

**Māhere mahi utu ira tangata 2021 |**  
**Gender Pay Action Plan 2021 Te**  
**Manatū Waka Ministry of Transport**

October 2021



## Introduction

“The Gender Pay Gap is a high-level indicator of the difference between women and men’s earnings and an indicator of ongoing workplace gender inequalities, driven by deeply embedded views, values and behaviours “(Ministry for Women).

Te Manatū Waka (The Ministry) is committed to the Public Service Gender Pay Action Plan to eliminate the gender pay gap, achieve gender equity, and to improve diversity and inclusion more broadly.

Our Gender Pay Action Plan focuses on the drivers of our gender pay gap and the Public Service Milestones of:

1. **Equal pay** – eliminating gender pay gaps within the same roles and progressing pay equity claims.
2. **Flexible work by default** – all roles to be treated as flexible, unless there is a good business reason for a role not to be.
3. **No bias or discrimination** in human resources systems and practices - systems and practices are designed to remove bias, and managers are equipped to address bias
4. **Gender balanced leadership** - women hold 50% of roles across the Public Service’s top three tiers of leadership and each agency has a target date for achieving balance (at least a 40/60% split) in their own leadership roles

Further information about the Public Service Action Plan and Milestones can be found here [The-Gender-Pay-Gap-Action-Plan.pdf \(publicservice.govt.nz\)](#)

These milestones are underpinned by the [Gender Pay Principles](#) set out by the New Zealand Government, which are:

- **Freedom from bias and discrimination** – Employment and pay practices are free from the effects of conscious and unconscious bias and assumption.
- **Transparency and accessibility** – Employment and pay practices, pay rates and systems are transparent, information is readily accessible and understandable.
- **Relationship between paid and unpaid work** – Employment and pay practices recognise and account for different patterns of labour force participation by workers who are undertaking unpaid and/or caring work.
- **Sustainability** – Interventions and solutions are collectively developed and agreed, sustainable and enduring.
- **Participation and engagement** – Employees, their unions and agencies work collaboratively to achieve mutually agreed outcomes.

## The compounding influence of ethnicity

Public Service-wide data shows that ethnic and gender pay gaps compound so that Māori, Pacific, and Asian, women experience bigger pay gaps than European women.

As a relatively small agency, we currently don’t have enough people within ethnic groups to report gender pay gaps by ethnicity. However, we consider ethnicity when analysing pay gaps and are committed to improving our ethnicity data to support improved monitoring.

