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In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the
UN Global Compact Office

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Authors

Patricia Dela Cruz, Gail Pacheco and Douglas Yee

Disclaimer

The survey is conducted by NZWRI on behalf of UN WEPs NZ Committee. Survey responses are reported verbatim, although some modifications have been made to survey responses – denoted by square brackets – to anonymise the responses and for readability. The purpose of this document is to provide case studies that organisations can refer to when taking steps to improve women's empowerment.

Contents

Introduction

The New Zealand Work Research Institute (NZWRI) is pleased to publish the results of the NZ Women's Empowerment Principles (WEPs) Survey 2023. The aim of this survey is to uncover policies and practices within New Zealand's signatory organisations on behalf of the New Zealand WEPs committee, with a specific focus on the seven UN Women's Empowerment Principles:

- Principle 1. Leadership Promotes Gender Equality
- Principle 2. Equal Opportunity, Inclusion and Non-Discrimination
- Principle 3. Health, Safety and Freedom from Violence
- Principle 4. Education and Training
- Principle 5. Enterprise Development, Supply Chain and Marketing Practices
- Principle 6. Community Leadership and Engagement
- Principle 7. Transparency, Measuring and Reporting

The following 11 organisations provided information in relation to their diversity policies:

- Simpson Grierson
- Ebborn Law
- AIA New Zealand
- KPMG
- Buddle Findlay
- The Bank of New Zealand

- Webb Farry
- Bell Gully
- Home Construction Ltd
- New Zealand Defence Force
- Russell McVeagh

Information presented in this report was collected through an online questionnaire which included both quantitative and qualitative questions. The target participants were WEPs signatory organisations. The data provided by participants for inclusion in this report was submitted on a strictly confidential basis. Full quartile results have only been published for datasets that have a minimum of five participating organisations. Responses with identifiable characteristics have been modified to ensure anonymity. Responses have also been changed slightly for readability.

1. Leadership Promotes Gender Equality

1.1 Strategy

Public commitment/statement of support towards gender equality

A public commitment and statement of support was given towards gender equality in 11 organisations (100%) by the CEO and/or the Board of Directors. Eight organisations (73%) further detailed where their public commitment and statement of support has been published, as presented in Table 1 below.

Table 1. Publication of commitment/statement of support towards gender equality

This is included in our diversity and inclusion section of our website.
We are proud of our commitment to WEPs and equality across all areas, and publicise this on our websites, along with information on our diversity and equality approach. Our vision and mission are closely aligned with equality and the principles outlined in the UN WEPs contract.
Our leadership team has a strong belief that there is strength in diversity. We not only shared becoming a signatory to the Women's Empowerment Principles, we also publicly shared that we are members of Diversity Works, and we are part of the National Parental leave register. In our recruitment, we share our commitment to Equal Employment Opportunity (EEO) and diversity and on our social media channels, we support initiatives like International Women's Day, Pink Shirt Day, and support Pink Ribbon Day. We have a Diversity, Equity, and Inclusion (DEI) commitment statement internally and talk about social procurement and community partnerships within our company brochure.
[Our organisation] has a proud history of public commitment and support of Diversity, Equity, and Inclusion, with a strong focus on gender equality. As a company we have made deliberate efforts over many years to introduce policies and practices that advance equality and women's empowerment. Our Board Chair is a long-standing advocate for gender equality in the workplace and in our more recent appointments to the Board we have attracted impressive women. [These women] have used their appointments to commit to supporting diversity, and in particular women's empowerment, at [our organisation].

[Our CEO] is also a champion of Diversity, Equity, and Inclusion across the business, advocating that everyone should be able to bring their whole selves to work. Periodically, [our CEO] will commit this publicly through press releases, for example, when [our organisation] was awarded the Gender Tick in March 2020 demonstrating our commitment as a business to Gender Equality.

On International Women's Day 2022, [our organisation's] Executive Committee announced and released its commitment to Gender Equality, through the signing of [our gender equality charter], along with all Executive members' statements of support and intention around gender equality. In September 2022, [our organisation] held an inaugural [conference for gender equality] at Parliament House in Wellington which was opened by [Executive], who signalled a strong commitment to gender equality for [our organisation] and was followed by a supporting speech from [a leader of our subsidiary, our organisation's] 2-STAR Executive Sponsor for gender equality. This conference was attended by 120 in-person attendees and a number of virtual attendees, as well as external agency guests, Members of Parliament, and was also attended at various segments across the two days by our [our organisation's senior leadership].

Across 2022-2023 (on-going in June 2023), at least 150 leaders across [our organisation] have also committed to signing [our organisation's gender equality charter] and completing its associated training workshop, raising visibility and commitment to gender equality by our senior leadership within [our organisation]. This signals leadership commitment to gender equality and several workshops on gender equality have subsequently been delivered to subsidiary organisations under the executive committee, as a signal of those leaders' intents to prioritise gender equality and commitment to changing systems to enable this.

We are a signatory to UN WEPs, a member of Global Women, our Executive Chair is the Co-Chair of Champions for Change and an Executive Sponsor for the Increasing Gender Diversity workstream as part of our Global Women commitment. We publicly state these commitments on our website and also communicate internally to our people.

One of our Diversity and Inclusion strategic goals is related to gender.

We have committed to achieving a gender balance target of 40:40:20 at senior leadership level (40% Women, 40% Men, 20% All genders), comprising the Executive Team and their direct reports. Having a gender-balanced senior leadership is a key enabler to support our organisation's strategic direction and accelerated transformation. This commitment has been made publicly via our external Sustainability Report and our CEO's statement as a Champion for Change. Furthermore, we publicly report our gender pay gap to the initiative called the Mind the Gap which is an industry metric. We are also a signatory to [an industry-specific] gender equality charter, which requires an

aim of equitable briefing (by gender), and the reporting of gender balance metrics to the law society. Furthermore, we even publicly commit support from an executive level through our new sustainability loans where we require the organisation who are receiving a sustainable loan to report their diversity metrics and goals for women in their organisation including leadership levels as a requirement.

Specific diversity strategy to address women's empowerment

Five organisations (45%) have a specific diversity strategy in place to address women's empowerment, with one organisation (9%) planning to implement such a strategy within the next 12 months. The details of these strategies are presented in Table 2, including how these strategies, if applicable, target Māori and/or Pasifika women.

Table 2. Specific diversity strategy including women's empowerment

Our diversity strategy specifically sets out its purpose is to have a particular focus on supporting the diversity action groups, which includes [our organisation's women's network group].

The diversity strategy includes providing an annual budget to support initiatives such as panel discussions on promoting women's empowerment and providing networking opportunities.
[Our organisation's women's network group]:

- reports to the Diversity, Inclusion, and Belonging committee and puts forward an annual strategy with initiatives to address women's empowerment at [our organisation];
- manages a budget to put towards women's empowerment at [our organisation];
- is actively involved in reviewing [our organisation's] Gender Pay Gap results each year, and;
- is consulted on how we can better track our progress against our commitment to the NZLS Gender Equality Charter and the NZLS Equitable Engagement and Instruction Policy.

Our [organisation's network group] focuses on women's empowerment, skill development, and creating a support network within the firm.

We ensure our female staff are supported in a number of ways and provided with opportunities to provide input into our strategy and support initiatives.

In 2022 we set up a Women's Empowerment Committee that works alongside our DEI focus group to focus on the 7 principles of WEP. The committee includes representatives from each area of the

business who meet monthly to address areas of improvement for [our organisation]. This has led to improvements in site hygiene, staff security and office facilities.

Women often have to choose between family and career, instead, we ensure they have opportunities for both. We introduced a new parental leave policy providing additional support to mothers and partners, we have additional resources available when returning to work and our flexible working arrangements are mostly taken by our female staff. It ensures they are present for their families, and at the same time, fulfilling their career.

We ensure our female staff have access to all learning & development programmes so they are not behind with skills that will help them progress into higher roles. We have resourced a female orientated learning directory, partnering with more female led training businesses including Kiwiboss, Mentor Walks and Revolutionaries of Wellbeing.

We are open in our recruitment that we are a diverse and equitable employer, recently amending our wording to encourage women and those from under-represented communities to apply.
We also have separate budget provisions for women only social events. This builds internal connections and introduces them to the organisation and events where they can meet other working females in other industries, share experiences, and gather support.

[Regarding strategies targeted at Māori and/or Pasifika women], this is an area of further growth for [our organisation] and something we are intentional about working on over the next 12 months. We have an ethnically diverse WEP Committee who are contributing to this space.

[Our organisation's strategies to address women's empowerment are]:
- Board led strategy (the highest level of leadership sponsorship).
- Commitment to gender pay equity reporting including signing up to Mind the Gap.
- Mentoring of women by senior women.
- Flexible work.
- Unconscious bias training; inclusive leadership training for senior leaders.
- Revised parental leave and support for new parents.
- Tracking gender profile throughout the employee life cycle (recruitment, performance, retention, succession, promotion etc).

Ethnicity is a separate goal in our D&I Strategy.

Our Diversity & Inclusion Strategy comprises three key focus areas, which includes initiatives that are specific to that of gender balance (specifically women's empowerment). The key pillar, inclusive leadership, focuses on initiatives that aim to increase the representation and retention of senior women and build a strong leadership pipeline, as well as enhance equity for women.

Within our diversity strategy, we also have a [strategy for Māori] that ensures that we are able to recruit, retain, develop, and further ensure empowerment and inclusion for our Tangata Whenua. There is a specific lens to ensure that we are uplifting our Māori wāhine within this strategy and initiatives. [Our organisation] has also added another Māori specific role, Māori Capability Lead, to aid the implementation of our [Māori strategy].

Non-gender diversity policies

Nine organisations (82%) have activities in place that are not included in their gender diversity policy but contribute towards women's empowerment. From these, seven organisations (64%) place the responsibility for managing women's empowerment initiatives with specific roles. The details of these activities, including how they target Māori and/or Pasifika women specifically, are presented in Table 3.

Table 3. Activities not part of diversity strategy that contribute to women's empowerment

We have a predominant proportion of women in senior leadership roles and are very mindful of diversity in our recruitment practices. We encourage and fund membership in organisations such as Otago Women's Lawyers Society and also specific network opportunities for women.
[The women in our senior leadership team] collectively implement the empowerment of women.

Our [organisation's] Whānau group is dedicated to improving Te Ao Māori, Tikanga Māori, Te Reo Māori. While not specifically targeted towards women, this group is largely led by women of all ages and stages across the whole firm.

The mahi advanced by several of our diversity action groups – [our organisation's women's group, whānau group, Asian group, and pride group], in particular, provide our women with:
- The opportunity to lead and be seen right across the business.
- The opportunity to advance ideas that are meaningful (e.g., fertility discussion, menopause policy being developed).

- The opportunity for real connections to be formed, and highlight the need for more interaction, support, and a general presence of Asian Women lawyers in the field especially for younger students and junior lawyers.
- Insights into how people have shaped their careers by sharing their stories openly.

Our [organisation's Asian group] has a number of women who are also part of [an industry-sepcific committee]. Through that group, we have hosted two events for Asian Women in [our industry] this year. [These events] are chaired and championed by one of our female Asian partners and supported by three of our female Asian solicitors. This provides Asian women at [our organisation]:

- Strong role modelling and leadership.
- Greater access to guidance, mentoring, networking opportunities with other Asian women lawyers.
- Insights and advice from leading experts in the law.

