UN Women's Empowerment Principles Survey

September 2018

Conducted by NZWRI on behalf of UNWEPs

Contents

Introduction

1   Introduction to Survey Participants and Methodology

The New Zealand Work Research Institute (NZWRI) is pleased to publish the results of the UN Women's Empowerment Principles Survey 2018.

The aim of this survey is to uncover policies and practices within New Zealand's largest organisations on behalf of the United Nations (UN) Women, 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 **28** organisations provided information in relation to their diversity policies:

- ASB Bank
- ANZ Bank of New Zealand
- Bank of New Zealand
- Bell Gully
- BP Oil New Zealand
- Buddle Findlay
- Coca-Cola Amatil New Zealand
- DLA Piper New Zealand
- Ebborn Law
- Employers and Manufacturers Association
- Far North Safer Community Council
- Hamilton City Council
- KPMG New Zealand
- Polson Higgs

- Rotorua Lakes Council
- Russell McVeagh
- Simpson Grierson
- SKYCITY Entertainment Group
- Sovereign
- The Warehouse Group
- Toi Ohomai Institute of Technology
- Vodafone New Zealand
- Waikato District Council
- Waikato Regional Council
- Westpac New Zealand
- Woodward Chrisp Lawyers
- WSP Opus New Zealand
- 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.
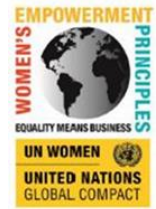
1.3 About Us

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Full report: www.weps.org.nz/resources

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 **27** (**96.43%**) organisations by the CEO and/or the Board of Directors. **20** (**71.43%**) organisations have a specific diversity strategy in place to address women's empowerment, and **six** (**21.43%**) organisations are planning to implement a strategy within the next 12 months. The details of these strategies are presented in *Table 1*.

Table 1 – Strategies to Address Women's Empowerment

Strategies to Address Women's Empowerment
We have adopted a workplace culture and ethic that attempts to address areas that traditionally create power imbalances. This includes how we hire, hours/days of work, place of work, and career pathways.
In the last 12 months, we have moved from having no women on our executive leadership team to having three. Our focus is through the lens of gender pay equity, our analysis of which has highlighted the need for us to address the under-representation of women in higher graded positions, as well as under-representation of women in the higher-level talent assessment ratings.
We have targets for women in leadership positions and development programmes for women. We have a budget that is targeted towards participation in various women's initiatives.
We focus on diversity in general rather than specifically for women.
We have a stand on Diversity and Inclusion (D&I) which is shared on our website. Part of our plan to deliver on this stand is on gender. This has been communicated in our annual report.
We are focused on gender pay parity and have been recognised for our efforts in this area. We have closed the gap from 12% to 7% in the last year. We are also focused on developing female leaders and encouraging women to work in frontline operational roles. We have set targets for both and aim to have 50/50 gender balance at all levels in our corporate roles and to move from 10% to 15% women in operational roles by 2020.
An initiative was launched in 2015 which aims to promote and empower women by providing a platform for them to further enhance their leadership skills and make valuable business connections. It is designed to support female employees and business clients.
One of the pillars of our D&I strategy is diversity in leadership, which includes a goal of 50% women in manager and above level roles. We achieved 50% in senior leadership positions in 2016 and have maintained this since. Our D&I team assess focus areas and women's empowerment is one of these.
We aim to have more woman in operational roles to provide a talent pathway to senior leadership positions. We also sponsor and promote an internal woman's network.
We have a clear D&I strategy which includes women's empowerment as a 'gold' priority. Our gender strategy is to strive for gender equity and balanced representation across the organisation, in leadership, in opportunity and in reward. Our key initiatives involve: • Robust gender equity reviews (pay, leadership, development) and plans based on insights (including KPIs). • Female leadership support. • Continued pay equity commitment – publicise and address any major gaps. • Review parental leave policy and determine where we want to be versus the market.
In 2015, a D&I strategy was established to create a sustainable framework that drives employee engagement and delivers D&I initiatives. Since then, we have grown our employee networks from three to nine. In addition to establishing a sustainable framework, we also focused on four priority segments (Women, Māori, Youth and the Asian community). In 2017, it became clear that we were well on track to meeting our goal of creating a sustainable framework for D&I and so it was time to refresh our strategy. In 2018, our vision for D&I continues to be focused on creating a deeply embedded culture of inclusion that values and leverages the diversity of our people to better serve our customers and the communities in which we operate. Women continue to be our number one priority. After years of implementing individual initiatives and systemic interventions to mitigate bias and grow a gender diverse workforce, in 2017 we consolidated all initiatives to

produce a strategic programme of work to grow gender equality, representation and advocacy year on year until we have realised our ambition to have 50% representation of women across all levels and in all functions of our business. Our 2017 programme focused on four key areas:

1. Build inclusive leadership capability.
- A three-hour unconscious bias workshop was delivered to our executive team and their direct reports. Unconscious bias workshops were also rolled out to the HR team and graduates.
- We have started the journey of incorporating unconscious bias mitigations across all people processes, including a 30-minute eLearning module available to all employees.
2. Grow a gender balanced team.
- Adherence to inclusive resourcing practices, such as diverse talent searches, gender balanced shortlists presented to hiring managers and/or blind CVs presented to hiring managers.
- Introduced diversity targets to managers and included a people management scorecard.
- Executive monthly functional reporting established to monitor performance in diversity targets.
3. Deliver a series of events that retain and develop women.
- Several empowerment and panel sessions held across the year for women, led by senior women to create visible role models.
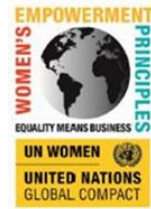- Attraction events held to encourage women to apply to the organisation.

We are currently developing and refining this strategy and D&I is a monthly action point at meetings to monitor our diversity, identify trends and areas where we can improve. We are reviewing policies and practices and further developing our resources to implement better practice to address unconscious bias.
Our organisation has engaged with a cultural advisor to ensure all our practises are inclusive.
We are currently reviewing our recruitment policy to ensure our workforce represents our community, that we are promoting an inclusive culture, that we are developing staff to increase opportunity for growth and encouraging our leaders to be bold and innovative and future focused. We are trialling a recruitment approach that removes the name and gender of candidates from the initial assessment stage to prevent stereotyping, discrimination, and stereotyping.

We provide opportunities for senior people to attend internal and external training, mentoring and leadership training relevant to women's empowerment.
We provide sponsorship funding to and/or host events that showcase our commitment to gender equality and women's empowerment.
We have a formal flexible working policy to provide a toolkit on career flexibility, addressing flexible work options, and leave and re-entry opportunities (for example, an external coach for women returning to the workforce following parental leave).
We are pursuing other initiatives, such as holding breakfast forums of D&I issues, book-club series to discuss various D&I topics, mental health awareness, corporate conduct training, and partner masterclasses.
As a signatory to the UNWEPs, we are committed to monitoring and reporting our gender diversity statistics and performance.

Our specific gender commitments through our D&I strategy are to:
- Continue to ensure strong female candidates are identified in the recruitment process for all Board of Director and Senior Executive roles.
- Maintain a gender balance between levels one to four of the organisation hierarchy.
- Continue to review gender pay equality and deliver an organisation-wide programme that removes any risk of bias or inequality.

Gender equality is one of the five streams of D&I. Our commitments are:
- To be an inclusive organisation where team members can be themselves and thrive at work.
- To purposefully encourage diversity of thinking, innovation and continuous improvement.
- To remove all barriers to team members being able to fulfil their personal potential.
- To have a workforce which reflects New Zealand demographics and connects with local communities.
- To design our work to be inclusive valuing the strength in the differences our team bring.

We first developed a formal D&I 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 D&I space. In 2013, a strategic framework and governance model for D&I was launched. This model included the development of

a D&I steering group and council to drive accountability at several leadership tiers and to link our D&I strategy back to key business objectives.

Structure and accountability:

- Progress on our D&I programme of work is reviewed by a diversity council, chaired by our CEO and attended by the executive leadership team on a biannual basis.
- Our annual compliance framework has compulsory online modules for all employees to complete on the topics of D&I, unconscious bias and discrimination.
- Achieving our D&I goals depends on the support and collaboration of multiple stakeholders, including our leaders, HR team, and employees. Gender equality has been a key focus of our D&I strategy for several years. Our target of having 50% women in leadership positions is supported by recruitment strategies, women-specific leadership development opportunities, monthly gender diversity reporting for every business unit, and Employee Action Groups (EAGs). EAGs are led by senior leaders and are made up of individuals who volunteer their time and resources to drive progress in the D&I space. We have several EAGs that focus on gender equity, cultural inclusion, LGBTI, disability, tomorrow's workforce (our under 35 and over 55 age demographics) and workplace flexibility.

Women's empowerment is not specifically called out, but integrated. Women's empowerment is woven into all pillars of our D&I strategy:

- Inclusive culture, fostering an environment where our people can be their best.
- Enhancing our diversity in leadership (with our focus on gender).
- Valuing the differences of our people regardless of gender, age, sexual orientation.
- Ensuring our people processes are fair and robust.
- Supporting flexible work practices - which is an enabler of women's empowerment.

We have a gender diversity policy that specifically discusses our D&I strategy. 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, with a target objective of achieving 25% women partners, 25% women senior managers, and 25% women Board of Director membership, as soon as possible and by 2025 at the latest.

We believe in the inherent strength of a vibrant, diverse and inclusive workforce where the backgrounds, perspectives and life experiences of our people help us to forge strong connections with all our customers, innovate and make better decisions for our business. For us, diversity includes gender, ethnicity, culture, language, education, disability, age, family/relationship status, sexual orientation, socioeconomic background or religious beliefs. Diversity also encompasses the many ways people differ in terms of their life experience, education, job function, work experience, ways of thinking and working, personality, location, marital status and caring responsibilities. Our purpose is to create a world where people and communities thrive. Our people agenda continues to support our businesses to create an inclusive workplace where the diversity of our workforce (demographics, skills and experience) can be leveraged. Ensuring that we continue to strive for women's empowerment is aligned to both. We have developed a holistic programme of gender inclusiveness; there are four main areas we have addressed:

1. Policies and frameworks to support more women into leadership roles.
2. Developing our women's careers at all levels.
3. Supporting women through different life stages and ensuring any earning interruption is minimised.
4. Share, promote and encourage other organisations to ensure gender equality throughout the wider community - leading by example.

We actively encourage women to reach their potential and to prevent the default position of women undertaking lower paid roles. Increasing our women in leadership is a very deliberate strategy to address gender balance inequities. Executive accountability and support is key, both in increasing our women in management and in driving cultural change. Gender and diversity metrics are incorporated into Senior Executives' performance objectives to ensure they remain focused on increasing female representation and increasing women in management is a publicly stated objective. Our talent and culture team examines our progress and reports monthly to the executive leadership team. Monthly metrics include:

- Number of women in management roles across each business unit.
- Detailed modelling which includes the number of promotions, turnover, external hires by gender, and progress towards meeting our targets.
- Insights highlighting where we need to focus our efforts and any hotspots.

The strategic importance of D&I has been demonstrated by retaining a D&I lead role within the newly restructured HR team. This role is integral within a new people experience function, weaving D&I initiatives through talent and organisational development work streams.

Our 2018 D&I strategy has three core focus areas which are inclusion, gender and reshape workforce. Gender is further separated into the following work streams:

1. 50/50 gender balance.
- Bring males on the journey. Don't make this a women's issue; this is a business issue – it effects all our people and our customers.
- Ensure our policies and processes proactively support the attraction, retention and development of our people pre, during and post parental leave.
- Continued engagement and leverage with external bodies on gender issues to maintain leadership positioning.
2. Female leader series:
- Keep specific focus on retaining and developing our female leadership population through regular development interventions.
- Proactively sponsor high potential women and ensure their career development is supported/sponsored at the senior leadership level.
- Provide learning and development opportunities for our women via scheduled programmes and targeted one-off opportunities.
3. Talent management:
- Actively remove barriers to women's advancement by implementing initiatives that apply the gender lens across the employee lifecycle.
- Continue to apply the gender lens to the talent and succession planning process.
- Drive the talent pipeline aggressively. Have sessions on the gender and cultural mix of the pipeline.
- Proactively appoint women to key profit generating roles.
4. Reporting:
- Take affirmative action to drive change in gender balance targets via increasing accountability at the leadership level.
5. Transparency:
- Conduct exit interviews for senior females and address underlying messages and themes for how to better retain our talented females.

