

Mō mātau

About us



Who we are

Our board

(as at 30 September 2021)

Sir Brian Roche KNZM Chair



Sir Brian brings extensive governance, leadership and business experience to Waka Kotahi.

In 2017, Brian was named a Knight Companion of the New Zealand Order of Merit for services to the state and business.

He was chief executive of New Zealand Post Group from 2010 to 2017 and chaired the Waka Kotahi Board from 1 August 2008 to 31 March 2010.

Brian was chair of the Waka Kotahi Investment and Delivery Committee until November 2020. He remains a member of the committee and is also a member of the Risk and Assurance Committee.

Cassandra Crowley Deputy Chair



Cassandra is a chartered accountant (Fellow), barrister and solicitor of the High Court of New Zealand and member of the Institute of Directors.

In addition to her commercial advisory work, Cassandra holds non-executive directorship roles in several sectors of the economy of Aotearoa. These roles include chairing several audit, finance and risk committees and overseeing digital transformation. She is a past president of Chartered Accountants Australia and Aotearoa and has been recognised for her leadership and governance contributions with the Supreme Award for Excellence in Governance from Women on Boards.

Cassandra chairs the Waka Kotahi Risk and Assurance Committee and is a member of the Investment and Delivery Committee.

Catherine Taylor



Catherine is a chartered accountant and has held senior management positions in the public and private sectors, including five years as Director and Chief Executive of Maritime New Zealand. Catherine understands transport sector regulatory issues and has always been interested in how regulatory tools can be used to achieve safety outcomes.

Catherine's current governance roles include Deputy Chair of the Energy Efficiency and Conservation Authority, Chair of the International Visitor Conservation and Tourism Levy Investment Advisory Group, Deputy Chair of Nelson Airport Limited, chair of Diabetes New Zealand, trustee of the John Nesfield Trust and trustee of the New Zealand Law Foundation.

Her past roles include director of the New Zealand Institute for Crop and Food Research (now Plant and Food Research), member of the Civil Aviation Authority, member of the Building Practitioners Board, member of the Biosecurity Ministerial Advisory Committee and trustee of the Life Flight Trust.

Catherine chairs the Regulatory Committee and is a member of the People and Culture Committee.

David Smol QSO



David has over 35 years' experience in Aotearoa and the United Kingdom in the public and private sectors. He has worked in the energy sector in both countries, including as director of an Oxford-based energy consulting firm with clients in the United Kingdom and Europe and in large energy utilities and transmission companies, renewable energy generators, regulatory bodies and government departments.

In 2008, David was appointed chief executive of the Ministry of Economic Development. From 2012 to 2017, he was the inaugural chief executive of the Ministry of Business, Innovation and Employment, where he was responsible for the stewardship of multiple regulatory systems.

David is an independent non-executive director of Contact Energy and chair of VicLink, the commercialisation subsidiary of Victoria University of Wellington.

David was made a Companion of the Queen's Service Order in 2018.

David is a member of the Waka Kotahi Regulatory Committee.

John Bridgman



John has over 35 years' experience in engineering and project management roles across Australasia and Asia.

John is the chief executive of Ōtākaro Limited. He has held a variety of senior leadership positions and governance roles at AECOM (including as industry director – civil infrastructure in Australia with responsibility for the company's involvement in several of Australia's largest infrastructure projects and as managing director for the Aotearoa business), as well as governance roles on major infrastructure projects in Aotearoa, Australia, Asia and the United Kingdom.

John became chair of the Investment and Delivery Committee in November 2020.

Ken Rintoul



Ken has over 40 years' experience in the public and private sectors of Aotearoa and has extensive knowledge of the construction and civil industries, including business ownership in these industries.

Having lived in provincial Aotearoa all his life, Ken is also aware of the needs of rural New Zealanders.

In the past 10 years, Ken's governance roles have included director of Far North Holdings, appointed trustee of Top Energy Ltd, appointed chair of Northern Rural Fire, chair of Youth Development Trust (YES programme), trustee of North Point Trust, advisor to the TKEMK Trust, member of the Rural Advisory Forum, advisor to Fire and Emergency New Zealand, trustee of the Hundertwasser Trust, member of the Northern Transport Committee, and appointed chair of the Northland College Transition Board.

Ken is a member of the Waka Kotahi Investment and Delivery Committee and People and Culture Committee.

Patrick Reynolds



Patrick brings extensive expertise in urban form and transport analysis and advocacy, along with public sector governance experience to Waka Kotahi.

He has lectured in urban design at the University of Auckland and written about transport and the urban realm, most prominently greater Auckland, in books and magazines and online. Patrick is a recipient of the New Zealand Institute of Architects President's Award for his contributions to debates on Auckland's urban issues. He has served on boards for Auckland Council, Auckland Transport and Rotorua Lakes Council.

Patrick is a member of the Waka Kotahi Investment and Delivery Committee and Regulatory Committee.

Victoria Carter NZOM



Victoria has over 25 years' experience as a director on the boards of NZX (the New Zealand stock exchange), private companies and council entities in the transport, tourism, education, property and arts sectors.

As founder of Cityhop, the first and largest carshare business in Aotearoa, Victoria is a known expert on mobility as a service.

Victoria is a former Auckland city councillor and an accredited Fellow of the Institute of Directors. In 2016, she was awarded the New Zealand Order of Merit for services to the arts, business and community. She holds a bachelor of laws from the University of Auckland.

Victoria chairs the Waka Kotahi People and Culture Committee and is a member of the Risk and Assurance Committee.

Governance report

Our governance framework is established under the Land Transport Management Act 2003 and Crown Entities Act 2004. The Land Transport Management Act sets out our objective and functions, and the Crown Entities Act sets out the rules governing Waka Kotahi as a Crown entity. As a Crown entity, Waka Kotahi is a legal entity in its own right.

Board functions and operations

The Waka Kotahi Board is the Waka Kotahi governing body with authority to exercise its powers and perform its functions. All decisions relating to Waka Kotahi operations must be made by or under the Board's authority.

The Board is appointed by and accountable to the Minister of Transport and responsible for Waka Kotahi:

- acting consistently with its objectives and functions
- carrying out its functions efficiently and effectively

- operating in a financially responsible manner.

Waka Kotahi has the objective, under the Land Transport Management Act 2003, of undertaking its statutory functions in a way that contributes to an effective, efficient and safe land transport system in the public interest.

