

Kia Toipoto | Te Manatū Waka Gender and Ethnic Pay Gap Action Plan Report 2023 - 2024

Discussion document
Not Government policy

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Introduction

This is the annual report of Te Manatū Waka Ministry of Transport's achievements against the actions set out in **Kia Toipoto (Public Service Gender and Ethnic Action Plan)** - a comprehensive set of actions to help close gender, Māori, Pacific and ethnic pay gaps in the Public Service of Aotearoa.

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 Te Kawa Mataaho | Public Service Te Mahere Mahi Rerekētanga Ira Tangata | Gender Pay Gap Action Plan, 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.

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, Employee Led Networks (ELNs) and staff from our DEI working group.

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 New Zealanders to flourish, reflecting transport's role in shaping our society, economy, and environment.

Looking at us you would see (*as at September 2023*):



257 Employees

57% Wāhine



25% Ethnic diversity

55% Wāhine in leadership roles



Te Manatū Waka 2022/2023 Achievements

We aspire to continuously improve our efforts and to deliver initiatives that enable 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:

- Undertook our Bias and Discrimination Survey, with SLT endorsement on future actions.
- Helped our staff navigate flexible work at Te Manatū Waka via a Flexible Mahi (work) Hub.
- Improved our ethnicity data holdings up to 97% through a data audit and staff disclosure.
- Created a REM Committee to help enhance pay equity and transparency across the organisation.
- Broadened our adviser progression framework to include corporate specialist roles, expanding opportunities for internal progression.
- Embedded and enhanced awareness of unconscious bias throughout our recruitment practices and processes.
- Enrolled all our leaders in a six-month conscious leadership programme.

Overall, we are proud of our progress and what we have achieved to date.

Report conditions and exclusions

- Data used are as at 29 September 2023.
- For data to be displayed, a minimum of **20** individuals in each group is required. Where numbers are too small to report, an X is in place.
- All Gender Ethnic Pay Gaps (GEPG) relate to base salaries for Ministry employees unless otherwise specified.
- Detailing both mean and median provide a balanced overview of our Ministry pay gaps.
- A positive percentage (%) indicates that European men are paid higher compared to non-European women.

Our summary

As illustrated in Figure 1 below, the overall gender pay gap across Te Manatū Waka is 10.72% (mean¹) and 7.78% (median²).

Since our prior 2022 report, the gap has increased by 7.56% across our mean and 5.72% across our median. We explore and detail potential contributing factors to our increased gender pay gap further in our analysis.

¹ The mean is 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 median is the middle amount of pay earned – calculated by listing all employees from highest to lowest paid and finding the midpoint.

Building from last year's report, we have made significant progress in increasing the number of employees who have shared their ethnic identity with us, up by 22% bringing us to a total captured data rate of 97%.

Currently Te Manatū Waka 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, to 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 GEPG reporting, we recognise that these are critical to consider when aspiring to pay equity.