We are a diverse organisation with better flexible working options, and promoting D&I are key deliverables in our firm-wide strategy. Women's empowerment continues to be a key focus and continues to build momentum as the industry embraces welcome change.

We have increased the number of women in our partnership ahead of target. We have doubled the number of female partners in the firm and we appointed more women to partnership than men by a factor of 3:1 last year. Our talent and leadership programme is designed to identify women who have strong potential and put mentoring, coaching and/or training in place to support their success. We have identified working profiles that we are working to support better. For example, those with childcare arrangements needing to have flexible working hours and technology. We introduced docking laptops to employees to enable people to have more flexibility in their work and life. We also have a D&I focus group led by seniors and directors, who are tasked with managing key projects in relation to women.

23 (82.14%) organisations have activities in place that are not included in their gender diversity policy but contribute towards women's empowerment, and **two (7.14%)** organisations are planning to introduce similar activities within the next 12 months. **21 (75.00%)** organisations provided further detail regarding these activities and this information is presented in *Table 2*.

Table 2 – Activities Outside of Gender Diversity Policies Contributing to Women's Empowerment

Activities Outside of Gender Diversity Policies Contributing to Women's Empowerment
We provide professional supervision (where a staff member meets with a counsellor or clinical psychologist to debrief on a regular basis, to help manage stress) to all staff members.
Our recruitment and remuneration policies support women's empowerment.
We complete annual pay parity reviews. We encourage women to attend leadership training and programmes and support mothers returning to work after maternity leave with private coaching.
We are currently conducting a gender pay review.
We have piloted and are now rolling out an inclusive leadership training programme aimed at teaching our managers to be aware of their unconscious bias and lead in a way that is more inclusive and culturally intelligent. All senior leaders will go through the programme in 2018. We have several practices that ensure our women are treated equally and fairly, including: • Calibration of performance to ensure no unconscious bias impacting assessments. • Coaching for mothers returning from parental leave from other mothers. • Parental leave at rates higher than legal minimums and with return-to-work bonuses to ease the financial one-offs when transitioning back to work. We top up the Government paid parental leave so that the person on leave earns their full salary for this period. Their salary is reviewed to ensure pay parity. • Our membership with and attendance at women's leadership conferences. • Psychometric testing, diverse interview panels, and awareness of unconscious bias to get to better recruitment decisions.
In 2017/18, several women's empowerment events were run by women executives in addition to the D&I strategy. These included guest speakers, coaching junior women, networking events and mentoring. We recently hosted an event series for women in business, which was a huge success. This included women from our organisation, our charity partners and other women connected to our organisation.
We have several activities that support women's empowerment. These include: • Six-month women in leadership programmes, which invite high potential female leaders from across the business to take a strength-based approach to self-development and grow as leaders. • Development programs, which unlock the potential of our emerging female leaders by generating self-awareness, removing perceived roadblocks, arming them with relevant tools, and building powerful networks. • Continued and recognised pay equity commitment. • Celebration of International Women's Day. • Review and re-launch of our parental leave policy.
We have accumulated a range of initiatives, activities and best practise that support women's empowerment. Below are the various initiatives policies, programmes and processes we have in place to grow this: • A programme designed to attract talented women who have left the workplace for several years and would like to return to work on a full-time or flexible basis but are struggling to make the professional connections needed or refresh the skills required. This complements other initiatives focused on encouraging and supporting women in the workplace, including our ground-breaking global parental leave (maternity) policy. It offers a six-month transition programme including a mentor, flexible working, return-to-work-specific development webinars and 30 hours work for 40 hours pay. • Our policies target parental leave, flexible working, family violence, and D&I. • External attraction campaigns collaborating with our brand team. • Adhere to inclusive resourcing practise, such as diverse talent searches, 50/50 shortlists, blind CV's and de-biased job ads.
We conduct regular reviews of professional development opportunities that we have expanded to include time and support for personal development opportunities for all staff. Each staff member completes personal development to find their strengths. Plans are developed to increase and support these strengths, promoting what people do best, and identifying these to the benefit of the staff and the organisation.
Our personal and professional development programmes support women's empowerment and career progression.

We continue to develop and deliver our women's professional development series for employees. Whilst developed with women in mind, it is open to all genders but had a 92% female to 8% male split when launched. We have also provided a range of externally run leadership development programmes.
We offer flexible work hours.
One of the key initiatives we undertook last year, and have continued into this year, was around International Women's day. We asked 15 women to tell their life stories which we published on our intranet. In doing this, we were hoping to both raise the profile of these fabulous women and to go beyond the surface conversations that often happen. What continues to delight us is the number of men who comment on the stories as being moving and inspirational. We will continue to celebrate our women this way, as the stories told by them often make others pause and consider their achievements in a new light. We arrange a dinner event at a female partner's house every other year for our senior women. This is an opportunity for our women to connect and collaborate.
We equip and develop female leaders through leadership programmes.
We provide a nanny service, flexible working (including part-time options), staff laptops to enable working from home, return to work programme, extensive training and development opportunities, mentoring framework, parents room, and a parental leave policy with up to 18 weeks paid leave for all staff.
Although our other five D&I focus areas are non-gender specific, several of them contribute to the empowerment of women. For example, our flexibility EAG 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 group supports all staff, it's work in normalising flexible work options helps empower women to ask for the flexibility they may need to be successful at work and at home. Our women's group hosts thought-provoking speaker events with both external and internal senior female leaders that cover subjects such as returning to the workforce, juggling work-life balance, and what the future holds for females. These events are valuable networking opportunities for women in the organisation and are swapped between lunchtime and after work sessions to allow for work/family requirements.
These would include, amongst other things, talent acquisition policy (which has D&I consideration integrated into it), a gender lens over our talent management practices, and the activities of our employee-driven women's influence network that support women in our business.
We established a women's programme in 2009 to encourage the development, success and retention of women at all levels. This programme includes initiatives which aim to provide inspiration, a forum for discussion, and to foster internal and external networking among female staff, partners and clients.
In 2015, we introduced a policy change where all roles must be considered as flexible, and any barriers to a role being performed flexibly be actively dismantled. This applies to all roles in New Zealand and is supported by senior leaders. Managers are offered training on how to make flexibility work for their team(s), and we provide several support tools to help managers and employees. The year, after we launched the policy and embedded a culture of acceptance/necessity around discussing flexibility, we saw a significant increase in adoption of flexible working from 37% to 87%. Currently, a third of our workforce works from a flexible location and work flexible hours. These results illustrate the success and acceptance of this policy change and an acknowledgement that flexibility is important to attract and retain women. Our 2018 engagement survey showed that employees who work flexibly are more engaged. We have a 'dress for your day' policy – we want our employees to be able to dress in a way that makes them feel at their best and allows them to bring their authentic selves to work.
Our 'inclusion' focus area includes activities that support women's empowerment, such as: • Awareness and education. Ensure all leaders are clear about how D&I is relevant to their roles, and that they are equipped with core capability to identify and mitigate interpersonal and systemic bias hotspots. Our 'reshape' focus area includes activities that support women's empowerment, such as: • Flexible working. Continue embedding flexible working options across all roles, ensuring we attract and retain a diverse workforce that feels valued and trusted to perform to their best in flexible ways. • Future employees. Embed and promote a positive, inclusive environment that will attract women, young people and those from other minority communities into traditionally male dominated areas.
We take every opportunity during key periods, such as Suffrage Day, to acknowledge that our commitment and consideration has been strongly applied throughout our organisation's structures/appointments.

2.2   Responsibility for Managing Women's Empowerment

The responsibility for managing women's empowerment initiatives is placed with specific roles in **21** (**75.00%**) organisations.

3   Leadership and Governance

3.1   Women in Leadership

Six (**21.43%**) and **10** (**35.71%**) organisations have at least **50.00%** representation in the Board of Directors and Senior Executive team, respectively. Female representation by the percentage of members is presented in *Table 3*.

Table 3 – Female Representation: Percentage of Members

Female Representation: Percentage of Members				
Career Level	Lower Quartile (%)	Median (%)	Upper Quartile (%)	Average (%)
Board of Directors	27.25	34.50	44.75	36.93
Senior Executive Team	30.00	43.00	50.25	45.32

16 (**57.14%**) organisations have specific quantitative targets related to women's empowerment, and **three** (**10.71%**) organisations are 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
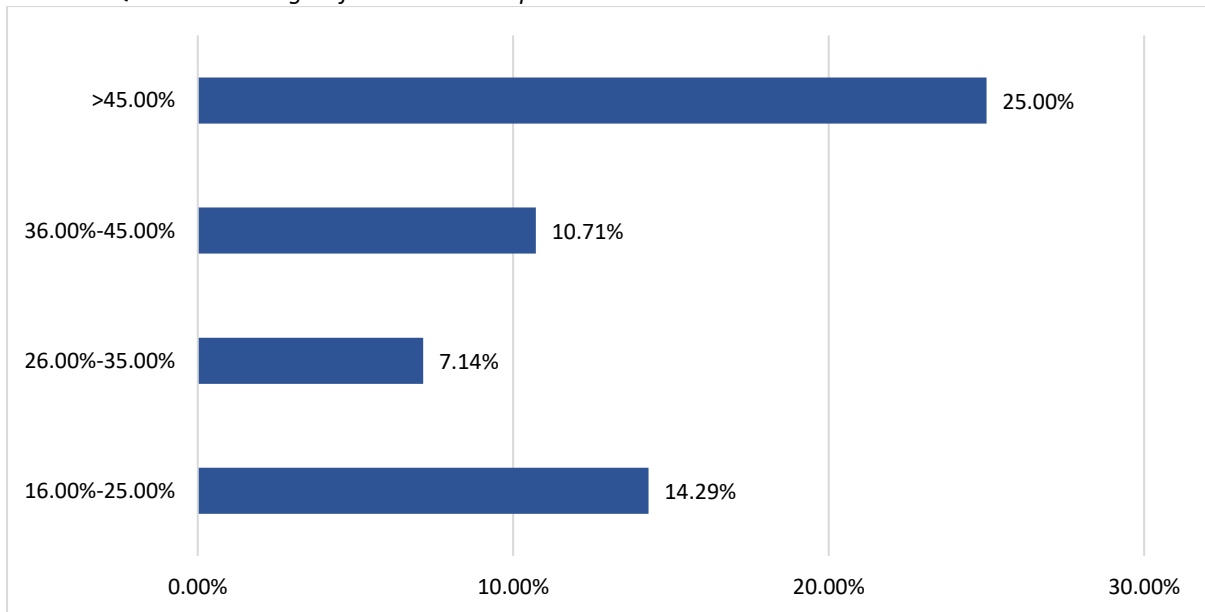
Note: Quantitative targets below 16.00% are not applied in any organisation.

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 **15** (**53.57%**) organisations.

3.3 Communication of Support

Support and commitment to the recruitment of women into leadership positions is openly communicated in **23 (82.14%)** organisations, and **one (3.57%)** 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*.

Table 4 – Female Recruitment Programmes

Female Recruitment Programmes	
Programmes	**% of Organisations**
Conduct unconscious bias training	75.00
Include females on interview panel for every Senior Executive/Board of Director interview/appointment	60.71
Review gender profiles of end-to-end recruitment and selection process to identify any 'blockages' to recruiting women into roles	46.43
Set a target/goal (quota) to achieve over time	36.29
Conduct specific advertising or search focused on women for these roles	25.00
Set a mandate of 50/50 candidate shortlist to ensure balanced recruitment between men and women	17.86
Remove names from recruitment material to avoid unconscious bias	14.29

Note: Organisations may have selected more than one response.

