# New Zealand Diversity Survey

**November 2014**

**In partnership with**

# The New Zealand Diversity Survey: November 2014

## Report

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## 1. Respondent characteristics

**743** individual responses were received to the New Zealand diversity survey (NZDS) for November 2014. This is comparable to that for the previous two quarters (August and May 2014), and lower than for the first two quarters (Table 1). Response numbers fell off slightly after the question about barriers to implementing diversity-related policies, programmes or initiatives (Question 5).

Table 1: Total respondents across the quarterly diversity surveys

| Organisation size category | November 2014 | August 2014 | May 2014 | March 2014 | November 2013 |
|---|---|---|---|---|---|
| EEO Trust | 256 (34%) | - | 187 (25%) | 445 (39%) | 1468 |
| Auckland Chamber of Commerce | 487 (66%) | - | 563 (75%) | 695 (61%) | - |
| **Total** | **743** | **783**[1] | **750** | **1140** | **1468** |

## 2. Demographic information

The majority of the respondents worked for organisations (74%) that had fewer than 200 employees (Table 2). Organisations were distributed across a range of industry sectors (Table 3). Based on industry sector, the respondent population is broadly similar to that of the August 2014 survey. Based on organisation size, the respondent population is very similar to that of prior surveys apart from the May 2014 survey (which had a higher proportion of small organisations and relatively fewer large organisations).

Table 2: Organisation size

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

For a number of questions, we evaluated whether the responses are related to organisational size (based on 3 size ranges: 0-19 employees, 20-199 employees, and 200+ employees) using cross tabulation and Chi square analysis. Where appropriate, statistically significant ($p<0.05$) findings are presented throughout the report.

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[1] Response data from EEO Trust and Auckland Chamber of Commerce members were collected together, so that it is not possible to provide a breakdown of respondent numbers from the two memberships.

Table 3: Industry sector

| Industry sector | Number of respondents | % |
|---|---|---|
| Professional, Scientific and Technical Services | 101 | 14 |
| Manufacturing | 73 | 10 |
| Education and Training | 72 | 10 |
| Information Media and Telecommunications | 52 | 7 |
| Financial and Insurance Services | 49 | 7 |
| Health Care and Social Assistance | 49 | 7 |
| Wholesale Trade | 44 | 6 |
| Construction | 37 | 5 |
| Public Administration and Safety | 37 | 5 |
| Retail Trade | 32 | 4 |
| Transport, Postal and Warehousing | 24 | 3 |
| Agriculture, Forestry and Fishing | 16 | 2 |
| Accommodation and Food Services | 14 | 2 |
| Administrative and Support Services | 14 | 2 |
| Electricity, Gas, Water and Waste Services | 13 | 2 |
| Rental, Hiring and Real Estate Services | 10 | 1 |
| Arts and Recreation Services | 6 | 1 |
| Mining | 0 | 0 |
| Other Services | 94 | 13 |
| | **737** | **100** |

## 3. Which diversity issues are considered to be important?

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

Table 4: Diversity issues

| Diversity issues considered to be of importance | No. of respondents (n=724) | % |
|---|---|---|
| Wellbeing/wellness | 413 | 57 |
| Flexibility | 388 | 54 |
| Aging | 319 | 44 |
| Ethnicity | 218 | 30 |
| Employment transition for younger staff | 203 | 28 |
| Bias – conscious and unconscious | 192 | 27 |
| Gender | 188 | 26 |
| Bullying and harassment | 186 | 26 |
| Disability | 110 | 15 |
| Sexuality | 68 | 9 |
| Religion | 50 | 7 |

These findings are relatively consistent with the previous quarter in terms of the perceived relative importance of most issues. However, there are some minor differences in the percentages of respondents identifying a specific issue as important between the current and the previous survey. The greatest observed difference is for wellbeing/wellness (decreased to 57% from 61% in the previous survey).

Wellbeing/wellness, flexibility and aging were important diversity issues for organisations of all sizes (although the proportion of small organisations reporting aging as important has fallen, Table 5). Large organisations appear to be concerned about a wider range of issues. In particular, ethnicity, gender, bullying and harassment, and bias were of notably greater concern for large organisations than for small and medium organisations.

