

NZTA Waka Kotahi Kia Toipoto Pay Gaps Action Plan 2024-2025



At NZTA 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.

Gender Pay Gap

17.7%
6.6%▼

This is the second action plan NZTA Waka Kotahi has published under Kia Toipoto and includes updated actions for the 2024-25 year along with an update on progress towards the milestones in addressing the gender and ethnic pay gaps.

Pacific Pay Gap

17.2%
6.4%▼

We are continuing to make a positive shift year on year with our overall gender pay gap, which has reduced by 6.6% in the last three years, from 24.3% in 2020 to 17.7% in 2023. There is also minimal difference in gender pay within band.

Māori Pay Gap

12.2%
2.2%▼

We are making progress in some areas with reducing our ethnic pay gaps, however there is still more work to do.

Asian Pay Gap

9.3%
1.5%▲

The Pacific pay gap has reduced by 6.4% in the last year; from 23.6% in 2022 to 17.2% in 2023. Our Māori pay gap has reduced by 2.2%; from 14.8% to 12.2%. Our Asian and MELAA ethnic groups have increased in the past year which is likely due to the small number of employees in these groups and the result of turnover creating a large difference.

MELAA Pay Gap

12.6%
7.8%▲

Like many organisations, representation within different role types is still 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 15) 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 48% 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 5% 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.

77.6% of our part time employees are female, compared to 22.5% 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 2024-25 action plan is underpinned by six 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.

We have two key focus areas within these milestones:

- Increasing representation
- Targeted talent and development.

Our 2024-25 actions include:

- Publishing our data and collaborating with our people on our Kia Toipoto actions
- Continuing to ensure our data and pay practices provide equitable pay outcomes for all
- A focus on increasing diverse representation in our workforce and leadership
- Targeting talent and development to support progression in key areas
- Building our cultural competence and addressing bias in policies and practices
- Assessing the level of flexible by default practice across the organisation and identify if any areas need further work.

We will continue to work with our people as we progress our 2024-2025 Kia Toipoto actions.

For more information, read the full [Waka Kotahi Kia Toipoto Pay Gaps Action Plan](#).

Changes between 2020 and 2023

Kia Toipoto focus areas	Planned actions 2023-24	Success measures 2023-24
Te Pono Transparency	1.1. Publish our gender and ethnic pay gaps action plan on our intranet and external website. 1.2. Advertise the likely appointment range on all job adverts. 1.3. Develop overarching process for policy transparency and simplification of HR policies, including identify overall policy ownership for HR policies. Start review with recruitment policy and internal office moves.	<ul style="list-style-type: none"> Action plan is published and communicated. Likely appointment range advertised on all job adverts. HR policy ownership and review process implemented. Recruitment policy and internal office move guidance updated and shared.
Ngā Hua Tōkeke mō te Utu Equitable pay outcomes	2.1. Review the process to identify opportunities to make improvements that mitigate potential for bias within starting salaries, including education for people leaders on starting salaries and removing potential for bias. 2.2. Create Walk Me triggers for updating personal information in Puna Koi with comms campaign around it. 2.3. Make progress on starting salary equity as people move off emerging talent programmes. 2.4. Continue to conduct gender and ethnic pay gap analysis as part of our annual remuneration process.	<ul style="list-style-type: none"> Starting salary process reviewed with identified improvements implemented into process. Learning offering available for mitigating bias in starting salaries for people leaders who are recruiting. Increased workforce data recorded in Puna Koi. Review completed of band levels available for those moving off emerging talent programmes and data shared at business group level. The overall gender, Māori, Pacific and ethnic pay gaps have decreased at next update
Te whai kanohi i ngā taumata katoa Leadership and representation	3.1. Review targets for gender and ethnic representation at leadership level, including what will make more representative of society. 3.2. Show diversity in leadership role models through presentations, panels etc. 3.3. Complete a review of diversity data in external applications, including % of successful vs non successful applicants in different diversity groups. Create future actions accordingly. 3.4. Provide diversity data for business groups to utilise within people plans (e.g., how might this impact succession planning or targeted development for key teams or functions.) 3.5. Focused attraction strategies for emerging professional programmes (e.g., EPP & Tupu Tai) aiming to increase applications from women, Māori, Pasifika and other ethnically diverse employees.	<ul style="list-style-type: none"> Targets reviewed and approved for use. Ongoing comms plan implemented with employee led networks showcasing diversity in leadership through events and comms. Review of external applications completed. Report produced with recommendations for future actions. Business group people plans have utilised their diversity data and outlined actions to address challenges within their business group. Identified new attraction strategies targeting Pasifika, Māori and other ethnically diverse employees to utilise within emerging professionals' programmes and wider attraction.
Te Whakawhanatanga i te Aramahi Effective career and leadership development	4.1. Evaluate the pilot of the wāhine programme to determine if programme will support increasing wāhine representation in leadership. As part of review create selection criteria based on identified talent for future cohorts. 4.2. Identify sustainable funding for Māori leadership development programmes. 4.3. Identify Pasifika leadership development offering and implement pilot and evaluate. 4.4. Broaden Pā Harakeke embedding to increase 'leading self' leadership development focus and embed people leadership capability into job descriptions and recruitment processes. 4.5. Review leadership programmes to better target participants for programmes (e.g., Accelerate Leadership targeted at new/emerging leaders) and consider opportunity to embed streams/strands into current offerings tailored for Māori/Pasifika staff. 4.6. Targeted talent and development support in specific areas where employees are disproportionately represented at lower bands through people plans.	<ul style="list-style-type: none"> Wāhine, Māori and Pasifika development offerings have been piloted, are appropriately funded. Selection for Wāhine, Māori and Pasifika development is based on identified talent as well as targeted areas for talent progression in people plans. Current leadership programmes reviewed with target audience/ leadership level considered. Business group people plans have incorporated diversity data for targeted talent and development. Pā Harakeke leading-self embedded and in use for individual contributors. Tapatahi results regarding career growth and development increase.
Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination	5.1. Start policy review (milestone one) with recruitment policy review. 5.2. Support change processes with continued focus on mitigating the potential for bias during EOI / redeployment processes. 5.3. Target learning interventions to address bias around 1-2 key processes/events. 5.4. Explore feasibility of including ethnicity data within Tapatahi and, if feasible, update to include.	<ul style="list-style-type: none"> Recruitment policy reviewed to remove potential for bias and discrimination. Bias mitigation tools are used by people leaders leading through change. Bias learning updated and completion targeted to 1-2 key activities or milestones within the business. Ethnicity captured within Tapatahi to better understand how employee sentiment differs in diverse employee groups.
Te Taunoa o te Mahi Pīngore Flexible work by default	6.1. Start policy review (milestone one) with internal office move policy/guidelines. 6.2. Assessment on our level of flexible by default and to identify any challenges for further work.	<ul style="list-style-type: none"> Office move policy/guidelines completed and made accessible to employees. Level of flexible by default across NZTA assessed with any focus areas identified.