## Expanding gender pay considerations to other working arrangements

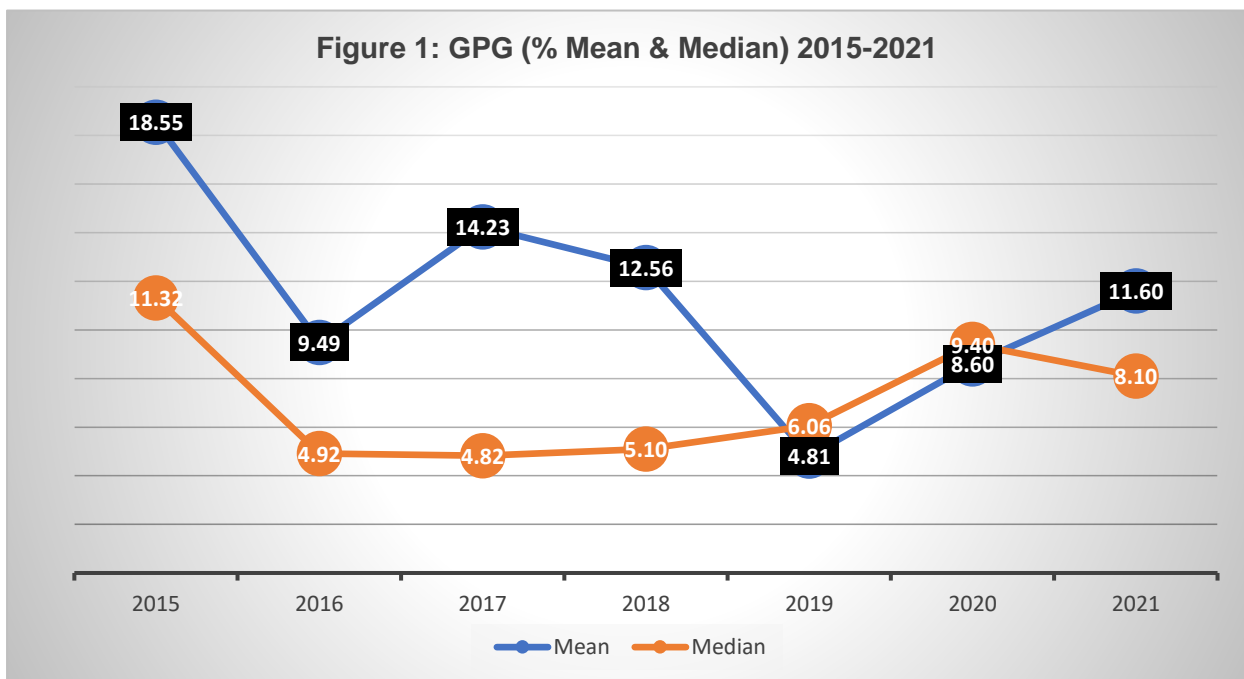
Our Gender Pay Action Plan predominately relates to employees (permanent and fixed term) of Te Manatū Waka (Ministry of Transport). The Public Service is also interested in gender pay gaps across other working arrangements, such as self-employed or independent contractors and/or third-party organisations supplying goods or services (including temporary workers).

We're committed to taking steps to include broader working arrangements in our gender pay analysis and action planning where possible. We monitor gender pay gaps across contractors, albeit this is challenging with the small number and diverse range of contractors we engage. This year's plan outlines our intention to incorporate gender pay criteria into procurement processes.

### Te Manatū Waka Gender Pay Gap Summary

The Ministry's overall gender pay gap (GPG) is 11.6% (mean) / 8.1% (median). All analysis throughout this plan is based on data as of 30 June 2021.

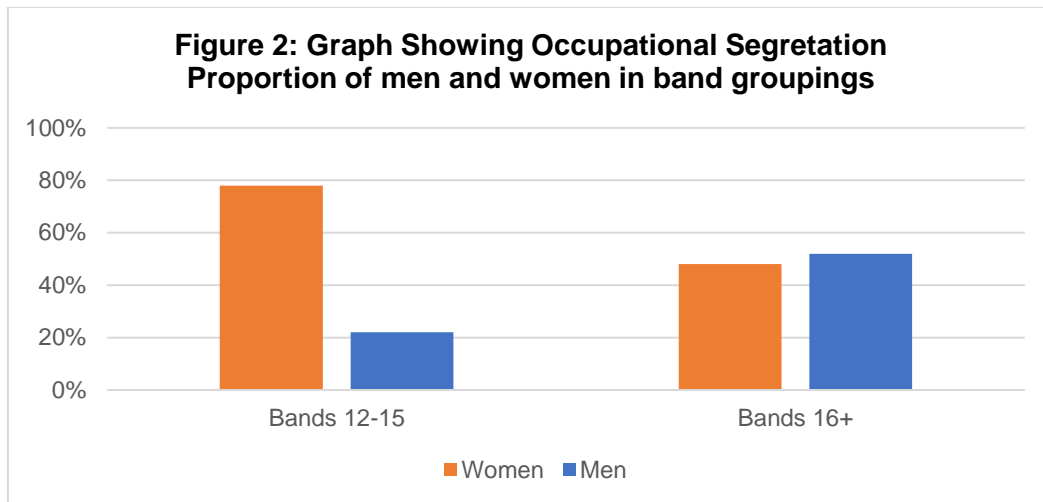
The Ministry has 192 employees, (55% women and 45% men). Women are currently overrepresented in the lowest four pay bands. We have balanced representation throughout the rest of our organisation, including at leadership level.



