

Kia Toipoto | Te Manatū Waka
Gender and Ethnic Pay Gap Action
Plan Report 2024 - 2025

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Introduction

This is the annual report of the Ministry of Transport | Te Manatū Waka achievements against the actions set out in *Kia Toipoto: A comprehensive set of actions to help close gender, Māori, Pacific and ethnic pay gaps in the Public Service of Aotearoa*, and *Papa Pounamu: Diversity and inclusion work programme for the wider Public Service*.

The gender pay gap is an indicator of ongoing workplace gender inequalities, driven by deeply embedded views, values and behaviours.

Kia Toipoto continues to build on the achievements of the Public Service Commission | Te Kawa Mataaho Gender Pay Gap Action Plan | Te Mahere Mahi Rerekētanga Ira Tangata, guided by its three goals:

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

Ministry of Transport | Te Manatū Waka at a glance

Ko mātau te kaiārahi o te Kāwanatanga mō te pūnaha waka. Ko te aronga, kia eke ngā tāngata katoa o Aotearoa, kia whai wāhi atu hoki te pūnaha waka ki te whakaaweawe i te āhua o te hapori, o te ōhanga, o te taiao anō hoki.

We are the Government's system lead on transport. Our purpose is to enable a transport system that connects New Zealand.

Looking at us you would see: (as at 30 September 2024)



228 Employees

55% Wāhine



21% Ethnic diversity

54% Wāhine in leadership roles



Ministry of Transport | Te Manatū Waka 2023/2024 Achievements

We aspire to continuously improve our efforts and to create initiatives that enable the Ministry of Transport | Te Manatū Waka to be culturally competent, as well as be a more diverse and inclusive workplace.

A sample of our key achievements against the six milestones are:

- Delivered our Bias and Discrimination Survey, with SLT endorsement on future actions.
- Helped our staff navigate flexible work via a Flexible Mahi (work) Hub.
- Improved our ethnicity data holdings up to 97% through a data audit and staff disclosure.
- Set up and maintained our Remuneration Committee to help enhance pay equity and transparency across the organisation.
- Embedded and enhanced awareness of unconscious bias throughout our recruitment practices and processes.
- Investing in all our leaders to complete a six-month conscious leadership programme.

Overall, we are proud of our progress and what we have achieved to date but acknowledge there is more work to do.

Report conditions and exclusions

- Data used is at 30 September 2024.
- For data to be displayed, a minimum of **20** individuals in each group is required.
- All Gender Ethnic Pay Gaps (GEPG) relate to base salaries for Ministry employees unless otherwise specified.
- Detailing both mean and median provides a balanced overview of our Ministry pay gaps.
- A positive percentage (%) indicates that European men are paid higher compared to non-European female.

Our summary

Figure 1 below shows that the overall gender pay gap across the Ministry of Transport | Te Manatū Waka is 10.24% (mean₁) and 7.23% (median₂).

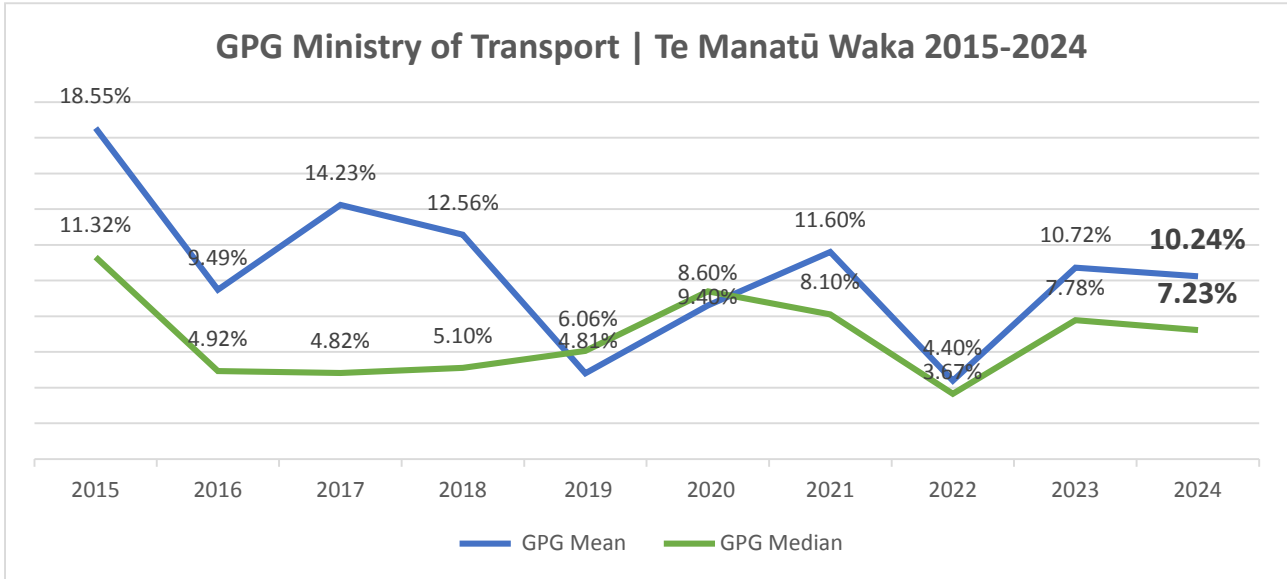
Since our previous report (2023), the gap has decreased slightly, by 0.48% across our mean and 0.55% across our median. We are pleased to see this decrease but acknowledge there is more work to be done.

