

A THRIVING LOCAL ECONOMY SUPPORTED BY
A THRIVING PACIFIC COMMUNITY

PACIFIC PEOPLES AND THE FUTURE OF WORK

A summary of the analysis completed to inform the Matangi Fou initiatives delivered as part of the Alo Vaka -Auckland Pacific Skills Shift Initiative.



Acknowledgement

This report was prepared to help guide our delivery of the Alo Vaka Auckland Pacific Skills Shift Initiative¹. We wish to acknowledge MBIE for their work in supporting Pacific communities to pursue their labour market aspirations across the Auckland region.

¹Alo Vaka Auckland Pacific Skills Shift Initiative promotes long-term employment outcomes for Pacific communities. It is a culturally centred mix of social innovation, industry training, and community programmes.



MATANGI FOU

Matangi Fou is the name of an initiative that partners Pacific communities and business leaders with The Cause Collective, and the Ministry for Business Innovation and Employment (MBIE) to deliver a set of breakthrough initiatives to support the Future of Work. These initiatives aim to create conditions for transformation in the labour market for Pacific workers and their families. The initiatives have a focus on Pacific peoples who live in South Auckland but are designed for scale with communities facing similar challenges.

The shared goal we are working towards is that the Pacific workforce actively participates in quality employment opportunities in new and emergent industries. Transformation looks like a thriving local economy supported by a thriving Pacific community.

Note on terminology used in this report

For the purposes of Matangi Fou, the terms Future of Work and jobs of the future are used interchangeably to describe employment opportunities in new and emergent industries. The terms also refer to the reconfiguration of existing industries which will need to respond to demographic shifts, globalisation, COVID-19, climate change and technology advancement. These terms consider that some jobs and industries will cease to exist if they are unable to adapt to labour market conditions.



The Cause Collective

The Cause Collective is a community organisation that aims to create the conditions for communities to thrive from this generation to the next. The organisation is focused on transforming the way in which community and public services are experienced by individuals, families and whole communities.

As a population-focused organisation, TCC has a particular interest in Pacific peoples across Aotearoa, underserved and South Auckland communities. The organisation works upstream to address the causes of complex problems and further downstream to strengthen prevention systems. This is achieved by delivering end-to-end services to communities, clinical and provider networks and to delivery partners.

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EXECUTIVE SUMMARY

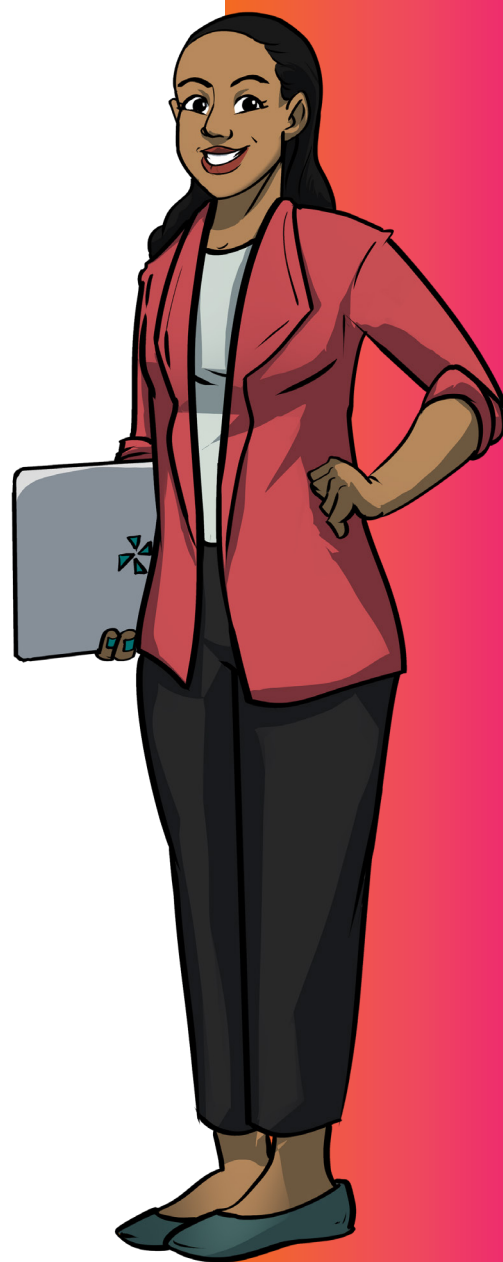
Executive Summary

The Future of Work and how jobs will look in the future is starting in South Auckland. The current labour market disruptions provide an opportunity to propel Pacific communities into the jobs of the future, but only if they are intentionally supported to participate in the Future of Work. While government has begun to partner with Pacific communities to involve them in planning for the Future of Work through Matangi Fou (a place-based initiative centred in South Auckland), more work will be needed to ensure that Pacific peoples are ready to actively participate in the jobs of the future.

This report seeks to amplify the voices of Pacific communities in South Auckland, so policy makers, designers and deliverers include these communities' insights in the early planning and design of the Future of Work in Aotearoa New Zealand. This report will also inform the development of future Matangi Fou initiatives.

In August 2021, The Cause Collective (TCC) conducted fieldwork to understand the current perspectives of Pacific communities in South Auckland about the Future of Work. These communities had seven key insights about the Future of Work:

1. Pacific peoples hold aspirations to participate in the Future of Work, but individual career aspirations are subordinate to collective wellbeing
2. Pacific peoples feel unprepared for the Future of Work because of their lack of awareness and understanding about technology advancements and what the jobs of the future might be
3. Pacific peoples feel they lack the necessary qualifications and experience to participate in the Future of Work
4. Pacific peoples themselves identify a lack of self-belief and confidence as major barriers to considering new career pathways
5. Job stability, work-life balance, and giving back to the community are major motivators for the Future of Work for Pacific peoples
6. COVID-19 has highlighted the social and economic inequities and inequalities that exist for Pacific families in South Auckland
7. Pacific families want information and support to give them options about the Future of Work. Information needs to be about locally based opportunities and delivered by a trusted source.





MATANGI FOU SUMMARY REPORT

Overall, Pacific communities felt that they were unaware of what the Future of Work would look like, or how the Future of Work related to their current realities. Pacific communities in South Auckland report being focused on surviving and meeting their immediate needs. Pacific families understood the importance of planning for the Future of Work, but they reported being unclear how to go about it.

The fieldwork also found that businesses, industry leaders, education and training providers, and the government only do what is necessary and sufficient for this point in time. This means that, even if Pacific communities were to plan for the Future of Work, they were deprived of the skills and opportunities they needed to thrive in new and emergent industries.

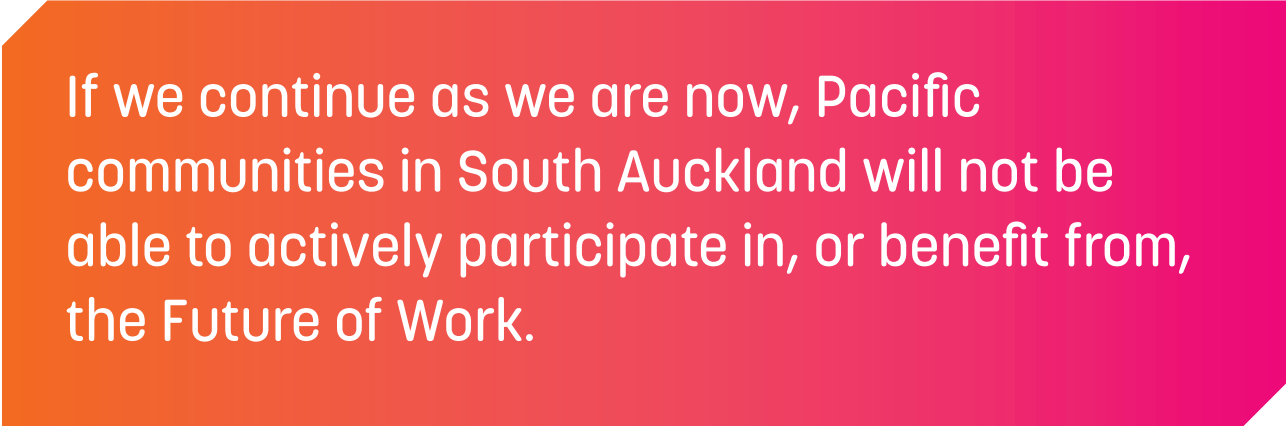
These two underlying causes contribute to the overall problem:

Addressing this problem requires changing the underlying conditions which keep the problem in place.

We have identified five priorities that, if addressed, that will help change these underlying conditions and improve Pacific communities' participation in the Future of Work:

The supply-side only does what is necessary and sufficient for this point in time.

The demand-side is not aware of what the jobs of the future will be, or how the future of work relates to their current reality.

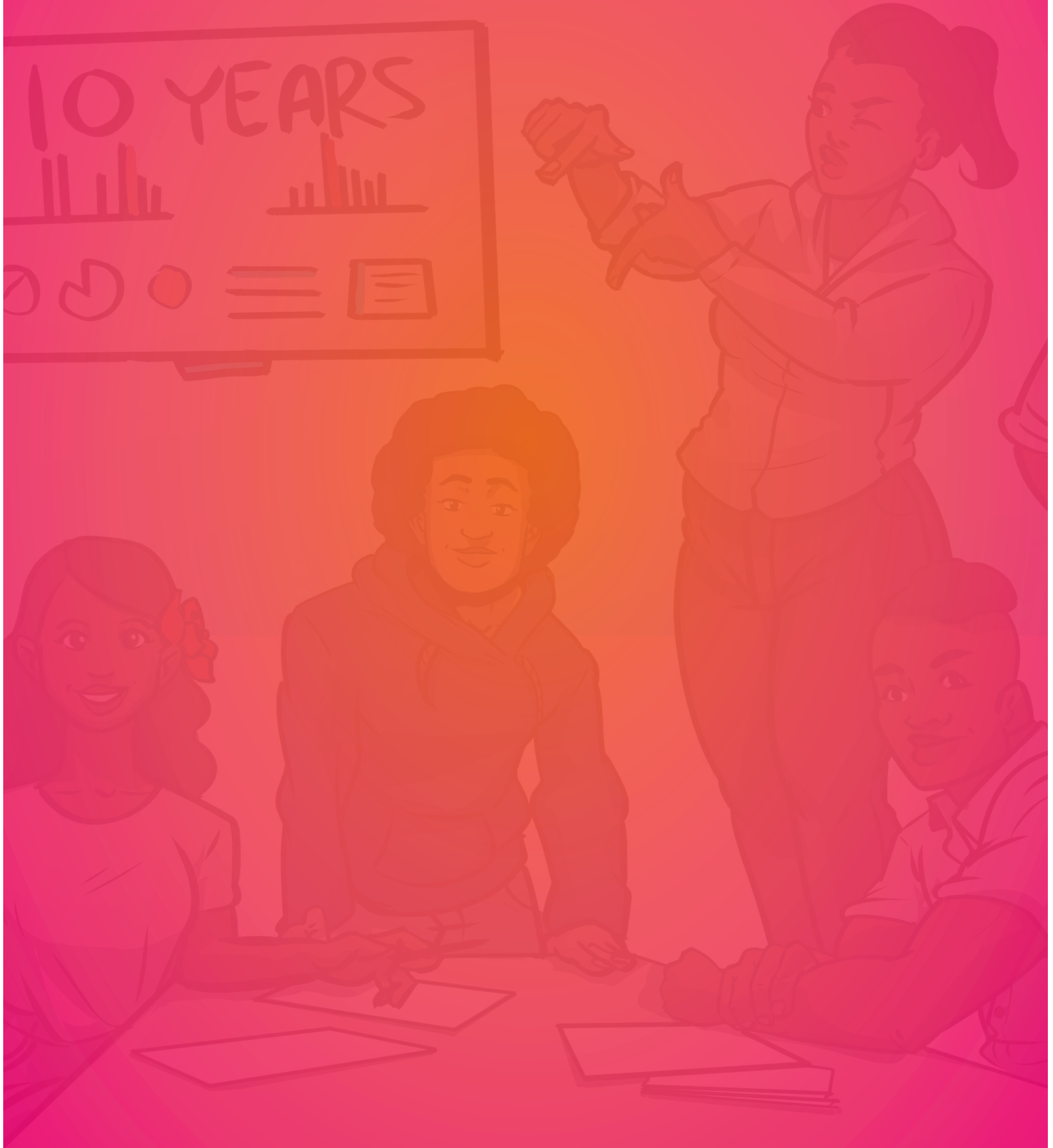


If we continue as we are now, Pacific communities in South Auckland will not be able to actively participate in, or benefit from, the Future of Work.

- 1. we enable learning by doing**
- 2. we customise support for business leaders to separate existing barriers from future goals**
- 3. we build a self-determining workforce**
- 4. we reframe the way we see the labour market**
- 5. we build an evidence base.**

We have used these priorities to develop a delivery framework for Matangi Fou, to December 2024. These priorities should also inform policy makers, designers and deliverers who are working to include Pacific communities in South Auckland in the Future of Work.

A





INTRODUCTION

Introduction

Jobs are changing in South Auckland – the Future of Work starts now

The Future of Work is a term that describes employment opportunities in the future. This includes employment opportunities in new and emergent industries, but also jobs in existing industries that have been reconfigured to respond to demographic shifts, globalisation, COVID-19, climate change, and technological advancement.

The Future of Work is happening now in South Auckland. COVID-19, supply chain disruptions, and the geopolitical environment have all impacted the economy in South Auckland. While the labour market will tend to revert to its pre-pandemic settings, many job-seekers in South Auckland have already changed their preferences and behaviours. They value the flexible working arrangements and virtual business operations that were introduced during the pandemic. They have become more selective with the jobs they apply for because they value work-life balance and doing work that matters to them. This means that employers need to change their behaviour to attract workers.

There is an opportunity for Pacific communities to “leapfrog” from their current realities into the Future of Work, but only if they are intentionally supported

The current labour market disruptions provide opportunities to propel Pacific workers from their current realities into the jobs of the future, but only if they are intentionally supported to adapt quickly to these disruptions and are not left behind. With Pacific peoples estimated to make up a third of Auckland’s total workforce by 2026, it is in the interests of both government and industry that Pacific communities thrive.

Because of the existing inequalities that affect the Pacific population, Pacific inclusion in jobs of the future will not happen organically. It will require targeted support, services, and programmes to help Pacific workers navigate a system that was not designed to target the Pacific Labour force, to help them see themselves in the Future of Work.

Pacific peoples’ lack of participation in the Future of Work is a complex problem –interconnected factors, many of which are systemic, influence how Pacific workers interact with the labour market and their preparedness for the Future of Work. These interconnected parts make defining the problem and solving it difficult; there is unlikely to be a ‘silver bullet’ solution.

Pacific peoples’ participation in the Future of Work can only occur when they are viewed as partners in building Aotearoa New Zealand’s economic future and are included early in planning for the Future of Work.

If we continue as we are now, Pacific communities will not be able to actively participate in, or benefit from, the Future of Work.

Through Matangi Fou, work has already begun to partner with Pacific communities...

