

Tokona te Raki Māori Future Makers

# THE ARCHITECT OF MY FUTURE

What does the future of Aotearoa's  
workforce in 2040 look like?

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# Navigating Aotearoa's Future Workforce in 2040

As we peer into the future of work in Aotearoa, the project undertaken by Ohu Ahumahi and Tokona te Raki delves into crucial questions surrounding workforce transformations and the implications for vocational education and skills training. Recognising the limitations of traditional forecasting methods, the project adopts an innovative approach by constructing alternative future narratives, acknowledging the dynamic interplay of societal, economic, technological, and environmental changes.

The challenges confronting Aotearoa's future workforce emanate from global economic forces, including automation, demographic shifts, and climate change. To confront these challenges, the project emphasises the need to equip individuals with the skills necessary to navigate these rapid changes successfully. The exploration of disruptive weather events, digital disruptions, and demographic shifts serves as a foundation for crafting alternative future narratives, relying on diverse data sources such as surveys, interviews, co-design wānanga, focus groups, and national labor force databases.

Incorporating the voices of rangatahi is central to the project's ethos, recognising their unique perspectives, fresh ideas, and innovative thinking. The co-design wānanga highlighted the importance of representation, inclusivity, and adaptability in shaping a future workforce that reflects the diverse demographics of Aotearoa. Embracing rangatahi voices is not just an investment in future leaders but also a strategic move toward building a socially and economically sustainable workforce.

The Three D's – disruptive weather events, digital disruption, and demographic shifts – form the backdrop of Aotearoa's current workforce landscape. Analysing these dimensions provides a baseline for decision-makers, enabling them to make informed and strategic decisions when envisioning the future. The impacts of disruptive weather events, technological advancements, and changing demographics are felt across industries, necessitating resilience building, reevaluation of work dynamics, and addressing inequities in access to emerging technologies.

A snapshot of Aotearoa's current workforce reveals both strengths and disparities. The importance of addressing the underrepresentation and wage disparities faced by Māori individuals underscores the need for targeted initiatives in workforce planning. Future narratives must focus on developing Māori skills as a strategic investment in building a more inclusive, equitable, and economically prosperous Aotearoa.

Key themes and insights from co-design wānanga further enrich the narrative, emphasising the embrace of technology, cultural capability, adaptability, and a human-centric approach. The four alternative future scenarios – No Change, Marginal Change, Adaptive Change, and Radical Change – present diverse outlooks for Aotearoa’s workforce in 2040. The recommendations for a Radical Change future highlight a holistic and inclusive approach to vocational education, encompassing culturally responsive curricula, bilingual education, socio-economic support, Māori representation, inclusive workplaces, health and well-being, environmental sustainability, digital literacy, entrepreneurship, and community engagement.

In conclusion, the vision for Aotearoa’s workforce in 2040 is one of resilience, adaptability, and Māori thriving amidst challenges. The proactive strategies outlined in this report address current and future challenges and transform them into opportunities for growth and empowerment. By embracing innovation, inclusivity, and the unique strengths of rangatahi and Māori, Aotearoa is poised to navigate a future where individuals and communities flourish in the dynamic landscape of the 21st century.

# INTRODUCTION

## THE PROJECT

Exploring the future of work in 2040 poses some critical questions for Aotearoa:

What transformations will occur in the workforce?

How will this impact vocational education and skills training?

These inquiries became the focus of investigation for Ohu Ahumahi and Tokona te Raki. Rather than attempting to predict the future, this project sought to construct alternative future narratives, acknowledging the intricate and uncertain nature of what lies ahead. Traditional forecasting methods often fall short in capturing the dynamic interplay of societal, economic, technological, and environmental changes.

Aotearoa's future workforce faces challenges posed by global economic forces, including automation, shifting demographics, and climate change. The project recognises the importance of arming individuals with the skills needed to navigate these rapid changes successfully. By examining the current workforce landscape, the project delves into the potential impacts of disruptive weather events, digital disruptions, and demographic shifts (the 3D's) on job opportunities in the future.

To craft alternative future narratives, the project relies on data from surveys, interviews, co-design wānanga, focus groups, and national labour force databases. These narratives aim to depict potential futures for Aotearoa's workforce in 2040, emphasising that the choices made by individuals, businesses, iwi, and government will significantly shape these outcomes.

Choosing to remain passive and drift into the future poses risks of deepening societal inequities, where individuals struggle to secure meaningful employment and a high quality of life. The project underscores the importance of embedding foresight into the strategic plans of Aotearoa's future economy. The collective responsibility lies with all stakeholders, urging them to consider and actively shape the trajectory of Aotearoa's workforce today.

The project team, comprising representatives from Ohu Ahumahi, New Zealand's Workforce Development Council (Haze Miller, Leo Shen, Jenny Connor and Gavin Bryce) and Tokona te Raki team members (Jessica Thompson, Tonee Kana Fakahau, and Amy Knudsen), collaboratively worked on this initiative to explore and prepare for the future of Aotearoa's workforce.

## WHY THE VOICE OF RANGATAHI MATTERS

Recognising and incorporating the voices of rangatahi is crucial when planning for the future workforce of Aotearoa for several reasons:

### Representation and Inclusivity |

Involving rangatahi in workforce planning ensures that perspectives, experiences, and aspirations of young people are taken into account. This helps create a more inclusive and representative version for the future workforce, ensuring that the needs of all people of the population are considered.

### Unique Perspectives |

Rangatahi bring unique perspectives, fresh ideas, and innovative thinking to the table. Their insights can help identify new opportunities, challenges, and solutions that may not be apparent to older generations. Embracing diversity in perspectives contributes to a more resilient and adaptable workforce.

### Adapting to changing dynamics |

The workforce is constantly evolving due to technological advancements, societal changes, and economic shifts. Rangatahi, being more attuned to current trends and technologies, can provide valuable insights into emerging industries and skills that will be crucial in the future job market.

### Investing in Future Leaders |

Involving rangatahi in workforce planning is an investment in the development of future leaders. By engaging with young people, society can help nurture their leadership skills, empower them to take on active roles, and prepare them to contribute meaningfully to the workforce.

### Social and Economic Development |

A workforce that reflects the diverse demographics of a society is better positioned to address social and economic challenges. Involving rangatahi in planning ensures that the future workforce is equipped to navigate and contribute to the development of Aotearoa in a way that benefits the entire nation.

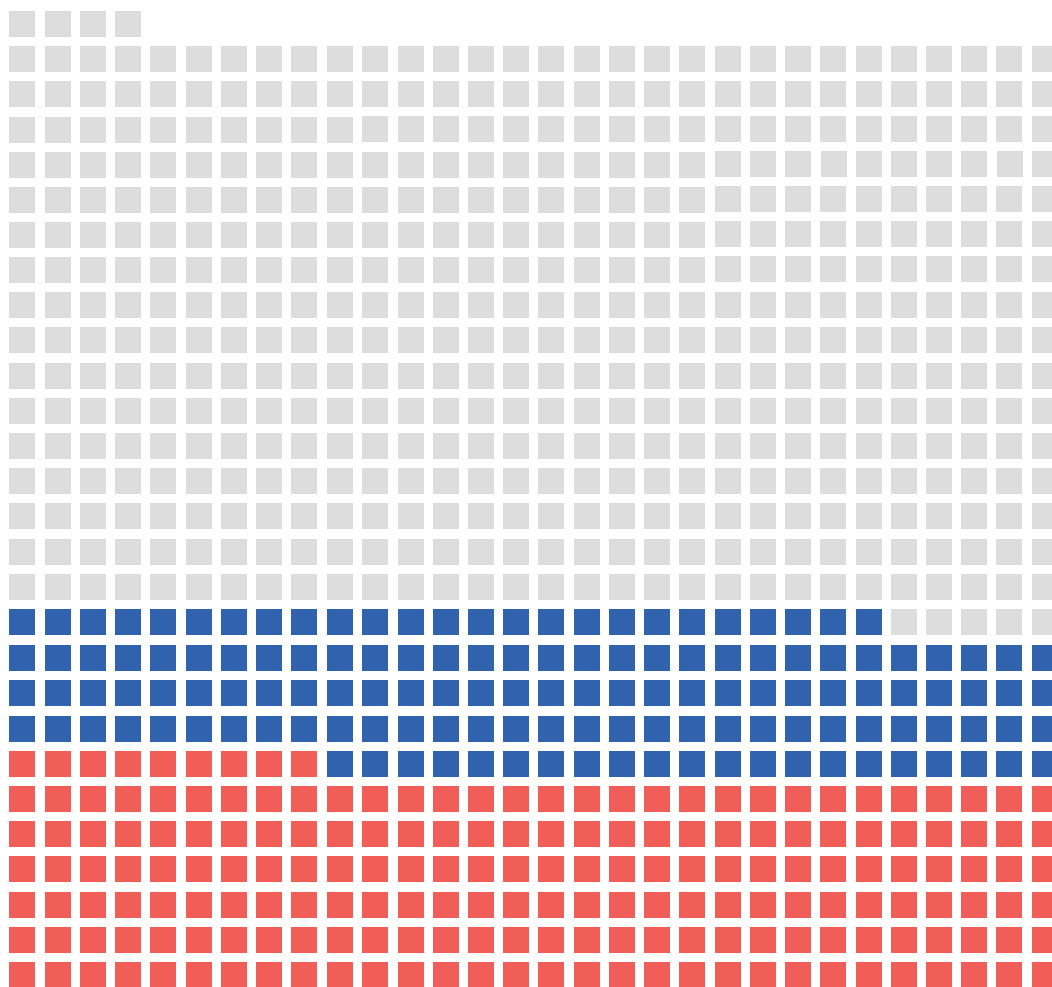
### Building Sustainable Practices |

Rangatahi often have a strong awareness of environmental and social sustainability. Including their voices in workforce planning can contribute to the development of sustainable practices and strategies that align with the values and concerns of younger generations.

