



Te Mana Rererangi Tūmatanui o Aoteroa
Civil Aviation Authority of New Zealand

Closing Gender and Ethnic Pay Gaps Action Plan **2025 - 2028**

March 2025

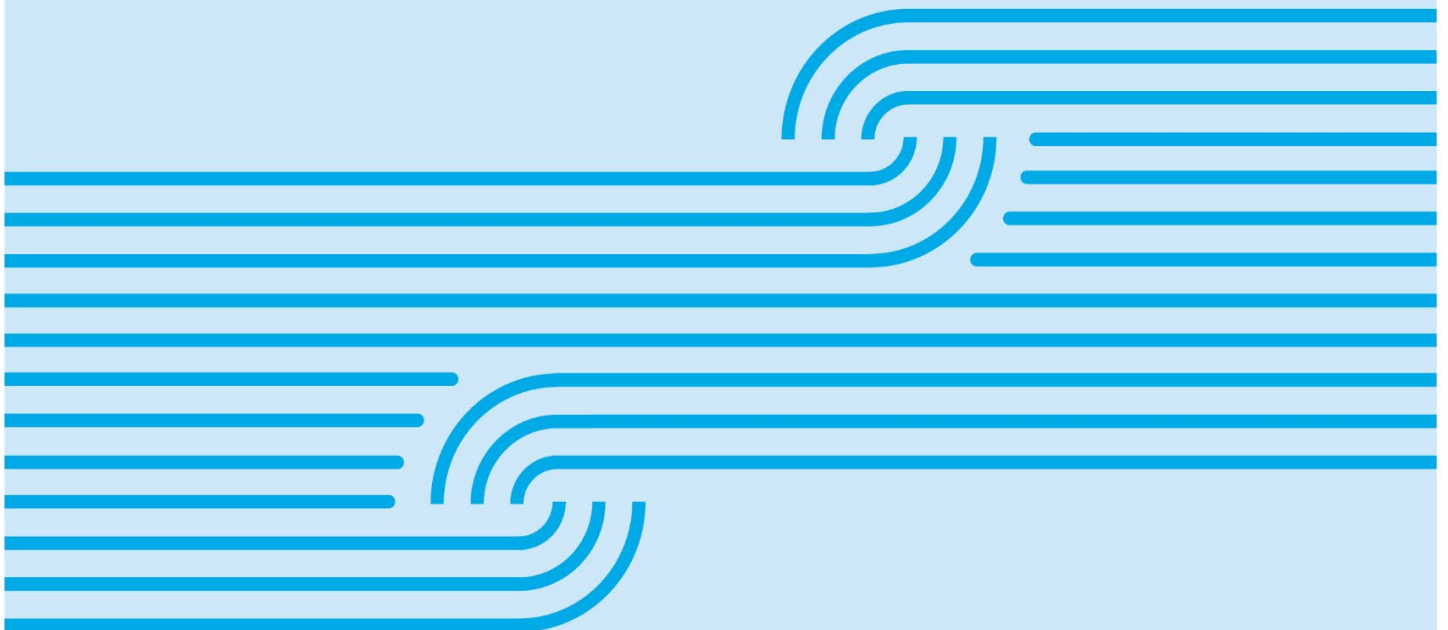


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1. Introduction

At Te Mana Rererangi Tūmatanui o Aotearoa | Civil Aviation Authority of New Zealand (CAA) which includes the Aviation Security Service, we're committed to developing and retaining a high-calibre and diverse workforce and have an active strategy to support this in our workplace.

This new plan builds on the achievements of the Public Service Gender Pay Action Plan 2018 to 2020 and our previous report for 2023-2025 and sets new targets.

The gender and ethnic pay gaps are the difference between groups of individuals and their earnings. They are a high-level indicator of ongoing workplace inequities which have been driven by historic and systemic views, values and behaviours.

Initially, the plan was focussed on core public sector. However, last year it was extended to Crown Entities.

By putting Kia Toipoto¹ into action, CAA will work towards achieving the expectations set out in the **Public Service Act 2020**², **Government Workforce Policy Statement 2024**³ and **Papa Pounamu Public Service work programme**.⁴ These require the public service to be a good employer and support equity for all by working towards closing unjustified pay gaps within our workforce.

Under Kia Toipoto we are expected to:

- Publish our pay gaps action plan each year
- Ensure bias does not influence starting salaries or pay for employees in the same or similar roles
- Have plans to improve gender and ethnic representation in our workforce and leadership
- Develop equitable career pathways and opportunities to progress
- Protect against bias and discrimination in human resource and remuneration policies and practices
- Build cultural competence
- Support flexible working arrangements in a way that enhances the performance of the individual, teams and the organisation and
- Engage with unions and employees in our work to close our gender and ethnic pay gaps.

¹ [Kia Toipoto — Public Service Pay Gaps Action Plan 2021–24 - Te Kawa Mataaho Public Service Commission](#)

² <https://www.legislation.govt.nz/act/public/2020/0040/latest/LMS106159.html>

³ <https://www.publicservice.govt.nz/assets/Statement-Government-Workforce-Policy-Statement-on-Employment-Relations.pdf>

⁴ <https://www.publicservice.govt.nz/guidance/papa-pounamu/>

2. Foreword

From Keith Manch

Director of Civil Aviation and Chief Executive



Tēnā koutou katoa

I'm pleased to present Civil Aviation Authority of New Zealand's second Kia Toipoto – Closing the Gender and Ethnic Pay Gaps Action Plan progress report.

Since our first report, we have made meaningful progress in reducing our gender pay gap and advancing key actions. While we have taken important steps to promote fairness, inclusion, and representation across CAA, we acknowledge there is still work to do. Our commitment to diversity, inclusion, and closing our pay gaps remains strong as we continue this journey.

Our Action Plan was developed in consultation with our people, staff-led networks, and unions. I would like to thank everyone who has contributed to this important mahi.

Aligned with the Public Service Act 2020, the Government Workforce Policy Statement, and the Papa Pounamu Public Service Programme, our plan ensures we are fostering a diverse and inclusive workplace.

CAA's Gender and Ethnic Pay Action Plan continues to focus on Kia Toipoto's six key areas:

1. Te Pono | Transparency
2. Ngā Hua Tōkeke mō te Utu | Equitable pay outcomes
3. Te whai kanohi tāunoa ngā taumata katoa | Leadership and representation
4. Te Whakawhanaketanga tāunoa te Aramahi | Effective career and leadership development
5. Te whakakore tāunoa te katoa o ngā momo whakatoihara, haukume anō hoki | Eliminating all forms of bias and discrimination
6. Te Tāunoa o te Mahi Pīngore | Flexible-work-by-default

While we have made strong progress, we recognise that achieving true equity requires ongoing effort. We remain dedicated to working collaboratively with our people, unions, and staff-led networks to minimise our gender and ethnic pay gap and embed lasting change.