Table 5: Important diversity issues by organisation size

| Small organisations (0-19 employees) (n=339) | Medium organisations (20-199 employees) (n=192) | Large organisations (≥200 employees) (n=191) |
|---|---|---|
| Flexibility (53%) | Wellbeing/wellness (58%) | Wellbeing/wellness (65%) |
| Wellbeing/wellness (52%) | Flexibility (55%) | Aging (59%) |
| Aging (36%) | Aging (45%) | Ethnicity (55%) |
| Employment transition for younger staff (23%) | Employment transition for younger staff (36%) | Flexibility (54%) |
| Ethnicity (18%) | Ethnicity (28%) | Gender (51%) |
| Bias (17%) | Bullying and harassment (27%) | Bullying and harassment (49%) |
| Gender (14%) | Bias (24%) | Bias (46%) |
| Bullying and harassment (12%) | Gender (21%) | Employment transition for younger staff (29%) |
| Disability (9%) | Disability (16%) | Disability (25%) |
| Sexuality (5%) | Sexuality (7%) | Sexuality (20%) |
| Religion (3%) | Religion (6%) | Religion (14%) |

The findings presented in Table 5 are reasonably consistent with those obtained in the August 2014 survey in terms of the groupings shown for each organisation size, apart from minor changes in the relative order of some of the issues within each coloured band. The exception to this is for small organisations, where aging and bias, respectively, have dropped down into the next coloured band.

For a number of issues, the percentage of respondents from the different organisation sizes reporting these as important decreased by 5-10%. These issues were: wellbeing/wellness, bias, aging and employment transition for younger staff for small organisations; and gender for medium organisations. The percentage of respondents reporting these issues as important increased by 5% for the following issues: flexibility for small organisations and disability for medium organisations.

**4. Policies and programmes to address diversity issues**

Generally, less than half of respondents' organisations have a formal policy in place to address each of the various diversity issues (Table 6). Of note is the issue of bullying and harassment, where 54% of respondents' organisations have a formal policy in place.  A similar observation was

made for the prior diversity surveys: 55% of respondents' organisations had a formal policy in place for this issue in May 2014, 49% in May 2014, 58% in March 2014, and 60% in November 2013.

Just over 60% of respondents' organisations had either a policy or an initiative in place for two of the diversity issues – wellbeing/wellness and flexibility, while around half of the respondents' organisations had either a policy or an initiative in place for three further issues – gender, ethnicity, and disability. These findings indicate that a substantial proportion of organisations are taking steps to address each of these issues.

As was found in the prior diversity surveys (November 2013, March 2014, May 2014 and August 2014), a substantial proportion of respondents' organisations have neither a policy nor a programme in place for aging, bias (conscious and unconscious), religion and sexuality (the exception is the November 2013 survey, where only 32% respondents had neither a policy nor a programme in place for sexuality).

In the current survey, a reasonable proportion of respondents' organisations have neither a policy nor a programme in place for employment transition for younger staff, more so than was observed in the prior surveys (cf. 52%, 52%, 54% and 50% for the August 2014, May 2014, March 2014, and November 2013 surveys, respectively).

Table 6: Diversity issues policies and programmes

| Diversity issue | N | Formal policy in place | Programme or initiative in place | Neither policy nor programme in place |
|---|---|---|---|---|
| Wellbeing/wellness | 493 | 111 (23%) | 205 (42%) | 177 (36%) |
| Flexibility | 481 | 129 (27%) | 171 (36%) | 181 (38%) |
| Aging | 432 | 33 (8%) | 112 (26%) | 287 (66%) |
| Ethnicity | 354 | 85 (24%) | 95 (27%) | 174 (49%) |
| Employment transition for younger staff | 347 | 26 (7%) | 124 (36%) | 197 (57%) |
| Bias – conscious and unconscious | 336 | 52 (15%) | 79 (24%) | 205 (61%) |
| Gender | 339 | 82 (24%) | 95 (28%) | 162 (48%) |
| Bullying and harassment | 366 | 196 (54%) | 56 (15%) | 114 (31%) |
| Disability | 299 | 88 (29%) | 60 (20%) | 151 (51%) |
| Sexuality | 248 | 55 (22%) | 41 (17%) | 152 (61%) |
| Religion | 243 | 52 (21%) | 36 (15%) | 155 (64%) |

For each of the diversity issues, we evaluated whether the existence of a formal policy, programme or initiative is related to organisational size (based on 3 size ranges: 0-19 employees, 20-199 employees, and 200+ employees). For all issues, as organisation size increases, the likelihood of organisations having a policy or programme in place increases.