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

Table 5 – Female Recruitment Programmes: Other Responses

Female Recruitment Programmes: Other Responses
Our governance and management team are firm believers that women think differently from men, and that this way of thinking provides a unique and more humane approach to leadership. We have no problems attracting women to our leadership positions because one must have come through the firm to enter such a position. As we grow, this might need to change (for example, employ managers indirectly) but if so, we would continue to balance our management and governance appointments through the very successful methodology we currently use, namely identifying future (female) leaders and nurturing them into the role.
We profile senior women externally. We have run text analytics over our job ads and adjusted the language from masculine in tone to more gender neutral and for operational roles more feminine in tone to encourage more women to apply. We advertise most roles with a channel dedicated to promoting flexible roles (most of their audience are female). We reinforce our commitment to D&I on all job ads. We strongly encourage gender balanced shortlists and gender balance on interview panels.
We have a flexible working policy, staggered return to work for parents, and look at gender specific wording on job advertisements.
Our recruitment process is unbiased. We have a gender profile for of 50/50 within the organization and monitor this quarterly. We are currently trialling names being removed from recruitment material to avoid unconscious bias.
Our graduate recruitment interview panels are a 50/50 mix of male and female. Women are actively encouraged to participate in leadership opportunities. Our female partners and special counsel ratios have improved – in 2018, the overall proportion of female partners increased to 26.1%, up from 18.2% on 2016. We have had three recent appointments/promotion to special counsel which brings our current ratio of special counsel females to 50%.
We have a women's mentoring programme which seeks to help us develop a pipeline of future female leaders and give mentees exposure to senior leaders.

We have undertaken analysis of our quantitative data and are currently undertaking qualitative research with our organisation's women, to better understand how we can support their advancement.
Whenever possible, at least one senior woman participates in recruitment and selection decisions. 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.
We target programmes within business areas that traditionally have a low representation of women. We have a flexible working policy of all roles flexible for anyone, for any reason. "Talk to us about how this role could be flexible for you" is stated on all job advertisements, internally and externally. We have market leading parental leave policies to attract and retain our female staff for future roles. We use gender neutral wording in all our advertisements. Research tells us that women job seekers develop more interest in male dominated jobs when job adverts are unbiased. Despite gendered language dissuading women, gendered language does not impact men's decisions to apply.
We have reviewed our advertising language to ensure it is not too heavily biased in favour of men. Our talent management and leadership programme is designed to identify women who have strong potential and are high performers, but who may need mentoring, coaching and/or training in place to support their success further. This includes external mentors and coaches being put in place. The discussion about these individuals is annually, and at partner level, department-wide, and has the impact of increasing the profile of these individuals at that level as well, which is enormously helpful. We are currently reviewing our recruitment policy to identify any issues in the appointment of women.

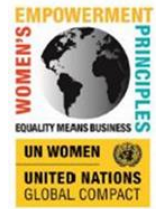## 3.4   Impact of Female Recruitment Programmes

As a result of their female recruitment programmes, **three** (**10.71%**) organisations are seeing an increased number of women being interviewed for leadership roles, and **12 (42.86%)** organisations are seeing an increased number of women being selected for leadership roles. **Two (7.14%)** organisations are seeing no difference. **11 (39.29%)** organisations provided further detail regarding the effect of these programmes and this information is presented in *Table 6*.

Table 6 – Impact of Female Recruitment Programmes

Impact of Female Recruitment Programmes
A lot of focus is around developing our existing talent as opposed to recruitment.
We have increased the number of women overall from 2.4:1 (Men:Women) to 1.2:1 since 2010. In the last year, we increased the number of women in senior leadership roles by 22%. Our most recent executive vacancy was filled externally by a woman.
We have had these programmes in place for several years and therefore we achieve great results in the recruitment of female employees. This is evidenced by the gender split from people leaders right up to Executive and Board of Director positions.
Our gender profile has remained the same over the previous 12 months, despite turnover.
We increased the percentage of women being interviewed for a position and the percentage of women being selected for roles.
We saw a significant improvement in senior female turnover results at the end of the 2017/18 financial year of 11%, compared to the previous year end at 36%. In 2016/17, many of our senior women left due to external promotions which is a great story for them and a credit to their capability and ambition. In terms of the improvement in turnover, we believe this shift can be attributed to a combination a retention programme implemented by HR leaders and a gender balanced leadership programme. This included exit interviews with all senior leaders and an exit interview by our talent manager with high-performing women. We also ensured leaders had sound development plans and performance coaching in place. This programme showcased our senior women as role models in various fora, strengthened by the establishment of a senior women's network. The reduction of turnover by 25% was a significant achievement, emphasised even more so when comparing senior women turnover rate of 11% to the company average of 18%. This past year, we are particularly proud that 75% of all senior role appointments have been women.
We are in early stages of developing this, but a recent focus has meant we have employed more female staff.

69% of our staff below partner level are female.
We advertise our roles as flexible. Although a gender-neutral issue, flexibility is more commonly a concern for women. For example, mothers returning to the workforce or those with carer responsibilities.
Results have shown that we are hiring and promoting more talented women since implementing our overt approach. In the 2017/18 financial year, 55% of candidates interviewed were female and 57% of appointments were female.
Our gender recruitment policies have resulted in hiring managers thinking more inclusively and actively assessing the gender balance of candidate lists. We are now seeing hiring managers checking for gender balance at lower levels where there are no exception requirements, simply because they see the value in gender balance. We have identified opportunities for further work in translating applications to job offers. There are a wide variety of potential barriers, but two possible reasons appear to be that demonstrating success in past experience is valued higher than potential to add diverse perspectives and, growth segments like digital and technology tend to have heavily male dominated talent pipelines from university.

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 **42.48%**. As presented in *Chart* 2, the mean female representation at the senior management level and above is lower than the mean male representation.

Chart 2 – Gender Representation by Career Level
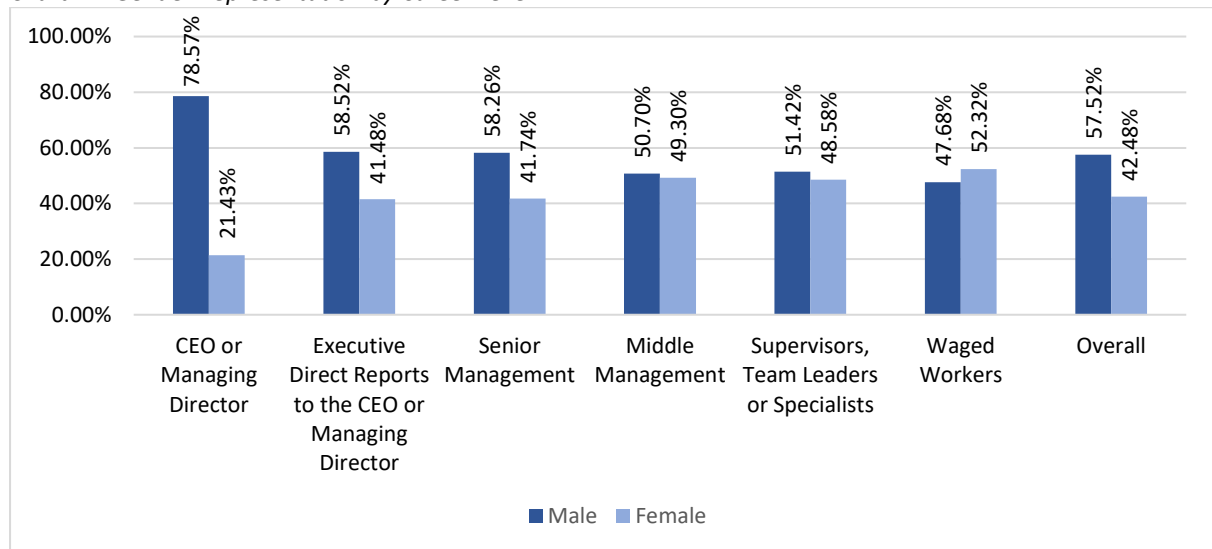
4.2 Family Requirements – Enhanced Parental Leave

Enhanced parental leave provisions over and above statutory legislation are provided in **21 (75.00%)** organisations of the organisations, and **two (7.14%)** organisations plan to offer follow suit within the next 12 months. Specific enhanced parental leave provisions are outlined in *Table 7*.

Table 7 – Enhanced Parental Leave Provisions

Enhanced Parental Leave Provisions	
Provisions	**% of Organisations**
Offer an additional payment (over and above statutory paid parental leave) to mothers/the primary caregivers	53.57
Offer additional leave to fathers/the supplementary caregiver	53.57
Offer additional leave (over and above statutory paid parental leave) to mothers/the primary caregivers	32.14
Offer a one-off payment to fathers/the supplementary caregiver	3.57

Note: Organisations may have selected more than one response.

'Other' responses made by **15 (53.57%)** organisations are presented in *Table 8*.

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Table 8 – Enhanced Parental Leave Provisions: Other Responses

Enhanced Parental Leave Provisions: Other Responses
We offer: • 18 weeks of 'prosperity payments' (at Government parental leave value). • Annual leave topped up to full value on return to work. • Reconnect coaching. • Flexible hours on return to work. • Buddy or contact person to keep them up to date while they are away. • Added benefits, such as a food bag and gifts. • For fathers/secondary caregivers, we provide two weeks additional leave (one week is paid) and they also receive the added benefits such as a food bag and gifts and ability to work flexibly.
We provide payment of 30 days' pay on returning to work and completing a further six months' pay.
We offer a return-to-work bonus to primary caregivers and we compensate for the impact annual leave payments can have after a period of unpaid leave.
We are planning to provide paid parental leave for partners for the statutory three weeks.
We provide two weeks paid leave to the father/supplementary caregiver and six 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 review and annual incentives. Pay-outs may take the form of goods, vouchers or product credit. The purpose of this is to recognise everyone's role in achieving our strategic priorities.
We like to consider ourselves a family-friendly organisation and, as such, we offer generous provisions that our people and their whanau can benefit from. For all employees who take on the role of primary carer, we top up the Government's payments to the individual's full salary for 22 weeks. When returning to work within 12 months of starting their parental leave, our people can utilise our phased return policy, enabling them to work for four days and be paid full time for up to six months on their return in addition to utilising our standard flexible working option. We pay out two weeks of full pay for all employees who take partner's leave. While our people are on parental leave, annual leave is accrued at the full rate which is well over and above the Government's legislation. Employer KiwiSaver contributions are included in the 22-week salary pay out. Flexible working available as standard can be utilised for those returning from parental leave.
Pay annual leave at full rate on return from parental leave rather than at average 12-month earnings.
We provide six weeks' pay at full salary to non-legal staff who assume the role of primary caregiver and three months' pay at full salary to 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.
Not paid.
We pay a parental leave top-up payment – 66% of current fortnightly gross salary less the value of the Government payment – paid for 12 weeks. Alternatively, this can be taken as a lump sum payment upon returning to work. We also offer a return to work payment, where we provide a return to work bonus for staff returning from parental leave. We also continue superannuation payments to staff whilst on parental leave. We offer extended parental leave, where 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.
We provide a one-off lump sum payment of six weeks' pay, upon returning to work. We also pay one week of leave to the secondary carer. We are currently updating our parental leave policies so our offerings above the statutory requirements are likely to increase in the next 12 months.
We provide: • Salary top-up to supplement the Government's paid parental leave payments. • Paid paternity leave for non-primary caregivers. • Coaching for new parents to help their transition back to work. • A parent's 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.
- A policy to provide reimbursement for emergency childcare where regular childcare is not available, and the staff member is required in the office.
- 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. For one year of continuous service, staff receive two weeks topped up while on parental leave and a further two weeks topped up after return to work. For two years of continuous service, staff receive six weeks topped up while on parental leave and a further four weeks topped up after return to work. For three years of continuous service, staff receive ten weeks topped up while on parental leave and a further eight weeks topped up after return to work.

We have comprehensive policies and benefits during this period to support all employees, regardless of gender:
- 26 weeks' salary top up to full pay, paid at the time the person commences parental leave. We have seen an increase in our male employees taking parental leave, or to share the primary caregiver status.
- Two weeks' paid family leave allowing the primary parent to have a total of 28 weeks' full pay when taking parental leave. The secondary caregiver can also access this leave. The premise behind this was to encourage men to be equal at home so women can be equal at work.
- Annual leave accrues during periods of parental leave. When employees return to work and take this leave, we pay them at their normal weekly pay rather than using the legal requirement of average weekly earnings during the 12 months prior to the leave being taken, which can be a significantly lower amount. This means that an employee returning from 12 months parental leave will immediately have a full year's entitlement of fully paid annual leave, available to take from the time they recommence work. This supports a graduated return to work if the employee wishes; they can return to work on full pay, but only work three to four days for three to six months. They also accrue another full year of annual leave during their first year back, which they can also take during the time when they are likely to need it most.
- To help mitigate the effects of parental leave on an employee's long-term retirement savings, we provide employees who make contributions to KiwiSaver during the period of paid parental leave, a lump sum employer contribution to their KiwiSaver account for the period of unpaid parental leave. This will be made in the first available pay cycle, one month after the member's return.