Our internal pride network has worked closely with our People & Culture team to develop a gender transitioning policy (just about to be launched) which provides 20 days' paid time off for an individual to affirm their gender, and up to 5 days leave to someone supporting a chosen family member through a gender affirming process.

In my role, I am responsible to our Board for ensuring that we are driving women's empowerment strategies. I also manage the reporting on our Gender Pay Gap, and Gender Equality Charter. I chair our [women's network group] and am currently in the process of developing the firm's [environmental, social and governance] strategy. I work with a number of people also dedicated in this area - our co-Chairs of our [diversity, inclusion and belonging (DIB)] committee, our partner-sponsors for [our women's network group], and our [organisation's] Chair.

- I established [our women's network group] 2 years ago and now chair the [women's network group's] committee which has set a strategy for 2023.
- I developed an intranet 'landing page' of resources, contacts, and policies for women & allies at [our organisation].
- Gender pay: I report on this bi-annually to the board and annually to the firm. I am also a member of our remuneration committee and run a gender pay gap report mid-process to discuss with the committee and ensure that lens is applied throughout.
- Gender pay: I lobbied the Board to publish our gender pay gap statistics internally and am in discussions with Mind The Gap on public publication.

- Gender affirmation policy: I (along with members of my team) co-wrote this with our internal pride group. We expect to launch this next month.
- I have lobbied our Board to substantially improve our parental benefits for men and women in the firm. We now have some of the most generous benefits available [in our industry], and we proudly published our parental leave benefits with Crayon's public NZ Parental Leave Register last month.
- I have supported partnership nominations and highlighted areas where we are lacking in female representation at partner level. We have increased our female partnership numbers to 38% this year (up on 35% last year) - our target last year was 36%-45% and we are already within that range. I have added female partnership targets into a draft ESG strategy for discussion with the Board (yet to be approved).
- DIB committee: I set up a new diversity inclusion and belonging committee in 2022, to move away from having 9 members all partners, to 20 members from all across the firm and from all different roles, backgrounds and years of experience. 16 out of 20 members of our diversity inclusion and belonging committee are women.
- Menopause: I have facilitated a discussion around menopause challenges with a number of women across the firm. Following that discussion, I realised the need for period products in our bathrooms was more urgent than I had appreciated. I contacted Dignity and we had free period products in the bathrooms from 1 July last year. I am in the process of developing a menopause policy for discussion with the Board.
- At my direction, my team arranged for a GP specialising in women's health to talk to the firm via a Zoom session last year on Menopause 101. [Our women's network group] is organising a panel discussion on menopause for later this year.
- Fertility: I have coordinated with members of the firm on having a panel discussion on fertility in train for later this year

We openly support and discuss feminist approaches and politics at the senior management level, not as part of policy but because this is a part of our overall approach. Our branding is geared specifically toward women, who tend to be less favoured in the justice system especially family justice (not because of any inherent bias in the system, but because of the nature of the relationships they hold with children, the prevalence of family violence, and the behaviours of men when relationships end).

While we must not show fear or favour when selecting clients, we can use marketing to target particular people (women in our case), which gives them an advantage both in terms of the quality

of the work we provide, the technology we utilise to make life easier for clients. We also leverage our partnerships with Women's Refuge, FairWay Resolution, and Barnardo's to the advantage of our mainly-female clientele.

[Our activities do not specifically support Māori and Pacific women's empowerment] but support all women of all races and cultural backgrounds. There is no negative impact on Māori or Pasifika peoples, just an overall benefit to all.

As CEO [implementing and/or managing women's empowerment strategies] is a specific task in my role description. We see this as an issue that must be led from the most senior position in the firm.

The annual WEPs survey is a key part of measuring our response to gender equity. Also important is our ongoing commitment to [an industry-specific] Gender Equity Charter, which we are signatories to. Other commitments to compacts and accords are equally measured where there is an ability to do so. We pay close attention to complaints and comments and, if we were to receive any that indicated we had failed someone in a way that suggested bias or prejudice, this would be discussed immediately between myself and the [team lead]. In ten years of operation, we have never had to address such an issue.

[Our organisation has]:

- Flexible working hours and work from home support.
- Professional Development funding available for all staff.
- 2 hours paid per week for wellbeing time within work hours, staff have the flexibility to arrange this when suits.
- Health & Wellbeing leave - additional 2 days leave every year. Over and above standard annual and sick leave provisions.
- Increased financial support while on parental leave and return to work support.
- Bullying & Harassment policy and training to support inclusion and safety in the workplace.
- Partners with female led businesses.

We recognise that many women have a greater role in the nurturing and raising of children, and this can have a significant impact on their availability to work in an office environment and within the traditional working hours of 9am to 5pm. Therefore, we offer flexible working hours for school drop off and pick-ups and to attend key family events. We schedule training within school hours so parents can attend without it impacting on their family.

[Our policy] provides additional time, paid by [our organisation] for mother's and parents to meet the demands of their life outside of work. The additional health & wellbeing leave provides the opportunity to spend time with the children and family as needed. We also offer sick leave and annual leave in advance, particularly to new employees who may not have reached their entitlement.

We ensure that all of our team receive equal training and professional development opportunities so that women are empowered to move forward in their career at the same pace as their male counterparts.

Last year we increased our support for new parents, whether the first child or the latest addition to the family. While on parental leave, we offer a salary top up, they have access to keeping in touch hours, and are invited to social events. While on parental leave, they are included in salary reviews and remain eligible for bonus payments, to prevent a pay gap developing. We negotiate flexible working arrangements or reduced hours upon return to work to allow for childcare and connect them with partners like Crayon and Parenting Place for coaching and mentorship as they adjust back into the workplace.

In 2022 we appointed a dedicated People and Culture Lead to empower women in our company and strengthen our leadership team, increasing it to 33% female. The responsibility for implementing and supporting women's empowerment strategies sits with this role but is supported by the wider empowerment team.

At our strategic planning day in August 2022, our Empowerment Team all agreed that [diversity, equity and inclusion] and Women's empowerment was a priority for [our organisation]. Our team is passionate about women's empowerment and in providing opportunities in a male dominated industry.

In the last 12 months, we have introduced a range of new policies and initiatives in the business, including increased learning & development opportunities, improved parental leave support and a strong focus on diversity and inclusion. Our team are vital to our progress, and they work alongside the leadership team to build awareness and successfully deliver new initiatives.

- Recruitment: working with female led recruiters and by updating how we advertised has led to an increase in female staff, which is now at 43% across the company. Of the 30 staff we have onboarded in the last 12 months, 14 were female.

- Parental leave: since this was introduced in August 2022, we have supported six new families with this policy. We provided a salary top up (100%) to four new mums and had two new fathers able to spend time with their family due to paid partner's leave.

- Women's' Empowerment Committee: we meet monthly to identify gaps and improvements across all seven principles. So far this has led to budget approval for increase female toilets, increased L&D opportunities with female focused groups (NAWIC. Mentor walks), updated our PPE policy for female friendly gear, and incorporated baby and kid friendly spaces into our office refurbishment. It has also given a safe space for female staff to share and learn from each other.

- Industry engagement: this year we entered 6 of our staff in [an industry-specific award] and a female apprentice is a finalist in [another industry-specific award]. Our People and Culture Leader has also spoken at our Toolbox Meetings and subsequently worked directly with our partners to support.

There are a number of one-off and ongoing activities across the business that support women's empowerment. For example:

- [Mentoring group]: many women choose to become mentors for women in the business, sharing their experiences with others to help them on their career journey.

- [Learning programme]: this programme is a targeted Women in Leadership programme with the aim to invest in the development and retention of current and emerging female leaders.

- [Menopause initiative]: 51% of [our organisation's] women are over 40 years of age and women over 50 are [our organisation's] fastest growing segment of the workforce. The average age menopause starts in New Zealand is 52 years of age. Based on a UK study, 90% of those going through menopause said symptoms impacted their work negatively, women who experienced menopause related symptoms at work: felt less engaged at work, felt less satisfied with their job. In 2022, we introduced a [Menopause initiative] to educate our business about menopause and how our leaders and colleagues can support people experiencing symptoms. [Our organisation's] Chief People & Culture Officer was recently invited to speak on TVNZ Breakfast show to showcase [our organisation's] menopause work.

- Celebrating International Women's Day: we chose to make this a month-long celebration by recording interviews with 16 wāhine across the business and asking them about their journeys as women and how [our organisation] had supported them along the way. A selection of videos was launched on IWD (International Women s Day) and then every week for the three weeks thereafter. This work was alongside LinkedIn posts by our Chief Technology Officer and a photo board of our people embracing change.

- Gender Tick is an accreditation programme for businesses designed to show commitment to providing fair workplaces for all employees regardless of gender. The programme independently assesses employee policies and processes to ensure that businesses are on the right track and are doing the right thing for their people. It's important to us at [our organisation] because it demonstrates our commitment to gender equity. We first achieved the Gender Tick in 2020 and are reaccredited to ensure that we are evolving our policies and practices every 12 months.

- We apply a gender lens to our Organisational People Review (Talent & Succession Planning activities). To do this, our leaders complete unconscious bias training, and we also regularly review the balance in our leadership layers. Where we identify gaps in our leadership layers, action plans are put in place.

- A gender lens is also embedded in our recruitment processes, with hiring managers also required to do unconscious bias training. Unconscious bias training is also part of our universal mandatory learning in the Diversity, Equity, and Inclusion space.

- Enhanced Parental Leave Policy: in 2023 we enhanced our employee parental leave policy. Primary caregivers receive 14-weeks of leave at full pay on top of any payments made under the government's 26-week paid parental leave subsidy. In addition, [our organisation] pays KiwiSaver contributions for any unpaid portion of parental leave. Our policy also includes support to primary caregivers on their return to work through up to an additional five days' sick leave for taking care of dependents and staggered return to work arrangements. Secondary carers are also eligible for four weeks paid parental leave.

[Regarding activities supporting Māori and/or Pasifika women, our activities support Māori and/or Pasifika women through our [learning programme]]. [We also] included those from Māori and or Pacific backgrounds as participants on IWD, ensuring that we used a culturally diverse group of women including those from different ethnicities (Māori, Pacific, Indian, Asian, European) to tell their stories and celebrate their careers.

[The following roles in our organisation are responsible for implementing/managing our women's empowerment strategies]:

- [Our CEO] is the executive sponsor for all Diversity, Equity, and Inclusion at [our organisation], including women's empowerment.
- [Executive, our] Chief People and Culture Officer has accountability for the DE&I agenda and strategy.
- [Executive, our] General Counsel is the executive sponsor of the Gender pillar of the DE&I strategy, she is also the chair of the [employee-led network group].
- Our organisational development team is responsible for developing, leading and executing the DE&I Strategy internally at [our organisation].
- We also support industry by attending and presenting at events such as the FSC (Financial Services Council) International Women's Day panel.

Through our DE&I pillars, the responsible Executive member, as well as those that support the pillar in the aligned network groups, collectively plan:

- What the year looks like based on a series of questions, research, and feedback from employees.
- What their key focus will be.
- What success looks like at the end of the year.
- Define the support mechanisms to achieve their goals, i.e. network groups, connecting with external providers etc.
- Key communications, events, celebrations that the pillar is committed to for the year.

Periodically, these groups evaluate what's gone well, what's not gone so well, and what they might do differently. From a governance perspective, all networks complete reporting which is shared with and monitored by the Organisational development team. In addition, we measure improvement across the 'belonging questions' which feature in our employee engagement survey.