**5. Barriers to implementing diversity-related policies, programmes or initiatives**

Only 19% (140 of 730) respondents reported that there are barriers within their organisations to implementing diversity-related policies, programmes or initiatives (cf. 81% who reported that

there were no such barriers). Compared to respondents in small and medium-sized organisations, respondents in large organisations are more likely to perceive that there are barriers within the organisation to implementing diversity- related policies, programmes or initiatives.

Organisations identified a range of barriers to implementing diversity-related policies, programmes or initiatives (Table 7). Various resource-based barriers to implementing or managing diversity-related policies, programmes or initiatives were reported, including lack of available time; lack of resources (particularly financial resources); competing priorities within the organisation; and lack of specialist or HR expertise. Another commonly reported barrier, potentially related to resource availability, is the small size of the organisation, which renders formal policies, programmes or initiatives inapplicable or unfeasible.

People-related barriers reported include staff attitudes (including those of middle managers) and resistance to change; lack of perceived need for diversity-related policies, programmes or initiatives (e.g. where diversity-related issues are not perceived as important or requiring a formal policy); lack of executive leadership or senior management support or commitment; and the organisational culture (e.g. entrenched or institutionalised attitudes, or not receptive to diversity-related issues). Other reported barriers included the influence of wider stakeholders (such as a parent company, government, unions), and a lack of understanding of diversity-related issues or their benefits. Some organisations reported problems in recruiting diverse staff, including the perceived availability of appropriate staff or the perceived requirements of the job, such as the need for English language skills or literacy.

Process-related barriers exist in some organisations, including a lack of information or knowledge on how to implement or manage diversity-related policies, programmes or initiatives; issues related to strategy, policy or initiatives around diversity (e.g. the lack of these or lack of visibility of company policies); and issues related to organisational processes that impede policy implementation (e.g. large organisational size or poor communication channels). A small number of organisations reported barriers related to the work environment, including disability access and a distributed workforce.

Table 7: Barriers to implementing diversity-related policies, programmes or initiatives

| Barriers to implementing diversity-related policies, programmes or initiatives | No. of respondents reporting a barrier (n=134) | % |
|---|---|---|
| Lack of time | 28 | 21 |
| Lack of resources (e.g. staff, money) | 26 | 19 |
| Staff attitudes and resistance to change | 22 | 16 |
| Lack of perceived need | 16 | 12 |
| Small size | 15 | 11 |
| Lack of senior management support | 13 | 10 |
| Stakeholder influence | 10 | 7 |
| Recruitment issues | 9 | 7 |
| Competing priorities | 7 | 5 |
| Lack of understanding of diversity-related issues | 6 | 4 |
| Lack of information or knowledge | 6 | 4 |

| | | |
|---|---|---|
| Organisational culture | 6 | 4 |
| Issues related to diversity strategy, policy or initiatives | 6 | 4 |
| Environmental factors | 5 | 4 |
| Issues with organisational processes | 4 | 3 |
| Lack of specialist or HR expertise | 3 | 2 |

## 6. Measuring the effectiveness of diversity programmes

Some 21% (137 of 662) respondents' organisations measure the effectiveness of their diversity programmes (cf. 79% that do not). As organisation size increases, the likelihood of organisations measuring the effectiveness of their diversity programmes increases.

A variety of mechanisms are used to measure the effectiveness of diversity programmes (Table 8). The most commonly reported measure is hard metrics (such as staff demographics, various diversity statistics, recruitment and retention rates, staff absenteeism). Other common measures include feedback from staff (including feedback from staff or team meetings, meetings with individual staff such as staff performance reviews, informal feedback, and feedback from clients), and staff surveys (such as engagement surveys or diversity surveys). Another popular measure is formal reporting, either written or oral reports in meetings.

