

# Waka Kotahi Kia Toipoto Pay Gaps Action Plan 2023-2024

**At Waka Kotahi, we believe in the power of inclusion and diversity, and we're committed to building an inclusive culture where everyone feels they belong. As part of our commitment to diversity, equity and inclusion, we want to address any barriers that impact our people because of their gender or ethnicity.**

- We are continuing to make a positive shift year on year with our overall gender pay gap, which has reduced by almost 5% in the last two years, from 24.3% in 2020 to 19.5% in 2022. There is also minimal difference in gender pay within band.
- We are now taking an intersectional approach, and have started analysing our pay gaps by ethnicity, as well as gender.
- Like many organisations, representation within different role types is driving pay gaps at Waka Kotahi – both for gender and ethnicity.
- We have a larger proportion of women, Māori and Pacific people in lower paid roles (bands 11 to 16) and a smaller proportion of women and people from ethnically diverse backgrounds in higher paid roles.
- In terms of leadership, we are continuing to maintain gender balance in senior leadership roles (Tiers 1-3) with 49% female representation. To maintain gender balance in Tiers 1-3, we need to achieve better balance in the tiers below, particularly in mid management level roles, to build a more robust leadership pipeline.
- While we have gender balanced senior leadership, there is more work to do to increase ethnic representation across the board, with senior leadership (Tiers 1-3) having no Pacific Peoples and just 4% representation for Māori and Asian people in these roles. Ethnic pay gaps are significantly higher for Pacific Peoples, and we need to work to effectively address any barriers to development, career progression, attraction and retention for under-represented ethnic groups.
- Eighty one percent of our part time employees are women, compared to 19% men, which could indicate that women across all ethnic groups are taking on most of the caregiving and whānau responsibilities. Career breaks and having flexibility in work arrangements is one of the factors that can potentially have a negative impact on women's career progression.
- There are also harder to measure factors, such as bias and discrimination (both conscious and unconscious) which continue to perpetuate workplaces. These inequalities can be driven by workplace systems and deeply held societal beliefs about gender, ethnicity, work and family. There are also differences in the choices men and women make about career and family.
- These disparities highlight the importance of continuing to enhance our people practices and inclusivity which support increasing representation across both gender and ethnicity, to achieve greater diversity across all levels of our organisation and reduce pay gaps.



## **Our 2023-24 action plan is underpinned by 6 focus areas and milestones within the Kia Toipoto Public Service Pay Gaps Action Plan:**

- Te Pono | Transparency
- Ngā Hua Tōkeke mō te Utu | Equitable pay outcomes
- Te whai kanohi i ngā taumata katoa | Leadership and representation
- Te Whakawhanaketanga i te Aramahi | Effective career and leadership development
- Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki | Eliminating all forms of bias and discrimination
- Te Taunoa o te Mahi Pīngore | Flexible work by default

### **It includes:**

- Publishing our data and collaborating with our people on our Kia Toipoto actions
- Our data and pay practices continue to ensure equitable pay outcomes for all
- Pathways to increase diverse representation in our workforce and leadership
- Ensuring opportunities are available for everyone to develop and progress their careers
- Building our cultural competence and addressing any bias in our policies and practices
- Continuing to embed and normalise flexible ways of working for all.

We will continue to work with our people as we progress our 2023-2024 Kia Toipoto actions.

### More Information



Read the full Waka Kotahi Kia Toipoto Pay Gaps Action Plan

[Kia Toipoto Pay Gaps Action Plan](#)