Our parental offerings are explicitly inclusive of a variety of parenting situations, including adoption, same sex parents and gender equality for primary care-givers.
In addition to statutory requirements, we provide a parental leave assistance payment scheme, which provides a top-up payment (to a maximum of 18 weeks) to all eligible employees. The payment is the difference between the employee's ordinary salary and the Government paid parental leave. The period of cover is currently being reviewed with the intention of extending it for longer.
We also provide primary carer leave, extended parental leave (up to 52 weeks), and family leave. Family leave is in addition to the parental leave statutory entitlements. If a permanent employee or their partner gives birth, or adopts a child under the age of five, then they are eligible for three days' paid family leave and seven days' unpaid leave within the three weeks before or after the birth or adoption.

We provide three months' salary by way of a parental leave bonus.

4.3   Policies to Support Women Returning from Parental Leave

Policies to support women returning from parental leave are implemented in **26 (92.86%)** organisations. These policies are outlined in *Table 9*.

Table 9 – Support for Women Returning from Parental Leave

Support for Women Returning from Parental Leave	
Policies	**% of Organisations**
Support flexible working options for those returning from parental leave	89.29
Make regular contact with employees on parental leave	82.14
Operate a staggered return to work policy post parental leave	71.43
Allow employees to keep their 'tool of trade' phone and/or laptops while on parental leave so they can keep in touch	64.29
Offer mentoring programmes to help employees adjust their work-life balance and transition back into the workforce	50.00

Note: Organisations may have selected more than one response.

'Other' responses made by **12** (**42.86%**) organisations are presented in *Table 10*.

Table 10 – Support for Women Returning from Parental Leave: Other Responses

Support for Women Returning from Parental Leave: Other Responses
The way we work, and the technology we use, would make it very easy for any employee to return to work in a gentle, seamless manner no matter what the long-term absence.
Employees on parental leave are included in our annual remuneration review and are eligible for a market increase.
In 2015, we launched a ground-breaking parental leave policy that introduced a phased return scheme. When returning to work within 12 months of starting their parental leave, employees can utilise this policy, enabling them to work for four days and be paid full time for up to six months on their return in addition to utilising our standard flexible working options. Prior to introducing our parental leave policy, our employee return to work rate was 81%. Currently, 97% of our people return to work following their parental leave.
This policy is currently under review.
We provide external support and coaching to those returning to work from parental leave. We employees retain all tools of the trade and benefits whilst away on parental leave.
We have a return-to-work programme with a coach available.
We have a quarterly 'keeping in touch' initiative, where there is a phone conference between the HR team, corporate affairs and employees on parental leave to update them on what is happening in the business. Employees can ask questions and discuss with others what is going on. An initiative launched towards the end of 2017, it has had great uptake and positive feedback from those on parental leave. We support a graduated return to work, where employees returning from 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.
The degree of contact is determined on a case-by-case basis, depending on the needs of the individual. A network group holds parents coffee groups. Mums and dads are able to connect over their experiences.
We offer carer's leave for which there is no set limit on the amount of paid carer's leave for our staff which provides significant support if they need to care for a dependant unexpectedly (we have the discretion to set limits on a case-by-case basis). This is also very valuable for employees who have caring responsibilities of other dependants (who aren't children). We provide free access to a service dedicated to assisting with sourcing childcare and any domestic needs. We have flexibility policies, toolkits and guidelines to support our staff when they return from parental leave. We produce a quarterly newsletter that is sent to those on parental leave and their line managers – keeping them up to date with news, promoting benefits (such as free flu vaccinations in winter), profiling our flexible working policy and ensuring they have a point of contact while they are on leave.

We send text nudges - a text message service to staff on parental leave, providing them timely and relevant business updates. These are sent every 6-8 weeks, with the first of these going out next week.
We have a 'keeping in touch' policy – staff on parental leave are able to complete one days' paid work per quarter, with childcare and transport costs covered by the organisation.
We have a parental leave return to work framework and resources for staff and managers.
People leaders maintain regular and appropriate contact with an employee who is absent on parental leave. The employee and the organisation may agree to the employee using all or some of their 'keeping in touch' hours. The level of contact is discussed with the employee prior to taking parental leave. Employees on parental leave can perform work with the organisation's agreement (for example, to attend a team day). Keeping tools of trade is discussed on a case-by-case basis, depending on the wishes of the employee – balancing their ability to stay connected, while ensure they do not feel pressured to work while on leave. We actively encourage flexible working for all roles, and returning parents are encouraged to consider their options. These may include a graduated return to full-time hours, some flexibility of working hours by arrangement, job sharing arrangements, and returning to part-time in an alternative role.
We organise networking groups and coffee groups for new or expectant parents.
We take a 'bespoke' approach to supporting women returning from parental leave and consider factors such as their role, shift pattern, and specific circumstances/requirements.

4.4 Policies to Support Inclusive and Family-Friendly Workplaces

Policies to support inclusive and family-friendly workplaces are implemented in **27** (**96.43%**) organisations. These policies are outlined in *Table 11*.

Table 11 – Support for Inclusive and Family-Friendly Workplaces

Support for Inclusive and Family-Friendly Workplaces	
Policies	**% of Organisations**
Hold family-oriented events	75.00
Support informal or social groups aimed at parents	35.71
Offer discounts/subsidies for childcare fees	17.86
Operate a school holiday programme	10.71
Have an on-site childcare centre	3.57

Note: Organisations may have selected more than one response.

'Other' responses made by **14** (**50.00%**) organisations are presented in *Table 12*.

Table 12 – Support for Inclusive and Family-Friendly Workplaces: Other Responses

Support for Inclusive and Family-Friendly Workplaces: Other Responses
We welcome our staff bringing their infants to work if they need to – there is a very child-friendly atmosphere and lots of people who will help. Often mums will feel that having a child at work is an embarrassment, or inconvenient, or looked down upon by management. This is not the case at our organisation. We are focused on making the lives of our staff easier.
We offer flexible working hours.
We have social club family focused events.
We have industry-leading policies that enable us to support families. Our whanau-friendly policies include: • Parental leave, including 22 weeks full pay, phased return (work 30 hours, paid 40 hours), accrued annual leave, and pregnant employee car parking.   • Flexible working, where we provide the tools, technology and trust that enables our people to work to outcomes rather than being constrained by the location of where they work.   • A programme that supports people who have taken a career break of up to 10 years (many who have raised families) to transition back into the workforce.   • School holiday programmes and flexibility to bring kids into work during school holidays.   • Employee assistance programmes, which family members are also able to access.

- Employee benefits include superannuation contributions, fully subsidised health care cover for our employees and their families, fully subsidised mobile plans (where family members can be added), fully subsidised life and disability insurance (giving our people's whanau peace of mind), lifestyle leave (enables people to purchase an extra week's annual leave which they can use for family occasions), digi-parenting tools to keep kids safe when using technology (also available to customers), and a wellbeing programme to help our people maintain healthy lifestyles delivering a flow on impact to their families.

We are a very family friendly organisation. Staff have the option of free holiday programmes for the children through our own holiday programme. We hold family friendly events for all and we purchase Christmas presents for all employee's children and Easter eggs at Easter.

We support flexible start and finish times around day care and school pickups, particularly in the morning, we have a glide start time of 30 minutes to allow for sleep-ins/grumpy kids/forgotten lunches and homework.

We have created flexible working hours for a male staff member with seven children to ensure he can be a part of sports and after school activities as well as morning breakfast and drop offs.

We provide a set up room, free Wi-Fi and access to computers for staff members children for homework, and for correspondence school activities for the brother of one of the staff members aged 14 who lives rurally.

We have fully supported one of our management staff who has taken on the caregiving role for her Nana before she passed away. She was paid during this time, which was deemed by the organisation to be culturally appropriate in respect of the role that she played in her Nana's life, to ensure her role within her whanau unit was respected and did not impact negatively on her financially as she did her duty as caregiver. Another of our management staff has flexible hours in and around her children and works from both work and home. This has ensured we have been able to retain our talent pool, as our staff can maintain their relationship with their children in a supportive environment and everyone is employed and supporting their families.

An external provider gives coaching and support to mothers/parents throughout their journey.

The national social committees provide a variety of events that include (but are not limited to) movie nights for our staff and their families, annual children's Christmas party, social family BBQs after sports events, and significant others are invited to our mid-winter functions.

Our employee shift patterns allow employees to manage their work around family responsibilities around.

We allow time off for child-related activities during a work day.

We offer a school holiday programme subsidy to enable employee's children to attend a supervised school holiday programme of their choice while employees continue to work.

We encourage a variety of flexible working options, including working from home, flexi-time, part-time, condensed hours, job-sharing arrangements and the option to purchase additional leave.

Employees have the ability to purchase extra annual leave and the ability to negotiate flexibility with their manager/teams around school holidays.

We have a newly refurbished family room for parents.

Our annual children's Christmas party provides opportunity to see colleagues in a different context and appreciate their important roles outside work.

We subsidise staff in-home childcare solutions and provide free access to the services providing assistance with sourcing childcare and any domestic needs.

Under our lifestyle leave policy, staff can apply for up to four weeks of unpaid lifestyle leave per year. The leave can be taken for any purpose, including family responsibilities, travel and study. Employees can choose to reduce their salary proportionally over the year, so they still receive regular pay while on lifestyle leave.

We provide a free and confidential employee assistance programme to help those who are experiencing challenges either at home or at work. This service is also available to family members of employees.

We offer enhanced caregiver leave (over and above the statutory minimum).

Our technology policies play a huge role in supporting our inclusive and family-friendly offering. We have several tools available to all employees to make flexible working easy. Examples of this technology are:

- Videoconference, teleconference and webinar access to facilitate virtual team meetings.
- An email app to give individuals access to all their work emails and appointments via their mobile device.
- Screen sharing, where employees can remotely share their laptop screen with their colleagues.
- A meeting app, which enables meeting attendees to join from any location, by a mobile phone or laptop.

- Skype for Business, which allows instant messaging between colleagues and video calling, helping employees feel connected regardless of where they are working.

We have an internal 'growing families' employee resource group, which supports those who are going through the family life cycle (before taking parental leave, while on parental leave, preparing to return to work, and effectively balancing work and a new family member). We connect across the organisation and provide access to helpful resources to ensure this is a positive experience for all parents.

We have an informal coffee group for new or expectant parents.
We host an annual kids Christmas party for families.
We offer seminars to parents on topics such as cyber safety and recognising the signs of mental distress.

5   Pay Equity

5.1   Gender Pay Gap

The comparison of current average pay rates between male and female employees in **22** (**78.57%**) organisations shows that male employees are paid **7.85%** more than their female counterparts at the median level. The comparison of current median pay rates between male and female employees in **17** (**60.71%**) organisations shows that male employees are paid **9.60%** more than their female counterparts at the median level.

Table 13 – Overall Gender Pay Gap: Males/Females

Overall Gender Pay Gap: Males/Females				
Males/Females	Lower Quartile (%)	Median (%)	Upper Quartile (%)	Average (%)
Average Pay Gap	3.43	7.85	16.75	10.69
Median Pay Gap	4.75	9.60	20.00	12.12

The highest reported average gender pay gap in an organisation is **34.00%**. The highest reported median gender pay gap in an organisation is **30.00%**.

5.2   Pay Equity Profiling Analysis

21 (**75.00%**) organisations have a gender pay equity profile of their organisations to identify any gender pay issues, and **three** (**10.71%**) 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*.

Table 14 – Pay Equity Profiling Analysis

Pay Equity Profiling Analysis	
Analysis	% of Organisations
Comparison of percentage increases for males and females with the same performance rating/grade	60.71
Analysis of pay progression performance outcomes and the link to pay progression for males and females	50.00
Comparison of starting pay rates for males and females doing the same job	42.86
Comparison of male and female payroll data throughout the work cycle	42.86
Analysis of the speed of pay progression for males and females in the same role	21.43

Note: Organisations may have selected more than one response.

'Other' responses made by **11** (**39.29%**) organisations are presented in *Table 15*.