Table 8: Measuring the effectiveness of diversity programmes

| Mechanisms used to measure the effectiveness of diversity programmes | No. of respondents reporting measurement mechanisms (n=124) | % |
|---|---|---|
| Hard metrics | 55 | 44 |
| Feedback from staff and clients | 36 | 29 |
| Surveys | 30 | 24 |
| Formal reporting (including in regular meetings) | 20 | 16 |
| Through training, mentoring & staff development | 6 | 5 |
| Informal observation | 6 | 5 |
| External experts | 5 | 4 |
| Incident reporting | 3 | 2 |
| Periodic reviews | 3 | 2 |
| Exit interviews | 3 | 2 |
| Formal evaluation of specific initiatives | 2 | 2 |
| Ad hoc analysis | 1 | 1 |
| Employment policy | 1 | 1 |

## 7. Specific diversity issues

Specific diversity issues addressed in the survey are discussed below and presented in Table 9. In each case, the findings are similar to those reported for the prior diversity surveys.

7.1 *Aging*: Nearly 60% of the respondents' organisations encourage the recruitment of workers over the age of 55 years old (Table 9) (cf. 55%, 50%, 53% and 51% for the August 2014, May 2014, March 2014, and November 2013 surveys, respectively). Whether an organisation

encourages the recruitment of workers over the age of 55 years old appears to be largely independent of organisation size.

7.2 *Ethnicity:* Some 37% of respondents' organisations have ethnic minority representation within its leadership/decision making team (Table 9) (cf. 37%, 35%, 39% and 36% for the August 2014, May 2014, March 2014, and November 2013 surveys, respectively). Compared to small-sized organisations, larger organisations are more likely to have ethnic minority representation within their leadership/decision making team.

Table 9: Diversity issues detail

| Diversity issue | N | Yes | No |
|---|---|---|---|
| *Aging*<br>The organisation encourages the recruitment of workers over the age of 55 years old | 658 | 388 (59%) | 270 (41%) |
| *Flexibility*<br>The organisation offers staff flexible working arrangements | 661 | 591 (89%) | 70 (11%) |
| The organisation has a programme in place to work with valuable staff who take parental leave to ensure their return to the workplace | 662 | 333 (50%) | 329 (50%) |
| *Gender*<br>The organisation has female representation at the governance level (Not applicable=81) | 589 | 459 (78%) | 130 (22%) |
| The organisation has female representation within its leadership/decision making team | 664 | 540 (81%) | 124 (19%) |
| *Ethnicity*<br>The organisation has ethnic minority representation within its leadership/decision making team | 661 | 247 (37%) | 414 (63%) |
| *Bullying and harassment*<br>The organisation has had reported incidents of bullying or harassment in your organisation in the past 12 months | 662 | 158 (24%) | 504 (76%) |
| *Disability*<br>The organisational workplace is accessible (physically and socially) for staff and customers/clients who live with disabilities | 665 | 482 (72%) | 183 (28%) |

7.3 *Bullying and harassment:* Approximately one-quarter of respondents' organisations reported incidents of bullying or harassment in the past 12 months (Table 9) (cf. 24%, 20%, 28% and 24% for the August 2014, May 2014, March 2014, and November 2013 surveys, respectively). As organisation size increases, the likelihood of reported incidents of bullying or harassment in the past 12 months increases.

7.4 *Disability:* Just under three-quarters of the respondents' workplaces are accessible (physically and socially) for staff and customers/clients who live with disabilities (Table 9) (cf. 75%, 76% and 77% for the August 2014, May 2014 and March 2014 surveys, respectively). As organisation size increases, so does the likelihood of organisations having a workplace that is accessible (physically and socially) for staff and customers/clients who live with disabilities.

7.5 *Flexibility:* Nearly 90% of respondents' organisations offer their staff flexible working arrangements (Table 9) (cf. 88%, 87%, 89% and 89% for the August 2014, May 2014, March 2014, and November 2013 surveys, respectively). Whether an organisation offers its staff flexible working arrangements is independent of organisation size.

Half of the respondents' organisations have a programme in place to work with valuable staff who take parental leave to ensure their return to the workplace (Table 9) (cf. 51%, 51%, 51% and 49% for the August 2014, May 2014, March 2014, and November 2013 surveys, respectively). As organisation size increases, the likelihood of organisations having a programme in place to encourage valuable staff who take parental leave to return to work increases.

7.6 *Gender:* Around three-quarters of respondents' organisations have female representation at the governance level (Table 9) (cf. 78%, 76%, 78% and 80% for the August 2014, May 2014, March 2014, and November 2013 surveys, respectively). Just over 80% of respondents' organisations have female representation within their leadership or decision making team (Table 9) (cf. 81%, 82%, 82% and 83% for the August 2014, May 2014, March 2014, and November 2013 surveys, respectively). As organisation size increases, the likelihood of organisations having female representation in their governance level and in their leadership/decision making team increases (but only statistically significantly for the latter).