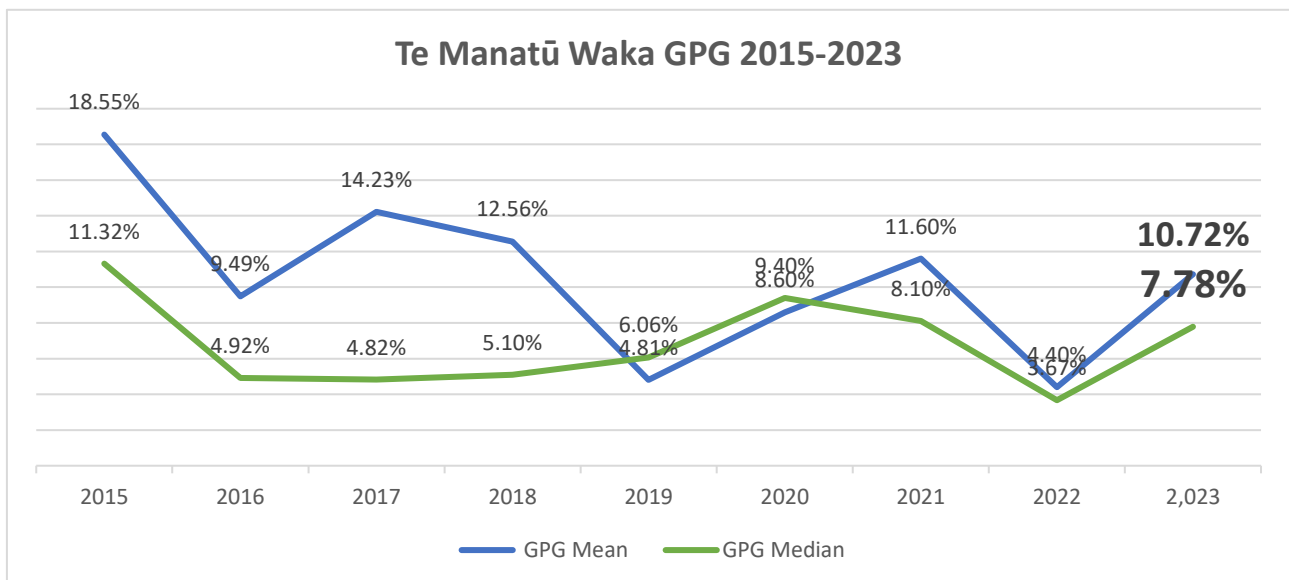


Figure 1 Gender Pay Gap | Te Manatū Waka 2015 – 2023

Diving Deeper: Understanding our gender and ethnic pay gaps

Representation

Te Manatū Waka has 257 employees, with 57.42% identifying as Woman and 42.58% as Man. Our data shows that we currently have no employees who identify as another gender. However, we recognise that those who might otherwise use this identity may feel reluctance to identify or be 'out' (We Count 2019).

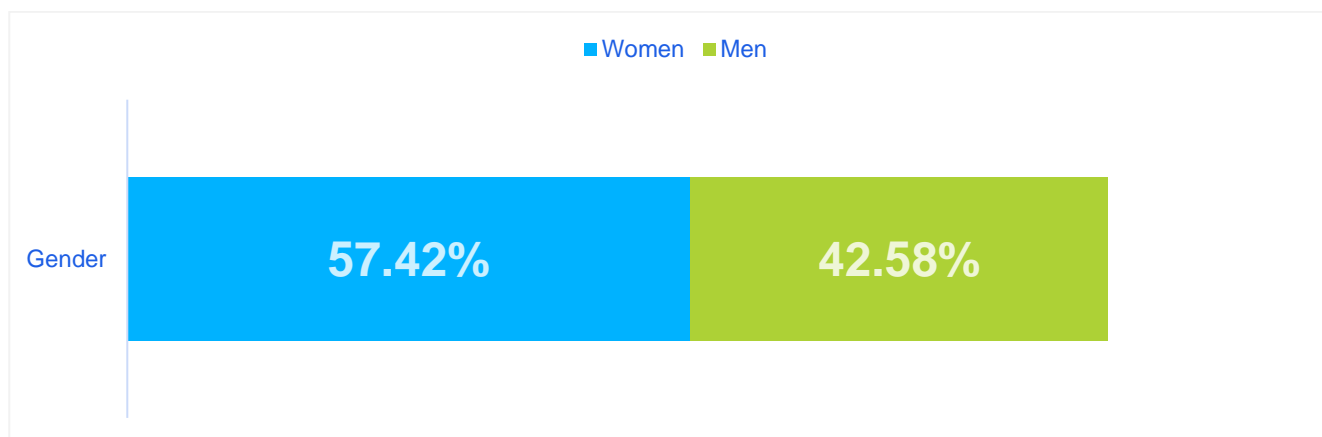


Figure 2 Gender Representation | All Te Manatū Waka employees 2023

Figure 3 below shows that women remain overrepresented in the lowest four pay bands (12-15). Currently, those in bands 12-13 have no identified 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 capability to rotate to either policy or corporate specialist roles.

Our women in bands 14–15, which consists of policy and corporate specialist adviser roles are able to progress through our step-based remuneration system and progression framework - this then assumes that over time the ratio of women to men in band 15 will even out.