This project acknowledges the significance of incorporating the voices of rangatahi in the planning for Aotearoa's future workforce. Their perspectives contribute to diversity, innovation, and a crucial long-term outlook necessary for cultivating a resilient, inclusive, and sustainable workforce. The active inclusion of rangatahi voices in this project underscores their essential role in shaping a future where they can flourish amidst the dynamic and evolving landscape of the 21st century.

# TE PAE TATA – THE CURRENT STATE

POPULATION GROWTH 15+ YEARS OF AGE  
Aotearoa 2022-2040



■ All 65+ Years   ■ Non-Māori, 15-64 Years   ■ Māori, 15-64 Years

Of the 15-64 age group, 58 percent of the growth will be Māori.

Under 15 years:

Māori increase by 11%

Non-Māori decrease by 9%

## IMPACTS TO AOTEAROA'S WORKFORCE – THE THREE D'S

Gathering and analysing the current landscape of Aotearoa's workforce is a critical foundation for crafting alternative future narratives. This approach ensures that the envisioned futures are realistic, responsive to current challenges, and aligned with the aspirations of a diverse range of stakeholders. Understanding the current state of the workforce provides a baseline for decision-makers. Analysing existing trends, challenges, and opportunities enables more informed and strategic decision-making when envisioning the future.

Currently the landscape of Aotearoa's workforce is influenced by several impactful factors, including disruptive weather events, digital disruption, and demographic shifts. Organisations are navigating the complexities of these influences, adopting strategies to build resilience, embracing technological advancements, and fostering inclusivity to meet the evolving demands of the contemporary workforce. Here's a description of each dimension:

### DISRUPTIVE WEATHER EVENTS

#### **Vulnerability and Adaptation**

Aotearoa is experiencing the impacts of disruptive weather events, including extreme weather conditions and natural disasters. These events can disrupt traditional work patterns, affecting industries such as agriculture, construction, and transportation. Organisations and workers are navigating challenges related to adapting to and mitigating the effects of these events on daily operations and long-term planning.

#### **Resilience Building**

Businesses and industries are increasingly focused on building resilience to disruptive weather patterns. This involves implementing strategies to safeguard infrastructure, supply chains, and workforce wellbeing. Consideration of climate-related risks and adaptation measures is becoming integral to workforce planning.





## DIGITAL DISRUPTION

### Technological Advancements

The current workforce landscape is characterised by ongoing digital disruption, driven by advancements in technology. Automation, artificial intelligence, and digital tools are transforming industries, leading to changes in job roles, skill requirements, and work processes. This shift is impacting traditional job structures and creating new opportunities in emerging fields.

### Remote Work Dynamics

Digital disruption has accelerated the adoption of remote work and flexible arrangements, influencing how and where work is conducted. Organisations are reevaluating traditional office setups, and employees are adapting to virtual collaboration tools, impacting the work-life balance and expectations surrounding the physical workspace.

### Inequities in Access to New and Emerging Technologies

Not everyone has access to new technology and innovation which is creating a chasm between the haves and the have-nots. By furthering the divide between socio-economic levels of income, we are essentially limiting access to and reducing the types of opportunities available to low socio-economic whānau. The data tells us that those with limited or no access to emerging technologies are less likely to work for a company that requires technological knowledge and skills. We also know that these types of DigiTech roles are high paying and high skill, causing further economic division among the people of Aotearoa.

### Big Read: Don't fear the robots - they're not coming to devour our jobs



By Andrew Stone

12 Apr, 2018 08:35 PM © 11 mins to read

Save Share



Tuesday, 24 January 2023

### Varsities tackle AI challenge

By Fiona Ellis

634 5

News > Dunedin > Campus



Otago business school dean Prof Robin Gauld believes dealing with the impact of new AI writing software ChatGPT will pose a challenge for the university. PHOTO: PETER MCINTOSH

economic division among the people of Aotearoa.

## NZ businesses 'better get moving' in era of digital transformation

Hamish McNicol • 06:00, Mar 10 2017



## DEMOGRAPHIC SHIFT

### Changing Workforce Composition

Aotearoa is undergoing demographic shifts that are altering the composition of its workforce. These changes include an aging population, increased cultural diversity, and shifts in the distribution of skills and talents. Organisations are grappling with the need to create inclusive environments that cater to diverse demographics and skill sets.

### Māori Workforce Dynamics

Demographic shifts are particularly evident in the Māori workforce, where specific challenges and opportunities arise. Initiatives to address underrepresentation, provide equitable career pathways, and enhance cultural inclusivity are becoming essential considerations in workforce planning.

### Impact on Skill Demands

Demographic shifts influence skill demands in the workforce. Industries are adapting to the evolving skill landscape, seeking to align education and training programmes with the needs of a changing demographic. The need for cultural competence and awareness is emphasised to create a more inclusive work environment.

## The New New Zealand. Facing demographic disruption. Paul Spoonley.

Distinguished Professor Paul Spoonley FRSNZ, has recently published a book on New Zealand's changing demography, in part to remind New Zealanders that while they should consider the country's future in terms of the disruptive consequences of climate change or technology, equally significant is the demographic transformation that is under way.

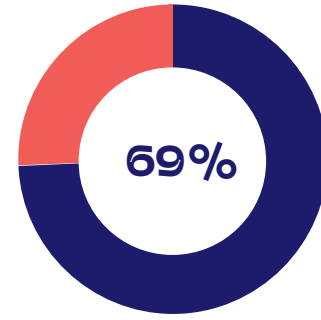


## AOTEAROA'S CURRENT WORKFORCE

A snapshot of Aotearoa's current workforce reveals that there are 2,919,00 employed individuals as of September 2023, constituting a national employment rate of 69%.

The unemployment rate stands at 3.9%, while underutilisation is reported at 10.4%.

The top five industries, along with the corresponding filled jobs, are as follows:



■ EMPLOYMENT RATE

**264,347**  
**jobs**

Healthcare and  
Social Assistance

**232,854**  
**jobs**

Retail trade

**232,854**  
**jobs**

Manufacturing

**203,849**  
**jobs**

Education and  
training

**192,474**  
**jobs**

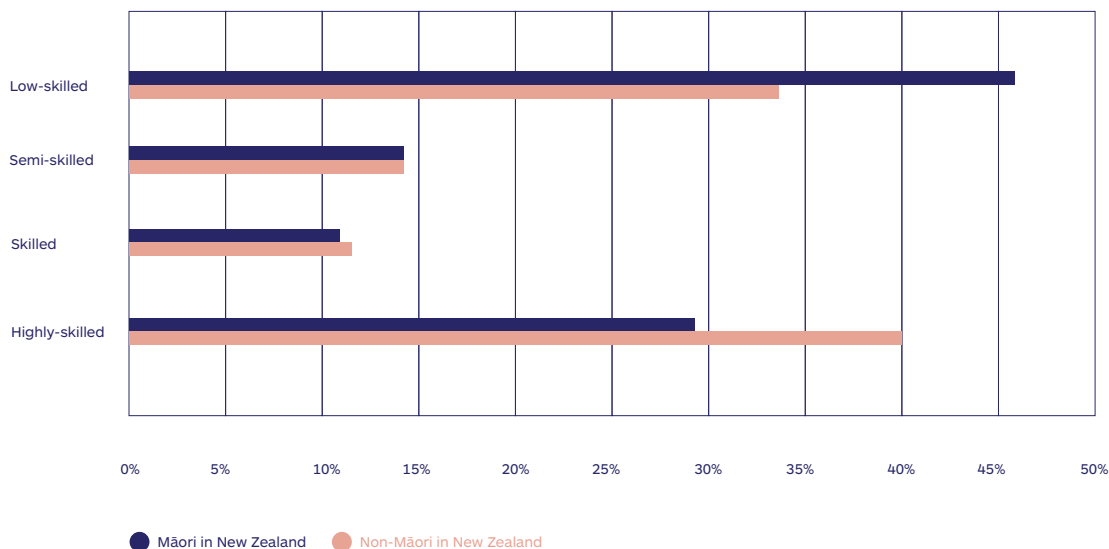
Construction

In examining the data for Māori individuals, a distinct narrative emerges. Māori are disproportionately employed in lower-skilled roles which comprise 46 percent of roles. This contrasts to their non-Māori counterparts with 33 percent employed in lower-skilled roles.. Moreover, Māori tend to occupy positions that offer lower wages. The data also highlights a significant underrepresentation of Māori in leadership roles across industries, indicating a deficiency in career pathways or progression for this demographic. This stark contrast underpins the disparities faced by Māori individuals, who fare less favourably in nearly every metric related to income, employment, and skill.

Māori representation in Aotearoa's workforce is multifaceted, reflecting progress in certain areas and ongoing challenges in others. Efforts to increase representation, improve career pathways, and address disparities, contribute to a more inclusive and equitable workforce. Future narratives about Aotearoa's workforce should include a focus on developing the skills of Māori as a strategic investment in building a more inclusive, equitable, and economically prosperous future for Aotearoa. This will ensure that all people are prepared to actively participate and thrive in the dynamic landscape of the workforce in 2040.

## WHAT IS THE SKILL LEVEL OF JOBS IN WHICH MĀORI ARE EMPLOYED?

The proportion of Māori employed in highly-skilled occupations in New Zealand was 29.0% in 2022, compared to 40.0% of Non-Māori Highly-skilled occupations



## HOW HAVE THE SKILL LEVELS OF JOBS IN WHICH MĀORI ARE EMPLOYED CHANGED OVER TIME?

The proportion of Māori employed in highly-skilled occupations in New Zealand increased from 27.0% in 2017 to 29.0% in 2022

The table shows how the skill levels of jobs in which Māori are employed in New Zealand have changed between 2017 and 2022 across four broad skill levels.

