peoples Population in Aotearoa New Zealand[10]

IDENTITY

Pacific peoples are a diverse population from various ethnicities and cultures across the Pacific Islands. 41% of Pacific Peoples identify with more than one ethnicity. 66% of Pacific Peoples were born in Aotearoa, a stark contrast from the migrant majority of a generation ago.

DEMOGRAPHIC GROWTH

In 2018, over 8% of the population were Pacific Peoples. In 2023, the Pacific population had increased by 3.9% from the previous year to reach 476,210. Over the last five years, the Pacific Peoples' population in New Zealand had an average annual growth rate of 3.2%.

RELIGIOUS INFLUENCE

High importance is placed on religion, church-related activities, Christian values and lifestyle: 70% have a religious affiliation, compared to 40% of Europeans and 39% of Māori.

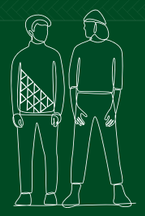
LOCATION

Three-quarters of Pacific people live in urban areas like Auckland or Wellington.

AGE GROUPS

In 2023, New Zealand's Pacific Peoples population demonstrated an age demographic distribution with 63.6% in the working-age bracket (15-64), 30.4% comprising young individuals (0-14), and 6.0% representing those aged 65 and older.

YOUNGER POPULATION



Just over 30% of the Pacific population is under 15 years old. The median age is 23.7 years (for Māori, this is 25.6; for Asians, 31.5; and for New Zealand, European, 41.2).

REALM MIGRATION

Highlighting the unique ties to New Zealand, as Realm countries (Cook Islands, Niue, Tokelau) see more of their population residing in New Zealand than their home islands (90% Cook Islands Māori, 94% Niueans, and 54% Tokelauans).

QUALIFICATION

The 2018 census showed that Pacific Peoples highest qualification was Level 1 - 3 certificates. 24.5% of Pacific Peo-ples had no qualification (ver-sus 18.2% nationally), and 7.7% had a Bachelor's degree or level 7 qualification (com-pared to 14.6% overall).

MULTIGENERATIONAL

A higher proportion of extended family households than for all other ethnic groups.

BILINGUAL

38% speak two languages (compared to 20% of Māori and 8% of Europeans).

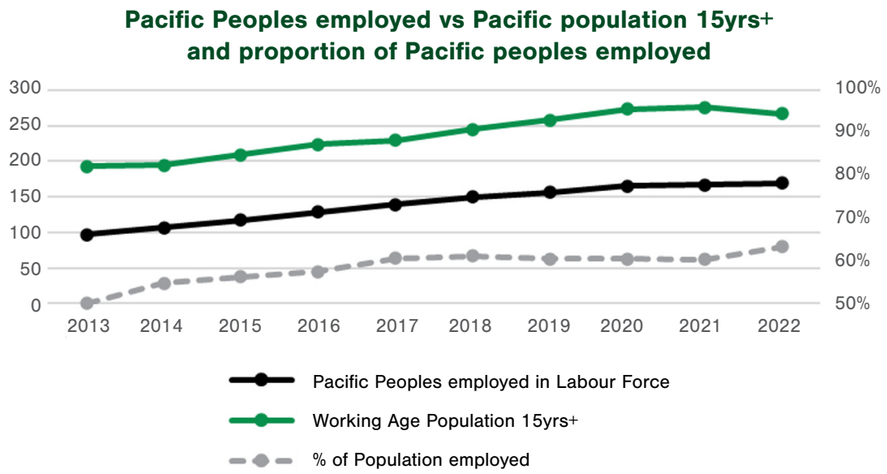
EDUCATION

The percentage of Pacific learners aged 15 and older obtaining post-secondary school qualifications rose over the census years. In 2018, 18.0% had achieved a level 5 diploma or higher, compared to 13.4% in 2013.

CONTRIBUTION TO GDP

Pacific workers and businesses contributed $8 billion to New Zealand's GDP (Report by Treasury, 2018).

THE PACIFIC WORKFORCE[11]



At the end of December 2021, 168,800 Pacific Peoples were employed. This is 63.3% of the working-age population, the highest on record; almost a third were employed in the Hanga-Aro-Rau industries. The working-age population has increased yearly except for 2022, when it fell by 9,200, a significant drop.