The graph above shows our gender pay gap overtime. While our overall mean has increased in recent years (though still within a generally consistent range), we attribute this to general movements in our relatively small workforce. We've analysed our data in various ways to further breakdown our overall gender pay gap (see appendix for detailed analysis) and have undertaken a line by line assessment of individuals within pay bands. We have corrected a small number of individual gaps and are confident that we have no unjustified gender pay gaps for people performing the same or similar work.

Our data shows that our mean gender pay gap greatly reduces when analysed by pay band or pay band groups (to means of less than 3%).

The primary reason for the overall gender pay gap is occupational segregation – we have few men in our lower pay bands (see Figure 2 below). This is currently further extenuated by a high number of women in graduate roles (85% of graduate advisers are currently women). Assuming we increase the diversity of future graduates, we expect our gender pay gap to reduce in the coming years as our predominately female graduates progress in their careers.



We've evaluated our progress against the Public Service Gender Pay Gap Action plan and our [2020 Gender Pay Action Plan](#). While our overall figure remains higher than we'd like, we've made good progress on our actions and believe this is reflected in the low gaps we see for the same or similar roles and groupings of pay bands.

#### **Our key achievements for the year include:**

- Creation of live gender pay data, used by Human Resources and Managers when considering initial salary offers
- Improved guidance for managers setting salaries
- Improved reporting to leadership (gender pay data reported quarterly)
- The development of a new step-based performance-linked remuneration system (implemented on 1 July 2021)
- Flexible-by-default policies and working practices implemented
- Related diversity and inclusion initiatives including:
  - Hei Arataki (Māori strategy) launched
  - Review of Māori capability initiated
  - Training: Te Reo, Te Tiriti o Waitangi, unconscious bias models, "Foundation of bi-cultural organisations:
  - Active Wāhine & Rainbow networks
  - Reasonable accommodation policy launched
  - Continued support of the Tupu Toa Internship programme

#### **Our areas of focus for the year ahead are:**

##### ***Actions to Address the Milestones:***

- Maintain equal pay for the same or similar roles: This will be achieved through ongoing reporting, monitoring, discussions and correcting as needed.
- Ethnic Pay: Improve our ethnicity data and reporting to support monitoring of ethnic pay gaps
- Expand gender pay considerations to contracting arrangements: Introduce gender pay criteria into procurement documentation
- Reducing and managing bias:

- Update remuneration guidance to align with our new remuneration system
- Monitor the gender balance of applicants, short-lists, and offers – with an aim to achieve gender balance in our applications and short-lists across the organisation (where appropriate)
- Reduce bias in recruitment and selection: trial using bias checking software to review our adverts, develop unconscious bias prompts for interview packs, continue to encourage diversity on interview panels
- Complete further review of our HR policies for bias (by the Diversity & Inclusion working group)
- Increase transparency of development opportunities: implement a learning and development policy, improve communication of development opportunities, and improve reporting to monitor uptake
- Flexible Working: survey our people about progress and plan further actions to embed and mature a flexible culture
- Balanced Leadership: support the Wāhine network to organise events that encourage women to aspire to leadership positions, and profile women in leadership on our recruitment site and social media sites

***Actions to address our gender pay gap drivers (Occupational Segregation):***

- Encourage more men to apply for administration roles by profiling men in administrative/corporate roles on our recruitment website, direct sourcing through LinkedIn and reviewing our adverts for bias
- Review our selection approach for administrative roles (including reviewing selection criteria and interview questions)
- Increase the diversity of graduates: trial anonymised CVs for shortlisting graduates and monitor the diversity of applicants and shortlists

We will continue to drive initiatives to increase our cultural competence and become a more diverse and inclusive workplace through our wider diversity and inclusion programme and Hei Arataki (Māori strategy).