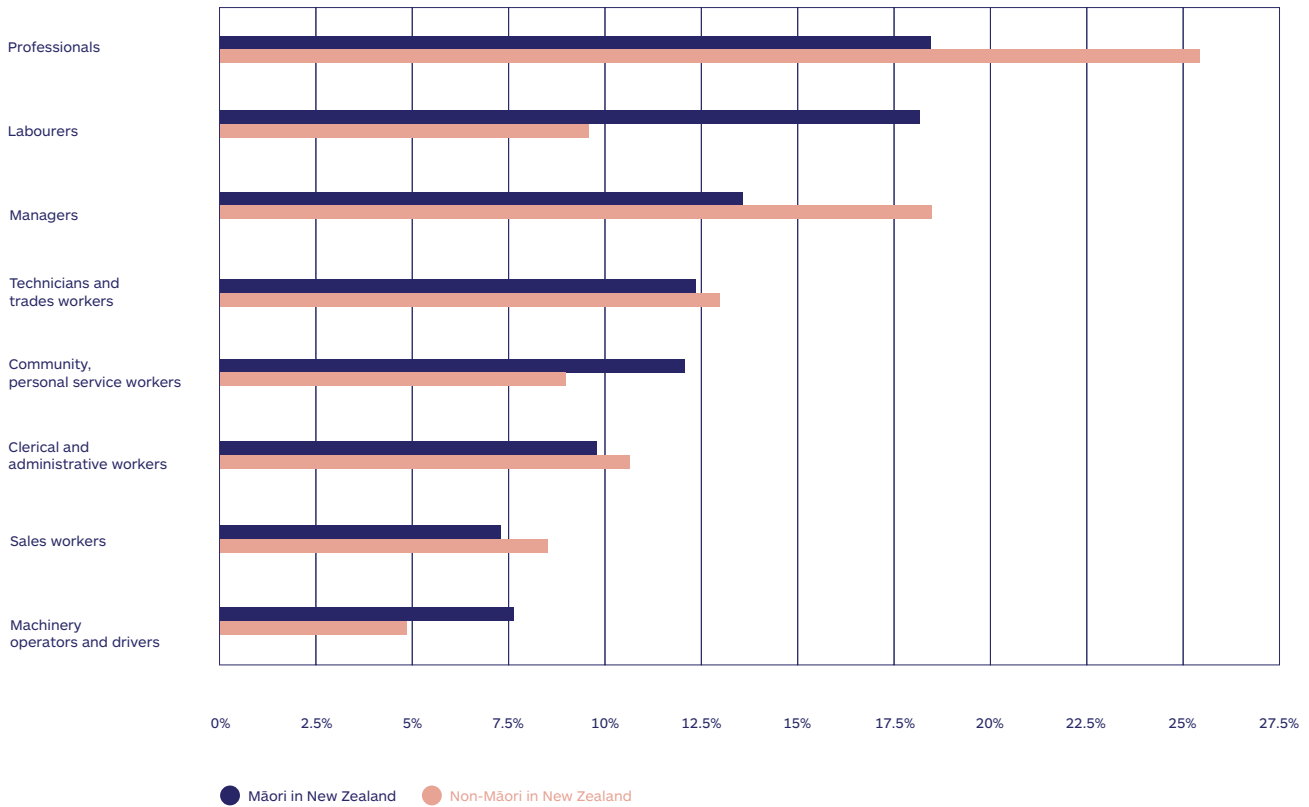
SKILL LEVEL	2017	2022
Highly-skilled	27.0%	29.0%
Skilled	11.0%	11.0%
Semi-skilled	14.0%	14.0%
Low-skilled	48.0%	46.0%

## WHICH INDUSTRIES ARE MĀORI EMPLOYED IN?

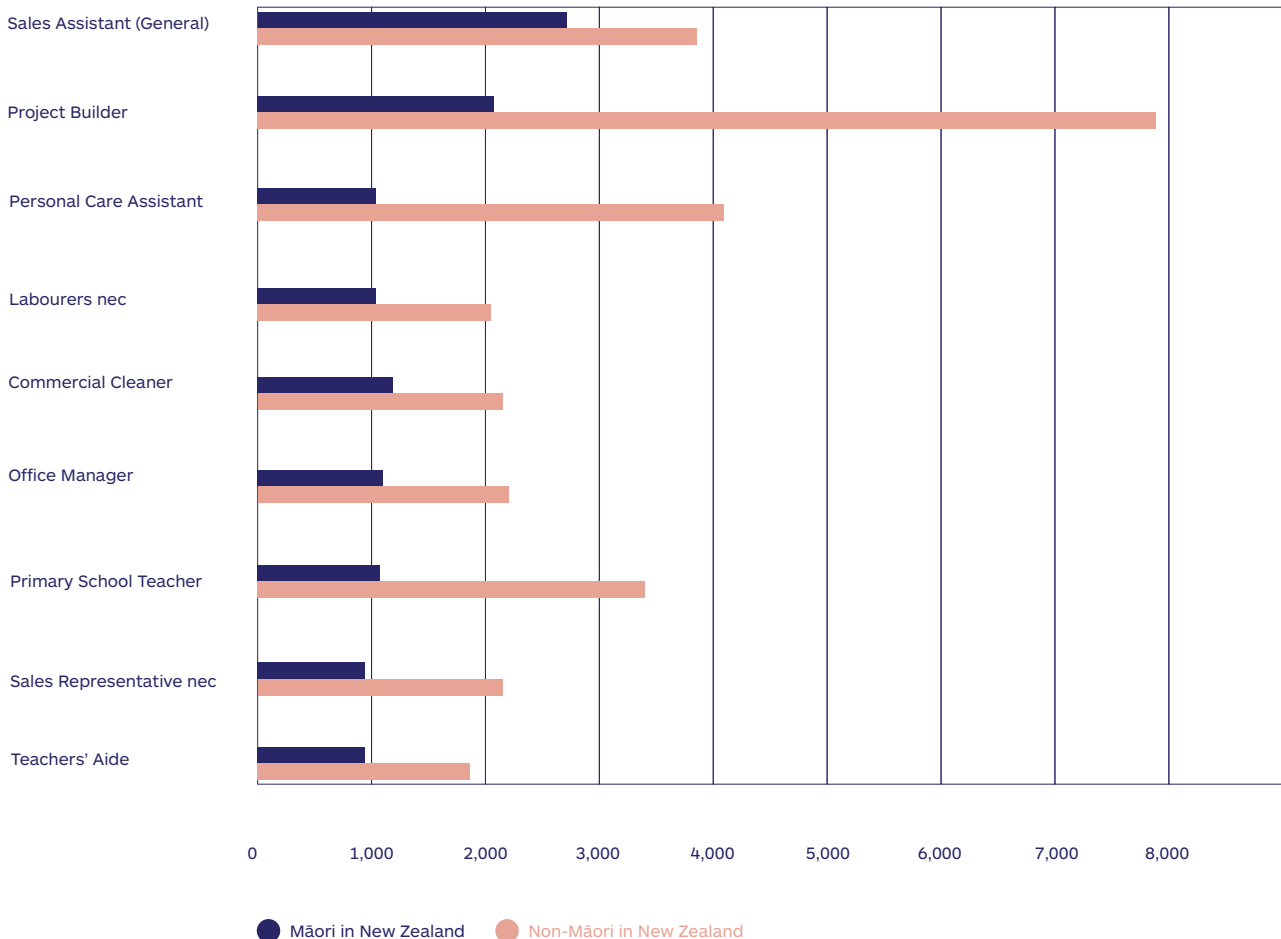
Industry	Māori employees	Ind. % of total Māori employees in New Zealand	Earnings	Future growth prospects
Café and Restaurants	10,181	2.7%	Very Low	Low
Primary Education	9,651	2.6%	Medium	Negative
Supermarket and Grocery Stores	8,466	2.3%	Very Low	Medium
Meat Processing	8,284	2.2%	Medium	Very Low
House Construction	8,246	2.2%	Low	Negative
Hospitals (except Psychiatric Hospitals)	8,203	2.2%	Very High	Low
Road Freight Transport	7,339	2.0%	Medium	Low
Labour Supply Services	7,328	2.0%	Very Low	High
Central Government Administration	6,959	1.9%	Very High	Medium
Preschool Education	5,998	1.6%	Very Low	Very Low

## WHICH OCCUPATIONS ARE MĀORI EMPLOYED IN?

18.3% of Māori were employed as Professionals in 2022 in New Zealand. By comparison 25.8% of non-Māori were employed as professionals



## WHICH OCCUPATIONS HAVE SEEN THE MOST EMPLOYMENT GROWTH FOR MĀORI?



## KEY THEMES AND INSIGHTS FROM CO-DESIGN WĀNANGA

We conducted a series of three co-design wānanga discussing the future of work in Aotearoa where participants representing iwi, rangatahi, industry leaders and education providers shared with us their insights, hopes and dreams for the future. These insights have been gathered and analysed as follows:

### A.I & Automation

- Embrace of Technology: Workers adapting alongside technological growth to minimise mundane tasks.
- Innovative Ideas: Exploration of radical concepts like VR-based pilot training and automated transport systems.
- Human-Centric Focus: Technological advancements aimed at enhancing efficiency and maximising time for more purposeful, human-oriented tasks.

### Cultural Capability & Awareness

- Demographic Shift: Recognition of the impending demographic changes, emphasising the importance of cultural capability and awareness.
- Diverse Workplace Culture: As the number of people from minority ethnicities increases, industries must strive for inclusivity and balance in workplace culture.

### Adaptability & Flexibility

- Hybrid Work Environments: Reflection on the impact of COVID-19, advocating for a hybrid working model for various industries.
- Streamlined Work: Utilising technology and new strategies to streamline work processes, allowing more time for personal pursuits and family.

