



Diversity, Equity and Inclusion (DEI) Roadmap

2025-2028

29 April 2025

Version 1

[UNCLASSIFIED]

Contents

DIVERSITY, EQUITY AND INCLUSION (DEI) ROADMAP.....	1
Our DEI Vision	3
A message from Chief Executive Brett Gliddon	4
Developing our roadmap	5
Highlights of our progress so far	5
Current state – Our DEI headlines.....	7
Our workforce	7
Our pay gaps	8
Our people's perceptions of DEI.....	8
Our priorities for DEI moving forward.....	9
Priority area: Inclusion and belonging	9
Priority area: Diversity and equity.....	11
Our DEI Roadmap focus areas and actions	12
Appendix – Gender and ethnic representation and pay gap analysis.....	14
Gender representation and pay gaps	14
Ethnic representation and pay gaps	19
Approach and definitions used	23

Our DEI Vision

At NZTA Waka Kotahi, we believe in the power of diversity, equity and inclusion, and we're committed to building a culture where everyone feels they belong.

This means a place where we all feel valued, respected, and supported to be ourselves and thrive, and we reflect the diverse communities of Aotearoa New Zealand.

He waka kōtuia kāhore e tukutukua ngā mimira.

*A canoe that is interlaced will not become separated at the bow.
In unity there is strength.*

A message from Chief Executive Brett Gliddon

Over the past few years, we have had a focus on building a diverse and inclusive workplace where everyone can feel respected, valued and supported.

I'm committed to continuing our focus on diversity, equity and inclusion (DEI) at NZ Transport Agency Waka Kotahi (NZTA) so that we can be a modern, efficient, and outcomes focused organisation. Diverse and inclusive teams help to unlock innovation, drive performance and enable us to develop transport solutions that meet the needs of New Zealand. With New Zealand's population changing and becoming increasingly diverse, it is critical that we have a culture that embraces diverse talent, views and ways of thinking.

DEI is critical to us achieving *Te kāpehu* (our compass), which is our strategic direction, values and behaviours at NZTA, and sets out our place and aspirations within the wider land transport system.

Strengthening DEI at NZTA also complements *Te Ara Kotahi* (our Māori Strategy), specifically the Empowered Organisation and Strong & Vibrant Māori Communities pou (pillars). Working in partnership will serve to uplift and strengthen both. We are committed to upholding *Te Tiriti o Waitangi* and *Te Ara Kotahi* in all our mahi, which means developing our people, including Māori, with the skills and capabilities we need to bring this mahi to life.

Our 2025-28 DEI Roadmap highlights the progress we are making and outlines our focus areas for the coming 3 years, which are:

- **Inclusion and belonging:** Building an inclusive environment where everyone feels like they belong and can thrive, actively demonstrated through our leadership.
- **Diversity and equity:** Breaking down barriers to equity and inclusion to attract, develop and retain a diverse workforce that reflects the communities we serve.

This is our second DEI Roadmap, which builds on the progress from our 2021-24 roadmap, and our 2023 and 2024 *Kia Toipoto Pay Gap Action Plans*. The actions outlined in this roadmap combine our priorities for DEI at NZTA, together with the goals of *Kia Toipoto – Public Service Pay Gaps Action Plan* and the *Papa Pounamu* diversity and inclusion work programme for the wider public service, into one integrated roadmap.

I am proud of the progress we are making towards DEI and am committed to building a culture where everyone across NZTA Waka Kotahi feels they belong and can perform at their best for New Zealand.



Developing our roadmap

Developing this roadmap was supported and informed by a range of stakeholders, including:

- our employee-led networks: Rangitāmiko (Māori), Lālanga Moana (Pasifika), Wāhine (Women's), Pride and Neurodiversity Networks
- our staff (via open sessions held in Christchurch, Auckland, Palmerston North, Wellington and an online feedback survey)
- senior leaders and business partners
- representatives of business groups/teams who provide or support services that enable our DEI goals
- our 2 unions (PSA and E tū).

Highlights of our progress so far

Under the 2021-2024 DEI Roadmap and our Kia Toipoto Pay Gaps Action Plan, we delivered a range of initiatives, including:

- **Establishment and support of employee-led networks (ELNs):** Our Wāhine (Women's), Rangitāmiko (Māori), Lālanga Moana (Pasifika), Pride and Neurodiversity Networks all help foster a greater sense of belonging for our people through their activities. Two new ELNs, our Asian and New Wave (new professionals) networks, launched in early 2025.



'I love seeing all the employee led networks and lunch time sessions which really promote the diversity we have at the agency.'