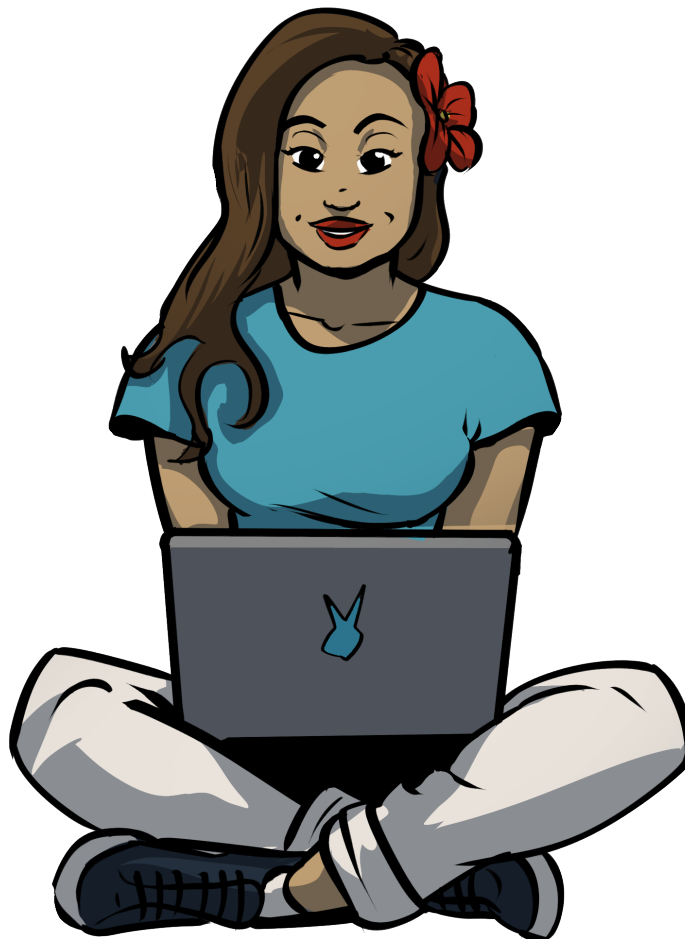
Matangi Fou is a place-based initiative centred in South Auckland. It contributes to the Alo Vaka Auckland Pacific Skills Shift strategic objective of creating conditions for Pacific workers, families and communities in South Auckland to identify and follow skills pathways to higher-quality, better paid employment opportunities. This contributes to a Pacific workforce that actively participates in new and emergent industries, leading to a thriving local economy supported by a thriving Pacific community.

Matangi Fou works by creating partnerships between Pacific communities, business leaders, The Cause Collective, and MBIE to deliver a set of breakthrough initiatives to support the Future of Work. These initiatives aim to transform the labour market for Pacific workers and their families. The initiatives focus on Pacific peoples who live in South Auckland but are designed for scale with communities facing similar challenges.

...but more work will be needed to ensure Pacific peoples are included as active participants in the Future of Work

While current Matangi Fou initiatives are making a difference for Pacific communities in South Auckland, there is an opportunity to focus the future direction of Matangi Fou by better clarifying the problem we are working to solve and considering how best to solve it. To this end, this report explores:

1. the background and context of Pacific communities in South Auckland, and how this may impact the Future of Work in the area
2. the current state, including Pacific communities' current perceptions of the Future of Work, the problem we are working to solve, and the conditions, behaviours, and attitudes causing the problem
3. the desired future state, and what actions we can take through Matangi Fou to move towards this future.







CONTEXT

Context

Setting the scene for Pacific communities in South Auckland

The Pacific peoples who live in South Auckland are a vibrant and diverse community, but are economically disadvantaged

Pacific peoples in Aotearoa New Zealand cover eight main ethnic groups,² most of whom are New Zealand-born (66%) and maintain strong connections with their Pacific homelands and their communities and cultures here in Aotearoa New Zealand.

Auckland is home to 65% of New Zealand’s Pacific peoples.³ 53% of the Pacific peoples that live in Auckland live in South Auckland - suburbs such as Māngere, Ōtāhuhu, Ōtara, Manukau, Manurewa, and Clendon.⁴ 48% of the population of South Auckland who live in deprivation 8, 9, or 10 areas (most deprived) are Pacific peoples.

The median age for Pacific peoples in South Auckland is 22.1 years, compared with 23.9 years for Māori and 38 years for all New Zealanders.⁵

Nationwide, Pacific peoples have the lowest wages and asset base and experience the greatest rates of in-work poverty of any ethnic group in Aotearoa New Zealand.⁶ Pacific peoples consistently earn less than Pākehā workers.

Median net worth (\$) at pre-retirement age (55-64 years) by ethnic group, year ended June 2021

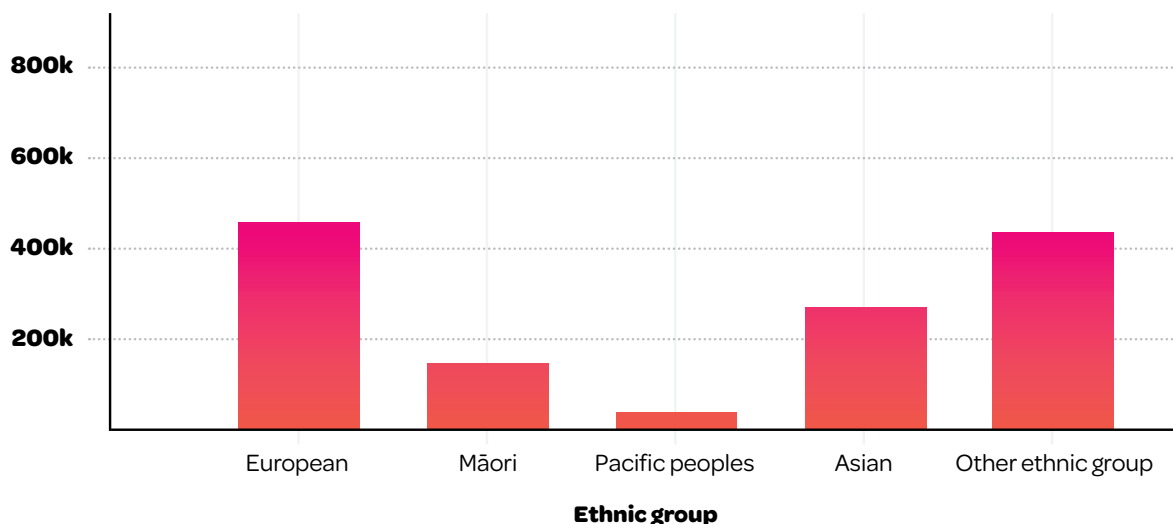


Figure 1: Graph of median net worth (\$) at pre-retirement age (55-64) by ethnic group

² Samoa, Cook Islands, Tonga, Fiji, Niue, Tokelau, Tuvalu, Kiribati. Statistics New Zealand (2018)

³ Auckland Unlimited (2021), Pasifika Research, https://www.aucklandnz.com/sites/build_auckland/files/media-library/documents/Pasifika-Teu-Le-Va-Research-2021_0.pdf

⁴ Defined as the Māngere-Ōtāhuhu local board, the Ōtara-Papatoetoe local board, the Manurewa local board, and the Papakura local board areas.

⁵ The Cause Collective (2022).

⁶ The Cause Collective (2022).

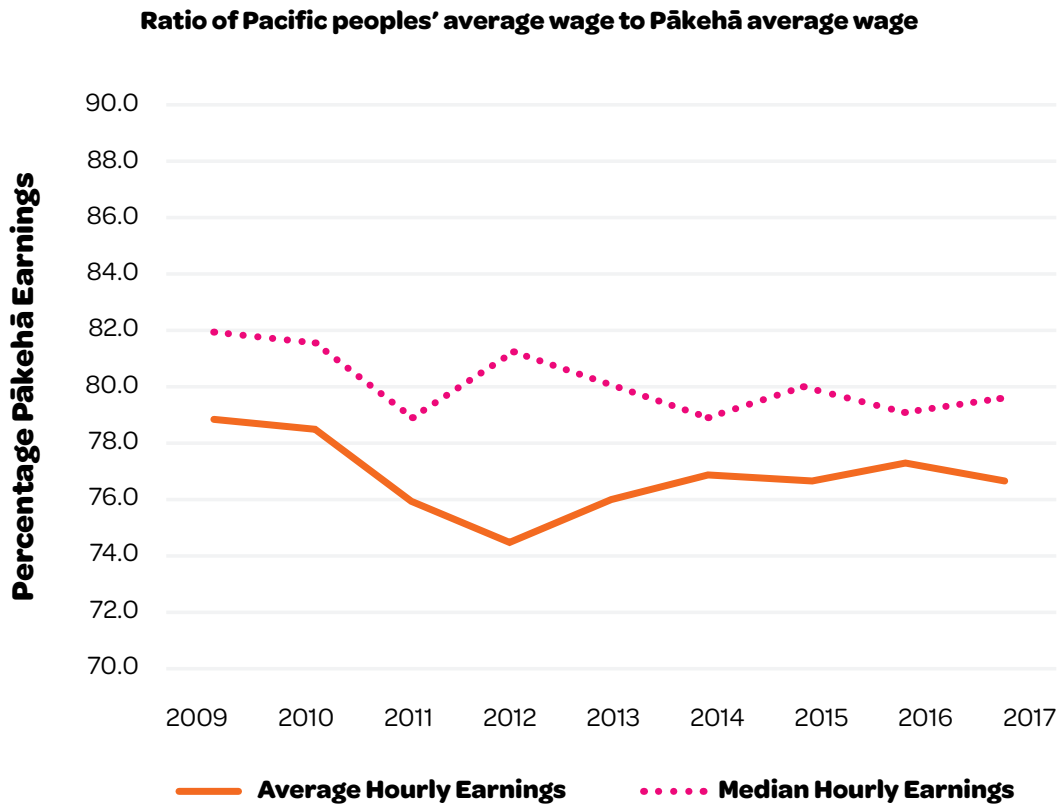


Figure 2: Graph of ratio of Pacific peoples' average wage to Pākehā average wage

Nationwide, Pacific unemployment and underemployment rates are the highest of any ethnic group in Aotearoa New Zealand. While the unemployment gap has closed somewhat in recent years, Pacific peoples remain overrepresented in the lowest paid and least secure employment sectors.

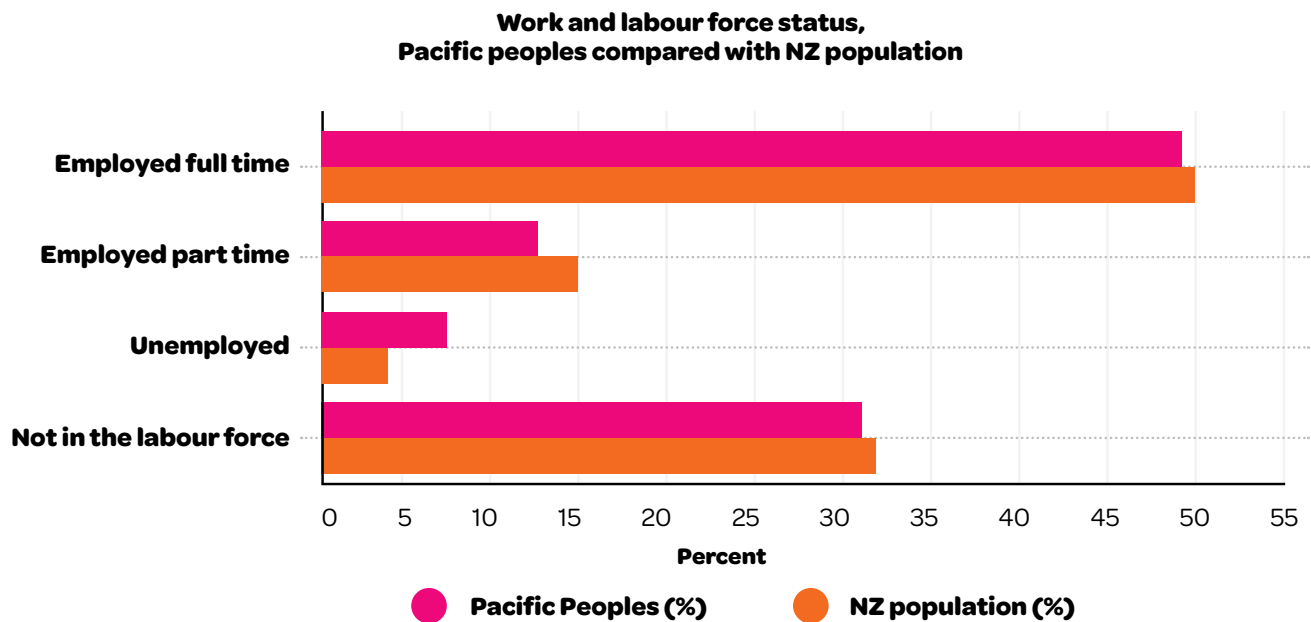


Figure 3: Graph of work and labour force status, Pacific peoples compared to NZ population

59% of Auckland’s Pacific workforce are in lower-skilled occupations, and Pacific peoples in Auckland are overrepresented in occupations such as labourers, machinery operators, cleaners, and container fillers, and are underrepresented in managerial and professional roles. Many of these occupations have been identified as being at risk of technological disruption in the near future, and economic projections tell us that the Pacific population has the least favourable long-term financial outlook of all ethnicities in Aotearoa New Zealand.

Occupations, Pacific peoples compared with NZ population ethnic groups, 2018 Census

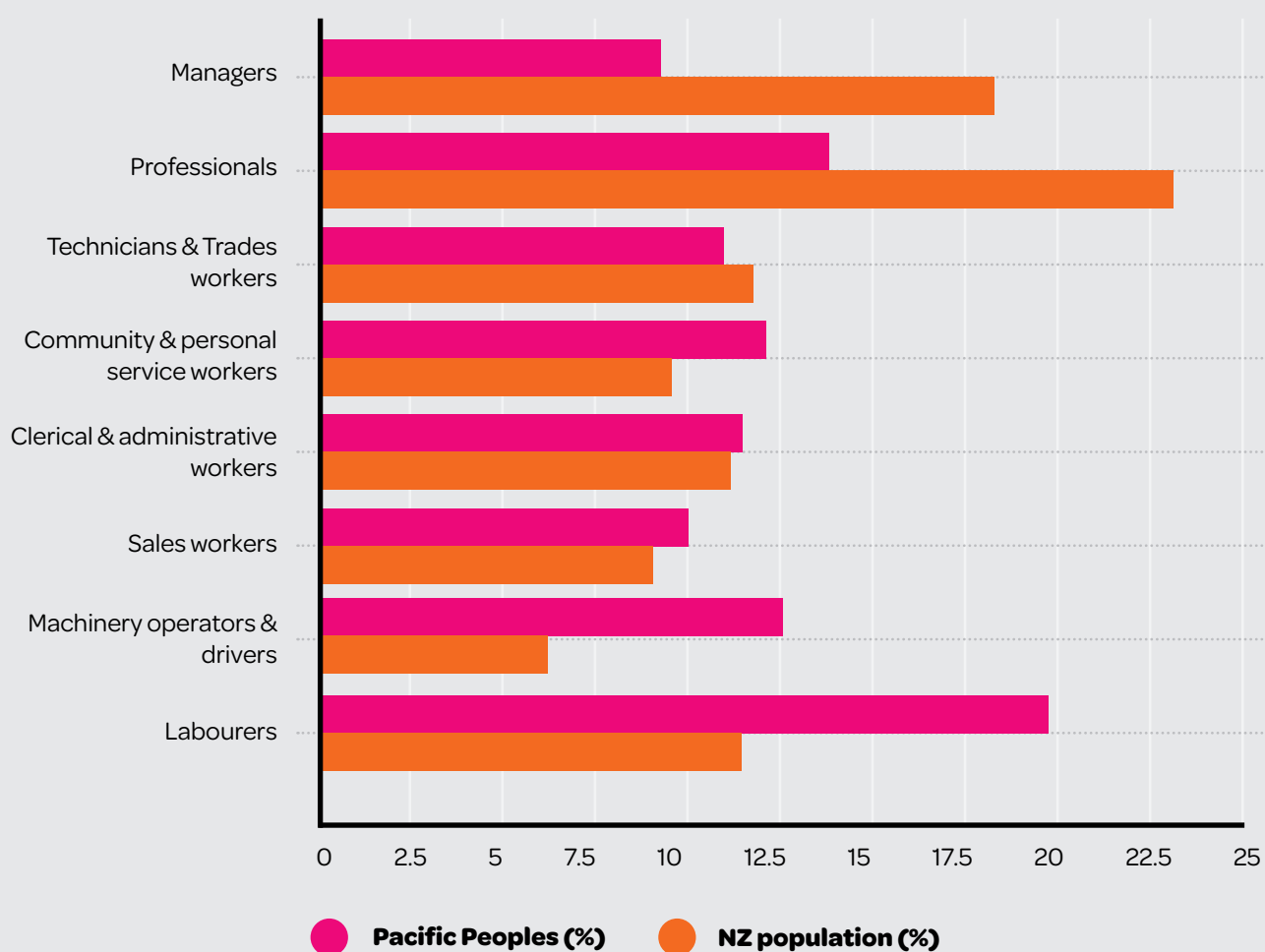


Figure 4: Graph of occupations, Pacific peoples compared to NZ population

⁷ Auckland Unlimited (2021), Project Ikuna Skills Research Report.
⁸ Ministry of Business, Innovation and Employment; The Southern Initiative; The Auckland Co-Design Lab. (2018). Pacific people’s workforce challenge: Accelerating the advancement of Pacific peoples’ in the workforce.
⁹ The Cause Collective (2022).