## Approach

Our gender pay action plan was developed by Human Resources and our Diversity and Inclusion working group (with engagement from the Public Service Association and members of our Wāhine network). The working group is made up of representatives across the organisation.

The working group reviewed and discussed the detailed analysis to determine the drivers of our gender pay gap. We reviewed our progress against the public service gender pay milestones and our 2020/2021 Gender Pay Action Plan and came up with actions outlined in Table 1.

## Next Steps

Now our plan has been updated we will engage people across the organisation to help us implement our plans and monitor progress. Our plan is on our intranet and external website and will be reviewed and discussed at least quarterly at the following fora: senior leadership meetings, management meetings and the Diversity and Inclusion Working Group. Our progress will be determined by our data, progress against our actions, and general feedback and discussion about people's experiences.

Table 1: Te Manatū Waka Ministry of Transport Gender Pay Action Plan 2021/2022

Public Service Gender Pay Milestone	Our Current State (Actions taken in 2020/2021, achievements and outcomes)	Our Focus for 2021/2022 (Including measurements)
<p><b>Milestone 1   Equal Pay</b></p> <ul style="list-style-type: none"> <li>By the end of 2020 all agencies will have closed any gender pay gaps within the same roles</li> <li>Pay Equity Principles are used to address Pay Equity claims in the Public Service (and State sector)</li> </ul>	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>We pay the same for the same or substantially similar work.</li> <li>The key driver of our GPG is occupational segregation. We currently have few men in our lower pay bands (29W: 8M). This includes a much higher proportion of women (85%) in graduate roles (11 W:2M)).</li> <li>We believe the various actions outlined against other milestones have supported us to achieve equal pay.</li> <li>Pay Equity – we have several roles subject to the Admin and Clerical pay equity claim and are supporting the Public Service Commission as required with this process.</li> </ul>	<p><b>OUR FOCUS: Maintain equal pay for the same or similar roles</b> <b>We will do this by:</b></p> <ul style="list-style-type: none"> <li>Reporting and discussing quarterly at SLT and managers meetings and more broadly across the organisation as appropriate.</li> <li>Reviewing gender pay data when each offer is made (HR to confirm before approval to appoint is finalised).</li> <li>Correcting gender pay gaps as identified.</li> <li>Implementing the actions outlined against each milestone in this plan.</li> </ul> <p><b>OUR FOCUS: Pay equity</b> <b>We will do this by:</b></p> <ul style="list-style-type: none"> <li>Continuing to support the Admin and Clerical pay equity claim.</li> </ul> <p><b>OUR FOCUS: Expanding gender pay considerations to all working arrangements</b> <b>We will do this by:</b></p> <ul style="list-style-type: none"> <li>Introducing gender pay criteria into our procurement documentation (Dec 2021)</li> <li>Monitor and report GPG for contractors (where possible).</li> </ul> <p><b>OUR FOCUS: Improve our ability to monitor and close ethnic pay gaps</b> <b>We will do this by:</b></p> <ul style="list-style-type: none"> <li>Improving our ethnicity data. Our goal is to have ethnicity data for 90% of employees (from our current state of 64%)</li> <li>Updating new starter forms to ensure people can self select multiple ethnicities (October).</li> <li>Working with our payroll system provider to ensure we can record at least 3 ethnicities per person or find an offline solution. (Quarter 2)</li> <li>Launching a campaign to collect people's ethnicity data (Quarter 4).</li> </ul>
<p><b>Milestone 2*  Flexible Work by Default</b> By the end of 2020 all agencies will have:</p> <ol style="list-style-type: none"> <li>trialled flexible-by-default practices</li> <li>flexible-by-default policies and systems in place, aligned with the Flexible-Work-by-Default Guidance.</li> </ol>	<p><b>Achieved</b></p> <ul style="list-style-type: none"> <li>Flexible-by-default policies and systems were implemented in October 2020. All roles are considered suitable for flexibility.</li> <li>We have 19 formal arrangements recorded and many informal arrangements in place.</li> <li>We're in the early stages of embedding a culture of flexibility and will continue to work on building our maturity in this space. Flexible working has been and will continue to be discussed at leadership forums.</li> <li>8% of our people work part-time (69% women, 31% men). The numbers are too small to provide analysis of any gender or part time pay effects.</li> </ul>	<p><b>OUR FOCUS: Continue to embed our practices and develop our culture of flexibility</b> <b>We will do this by:</b></p> <p><b>Checking In</b></p> <ul style="list-style-type: none"> <li>Survey staff and managers to check understanding of and experiences in our flexible by default environment and identify areas of low uptake or poor experiences (October 2021).</li> <li>Discuss at leaderships days.</li> </ul> <p><b>Improving the experience</b></p> <ul style="list-style-type: none"> <li>Use our recent move to flexi desking to promote and normalise flexible working arrangements</li> </ul> <p><b>Developing our flexible culture</b></p> <ul style="list-style-type: none"> <li>Further actions to normalise flexibility may be developed following the results of the survey.</li> </ul>