- **DEI leadership:** Establishing Executive sponsors for DEI and each ELN with allocated funding. This enables greater visibility of DEI at an executive level and demonstrates our commitment to driving change in this area.
- **DEI Rōpū:** Formalising our DEI Rōpu with representatives from each ELN helps ensure the diverse voices of our people are reflected in our mahi.
- **Celebration and education:** Delivering initiatives that celebrate our diversity, build cultural competence, and raise awareness and understanding of DEI through comms, learning and resources. All help to uplift our capability and build an inclusive culture.
- **Addressing pay gaps:** Delivering our Kia Toipoto Pay Gaps Action Plan, maintaining minimal like-for-like gender pay gaps within job bands, and reducing our overall gender, Māori, Pacific and Asian pay gaps.
- **Maintaining gender balance:** Our overall gender balance has remained stable during a period of change, including maintaining gender balance in people leader and senior leadership roles.
- **Talent and leadership development:** Delivering initiatives to grow a more diverse talent pipeline, including Māori and Pasifika internships (TupuToa and TupuTai), and Wāhine and Māori leadership development programmes.
- **Inclusive leadership:** Adopting ‘Inclusive’ as one of our key leadership capabilities in Pā Harakeke (our people capability framework).
- **Flexible working and accommodations:** Normalising flexible working arrangements and supporting diverse needs in the workplace (e.g. neurodiversity), helping to attract and retain diverse talent and enhance our people’s wellbeing and productivity.
- **Improving our diversity data and insights:** Improving the data we collect on gender, ethnicity and disability, and updating the gender identity and pronoun options for rainbow identities in Puna Koi (our HR and payroll system). Regular engagement surveys monitor our people’s experience of DEI. These provide insights that support our work to improve DEI.

'Our te reo, waiata and karakia sessions, but most recently the gagana Samoa Language week. It's a great way of bringing us all together, from around the motu.'

'The business has come a long way in this space in recent years. It seems like a safe place for everyone, and I have seen great improvements in this area.'

Current state – Our DEI headlines

Our workforce

	NZTA	People Leaders	Tiers 1-3	NZ population 2023 Census
Gender				
Male	46%	51%	44%	49.3%
Female	54%	49%	56%	50.3%
Another gender	<1%	<1%	0%	0.4%
Ethnicity				
European	65%	77%	77%	67.8%
NZ Māori	7%	6%	7%	17.8%
Pacific Peoples	2%	1%	0%	8.9%
Asian	14%	7%	2%	17.3%
MELAA	1%	1%	0%	1.9%
Other	4%	3%	4%	1.1%
Prefer not to say	11%	9%	16%	N/A
Age				
Average age	44.4 yrs	48.2 yrs	50.7 yrs	38.1 yrs
Disability				
Yes	1.3%	1.1%	1.6%	17%
No	42.5%	39.3%	34.4%	N/A
Prefer not to say	13.8%	8.5%	16.4%	N/A
Not disclosed	42.6%	51.2%	47.5%	N/A

Key MELAA: Middle Eastern, Latin America, African
N/A: Not available

Our pay gaps

	NZTA	NZ Public Service (2024)	NZ (2024)
Gender pay gap	17.4%	6.1%	8.2%
Ethnicity pay gap			
European	-9.9%	N/A	N/A
NZ Māori	11.4%	4.8%	N/A
Pacific Peoples	19.2%	17.2%	N/A
Asian	9.2%	13.8%	N/A
MELAA	11.4%	N/A	N/A
Other	-0.1%	N/A	N/A

Key MELAA: Middle Eastern, Latin America, African
N/A: Not available

Our people's perceptions of DEI

Tapatahi (engagement survey) November 2024 survey	NZTA	Benchmark
Diversity & Inclusion overall	8.0	8.2
Diversity	7.8	8.1
Inclusiveness	7.9	8.1
• Belonging	7.6	7.8
• Feeling valued	7.7	7.8
Non-discrimination	8.0	8.3
• Fair opportunities	8.0	8.2

Our priorities for DEI moving forward

Strengthening DEI contributes to the delivery of our People Strategy and its key focus areas of connect, develop, perform and simplify.

Based on our current state, our goals and priority areas for DEI are:

Inclusion and belonging

Building an inclusive environment where everyone feels like they belong and can thrive, actively demonstrated through our leadership.

We will build inclusion and belonging through:

- driving inclusive leadership and accountability
- supporting employee-led networks to thrive
- comms and learning that supports an inclusive culture
- inclusive systems, policies and processes.

Diversity and equity

Breaking down barriers to equity and inclusion to attract, develop and retain a diverse workforce that reflects the communities we serve.

We will enhance our diversity through equitable practices, including:

- attraction, recruitment and selection
- career and leadership development
- talent management
- equitable pay outcomes
- improving diversity data and insights.

Priority area: Inclusion and belonging

Why focus on inclusion and belonging, what are we trying to achieve?

Inclusion is about how our people experience the workplace and the degree to which they are empowered to make meaningful contributions. It's about creating an environment where everyone feels valued, accepted and that they belong.

Through Tapatahi (our engagement survey), we measure our people's perceptions of inclusion and how satisfied our people are with our efforts to maintain a diverse workforce and create an environment where every individual feels included and belongs. Since the survey was introduced in 2021, our overall diversity and inclusion score has trended in a positive direction resulting in a score of 8.0 out of a possible 10, an increase of +0.5 over this time, as shown in the table below. Key themes arising from the survey comments relate to the appreciation and support for employee-led networks and flexible working.

From our baseline survey in 2021, 27 percent of people weren't supportive of our diversity and inclusion efforts, however this has trended down to 16 percent in November 2024.

In the same period, there has been a slight dip (-0.1) in the sub-driver scores for inclusiveness and feeling valued within DEI. Based on survey comments, this is due to the high level of change over the last few years and the uncertainty this created, as well as lack of belonging, often citing hotdesking and remote teams as contributing factors.

