

# Kia Toipoto

## Pay Gaps Action Plan

2024 – 2025

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## Executive summary

At NZTA Waka Kotahi, we believe in the power of inclusion and diversity, and we're committed to building a diverse and 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.

This is the second action plan NZTA Waka Kotahi has published under Kia Toipoto and provides an annual update on progress towards the milestones, an analysis of the data, and updated actions for NZTA Waka Kotahi for the 2024-2025 year to continue to address the gender and ethnic pay gaps.

The three-year goals of Kia Toipoto are to:

- make substantial progress toward closing gender, Māori, Pacific, and ethnic pay gaps.
- accelerate progress for wāhine Māori, Pacific, women, and women from ethnic communities.
- create fairer workplaces for all, including disabled people and members of rainbow communities.

The data from 30 June 2023 shows the gender pay gap continuing to decrease and is sitting at 17.7%, however this is still well above the Public Sector average pay gap of 7.1%. The ongoing gender pay gap is due to overrepresentation of females at the lower bands, and underrepresentation of females at bands 17 and above.

The June 2023 analysis of the ethnic pay gap data shows progress towards reducing the Pacific Peoples and Māori pay gap only. This is in part due to the small numbers represented within the organisation meaning a slight change in turnover can have a significant impact on the ethnic pay gap. 64% of NZTA Waka Kotahi workforce are European and 79% of Leaders in Tiers 1-3 are European, showing NZTA Waka Kotahi has progress to be made within its ethnic representation.

Our 2024-25 action plan and two NZTA Waka Kotahi focus areas are underpinned by the six 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

NZTA Waka Kotahi has two overarching focus areas aligned to the Kia Toipoto milestones:

1. Increasing representation (aligned to milestone three): Focus activities on increasing ethnic representation within the workforce, including a targeted focus during change.
2. Targeted talent and development (aligned to milestone four): To support progression in the areas where it's most needed (including through business group people plans).

We will continue to work with our people as we progress our 2024-25 Kia Toipoto actions.

## 2023-2024 progress

The past twelve months have seen NZTA Waka Kotahi continuing to set foundations in our first Kia Toipoto gender and pay gap action plan. The activities and progress made against each milestone are outlined below.

### Milestone 1: Te Pono | Transparency

Milestone 1	Planned actions 2023-24	Current status	Success measures 2023-24
<ul style="list-style-type: none"> <li>Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback.</li> <li>Agencies and entities ensure easy access to HR and remuneration policies, including salary bands.</li> </ul>	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.	Completed	<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>

#### Update against planned actions

- First action plan was published with organisation wide information session.
- D&I rōpū stood up for closer collaboration with our employee led networks (ELNs).
- The 2024-25 actions have been developed with input from ELN leads, Pasifika network and feedback from union representatives, with key actions being included based on the input from these employee groups.
- Updated reporting functionality within HR system to enable multi-ethnicity reporting as per the Te Kawa Mataaho guidance.

## Milestone 2: Ngā Hua Tōkeke mō te Utu | Equitable pay outcomes

Milestone 2	Planned actions 2023-24	Current status	Success measures 2023-24
<ul style="list-style-type: none"> <li>By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.</li> <li>Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen.</li> <li>Pay equity processes are used to address claims and reduce the impact of occupational segregation.</li> </ul>	<ul style="list-style-type: none"> <li>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).</li> <li>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.</li> <li>2.3 Continue to conduct gender and ethnic pay gap analysis as part of our annual remuneration process.</li> <li>2.4 Increase rigour in our starting salary practices.</li> </ul>	<p>Completed</p>	<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>

### Update against planned actions

- Delivered education campaigns, pay gap analysis and review activities which will continue in 2024-25 plan.
- Increased rigour in starting salary process to be added to future actions.
- NZTA has not yet seen the anticipated decrease in all ethnic pays in this year's data. The Gender pay gap is continuing to decrease.



## Milestone 3: Te whai kanohi i ngā taumata katoa | Leadership and representation

Milestone 3	Planned actions 2023-24	Current status	Success measures 2023-24
<ul style="list-style-type: none"> <li>By the end of 2022 agencies/entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.</li> <li>By the end of 2024 the Public Service workforce and leadership are substantially more representative of society.</li> </ul>	<ol style="list-style-type: none"> <li>Review our talent management practices to optimise opportunities to grow the diversity of our talent.</li> <li>Show diverse leadership role models through presentations, panels etc.</li> <li>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.</li> <li>Investigate offerings and opportunities for Pasifika development initiatives.</li> <li>Embed additional Diversity data into regular reporting to maintain focus on gender and ethnic representation across our workforce and leadership.</li> </ol>	In progress	<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>

### Update against planned actions

- 417 more people reviewed in this year's talent cycle due to going deeper within the organisation. This has increased visibility of Māori, Pasifika and Asian talent.
- A variety of diversity in leadership events and comms run internally, often through ELNs, and will be ongoing activity.
- Pilot wāhine programme currently in progress.
- Pasifika leadership offerings investigated, and implementation of offering will be delivered in next action plan.
- Three of our Māori talent were put forward for Te ara ki Matangireia (formerly known as the Māori emerging leaders) programme with LDC and one was selected for the programme.

## Milestone 4: Te Whakawhanatanga i te Aramahi | Effective career and leadership development

Milestone 4	Planned actions 2023-24	Current status	Success measures 2023-24
By mid 2023 agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.	<p>4.1 Identify Tuakana-Teina relationships and evaluate application of the model.</p> <p>4.2 Embed career development resources into current and future people practices (for example, development conversations).</p> <p>4.3 Launch and embed Pā Harakeke, our new leadership capability framework to enable ongoing career and leadership development conversations.</p>	Completed	<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>

### Update against planned actions

- All activities completed and will continue to be embedded within NZTA Waka Kotahi.
- Tuakana-Teina promoted via Tā Tātou Rautaki Akoranga – our learning strategy. Tuakana-Teina was utilised as part of the Business Case Approach community of practice connecting transport investment practitioners across the motu and is being adopted within several programmes' operating models.
- Career development resources updated for use in performance and development conversations and leader development sessions (leader labs) to support people leaders in this space.



## Milestone 5: Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki | Eliminating all forms of bias and discrimination

Milestone 5	Planned actions 2023-24	Current status	Success measures 2023-24
<ul style="list-style-type: none"> <li>By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.</li> <li>Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices.</li> <li>Agencies/entities ensure leaders and employees learn about and demonstrate cultural competence.</li> </ul>	<p>5.1 Ensure our people complete current cultural competency and D&amp;I learning offerings</p> <p>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).</p> <p>5.3 Begin the review our policies, guidelines and practices to remove any potential bias in our policies around Recruitment, Reward &amp; Remuneration, Career progression, breaks and leave (including parental leave and other support for caregivers).</p>	<p>In progress</p>	<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>

### Update against planned actions

- Further work needs to be done to support all employees to complete D&I learning offerings – a more targeted, just in time approach will be taken across 2024-25.
- Te Ara Poutama (our Māori Capability Framework) has been updated to align with Te Arawhiti and Whāinga Amorangi. It includes self-guided learning pathways. Te Ara Kotahi (Our Māori strategy) is currently being reviewed which will set the pou for a further update on Te Ara Poutama to build Māori cultural capability. 281 senior leaders completed Te Hīkoi Maumahara in partnership with The Wall Walk® in 2023.
- Policy and guidance review started with parental leave and support for caregivers. The Wāhine Network have been developing a paper on what a parental leave policy could look like as part of creating a whānau friendly workplace initiative. Progress to continue.