Table 15 – Pay Equity Profiling Analysis: Other Responses

Pay Equity Profiling Analysis: Other Responses
We operate a purely performance and experience-based system of remuneration, designed to be fair to all.
We analyse our overall pay gap by gender as well as by grade, and average distribution of talent assessment ratings versus average remuneration increase. We have reduced the overall pay gap from 27.22% in 2017 to 22% in 2018.
We have reported on pay equity annually for the last three years.
We have been recognised for our approach.
We would use this during our annual remuneration review to try to close the equity pay gap if applicable.
Our current gender pay equity gap is 0.4% versus 9.4% in 2017.
We complete a gender pay equity analysis of our remuneration and performance data on an annual basis.
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.
We closed our gender pay gap in 2016.
We are in the final stages of this development.
We do significant analysis on comparative pay rates for male and female staff, including an annual audit, and we have centralised remuneration to ensure we have parity with every new hire.

The outcomes of pay equity profiling analysis are adopted in **21 (75.00%)** organisations. The outcomes of their analysis are illustrated in *Table 16*.

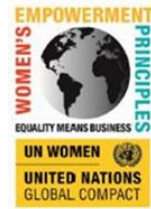*Table 16 – Adopted Outcomes of Pay Equity Profiling Analysis*

Adopted Outcomes of Pay Equity Profiling Analysis	
Outcomes	% of Organisations
Gender differences are explained, and anomalies are identified	60.71
Gender issues or emerging trends have been investigated	57.14
Action plans are created and/or carried out to resolve pay equity disparities	46.43
Findings are incorporated into people-strategies including recruitment, talent management and remuneration	46.43

Note: Organisations may have selected more than one response.

'Other' responses made by **four (14.29%)** organisations are presented in *Table 17*.

Table 17 - Adopted Outcomes of Pay Equity Profiling Analysis: Other Responses

Adopted Outcomes of Pay Equity Profiling Analysis: Other Responses
The gender pay gap is largely determined by the availability of senior employees - we don't discriminate on gender and we can't - because the pool of available senior employees is tiny (due to our specialised areas). Junior positions are often filled by women because of our specialised areas, so there is a danger of a false bias due to experience levels.
Pay profile analysis has been included in our remuneration governance framework. A renumeration oversight committee receives reporting on gender equity and will only sign off on remuneration reviews if they are confident budgets have been distributed fairly and equitably. We adjust policies as necessary. For example, we made changes to ensure that employees on parental leave automatically receive salary increases so that their remuneration does not fall behind that of their colleagues.
We have analysed salary before and after parental leave to ensure there is no penalty to those who take parental leave. All employees on parental leave are eligible for a remuneration review (with a double check done by the HR team) to ensure they are not inadvertently left out.
Centralised remuneration decisions ensure we have equality in parity when we recruit.

We have published our pay equity results and spoken and provided advice to other organisations on how we have managed to achieve a zero % pay gap.

5.3 Demonstrating the Support for Pay Equity Policy and Practices

25 (**96.43%**) 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*.

Table 18 – Demonstrating Support for Pay Equity

Demonstrating Support for Pay Equity	
Method	**% of Organisations**
Employees have equitable access to promotion and training and development opportunities	85.71
Flexible working arrangements are incorporated in our people-related policies	85.71
Employees have equitable access to rewards and benefits	82.14
Policies ensure roles are fully and fairly evaluated or sized including how they are formally documented	71.43
Unconscious bias training in place for employees conducting recruitment and selection or training and development	67.86
Policies and practices clearly support the promotion, awareness and practice of pay equity	57.14

Note: Organisations may have selected more than one response.

'Other' responses made by **five** (**17.86%**) organisations are presented in *Table 19*.

Table 19 – Demonstrating Support for Pay Equity: Other Responses

Demonstrating Support for Pay Equity: Other Responses
We are vocal about our approach to equity. This includes statements on our website and public speaking.
1. Policies and practise. We have a D&I policy. A key principle of our beliefs is that all appointments are based on merit, with equal pay and without discrimination.   2. Role sizing. We adhere to global standards and framework to ensure our roles are sized fairly. Every year our pay ranges are reviewed against market rates and adjusted accordingly.   3. Equitable access to training and development. All our people have access to our training and development opportunities including our digital eLearning system.   4. Equitable access to promotions. We have a target to create internal mobility and aim to appoint 70% of people into roles internally, with the remaining 30% utilising external talent. We actively monitor and manage promotions, pay reviews, performance discussions with a gender inclusive lens.   5. Flexible working arrangements. We offer the flexibility to work from flexible locations, flexible shifts and flexible hours. This is a key enabler of diversity, inclusion and women's empowerment.   6. Unconscious bias training. In 2017, we ran training for our Executive team, the top 60 leaders in or organisation, our HR team, and our graduates. All new leaders attend training that includes a three-hour D&I and unconscious bias workshop. We have de-biased our recruitment process utilising software for job ads, blinding CVs and having gender-balanced shortlists. At key HR milestones, we remind people of the impact of unconscious bias and direct them to our eLearning modules.
The remuneration committee runs the annual remuneration process and assess, amongst other things, pay equity and the Board of Directors have final sign off on all staff remuneration.
Gender reporting analysis is a part of our annual remuneration review.
We continue to pay the employer contributions to Kiwisaver for our staff (male and female) on parental leave (up to 24 months) to help address the retirement savings gap for women.

5.4   Pay Equity on People-Agenda

25 (**89.29%**) organisations provided responses as to what extent pay equity is on the organisation's people-agenda. Their responses are outlined in *Table 20*.

Table 20 – Pay Equity on the Organisation's People-Agenda

Pay Equity on the Organisation's People-Agenda	
Extent	**% of Organisations**
Planning to develop regular reporting on pay equity to lift the profile in our organisation	60.71
Reporting results to the Executive and/or Board of Directors is taking place on a regular basis	57.14
A plan has been developed to progress pay equity as a priority	39.29
Regular progress reporting undertaken to monitor results and maintain momentum	32.14
A strategic plan has been developed and linked to the organisations people-strategies to progress pay equity as a key priority	21.43

Note: Organisations may have selected more than one response.

'Other' responses made by **four** (**14.29%**) organisations are presented in *Table 21*.

Table 21 – Pay Equity on the Organisation's People-Agenda: Other Responses

Demonstrating Support for Pay Equity: Other Responses
We have been reviewing our gender pay gap annually to ensure there are no significant differences between men and women in like-for-like roles. There are five key principles that underpin our pay parity approach: 1.   Pay that is free from discrimination. 2.   Pay that is market competitive. 3.   Pay that enables a basic standard of living. 4.   Pay that enables us to share our successes. 5.   Pay that is understood.
Pay equity is reviewed annually as part of our annual remuneration process and reported to the remuneration and diversity committees and the Board of Directors.
We have a publicly available and stated corporate sustainability framework, which includes D&I and financial inclusion and capability as two out of three priority areas.
We are in the middle of an organisation-wide transformation, which impacts almost all business units. The HR team is using this change period to implement and embed more robust job architecture and position management frameworks, to enable a more accurate gender pay equity profiling in the future.

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 **16** (**57.14%**) organisations and, as a result, these organisations have either changed their policy or plan to do so within the next 12 months. **Three** (**10.71%**) organisations are planning to distribute an employee survey within the next 12 months. **13** (**46.43%**) organisations provided further detail regarding the effect of these programmes and this information is presented in *Table 22*.

Table 22 – Impacts of Employee Survey

Impacts of Employee Survey
This is planned to coincide with our team strategy day.
Whilst we have made some progress, we are at the early stages of our gender pay equity journey.
We have created a remuneration policy and are currently conducting systemic bias audits.
The survey results were one of the things that informed our D&I plan priorities.
We include several D&I-specific questions in our annual employee engagement survey. 86% of employees agree that people are treated fairly, regardless of their age, ethnicity, gender, and physical capabilities. We are always looking to improve this figure. We do not intend to change policy, but we do intend to introduce more material on inclusive leadership to our leadership development training.
Our annual engagement survey tracks key D&I metrics, and, in this year, we achieved a score of 87%. When we cut the results by gender it is pleasing to see there is not statistically significant difference in scores.
We conduct annual employee surveys to gather our people's feedback about our organisation, which includes questions about equal opportunities, inclusion, and discrimination.
In 2017, an external provider met with staff to take the firms' pulse relative to culture, diversity, inclusion, safety and wellbeing. The recommendations from that report have and will continue to be implemented.
We took part in a D&I survey. We had the second highest company response with 69% respondents being women. Our overall inclusion score was higher than the survey average with 4.68 (out of 6) against the survey population of 4.54. Of the inclusion staircase (fairness and respect, value and belonging, confidence and inspiration), our score was 4.9 against a survey population of 4.54. This showed us where we were strong and the areas we required further development in. We plan to include these questions as part of our employee engagement survey.
Our annual employee engagement survey includes questions which shape our D&I strategy each year. The 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, for example, 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-reported demographic data.
In 2016 and 2017, we held a D&I survey, which highlighted areas where we could focus to improve our approach to D&I. Our annual people and culture survey also touches on some of these things.
Over 6,000 employees responded to our 2018 employee survey. The results were: • 95% of employees agreed that our organisation has an environment that is open and accepting of individual differences. • 95% of employees agreed that sex-based harassment is not tolerated within the organisation. • 93% of employees agreed that their manager genuinely supports gender equality.
The annual engagement survey includes diversity related questions and demographic identifiers. We have identified minority groups where engagement and responses are inconsistent with mean results, and in some instances have established employee resource communities to support and seek feedback. We undertook a three-week analytics Sprint to understand current gender balance and to identify priority focus areas. This included quantitative analysis, qualitative in-depth interviews with employees, and research. Our hypothesis to be tested focused on industry limitations, attractions, selection, retention and promotion. Our final outputs clustered naturally into three themes: culture, gender enablement and reward. The output of this research provides the foundation for many of the 2018 financial year D&I strategic initiatives.

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 **24** (**85.71%**) organisations. **12** (**42.86%**) 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

Zero Tolerance Gender-Based Violence and Harassment Policies
All staff must sign a code of conduct, which specifically addresses this issue. It also binds the CEO to a commitment that the code will be upheld.   Training is provided to every staff member around their ability to speak up and to feel confident to deal with any negativity – especially any passive-aggressive behaviour (which can often be the seed for bullying or harassment). Staff are confident they can speak to any of the management team if they have concerns, plus they have the option to seek external advice through professional supervision.   When a new staff member starts work, they have morning tea, lunch and afternoon tea each with three other staff members of differing roles and experience, so they can get a feel for the culture of the organisation. This encourages openness and trust in communication and shows that management is not afraid for people to speak truth to power.
We have recently relaunched our respect policy and are about to refresh the training for dedicated anti-bulling and harassment contact staff.
This is explicit in our policies and reinforced by our CEO and senior leaders in induction and through regular leadership blogs.
We have a harassment, discrimination and bullying policy.
We have a clear code of conduct that specifically outlines zero tolerance for bullying, harassment and violence.
Supporting our health, safety and wellbeing policy, we have a robust bullying and harassment policy in place. This policy is reviewed annually for effectiveness, comprehension and accessibility. We have reminded our people of the policy at least twice since the start of this financial year to ensure they are clear on what acceptable behaviour is and isn't, and that people know where they can get support from in the event the experience bully or any form of harassment.   We are hosting an awareness session for all employees to attend so they can be educated on appropriate behaviour, inappropriate behaviour and how they can get support as a victim/survivor.
We have a zero-policy tolerance for this behaviour and investigates any complaints immediately.
We have a harassment, sexual harassment and bullying policy in place. A domestic violence policy has been created and it is currently being reviewed.
We are committed to providing our employees with a safe and inclusive work environment. We will not tolerate any form of sexual, racial or any other type of harassment in the workplace. 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 our organisation, can take to address the issue. Our harassment policy, workplace bullying policy, and code of conduct are all available for employees to access on our intranet.   We also have a 'respect – anti-bullying and harassment' webinar training run by one of our own internal facilitators, and a workplace bullying self-paced module that all employees are encouraged to complete.
We have zero tolerance for violence and harassment, sexual harassment and workplace bullying. Below sets out our policy in support of this: 1. Inappropriate behaviour and harassment policy (and complaint procedure). We are committed to all our people being treated with dignity and respect, and to instilling and maintaining a safe, open and transparent work environment with zero-tolerance for assault, bullying, discrimination, and harassment. We will treat all complaints about inappropriate behaviour seriously, sensitively and confidentially. This

policy sets out behaviour that is not acceptable and contains some guidance on reporting and investigating inappropriate behaviour. 2. Application of the policy. This policy applies to the behaviour of everyone that works at our organisation when they are: • Working in the workplace. • Performing work activities off site (for example, 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 (for example, behaviour after a work function). 3. Inappropriate behaviour can take the form of: • Bullying – 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 and can involve a range of actions over time. For example, retaliation, humiliating, intimidating or threatening a person. Bullying is not differences of opinion, justified feedback, managing under-performance, or a direct communication style. • Discrimination – treating someone unfavourably on the grounds of their age, race or colour, ethnicity or national origin, gender (including pregnancy and childbirth), sexual orientation, disability or religion.
We are committed to providing a healthy and safe working environment, where every person in our workplace is treated with respect and dignity. Each of us has a responsibility to ensure our behaviour towards each other and our customers is courteous, professional and respectful at all times.
We need to draft a policy.