Board membership

The Minister of Transport may appoint up to nine members to the Board. Board members are appointed for a period of up to three years, which may be extended. The Board appoints members to its four standing committees.

Board functions

The Board operates according to its charter, which sets out its governance arrangements and responsibilities. Our Board's functions are summarised in the following table.

Function	Description
Government and ministerial relationships	Maintaining appropriate relationships with the government (particularly, the Minister of Transport) and Ministry of Transport
Health and safety	Setting the strategy, culture and expectations in relation to health and safety
People and culture	Leading culture 'from the top' Reviewing and approving people and remuneration strategies and structures Appointing, overseeing and reviewing the performance of the Chief Executive (and her remuneration)
Strategy and performance	Setting the Waka Kotahi strategic direction and annual performance expectations, in consultation with the Minister of Transport Monitoring and reviewing Waka Kotahi performance
Significant decisions	Carrying out functions specifically reserved to the Board, including: <ul style="list-style-type: none"> • making significant funding decisions and awarding major contracts • allocating and investing funds from the NLTF • authorising significant changes to processes or procedures for the allocation of funding from the NLTF
Financial oversight and risk management	Approving annual budgets Overseeing Waka Kotahi accounting and reporting systems and, where appropriate, approving financial and other reports Overseeing and monitoring the performance of internal and external auditors Setting, monitoring and reviewing the internal audit plan through the Risk and Assurance Committee Ensuring Waka Kotahi has appropriate risk management and regulatory compliance policies Reviewing key risks and risk reports regularly

Board committees

The Board has established four standing committees: the Risk and Assurance, Investment and Delivery, Regulatory, and People and Culture Committees. These committees assist the Board by focusing on specific matters in greater detail than is possible for the Board as a whole. The committees are governed by a Board approved terms of reference. The Board may establish other standing or ad hoc committees to assist it in carrying out its powers and functions.

Risk and Assurance Committee

Role	To assist the Board in: <ul style="list-style-type: none">ensuring Waka Kotahi operates in a financially responsible mannerexercising due care and diligence in relation to Waka Kotahi financial reportingestablishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of Waka Kotahi financial reporting
Members	Cassandra Crowley (chair), Victoria Carter, Sir Brian Roche

Investment and Delivery Committee

Role	Assist the Board by providing advice and assurance in relation to significant investment and operational matters
Members	John Bridgman (chair), Sir Brian Roche, Ken Rintoul, Cassandra Crowley, Patrick Reynolds

Regulatory Committee

Role	Assist the Board by providing advice and assurance in relation to Waka Kotahi regulatory responsibilities
Members	Catherine Taylor (chair), David Smol, Patrick Reynolds

People and Culture Committee

Role	Assist the Board by providing advice and assurance in relation to Waka Kotahi people policies, practices and strategies, Waka Kotahi people health and safety, and stakeholder engagement and perceptions
Members	Victoria Carter (chair), Catherine Taylor, Ken Rintoul

Delegations

The Board operates through delegation to the Chief Executive. The Chief Executive with the Executive Leadership team are charged with the day-to-day leadership and management of Waka Kotahi. Our Chief Executive sub-delegates authority to the Executive Leadership team and others within specified financial and non-financial limits. Formal policies and procedures govern the parameters and operation of these delegations.

Disclosure of interests

Before being appointed to the Board, potential Board members must disclose all interests to the Minister of Transport. Following appointment, Board members must disclose all interests as soon as practicable. A register of interests is kept and provided to the Board at each scheduled Board meeting.

Board performance reviews

The Board regularly reviews its overall performance and the performance of its committees and individual Board members.

Risk management

Like all entities, Waka Kotahi is exposed to a variety of risks. Our risk management activities aim to ensure we identify, prioritise and manage risks so we can execute our strategies and achieve our goals.

Our Board is ultimately responsible for risk management governance by:

- reviewing key risks annually
- approving and regularly reviewing our risk framework
- providing, through our Risk and Assurance Committee, oversight and monitoring of key risks.

Risks are assessed using a risk profile to identify the likelihood of occurrence and potential severity of impact. Key risks are identified using an enterprise risk management framework that encompasses financial and non-financial risks. These fall into the following broad categories:

- technology risks, for example, around system performance and cybersecurity
- people and culture risks, for example, around health and safety, capability, talent and change management
- regulatory risks, for example around delivering our regulatory responsibilities
- funding risks, for example around short-term and long-term funding (including in respect of the National Land Transport Fund)
- operational delivery risks, for example, around industry capability and capacity, benefits realisation, resilience and road safety outcomes.

Board and Board committee meeting attendance in the year to 30 June 2021

	Regular Board meetings	Special Board meetings	Risk and Assurance Committee	Regulatory Committee ¹	People and Culture Committee	Investment and Delivery Committee
Total meetings held	10	1	6	4	6	9
Current Board and committee members						
Sir Brian Roche	10	1	6	-	-	9*
Cassandra Crowley	10	1	6	-	-	8
Catherine Taylor	10	0	-	4	6	-
David Smol	9	0	-	4	-	-
Ken Rintoul	9	1	-	-	6	8
Patrick Reynolds	10	1	-	4	-	9
Victoria Carter	10	1	6	-	6	-
John Bridgman	10	1	-	-	-	7**

The above table records attendances at Committee meetings by Committee members. Board members who are not Committee members often also attend Committee meetings. Those meeting attendances are not recorded in the table.

*Chair of Investment and Delivery Committee to November 2020

**Member and Chair of Investment and Delivery Committee from November 2020

Our organisation

Our leadership team

Managing our organisation is our Chief Executive and our Executive Leadership Team:

Nicole Rosie
Chief Executive

Brett Gliddon
General Manager Transport Services

Kane Patena
General Manager Te Roopu Waeture | Regulatory Services and Director of Land Transport

Greg Lazzaro
General Manager Safety, Health and Environment

Chris Lokum
General Manager Pūmanawa Tāngata | People

Karen Jones
General Manager Te Waka Kōtuia | Engagement and Partnerships

Matthew Walker
General Manager Corporate Support

Yogesh Anand
Chief Technology Officer Te Aukaha | Digital

Profiles of the Waka Kotahi leadership team are on our website www.nzta.govt.nz/about-us/about-waka-kotahi-nz-transport-agency/our-executive-leadership-team

Our values and behaviours

Our values and behaviours were launched across the organisation in December 2020 as part of Te kāpehu, our strategic direction.

