



Tonkin + Taylor Group

Gender Pay Case Study

Prepared for: Ministry for Women

Prepared by: Tonkin + Taylor Ltd

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Measuring our Gender Pay Gap

At Tonkin + Taylor Group, we are committed to creating and sustaining a better world by creating a positive impact for our people, communities, and environment.

We chose to measure our pay gap as part of our broader commitment to diversity, equity and inclusion. We want to understand any differences in compensation between male and female employees, positioning ourselves to address potential inequities. We recognise that this doesn't represent all genders or other intersectional factors.

This is aligned with our goal of fostering an inclusive workplace. Our value "everyone matters" means we support transparency, fairness and equity for all our people.

Contributing to closing the gap starts when we understand the context of our organisations, industries and longstanding societal norms that have led to pay disparity between genders.

The Current Status of Gender Pay

Tonkin + Taylor is a signatory to the Diversity Agenda Accord (DAA), a programme and movement that aims to help engineering and architecture firms become more inclusive, respectful and representative of society through awareness, empowerment and action.

According to the Diversity Agenda Insights Report, in 2024, the number of women in Engineering Accord firms reduced by 1.24%. We need to focus on reversing this trend and

acknowledge there is still work to be done to increase female representation in our industry.

Angela Young, DAA Steering Committee member and Tonkin + Taylor Group Marketing and Indigenous Director says that the committee recognises that the reduction of women in Engineering Accord firms is a clear signal that there is more mahi to be done.

"We cannot afford to let this trend continue. The gender pay gap that persists in our industry is unacceptable and requires industry-wide collaboration."

In engineering, there is still a significant gender pay gap, even 52 years after the Equal Pay Act. The Engineering New Zealand 2023 remuneration survey reports a gender pay gap by level, starting at graduate level and widening with seniority to around 8% after just five years (ENZ, 2022). Whilst actively reviewing employees' pay can reduce by-level or like-for-like gender pay gaps, the stark organisational pay gap shows systemic biases in the industry.

Our Key Actions

We took steps toward streamlining our internal processes as a Group, alongside introducing a role sizing/grading framework that enabled us increase transparency on roles, size/grade,

salary and progression opportunities for our people. This gave us a foundation to more effectively benchmark salaries to market, meaning we could start measuring our Gender Pay Equity Gap more consistently and reliably.

We documented our methodology for consistency after we found that each time there were slight differences in what was included or excluded. Documenting our methodology has taken out the guesswork, giving us a more reliable year-on-year comparison.

We worked with our Business Intelligence Team to build a dashboard to automate, monitor and track progress on our Gender Pay and Gender Pay Equity Gaps.

We already had good understanding of the historic and systemic influences on pay disparity between men and women within the infrastructure industry, which is known for being male dominated. This let us proactively implement several initiatives before formally measuring our pay gap.

A supportive leadership team that is invested in and cares about the cause has been a key driver of our impact and a significant contributor to our success.

Tonkin + Taylor Group's Learnings

As there is no standard calculation in New Zealand, developing an internal methodology is key to tracking our pay gap consistently over time.

Measuring the Gender Pay Gap is only one part of the commitment. We must dig through the layers to understand what is at the root of pay disparity to ensure we are committing to action that will create change.

The first time we measured our pay gap, we couldn't immediately see if the % outcome was positive. Looking across benchmarks was helpful but still didn't give confidence due to inconsistent ways of measuring.

We now think of it as a starting point from which we can develop insights and drive initiatives. We know that as we make progress, our pay gap may increase before it starts to reduce, so it's important to understand this work is long-term.

It's easy to think there is no issue when there is minimal disparity between men and women in like-for-like roles. This is an outcome worth celebrating and a step in the right direction, but there is more work to do!

We must remember that this is bigger than us, and we must all do our bit to influence change - monitoring and reducing our Gender Pay gap is a long-term focus and key sustainability initiative.

It's important that awareness goes beyond Diversity, Equity and Inclusion, Executives and Human Resource Teams.

Consistently Measuring the Gender Pay Gap

Our approach was to decide and commit to a methodology before knowing the numbers, ensuring objectivity and avoiding bias. This consistent approach means fair comparison between organisations and preventing adjustments that could distort the results. It's also an important step before educating others on this issue.

A standardised calculation across New Zealand will encourage and support other organisations starting their Gender Pay Gap reporting.

Future Goals

Tonkin + Taylor Group will review its Gender Pay Reporting methodology once New Zealand has a standardised calculation.

We are committed to reviewing organisational practices to ensure they are free from bias.

We aim to use our Gender Pay dashboard and knowledge of our industry, organisation and societal influences to identify targeted initiatives to reduce our Gender Pay Gap.

Our data does not yet represent non-binary, gender-diverse identities, or ethnicities. However, we are committed to fostering inclusivity and fairness for all staff. Moving forward, we will continue refining our data collection methods and reporting processes to more accurately reflect and encompass the experiences of everyone in our workforce.