Following on from last year's report, we have remained steady in the number of employees who have shared their ethnic identity with us with a total captured data rate of 97%.

¹ The sum of all pay, divided by the number of people earning that total pay – the amount of money each employee would receive if the total pay was divided evenly among all employees.

² The middle amount of pay earned – calculated by listing all employees from highest to lowest paid and finding the midpoint.

Figure 1 Gender Pay Gap | Ministry of Transport | Te Manatū Waka 2015 – 2024



Currently our Ministry does not have enough people within ethnic groups outside of Asian to report full Ethnic Pay Gaps (EPG). However, it is important that we do report what we can and assist our transparency and produce comparisons where data allows. We have grouped ethnicities into two categories – ‘European’ (including NZ European) and ‘Non-European’ (including all other ethnic groups and those ‘Not Stated’).

We want to acknowledge that while we currently do not have robust data or tools to investigate intersectionality, sexuality or disability in our Gender and Ethnic Pay Gap (GEPG) reporting, we recognise that these are critical to consider when aspiring to pay equity.

Diving Deeper: Understanding our gender and ethnic pay gaps

Representation

The Ministry of Transport | Te Manatū Waka has 228 employees. As shown in Figure 2 below, 55% identify as Female, and 45% Male. Our data shows that we currently have no employees who identify as another gender. However, it may be useful to recognise that those who might otherwise use this identity may feel reluctance to identify or be ‘out’ (We Count 2019).

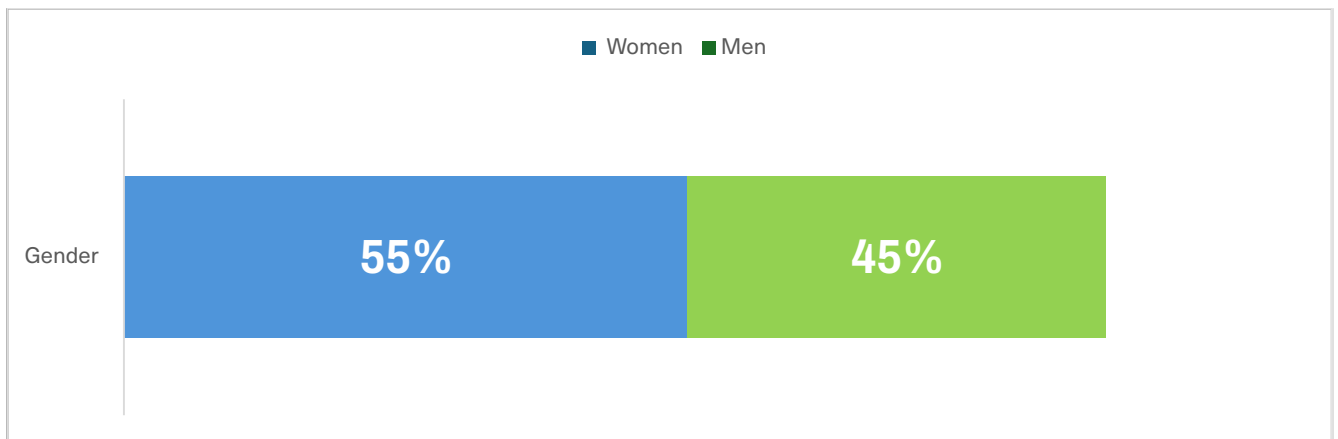


Figure 2 Gender Representation | All Ministry of Transport | Te Manatū Waka employees 2024