This report reflects our continued commitment to building a fairer, more inclusive workplace for all.

Ngā mihi
Keith

3. Vision

Our strategic framework and how we position ourselves to deliver



As highlighted in our strategic framework, a key building block to achieving our vision is our people. We are committed to enabling our highly skilled, professional workforce by building engagement through culture, capability, leadership, and diversity.

To do this we will:

- identify longer-term workforce needs, and deliver timely human resource services
- embed the gain from our culture development programme to ensure CAA's long-term future as a respectful, inclusive, and safe place to work; and
- deliver on the actions set out in our Health, Safety, and Wellbeing Strategy; Leadership Strategy; Diversity and Inclusion Strategy; and deliver on Digital Strategies.

4. What our data and insights are telling us

Achieving true gender and ethnic equality, embedding cultural change, and reducing pay gaps is an ongoing, iterative process. The snapshot below captures our position at a specific point in time (31 January 2025), helping us understand our journey and the progress needed to reach our milestones.

As of 31 January 2025, CAA has **1903 permanent employees and 134 fixed term employees (headcount not FTE)**. All reporting in this Action Plan is based on data from 31 January 2025 and follows guidance from Te Kawa Mataaho as outlined in Table 1.

Table 1: Data parameters/definitions used in reporting.

Data parameters

(Calculations are aligned to guidance provided by Te Kawa Mataaho)



Casual employees were excluded from the reported data.



Management categories were grouped as follows:

Tier 2 to 3 Senior Managers

Tier 4 to 5 Managers & Team Leaders/Principal Advisors with direct reports



Authority employees can self-identify up to two ethnicities.

The options for selection include: African, Chinese, Cook Island Māori, Indian, Latin American, Middle Eastern, Māori, New Zealand European – Pākehā, Niuean, Other Asian, Other European, Other Pacific Island – Pasifika, Samoan, Tongan or ‘prefer not to say’. All employees that selected “Prefer not to say” in the first ethnicity and second ethnicity field were included in the “Not reported” group.

People who identified as Middle Eastern, Latin American and African (MELAA) have been grouped with the “Other” category due to their very small number.

The ethnic pay gap calculation is as follows: we subtract the ‘ethnicity’ from everyone who is not that ethnicity, divide the result by everyone who is not that ethnicity, then multiply by 100 to get the percentage value, *e.g., average for non-Māori minus average pay for Māori divided by average pay for non-Māori x 100*.

Employees who disclose more than one ethnicity can therefore be included in more than one ethnic pay gap calculation and as a result employee numbers by ethnicity may add up to more than the total number of employees for the Authority.



Median pay is the middle amount of pay earned - half the employees earn less and half earn more than the middle amount. Medians are calculated by listing all employees from highest to lowest paid and finding the midpoint.



Mean (average) is the sum of all pay, divided by the number of people earning that total pay. That is the amount of money given to each employee if we take all pay earned and divided it up evenly among the employees.



Due to the small representation of individuals reporting a disability in some of the roles, we have only calculated the disability pay gap for our Aviation Security Officer full time, part time, and Team Leader roles where the sample size is 100 or more.

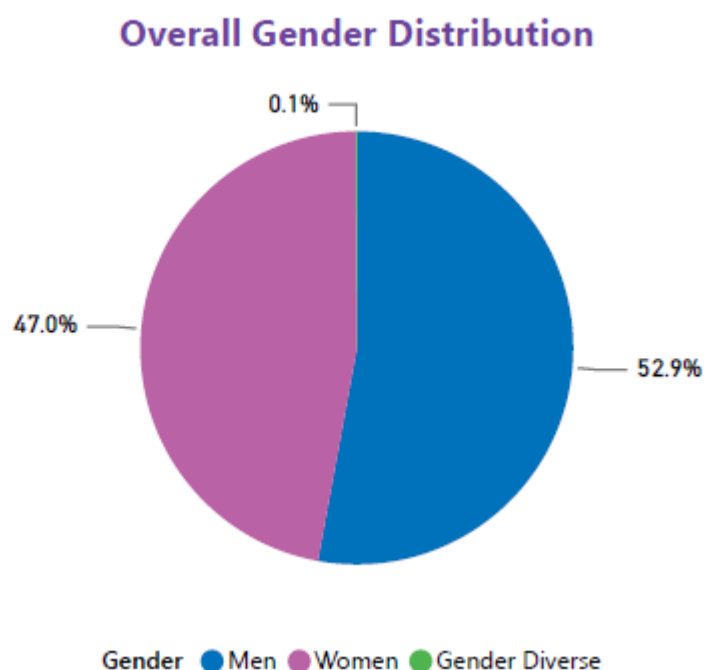


Under Kia Toipoto entities need at least 20 employees in each comparative group to publish stastically robust pay gaps, while also protecting the privacy of employees.



The gender pay gap calculation is as follows: we subtract women from men, divide the result by men pay, then multiply by 100 to get the percentage value, *e.g., average total remuneration for men minus average total remuneration for women divided by average total remuneration for men x 100 = GPG%.*