On average, females hold 44% of roles at the governance level and 46% of roles within the leadership or decision making team (conversely 56% and 54% respectively of these roles are held by males). In terms of organisation size, female representation at both the governance level and within leadership roles decreases with increasing organisation size (Table 10). These findings are similar to those found in the August 2014 diversity survey. The main difference is that the relative proportion of roles held by females at the governance level and within leadership roles are lower in the current survey. For example, at the governance level, the relative proportion of females fell to 44% (from 46%) for all organisations, to 52% (from 54%) for small organisations, to 40% (from 43%) for medium organisations, and to 33% (from 36%) for large organisations. Within leadership roles, the relative proportion of females fell to 46% (from 48%) for all organisations, to 44% (from 45%) for medium organisations, to 33% (from 38%) for large organisations, and remained at 55% for small organisations.

Table 10: Female representation in governance and leadership roles

| Organisation size | Gender balance at the governance level | | Gender balance within leadership/decision making team | |
|---|---|---|---|---|
| | N | Average % female | N | Average % female |
| All organisations | 431 | 44 | 515 | 46 |
| Small (0-19 employees) | 205 | 52 | 239 | 55 |
| Medium (20-199 employees) | 123 | 40 | 149 | 44 |
| Large (≥200 employees) | 103 | 33 | 127 | 33 |

7.7 *Teleworking:* Of the 578 respondents who provided usable data on the proportion of staff in their organisation who teleworked at least one day per week, 212 (37%) respondents reported that their organisations had no teleworkers. At the other extreme, 67 (12%) respondents reported that all of the workers in their organisations teleworked. The distribution of the percentage of teleworkers within the respondents' organisations is shown in Figure 1. The most common proportion of teleworkers was 1-10%, with 174 (30%) of respondents reporting this. The average percentage of teleworkers in an organisation reported is 22 (standard deviation=34); and the median percentage is 5. These results are consistent with the findings of the August 2014 survey.

A further 48 respondents did not report usable data. The majority of these did not know or were unsure of the level of teleworking in their organisations, with several of them noting that this information is not gathered or reported on. Several respondents noted that the availability of teleworking varies depending on the job role.
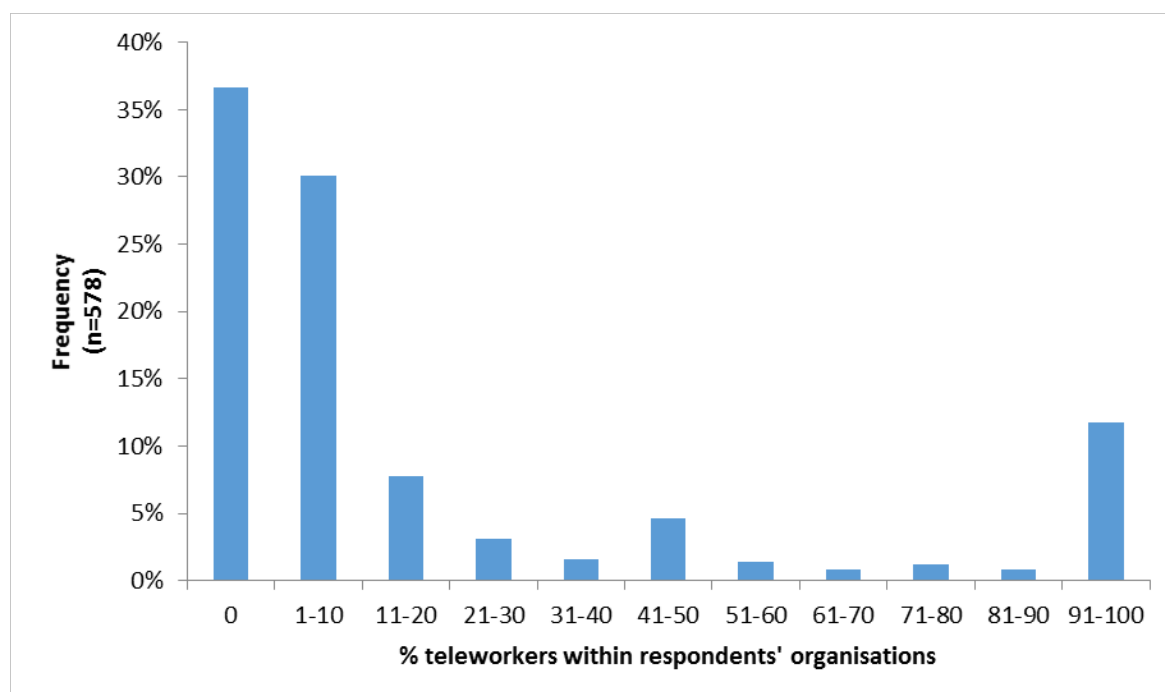