[Our organisation's women's programme] within the Directorate of Diversity and Inclusion is [our organisation's] dedicated programme to increasing the participation of women across [our organisation]. Initiatives that have been delivered through this programme in the past 12 months have been:

- The running of a 12-month pilot provision of period products, research and report, and then permanent provision of period products in bathrooms across [our organisation].

- Provision of development opportunities to [our organisation's] wāhine e.g., speaker series including external speakers and advocates, governance training, attendance at leadership summits.
- [Our organisation's] conference for gender equality.
- Support to gender equality networks across [our organisation].
- Development of support resources for women's health and parental leave such as the opportunity to attend a return-to-work parenting coaching programme.
- Delivery of gender bias and gender equality charter workshops.

The directorate of Diversity and Inclusion also have a gender pay gap plan. [Our organisation] also provides bespoke financial training for women through its [benefits programme] aiming to improve financial growth for women into retirement.

[Our organisation's] Recruitment facilitates a gender lens into its recruitment campaigns and assist in the delivery of [two recruitment programs for secondary school students], aimed at encouraging our young wāhine into STEM careers within [our organisation].

A report was produced with a gender lens looking at [our organisation's] annual [staff engagement survey] in 2022 by gender. This enabled [our organisation] to better understand the experience of wāhine and tāne at work.

The initiatives described above take an equity-based approach which aims to provide development opportunities to women across the pipeline, for inspiration and confidence to pursue their careers to their fullest ability in order to address barriers or biases that may disadvantage women. Financial freedom. Safety for women. Celebrating women's achievements, and breaking stereotypes, showing the art of the possible. Looking at our data with a gender lens allows the organisation to better understand what is going on for women and identify areas for improvement.

Wherever possible, data is investigated through an intersectional lens. Activities delivered aim to have good intersectional representation and topics delivered in a way that is safe and accessible. [Our organisation's] Pacific and Māori cultural advisors can also be drawn on to assist in providing perspective and advice for initiatives within [our organisation]. [We have a Māori and Pacific pay gap strategy which] directs efforts specifically towards understanding the career pipeline for Māori and Pacific wāhine with a view to increasing representation in senior roles.

The Directorate of Diversity and Inclusion holds a number of gender programmes including: [our organisation's women's programme], which is a key programme supporting the increased participation of women across [our organisation]; [our organisation's men's programme], supporting the unique needs of men across the [organisation]; and [our gender pay gap programme].

Additionally, [we have three service areas, each with] a varied [full-time equivalent] role focused on supporting implementation of gender equality initiatives for their Services and supporting the gender equality networks within their services.

Each programme delivered through the Directorate of Diversity and Inclusion, have work programmes that are delivered to and are presented to governance bodies. There is reporting (monthly snapshots, specific requests, and annual reporting). There are targets set by single services around governance and overall representation and the Directorate of Diversity and Inclusion have programme plans, targets, and annual reporting. We are building a quarterly report dashboard looking at extended metrics from what we previously have looked at.

We have an extensive number of Health & Safely related policies and a [wellbeing] platform to support physical and mental wellbeing for all our people.

We introduced our [domestic violence support policy] ahead of the legislative changes, which provides support over and above the legislative requirements to victims of domestic abuse (typically women).

We have an internal mentoring programme that matches senior leaders with junior team members. The purpose of this is to support the career progression of younger team members and help them achieve their goals.

We complete an annual Gender (& Ethnicity Pay) Gap report to ensure that we identify any gender pay inequality withing [our organisation], and to recommend action if identified. This report investigates two common gender pay measures including gender pay gap and equal pay analysis. This is publicly reported on our website and Mind the Gap registry. We are also publicly reporting on our parental leave support via the Parental Leave Register, Crayon.

We have internal and external partnerships as part of our IDE budget that support and promote women's empowerment - such as supporting [our organisation's women's network group], hosting Women in Business in Wellington, and support for Dress for Success and Hutt Valley Women's Refuge [free of charge].

We are committed to supporting Multi-Ethnic Leaders events, which includes Māori & Pasifika speakers and attendees.

Our [student mentoring programme] is designed to support Māori and Pasifika students in their last years of university and transition into early career. We are a Tupa Toa Partner which enables us access to an emerging talent pool of young Māori and Pacific graduates

While we are reducing our reliance on gender specific initiatives in order to ensure equality issues are considered in all aspects of business, we do continue to support a broad range of activities specifically oriented towards women's empowerment such as our [women's network group], and women's networks, IDE Speaker Series, and celebrating International Women's Day. Specific People policies also support gender diversity for instance [our policy] which Includes options for flexing hours, work locations, part time and job share arrangements, as well as ability to access flexible leave e.g., career breaks, study leave and purchasing additional leave.

We appointed our first female Māori partner in 2021 now have a total of four female Māori partners. We are continuing to use the activities noted above and our IDE strategic goals to increase the number of Māori and Pacific women in leadership roles at [our organisation].

Our IDE SteerCo works alongside a dedicated role within HR for IDE initiatives, as well as the wider HR/Talent & Mobility/L&D teams are responsible for creating, communicating, measuring, and reporting on gender-based initiatives.

A female Senior Partner has specific responsibility for IDE with gender diversity at its core, and we have a female Senior Partner as our Gender work stream leader, both are also part of the wider IDE SteerCo as is the Chief People Officer at [our organisation]. Our Executive Chair and CEO are both leading and championing action around increasing the diversity of our leadership, especially in relation to more women senior leaders, this is repeatedly articulated and reinforced through regular national speaking tours and internal communications. Our Executive Chair is co-Chair

Global Women Champion for Change and is fully committed to this programme of work. Our gender lead partner & IDE lead partner both have a programme of work they are responsible for delivering in conjunction with IDE SteerCo. Our Executive Chair has committed, during his tenure, to increase the gender diversity of our leadership in particular, and therefore is both accountable to the Board, fellow partners, and our people.

We track people metrics including gender using a Power BI system which shows progress against targets over time.

A number of actions e.g., [our women's networking initiative] (opportunity for women junior solicitors to meet regularly), social functions, informal development and coaching, employee led gender diversity and inclusion committee, International Women's Day celebrations, provides avenues for young women to have a strong voice and take on leadership responsibilities, build relationships and connections within the network, training and coaching opportunities for personal and professional skills, transparency, and accountability.

As well as a gender specific strategic goal and D&I subcommittee, we also have an ethnicity strategic goal and D&I subcommittee, the intersection of these goals and groups means that we are approaching both sides of this, as standalone but also multifaceted issues. We also support our employees to be members of groups in these spaces, such as the Women of Colour Conference presented by Authenticity Aotearoa (which we sponsored in September 2022), which was Aotearoa's first gathering of women of colour as a platform to empower and uplift WOC through storytelling, healing and learning together.

[The following roles in our organisation are responsible for implementing/managing our women's empowerment strategies]:
- Board Chair
- CEO
- GM HR
- Senior HR & OD Advisor

[We have] regular reporting to Board on goal progress; D&I committees made up of staff providing a voice contributing to the workplan and strategies; annual ESG report; regular tracking of gender stats; commitment to annual external pay equity reporting.

We have a "return to work" programme for those who are returning from parental leave. This is often an integral time especially for those in leadership positions. The program provides a

supportive framework and active coaching to navigate the new world of working and caring for a family. We also provide additional coaching and wrap around support for identified program participants who need more support in this transition.

[We] have just renewed our parental leave policy ensuring that:

- We are topping up the Government's paid parental leave to provide 26 weeks full pay leave for new parents.
- We will continue to contribute to KiwiSaver for those on parental leave - this is also to try and alleviate the retirement savings gap that has been identified for women in comparison to men.
- We are removing the minimum leave requirement i.e., prior, you had to return to work from parental leave for 12 months to then take your next parental leave. We believe family planning shouldn't' t be impacted by business policy or guidelines,

We launched free period products programme into all bathrooms.

We recently launched an awareness programme about Menopause and how People leaders and other colleagues can support those who are going through this currently.

We also have multiple employee working groups that provide events and networking opportunities for women and other genders across the organisation.

All programmes are open to all colleagues, including Māori and Pacific women. Our Māori and Pasifika Diversity and Inclusion working groups also provide opportunity for us to focus specifically on inclusion and representation for Māori and Pacific women.

We are continuing our commitment to embracing and embedding Te Ao Māori and Te Reo Māori. We are empowering Te Taura Tangata, our Māori leadership team that has 50% representation of wāhine, and delivering our capability programmes, including our award-winning leadership programme, Te Hākaitanga, (50% of participants and wāhine) and Te Pātaketanga, our Māori cultural intelligence programme.

1.2 Leadership and governance

Women in leadership

Six organisations (55%) have at least 50% female representation on their Board of Directors, while eight (73%) have at least 50% female representation on their Senior Executive Team. Māori and/or Pasifika women make up at least 10% of the Board of Directors and Senior Executive team for three (27%) and two (18%) organisations, respectively. The proportions of female and Māori and/or Pasifika female representation are presented in Table 4.

Table 4. Female representation (percentage)

Leadership Team	Lower quartile	Median	Upper quartile	Average
Proportion of all women				
Board of Directors	31%	50%	50%	46%
Senior Executive Team	42%	60%	63%	55.3%
Proportion of Māori and Pasifika Women				
Board of Directors	7.5%	10.5%	12.5%	9.5%
Senior Executive Team	3.75%	8%	16.5%	12.3%

Notes: the proportion of women in leadership positions was provided by 11 organisations.

Six organisations (55%) have specific quantitative targets related to women's representation in leadership teams (that is, the Board of Directors and Senior Executive team), and one (9%) is planning to have targets within the next 12 months. Five organisations set a target between 36% and 45% women in leadership roles, and one set a target between 26% and 35%.

Participating organisations were asked to provide details of female representation in leadership and governance roles. A policy to actively recruit women into Senior Management, the Executive team, or Board of Directors is present in two organisations (18%). Comments on these policies are presented in Table 5.

Table 5. Policy or action to recruit women into leadership roles.

[We have] no formal policy but [it is] always considered whenever recruiting for a new senior management position or replacement.
We have a statement regarding recruitment of females in our gender policy. This refers to all areas. Our Board is made up of partners and not filled by recruitment.
We don't have much choice in the matter as the profession is very heavily weighted away from men.
Our recruitment strategy is all about the "best fit" in terms of culture and company values. We openly assess all candidates for roles regardless of gender or ethnicity. We have updated our recruitment processes to best attract suitable female candidates for all roles, including senior leadership and governance roles. In addition, we partner with female recruiters and female owned recruitment companies to increase this opportunity further.
There are no specific policies stating active recruitment for women onto senior executive teams or management positions, however pipeline measurement has commenced in 2023 within our Career and Talent Management Directorate to show "cleared for promotion" personnel by gender. [We are an] apprenticeship organisation and cannot directly recruit into senior military roles, there are Service targets for recruitment and retention initiatives become vital to ensuring pipeline flow to senior leadership.
While we don't have a specific target for our governance and senior executive levels gender balance is a major consideration during decisions around new appointments to our Board and National Executive team and we have a stated 40% target for female partners by 2026.
While we don't have formal policies, we ensure our key partner led committees (Recruitment and Succession & Admissions) are co-chaired by one male and one female.
Our Diversity & Recruitment Policy includes measurable objectives related to gender balance, and our Recruitment Diversity Standard supports this by stipulating specific requirements regarding shortlisting candidates, interviewing panels, hiring senior leaders, and flexible working arrangements. Furthermore, any exceptions made to this policy are reported and reviewed by the executive team and board.