The underutilisation rate for Pacific Peoples in the labour market in 2022 (12.7%) remains higher than for Europeans (8.5%) and Asians (8.1%). However, it is lower than for Māori (15.1%)—for all ethnicities, this is the lowest it has been for ten years, likely due to the current labour shortage.

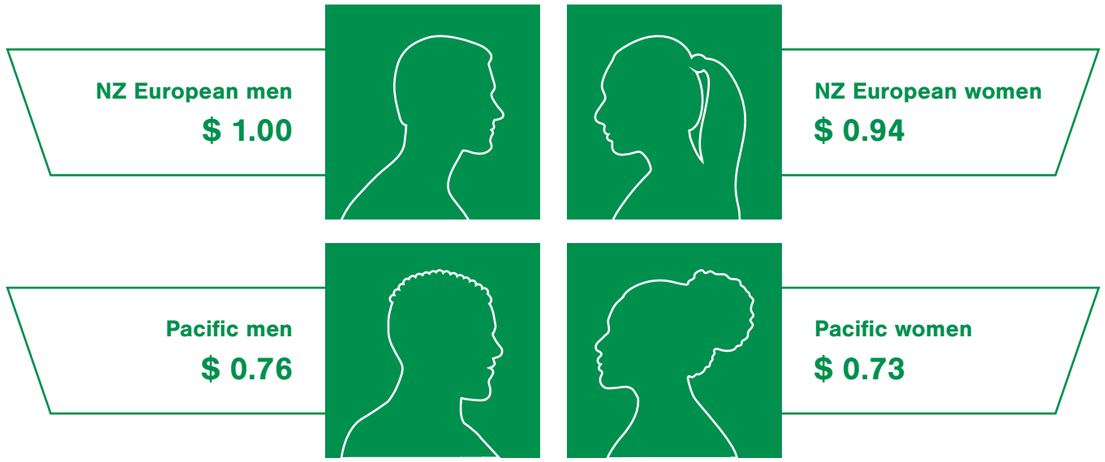
Pacific Peoples representation in the MEL sectors broadly follows the overall population distribution:

- Auckland has the highest level of employment in MEL, accounting for 38.3% of MEL's total; this is higher than 35.3% for the total economy.
- Canterbury has the second highest level of Pacific Peoples employed in MEL (81,992), 13.7% of all Pacific Peoples employed in New Zealand.
- Wellington accounts for only 7.9% of MEL's Pacific Peoples employment compared with 11.6% for the total economy.

[11] Data and insights presented here have been extracted from Deloitte Limited, 2022; Deloitte Limited, 2023; Infometrics, 2023a; Infometrics, 2023b; Ministry for Pacific Peoples, 2021; Ministry for Pacific Peoples, 2022; Stats NZ Tatauranga Aotearoa, 2018.

ROLES, REMUNERATION AND QUALIFICATIONS[12]

The Pacific median income in 2018 was $24,300 compared with $31,800 for all New Zealanders; equivalized annual household income in 2018 was slightly above $100,000 for New Zealand Europeans and approximately $70,000 for Pacific households. In 2022, research by the New Zealand Human Rights Commission confirmed the following significant pay parity gaps:



Explained differences account for around a third of the gap. First is occupation:

- A quarter of the current Pacific People working population are in labouring jobs, and together with Māori, they still predominantly make up the highest proportion of the workforce with the lowest skills mix.
- Only 1.5% of Pacific people (3,831) are business owners/working proprietors.

A second factor is the industry/sector:

Pacific men were more likely to work in manufacturing and construction jobs, and women were more likely to work in healthcare, manufacturing, and social assistance services.

Both sectors were considerably impacted by the COVID-19 pandemic, with business closures, job losses, and many roles designated as 'essential workers', leading to longer-term health and well-being issues. A contributing factor is the most significant proportion of Pacific employees living in the most affected region: Auckland.

[12] Data and insights presented here have been extracted from Deloitte Limited, 2022; Deloitte Limited, 2023; Ministry for Pacific Peoples, 2021; Ministry for Pacific Peoples, 2022; New Zealand Human Rights Commission, 2022); Stats NZ Tatauranga Aotearoa, 2018.