## Milestone 6: Te Taunoa o te Mahi Pīngore | Flexible work by default

Milestone 6	Planned actions 2023-24	Current status	Success measures 2023-24
<p>By the end of 2024 agencies and entities offer equitable access to flexible-by- default working and ensure it does not undermine career progression or pay.</p>	<ul style="list-style-type: none"> <li>Continue to embed our flexible working principles and practices and support our people and leaders to build a flexible working culture.</li> <li>Share learnings and initiatives from Te Punga (our Wellington office move) across the organisation.</li> </ul>	<p>Completed</p>	<ul style="list-style-type: none"> <li>Tapatahi results regarding flexible working continue to be high.</li> <li>Te Punga learnings shared.</li> </ul>

### Update against planned actions

- Tapatahi results regarding remote working continue to be high at 8.9 (8.2 above true benchmark). Engagement scores for other areas of flexible working, outside of remote working, are not measure within the survey tool.
- Learnings from the Te Punga (wellington office move) have been shared across the organisation to inform flexible working practices, spaces and future office moves. These are being translated over to other regional offices to encourage more flexible working practices there as well.

## Our 2024-25 action plan

This plan sets out our actions in relation to the six focus areas and milestones within the [Kia Toipoto Public Service Pay Gaps Action Plan](#). Refer to Appendix for the approach taken.

While NZTA Waka Kotahi has made progress towards reducing the gap within bands, the gap is still showing related to representation, both within the overall workforce and, within the higher banding/higher paid senior roles. As such, NZTA Waka Kotahi has identified two overarching focus areas for this year's action plan.

### 1. Increasing Representation (aligned to Milestone Three)

Focus activities on increasing ethnic representation within the workforce (including targeted focus during change). This is about focusing activities to attract applications from more diverse communities and identifying where any blockers may be in supporting diverse candidates to be successful within the process. At time of publishing, NZTA Waka Kotahi has an external recruitment pause, which may impact on ability to see tangible change in this focus area for this year. Therefore, activities will focus on planning and incorporating new strategies to prepare for future attraction and selection.

#### Planned actions

- Advertise the likely appointment range on all job adverts.
- Start policy review with recruitment policy review.
- Review the process to identify opportunities to make improvements to mitigate potential for bias within starting salaries.
- Education with people leaders on starting salaries and removing potential bias.
- Review targets for talent gender and ethnic representation at leadership level, including to make more representative of society.
- Applications review) Run review to look at diversity data in applications and percentage of applicants being hired/not in different diversity groups and create action accordingly.
- 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.
- Support change processes with continued focus on mitigating the potential for bias during EOI / redeployment processes.

## **2. Targeted talent and development (aligned to Milestone Four)**

Targeting talent and development to support progression in the areas where it's most needed. This means targeting specific teams, functions, or roles where there is higher gender or ethnic representation within the lower bands for specific talent and development activities to encourage progression. This will primarily be done through business group people plans in the first instance.

### **Planned actions**

- Provide diversity data for business groups in conversations to identify business group actions e.g. how might this impact succession planning and utilise in people plans.
- Show diversity in leadership role models through presentations, panels etc. (ongoing comms plan).
- 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.
- 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.
- Identify sustainable funding for Māori leadership development programmes.
- Identify Pasifika leadership development offering and implement pilot and evaluate .
- Targeted talent and development support in specific areas where employees are disproportionately represented at lower bands through people plans.

## 2024-2025 actions

Our two focus areas, outlined above, are a priority for us this year. However, we have planned actions towards all six milestones as well. This is to ensure we are taking action in areas across diversity and inclusion to address our gender and ethnic pay gap.

These actions are outlined below.

Milestone 1	Planned actions 2023-24	Success measures 2023-24
<ul style="list-style-type: none"> <li>Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback.</li> <li>Agencies and entities ensure easy access to HR and remuneration policies, including salary bands.</li> </ul>	<ol style="list-style-type: none"> <li>1.1 Publish our gender and ethnic pay gaps action plan on our intranet and external website.</li> <li>1.2 Advertise the likely appointment range on all job adverts.</li> <li>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.</li> </ol>	<ul style="list-style-type: none"> <li>Action plan is published and communicated.</li> <li>Likely appointment range advertised on all job adverts.</li> <li>HR policy ownership and review process implemented.</li> <li>Recruitment policy and internal office move guidance updated and shared.</li> </ul>

Milestone 2	Planned actions 2023-24	Success measures 2023-24
<ul style="list-style-type: none"> <li>• By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias.</li> <li>• Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen.</li> <li>• Pay equity processes are used to address claims and reduce the impact of occupational segregation.</li> </ul>	<ol style="list-style-type: none"> <li>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.</li> <li>2.2 Create Walk Me triggers for updating personal information in Puna Koi with comms campaign around it.</li> <li>2.3 Make progress on starting salary equity as people move off emerging talent programmes.</li> <li>2.4 Continue to conduct gender and ethnic pay gap analysis as part of our annual remuneration process.</li> </ol>	<ul style="list-style-type: none"> <li>• Starting salary process reviewed with identified improvements implemented into process.</li> <li>• Learning offering available for mitigating bias in starting salaries for people leaders who are recruiting.</li> <li>• Increased workforce data recorded in Puna Koi.</li> <li>• Review completed of band levels available for those moving off emerging talent programmes and data shared at business group level.</li> <li>• The overall gender, Māori, Pacific and ethnic pay gaps have decreased at next update.</li> </ul>



Milestone 3	Planned actions 2023-24	Success measures 2023-24
<ul style="list-style-type: none"> <li>By the end of 2022 agencies/entities have plans and targets to improve gender and ethnic representation in their workforce and leadership.</li> <li>By the end of 2024 the Public Service workforce and leadership are substantially more representative of society.</li> </ul>	<ol style="list-style-type: none"> <li>Review targets for gender and ethnic representation at leadership level, including what will make more representative of society.</li> <li>Show diversity in leadership role models through presentations, panels etc.</li> <li>Complete a review of diversity data in external applications, including % of successful vs non successful applicants in different diversity groups. Create future actions accordingly.</li> <li>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.)</li> <li>Focused attraction strategies for emerging professional programmes (e.g., EPP &amp; Tupu Tai) aiming to increase applications from women, Māori, Pasifika and other ethnically diverse employees.</li> </ol>	<ul style="list-style-type: none"> <li>Targets reviewed and approved for use.</li> <li>Ongoing comms plan implemented with employee led networks showcasing diversity in leadership through events and comms.</li> <li>Review of external applications completed. Report produced with recommendations for future actions.</li> <li>Business group people plans have utilised their diversity data and outlined actions to address challenges within their business group.</li> <li>Identified new attraction strategies targeting Pasifika, Māori and other ethnically diverse employees to utilise within emerging professionals' programmes and wider attraction.</li> </ul>