### Te Reo & Te Ao Māori

- Inclusion Focus: Recognition of the approaching demographic shift, emphasising the importance of integrating Te Reo and Te Ao Māori.
- Safe and Welcoming Environments: Increasing understanding of basic tikanga and Te Tiriti principles to create safe and inclusive workplace environments.

### A Change to the Tertiary System

- Skill and Experience Valuation: Shift towards a system valuing skills and experience alongside traditional education.
- Alternative Education Pathways: Providing diverse educational paths and on-the-job training opportunities to accommodate varied experiences and backgrounds.

### Global connection

- Knowledge Diversification: Advocacy for international connections to gather insights, learnings, and developments for a diversified knowledge base.
- Efficient and Sustainable Work: Sharing information globally to stay ahead, work efficiently, and address challenges collectively.

### Self-sustaining & Environmentally Beneficial

- Sustainable Practices: Industry focus on becoming self-sustainable and environmentally responsible.
- Narrative of Environmental Protection: Promoting practices that safeguard the environment for the well-being of future generations.

### Progression & Pathways

- Continuous Skill Development: Moving away from dead-end jobs, emphasizing the creation of pathways for ongoing upskilling and development.
- Industry-Education Collaboration: Connecting industry and education to reduce skill gaps and facilitate smoother transitions in training and employment.

### Whānaungatanga & Human interaction

- Human-Centric Approach: Acknowledgment of concerns about losing human touch in the digital era.
- Innovative Whānaungatanga: Using technology to streamline tasks, allowing more time for building relationships and enhancing human interaction across the labour force.

# TE PAE TAWHITI

The best way to predict the future is to be the people inventing it. What kind of future do you want for yourself, for your whānau and your mokopuna?

Polynesian people were great explorers and voyagers and used ngā whetu as they navigated through the Pacific Ocean. Just as many great explorers have done before us, we too can use the learnings from our ancestors of the great Pacific migration to guide us as we set off to explore and discover our new future.

A new future does not have to be scary, in fact, a new future can be exciting especially when your voice and your ideas are part of its design. Predicting the future is challenging, but we can speculate about potential trends and scenarios in 2040 based on existing social, economic, and cultural dynamics. We facilitated a series of wānanga with rangatahi, industry leaders and education providers to reimagine alternative futures given what the data tells us about some of the issues impacting our current workforce and how these issues might continue to have an impact. The following are four narratives that depict what alternative future scenarios in 2040 might look like for rangatahi of 2023.

A **no change future** shows what life will be like for our working-age population in 2040 who continue to do what we have always done. We continue to teach and train people for the 1950s, imagining people are going to have one job/career for life. Vocational pathways have remained the same which means when you leave school your only options are either to enter further study if you have the necessary entry requirements, or find a low paid and low skilled job. People will still rely on financial assistance from the Government while looking for work and to help with the rising costs of living. People will continue to be trained for jobs that possibly don't exist, and despite the changes occurring in the employment landscape, industry still prefers to employ those people with formal qualifications and/or years of industry experience. The impacts caused by weather, technology and changing demographics will have a drastic impact on industry, meaning redundancies and even forcing companies to close. Life is expected to be hard in a **no change future**.

A **marginal change future** focuses on people reacting to changes and constantly catching up. Vocational pathways still focus on old systems and although there have been some changes to the way we teach and train people, the change is so small that the impact is minimal and the choices rangatahi have when they leave school are limited. The way we work will have to change as we react to the impacts of emerging technologies, changing demographics and disruptive weather, but our workforce will not always be ready or prepared for the changes. This could mean people are unable to do their job without further training or will be made redundant as their skills are no longer needed. The Government will continue to revise vocational pathways as it learns from the impacts of emerging technologies, changing demographics and disruptive weather, but not all rangatahi will have access to the necessary resources to participate. Life will continue to be hard in a **marginal change future**.



An **adaptive change future** focuses on teaching and training people for new jobs and emerging industries. Our government has thought about the types of industries that we will see in Aotearoa based on the increasing trends of emerging technologies, changing demographics, disruptive weather and the types of skills people will need to participate in these industries. The Government has considered the re-design of vocational pathway systems so that rangatahi develop the skills they need to pathway into emerging industries. There will be new jobs, new roles, and the retraining of current workforce. Having people work from 9-5 for 40 hours a week will be a thing of the past and it is expected that Aotearoa's workforce will be diverse and reflect a true representation of its younger population. However, adapting to and implementing changes will come at a cost. Those who can afford to invest in changes will evolve and gain access to new opportunities as they arise. However, those who do not have the capacity to invest in or implement changes will have to work harder and compete for access to new opportunities. The chasm between the 'haves' and the 'have nots' will grow wider. Life will be easier for some in an **adaptive change future** but it will also cause unnecessary competition and hard work for others.

A **radical change future** focuses on a world after jobs as we know them today. In this future people focus on skills rather than qualifications and careers. The skills people have and continue to develop become their superpowers. People arrange their skills to make the most of opportunities as they appear. Our government focuses on people, the planet, prosperity, and purpose. This is a future where vocational pathways will encourage emotional, spiritual and new forms of intelligence. Vocational pathways consider the hopes and aspirations of whānau, iwi and hapū. Rangatahi and whānau are empowered with the necessary skills to make informed decisions about vocational pathways, future skill development and career choices. Whānau will be empowered with the skills to live an equitable quality/standard of life and make the most of opportunities as they arise. We all thrive in a **radical change future**, no one is left behind.

# KO LILY AHAU

As part of the project we interviewed a number of rangatahi Māori and their whānau to better understand how they feel about the future and any thoughts they may have about the impacts of disruptive weather, digital disruption and the demographic shift. These interviews were then analysed alongside the qualitative data gathered during our co-design wānanga to create alternative future narratives for rangatahi. The following alternative future narratives have been grounded in Lily's story to highlight the importance of including rangatahi voice in futures discourse and ground the project with the stories of real people.



Lily is a 17 year old wahine living in Ōtepoti where she is in her final year at highschool. She is the eldest of 5 children, with three younger sisters to her mother and step father and one younger brother to her father and step mother. Alongside spending time with her whānau, Lily enjoys kapahaka and hunting with her koro.

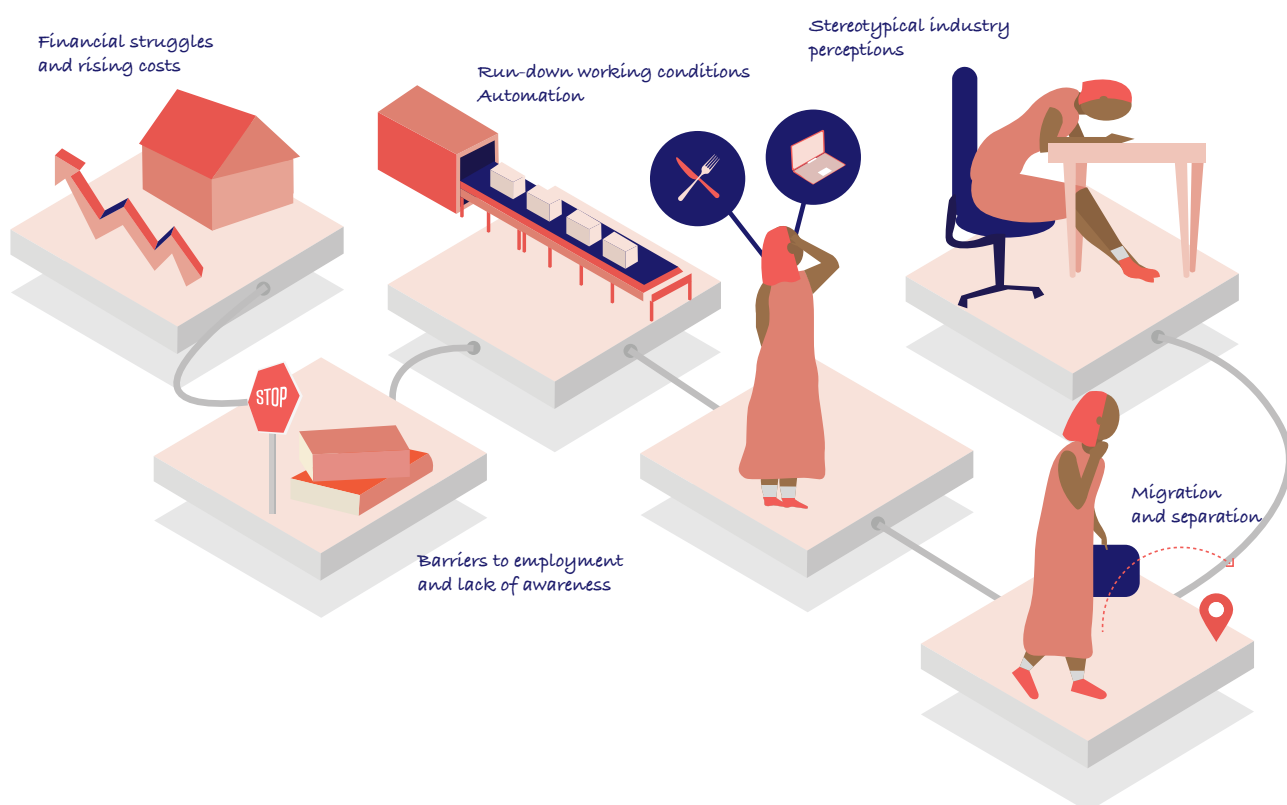
Scan to hear Lily's  
story in 2023



# FUTURE ONE —

## A Future of No Change

"Doing what we have always done".



Meet Lily, a young wāhine from a small town in Aotearoa. Lily is experiencing a world where her passions, values and aspirations are put to the side to just get by.