Third is education and qualifications:

Vocational education and training is valued, and there has been an upward trend in the number of Pacific Peoples achieving level 3 and 4 certificates, an increase of nearly 24,000 as shown in the 2013 and 2018 census data.

In 2021, the number of Pacific Peoples in vocational education and training was the highest yet, at 27,570, and by June 2022, the number of Pacific Youth in employment and education was 10,400, again, the highest in the last ten years. Almost twice as many learners were enrolled with industry training providers as any other group, followed by industry-based training, Te Pūkenga, Private Training Establishments (PTEs), wānanga, and universities.

While this is substantial progress, there is still some way to go. There are still almost three times as many Pacific youth who are employed but not in education. Deloitte's (2022) report notes, "Achieving Level 1 (highest skill level) parity with other ethnic groups by 2028, would require an additional ... ~7,000 Pacific employees to be trained. This would require a 22.9% growth rate for Pacific Peoples [in study]" (p. 7).

According to the New Zealand Human Rights Commission, the unexplained differences in average earnings between Pacific Peoples and the total population account for around two-thirds of the variance and include three categories: discrimination, unconscious bias, and non-monetary preferences / non-observable factors. Research (with a focus on the Logistics industry) conducted by Deloitte (2023, p. 12), in partnership with Hanga-Aro-Rau, found:

- Pacific employees reported instances of racism, discrimination and pay inequity.
- There is a poor representation of Pacific Peoples within senior and management roles, and many Pacific workers reported a lack of clarity and information on learning and development opportunities, progression and promotion options and career pathways. Less than a third of companies have specific Pacific initiatives to help develop Pacific staff.
- Pacific People are under-represented. For example, 25.8% of the companies surveyed reported having no Pacific employees in the logistics sector.
- An earlier report (Deloitte, 2022) also noted that following post-graduation, roughly 10% fewer Māori and Pacific Peoples transition into employment in our sectors than all other ethnic groups, highlighting the challenges these learners face in entering the industry.

PACIFIC PEOPLES AND THE HANGA-ARO-RAU INDUSTRY SECTORS

This overview explores the Manufacturing, Engineering, and Logistics workforce, focusing on the representation, challenges, and opportunities for Pacific Peoples in these industries. The insights shed light on these vital sectors' current state and outlook in Aotearoa New Zealand.

Manufacturing[13]

WORKFORCE OVERVIEW

28,597 Pacific Peoples employed in Manufacturing in 2018.

This is 9.2% of the total manufacturing workforce and 20.3% of the Pacific employment in Aotearoa New Zealand.

KEY SECTOR SIGNIFICANCE

Labour Force data shows 15% of Pacific men are predominantly employed in the manufacturing industry.

There is substantial increase of Pacific women in these industries and is one of the top three industries that employ Pacific women.

MANUAL WORKFORCE

Pacific Peoples are 1.5x more likely than the general population to hold low-skilled and manual labour roles in manufacturing.

This is 9.2% of the total manufacturing workforce and 20.3% of the Pacific employment in Aotearoa New Zealand.

PAY DISPARITY

Manufacturing was one of the three industries reviewed by the NZ Human Rights Commission (2022), which found a wide and persistent pay gap between Pacific workers and other workers.

Pacific Pay Gaps have not changed significantly for more than ten years.

INTERNATIONAL DOWNWARD TREND

Across the OECD, manufacturing's share of employment and GDP has declined.

Two key causes are increased automation and increased competition from overseas (especially in developing economies with cheap labour).

POST-COVID WORKFORCE CHALLENGES

Recruiting for the skills required in the workplace is the most significant labour market issue for over two-thirds of businesses.

Next was an ageing workforce, global disruptions from COVID-19, retaining staff and recruits without employability ('soft') skills.

INDUSTRY 4.0

The increasing emphasis on digital skills poses a challenge for unskilled Pacific employees who are not engaged in formal education.

Manufacturers are increasing in automation, surpassing the average across all industries.

HIGHER-THAN-AVERAGE UNION MEMBERSHIP

Pacific Peoples had the highest union membership rate of any ethnic group - 24.7% in 2021, compared to 20.15% for the total population (NZHRC, 2022).

Pacific participants in the Pay Parity Gap Inquiry saw collective bargaining and high union density as a means to address inferior pay rates, terms, and conditions.