As outlined in Figure 3, women remain overrepresented in the lowest five pay bands (12-16). Those in bands 12-13 currently have no specific internal progression pathway in relation to their type of role. Where possible we support and encourage those in these positions into other roles within the Ministry or alternatively, the wider public sector. Limitations on internal retention of staff in these bands are acknowledged, as staff would have to have an interest **and required skills** to progress to either policy or corporate specialist roles.

Women in bands 14–16, which consists of policy and corporate specialist adviser roles can progress through our step-based remuneration system and progression framework; this then assumes that over time band 16 will even out.

Pay Band	12	13	14	15	16	17	18	19	20	21+	Leadership Tier 3 +
Mean	x	X	x	x	x	4.52%	4.71%	x	x	X	3.95%
Median	x	X	x	x	x	3.30%	2.44%	x	x	X	1.31%
No. Women	5	8	4	16	12	36	24	1	13	6	20 (54.05%)
No. Men	1	0	2	9	6	41	25	1	10	6	17 (45.95%)

Figure 3 Pay Band | All Ministry of Transport | Te Manatū Waka employees 2024

Throughout the rest of the organisation we continue to maintain our 40:60 gender representation.

Our Gender Pay Gap status

We are confident that we are paying our women and men equitably for the same or substantially similar mahi (work), however, occupational segregation continues to be a driver of our overall gender pay gap. Aligned with the pattern of Aotearoa we have a pattern of horizontal segregation as shown in Figure 4. We have more women than men in bands 12-14 which consists of our administration, support, and entry level positions.

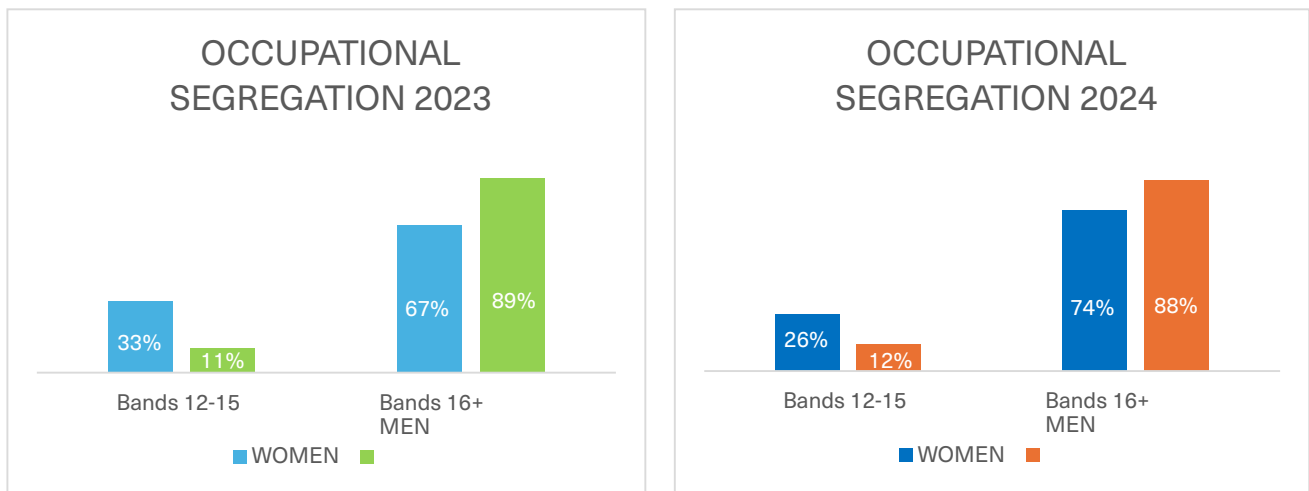


Figure 4 Occupational Segregation All Ministry of Transport | Te Manatū Waka employees

Ethnic Pay Gap

As shown in Figure 6, the Ethnic Pay Gap (EPG) for staff identifying as European (including NZ European) is -10.72% (mean), -6.00% (median). In contrast to our overall gender pay gap decrease, our ethnic pay gap has increased in our 2024 reporting on EPG. We could attribute this to having more ethnic data captured which enables us to identify the gap more accurately and confirms that we do have ethnic pay gaps at the Ministry of Transport | Te Manatū Waka.