Communication of support

Support and commitment to the recruitment of women into leadership positions is openly communicated by nine organisations (82%). Further details on how organisations are expressing their support and commitment to the recruitment of women into leadership roles are outlined in Table 6.

Table 6. Communication of support to the recruitment of women in leadership roles

We participate in public meetings and are outspoken among [organisations similar to ourselves] about our approach to equality and equity. We view equality and equity as important ethical issues.

We celebrated and publicly promoted when our company became a WEP signatory, and we share the work [our organisation's] WEP committee is doing at our monthly meetings and in our newsletter.

The women on our Empowerment Team are celebrated and given a strong profile internally, including profiles on our website and in our company profile brochure. We actively promote key achievements of our female staff, including monthly values nominations and recognising achievements with our weekly 'Wins of the Week' email.

We celebrate other ways our team are recognized, which this year has included winning three White Camelia Awards in 2022, having 6 staff nominated for NAWIC awards and more recently our [female apprentice] being a finalist for the Master Builders Apprentice of the Year.

We give our women leaders a platform to communicate and express their thoughts via our weekly and monthly team meetings, monthly newsletter, and social events. We provide funding so employees can attend relevant events, including conference, provide training opportunities and mentoring sessions with other female leaders.

We routinely celebrate the appointments of female leaders through media releases and LinkedIn.

There has been very clear intent stated from senior leadership for the need to grow representation of women at the most senior levels of [our organisation]. Discussions are held at senior appointment boards on gender representation of those who are promoted and highlighting gaps in pipelines to these roles.

Our Executive Chair, CEO & Head of IDE communicate our initiatives, targets, and progress towards achieving gender goals internally. Leadership reporting is included in integrated reporting of strategic initiatives and our external Impact Report. We also report externally as part of our participation in Global Women's Champions for Change.

Our D&I strategy goals are published on our website and communicated to employees. We also talk to clients and providers about the goals as relevant.

Yes, as an organisation we openly communicate our support and commitment to the recruitment of women into leadership positions. This is done through multiple ways, we often utilise significant moment's such as International Women's Day, the launch of our Sustainability Report, and more, to

Programmes to increase the number of women in leadership positions

Eight organisations (73%) have specific programmes in place to increase the number of women in leadership positions. The proportions of organisations who have implemented specific programmes are presented in Table 7. 'Other' responses were made by five organisations (45%) and are presented in Table 8.

Table 7. Programmes to increase the number of women in leadership roles

Programme	Proportion of organisations
Mandated 50:50 candidate shortlist to ensure balanced recruitment between men and women	9%
A female is included on the interview panel for every senior executive/board interview/appointment	64%
We conduct unconscious bias training	73%
We conduct specific advertising/search focused on women for these roles	27%
We review gender profiles of our end-to-end recruitment and selection processes to identify any 'blockages' to recruiting women into roles	55%
We have a target/goal (quota) that we seek to achieve over time	45%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

Table 8. Other programmes used to recruit women into leadership roles

We have not had to replace a member of our senior management team in over 5 years, therefore have not had to consider this. However, when interviewing for roles in the firm, we aim for a diverse panel of interviews and a diverse shortlist wherever possible.

> We follow the advice of WEPs at every step of the way but there is no 'problem' for us specifically to solve as we have a good gender balance, open approach to equity and have the WEPS principles embedded at every level of our culture.

> When we list jobs, we use images of both men and women in the workplace. We ensure that advertisement wording is not biased towards one gender or the other. We use wording that actively promotes and encourages applications from women, we work with female recruitment partners. We have robust recruitment processes to avoid bias, and plan to move towards blind recruitment in the next 12 months.

> [Our women's programme and gender pay gap programme] both seek to implement initiatives that support the retention and advancement of women across [our organisation].

> We have a stated 40% target for female partners and are working on our overall diversity targets internally. A gender lens is applied to all of our leadership development programmes, performance management process, and salary and promotion rounds. We have a mandatory unconscious bias training programme for all staff and partners. We introduced a [diversity programme] in 2022 aimed at raising the profile of our internal diverse talent and increasing diversity in our leadership pipeline.

Respondents were also asked about what programmes they have used to increase the recruitment of Māori and/or Pasifika women into leadership roles. The proportions of organisations who use a specific programme are presented in Table 9.

Table 9. Programmes used to recruit Māori and/or Pasifika women into leadership roles

Programme	Proportion of organisations
A Māori and/or Pasifika female is included on the interview panel for every senior executive/board interview/appointment	9%
We conduct unconscious bias training	73%
We conduct specific advertising/search focused on Māori and/or Pasifika women for these roles	9%
We review gender profiles of our end-to-end recruitment and selection processes to identify any 'blockages' to recruiting women into roles	55%

We have a target/goal (quota) that we seek to achieve over time	9%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

Impact of programmes used to recruit women

One organisation (9%) is seeing an increased number of women being interviewed for leadership roles, and two organisations (18%) are seeing an increased number of women being selected for roles. One organisation (9%) is seeing no difference, while two organisations (18%) say it is too soon to tell what the effect of their female recruitment programme is.

2. Equal opportunity, inclusion, and non-discrimination

2.1 Equal opportunity and family requirements

Gender representation

The mean female representation across all participating organisations is 50%. As presented in Figure 1, females make up more than half of the workforce in terms of waged workers, middle management and executives that directly report to the CEO. Females are most underrepresented at the CEO level at 36%.

Figure 1. Gender representation across employment levels (percent)
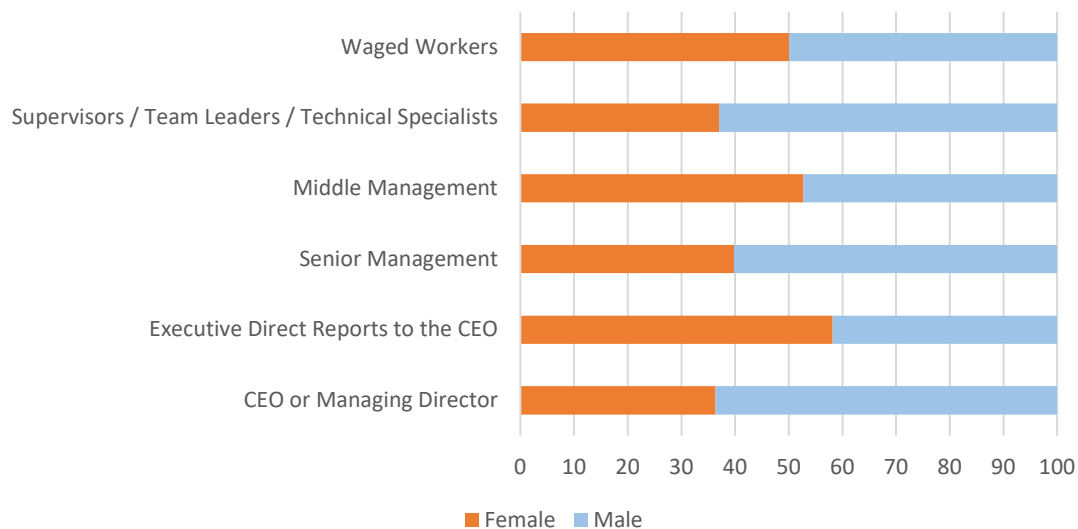
Notes: the mean representation of men and women was provided by 11 organisations.

Parental leave

For employees that took statutory parental leave, organisations were asked what proportion of employees were women, this is presented in Figure 2. For all organisations that provided a response, a majority of the employees that took statutory parental leave were women. 6 organisations (55%) also provided information on the duration of statutory leave taken by women, the mean duration of which was 37.4 weeks.

Figure 2. Proportion of workforce that took statutory parental leave that were women
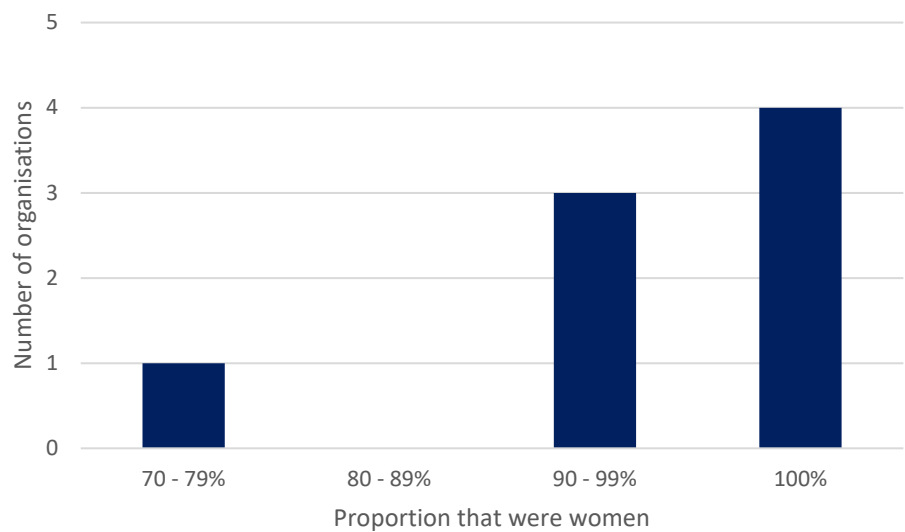
Notes: the gender representation of employees taking statutory parental leave was provided by 8 organisations.

Enhanced parental leave

Enhanced parental leave provisions over and above statutory legislation are provided by all eleven organisations (100%). Four organisations (36%) provided information on the proportion of employees that took additional parental leave (over statutory leave) that were women. This is presented in Figure 3. The mean duration of additional parental leave taken by women was 36 weeks, with information provided by 3 organisations (28%). The mean duration of additional parental leave taken by men was 7.6 weeks, with information provided by 2 organisations (18%). Details of enhanced parental leave policies are provided in Table 10. Many organisations specify that they top up statutory primary carer's leave up to full pay.

Figure 3. Proportion of workforce that took additional parental leave that were women

Notes: the gender representation of employees taking additional parental leave was provided by 4 organisations.
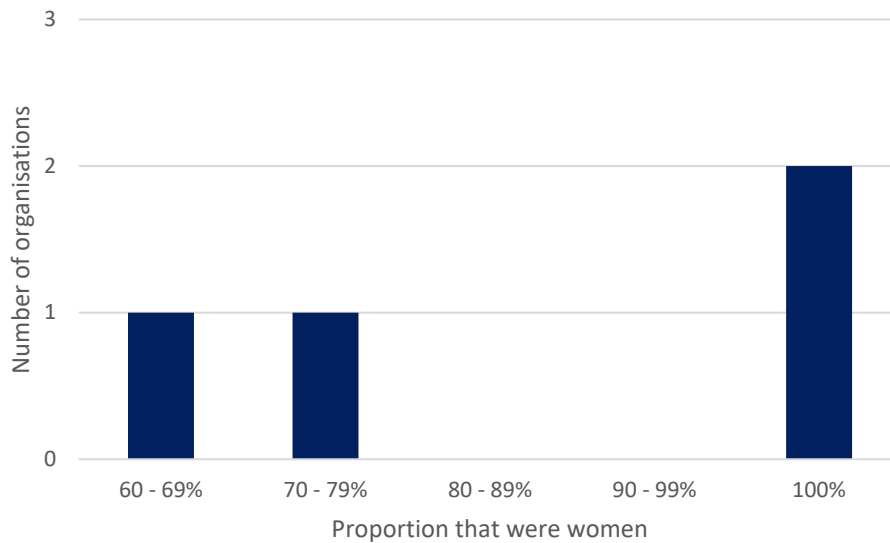
Table 10. Enhanced parental leave provisions

We have additional leave for fathers or supplementary caregivers and flexible return to work arrangements available and primarily used
• We top-up to full pay for the first 26 weeks of primary carer leave, or up to 12 weeks' full pay for primary carer leave taken after the first 26 weeks. • Anyone taking primary carer leave is entitled to: - Receive the employer KiwiSaver contribution for the duration of their parental leave (provided they are eligible and have opted-in to KiwiSaver) - Choose to receive any [organisational parental payment] in the normal fortnightly pay-cycle while on parental leave - Have annual leave paid at the greater of your ordinary weekly pay or average weekly earnings. Those eligible for paid partner's leave under our policy can now access two weeks paid leave (previously one). [We also] introduced 3 months' paid adoption/whāngai (temporary care) leave for those who enter into arrangements where someone else will assume permanent care of their child.