OPPORTUNITIES FOR PACIFIC-OWNED BUSINESSES

In 2020, Pacific Peoples made up just over 2% of workers earning income from self-employment.

There is a niche opportunity in manufacturing for Pacific businesses to fill identified gaps in the talent pipeline, e.g., Pacific education and training providers delivering targeted programmes for Pacific workers and their employers (MBIE, 2022).

[13] Data and insights presented here have been extracted from Deloitte Limited, 2022; Deloitte Limited, 2023; Infometrics, 2023a; Infometrics, 2023b; Ministry for Pacific Peoples, 2021; New Zealand Human Rights Commission, 2022; Stats NZ Tatauranga Aotearoa, 2018.

Engineering[14]

WORKFORCE OVERVIEW

8,653 Pacific Peoples employed in Engineering in 2018.

This is 5.3% of the total Engineering workforce.

LARGE GENDER AND ETHNICITY IMBALANCE

Engineering stands out as the Hanga-Aro-Rau industry with the most significant gender gap. Only 17% of the engineering workforce comprises females.

This substantial imbalance is equally evident in the representation of Pacific Peoples in the industry.

SLOW, STEADY ANNUAL GROWTH

The total Engineering workforce exceeded 172,000 in 2021, although annual growth has slowed since 2018.

The forecast is for approximately 4,000 new jobs each year.

WIDE RANGE OF FIELDS

The the Automotive Workforce Development Strategy (MITO, 2021) include promoting industry and career opportunities to Pacific Peoples to create talent pipelines and strengthen relationships with Pacific groups and increase workforce diversity.

Engineering has multiple specialisations, including automotive, chemical and process, civil and environmental, materials and manufacturing, and mechanical.

STEM EDUCATION

Low numbers of Pacific learners study STEM subjects (science, technology, engineering, mathematics) compared to other ethnicities.

- 14,600 Pacific learners (8.6% of total studying STEM)
- 108,075 Europeans (63.8%)
- 27,247 Māori (16.4%)
- 34,240 Asians (20.2%)
- 8,510 Other (5%)

SKILL MISALIGNMENT IN ENGINEERING EDUCATION & TRAINING

In our 2022 survey, 81% of participating engineering employers identified "recruiting labour with the requisite skills" as their primary labour market challenge

Infometrics forecasts a substantial increase in demand for engineering qualifications at the degree level and beyond between 2022 and 2027.

URGENT NEED FOR EMPLOYABILITY SKILLS

In our 2022 workplace survey, engineering employers told us that new recruits (regardless of ethnic background) are often poorly prepared.

Lacking industry knowledge and soft skills, e.g., turning up on time, being able to take instruction, being conscientious, having a good attitude, and showing initiative.

FUTURE SIGNIFICANCE

"The world is going digital, which will require a breed of engineers who are more literate in high-tech areas like nanotechnology, materials engineering, and ICT" (CEBR, 2016, p. 28).

"Engineers ... design solutions to the world's problems and help build the future" (CEBR, 2016, p. 8)

ENHANCING MANUFACTURING AND ENGINEERING APPEAL

There is a lack of attraction among students and potential employees to the manufacturing and engineering sectors (Deloitte, 2022).

For Pacific Peoples, building connections with community groups, rather than solely relying on school career guidance mechanisms, may prove more effective when attracting to the workforce. (NZHRC, 2022).

[14] Data and insights presented here have been extracted from Deloitte Limited, 2022; Deloitte Limited, 2023; Infometrics, 2023a; Infometrics, 2023b; New Zealand Human Rights Commission, 2022); Stats NZ Tatauranga Aotearoa, 2018.

Logistics[15]

WORKFORCE OVERVIEW

16,197 Pacific Peoples employed in Logistics in 2018.

- 10% of the total Logistics workforce
- This is 3.4% above that for the whole economy
- Between 2013 and 2018, Pacific employees grew by 1,400 (58.4 per cent)

LOCATION MATTERS

South Auckland, where the largest number of Pacific people live, is one of the fastest-growing parts of the national economy.

It has Australasia's second largest airport; approximately 10% of New Zealand's top 200 companies have their head offices there; multiple new industrial-park-type developments are underway—all are high users of logistics services.

POSITIVE OUTLOOK

The sector shows slow but steady annual growth, employing 50,000 people in 2020 and forecasting to rise to 53,000 in 2027.