Our values and behaviours shape our culture, guide the way we work together and define what's important to us and help us deliver our best work, every day. They influence how we work within Waka Kotahi and how we engage with iwi, partners, stakeholders and communities.

We have four values, which are each underpinned by five behaviours:



Ngākau aroha
Have heart

We have the wellbeing of our people, community and planet at the heart of everything we do.



Kia māia
Be brave

Our outcomes are better when we bring courage and self-belief to our passion and purpose.



Kotahitanga
Better together

We achieve great things when we work together to build trusted relationships inside and outside of Waka Kotahi.



Mahia
Nail it

We create an enduring legacy, delivering our best work every day.

Our mātāpono (values) are bilingual in English and te reo Māori. They are not direct translations but are closely related concepts so each mātāpono has its own meaning. The values and behaviours are becoming part of what it means to be an employee of Waka Kotahi. They shape how our people leaders coach teams and give recognition, are incorporated into our recruitment processes, play a key part in performance reviews, and are becoming integrated across all other parts of the employee experience.

Workforce profile

Our people mean a lot to us. In fact, they're everything. It's their effort and commitment that enable us to do what we do. Our diverse workforce is located in 21 locations from Whāngarei to Dunedin.

Employee count vs total FTEs

Permanent employees The full-time equivalent (FTE) of our permanent employees as at 30 June 2021 was 2081.2, an increase of 15 percent from 30 June 2020. The increase in our FTEs reflects our extensive delivery programme, as well as a proactive effort to convert contractors to permanent roles.

Fixed term employees Our use of employees on fixed-term agreements is also increasing from the same time last year, though varying during the year depending on our business needs.

As at 30 June 2021, 4.4 percent of our fixed and permanent workforce were on fixed-term employment agreements.

Voluntary permanent turnover

4.3 years

Average tenure (Permanent leavers in past year)

5.9 years

Average permanent tenure (current)

10.6%

Voluntary permanent turnover

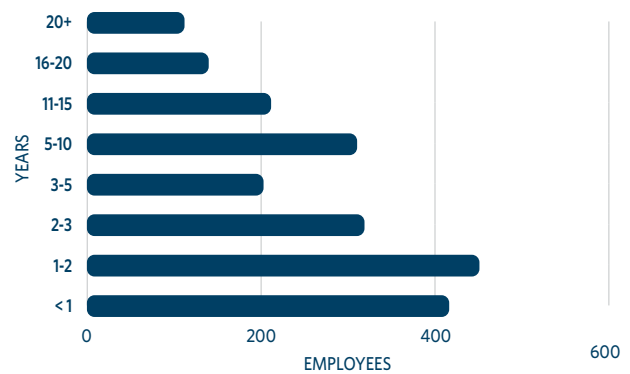
As at 30 June 2021, our annual voluntary turnover of permanent staff was 10.6 percent, 0.8 percent lower than the same time last year. Voluntary turnover of permanent employees with less than two years' service was 10 percent. The reduction in voluntary turnover has been influenced by the increase of overall headcount; the ongoing impacts of the COVID-19 pandemic and our focused effort to make Waka Kotahi a great place to work.

Age profile



As at 30 June 2021, the average age of our permanent employees was 45 years old (43 years for women and 47 years for men). We had 253 permanent employees over 60 years of age, and five aged under 20 years old.

Length of service



As at 30 June 2021, the average tenure of our permanent employees was 5.9 years. As our employee numbers increase, the average tenure is slowly decreasing. We have 114 employees who've been with Waka Kotahi and its predecessors for more than 20 years.

Ethnicity breakdown of permanent employees

- European 68%
- Asian 10%
- Not stated 8%
- Māori 6%
- Other 3%
- MELAA 3%
- Pacific peoples 2%



Note: MELAA = Middle Eastern, Latin American, African

Ethnicity breakdown of permanent managers

- European 86%
- Māori 5%
- Other 4%
- Asian 2%
- Not stated 2%
- MELAA 2%



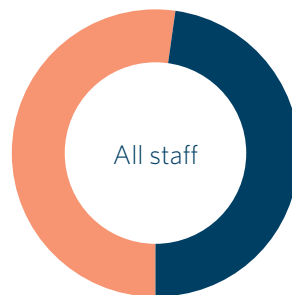
Note: MELAA = Middle Eastern, Latin American, African

Gender profile

As at 30 June 2021, we have more employees who identify as female (1,117 or 52 percent) than male (1,039 or 48 percent). One person identified as another gender.

Approximately 9 percent of our permanent female workforce and 3 percent of our permanent male workforce are part-time (work fewer than 40 hours per week). This means approximately 6 percent of our permanent workforce is part-time.

Of our 72 permanent senior management, 38 are female (53 percent) and 34 are male (47 percent).



- Female 52%
- Male 48%



- Female 53%
- Male 47%

Disability

As part of our March 2021 Ask Our Team survey of employees, we asked people whether they lived with a disability. Of the 1995 respondents, 109 (5 percent) of people answered “yes”. Note that we did not define what was considered a “disability”,

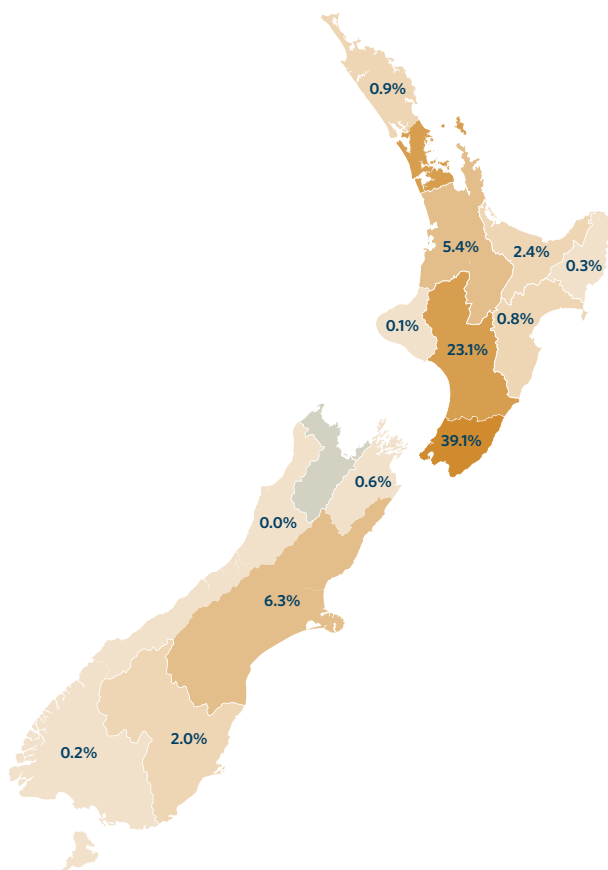
so people had no guidance on how to self-identify on this question.