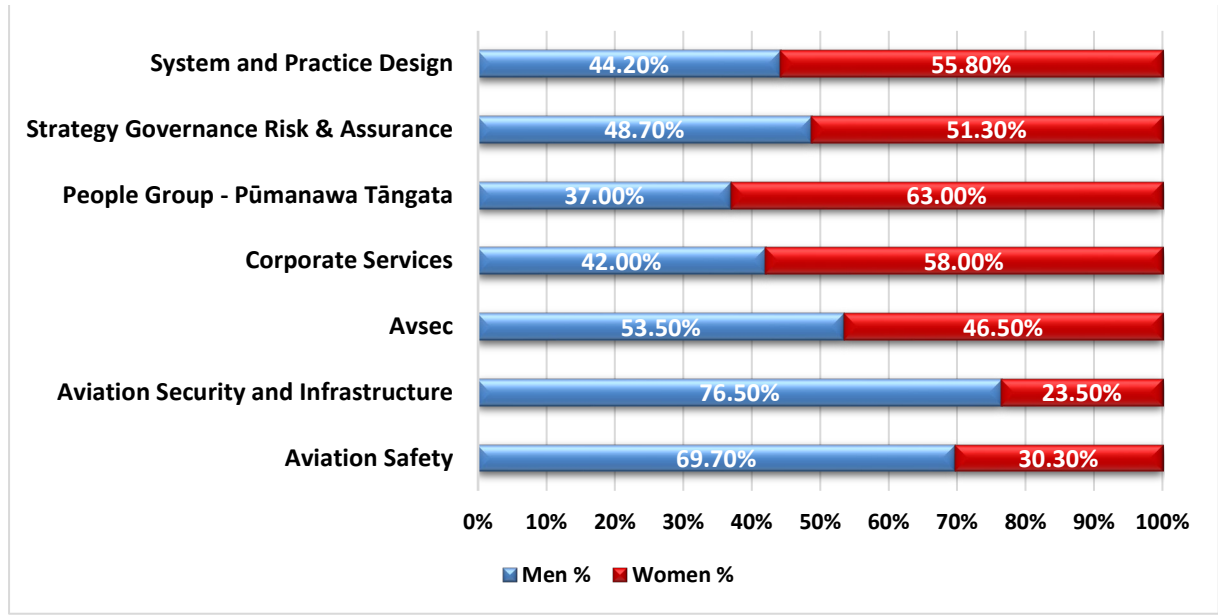
Figure 1: Overall gender distribution



Commentary

Historically, CAA has only recorded sex (male or female) rather than gender. In recent years, it has introduced the option of 'Gender diverse' to capture gender identity. Male and female refer to a person's assigned sex at birth, whereas men and women are more inclusive terms, acknowledging that not everyone fits within the binary categories of male or female.

Figure 2: Gender distribution by business unit



Commentary

The gender distribution in Aviation Security and Infrastructure and Aviation Safety Business Groups can be attributed to occupational segregation⁵ noting that traditionally, Technical Specialist training was predominantly dominated by men. This is slowly changing in the industry with more women choosing to study and start careers in this area. As one part of creating a diverse workforce, CAA continues to actively recruit and support women to work in Technical Specialist roles and those requiring regulatory experience. This has led to an 8.5% increase in women in these groups from 2023.

⁵Occupational segregation occurs when one demographic group is overrepresented or underrepresented in a certain occupation.

Gender Pay Gap Public Service

From 2022 the average public service gender pay gap dropped from 7.7% to 6.1% in 2024.

CAA’s overall median Gender Pay Gap (GPG) on 31 January 2025 was 1.87% (compared with 5.92% in 2023). The GPG broken down by CAA Business Group is outlined in Table 2. This table shows the median pay difference between men and women within each group. The overall gender pay gap is then calculated by taking the median of those group-level differences—it’s not a sum or average of the individual figures.

Table 2: Median Gender Pay Gap by business group

Median Gender Pay Gap by Business Group

Business Group	Pay Gap
Aviation Safety	27.97%
Aviation Security and Infrastructure	0.00%
Aviation Security Service (Avsec)	2.29%
Corporate Services	21.87%
People Group - Pūmanawa Tāngata	-3.75%
Strategy Governance Risk & Assurance	12.53%
System and Practice Design	14.19%
Authority	1.87%

*A negative gap shows a gender gap where women are paid more than men. This only occurs in the People Group which is a sector that is predominantly women. Aviation Safety and Corporate Services (which includes IT) are predominantly male dominated which accounts for the pay gap. The gap in Corporate Services has increased due to changes within the group and at manager level.

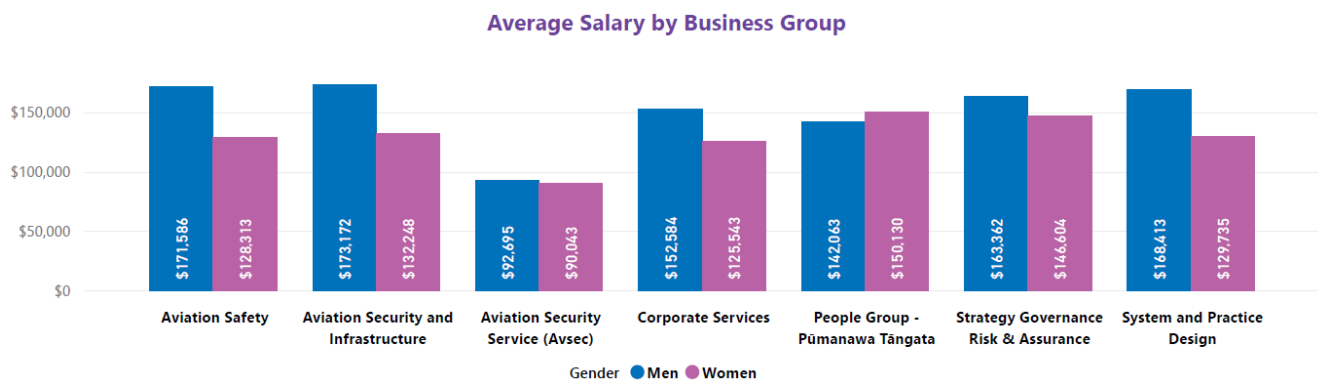
Average (mean) pay in the public service

As at 30 June 2024, the average salary was \$99,300 for women and \$105,800 for men.

As at 31 January 2025, the average permanent salary was \$99,384 for women and \$107,253 for men. The average fixed term salary was \$99,667 for women and \$119,541 for men.

There is an 7.3% difference between permanent women and men salaries (down from 8%) and 16.6% difference between fixed term women and men salaries (down from 27% percent). The average salary broken down by CAA business group is outlined in Figure 3. *This includes fixed term employees.*

Figure 3: Average Salary by business unit



Commentary

The difference in average salary in most of the Groups could be attributed to more men holding positions in the specialist functions. An exception is our People Group| Pūmanawa Tāngata where most employees are women.

Figure 4: Average overall tenure (years)