Milestone 4	Planned actions 2023-24	Success measures 2023-24
<p>By mid 2023 agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.</p>	<p>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.</p> <p>4.2 Identify sustainable funding for Māori leadership development programmes.</p> <p>4.3 Identify Pasifika leadership development offering and implement pilot and evaluate.</p> <p>4.4 Broaden Pā Harakeke embedding to increase 'leading self' leadership development focus and embed people leadership capability into job descriptions and recruitment processes.</p> <p>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.</p> <p>4.6 Targeted talent and development support in specific areas where employees are disproportionately represented at lower bands through people plans.</p>	<ul style="list-style-type: none"> <li>• Wāhine, Māori and Pasifika development offerings have been piloted, are appropriately funded.</li> <li>• Selection for Wāhine, Māori and Pasifika development is based on identified talent as well as targeted areas for talent progression in people plans.</li> <li>• Current leadership programmes reviewed with target audience/ leadership level considered.</li> <li>• Business group people plans have incorporated diversity data for targeted talent and development.</li> <li>• Pā Harakeke leading-self embedded and in use for individual contributors.</li> <li>• Tapatahi results regarding career growth and development increase.</li> </ul>

Milestone 5	Planned actions 2023-24	Success measures 2023-24
<ul style="list-style-type: none"> <li>• By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.</li> <li>• Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices.</li> <li>• Agencies/entities ensure leaders and employees learn about and demonstrate cultural competence.</li> </ul>	<ul style="list-style-type: none"> <li>5.1 Start policy review (milestone one) with recruitment policy review.</li> <li>5.2 Support change processes with continued focus on mitigating the potential for bias during EOI / redeployment processes.</li> <li>5.3 Target learning interventions to address bias around 1-2 key processes/events e.g. performance or recruitment.</li> <li>5.4 Explore feasibility of including ethnicity data within Tapatahi and, if feasible, update to include.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment policy reviewed to remove potential for bias and discrimination.</li> <li>• Bias mitigation tools are used by people leaders leading through change.</li> <li>• Bias learning updated and completion targeted to 1-2 key activities or milestones within the business.</li> <li>• Ethnicity captured within Tapatahi to better understand how employee sentiment differs in diverse employee groups.</li> </ul>

Milestone 6	Planned actions 2023-24	Success measures 2023-24
<p>By the end of 2024 agencies and entities offer equitable access to flexible-by- default working and ensure it does not undermine career progression or pay.</p>	<p>6.1 Start policy review (milestone one) with internal office movie policy/guidelines. 6.2 Assessment on our level of flexible by default and to identify any challenges for further work.</p>	<ul style="list-style-type: none"> <li>• Office move policy/guidelines completed and made accessible to employees.</li> <li>• Level of flexible by default across NZTA assessed with any focus areas identified.</li> </ul>

# Background

## Background and public sector context

In 2018, the government made a commitment to address the gender pay gap within New Zealand. To encourage public service agencies to act regarding their gender pay gaps, the government developed the Public Service Gender Pay Gap Action Plan 2018-2021 which outlined several actions and milestones to drive the progress.

Building on the success of the 2018-2021 Public Service Gender Pay Gap Action Plan, [Kia Toipoto](#), the Public Service Pay Gaps Action Plan 2021-2024 was launched in November 2021.

Kia Toipoto goes wider than gender and is a comprehensive set of actions to help close gender, Māori, Pacific and ethnic pay gaps in the public service, including crown entities.

The goals of Kia Toipoto are to:

- make substantial progress towards closing gender, Māori, Pacific, and ethnic pay gaps.
- accelerate progress for wāhine Māori, Pacific women, and women from ethnic communities.
- create fairer workplaces for all, including disabled people and members of rainbow communities.

NZTA Waka Kotahi has already undertaken several initiatives to help close our gaps and make progress within these six focus areas, but we know there is more work to do. This is the second Pay Gaps Action Plan NZTA Waka Kotahi has published under Kia Toipoto to address these six milestones.

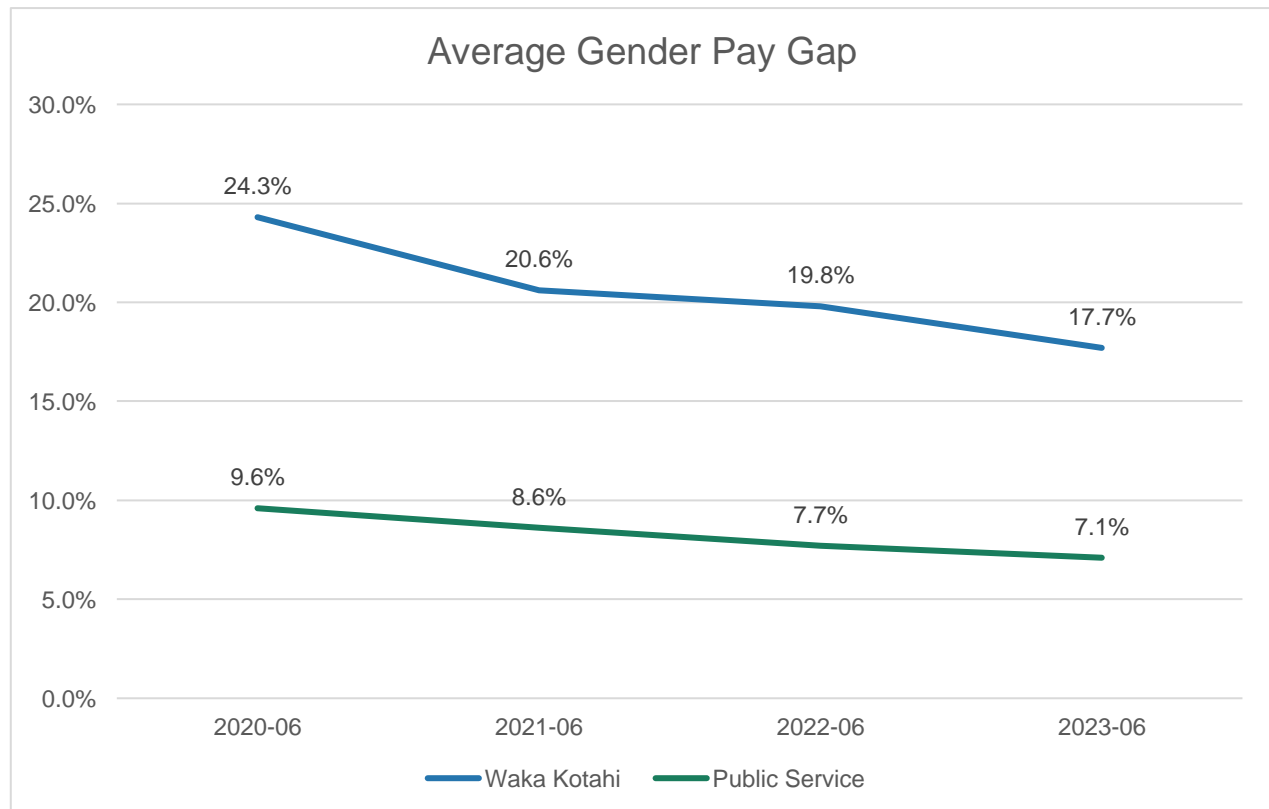
## Our journey to date

### Gender Pay gap

The overall NZTA Waka Kotahi gender pay gap reduced by 6.6% from 24.3% in 2020 to 17.7% in June 2023.