We have a number of initiatives underway as part of our diversity and inclusion strategy that are outlined in the Papa Pounamu focus areas from page 166.

Workforce by region

The number of permanent and fixed-term employees by region or province as at 30 June 2021 is shown in the table below:

Region/province	Headcount	Proportion
Auckland	412	18.3%
Bay of Plenty	54	2.4%
Canterbury	143	6.3%
Gisborne	6	0.3%
Hawke’s Bay	18	0.8%
Manawatu-Wanganui	522	23.1%
Marlborough	13	0.6%
Nelson	11	0.5%
Northland	21	0.9%
Otago	45	2.0%
Southland	4	0.2%
Taranaki	3	0.1%
Waikato	122	5.4%
Wellington	882	39.1%



Being a good employer

We are committed to being a good employer. We recognise, respect and value differences and are committed to providing equal employment opportunities for all. This creates better outcomes for both our people and the people we are ultimately here for – the people of Aotearoa.

We are focusing on creating a strategy-led, people-centred organisation that is fit for the future, where our people are proud to be part of creating a better Aotearoa. We are committed to being fair, open and transparent and having a workplace where our people are energised and able to perform at their best.

We strive to address barriers to diversity and inclusion in our organisation. We actively engage with our people and their unions when we develop people policies and initiate change programmes, including as we continuously improve our practices as a good employer.¹

The following actions support our aspiration of being a good employer and a great place to work.

1. Leadership, accountability and culture

- Our leadership expectations provide clear direction for our leaders. Through these expectations, our leaders are encouraged to embrace diversity, be inclusive, openly share knowledge and information, encourage curiosity and seek out different points of view.
- Our Accelerate Leadership Programme was developed to lift the capability of all Waka Kotahi leaders regardless of tier. Consisting of five modules, all people leaders will complete training on Courageous Leadership, Strategic Leadership, People Leadership, Team Leadership and Adaptive Leadership.
- Senior leader hui are held to provide leaders with the opportunity to work collaboratively and contribute to organisational thinking and decision making. These forums are highly valuable as an opportunity to focus on collective leadership for the organisation.
- Our chief executive's The Way We Move newsletter, regular video newsletter and audio calls, and regular posts on Workplace provide strong leadership and ensures everyone in Waka Kotahi has access to the same information. Calls can be listened to, watched live or viewed later.

¹ Human Rights Commission Good employer advice www.hrc.co.nz/your-rights/businessand-work/tools-and-research/reporting-crown-entities-goodemployers/

- Our values and behaviours define what's important to us and help us deliver our best work, every day. They influence how we work within Waka Kotahi and how we engage externally with iwi, partners, stakeholders and communities.
- We have Workplace by Facebook and Microsoft Teams as tools to allow everyone in Waka Kotahi to collaborate and contribute to workplace conversations. These tools are popular and provides an engagement channel directly to our people.
- We hold people accountable through robust performance and development planning.

2. Recruitment, selection and induction

- Our recruitment and selection processes support our commitment to diversity and inclusion, the elimination of conscious and unconscious bias, and equal employment opportunities. Our diversity and inclusion approach includes a goal of a workforce broadly reflective of the community.
- Videos and profiles on our career website and recruitment collateral feature employees from diverse backgrounds, and we use inclusive language in our online careers pages.
- We are an accredited employer with the New Zealand Immigration Service.
- Progression within Waka Kotahi is based on merit rather than service and is built around competencies and skills. We identify and address barriers to participation and progression.
- All new people are invited to the organisation-wide induction to Waka Kotahi, and we are increasingly holding pōwhiri and mihi whakatau to welcome our new starters.
- Our development tools for managers who are recruiting include training on recognising and addressing unconscious bias towards applicants.
- We actively recruit multilingual people for some of our customer-facing roles.
- We have an Emerging Professionals graduate programme. This was implemented to identify and engage with the country's emerging talent and includes a planned rotational programme with a strong development focus.
- We participate in the GovTech cross-government graduate scheme, hosting three graduates per cohort for eight-month rotations. Waka Kotahi had two cohorts in the 2020/21 financial year (six people).

- During the 2020 COVID-19 pandemic response, induction and onboarding were moved online. Additional support was wrapped around our people leaders and new starters, to ensure they were successfully set up to welcome people remotely.

3. Employee development, promotion and exit

- We promote a culture of learning and continued development at all levels. Development opportunities include project work, acting in other roles, secondments, mentoring and coaching, online learning, and face-to-face learning programmes offered through our centralised learning calendar.
- We encourage teamwork and for people to work collaboratively.
- We offer LinkedIn learning licences to our employees, to enable them access to a platform of over 16,000 professional learning opportunities.
- We value an ongoing process of feedback and two-way communication.
- Capability mapping, talent management, succession planning and progression frameworks are in place.
- We are an accredited Institute of Professional Engineers New Zealand professional development partner.
- We use our LinkedIn page to stay connected with current, former and prospective employees.
- We provide access to career planning tools and advice.
- We offer flexible, user-choice exit interview options including surveys, coffee debriefs and formal interviews.

4. Flexibility and work design

- We promote balanced work-life responsibilities through flexible working.
- Our people can request changes to their working arrangements, including job sharing, compressed weeks, reduced hours, working from home and leave during school holidays.
- We encourage people to take annual leave in the year it is accrued and manage their hours to maintain wellbeing.
- During the 2020 COVID-19 pandemic, most of our people were set up to work from home. For those with roles that could not be

completed remotely, or for those who had other responsibilities such as caring for children or aged parents, we offered special leave allowances and additional online development and learning opportunities.

5. Remuneration, recognition and conditions

- Our remuneration policies and frameworks are based on the principle that pay reflects the market and performance – not tenure, cost of living or other personal circumstances. We conduct an annual remuneration review, including comparing our remuneration ranges to public sector and other organisations' market data.
- We continue to monitor our gender pay gap to ensure remuneration equality across Waka Kotahi.
- We endeavour to make our job evaluation and remuneration practices transparent, equitable and gender neutral.
- Recognition is encouraged and we use a variety of ways to celebrate success and recognise people publicly and privately.
- In the COVID-19 pandemic environment, we have adjusted our approach to remuneration and demonstrated appropriate restraint, while acknowledging and rewarding our people.