Public Service Gender Pay Milestone	Our Current State (Actions taken in 2020/2021, achievements and outcomes)	Our Focus for 2021/2022 (Including measurements)
<p><b>Milestone 3*  No Bias or Discrimination in Remuneration Systems or Human Resources Practices</b></p> <p>By the end of 2020 all agencies will have:</p> <ol style="list-style-type: none"> <li>have engaged with Taskforce guidance (Recruitment, career progression, breaks &amp; leave and remuneration)</li> <li>have a plan and target date for completing its review of their Remuneration and HR policies and practices</li> <li>ensure all managers have completed bias training</li> <li>have a plan in place to provide all relevant staff with bias training on an ongoing basis.</li> </ol>	<p><b>Achieved</b></p> <p><b>Taskforce Guidance</b> We continue to use the guidance to improve our policies and processes.</p> <p><b>Unconscious Bias Training</b> All managers have completed bias training.</p> <ul style="list-style-type: none"> <li>We've run face-to-face unconscious bias &amp; diversity training multiple times since 2019, attended by leaders and others, and have supported leaders and HR to attend external courses.</li> <li>We provide online unconscious bias training modules for all staff and have recently incorporated these into induction.</li> </ul> <p><b>Policies &amp; Practices</b> External consultants audited our HR lifecycle this year, which included applying a diversity/ bias lens. We've implemented the majority of their recommendations and plan to implement the remainder in 2021/2022. These align with the actions in this plan.</p> <p>We review our policies for bias as we develop or refresh these. We routinely seek feedback on draft policies from employees and unions prior to finalisation.</p> <p><b>Recruitment</b></p> <ul style="list-style-type: none"> <li>We use live gender pay data to consider internal relativities and inform offers.</li> <li>We've introduced additional guidance and structure to our recruitment approval process. As part of this process managers must: <ul style="list-style-type: none"> <li>consider internal relativity data.</li> <li>consult with the interview panel about salary recommendations</li> <li>consider appointing salary guidance and justify their recommendation using this guidance. This guidance will be updated to align with the new step-based remuneration system.</li> </ul> </li> <li>We've improved our recruitment data and can now track the gender and ethnic mix of applicants, those short-listed and who's appointed. Further work is required to streamline the process for easy monitoring and reporting.</li> <li>Our HR lifecycle audit confirmed that diversity and inclusion is considered throughout the recruitment process.</li> <li>We continue to require a gender mix on interview panels.</li> </ul> <p><b>Performance, Development, Career Progression &amp; Career Breaks</b></p> <ul style="list-style-type: none"> <li>Unconscious bias reminders are embedded into performance moderation processes.</li> <li>We'll continue to monitor the gender distribution of performance ratings. There was no evidence of bias this year.</li> <li>We've made initial improvements to our data to help track the gender balance of progression, promotion, secondments and training. This year the balance of progression and promotion and acting up arrangements was reasonably balanced.</li> </ul>	<p><b>OUR FOCUS: Continue to raise awareness of bias and develop tools to help translate awareness into behaviour change.</b></p> <p><b>We will do this by:</b></p> <p><b>General</b></p> <ul style="list-style-type: none"> <li>Recognising that the majority of the gender pay gap is now driven by what the research calls "unexplained" factors – including conscious and unconscious bias that may negatively impact on women's recruitment and pay advancement and difference in men's' and women's choices and behaviours (from The Ministry for Women's website).</li> <li>Continue to use unconscious bias modules in our induction processes and encourage people to refresh annually.</li> <li>Encourage ongoing discussions about unconscious bias and strategies for addressing these (e.g. through coffee collabs).</li> <li>Embedding unconscious bias prompts and strategies into interview packs, continue to use these in performance moderation, and look for other opportunities where reminders and prompts may be useful.</li> <li>Our Diversity &amp; Inclusion working group will review all our HR policies for bias to ensure we are not unintentionally negatively impacting women (June 2022).</li> <li>Continue to increase our cultural competence and Māori capability through actions outlined in Hei Arataki (Māori Strategy) and our wider Diversity and Inclusion programme.</li> </ul> <p><b>Recruitment</b></p> <ul style="list-style-type: none"> <li>Improve reporting to make it easier to monitor the gender and ethnic mix of applicants, those short-listed and those offered roles. Provide this data to managers before final short-list to highlight potential bias and for quarterly SLT reports (By Dec 2022).</li> <li>Strive to have a gender balance of applicants and short-lists. As an organisation we would expect our total shortlists to be around 40/60% overall.</li> <li>Introduce Unconscious bias prompts into interview packs. (Nov 2021)</li> <li>Trial bias checking software for advertising (Dec 2021)</li> <li>Continue to encourage diversity on panels (including encouraging diversity of thought with panel members from different groups and professions).</li> </ul> <p><b>Learning &amp; Development / Performance / Progressions Promotions</b></p> <ul style="list-style-type: none"> <li>Develop a policy and guidance outlining how to access development opportunities and include principles on how decisions are made (Oct 2021)</li> <li>Improve reporting to better monitor who is attending formal training (this is challenging due to our partially decentralized training model.) (December 2021)</li> <li>Continue to monitor progressions and promotions and report in SLT quarterly report.</li> <li>Review the progression model &amp; criteria. This work is part of the broader HR work programme. It's included here to ensure the review considers bias and any change to criteria is gender neutral. (June 2022)</li> </ul> <p><b>Remuneration</b></p> <ul style="list-style-type: none"> <li>Develop guidance to support the new remuneration system. This includes clear guidance on starting salaries to ensure consistent approach, free from bias. (October 2021)</li> </ul>