The chart below shows the average gender pay gap of NZTA Waka Kotahi in comparison with the Public Service over the last four years, at the same point in time.

The data above shows the gap at June 2023 to enable Public Sector comparison. Taking the data at December 2023, the overall gender pay gap is 18.5%, which is a slight increase from June, however the December 2022 gap was 21.5%, indicating there may be fluctuation at this time generally. This will be monitored to see if the increase is real or due to point in time reporting

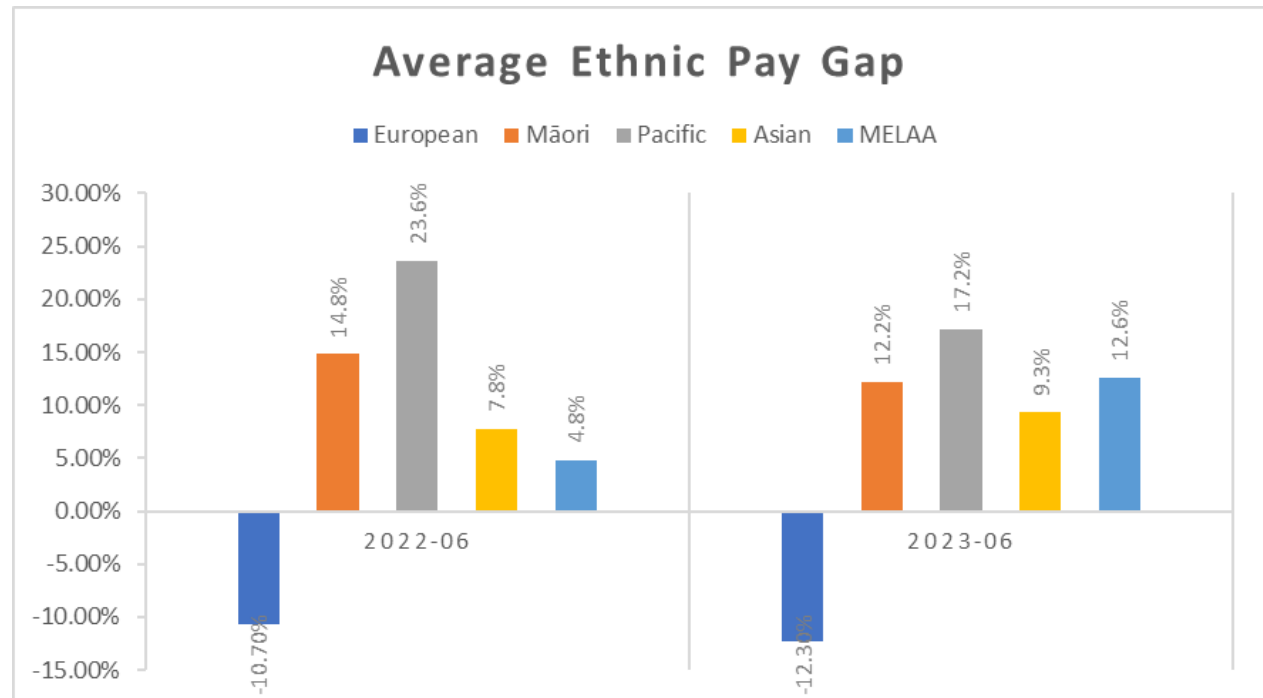




## Ethnic Pay Gap

The average NZTA Waka Kotahi ethnic pay gaps for European, Māori, Pacific, Asian and MELAA staff on 30 June 2023 are outlined in the graph below. While the pay gap for Pacific staff shows significant decrease of 6.4% from December 2022 to December 2023 and Māori shows a 2.6% decrease, Asian and MELAA pay gaps have both increased. The increase in Asian and MELAA pay gap is likely due to the small number of employees in these groups and the result of turnover creating a larger difference.

Note: The average pay gap data above for both gender and ethnicity are taken on 30 June each year to align to the Public Sector data. The data below in the deep dive analysis is on 31 December each year to provide more up to date data in line with the guidelines for reporting. This creates a slight difference in the actual numbers reported in June versus December each year. However, the overarching narrative shows consistency in those gaps that are decreasing while the Asian and MELAA gaps have increased. The pay gap for Māori shows a difference in June versus December data. These differences are analysed below as part of the deep dive into the data.



# Our achievements to date

## Te Pono | Transparency

- Worked with our people, employee-led networks, unions, and the Pūmanawa Tāngata (People and Safety Group) to develop our action plan.
- Our HR and remuneration policies, including salary band information, are accessible internally via the intranet.
- Our people have access to their own remuneration information including their salary band and position in range through our HR system, Puna Koi, and People Leaders have access to their team's remuneration information.
- We have been publishing our gender pay gap externally as part of our annual report every year since 2017.
- The Executive Leadership Team and NZTA Waka Kotahi's People & Culture Board Committee regularly review pay gap data.

## Ngā Hua Tōkeke mō te Utu | Equitable pay outcomes

- Salary adjustments were made to reduce gender pay gaps by Band in 2020. Processes are in now place to monitor as part of our annual remuneration review process and make adjustments where needed.
- Adjustment to our annual leave provision so that five weeks annual leave is provided to all employees, not just People Leaders – predominantly benefiting those in lower paid job bands.
- Provision of a life, income protection and critical illness benefit for all permanent employees working more than 15 hours per week to provide greater financial wellbeing in times of need.
- Developed and continue to use a remuneration calculator to support equitable pay when making decisions about starting salaries.
- Reviewed our starting salary process in line with Te Kawa Mataaho guidance and identified areas for improvement.
- Provided training to the Talent Acquisition team on starting salary guidelines and procedures.
- Increased the amount of gender and ethnic workforce data as part of the launch of Puna Koi, our new HR system in 2022.
- In March 2023, we completed an update to the reporting functionality in Puna Koi to be able to report multi-ethnicity options.