6. Harassment and bullying prevention

- We are committed to maintaining a safe working environment for all our people where we experience mutual respect, trust, dignity and security. Ensuring psychological safety is paramount to this.
- We have an employee liaison service in partnership with FairWay, which provides issue resolution services free to all our people.
- We worked collaboratively with unions to better understand harassment and provide tools and support for our people dealing with harassment.
- We have stand-alone bullying and harassment and sexual harassment policies, and an online learning module to support employee understanding of these policies.
- We have taken note of the lessons learned from the Ministry of Transport's Civil Aviation Authority review.

7. Safe and healthy environment

Waka Kotahi has matured its health, safety and wellbeing programme over the last year and continues

to see improvement in employee engagement, outcomes and opportunities.

Our three-year health and safety workplan is centred around three pillars:

- Safety leadership and capability – we aim to build a culture of care starting at the top, through our people leaders and by building knowledge and capability to be safe through training, better communication and our values coming to life.
- Focusing on critical risks – we want to focus on what is important, and what will support our people and partners to be safer. We have assessed six critical safety risks in detail and have dedicated project plans to manage them.
- Systems and standards – we are developing and integrating health, safety and wellbeing information, expectations and tools. They will be easy to find and use to help our people.

In 2020/21 we continued to progress the work outlined in our three-year health and safety workplan, supported by a dedicated team across Waka Kotahi and commitment at the executive-level. We're focused on several critical risks for employees including mental health and wellbeing, especially in light of COVID-19 challenges. We're working to reduce and eliminate the impact of harmful interactions affecting our public-facing employees. We're also focused on ensuring our employees driving around the country are safe on the roads.

Over the next year, we'll continue to progress important health, safety and wellbeing initiatives including working on our mental health leading indicators; training and induction content; drug and alcohol programme; and leadership expectations including integrating health, safety and wellbeing metrics and targets into our leaders' performance plans.

Reviewing policies and procedures

We involve unions in the development and implementation of policies and procedures and consult with our people before making significant changes. To ensure our policies and procedures remain relevant, we review them on a two-yearly cycle or more often if necessary. We are receptive to feedback on our policies at any time.

Improving health, safety and wellbeing

A significant work programme is underway to mature our health, safety and wellbeing management system

including policies, procedures, guidance, tools and forms. Our aim is to provide a solid foundation for safety culture and performance improvement through risk based, consistent and legally compliant ways of working. Waka Kotahi has commenced work toward SafePlus accreditation. SafePlus is WorkSafe NZ's safety performance standard.

Our mental health and wellbeing programme has overseen a revitalised EAP engagement approach; trained and supported over 60 workplace mental health first responders and People business partners; and has been recently nominated in the NZ HeadFit awards for its efforts.

Our safety and wellbeing efforts have seen the delivery of routine workplace flu vaccinations, revised and improved workspace ergonomics assessments (including the use of online tools) and we have commenced using a digital platform for workplace inspections (embraced by health and safety representatives across the country). We are also proud to be selected by the Ministry of Health as a workplace provider for COVID-19 vaccinations.

On our construction sites, we are driving greater visibility and integration of mental health and wellbeing through our partners and major contracts. Our reporting requirements have been updated to capture how mental health and related aspects impact people in the field.

Central to our health and safety strategy is building a culture of care where leaders put safety first, in line with our value of Ngākau Aroha (Have Heart). To underpin and support a safety culture our systems, policies and procedures also need to evolve. Our Board and leadership team have committed to completing the SafePlus assessment – a voluntary health and safety performance improvement toolkit that goes beyond minimum legal compliance.

Over 2020/21, we've continued to work closely with our health and safety representatives, employee assistance programme and health care providers to help continually improve health, safety and wellbeing outcomes. We've updated our documentation and information resources, undertaken our baseline survey in July 2021 and continued our site engagements across workplaces and operational sites.

This year we also launched our new internal health, safety and security reporting system Kōrero Mai for Waka Kotahi employees. Reported events increased by over 160 percent, which has helped provide a

greater visibility of issues and shows a positive trend in people's awareness in reporting.

Total recordable injury frequency rate (TRIFR) is the number of injuries and fatalities per million hours worked. Over the last 18 months, the 12-month rolling average TRIFR has remained relatively stable. During this time, TRIFR for Waka Kotahi employees has stayed within our target of <4. TRIFR for contractors has remained in the range of 4-6 over this same period, in line with industry performance, but not meeting our target.

For contractors, the lack of significant improvement to TRIFR may be the result of gaps in the improvement strategies we've used, including insufficient incorporation of Health and Safety by Design principles into project delivery and lack of material consequences (positive or negative) based on safety performance. Changes to the labour market and projects we're undertaking may also be affecting contractor TRIFR. Due to the labour market becoming stretched, worker pools are being expanded to those with less capability and experience, which may be affecting health and safety practices. Additionally, Waka Kotahi has shifted from delivering large projects (for example, roads of national significance) to several smaller projects, which may have more limited resources and safety leadership.

It's also likely that incident reporting for both staff and contractors has improved over time. While this is very positive, it may have also resulted in more recordable incidents being reported or incidents being elevated into a reportable classification. For example, there's been increased effort over the last few years

to empower workers to speak out and seek out the requirement for injuries. Additionally, in 2020/21, we implemented a new contractor reporting tool and have increased site engagement by the safety team.

From 2021/22 our new performance framework, Te kāpehu, will also measure our significant incident frequency rate, which includes serious near misses that could have caused serious or life-threatening injuries. We will track and monitor our health, safety and wellbeing performance using these measures.

Total recordable injury frequency rate for employees

In 2020/21, there were 391 events reported using Kōrero Mai. Out of these, four resulted in lost time at work, 11 required medical attention and 40 required first aid assistance.