We sit slightly below the government benchmark in all DEI areas, as shown in the table below. This indicates there is still more work to do to break down barriers to inclusion and create an environment where everyone feels valued, and that they belong.

Our aim is to be at or above the government benchmark in our overall DEI score and all driver areas.

In 2025, we added ethnicity data in Tapatahi which will help us gain better insight into our people's perceptions of DEI for different ethnic groups, strengthening our ability to take meaningful action to build inclusion and belonging for everyone.

Tapatahi (engagement survey) DEI Score 2021-2024

	NZTA November 2024	Change from baseline October 2021	Government Benchmark
Diversity and inclusion overall	8.0	+0.5	8.2
Diversity	7.8	+0.7	8.1
Inclusiveness	7.9	-0.1	8.1
Belonging	7.6	+0.4	7.8
Feeling valued	7.7	-0.1	7.8
Non-discrimination	8.0	+0.4	8.3
Fair opportunities	8.0	+0.5	8.2

Priority area: Diversity and equity

Why focus on diversity and equity? What are we trying to achieve?

NZTA wants to reflect the communities we serve and see diversity at all levels of the organisation. Diverse and inclusive teams bring different perspectives together, stimulating creativity and innovation, which lead to new ideas and solutions.

We need to break down any barriers to fairness and inclusion for groups of people who face the biggest challenges at work and create a level playing field for everyone to thrive.

The make-up of our organisation does not currently fully reflect the ethnic diversity of the communities we serve. We are broadly representative of the New Zealand population for New Zealand European, Asian, and Middle Eastern/Latin American/African (MELAA) people, but we are largely under-represented in Māori and Pacific peoples. In addition, our data on disabled, neurodivergent and LGBTTQIA+ rainbow employees at NZTA is very limited.

The drivers of our gender and ethnic pay gaps also relate to representation. This means that although we have more women and ethnic diversity within our frontline and lower paid roles, the level of diversity reduces in roles with higher pay, more seniority or more influence. Detailed information about our gender and ethnic representation and pay gaps is outlined in the Appendix.

By focusing on embedding DEI into our systems, processes and practices, we aim to improve diverse representation across all levels of our workforce to reflect New Zealand's population. Addressing these representational imbalances will also help reduce our pay gaps.

The representation areas where we have a clear opportunity to create positive change are:

- maintaining gender balance in our people leader and senior leadership cohorts using 40-20-40 (40 percent female, 40 percent male and 20 percent of any gender)
- increasing representation of women in bands 20+ to a 40-20-40 split
- increasing data on representation of disabled, neurodiverse and rainbow communities across our workforce
- increasing ethnic representation of Māori, Pacific and Asian ethnicities in our workforce and leadership roles, while maintaining MELAA representation.

Our DEI Roadmap focus areas and actions

	2025/26 (Ngahuru)	2026/27 (Takirua)	2027/28 (Kōanga)
Inclusion and belonging	<p>Driving inclusive leadership and accountability</p> <p>Senior leaders increase the visibility of DEI by driving discussions throughout the organisation.</p> <p>Implement a DEI measurement and reporting framework.</p> <p>Explore mechanisms to deepen our people's understanding of inclusion, what's expected and assess their current capability.</p> <p>Supporting ELNs to thrive</p> <p>Support the establishment and growth of ELNs.</p> <p>Help people leaders enable their people to actively engage in ELNs.</p> <p>Comms and learning supports an inclusive culture</p> <p>Continue to embed Te Ara Kotahi and te ao Māori within our workplace.</p> <p>Increase visibility of our DEI efforts and initiatives internally and externally.</p> <p>Review current DEI learning and agree what our essential learning offerings are.</p> <p>Inclusive systems, policies and processes</p> <p>Embed fit for purpose flexible working arrangements.</p> <p>Review our people policies/guidelines with a DEI lens.</p>	<p>Driving inclusive leadership and accountability</p> <p>Embed DEI objectives into business group plans.</p> <p>ELT regularly engage in reviewing DEI progress and driving accountability.</p> <p>Grow and embed inclusive leadership capability and accountability.</p> <p>Supporting ELNs to thrive</p> <p>Foster collaboration opportunities across ELNs to deliver more intersectional initiatives organisationally and across the sector.</p> <p>Comms and learning supports an inclusive culture</p> <p>Ensure our comms, marketing and learning reflects our DEI commitment.</p> <p>Embed DEI focus and visibility of ELNs in the onboarding/induction process.</p> <p>Inclusive systems, policies and processes</p> <p>Promote tools and resources to give people confidence to 'speak up'.</p> <p>Develop new people policies/guidelines where gaps exist in our DEI practices.</p>	<p>Supporting ELNs to thrive</p> <p>Promote the DEI Rōpū (ELN leads) as a valuable resource for advisory/consultancy/ engagement for the organisation.</p> <p>Inclusive systems, policies and processes</p> <p>Ongoing development and improvement of people policies/guidelines.</p> <p>Integrate DEI lens into future office moves/workplace refits.</p> <p>Nominate kaupapa for industry awards and/or apply for accreditation programmes.</p> <p>Evaluate our DEI progress and outcomes to inform next steps in our inclusion journey.</p>