Figure 1: Percentage of teleworkers within the respondents' organisations

7.8 *Temporary, fixed-term or casual contracts:* Of the 612 respondents who provided usable data on the proportion of staff in their organisation who work on temporary, fixed-term or casual contracts, 201 (33%) respondents reported that their organisations had no staff on such contracts. At the other extreme, 30 (5%) respondents reported that all of the workers in their organisations were on temporary, fixed-term or casual contracts. The distribution of the percentage of temporary, fixed-term or casual contractors within the respondents' organisations is shown in Figure 2. The most common proportion of temporary, fixed-term or casual contractors was 1-10%, with 202 (33%) of respondents reporting this. The average percentage of temporary, fixed-term or casual contractors in an organisation reported is 18 (standard deviation=28); and the median percentage is 5. These results are consistent with the findings of the August 2014 survey.

A further 37 respondents did not report usable data. Many of these did not know or were unsure of the proportion of staff in their organisation on temporary, fixed-term or casual contracts.
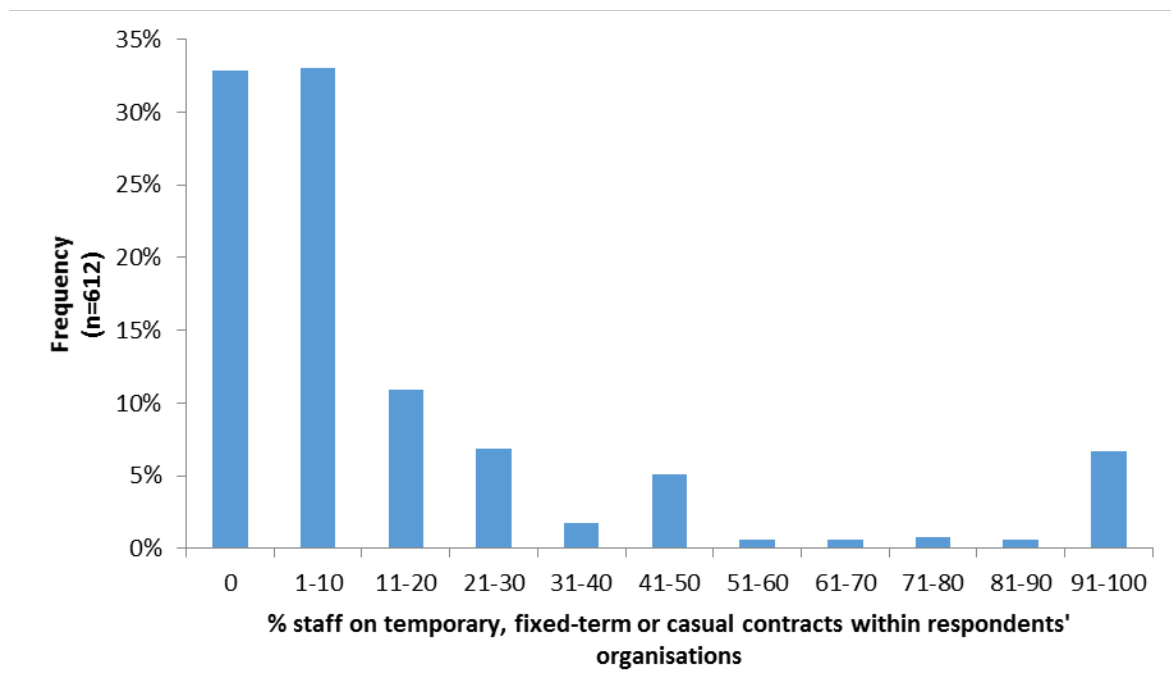


Figure 2: Percentage of staff on temporary, fixed-term or casual contracts within the respondents' organisations