The history of Pacific communities in Aotearoa New Zealand is important context to understand current trends

When considering the Future of Work, the historical context of Pacific peoples in the labour market in Aotearoa New Zealand is important for understanding why Pacific peoples are more likely to be employed in lower-skilled occupations.

The first wave of migration occurred in the 1950s and 1960s due to labour shortages in the New Zealand economy. Pacific peoples were recruited into low-skilled and low-paying jobs that could not be filled by the existing New Zealand workforce. During the 1970s the recession saw the Pacific workforce no longer required and blamed for the social and economic downturn facing the country. Pacific peoples were portrayed as “immigrants taking New Zealanders’ jobs”¹⁰. This led to discriminatory immigration policies and practices, most notably the “dawn raids”, a discriminatory policy that unfairly targeted Pacific peoples as illegal immigrants or ‘overstayers’. Pacific peoples were often uplifted in the early hours of the morning and sent back to their Pacific Island nations. This history remains etched in the memory of many Pacific families, and through our Matangi Fou work, we have found it has influenced Pacific communities’ views of the Future of Work.

Pacific communities in South Auckland have been negatively impacted by COVID-19

The impacts of COVID-19 on the Pacific communities in South Auckland have been far-reaching, as this community has featured prominently in every outbreak since 2020. Data released in the early stages of the pandemic from the Ministry of Health estimated that:

- more than a third of Pacific households in South Auckland had been financially impacted by COVID-19
- nearly one in five (18%) Pacific households in South Auckland had lost half or more of their income
- one in four (25%) Pacific households in South Auckland had someone who had experienced reduced pay or hours, and 13% of Pacific households had someone who lost their job. As of August 2021, two thirds (66%) of those who lost their job were still out of paid work
- 71% of Pacific employees work in industries at high risk of exposure to COVID-19, vs 60% in Aotearoa New Zealand’s overall population¹¹.

¹⁰ New Zealand History (2022). The dawn raids: causes, impacts, and legacy. <https://nzhistory.govt.nz/culture/dawn-raids>.

¹¹ Colmar Brunton (2021). Impacts of COVID-19 on Pacific peoples living in South Auckland.

Impact of COVID-19 on South Auckland Pasifika Household Income

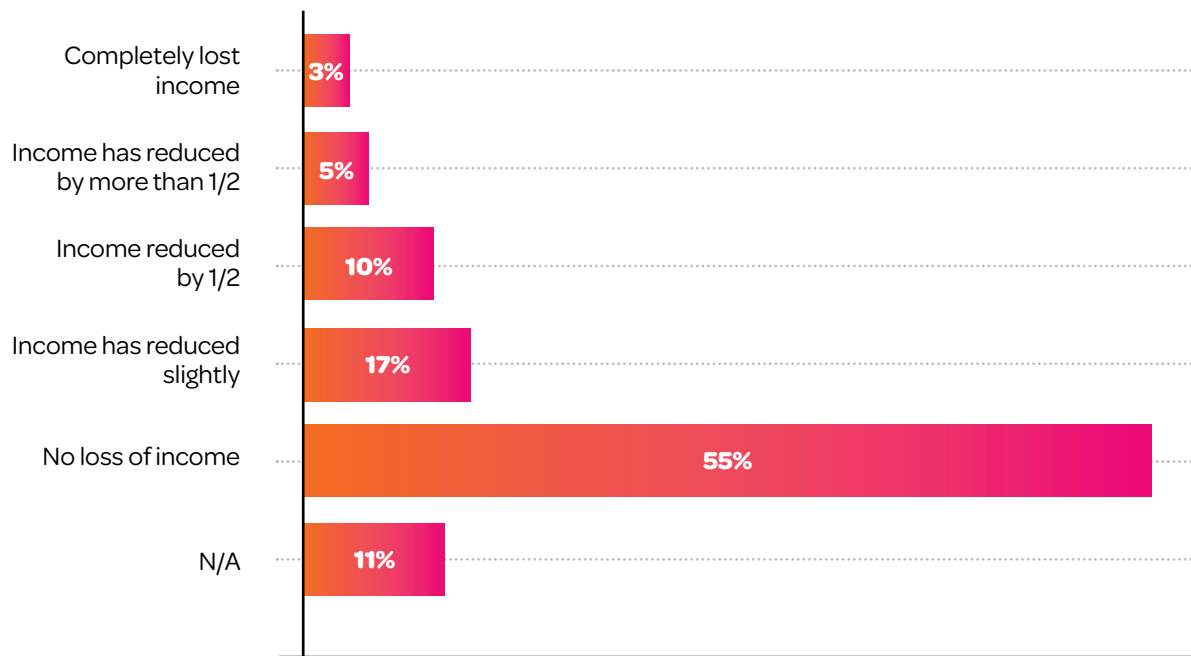


Figure 5: Graph of the impact of COVID-19 on the household income of Pacific communities in South Auckland

Given Pacific communities already experience socio-economic inequalities, the flow-on effects of the pandemic could be far reaching for Pacific families. Data shows that it took 10 years for the Pacific unemployment rate to recover to its previous level following the impact of the Global Financial Crisis¹².

The Treasury notes that COVID-19 will likely impact population groups differently, as Māori, Pacific peoples, young people, and low-income households most often experience the detrimental effects of an economic recession. Pacific peoples will need to be prioritised to address the economic disparities that will result from COVID-19¹³.

Pacific communities in South Auckland are likely to be impacted by international trends in the labour market

The current national employment rates have not been seen since prior to the global financial crisis of 2008 (September quarter at 3.4%, 2022). However beneath these seemingly positive figures, there is increased competition for workers and the underutilisation rates (those who want more hours or work) are historically high (10%) (3). It has forced business leaders to re-think approaches to the employment system even more so now as the cost of living impacts the lives of workers and particularly the most vulnerable communities. These patterns are not isolated to New Zealand but are continuing to emerge and take hold across the globe.

¹² Stats NZ (2020) Census data shows employment recovery post 2008 global financial crisis; Stats NZ, downloaded October 2021.

¹³ The Treasury (2020) "Living Standards Framework and He Ara Waiora CoVID-19: Impacts on Wellbeing; The Treasury, Wellington, New Zealand; p23.

MATANGI FOU SUMMARY REPORT

In the United States (November, 2022) the mismatch between employer and employee demand and supply continues to show up with 10 million job openings available whilst 7.4 million Americans were unemployed. The mismatch primarily caused by disruptions post pandemic highlighting the changing market and skill shift demands. Those who were most affected by long term unemployment were likely to be from minority, disadvantaged groups, and women. The changing market preferences of employees and the pressure for employers to fill vacancies have forced the employment system to re-think the future of work, a lesson for New Zealand if we are to avoid further inequalities amongst vulnerable groups and the general population via employment pathways¹⁴.

Similarly in Australia the global pandemic has caused labour shortages and over the next two years, with the state of New South Wales predicted to be short by 7000 skilled construction workers (e.g. carpenters, electricians & plumbers). It is noted by Australian business leaders that the traditional approach to filling labour shortages, namely international migration may not be a sufficient long term sustainable solution and so provides an opportunity to change tact and focus on developing local sustainable training pathways¹⁵.

Nevertheless, there is an opportunity for Pacific communities in South Auckland to experience accelerated economic growth

While it is easy to focus on the challenges and deprivation of South Auckland, it is also a place of opportunity and could experience accelerated economic growth if appropriately supported.

Infrastructure investment, a high number of businesses, and high unemployment in South Auckland create clear opportunities for economic growth.

Major urban development is underway in South Auckland, including the Transform Manukau programme which will directly and indirectly generate up to 28,000 jobs over the term of the programme. Led by Panuku Development Auckland, Transform Manukau will focus on regenerating the Manukau Central area. Also, the intensification of the Auckland Airport area will play a key role in Aotearoa New Zealand's future economy. The area is home to several of the country's largest logistical centres and manufacturing companies. There is also a major housing development programme planned for South Auckland which will see over 20,000 new homes built. With this increasing investment in infrastructure, 17,760 businesses located in South Auckland, and 10% of working aged people in South Auckland unemployed (which means a significant number of people are available to work), the opportunities for accelerated economic growth in South Auckland are clear.

Pacific communities are central to realising these opportunities for economic growth in South Auckland

The youthful age profile of Pacific peoples means that it is estimated that Pacific peoples will make up a third of the Auckland workforce by 2026. This means that the opportunities for substantial economic growth in South Auckland are dependent on Pacific peoples; if Pacific communities are not supported to engage in the Future of Work, these opportunities will not be fully realised.

¹⁴ Long, H., & Rosenberg, E. (2021, November 8). Why millions of job seekers aren't getting hired in this hot job market. Washington Post. <https://www.washingtonpost.com/business/2021/11/08/job-search-not-getting-hired/>

¹⁵ Marin-Guzman, D. (2021, November 9). Employers can't rely on border reopening to solve skill shortages. The Australian Financial Review. https://www.afr.com/companies/infrastructure/employers-can-t-rely-on-border-re-opening-to-solve-skill-shortages-20211109-p5976n?utm_content=COMPANIES&list_name=2F6E16F3-E586-4778-AFFF-33811F208B65&promote_channel=edmail&utm_campaign=market-wrap&utm_medium=email&utm_source=newsletter&utm_term=2021-11-09&mbnr=MTI1NzkzNjY&instance=2021-11-09-17-00-AEDT&jobid=29344550





DEFINITIONS

Definitions

The following terms are used throughout this report:

Supply-side entities: businesses, business owners, entrepreneurs, government, education and training institutions, and sector leaders. While these groups have different characteristics and will play different roles in the Future of Work, we have grouped them together because they have the most power to support Pacific communities in South Auckland to participate in the Future of Work. We note that the primary engagement with supply-side entities for the purposes of compiling this report has been with business owners, employers and sector leaders.

Demand-side entities: individuals, families and communities, faith-based groups, cultural groups and their leaders. Again, while these groups have different characteristics, they are grouped together because they best describe the Pacific communities that will require support to participate in the Future of Work.

Downstream effects: symptoms or challenges, created by a larger problem, experienced by people in their everyday lives.

Upstream causes: the underlying or primary causes of a problem.

Mental models: patterns of behaviours, attitudes, beliefs, and values that inform people's actions.

System: Refers to the connected parts of a whole that are dynamic and influenced by explicit, semi-explicit, and implicit conditions.



METHODS USED IN THIS REPORT

Methods used in this report

The insights and actions in this report are based on engagement and analyses undertaken by The Cause Collective in 2021. We sought input from a representative cohort of Pacific communities and system stakeholders from South Auckland, then analysed and synthesised what they told us to:

1. gain insight into the current state
2. develop pathways from the current state to the desired future reality.

Engagement methods

We used a mixed method approach to gather a cross-section of Pacific voices from South Auckland. First, we reviewed a sample of relevant literature¹⁶ to identify topics to inform our engagement with Pacific communities in South Auckland. We identified three purposes for engagement, which were to understand:

- Pacific communities' awareness of the Future of Work
- the participants' and their families' employment aspirations
- the likelihood of the participants and their families acting on their employment aspirations for the future.

Then, we engaged with Pacific communities.

The specific engagements we conducted are outlined in Table 1 overleaf.

¹⁶A bibliography for this literature review is included in Appendix 1.

Table 1-Engagement Methods

Date and type of engagement	Description
<p>August 2021 – Fieldwork</p>	<p>The fieldwork consisted of¹⁷:</p> <ul style="list-style-type: none"> • a survey of 100 Pacific households in South Auckland • 2 online focus groups, totalling 39 participants • 11 phone interviews conducted with participants who could not connect online • Youth talanoa (discussion and engagement) with 19 young people aged 13-24 years.
<p>March 2022 – Targeted engagement with a smaller group</p>	<p>The targeted engagement was with a smaller group (12 participants), including:</p> <ul style="list-style-type: none"> • representatives from Pacific communities from a variety of neighbourhoods. This included individuals who were employed, unemployed, or had experienced a disruption to employment conditions because of COVID-19 • representative business leaders from The Cause Collective’s Business Community of Practice • the Cause Collective’s changemakers – This is a group of 25 neighbourhood champions, convened to support Matangi Fou as a future of work community of practice. <p>As part of this engagement, participants were asked to consider the focusing statement “When I think about the Future of Work, it bothers me that...”. This surfaced the challenges they considered when thinking about the Future of Work and new and emergent industry opportunities.</p>

Limitations of the engagement

Part of this engagement was conducted during and shortly after the August 2021 COVID-19 Level 3 lockdown and prior to the Omicron outbreak, which meant most of the engagement was online and/or over the telephone instead of face-to-face. This may have affected participants’ responses. Additionally, as with all engagement, the information gathered is dependent on what participants wish to disclose. Participants may not have shared information, especially given the sensitive nature of some questions e.g., financial hardships, job and education status, business profits and loss.

¹⁷ More information about these participants is included in Appendix 2.

Analysis methods

Once information was gathered through engagement, it was analysed and synthesised to gain insight into the current state and to develop pathways from the current state to the desired future reality. The purpose of each analysis and the methods used are described in Table 2 below.

Throughout these analyses, we applied The Cause Collective’s cultural frames of reference, which are grounded in Pacific values and pedagogy, underpinned by the principles of Nga Vaka o Kāiga Tapu¹⁸. Applying these frames of reference ensures that we respect and uphold the wellbeing of Pacific families and communities while conducting our research.

Table 2 - Analyses conducted

Purpose	Method
Insight into the current state: understand Pacific communities’ thoughts and feelings about their current situations and the Future of Work, and identify downstream effects	The data gathered through engagements (both the fieldwork and the targeted engagement) was validated using categories of legitimate reservation ¹⁹ . The data was also triangulated against The Cause Collective’s experiences in South Auckland and the experiences of the Business Community of Practice, which further substantiated the findings. We then identified themes, causes and effects between the different data points. This included identifying causal loops and articulating the relationships between data points, creating a “problem soup”. This analogy describes the fluid nature of the problem and the varying ingredients “thrown into the mix”, that make the problem complex.

