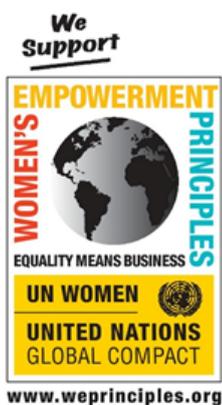


2019 NEW ZEALAND WEPS SURVEY REPORT

CONDUCTED BY NZWRI ON
BEHALF OF NZ WEPS

SEPTEMBER 2019





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INTRODUCTION

1 Introduction to Survey Participants and Methodology

The New Zealand Work Research Institute (NZWRI) is pleased to publish the results of the NZ Women's Empowerment Principles Survey 2019.

The aim of this survey is to uncover policies and practices within New Zealand's largest 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

1.1 Participating Organisations

The following **22** organisations provided information in relation to their diversity policies:

• AIA NZ	• MoreMedia Enterprises
• Bell Gully	• Otago Chamber of Commerce
• BP Oil New Zealand Limited	• Polson Higgs
• Buddle Findlay	• Rotorua Lakes Council
• Coca-Cola Amatil New Zealand	• Russell McVeagh
• Duncan Cotterill	• Waikato District Council
• Greater Wellington City Council	• Waikato Regional Council
• Hamilton City Council	• Westpac New Zealand Limited
• HealthAlliance NZ	• Woodward Chrisp
• Kiwibank	• WSP Opus
• KPMG	• Z Energy

1.2 Survey Methodology

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.



**NEW ZEALAND
WORK RESEARCH INSTITUTE**



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Principle 1. Leadership Promotes Gender Equality

2 Strategy

2.1 Public Commitment and Statement of Support

A public commitment and statement of support was given towards gender equality in **18 (81.82%)** organisations by the CEO and/or the Board of Directors. **12 (54.55%)** organisations have a specific diversity strategy in place to address women’s empowerment, and **five (22.73%)** organisations are planning to implement a strategy within the next 12 months. The details of these strategies are presented in *Table 1*.

<i>Table 1 – Strategies to Address Women’s Empowerment</i>
Our current Inclusion & Diversity Strategy includes targets and measurements for % of women in leadership roles and initiatives to achieve these targets. We are in the process of refreshing our strategy and this specifically has a focus pillar of gender equality and women in leadership and further initiatives to support meeting and exceeding our gender targets. We also encourage and support the start-up and participation of Lean In Circles for our women.
We have targets for % of women in leadership roles and report quarterly to our executive team on our gender breakdown across each job level, as well as gender data in relation to our recruitment process. We measure and report on our pay gap annually. We have a respect policy, consistency meetings for promotions and performance rating. We are currently running an 8-month sponsorship programme for fourteen senior female leaders who are partnered with fourteen senior male partners. Both the sponsors and sponsees attend specific skills development workshops, with the greatest opportunity for growth being in the sponsoring relationship whereby the sponsors advocate for their sponsees and gain insight and understanding of the female career journey. Therefore helping to embed a more inclusive leadership mind-set and practice. As part of Champions for Change [we] measure and submit both gender and ethnicity metrics annually which are aggregated and publicly reported.
A Women’s group was established to build a strong culture together. Diversity is one of our collective strengths and the Women’s group is the start of a conversation about gender diversity and what it means for us in terms of fostering a culture that embraces, develops and recognises our female employees. The group consists of 3 working groups: Women in Technology, Women in Health and Women in Leadership. Each group has developed an initiative roadmap to deliver on the group goals. The group was established in March 2018 and as the group determines ‘the how’ to effectively create change for us, we would benefit from a structured framework to enable structured and targeted change. In addition, we can benefit from a network that will share learning not only in the area of diversity but also across the board in policy, framework and implementation. The initiative to become a signatory to WEPs has been endorsed by the group’s steering committee. We have now completed the first draft of our Diversity & Inclusion policy/strategy. The next step is to present this up to the Executive Leadership team... for ratification and support.
Within our wider diversity programme our current strategic focus is to achieve ongoing gender diversity at senior management and partnership level. Our policy sets out the principles and practices specifically established to foster the careers of women into senior leadership roles and through to partnership. A key objective of this policy is to support the transition of a greater number of women into partnership... [and more].
<p>We demonstrate that D&I matters by:</p> <ul style="list-style-type: none"> • Ensuring that Diversity and Inclusion is a fundamental consideration for all policies and practices throughout our firm. • Continually validating that all of our people policies, processes and practices are inclusive and consistently executed by all of our leaders. • Developing multi-year plans where completed actions demonstrate tangible progress, for which we measure performance and transparently report our results. • Developing leaders who are confident and capable with inclusion, supported through training in unconscious bias and cultural intelligence.



- Recruiting people based on merit from a diverse pool of talented candidates that represents the diversity of our stakeholders and markets, and where a pipeline does not exist, we take action to support the creation of one.
- Securing relevant accreditations and inviting 'outside in' thinking, which provides us access to best-practice and gives people, inside or outside the company, confidence that we do what we say when it comes to diversity and inclusion.
- The way we show up for customers, stakeholders, shareholders and business partners is inclusive and demonstrates our understanding of what matters to them.
- Visibly celebrating and sharing learning about what it is to be a contemporary New Zealander.

We have a Leadership Alliance for Women.

We focus on development with our Graduate & Cadet Programme. We attract and retain the best female talent and provide development opportunities to allow women to achieve their full potential. [We] create a constructive, supportive and flexible environment for women to succeed. [We also] appoint capable, visible female leaders across all levels of the organisation.

We have a robust Diversity & Inclusion Strategy which sits in line with our proposition to reflect the community we serve and strive to help New Zealanders live healthier, longer, better lives. Our strategy was very purposeful in its initial intent to focus first on Women in Leadership. At that point we had one female Executive and zero female board members. Initiatives were developed to build a more inclusive environment for women, particularly those on maternity leave. These included; flexible work options, parental leave options and benefits, baby hub (staying connected while on leave), development pathways, recruitment practices, job description reviews, unconscious bias workshops, female sponsorship and leadership of our DI strategy. Our sole female Executive was creator, champion and sponsor of the Diversity & Inclusion strategy. This focus included a goal of 50% women in manager and above level roles. We achieved 50% in senior leadership positions in 2016 and has maintained between 40% and 60% women in these roles since. Since that point we continue to refine the strategy and its focus areas. While diversity in leadership remains a feature of the strategy, it is now anchored by the pillars 'You Can Be You' and 'Inclusive Culture'; recognising that the value of individuals, their diverse backgrounds and experiences and how this benefits our organisation, customers and community. The Organisational Development team assess the Diversity & Inclusion strategy and focus areas annually and women's empowerment is consistently one of these.

As an organisation we have prioritised gender equality as an organisational objective. We believe equality is a foundation for greater inclusion. Our diversity and inclusion policy stipulates gender equality is one of the key areas we are focussing on as a priority until December 2020.

- Mandating all shortlists have a 40/40/20 gender balance.
- Implement gender mainstreaming across all people process, with the intent to widen this to processes and practice outside of people related functions.
- Supporting flexible working opportunities for all employees.
- Analysing our talent pipelines to address gaps.
- Actively addressing issues of pay inequality.

In 2018, we refreshed our I&D vision or te pai tawhiti (great aspiration), "To be one of the world's leading companies in inclusion" and our purpose is to have "a culture of inclusion". We believe that this will allow diversity to flourish and grow and embed into our DNA inclusion as business as usual. Working with people from across the business, our Diversity and Inclusion team has developed a model that will allow us to create a culture of inclusion that supports a mind-set change as we accept and seek diversity of thought, action and experience as part of all that we do. The next steps for inclusion will be achieved through a focus on, and growth across, three spaces:

1. He Whanau - Our People, Our Customers, and Our Community - Inspire a culture of inclusion through care.
2. He Tangata - Our People - Develop our initiatives into projects led by our EAGs and delivered through all of people.
3. He Manaaki - Show Respect, Generosity, and Care for Others - Deliver projects into our business to embed them as business as usual.

Our strategy for the coming year is to ensure those that we care for, care about, and provide care to, know that we have a culture that includes everyone and celebrates what makes us all unique. We first developed a formal inclusion and diversity (I&D) programme in 2010 following the roll out of an inaugural diversity survey, which highlighted priority areas and informed the direction for moving forwards in the I&D space. In 2013, a strategic framework and governance model for I&D was launched. This model included the development of an I&D Steering Group and Council to drive accountability at several leadership tiers and to link our I&D strategy back to key business objectives.

The Equal EAG works specifically to promote, support and encourage equal opportunities for all genders throughout the organisation. Our EQUAL co-chairs have stated that “We would like to inspire women at [our organisation] in particular and assist them in achieving their goals in the workplace, whatever they might be. We wish to promote and develop a culture where [our organisation] is driven to support broad diversity across our organisation and in our wider communities.” EQUAL’s goal for 2019/20 is “To be the Best in Market (Corporates in NZ) for gender inclusiveness.”

Our Diversity & Inclusion specifically identifies gender equality as one of our core pillars to focus on. This calls out our focus - “Strive for gender equity and balanced representation, in leadership, in opportunity and in remuneration/reward.” We have identified and implemented 7 key initiatives:

1. Gender equity review and develop a clear plan based on insights (including KPIs).
2. Continued Pay Equity Commitment - publicise and address any major gaps at REM review.
3. UN White Camelia and YWCA Equal Pay Awards.
4. Review our parental leave policy and determine where we want to be versus the market.
5. Lean In considered a key development platform for female talent (men as allies).
6. Maintain the Gender Tick.
7. Domestic Violence Policy/Leave and Support Program (training completed).

- Providing training, mentoring and leadership training relevant to women's empowerment.
- Sponsorship funding, speaking at or hosting events that showcase the firm's commitment to gender equality and women's empowerment such as Pink Ribbon Women in Law Breakfast in Canterbury and speaking at WEP's breakfast panel in June.
- Formal 'flexible working policy' to provide a toolkit on career flexibility, addressing flexible work options, leave and re-entry opportunities.
- Provision of external coaching specific to women returning to work following parental leave.
- Adopter of the NZLS Gender Equity Charter and a signatory to the UN WEP (which outlines the commitment we have to monitor and report on gender diversity statistics and performance).
- An active diversity and inclusion national committee (that reports to the Board). Gender equality is one of the focusses for this committee.
- Active local diversity and inclusion subcommittees which are made up of staff members. These committees discuss many D&I issues with gender equality being one of them – we have a parental leave policy which is currently being consulted upon by the committees – part of this consultation process included discussions with wider staff around parent related issues at work. The Board will receive a report and recommendations on these items.
- A formal parental leave policy that provides for six weeks or three months payment at full salary for eligible primary caregivers.
- Those on parental leave receive a salary review in line with all other staff and no discounting is given to years' experience (at senior level).