Public Service Gender Pay Milestone	Our Current State (Actions taken in 2020/2021, achievements and outcomes)	Our Focus for 2021/2022 (Including measurements)
<p><b>Milestone 3 continued</b></p>	<ul style="list-style-type: none"> <li>We've created a new learning and development intranet page to advertise training and give people the opportunity to register or waitlist.</li> </ul> <p><b>Remuneration</b></p> <ul style="list-style-type: none"> <li>A new step-based remuneration system is in place. This system provides a structured and transparent mechanism to move people to the fully competent pay rate, thus reducing the potential for bias.</li> <li>The size of the steps are larger for the lower pay bands to support people in these roles to move to the competent level more quickly. This reflects the likely faster trajectory to competence in these roles and supports the wider Public Service intent to close the gap between the highest and lowest paid.</li> </ul>	
<p><b>Milestone 4   Gender Balanced Leadership</b></p> <p>By the end of 2019 all agencies will set a target date and plan for achieving gender balance in their own top leadership positions</p>	<p><b>Achieved</b></p> <p>Our leadership team is balanced, with 46.4% women and 53.6% men. As a small agency, these figures fluctuate with comings and goings. Our goal is for women to hold at least 50% of leadership positions.</p>	<p><b>OUR FOCUS: Strive for at least 50% of leaders to be women</b></p> <p><i>We will do this by:</i></p> <ul style="list-style-type: none"> <li>Aim for balanced (60/40) short-lists for leadership positions (where appropriate)</li> <li>Celebrate women in leadership: support the Wāhine network to organise events that encourage women to aspire to leadership positions and profile women in leadership on our recruitment site and social media sites.</li> </ul> <p>Note – many of the actions listed in other areas are expected to support retaining and recruiting women into leadership positions.</p>



