



ANTARCTICA NEW ZEALAND PROCEDURE LIBRARY

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Approval Authority	GM Communications and People
Policy	POL129
Owner/Contact	People and Capability Manager

1. Procedure Coverage

1.1. Scope

This procedure outlines Antarctica New Zealand's action plan to meet the requirements of [Kia Toipoto](#).

1.2. Statements

Antarctica New Zealand is committed to the goals and milestones of [Kia Toipoto](#), Te Kawa Mataaho (Public Service Commission) Public Service Pay Gaps Action Plan 2021-24. This action plan sets out objectives and targets to ensure fairness and equity in public service workplaces.

Antarctica New Zealand's Kia Toipoto Action Plan 2021–2024 is aligned with the [Public Service Commission Pay Gaps and Pay Equity](#).

1.2.1. Goals of Kia Toipoto

- Make substantial progress toward 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.

1.3 Kia Toipoto focus areas

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

Further information about Kia Toipoto can be found on the [Te Kawa Mataaho website](#).

2. Current Workforce Profile

Guidance states that to calculate all the pay gap measures, an organisation should have more than 100 employees, including a minimum of 20 people in each identified group. This is because any small change can have a significant impact on the data of a small organisation.

As a small organisation, to ensure the integrity of our statistics and to preserve the privacy of our employees, we have provided mostly commentary on our workforce composition rather than statistics. In addition to the available viable data (as of 30 June 2022), we have utilised other information in the following observations.

- Antarctica New Zealand employs 70 permanent and fixed-term employees in its New Zealand based operations. 60% identify as female, and 40% as male. This has remained static over the previous three years and is reflective of the gender split over the wider public service workforce, which is 64% female and 35% male.
- The average age of Antarctica New Zealand employees reduced to 34 years, from 41 years, as of 1 July 2021. This was mainly due to new employees joining the organisation.
- Across New Zealand and Antarctic operations, Antarctica New Zealand has a negative 1.67% gender pay gap, i.e. the median hourly rate of female employees is higher than males. This compares favourably to the reported 2022 Public Service Gender pay gap of 7.7%. When considering the gender gap based on mean salaries in its New Zealand operations, the organisation had a gender pay gap of 17.2%. This compares with a 7.7% gender pay gap for the New Zealand public sector in 2022.
- When comparing the difference between male and female median 'position-in-range' (i.e actual salary compared with a position's salary band), there is no significant difference. Females occupy a greater number of lower paid roles than males.
- 62% of Antarctica New Zealand employees identify as 'New Zealand European', 24% as 'Other' and the remainder split between Māori, Asian and Pasifika. The organisation's ethnic split has remained relatively static over the past four financial years. While Antarctica New Zealand has a lower representation of Māori, Asian, and Pasifika employees compared with Greater Christchurch and New Zealand population, the workforce has significantly more employees who identify as 'Other'. Our people experience an even more diverse workplace through our close working relationships with the New Zealand Defence Force seconded staff at Scott Base and our collaborations with other National Antarctic Programmes, in particular the United States, Italy, Korea and China.
- Analysis of the median hourly rates of NZ European employees compared with non-NZ European employees, showed an overall pay gap of 10%. While non-NZ European employees fulfil positions at each level of the organisation, it appears they hold a greater proportion of lower paid roles.

3. Current Workplace Practices Supporting Kia Toipoto Focus Areas

Prior to Kia Toipoto guidance being published and Antarctica New Zealand developing this action plan, the organisation had a number of initiatives in place to help ensure fairness and equity across the workplace. These included:

- Since at least 2014, Antarctica New Zealand has collected and reported on gender, ethnic and age-based diversity.
- The organisation published a Diversity Policy in 2015, outlining the organisation's commitment at that time.
- Due to its small size and breadth of scope, Antarctica New Zealand has very few instances where there are more than one employee performing the same role. Because of this, the organisation calculates the remuneration for each role using an external remuneration methodology. Where multiple people perform the same role or at a similar level, salaries have been compared and no gender or ethnic pay gaps exist. Addressing any pay gaps has been a focus for several years, as outlined in the Public Sector Pay Guidance.
- During the annual remuneration review, employees' positions-in-range are compared and, along with other Public Sector pay guidance, those lower in the range have received proportionally higher increases than those higher in the salary range.
- The organisation's remuneration policy guides starting salaries of employees, helping to remove bias.
- Through the design process for the new Scott Base, due for completion in 2028, the wellbeing of all people – no matter their gender or ethnic background – was considered. Design decisions related to fairness and equity include: gender neutral toilets and bathroom facilities, and space for multi-denominational prayer.
- Antarctica New Zealand established a Māori Strategic Framework group in 2018, which seeks to identify, understand and meet the needs of Māori staff and communities. Informed by Te Tiriti o Waitangi the Framework aims to enhance employees' cultural competency through learning and development.