¹⁸ Nga Vaka o Kāiga Tapu are eight Pacific ethnic-specific evidence-based frameworks developed in partnership with Pacific communities nationally and the Ministry of Social Development.

¹⁹ A tool used to ‘sift and sort’ through the data to eliminate redundant and repetitive information The Categories of Legitimate Reservation (CLR) are the rules for scrutinizing the validity and logical soundness of thinking processes and logic diagrams. Reference: Theory of constraints. (2023). TOC-TP CATEGORIES OF LEGITIMATE RESERVATION (CLR). TOC Theory of Constraints. <https://www.toc-goldratt.com/en/product/toc-tp-categories-of-legitimate-reservation-clr>.

Purpose	Method
<p>Insight into the current state: understand the connections between the labour market and Pacific workers and their families in South Auckland</p>	<p>We completed an ecosystem mapping exercise to better understand the connections and interactions between the labour market and Pacific communities in South Auckland. Ecosystem mapping intends to surface insights about system stakeholders and their relationships, belief systems, power dynamics, and inequitable outcomes.</p> <p>This mapping exercise fills a gap in our knowledge by articulating the links between the experiences of Pacific communities and the points in a system that can be changed or influenced (e.g., resources, policies, procedures). This helps us understand the causes and conditions of the problem of Pacific communities' lack of participation in the Future of Work and shows us what we can do differently or influence to change this outcome.</p> <p>Using the data gathered through the engagements, we applied systems thinking²⁰, critical thinking²¹, and actor mapping²² methods to make the links between the experiences of Pacific communities and points in the labour market in South Auckland that can be changed or influenced²³. Additionally, we conducted a scan of international literature from the United States, Australia, and China²⁴ to understand the external forces influencing the labour market in South Auckland and understand international trends.</p>
<p>Insight into the current state: develop personas and mental models</p>	<p>Based on the recurring themes that emerged from the current state work, we were able to identify categories of attitudes and beliefs of participants about their current and future work aspirations. This information was then used to develop personas and mental models, which we have used to illustrate the findings of this report and will use in the future to inform the design of future initiatives. The full personas and pathways report is available in Appendix 3.</p>

²⁰Systems thinking is an approach to analysis that considers the component parts of a system and how they interact and influence each other as part of a whole system. Stroth, D. (2015) Systems Thinking for Social Change, Chelsea Green Publishing, United States of America.

²¹Critical thinking is derived from the theory of constraints which suggests that overall improvement of a system can be achieved by changing the constraints (e.g. resources, policies, procedures, beliefs). This is achieved by understanding the negative realities of individuals to identify the causes, conditions and necessary actions required to overturn those conditions. Goldratt, E. (1999) Theory of Constraints, North River Press, Great Barrington, United States of America.

²²Actor mapping is used to identify the key individuals, stakeholders or organisations that will be involved to solve a complex problem as part of the systems change initiative. It is a tool that identifies important influences which may be explicit or implicit within a system.

²³The six conditions of system change are used to understand system behaviours and the forces holding the problems in place. The conditions are policy, practice, resource flow, power dynamics, relationships, and mental modes. Kania, J.; Kramer, M.; Senge, P. (2018) The Water of Systems Change, FSG.

²⁴A bibliography for this literature scan is included in Appendix 1.

Purpose	Method
Insight into the current state: identify the upstream causes of the problem	Based on the “problem soup”, we mapped the relationships between the downstream effects to identify the most probable upstream causes. This analysis applied seven steps of legitimate reservation testing ²⁵ to ensure that the link between the downstream effect and the upstream cause was sound.
Develop pathways from the current state to the desired future reality: understand the desired future state	We conducted a future reality analysis to describe the desired future state. This analysis involved: <ol style="list-style-type: none"> 1. considering our insights into the current state, including the primary cause and undesirable effects of our problem 2. overturning and reframing these constraints as positives 3. considering any required sequencing or prerequisites of these positive characteristics e.g., what needs to be in place for something else to occur.
Develop pathways from the current state to the desired future reality: understand what actions we could take in the future	Based on the results of our future reality analyses, we used design thinking methods to empathise with Pacific communities and better understand, based on what participants told us and the ecosystem mapping processes, what they would need in the future to fully engage in the Future of Work.

Limitations of the analyses

These analyses are based on information that was collected as a snapshot in time. There have been significant developments in international markets since the data collection and analyses were completed. Aotearoa New Zealand has begun to see the flow-on effects to the cost of living and an economic recession as this report is being published.

Additionally, as with any work that considers future conditions, there are limitations on our imagining or reimagining of the future because it is based on existing information. However, every step has been made within the report to ensure that the analysis is evidence based, incorporates lived realities, encounter experiences, and future modelling, and is grounded in cause-and-effect critical thinking.

²⁵A method for scrutinising the validity and logical soundness of logical processes <https://www.toc-goldratt.com/en/product/toc-tp-categories-of-legitimate-reservation-clr>.



WHERE WE ARE NOW?

Where we are now?

The current state

This section describes the current state, including:

- Pacific communities' current perceptions of the Future of Work
- the problem we are working to solve
- the conditions, behaviours, and attitudes causing the problem.

A subset of this current state has been extracted to produce a report specific for business leaders, which we have included in Appendix 4.

Pacific communities' current perspectives on the Future of Work

In August 2021, we conducted fieldwork to understand the current perspectives of Pacific communities in South Auckland about the Future of Work. Feedback was thematically organised into seven key insights:

1. Pacific peoples hold aspirations to participate in the Future of Work, but individual career aspirations are subordinate to collective wellbeing
2. Pacific peoples feel unprepared for the Future of Work because of their lack of awareness and understanding about technology advancements and what the jobs of the future might be
3. Pacific peoples feel they lack the necessary qualifications and experience to participate in the Future of Work
4. Pacific peoples themselves identify a lack of self-belief and confidence as major barriers to considering new career pathways
5. Job stability, work-life balance, and giving back to the community are major motivators for the Future of Work for Pacific peoples
6. COVID-19 has highlighted the social and economic inequities that exist for Pacific families in South Auckland
7. Pacific families want information and support to give them options about the

Each of these insights prompts considerations for the Future of Work. These considerations are briefly outlined under each insight but will be addressed more fully in the next section:



Insight 1:

Participants stated that they held many career aspirations for themselves and for their children. However, many were clear their priority was on providing financial support in the present so their families could afford essential items such as food, power, petrol and rent. Participants felt that this limited their ability to plan for the future and that their career aspirations were viewed more as a 'dream' than a possible reality.

Some young people noted that many peers had not returned to school from the COVID-19 lockdowns and were now working to help their families make ends meet. The predominant view was that sometimes you must sacrifice for the wellbeing of your family.

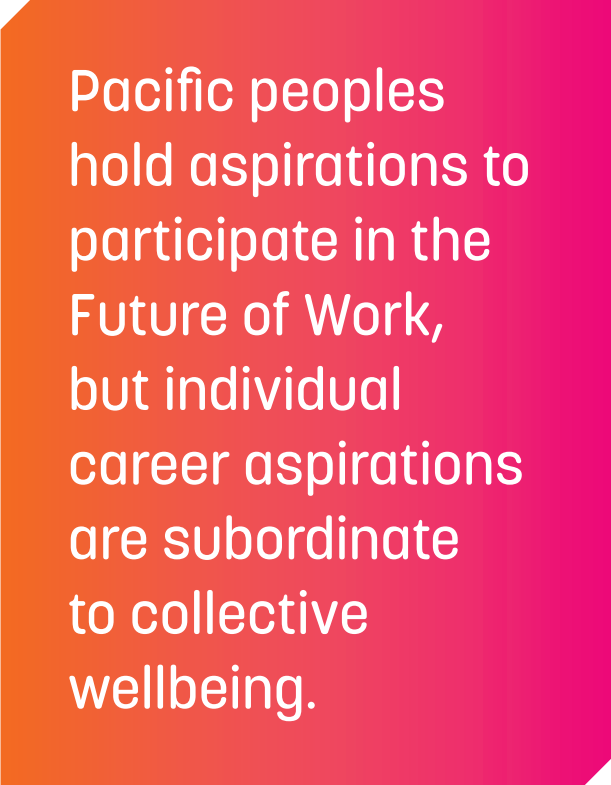
It was commonplace for participants to reference their family obligations, such as taking care of aging or sick parents or family members. They pondered the impacts this would have on the types of employment and training opportunities they would consider. Others spoke of the hardships of being single parents and the challenges of looking after children and working.

Findings

Pacific families who live in survival mode are not thinking about their career aspirations because they are focused on meeting the immediate needs of their families.

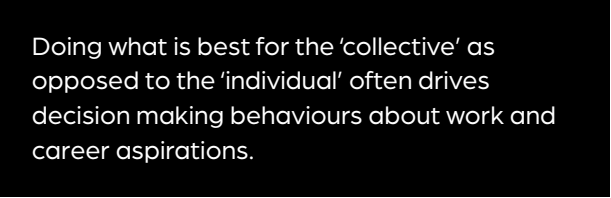
Many Pacific peoples who care for vulnerable family members feel unable to consider future work aspirations until those obligations have concluded.

Finding discretionary time to think and plan for the future, or to attend training and education opportunities is challenging. This is due to the family, cultural and community commitments many Pacific peoples have.

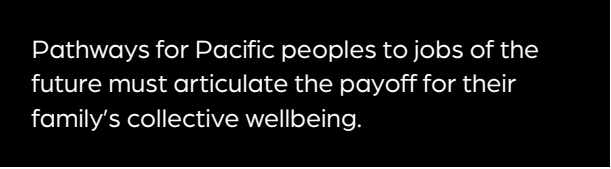


Pacific peoples hold aspirations to participate in the Future of Work, but individual career aspirations are subordinate to collective wellbeing.

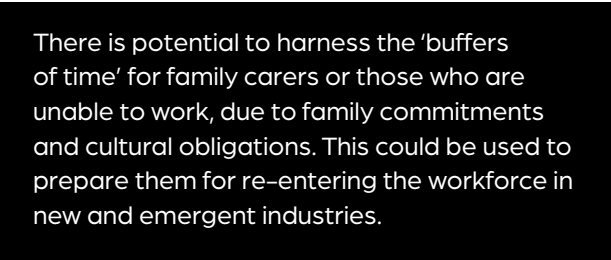
Considerations for the Future of Work



Doing what is best for the 'collective' as opposed to the 'individual' often drives decision making behaviours about work and career aspirations.



Pathways for Pacific peoples to jobs of the future must articulate the payoff for their family's collective wellbeing.



There is potential to harness the 'buffers of time' for family carers or those who are unable to work, due to family commitments and cultural obligations. This could be used to prepare them for re-entering the workforce in new and emergent industries.

Insight 2:

Overall, most participants did not feel they had a good understanding of what the Future of Work looked like and what the opportunities might be for themselves and their families. When they considered the jobs of the future there were several comments about the automation of industries and robots taking over manual labour on factory floors. Others spoke about their lack of ability to navigate the changing workplace environment because of technology.

Many participants said thinking about jobs of the future was not a priority for them, but it would be for their children. Some unemployed participants shared that they wanted a job that could provide stability for their family. Some participants gave minimal consideration about how the Future of Work might impact on their existing employment arrangements or the industries they were interested in pursuing.

Except for computer science studies, many people were unsure about the study pathways that could lead to new and emergent industry opportunities. They were also unclear about what those new and emergent industries might be and how to access upskilling opportunities.

Some participants reflected on the speed of changing technology and how children in their families were much more advanced than adults in picking it up. These children were even providing adults with digital support as they lacked confidence in using technology. For these participants, talking about jobs where tech skills would be required was a daunting prospect.

There was consensus from the participants that if the Pacific community did not embrace technology, they would be 'left behind'. They would also continue to see families in low paying jobs, something which had not changed since Pacific migration to Aotearoa New Zealand.

Other participants shared stories of Pacific peoples as navigators and early pioneers, and that

Pacific peoples feel unprepared for the Future of Work because of their lack of awareness and understanding about technology advancements and what the jobs of the future might be.

we should look to the past as an example of having courage to venture into new frontiers in the Future of Work.

Findings

Pacific families understand the importance of planning for the Future of Work but are not clear about how to maximise opportunities, access knowledge or relate it to their current realities.

Pacific peoples who are unable to connect the jobs of the future to their current reality will find planning for something they are unable to visualise near impossible to achieve.

Considerations for the Future of Work

For Pacific communities to prepare for the Future of Work, they must be able to visualise a clear pathway from their current reality and set of family circumstances to jobs of the future.

Because the focus for many Pacific families is meeting their immediate needs, they are unlikely to actively seek out information to inform them about the Future of Work. This must be packaged appropriately, customised to their current reality and made easily accessible to them.

Insight 3:

Many participants felt their lack of qualifications and work experience were major barriers to pursuing career aspirations and better-quality jobs in emergent industries. Participants also felt 'inadequate' about not having the right qualifications or tools to apply for new roles or promotions in their existing workplace.

In general, participants said without formal qualifications, they would not be able to participate in the future economy of Aotearoa New Zealand. Additionally, the competition from highly qualified graduates made them question whether they should bother retraining if they were unlikely to be hired.

If they were to train, participants said hands-on training was their preferred form of learning. With limited time due to family, work and social commitments, participants felt small programmes would be beneficial.

They also felt the soft skills they had developed in community work, church and volunteering should be more widely recognised in workplaces.

Findings

The perception that others are more qualified and experienced makes Pacific people reluctant to consider better-quality jobs or to consider taking a promotion.

A lack of self-belief deters thinking about pursuing career aspirations or a better-quality job in an emergent industry.

Pacific peoples feel they lack the necessary qualifications and experience to participate in the Future of Work.

Considerations for the Future of Work

The potential payoff for Pacific peoples in taking on studies or re-training must be explicit as the level of sacrifice required is high (discretionary time of families living in 'survival mode').

Work experience in emergent industries could help to shift mindsets about taking on jobs in new and emergent industries.

Insight 4:

Participants reflected on what it would take to try a career in new and emergent industries, and for some, they considered what it would take for them to re-enter the workforce. Many stated that they were interested in taking a 'leap of faith', especially to help their families and to role model to their children. However, they described feeling a lack of confidence to try something new and reported feeling fearful about trying something unknown.

For some, there was a real fear about re-entering the workforce and whether they could compete with others for the same jobs. Others mentioned the anxiety that had been created through COVID-19 and living in uncertain times, and whether they would be better to stick to lower paying jobs that were secure.

Some young people reflected on the negative stereotypes portrayed by media of Pacific and Māori youth from South Auckland. They worried about not having equal opportunities to pursue their chosen careers if they encountered bias in the system. This includes not having equal access to mentoring, education and support services that would embolden them to enter new industries where few Pacific peoples had ventured.

Findings

The fear of failure and 'not being good enough' are barriers facing Pacific workers pursuing opportunities in new and emergent industries.

Negative stereotypes of Pacific young people from South Auckland make them feel that they might not have the same treatment or access to support to ready them for jobs of the future.

Pacific peoples themselves identify a lack of self-belief and confidence as major barriers to considering new career pathways.

Considerations for the Future of Work

Fear of the unknown can be overturned by making information about the Future of Work widely available, and by normalising it as part of the community narrative (it's not just for a few but for all).

Providing examples of Pacific peoples who are pioneering in new and emergent industries can inspire others to follow in their footsteps.

Sharing Pacific stories of resilience, success and handling failure in new and emergent industries can build empathy that leads to action.