16 (**57.14%**) organisations have policies in place for the workplace protection and support of domestic violence victims, and **five** (**17.86%**) organisations plan to follow suit within the next 12 months. **14** (**50.00%**) 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
We are hyper-vigilant of this issue and speak freely of it. Staff know they can seek advice. We also have a very close relationships with Women's Refuge and a former executive committee member (and refuge manager) is on our senior management team. She is known to be very approachable and trustworthy. We are committed as an organisation to the White Ribbon philosophy.
Our domestic violence policy is in the final stages of internal review.
We don't have a specific policy, but these individuals would be supported through our employee assistance programme.
Our policies are not specific to domestic violence; however, our leave policies and employee assistance programme include support for domestic violence. Our website has access to help for victims of domestic violence via a shielded site.
We have domestic violence leave for those subjected to and supporting victims of domestic violence.
We implemented a family violence policy in 2017 by providing up to 10 days paid leave per year to help employees seek the support they need without the financial and emotional burden of not being at work. This paid leave type is also available to employees who are supporting others in the situation of family violence. Complimenting this is the ability for our people to change mobile numbers, workplace locations and even city bases for them to be and feel safe at their place of work. We have also been part of a collaboration with the Human Rights Commission and several other organisations to support businesses to introduce their own family violence (prevention) policy.
A domestic violence policy has been created and it is currently being reviewed.
Our domestic/family violence leave policy and supporting programme has been in place for close to 18 months, with support provided to victims, those supporting victims and users of violence.

We are strongly focused on supporting employees in many ways and there is a lot more to our relationship with employees than just the work we do day to day. We are committed to supporting our employees because we want to make a difference, and that includes proactively approaching the more difficult challenges some may face. Our domestic violence policy outlines the support we can offer to anyone affected by domestic violence. This includes access to free employee assistance programme support, and the information for contacting local support agencies. We will provide up to five days paid special leave to support employees who are affected by domestic violence, with the option of additional leave to be approved by the HR team. We also provide five days leave to allow employees to be able to support friends or family members who have been victims of domestic violence. As well as this, we will provide paid leave for attendance at any court proceedings related to domestic violence. The policy also describes the options for implementing a safety plan if necessary, such as security escorts for the employee, providing photos of the abuser to the security team, and temporary or permanent relocation of the employee to another office.

Alongside this policy, we partnered with and organisation to develop an eLearning training module focused on domestic violence. This eLearning module explains the widespread impact of domestic violence and includes video messages from the HR and security teams. The original module is aimed at our staff; however, we have since created a modified version, which has been gifted back and made available to the New Zealand community via the partner organisation's website. We have also made our anti-domestic violence policy available to other businesses to use as a guide.

This is currently dealt with on a case-by-case basis rather than a specific policy.

We are committed to the protection and support of victims of domestic violence. In addition to our domestic violence free policy, we are also working towards attaining the domestic violence free tick.

Our domestic violence free policy is intended to contribute to the safety and wellbeing of the firm's staff and partners through raising awareness about domestic violence, providing support to those affected, and partnering with external specialists to ensure key staff are trained to support these objectives. Our objective is to create an environment where staff and partners can speak confidentially and safely about domestic violence concerns and, where appropriate, support and assistance is provided. We have zero tolerance for those who perpetrate domestic violence and will hold to account any staff member who uses firm time or resources for this purpose.

We recognise that domestic violence is widespread (though often hidden) across New Zealand. As such, we have dedicated information available on our intranet on how to get help. We have advice and resources available for managers on how to support an employee who is experiencing domestic violence. Managers can use their discretion to provide employees with paid leave to allow employees time to off work to make arrangements for themselves and their families. We can tailor support depending on the employee's circumstances, including changing roles, changing hours of work, shielding their phone number from public access, security guards, and car parks so that our employees can feel safe at work.

We are also working actively with external organisations and partners to share our practices and policies to raise the profile of this issue in New Zealand. In 2017, we partnered with the Women's Refuge to create a bespoke account opening process for their clients who had previously struggled to open their own bank account due to a lack of identification and permanent address. In 2018, we were part of a working group (along with the Human Rights Commission) to create a website toolkit to help other organisations to develop support mechanisms for their employees who are experiencing domestic violence.

We have a formal domestic violence policy drafted and awaiting final executive sign-off.

We added a Women's Refuge shield icon to our public website in 2017. The shield initiative is a way for woman to reach out (digitally) for support, without fear of being traced through browser history logs.

We have tools available on our intranet and people trained to support staff.

6.2   Ensuring Safety of Employees Travelling After Hours

17 (**60.71%**) organisations have initiatives in place to ensure the security of all workers travelling after hours, and **one** (**3.57%**) organisation plans to implement initiatives within the next 12 months. Some of the common actions/initiatives in place are outlined in *Table 25*.

Table 25 – Actions/Initiatives to Ensure Safety of Employees Travelling After Hours

Actions/Initiatives to Ensure Safety of Employees Travelling After Hours	
Actions/Initiatives	**% of Organisations**
Specific safety policies and processes apply after hours (for example, securing the workplace and security guards)	39.29
Female workers can elect to be escorted to their vehicle by security personnel after business hours	32.14
Workers are provided with taxi chits when working late shifts	25.00

Note: Organisations may have selected more than one response.

'Other' responses made by **12** (**42.86%**) organisations are presented in *Table 26*.

Table 26 – Actions/Initiatives to Ensure Safety of Employees Travelling After Hours: Other Responses

Actions/Initiatives to Ensure Safety of Employees Travelling After Hours: Other Responses
Policies are in place around people working late. For example, carpark lighting is always repaired as soon as any lights blow, and free taxis are always made available to staff at work functions.
Workers are provided with transport home following after hours work sponsored events.
We have mobile lone worker monitoring services for high-risk roles.
Our safety provisions vary and depend on the location-specific risk assessment to support after-hours workers. Secure parking is available for staff during night shifts. In line with our health and safety system, we complete risk assessments and monitor any incidents or concerns of our employees regarding safety and security. For example, we have collaborated with New Zealand police in the development of our security strategy for employees on shift work.
There is a policy in place regarding entertainment/drinking onsite that sets out safety precautions. Taxi chits are provided to staff going home after work events where drinking is involved. A formal host responsibility policy has been drafted and is currently being reviewed. A series of national fora were held during 2018. The first topic was on safety and wellbeing. Staff were able to share their feedback, either anonymously in advance or at their session. The feedback from those fora is with the Board of Directors for review. Recommendations from the collective feedback will be actioned.
Given the 24/7 nature of the business, security of staff out of hours is important. Access restrictions and other security devices are always in place (more so overnight) and 24/7 security presence is employed to support the business and staff, including in the staff carpark facility. An employee-only shuttle bus is also available overnight outside of public transport hours.
At-risk employees can use a phone-based security app, 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. We have at least 20 employees using this app daily. Security works with the HR team to make alternative location arrangements for employees if needed. For example, working from another location or transfer of branches if there are risks to their safety. In specific cases, vehicle tracking devices have been used so that 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 also offer support to family members of employees if needed. Security plans for at-risk employees come back to individual assessments of risk – 95% of people on the books currently are female. People working late have options for parking on site after 6pm. Security have a relationship with the building landlord and other businesses who have a 24/7 security presence. They have all worked to improve lighting

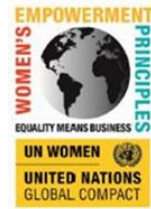| |
|---|
| in public areas around the business and communicate with staff to leave through specific, safest exits to improve best practice.
Our risk management team plays a critical role in identifying, monitoring and managing a range of risks across the breadth of our diverse business. It supports 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. We have 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 us, much of the focus is branch-based when it comes to security to and from work given the nature of being a bank and all branch staff are well trained in this area to ensure their safety when coming and going from their place of work. |
| We provide specific guidance around branch staff opening and closing. |
| We have a specific safety policy and process that applies after hours (for example, securing the workplace, security guards).
Workers are provided with taxi chits when working late shifts.
In our health and safety policy, we remind staff to let a colleague or friend know if they are working late. |
| We have comprehensive and robust policies and procedures to ensure the physical safety of our employees. We have CCTV and security monitoring with guards at some of our main sites. In our contact centre, employees who work late at night are transported home via a shuttle bus.
We have policies around manager and employee responsibilities, including being prepared for incidents and emergencies and ensuring emergency plans, processes and facilities are in place in all our workplaces as well as ensuring the sites and properties are made safe. There are processes for immediate notification of any notifiable/serious harm incidents. |
| Taxis are available for employees working later than normal hours on a case-by-case basis. |
| Security surveillance and alarms are provided, and there is a taxi policy to ensure people can get home after dark if working late. |

6.3 Wellness and Empowerment Strategies

A wellness strategy is operating in **19** (**67.86%**) organisations, and **six** (**21.43%**) organisations are planning to implement a strategy within the next 12 months. **Eight** (**28.57%**) organisations provide health awareness campaigns targeted towards women, such as breast cancer, cervical cancer and nutrition. **Four** (**14.29%**) 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

Wellness Strategies Specific to Women: Other Responses
We take a proactive approach to health and wellbeing management by providing a wellness programme to promote and encourage employee health and wellbeing. We run initiatives and campaigns via an online wellness portal which is free and open to all employees and their immediate families.
A wellbeing programme and was launched in 2017, which includes the following six 'RED' pillars: 1. REjuvenateD for emotional and mental wellness. 2. REorganiseD to foster financial wellness. 3. REconnecteD to grow connections and community engagement. 4. REfocuseD to support purpose and growth. 5. REenergiseD encourages physical activity. 6. REbalanceD promotes digital balance. Part of the launch included the establishment of a website, where today over 70% of our people have activated their account and are actively using the platform. In celebration of Matariki, we have also launched a mobile application for the platform, so people can connect, register or engage in our current initiatives and activities anytime, anywhere. Past and present wellbeing initiatives include: • Matariki activity challenge – teams of four challenge each other in fitness battles. • Wellbeing and inclusion campaigns were held to launch our D&I committee.

- Collaboration with our organisation's foundation to establish a support network for mental wellness practitioners across Auckland.
- Winter offers that include massages and physio sessions.

We provide free tampons and pads at work.
We have parent training/awareness/classes for mothers and fathers.

22 (**78.57%**) 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. **18** (**64.29%**) organisations provided further detail regarding their programmes and this information is presented in *Table 28*.

Table 28 – Programmes Assisting in the Empowerment of Women

Programmes Assisting in the Empowerment of Women
We provide professional supervision. Also, the company has adopted a practising well programme at a strategic level. We have a health and wellbeing champion who reports directly to the management team, and our principal lawyer is the wellbeing sponsor at senior management level.
We work with an external organisation to produce targeted wellbeing content for all our people, both online and in-house training (for example, resilience and stress management courses).
Our wellbeing programme has regular health checks and free mole maps, as well as wellness programmes aimed at encouraging wellbeing through improved sleep, healthy eating and increased activity. We also have sports.
We have a wellness programme that includes mole mapping, resilience workshops, money week, getting adequate sleep and sunlight, reducing fake foods, and mental health currently under development.
We use a platform which promotes a range of articles on health, wellbeing and mental health to all staff. Featured articles are regularly changed, and we run promotions based on time of year, competitions and awareness weeks. Financial literacy learning sessions are offered to staff. There is a strong focus on mental health, including training for managers and free employee assistance programme support for all employees.
We have a mental health and wellbeing policy.
We offer mindfulness training and management essentials training courses.
We offer workshops for financial literacy (budgeting and managing debt), mental and physical health, and parenting (anti-bullying workshops).
We offer our people leading support services through our employee assistance provider, including financial and counselling services. We are establishing a mental wellbeing network for all of Aotearoa New Zealand. We offer specific parenting tools and tips to help keep our kids safe when using technology. We have financial wellbeing initiatives.
We encourage all staff to participate in professional and personal development opportunities for growth and these are identified on a regular basis. Staff are supported to attend these even if they are in work time. We also hold wellness, empathy, and health forums.
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, and EQ and unconscious bias training is provided to all staff. Mental health workshops will be offered in 2018/19.
We have a range of programmes through our employee support team, providing access to specialist advice, such as budgeting, parenting, and employee assistance programmes. We launched the first of our mental health seminars last year and we are in the process of developing a range of resources for employees, for both the building of positive mental health and supporting the management of mental illness. We are about to deliver a healthy minds programme, which provides training to all employees on mental health and resilience.