We approved a key performance indicator for the organisation to address gender equity and have a diversity and inclusion strategy that also supports gender equity among other things.

2.2 Non-Gender Diversity Policies

15 (68.18%) organisations have activities in place that are not included in their gender diversity policy but contribute towards women’s empowerment, and **three (13.64%)** organisations are planning to introduce similar activities within the next 12 months. **12** organisations provided further detail regarding these activities and this information is presented in *Table 2*.

The responsibility for managing women’s empowerment initiatives is placed with specific roles in **13 (59.09%)** organisations.

Table 2 – Activities Outside of Gender Diversity Policies Contributing to Women’s Empowerment
We have an extensive number of Health & Safely related policies and a wellbeing platform to support physical and mental wellbeing for all our people... [and more].
We support flexible working.
In addition to our policy, we established our women programme in 2009 to encourage the development, success and retention of women at all levels within our organisation. The women programme includes two key initiatives which aim to provide inspiration, a forum for discussion, and to foster internal and external networking among women staff and partners, and women clients: (1) The Women Leaders' Series – events aimed at our women staff and our women clients featuring inspiring women leaders from business, law, sports, and other sectors; (2) The Lunchbox Series – internal lunch-time events held in each office for women to meet, discuss, and learn about selected topics in an informal and friendly environment. We are starting a Women in Leadership Lunch and Learn sessions and have re-instigated our D&I forum (following changes in roles we lost momentum in early 2019).
A high percentage of our workforce are women and understanding their needs as individuals and as mothers requires support that varies from others.
In 2018-2019 a number of women’s empowerment events and initiatives were implemented outside of the Diversity & Inclusion strategy. Our Executives (particularly our six female Executives) and senior leaders are proactive and ongoing champions and are active speakers at external events such as Women in Leadership, Women in Insurance, and Financial Services Conferences. We also have a mentoring program and our female Executives are active coaching and mentoring others. We have continued to host ‘Women in Leadership’ conferences to draw together women from across our industry. This network tackles issues such as reducing barriers to success, addressing what limits women’s empowerment and how to set the industry up for women’s success.
We have an external D&I consultant to coach our partners at Talent Mapping sessions and use a pay gap analysis while reviewing salaries.
We have mandated that all people invited to speak on panels must ensure there is a gender balance and a diverse panel. We include unconscious bias information in all recruitment processes and are encouraging all hiring managers to apply the ‘gender decoder’ to all job ads and position descriptions. We have a recognised lead role in one of our senior males who champions gender equality.
We (along with a partner) run an annual women’s awards; returning for its seventh year this year to recognise Kiwi women who make a difference, from a global level to their own backyards. This year’s programme features a new Speaker Series, with five events held across the country. Our Flexible Working Arrangements supports employees’ with their flexibility needs, with the aim of making us a leading employer in the use of flexible and innovative work options. Although this initiative supports all staff, its work in normalising flexible options has been shown to empower female staff specifically in managing work/life demands, increase the likelihood of returning to work after parental leave, and encouraged conversations on different methods of working to ensure success both at work and at home.
Our female development programme has been developed to support women’s empowerment. Although not specifically developed for our D&I strategy, it supports the achievement of this. Our programme is aimed at empowering and unlocking the potential of our women across the business. It's a personal development initiative intending to build confidence, develop self-awareness, provide tools to support ongoing self-development, create powerful networks and remove any barriers our females may face, enabling them to be their best in both their personal and professional lives. The initiative was developed to address several

opportunities to support achievement of our business strategy, which puts people at the centre of everything we do:

- As a male dominated industry and business (70% males and 30% women), we wanted to ensure we developed and retained our female talent as well as attract new ones.
- Address any perceptions that we weren't a 'female friendly workplace' and balance our gender representation across the business.
- Support the delivery of our D&I strategy of which gender equality is a key pillar.

This program is unique, it provides a holistic approach to female development and is not just a leadership program. It was designed to focus on the growth and development of our women at all levels of the business across diverse roles, departments, ages and life stages and on topics wider than just leadership. In late 2018 and 2019 we have developed another 2 cohorts of approximately 40 women in total. We also actively live our business values and use these to ensure we are supporting our female employees. These Values are:

- Stand Together – make it easy to work together / value individual differences / support and respect others.
- Keep It Real – act with integrity / walk the talk / take ownership.
- Take The Lead – go the extra mile / find ways to do things better.

We have reviewed our leave policies to support better work and life management and wellbeing. We are also reviewing our flexible work policy.

- The Board of Management
- Diversity and Inclusion Committee
- The human resources team

3 Leadership and Governance

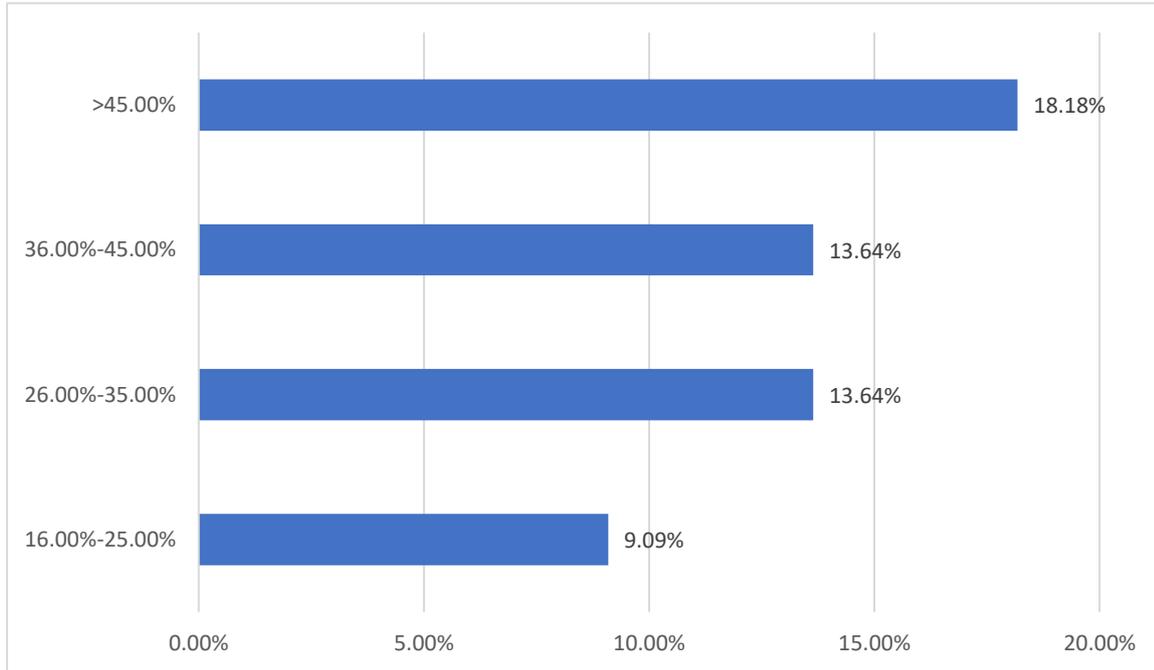
3.1 Women in Leadership

Four (18.18%) and **six (27.27%)** organisations have at least **50.00%** representation on the Board of Directors and Senior Executive team, respectively. Female representation by percentage of members is presented in *Table 3*.

<i>Table 3 – Female Representation: Percentage of Members</i>				
Career Level	Lower Quartile (%)	Median (%)	Upper Quartile (%)	Average (%)
Board of Directors	21.00	34.50	43.00	32.45
Senior Executive Team	28.00	39.00	57.00	43.59

12 (54.55%) organisations have specific quantitative targets related to women's empowerment, and **one (4.55%)** organisation is planning to have targets within the next 12 months. The quantitative targets related to women's empowerment within these organisations are illustrated in *Chart 1*.

Chart 1 – Quantitative Targets for Women’s Empowerment



3.2 Female Recruitment Policy

Participating organisations were asked to provide details on 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 **7 (31.82%)** organisations.

3.3 Communication of Support

Support and commitment to the recruitment of women into leadership positions is openly communicated in **17 (77.27%)** organisations, and **one (4.55%)** organisation plans to do the same within the next 12 months. Specific programmes to increase the number of women in leadership positions are outlined in *Table 4*.

<i>Table 4 – Female Recruitment Programmes</i>	
Programmes	% of Organisations
Conduct unconscious bias training	54.55
Include females on interview panel for every Senior Executive/Board of Director interview/appointment	36.36
Review gender profiles of end-to-end recruitment and selection process to identify any 'blockages' to recruiting women into roles	36.36
Set a target/goal (quota) to achieve over time	36.36
Conduct specific advertising or search focused on women for these roles	9.09
Set a mandate of 50/50 candidate shortlist to ensure balanced recruitment between men and women	18.18
Remove names from recruitment material to avoid unconscious bias	0.00

Note: Organisations may have selected more than one response.

‘Other’ responses made by **nine (32.14%)** organisations are presented in *Table 5*.

<i>Table 5 – Female Recruitment Programmes: Other Responses</i>
We have a programme specifically aimed at supporting future female leaders who are paired with a senior male sponsor who is a partner within the firm. This is a development opportunity for both the women as well as for the male sponsors who gain insight to better understand the perspective of a senior female in the workforce.
As a small business, our key focus is to be fair to our team.
Women Steering Committee and Working Groups.
In our policy, we state whenever possible at least one senior woman participates in recruitment and selection decisions for new hires. Our lateral recruitment practices for legal and business support roles encourages an equal number of qualified male and female candidates. Lateral appointments are made on merit, but with regard to our target of appointing men and women in balanced numbers wherever possible at all levels within the firm.
We conduct talent mapping.
All leaders are going through a leadership programme and in every cohort, we actively seek to have a gender balanced group. The intent of the programme is for leaders to better understand their people, recognise and remove bias that may prevent equal promotion, lift the calibre of leadership capability, and cement inclusive leadership practices.
We advertise roles on Flexcareers – although a gender-neutral issue, flexibility is more commonly a concern for women and is increasingly sought out by women when looking for roles. We also use gender decoder software to ensure that all our job advertisements are gender neutral in their descriptions to prevent inadvertently appealing to one gender over the other.
Senior Leadership Team does quarterly reviews to assess talent (9 box grid/succession planning). This is an opportunity to ensure that high performing talent have a mentor etc. All identified high performing females have a local senior leader mentor. We also try to accelerate the development of operational experience for women wanting to pursue a generalist career.
Women are actively encouraged to participate in leadership opportunities. Our graduate recruitment interview panels are generally a 50/50 mix of male and female. Our female partner ratios have improved – as at 1 July 2019, the overall proportion of female partners was 27% up from 26% on 1 July 2018 and 18% on 1 January 2016.