Growth is related to increases in volume from construction, primary industries, manufacturing, and e-commerce (courier services).

WORKFORCE FEATURES

Logistics has similar labour market issues to Manufacturing and Engineering.

- An ageing workforce: high proportions of employees are aged 45-65 and older; the average driver age in 2018 was 54.
- A significant gender imbalance: In 2019, the number of females in road freight reached 6,000 – a new high but just 12% of the workforce.
- Qualifications: The number of people with degrees and level 3 certificates grew notably between 2013 and 2018, 1,835 and 2,287, respectively. The number without qualifications fell by slightly more than 1,300 in the five years to 2018.

DRIVER SHORTAGES

The Road Transport Forum estimates that road transport in New Zealand is currently short of 4,000 heavy vehicle drivers (ANZ, 2019).

There is also a shortage of employees with digital and STEM skills to support drivers in road transport, freight, and logistics management systems.After truck driving, store person and motor mechanic are the occupations forecast to generate the most new jobs.

TECHNOLOGY INNOVATIONS

The sector is undergoing rapid transformations, incorporating technologies like artificial intelligence, the Internet of Things, and advancements in energy storage.

These changes demand new skill sets to navigate innovations such as autonomous driving systems, platooning, electric vehicles, drones, telemetric on-board diagnostic systems, smart freight, smartphone applications, remote working, and online shopping.

PERCEPTION CHALLENGES IN TRUCKING RECRUITMENT

The truck driving profession faces challenges. It is often viewed as male-dominated and offers low wages, low-skilled work, and extended hours.

Acquiring a class 5 license is considered time-consuming and costly, dissuading potential entrants (MITO, 2019).

EMPLOYER EXAMPLE

Auckland Transport (AT) is Auckland's public transport provider, with only 6% of Pasifika employees.

Two-thirds are employed in Customer Experience or Service Delivery divisions; few are in senior or professional roles. Growing higher-level representation is a strategic priority (AT, 2020)

THE COVID-19 EFFECT

The pandemic amplified ethnic disparities for some sub-populations. For Pacific Peoples in all MEL occupations, the most disadvantaged were women, those below age 30, and Auckland residents.

For Pacific youth living in Auckland, COVID-19 has exacerbated the wage-scarring effect (the effect of unemployment on subsequent wages) and increased benefit dependency.

With the dynamic and growing nature of Aotearoa New Zealand's manufacturing, engineering, and logistics industries, Pacific Peoples are pivotal both now and in the future. Pacific Peoples' contributions encompass vital strengths, skills, expertise, and untapped potential, enriching our workforce and industries.

[15] Data and insights presented here have been extracted from Deloitte Limited, 2022; Deloitte Limited, 2023; Infometrics, 2023a; Infometrics, 2023b; New Zealand Human Rights Commission, 2022); Stats NZ Tatauranga Aotearoa, 2018.

Solesolevaki sa itakele ni duavata

Solidarity is the cornerstone of unity

(Fijian Proverb)

IMPLEMENTING LUMANA'I O TANGATA MOANA

IMPLEMENTING LUMANA'I O TANGATA MOANA

As we embark on the transformative journey outlined in Lumana'i o Tangata Moana, the wisdom of our Pacific ancestors guides us: "Solidarity is the cornerstone of unity". This wisdom serves as a guiding beacon in implementing Lumana'i o Tangata Moana. It emphasises the importance of working together through partnerships, cooperation, mutual support, and collective effort to achieve shared goals.

We will continuously listen to the voices of Pacific communities and our industries. We will leverage new insights to ensure our work is aligned with the evolving needs and aspirations of Pacific Peoples. Lumana'i o Tangata Moana is designed to be agile and responsive. We will learn, adapt, evolve and respond to emerging evidence and insights to bring about transformative and positive change.

A report detailing the progress of our actions will be released in the first quarter of the subsequent year, complemented by a revised set of actions designed to align with priority goals and new insights we receive from Pacific communities and our industries. Any report or resources resulting from these initiatives will be disseminated following the Hanga-Aro-Rau Communication Strategy.