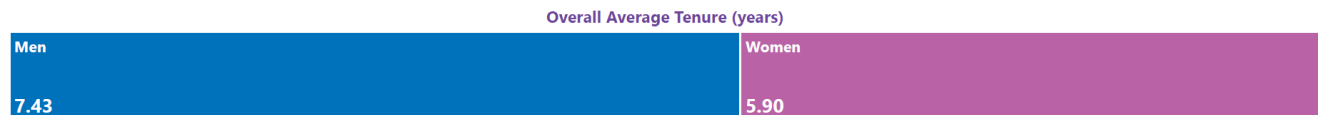
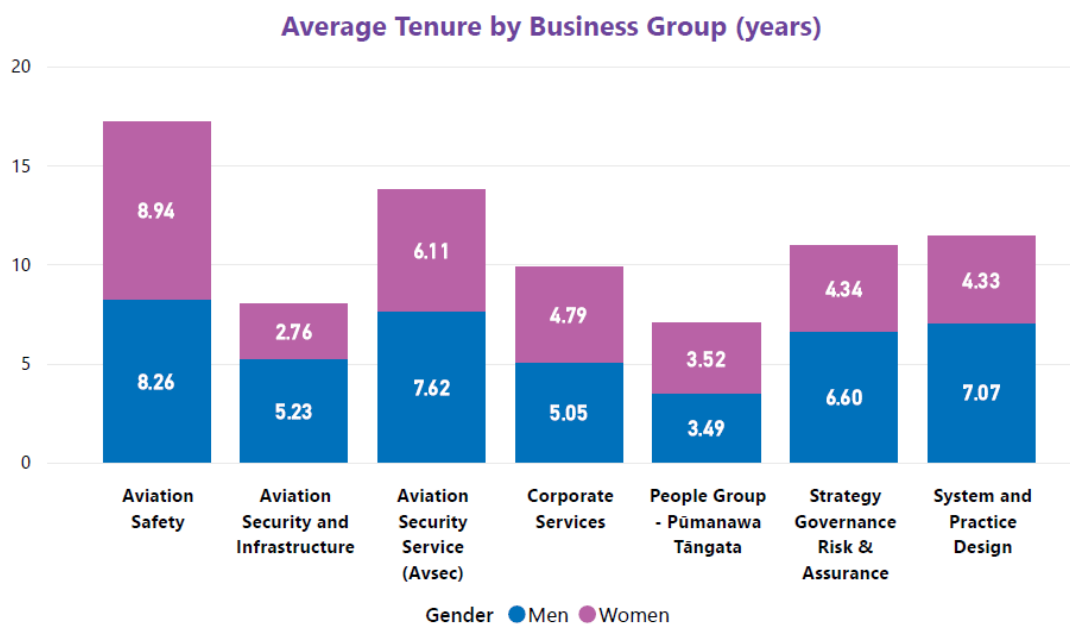


Figure 5: Average tenure by business unit (years)



Commentary

We currently have no evidence explaining the difference in tenure between men and women shown in Figure 5. This will be investigated further; however, anecdotal insights suggest it may be linked to factors that predominantly affect women such as leaving due to working patterns (shift work), parental responsibilities and flexibility needs. Average overall tenure for both men and women have decreased minimally.

Table 3: Gender by management positions



Table 4: Leadership average salary (women/men)

Leadership Average Salary			
Manager Type	Women Salary	Men Salary	% Pay Gap
Senior Managers	239,115.43	\$260,409	8.2%
Managers	140,757.74	\$139,583	-0.8%

*A negative gap shows a gender gap where women are paid more than men.

The gender pay gap for senior managers is influenced by the small size of this group and the higher proportion of men to women, where even minor changes in numbers can have a significant impact on the overall gap.

Table 5: % Senior Managers who are women by business group

% Women Senior Managers

Reporting Group/Region	Men	Women
Aviation Safety	100.00%	
Aviation Security and Infrastructure	100.00%	
Aviation Security Service (Avsec)	100.00%	
Corporate Services	50.00%	50.00%
People Group - Pūmanawa Tāngata	20.00%	80.00%
Strategy Governance Risk & Assurance	71.43%	28.57%
System and Practice Design	100.00%	

Table 6: % Managers who are women by business group

% Women Managers

Reporting Group/Region	Men	Women
Aviation Safety	73.33%	26.67%
Aviation Security and Infrastructure	50.00%	50.00%
Aviation Security Service (Avsec)	59.41%	40.59%
Corporate Services	46.67%	53.33%
People Group - Pūmanawa Tāngata	33.33%	66.67%
Strategy Governance Risk & Assurance	44.44%	55.56%
System and Practice Design	40.00%	60.00%

CAA: Disability reported

Overall disability 'Not Reported' is 97.99%

Overall disability 'Reported' is 2.01%

Commentary

While we have had a slight increase in reported disability, we recognise the need to improve data collection and ensure our workplace is perceived as safe and inclusive for employees with disabilities.

Currently we have no evidence explaining why more employees may not be reporting a disability if applicable. This could be due to concerns about how their data will be used. In 2024, we provided information to our staff on why we collect this data, what we do with it and how it is saved. However, this has not contributed to our employees divulging this information. We will continue to promote the importance of reporting this information.

The average disability pay gap shown below has been used to show the disability pay gap for an Aviation Security Officer (full time), Aviation Security Officer (part time), and a Team Leader in our Aviation Security Service. These groups have been used as a sample as they are large enough to protect privacy without any individuals being clearly identifiable.

Table 6: % Disability pay gap (average salary) – Aviation Security Service

Average Salary Pay gap between disability reported and not reported for Security Officers and Team Leaders.



Commentary

The results indicates that part time Aviation Security Officers and Team Leaders who reported a disability have a higher salary than those who did not report a disability. Conversely full time Aviation Security Officers who did not report a disability have a higher salary than those who did report a disability.

The data indicates that the sample size is so small that even minor changes can result in a significant percentage impact. We currently have no explanation for these differences, however, we will undertake more in-depth analysis on reported disability pay gaps over the next year.

Ethnicity insights

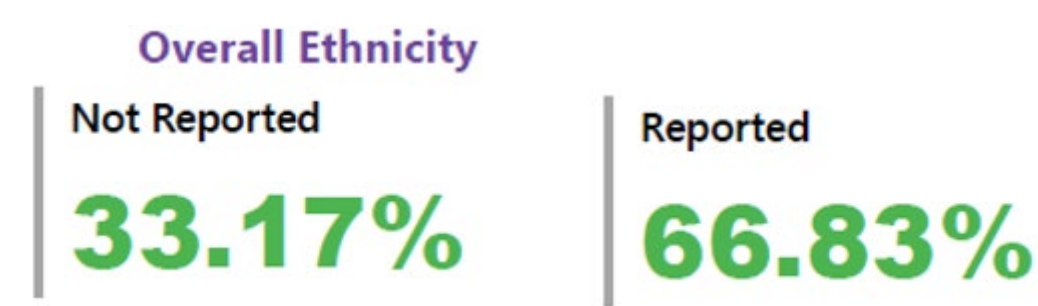
Ethnic pay gap in the public service

From 2022 to 2024 the public service Māori pay gap (difference between the average pay for Māori and non-Māori employees) has reduced from 6.5% to 4.8% in 2024.

The Pacific pay gap has increased from the record low of 16.6% in 2023 to 17.2% in 2024.

The Asian pay gap has risen, from 13.0% in 2023 to 13.8% in 2024, the highest it has been since measurement began.

Overall Ethnicity



Commentary

We have had an increase in reporting of ethnicity since 2023 however we need to continue work in this area. We have no evidence to explain why more employees are not reporting their ethnicity. It could be because employees have concerns about how their data will be used. Going forward, we will endeavour to be clear on the purpose of collecting the data and will clarify how the information will be managed to ensure we address privacy concerns.