Pay Band	12	13	14	15	16	17	18	19	20	21 +	Leadership Tier 2 & 3
Mean	x	x	x	x	x	-0.40%	x	x	x	x	5.78%
Median	x	x	x	x	x	0	x	x	x	x	4.26%
No. of Women	6	8	6	24	13	40	18	2	13	5	18 (54.55%)
No. of Men	1	0	1	10	7	39	35	1	8	7	15 (45.45%)

Figure 3 Pay Bands (Tier 2 and 3 encompass bands 20 + 21 combined) | x is indicative of inability to report due to data restrictions | All Te Manatū Waka employees 2023

While figure 3 shows a slightly positive GPG for women in band 17, men are overrepresented in band 18. Attrition data shows we lost 11 band 18 women over the past year, which suggests that our retention of women has not been favourable. Exit survey data indicated reasons for leaving Te Manatū Waka ranged from lack of career development to lack of alternative flexible work opportunities. Further data analysis confirmed that while there are more men, we continue to remunerate both genders equitably.

Throughout the organisation we continue to maintain our 40:60 (Men:Women) – noting this split can be fluid) gender representation, including at leadership level.

Our Gender Pay Gap increase

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. We have more women than men in bands 12-14 which consists of our administration, support, and entry level positions.

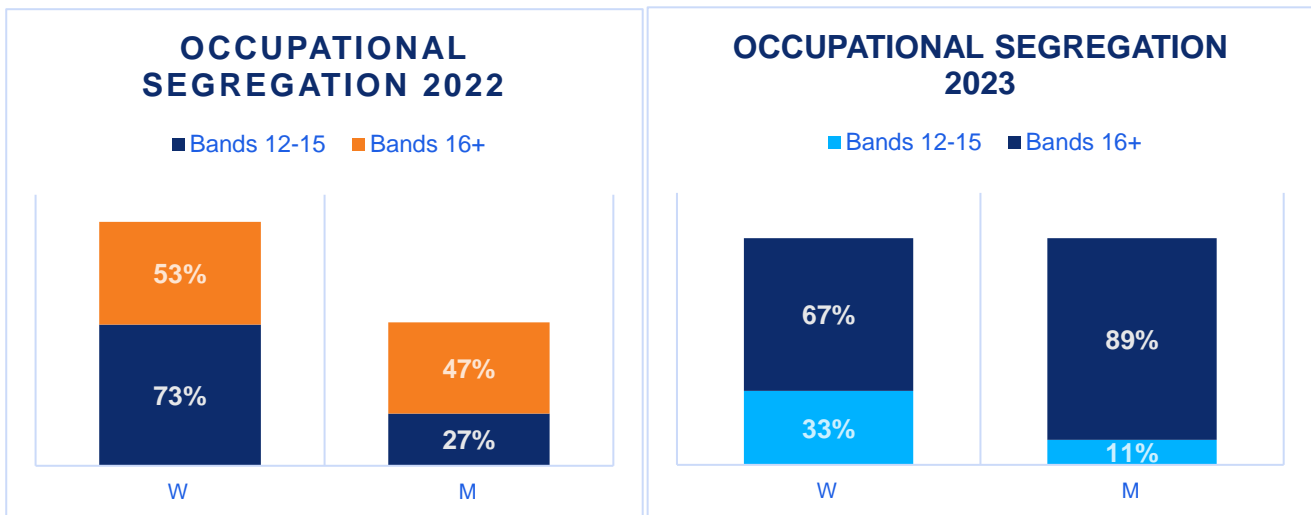


Figure 4 Occupational Segregation | All Te Manatū Waka employees

Another contributing factor to our overall GPG increase, may be attributed to our starting salaries. As a relatively small Ministry, appointments of men into higher level bands drive an increase in our pay gaps. Due to the size of our Ministry it can take only a few appointments to bands 19 and above to widen our GPG.

Over the past year, we have appointed men into higher bands while 36 women, compared to 6 men, were appointed to bands 12-15. This has created disproportionate starting salaries between genders. The following figure shows the pay gap in starting salaries at the Ministry.

Pay Gap in Starting Salaries	
Mean	30.18%
Median	32.65%

Figure 5 Pay Gap in Starting Salaries | All Te Manatū Waka employees 2023

Ethnic Pay Gap

Building from our last year pay gap reporting, the Ethnic Pay Gap (EPG) between European and non-European women is 11.80% (mean), and 9.17% (median). In line with our increases in our overall gender pay gap, our ethnic pay gap has also increased in our 2023 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 Te Manatū Waka.