If the employee assistance programme (EAP) doesn't have a suitable return-to-work coach available, you can access another provider and get reimbursed for the equivalent cost of three EAP sessions.
We provide a salary top up for 26 weeks for primary care givers (after 6 months service) and 4 weeks paid leave for secondary care givers (after 6 months service).
We are very flexible to staff requiring leave and treat every staff member as an individual. Our focus is on ensuring family comes first but that there is no barrier to returning to work , whether that involves extended leave, reduced hours, working from home or altering duties to allow flexibility.
We top up the primary caregiver's salary to 100% for up to 26 weeks.
Under our employee parental leave policy, primary caregivers receive 14-weeks of leave at full pay on top of any payments made under the government's 26-week paid parental leave subsidy. In addition, AIA pays KiwiSaver contributions for any unpaid portion of parental leave. Our policy also includes support to primary caregivers on their return to work through up to an additional five days' sick leave for taking care of dependents and staggered return to work arrangements. Secondary carers are also eligible for four weeks paid parental leave
Full pay 26 weeks for primary carers; 4 weeks flexible paid leave for partners. Other leave provisions include, for example, fertility leave, termination. There is also the option of paid special pregnancy leave for all parents.

Policies to support women returning from parental leave

Policies to support women returning from parental leave are implemented in all eleven organisations (100%). These policies are outlined in Table 11. Other policies have been outlined by four organisations (36%) which are outlined in

Table 11. Policies to support women returning from parental leave

Policy	Proportion of Organisations (%)
Our organisation makes regular contact with employees on parental leave	100%
Our organisation allows employees to keep their 'tool of trade' phone and/or laptops while on parental leave so they can keep in touch	91%
We operate a staggered return to work policy post parental leave	91%

We actively support flexible working options for those returning from parental leave	100%
We offer mentoring programmes to help employees adjust their work-life balance and transition back into the workforce	73%

Notes: Organisations may have selected more than one option. Proportions are in percentages are rounded to the nearest whole number.

Table 12. Other policies to support women returning from parental leave

Psychological support/counselling paid for by the firm continues to be available to staff on parental leave.
- We offer four paid counselling or coaching sessions to navigate postpartum depression and the transition back into the workforce as a parent.   - We have a dedicated [care] role in the business who is also a parent and comes from an early childhood education background.   - We partner with organisations like Parenting Place and Crayon to provide further wellness support (parenting, emotional or financial).
We provide a salary top up for 26 weeks for primary care givers (after 6 months service) and 4 weeks paid leave for secondary care givers (after 6 months service).
Career management branches also work on an individual basis for to enable any further location stability requests. [Most staff] have unlimited sick leave and compassionate leave can be approved by managers to care for sick dependents.
Access to Grace Papers one on one coaching and online resources are available to everyone at [our organisation].

Policies to support inclusive and family-friendly workplaces

Policies to support inclusive and family-friendly workplaces are implemented in 10 organisations (91%). These policies are outlined in Table 13. Four organisations (36%) also report other policies that have been implemented to support an inclusive and family-friendly workplace. These are outlined in Table 14.

Table 13. Policies to support inclusive and family-friendly workplaces

Policy	Proportion of Organisations (%)
We have an on-site childcare centre	9%
We offer discounts/subsidies for childcare fees	0%
We operate a school holiday programme	0%
We hold family-oriented events	82%
Our organisation supports informal or social groups aimed at parents	64%

Notes: Organisations may have selected more than one option. Proportions are in percentages are rounded to the nearest whole number.

Table 14. Other policies to support inclusive and family-friendly workplaces

We encourage staff with children to take time off to spend time with children, particularly if extra-curricular events (for example learning to swim) fall inside standard work hours. We never require staff to work outside of their normal hours of work. We invite family including children to our work functions where appropriate (and do not encourage use of alcohol, particularly around children).

- We host family friendly social events that include partners and children, including our end of year celebration, community events at our housing developments with games and food and our social club organizes events that are family-friendly e.g., bowling.

- We send care packages we provide ad hoc and tailored support to families who may need a little more support than normal. This has included meal vouchers, providing a cleaner or babysitting services or Covid isolation care packages, for example activity packs tailored to each family's needs e.g., children's activities are included relative to the children's age.

- We have provided parenting workshops in paid work hours, led by Parenting Place for all our staff to attend for free. We support local charity, Project Esther, that helps families with support in crisis.

- We are currently fundraising for Aviva Women's refuge and invited them to speak at our [development] meeting, we also donate to the New Brighton foodbank and another in Auckland. It's important to not only support our families but the families in the communities that we work in.

We have a number of community/base/camp family friendly activities and celebrations throughout the year. Each camp and base also have community services facilitators who can be accessed as a conduit to local support services if required. Networking groups exist across various camps and bases to

| support parents. Force for Families is also a comprehensive provider of discounts for [our organisation's] community (local services, holiday accommodation, financial advice, and services etc). |
| Transition coaching, flexible working, dedicated and well-equipped parent's room. Emergency nannies are paid by [our organisation]. We also have a parent's network. |

All eleven organisations (100%) offer flexible working arrangements to employees. This is outlined in Table 15. Three organisations (27%) report having other flexible working arrangements in place, detailed in Table 16.

Table 15. Flexible working arrangements

Policy	Proportion of Organisations (%)
Remote working	100%
Flexi-time (e.g., flexible start and finish times)	100%

Notes: Organisations may have selected more than one option. Proportions are in percentages are rounded to the nearest whole number.

Table 16. Other flexible working arrangements

| We have provided all staff with their own work machines at home where they have asked for this and have continued to allow staff to work from home whenever they choose. We monitor the amount of work they are doing to ensure they are not over-working. |
| Flexible working can include a variety of arrangements, typically relating to changes to an employee's hours, days or place of work. Examples of flexible working arrangements include:
• Reduced hours
• Flexible hours which incorporate different start and finish times
• A compressed working week
• Purchased additional annual leave
• Job share arrangements
• Remote or hybrid working
• Flexible return to work following Parental Leave.
• Flexible working arrangements are documented through a variation to the individual's terms and conditions of employment. Flexible working arrangements can be short term, introduced on a trial basis, or permanent in nature. |
| [We offer] part time work options. |

All eleven organisations (100%) also report their flexible work policies to be at least accessible (e.g., only one layer of pre-approval required, and applications are accepted easily and quickly as a rule), while two organisations (18%) report their policies to be very accessible (e.g., no pre-approval required; use of these policies is encouraged). Three organisations (27%) commented further on the flexibility of their working arrangements, reported in Table 17.

Table 17. Flexibility of working arrangements

We offer flexi-leave (ability to acquire more leave through salary sacrifice) alongside very generous flexibility policy to work from home up to 2 days per week. We have many employees working for teams from remote locations including [overseas and across NZ].
There are some roles that require people to be in the office, for safety and customer service purposes, and very junior [staff] have to be in the office more because they [attend] training and mentoring by senior [staff], but where we can enable our staff to work remotely and flexibly, we absolutely do.
We operate on a high trust model - we trust our staff to make the best decision that balances their commitments to their home life and their commitments to us. We have [important] events where the expectation is that the employee attends. This may require a change to their normal work pattern; however, we give plenty of notice and allow remote connection for [many of] them.

2.2 Pay equity

Gender pay gap

The comparison of current average pay rates between male and female employees in seven organisations (64%) shows that male employees are paid approximately 4.8 percent more than their female counterparts, on average. However, two organisations (18%) report a mean gender pay gap of 0 percent.

The comparison of median pay rates between male and female counterparts in five organisations (45%) shows that male employees are paid 9.4 percent more than their female counterparts, on average. The distribution of the average and median gender pay gaps are shown in Table 18. The highest average pay gap is 14.7 percent, and the highest median pay gap is 32 percent. Both figures pertained to organisations with more than 250 employees but fewer than 1000 employees.

Table 18. Gender pay gap (male pay less female pay)

	Lower quartile (%)	Median (%)	Upper quartile (%)	Average (%)
Average pay gap	2.6	6	13.2	7.5
Median pay gap	0	4.8	14.6	9.4

Notes: The figures for the average pay gap are calculated using responses from 7 organisations, and the figures for the median pay gap using responses from 5 organisations. Percentages are rounded to one decimal place.

Pay equity profiling analysis

Ten organisations (91%) have a gender pay equity profile to identify any gender pay issues, and one organisation (9%) is planning to create a profile within the next 12 months. The types of pay equity profiling methods used are outlined in Table 19. Six organisations (55%) provided further information about their pay equity profiling analysis, detailed in Table 20.

Table 19. Pay equity profiling analysis

Analysis	Proportion of Organisations (%)
Comparison of starting pay rates for males and females doing the same job	64%
Comparison of male and female payroll data from commencement of employment and throughout the work cycle	73%
Analysis of pay progression performance outcomes and the link to pay progression for males and females	36%
Comparison of percentage increases for males and females with the same performance rating / grade	45%
Analysis of the speed of pay progression for males and females in the same role	36%

Notes: Organisations may have selected more than one option. Proportions are in percentages are rounded to the nearest whole number.

Table 20. Further information on organisations' pay equity profiling analysis

We do [a pay-equity profiling] analysis during our remuneration review process each year, and report to the Board on outcomes, addressing any anomalies if needed through that process.
We consider the gender pay gap by role as part of our annual salary review process.
Previously we have worked with Strategic Pay to review the roles and responsibilities per position with no information of whoever currently holds the position to ensure fair and equitable assessment of the market value of their remuneration package.

Currently we are using the comprehensive Hays Current Market Remuneration report to ensure we are in line with the current industry remuneration levels or higher. We have robust calibration and consultation processes with the in any remuneration decision, including our annual salary review and new hires.

We have a strategy action point to create a pay scale across the business, where each role has clear and transparent remuneration thresholds that apply to all staff.

In addition, we ensure that any staff who are on primary carer leave are included in the annual salary review process.

[We] are committed to helping people. We believe a fundamental part of this is championing the fair and equitable treatment of everyone , our customers, our partners, and our people.

In March 2022, [we] opted to publish our gender pay gap publicly. We did this to encourage the gender pay conversation, as well as to ensure that as an organisation we hold ourselves accountable for addressing our current pay gap and commit to making improvements.

[We have] a gender pay gap action plan and work is underway to secure a resource to develop a starting salary calculator in 2023/2024 financial year.

We report on our pay gaps, including our gender pay gap, on our website.

The outcomes of the pay equity profiling analysis are adopted in all ten of the organisations (91%) that had completed some pay equity profiling analysis. The one organisation that planned to implement a pay equity profiling analysis had adopted and investigated pay equity outcomes (see Table 21).