In 2040, employment has become a complex puzzle due to rapid technological advancements. While technology has transformed industries, it has also disrupted traditional job structures, leading to fierce competition for limited opportunities. The digital economy offers flexible work options, but it comes with job insecurity and limited benefits, forcing Lily to juggle multiple jobs to make ends meet. Workplaces in 2040 have evolved with technological progress, but building maintenance has lagged, leaving many in a state of disrepair. Technology plays a dual role for Lily serving as a tool for work and personal growth but also highlighting disparities in access to resources. While digital platforms provide information, education, and social networks, not everyone has equal access, heightening inequalities in education and employment opportunities.

Higher education remains crucial in 2040, with job markets requiring degrees for fulfilling and well-paying careers. However, the high cost of education poses a significant financial barrier, making the dream of obtaining a degree seem unattainable for Lily. Navigating the complex educational landscape becomes challenging due to information overload.

Disruptive weather events, intensified by climate change, add another layer of complexity to Lily's struggles. More frequent and severe hurricanes, floods, wildfires, and heatwaves threaten lives, disrupt economies, and increase financial hardships. The housing crisis is a critical issue, with skyrocketing real estate prices as well as unfit homes due to the weather leads to pushing many into homelessness, straining the once-strong connection between whānau and their communities. On top of there being already rising costs day-to-day there has been a rise in insurance premiums making it difficult for individuals like Lily to protect their kāinga.

Demographic shifts in 2040, characterised by ageing populations and declining birth rates, strain economic systems. Other rangatahi like Lily face the burden of supporting an ageing population while dealing with reduced public services and later retirement ages. The workforce continues to work against Māori with discrimination still heavily active within day-to-day work.

As the years pass, Lily's exhaustion grows. The idea of a fulfilling life and financial stability remains just that, a dream, as they grapple with the harsh realities of a world that has left them behind. In the end, Lily's journey is a reminder of the challenges faced by so many in 2040, as they strive to navigate a world that seems increasingly indifferent to their struggles.

## NO CHANGE FUTURE SCENARIO KEY OUTCOMES:

This is where we teach and train for the 1950s. It's a future where people have one job, one career. Vocational pathways that exist for rangatahi today will remain and still be the same in 2040. People will continue to develop skills for jobs that possibly don't exist in 2040. Whānau are expected to earn a similar level of income/salary and have access to similar standards/quality of living as today.

# FUTURE TWO —

A Future of Marginal Change

"Reacting and catching up to changes".



In a small community in New Zealand, there lived a young wāhine named Lily. She had dreams and aspirations to provide for her whānau, which consisted of her partner, Kahu, and their pēpi. Lily was a hardworking individual, passionate about her culture but she found herself trapped in a cycle of limited opportunities.

Lily dreamed of owning her own business, but she didn't know where to start. She lacked the knowledge and influence needed to take that first step. She often wondered how to create her own income alongside her passions, and how to break free from financial insecurity that not only affected her life but also the lives of many in her community.

However, Lily and Kahu were not just facing the challenge of limited opportunities but also the impacts of disruptive weather events. Aotearoa, like many parts of the world, was experiencing a changing climate with events such as extreme storms to droughts, which had a significant impact on the community. There were reactive approaches to fixing the impacts of these events however this only got a community so far.

One day, a glimmer of hope appeared when the government initiated a programme that introduced free training and subsidies for vocational education (VE). This programme promised to break the cycle of limited opportunities and help individuals like Lily and Kahu explore new career paths. Lily saw a chance for a brighter future for her family. With reduced working hours due to a shifting job market, she decided to retrain and study in a field she had always been passionate about. Although she knew it would be challenging to make this change, Lily recognised that her earning potential was capped in her current situation, affecting her ability to provide for her whānau.

Lily embarked on her journey of retraining by completing a free course. She managed to secure a part-time role after studying with low pay. Lily was asked to complete more training however due to already working her full-time job it seemed impossible to add in extra hours. This meant Lily couldn't move from her position or get a raise. She kept in touch with other students she had studied with. She soon realised that she was not the only one who had the same experience, which led her to understand that these were just band-aid solutions to a much larger problem. So, Lily and Kahu decided to make a significant change. They left their hometown and moved to the city to attend university. She pursued a degree that would open doors to higher-paying opportunities. It was a difficult decision, and the couple faced many obstacles, including living away from their whānau and the support system they had always relied on.

With time, Lily's career began to evolve. She worked from home, and she slowly climbed the career ladder, taking on small leadership roles and utilising her newly acquired qualifications. She began to see new opportunities, but other opportunities remained out of reach, as she couldn't afford to further study again.

Lily and Kahu were just one of many seeking a better life, trying to escape the cycle of limited opportunities. They met with older community members who had faced similar challenges but had not seen any real change. It was clear that more needed to be done to break the cycle for good.

## MARGINAL CHANGE FUTURE SCENARIO

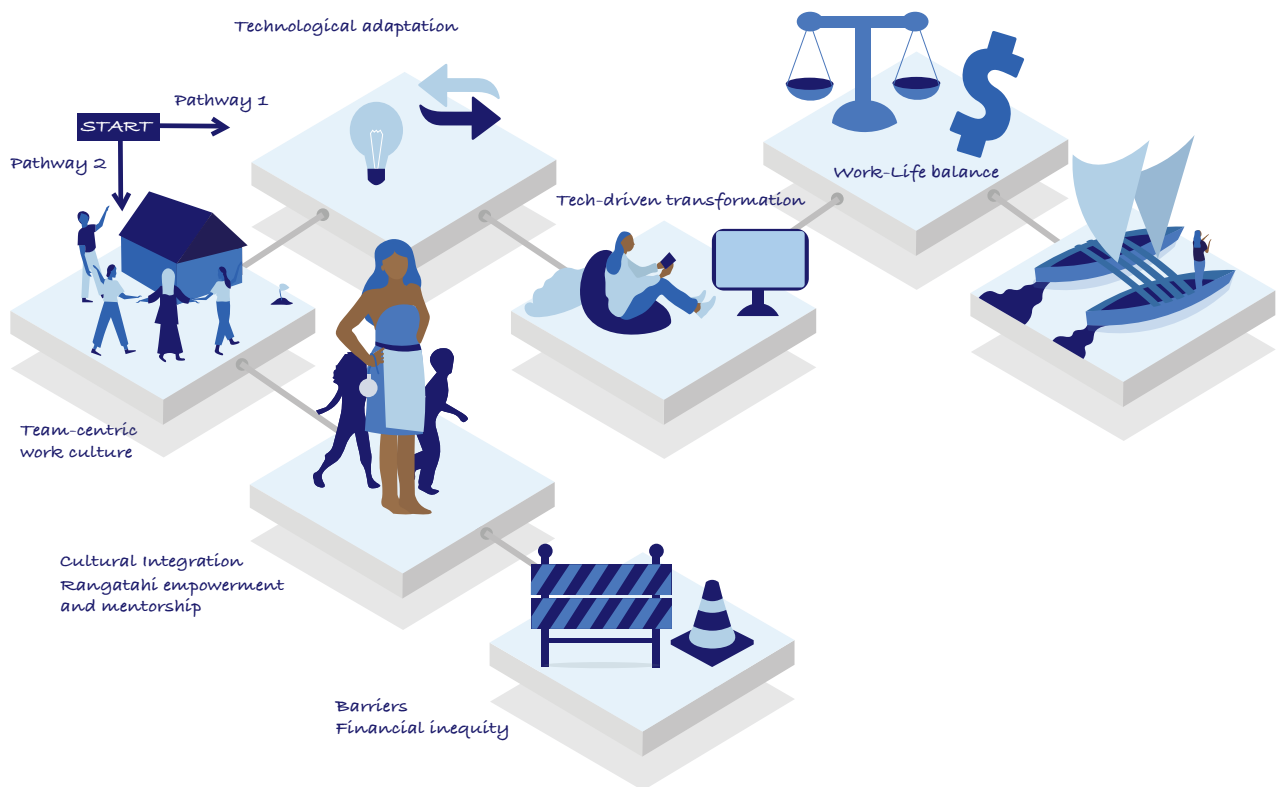
### KEY OUTCOMES:

In this future scenario, rangatahi still participates in vocational pathways founded on old systems for skill development. There is lots of talk about what needs to change in the system with a few minor adaptations being tested, but the impact is marginal. Workforce skills are developed as a reaction to the impacts of emerging technologies, changing demographics and disruptive weather.

# FUTURE THREE —

## A Future of Adaptive Change

"Modifying how we do things to achieve the same outcome/ results".



In a small town lived Lily, a talented young wāhine, who had a beautiful whānau with her husband Kahu and their two tamariki. Lily was known not only for her skills at kapa haka but also for her mentorship and leadership qualities. Lily believed in the “Tuakana - Teina” model of working, where everyone learned from each other, and putting people first was a guiding kaupapa.

In an age where technology changes are making their impact felt across industries, Lily saw the opportunity to equip herself with the necessary skills. She realised that critical thinking, IT expertise, and adaptability were essential in this rapidly evolving landscape. As well as, demographic shifts were transforming the composition of her community, demanding a greater understanding of diverse needs.

Lily started her career in a support role, working at the local council as a Whānau Navigator. She was determined to make a difference. In the face of disruptive weather events, the importance of community support and resilience became even more evident. Lily had the opportunity to work alongside those who worked at the IT help desk, which helped her gain the skills needed to navigate the digital disruptions that became more frequent. The council was more than just a workplace; it was a hub for community development. She saw an opportunity to incorporate her culture into her job and began working on projects that aimed to serve the diverse community.

The workplace saw a shift toward more skills-based learning, proactive preparation for upcoming changes, and an increased focus on mentoring and nurturing rangatahi. The council recognised her leadership potential beyond her skills at kapa haka. Lily's teamwork, and leadership skills seamlessly translated into her role at the council. She became a force for change in a world where systems were continuously adapting to accommodate diversity and new technology.