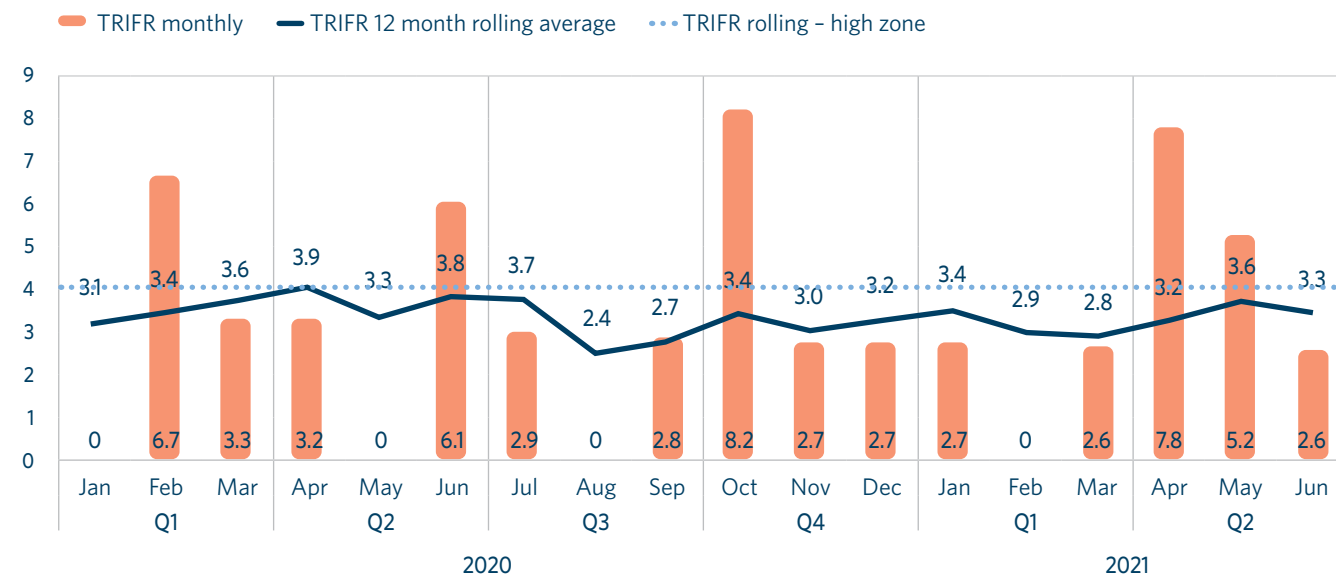
There were 142 near misses and 194 non-injury incidents (such as hazards and concerns) reported in the same period.

The leading causes of events reported in 2020/2021 were:

- harmful interactions - these were related to employee interactions with members of the public, including contact centres
- ergonomics related injuries and near misses
- work environment (such as office temperatures, preventive maintenance and office set up).

Twelve-month rolling averages are used to remove any effects from seasonality or from an extreme result in a single month. To present a measure as a 12-month rolling average, each of the components in the calculation must also be a total of 12 months' duration.

Total recordable injury frequency rate for employees



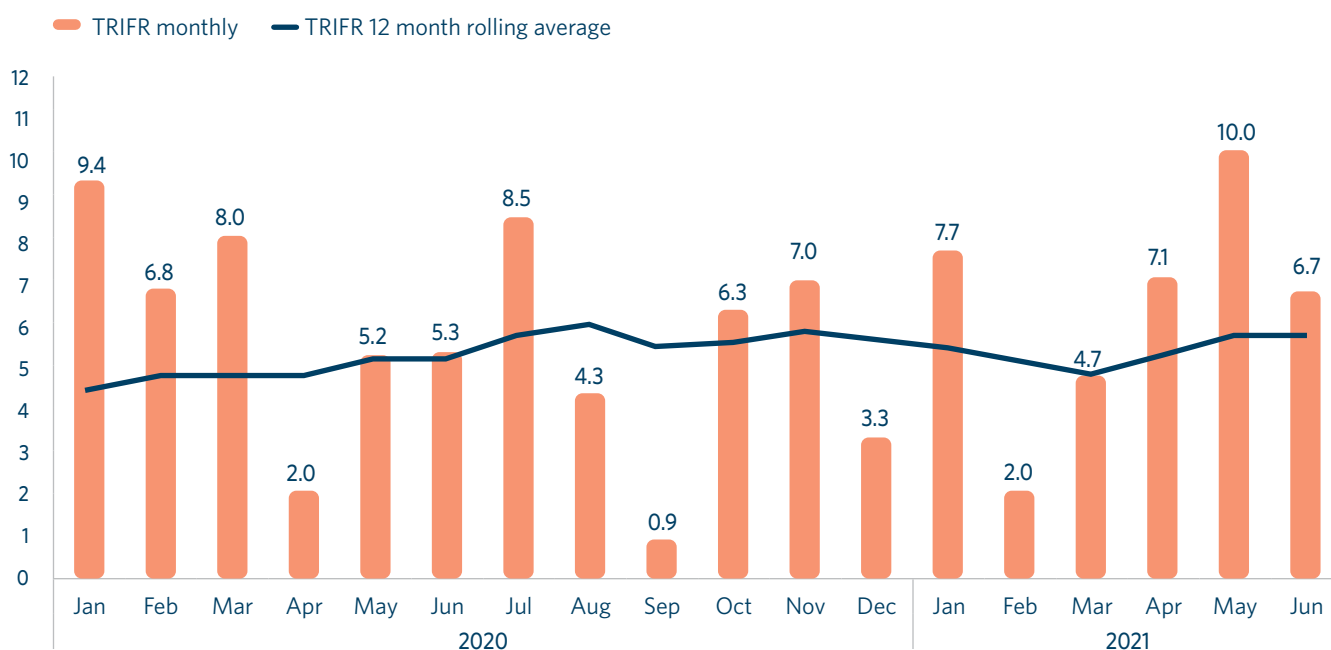
Contractor total recordable injury frequency rate

In 2020/21 three road workers died while undertaking work for Waka Kotahi. The first worker passed away while moving between mowing sites in his tractor on SH5 when a milk truck lost control on a corner and rolled, hitting the tractor. The second was a truck driver working for the Milford Road Alliance, who died while working on a local road driving

between a quarry and a worksite when the truck rolled off a small bridge. The third worker died while working on SH1 Waikato Express way when a member of the public failed to move from a closed lane and drove up the inside of a traffic management vehicle and hit a worker just as he was getting out of the cab on the shoulder side of the vehicle.

The critical risk strategy for 2021/22 is setting ambitious targets to sustainably lower serious incidents on our construction sites.

Total recordable injury frequency rate for contractors



Critical risk team – work programme

Waka Kotahi has partnered with the sector to put into effect critical risk bow ties risk assessments as a continual learning tool. This has been primarily done with direct interventions on construction sites, with work also being done in the pre-construction phases, to plan and design out risk or make it more tolerable.