## Te whai kanohi i ngā taumata katoa | Leadership and representation

- Developed and are progressing our 3-year diversity and inclusion roadmap. Part of this roadmap includes increasing the diversity of our workforce, with an initial focus on:
  - growing our gender balance in mid-level leadership roles in Digital, Regulatory Services and Transport Services to a 40-20-40 split
  - increasing Māori representation in our workforce and in senior leadership to 15%
  - growing the ethnic diversity of our workforce to reflect the communities we operate in.
- Ran a pilot wāhine leadership programme (Growing Greatness) specifically targeted to increasing women in mid-level leadership roles in Digital, Regulatory and Transport Services.
- Participated in a pilot Māori leadership programme (Te Tupuranga) to investigate suitability for wider rollout for those who whakapapa Māori.
- Established a partnership with the TupuToa and TupuTai internship programmes to grow our Māori and Pasifika pipeline and recruited the interns into our Emerging Professionals Programme upon successful completion.
- Adopted Pou herenga tangata - Culture and leadership as one of our key strategic priorities.

## Te Whakawhanaketanga i te Aramahi | Effective career and leadership development

- Our performance and development process and Puna Koi system is designed to help our people to be at their best and requires everyone to have a development plan to achieve their career aspirations.
- Rolled out career development resources and support tools aligned with Te Whare Tapa Whā that acknowledges the whole person, to help support our people to identify, work towards and achieve their career aspirations.
- Built and implemented a Tuakana-Teina coaching model and concept.
- We have study leave provisions to support career development.
- Introduced our Accelerating Leadership programme in 2020. 59% of all course enrolments are from those who are people leaders and non-people leaders make up the remaining 41%. More than half of all course enrolments (56%) are women.
- Investigated options to broaden leadership career paths beyond people leadership and developed Pā Harakeke, our new leadership capability framework which includes leading self, technical/thought leadership, and people/senior leadership.

## Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki | Eliminating all forms of bias and discrimination

- Introduced a recruitment tool to help ensure job advertisements are gender neutral.
- Implemented a guide with helpful hints on unconscious bias for hiring managers that is shared with People Leaders as part of the recruitment process. Our Talent Acquisition Consultants also coach People Leaders on addressing bias.
- Started collecting gender and ethnicity information at job application stage to help identify any biases in the recruitment process.
- We have a lump sum payment equivalent to six weeks of base salary to employees who return from parental leave and complete a further six months of service.
- Moderating performance ratings at group leadership level to address risk of bias.
- 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).
- Have integrated content on unconscious bias and cultural competency into our Accelerating Leadership programme to build capability in our leaders to understand and address bias and build cultural competence in a broad sense.
- As part of our new D&I roadmap, started building awareness and buy-in for diversity and inclusion and supporting the establishment of employee-led networks, including the Wāhine, Māori, Pasifika, Pride and Neurodiversity networks.
- Rolled out foundational D&I learning, including conscious inclusion, rainbow inclusion and disability awareness learning, a series of lunch and learn sessions and LinkedIn Learning challenges to uplift our capability.
- Incorporated D&I questions into our Tapatahi survey to get a better understanding of our employees' perspectives and experiences.
- Rolled out free period products in our women's, all gender and accessible bathrooms in all offices.

## Te Taunoa o te Mahi Pīngore | Flexible work by default

- Released new flexible working principles and guidelines aligned to the Te Kawa Mataaho flexible-by-default guidance.
- Have tools and technology to support flexible work practices.
- Advertise roles as flexible (wherever possible) and support leaders to maintain our commitment to flexibility throughout the recruitment and onboarding process.
- Developed an employee value proposition summary that highlights flexible working as a key benefit.
- 91% of our employees have a positive view of remote working at NZTA Waka Kotahi. This is above the government benchmark set by our engagement survey provider.
- Ways of working (environment and behaviours) have been a strong focus of Te Punga (Wellington office move).

# Gender and ethnic pay gap analysis

## Gender and ethnic representation in our workforce and leadership

One of the specific milestones of Kia Toipoto (Public Service Pay Gaps Action Plan 2021-24) is to improve gender and ethnic representation in the overall workforce and at the leadership level, so that the Public Service is substantially more representative of society. The data below is on 31 December 2022 and 2023.

Our gender profile at NZTA Waka Kotahi in 2023 consists of 55% female and 45% male and a small proportion of gender diverse/another gender.

### NZTA Waka Kotahi workforce gender representation

	31 December 2022			31 December 2023		
Gender	Workforce representation	All managers	Leaders Tiers 1-3	Workforce representation	All managers	Leaders Tiers 1-3
Male	47%	53%	53%	45%	52%	48%
Female	53%	47%	47%	55%	48%	52%
Another gender	Insufficient data*					

\* As the number of employees who self-selected another gender in Puna Koi is too small to meet the threshold of 20 people or more for statistical comparison while also providing anonymity, our gender reporting is limited to men and women.



## NZTA Waka Kotahi workforce ethnic representation

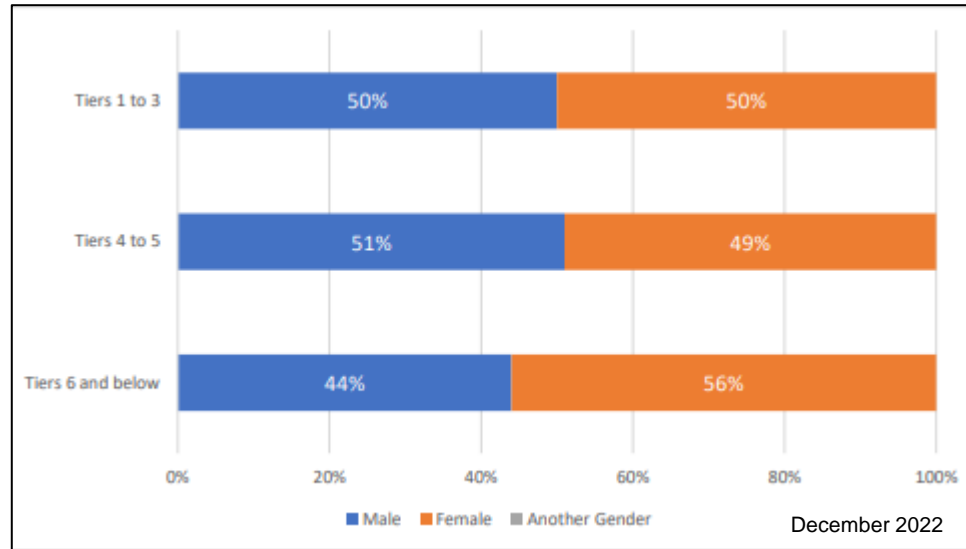
Ethnicity	31 December 2022			31 December 2023		
	Workforce representation	All managers	Leaders Tiers 1-3	Workforce representation	All managers	Leaders Tiers 1-3
European	69%	82%	83%	64%	77%	79%
NZ Māori	5%	4%	3%	7%	6%	5%
Pacific Peoples	2%	0%	0%	2%	1%	0%
Asian	12%	5%	3%	13%	5%	5%
MELAA	1%	0%	0%	1%	1%	0%
Other	3%	3%	5%	3%	3%	2%
Not Stated	7%	5%	3%	10%	6%	11%

MELAA stands for Middle East, Latin America and Africa. 'Other' are those that categorised themselves as either New Zealander or other.