We have a physical health and wellbeing policy, onsite health nurses, employee assistance programme providers, wellness rooms, subsidised health insurance, catch up days, nanny service and flexible sick leave.

Our wellbeing toolkit launched in 2018, in alignment with our wellbeing policy, to provide an environment to enrich the wellbeing of our people for the whole of their lives. It spans five wellbeing factors of family and community, finances, health, values and work. Sitting under these pillars are the following initiatives:

- We run managing your money workshops within communities and cover budgeting basics and financial planning. They are 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.
- All employees have access to a team of personal bankers specifically for our staff that can assist with budgeting and financial planning.
- We have an employee assistance programme 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 have a fund which is our way of gathering around and providing real help to our employees during the tough times by providing financial assistance to them and their dependent family members in circumstances of significant financial hardship beyond their control.
- We have aligned with several service providers to ensure great offers and discounts for our employees', such as a discounted gym and yoga memberships, dental and eye specialist plans, discounts on technology, home services, and child care facilities.
- We offer employees access to an internal superannuation scheme, along with KiwiSaver, to help plan for their retirement, as well as a comprehensive health insurance plan.

We hold wellbeing seminars and workshops. Topics in the past have included resilience, positive framing, and work-life balance.

We have a health and safety policy (which encompasses both physical and psychological wellbeing), a parent's network (which includes information sessions and events) and emergency childcare assistance.

We hold financial education sessions internally that cover topics such as budgeting, financial planning, mortgages and saving. Our employee assistance programme is available to all employees and their immediate family members. Mental health and wellbeing are core elements of our health and safety policy. Senior management and all line managers' responsibilities include actively monitoring and promoting the safety and health of their people, both physical and mental wellbeing. We have a mental wellbeing intranet page which houses detailed resources on self-assessing wellbeing, recognising mental health issues in others, supporting employees. We run facilitated mental wellbeing awareness sessions for employees.

Externally, we have established a programme which enables community educators to hold a series of workshops with vulnerable community groups and inform them of important financial concepts (for example, budgeting, dealing with debt, future planning).

Our numerous wellbeing initiatives including mindfulness, resilience, exercise, and self-defence.

We have mental health awareness programmes, which include a dedicated online resource, and regular training for senior managers/partners. We actively support our people when dealing with issues by providing time off, counselling and other support as required. Parenting courses are part of our wellness programme.

Principle 4. Education and Training

7   Development Programmes

7.1   Formal Development Programmes

27 (**96.43%**) organisations have formal education or training/professional development programmes in place, and **12** (**42.86%**) organisations monitor the uptake of training and development programmes by gender.

7.2   Scheduling Training Programmes

25 (**89.29%**) 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*.

Table 29 – Consideration for Family Commitments when Scheduling Programmes

Consideration for Family Commitments when Scheduling Programmes	
Considerations	**% of Organisations**
Consider the location of training when scheduling employees onto training programmes to avoid the impact on family commitments	57.14
Provide specific guidelines on scheduling times for training and development (for example, can only run in standard work hours)	57.14
Provide subsidies or payments for caregivers if staff are required to attend training after normal business hours/weekends	10.71

Note: Organisations may have selected more than one response.

'Other' responses made by **nine** (**32.14%**) organisations are presented in *Table 30*.

Table 30 – Consideration for Family Commitments when Scheduling Programmes: Other Responses

Consideration for Family Commitments when Scheduling Programmes: Other Responses
We reschedule training sessions if people are unable to attend due to family commitments.
Over the past year, we have taken deliberate steps to be more inclusive and considerate of people's commitments at home. Previously, we used to fly people to Auckland for training, however, we recognise the strain this can place on family arrangements, so we have decentralised some of our training and now utilise virtual classrooms (video conferences). In large sessions, we will send trainers to the regions to facilitate sessions.
We provide multiple opportunities to attend training courses. If someone misses one, there will always be a chance to do it later or receive one-on-one training from the principal lawyer or relevant manager.
Inhouse – yes. External – no.
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 to provide staff with the ability to watch the recordings at a convenient time.
We will pay staff who come in to attend training if it is a normal scheduled day off. We also try hard not to schedule training during the school holidays where possible.
We work hard to ensure any training or education programmes align with employee commitments outside of work, and our facilitators are highly responsive to feedback and alternate ways of running programmes to ensure employees get the best experience possible.
Where possible, we will have multiple cohorts of a training programme running concurrently which provides choice of attendance days. We are also flexible with people switching between these options across the course of a programme to allow for added flexibility or unexpected time off.

We have taken steps to move training more regularly into our regional centres to reduce the need to travel and to align regional training days with a team offsite event.
Webinars are being utilised more regularly for training programmes, which allows participants to dial in on their cell phones or laptops, meaning they can be flexible on their location.
We avoid scheduling any training or development events during the school holiday periods.
Training for internal staff is specifically arranged during work hours.
Our targeted training considers the needs of employees. We also run a lot of regional learning events to limit travel where possible. Generally, our facilitated training commences at 9am and is always within work hours. We use a variety of technology-enabled training solutions that can be used flexibly. For example, many of our courses are available via eLearning which can be done at a chosen time (either on a computer or a mobile phone/tablet). We also run training through webinars that can be accessed from home. Our online learning platform is available for employees while they are not working on our systems. This enables employees on leave to undertake self-paced learning if they choose to access this benefit.
We are very mindful of school terms when scheduling programmes to ensure the greatest flexibility is possible for parents during the holiday periods. We actively leverage technology to reduce the need for travel, and programme schedules are adapted where possible to ensure travel occurs within business hours.

8   Career Clinics and Mentoring

21 (**75.00%**) organisations operate formal talent identification and management programmes within their organisation, and **three** (**10.71%**) 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

Formal Talent Identification and Management Programmes	
Activities	**% of Organisations**
Arrange internal mentoring of female employees	64.29
Run organised gender-specific internal networking groups for females	57.14
Actively encourage our female leaders to be external mentors for young women	42.86
Arrange external mentoring for female employees	39.29
Run organised gender-specific networking groups for our female graduates	10.71

Note: Organisations may have selected more than one response.

'Other' responses made by **eight** (**28.57%**) organisations are presented in *Table 32*.

Table 32 – Formal Talent Identification and Management Programmes: Other Responses

Formal Talent Identification and Management Programmes: Other Responses
We actively encourage female graduates to join professional organisations. We also encourage all young staff to get involved at the governance level in not-for-profit organisations and offer advice and support if asked.
We will be applying gender equity analysis to the moderation of talent assessment ratings.
Our networks target all levels and career stages.
1.   Talent management programmes – we identify 15% top talent (defined as having the ability to move two bands) in the business annually and know that 44% are women. We always apply an inclusive lens across our talent management activity. In the event we can offer external development opportunities to our people, we are able to draw from our top talent list of women (and men) identified as part of our talent management framework that supports the individual's own development plan.

2. Mentoring – we believe finding a mentor is a personal and organic process and so we focus on providing platforms for people to connect through our various networks rather than creating a rigid and unmanageable mentoring structure. A fair majority of our people will tell you that they have a mentor or mentee in either a formal or informal capacity.

3. Networking – we have several internal networking groups to support women to succeed:

- A company-wide women's network to support the development of our women to maximise their potential for both individual and business success.
- A women in technology network, whose purpose is to support, develop and increase the number of technology women in our organisation.
- An enterprise women's network, which is focused on increasing the number of women in leadership roles within this function.
- Graduates are heavily involved in our various networks and will take a lead role across some.

We have an accelerated leadership programme for the most senior identified talent, which is a 10-month development programme designed to unlock potential and accelerate growth. Upon launch, 46% of the participants were female.

Our formal talent identification process involves:

- Reviewing the performance of all leadership staff using our performance tool, 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.
- 360 assessments at the start and 18 months following each formal leadership development programme.
- The leadership team for each unit will review their senior leaders and place them on a talent grid, which takes three characteristics into consideration:
  1. Ability – combination of agility, behaviours, values and future focused skills and behaviours (IQ & EQ).
  2. Aspiration – desire for senior, complex roles with increased accountabilities, challenges and rewards.
  3. Engagement – commitment to our purpose and culture.

This 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.

We have a leadership programme, as well as a talent and management programme.

We are proud of our talent programmes that empower females to succeed from entry through to executive level:

- Notable women programme for senior women – lifting visibility as experts in their field and being key contributors to industry and our brand in the marketplace. They share their expertise on topics including the women's retirement gap, financial literacy, the housing market, digital banking and governance. We support the placement of notables to sub boards.
- Aspiring notable women programme – talented women in middle management roles, aimed at increasing visibility, confidence and internal profile.
- Step up to your potential programme – women in junior roles with the potential for bigger managerial roles.
- Individual development opportunities for our talented senior executives.

15 (**53.57%**) organisations evaluate the impact of their formal talent identification and management programmes, and **three** (**10.71%**) organisations are planning to within the next 12 months.

Principle 5. Enterprise Development, Supply Chain and Marketing Practices

9   Supplier Diversity Programmes

Four (**14.29%**) organisations currently operate a supplier diversity programme, and **three** (**10.71%**) organisations are planning to implement a programme within the next 12 months. The coverage of these programmes is outlined in *Table 33*.

Table 33 – Supplier Diversity Programmes

Supplier Diversity Programmes
We have a comprehensive sourcing policy and process in relation to sustainable procurement. The sourcing process assesses new suppliers in the areas of corporate governance, environmental management, workforce and human rights, supply chain management and community, which is principally aligned with the United Nations Environment Programme Finance Initiative questionnaire. Included in this are questions around gender splits and anti-discrimination based on gender, national origin, religion, race, and disability.
Regular reporting from our temp agency identifies gender splits and we review their gender sourcing policy.
We have a sustainable supplier code, which requires our suppliers to comply with minimum standards around ethical business, human rights, health and safety, environment, and people and community – diversity falls under human rights and people and community. We also publicly encourage supplier diversity.
We are committed to understanding and having a positive impact on the social and environmental consequences of our business operations. This commitment extends to the procurement of products and services. We require compliance of our code of practice from our suppliers, which covers equal rights and non-discrimination, employee development and training, governance, and general compliance. We embrace a fair, sustainable, responsible, and ethical approach to procuring and delivering goods and services. As part of our large strategic sourcing activities, we conduct requests for proposals (RFPs) to select suppliers. We have a mandatory requirement that RFPs include questions on corporate responsibility and that vendor's responses receive a minimum weighting as part of the overall evaluation and vendor selection. Relevant questions are detailed below and are associated with permanent, temporary and contract workers: 1. How will you support and enhance existing initiatives as part of our supplier code of practice? 2. How will you enhance your environment, for example, staff and workplace, in terms of our supplier code of practice? 3. Confirm that your organisation compensates employees in compliance with all applicable domestic wage laws, including those relating to minimum wages, overtime hours and legally mandated benefits. 4. Confirm that your organisation abides with all key international standards and domestic regulations relating to the employment of children, and maintain a clear policy stating the company's position in relation to this. 5. Confirm that your organisation does not tolerate or support the use of forced or compulsory labour and extends this approach through all areas of your supply chain. 6. How does your organisation actively promote equality and how this will impact our organisation in respect to people with disabilities, the promotion of gender balance and promoting women in leadership roles, and ethnic groups or indigenous cultures (for example, does your company have a Reconciliation Action Plan)? 7. Confirm that your organisation is committed to a workforce free of harassment and unlawful discrimination, and ensures this commitment extends to all aspects of workplace relations. 8. Confirm that your organisation promotes an inclusive workplace where employee differences in areas such as race, religion, age, sexual orientation, gender, pregnancy, maternity, and/or disability are recruited, retained, valued and respected. 9. Is your company a member of any organisation that supports inclusion and accessibility within your organisation and how will this membership make a positive impact on us as a result of this engagement?

