



2024 – 2028

Diversity, Equity and Inclusion (DEI) strategy

April 2024



DEI links to our values and serves the core pillars of our people strategy

Our people

Our kaimahi believe in the contribution we are making to Tāmaki Makaurau. We support them to be their authentic selves, thrive and contribute their best, supporting their growth with investment in the skills and capabilities needed throughout their careers.

Our performance

AT's performance is driven by continuous improvement, clear performance frameworks, engaging ways of working and transparent accountability.

Our culture

Our leadership and culture inspires us to deliver on our purpose, and our values guide an inclusive, collaborative and high performing organisation.

Auahatanga – Better, bolder, together
Whanaungatanga – We connect
Tiakitanga – Safe with us
Manaakitanga – We care... Full stop.

We tiaki all who use transport in Tāmaki Makaurau



DEI spotlights at AT

Diversity

Representation of gender, age, sexual orientation, culture, ethnicity, faith, language, ability and neurodiversity across AT, particularly in recruitment decisions and positions of leadership.

Equity

Organisational culture, practices and policies support underrepresented groups. Identity is not predictive of opportunities and outcomes. Fairness and transparency in recruitment and remuneration practices.

Inclusion

People are valued, listened to and treated as part of a team. Non-dominant perspectives, values and preferences are considered and respected.



DEI Journey Highlights



2017

Flexible work programme lunched

Diversity plan endorsed

D&I Connect groups established

Rainbow Tick accreditation and workshops

Māori education programme Ngā Kete Kiwai launched

First Foundation and Tupu Toa partnerships confirmed

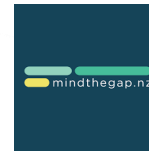


DVFREE – Domestic Violence-Free programme

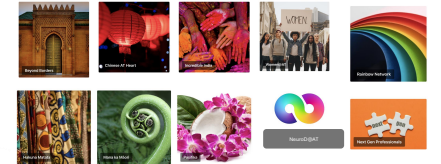


Women in Leadership programme began

Gender pay review and analysis



D&I Strategy developed and published



2024

Growing Pasifika Niu leaders cohorts
(20 participants to date, with more for 2024)

Partnering with



Pasifika DEI Strategy developed

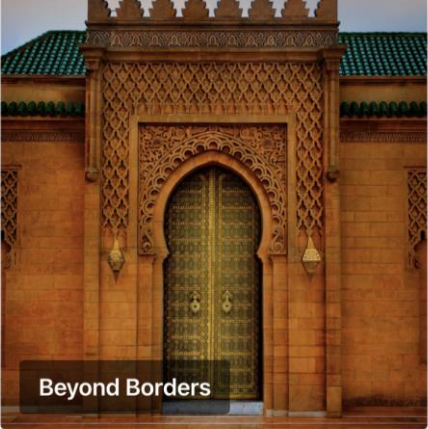
DEI Connect Groups monthly hui

- Connect Group events!
- Pasifika language week events
 - Chinese New Year
 - Diwali
 - And many more!

Our DEI Partners



AT's vibrant connect groups



Our Vision

We offer fair and equal opportunities and celebrate differences.

We have an inclusive, thriving and high performing culture where people feel safe, respected, valued and able to be their authentic selves.



Strategic priorities 2024-2028

1 Representing Tāmaki Makaurau

Increased participation of women, Māori, Pasifika and other underrepresented groups in leadership roles

2 Inclusive leadership and culture

Create an ecosystem that dismantles barriers and creates equity by growing inclusive leadership capability including:

- Awareness of the barriers faced by underrepresented groups
- Leaders choosing to act as allies who promote equity and inclusion
- Celebrating differences

*active support for group, without being a member: acknowledgement of issue + own position, seeking understanding, leveraging position/privilege for equity – choosing “power with” rather than “power over”

3 Staying accountable to our people and communities

- DEI is reflected in and weaved through everything we do at AT
- Practices and policies reflect AT’s commitment to DEI
- Consistent measurement and reviewing of our progress



Representing Tāmaki Makaurau

Increased participation of women, Māori, Pasifika and other underrepresented groups in leadership roles.

Why this is a priority

What gets measured gets managed. The pay transparency enabled by pay gap reporting helps us as an organisation to recognise and mitigate other structural drivers of inequality, such as occupational segregation and lack of fair distribution of family responsibilities.

According to population projections from Stats NZ, by 2043, 21% of Aotearoa's employment base will be Māori and 11% will be Pasifika. Research also shows that Māori and Pasifika pay gaps persist even when education levels and occupation are the same. We want to position AT as a leader and employer of choice to attract this emerging and connected talent.

Neurodiversity, rainbow communities, disability and intersectionality are becoming areas of increasing awareness in the workplace. Voluntary disclosure on metrics will enable us to support and accommodate our people and attract diverse talent that supports innovation.