	2025/26 (Ngahuru)	2026/27 (Takirua)	2027/28 (Kōanga)
Diversity and equity	<p>Attraction, recruitment and selection</p> <p>Review and enhance our recruitment practices and increase capability in those with hiring responsibilities to address any barriers, build inclusivity and mitigate bias.</p> <p>Build on TupuToa, TupuTai and Emerging Professionals Programme (EPP) and explore additional pathways (e.g. internship and secondment opportunities, including iwi and cross-agency secondments).</p> <p>Career and leadership development</p> <p>Equip people leaders with DEI awareness to have meaningful performance and development conversations and support their people's career development.</p> <p>Talent management</p> <p>Build a diversity lens into talent conversations.</p> <p>Equitable pay outcomes</p> <p>Conduct regular pay gap analysis and address any disparities.</p> <p>Review starting salaries to ensure no discrepancies.</p> <p>Educate our people on reward and remuneration systems and processes.</p>	<p>Attraction, recruitment, selection and retention</p> <p>Leverage insights from underrepresented groups about what it means to work at NZTA and consider what this means for our employee value proposition.</p> <p>Career and leadership development</p> <p>Surface leadership pathways through our talent and succession practices.</p> <p>Identify secondment opportunities and encourage people to consider and apply for development opportunities and positions outside their current role.</p> <p>Review current leadership development and explore options for targeted development for underrepresented groups.</p> <p>Talent management</p> <p>Evolve our talent and succession planning practices, enhancing opportunities for diversifying our talent pipeline.</p> <p>Improving diversity data and insights</p> <p>Explore mechanisms to safely gather data about representation of disabled, neurodiverse, and rainbow communities.</p> <p>Increase completion and updating of personal identity information in Puna Koi, especially for disabled and rainbow communities.</p> <p>Investigate the lived experience across diverse groups and use insights to improve the employee experience.</p>	<p>Attraction, recruitment and selection</p> <p>Foster TupuToa, TupuTai and EPP pathways (e.g. internship and secondment opportunities, including iwi and cross-agency secondments).</p> <p>Career and leadership development</p> <p>Develop coaching, mentoring and tuakana-teina relationships and promote development through these mechanisms and participating in projects.</p> <p>Equitable pay outcomes</p> <p>When data allows and measurement standards develop, include pay gap analysis for rainbow and disabled communities.</p> <p>Improving diversity data and insights</p> <p>Implement lessons learnt and use insights to improve the employee experience.</p>

Appendix – Gender and ethnic representation and pay gap analysis

Gender representation and pay gaps

Our gender distribution at NZTA consists of 54 percent female and 46 percent male and a small proportion (<1 percent) of another gender.

Since 2021, there has been a slight increase of 1 percent in the number of female staff, as shown in the table below. Representation of all genders has broadly remained stable, despite periods of significant changes.

In terms of women in leadership, females represent 49 percent of all people leadership roles and 56 percent of senior leadership roles (tiers 1-3) as at December 2024. Since 2023, female representation has remained stable in people leadership roles. Within senior leadership roles, female representation has increased 3 percent since 2023, returning to the same level as 2022.

Workforce Gender Representation from 2021 - 2024				
Level	As at	Female	Male	Another Gender
All Workforce	2021-06	53%	47%	<1%
	2022-06	53%	47%	<1%
	2023-06	54%	46%	<1%
	2024-06	54%	46%	<1%
	2024-12	54%	46%	<1%
All People Leaders	2021-06	47%	53%	<1%
	2022-06	46%	54%	<1%
	2023-06	49%	51%	<1%
	2024-06	48%	52%	<1%
	2024-12	49%	51%	<1%
Senior Leaders Tiers 1-3	2021-06	53%	47%	0%
	2022-06	56%	44%	0%
	2023-06	53%	47%	0%
	2024-06	56%	44%	0%
	2024-12	56%	44%	0%