Table 7: Ethnicity by business group (Not reported/reported)

Ethnicity by Business Group (Not Reported/Reported

Reporting Group/Region	Not Reported	Reported
Aviation Safety	33.04%	66.96%
Aviation Security and Infrastructure	15.00%	85.00%
Aviation Security Service (Avsec)	35.89%	64.11%
Corporate Services	20.45%	79.55%
Directors Group	14.29%	85.71%
People Group - Pūmanawa Tāngata	20.93%	79.07%
Strategy Governance Risk & Assurance	17.11%	82.89%
System and Practice Design	15.69%	84.31%

Figure 6: Overall first ethnicity reported and average salary

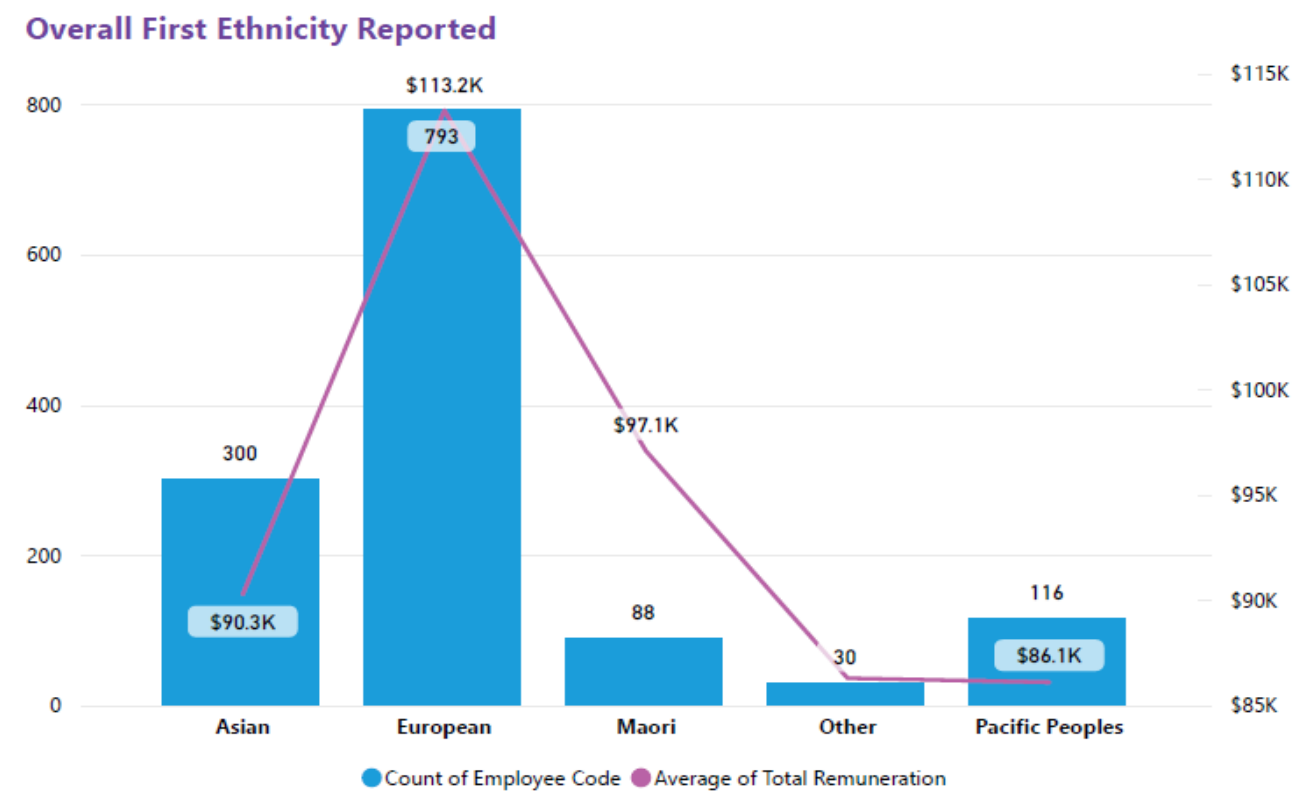


Figure 7: Overall second ethnicity reported and average salary

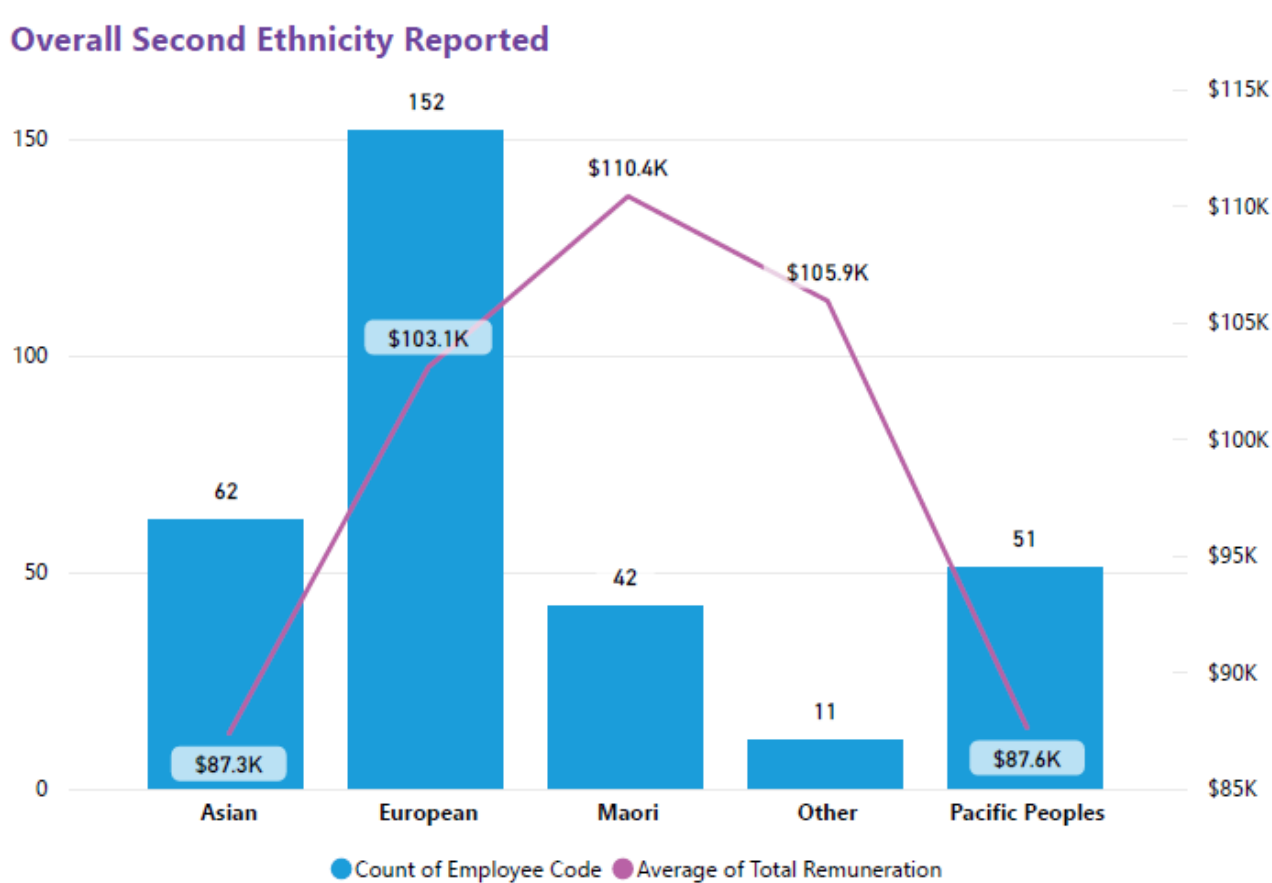
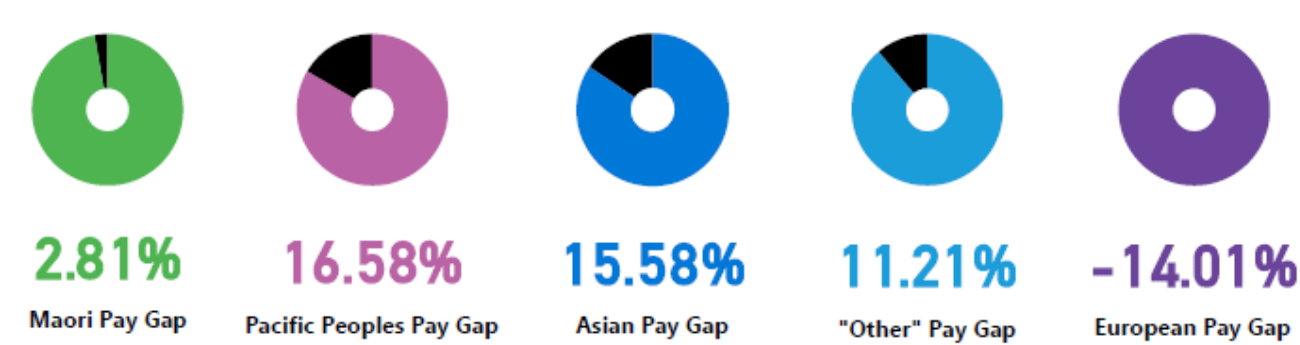


Table 8: Overall pay gap based on both ethnicities reported



A negative gap here represents that Europeans are being paid more than non-Europeans.

Pay gaps have increased for all ethnic groups except European staff where the negative gap has widened. We suspect this trend reflects occupational segregation or the occupation profile of a particular ethnic group. Māori, Pacific and Asian public servants are over-represented, to varying degrees, in lower-paid occupation groups.

5. Snapshot of recent initiatives to close our pay gaps

The following initiatives have supported CAA to remove bias more generally from our human resources and remuneration systems, Policies and practices may have contributed towards a positive shift in closing our pay gaps.

Initiative

Refreshing our core Values

- The creation of our CAA values in 2021 was a foundational piece of work to support a positive workplace in CAA. These were designed by our people for our people and represent the standards of behaviour within our work and daily interactions and underpin how we work to keep New Zealand skies safe and secure.
- Our Values – **Kia tū Rangatira ai** | Professionalism, **Me manaaki** | Respect, **Me mahi tikia** | Integrity, **Me mahi pono** | Transparency and **Me mahi tahi** | Collaboration – represent those standards of behaviours.



Addressing bullying, harassment and discrimination

- CAA has zero tolerance for bullying, harassment, and discrimination.
- All staff are required to take our online training module and it is now part of our new employee induction. The module was designed to help our people identify, address, and manage bullying, harassment and discrimination in the workplace as well as understanding responsibilities and how to raise concerns or get help if needed.
- In 2024 CAA introduced our ‘Speak Up’ framework. Speaking up against bullying, harassment, and discrimination is essential to maintaining this culture, and we encourage all staff to feel empowered to share their experiences, concerns, and perspectives.