3.4 Impact of Female Recruitment Programmes

As a result of their female recruitment programmes, **two (15.38%)** organisations are seeing an increased number of women being interviewed for leadership roles, and **5 (38.46%)** organisations are seeing an increased number of women being selected for leadership roles. **One (7.69%)** organisation is seeing no difference. **4 (30.77%)** organisations provided further detail regarding the effect of these programmes and this information is presented in *Table 6*.

<i>Table 6 – Impact of Female Recruitment Programmes</i>
Our talent review processes have a strong focus on gender, with development initiatives and conversations occurring off the back of these. We ensure that our talent pool is balanced and there is equitable representation of women in talent identification and succession planning. It is encouraged that when shortlisting for senior positions, the shortlist is made up of 50/50 female/male candidates. To counter potential bias, we encourage there to be at least one woman on all recruitment panels. Reducing bias and enabling women’s success throughout the recruitment and talent management cycle is always front-of-mind. Our goal is to ensure that all employees have equal access to promotion, rewards and benefits, and training and development. We deliver two training courses; Management Essentials-Decision Making, and Unconscious Bias which seek to address this for managers. These courses are designed to train managers to recognise and manage biases when identifying talent, succession planning, recruiting and making other talent decisions. We are currently planning on rolling out Unconscious Bias as a mandatory learning requirement for all people leaders. We also have an Emerging Leadership Programme which has high female



representation. This program is a lead initiative to support our future talent and succession. As we are undertaking a major integration between our organisation and a new business partner, our focus on development has increased significantly, particularly 'on-the-job' (i.e. 70% experiential learning opportunities). This has been a strong driver of development of our leaders and people. Through this we have also sought out female talent to lead strategic integration projects and initiatives. We have had these programmes in place for a number of years and have achieved great results in the recruitment of female employees, evidenced by the gender split from people leaders, right up to Executive and Board positions.

We are observing an increase of women shortlisted in typically male dominated areas of the business. We've had a pronounced increase in the number of hiring managers asking for support to make their recruitment processes more inclusive. Hiring managers are increasingly becoming self-aware of their bias and challenging that of others.

We have also increased the percentage of women being selected for roles. Our overall gender representation has increased by 5 % over the past year. We feel this is a great indication that the actions and steps we have taken to attract and recruit female employees is shifting things in the right direction.

The majority of our staff below partner level is female. Our percentage of female partners continues to improve. Our graduate recruitment applicants for 2019 were 65% female.

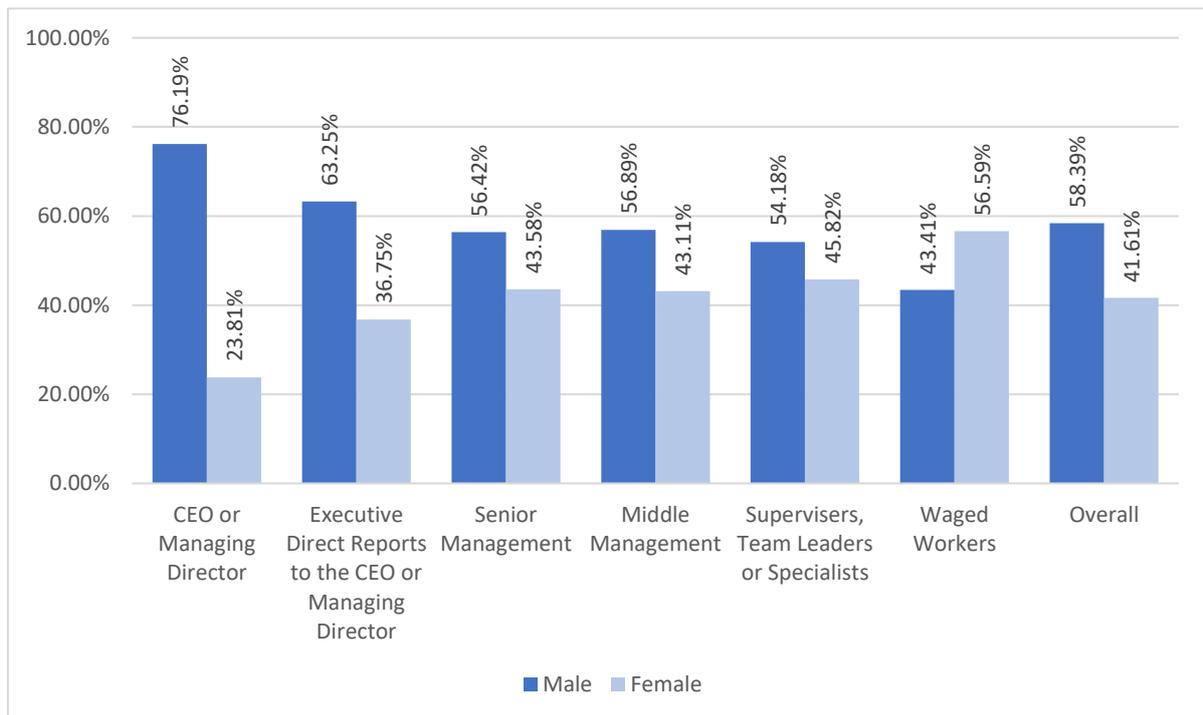
Principle 2. Equal Opportunity, Inclusion and Non-Discrimination

4 Equal Opportunity and Family Requirements

4.1 Gender Representation

The mean female representation in the overall workforce is **41.61%**. As presented in *Chart 2*, the mean female representation is lower than the mean male representation at every level except for waged workers.

Chart 2 – Gender Representation by Career Level



4.2 Family Requirements – Enhanced Parental Leave

Enhanced parental leave provisions over and above statutory legislation are provided in **16 (72.73%)** organisations. Specific enhanced parental leave provisions are outlined in *Table 7*.

<i>Table 7 – Enhanced Parental Leave Provisions</i>	
Provisions	% of Organisations
Offer an additional payment (over and above statutory paid parental leave) to mothers/the primary caregivers	59.09
Offer additional leave to fathers/the supplementary caregiver	50.00
Offer additional leave (over and above statutory paid parental leave) to mothers/the primary caregivers	36.36
Offer a one-off payment to fathers/the supplementary caregiver	13.64

Note: Organisations may have selected more than one response.

'Other' responses made by **12 (54.55%)** organisations are presented in *Table 8*.

<i>Table 8 – Enhanced Parental Leave Provisions: Other Responses</i>
<p>We pay the difference between the Government contribution and the primary caregiver's base salary for the first 22 weeks of parental leave. We also provide the equivalent of ten (10) days of paid parental leave to partners, at 100% of their total remuneration, which can be taken up to 21 days prior to the expected date. This leave doesn't have to be taken at once either, they can use the leave over different days and work shorter weeks. For eligible employees that have been the primary caregiver, we offer a one-off payment of four (4) weeks base salary when they return to work and complete three (3) months service. This payment is made at the rate and weekly hours applying their last pay before commencing leave.</p>
<p>We currently offer a family policy which provides primary carers with 18 weeks additional paid parental leave by our organisation, transition coaching with an external provider, and allows the primary carer to accrue annual leave at full value while on parental leave and use this to transition back into work on reduced working days. We also have an 'Aunt' or 'Uncle' contact who communicates with them regularly while they are away and helps with the transition back into work. Secondary carers are also given 1 week of paid leave at full pay, then the opportunity to take an additional four weeks at the current paid parental leave value. This is intended to recognise that, in order for there to be greater gender equality, we need to see both men and women playing an equal role as caregivers. By supporting our secondary caregivers, who are typically men, we are helping to slowly facilitate this change in perception.</p>
<p>Lump sum payment (equivalent to 6 weeks salary) available to primary caregivers returning to work. Payment received after completing 6 months service.</p>
<p>We have a comprehensive policy and our current offering includes:</p> <ul style="list-style-type: none"> • Salary top-up to supplement the governments paid parental leave payments; • Paid paternity leave for non-primary caregivers; • Coaching for new parents to help their transition back to work; • A parents' network; • Revised treatment of annual leave following a primary caregiver's return to work, to support them to take leave in their first year back; • Sick leave available from start date rather than after six months service; and • A policy to provide reimbursement for emergency childcare when regular childcare is not available and the staff member is required in the office. <p>Our salary top-up is based on length of service and split into two parts to encourage staff to return to work after their parental leave.</p> <ul style="list-style-type: none"> • Weeks topped up while on parental leave: <ul style="list-style-type: none"> ○ One year continuous service 2 weeks ○ Two years continuous service 6 weeks ○ Three years or more continuous service, and Senior Associates regardless of length of service 10 weeks • Weeks topped up after return to work: <ul style="list-style-type: none"> ○ One year continuous service 2 weeks ○ Two years continuous service 4 weeks ○ Three years or more continuous service, and Senior Associates regardless of length of service 8 weeks
<ul style="list-style-type: none"> • Top up of government funded leave to full salary for 22 weeks. • Provision of two weeks Partner Leave. • Flexible return to work arrangements. • Annual leave has full value on return.
<p>We recognise the annual leave accrued at full value and we'll also be mandating that employees returning from parental leave are included in the salary review (this was already in place but not widely circulated)... We have also had approval to implement one-week paid leave for secondary carers as well as three days paid whanau leave.</p>

<ul style="list-style-type: none"> • Paid Parental Leave and Top-Up Payment: This has recently been increased from 12 weeks to 22 weeks to align with the Government increase, and we will now top up the Government entitlement to 100% of an employee's fortnightly gross salary (which was previously topped up to 66%) for those 22 weeks. • Extended Parental Leave: Employees can take up to 52 weeks leave from work to care for a new child and return to their position at the end of this leave. • Family Leave: Employees can take three days paid Family Leave and an additional seven days unpaid leave on the birth of a child to an organisation's employee, or to their spouse/partner, or in the adoption of a child under the age of six. • Return to Work Payment: We provide a return to work bonus of up to \$2,000 for staff returning from parental leave, after returning to their previous position for a period of six months. We also continue superannuation payments, the accrual of annual leave and sick leave, for staff whilst they are on parental leave.
<p>We offer a top up to 100% of accrued annual leave whilst on parental leave. We also offer a care package for 4 weeks (nappies, cleaning or prepared meals).</p>
<ul style="list-style-type: none"> • We provide 2 weeks paid leave to the father/supplementary caregiver. • We provide 6 weeks paid leave to the mother/primary caregiver. • Annual leave is accrued at full earnings during maternity/primary caregiver leave. • Employees on parental leave are also eligible for REM review, annual incentives, and GROW Happiness – which rewards all staff if the organisation ends the year on or above an agreed EBIT target. The pay-out may take the form of goods, vouchers or product credit. The purpose of the Grow Happiness programme is to recognise everyone's role in achieving our strategic priorities
<p>Top up of government funded leave to full salary for 22 weeks. Provision of two weeks Partner Leave Flexible return to work arrangements. Annual leave has full value on return.</p>
<p>Full payment for employees for 18 weeks for primary parent and 2 weeks full pay for the other parent. We have just announced that for the other parent we are moving to 4 weeks full pay. We support with car park benefits for the expectant mother in her third trimester.</p>
<p>We pay leave accrued at ordinary pay rate.</p>
<p>We provide six weeks' or three months' payment to eligible staff who assume the role of primary caregiver. We provide one week of paid leave of the two weeks leave available to be taken by the secondary caregiver.</p>

4.3 Policies to Support Women Returning from Parental Leave

Policies to support women returning from parental leave are implemented in **21 (95.45%)** organisations. These policies are outlined in *Table 9*.