Two (**7.14%**) organisations currently measure the percentage of suppliers that are women-owned enterprises. **26** (**92.86%**) 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 **10** (**35.71%**) 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

Seven (**25.00%**) organisations evaluate whether there are any gender-related barriers in accessing its products and services, and **one** (**3.57%**) organisation plans to conduct evaluations within the next 12 months. The methods of evaluation used are illustrated in *Table 34*.

Table 34 – Methods Evaluating Gender-Related Barriers in Accessing Products and Services

Methods Evaluating Gender-Related Barriers in Accessing Products and Services	
Methods	**% of Organisations**
Conduct customer research (for example, focus groups)	21.43
Review, analyse, and monitor customer complaints/feedback	21.43
Review purchasing behaviours	17.86

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 **seven** (**25.00%**) organisations. **21** (**75.00%**) organisations provided information regarding their support of different community programmes which directly support women. Their responses are outlined in *Table 35*.

Table 35 – Community Programmes Directly Supporting Women

Community Programmes Directly Supporting Women	
Community Programmes	**% of Organisations**
Charitable donations (for example, time, products or monetary) to women's organisations	60.71
Sponsorship and funding to women's initiatives	46.43
External mentoring of young women	35.71
Graduate/school leaver programmes aimed at young women	35.71

Note: Organisations may have selected more than one response.

'Other' responses made by **seven** (**25.00%**) organisations are presented in *Table 36*.

Table 36 – Community Programmes Directly Supporting Women: Other Responses

| Community Programmes Directly Supporting Women: Other Responses |
| --- |
| The work we do benefits vulnerable women. |
| Our community partnership programme is driven by our desire to make a difference in the community and we support several national organisations that are having an impact on people across the country. |
| As part of our commitment to being known as the best employer for women by 2025, we engage with the community through youth employment programmes that look to foster and encourage more women into technology and business. |
| We currently run a mentoring programme for young women. We have a youth advisory board, where representatives for disability, women, and cultural diversity are mentored and who are provided opportunities for growth in governance, decision making, and representing their sector. These feed into our main executive team in an advisory capacity. |
| We are a foundation partner in the creation of a speaker series aimed at inspiring Māori women to act, providing some shining lights and constructive conversations about the challenges they may face in the corporate environment. |
| We have a focus on diversity as part of our sustainability strategy and on creating a sustainable future, which has led to initiatives such as a diversity dividend report on women in leadership in late 2017. |
| Our corporate responsibility programmes encourage economic and social independence for all New Zealanders and gender equality naturally comes within this. We know that women face unique challenges which may impact their financial future, and for this reason, they are often a key beneficiary of our community programmes. |
| Most participants in our flagship financial literacy programme for adults are women. In the 2016/17 financial year, 653 participants completed the course and 63% were women. The programme is a 10-hour course of four separate workshops covering budgeting, saving and spending, every day banking and planning for the future. The course aims to help New Zealanders build financial skills, knowledge and confidence, providing participants with some of the financial basics they may have missed out on learning elsewhere. In a 2015 impact study, 95% of respondents were female. Of those who responded, 90% were recipients of sole parent support from Work and Income New Zealand. Much of the anecdotal evidence indicated that a key driver for participants was learning to manage their money better for the benefit of their children and wider family. |

We have an annual day of volunteering. We close our stores and most of our support offices on the day and get out into New Zealand communities to lend a hand. Many of the projects undertaken on this day directly benefit women.

Our community finance programme is providing considerable assistance for many low-income households, predominantly led by women. The programme targets those in a tough situation, where getting traditional bank loans can be difficult, meaning they can be forced to take out loans with other providers at very high interest rates and fees. We have committed $60,000,000 of capital to our community finance programme. We offer people on low incomes fee-free, low-interest, and no-interest loans. In the last financial year, the programme helped save over $835,000 of interest and fees and lent a total of $150,000,000.

The percentage of female employees in organisations that participated in community volunteer schemes during the past year is illustrated in *Chart 3*.
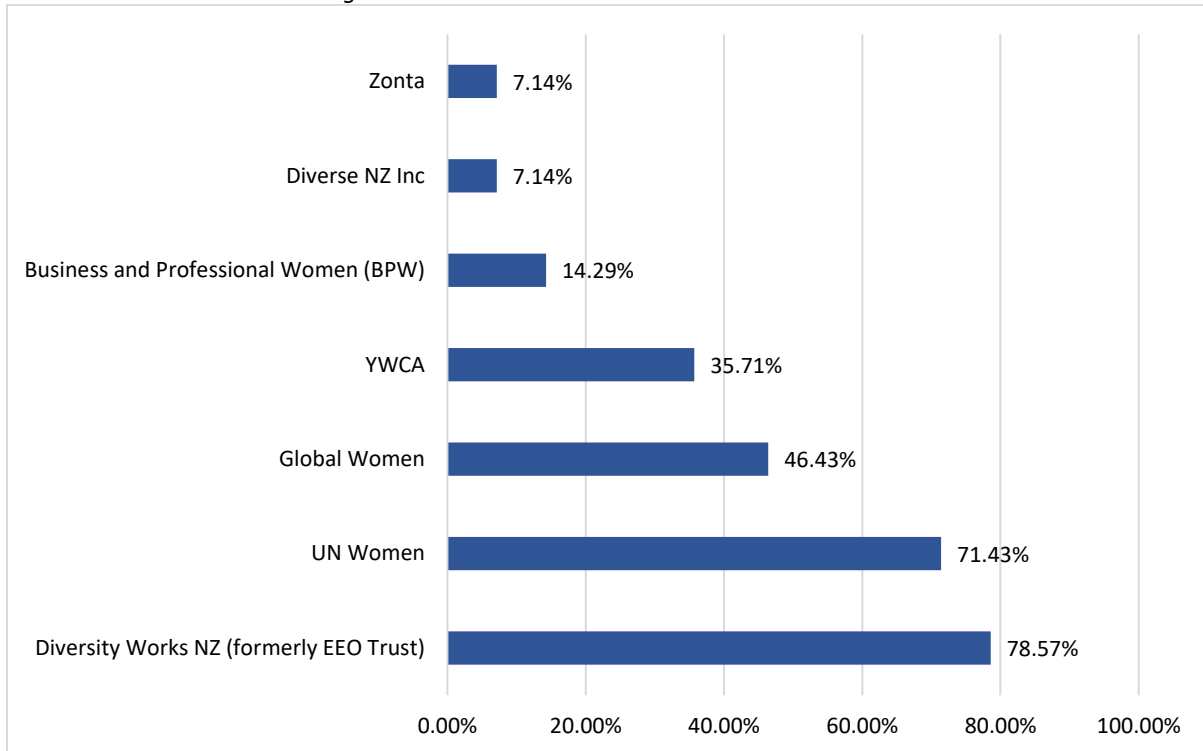
Chart 3 – Female Employee Participation in Community Volunteer Schemes: Percentage of Female Employees
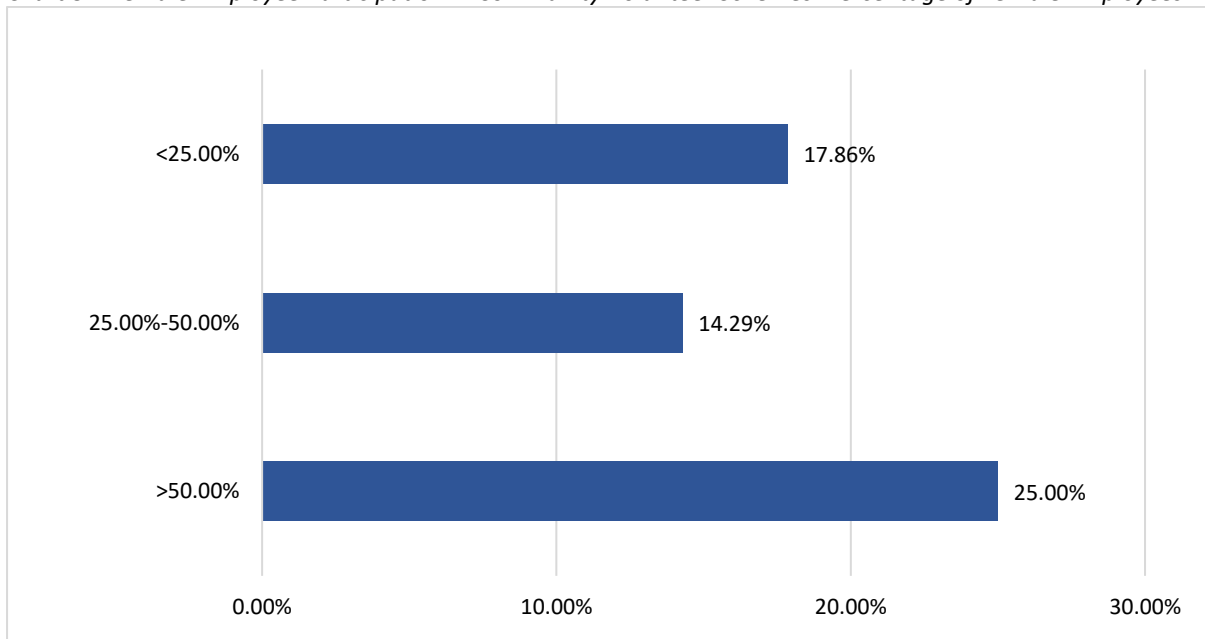
11.2 Women's Business Organisations

26 (**92.86%**) 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

Organisation	Percentage
Zonta	7.14%
Diverse NZ Inc	7.14%
Business and Professional Women (BPW)	14.29%
YWCA	35.71%
Global Women	46.43%
UN Women	71.43%
Diversity Works NZ (formerly EEO Trust)	78.57%

Note: Organisations may have selected more than one response.

'Other' women's business organisations that are in cooperation with **12** (**42.86%**) organisations include:

- Agri-Women's Development Trust
- Auckland Women Lawyers' Association (AWLA)
- Canterbury Women's Legal Association (CWLA)
- Corporate Mothers' Network
- GirlBoss
- National Collective of Independent Women's Refuges (NCIWR)
- National Council of Women
- NZTech Women
- Pacific Women's Watch
- Plunket
- Professionelle
- SUPERdiverse WOMEN
- United Nations Global Compact
- Wellington Women Lawyers' Association (WWLA)
- Women in Business

Principle 7. Transparency, Measuring and Reporting

12   Espousing the UN Women's Empowerment Principles

The organisations' support for the UN Women's Empowerment Principles is demonstrated by the internal communication of their involvement to their employees and updating them regularly on these activities in **19** (**67.86%**) organisations. These and other forms of support are outlined in *Table 37*.

Table 37 – Support for the UN Women's Empowerment Principles

Support for the UN Women's Empowerment Principles	
Communication of Support	**% of Organisations**
Communicate our involvement internally to our staff and update them regularly on activity in this area	67.86
Actively support initiatives that relate to the principles of UNWEPs and other gender-based programmes	60.71
Proudly include this information on our website	50.00
Communicate our involvement externally to our clients/customers/suppliers	42.86
Actively support UNWEPs by volunteering time and services	25.00

Note: Organisations may have selected more than one response.

'Other' responses made by **seven** (**25.00%**) organisations are presented in *Table 38*.

Table 38 – Support for the UN Women's Empowerment Principles: Other Responses

Support for the UN Women's Empowerment Principles: Other Responses
We would help more if we could, but we don't see much happening in some regions.
We host and attend UNWEP's events.
We speak at engagements, on panels and share experiences on social media and other channels. We produce an annual communication on progress that is available on our website.
Our people often attend learning and network events organised by UNWEPs and they are well received and appreciated. We have also supported UNWEP's by hosting events across our regions where practicable.
Now that we have been involved in UNWEPS for over a year, we are now promoting our achievements across the community and actively encouraging other organisations to make this commitment to improve quality of life for women, men, families and communities and to promote and understand a global perspective of how every bit makes a difference.
We actively focus on inviting a range of different aspiring women leaders, or women in leadership roles already along to UNWEPs events to encourage networking with other women in business and to further educate/expose our female workforce to the UNWEPs principles and the work being done in this space. We also support UNWEPs events through sharing the expertise of our female leaders when requested.
This year we hosted an International Women's Day development event for female staff, and specifically leveraged the UNWEPs principles to stimulate discussion and idea generation.

13 (**46.43%**) organisations would consider publicly releasing their various equal employment opportunity metrics, such as their workplace profile, gender pay gap, and motherhood penalty gap.