- This framework outlines our approach to preventing and addressing these behaviours, offering clear pathways for support, guidance, and raising a matter.



Diversity and Inclusion Strategy 2021 to 2026

- Our vision is that CAA has a culture of care and respect for one another, where as an organisation we embrace diversity through awareness, inclusion through opportunity and belonging through connection.
- The Diversity and Inclusion Strategy 2021 – 2026 was shaped by our Diversity & Inclusion Working Group and has the full support of CAA Leadership team.



The strategy has four key focus areas:

- Exploring our identity

- Honouring our obligations to Te Tiriti o Waitangi (The Treaty of Waitangi)
 - Strengthening foundations, policy, data, and reporting
 - Building our organisational Diversity & Inclusion capability.
- Our Diversity and Inclusion Working Group is an avenue for all our people and the intent is that it is integrated into who we are as an organisation, ensuring that diverse perspectives are considered and recognised.
- This is due to be updated in late 2025/2026.

Networks

- Our Pride Network is an important way to allow our people to come together and explore and celebrate their identity under the LGBTQIA+ (lesbian, gay, bisexual, takatāpui, transgender, queer, intersex, asexual+) umbrella.
- Our Network is led by the community for the community and decides how best to celebrate important events in the wider Diversity Calendar and respond to issues as well as being part of a network which supports CAA to achieve its goal of being inclusive.
- We are in the process of creating a women's network and are actively encouraging others to create their own workplace networks that we will support.



Leadership and Management

- Multiple programmes for staff including:
 - Management matters for frontline operational staff
 - Pathway to the future for senior leaders
 - Building capability approach looking at unconscious bias
 - High performing teams looking at inclusive workforce
- Strategic workforce planning which will include a focus on talent and diversity will start in 2025 onwards.

Health, Safety and Wellbeing Strategy

- Our Health, Safety and Wellbeing Strategy 2021 – 2026 focuses on a vision of what CAA will be in 2026 – a place where everyone feels safe, valued, respected and included; where people are well supported themselves, and look out for each other. The Strategy is influenced by and aligns with CAA's strategic objectives; our People Strategy; Diversity and Inclusion Strategy; Leadership Strategy; the Health and Safety at Work Act 2015 (HSWA); Te Tiriti O Waitangi; and our CAA Values.
- An organisation change has recently been confirmed with the new structure implementation effective from 7th April 2025. In parallel,



changes will be made to systems and processes. The broad principles will remain at the fore.