Insight 5:

Participants felt it was important to seek jobs that would enable them to have a work-life balance. Many participants who were in employment spoke about working long hours and trying to find a balance with their family and cultural roles and responsibilities (e.g. child rearing, tangi, church activities). Young people spoke about the stresses of working part-time to help support their families, studying and performing their family roles and responsibilities.

Parents talked about ensuring they had secure employment to provide for their families and children, or others they were responsible for such as grandparents.

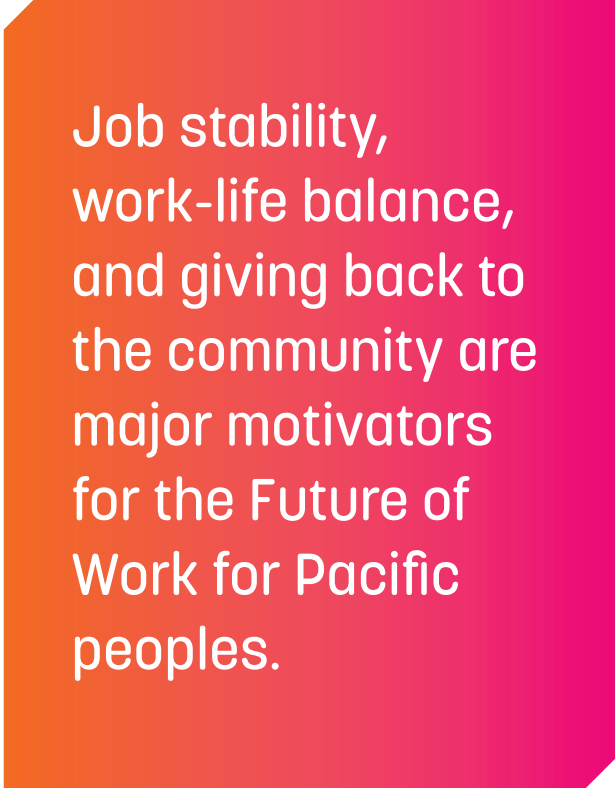
Participants placed a high value on work that enabled them to give back to their community and to support their local economy. Often they referred to doing what they were 'passionate' about. Many wanted to do work that made a difference to the community rather than high paying jobs they were not passionate about.

Alongside passion, people mentioned work that was aligned with their own personal values. For most, making money was secondary to fulfilling passion and values. When participants discussed the topic of money, this was viewed as important, but only as a means to live comfortably, secure their children's futures and help others.

Findings

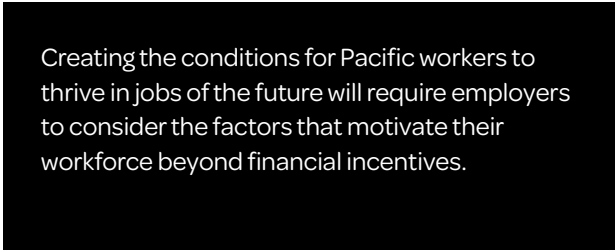
Pacific peoples are more likely to align their career aspirations to their values and to what they are passionate about.

Financial incentives are important but are not necessarily the primary driver in decision-making about career planning for Pacific peoples.

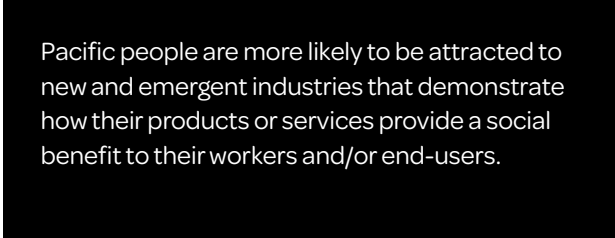


Job stability, work-life balance, and giving back to the community are major motivators for the Future of Work for Pacific peoples.

Considerations for the Future of Work



Creating the conditions for Pacific workers to thrive in jobs of the future will require employers to consider the factors that motivate their workforce beyond financial incentives.



Pacific people are more likely to be attracted to new and emergent industries that demonstrate how their products or services provide a social benefit to their workers and/or end-users.

Insight 6:

Pacific peoples and South Auckland communities have been disproportionately effected by the COVID-19 outbreaks in Aotearoa New Zealand from 2020-2022. Participants spoke openly about the hardships they faced during this time, and the important role that family support played in keeping families 'afloat'.

Participants shared their concerns about the labour market and COVID-19. While some participants had lost their jobs, others knew of family members or neighbours who had their hours reduced or who had also lost their jobs due to the pandemic. This made participants feel uncertain about the future and anxious about what their job prospects might be in the Future of Work.

There were many participants who spoke about the challenges of not being able to afford connectivity or devices to work from home. Despite government investment into devices for schools, participants reported that there were not enough to go around and either families were sharing or using parents' work devices.

Many of the participants spoke about how technology was becoming more infused with daily activities making them feel helpless to participate, resulting in another layer of exclusion added to their lives. The participants felt there needed to be increased investment in building people's capabilities to navigate the digital space.

Findings

Connectivity and access to digital devices remains an issue for high deprivation communities.

Pacific peoples are more likely to be in low paid or casual jobs and consequently suffer considerable impacts from job losses or reduced working hours because of COVID-19 and its flow-on effects. This has a domino effect on their families and community.

COVID-19 has highlighted the social and economic inequities that exist for Pacific families in South Auckland.

Considerations for the Future of Work

Active participation in a digital economy will require a targeted strategy and investment for those who would otherwise not have access to these opportunities.

COVID-19 presents opportunities for people who have lost jobs to retrain and pivot into new and emergent industries if the pathways and support are made available for them.

Insight 7:

Participants spoke about their previous engagements with ‘the system’ (unemployment and training agencies) and the challenges they had encountered. Many stated they did not feel ‘safe’ or well supported by agencies, and there was a disconnect between service delivery and the needs of Pacific families. Participants reported feeling embarrassed and ashamed for seeking government help for employment opportunities and income support. Others commented that they were made to feel a burden on the system when asking for help.

Participants expressed mistrust in the system and that their experiences would deter them from engaging in conversations about the Future of Work. Others expressed their concern about Pacific workers being taken advantage of and not knowing their rights. Again, these experiences made participants wary of accepting support from agencies to help them position for jobs of the future.

Findings

There is mistrust in services and systems that support Pacific peoples into employment and training pathways. Encounter histories and lived experiences will influence how Pacific peoples engage with the Future of Work.

Pacific families want information and support to give them options about the Future of Work. Information needs to be about locally based opportunities and delivered by a trusted source.

Considerations for the Future of Work

Agencies must find ways to gain trust where this has been eroded by previous experiences in the system.

Agencies partnering with place-based organisations may help to build trust with local communities.

Communications campaigns about the Future of Work that use trusted and locally respected people will likely have more ‘cut through’ with Pacific peoples in South Auckland.

Pacific communities are excited about the Future of Work

We also asked Pacific communities specifically what excites them about the Future of Work and the opportunities it may present. The following key themes emerged from the engagement:

- Having autonomy over their work – “We are excited to have more flexibility in where we work and how we work in the future. This is important for balancing my family commitments.”
- Having options for job opportunities – “We are excited to build the skills that will enable us to pick jobs we want and not just the jobs that we are able to get now.”
- Working locally – “We are excited to work and live locally as this would mean spending less time commuting to and from work and more time with family.”
- Opportunities to live their dream – “We are excited to build our own products and services that align with our values and what’s important to South Auckland.”
- Flexible study– “We are excited about studying in ways that can fit around work commitments, with the ability to do it online, in the workplace and not always in a lecture theatre. I can potentially do it with other members of my household so we can support one another.”
- Expanding my horizons – “We are excited to be exposed beyond the borders of South Auckland to opportunities that could put us on the world stage and uplift our families financially.”
- Showcasing Pacific and South Auckland talent – “We are excited about online curatives and social media platforms becoming more accessible to tell our stories, and market our products and services”.



The problem

Based on Pacific communities' current perspectives on the Future of Work, we can see that if we continue as we are now with the currently available supports and information (or lack thereof), Pacific communities in South Auckland will not be able to actively participate in, or benefit from, the Future of Work. This will mean that Pacific communities in South Auckland will continue to be economically disadvantaged, inequalities, and the equity gap between Pacific peoples and other groups in Aotearoa New Zealand will continue to widen. Additionally, given that Pacific peoples are central to the opportunities for economic growth across the Auckland region, if Pacific communities are not supported to engage in the Future of Work, these opportunities will not be fully realised.

Pacific peoples' lack of participation in the Future of Work is a complex problem. Complex problems are often entrenched in government and community systems and have persisted for long periods of time, sometimes over generations. Solving them therefore requires insights from those who are most affected by the problem to understand what is really going on. To better understand this complex problem, we need to better understand the wider system and the current challenges experienced by Pacific communities in South Auckland.

The wider system - Pacific communities' current ecosystem is complex

Pacific communities' ecosystem is complex, with many interconnected factors that influence how they interact with the labour market and their preparedness for the Future of Work.

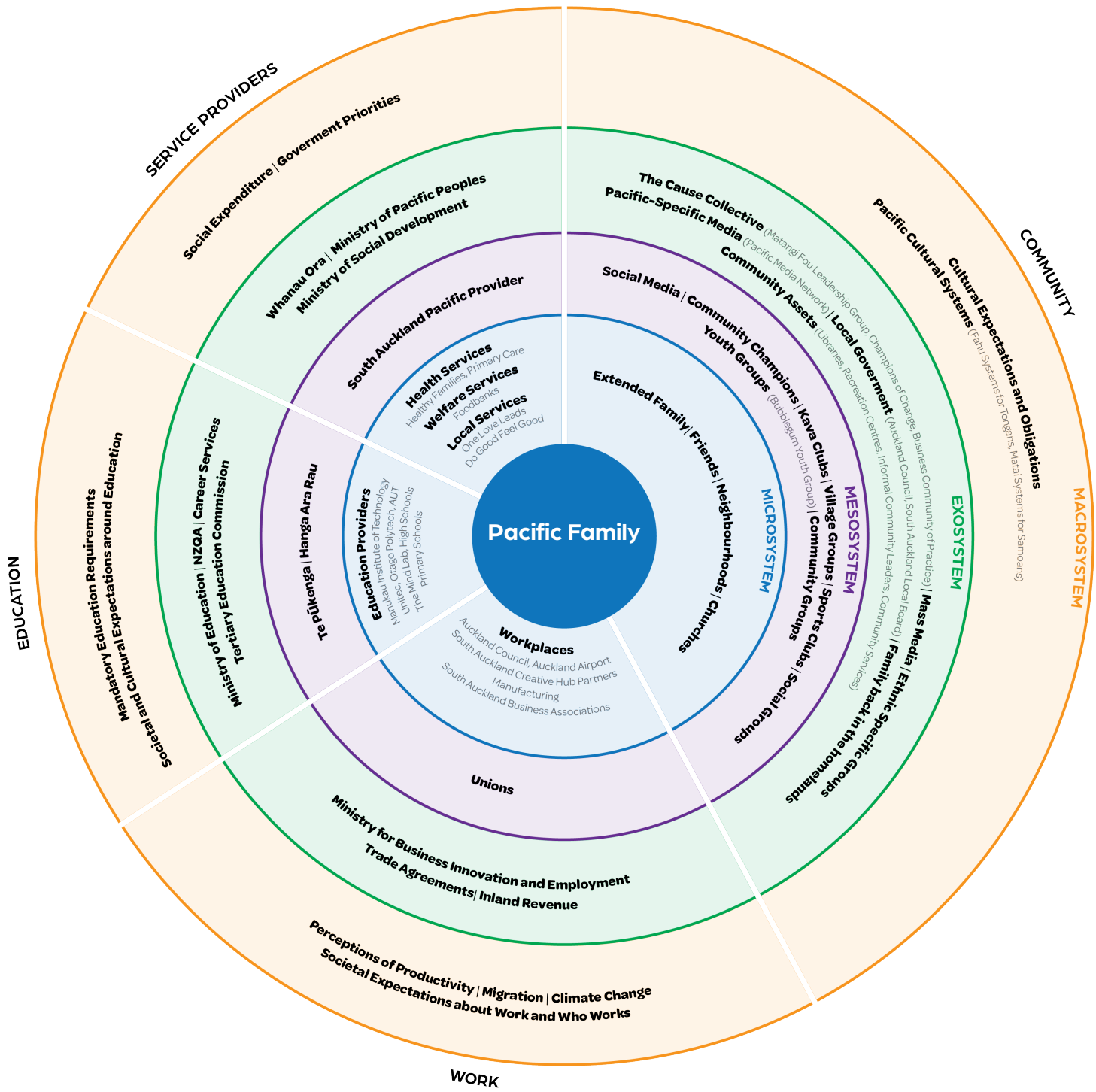
The following two maps help us to understand more about the problem by considering the

context of the Pacific worker and their family, Figure 6 below shows the ecosystem of a Pacific family in South Auckland as it relates to the Future of Work. It shows how the Pacific families relate to their community, their work, their education, and other service providers. Those features closer to the centre are more influential. This model is based on Bronfenbrenner's ecological systems theory²⁶, and contains:

- **the microsystem:** The microsystem is the first level of Bronfenbrenner's theory and are the things that have direct contact with the Pacific family in their immediate environment. Relationships in a microsystem are bi-directional, meaning the Pacific family is influenced by other people in their environment, and is also capable of changing the beliefs and actions of other people
- **the mesosystem:** The mesosystem encompasses the interactions between the family's microsystems, e.g., how they communicate with each other or spend time with each other.
- **the exosystem:** The exosystem incorporates other formal and informal social structures, which do not themselves contain the Pacific family, but indirectly influence them as they affect one of the microsystems.
- **the macrosystem:** The macrosystem focusses on how cultural and social elements influence the Pacific family. It does not refer to specific environments, but rather the wider context that they are living in.

²⁶Urie Bronfenbrenner. (2009). *The Ecology of Human Development: Experiments by Nature and Design*. Cambridge, Massachusetts

Figure 6: Interconnections that exist between Pacific families and community work, education and service systems



MATANGI FOU SUMMARY REPORT

Based on this understanding of the Pacific family's ecosystem, we were also able to map the factors that affect the Pacific family's participation in the future of work. Figure 7 below illustrates these factors as an iceberg; those factors above the water are visible and have a direct effect on the Pacific family, and those factors below the water are less visible and have an indirect effect on the Pacific family. These factors have been categorised as:

- sociocultural factors
- employment factors
- broader economic factors
- environmental factors
- education factors.