Policies	% of Organisations
Support flexible working options for those returning from parental leave	86.64
Make regular contact with employees on parental leave	86.64
Operate a staggered return to work policy post parental leave	50.00
Allow employees to keep their 'tool of trade' phone and/or laptops while on parental leave so they can keep in touch	59.09
Offer mentoring programmes to help employees adjust their work-life balance and transition back into the workforce	27.27

Note: Organisations may have selected more than one response.

‘Other’ responses made by 5 (22.73%) organisations are presented in *Table 10*.

Table 10 – Support for Women Returning from Parental Leave: Other Responses	
As a small business we offer flexibility to all staff around school holidays etc.	
We have a parental leave online toolkit providing information and resources, a return to work bonus for the primary caregiver, and five days additional sick leave for primary caregivers for the first 12 months of their return to work. We also allow our team members to bring their child to work, or work from home. This was evident during the recent teacher strikes and was highly appreciated by our employees.	
While we actively promote flexible options for women returning from parental leave, we acknowledge this varies depending on the area of the business. Our intention is to create a more consistent approach across the organisation.	
<ul style="list-style-type: none"> • Quarterly ‘Keeping in Touch’ initiative: a quarterly phone conference between the Head of HR and Corporate Affairs and employees on parental leave to update them on what’s happening in the business. This is also an opportunity for employees to ask any questions and discuss with others what is going on. This initiative has had great uptake and positive feedback from those on parental leave wanting to stay in the loop with what’s happening and we have plans to improve this further with the ways we are sharing information with our people to ensure they feel connected to their teams while on leave (if they want to, of course there is the option to opt out of this initiative for those who just want a complete break over their leave period!) • Graduated Return to Work: Employees returning from extended parental leave may elect to return on reduced or part time hours for the first two months, which can include a period working from home. 	
We provide external support and coaching to those returning to work from parental leave. Employees also retain all benefits (including carparks) whilst away on parental leave.	

4.4 Policies to Support Inclusive and Family-Friendly Workplaces

Policies to support inclusive and family-friendly workplaces are implemented in 17 (77.27%) organisations. These policies are outlined in *Table 11*.

Table 11 – Support for Inclusive and Family-Friendly Workplaces	
Policies	% of Organisations
Hold family-oriented events	54.55
Support informal or social groups aimed at parents	22.73
Offer discounts/subsidies for childcare fees	9.09
Operate a school holiday programme	9.09
Have an on-site childcare centre	4.55

Note: Organisations may have selected more than one response.

‘Other’ responses made by 9 (40.90%) organisations are presented in *Table 12*.

Table 12 – Support for Inclusive and Family-Friendly Workplaces: Other Responses	
We cover the cost of childcare if staff are required to work outside of their usual working hours.	
Social Club - family focused events.	
Our Executive Sponsor for Families at Work encourages equal sharing of family responsibilities amongst men and women and champions family friendly work practices. In the past 12 months we have implemented a new staff benefit called ‘recharge days’. We recognise that our corporate environment is fast paced and at times demanding. This benefit provides every employee with four recharge days per annum, in addition to annual and sick leave. This leave cannot be accumulated with the intent being that it gives our team members a short break at a semi-regular cadence, to recharge and do something that is meaningful to them. Many of our team members use of these days to spend time with their families. We also offer workshops for parents through our community partner, Youthline. These include Bullying and Cyberbullying for Parents and Youth Suicide Awareness.	

School holiday programme subsidy: provided to enable employees' 5 – 13-year-old children to attend a supervised school holiday programme of their choice while they continue to work. If an employee prefers to arrange 'non-programme' care at their home or elsewhere, we will also contribute towards this. We also encourage a variety of flexible working options, including working from home, flexi-time, part-time, job-sharing arrangements and the option to purchase additional leave, supporting employees to more effectively manage work around life/family demands. This commitment to flexible working has been reenergised in two ways:

1. Our 'Leave Loudly' campaign launched in August 2018 with a challenge to all employees from the Executive Team to get comfortable and own their decisions to leave the office during normal work hours to attend to life/family/personal appointments.
2. Off the back of the success of the Leave Loudly campaign, a survey we commissioned shed light on employee attitudes to flexible working, released in April this year. Results of the survey revealed that most people are still not comfortable in owning their decision to leave the office during work hours so there is still a lot of room for improvement in how businesses support flexible working arrangements.

We have held events such as:

- Bring your child to work day;
- Breast feeding seminars and purpose-built room for breast feeding and expressing; and
- Parents on Parental Leave sessions to help them feel connected to the business.

We supported parents bringing in kids for the schools strikes.

Our Flex policy is designed to support caregivers who need to work from home during school holidays.

An external provider gives coaching and support to mothers/parents throughout their journey and return to work. When scheduling firm activities, updates or professional development activities, a conscious effort is made to mix up the days these fall on to cater for those working part time or flexibly.

Time off for children-related activities during the working day.

5 Pay Equity

5.1 Gender Pay Gap

The comparison of current average pay rates between male and female employees in **16 (72.73%)** organisations shows that male employees are paid **13.11%** more than their female counterparts on average. The comparison of current median pay rates between male and female employees in **15 (68.18%)** organisations shows that male employees are paid **15.94%** more than their female counterparts at the median level.

<i>Table 13 – Overall Gender Pay Gap: Males/Females</i>				
Males/Females	Lower Quartile (%)	Median (%)	Upper Quartile (%)	Average (%)
Average Pay Gap	6.95	13.90	21.85	13.11
Median Pay Gap	3.90	15.70	26.50	15.94

The highest reported average gender pay gap in an organisation is **25.10%**. The highest reported median gender pay gap in an organisation is **40.00%**.

5.2 Pay Equity Profiling Analysis

17 (77.27%) organisations have a gender pay equity profile of their organisations to identify any gender pay issues, and **2 (9.09%)** organisations are planning to create a profile within the next 12 months. The types of pay equity profiling methods used are outlined in *Table 14*.

<i>Table 14 – Pay Equity Profiling Analysis</i>	
Analysis	% of Organisations
Comparison of percentage increases for males and females with the same performance rating/grade	76.47
Analysis of pay progression performance outcomes and the link to pay progression for males and females	52.94
Comparison of starting pay rates for males and females doing the same job	47.06
Comparison of male and female payroll data throughout the work cycle	29.41
Analysis of the speed of pay progression for males and females in the same role	23.53

Note: Organisations may have selected more than one response.

‘Other’ responses made by **8 (47.06%)** organisations are presented in *Table 15*.

<i>Table 15 – Pay Equity Profiling Analysis: Other Responses</i>
We complete an annual gender pay audit.
We complete an annual detailed analysis of our gender pay gap and pay equality and address inequalities.
Our philosophy of fair compensation encompasses our commitment to remunerate equally for work of equal value. To support this, our annual salary review process includes analysing remuneration by gender to ensure remuneration decisions reflect our philosophy.
[I]n the last twelve... we’ve been working on two sets of systems, including two different payroll and HRIS systems. This has unfortunately made data analysis, specifically pay equity, difficult. As of September, all employees will be moved onto a single system, at which point we aim to complete analysis for the integrated organisation, including a gender pay equity profile which will be reported to the Board... We believe that, particularly in the Auckland region, pay at or above the Living Wage is essential to us and our people. Any employee below the living wage (which is an exception) has been corrected immediately after identification.
Analysis has been completed across the organisation by role level and specialisation, and also at an individual position level for high population roles. The overall findings were reported to our Board. These related to differences in the level of experience or specialisation required in roles – i.e. higher paid employees had a greater depth of experience or were in more specialised roles which are paid more than others in the same salary band. Our analysis by role identified a small number of roles requiring further investigation or redress. We plan to incorporate gender pay analysis into our enterprise performance dashboard. We also plan to undertake more detailed regression-based analysis to allow for variables such as performance and time in role to be included.
The majority of our bulk roles are collective covered, which means that these have predefined salary brackets and are the same for everyone in those roles.
Aggregate average pay equity gap is -0.6% which is a 0.3% improvement on 2018. Aggregate average gender pay gap is -3.4% which is a 1.7% decrease from 2018. Both of these aggregates are positively skewed in favour of females. This is influenced by our overall workforce being 35% female and 65% male, and a disproportionate amount of those females being in mores senior positions and having higher salaries. We only have 21% of females in our waged-worker level whilst we have greater than 40% in each of our top three levels. This results in a positive skew to females on an aggregate level.
Analyse pay gap and pay equity data.

The outcomes of pay equity profiling analysis are adopted in **17 (100%)** of the organisations which had completed some pay equity profiling analysis. The outcomes of their analysis are illustrated in *Table 16*.

<i>Table 16 – Adopted Outcomes of Pay Equity Profiling Analysis</i>	
Outcomes	% of Organisations
Gender differences are explained, and anomalies are identified	70.59
Gender issues or emerging trends have been investigated	58.82
Action plans are created and/or carried out to resolve pay equity disparities	58.82
Findings are incorporated into people-strategies including recruitment, talent management and remuneration	41.12

Note: Organisations may have selected more than one response.