Temporary Traffic Management

Road worker safety and the risks from public vehicles entering our work sites causing harm remains very high. To address this, a systems approach has been adopted and the Road worker safety improvement programme has been created in partnership with our supply partners, WorkSafe, Local Government New Zealand and Civil Constructors New Zealand.

This programme has a strong governance group chaired by the Waka Kotahi General Manager

Transport Services and has chief executive representation from our supply and industry partners.

This programme is focusing on four work streams:

- raising public awareness
- enforcement on work sites
- raising sector capability and capacity including:
 - WorkSafe guidance
 - aligning traffic management guidance with AusRoads
 - a trained and competent workforce
- asset lifecycles opportunities to eliminate or effectively manage risk, including:
 - safety in design
 - procurement
 - business case.

New Zealand Upgrade Programme

NZUP is tasked with creating delivery improvements in three areas - one of which is health, safety and wellbeing. In partnership with our external partners we've created a workplan of initiatives to achieve this. The first five initiatives being operationalised are:

- key performance indicators and lead indicators to drive change
- asset lifecycles opportunities to eliminate or affectively manage risk
- focus on critical risk management in construction
- road worker safety - periodic road closures
- proactive mental health

These initiatives will be monitored and amended as required to ensure they're effective.

The next five initiatives are in the early planning stages and will go through design and implementation over 2021/22.

Promoting diversity and inclusion

We are committed to promoting diversity and inclusion at Waka Kotahi. A diverse and inclusive workplace is a critical strength that enables us to better understand, listen to work with communities across Aotearoa, enhance relationships with stakeholders, attract top talent, make better decisions and innovate.

This year, we started developing a new three-year diversity and inclusion roadmap that formally pulls together and aligns work done in the past with what we need to do to build a thriving, inclusive and high-performing culture. This roadmap includes a range of initiatives to create a culture of inclusion that align with the five Papa Pounamu focus areas we have committed to as a member of the public service leadership team.

Over the last year, we progressed the following six elements:

1. Cultural competence

Building our cultural competency through Te Ara Kotahi, Our Māori Strategy and Te Ara Poutama, our Māori Capability Framework.

Te Ara Kotahi, our Māori strategy, outlines our commitment to embrace, value, and promote te reo Māori and tikanga Māori in the mahi (work) we do. To bring Te Ara Kotahi to life, we have Te Ara Poutama to build our mātauranga (knowledge).

Te Ara Poutama has four steps, each containing a range of activities and learning opportunities that are based on the 70/20/10 learning model - 70 percent experiential learning (on the job), 20 percent social learning (coaching, mentoring, group work) and 10 percent formal learning (workshops and programmes).

For the formal learning component, we ran 18 courses (mix of face to face and virtual) and had five online courses/modules available in 2020/21. A total of 453 people successfully completed the following internally facilitated courses and online modules:

Course name	Passed
Kia Tipu - Te Ao Māori Course 1	207
Kia Hua - Te Ao Māori Course 2	42
Te Reo Māori 101 (1x online module)	107
Te Rito - Course One - Introduction to Te Rito (2x online modules)	32
Te Rito - Course Two - Te Ao Māori - the Maori World (4x online modules)	23
Te Rito - Course Three - Back to the Future (4x online modules)	23
Te Rito - Course Four - Walking in Two Worlds (4x online modules)	19
Grand Total	453

We encouraged people leaders to develop their cultural competency and support their people in developing theirs as part of our performance goal setting process.

Foundational diversity and inclusion learning

We are developing further cultural competency learning modules as part of our foundational diversity and inclusion learning. This includes the Mana Āki intercultural competency programme, and other aspects of culture such as LGBTQIA+ Rainbow inclusion, and Disability awareness, in partnership with CCS Disability Action.

2. Addressing bias

Developing our diversity and inclusion roadmap to align current and future activity

We engaged Diversity Works New Zealand who completed an audit of our internal policies, practices and learning initiatives. We will build on their recommendations and this work will be integrated

into our diversity and inclusion roadmap and resulting implementation plan.

Integrating unconscious bias into the Waka Kotahi Accelerate Leadership programme

Accelerating Leadership is a programme of five learning modules focusing on different elements of Leadership: Courageous, Strategic, Team, People and Agile leadership. Launched in late 2020, 35 percent of all people leaders have completed all five modules.

The team leadership module contains content regarding understanding our unconscious biases, seeking feedback to build awareness and cultural competency, and creating a safe space for people to give you feedback. The module also included techniques for addressing and working on unconscious bias and building cultural competence. This module was launched in April 2021 and has been completed by 157 people leaders (41 percent).

Foundational diversity and inclusion learning

We designed and implemented an introductory module, 'Introduction to building our inclusive waka'. This module looks at the importance of diversity and inclusion, what a diverse and inclusive workplace looks like, and the importance of being consciously inclusive. A total of 140 people have undertaken this so far, with 116 completions. We will promote this module next year as part of an overall learning campaign.

Further learning is in development. We have created two eLearning modules, Conscious Inclusion and Diversity in Recruitment.

In our last Ask Our Team survey in March 2021, 77 percent of our people said they have a clear understanding of what unconscious bias is and how it impacts on their decisions.

Improving diversity reporting

We began collecting ethnicity and gender information at application stage to address any biases in the recruitment process. This information is not made available to our Talent Acquisition Consultants or People Leaders as part of the selection process and can only be pulled from a back-end report.

We also began collecting disability information from our people as part of our last Ask Our Team survey.

Accessibility Charter

We continue to build capability in our people to deliver

accessible solutions for both public and internal-facing products, including our intranet, learning modules, and tools used by our employees.

We provide coaching, mentoring and run training and regular weekly clinics on accessibility, and produced guidelines to create content which is accessible for everyone.

We reviewed several of our public-facing websites and completed a programme of work that has improved the accessibility of our main public-facing website, nzta.govt.nz. Our accessibility statement has been updated on nzta.govt.nz to reflect the changes we've made.

Testing and remediation for other public-facing sites has been completed, including the Safe system learning module, RightCar website, Driver Fatigue website and app, and assessments of other sites are underway.

Ethnic and gender pay gap actions

Waka Kotahi is analysing any ethnic pay gap issues using the existing information we have on our people's self-declared ethnicities. We're seeking to improve the quality of the ethnicity information we capture as part of implementing a new human resources information system in 2021/22, which will enable us to monitor and undertake further analysis into ethnic pay gaps.

For actions and progress made on gender pay gap issues, see Addressing the gender pay gap from page 169.