Table 21. Adopted outcomes of pay equity profiling analysis

Analysis	Proportion of Organisations (%)
Gender issues or emerging trends have been investigated	64%
Gender differences are explained and anomalies identified	100%
Action plans are created and/or carried out to resolve pay equity disparities	64%
Findings are incorporated into people-strategies including recruitment, talent management and remuneration	55%

Notes: Organisations may have selected more than one option. Proportions are in percentages are rounded to the nearest whole number.

Demonstration of support for pay equity policy and practices

All eleven (100%) organisations use a combination of methods to demonstrate that they are 'taking action' to support their pay equity policy and practices. The proportion of organisations that demonstrate 'taking action', and the methods used to do this are outlined in

Table 22. Demonstration of support for pay equity policy and practices

Method of demonstration	Proportion of organisations (%)
Policies and practices clearly support the promotion, awareness, and practice of pay equity	73%
Policies ensure roles are fully and fairly evaluated or sized including how they are formally documented	73%
Employees have equitable access to promotion and training and development opportunities	100%
Employees have equitable access to rewards and benefits	100%
Flexible working arrangements are incorporated in our people-related policies	100%
Unconscious bias training in place for employees conducting recruitment and selection or training and development	82%

Notes: Organisations may have selected more than one option. Proportions are in percentages are rounded to the nearest whole number.

Pay equity on people agenda

All eleven organisations (100%) provided responses as to the extent that pay equity is on their people agenda. Their responses are outlined in Table 23.

Table 23. Extent that pay is on the people agenda

Pay equity on the people agenda	Proportion of organisations (%)
Planning to develop regular reporting on pay equity to lift the profile in our organisation	27%
Regular progress reporting undertaken to monitor results and maintain momentum	64%
A plan has been developed to progress pay equity as a priority	27%

A strategic plan has been developed and linked to the organisation's people-strategies to progress pay equity as a key priority	27%
Reporting results to the Executive and/or Board of Directors is taking place on a regular basis	91%

Notes: Organisations may have selected more than one option. Proportions are in percentages are rounded to the nearest whole number.

Besides the ways that pay equity is included in the people agenda listed in Table 23, one organisation (9%) also specified that they externally report pay equity in their impact plan and are participating in MindTheGap.

Employee survey on pay equity

An employee survey on the views of men and women on equal opportunity, inclusion, non-discrimination, and retention has been conducted in five organisations (45%). As a result, there has been a change in policy in two of the organisations (18%), one organisation (9%) is planning to change their policy, while there has been no change in organisational policy in two organisations (18%). Three organisations (27%) plan to conduct a pay equity survey within the next 12 months. Three organisations (27%) provided further detail regarding these programmes

Table 24. Employee survey on pay equity

Previously, [we have] surveyed the team on this issue. In the next 3 months we will be using the Diversity Works Employee Perception survey to gain new insight and understanding within the business.
[We conduct] an annual pulse engagement survey which covers pay, conditions, workplace experiences, inclusion, etc. Additionally, [we conduct] an exit survey for those leaving the organization to ask reasons for leaving and their experiences. Organisational research has also carried out research into the experiences and perceptions of senior female leaders (June 2023).
All our people can participate in [an organisational] annual Global People Survey and a New Zealand annual diversity survey, both have the opportunity for people to comment and provide recommendations for continuous improvement in [inclusion, diversity and equity] practices.

3. Health, safety, and freedom from violence

3.1 Health and safety policies

Gender-based violence and harassment

A policy of zero tolerance towards gender-based violence and harassment is in place in all eleven organisations (100%). Seven organisations (64%) provided further detail regarding their zero tolerance policies. This information is provided in Table 25.

Table 25. Policies of zero tolerance towards gender-based violence and harassment

[Our] Unacceptable Behaviours Policy reflects the firm's commitment to providing a work environment that is free from harassment (including sexual and racial harassment), bullying, discrimination and violence, where all our people are treated with dignity and respect.   Anyone raising a concern or allegation of actual or suspected unacceptable behaviours can expect to be treated with respect, and without any fear of retaliation. Complainants can also expect to be supported.   The policy outlines the firm's zero tolerance to harassment, sexual harassment, racial harassment, gender identity and sexual orientation harassment, workplace bullying, cyber bullying, discrimination, violence.
We have policies and provide training on these as part of our inductions.
It is embedded in our company values and "Code of Conduct" section of our New Employee Induction Handbook. It is one of the grounds for 'serious misconduct' that may result in dismissal without warning.   In 2023 we have introduced a stand-alone Bullying and harassment policy addressing bullying and sexual and racial harassment. Each team has received training on this issue.   We will be completing Diversity Works' Unconscious Bias training as a refresher, and we also had all staff sign our new [health and safety] commitment statement which also outlines our zero-tolerance approach to this issue.

We also partner and support Aviva Women's' refuge who have shared to our toolbox meetings and we work with [an industry partner] to give employees an opportunity to get help outside of the business if they prefer.

[We are] committed to creating and maintaining a positive work environment where individuals are treated with dignity and respect, that is free from bullying and harassment, and where we embrace diversity. [We do] not tolerate bullying, harassment, or discrimination of any kind in the workplace, and all employees are encouraged to raise concerns without fear of retaliation. Any complaints regarding bullying, harassment and discrimination are dealt with effectively, fairly, confidentially, empathetically and in a timely manner.

We have very specific policies [and programmes] in place for [gender-based violence and harassment].

We have a Domestic Violence Support Policy, [a respect policy] & Global Code of Conduct that all guide how we are expected to treat each other and our clients, and to uphold public interest. [We are] committed to providing a safe and inclusive work environment where everyone is treated with respect and dignity.

The purpose of these policies is to provide clear expectations of appropriate behaviour, and guidance on how to deal with incidents where behaviours are not in line with [our] Values or Code of Conduct.

Formal training run [five times a] year and [we have a speak out] policy promoting prompt and effective reporting and action.

We have a zero-tolerance policy towards any form of bullying, discrimination, or harassment. Early in 2021, we created a specific attestation where all employees were required to complete, acknowledging they had read, understood, and agreed to this policy (previously was included within wider Code of Conduct, but we felt it was important to pull this out and create a separate specific attestation).

Furthermore, all eleven organisations (100%) have policies in place for the workplace protection and support of domestic violence victims. These policies are outlined in Table 26.

Table 26. Workplace protection and support policies

We have a Domestic Violence (DV) policy, specific training provided each year, and compassionate leave available for DV-related issues. Our DV policy sets out how we will work with an individual to keep them safe:

For example, if [one is] being threatened, we can help keep [employees and children] safe by implementing some or all of the following:

- alert police, building security and reception;

- provide you with a temporary carpark in the building;

- change your hours, or your location (if feasible);

- remove your contact details from our website;

- screen your calls; and/or

- work with you to devise a safe exit strategy.

[We can also] provide practical support:

We can provide [employees] with up to 10 days paid compassionate leave so they can organise emergency childcare, attend medical, legal or counselling appointments, or to organise relocation. We can also provide you with leave without pay should you need to take time out for an extended period.

We can provide you with an interest-free loan to cover emergency relocation expenses and to help you get back on your feet, for example:

- removal costs;

- bond and rent in advance;

- clothing / school uniforms;

- furniture; and/or

- locksmith costs

Repayment of any loan will be deducted from your salary at a rate that employees can manage.\

Help with an exit strategy:

With complete confidentiality we will work with you, the police, EAP and any other relevant external agencies to get [employees and their children] to safety.

We have a group of trained harassment contact people available to anyone in the organisation to reach out to as a first, safe, port of call. All of these people have been vetted and are trained regularly to keep their skills current.

There are various ways in which we would support an employee if they have been a victim of domestic violence. We have a people care role dedicated to assisting our team with issues in and outside of the workplace, this role sits outside of 'HR' and provide confidential pastoral care.

We also take a flexible approach in providing financial support to staff who may experiencing personal difficulties, this could be used for travel, as a rental deposit, for household items or for transport if they have had to move.

In addition, we have support networks that we can extend to our team including Aviva Women's' refuge and Parenting Place. We also work with Mind Health to offer four sessions of counselling per year, which can be taken by an employee or a family member of the employee.

We also offer two days of 'Health & Wellness Leave' per calendar year, which is in addition to domestic violence leave and regular sick leave and annual leave.

[We] recognise the impact that domestic and family violence can have on the lives of those who are affected by it, and we are committed to supporting employees who are impacted by domestic and family violence. Our policy describes the range of support measures, including leave provisions, which are available to our employees. The provisions in this policy incorporate the requirements set out in the Domestic Violence , Victims Protection Act 2018.

[We have] a team of Sexual Assault Prevention Response Advisors who work across the motu who are available to support and work proactively in this area.

[We provide] relevant contacts, special leave, provision for workplace safety plans, flexible working options and options for special leave for support people.

We are committed to providing support to employees so that they may lead violence free lives. Our family violence policy aims to contribute to the prevention of family violence in New Zealand and to provide a framework to support employees who experience the effects of family violence. We have a team who specifically work on vulnerable colleague protection and support - this includes family violence (and includes the financial vulnerability that can come about as a result).

Ensuring safety of employees travelling after hours

Seven organisations (64%) commented further about initiatives they have in place and steps they have taken to ensure the safety of their employees who travel after hours. These initiatives are outlined in Table 27.

Table 27. Safety of employees after hours

Policy	Proportion of organisations (%)
We have a specific safety policy and process that applies after hours (e.g. securing the workplace, security guards, etc)	55%
Workers can elect to be escorted to their vehicle by security personnel after business hours	36%
Workers are provided with a paid taxi or rideshare option when working late shifts	45%

Notes: Organisations may have selected more than one option. Proportions are in percentages are rounded to the nearest whole number.

Two organisations (18%) commented further about initiatives they have in place and steps they have taken to ensure the safety of their employees who travel after hours. These comments are presented in Table 28.

Table 28. Other actions taken to ensure safety of employees after hours

External gates are automatically secured at 7.30pm, so staff cars are safe. Area is well lit and staff carpark is right outside door. Staff know they can call CEO and get assistance at any time and are encouraged to do so. Staff are actively encouraged not to work late in any case and have the option of working from home if they need to.
Sonder offers additional security by tracking your journey and checking in with you when you arrive (and follow up if you don't confirm your arrival) at your destination.

Wellness empowerment strategies

A wellness strategy is operating in all eleven organisations (100%), while six organisations (55%) have strategies specifically aimed at women. This information is presented in Table 29. Information provided by four organisations (36%) are provided in Table 30. All eleven organisations (100%) have programmes that are not specifically targeted at women, but will assist in empowering women such as budgeting, parenting courses or a mental health and wellbeing policy.

In this year's iteration of the survey, organisations were – for the first time – asked if they provide a paid menstrual/menopause leave in addition to paid sick leave. Many organisations were unsure.

Table 29. Wellness empowerment strategies

Strategy	Proportion of organisations (%)
Free/subsidised cervical smear tests	9%
Free/subsidised mammogram tests	9%
Free/subsidised annual women's health checks	9%
Health awareness campaigns specific to women (e.g., breast cancer, cervical cancer, nutrition)	45%

Notes: Organisations may have selected more than one option. Proportions are in percentages are rounded to the nearest whole number.

