

New Zealand Diversity Survey 2015 Bi-Annual Report



The New Zealand Diversity Survey: April 2015

Report

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1. Respondent characteristics

762 individual responses were received to the New Zealand diversity survey (NZDS) for April 2015. This is comparable to that for the previous three quarters (Table 1). As with the August 2014 survey, the EEO Trust and Auckland Chamber of Commerce member responses were collected together, so it is not possible to provide a breakdown of respondent numbers from the two memberships. Response numbers dropped to 644 at question 5 which asked about barriers to implementing diversity-related policies, programmes or initiatives, and then remained steady until dropping again to 568 at question 14 which asked about forms of flexibility employed in the organisation.

Table 1: Total respondents across the quarterly diversity surveys

Organisation size category	April 2015	November 2014	August 2014	May 2014	March 2014	November 2013
EEO Trust	-	256 (34%)	-	187 (25%)	445 (39%)	1468
ARCC	-	487 (66%)	-	563 (75%)	695 (61%)	-
Total	762	743	783	750	1140	1468

2. Demographic information

The majority of the respondents (75%) worked for organisations that had fewer than 200 employees (Table 2), with over 50% from the small organisation category. The respondent population is similar to that of the previous surveys.

Table 2: Organisation size

Organisation size category	April 2015: Number of respondents	Nov 2014: Number of respondents	August 2014: Number of respondents	May 2014: Number of respondents	March 2014: Number of respondents	Nov 2013: Number of respondents
Large (≥200 employees)	192 (25%)	195 (26%)	212 (27%)	144 (19%)	323 (29%)	430 (29%)
Medium (20-199 employees)	177 (23%)	196 (26%)	197 (25%)	195 (26%)	314 (28%)	368 (25%)
Small (0-19 employees)	393 (52%)	348 (47%)	368 (47%)	407 (55%)	495 (44%)	670 (46%)
Total	762	739	777	746	1132	1468

Organisations were distributed across a range of industry sectors (Table 3). Based on industry sector, the respondent population is broadly similar to that of the November 2014 survey, with the largest differences being a 2% drop in the number of respondents from Information Media and Telecommunications, and a 2% increase in the number of respondents employed in Construction.

Table 3: Industry sector

Industry sector	Number of respondents	%
Professional, Scientific and Technical Services	111	14.6%
Education and Training	64	8.4%
Manufacturing	64	8.4%
Health Care and Social Assistance	59	7.7%
Financial and Insurance Services	51	6.7%
Retail Trade	43	5.6%
Wholesale Trade	42	5.5%
Information Media and Telecommunications	38	5.0%
Transport, Postal and Warehousing	29	3.8%
Public Administration and Safety	28	3.7%
Accommodation and Food Services	27	3.5%
Construction	22	2.9%
Administrative and Support Services	22	2.9%
Arts and Recreation Services	15	2.0%
Agriculture, Forestry and Fishing	15	2.0%
Rental, Hiring and Real Estate Services	10	1.3%
Electricity, Gas, Water and Waste Services	8	1.0%
Mining	3	0.4%
Other Services	111	14.6%
	762	100

3. Which diversity issues are considered to be important?

The diversity issues most commonly selected by respondents as important to their organisation are wellbeing/wellness, flexibility and aging (Table 4). Other issues of concern are employment transition for younger staff, bias, bullying and harassment, ethnicity, and gender. Only a small proportion of the organisations are concerned with issues of sexuality and religion.

Table 4: Diversity issues

Diversity issues considered to be of importance	Number of respondents (n=762)	%
Wellbeing/wellness	452	59.3%
Flexibility	390	51.2%
Aging	321	42.1%
Employment transition for younger staff	209	27.4%
Bias (conscious and unconscious bias that can influence decision making around issues such as hiring and promotion)	207	27.2%
Bullying and harassment	200	26.2%
Ethnicity	196	25.7%
Gender	186	24.4%
Disability	102	13.4%
Sexuality	58	7.6%
Religion	41	5.4%

These findings are relatively consistent with the previous surveys in terms of the perceived relative importance of most issues. However, there are some minor differences in the percentages of respondents identifying a specific issue as important between the current survey and the November 2014 survey. The greatest observed differences are for ethnicity (4.3% decrease), flexibility (2.8% decrease) and wellbeing/wellness (2.3% increase).