Lily also saw a rise in entrepreneurship opportunities and a better work-life balance. The council embraced a diverse approach, considering the unique identities and learning styles of its employees. The systems were designed to wrap around the individual, fostering the development of transferable skills and strong interpersonal relationships. Lily fully immersed herself in te ao Māori, enriching her life and her career. Her journey was marked by more opportunities and on-the-job training, including skill clustering and workplace assessments.

The council also supported generational housing, shaping housing to suit the needs of whānau, and fostering strong community bonds. Lily's vision extended to buying new equipment adapted to new fuel sources, ensuring the council's business was diversified and not reliant on a single source of income.

## ADAPTIVE CHANGE FUTURE SCENARIO KEY OUTCOMES:

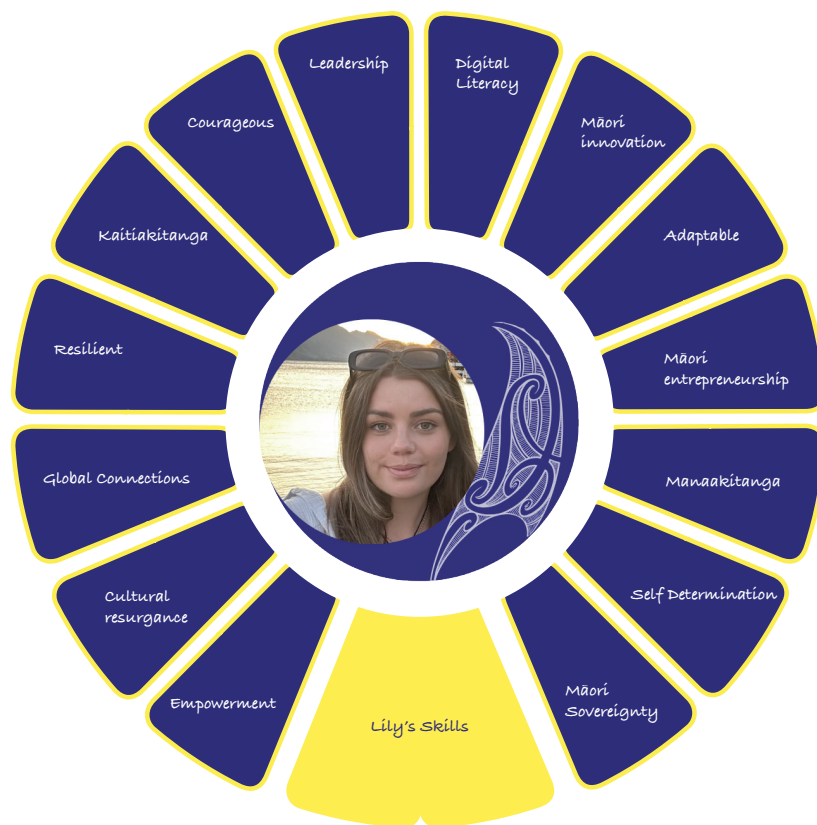
In the year 2040, a future scenario unfolds that revolves around the core principles of teamwork, mentorship, technology changes, skill development, and cultural integration. This scenario envisions a world where traditional career paths have evolved to become more flexible and inclusive, embracing diverse approaches and fostering personal growth. The chasm between the haves and have nots becomes wider in an adaptive change future and only those who can afford to invest in more efficient ways of working will flourish, leaving those without the funding lagging behind.



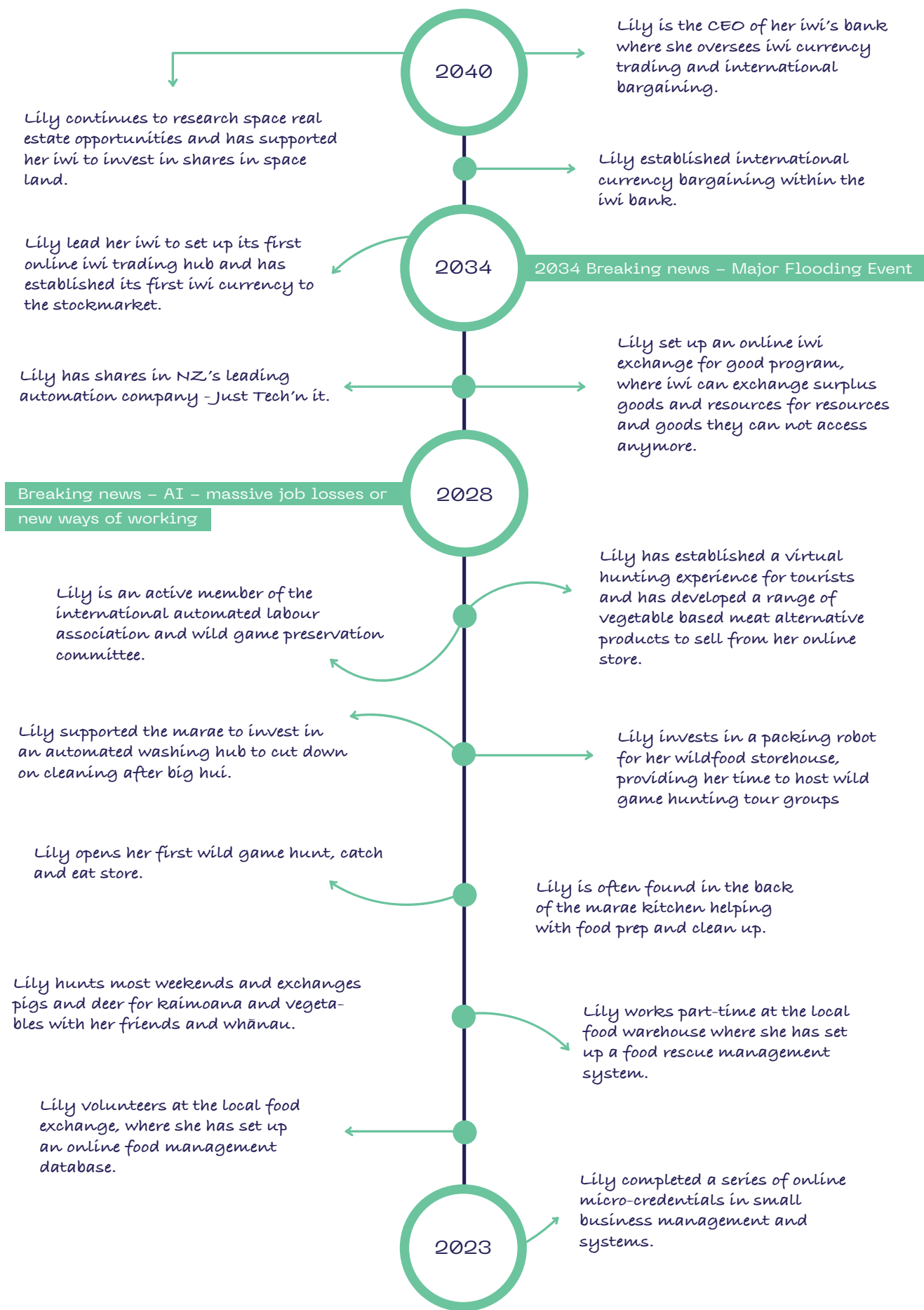
# FUTURE FOUR —

A Future of Radical Change

"Our skills are our superpowers."