	EPG European Women / Non-European Women	EPG Asian Women / Non-Asian Women	GPG by Ethnicity All Men / Ethnic Women
Mean	11.80%	2.27%	19.73%

	EPG European Women / Non-European Women	EPG Asian Women / Non-Asian Women	GPG by Ethnicity All Men / Ethnic Women
Median	9.17%	-3.54%	20.69%

Figure 6 Ethnic Pay Gap | All Te Manatū Waka employees by gender 2023

Figure 6 shows our ethnic pay gap for all men and ethnic women is highest, followed by European women to non-European women. Asian was the only ethnic group in Te Manatū Waka with enough people to calculate an EPG.

Ethnicity	% of TMW staff who disclosed ethnicity	% of Public Service ethnic composition	% of Aotearoa ethnic composition (as at previous census 2018)	% difference of ethnic composition between Te Manatū Waka Public Service	% difference of ethnic composition between Te Manatū Waka Aotearoa
Asian	9.62%	14.5%	15.1%	4.88%	5.48%
European (incl NZ European)	74.23%	63.7%	70.2%	-37.53%	-4.03%
Māori	4.23%	16.8%	16.5%	12.57	12.27%
MELAA	2.3%	2.2%	1.5%	-0.1	-0.8%
Pacific People	2.3%	10.7%	8.1%	8.4%	5.8%
Other	7.31%	6.7%	-	-0.61	-

Figure 7 Ethnic representation comparative | All Te Manatū Waka employees 2023

Our representation data in Figure 7 above, highlights that currently, Te Manatū Waka as an organisation, does not reflect the diverse communities of Aotearoa. It is promising to see a higher level of representation for Middle Eastern, Latin America & African (MELAA) staff at Te Manatū Waka. Our Māori, Pacific and other ethnic minorities continue to be under-represented in our Ministry in comparison to our population (Stats NZ, 2018). It is our aspiration that through our GEPG and Diversity, Equity and Inclusion (DEI) actions, we enable better representation across our workforce.

The under under-representation of Pasifika 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 largely policy staff and the majority is located in the Wellington region, which may be a barrier for Pasifika representation at Te Manatū Waka. We will be looking to our recruitment practices to see what barriers and perceptions exist and engage with our Māori and Pasifika network in a safe and appropriate manner to seek their advice. At present, Pasifika who are in our Ministry are paid equal to those in like for like roles.

We are hearing feedback from staff that indicates that our Māori and Pasifika staff are often unrecognised in the additional capabilities they bring to Te Manatū Waka and wider public service. There are skills, knowledge, and experience that these groups offer which are often expected as additions to their core role requirements. We want to acknowledge that our Ministry needs to do better to recognise and acknowledge these unique skill sets and their contribution to our

organisational culture and capabilities. We understand this is an active discussion across public sector agencies. We want to continue be a part of this discussion and will use learnings from this in considering our own approach.

Rainbow and Disabled

We currently do not have the systems to 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 2024.

Leadership

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

We are proud to state that 20.69% of our leaders identified as an ethnicity other to that of NZ European which broadly aligns with the Public Service in Aotearoa.

Our data sets are too small to provide more detailed analysis; however, we are committed to providing development and leadership opportunities for our wāhine Māori, Pacific women, women from ethnic communities, rainbow, and disabled staff.

Progressions and Promotions by Gender

Progression, promotions and acting up opportunities broadly align with the Ministry's gender distribution.

	Promotion/Progression (% of total)	Higher Duty Allowances Paid (% of total)
Women	58%	60%
Men	42%	40%

Figure 8 Promotion, progression and HDA | All Te Manatū Waka employees 2023

We have completed two rounds of progression for policy and corporate specialist roles in the last year. Data shows that our women were able to progress or be promoted through this process. Feedback from our working group generally considered opportunities for progression to be equitable across policy and specialist roles when moving from level 1 to level 2 positions. Beyond level 2, only policy roles are currently eligible to progress further through the framework which contributes to inequity. We aspire to enable development opportunities and develop tools that can be used by managers and our people, which may help mitigate inequality.