Wellbeing/wellness, flexibility and aging were important diversity issues for organisations of all sizes. Large organisations appear to be concerned about a wider range of issues. In particular, ethnicity, bullying and harassment, gender, and bias were of notably greater concern for large organisations than for small and medium organisations.

Table 5: Important diversity issues by organisation size

Small organisations (0-19 employees) (n=393)	Medium organisations (20-199 employees) (n=177)	Large organisations (≥200 employees) (n=192)
Wellbeing/wellness (55.7%)	Wellbeing/wellness (59.3%)	Wellbeing/wellness (66.7%)
Flexibility (47.6%)	Flexibility (52.5%)	Flexibility (57.3%)
Aging (37.9%)	Aging (40.1%)	Aging (52.6%)
Employment transition for younger staff (23.4%)	Employment transition for younger staff (37.9%)	Ethnicity (51.6%)
Bias (19.6%)	Bias (28.8%)	Bullying and harassment (50.5%)
Ethnicity (16.3%)	Bullying and harassment (23.7%)	Gender (48.4%)
Bullying and harassment (15.5%)	Gender (22.0%)	Bias (41.1%)
Gender (13.7%)	Ethnicity (18.6%)	Employment transition for younger staff (26.0%)
Disability (9.7%)	Disability (7.9%)	Disability (26.0%)
Religion (3.8%)	Sexuality (6.8%)	Sexuality (17.7%)
Sexuality (3.1%)	Religion (5.6%)	Religion (8.3%)

The findings presented in Table 5 are reasonably consistent with those obtained in the November 2014 survey in terms of the groupings shown for each organisation size, apart from minor changes in the relative order of some of the issues within each coloured band. The exception to this is for medium organisations, where a decrease in the importance of ethnicity from 28% in the November 2014 survey to 18.6% in this currently survey saw this issue drop down into the next coloured band. Similarly, a small drop in the importance of sexuality for large organisations (from 20% in November 2014) also saw a drop in coloured band.

In the November 2014 report, it was noted that, for a number of issues, the percentage of respondents from the different organisation sizes reporting these as important either increased or decreased by over 5% from the August 2014 diversity survey. In the current survey, the only observed differences over 5% were decreases in the percentage of respondents reporting the issues as important. For small organisations, 47.6% of respondents reported flexibility as important (cf. 53% in November 2014); for medium organisations, 18.6% reported ethnicity as important (cf. 28%) and 7.9% reported disability as important (cf. 16%). Finally, for large organisations, 52% of

respondents reported aging as an important issue for their organisation (cf. 59% in November 2014), and 8.3% believed that religion was important (cf. 14%).

4. Policies and programmes to address diversity issues

Generally, less than half of respondents' organisations have a formal policy in place to address each of the various diversity issues (Table 6). Of note is the issue of bullying and harassment, where 54% of respondents' organisations have a formal policy in place. A similar observation was made for the prior diversity surveys with over 50% of respondents having a formal policy in place for this issue in all surveys except for May 2014 (49%).

Aside from bullying and harassment, wellbeing/wellness and flexibility were the two diversity issues that the highest percentage of respondents reported their organisation having either formal policy or a programme or initiative in place to address (68% and 65% respectively). Around half of the respondents' organisations had either a policy or an initiative in place for gender, employment transition for younger staff, ethnicity, and disability. These findings indicate that a substantial proportion of organisations are taking steps to address each of these issues.

As was found in the prior diversity surveys, a substantial proportion of respondents' organisations have neither a policy nor a programme in place for aging, bias (conscious and unconscious), religion and sexuality (the exception is the November 2013 survey, where only 32% respondents had neither a policy nor a programme in place for sexuality).