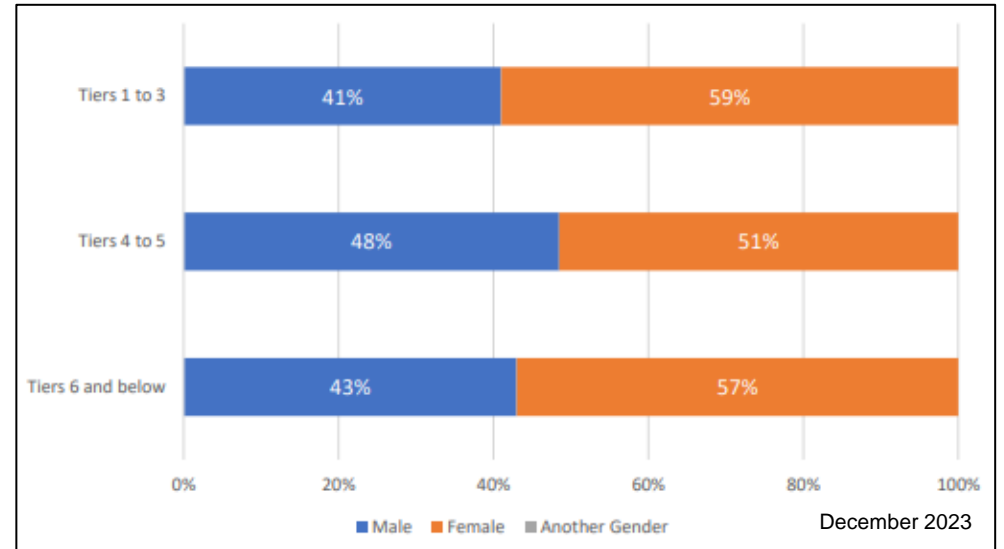
## NZTA Waka Kotahi gender and ethnic representation in leadership

Our leadership profile tells us that we are maintaining gender balanced at senior leadership level, with 52% women in Tiers 1 to 3.

Gender representation by Tier as at 31 December 2022

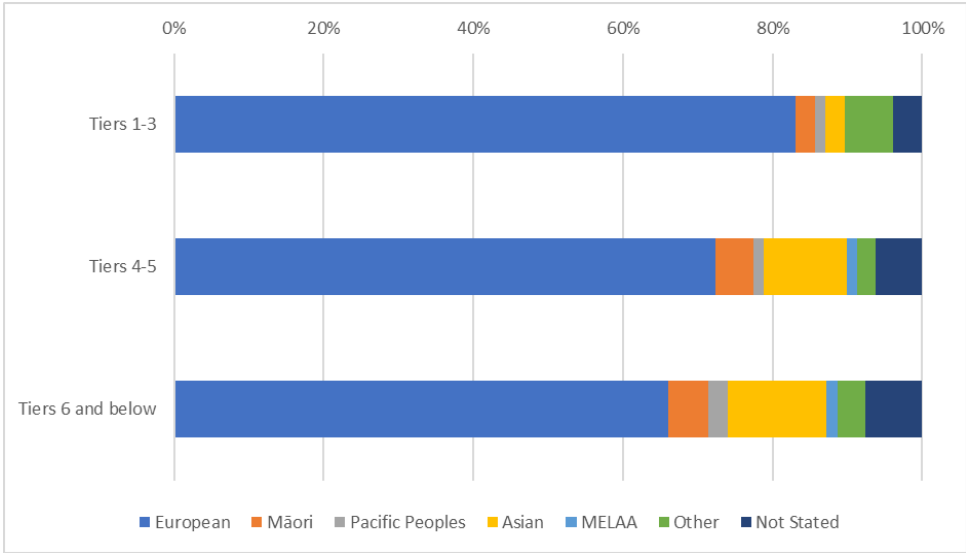


Gender representation by Tier as at 31 December 2023

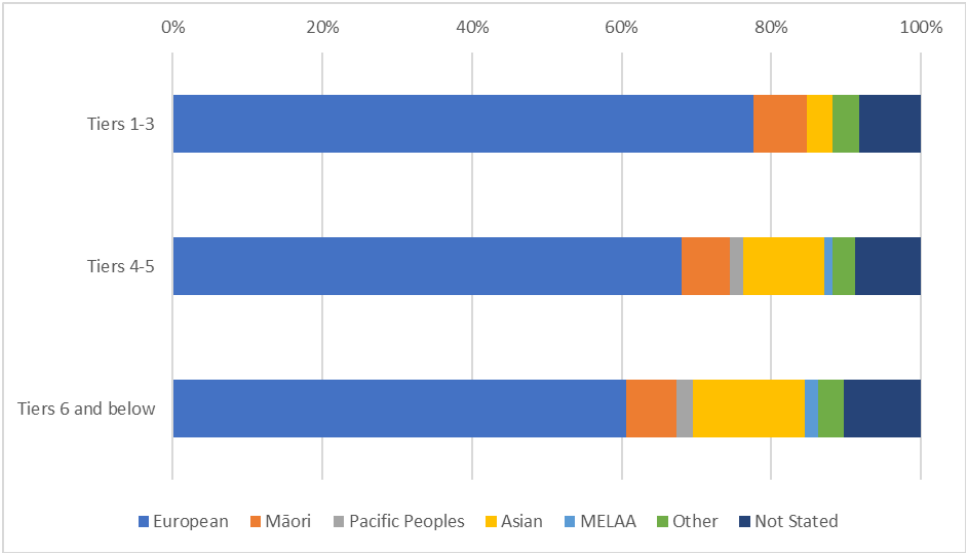


Waka Kotahi has changed the way ethnicity is reported in 2022's data as it now considers multi-ethnicity options for our people, as opposed to only reporting on primary ethnicity only previously.