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 kanohi 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 whakatohara, haukume anō hoki
Eliminating all forms of bias and discrimination

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

Further information about the 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 be looking to deliver actions that can help us make progress on our GEPGs.

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, Employee Led Networks (ELNs) and staff from our DEI working group. Representatives from this group 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 Kaupapa Māori leads, Māori and Pasifika Network, Wāhine Network, PSA, and any other ELNs 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 intranet and our external website. Alongside this we will run a Coffee Collab, our internal discussion forum, to help socialise our mahi (work) 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
T	Tāne Māori Men
W	Wāhine Māori Women
HIKA	He ira kē anō Another Gender
MELAA	Middle Eastern, Latin America & African
DEI	Diversity, Equity, and Inclusion

Gender & Ethnic Pay Action Plan 2023-2024



Appendix 1 – Gender and Ethnic Pay Gap Action Plan 2023 - 2024

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, reaching our aspiration of 90%. This was an increase of 22% (up from 74%). Continue to display salary banding on job adverts. Refinements made to step based system. Salary bands are published internally and used for recruitment and selection purposes externally. 	<ul style="list-style-type: none"> Te Rōpū Pūmanawa Tangata (Human Resources) to refine/update accessible REM information, processes, and systems to enable continued transparency with staff. Te Rōpū Pūmanawa Tangata (Human Resources) to raise awareness on function, their roles, visibility, and accessibility for all staff following the 2023 change process and their new operating model/structure.
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"> Admin and Clerical Pay Equity – we have several roles subject to the claim and will continue to support Te Kawa Mataaho as required with this process. Remuneration committee established to help enable equitable pay outcomes for staff. Improved guidance for managers setting start salaries. 	<ul style="list-style-type: none"> Create standardised tools and resources for managers 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, Pasifika and other ethnic or diverse candidates. ○ Continue to support intern / graduate programmes that support increased diversity. This year we placed 2 people from the Ministry of Ethnic Communities grad programme. ○ 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, start our mahi (work) on how to be more attractive to Māori Pasifika and other ethnic and/or diverse candidates. Initially this will be through engagement with our Māori and Pasifika Network to explore an approach. ○ Explore options for pathways/opportunities and/or progression for gender and ethnic groups. ○ 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 have increased our resourcing to uplift Hei Arataki – the Ministry’s Māori strategy through the successful recruitment of Pou Arataki. ○ Progressed or promoted was favourably women 58% and 42% men. Formalised ‘Acting Up’ arrangements were reasonably split 60% wāhine and 40% tāne. ○ Inclusive leadership is now included in our development programmes. 	<ul style="list-style-type: none"> ○ Create equitable and clear learning and development opportunities and pathways, especially for those in pay bands 12-14 which have a higher GEPG ○ Create a virtual working group to explore how managers can identify, mitigate and ultimately support closing our GEPG ○ Embed PSC 4-point action plans for Rainbow and Disabled Staff ○ Te Rōpū Pūmanawa Tangata (Human Resources) to review 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 whakatohara, haukume aō hoki Eliminating all forms of bias and discrimination</p>	<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. 	<ul style="list-style-type: none"> ○ Merge our GEPG programme of work with our diversity, equity and inclusion and Bias and Discrimination mahi (work) to increase visibility and support and work on actions in

<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"> ○ DEI Strategy and Action Plan created. ○ Bias and Discrimination Survey completed including recommended actions. ○ Our Diversity & Inclusion Working Group will build a programme to raise awareness and build diverse cultural capability. 	<p>these plans such as – positive workplace behaviours programme of work.</p>
<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. ○ Reviewed recent Te Kawa Mataaho Hybrid Working Guidance for potential actions. 	<ul style="list-style-type: none"> ○ Review associated policies (beyond our current state Flexible Work which was done this year), processes, and guidelines (i.e. parental leave) to bring a holistic approach to flexible work that considers and acknowledges the full employment lifecycle. ○ Create a wellbeing roadmap that supports work/life balance.

We note that some of the actions above contribute to different milestones. We have therefore placed actions against the most relevant milestone.