Table 6: Diversity issues policies and programmes

Diversity issue	N	Formal policy in place	Programme or initiative in place	Neither policy nor programme in place
Wellbeing/wellness	519	166 (32%)	187 (36%)	166 (32%)
Flexibility	482	134 (28%)	180 (37%)	168 (35%)
Aging	430	36 (8%)	100 (23%)	294 (68%)
Bullying and harassment	377	209 (55%)	68 (18%)	100 (27%)
Bias – conscious and unconscious	351	62 (18%)	87 (25%)	202 (58%)
Gender	341	83 (24%)	95 (28%)	163 (48%)
Employment transition for younger staff	338	35 (10%)	124 (37%)	179 (53%)
Ethnicity	338	92 (27%)	85 (25%)	161 (48%)
Disability	284	90 (32%)	59 (21%)	135 (46%)
Sexuality	248	55 (22%)	40 (16%)	153 (62%)
Religion	231	38 (16%)	33 (14%)	160 (69%)

For each of the diversity issues, we evaluated whether the existence of a formal policy, programme or initiative is related to organisational size (based on 3 size ranges: 0-19 employees, 20-199 employees, and 200+ employees). For all issues, as organisation size increases, the likelihood of organisations having a policy or programme in place increases. Table 7 shows the percentage of respondents' organisations who had a formal policy, or programme or initiative in place, by organisation size. As shown by the blue colour band, over three-quarters of medium and large organisations have a policy or programme in place for wellbeing and bullying and harassment. Over

three-quarters of large organisations also have a policy or process in place for flexibility, gender, ethnicity and disability. Less than half of small organisations have policies in place for any of the diversity issues.

Table 7: Organisations with a policy or programme by organisation size

	Small organisations (0-19 employees)	Medium organisations (20-199 employees)	Large organisations (200+ employees)
Wellbeing/wellness	47.2%	79.2%	95.2%
Flexibility	49.4%	74.6%	86.0%
Aging	20.7%	29.6%	55.5%
Bullying and harassment	47.5%	82.1%	99.2%
Bias – conscious and unconscious	26.9%	39.7%	70.6%
Gender	31.6%	50.0%	80.9%
Employment transition for younger staff	39.4%	50.0%	60.0%
Ethnicity	31.6%	42.3%	87.5%
Disability	32.1%	55.9%	81.8%
Sexuality	20.0%	41.2%	64.9%
Religion	21.1%	36.0%	46.6%

5. Other methods for addressing diversity

Organisations are using a range of different methods for addressing diversity (Table 8). Top management commitment to and involvement in diversity issues (49%) and consideration of diversity in relevant HR policies (48%) were much more commonly reported than other methods, with the third most commonly reported method being a diversity strategy or plan (23%). This question is new to the April 2015 diversity survey and therefore no comparisons can be made with previous surveys.

When the use of methods for addressing diversity were compared by organisation size, the percentage of respondents' organisations who used each of the methods increased with the size of the organisation. The only exception to this was diversity-related employment benefits, with 9.7% of medium organisations using this method, and only 8.8% of large organisations.

Finally 25% of respondents from small organisations, 17% from medium, and 8% from large organisations selected the option 'other'. Of the respondents who selected other, 93% acknowledged that diversity was not formally addressed in their organisation. Respondents within this category stated that diversity was managed on an ad hoc basis, that diversity was a topic of informal communication in the organisation, and the organisation was too small for methods for managing diversity to be applicable. Some 7% of respondents listed 'other' methods for addressing diversity including recruitment practices, specific diversity policy and codes of ethics, and professional development training.

Table 8: Methods for addressing diversity

How diversity is addressed	Number of respondents (n=644)	%
Top management commitment to and involvement in diversity issues	318	49.4%
Consideration of diversity in relevant HR policies	312	48.4%
Diversity strategy or plan	151	23.4%
Communication and promotion of diversity to internal stakeholders	149	23.1%
Diversity support networks	119	18.5%
Monitoring and reporting diversity performance	112	17.4%
Diversity education and training for existing employees	109	16.9%
System or mechanisms for reporting diversity-related concerns	104	16.1%
Diversity education and training for line managers	92	14.3%
Diversity education and training for new employees	83	12.9%
Communication about diversity-related issues to external stakeholders	79	12.3%
Diversity council, committee, team or taskforce	64	9.9%
Diversity-related employment benefits	50	7.8%
Diversity-related managerial incentives	36	5.6%
Other	120	18.6%

