

# Diversity, Equity and Inclusion (DEI) Roadmap 2025-28



*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.*

## 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.

With New Zealand’s population changing and becoming increasingly diverse, it is critical to have a culture that embraces diverse talent, views and ways of thinking. Diverse and inclusive teams help to unlock innovation, drive performance and enable us to be a modern, future-ready organisation.

DEI is critical to us achieving Te kāpehu (our compass). It is also reflected in ngā mātāpono (our values) - Ngākau aroha | Have heart, Kotahitanga | Better together, Kia māia | Be brave and Mahia | Nail it.

Strengthening DEI at NZTA also complements Te Ara Kotahi, specifically the Empowered Organisation and Strong & Vibrant Communities pou (pillars). 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.

## Priorities and success measures

Our priority focus areas for 2025-28 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.

	Focus areas	Measures
Inclusion and belonging	<ul style="list-style-type: none"><li>• Driving inclusive leadership and accountability</li><li>• Supporting employee-led networks (ELNs) to thrive</li><li>• Comms and learning that supports an inclusive culture</li><li>• Inclusive systems, policies and processes</li></ul>	<ul style="list-style-type: none"><li>• Tapatahi Diversity and Inclusion driver score at or above the government benchmark</li><li>• Tapatahi Inclusiveness, Diversity and Non-discrimination sub-driver scores at or above the government benchmark</li></ul>
Diversity and equity	<ul style="list-style-type: none"><li>• Attraction, recruitment and selection</li><li>• Career and leadership development</li><li>• Talent management</li><li>• Equitable pay outcomes</li><li>• Improving diversity data and insights</li></ul>	<ul style="list-style-type: none"><li>• Maintain gender balance in our people leader and senior leadership cohorts using 40-20-40 (40% female, 40% male and 20% of any gender)</li><li>• Increase representation of women in bands 20+ to a 40-20-40 split</li><li>• Increase ethnic representation of Māori, Pacific and Asian ethnicities in our workforce and leadership roles, while maintaining MELAA representation</li><li>• Year on year decrease in pay gaps</li><li>• Increase data on disabled, neurodiverse and rainbow communities across our workforce</li></ul>

## DEI Headlines

Tapatahi (engagement survey) November 2024 survey	NZTA	Benchmark
Diversity & Inclusion overall	8.0	8.2
Diversity	7.8	8.1
Inclusiveness <ul style="list-style-type: none"><li>• Belonging</li><li>• Feeling valued</li></ul>	7.9 7.6 7.7	8.1 7.8 7.8
Non-discrimination <ul style="list-style-type: none"><li>• Fair opportunities</li></ul>	8.0 8.0	8.3 8.2

	NZTA	People Leaders	Tiers 1-3	NZ population 2023 Census
<b>Gender</b>				
Male	46%	51%	44%	49.3%
Female	54%	49%	56%	50.3%
Another gender	<1%	<1%	0%	0.4%
<b>Ethnicity</b>				
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
<b>Age</b>				
Average age (years)	44.4	48.2	50.7	38.1
<b>Disability</b>				
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

	NZTA	NZ Public Service (2024)	NZ (2024)
<b>Gender pay gap</b>	17.4%	6.1%	8.2%
<b>Ethnicity pay gap</b>			
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