Appendix 2 – Breakdown of Gender and Ethnic Pay Gap Analysis

Please find our analysis of our Gender and Ethnic Pay Gap Data for 2023:

- Data is of 29/9/2023
- 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	147	57.42%
Tāne	109	42.58%

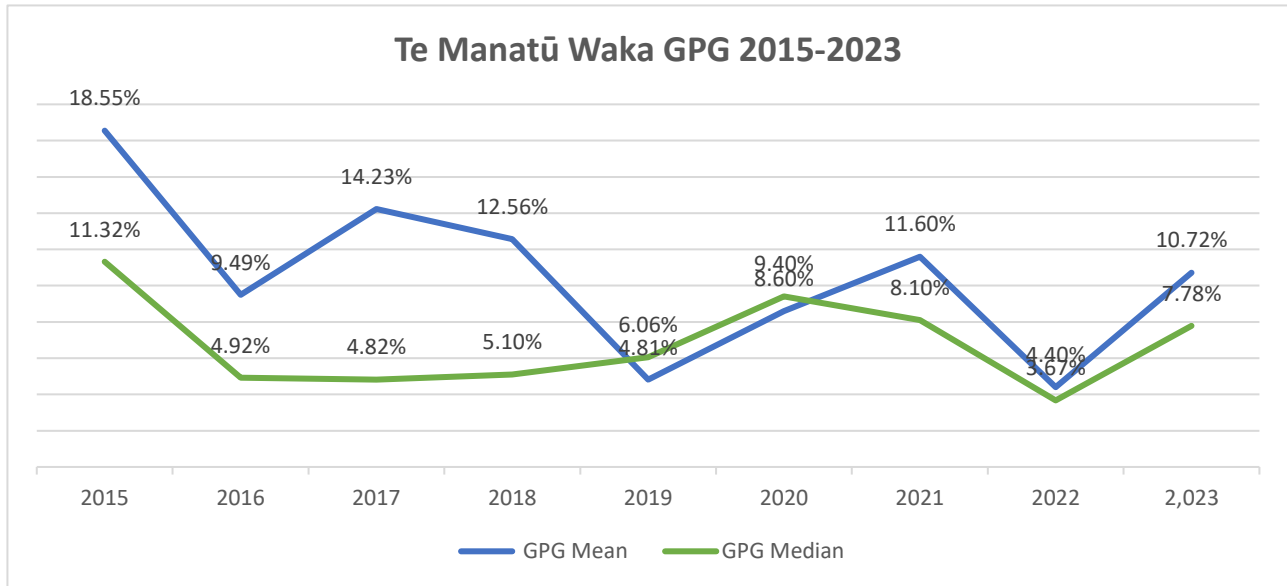
Gender Representation Leadership – Tier 2-3

Gender	No.	%
Wāhine	18	54.55
Tāne	15	45.45

Overall Gender Pay Gap

Overall GPG	Gap
Mean	10.72%
Median	7.78%
Lower Quartile	24.48%
Upper Quartile	5.64%

INTRODUCTION



GPD by Pay Band

Pay Band	12	13	14	15	16	17	18	19	20	21 +	Leadership Tier 3 +
Mean	x	x	x	x	x	-0.40%	x	x	x	x	5.78%
Median	x	x	x	x	x	0	x	x	x	x	4.26%
No. of Women	6	8	6	24	13	40	18	2	13	5	18 (54.55%)
No. of Men	1	0	1	10	7	39	35	1	8	7	15 (45.45%)

Pay Band Groupings

Pay Band Grouping	12-14	15-17	16-18	16+	18+
Mean	x	5.59%	3.14%	0.90%	-2.97%
Median	x	3.51%	3.18%	1.0%	-0.69%
No. of Women	20	77	83	103	49
No. of Men	2	56	81	96	49

GPG by Business Groups

Business Group	Corporate	System, Performance & Governance	System, Strategy & Investment	System & Regulatory Design
Mean	x	12.65%	5.18%	5.92%
Median	x	10.04%	4.76%	3.79%
No. of Women	47	29	31	38
No. of Men	18	30	31	28