Gender representation in people leadership by tier

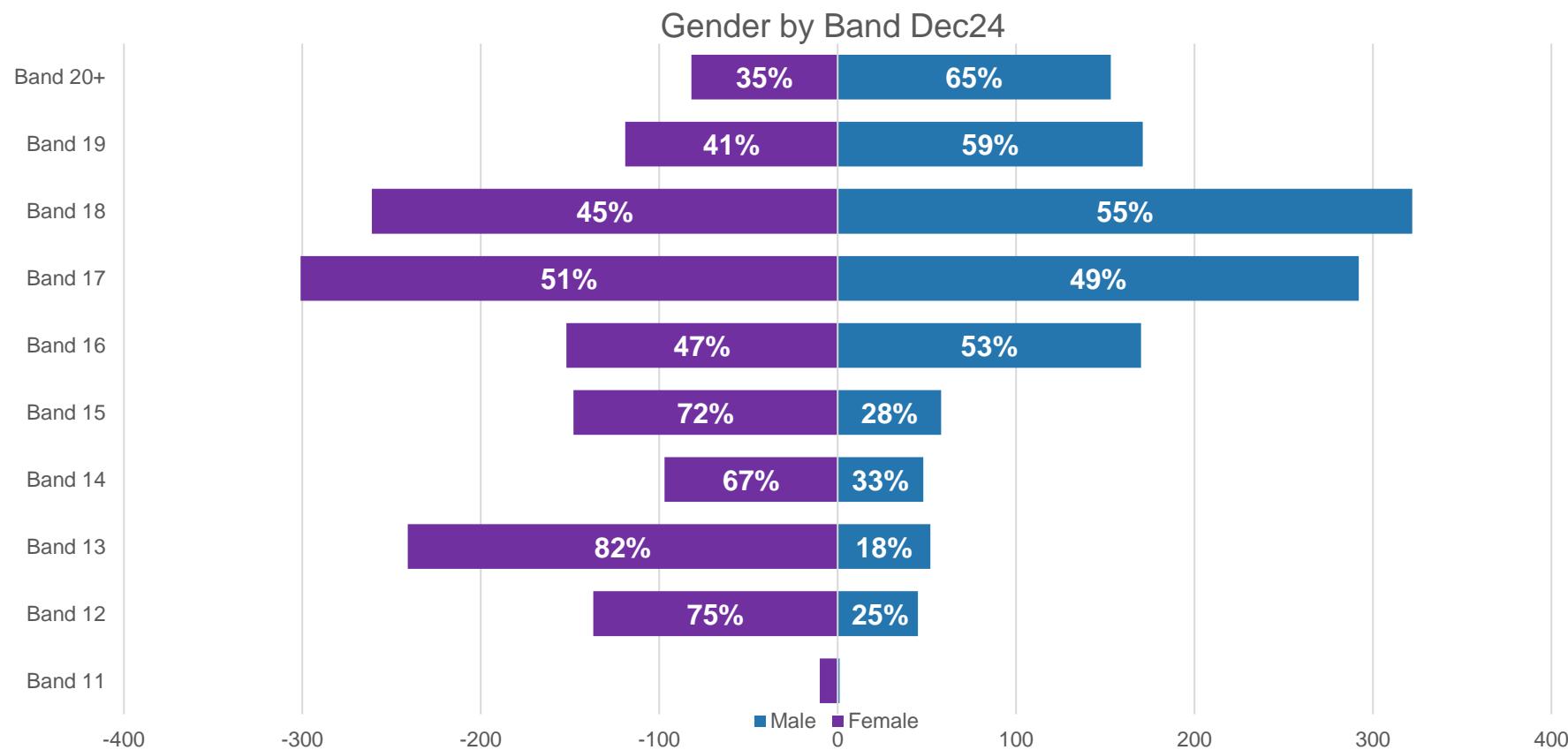
When further broken down by tiers, there has been a 3 percent increase in female representation in people leadership roles in tiers 1 to 3, and a 6 percent increase in female representation in people leadership roles in tiers 4 to 5 since 2021.

Within tiers 6 and below, we have seen a 14 percent decrease in female representation down to 45 percent since 2021, although this is still within our 40-20-40 gender balance target range (40 percent female, 40 percent male, with 20 percent of any gender).

Level	As at	Female	Male	Another Gender
Tiers 1 to 3	2021-06	53%	47%	0%
	2022-06	56%	44%	0%
	2023-06	52%	48%	0%
	2024-06	56%	44%	0%
	2024-12	56%	44%	0%
	2021-06	43%	57%	0%
Tiers 4 to 5	2022-06	43%	57%	0%
	2023-06	48%	52%	0%
	2024-06	47%	53%	0%
	2024-12	49%	44%	0%
Tiers 6 and below	2021-06	59%	41%	0%
	2022-06	47%	52%	1%
	2023-06	49%	51%	0%
	2024-06	46%	54%	0%
	2024-12	45%	55%	0%

Gender representation by job band

While women represent around half of our workforce (54 percent), they are overrepresented in lower bands (bands 15 and below) with almost 76 percent of women in these frontline and lower paid roles, for example business support and customer service roles. Women are less represented than men in higher bands (18 and above) with 42 percent female representation. This is the key driver of our gender pay gap.