6. Measuring the effectiveness of diversity programmes

Some 16% (104 of 644) of respondents' organisations measure the effectiveness of their diversity programmes (cf. 84% that do not). As organisation size increases, the likelihood of organisations measuring the effectiveness of their diversity programmes increases. Of the 104 respondents whose organisations formally measure or evaluate the effectiveness of their diversity initiatives, 72 provided usable data when asked how they do so. Table 9 shows the mechanisms used to measure the effectiveness of diversity programmes. Eight respondents listed more than one mechanism. The most commonly used mechanisms were metrics, surveys, and reporting.

Table 9: Measuring the effectiveness of diversity programmes

Mechanisms used to measure the effectiveness of diversity programmes	No. of respondents reporting measurement mechanisms (n=72)	%
Metrics	19	26.4%
Surveys	19	26.4%
Reporting (including in regular meetings)	17	23.6%
Measuring against targets	13	18.1%
Annual report	10	13.9%
Through training, mentoring & staff development	4	5.6%
External assessors	2	2.8%

7. Specific diversity issues

Wellbeing/wellness, an aging workforce, and flexibility were found to be the top three diversity issues for New Zealand organisations across all four 2014 diversity surveys. As a result, these specific diversity issues are given more focus in the April 2015 survey, with findings reported below, alongside those on key issues of bullying and harassment, gender, and contract workers.

7.1 *Wellbeing/wellness*: The survey asked respondents what the major wellbeing/wellness challenges were for their organisation. 604 respondents answered this question, of whom 77 believed that their organisation had no major wellbeing/challenges, and 10 of whom did not know what the wellbeing/wellness challenges for their organisation were.

The remaining 517 respondents listed a range of wellbeing/wellness issues (Table 10). Employee health was raised by 24% of respondents, with 15.6% of these explicitly mentioning forms of employee physical health such as encouraging fitness and healthy eating, protecting against the flu, and discouraging alcohol and drug use. 3% of respondents explicitly mentioned mental health, with several noting the increasing numbers of employees with depression. Relatedly, 7% of respondents' organisations faced physical and mental health challenges that were directly related to the nature of work ('work-related hazards'); common challenges included ensuring the health of shift workers, sedentary workers, employees working with hazardous substances, and those employed in generally hazardous work environments.

Table 10: Wellbeing/wellness challenges for organisations

Wellbeing/Wellness Issue	Number of respondents (n=604)	%
Employee Health	145	24.0%
- physical	(94)	(15.6%)
- mental	(18)	(3.0%)
Stress	145	24.0%
Work-life balance	82	13.6%
Aging	50	8.3%
Work-related hazards	42	7.0%
Culture and relationships	33	5.5%
Illness and absenteeism	31	5.1%
Family pressures	21	3.5%
Flexibility	9	1.5%
Fair pay	7	1.2%
Diversity	5	0.8%
Disability	4	0.6%
Job security	2	0.3%
None	77	12.7%
Don't know	10	1.7%

Stress (24%) and work-life balance (13.6%) were also major challenges for a number of organisations. Respondents raised the challenges faced by the organisation around employee fatigue

and burnout as a result of long hours, being short of resources, and employees being overworked. Similarly, work-life balance was raised by 82 respondents (13.6%) with several acknowledging the increasing challenges for employees of segregating their work and family life.

Topics related to culture and relationships were raised by 33 respondents (5.5%). Wellbeing/wellness challenges that are grouped into this category include ensuring that employees in the organisation are happy, united, have a sense of belonging, and have a positive attitude. Culture and relationship challenges also include ensuring that employees are respectful and tolerant, sociable, and inclusive. Communication and team work to ensure healthy relationships was also a challenge. Finally, bullying and harassment was also included in this category and was explicitly raised by 4 respondents.

7.2 *Aging*: Over half (53.6%) of the respondents' organisations encourage the recruitment of workers over the age of 55 years old (46.4% did not). This was similar to the prior diversity surveys (cf. 59%, 55%, 50%, and 53% for the November 2014, August 2014, May 2014, and March 2014 surveys, respectively).