Goals by 2028

- Reduce the gender pay gap to lower than the national average
- Ensure equal pay is within margin of error for gender and ethnicity
- Increase Māori to 25%+ of our Graduate intake to better reflect the communities we serve
- Ensure 75%+ coverage of ethnic and other demographic data collection



Deliverables

- Formalise an annual calculation, review and action planning for gender and equal pay data
 - Undertake a leader review of equal pay data within teams
 - Investigate and update kaimahi data collection categories
 - Implement data collection and reporting for neurodiversity and disability
 - Review and redesign of talent management process for all stages of the employee life-cycle (including attraction, retention and development)
 - Develop and deploy Active Allyship (including for Talent Acquisition) and Inclusive Leadership programmes
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- Continue to offer Ngā Kete Kiwai, Breaking Bias, Rainbow Awareness, Te Kaha Hinengaro: Psychological Strength, **Tupu Toa, Pasifika Niu Leaders** and **leadership development** programmes for **women**

Inclusive Leadership and Culture

An ecosystem that dismantles barriers and creates equity by growing inclusive leadership capability.

Why this is a priority

The transport sector is largely male dominated, with a recognised lack of women and gender diverse people leadership both in NZ and globally. Between 2019 and 2024, the percentage of senior leadership roles at AT has shifted slightly from 30% to 33%.

The responsibility for increasing representation must not lie only with non-dominant and underrepresented groups. Meaningful and significant change relies on the awareness and actions of those in positions to enable and facilitate that change. Allyship development prepares leaders to recognise their role in actively supporting all members of their team. This will create an ecosystem that works toward dismantling barriers and generating equity.

We need to move toward more formally established and visible role modeling of behaviours and leadership accountability for DEI outcomes.

Goals by 2028

- 40%+ representation of women in senior leadership roles
- Shift Leadership component maturity (Aotearoa Inclusivity Matrix) from Emerging to Integrated
- 80%+ of leaders attend Active Allyship development

Leadership Indicators

Rationale for diversity and inclusion; organisational values; location and type of accountability; visible commitment and participation in initiatives; the ability and willingness to role model expected behavior; the overall strategic approach to diversity management.

Deliverables

- Develop a leadership programme module that integrates inclusive leadership
- Develop and deploy an Active Allyship programme
 - Focus on people leaders, and key P&P kaimahi (such as talent acquisition, HRBPs and Capability and Culture) to ensure DEI is embedded in learning, recruitment, and P&P practices
- Implement an Inclusive Leadership PDP objective for all people leaders
- Ensure leadership competency framework includes inclusive leadership and cultural capability
- Launch DEI Intranet Hub page

- Continue to offer (with regular reviews) Ngā Kete Kiwai, **Breaking Bias**, Rainbow Awareness, Te Kaha Hinengaro: Psychological Strength, Tupu Toa, Pasifika Niu and **leadership development programmes for women**, Māori and Pasifika

Staying accountable to our people and communities

DEI is reflected in and weaved through everything we do at AT.

Why this is a priority

Improving the ways we collaborate with each other internally, and interact externally, with the communities we serve, is fundamental to our success. Recognising and accounting for multiple aspects of diversity is central to this.

Alongside previously mentioned initiatives, AT's Connect Groups are a key enabler of DEI, creating a sense of belonging, community, education and celebrating differences. DEI champions offer feedback and insights and are connectors to the organisation. Continued focus on our communications channels will increase visibility of, and for, diverse kaimahi.

Our policies must be both inclusive and flexible to respond to changing workforce needs. AT's partnerships, accreditations and memberships demonstrate our ongoing commitment to Diversity, Equity and Inclusion.

Goals by 2028

- Increase Engagement survey Inclusion KPI to 90%+
- Shift Inclusive Career Development (AIM) from Emerging to Integrated
- Shift Diversity Infrastructure from Emerging to Integrated, measurably linking DEI to Every Interaction Counts Accelerator

Inclusive Career Development

Career development metrics (e.g. Career tracking, remuneration, diversity promotion rates); pay gap reduction interventions; diverse mentoring programmes; equitable access to training; equitably orientated performance appraisal systems; organisational culture development programmes.

Diversity Infrastructure Indicators

Core elements; cornerstone and targeted policies; specific interventions to support employees from a DEI perspective; perceived diversity climate or similar periodically measured; employee networks; cultural celebrations; accessible facilities



Deliverables

- Embed DEI into AT @ our Best culture response
- Implement career development metrics, such as career tracking
- Utilise the Ministry for Women's 'Bringing Gender In' tool to explore policy impacts
- Establish an annual review cycle of DEI policies, including benchmarking to support vulnerable kaimahi
- Build and maintain partnerships and memberships, meeting accreditation criteria
- Enhance the profile of, and enable, AT's Connect Groups
- Elevate communications across AT's channels that align to, celebrate and champion DEI

- Continue to offer (with regular reviews) **Ngā Kete Kiwai, Breaking Bias, Rainbow Awareness, Te Kaha Hinengaro:** Psychological Strength, Tupu Toa, Pasifika Niu and leadership development programmes for women, Māori and Pasifika

Ngā mihi