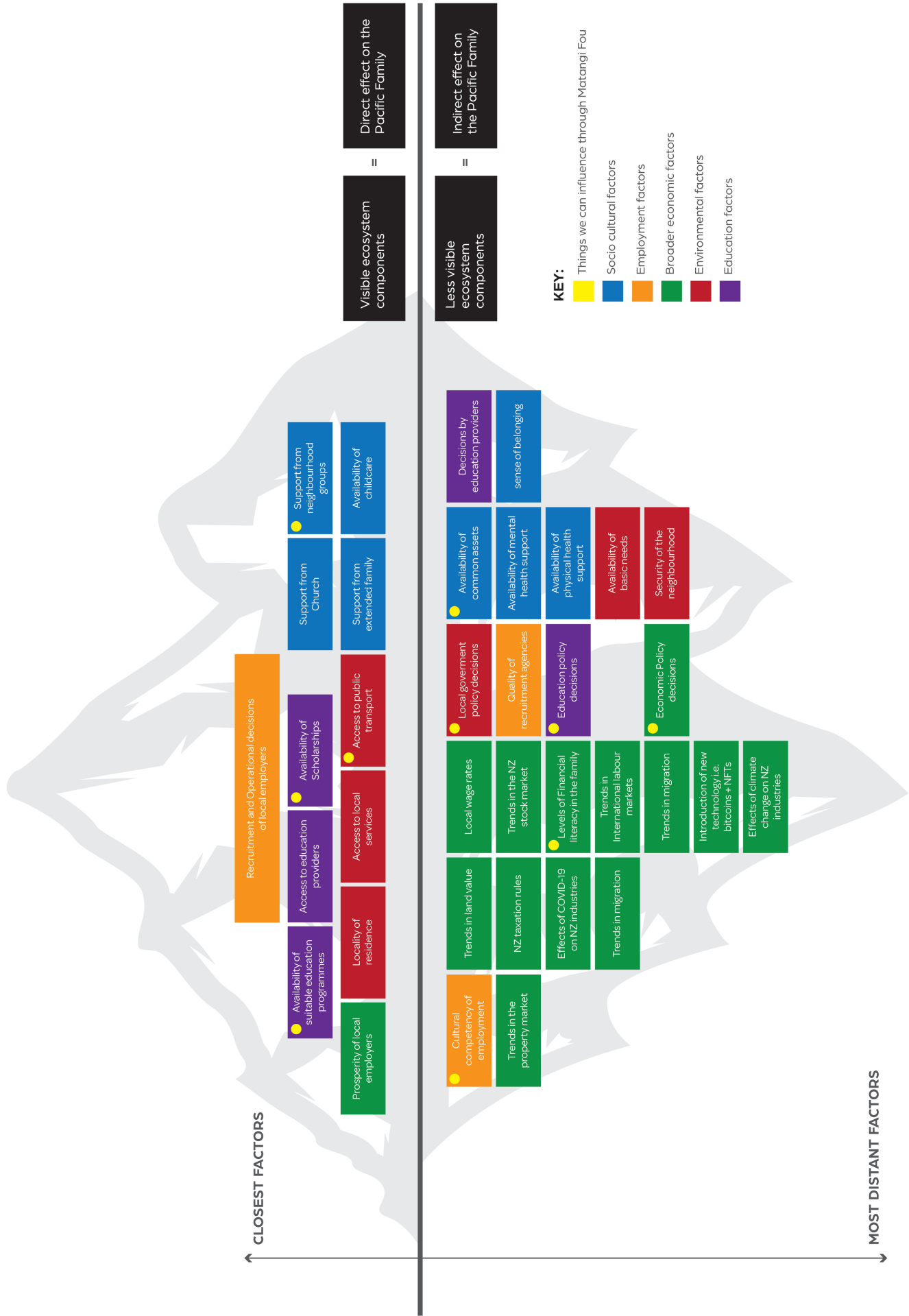
Additionally, to help us identify where we should focus our efforts, we have identified those factors which we can influence through Matangi Fou initiatives. This has informed our analysis in the next section:

Where we want to go, and what we can do to get there.



²⁷A common systems thinking tool – Monat, Jamie P., and Thomas F. Gannon. "What is systems thinking? A review of selected literature plus recommendations." *American Journal of Systems Science* 4.1 (2015): 11–26.

Figure 7: The Iceberg - Factors affecting Pacific People's participation in the Future of Work.



The current challenges experienced by Pacific communities – the downstream effects of the problem

Following our initial fieldwork, we engaged with Pacific communities again to further investigate the problem of Pacific communities' lack of participation in the Future of Work. The Pacific communities we engaged with experienced many challenges directly related to their communities' lack of participation in the Future of Work. These challenges reinforce the wider insights described above, and touch on a range of different sectors from education, business and immigration to welfare and employment. This indicates the problem is systemic and has origins further upstream.

The emergent themes gathered through our engagement create a "problem soup"; a combination of downstream effects that create

the overall problem of Pacific communities' lack of participation in the Future of Work. These downstream effects are outlined below:

A. The education system does not adequately prepare Pacific students for the Future of Work

Participants stated that Pacific young people were unable to reveal their talents and entrepreneurial abilities in the education system. Additionally, the education system is preparing young people to work in current industries without thinking what those industries might look like in a post-pandemic economy, and further into the next decade.

Participants also stated that education and training were not customisable to a young person to help them identify direct pathways to the Future of Work. Participants felt that if you did not have access to mentors, or an understanding of how to navigate through the education and training system, you were left to find your own pathway. Where inequality and inequity exist, participants felt this was setting Pacific young people up to fail.

B. There are both positive and negative stereotypes of Pacific workers from South Auckland

Several participants felt that there was a negative stereotype of Pacific peoples from South Auckland which could impact their ability to be promoted, or to actively compete with non-Pacific workers in the Future of Work. Some participants commented on their personal experiences of unconscious bias in employment systems and having to work twice as hard to receive the same recognition as non-Pacific workers. They also raised the fact that some employers perceive them negatively because they have to juggle family commitments, e.g., disruptions because there was only one car in the family, or having to take time off work for a family funeral.

Other participants commented that Pacific workers were some of the most dedicated in the workforce but were perceived to be the opposite. Other participants stated that in their experience, Pacific peoples greatly valued their jobs, especially when they may be the sole income earner. These workers were often the first to work and last to leave, and they demonstrated great loyalty to their employers.

C. Pacific peoples are considered acceptable 'collateral damage'

Participants reflected on the historical events of the migration of Pacific workers to

Aotearoa New Zealand. Many commented that this was a negative experience as it was followed by a time where Pacific workers were treated as ‘criminals’ in many parts of society and they lost their jobs. Some participants felt that there was still a prevailing view that if Pacific peoples were displaced in the labour market because of automation or technological change, then government and industry wouldn’t care because they viewed Pacific peoples as ‘expendable’.

D. There are entrenched mindsets within Pacific communities

Participants reflected observations of Pacific families who seemed to be caught in a cycle of poverty and were quite content to continue to remain welfare dependent. Participants commented that many of these families were multi-generation beneficiaries. Their children had not had the opportunity to be exposed to a different way of living, or to see that the Future of Work was inclusive of them too. Several participants commented about the over-representation of Pacific peoples in lower paid jobs and their fearful attitude towards taking a promotion – they do not have the confidence to put themselves up for promotion because they thought others were better qualified, and they were grateful just to have a job.

E. Pacific communities lack access to technology and do not have the training to use technology in the workplace

Participants spoke of Pacific exclusion in the digital economy due to a lack of access to digital devices, poor computer literacy and the costs of connectivity for Pacific families. It was stated that while Pacific peoples may have smart phones, they could not always afford data and that this was becoming a critical resource for participation in the future Aotearoa New Zealand.

Some participants said in their experience, if employers couldn’t get the workforce they needed, they would defer to options like robotics, artificial intelligence, and advanced sensor packages, rather than training their workforce. This means that more highly skilled jobs will feature more prominently in the Future of Work. These jobs require technological skills which Pacific communities currently do not have.

F. Good is acceptable for businesses

Some participants talked about the pressures to deliver in the current economy and how business was responding to this pressure. A common theme that emerged was the prioritisation of delivery above all other business objectives, where problems would be tolerated if they were not an immediate impediment to delivery. Another way to describe this was if things were ‘good’ that was acceptable, as opposed to things being ‘great’ (efficient and effective). One participant provided an example of the disruption of introducing new technology versus hiring another person to do the work. In this scenario the short-term solution of hiring a person was viewed as less disruptive and was acceptable to the business. The short-term solution would not address the problem but defer it for another day.

G. Businesses are focussed on business needs of today – as opposed to planning for tomorrow

Several participants spoke about small to medium business resilience, saying businesses weren’t equipped to adapt and embrace the future when they were focused immediately on the challenges of today. These participants spoke about the ‘here and now’ and that uncertainty was a major concern for business leaders, as they did not know how to soften the negative impacts of an economic recession. Thinking about such things as the makeup of their future

workforce, technological advancements and what was happening locally were not viewed as immediate priorities.

Another participant commented that one of the greatest challenges facing small to medium businesses was not having the time and bandwidth to think deeply or critically about what was coming. Many participants were unable to connect their current

business operations and worker roles with what this might look like in 5 to 10 years, and what they should do now to prepare for an ‘unknown future’.

H. With COVID-19 the future is not as clear

Participants talked about the impacts of COVID-19 and stated that the full impact was yet to be felt by business and community alike.

Table 3 - Key concerns were identified as follows:

Pacific community COVID-19 concerns included:	South Auckland business COVID-19 concerns included:
<ul style="list-style-type: none"> • being unable to find new jobs following redundancies or being laid off due to cost pressures and closures • not being able to adapt quickly to post-COVID changes in the workplace • young people sacrificing their education and career pathways to get work to support their family’s immediate needs and cost of living pressures • employed young people were concerned that professional development will be deprioritised as businesses become more concerned about their survival • family stresses being taken to work and impacting on worker wellbeing • workplace stresses coming home and impacting on family wellbeing • the cost of living in Auckland and Pacific peoples’ wages. 	<ul style="list-style-type: none"> • survival and how to bounce back from the impacts of COVID-19 on cashflow, reserves, productivity, and supply chains • adequate and ongoing support for new and emergent industries to seed innovation during labour market disruption • skill shortages and knowledge workers needed as business adapts to changes to the labour market • the flow on effects of what happens internationally – how do we learn to live with COVID-19 long-term beyond a crisis response? • reviewing new business practices that emerged in response to COVID-19 – what to keep, what to discard, what were the learnings, what made business more productive, and the true cost of COVID-19 on daily operations post-pandemic (e.g., sick leave, ongoing surveillance testing, flexible working arrangements) • the mental wellbeing of workers - both the immediate and the long tail impacts on workers’ health, and health and safety obligations to support the workforce • planning and preparation for both bust and boom conditions in a post-pandemic economy. • Inflationary pressures

Identifying upstream causes of the problem

Based on the downstream effects of the problem, our analysis found that there were two upstream causes of the problem:

1. the supply-side only does what is necessary and sufficient for this point in time
2. the demand-side is not aware of what the Future of Work will look like, or how it relates to their current reality.

How each of these upstream causes manifests is described in Table 4, page 48. These have been mapped to the downstream effects outlined above.



Table 4 - Manifestations of the upstream causes

Upstream cause	The supply-side only does what is necessary and sufficient for this point in time.	The demand-side is not aware of what the jobs of the future will be, or how the Future of Work relates to their current reality
	<p>Supply-side entities include: Businesses, business owners, entrepreneurs, government, education and training institutions, and sector leaders.</p>	<p>Demand-side entities include: Individuals, families, communities, cultural and faith-based groups and their leaders.</p>
<p>How the cause manifests itself downstream</p>	<p>The supply-side’s focus is on the symptoms and not the causes of the constraints in productivity. Present needs and challenges take priority which undermines opportunities to invest in preparing Pacific workers for the future (whether as a firm, industry or at a sector level).</p> <p>Small to medium size businesses do not have the means to access cost-saving smart technology to improve productivity, and therefore fall back on manual labour (downstream effect E)</p> <p>It is not easy for the supply-side to decouple itself from its current realities e.g., qualification frameworks, import and export markets, seasonal variations (downstream effects F, G, and H)</p> <p>The limited capital available is invested in supporting immediate returns in a COVID-19 environment and post-pandemic world, not medium to long term plans (downstream effects F and H)</p>	<p>The vision of the future is unclear which keeps people focused on the ‘here and now’ – what they can see (downstream effects A, D, and H)</p> <p>Pacific families continue to direct their young people towards traditional career pathways they know (downstream effects A, and D)</p> <p>Career aspirations in new and emergent industries are deferred in favour of meeting the immediate needs of the family (downstream effects A, D, and H)</p> <p>The current reality reinforces negatively held mindsets about whether Pacific peoples have the necessary skills and qualifications to participate in new and emergent industries (downstream effects B, C, and D)</p>

Key:

The Letters correspond to the previous section which identifies the downstream effects of the problem.

There are underlying conditions, behaviours, and attitudes holding these two upstream causes in place

Based on our fieldwork and subsequent engagement, we identified conditions, behaviours and attitudes which hold the two upstream causes in place. Identified in Figure 8 below, we identified 11 conditions that make each upstream cause persistent and difficult to change. Addressing these conditions, at least in part, will be essential to addressing the upstream causes.

Figure 8 - Diagram of conditions holding the upstream causes in place



The behaviour and attitudes which reinforce the conditions

To understand why it is difficult to shift these conditions, we considered why the demand and supply side entities put up with the problem. Our engagement on this topic with business owners, employers and sector leaders has surfaced a set of common behaviours and attitudes, which are summarised in the statements below:



"We think things are not really that bad, they will get better with time."



"We're grateful just to have a job / to be turning a profit in the current economic climate."



"There is not much we (employers) can do about the problem, it's out of our hands."



"We don't know what the real problem is."



"If we look to change what we're currently doing it will result in job losses."



"The pressure of the current reality disables any meaningful thought about the future."



"There are too many rules and red tape to do what we really want to do for the Future of Work."



"We can't afford the capital."



"We can't afford the time off work to retrain staff."



"I've got other urgent priorities."



"If it's not right in front of me [the issue], I don't have any additional capacity to deal with it".



"I don't know my own potential, or I am not confident that I can do what is required in the Future of Work so it's safer to stay with what I know - the status quo."

Overall, these upstream causes, underlying conditions, and downstream effects give us a comprehensive understanding of the problem

Figure 9 below shows how these upstream causes, underlying conditions, and downstream effects combine to give us a comprehensive understanding of the problem of Pacific communities’ lack of participation in the Future of Work. Solving this problem will require considering all these components.

Figure 9: Overview of the Upstream cause and Downstream effects of Pacific communities.

Upstream cause and Downstream effects of Pacific communities’ lack of participation in the Future of Work					
The Conditions which hold the problems in place	Uninformed leadership, toxic stress, poverty, competing priorities, inequalities already exist, fear, inertia, lack of self-belief, fragmented pathways and disconnected system, uncertainty, resource constraints, ineffective information flows.				
	Dependence, apathetic and poverty mindsets exist	Negative stereotypes of Pacific young people and workers	The future is not clear, particularly with the impacts of COVID-19	Apathy and acceptance towards Pacific peoples not participating in FoW	Education system is preparing students for the jobs of today
Downstream Effects	Poor access to digital devices and computer literacy				
	‘Good’ is acceptable for NZ businesses				
Upstream Causes	Cause 1 The demand-side is not aware of what the jobs of the future will be, or how the future of work relates to their current reality.				
	Cause 2 The supply-side only does what is necessary and sufficient for this point in time.				



UPSTREAM CAUSES

The **supply-side** only does what is necessary and sufficient for this point in time

The **demand-side** is not aware of what the Future of Work will look like, or how it relates to their current reality

THE PROBLEM
 If we continue as we are, communities in South Australia will struggle to equitably participate in the Future of Work



PROBLEM

As we are now, Pacific people in Auckland will not be able to participate in, or benefit from, the Future of Work

DOWNSTREAM EFFECTS

1. The education system does not adequately prepare Pacific students for the Future of Work.
2. There are both positive and negative stereotypes of Pacific workers from South Auckland
3. Pacific peoples are considered acceptable 'collateral damage'
4. There are entrenched mindsets within Pacific communities
5. Pacific communities lack access to technology and do not have the training to use technology in the workplace
6. Good is acceptable for businesses
7. Businesses are focussed on business needs of today - as opposed to planning for tomorrow
8. With COVID-19 the future is not clear



**WHERE WE WANT TO GO,
AND WHAT WE CAN DO TO GET THERE**

Where we want to go, and what we can do to get there

The desired future state, and practical actions to get there

This section provides a pathway from the current realities experienced by Pacific communities in South Auckland to our desired future state. It focusses on what we can do to lay a strong foundation for Pacific peoples' participation in the Future of Work. This section recognises the importance of incremental change in system transformation and considers how to relieve the negative effects that Pacific workers and Pacific businesses experience daily.