## Appendix: Detailed Gender Pay Gap Analysis

### Overall Gender Pay Gap (GPG)

	Base Salary	Total Remuneration
Mean	11.6%	11.7%
Median	8.1%	8.1%
Lower Quartile	26.1%	25.0%
Upper Quartile	6.6%	7.5%

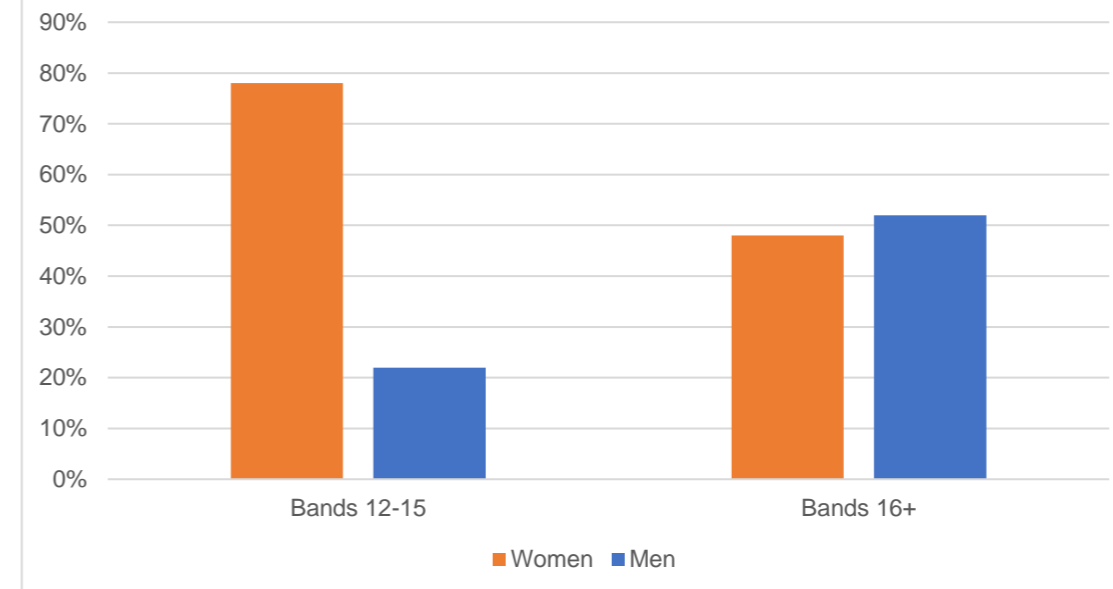
### Gender Distribution & GPG by Pay Band

Pay Band	12	13	14	15	16	17	18	19	20	21+	Total
Mean	x	x	x	x	x	-0.2%	1.9%	x	x	x	
Median	x	x	x	x	x	-0.9%	0.8%	x	x	x	
No. Women	4	4	15	6	12	27	21	1	10	3	105
No. Men	2	0	4	2	12	30	22	0	11	4	87
<b>Total organisation: 55% women / 45% men</b>											<b>192</b>
<b>Leadership Balance: 46% women / 54% men (at T3 and above)</b>											
<i>X indicates there are not enough people to calculate GPG</i>											

### GPG by Pay Band Groupings

	12-14	15-17	16-18	16+	18+
Mean	x	2.6%	0.7%	1.7%	2.9%
Median	x	1.9%	-0.2%	1%	0.6%
No. Women	23	45	60	74	35
No. Men	6	44	64	79	37

Figure 2: Graph Showing Occupational Segregation Proportion of Men and Women in Band Groupings



#### Notes

All GPGs relate to base salaries for Ministry employees unless otherwise specified.