	EPG European / Non-European	EPG Asian / Non-Asian	GPG by Ethnicity All Men / Ethnic Female
Mean	-10.72%	3.25%	-12.52%
Median	-6.00%	2.44%	-2.44%

Figure 6 Ethnic Pay Gap All Ministry of Transport | Te Manatū Waka employees by gender 2024

Asian was the only ethnic group in our Ministry with enough people to calculate an EPG. However, we can provide narrative insights into other represented ethnic groups.

Ethnicity	% of TMW staff who disclosed ethnicity	% of Public Service ethnic composition (Stats NZ as at 30/6/2024)	% of Aotearoa ethnic composition (Stats NZ as at 30/6/2024)	% difference of ethnic composition between Te Manatū Waka Public Service	% difference of ethnic composition between Te Manatū Waka Aotearoa
Asian	10.52%	15.9%	17.3%	5.38%	6.78%
European (incl NZ European)	79.82%	62.2%	67.8%	-17.62%	-12.02%
Māori	2.63%	16.7%	17.8%	14.07%	15.17%
MELAA	2.19%	2.3%	1.9%	0.11%	-0.29%
Pacific People	1.32%	11%	8.9%	9.68%	7.58%
Other / Not disclosed	3.51	-	-	-	-

Figure 7 Ethnic representation comparative All Ministry of Transport | Te Manatū Waka employees 2024

Our representation data in Figure 7 highlights that currently, the Ministry of Transport | Te Manatū Waka as an organisation does not fully reflect the diverse communities of Aotearoa. It is promising to see more representation for MELAA, however, our Māori, Pacific and other ethnic minorities continue to be under-represented in our ministry in comparison to the wider public service and national population (Stats NZ, 2024). It is our aspiration that through a cross-collaborative approach, GEPPG and DEI actions, we enable better representation across our workforce.

The under-representation of Pacific staff at our Ministry is representative of the findings in the Public Sector Workforce Data 2022 which indicated that ‘Pacific people are under-represented as managers and policy analysts compared with Pākehā public servants.’

Our workforce make up is approximately 74% policy which may be a barrier for Pacific people to becoming a part of our Ministry. We will continue to consider how our recruitment practice can

enable better representation, and to engage with our Māori and Pacific network in a safe and appropriate manner to seek their advice. At present, Māori and Pacific people who are in our Ministry are paid equal to those in like for like roles.

Rainbow and Disabled

Disclosure rates inhibit our ability to accurately collect data on our rainbow and disabled staff. Through our own initiative, our Bias and Discrimination survey identified the need for action for our staff. We are committed to embedding the Public Service Commissions 4-Point plans over the next year, as well as working to achieve our own targeted actions in our Diversity, Equity, and Inclusion plan. We also hope to have more data driven insights enabled by our participation in the Public Service Census in 2025.

Leadership

The Ministry of Transport | Te Manatū Waka has continued to meet the goal of 40:60 representation across our leadership cohort.

Ministry of Transport | Te Manatū Waka Gender & Ethnic Pay Action Plan

Our plan (Appendix 1) enables us to embed and monitor our gender pay gap achievements as we work towards the broader Kia Toipoto six milestones of:

Te Pono
Transparency

Ngā Hua Tōkeke mō te Utu
Equitable pay outcomes

Te whai kanoahi tāunoa ngā taumata katoa
Leadership and representation

Te Whakawhanaketanga tāunoa te Aramahi
Effective career and leadership development

Te e whakakore tāunoa te katoa o ngā momo whakatoihara, haukume anō hoki
Eliminating all forms of bias and discrimination

Te Tāunoa o te Mahi Pīngore
Flexible-work-by-default

Further information about the Ministry of Transport | Te Kawa Mataaho Kia Toipoto and the milestones can be found [here](#).

We acknowledge that our mahi around gender and ethnic pay gaps has matured and will be combined with Papa Pounamu reporting in 2024. Over the next year, Te Rōpū Pūmanawa Tangata (Human Resources) and our Ministry leaders will take the necessary steps as outlined below.