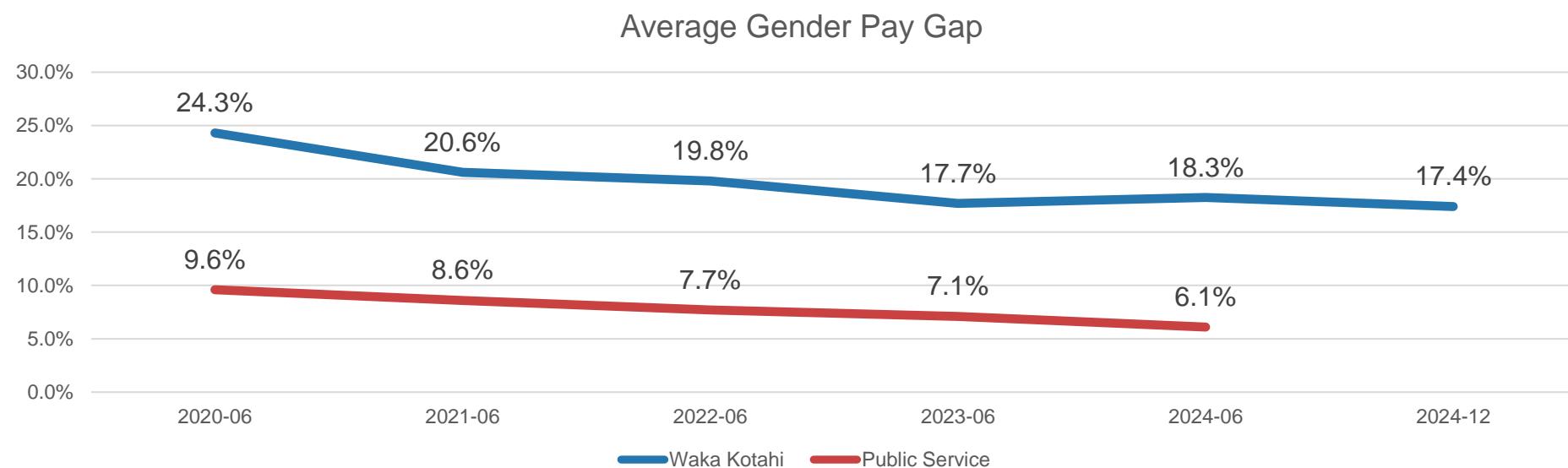
Deep dive into the gender pay gap¹

NZTA has continued to take action to ensure gender and ethnicity are not a determining factor in what people get paid.

The drivers of our gender pay gap relate to representation. This is due to having more women within our frontline roles and lower paid roles, and a lower number of women in higher paid, more senior or influential roles.

As at December 2024, the average gender pay gap is 17.4 percent. This has reduced 6.9 percent (from 24.3 percent) since 2020.

Our gender pay gap is not driven by within-role differences (that is, within same or similar roles), but by uneven representation across different roles within the organisation where women are highly concentrated in lower-paid roles and less represented in higher paid roles compared to men.



When referring to gender pay, our measurements do not include employees that identify as another gender in Puna Koi as the number is too small to meet the threshold of 20 or more for statistical comparison whilst also providing anonymity, so our data is currently limited to men and women.

Average and median gender pay gaps over time 2021-2024

Since 2020, the median gender pay gap has decreased by 10 percent and the average pay gap has decreased by 6.9 percent.

Year	Average gender pay gap	Median gender pay gap
2020-06	24.3%	30.6%
2021-06	20.6%	29.2%
2022-06	19.8%	24.9%
2023-06	17.7%	21.9%
2024-06	18.3%	21.3%
2024-12	17.4%	20.6%

Gender pay gap by band

There are minimal like-for-like gender pay differences within roles. Average within-role gaps range from -3.7 percent to 1 percent. 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 through 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.

Band	# Female	# Male	Average GPG	Median GPG
11	10	1	--	--
12	137	45	-1.3%	0%
13	241	52	-3.7%	-4.6%
14	97	48	-2.4%	-1.7%
15	148	58	-0.2%	-0.3%
16	152	170	0%	-0.2%
17	301	292	1%	2%
18	261	322	0.2%	0.5%
19	119	171	0.7%	-0.7%
20+	82	153	-1.2%	-1%

Ethnic representation and pay gaps

Since 2021, Māori and Asian representation in our workforce has increased 1 percent and 3 percent respectively as shown in the table below. Pacific peoples and MELAA representation has remained the same over this period.

From 2023 to 2024, Asians were the only ethnic group to see increased representation in our workforce.

In terms of leadership, Māori, Pacific and Asian representation in leadership have all increased since 2021:

- The number of Māori people leaders have increased 1 percent in people leadership and 2 percent senior leadership roles.
- Asian representation in people leadership has increased 2 percent, while Asian representation in senior leadership has remained the same.
- Pacific peoples representation in people leadership has increased from zero to 1 percent, however there are currently no Pacific peoples represented in senior leadership.
- MELAA representation in people leadership has remained the same, with no MELAA represented in senior leadership roles.

We need to continue our work to improve Māori, Pacific and ethnic representation at all levels across NZTA to better reflect the communities we serve. This will help reduce our ethnic pay gaps.

Workforce Ethnic Representation 2021-2024

Level	As at	European	Māori	Pacific	Asian	MELAA
All Workforce	2021-06	73%	6%	2%	11%	1%
	2022-06	71%	5%	2%	11%	1%
	2023-06	67%	7%	2%	13%	2%
	2024-06	66%	7%	2%	14%	1%
	2024-12	65%	7%	2%	14%	1%
All People Leaders	2021-06	83%	5%	0%	5%	1%
	2022-06	84%	3%	0%	5%	1%
	2023-06	81%	7%	1%	5%	1%
	2024-06	79%	6%	1%	6%	1%
	2024-12	77%	6%	1%	7%	1%
Senior Leaders Tiers 1-3	2021-06	92%	5%	0%	2%	0%
	2022-06	88%	4%	0%	2%	0%
	2023-06	82%	3%	0%	3%	0%
	2024-06	82%	7%	0%	2%	0%
	2024-12	77%	7%	0%	2%	0%

Ethnic representation in people leadership by tier

When we further analyse people leadership roles by tier, the level of Māori representation in people leader roles has grown the most in tiers 1 to 3. As at December 2024, Pacific people leaders are only represented in tiers 4 to 5.

Asian representation in people leadership roles has increased 3 percent in tiers 4 to 5 and 2 percent in Tiers 6 and below since 2021. Whereas MELAA representation in people leadership roles is at the same level it was in 2021.