‘Other’ responses made by **four (23.53%)** organisations are presented in *Table 17*.

<i>Table 17 - Adopted Outcomes of Pay Equity Profiling Analysis: Other Responses</i>
We discuss pay with employees and update rates regularly.
We measured the pay gap by referencing “position in range”, calculated as salary divided by the midpoint of the salary range for the role. The current gap based on average “position in range” is 1.5%. We measured the pay gap by referencing “position in range”, calculated as salary divided by the midpoint of the salary range for the role. The current gap based on median “position in range” is 3.9%.
Pay Profile Analysis is included in our remuneration governance framework. Our Remuneration Oversight Committee receives reporting on gender equity and will only sign off on a remuneration review if they are confident that budgets have been distributed fairly and equitably. Further, we continuously adjust policies as required – for example, changes were made to ensure employees on parental leave automatically receive salary increases to ensure their remuneration does not fall behind their colleagues.
The Remuneration Committee runs the annual remuneration process and assess, amongst other things, pay equity. The Board has final sign off on all staff remuneration.

5.3 Demonstrating the Support for Pay Equity Policy and Practices

20 (90.91%) organisations use a combination of methods to demonstrate that they are ‘taking action’ to support their pay equity policy and practices. The number of organisations that apply each method to demonstrate ‘taking action’ are outlined in *Table 18*.

<i>Table 18 – Demonstrating Support for Pay Equity</i>	
Method	% of Organisations
Employees have equitable access to promotion and training and development opportunities	90.91
Flexible working arrangements are incorporated in our people-related policies	95.45
Employees have equitable access to rewards and benefits	90.91
Policies ensure roles are fully and fairly evaluated or sized including how they are formally documented	54.55
Unconscious bias training in place for employees conducting recruitment and selection or training and development	50.00
Policies and practices clearly support the promotion, awareness and practice of pay equity	50.00

Note: Organisations may have selected more than one response.

'Other' responses made by **3 (13.64%)** organisations are presented in *Table 19*.

<i>Table 19 – Demonstrating Support for Pay Equity: Other Responses</i>
Training on unconscious bias training in plan for Sept/Oct 2019.
We have implemented recruitment practice that addresses unconscious bias – such as recruitment guides, alerts in templates, and publicised business rules around addressing bias. We have yet to deliver unconscious bias training, however, it is our plan to do so within the next 12-18 months.
We made the decision to stop asking job candidates what they're paid during the interview process after finding that this perpetuated the gender pay gap if men were already being paid more than women for doing the same job.

5.4 Pay Equity on People-Agenda

19 (86.36%) organisations provided responses as to what extent pay equity is on the organisation's people-agenda. Their responses are outlined in *Table 20*.

<i>Table 20 – Pay Equity on the Organisation's People-Agenda</i>	
Extent	% of Organisations
Planning to develop regular reporting on pay equity to lift the profile in our organisation	47.37
Reporting results to the Executive and/or Board of Directors is taking place on a regular basis	63.16
A plan has been developed to progress pay equity as a priority	26.32
Regular progress reporting undertaken to monitor results and maintain momentum	52.63
A strategic plan has been developed and linked to the organisations people-strategies to progress pay equity as a key priority	10.53

Note: Organisations may have selected more than one response.

'Other' responses made by **two (10.53%)** organisations are presented in *Table 21*.

<i>Table 21 – Demonstrating Support for Pay Equity: Other Responses</i>
Pay equity is a strong driver for us. However, as we have been completing integration currently our employee data is spread across two pay and HR systems. We plan to reset our analysis once we have integrated systems. Our new 'one' system is set to be launched in September this year and will include increased capability for analysis. For the first time we have hired a Head of Remuneration and Benefits and a Remuneration Analyst, whose responsibilities include remuneration insights and recommendations.
Pay equity is reviewed annually as part of our annual remuneration process and reported to the Remuneration and Diversity Committees and the Board.

5.5 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 **9 (40.91%)** organisations and, as a result, these organisations have either changed their policy or plan to do so within the next 12 months. **Four (18.18%)** organisations are planning to distribute an employee survey within the next 12 months. **8 (36.36%)** organisations provided further detail regarding the effect of these programmes and this information is presented in *Table 22*.

<i>Table 22 – Impacts of Employee Survey</i>
Our annual people survey covers equity and inclusion questions and we review responses across different demographics, including gender. Any significant findings are incorporated into strategic or policy changes or new policies are added.
Very likely to run a survey like this once the D&I policy is approved and in place.
We run monthly Pulse surveys of the organisation and have been looking at trends across gender responses which has led to tweaks in organisational polices as part of larger reviews.
Our recent employee engagement survey indicated that we are highly regarded in the area of Diversity and Inclusion.
In the past, a number of Diversity & Inclusion specific questions were included in the annual engagement survey. We have adopted the Group Office employee engagement survey process which does not include these questions. However, we're currently exploring other survey options to reintroduce questions which identify areas for improvement and measure success in Diversity & Inclusion, including women's empowerment and gender equality.
We're implementing a new employee experience tool in the coming months and will be running a campaign to gather benchmarking data on inclusion, bullying, harassment, and discrimination.
Our employee engagement survey includes topics such as employees' views on flexible working (including information on the number and gender split of employees who work flexibly and the form in which that flexibility takes e.g. working from home, flexitime, or compressed work week), feeling valued at work, feelings of satisfaction with career opportunities and their feelings on whether diversity of thought is encouraged both within their teams and by their managers. The survey also collects valuable self-report demographic data such as the cultural makeup of the organisation and LGBTQ+ representation.
Our annual engagement survey tracks key Diversity & Inclusion metrics and in 2018 we achieved a score of 94% on this dimension. When we cut the results by gender it is pleasing to see there is no statistically significant difference in scores.

Principle 3. Health, Safety and Freedom from Violence

6 Health and Safety Policies

6.1 Gender-Based Violence and Harassment

A policy of zero tolerance towards gender-based violence and harassment is in place in **20 (90.09%)** organisations. **7 (35.00%)** organisations provided further detail regarding their zero tolerance policies and this information is presented in *Table 23*.

Table 23 – Zero Tolerance Gender-Based Violence and Harassment Policies
We have our respect policy which incorporates the issues of bullying and harassment. We have a team of trained respect support people that are available to offer confidential support if required. We also provide EAP services to all our people.
Our firm has a zero tolerance to this behaviour. We have two policies: (1) Anti-bullying policy and (2) Anti-harassment policy to support this question. Anti-bullying policy (and complaint procedure): Bullying can affect people both physically and mentally, can disrupt workplaces, and negatively impact on performance. This policy explains what bullying in the workplace may look like, and what you can do if you think you are subjected to such behaviour or accused of it. Application of the policy: This policy applies to the behaviour of everyone that works at [our organisation] when they are: <ul style="list-style-type: none"> • in the workplace, • performing work activities off site (e.g. at a client’s premises), • attending work related functions and conferences, • travelling for work, • engaging in activity where there is a relevant connection to the workplace, or which has a significant impact on the workplace (e.g. behaviour after a work function). What constitutes bullying? Workplace bullying is [defined as] repeated and unreasonable behaviour directed towards a person that can be physical, verbal or relational/social and creates a risk to a person’s health and safety. Repeated behaviour is persistent (occurs more than once) and can involve a range of actions over time. Unreasonable behaviour means actions that a reasonable person in the same circumstances would see as unreasonable. Bullying may include humiliation, intimidation or threatening behaviour, discrimination, violence, or retaliation. Examples of workplace bullying are included in the WorkSafe table at the end of this policy. Bullying is not difference of opinions, justified feedback, managing under-performance, one-off or occasional rudeness, or a direct communication style. Discrimination is treating someone unfavourably on the grounds of their age, race or colour, ethnicity or national origin, gender (including pregnancy and childbirth), sexual orientation, disability, religious or ethical belief, marital or family status.
We have a Code of Conduct and a zero-tolerance harassment, discrimination and bullying policy. We take breaches of these extremely seriously and extend this to partners who interact with us, taking a low tolerance to aggressive or bullying behaviour from customers or partners.
We have several specific policies relating to harassment, sexual harassment, and bullying, being unacceptable and not tolerated, however we don’t specifically use the words ‘zero tolerance.’ We have recently introduced an external whistle-blower line to encourage people to come forward.
[The organisation] is committed to providing its employees with a safe and inclusive work environment. As a result, [we] will not tolerate any form of sexual, racial or any other type of harassment in the workplace. The following policies were developed with a focus on enabling both employees and people leaders to easily identify bullying or harassing behaviour and what steps an employee, and [the organisation], can take to address the issue: <ul style="list-style-type: none"> • Anti-discrimination and Equal Opportunities Policy; • Harassment Policy, Workplace Bullying Policy; and • The [Organisation] Code of Conduct - all available for employees to access on our intranet. [The organisation] has a ‘Respect – Anti-bullying and Harassment’ interactive webinar session run by our own internal facilitators, and a ‘Bullying in the Workplace’ self-paced module that all employees are

encouraged to complete. [The organisation’s] employees’ required learning also includes a ‘Doing the Right Thing’ module series that explores our values (One Team, Integrity, Courage, Achievement, and Service) by looking at everyday behaviours and determining the right course of action in difficult situations – this series must be completed annually by every employee.
We have had these policies in place and, as part of our Gender Tick accreditation, these were refreshed and updated.
We have a harassment, sexual harassment and bullying policy in place. A domestic violence policy has been created and it is currently being reviewed.

16 (72.73%) organisations have policies in place for the workplace protection and support of domestic violence victims, and **three (13.64%)** organisations plan to follow suit within the next 12 months. **6 (37.50%)** of these organisations provided further detail regarding their workplace protection and support policies and this information is presented in *Table 24*.