Our Approach

We discussed, reviewed, and developed our action plan against the Kia Toipoto milestones in collaboration with a working group that had representatives from our PSA and Employee Led Networks (ELNs). HR then took the action plan and data to gather full committee and/or network views.

Te Rōpū Pūmanawa Tangata (Human Resources) will engage in ongoing discussions with our Māori and Pasifika Network, Wāhine Network, PSA, and any other Employee Led Networks to address matters highlighted in our report. We will work collaboratively with these groups to help refine and implement actions, as well as monitor progress. Additionally, Te Rōpū Pūmanawa Tangata (Human Resources) will review and cross reference actions with other work plans, such as DEI, to ensure consistency and mitigate duplication of work.

Te Rōpū Pūmanawa Tangata (Human Resources) will release the GEPG plan on our internal intranet and our external website. Alongside this we will run internal discussions through our internal discussion forum, to help socialise our mahi at the Ministry and increase its visibility,

ensuring all Ministry staff have an opportunity to engage with this work and ask questions as we acknowledge that reports are not always the easiest format to engage with.

We intend to report on pay gaps quarterly to our leaders and actions will be regularly reviewed and discussed in working group forums (i.e. DEI work group). Our progress will be determined by our data, progress against our actions, and general feedback and discussion about staff experiences.

Glossary of terms and abbreviation

GPG	Gender Pay Gap
Mean	The sum of all pay, divided by the number of people earning that total pay – the amount of money each employee would receive if the total pay was divided evenly among all employees.
Median	The middle amount of pay earned – half the employees earn less, and half earn more than the median amount. Medians are calculated by listing all employees from highest to lowest paid and finding the midpoint.
EPG	Ethnic Pay Gap
GEPPG	Gender and Ethnic Pay Gap
TMW	Te Manatū Waka
MELAA	Middle Eastern, Latin America & African
SPG	System Performance and Governance
CS	Corporate Services
DEI	Diversity, Equity, and Inclusion

Gender & Ethnic Pay Action Plan 2024-2025



Appendix 1 – Gender and Ethnic Pay Gap Action Plan 2024 - 2025

Achieving Kia Toipoto milestones		
Milestone	Achievements	Next year's mahi (work)
Milestone 1 Te Pono Transparency <ul style="list-style-type: none"> Agencies and entities publish annual action plans based on gender and ethnicity data and union/employee feedback. Agencies and entities ensure easy access to HR and remuneration policies, including salary bands. 	<ul style="list-style-type: none"> Closed the gap on our ethnic data collection, surpassing our aspiration of 90% to >95%. Continue to display salary banding on job adverts. Refinements made to step based system. 	<ul style="list-style-type: none"> Te Rōpū Pūmanawa Tangata (Human Resources) to update and maintain accessible REM information, processes, and systems to enable transparency with staff. Te Rōpū Pūmanawa Tangata (Human Resources) to raise awareness on function, their roles, visibility, and accessibility for all staff.
Milestone 2 Ngā Hua Tōkeke mō te Utu Equitable pay outcomes <ul style="list-style-type: none"> By the end of 2022 entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias. Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen. Pay equity processes are used to address claims and reduce the impact of occupational segregation. 	<ul style="list-style-type: none"> REM committee developed to help enable equitable pay outcomes for staff. 	<ul style="list-style-type: none"> Create standardised tools and resources for leaders when they identify inequities in pay.

