

WESTPAC NEW ZEALAND GENDER PAY GAP CASE STUDY

November 2024



An uncomfortable truth and a case for change.

At Westpac New Zealand, we have a long-standing commitment to diversity, equity and inclusion. We believe in paying our people fairly because it's the right thing to do and because we know it brings wide-ranging benefits for our people, our business, our economy and Aotearoa as a whole.

A key milestone on our journey to understanding and improving our gender pay gap took place in 2019 when we asked Deloitte to advise us on the way we, and other businesses and organisations like us, should be approaching measurement. Their findings are laid out in *Bridging the Gap: Westpac NZ Gender Pay Report*, which was published in 2019 in tandem with our report: *Westpac NZ Gender Pay Analysis 2019*. These reports showed that despite our enduring focus on gender equity, we still had (and continue to have) a significant gender pay gap.

On a positive note, the report confirmed that, role for role, we're very close to achieving pay equity. This means paying men and women equal money for doing equal work. However, it also revealed our jobs aren't distributed equally between the genders, with women still holding the majority of our lower paid frontline retail roles and being under-represented in senior positions. This discrepancy means that our overall gender pay gap, at the time of releasing the report, was 30.3%. Five years on, through sustained and concerted effort, it has reduced to 25.8%. While it is encouraging to see the pay gap reducing, we have more work to do.

Our decision to publish the initial research, and our annual progress, was made both to be transparent about our own journey and to encourage other organisations to undertake similar work.



Two key ingredients – consistent measurement and sustained focus.

We firmly believe that 'what gets measured gets done', particularly when the conversation is open and transparent, and that consistency – of measurement, energy and focus – is key to sustainable improvement. Releasing our findings publicly in 2019 enabled us to be honest and open about our position, to confront our gender pay issue, and to make commitments to close it.

The size and persistence of our gender pay gap means it will continue to be a key focus, and we are particularly working on increasing the number of female leaders within our organisation. We know that increasing the numbers of women in leadership and senior roles boosts diversity of thought, experience and skills, making us a stronger organisation. However, not enough of our women leaders are currently in the highest paid positions in the bank. Addressing this will continue to be a priority.

Finally, we believe that being honest and transparent about our gender pay gap, while also taking action to address the issue, will encourage other organisations to talk about their own situations. Together, we can close Aotearoa, New Zealand's gender pay gap.



How we calculate our gender pay gap.

In calculating our gender pay gap, we compare the median pay of men and the median pay of women at Westpac New Zealand. This includes the full-time equivalent base salary, along with any variable rewards, special awards, higher duties allowances, and superannuation contributions.

Please note that our calculations exclude contractors and casual employees, as well as overtime payments, company cars, car parks, and other such benefits.