Table 24 – Workplace Protection and Support Policies

Workplace Protection and Support Policies
Our Domestic Violence Policy was introduced last year ahead of the legislative changes, and provides support over and above the legislative requirements to victims of domestic abuse (typically women). We also extended the 10 days of leave to people who are supporting victims of domestic violence as well as offering a number of other support services e.g. providing security to employees, changing their work location etc.
The firm has a very detailed Domestic Violence Free Policy, this is set out [in part] below... Our Domestic Violence Free “DVFREE” Policy is intended to contribute to the safety and wellbeing of the firm’s staff and partners through: <ul style="list-style-type: none"> • supporting those affected by domestic violence to stay in paid employment; • providing domestic violence leave; • allowing flexibility of working arrangement; and • providing protection for staff affected by domestic violence. We have zero tolerance for those who perpetrate domestic violence and will hold to account any staff member who uses the workplace, firm time or resources for this purpose. This may include taking disciplinary action up to and including summary dismissal. Our commitment to the prevention and reduction of domestic violence is a reflection of the values that drive our work in the community and our relationship with Shine.
In July 2018, we introduced domestic violence and support provisions. These include leave options, workplace adjustments, support and, most importantly, confidentiality. We also provide additional paid leave for people supporting others affected by domestic violence. Unfortunately, but not unexpectedly, the leave and support provided by this policy has been utilised on various occasions, with the majority of beneficiaries being women. We are proud of this policy and our women for coming forward to seek help and support during this difficult and stressful time. The policy extends to all staff (including fixed term contractors) and their immediate family. Managers supporting employees affected by domestic violence are also provided with support as this can be a stressful experience for them.
As a socially responsible employer, [the organisation] is committed to addressing domestic violence awareness for the welfare of our employees. [The organisation] seeks to create a supportive workplace environment where employees feel safe and, in particular, where they feel safe discussing domestic violence and seeking assistance. [The organisation] also seeks to ensure that all employees know what to do if they see or know domestic violence is happening to someone in the workplace or is being perpetrated by someone in the workplace. [The organisation’s] domestic violence policy outlines the support we can offer to anyone affected by domestic violence. This includes access to free EAP support, and the information for contacting local support agencies such as Shine, along with the following:

<ul style="list-style-type: none"> • Contact People/ “First Responders”: people within [the organisation] who have been specifically trained to assist and support employees experiencing domestic violence. [The organisation] currently has 20 employees trained by Shine who are listed on our intranet Domestic Violence Free page. • Domestic violence leave: [the organisation] provides up to 10 days paid special leave each year to support employees who are affected by domestic violence, with the option of additional leave to be approved by [the organisation’s] General Manager of HR. Employees are eligible to request such leave from the start of their employment. DV Leave applies where an employee, or a child who lives with the employee, is experiencing/has experienced domestic violence; and applies regardless of how long ago the violence occurred, even if it was before the person became [an] employee. • Development and implementation of an individualised “Safety Plan”: in conjunction with HR and [the organisation’s] security team, this can include security escorts for the employee to and from work, providing photos of the abuser to [the organisation’s] security team, screening of visitors, phone calls or emails to prevent contact being made by the abuser, and temporary or permanent relocation [and more].
<p>We have a domestic violence policy and a trained support group of ‘champions’ who can be contacted for a private and confidential discussion. We worked closely with Women’s Refuge to train our HR team and the ‘champions’ and also supported White Ribbon day. We also worked closely to support Shine’s Light It Orange campaign.</p>
<p>A domestic violence policy has been created and it is currently being reviewed.</p>

6.2 Ensuring Safety of Employees Travelling After Hours

8 (36.36%) organisations have initiatives in place to ensure the security of all workers travelling after hours. Some of the common actions/initiatives in place are outlined in *Table 25*.

Actions/Initiatives	% of Organisations
Specific safety policies and processes apply after hours (for example, securing the workplace and security guards)	100.00
Female workers can elect to be escorted to their vehicle by security personnel after business hours	50.00
Workers are provided with taxi chits when working late shifts	50.00

Note: Organisations may have selected more than one response.

‘Other’ responses made by **10 (45.45%)** organisations are presented in *Table 26*.

All workers can elect to be escorted to vehicles by security, not just female.
Nothing official, however people are encouraged to take taxi home if working late at night and we have brought in professional security services when we have deemed there to be a threat to our employees’ safety.
During the [organisation’s] health and safety induction, staff are encouraged to tell a friend or colleague if they will be working late. We also encourage them to park inside or close to the building or somewhere that is well-lit at night. They are also provided with the building centre manager’s phone number during induction in the event they need to be contacted.

We have a strong Health & Safety culture where we expect leaders to safeguard their team members' wellbeing, including to and from the workplace. We actively communicate to our teams about risk and safety considerations and have a robust Health & Safety policy, focus and framework with a risk assessment process included. We encourage leaders to provide taxi chits when people work late, and people to walk each other to their cars at night if they feel unsafe. We also have Matrix security who monitor the area outside the Auckland main office at night, including the work carparks. Our Domestic Violence and Support Policy sets out provisions to ensure the welfare of employees when there is a direct threat to their safety, either inside work or to and from the office. Through our Healthscreen service we provide medical evaluation services to customers at remote locations, customer worksites and homes. The nurses who complete these evaluations are provided with safety training and emergency alert devices. For other high-risk roles, such as Claims Managers that spend a significant amount of time outside of the office, we use a Mobile Lone Worker monitoring and alert service and a Stay Safe app.

[Our initiatives are] specific to our frontline employees.

[The organisation's] Risk Management team play a critical role in identifying, monitoring and managing a range of risks across the breadth of our diverse business. They support the business by ensuring no matter how or where our people operate, there are appropriate controls and frameworks in place to protect our people and our customers. [The organisation's] Security Management has a 'Branch and Premises' Security pillar which includes retail risk assessments, branch design, security solutions engineering, specialist training, and a retail branch security policy. For [the organisation], much of the focus is branch-based when it comes to security to and from work. Given the nature of [our industry,] staff are well trained in this area to ensure their safety when coming and going from their place of work.

- At risk employees [use a] phone-based security app called 'SECOM Safe' which is a fully monitored app that contains a duress function, a tracking function, meeting function (can save a location for one hour), and a journey function (alert if don't close out the journey). [The organisation] has at least 20 employees using this app daily. [Some] managers use this app daily given the mobile nature of their role, it is a security measure to ensure [the organisation's] Security know they are safe and in the right place.
- Security works with HR to make alternative location arrangements for employees if needed e.g. work from another location or transfer of branches if there are risks to their safety.
- In specific cases, vehicle tracking devices have been used so Security knows where that vehicle is at any given time – one currently active in the business.
- Security is also able to provide risk assessments on employees' homes, install and monitor alarms in the home, and manage patrols to homes if needed.
- Security plans for at-risk employees come back to individual assessments of risk – the majority of employees on a security plan currently are female.
- Security also offers support to family members of employees if needed.
- In the head office, employees working late have options for parking on site after 6pm. Security have a relationship with the building landlord and other businesses in [the area] who have a 24/7 security presence. They have all worked to improve lighting in public areas around the business and communicate with staff to leave through specific, safe exits to improve best practice.

We have a checklist before going to a client site, particularly being aware of risk around car parking, how long to walk to the car etc. Taxi's provided to all staff after work functions.

We have a fenced and secure car park at [one of our sites]. Employees can also request to be escorted to their car by our onsite security.

If our employees are working late, they have the use of underground secure parking, however this is not written in a policy. Our employees based in retail sites have the use of onsite well-lit parking to provide a safe journey to their vehicle.

- There is a policy in place regarding entertainment/drinking on site that sets out expectations and safety precautions.
- Taxi chits are provided to staff going home after work events where drinking is involved.
- Uber for Business is available to all staff, so they have a choice as to taxi or uber.
- A formal host responsibility policy and roster has been implemented.
- A series of national staff fora were held across April and May of 2018, the first topic was on safety and wellbeing.
- The ability to lock-off our floors from public access.

6.3 Wellness and Empowerment Strategies

A wellness strategy is operating in **14 (63.64%)** organisations, and **four (18.18%)** organisations are planning to implement a strategy within the next 12 months. **Six (27.27%)** organisations provide health awareness campaigns targeted towards women, such as breast cancer, cervical cancer and nutrition. **Three (13.64%)** organisations provided further detail regarding their wellness strategies specific to women and this information is presented in *Table 27*.

Table 27 – Wellness Strategies Specific to Women: Other Responses
We've made wellness and mental health a key focus of our employee, customer and community strategies. Additionally, we have launched ... a strategic initiative focused on the wellbeing of our team members and customers. [The initiative] is a world leading science-based program that supports our people to be well, live well and stay well. It rewards behaviours such as completing health checks, physical activity and good sleep habits. For women in particular, [the initiative] awards benefits for completing cervical screening and mammograms with a doctor. Benefits rewarded include Air New Zealand AirPoints, vouchers (HOYTS, iTunes, Harvey Norman and New World) and donations to charity (Mental Health Foundation and Heart Foundation). While [the initiative] will launch to customers in August 2019, we provided employees with early, free access to the product in May 2019, along with a Fitbit. This benefit was extended to all full and part-time employees, as well as all contractors employed by the organisation for a total of six months or more. As of July 2019, over 85% of our employees have enrolled in [the initiative]. We recognise the value a 'well' organisation brings to our performance and ability to support our customers, employees and community.
Free annual health checks for all staff - not specifically for women.
Not gender specific: we provide services such as mole mapping and flu jab to both men and women. We provide free Health Insurance to all Corporate employees; we also do breast cancer awareness lunches to help support and promote the cause. We work with our Chief Medical Officer to ensure both women and men in the workplace are cared for.

17 (77.27%) organisations have programmes in place which, although not specifically targeted towards women, assist in the empowerment of women. These programmes could include budgeting, parenting courses or a mental illness policy. **14 (63.64%)** organisations provided further detail regarding their programmes and this information is presented in *Table 28*.

Table 28 – Programmes Assisting in the Empowerment of Women
We have a sick leave conversion to a wellness day scheme to recognise the value and importance of supporting and enabling our people to be well. We offer training courses on resilience, bullying and harassment, mindfulness, stress and coping strategies and time management.
Our wellbeing platform and policy provides access to many programmes for our all our people, including physical and mental wellbeing. We run self-defence courses for our women. We celebrate International Women's Day each year.
A mental health and wellbeing policy.