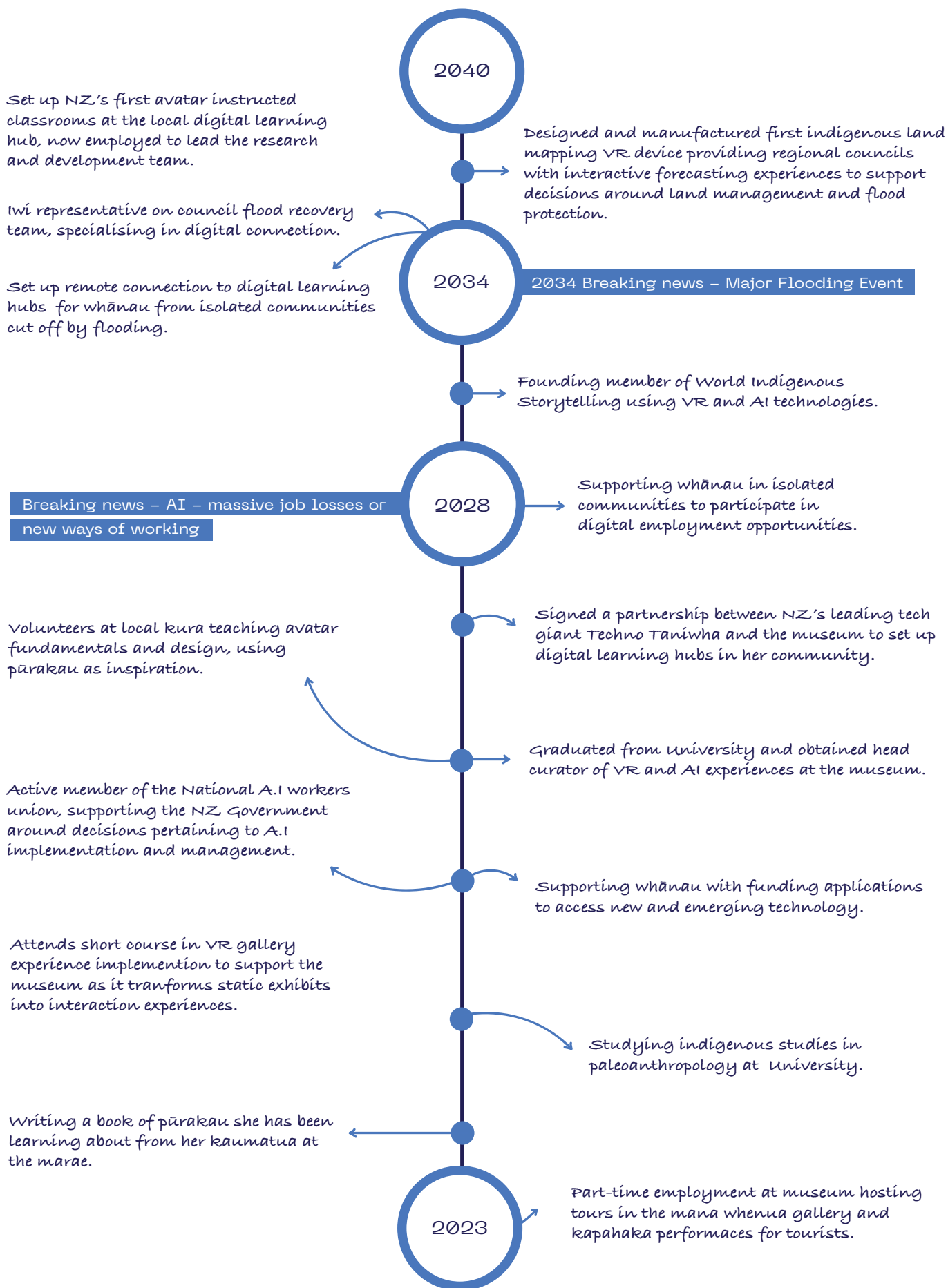


"It's about the people, planet, prosperity and purpose. Our skills are our superpowers and what we do for work is part of our life and ensures that we continue to thrive. There is a harmonious balance between what we do each day and how we interact with the whenua taking into account the ever changing weather patterns, demographics and technological advancement that occur." It is essential to note that the realisation of these positive scenarios will depend on various factors including government policies, societal attitudes, and the collective efforts of the Māori community. The future is shaped by a complex interplay of forces, and the aspirations and determination of rangatahi Māori will play a significant role in shaping the future for themselves and their community.



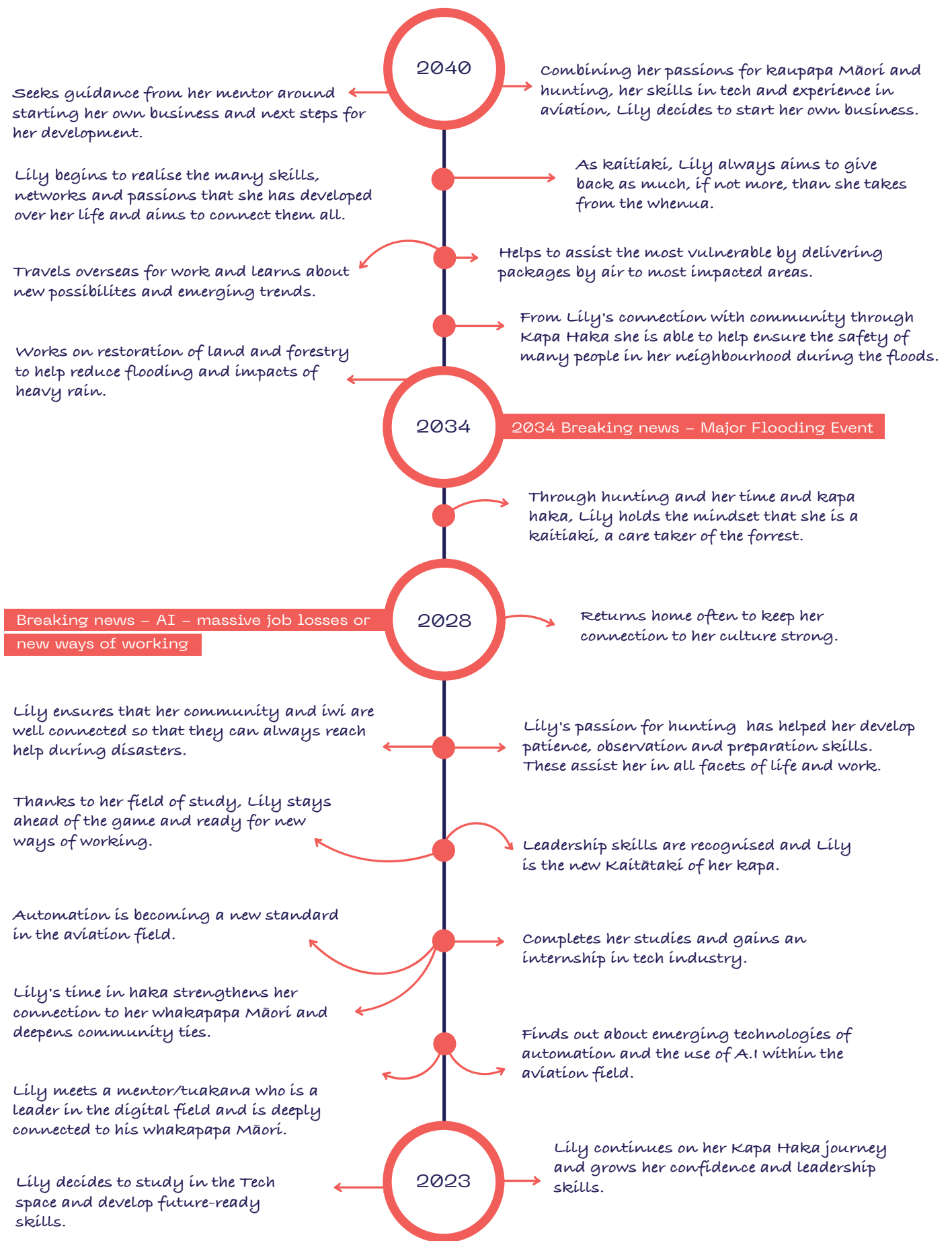
## Lily's future proofing future

Lily's visionary leadership extends to the financial sector. She actively invests in her Māori community and iwi, creating proactive plans to address their evolving needs. She recognises that adaptability is key, and she leverages the skills of her entire whānau to design innovative solutions. Her whānau played a crucial role in establishing a Māori bank, ensuring her community's financial needs are met with the future thinking of being able to live sustainably.



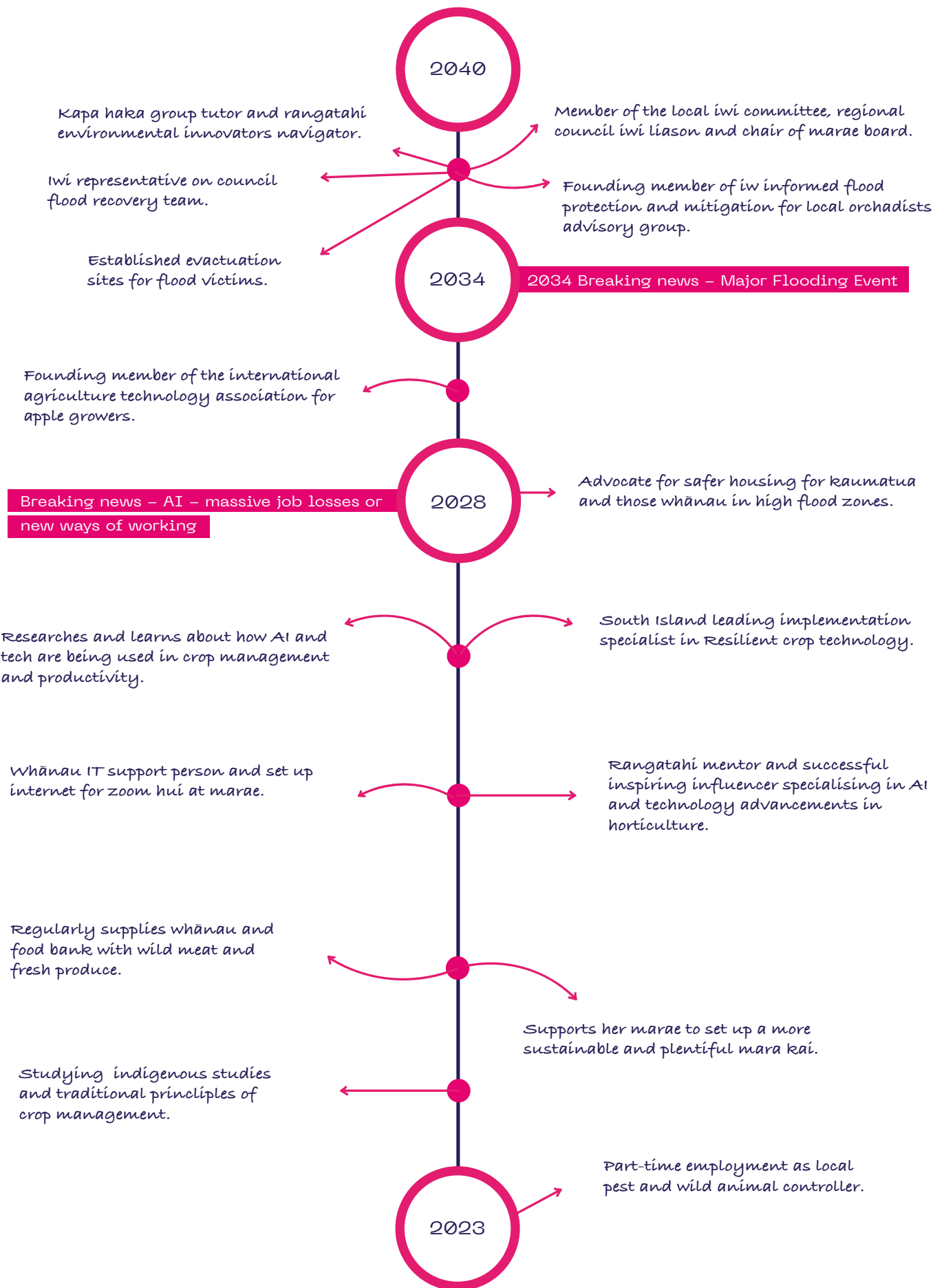
## Lily's future in cultural education transformation

Traditional kaiako have been replaced with avatars, and Lily is helping with this transformation. She works on researching and verifying the knowledge that the avatars will teach, customising futures for rangatahi. She understands that education is not a one-size-fits all endeavour, so she ensures that the avatar guides them on their unique path. It is also forefront to Lily that Māori knowledge and culture remain at the heart of the education system.