Ethnic representation by Tier at 31 December 2022



Ethnic representation by Tier at 31 December 2023

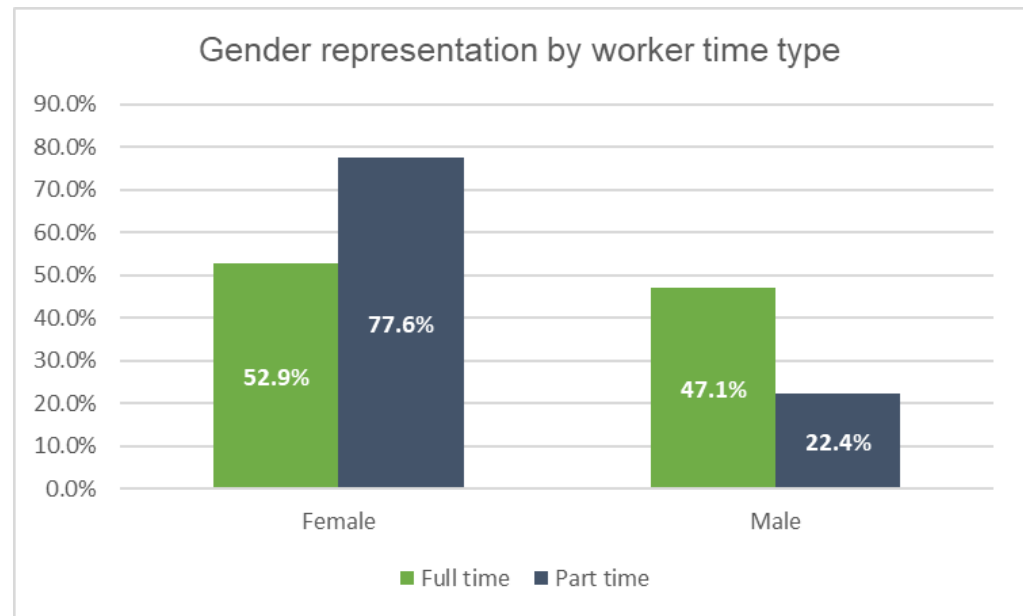
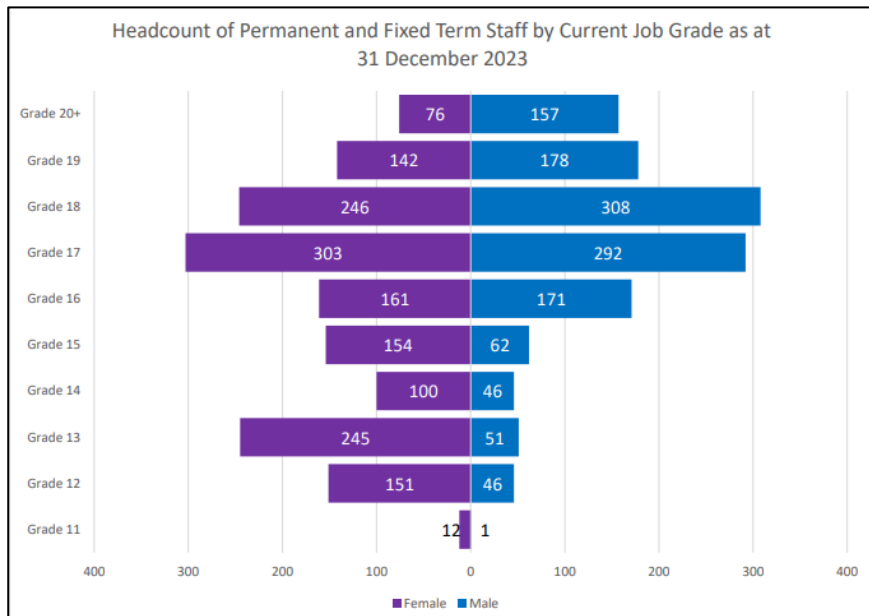


As the number in some of the ethnicity categories is too small to include, numbers have removed from the graphs.

## Our gender distribution in more detail

While women represent 55% of our workforce, they are overrepresented in lower Bands (15 and below) and underrepresented in higher Bands (18 and above). This is the key driver of our gender pay gap.

While there is almost equal representation of male and female employees who work full time, women tend to take part time roles – 77.6% of those that work part time are female in December 2023. This percentage has a slight decrease from 2022 data where the number was 79.8% at December 2022.



## Deep dive into the gender pay gap

The table below outlines the overall gender pay gap at NZTA Waka Kotahi using both average and median full time equivalent total fixed remuneration. The figures include permanent and fixed-term employees and excludes the remuneration of our Chief Executive.

	Number of employees		Average salary		Median salary	
	December 2022	December 2023	December 2022	December 2023	December 2022	December 2023
Male	1170	1312	\$136,805	\$143,585	\$131,221	\$138,409
Female	1331	1589	\$107,307	\$117,058	\$97,850	\$107,386
NZTA	2509	2916	\$120,973	\$128,991	\$116,309	\$123,822
Gender pay gap			21.6%	18.5%	25.4%	22.4%

In the table below, Average Gender pay gap denotes the difference between the average pay of women and men by band, in comparison to Median in December 2023.

Band	Number of female employees	Number of male employees	Average GPG	Median GPG
11	12	1	-1.2%	0.0%
12	151	46	-1.6%	-7.1%
13	245	51	-1.9%	-2.7%
14	100	46	-1.9%	0.1%
15	154	62	0.1%	-0.4%
16	161	171	1.0%	1.4%
17	303	292	1.3%	1.4%
18	246	308	1.0%	1.5%
19	142	178	0.5%	-0.3%
20+	75	157	-4.4%	-0.5%

While it is the overall gender pay gap that is often reported, it is also important to understand the gap by each Band. Of note is that:

- The gender pay gap by band shows that the average gap ranges from -7.1% to 1.5%. A negative gap indicates that women are receiving higher average pay than men, and vice versa for positive gaps. The negative gaps in lower bands can be attributed to the overrepresentation of female employees.
- Significant progress has been made on addressing gender pay gaps within bands over the past several years and these gaps are now considered insignificant at a statistical level. In addition, People Leaders review salaries as part of the job offer process and throughout the annual remuneration review to ensure equity is reflected at an individual level within teams.
- Representation within different role types remains the primary driver of the gender pay gap at NZTA Waka Kotahi.

## Deep dive into the ethnic pay gap

Using the guidance released by Te Kawa Mataaho in calculating the ethnic pay gap, the highest ethnic pay gap is at Pacific Peoples (14.4%) at 31 December 2023. This can be attributed to the overrepresentation of this group in lower paid roles; however, this is also the ethnic pay gap that has decreased consistently the most since first measured in 2021. The Pacific pay gap has fallen from 33.1% in 2021 to 14.4% at the end of 2023.

The increase in the pay gaps in Asian and MELAA employees is due to the small number of employees in these groups and the turnover of a few employees creating a significant change.