Resilience workshops; finance wellness; mental health.
Financial Wellbeing and budgeting programme; Mental Wellbeing.
All employees have access to Workplace Support.
<ul style="list-style-type: none"> • Umbrella wellbeing seminars and workshops (topics in the past have included: resilience, positive framing, work-life balance). • Offer EAP and Umbrella psychology sessions or if staff have a preferred psychologist the firm will cover the cost to an agreed number of sessions. • Health and Safety policy. • Parents network – information sessions, events etc. • Emergency childcare assistance.
We have financial assistance programmes provided through our relationships with preferred banking partners (ANZ/BNZ), access to Wellbeing hubs, EAP, gym discounts etc.
<p>Through our partnership with Youthline, we have offered workshops for parents, including Bullying and Cyberbullying for Parents, and are planning to hold a Youth Suicide Awareness session in the coming months. We also provide budgeting workshops through our EAP program.</p> <p>To continue to drive our mental health vision, in February 2019 a Mental Health Working Group was set up and employees were given the option of volunteering for the group. One of the streams of work is centred on looking after our employee’s mental health and psychological safety. Currently this group is looking into surveying our people’s mental health and reviewing offerings in accordance with the results. While the organisation has been completing a large-scale integration with significant organisational change, we recognise the stress that this can put on individuals and their wellbeing. To address this, we have introduced resilience and change workshops and online learning resources. In early 2019, we also offered “Managing Mental Health”, a full-day workshop facilitated by Umbrella’s Clinical Psychologists which all people leaders were encouraged to attend. We’re currently working with Umbrella to provide people leaders with a toolkit for helping their team members manage their wellbeing, mental health and potential mental illness for people of all genders. This will be launched in the coming months. In addition, we are looking to offer shorter mental health workshops for all employees in the next 12 months. The “Vitality” program provides employees with access to other services such as smoking cessation workshops and programs, discounted medical checks, dietician appointments and mole maps. It also encourages and rewards increased exercise, healthy sleeping habits, and regular medical checks. Over the past year, we’ve also provided free nutrition workshops and one on one consultations with a dietitian, yoga classes, sleep advice, medical checks, mole mapping, flu vaccinations, [and more].</p>
<p>[The organisation] is undertaking a number of initiatives within the Maori and Iwi space this year, for example:</p> <ul style="list-style-type: none"> • ‘Managing Your Money’ for Marae (April – May): ... [the organisation] ran MYM sessions on marae to normalise money management in everyday conversations. • Marlborough Feast Event (22nd May): [the organisation] sponsored the “aunties” of Omaka marae to participate in this event to showcase their offerings to attract corporate and local customers. This is part of our progressive procurement work of supporting Māori and Pacifica communities and business. <p>[The organisation’s] Wellbeing Toolkit launched in 2018, in alignment with our Wellbeing Policy, with the vision “To provide an environment to enrich the wellbeing of our people for the whole of their lives”. It spans five wellbeing factors of family & community, finances, health, values and work. Sitting under these pillars are the following initiatives:</p> <ul style="list-style-type: none"> • ‘Managing Your Money’ workshops: These are run within communities across New Zealand and cover the basics of budgeting and financial planning; run by staff members who have volunteered to learn how to be facilitators. As well as providing budgeting advice to staff and communities, these courses allow employees to learn new skills in facilitation outside of their normal roles. • For more personalised help, all employees have access to the team of personal bankers specifically for our staff that can assist with budgeting and financial planning.



<ul style="list-style-type: none"> • App and portal: [the organisation's] new EAP provider - an always-on, always accessible resource that lets employees take charge of their own health and wellbeing by accessing great resources, support and self-assistance options. • We Care Fund: The Fund is our way of gathering around and providing real help to our family during the tough times by providing financial assistance to employees and their dependents. [and more...].
<p>We have a range of programmes that will assist in empowering females, such as free and subsidised mole map checks, flu vaccinations, Money Matters Month, retirement education/life stage planning, Mental Health Awareness Week activities, diabetes awareness and driving and holiday safety support.</p>
<p>3-day Resilience Workshop; Free EAP Support which covers a wide range of topics.</p>
<ul style="list-style-type: none"> • BNZ presented to the [organisation] on financial wellbeing in 2019 and one-on-one sessions were offered to all staff following. • Three providers have been engaged to provide assistance to all staff for counselling purposes. Staff may select which of those options they believe are best suited to their requirements. A minimum of three sessions are available to all staff. • Resilience and mindfulness training is offered to all staff. • EQ and Unconscious bias training is provided to all staff. • Step in, Speak Out sessions booked and offered to all staff for late 2019. • Mike King spoke to the business on mental health in late 2018. • Harassment and bullying prevention training offered to all staff in 2019.
<p>Employee assistance programme.</p>

Principle 4. Education and Training

7 Development Programmes

7.1 Formal Development Programmes

21 (95.45%) organisations have formal education or training/professional development programmes in place, and **8 (36.36%)** organisations monitor the uptake of training and development programmes by gender.

7.2 Scheduling Training Programmes

19 (86.36%) organisations indicated that they take employees' family commitments into account when scheduling training and education programmes. The steps that they take are outlined in *Table 29*.

Consideration	% of Organisations
Consider the location of training when scheduling employees onto training programmes to avoid the impact on family commitments	45.45
Provide specific guidelines on scheduling times for training and development (for example, can only run in standard work hours)	54.54
Provide subsidies or payments for caregivers if staff are required to attend training after normal business hours/weekends	9.09

Note: Organisations may have selected more than one response.

'Other' responses made by **four (18.18%)** organisations are presented in *Table 30*.

Where possible, we provide a variety of times and days for training to meet a variety of needs. Much of our training is self-directed and can be done at times suitable for an individual.
We run our leadership programme with the intention to avoid school holidays and, where possible, allow flexibility around start and finish times to suit personal and parental requirements.
We keep these things in mind in-house but not for external training.
Professional development opportunities are mixed and varied in terms of dates and times to ensure broad staff attendance. Where possible, we also record seminars and make these available on our intranet in order to provide staff with the ability to watch the recordings at a convenient time.

8 Career Clinics and Mentoring

14 (63.64%) organisations operate formal talent identification and management programmes within their organisation, and **two (9.09%)** organisations are planning to within the next 12 months. The activities included in these programmes are outlined in *Table 31*.

Table 31 – Formal Talent Identification and Management Programmes	
Activities	% of Organisations
Arrange internal mentoring of female employees	45.45
Run organised gender-specific internal networking groups for females	36.36
Actively encourage our female leaders to be external mentors for young women	27.27
Arrange external mentoring for female employees	36.36
Run organised gender-specific networking groups for our female graduates	9.09

Note: Organisations may have selected more than one response.

‘Other’ responses made by **four (18.18%)** organisations are presented in *Table 32*.

Table 32 – Formal Talent Identification and Management Programmes: Other Responses
We encourage our women staff to train in areas that empower them.
Winsborough Leadership Programme – Talent and Management Programme.
[The organisation’s] formal talent identification process involves: <ul style="list-style-type: none"> • Reviewing the performance of all leadership staff using our performance tool, “Motivate”, which sets and records regular ongoing conversations around the individual’s goals and development. • A formal assessment of potential, using the Korn Ferry Assessment of Leadership Potential. • [We conduct] “360” assessments at the start and 18 months following each of our formal leadership development programmes. • The Leadership Team for each business unit will review their senior leaders and place them on a Talent Grid, which takes 3 characteristics into consideration: <ol style="list-style-type: none"> 1. Ability – combination of agility, behaviours, values and future focused skills and behaviours (IQ & EQ). 2. Aspiration – desire for more senior, complex roles with increased accountabilities, challenges and rewards. 3. Engagement – commitment to [the organisation’s] purpose and culture. <p>This talent identification process means we can tailor the type of support we offer each staff member and helps us decide where we should be offering training and development or coaching support. Specifically, for our female employees, we offer a variety of female-only development opportunities to those considered as having high leadership potential. All of these involve networking opportunities, and some form of leadership development training. Examples of these are the Global Women Activate Series and Breakthrough Leaders programme. We also use our internal Women of Influence awards as a way to identify and recognise influential female employees and gender champions.</p>
We have several channels to identify opportunities and arrange internal and external mentoring for our female employees. We also arrange internal and external coaching for our female employees. We arrange for attendance at external conferences, speaking opportunities and seminars for our female employees.

9 (40.91%) organisations evaluate the impact of their formal talent identification and management programmes, and **two (9.09%)** organisations are planning to within the next 12 months.

Principle 5. Enterprise Development, Supply Chain and Marketing Practices

9 Supplier Diversity Programmes

Two (9.09%) organisations currently operate a supplier diversity programme, and **three (13.64%)** organisations are planning to implement a programme within the next 12 months. The coverage of these programmes is outlined in *Table 33*.

<i>Table 33 – Supplier Diversity Programmes</i>	
We select suppliers that have a reputation for diversity, fairness and humanity.	
[We have] a Sustainable Supplier Code which requires our suppliers to comply with minimum standards regarding ethical business, human rights, health and safety, environment, and people and community. [Our] current supplier diversity categories and definitions are as follows:	
<ul style="list-style-type: none"> • Self-declared Māori or Pacifica – at least 51% owned, managed and controlled by individuals of Māori or Pacifica descent. • Businesses owned by women – at least 51% owned, managed and controlled by one or more women. • Social enterprises – with a key purpose to provide a social, environmental or local economic benefit and to reinvest the majority of profit into furthering their social mission. • Disability confident enterprises – generally not-for-profit organisations providing employment opportunities to people with disability. • SME. • LGBT+ [our organisation] also publicly promotes and encourages supplier diversity... [and more]. 	
A survey conducted by [our organisation's] Commercial Services team in September 2018 on supplier diversity found that, of those suppliers who responded, 9% identified only as a "business owned by women". Note, there were 183 supplier responses to this survey (855 surveys were distributed), and 83 of these identified with multiple categories. Under this survey, for a business to identify as "women-owned", it had to be at least 51% owned by one or more women.	

One (4.55%) organisation is currently measuring the percentage of suppliers that are women-owned enterprises. **21 (95.45%)** organisations do not currently measure this, nor require their suppliers to report this level of detail.

10 Marketing

10.1 Portrayal of Women in Marketing

Currently, there are **nine (40.91%)** organisations that have gender-sensitive guidelines for marketing or subscribe to a voluntary code on responsible and dignified gender portrayal in marketing.

10.2 Addressing Gender-Related Barriers

Three (13.64%) organisations evaluate whether there are any gender-related barriers in accessing its products and services, and **one (4.55%)** organisation plans to conduct evaluations within the next 12 months. The methods of evaluation are illustrated in *Table 34*.

<i>Table 34 – Methods for Evaluating Gender-Related Barriers in Accessing Products and Services</i>	
Methods	% of Organisations
Conduct customer research (for example, focus groups)	13.64
Review, analyse, and monitor customer complaints/feedback	13.64
Review purchasing behaviours	13.64

Note: Organisations may have selected more than one response.

Principle 6. Community Leadership and Engagement

11 Community Programmes and Partnerships

11.1 Community Programmes

Gender is identified as one of the drivers used in defining the company's approach to community programmes in **three (13.63%)** organisations. **17 (77.27%)** organisations provided information regarding their support of different community programmes which directly support women. Their responses are outlined in *Table 35*.

