

Kia Toipooto

Scion's action plan

COMMITMENT
TO BUILDING A
DIVERSE AND
INCLUSIVE
WORKPLACE

Pūataata 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.

Current status	Planned actions for 2022/2023 and status	Planned actions 2023/24	What success looks like 2023/2024
Org level and Band Level Gender Pay Equity Data and Analysis completed and shared with organisation. Band information and current policy all readily available on Scion Intranet Org level Ethnic gaps shared only due to privacy considerations. Initial feedback positive.	Seek feedback on Pay Equity data and draft action plan with Special Interest groups (Women & Te Ao Maori Team) and PSA (Apr 23)	Quarterly reporting on Pay equity data to identify any deviations from policy between remuneration rounds	Demonstrated transparency of policy and its application across organisation
	Rem Policy to be updated in line with Competency Based Rem Framework following discussions with PSA. (Apr/May 23)		

Ngā Hua Tōkeke mō te Utu Equitable pay outcomes

By the end of 2022 entities ensure that starting salaries and 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

Current status	Planned actions for 2022/2023 and status	Planned actions 2023/24	What success looks like 2023/2024
In 2022, Scion moved all staff to the same external benchmark and established a band minimum against this of 90 PIR. Science and Technical positions are established against existing band descriptors aligned with the Korn Ferry Hay framework. Corporate positions are individually evaluated externally by Korn Ferry Hay. The majority of corporate roles were re-evaluated to ensure fairness and transparency. Following each remuneration round, Scion analyses organisational gender pay equity (currently 6.3%, down from 12.4% in 2020), as well as within each band at each classification (i.e. Science, Technical, Technologist or Corporate), these indicate a maximum GPG of -8.7% (down from an average of -14.5% in the two previous years). For further detail see attached pack.	Further analysis required for ethnicity pay gaps at classification and band level. Noting there is potential privacy concerns regarding the publishing of this data at this level. (End June 23)	Quarterly reporting on Pay equity data to identify and deviations from policy in-between remuneration rounds	Demonstrated transparency of policy and its application across organisation
	The establishment of Te Ao Māori competencies in existing band descriptors and required competencies. (End June 23)	Embedding the competencies into our competency based remuneration, and supporting all staff to develop them.	Te Ao Māori competencies and their contribution to specific roles are appropriately recognised for all staff.
	Implementation of competency based remuneration framework to allow for meaningful and transparent PIR progression within band. (End June 23)	Full implementation of proposed framework with continuous improvements made and communicated throughout the year.	People assessed as fully competent in their role, are able to progress to 100 PIR external to annual remuneration cycle. This will be a moderated process to ensure transparency and fairness.

Te whai kanohi i ngā taumata katoa

Leadership and representation

By the end of April 2023 agencies/entities have plans and targets to improve gender and ethnic representation in their work force and leadership.

By the end of 2024 the Public Service workforce and leadership are substantially more representative of society.

Current status	Planned actions for 2022/2023 and status	Planned actions 2023/24	What success looks like 2023/2024
<p>In all appointment processes, gender and ethnicity remains a key consideration in conjunction with core competencies to role.</p> <p>Increased efforts through (level of investment), schools engagement and university intern programmes to appeal, particularly to female and Māori, careers in Science and research. Insert gender/ethnic data from 2022 interns.</p> <p>Establishment of key strategic Māori positions, encompassing both Science, Operations and Relationship Management.</p> <p>Data collection of ethnicity much improved in new kiosk.</p>	<p>Completion of Gender and Ethnic representation data at each organisation levels. (End June 23)</p>	<p>Quarterly reporting on Pay equity data to identify and deviations from policy in-between remuneration rounds</p>	<p>Demonstrated transparency of policy and its application across organisation</p>
	<p>Further work with Te Ao Māori Team and Nga Hapu e Toru required on how we can further develop leadership, for example scholarship or leadership programmes (End 23)</p>	<p>Embedding agreed actions as business as usual.</p>	<p>Identified pipeline of Māori talent with appropriate career paths.</p>

Te Whakawhanaketanga i te Aramahi

Effective career and leadership development

By mid 2023 agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific and ethnic employees to achieve their career aspirations.

Current status	Planned actions for 2022/2023 and status	Planned actions 2023/24	What success looks like 2023/2024
<p>Technologist career path established to recognise impact of research rather than tadeonal measures such as publishing metrics which have traditionally been a barrier for Māori researchers.</p> <p>Progression process review undertaken to understand the experience of all applicants, including female, Māori and other ethnicities.</p> <p>Enhanced paid parental leave for non primary care givers, allowing primary care giver partners (including those external to Scion) greater opportunity to focus on career.</p> <p>Te Ao Māori and Matauranga visible in the majority of research portfolios.</p>	<p>The establishment of Te Ao Māori competencies in existing band descriptors and required competencies. (End June 23)</p>	<p>Embedding the competencies into our competency based remuneration, and supporting all staff to develop them.</p>	<p>Realistic and tangible career paths and talent pipeline for Māori</p>
	<p>Establishment of Competency Based Remuneration framework which will tailor career paths to individuals along side position specific competencies. (End June 23)</p>	<p>Meaningful development discussions that celebrates and accommodates ethnic diversity</p>	<p>Greater equity, availability and application of career development opportunities for all ethnicities and genders.</p>

Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki

Eliminating all forms of bias and discrimination

By the end of 2023 entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.

Agencies embed and monitor the impact of bias-free HR and remuneration policies and practices.

Agencies/entities ensure leaders and employees learn about and demonstrate cultural competence.

Current status	Planned actions for 2022/2023 and status	Planned actions 2023/24	What success looks like 2023/2024
<p>Current remuneration and recruitment processes are robust.</p> <p>Te Ao Māori, playing a more visible role in day to day operations for example, pre meeting Karakia and Mihi and Whakatau welcoming new staff on a twice yearly basis.</p> <p>Senior Leaders participating in Tiriti o Waitangi and Wai262 training</p> <p>Te Reo Māori lessons available to all staff, catering to various skill levels</p> <p>Rainbow Pride group established as first Diversity, Inclusion and Belonging initiative</p> <p>Culture Refresh work underway incorporating feedback from the majority of staff.</p>	<p>Relevant unconscious bias training identified and included in behavioural competencies for all staff responsible for recruitment, development and project management (End June 23)</p>	<p>Relevant training embedded as business as usual at onboarding stage.</p>	<p>Common understanding, language and practice across the organisation. Zero perception of discrimination in Pulse scores.</p>
	<p>Scheduling of Te Tiriti o Waitangi and W262 training to all staff (End June 23)</p>	<p>Extension of DIB group to celebrate ethnic and cultural diversity</p>	<p>Vibrant community of staff where diversity is actively celebrated, attracts and welcomes a broad representation of society.</p>

Te tau noa o te Mahi Pīngore

Flexible-work-by-default

By the end of 2024 agencies and entities offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay.

Current status	Planned actions for 2022/2023 and status	Planned actions 2023/24	What success looks like 2023/2024
<p>Initial flexible working trial of a 9 day fortnight, increased flexibility and working from home, initiated in July 2022. Trial extended for further 6 months from Jan 23 - July 23.</p> <p>Following boarders reopening, increased flexibility for staff with family overseas to work abroad for extended periods</p>	<p>Finalise flexible working policy, ensuring measures established at pilot are delivered. (End June 23)</p>	<p>Continually improve process and policy to meet the needs of all staff</p>	<p>Flexibility is a core factor in our employee value proposition, attracting and accommodating a diverse range of staff, ensuring team cohesion and productivity.</p>