Flexible working arrangement policy and guidelines

- We have a flexible working policy and guidelines which aims to provide our people the flexibility to work in a variety of settings so they can more effectively balance professional and personal priorities. Our policy highlights our commitment to supporting and enabling flexible working, where the arrangement is appropriate within the individual, role, team and organisational context.
- Our Flexible Working Policy has recently been updated (this is in the process of being approved), to align with the new Te Kawa Mataaho Flexible Working guidelines. This update includes more structure around how we establish and record flexible working arrangements
- We are enhancing our HRIS system to capture flexible working arrangements, providing better insights into how our people work and improving our reporting capabilities.



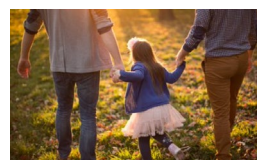
Employee engagement survey

- ‘Your View’ is our annual employee engagement survey and action planning process. Our engagement survey has confidentiality parameters in place, with reports are only able to be generated with 5 or more respondents.
- The survey asks our people a series of questions to measure our engagement, organisational performance, and culture. Feedback from the surveys gives us a way to hear from our people directly and focus on what we can do to take meaningful action to make long-term positive change for all our people.
- Our employee survey includes demographic questions focussed on disability, the LGBTTQIA+ community and an additional option of ‘gender diverse’ which has helped us to better understand our people’s experiences inform any potential D&I initiatives and workplans.



Policy settings (other benefits)

- We have continued to contribute to CAA’s 4% (1% above the mandated minimum) employer contribution to Kiwisaver while employees are on parental leave. This benefit contributes to the delivery of our Diversity and Inclusion Strategy – strengthening our foundations and policies to make CAA a great place to work and minimising the impact of parenthood on work while ensuring that our people, regardless of their Whānau / family circumstances, have an equal opportunity to reach their full potential.
- In addition to the above, we provide an ex-gratia payment equivalent to 30 working days to encourage and support employees returning to work after a period of parental leave.



Engagement with our unions and networks and Public Service Association

- We continue to engage with our unions and Diversity and Inclusion Networks on people initiatives to make sure we respond to the voices of our people.



6. Our Action Plan and next steps

Our detailed action plan is provided in Appendix 1. The plan is shaped around Kia Toipoto | Closing Gender Māori, Pacific, and Ethnic Pay Gaps Public Service Action Plan 2025 – 2028.

Our Action Plan was initially developed with engagement from our staff-led networks, the Public Service Association, E tū and NUPE (National Union of Public Employees).

We will continue to engage with people across the organisation to help us implement our organisational milestones and monitor progress. Our plan will be released on Te Kūaha (internal intranet) and our external website.

Our pay gaps will continue to be reported at least quarterly to the Board and our Executive Leadership Team and will be regularly reviewed and discussed by our Diversity and Inclusion Working Group.

Our progress will be determined by our data, progress actions, and general feedback and discussions about people's experiences and annual progress reports will be provided to Te Kawa Mataaho.

Conclusion summary

Our second *Kia Toipoto* plan builds on the progress we've made so far. Through initiatives like implementing our new Civil Aviation Authority and Public Service Association remuneration framework—including our first remuneration forum—improving recruitment processes, and strengthening data collection and systems, we've successfully reduced our gender pay gap from 5.92% to 1.87%.

While this is a significant achievement, our ethnic pay gap has increased, reflecting a trend seen across the wider public service. More work is needed to understand the drivers behind this and take meaningful action to reduce it. We will continue collaborating with our people and unions to identify key priorities, ensuring our decisions are informed by data and insights to address pay gaps and promote equity across CAA.

Appendix 1: Te Mana Rererangi Tūmatanui o Aoteroa | Civil Aviation Authority of New Zealand's Gender and Ethnic Pay Action Plan 30 April 2025 - 30 April 2028

Focus Area 1

Te Pono | Transparency

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.

Our Current State and previous actions

(Actions taken from 2023, achievements and outcomes)

Records

- Monthly report provided to CAA Leadership Team for discussion on gender and ethnic pay gap. The report continues to be refined as required.
- Our Human Resources Information System (HRIS) records up to two ethnicities per person.
- Our employee survey, 'Your View' includes demographic questions focussed on disability, the LGBTTTQIA+ community and an additional gender option of 'gender diverse' which has helped us to better understand our people's experiences.
- Launched a campaign to communicate the requirements of Kia Toipoto to encourage more employees to share their gender, ethnic and disability information.
- Actively collected more data on ethnicities, aiming to meet our aspirational target of 100% of employees reporting their ethnic information.

Remuneration

- CAA and the Public Service Association (PSA) co-designed a new CAA step- based remuneration framework which was implemented on 1 January 2023. The framework is weighted towards lower pay banded roles i.e., the lower the pay band the bigger increases between steps.
- Movement across to the new framework has included a review of tenure to ensure that every employee regardless of gender or ethnicity, translated across to the framework appropriately based on tenure before being placed on the nearest but highest step. This process contributed to closing some pay gaps.
- Our Aviation Security Service (AvSec) frontline staff on a AvSec/PSA, Etū, NUPE Collective Employment Agreement (CEA) have a separate, but similar stepped framework and so do our Team and Shift Leaders. Information on salaries is contained in the CEA.

Access to information

- All staff have access to our Human Resources policies, including (but not limited to) remuneration, performance management and training and development policies.
- Salary information for our frontline employees is published in our CEA and associated salary bands are transparent and available on our intranet.
- Our Diversity and Inclusion Strategy (available on our intranet to all our people) outlines how we will increase diversity and inclusion within CAA. Each focus area is working towards a five-year timeframe for delivery and targeting a key driver of change within diversity and inclusion. At the centre of our focus is our organisational values which includes caring for and respecting each other.
- Published CAA's Kia Toipoto Action Plan on the intranet and externally on our website.
- Published salary bands on all job adverts as appropriate.
- Met with our unions to include a discussion on the implementation of the CAA remuneration framework, issues identified to consider learnings from information gathered to ensure that bias does not creep into our new remuneration systems and processes.