4. Antarctica New Zealand's Kia Toipoto Actions

Kia Toipoto Goal	2022 Year	2023 Year	2024 Year
Te Pono – Transparency		<ul style="list-style-type: none"> Update methodology of collecting workforce data (aim for 80% response from employees) ✓ Store workforce data on centralised system, to enable efficient monitoring and analysis ✓ Publish Kia Toipoto Action Plan on website 	<ul style="list-style-type: none"> Monitor, measure and update workforce profile Determine focus areas for 2025 and beyond Update Kia Toipoto Action Plan on website
Ngā Hua Tōkeke mō te Utu – Equitable pay outcomes	<ul style="list-style-type: none"> ✓ As part of remuneration reviews determine whether any pay gaps exist, and address where applicable with Public Sector pay guidance 	<ul style="list-style-type: none"> Provide guidance to recruiting managers and monitor starting salaries ✓ As part of any remuneration reviews determine whether any pay gaps exist, and address where applicable with Public Sector pay guidance 	<ul style="list-style-type: none"> Determine focus areas for 2025 and beyond
Te whai kanohi i ngā taumata katoa – Leadership and representation	<ul style="list-style-type: none"> ✓ Update the organisation's Diversity, Equity and Inclusion Policy ✓ Plan a Scott Base recruitment campaign to attract more diverse workforce 	<ul style="list-style-type: none"> ✓ Implement Scott Base recruitment campaign focused on increasing diversity of employees ✓ October: Plan a Scott Base recruitment campaign to attract more diverse workforce 	<ul style="list-style-type: none"> Continue efforts to attract and retain a greater diversity of employees Determine focus areas for 2025 and beyond Scott Base recruitment campaign focused on DEI
Te Whakawhanaketanga i te Aramahi – Effective career and leadership development	<ul style="list-style-type: none"> ✓ Establish relationships with industry groups and forums that focus on promoting career interests of females 	<ul style="list-style-type: none"> Consider Te Kawa Mataaho's career pathway guidance when available 	<ul style="list-style-type: none"> Determine focus areas for 2025 and beyond
Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki – Eliminating all forms of bias and discrimination	<ul style="list-style-type: none"> ✓ Review and update all role descriptions from a te ao perspective ✓ Offer training for all employees on Te Tiriti and offer Te Reo lessons. ✓ Provide expected behaviours training at induction days. 	<ul style="list-style-type: none"> ✓ Complete employee survey to understand future areas to address Provide guidance to hiring managers regarding bias – including gender and equality considerations ✓ Ongoing: Te Tiriti and Te Reo education ✓ Provide expected behaviours training at induction days. ✓ Review Sexual Harassment Awareness training + implement improvements ✓ Update and implement guidance for menstruating while in Antarctica 	<ul style="list-style-type: none"> Implement any required actions following 2023 employee survey Repeat employee survey to monitor employees' perceptions towards goals Determine focus areas for 2025 and beyond Provide DEI training to employees Ongoing: Te Tiriti and Te Reo education
Te Taunoa o te Mahi Pīngore – Flexible-work-by-default.	<ul style="list-style-type: none"> ✓ Monitor flexible work practices 	<ul style="list-style-type: none"> ✓ Monitor flexible work practices ✓ Update flexible work policy to ensure equal access 	<ul style="list-style-type: none"> Monitor flexible work practices Determine focus areas for 2025 and beyond

DOCUMENT HISTORY AND VERSION CONTROL TABLE			
Version	Action	Approval Authority	Action Date
1.0	New Procedure	GM People and Performance	2023