To be statistically robust and to protect privacy, GPG calculations require 20 men and 20 women in the grouping

### GPG by Role Type

	Policy	Corporate/Specialist
Mean	9.8%	13.4%
Median	4.0%	12.0%
No. Women	54	51
No. Men	51	36

### GPG by Group

	SSI	SRD	Corporate	SPG
Mean	6.2%	17.3%	X	X
Median	5.5%	12%	X	X
No. Women	25	31	30	19
No. Men	29	25	13	20

### GPG – Contractors

As at 30 June 2021 the Ministry had 16 contractors engaged in a diverse range of roles (11W:5M). The numbers are too small to calculate a GPG.

### Full Time / Part Time Analysis

	Women		Men	
	No.	% of women	No.	% of Men
Full-time	93	88.6	82	94.3
Part-time	11	10.4	5	5.7
Total	105		87	

8% of the organisation work part time. Of these 69% are women and 31% men.

10% of women work part time and 6% of men work part time. The numbers are too small to analyse and report pay gaps but there are no apparent issues.

### GPG by Age

	20-29	30-39	40-49	50-59	60+
Mean GPG	x	6.5%	x	x	x
Median GPG	x	-4.8%	x	x	x
No. Women	34	31	20	16	4
No. of Men	18	26	15	23	5

### GPG by Tenure

	<2yrs	2-5yrs	6yrs+
Mean GPG	13.7%	1.6%	x
Median GPG	23.1%	-6.3%	x
No. Women	60	30	15
No. of Men	32	36	19

### Ethnic Profile and Pay Gaps

64% of employees have shared their ethnic identity with the Ministry. PSC suggests figures below 75% indicate poor quality data, and recommends agencies aim to have at least 90% of their staff sharing ethnic information.

We currently don't have enough people within ethnic groups to report pay gaps for Māori Pacific, Asian or MELAA. Ethnic pay gaps were considered following this year's remuneration reviews and a small number or adjustments were made.

	Percentage of MoT Employees (%)
Asian	7.8
European (Includes NZ European)	56.8
Māori	2.1
MELAA	1.6
Pacific Peoples	2.1
Not Stated	29.7

### GPG by Starting Salaries

	<b>GPG for New Starters Across all Roles. (1 July 2020 – 30 June 2021)</b>
<b>Mean</b>	11.8%
<b>Median</b>	17.3%
<b>No. Women</b>	61
<b>No. Men</b>	30

There are not enough people in each pay band to calculate GPGs for new starters by pay band. However, when bands are grouped together, the GPG for starting salaries greatly reduces (see table below).

### *GPGs for Starting salaries by band grouping*

	<b>Bands 15-18</b>	<b>Bands 16-18</b>
<b>Mean</b>	2%	0%
<b>Median</b>	5%	1%
<b>No. Women</b>	39	35
<b>No. Men</b>	24	23

### Progressions and Promotions

The number of people progressed or promoted was reasonably balanced by gender 60 % women, 40% men. Formalised acting up arrangements were also reasonably split 41% women and 58% men.

### Performance Ratings

Performance ratings this year were balanced by gender.

	<b>Exceeding Expectations</b>	<b>Meeting Expectations</b>	<b>Needs Improvement</b>	<b>New to Role/Approaching Expectations</b>
<b>Female</b>	55%	51%	0%	33%
<b>Male</b>	45%	49%	0%	66

### Flexible Working Arrangements

We currently have 19 formal flexible working arrangements recorded and many informal arrangements taking place. Formal arrangements are evenly split by gender