3. Inclusive leadership

Integrated inclusive leadership into Waka Kotahi's Accelerate leadership programme

We supported our leaders to embed inclusive approaches into their practices and behaviours, through our Accelerating Leadership programme.

The Team Leadership module contains content regarding inclusive leadership with techniques on building conscious inclusion, understanding the role of the leader in building inclusive leadership. It leads participants through the six signature traits of an inclusive leader including courage, cognizance, curiosity, cultural intelligence, collaboration and commitment.

In our March 2021 Ask Our Team survey, we asked questions that reflected key attributes of inclusive leaders. 79 percent of our people who participated, said their people leader encourages us to share our opinions and offer different perspectives to discussions, 80 percent believed their people

leader will support them challenging someone's inappropriate behaviour, and 71 percent said their people leader regularly asks for feedback about how they can better support them and the team. Leadership was the highest scoring category overall, with an overall score of 76 percent.

Foundational diversity and inclusion learning

An introductory eLearning module called "Inclusive Leadership" is in development.

Leading with heart

In response to the challenges of COVID-19, we developed a programme Keep calm, carry on - Leading with Heart, which is linked directly to our value Ngākau aroha (Have Heart).

The programme aims to provide our people leaders with practical tools, frameworks and principles for creating a caring and connected workplace environment and supporting teams to move forward, especially during challenging times. Topics include:

- leading by example, to meet your people with compassion and foster a supportive and resilient team culture
- identifying the early warning signals of stress-overload with each of your people and provide timely and appropriate support to minimise stressors in the workplace environment
- assisting your people in staying connected with meaning and purpose, especially when the going gets tough.

We've run five workshops since February 2021, with 34 people leaders completing the programme.

4. Building relationships

Lifting our leadership capability

A key focus of the Accelerating Leadership programme is fostering positive relationships between people leaders and their direct reports. The programme emphasises building psychological safety, motivating people based on their interests, checking in on engagement.

We are committed to supporting our people's development. As part of our performance cycle, all people go through a development goals process that highlights personal and professional career growth and identify opportunities to support them in that growth on the job.

In our last Ask Our Team survey in March 2021, 80 percent of our people said they feel included in their team, and 68 percent felt that Waka Kotahi genuinely values the differing perspectives, skills and experiences different groups of our people bring. Diversity and inclusion was the second highest scoring category overall, with an overall score of 75 percent.

Organisational co-design of values and behaviours

Our values and behaviours shape our culture and guide the way we work together. We launched our new values and behaviours and integrated them into our core people processes and practices, with a focus on team conversations and activities. Through our Values & Behaviours Toolkit, these activities help our teams to think about how we can work effectively together with others and as a team.

Pronoun use in email signatures

We promoted including pronouns in email signatures to help build more respectful and inclusive relationships for everyone. Pronouns are words used to refer to people (for example, she/her, he/him, or they/them) and getting them right is critical to inclusion in our workplace and delivery of services. To help normalise pronoun use, our corporate email signature templates and guidelines includes the option to add pronouns.

5. Employee-led networks

Including employee-led networks as a key focus area in our diversity and inclusion roadmap

We recognise employee-led networks play a key role in creating an inclusive culture. We are committed to actively supporting new and existing networks as part of our diversity and inclusion roadmap, with specific guidance and resources to be developed next year.

Establishing Pride at Waka Kotahi

We established a new network, Pride at Waka Kotahi. The network has formed a working committee of 12 creating the terms of reference and charter. The network will have operating charter and will have executive leadership sponsorship. The network has 60 members to date.

Online forums have been established for people in the network to connect, share content, and shape the future of the group and the initiatives run across Waka Kotahi.

Several significant occasions have been recognised and celebrated this year: Pride festival; Pink Shirt Day;

Transgender Day of Visibility; Lesbian Visibility Day; International Day against Homophobia; Transphobia and Biphobia; and International Non-binary Peoples Day.

Representatives from Pride at Waka Kotahi are also part of the Cross-Agency Rainbow Network that works to ensure Rainbow voices are included, respected and celebrated across the public service.

Partnering with the Transport Group Women’s Network

We have partnered with five other transport-related government agencies (Ministry of Transport, Civil Aviation Authority, Maritime New Zealand, KiwiRail, and Transport Accident Investigation Commission) to form a Transport Group Women’s network and support the vision and strategic outcomes of the wider Government Women’s Network.

Addressing the gender pay gap

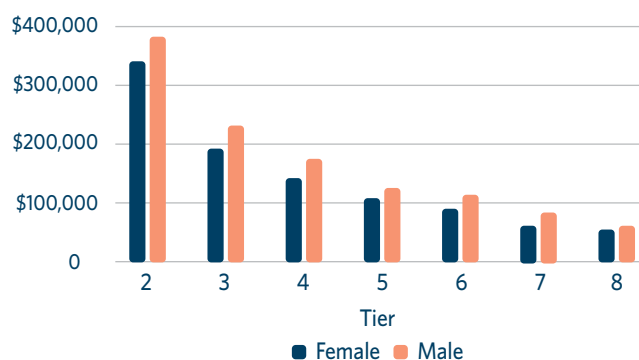
As part of our actions to address the gender pay gap, we made initial pay adjustments to close like for like pay gaps.

We began making changes to our human resources processes, including developing a remuneration calculator to help remove bias from remuneration decisions.

We also created helpful hints on unconscious bias for hiring managers that we share with people leaders and through our Talent Acquisition intranet page. Our Talent Acquisition Consultants have conversations with people leaders in their initial briefings and if they get any indication of biases these are discussed.

We released new flexible working guidelines, tools and technology to support flexible work practices. Flexible working helps us create a more diverse and inclusive workplace where everyone can contribute to the success of Waka Kotahi.

Pay profile by gender



Gender pay gap review

Our overall gender pay gap (the difference between the average pay for male and female employees) as at 30 June 2021 was 21.0 percent, down from 24.3 percent in 2019/20. This overall gender pay gap is primarily a result of the over-representation of female employees in lower job bands, and the under-representation of female employees in middle management roles.

The gender pay gap at a band-by-band level is shown in the table below (negative indicates that the average pay for female employees is higher than the average pay for male employees):

Band	Average gender pay gap
11	0.7%
12	-0.8%
13	-2.6%
14	-2.8%
15	-1.8%
16	1.7%
17	0.5%
18	1.4%
19	2.0%
20	3.1%
21	3.4%
22	3.3%
23	0.0%
Executive	4.8%