Lumana'i o Tangata Moana focuses on partnerships and collaboration. We invite our partners — Pacific communities, industry, and education providers — to work with us to achieve the Lumana'i o Tangata Moana goals. Together, our actions can contribute to a stronger Pacific workforce with better opportunities now and in the future.

Connect with the Hanga-Aro-Rau Pacific Team

har-pacific@hangaarorau.nz

https://hangaarorau.nz/

https://www.linkedin.com/company/hanga-aro-rau-wdc/

04 909 0255

REFERENCES

CEBR (Centre for Economics and Business Research). (2016). Engineering and economic growth: A global view. Report for the Royal Academy of Engineering, London, September.

Deloitte Limited. (2022). *Hanga-Aro-Rau Post COVID-19 workforce development needs in New Zealand's manufacturing and engineering sectors.* https://hangaarorau.nz/wp-content/uploads/2023/07/Hanga-Aro-Rau-COVID-19-Final-Research-Report-Final-v1.0-10Oct2022_lr2.pdf

Deloitte Limited. (2023). *Hanga-Aro-Rau Workforce development needs in New Zealand's logistics sector.* https://hangaarorau.nz/wp-content/uploads/2023/07/Hanga_Aro_Rau_Workforce_Development_Needs_in_New_Zealand_s_Logistics_Sector_May_2023.pdf.pdf

Hanga-Aro-Rau. (2023). *Pūrongo ā-tau annual report 2021 - 2023*. https://hangaarorau.nz/wp-content/uploads/2023/11/Hanga-Aro-Rau-Annual-Report-2022-23.pdf

Infometrics. (2023, November 28). *Infometrics monthly economic webinar – November 2023 – regional overview and Pasifika insights.* YouTube. https://youtu.be/V4f1sXB2GFo?si=VZhUXvuQRjr8LnUu

Infometrics. (2023a). *Regional economic profile.* https://rep.infometrics.co.nz/new-zealand

Infometrics. (2023b). *Sector profile*. https://industry.infometrics.co.nz/11383/Total%20economy/Home/Index/New%20Zealand/

Ministry of Business, Innovation and Employment. (2021). *Pacific Peoples in the labour market - June 2021 Quarter (unadjusted)*. https://www.mbie.govt.nz/dmsdocument/16895-pacific-peoples-in-the-labour-market-june-2021-quarter#:~:text=As%20at%20June%202021%2C%20there,the%20year%20to%20June%202021.

Ministry of Business, Innovation and Employment. (2022a). *Te mahere whai mahi Māori - Māori employment action plan.* https://www.mbie.govt.nz/dmsdocument/18759-te-mahere-whai-mahi-maori-maori-employment-action-plan-english

Ministry of Business, Innovation and Employment. (2022b). *Why we need this action plan.* https://www.mbie.govt.nz/business-and-employment/employment-and-skills/employment-strategy/maori-employment-action-plan/why-we-need-this-action-plan/

Ministry for Pacific Peoples. (2021). *Pacific Aotearoa status report 2020.* https://www.mpp.govt.nz/assets/Reports/Pacific-Peoples-in-Aotearoa-Report.pdf

Ministry for Pacific Peoples. (2022). *Pacific Employment Action Plan.* https://www.mpp.govt.nz/assets/Corporate-Publications/Pacific-Employment-Action-Plan-FINAL-approved.pdf

New Zealand Human Rights Commission. (2022). *Voices of Pacific Peoples eliminating pay gaps.* https://tikatangata.org.nz/cms/assets/Documents/Voices-of-Pacific-Peoples-Pacific-Pay-Gap-Inquiry-Report.pdf

Stats NZ Tatauranga Aotearoa. (2018). *Pacific Peoples ethnic group.* https://www.stats.govt.nz/tools/2018-census-ethnic-group-summaries/pacific-peoples

The Treasury. (2018). *The New Zealand Pacific economy*. https://www.treasury.govt.nz/sites/default/files/2018-11/nz-pacific-economy-nov18.pdf

Ia fa’amalosia tomai o le aufaigaluega Pasefika ia siitia ai avanoa e lē gata i le taimi nei ae mo le lumana’i

A stronger Pacific workforce with better opportunities now and in the future

HANGA-ARO-RAU

Manufacturing, Engineering and Logistics

Workforce Development Council

49 Tory Street (ANZ Campus) Tower B
PO Box 445, Wellington 6140