<p>Milestone 3 Te whai kanohi I ngā taumata katoa Leadership and representation</p> <ul style="list-style-type: none"> ○ By the end of April 2023 agencies/entities have plans and targets to improve gender and ethnic representation in their work force and leadership. ○ By the end of 2024 the Public Service workforce and leadership are substantially more representative of society. 	<ul style="list-style-type: none"> ○ Maintained 40:60 gender split across all levels. ○ As identified in our DEI action plan, created a workstream that will assess how we can be more attractive to Māori, Pacific and other ethnic or diverse candidates. ○ Maintained 60/40 gender representation shortlist for roles over the year. ○ Maintained 60/40 gender representation in the leadership tier (3+). ○ Increased ethnic diversity in leadership tier (3+). 	<ul style="list-style-type: none"> ○ As identified in our DEI action plan, explore how to be more attractive to Māori Pacific and other ethnic and/or diverse candidates. Initially this will require engagement with our Māori and Pasifika Network. ○ Increase collaboration across transport agencies to attend careers days and access alternative candidate platforms.
<p>Milestone 4 Te Whakawhanaketanga I te Aramahi Effective career and leadership development</p> <ul style="list-style-type: none"> ○ By mid 2023 agencies/entities have transparent and equitable career progression, training and development opportunities that support women, Māori, Pacific, and ethnic employees and employees from rainbow and disabled communities to achieve their career aspirations. 	<ul style="list-style-type: none"> ○ Māori Capability – we continue to offer Te Reo Māori lessons to all staff. ○ Inclusive leadership is now included in our development programmes. 	<ul style="list-style-type: none"> ○ Embed PSC 4-point action plans for Rainbow and Disabled Staff ○ Te Rōpū Pūmanawa Tangata (Human Resources) to review all current internal content and processes relating to progression and performance and enhance this so it is accessible and user friendly

<p>Milestone 5 Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki Eliminating all forms of bias and discrimination</p> <ul style="list-style-type: none"> ○ By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination. ○ Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices. ○ Agencies/entities ensure leaders and employees learn about and demonstrate cultural competence. 	<ul style="list-style-type: none"> ○ In this space we have mature and established unconscious bias practices throughout our employee lifecycle. However, we can continuously improve our practices and facilitate improvements across all business units. ○ DEI Strategy and Action Plan refreshed. 	<ul style="list-style-type: none"> ○ Merge our GEPG (Kia Toipoto) programme of work with our diversity, equity and inclusion and Bias and Discrimination (Papa Pounamu) to increase visibility and support to work on actions in these plans such as – positive workplace behaviours programme of work. ○ Our DEI Working Group will build a programme to raise awareness and build diverse cultural capability.
<p>Milestone 6 Te Taunoa o te Mahi Pīngore Flexible-work-by-default</p> <ul style="list-style-type: none"> ○ By the end of 2024 agencies and entities offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay. 	<ul style="list-style-type: none"> ○ Created a flexible work hub to enable staff to navigate flexible work and how they can be supported agnostic of office location. 	<ul style="list-style-type: none"> ○ Review recent Te Kawa Mataaho Hybrid Working Guidance for potential actions. ○ Consider upcoming PSC guidance on working from home arrangements and review our existing policies to ensure they align with this guidance

To avoid duplication of interlinking actions, we have put them under their most relevant milestone but note that these can be fluid and work across one another.

Appendix 2 – Breakdown of Gender and Ethnic Pay Gap Analysis

Please find our analysis of our Gender and Ethnic Pay Gap Data for 2024

- Data is of 30/9/2024
- Gaps are only reported where there are at least 20 people in each group.
- GPG = Gender Pay Gap | EPG = Ethnic Pay Gap
- X indicates there aren't enough people to report the result.
- GPG for all pay bands are under 2.5%.
- Ethnic disclosure is 97% at Te Manatū Waka