In this section, we present a strategic framework to guide the initiatives of Matangi Fou with a focus on achieving Pacific peoples' participation in the Future of Work. The framework addresses three questions:

- What should we change in our current reality?
- What should we change to?
- How can we create this change?

The answers to these questions will drive the future initiatives and actions of Matangi Fou.

What should change in our current reality?

To make meaningful change, we must address the upstream causes of Pacific communities' lack of participation in the Future of Work.

As discussed in the previous section, it is unlikely we will see meaningful shifts in the experiences of Pacific communities in South Auckland without targeted interventions that address the two upstream causes:

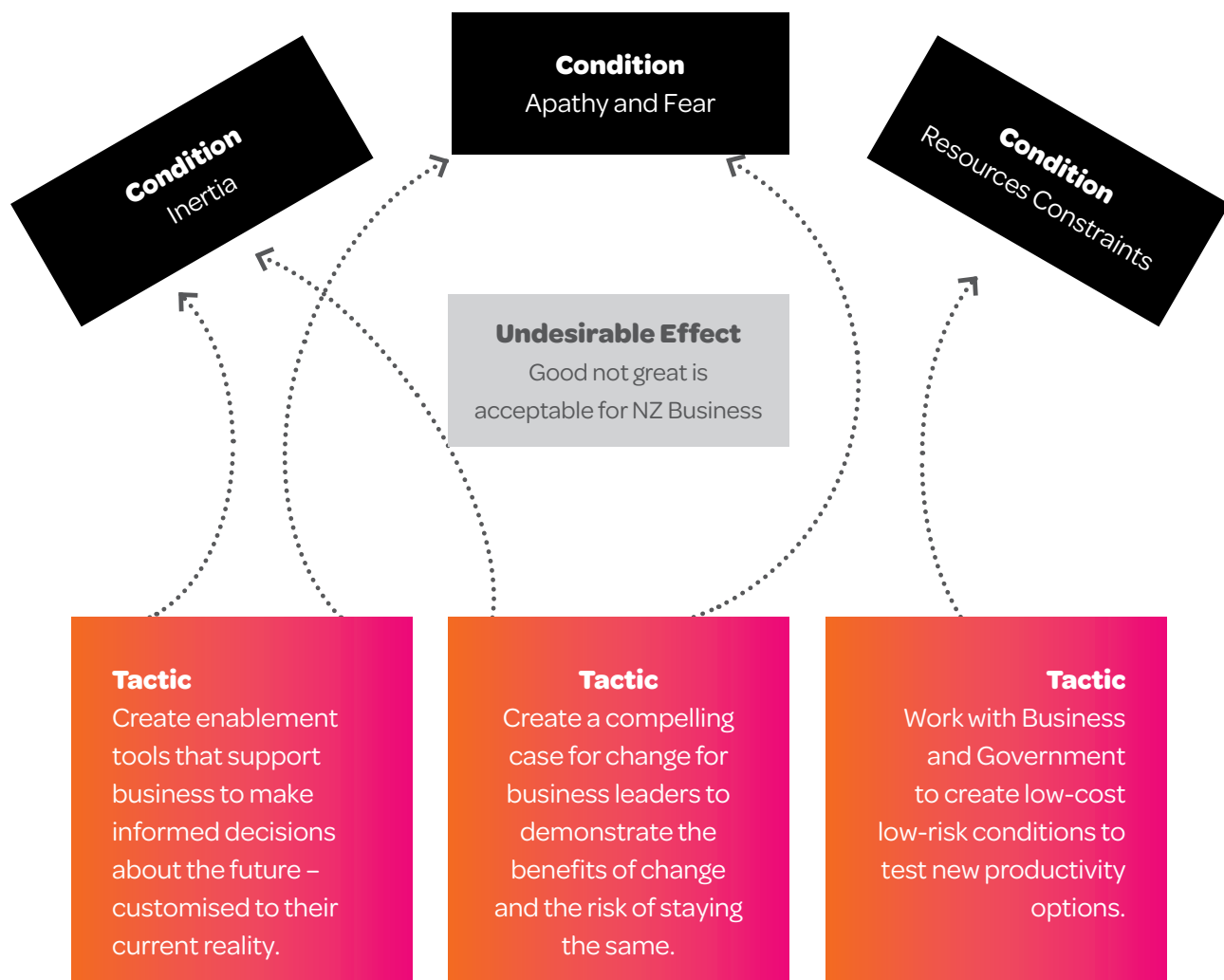
1. the supply-side only does what is necessary and sufficient for this point in time
2. the demand-side is not aware of what the Future of Work will look like, or how it relates to their current reality.

Part of addressing these upstream causes will be changing the underlying conditions. As discussed previously, these are deeply entrenched and negatively reinforce each other. To disrupt these conditions, we considered how we could inject new ideas and thinking about the problem - ideas that are ambitious enough to overturn the forces that embed the problem.

For each of the downstream effects identified in the previous section, we considered:

1. how each of the underlying conditions contributes to this challenge
2. how to disrupt those conditions to change the undesirable effect by identifying new ideas.

Figure 10 - Future of Work system conditions and possible responses



What should we change to?

Five key priorities should guide our actions to build Pacific communities' participation in the Future of Work

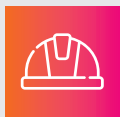
Our desired future state is one where Pacific communities in South Auckland have the support they need to effectively participate and benefit from the Future of Work. To achieve this, we identified five key priorities to guide the actions of Matangi Fou:



1. we enable learning by doing as described in the section immediately below



2. we customise support for business leaders to separate existing barriers from future goals



3. we build a self-determining workforce



4. we reframe the way we see the labour market



5. we build an evidence base.

Learning by doing in the future looks like...

Pacific workers have options to acquire skills while being remunerated for their work in new and emergent industries. This will enable Pacific workers to contribute to the economic wellbeing of their families and will address issues such as young people leaving education and training early to support their family to make ends meet. Instead, they will be able to earn an income while in education and training.

A learning by doing workplace will value continuous learning and will respond to people's needs as part of their learning and development

programmes and workplace wellbeing initiatives. This may include creating conditions in the workplace to leverage the social and cultural capital of Pacific workers to support them to succeed in their learning by doing journey. Soft skills, positive attitudes and aptitude will be highly sought after by employers.

Micro-credentialing and other types of in-work training programmes will be closely aligned to the real-time needs of business leaders. This will result in new partnerships forming across the labour market, including with academic institutions and training providers.

Learning by doing will create pathways for Pacific young people who lack the skills, experience, and confidence to advance their entrepreneurial ideas. This will be achieved by linking them with those who are already in the industries they aspire to be part of. This will be supported through structured activities that will offer them experience and insight. Pacific young people will be exposed to new skills, networks, environments, and new ways of thinking that they will combine with their social and cultural capitals to create a niche in their chosen fields.

Where the field of work is emergent, learning by doing environments will provide opportunities for feedback, adaptation and iteration of knowledge and practice in real time. We have begun to see the beginning of such practices through other Alo Vaka – Auckland Pacific Skills Shift initiatives particularly through micro-credentialing in workplace settings. This will allow all businesses to take account of new information and enable immediate changes to respond to market conditions. Learning by doing is a 'leapfrog' move where Pacific peoples can be at the forefront of jobs of the future.

MATANGI FOU SUMMARY REPORT

Goal of this priority	Specific deliverables for Matangi Fou to achieve this goal	Progress of current Matangi Fou initiatives to date
<p>In-work programmes become a cornerstone in the Future of Work for Pacific communities.</p>	<p>A micro-credentialling programme that is customised to identify and meet the immediate needs of South Auckland businesses and Pacific workers.</p>	<p>We have completed a micro-credentialling gap-analysis report that explores where investment in micro-credentials would be most valuable.</p> <p>The core focus to date has been the delivery of foundation level financial and digital literacy micro-credentials to community cohorts.</p>
	<p>A young entrepreneurs programme that works directly with business leaders to learn by doing in a new and emergent industries.</p>	<p>We have created the Pacific Young Entrepreneurs Programme. This programme aims to scope and deliver a Pacific young entrepreneurs and emerging careers pathway programme. In December 2021, we began work with a group of Pacific young people to generate ideas to create a set of youth-led prototypes that can be tested in Pacific communities. This first co-design process resulted in ideas for the Moana APP and the Moana campaign (discussed in more detail below). Successful prototypes will be scaled and rolled out as part of the Matangi Fou programme.</p> <p>The process has been documented in the Pacific Young Entrepreneurs Storybook, which is attached in Appendix 5.</p>

Customised support for business leaders in the future looks like...

Businesses have the tools to solve their productivity challenge as they correlate investment into their Pacific workforce with increased productivity. Business leaders are confident they can overturn the conditions that keep them in survival mode and focused on ‘good’ instead of ‘great’. This is achieved by using customised tools that support them to separate their current surface-level challenges from what the challenges of the future will be. These tools will assist in assessing their current reality and provide information and options to plan pathways to their future. They will also include ways to help businesses take advantage of the technological advancement, cooperate with other businesses, and better employ the skills and knowledge of their staff.

Goal of this priority	Specific deliverables for Matangi Fou to achieve this goal	Progress of current Matangi Fou initiatives to date
<p>Business leaders in South Auckland are equipped and confident about the Future of Work. They have a clear plan for how Pacific workers will contribute to their business goals through win-win scenarios.</p>	<p>Prototype a business initiative and business tools that can be transferred across industries to support business leaders to prepare for a Future of Work that leverages the human, social, and cultural capital of their Pacific workforce.</p>	<p>Business Leaders Design Challenge brief developed for implementation in 2023.</p>

MATANGI FOU SUMMARY REPORT

A self-determining Pacific workforce in the future looks like...

Pacific workers reimagine their work in a future reality and feel confident to take practical steps towards preparing themselves for that future now. Pacific workers feel supported to take what they are passionate about and consider how to activate their human, social and cultural capital to advance their career aspirations.

Pacific workers become self-determining through the sharing of information and knowhow that encourages them to think differently about their career pathways and the jobs of the future.

The Future of Work is demystified for Pacific young people and their families, and they have information and access to pathways that will take them into new and emergent industries.

Goal of this priority	Specific deliverables for Matangi Fou to achieve this goal	Progress of current Matangi Fou initiatives to date
A Pacific workforce equipped with the knowledge and confidence they need to actively participate in jobs of the future they are passionate about.	Deliver a community mobilisation campaign that supports Pacific peoples to prepare now for the Future of Work.	We are currently prototyping and testing the Moana Campaign, which was co-designed with Pacific young entrepreneurs. The multi-platform campaign aims to raise awareness of what young people need to know about a particular profession or industry, how to become an entrepreneur, and how to get started.
	Prototype a community technology solution that enables Pacific communities to meet their own employment-training needs for the jobs of the future. Create information campaigns and mentoring initiatives that give Pacific communities in South Auckland industry-specific information that is relevant to them	We are currently prototyping and testing the Moana APP, which was co-designed with Pacific young entrepreneurs. The application will provide easy access to resources, tutorials, and potential investors for Pacific young entrepreneurs. As with the Moana App, the Moana Campaign concept came from the youth design challenge. The Moana Campaign will assist Pacific communities to explore new pathways with confidence by sharing insights and showcasing success. The first initiative, will be the 'Future of the Moana' podcast series.

The labour market of the future looks like...

There are mutual benefits when communities, their employers, industry leaders, and training providers work together to create win-win scenarios about the Future of Work. This is achieved when we shift our thinking about the labour force to consider the ‘whole person’ – the latent skills and talents that can be developed to support their work in new roles. We also consider the ‘whole system’ – where people can easily move to the jobs (e.g., within a company or industry) where their skills will be most useful.

In areas of automation, businesses are supported to retain and retrain their talent and move them into new areas of work.

Pacific communities are supported to think about how their skillsets can adapt and transfer to new and emergent industries. In doing so, Pacific workers have more autonomy to set their working conditions and determine their work-life balance.

Goal of this priority	Specific deliverables for Matangi Fou to achieve this goal	Progress of current Matangi Fou initiatives to date
<p>We understand how the labour market can work seamlessly to create opportunities for/use the skills of employees across an industry as part of the Future of Work.</p>	<p>Prototype that identifies the key components of a tool that allows communities, employers, industry leaders, and training providers to work together and surface the latent skills and talents of Pacific communities.</p> <p>Implement co-design initiatives that support Pacific peoples to ready themselves for the Future of Work.</p>	<p>This will combine the learnings from the Business Leaders Design Challenge and the Moana App.</p> <p>From the neighbourhood and youth design challenges in 2021, four prototypes were selected for testing (Appendix 5). NB: The Brainwash concept has been included in the development of a young entrepreneurs programme and the Pacific Reality Network Hub will be part of the South Auckland Creative and Tech Hub.</p> <p>With support from philanthropic funders, the SACTH has been established and is currently delivering entry level programmes for digital design and coding. Our aim is to provide access to state-of-the-art technology and specialist delivery partners in South Auckland, to encourage more Pacific youth to explore digital career pathways (Pacific people are currently only 2.8% of the digital workforce).</p>

MATANGI FOU SUMMARY REPORT

A future evidence base looks like...

A growing body of evidence that supports the Matangi Fou initiatives through data and insight gathering, case studies and digital storytelling. This contributes to building a compelling case for transformational change for Pacific workers in Aotearoa New Zealand. The evidence base is used to share learning, encourage sustainability, and scale up initiatives.

Goal of this priority	Specific deliverables for Matangi Fou to achieve this goal	Progress of current Matangi Fou initiatives to date
The Matangi Fou evidence base provides a Pacific and South Auckland contribution to the policy, planning and design of the Future of Work in Aotearoa New Zealand.	Open-source evidence-based information is made available to system stakeholders to inform the Future of Work for Pacific workers in Aotearoa New Zealand.	The insights gathered and critical analysis undertaken to inform this report, will be shared with relevant system stakeholders once the combined report has been finalised. Case studies and digital storytelling will also contribute to building a compelling case for transformational change.
	Convene shared learning opportunities across system leaders through a South Auckland Business Community of Practice.	A Business Community of Practice was established in 2020 to support a Workplace Wellbeing Ecology initiative. In 2021 the focus was broadened to include preparation for the future of work. Members of this group will participate in a Business Leaders Design Challenge.

How to create this change – a strategic framework

Bringing this all together with Alo Vaka Auckland Pacific Skills Shift is a strategic framework and delivery plan for Matangi Fou to 31 December 2024:

Our shared goal The Pacific workforce actively participates in quality employment opportunities in new and emergent industries. A thriving local economy supported by a thriving Pacific community.

Our strategic objective **Matangi Fou contributes to the Alo Vaka Auckland Pacific Skills Shift strategic objective of:**
Creating conditions for Pacific workers, communities and families in South Auckland to identify and follow skills pathways to higher-quality, better paid employment opportunities.

- Our strategic priorities**
1. We enable learning by doing in workplace settings
 2. We support business leaders to decouple existing barriers from future goals
 3. We build a self-determining workforce
 4. We reframe the way we see the labour market
 5. We build an evidence base.