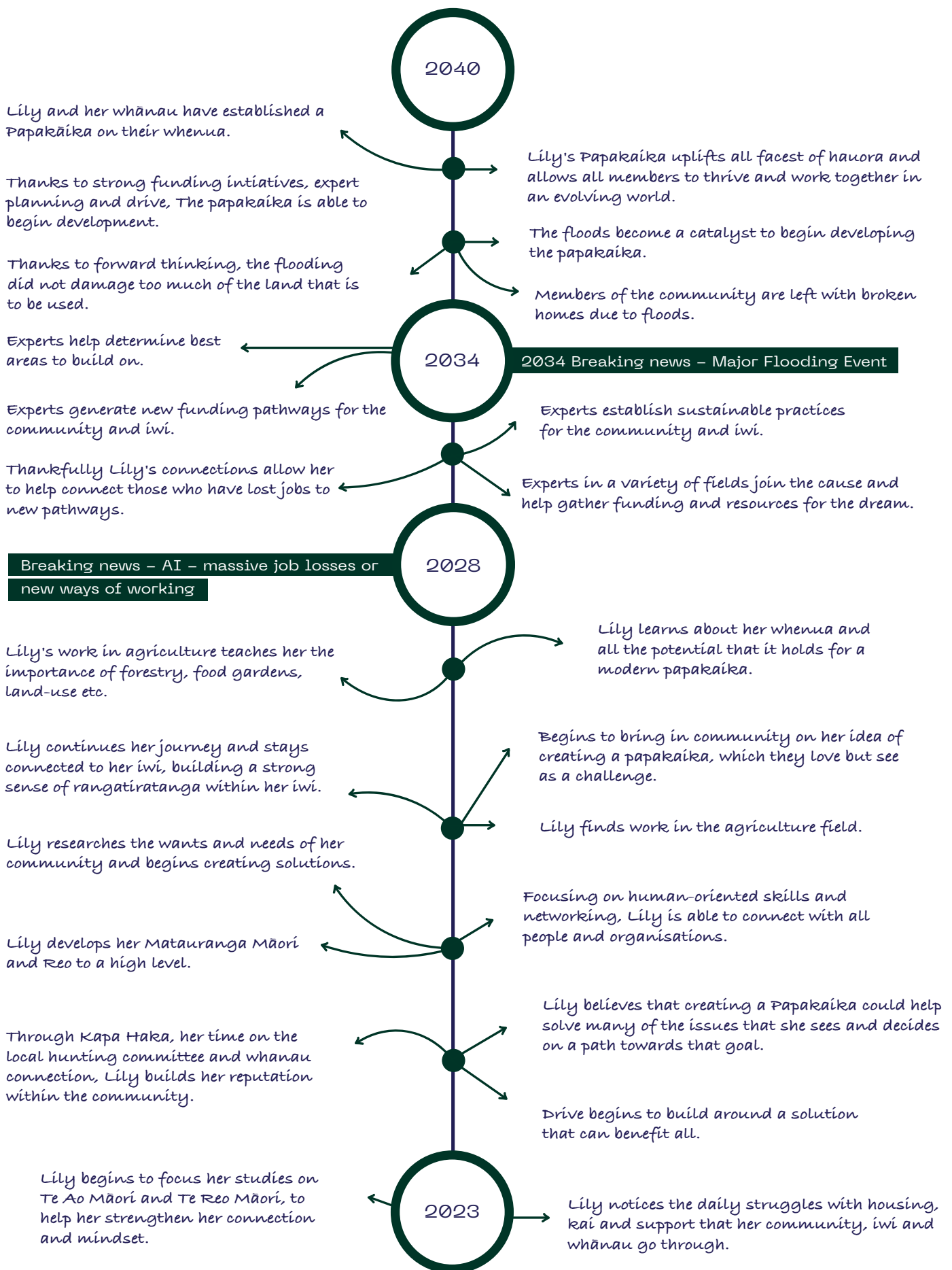
## Lily's future self-sustaining business

With a commitment to sustainability, Lily organises self-sustaining eco-focused tours and hunting experiences throughout Aotearoa on automated electric planes and helicopters, emphasizing responsible practices that give back more to the environment than they take. This means she is able to use her time to be in the community to build her interpersonal skills while teaching Kapa Haka remotely through avatars.



## Lily's future as a Vital leader

She plays a pivotal role in her community, serving as a mentor and leader who is respected for her ability to relate to people from diverse backgrounds and understand their experiences. She actively invests in her Maori community and iwi, creating proactive plans to address their evolving needs. She recognizes that adaptability is key, and she leverages the skills of her entire whānau to design innovative solutions.



## Lily's future focused on Hauora

Lily's ultimate priority is to bring well-being and happiness to her community, measuring her success by the positive impact she creates, not just financial gains. Lily and her whānau support the community to create a papakaika hub. This includes housing, community gardens, Marae, and Kura. They believed in having a space where there was a focus on grounding whānau within Mātauranga Māori, Mahinga kai and Te Reo Māori. A place and space for māori, by māori.

# CONCLUSION

What does a radical change future mean for vocational education and training?

In the context of vocational education and training in Aotearoa, the outlined radical future scenario and recommended next steps reflect a holistic and inclusive approach to education and community development. Here's how these recommendations could impact vocational education and training:

## **1. Culturally Responsive Curricula:**

Vocational education and training programmes can incorporate culturally responsive curricula that not only teach technical skills but also embeds Māori cultural knowledge and values. This approach ensures that learners develop a strong sense of cultural identity alongside practical skills.

## **2. Bilingual Education:**

Vocational education programmes can promote bilingual education by incorporating te reo Māori into the curriculum. This helps learners become proficient in both technical and cultural aspects, fostering a deeper understanding of Māori language and heritage.

## **3. Socio-Economic Support:**

Addressing socio-economic challenges faced by taurira Māori is crucial for their success in vocational education. Initiatives that provide financial support, mentorship, and resources can enhance the inclusivity of vocational training, ensuring that economic disparities do not hinder access.

## **4. Māori Representation in Vocational Sectors:**

Encouraging increased representation of Māori individuals in vocational sectors ensures that diverse perspectives and skills are valued. This representation can be achieved through targeted recruitment efforts, mentorship programmes, and initiatives that promote inclusivity in vocational workplaces.

## **5. Inclusive Workplaces:**

Vocational education and training programmes can emphasise the importance of inclusive workplaces. This involves preparing learners to contribute to environments that recognise and appreciate diverse perspectives, fostering collaboration and innovation within vocational settings.

## **6. Health and Well-Being in Vocational Training:**

Advocating for accessible healthcare services for Māori communities is relevant to vocational training. Ensuring that vocational training centres are located in areas with accessible healthcare and addressing healthcare disparities contributes to the overall well-being of learners.

### **7. Environmental Sustainability in Vocational Training:**

Vocational education can align with Māori perspectives on environmental protection and sustainable practices. Programmes can integrate eco-friendly practices, such as incorporating sustainable materials and teaching skills relevant to green industries.

### **8. Digital Literacy in Vocational Training:**

Investing in digital literacy programmes specifically for rangatahi Māori in vocational training ensures that they are equipped with the necessary skills for an increasingly digital workforce. This may involve incorporating technology-related modules into vocational courses.

### **9. Entrepreneurship and Innovation in Vocational Training:**

Vocational education can foster a culture of innovation and entrepreneurship by encouraging learners to think creatively and develop problem-solving skills. Programmes can provide support for aspiring Māori entrepreneurs in vocational sectors.

### **10. Community Engagement in Vocational Training:**

Vocational education and training programmes should actively engage with the community to tailor offerings to the needs and aspirations of learners. This involves collaborating with local businesses, community leaders, and organisations to ensure vocational training is relevant and effective.

Overall, the integration of Māori values, cultural preservation, and a focus on holistic well-being in vocational education and training contributes to a more inclusive, culturally rich, and economically sustainable future for Aotearoa.



# VISION FOR THE FUTURE

In conclusion, the vision for Aotearoa's workforce in 2040 is one of resilience, adaptability, and Māori thriving amidst the challenges posed by digital disruption, disruptive weather events, and demographic shifts. The strategies outlined in this report reflect a commitment to not only addressing these challenges but transforming them into opportunities for growth and empowerment.

In the face of digital disruption, the emphasis on digital literacy and engagement with technology ensures that the Māori workforce is not only prepared for the evolving job landscape but is positioned at the forefront of innovation. The recognition of skills as superpowers and the creation of a system that supports skills-based living underscore a future where individuals are valued for their unique contributions, fostering a harmonious balance between work and life.

The proactive response to disruptive weather events, driven by a commitment to environmental stewardship, positions the Māori workforce as leaders in sustainable practices. Through initiatives that align with Māori perspectives on environmental protection, there is an opportunity for Māori to play a pivotal role in shaping New Zealand's approach to climate change and resource conservation.

Demographic shifts are met with inclusivity and representation, ensuring that the Māori community is not only well-represented across various sectors but actively shaping policies and initiatives that align with their values. The emphasis on community engagement and collaboration reinforces the importance of collective efforts in creating a workforce that is resilient and united.

In this vision, Māori are not just navigating change; they are thriving in it. The commitment to cultural preservation, representation, and self-determination ensures that Māori identity remains at the core of the workforce evolution. As we look towards 2040, the aspirations and determination of rangatahi Māori will play a significant role in shaping a future where Māori not only adapt to change but actively contribute to and lead in the creation of a workforce that is dynamic, inclusive, and truly representative of the rich tapestry of Aotearoa.

# APPENDIX

[Raw Data](#)