Table 11 shows how respondents believed that their organisation engages with workers over the age of 55 years. Analysis of the qualitative data shows that the significant majority of organisations treat workers over the age of 55 years as they do their younger employees (76.3%). Recruitment of workers based on ability rather than age emerged as important to respondents' organisations.

Table 11: Forms of engagement with workers over the age of 55 years old

Form of engagement with workers of 55 years of age	Number of respondents (n=493)	%
No specific strategies/processes (treated equally)	376	76.3%
Value experience	27	5.5%
Age-related support	24	4.9%
Flexibility	22	4.5%
Respect	9	1.8%
Tailor type of work	7	1.4%
Celebration of tenure	6	1.2%
Social groups for mature-age workers	3	0.6%
Don't know	19	3.9%

Although other forms of engagement were much less commonly stated by respondents, 27 respondents acknowledged that their organisation valued the skills and expertise of older workers and treated them as consultants, and 24 respondents' organisations had forms of age-related support for workers aged over 55 years. Common forms of age-related support included in this category were retirement programmes and training and mentoring. Some 22 respondents' organisations offer flexibility to workers aged over 55 years in terms of part-time or casual work, flexibility of hours, and the option to work from home.

7.3 *Flexibility*: Respondents' organisations employ a range of flexibility practices. Of the 568 respondents who answered the survey question relating to flexibility, 46 stated that their

organisation had no forms of flexibility; the remaining 522 respondents listed a total of 926 different forms of flexibility employed in their organisations (Table 12).

Table 12: Forms of flexibility employed in respondents' organisations

Forms of flexibility	Number of respondents (n= 568)	%
Flexible hours	339	59.7%
Working remotely	187	32.9%
Consideration of family and personal responsibilities	93	16.4%
Part time hours	91	16.0%
Flexible and/or extended leave	85	15.0%
Job sharing	43	7.6%
Graduated return to work	22	3.9%
Roster flexibility	20	3.5%
Education (e.g. paid courses, study leave)	18	3.2%
Career leave	10	1.8%
Down-time during work hours	7	1.2%
Self-managing teams	6	1.1%
Break flexibility	5	0.9%
None	46	8.1%

Analysis of the qualitative data shows that offering flexible hours is the most common form of flexibility with over half of respondents acknowledging that their organisation offers flexible hours to at least some of their employees. Working remotely (32.9%), consideration of family and personal responsibilities (16.4%), part time hours (16%) and flexible and/or extended leave (15%) are also commonly employed forms of flexibility.

7.4 *Bullying and harassment*: Approximately one-quarter of respondents' organisations (26.5%) reported incidents of bullying or harassment in the past 12 months (cf. 24% 24%, 20%, and 28% for the November 2014, August 2014, May 2014, and March 2014 surveys, respectively). 444 of the 604 (73.5%) respondents' organisations had not reported incidences in the past 12 months.

7.5 *Gender*: Some 77% of respondents' organisations have female representation at the governance level (cf. 78%, 78%, 76%, and 78% for the November 2014, August 2014, May 2014, and March 2014 surveys, respectively). Over 80% of respondents' organisations have female representation within their leadership or decision making team (cf. 81%, 81%, 82%, and 82% for the November 2014, August 2014, May 2014, and March 2014 surveys, respectively).

On average, females hold 37% of roles at the governance level and 38% of roles within the leadership or decision making team (conversely 63% and 62% respectively of these roles are held by males). In the prior surveys, female representation at both the governance level and within leadership roles was shown to decrease with increasing organisation size. While the current study shows a similar trend (Table 13), there is a slightly higher proportion of females at governance level in large organisations (35.5%) than there are in medium organisations (34.7%).