Level	As at	European	Māori	Pacific	Asian	MELAA
Tiers 1 to 3	2021-06	92%	5%	0%	2%	0%
	2022-06	88%	4%	0%	2%	0%
	2023-06	82%	3%	0%	3%	0%
	2024-06	82%	7%	0%	2%	0%
	2024-12	77%	7%	0%	2%	0%
Tiers 4 to 5	2021-06	82%	5%	0%	5%	1%
	2022-06	84%	3%	0%	5%	1%
	2023-06	82%	7%	1%	5%	1%
	2024-06	80%	7%	1%	8%	0%
	2024-12	78%	6%	1%	8%	1%
Tiers 6 and Below	2021-06	81%	8%	0%	4%	1%
	2022-06	84%	3%	0%	4%	1%
	2023-06	77%	6%	1%	4%	1%
	2024-06	73%	6%	1%	4%	4%
	2024-12	76%	6%	0%	6%	1%

Deep dive into the ethnic pay gap

As with gender, representation is the primary reason for NZTA's ethnicity pay gaps. A large proportion of Māori, Pacific peoples, Asian and MELAA people are in lower paid roles, and a smaller proportion are in higher paid roles.

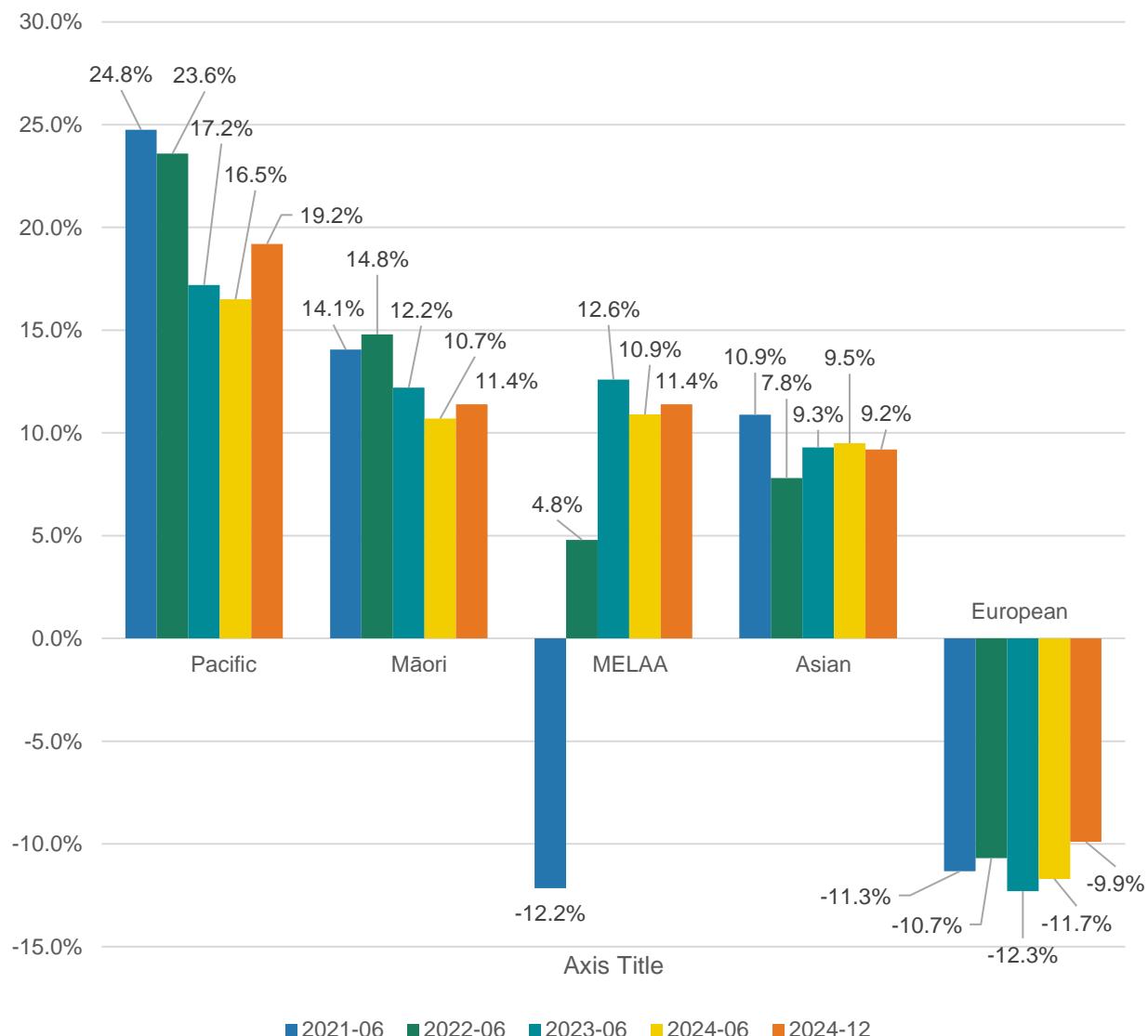
Since 2021, the average Māori, Pacific and Asian pay gaps have been trending down, while the MELAA pay gap has increased over this period.

As at December 2024, the highest ethnic pay gap is at Pacific Peoples (19.2 percent). 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 the most since first measured in 2021.

From June 2023 and June 2024, the average Māori, Pacific and MELAA pay gap decreased. However, in the 6 months from June 2024 to December 2024 the Māori and Pacific pay gaps have both increased, although they are still lower than they were in 2021. The increase is likely due to the small number of employees in these groups and the result of turnover creating a larger difference. Fluctuations like these are commonly seen in small groups as staff join, leave and change roles in the organisation.