Table 30. General wellbeing practices

We have provided our female staff with resources to support professional and personal development including access to webinars and training. Topics range from Burnout to Imposter Syndrome and Leadership for Women sessions. We also support them accessing mentoring opportunities through Mentor Walks. We are also developing further support initiatives for parents - from before going on parental leave and to support their return to work.
As part of our [wellbeing strategy], we encourage and fund employees to participate in our health and wellbeing programme. As part of [our wellbeing programme], those that identify as female are encouraged to undertake preventative screenings: bowel cancer, breast cancer and cervical cancer, where clinically appropriate , in turn for completing these tests [programme] members will receive wellbeing points in the programme. The more points you earn in [our wellbeing programme], the more member benefits you can unlock including vouchers with partners such as Countdown, Airpoints, Harvey Norman, Forme Spa and Hoyts.
Health initiatives as above (free) are provided by [our onsite] Health Centres (or specialist referrals made) for uniformed personnel. Health publications/support material is available to all , which may be promulgated as part of health campaigns across [our organisation] , and flu vaccines, etc., are provided to all [our staff].
Wellness subsidy can be used for whatever mental or physical wellbeing options an individual chooses.

4. Education and training

4.1 Development programmes

All eleven organisations (100%) have formal education or training/professional development programmes in place. These programmes are outlined in Table 31.

Table 31. Formal development programmes

We have comprehensive learning & development and professional development programmes across the business. We have a dedicated organisational development team who specialise in this area, as well as a specific support unit and several professional support [key staff] who support key areas of the business.
We have a fulsome learning and development programme on professional and personal development.
We have a comprehensive training programme that begins on the first day of a person starting with us and extends to when they leave our employment. The programme is part of a wider competency framework which incorporates and exceeds the requirements of our professional development framework. We are a learning organisation and will extend flexibility to any staff member who wants to take time off to study part or fulltime.
Our Learning & Development framework is fully funded by the company. We provided $1,000 per staff member, per year regardless of role and gender, tailored to suit individual needs. We also pay for industry membership fees and support attendance of conferences and seminars that support an employee's professional [requirements]. In addition, we also provide group learning & development events that every single employee has access to. Some are classed as anchor events which we require our staff to attend, these include sessions on time management, courageous conversations, or fatigue management. We also provide internal lunch and learn sessions which have included business and financial updates, wellbeing talks and a carbon workshop. Many of these are delivered internally. Recently we have developed a women's learning and development directory, providing access to webinars through HRNZ, sharing WEP learnings and connecting them with women's wellness information.
[We] invest in ongoing development of our people. This starts with engaging our people in a Performance Development Dialogue (PDD) to identify our performance goals and developments actions, follow up on progress throughout the year and review performance at year end. These conversations, as well as ongoing feedback throughout the year, ensure that each of us is clear about what we need to achieve so our performance can be recognised. [We] follow the 70:20:10 learning

model and as such have a range of formal education and training/professional development programmes our people can participate. A selection of these includes:

- [A] targeted Women in Leadership programme with the aim to invest in the development and retention of current and emerging female leaders.

- Emerging Leaders Programme , Prepares and develops self-motivated individuals for their first line manager roles or build leadership strengths in non-line management roles.

- Leadership Fundamentals , designed to ease individual contributors into their new role as a manager and strengthen fundamental leadership skills of knowledge/technical specialists and/or existing managers with identified development need/s in these area/s to help drive a high performing team.

- [A leadership series that] all people leaders an opportunity to connect, learn and share best practices. [This] is an immersive, leadership learning and collaboration series.

- [Two programmes] designed to create a development space for our high performing senior leaders, where they are able to focus on developing personal leadership impact in a safe and supported way. It's an opportunity to come together with peers and learn from each other. It also allows the opportunity to solve current, relevant, business challenges with real time feedback, putting into practice your learnings.

- [An] exciting programme that aims to empower [our] people to develop an innovation mindset, design thinking, leadership, and networking capabilities to deliver sustainable and customer-focused outcomes aligned with business needs.

- [An external study policy that] recognises the benefits, to both employees and [the entire organisation], by undertaking professional study relevant to their roles. An example of this is the NZ Certificate in [an industry-field] Level 5 which is offered by the Open Polytechnic.

[We provide] entry technical and leadership training to all new [staff], and induction training exists. There is a comprehensive leadership training school and institute that spans entry at lead self, through to lead organisation , as well as access to at various points in a career to higher leadership coursing. We have technical trade schools within [our organisation] that provide trade qualifications and also a number of tertiary training programmes and scholarships available in partnership with universities. Most of these are managed through our [internal training]. We also provide a range of professional development training courses and ad hoc learning (from IT type training to unconscious bias training, rainbow inclusion, gender bias, etc.). We have an internal online learning management system which also provides online e-learning modules for set topics and te reo Māori language training. We have seven levels of leadership training.

Seven organisations (64%) monitor the uptake of training and development programmes by gender. From these organisations, three (27%) monitor the uptake of programmes of Māori and/or Pasifika women, women of other ethnic minorities, and/or disabled women, while two (18%) are planning to monitor this within the next 12 months.

4.2 Scheduling training programmes

Ten organisations (91%) indicated that they take employees' family commitments into account when scheduling training and education programmes. The steps that they take are outlined in

Table 32. Steps taken to accommodate family responses when scheduling training and education programmes

Steps taken	Proportion of organisations (%)
We provide specific guidelines on scheduling times for training and development (e.g. can only run in standard work hours)	45%
We provide subsidies or payments for caregivers if staff are required to attend training after normal business hours/weekends	9%
We consider the location of training when scheduling employees onto training programmes to avoid the impact on family commitments	64%
We consider alert level restrictions and consequent childcare obligations when scheduling programmes	36%

Notes: Organisations may have selected more than one option. Proportions are in percentages are rounded to the nearest whole number.

Three organisations (27%) outlined their steps they have taken to accommodate family responsibilities when scheduling training programmes that are not included in Table 32. These steps are presented in Table 33.

We avoid scheduling in school holidays where possible and always try to provide remote-in options for people unable to travel into the office. We often switch to full Zoom/Teams delivery to provide a more consistent experience for all people attending. We extend invitations to key events / training opportunities for people on parental leave. That is always done without the expectation of attending, but it does acknowledge that some wish to stay more connected to the business than others when on parental leave.
We are always approachable and open to any requests from staff.
We consider the impact on families when scheduling learning and development sessions, trying where possible to schedule them within school hours and not in school holiday periods where parents may need to take time off.

4.3 Career clinics and mentoring

Ten organisations (91%) operate formal talent identification and management programmes within their organisation, with one (9%) planning to implement such programmes within the next 12 months. Seven organisations (64%) evaluate these programmes, with one (9%) planning to within the next 12 months. The activities included in these programmes are detailed in Table 34.

Table 34. Formal talent identification and management programmes

Programme	Proportion of organisations (%)
We arrange internal mentoring of female employees	45%
We arrange external mentoring for female employees	9%
We actively encourage our female leaders to be external mentors for young women	73%
We have organised gender-specific internal networking groups for females	64%
We have organised gender-specific networking groups for our female graduates	36%

Notes: Organisations may have selected more than one option. Proportions are in percentages are rounded to the nearest whole number.

Two organisations (18%) further explained their formal talent identification and management programmes. These are outlined in Table 35.

Table 35. Other formal talent identification and management programmes

One of our female staff members is [a industry programme] membership coordinator and all our female staff have gender-specific networking opportunities via [the aforementioned programme] and WEP's. Professional Bodies such as CPA Australia also hold events to empower women in leadership roles or aspiring leaders and these are also funded by [our organisation]. Our People and Culture Leader is becoming a mentor for HRNZ
There have been a series of reviews of [organisational] career management services over 2022/2023. Recommendations from these are currently being considered and action plans established.

Seven organisations (64%) also have formal talent identification and management programmes for Māori and/or Pasifika women, women of other ethnic minorities, and/or disabled women specifically. The proportion of organisations who operate these programmes are provided in

Table 36. Formal talent identification and management programmes for Māori and/or Pasifika; other ethnic minorities; and/or disabled

Programme	Proportion of organisations (%)
We arrange internal mentoring of female employees	45%
We arrange external mentoring for female employees	36%
We actively encourage our female leaders to be external mentors for young women	45%
We have organised gender-specific internal networking groups for females	55%
We have organised gender-specific networking groups for our female graduates	45%

Notes: Organisations may have selected more than one option. Proportions are in percentages are rounded to the nearest whole number.

5. Enterprise development, supply chain, and marketing practices

5.1 Supplier diversity programmes

Three organisations (27%) currently operate a supplier diversity programme, where they support suppliers who have a diverse workforce. Two organisations (18%) are planning to implement such a programme within the next 12 months. The coverage of these programmes is outlined in Table 37.

Table 37. Supplier diversity programmes

Most recently we used this when we put our IT services out to tender, and rejected some tenders due to lack of keeping within the scope of our diversity policy even though they were less expensive than others.
We are in the middle of developing our Procurement strategy which was one of our senior leadership objectives in 2023. One of our key partnership priorities is to partner with organisations that have similar values and mission as [ours], which is to put people first and promote equity, equal opportunities, and diversity in [our] industry.
As a business, we don't have a separate supplier diversity policy in operation. However, when we go to market via an RFP (Request for Proposal) we ask a series of questions around ESG (Environment, Social and Governance) which as an example include questions like: - Provide the percentage gender split of your Board and Senior Management team.   - Confirm whether your organisation has an anti-discrimination policy in place covering gender, national origin, religion, race, and disability.   - Confirm your organisation has a policy in place ensuring you and your suppliers comply with relevant local/national laws and regulations in relation to human rights which include not engaging in child labour or forced labour in any form.   - Detail any positive impact or involvement your company has in your local community.
[During our uniform tender process, we] attempt to support locally owned business that are owned by Māori and/or women.

Ten organisations (91%) measure the percentage of suppliers that are women owned. These percentages are outlined in Table 38.

Table 38. Percentage of suppliers that are women-owned enterprises

Percentage range	Proportion of organisations (%)
We don't require our suppliers to report this level of detail	9%
<16%	0%
16%-25%	82%
>25%	9%

Notes: Proportions are in percentages are rounded to the nearest whole number.

5.2 Marketing

Portrayal of women in marketing

There are three organisations (27%) that have gender sensitive-guidelines for marketing or subscribe to a voluntary code on responsible and dignified gender portrayal in marketing. Two organisations (18%) plan to implement such guidelines within the next 12 months. These guidelines are provided in Table 39.

Table 39. Guidelines for marketing

As our core market are women, we design our advertising and collateral specifically to appeal and engage with women. We also apply consideration based on our special relationship with Women's Refuge, including accessibility of our services and security/privacy of data.
It is implied in how we naturally approach our marketing; we use our channels to celebrate women in their roles. Our new female Brand & Influence Lead is developing a social and communication strategy where gender sensitivity and ethnic portrayal will be considered. We have recently updated our company video where imagery and content are gender and ethnicity diverse, including narration from male and female staff with different accents to share the diversity that makes [our organisation] the place it is.
[We] work closely with an external agency to ensure current market research (with a gender and ethnicity lens) is taken to better understand drivers and barriers for joining the [our organisation] and marketing and communications campaigns are tailored to this. In addition [our public affairs team] also has guidelines around gender in their communications.

> The brand and marketing teams adhere to specific guidelines regarding the portrayal of customers and colleagues in our communications - this includes both internally and externally, and any communications go through stringent review before being approved for use.

Addressing gender-related barriers

Four organisations (36%) evaluate whether there are any gender-related barriers in accessing its products and services. These methods of evaluation are presented in Table 40.

Table 40. Evaluation of gender-related barriers to products/services

Method of evaluation	Proportion of organisations (%)
Customer research. e.g., focus groups	27%
Review of purchasing behaviours	18%
Review, analysis, and monitoring of customer complaints/feedback	36%

Notes: Organisations may have selected more than one option. Proportions are in percentages are rounded to the nearest whole number.