# Our 2023-24 action plan

Kia Toipoto focus areas	Planned actions 2023-24	Success measures 2023-24
<b>Te Pono</b> Transparency	1.1 Publish our gender and ethnic pay gaps action plan on our intranet and external website. 1.2 Continue collaboration with our Pasifika, Wāhine, Pride, Rangitāmiro, Neurodiversity and other employee-led networks once established to inform/contribute to this mahi.	<ul style="list-style-type: none"> <li>Action plan is published and communicated.</li> <li>Diversity &amp; Inclusion (D&amp;I) collective group stood up (including leaders from all employee-led network groups) and ongoing consultation evident. Collaboration sessions with our employee-led networks evident.</li> </ul>
<b>Ngā Hua Tōkeke mō te Utu</b> Equitable pay outcomes	2.1 Update our gender identity options in Puna Koi to align with Stats NZ standards (that is, change to another gender instead of gender diverse). 2.2 Educate our people on how to change their personal information in Puna Koi (including gender identity, ethnicity and disabilities) and tell the story of why this is important to raise awareness and action. 2.3 Continue to conduct gender and ethnic pay gap analysis as part of our annual remuneration process. 2.4 Increase rigour in our starting salary practices.	<ul style="list-style-type: none"> <li>Gender identity options aligned with Stats NZ standards.</li> <li>Increased workforce data recorded in Puna Koi.</li> <li>Pay gap analysis completed annually and findings inform the pay gap plan.</li> <li>Year on year decrease in gender, Māori, Pacific and ethnic pay gaps in same or similar roles.</li> </ul>
<b>Te whai kanoahi i ngā taumata katoa</b> Leadership and representation	3.1 Review our talent management practices to optimise opportunities to grow the diversity of our talent. 3.2 Show diverse leadership role models through presentations, panels etc. 3.3 Evaluate the pilot wāhine programme (Growing Greatness) and Te Tupuranga (Māori leadership programme) to determine if they align with next steps in strengthening the diversity of our leadership pipelines. 3.4 Investigate offerings and opportunities for Pasifika development initiatives. 3.5 Embed additional Diversity data into regular reporting to maintain focus on gender and ethnic representation across our workforce and leadership.	<ul style="list-style-type: none"> <li>Diversity within our Talent roadmaps increased.</li> <li>Increased visibility of diverse role models through presentations, panels etc.</li> <li>Wāhine, Māori and Pasifika development programmes next steps agreed and actioned, as appropriate.</li> <li>Evidence of progress towards achieving the Diversity &amp; Inclusion Roadmap targets.</li> <li>Increased presence of Diversity data within organisational reporting.</li> </ul>
<b>Te Whakawhanatanga i te Aramahi</b> Effective career and leadership development	4.1 Identify Tuakana-Teina relationships and evaluate application of the model. 4.2 Embed career development resources into current and future people practices (for example, development conversations). 4.3 Launch and embed Pā Harakeke, our new leadership capability framework to enable ongoing career and leadership development conversations.	<ul style="list-style-type: none"> <li>Tuakana-Teina relationships are identified and model evaluated.</li> <li>Our people have access to resources to have ongoing development conversations.</li> <li>Pā Harakeke is launched and being used.</li> <li>Tapatahi results regarding career growth increase and development opportunities increase.</li> </ul>
<b>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki</b> Eliminating all forms of bias and discrimination	5.1 Ensure our people complete current cultural competency and D&I learning offerings 5.2 Continue building our Māori cultural competency through Te Ara Kotahi (our Māori Strategy), Te Ara Poutama (our Māori Capability Framework) and Whāinga Amorangi (the cross-agency programme to lift Māori Crown relations). 5.3 Begin the review our policies, guidelines and practices to remove any potential bias in our policies around Recruitment, Reward & Remuneration, Career progression, breaks and leave (including parental leave and other support for caregivers).	<ul style="list-style-type: none"> <li>Cultural competency and D&amp;I course completion rates, including senior leaders and ELT increase.</li> <li>Tapatahi results regarding people feel confident they won't be discriminated against increase.</li> <li>Potential bias is removed from policies and practices</li> </ul>
<b>Te Taunoa o te Mahi Pīngore</b> Flexible work by default	6.1 Continue to embed our flexible working principles and practices and support our people and leaders to build a flexible working culture. 6.2 Share learnings and initiatives from Te Punga (our Wellington office move) across the organisation.	<ul style="list-style-type: none"> <li>Tapatahi results regarding flexible working continue to be high.</li> <li>Te Punga learnings shared.</li> </ul>