While it is ideal to analyse ethnic pay gaps by band, the sample size of our ethnic groups in each band does not meet the threshold as 65 percent of our employees are European, so our analyses are currently limited to overall ethnic pay gaps.

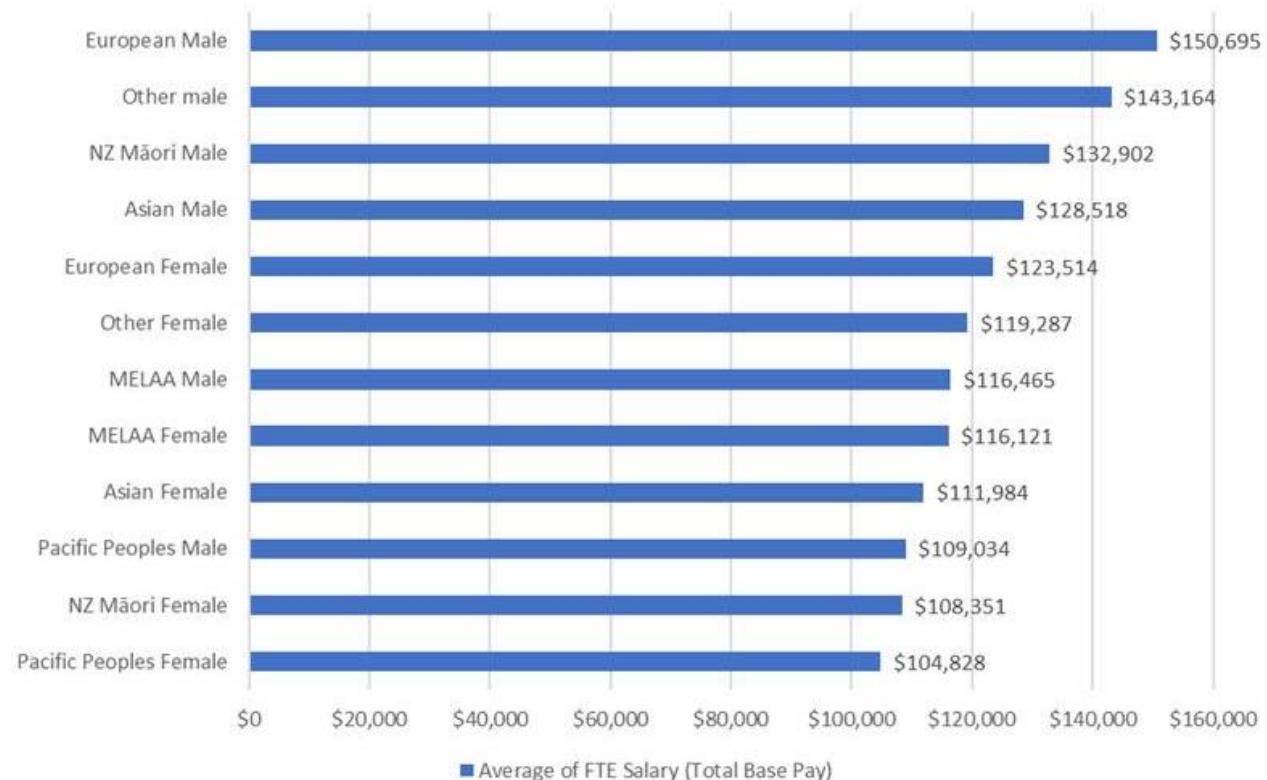
Average Ethnic Pay Gap



Average pay by ethnicity and gender

When further analysed by ethnicity and gender, European male employees have the highest average pay. Pacific female employees have the lowest average pay, which is a change from 2023 where Māori female employees were the lowest. In all ethnic groups, men have higher average pay than women in the same ethnic group.

Average total salary by ethnicity and gender



Approach and definitions used

This analysis was conducted with data as of 31 December 2024, except for the overall pay gap averages which are 30 June annually to coincide with the public sector data. The population included in the December 2024 analysis was all employees of NZTA Waka Kotahi (2875 including the Chief Executive). 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 2024:

- 2749 employees (96 percent) had disclosed their ethnicity in Puna Koi, our HR system
- 2868 employees (99.8 percent) have disclosed their gender in Puna Koi
- Eight employees have disclosed their gender identity as 'another gender' in the system and 6 employees prefer not to say; these employees were excluded from gender pay gap 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 to strengthen this workforce information.

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

Term	Definition
Diversity	The differences between people, their characteristics, attributes and backgrounds, and the perspectives they bring.
Equity	Fair outcomes for individuals belonging to diverse groups, achieved by addressing the barriers each of these groups face.
Inclusion	The ongoing exercise of valuing diverse groups by creating safe, welcoming and collaborative environments in which everyone can fully participate and thrive.
Employee	A permanent or fixed term full-time or part-time employee.
Pay	A full-time equivalent of employee Total Base Pay has been used for the gender and ethnic pay gap calculation. Total Base Pay excludes any allowances and benefits. For example, KiwiSaver, 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, gender or ethnic grouping) based on the average or median pay. 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.