Our Future actions (Our future actions to be taken in 2025/2026)	Key milestone dates
Records • Focus on understanding CAA's ethnicity pay gaps and set a goal to reduce the ethnic pay gap in 2025/2026.	Ongoing
Remuneration • Remuneration forum with PSA to assess remuneration for performance year	April 2025
Access to information • Review and publish our recruitment and selection policies, tools, and communications in consultation with our unions to ensure the organisation supports inclusive hiring. • Share our progress as we work towards our aspirational gender pay gap of 0%. • Continue to monitor, adapt and publish our progress on achieving the milestones in the action plan.	Ongoing

Focus Area 2

Ngā Hua Tōkeke mō te Utu | Equitable pay outcomes

Entities ensure that starting 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.

Our current state and previous actions (Actions taken from 2023, achievements and outcomes)	
Remuneration - Information for managers on placement of new employees in the remuneration framework is contained in the remuneration procedures. Salary offers are quality-assured by our Human Resource Advisors taking into consideration internal relativities. Salary offers outside the recommended placements (as noted in the remuneration procedures) must be justified by the relevant manager with evidence and approved by the relevant Deputy Chief Executive. - There are no equity claims to address.	
Our future actions (Our future actions to be taken in 2025/2026)	Key milestone dates
Remuneration - Provide data on starting salaries based on gender and ethnicity in the quarterly Report for the Leadership Team and Board. Highlight inequities and develop a plan to address those. As our ethnic data improves, we will be able to increase our understanding in this area and address areas of concern. - Review ad hoc salary increases to ensure equity in remuneration - Monitor performance related pay increases for gender and ethnic biases.	Quarterly Ongoing

Focus Area 3

Te whai kanohi i ngā taumata katoa | Leadership and representation

Have plans to target improving gender and ethnic representation in their workforce and leadership.

Our current state and previous actions

(Actions taken from 2023, achievements and outcomes)

Leadership and representation

- We have built an online tool to streamline the recruitment process and make it more objective and transparent.
- Reviewed job advertisements to ensure use of inclusive language
- Surveyed our people's interest on other networks that will strengthen a sense of belonging and give our diverse employees a safe space within CAA
- We have encouraged diversity on interview panels and developed panel knowledge regarding cultural awareness of environment factors within an interview that can enhance all candidates' ability to succeed in an interview.

Our future actions

(Our future actions to be taken in 2025/2026)

Leadership and representation

- Actively review roles that are advertised to see if they can be offered as part time, remote, or job-sharing to increase opportunities available.
- Explore how we can be more attractive to Māori, Pasifika, and other ethnicities. This review will be included as part of our recruitment strategy.
- Encouraged diversity on interview panels and developed panel knowledge regarding cultural awareness of environment factors within an interview that can enhance all candidates' ability to succeed in an interview
- Deliver diversity and inclusion training for all our people (unconscious bias, te tiriti and more).
- Set up a Women's Network to provide a forum to share knowledge and experience, make connections and elevate any issues that women may encounter that impacts on their personal and professional growth.
- Identify opportunities for all our employees to develop their Māori cultural capability.
- Work in partnership with leaders and teams to develop people and workforce plans and initiatives that support career planning and career progression in line with organisational and people strategies with some focus on accelerating the progress of Women, Māori, Pacific Peoples, and other ethnicities. This will be managed in a phased approach:
 - Phase 1: Analyse current workforce and identify current and future skills gaps
 - Phase 2: Succession planning

Key milestone dates

Ongoing

Ongoing

Ongoing
Ongoing

Starting 2025-2027

- | | |
|---|--|
| <ul style="list-style-type: none">- Identify critical positions and develop a profile of the position and performance expectations – share this openly with employees to encourage transparency, trust, and engagement with the process.- Invite employees to express their interest – be deliberate in identifying talent and creating a talent pipeline – accelerate opportunities for Women, Māori, Pacific Peoples, and other ethnicities where practicable. | |
|---|--|

Focus Area 4

Whakawhanaketanga i te Aramahi – effective career and leadership development

Ensuring opportunities are transparent and inclusive, and promote participation.

Our current state and previous actions

(Actions taken from 2023, achievements and outcomes)

Career and leadership development

- Our learning and development policy is underpinned by the following principles – ‘fair, consistent and transparent, supportive’.
- Our goals and growth process and system streamlines performance processes and aims to help all our people have meaningful and effective conversations, supporting them and CAA to perform at their best. The Goals and Growth system requires managers to agree with all employees their training and development needs and career aspirations, and as a minimum discuss their performance progress at half-yearly and annual performance reviews. Goals and growth discussions are monitored by business groups and reported to the Leadership teams.
- All permanent vacancies are advertised internally as a minimum.
- Developed and implemented a core capability framework early 2025. Our core competencies help us to define what abilities are required for each role in the organisation, and how we can support development, enhance performance and support career growth.

Our future actions

(Our future actions to be taken in 2025/2026)

Career and leadership development

- Be transparent about, and actively invite participation in, career and leadership development opportunities e.g. secondments, participation in cross-business unit projects when these opportunities arise.
- Stepping up programme which focuses on acting opportunities within operational front line teams.
- Authority leadership values updated to include building and valuing inclusion as a key part of leadership requirement.

Key milestone dates

Ongoing

Ongoing
Ongoing

Focus Area 5

Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki – eliminating all forms of bias and discrimination

Building an affinity and understanding of Te Ao Māori and other cultural values.

Our current state and previous actions

(Actions taken from 2023, achievements and outcomes)

Eliminating all forms of bias and discrimination

- This year, CAA focused on reducing subjectivity and bias in remuneration processes.
- We continued to offer Te Reo Māori lessons at beginner, intermediate and advanced levels for all our staff. An allowance to access lessons is provided which can be utilised in any suitable location or provider which is convenient for our people.
- We continued to incorporate Te Reo Māori in our business correspondence and information material.
- Review our Human resource policies and procedures to eliminate any un-intended forms of bias and discrimination.
- Continue to promote attendance at Te Reo Māori lessons and reflect Te Ao Māori understanding and practice.
- Celebrated Matariki – come together to reflect on the past, celebrate the present and plan for the future.
- Continued to engage with our people on our diversity and inclusion policy and practice

Our future actions

(Our future actions to be taken in 2025/2026)

Eliminating all forms of bias and discrimination

- We will establish a plan to develop cultural competency requirements for working at CAA.

Key milestone
dates

Ongoing

Focus Area 6

Te Taunua o te Mahi Pīngore – Flexible working arrangements

Offering flexible working arrangements in line with our Flexible Working Policy and ensure it does not undermine career progression or pay.

Our current state and previous actions

(Actions taken from 2023, achievements and outcomes)

Flexible working

- We have a flexible working policy and guidelines.

Our future actions

(Our future actions to be taken in 2025/2026)

Flexible working

- Continue to manage and monitor our flexible working approach in a fair and equitable way, to ensure it promotes a productive and collaborative work environment across the organisation.

Key milestone dates

Ongoing