Table 13: Female representation in governance and leadership roles

Organisation size	Gender balance at the governance level		Gender balance within leadership/decision making team	
	N	Average % female	N	Average % female
All organisations	732	37.3	861	38.0
Small (0-19 employees)	251	42.4	272	43.7
Medium (20-199 employees)	190	34.7	263	41.3
Large (≥200 employees)	291	35.5	326	32.3

The relative proportion of roles held by females at the governance level and within leadership roles have decreased in the past two surveys. For example, at the governance level, the relative proportion of females fell to 37.3% (from 44% in the November 2014 survey and 46% in the August 2014 Survey) for all organisations. While the relative proportion of females in small organisations fell to 42.4% (from 52% in November 2014), and to 34.7% (from 40%) in medium organisations, in large organisations the relative proportion of roles held by females increased to 35.5% (from 33%). Within leadership roles, the relative proportion of females fell to 38% (from 46%) for all organisations. While the proportion for small organisations fell to 41.3% (from 55%), and for medium organisation fell to 41.3% (from 44%), the proportion of females in leadership roles remained relatively constant in large organisations (dropped only by 0.7%).

7.6 *Temporary, fixed-term or casual contracts:* Of the 558 respondents who provided usable data on the proportion of staff in their organisation who work on temporary, fixed-term or casual contracts, 177 (32%) respondents reported that their organisations had no staff on such contracts. At the other extreme, 31 (6%) respondents reported that all of the workers in their organisations were on temporary, fixed-term or casual contracts. The distribution of the percentage of temporary, fixed-term or casual contractors within the respondents' organisations is shown in Figure 2. The most common proportion of temporary, fixed-term or casual contractors was 1-10%, with 180 (32.3%) of respondents reporting this. The average percentage of temporary, fixed-term or casual contractors in an organisation reported is 18.7, and the median percentage is 7. These results are consistent with the findings of the November 2014 survey.

A further 51 respondents did not report usable data. Many of these did not know or were unsure of the proportion of staff in their organisation on temporary, fixed-term or casual contracts.

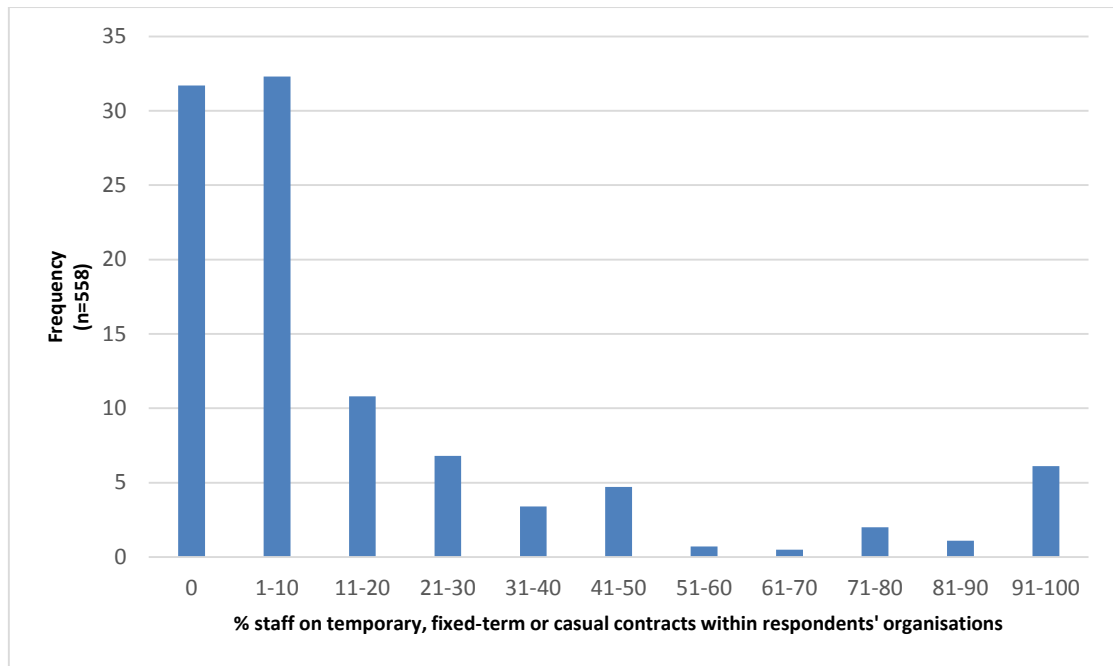


Figure 1: Percentage of staff on temporary, fixed-term or casual contracts within the respondents' organisations

End.