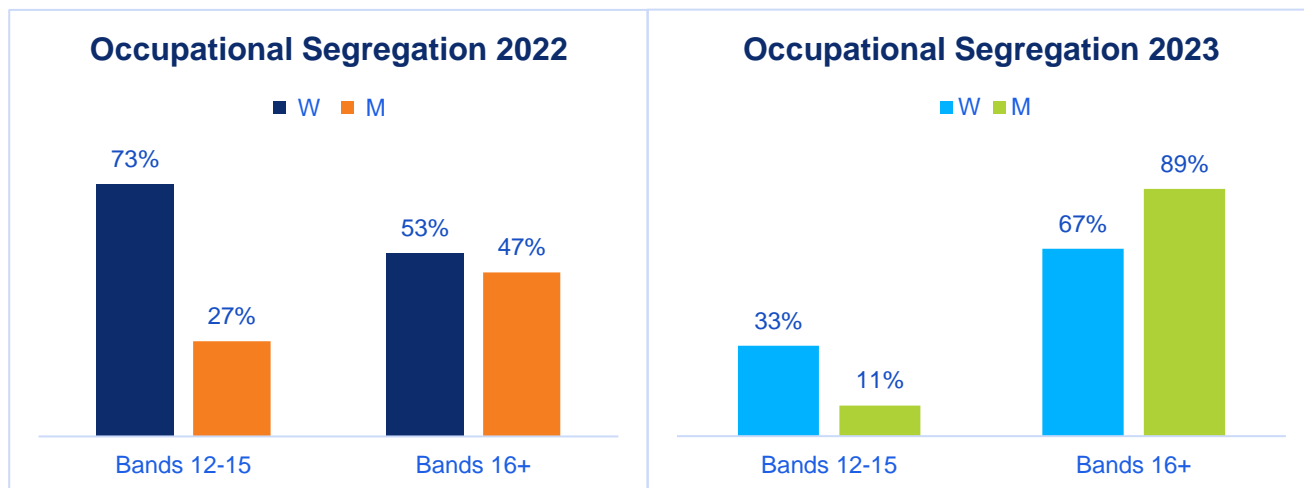
GPG by Roles - Policy and Other

Pay Band / Role Type	Policy	Other	Policy 15-17	Other 15-17
Mean	4.28%	15.39%	4.77%	5.46%
Median	4.19%	12.86%	4.9%	3.52%
No. of Women	69	78	36	38
No. of Men	59	50	32	24

GPG by Age

	20-29	30-39	40-49	50+
Mean	9.65%	8.54%	10.52%	5.42%
Median	6.90%	4.70%	2.07%	3.63%
No. of Women	43	44	28	32
No. of Men	23	38	24	24

INTRODUCTION



GPG by Occupation

GPG by Tenure

	< 2 years	2 - 4.99 years	5 years Up
Mean	14.70%	6.86%	-5.35%
Median	13.17%	9.90%	-8.35%

GPG in Starting Salaries

Pay Gap in Starting Salaries	
Mean	30.18%
Median	32.65%

Distribution of Starting Positions – Pay Bands

Pay bands	12	13	14	15	16	17	18	20	21 & up	
Women	8	13	4	12	8	15	3	3	0	66
Men	1	0	0	5	1	11	16	1	2	37

GPG by Part-time / Full-Time Roles

	Part Time No.	%
Women	24	16.33%
Men	7	6.42%

GPG FT: PT	
Mean	-14.50916
Median	-15.12715

Progressions and Promotions by Gender

	Promotion/Progression ((% of total)	Higher Duty Allowances Paid (% of total)
Wāhine	58%	60%
Tāne	42%	40%

Progression, promotions and acting up opportunities broadly align with the Ministry's gender distribution.

Ethnic Representation

Ethnicity	% of people who disclosed ethnicity
Asian	9.62%
European	74.23%
Māori	4.23%
MELAA	2.3%
Pacific People	2.3%
Other	7.31%

Ethnic Pay Gaps

	EPG European / Non-European	EPG Asian / Non-Asian	GPG by Ethnicity All Men / Ethnic Women
Mean	11.80%	2.27%	19.73%
Median	9.17%	-3.54%	20.69%

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

Kia Toipoto | Te Manatū
Waka Gender and Ethnic Pay
Gap Plan 2023 – 2024

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Te Kāwanatanga o Aotearoa
New Zealand Government