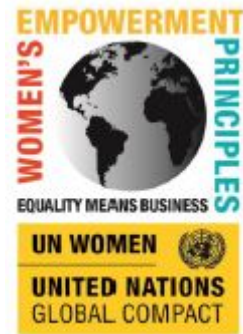




NEW ZEALAND  
**WORK RESEARCH INSTITUTE**  
AN INSTITUTE OF AUT UNIVERSITY



# UN Women's Empowerment Principles Survey

September 2015

*Conducted by NZWRI on behalf of UNWEPs*

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## Introduction

### 1 Introduction to Survey Participants and Methodology

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NZWRI is pleased to publish the results of the UN Women's Empowerment Principles Survey 2015.

The aim of this survey is to uncover policies and practices within **New Zealand's Largest Organisations** on behalf of the **United Nations Women**, with a specific focus on **Women's Empowerment Policies**. Findings in this report cover the application of the seven UN Women's Empowerment Principles.

- Principle 1. Leadership Promotes Gender Equality
- Principle 2. Equal Opportunity, Inclusion and Nondiscrimination
- 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 **21** organisations provided information in relation to their diversity policies:

- ANZ
- ASB
- Auckland Chamber of Commerce
- Bell Gully
- Buddle Findlay
- BusinessNZ
- Chapman Tripp
- Coca-Cola Amatil NZ
- Deloitte New Zealand
- Ebborn Law Limited
- Kiwibank Limited
- Opus International Consultants Ltd
- SKYCITY Entertainment Group
- Simpson Grierson
- Sovereign
- The Farmers Trading Company Ltd
- The Warehouse Group
- Vodafone NZ
- Westpac New Zealand
- Woodward Chrisp
- Z Energy

One further organisation provided information but wished to remain anonymous.

## 1.2 Survey Methodology

Information presented in this report was collected on the basis of an online questionnaire which included both quantitative and qualitative questions.

The target participants were WEPs signatory organisations.

## 1.3 Confidentiality

**NZWRI** acknowledges that the data provided by participants for inclusion in this report is submitted on a strictly confidential basis. The report does not allow particular information to be attributed to an individual organisation.

In addition, full quartile results have only been published for datasets that have a minimum of five participating organisations.

Report prepared by Associate Professor Gail Pacheco and Sam Short.

## Principle 1. Leadership Promotes Gender Equality

### 2 Strategy

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#### 2.1 Public Commitment and Statement of Support

A public commitment and statement of support was given towards gender equality in **twenty** organisations (**90.91%**) by the CEO and / or the Board of Directors, and **one** organisation (**4.55%**) is planning to issue such a statement within the next 12 months. **Eighteen** organisations (**81.82%**) operate a specific diversity policy and strategies specific to addressing women's empowerment are included in **seventeen** organisations (**77.27%**). The details of these strategies are summarised in *Table 1* on the following page.