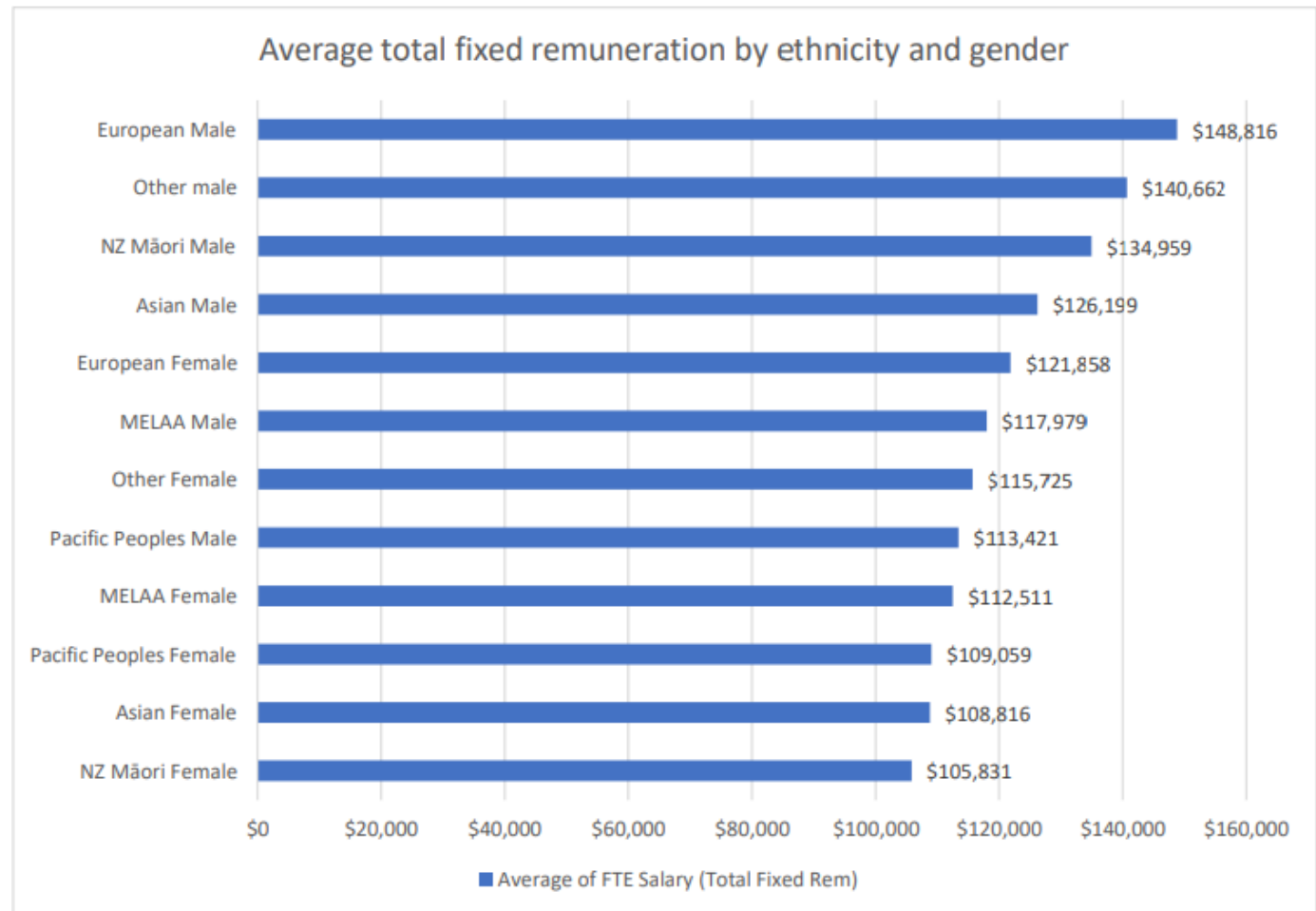
The table below shows the average salary and pay gap by ethnic groups on 31 December 2022, and 2023 respectively.

Ethnic group	Average salary		Median salary		Average pay gap	
	December 2022	December 2023	December 2022	December 2023	December 2022	December 2023
Pacific Peoples	\$97,516	\$110,789	\$90,094	\$99,481	19.7%	14.4%
NZ Māori	\$108,803	\$116,110	\$98,150	\$103,241	10.6%	10.7%
MELAA	\$111,125	\$115,618	\$108,150	\$114,550	8.2%	10.5%
Asian	\$111,917	\$117,441	\$110,655	\$115,000	8.4%	10.2%
Other	\$112,050	\$127,082	\$97,218	\$124,635	7.6%	1.5%
European	\$124,971	\$133,611	\$119,789	\$128,750	-11.1%	-11.4%



While it is also ideal to look at our ethnic pay gap by band, the sample size does not meet the threshold in our ethnic groups as 64% of our employees are European.

When further analysed by ethnicity and gender, European male employees are the most highly paid. Māori female employees are the lowest paid, this is a change from 2022 where Pacific female employees were the lowest paid. However, again important to note the change in reporting on ethnic data from 2022, where employees are now able to be counted all ethnicity categories they declare, rather than only primary ethnicity previously.



## Appendix: Approach and definitions

This analysis was conducted with data as of 31 December 2023, except for the overall averages outlined at the start which are 30 June annually to coincide with the Public Sector data. The population included in the December 2023 analysis was all employees of NZTA Waka Kotahi (2916 people). Contractors were excluded. The Chief Executive was excluded from pay analysis, but not representation analysis, as per Te Kawa Mataaho (Public Service Commission) guidance.

As of 31 December 2023:

- 2622 employees (90%) had disclosed their ethnicity in Puna Koi, our HR system
- 2905 employees (99.8%) have disclosed their gender in Puna Koi. Nine employees have disclosed their gender identity as Another Gender in the system and six employees prefer not to say; these employees were excluded from analysis due to not meeting the threshold of 20 people or more for statistical comparison while also providing anonymity.

We recognise that the number of people who self-identify as another gender and as disabled in Puna Koi is not likely to be a true reflection of our workforce, and we will continue to encourage and educate our people in order to strengthen this workforce information.

It is important to note for our ethnicity data, that reporting functionality within the system at the time of the previous pay gap action plan analysis was limited to reporting only one primary ethnic group response for each individual. However, this functionality has now been updated and the 2023 data now includes multi-ethnicity reporting as per the Te Kawa Mataaho guidance. The 2022 data comparisons provided in this report include the multi-category ethnicity reporting for comparison to 2023.

For the purposes of this analysis, the following definitions have been used.

Term	Definition
Employee	A permanent or fixed term full-time or part-time employee
Pay	A full-time equivalent of employee total fixed remuneration (TFR) has been used for the gender pay calculation. The total fixed remuneration excludes any allowances that are not part of total remuneration package. For example, higher duties or extra duties allowances, first aid allowance, On Call allowance, motor vehicle usage, etc.
Pay gap	The difference in pay for groups of people (for example, may be gender or ethnic grouping) based on the average or median pay for various groups. For example, the overall gender pay gap at NZTA Waka Kotahi shows the difference in pay between all men and women in the organisation, and gender pay gaps by band show difference in pay between men and women in the same job band. Ethnic pay gaps show the difference in average pay for an ethnic group and the average pay of all those not in that ethnic group.
People Leader	A person who has at least one direct report.

## Approach to developing our action plan

We worked with our people and unions to review our pay gap analysis and develop our initial action plan and gathered input from our employee led network leads and feedback from our union.

We are guided by our values and the Kia Toipoto guidance from Te Kawa Mataaho to navigate our approach and identify actions to help close our gaps, diversify our workforce and leadership, address any bias and discrimination, and create a fairer workplace for all.

We engaged people from Pūmanawa Tāngata (People and Safety Group) to develop the updated actions for this year's plan and gained input and feedback from our unions, Māori advisors and the leads of our employee-led networks (Wāhine, Pasifika, Pride, Rangitāmiro and Nuerodiversity networks). We will continue to work with our people as we implement our plan.

We will continue to engage our Executive Leadership Team who are committed to reducing pay gaps and delivering this plan. Our Diversity & Inclusion Executive Sponsors are the sponsors of the plan.

We will continue to focus on gender and ethnic pay gaps in this action plan, but we know our actions will positively impact more broadly. For example, on pay gaps for disabled people and members of rainbow communities.

We acknowledge that closing pay gaps is difficult and will take time. We know we cannot achieve everything at once and will prioritise areas that will have the most impact, building on our current practices to help close pay gaps and support a more inclusive workplace for everyone.