Tables

Gender Representation – All Employees

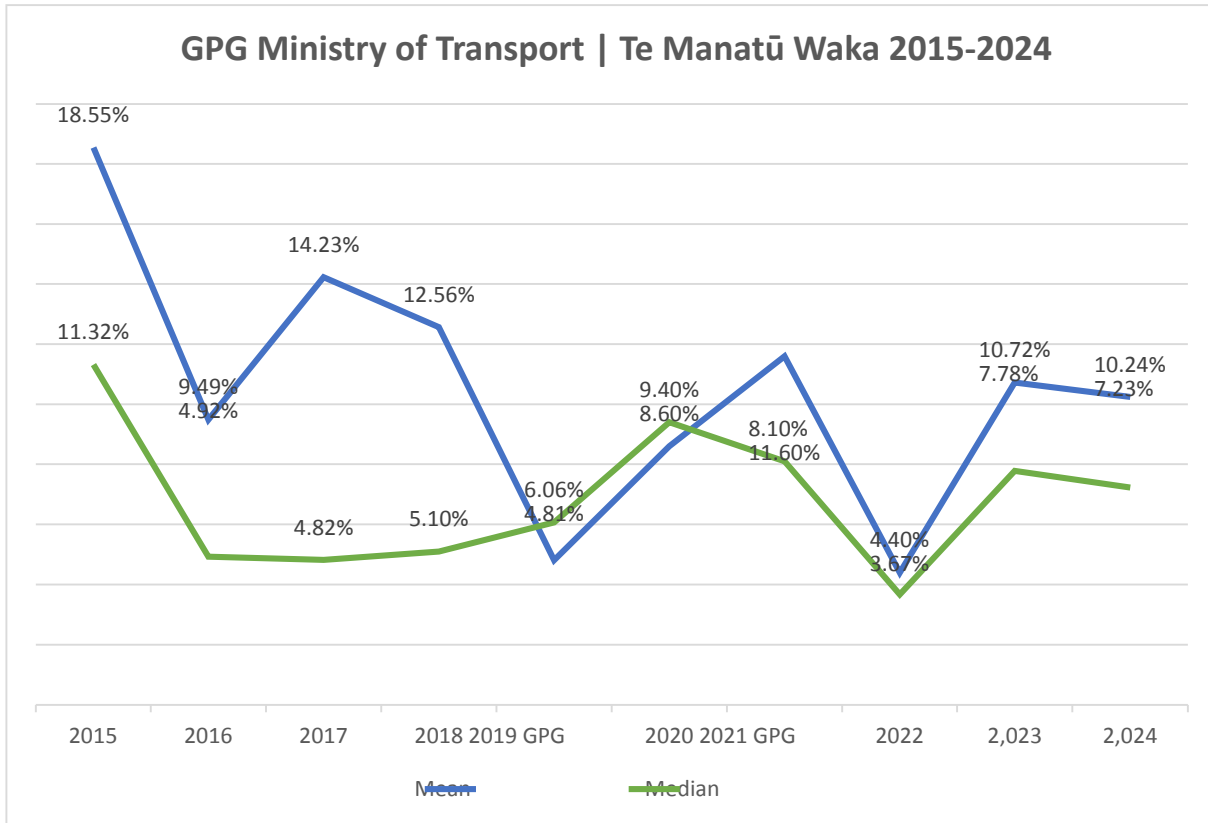
Gender	No.	%
Wāhine	126	55.26%
Tāne	102	44.74%

Gender Representation Leadership – Tier 2-3

Gender	No.	%
Wāhine	20	54.05%
Tāne	17	45.95%

Overall Gender Pay Gap

Overall GPG	Gap
Mean	10.24%
Median	7.23%
Lower Quartile	16.82%
Upper Quartile	5.70%



GPG by Pay Band

Pay Band	12	13	14	15	16	17	18	19	20	21+	L'ship Tier 3 +	
Mean	x	x	x	x	x	4.52%	4.71%	x	x	x	3.95%	
Median	x	x	x	x	x	3.30%	2.44%	x	x	x	1.31%	
No. Women	5	8	4	16		12	37	24	1	13	6	20 (54.05%)
No. Men	1	0	2	9	6	42	25	1	10	6	17 (45.95%)	

Pay Band Groupings

Pay Band Grouping	12-14	15-17	16-18	16+	18+
Mean	x	8.25%	6.68%	-3.77%	2.10%
Median	x	11.06%	2.14%	1.68%	4.48%
No. Women	17	64	72	92	44
No. Men	3	56	72	89	42

GPG Age

	20-29	30-39	40-49	50+
Mean	x	4.00%	16.29%	7.72%
Median	x	5.33%	12.88%	7.96%
No. Women	22	42	32	30
No. Men	15	35	26	26

Ethnic Representation

Ethnicity	% of people who disclosed ethnicity
Asian	10.52%
European	79.82%
Māori	2.63%
MELAA	2.19%
Pacific People	1.32%
Other	3.51%

Ethnic Pay Gaps

	EPG European / Non-European	EPG Asian / Non-Asian	GPG by Ethnicity All Men / Ethnic Women
Mean	-10.77%	3.30%	-12.52%
Median	-6.00%	2.44%	-2.44%

European and Asian are the only groups with enough people to calculate an EPG.

Kia Toipoto | Ministry of
Transport | Te Manatū Waka
Gender and Ethnic Pay Gap
Plan 2024 - 2025

transport.govt.nz



Te Kāwanatanga o Aotearoa
New Zealand Government