<i>Table 35 – Community Programmes Directly Supporting Women</i>	
Community Programmes	% of Organisations
Charitable donations (for example, time, products or monetary) to women's organisations	50.00
Sponsorship and funding to women's initiatives	36.36
External mentoring of young women	27.27
Graduate/school leaver programmes aimed at young women	22.73

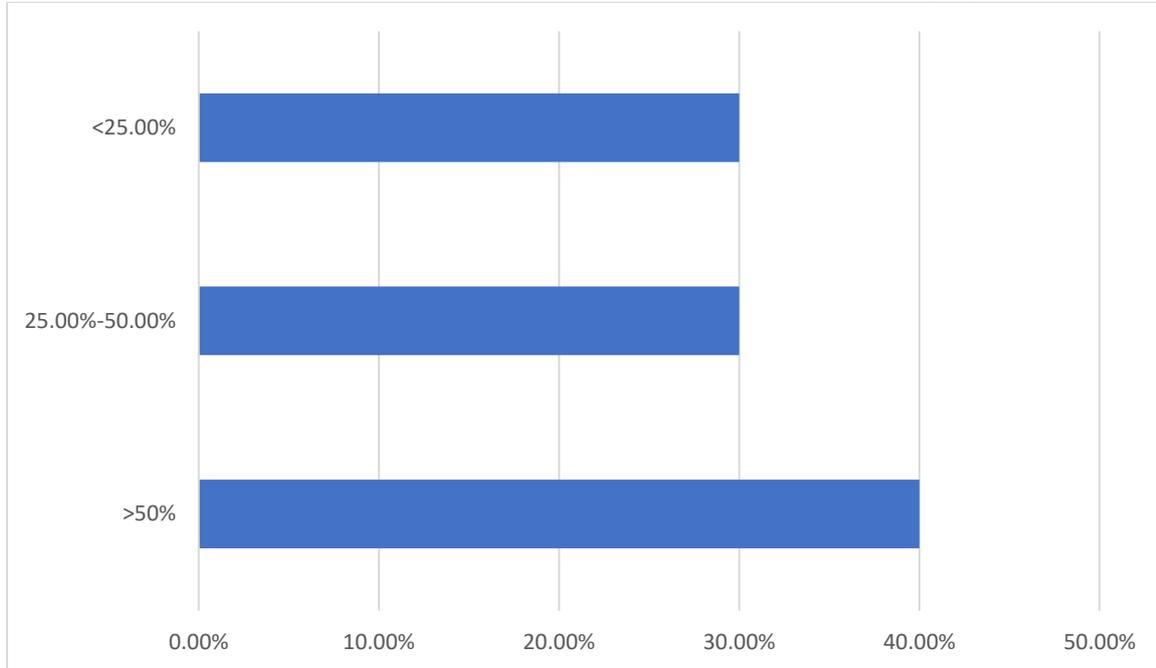
Note: Organisations may have selected more than one response.

'Other' responses made by **five (22.73%)** organisations are presented in *Table 36*.

<i>Table 36 – Community Programmes Directly Supporting Women: Other Responses</i>
Internal mentoring programme intended for next 12 months.
We work with Look Good, Feel Better to fund and host workshops for people (the majority of whom are women) undergoing cancer treatment. Our employees volunteer for these sessions either as makeup artists or helpers running the event. Heart disease is the number one killer of women in New Zealand and through our partnership with the Heart Foundation we actively fundraise for and promote heart health. We also support women's events such as M2Women Journey to Excellence, IWG Captains Lunch, and the Women in Insurance awards. Our community partnership program is driven by our desire to make a difference in the community and we support a number of national organisations that are having an impact to people across the country. While gender does not define this strategy, it is one of the factors taken into consideration and we endeavour to benefit both men and women equally through our community initiatives. In 2018-2019 we ran the NZ Healthiest Schools initiative; a virtual health and wellbeing journey for more than 50,000 children and donated \$100,000 to the Mental Health Foundation fundraiser.
We sponsor events across the business and recently we sponsored an event bringing in Alexia Hilbertidou (CEO of Girlboss) to speak to year 13 students in the Waikato about Next Generation Leadership. During the Summer of Tech Internship round, we aim to have our intake of interns be at least 50% female. We're looking to make sponsorships and events a more regular occurrence.
A number of [our] senior leaders are involved in external mentoring programmes through universities/secondary schools whereby [the organisation] hosts students for "shadowing and experience days". These students spend time in areas of the business they are curious about and speak with team members in specialist roles they may be considering studying to get advice and guidance. [The organisation's] Graduate Programme aims for a 50:50 gender equity ratio in its recruitment and focuses on generating a female talent pipeline in areas of the business that naturally have less women (e.g. technology and risk). In 2018, females made up 59% of our graduate cohort (17 graduates) and this year females make up 57% of our cohort (14 graduates). Every employee is entitled to 1 volunteer day per year to work with a charity of their choice. A number of our employees spend their day working with women's organisations such as Women's Refuge and Dress for Success.
Women's native tree planting groups.
<ul style="list-style-type: none"> • Provided panellist at 'Gender in the Law'. • Spoke at the Pink Ribbon Breakfast event. • Charitable work for the National Council of Women of New Zealand.

The percentage of female employees from organisations that participated in community volunteer schemes during the past year is illustrated in *Chart 3*.

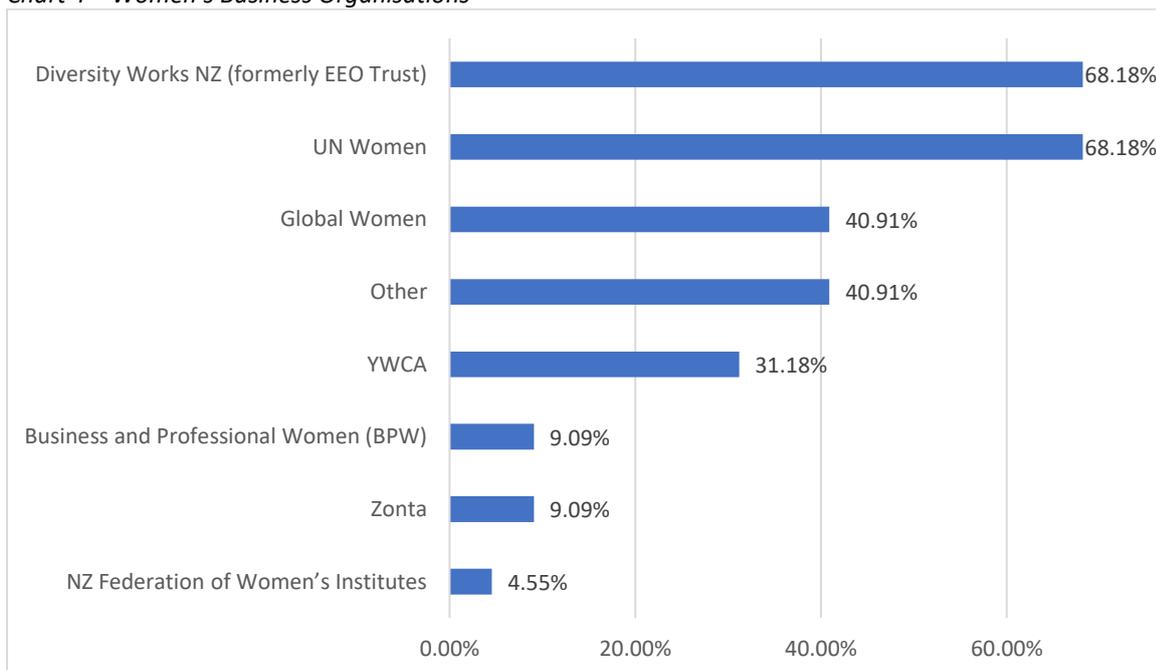
Chart 3 – Female Employee Participation in Community Volunteer Schemes: Percentage of Female Employees



11.2 Women’s Business Organisations

19 (86.36%) organisations provided information on different women’s business organisations that they cooperate or partner with. Their responses are illustrated in *Chart 4*.

Chart 4 – Women’s Business Organisations



Note: Organisations may have selected more than one response.



'Other' women's business organisations that are in cooperation with **8 (36.36%)** of the organisations include:

- Women in Law Conference
- National Council of Women of New Zealand
- Women in HealthTech
- NZ Health IT
- Rainbow Tick
- Diversity Agenda
- Champions for Change
- SheEO
- Women of Influence Awards
- Pink Ribbon
- National Council of Women

Principle 7. Transparency, Measuring and Reporting

12 Espousing the UN Women’s Empowerment Principles

An organisation’s support for the UN Women’s Empowerment Principles is demonstrated by their internal communication to their employees. *Table 37* outlines how **13 (63.64%)** organisations communicate their involvement to their employees.

<i>Table 37 – Support for the UN Women’s Empowerment Principles</i>	
Communication of Support	% of Organisations
Communicate our involvement internally to our staff and update them regularly on activity in this area	63.64
Actively support initiatives that relate to the principles of UNWEPs and other gender-based programmes	50.00
Proudly include this information on our website	40.91
Communicate our involvement externally to our clients/customers/suppliers	63.64
Actively support UNWEPs by volunteering time and services	18.18

Note: Organisations may have selected more than one response.

‘Other’ responses made by **four (18.18%)** organisations are presented in *Table 38*.

<i>Table 38 – Support for the UN Women’s Empowerment Principles: Other Responses</i>
Over the past year, our work in gender equality has been featured in various publications... We also speak at engagements, on panels and share experiences on social media and other channels. [The organisation] is proud to be a vocal champion for the UNWEPs principles and their practical implementation.
It is our intention to publicise our commitment on our newly designed website and recruitment ads. We are also getting more actively involved by offering our spaces to host events.
[The organisation] is completely transparent regarding our involvement in different external diversity and inclusion groups – including our support of WEPs. We post news articles on our internal intranet site, “Connect”, and our internal social media Yammer pages with any activity taking place, and external stakeholders are also made aware of this involvement in [the organisation’s] pursuit of/focus on women’s empowerment and gender equity. [The organisation] recently hosted, and participated in, the WEPs winter series Breakfast Seminars ..., as a show of our commitment to the organisation, our strong advocacy for the Principles, and our desire to support other NZ businesses in their journey towards gender equity through following the Principles.
This is happening through our Women’s International Network with more work to be done.

7 (31.82%) organisations would consider publicly releasing their various equal employment opportunity metrics, such as their workplace profile, gender pay gap, and motherhood penalty gap.



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