- Alo Vaka focus areas** Matangi Fou contributes to the following Alo Vaka focus areas:
- addressing gaps in the in-work training system that disproportionately impact Pacific workers
 - understanding and addressing the barriers that prevent families from finding and using training and career advancement opportunities
 - enabling South Auckland Pacific youth to co-create and design digital skills and micro-credentials
 - supporting community responsiveness to the Future of Work and economic transitions.

- Our partners**
- The Cause Collective
 - Ministry for Business, Innovation and Employment
 - Pacific workers, young people and their families across six South Auckland neighbourhoods
 - South Auckland Business Community of Practice
 - Matangi Fou Industry Leaders Group
 - Alo Vaka partners organisations
 - Micro-credentialling and in-work training support providers.

Priority	Goal of this priority	Specific deliverables for Matangi Fou to achieve this goal	Alo Vaka Focus Area
We enable learning by doing.	In-work programmes become a cornerstone of the Future of Work for Pacific communities.	<p>A micro-credentialling programme that is customised to meet the immediate needs of South Auckland businesses and Pacific workers.</p> <p>A young entrepreneurs programme that works directly with business leaders to 'learn by doing' in new and emergent industries.</p>	<p>Addressing gaps in the in-work training system that disproportionately impact Pacific workers.</p> <ul style="list-style-type: none"> Addressing gaps in the in-work training system that disproportionately impact Pacific workers. Enabling South Auckland Pacific youth to co-create and design digital skills and micro-credentials.
We customise support for business leaders to separate existing barriers from future goals.	Business leaders in South Auckland are equipped and confident about the Future of Work. They have a clear plan for how Pacific workers will contribute to their business goals through win-win scenarios.	<p>Prototype a business initiative and business tools that can be transferred across industries to support business leaders to prepare for a Future of Work that leverages the human, social and cultural capital of their Pacific workforce.</p>	<p>Understanding and addressing the barriers that prevent families from finding and using training and career advancement opportunities.</p>
We build a self-determining workforce.	A Pacific workforce equipped with the knowledge and confidence they need to actively participate in jobs of the future they are passionate about.	<p>Deliver a community mobilisation campaign that supports Pacific peoples to prepare now for the Future of Work.</p> <p>Prototype a community technology solution that enables Pacific communities to meet their own employment-training needs for the jobs of the future.</p>	<ul style="list-style-type: none"> Understanding and addressing the barriers that prevent families from finding and using training and career advancement opportunities. Enabling South Auckland Pacific youth to co-create and design digital skills and micro-credentials. Supporting community responsiveness to the Future of Work and economic transitions.

Information campaigns and mentoring initiatives that give Pacific communities in South Auckland industry-specific information that is relevant to them.

- Understanding and addressing the barriers that prevent families from finding and using training and career advancement opportunities.
- Supporting community responsiveness to the Future of Work and economic transitions.

We reframe the way we see the labour market.

We understand how the labour market can work seamlessly to create opportunities for/use the skills of staff members vertically and horizontally as part of the Future of Work.

Prototype that identifies the key components of a tool that allows communities, employers, industry leaders, and training providers to work together and surface the latent skills and talents of Pacific communities.

- Understanding and addressing the barriers that prevent families from finding and using training and career advancement opportunities.
- Enabling South Auckland Pacific youth to co-create and design digital skills and micro-credentials.

Implement co-design initiatives that support Pacific peoples to ready themselves for the Future of Work.

We build an evidence base.

The Matangi Fou evidence base provides a Pacific and South Auckland contribution to the policy, planning and design to the Future of Work in Aotearoa New Zealand.

Open-source evidence-based information is made available to system stakeholders to inform the Future of Work for Pacific workers in Aotearoa New Zealand.

All focus areas.

Convene shared learning opportunities across system leaders through a South Auckland Business Community of Practice.



CONCLUSION

Conclusion

This report has explored why, if we continue as we are now, Pacific communities in South Auckland will not be able to participate in, or benefit from, the Future of Work. If Pacific communities in South Auckland are not supported to participate in the Future of Work, they will continue to be economically disadvantaged, and the gap between Pacific peoples and other groups in Aotearoa New Zealand will continue to widen. Additionally, given that Pacific peoples are central to the opportunities for economic growth across the Auckland region, if Pacific communities are not supported to engage in the Future of Work, these opportunities will not be fully realised.

Understanding Pacific communities' current perceptions of the Future of Work, the ecosystem of a Pacific family, and the challenges Pacific communities experience every day has deepened our understanding of the complex problem of Pacific communities' lack of participation in the Future of Work. This understanding has allowed us to develop targeted interventions to support Pacific communities that will get to the underlying causes of the problems and challenges experienced by Pacific communities. These targeted interventions will form the basis of the Matangi Fou programme going forward.



APPENDIX

Appendix 1 –Bibliography

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Appendix 2 – Further information on fieldwork participants

- While fieldwork targeted South Auckland residents, about five percent of participants stated they lived outside the South Auckland boundary.
- Target participants of the online survey were Pacific households, however many identified with multiple ethnicities. The age range of participants was 15 to 59 years of age with a median age of 32 years. About half of the participants were in full-time employment and 34% were unemployed or not active in the labour force. A further 15% stated they were in part-time employment.
- The online focus group was comprised of 39 Pacific residents living in South Auckland. All participants were over the age of 18 with the majority in some form of employment. More than 60% of the participants were female.
- While Pacific language-speaking support was made available for the phone interviews, it was not requested by the interviewees.
- Talanoa sessions with Pacific young people were completed using youth development methods of engagement with young people aged 13 to 24 years.

Appendix 3 – Insights for Business Leaders Report

Insights for Business Leaders

Matangi Fou is the name of an initiative that partners Pacific communities and business leaders with The Cause Collective, and the Ministry for Business Innovation and Employment (MBIE) to deliver a set of breakthrough initiatives to support the Future of Work. These initiatives aim to create conditions for transformation in the labour market for Pacific workers and their families.

Definitions

The following terms are used throughout this report:

Supply-side entities: businesses, business owners, entrepreneurs, government, education and training institutions, and sector leaders. While these groups have different characteristics and will play different roles in the Future of Work, we have grouped them together because they have the most power to support Pacific communities in South Auckland to participate in the Future of Work. We note that the primary engagement with supply-side entities for the purposes of compiling this report has been with business owners, employers and sector leaders.

Demand-side entities: individuals, families and communities, faith-based groups, cultural groups and their leaders. Again, while these groups have different characteristics, they are grouped together because they best describe the Pacific communities that will require support to participate in the Future of Work.

We asked business leaders from South Auckland:

“When you think about the Future of Work, what bothers you?”

We asked this question because it gets to the heart of the challenge facing the Future of Work for Pacific Peoples in South Auckland.

Informed by wider engagement with Pacific communities, we conducted a targeted engagement with a smaller group (12 participants), including:

- representatives from Pacific communities from a variety of neighbourhoods. This included individuals who were employed, unemployed, or had experienced a disruption to employment conditions because of COVID-19
- representative business leaders from The Cause Collective’s Business Community of Practice
- a cross section of The Cause Collective’s changemakers which represent a range of team members across disciplines and skillsets.

We collected 57 data points from Pacific workers, communities and business leaders in South Auckland which were analysed to work out what the primary causes were of what bothers people when they think about the Future of Work.

The insights gathered from this engagement have informed our understanding of Pacific communities’ current perceptions of the Future of Work. This report is a subset of a wider analysis and has been produced specifically to give business leaders insights about the Future of Work in their local communities.

They told us it bothers them that...

- Businesses can't find the workforce with the skills needed to fill current jobs.
- Sometimes it's easier to implement short-term solutions than to address a core problem which can be deferred for another day.
- Business is focused on the needs of today with little time to plan for the future of tomorrow.
- Many businesses are in survival mode and are focused on how to bounce back from the impacts of COVID-19.
- There is inadequate support for new and emergent industries to seed innovation during labour market disruption.
- COVID-19 and international markets are creating uncertainty about what the future will hold.
- The wellbeing of the workforce with the immediate and long tail impacts of COVID-19 on workers' health, and the health and safety obligations for businesses.
- There is a lack of resource to invest in labour productivity and growth.

The cause of what bothers business leaders

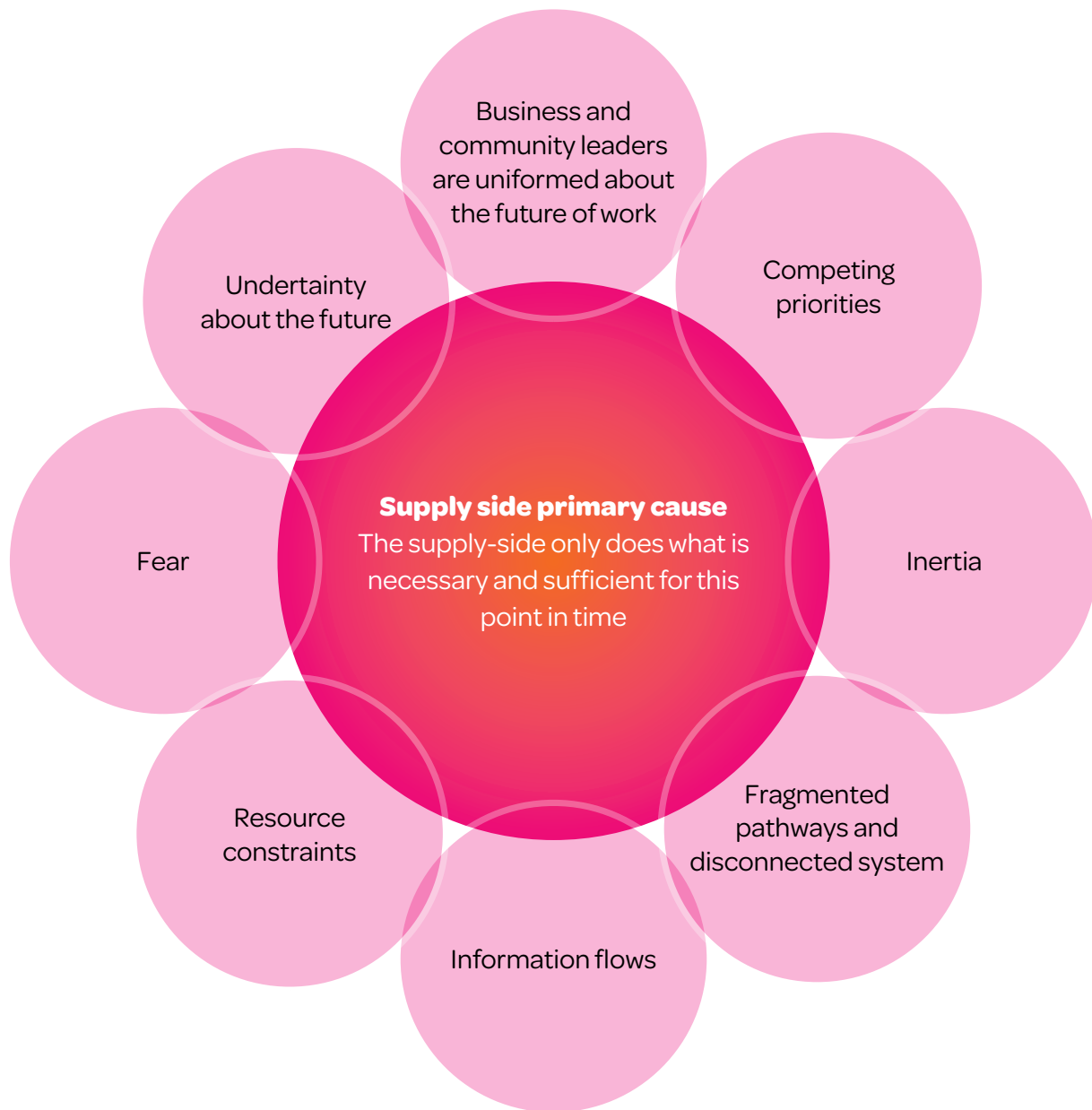
For business leaders we identified the primary cause as: The supply side only does what is necessary and sufficient for this point in time. Intermediate causes included:

- A. Not all business leaders have the tools available to them to remove the constraints in their current business
- B. Conditions which block them from planning for their future reality.
- C. Most businesses are focused on solving the productivity challenge using the strategies available to them now,
- D. Without regard for cost saving technology that causes productivity.

Examples of how the causes manifest in the workplace:

- The supply-side's focus is on the symptoms and not the causes of the constraints in productivity.
- Attention on Pacific workers is not 'necessary' now, and therefore not a priority.
- Small to medium size businesses do not have the means to access cost saving smart technology to improve productivity and therefore fall back on manual labour.
- It is not easy for the supply side to decouple itself from its current realities e.g. qualification frameworks, import and export markets, seasonal variation.
- Limited capital is invested in supporting immediate returns in a COVID-19 environment and post-pandemic world, not medium to long-term plans.

The main conditions identified on the supply side which hold the problem in place included:



The behaviour and attitudes which reinforce the conditions

To understand why it is difficult to shift these conditions, we considered why the demand and supply side entities put up with the problem. Our engagement on this topic with business owners, employers and sector leaders has surfaced a set of common behaviours and attitudes, which are summarised in the statements below:



“We think things are not really that bad, they will get better with time.”



“We’re grateful just to have a job / to be turning a profit in the current climate.”



“There is not much we (employers) can do about the problem, it’s out of our hands.”



“We don’t know what the real problem is.”



“If we look to change what we’re currently doing it will result in job losses.”



“The pressure of the current reality disables any meaningful thought about the future reality.”



“There are too many rules and red tape to do what we really want to do for the Future of Work.”



“We can’t afford the capital.”



“We can’t afford the time off work to retrain staff.”



“I’ve got other urgent priorities.”



“If it’s not right in front of me [the issue], I don’t have any additional capacity to deal with it”.



“I don’t know my own potential, or I am not confident that I can do what is required in the Future of Work so it’s safer to stay with what I know – the status quo.”

Key Insights for South Auckland Business leaders and the Future of Work

The key findings from this report are:

1. Business leaders are focused on 'survival mode' and not planning for the Future of Work, particularly after the impacts of COVID-19.
 2. It is challenging for business leaders to connect what the Future of Work in new and emergent industries means for current roles.
 3. Most businesses are caught up in their day-to-day operations and for many reasons they are unable to step back and think critically about the Future of Work and how they will participate. This makes productive investment difficult and consideration of Pacific workers as a key enabler of their future business objectives unlikely
 4. Business leaders and other important system stakeholders are not aware that Pacific people's lack of participation in the Future of Work is a complex problem that will impact on the country's future labour market.
 5. There is a disconnect between what business will need in the Future of Work and what education and training institutions currently offer students. They are training the workforce for the jobs of today and not necessarily the jobs of tomorrow.
- Business planning about who their future workforce will be, the types of jobs they will fill, and how to create the pipeline now, will not be considered by most business leaders who are focused on their survival in the current reality.
 - This is particularly true of small to medium businesses.
 - This will leave New Zealand with a few 'rockstar' industries in a relatively stable economy, but this will be insufficient to lift aggregate productivity. Nor will it result in more Pacific peoples being equipped to take positions in the jobs of the future.
 - In the absence of targeted interventions to address the causes of the problem of Pacific peoples, and indeed South
 - Auckland business leader's lack of participation in the Future of Work, we are unlikely to see meaningful shifts in the conditions which are holding the core problem in place.

What the insights tell us

- Supply-side stakeholders do not have the time to adequately complete the mental mileage required to consider how the Future of Work will impact their industry and business. This is because they are focused on addressing issues
- that pertain to immediate constraints in their productivity, and there is no compelling reason for them to prioritise differently.