## Planned activities

	2025/26 (Ngahuru)	2026/27 (Takirua)	2027/28 (Kōanga)
Inclusion and belonging	<p><b>Driving inclusive leadership and accountability</b></p> <ul style="list-style-type: none"> <li>Senior leaders increase the visibility of DEI by driving discussions throughout the organisation.</li> <li>Implement a DEI measurement and reporting framework.</li> <li>Explore mechanisms to deepen our people's understanding of inclusion, what's expected and assess their current capability.</li> </ul> <p><b>Supporting ELNs to thrive</b></p> <ul style="list-style-type: none"> <li>Support the establishment and growth of ELNs.</li> <li>Help people leaders enable their people to actively engage in ELNs.</li> </ul> <p><b>Comms and learning supports an inclusive culture</b></p> <ul style="list-style-type: none"> <li>Continue to embed Te Ara Kotahi and te ao Māori within our workplace.</li> <li>Increase visibility of our DEI efforts and initiatives internally and externally.</li> <li>Review current DEI learning and agree what our essential learning offerings are.</li> </ul> <p><b>Inclusive systems, policies and processes</b></p> <ul style="list-style-type: none"> <li>Embed fit for purpose flexible working arrangements.</li> <li>Review our people policies/guidelines with a DEI lens.</li> </ul>	<p><b>Driving inclusive leadership and accountability</b></p> <ul style="list-style-type: none"> <li>Embed DEI objectives into business group plans.</li> <li>ELT regularly engage in reviewing DEI progress and driving accountability.</li> <li>Grow and embed inclusive leadership capability and accountability.</li> </ul> <p><b>Support ELNs to thrive</b></p> <p>Foster collaboration opportunities across ELNs to deliver more intersectional initiatives organisationally and across the sector.</p> <p><b>Comms and learning supports an inclusive culture</b></p> <ul style="list-style-type: none"> <li>Ensure our comms, marketing and learning reflects our DEI commitment.</li> <li>Embed DEI focus and visibility of ELNs in the onboarding/induction process.</li> </ul> <p><b>Inclusive systems, policies and processes</b></p> <ul style="list-style-type: none"> <li>Promote tools and resources to give people confidence to 'speak up'.</li> <li>Develop new people policies/guidelines where gaps exist in our DEI practices.</li> </ul>	<p><b>Support ELNs to thrive</b></p> <p>Promote the DEI Rōpū (ELN leads) as a valuable resource for advisory/consultancy/engagement for the organisation.</p> <p><b>Inclusive systems, policies and processes</b></p> <ul style="list-style-type: none"> <li>Ongoing development and improvement of people policies/guidelines.</li> <li>Integrate DEI lens into future office moves/workplace refits.</li> <li>Nominate kaupapa for industry awards and/or apply for accreditation programme.</li> <li>Evaluate our DEI progress and outcomes to inform next steps in our inclusion journey.</li> </ul>
Diversity and equity	<p><b>Attraction, recruitment and selection</b></p> <ul style="list-style-type: none"> <li>Review and enhance our recruitment practices and increase capability in those with hiring responsibilities to address any barriers, build inclusivity and mitigate bias.</li> <li>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).</li> </ul> <p><b>Career and leadership development</b></p> <p>Equip people leaders with DEI awareness to have meaningful performance and development conversations and support their people's career development.</p> <p><b>Talent management</b></p> <p>Build a diversity lens into talent conversations.</p> <p><b>Equitable pay outcomes</b></p> <ul style="list-style-type: none"> <li>Conduct regular pay gap analysis and address any disparities.</li> <li>Review starting salaries to ensure no discrepancies.</li> <li>Educate our people on reward and remuneration systems and processes.</li> </ul>	<p><b>Attraction, recruitment, selection and retention</b></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><b>Career and leadership development</b></p> <ul style="list-style-type: none"> <li>Surface leadership pathways through our talent and succession practices.</li> <li>Identify secondment opportunities and encourage people to consider and apply for development opportunities and positions outside their current role.</li> <li>Review current leadership development and explore options for targeted development for underrepresented groups.</li> </ul> <p><b>Talent management</b></p> <p>Evolve our talent and succession planning practices, enhancing opportunities for diversifying our talent pipeline.</p> <p><b>Improving diversity data and insights</b></p> <ul style="list-style-type: none"> <li>Explore mechanisms to safely gather data about representation of disabled, neurodiverse, and rainbow communities.</li> <li>Increase completion and updating of personal identity information in Puna Koi, especially for disabled and rainbow communities.</li> <li>Investigate the lived experience across diverse groups and use insights to improve the employee experience.</li> </ul>	<p><b>Attraction, recruitment and selection</b></p> <p>Foster TupuToa, TupuTai and EPP pathways (e.g. internship and secondment opportunities, including iwi and cross-agency secondments).</p> <p><b>Career and leadership development</b></p> <p>Develop coaching, mentoring and tuakana-teina relationships and promote development through these mechanisms and participating in projects.</p> <p><b>Equitable pay outcomes</b></p> <p>When data allows and measurement standards develop, include pay gap analysis for rainbow and disabled communities.</p> <p><b>Improving diversity data and insights</b></p> <ul style="list-style-type: none"> <li>Implement lessons learnt and use insights to improve the employee experience.</li> </ul>