Two organisations (18%) detailed other methods of evaluating gender-related barriers to products and services. These are provided in

Table 41. Other means of evaluating gender-related barriers to products/services

> Discussions with our key partners; analysis of our matters/cases, internal audits; external audits.
>
> There are several ways in which a [staff member] can raise a concern regarding a product/service and then a formalised review can be conducted.
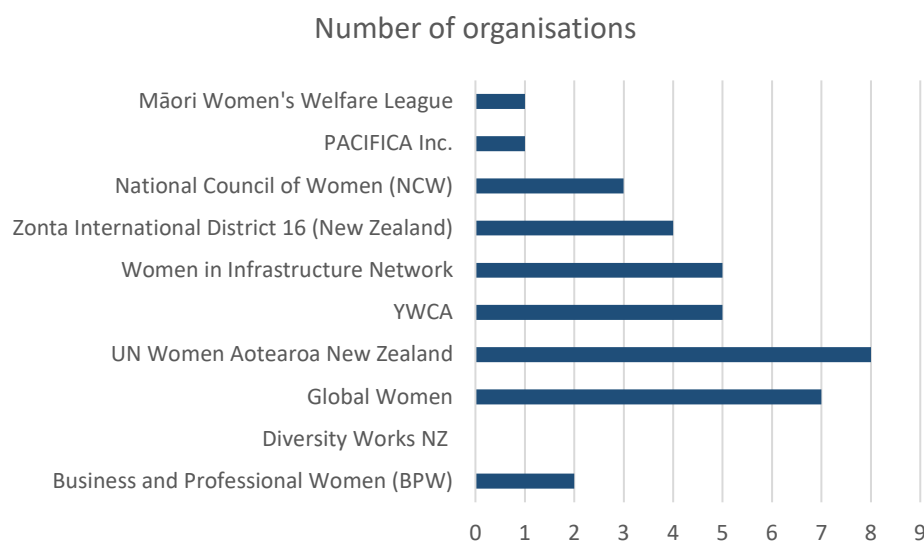
6. Community leadership and engagement

6.1 Community programmes and partnerships

Co-operation and collaboration

All eleven organisations (100%) collaborate or partner with women's organisations. These organisations are outlined in Figure 4.

Figure 4. Collaboration with women's business organisations

Number of organisations

Organisation	Number
Māori Women's Welfare League	1
PACIFICA Inc.	1
National Council of Women (NCW)	3
Zonta International District 16 (New Zealand)	4
Women in Infrastructure Network	5
YWCA	5
UN Women Aotearoa New Zealand	8
Global Women	7
Diversity Works NZ	0
Business and Professional Women (BPW)	2

Notes: Organisations may have selected more than one option.

Seven organisations (64%) listed other women's business organisations that they also partner or collaborate with:

- Dignity NZ
- National Collective of Independent Women's Refuges
- Shakti Ethnic Women's Support Network
- Canterbury Women's Legal Association
- NAWIC National Association of Women in Construction

- Government Women's Network
- Women in Business (Wellington)
- University of Auckland Women in Business Group (UAWB)
- Coralus
- Women of Colour Conference
- NZLS Gender Equality Charter

Community programmes

Gender is identified as one of the drivers used in defining the organisation's approach to community programmes in all eleven organisations (100%). Three organisations (27%) provided further information on how gender drives the organisation's approach, detailed in Table 42.

Table 42. Approach to community programmes

We do a lot of work supporting the refuge movement. This includes lending our expertise to reduce barriers to women needing [our industry-specific] services, accessing legal aid. We offer free training refuge staff to assist them in understanding the [need for our services].
Community Leave: all permanent employees may take one day per year of paid Community Leave for the purpose of participating in volunteering activities. Some of our community partners which we encourage people to volunteer at include: Youthline, Volunteering Auckland, Volunteering Canterbury and Look Good Feel Better (a cancer care charity). Dignity: we are a proud member of the social enterprise Dignity. Dignity's purpose is to make a difference in workplaces and communities throughout Aotearoa by providing period products. It does this by partnering with organisations such as [our organisation] to provide free period products to their staff. For every box of period products that we purchase, Dignity donates an equal amount to "Give Partners" made up of community groups, organisations, schools, women's centres, and youth support services. [We have a sports development programme]. [We offer] a campaign to help New Zealand wāhine grow their financial confidence and wellbeing. [We were] a founding member of the movement, supporting numerous events and spoke on external panels to raise awareness and engagement. [Our] employees were part of the working group and actively involved in campaign development.
[Our organisational] women's sporting teams engage in community work and our STEM related programmes (school to skies and school to seas). Many of our women also present at leadership forums or events.

Ten organisations (91%) provided information regarding their support of different community programmes which directly support women. Their responses are outlined in Table 43.

Table 43. Support of community programmes

Programme	Proportion of organisations (%)
External mentoring of young women (e.g. YWCA Future Leaders Programme, Auckland University Women's Mentoring Programme)	55%
Graduate/school-leaver programmes aimed at young women	55%
Charitable donations (time, product or monetary) to women's organisations	82%
Sponsorship and funding to women's initiatives	64%

Notes: Organisations may have selected more than one option. Proportions are in percentages are rounded to the nearest whole number.

Seven organisations (64%) use other methods to support community programmes that target Māori and/or Pasifika women, women from other ethnic minorities, and/or disabled women in particular. These methods are outlined in Table 44.

Table 44. Other methods of support of programmes that target Māori and/or Pasifika; other ethnic minorities; and/or disabled

Programme	Proportion of organisations (%)
External mentoring of young women (e.g. YWCA Future Leaders Programme, Auckland University Women's Mentoring Programme)	45%
Graduate/school-leaver programmes aimed at young women	55%
Charitable donations (time, product or monetary) to women's organisations	55%
Sponsorship and funding to women's initiatives	45%

Notes: Organisations may have selected more than one option. Proportions are in percentages are rounded to the nearest whole number.

One organisation (9%) also specified that they appoint a staff member to engage with refuges around the country, including Māori women's refuges.

7. Transparency, measuring and reporting

7.1 Espousing the UN WEPs

An organisation's support for the UN Women's Empowerment Principles is demonstrated by their internal communication to their employees and outward espousal of the UN WEPs principles. Table 45 outlines how ten organisations (91%) communicate their involvement to their employees. Other methods of internal espousal of the UN WEPs is presented in Table 46.

Table 45. Internal espousal of UN WEPs

Method	Proportion of organisations (%)
We communicate our involvement internally to our staff and update them regularly on activity in this area	64%
We are actively supporting UNWEPS by encouraging staff to volunteer time and services	18%

Notes: Organisations may have selected more than one option. Proportions are in percentages are rounded to the nearest whole number.

Table 46. Other internal espousal methods of UN WEPs

We have a dedicated Women's Empowerment Principles Committee made up of 8 volunteers in the team. They commit to a monthly meeting and take on individual action points to continually improve our support of the women's empowerment principles.
Whilst we don't explicitly call out the UN WEPs principles in internal communications, many of our DE&I actions and initiatives align closely to these principles, with examples previously outlined and below: • [Our 40:40:20 leadership structure] which is reflected by the number of women in senior leadership roles. • [Our] employee led gender equality network. • Creating and launching gender affirmation policy and guidelines • Creating and launching the Menopause Toolkit • Launching our unique women's leadership development programme • [Celebrity female ambassador] attending internal events such as tree planting, supporting Pink Shirt Day with her own story on navigating bullying, and sharing her personal tips on how to start thriving in 2023. • [Our sports development programme]

• Calculating gender pay gap and committing to an action plan as a result.	

This is included in our reporting, and we incorporate into resource and support material for gender equality or equity-based initiatives. The UN WEPs are embedded into our gender equality charter, included in International Women's Day campaign material and all Diversity and Inclusion gender presentations and briefs that are delivered. As the UN WEPs have formed the framework for the Wāhine Toa programme , initiatives under the work programme are aligned to its principals (for example provision of period products and work being commenced to conduct menopause research and development of menopause guidelines under Principle 3).

The outward espousal of the UN WEPs to ten of the organisations' (91%) external stakeholders is presented in Table 47.

Table 47. External espousal of UN WEPs

Method	Proportion of organisations (%)
We proudly include this information on our public website	64%
We communicate our involvement externally to our clients/customers/suppliers	36%
We actively support initiatives that relate to the principles of UN WEPS and other gender-based programmes	55%

Notes: Organisations may have selected more than one option. Proportions are in percentages are rounded to the nearest whole number.

7.2 Employment opportunity metrics

Eight organisations (73%) are currently reporting equal employment opportunity metrics. These are shown in Table 48

Table 48. Employment opportunity metrics

Metric	Proportion of organisations (%)
Workplace profile	27%
Gender pay gap	55%
Ethnic pay gap	27%
Motherhood penalty	0%

Notes: Organisations may have selected more than one option. Proportions are in percentages are rounded to the nearest whole number.

Three organisations (27%) commented further about the equal employment opportunity metrics they measure. These are outlined in Table 49.

Table 49. Employment opportunity metrics

Not necessarily based on gender but we report and are transparent that we pay equally by roles, pay at least living wage to our waged roles and that our pay rates are predominantly above industry standards. We also include information in our tender process as part of our main clients' social outcomes commitment - this includes data on Māori and Pasifika employees.
Time to promote, access to development opportunities, etc. (we produce more detailed annual reports) and deep dives into specific workforce areas (like particular streams or services or function groups/areas). Executive boards also look at some gender data including age, gender pay gap, attrition, and representation.
We detail our parental leave policies on Crayon - https://www.gocrayon.com/register We externally report on gender and ethnicity annually as part of Champions for Change

Eight organisations (73%) advised where their equal employment opportunity metrics are reported, with one organisation (9%) planning to report employment opportunity metrics in the future. The locations that employment opportunity metrics are reported by organisations are presented in Table 50.

Table 50. Employment opportunity metric reports

Location	Proportion of organisations (%)
Internally	64%
Annual Report	36%
Public Website	45%

Notes: Organisations may have selected more than one option. Proportions are in percentages are rounded to the nearest whole number.

Three organisations (27%) provided further comment about where they report their employment opportunity metrics. These are presented in Table 51.

Table 51. Other employment opportunity metric reports

In our recent company profile and company video we include information on the number of female staff, our ethnicity diversity, and areas like support [for staff in training].
Champions for Change, Mind the Gap & Crayon. [We also report this on our] website, & our annual impact report.
[Environmental, social and governance] annual reporting.

Four organisations (36%) consider the pandemic to have influenced their ability to implement the UN WEPs. These impacts are presented in Table 52.

Table 52. Pandemic impacts on implementing UN WEPs

Coordinating meetings/events.
To some degree, the ability to provide in-person opportunities for connection has been limited. It has stunted the momentum of some initiatives, but we are now seeing a healthy return to that momentum and are looking forward to doing some more great work in this space.
Yes, like most organisations the pandemic saw us pivot our business priorities which meant planned programmes of work and initiatives in some cases needed to be paused to allow bandwidth in the business. We see more of those programmes and initiatives coming back online now, along with a significant focus on wellbeing initiatives.
Coupled with the impact of the pandemic, [our organisation] is also experiencing a heightened period of attrition which is impacting resourcing across the organisation. This has placed immense pressure on key areas like analytics, policy etc. Work is underway this 23/24 FY period to reinvigorate gender equality networks and secure funding to assist with key streams of work (e.g., gender pay gap).