Table 1 – Strategies to Address Women’s Empowerment

<b>Women’s Empowerment Strategy</b>	
<b>Organisation</b>	<b>Diversity Strategy Specific to Women’s Empowerment</b>
Organisation 1	<ul style="list-style-type: none"> <li>• Signed up for the Women's Empowerment Principles, so our policy states what we are committed to doing as part of the WEP</li> </ul>
Organisation 2	<ul style="list-style-type: none"> <li>• Delivering inclusive leadership training to our senior leaders so managers can be truly inclusive of everyone in their team, regardless of their gender, age, cultural identity, sexual orientation or disability</li> <li>• Re-establishing and re-invigorating our women in leadership target to achieve their set goal by 2017</li> <li>• Creating a women's network group, who will act as a powerful advocacy and action group across the business to drive the empowerment of women</li> <li>• Promoting the achievements and empowering stories of women through our intranet</li> <li>• Holding regular "lunch and learns", where we invite inspiring women from outside the business to share their stories and perspectives</li> <li>• Re-looking at our policies to ensure they reflect and support our diverse workforce</li> <li>• Incorporating diversity &amp; inclusion questions in all senior leadership interviews, to ensure we are not only hiring people with the right skills for the role, but also the right mind-set to help empower others</li> <li>• Expanding our flexible working policy options and framework, to allow more people to take up this option</li> <li>• Providing top-tier and emerging female talent with career development advocates/mentors</li> <li>• Piloting removing demographic data from CV's before sending on to the hiring manager and then tracking the percentage increase of women getting interviews</li> <li>• Exploring aligning our business with D&amp;I-friendly suppliers</li> <li>• Working closely with groups and individuals external to the Bank, to ensure we are creating relationships and opportunities beneficial to women across the country</li> </ul>
Organisation 3	<ul style="list-style-type: none"> <li>• The hiring process specifically seeks out women candidates to ensure a representative range of candidates</li> <li>• Policy work includes consideration of women's empowerment, development issues and impact on women</li> </ul>
Organisation 4	<ul style="list-style-type: none"> <li>• Developed a formal diversity programme in 2010 following the rollout of an inaugural diversity survey, which helped to highlight priority areas and inform the way forward</li> <li>• A number of initiatives were developed, particularly in the area of gender diversity</li> <li>• The key focus at that time was on growing the number of women in leadership positions</li> <li>• In early 2013, a strategic framework and governance model for diversity was implemented</li> </ul>
Organisation 5	<ul style="list-style-type: none"> <li>• Including the employment of women at all levels of the organisation (including the Executive Team)</li> </ul>
Organisation 6	<ul style="list-style-type: none"> <li>• To increase the number of women in partnership roles to 25% by 2020</li> </ul>
Organisation 7	<ul style="list-style-type: none"> <li>• Executive accountability and support</li> <li>• A targeted diversity and inclusion plan, with a focus on women’s empowerment</li> <li>• Overt targeted recruitment policies to support more women into management roles</li> <li>• Supporting women through different life stages</li> <li>• Developing women’s careers from entry through to the executive level</li> </ul>
Organisation 8	<ul style="list-style-type: none"> <li>• Providing for the development of global tactics to promote women into leadership roles with in the company in the context of encouraging and developing our people</li> </ul>

<p>Organisation 9</p>	<ul style="list-style-type: none"> <li>• Highest level sponsorship in this area (CEO and an Executive member)</li> <li>• Gender is a core area of the strategy (our focus commenced with Women in Leadership in 2010)</li> <li>• Gender identification in all surveys to identify differences between gender and then take targeted action</li> <li>• Implemented key initiatives to support women including: enhanced parental leave, flexible working, mentoring, governance opportunities (on key management committees)</li> <li>• Partnered with The Hunger Project as a unique partnership/leadership program to support disadvantaged women in India to empower themselves through governance training and support</li> </ul>
<p>Organisation 10</p>	<ul style="list-style-type: none"> <li>• Three targets that we measure annually to assess our progress on the goal of improving the retention and promotion of women, and report our results to the Board</li> <li>• Set up a Diversity Steering Committee (made up of male and female leaders, including our Chief Executive Partner) to identify specific initiatives and be champions for gender balance in our organisation</li> <li>• Trained all partners and senior associates in unconscious biases and how to be more inclusive leaders</li> <li>• Review remuneration outcomes to ensure equity</li> <li>• Flexible working policies</li> <li>• More generous parental leave provisions than required under legislation, along with parental leave transition arrangements for women lawyers returning to work</li> <li>• Two additional paid days of leave each year for women (and men) to use to spend time with their children</li> <li>• Internal networking sessions and training seminars for women</li> </ul>
<p>Organisation 11</p>	<ul style="list-style-type: none"> <li>• An expectation that women should form a part of any shortlist for recruitment, both internally and externally for all leadership roles</li> <li>• Advertise broadly and execute targeted sourcing and search campaigns</li> <li>• Programmes to ensure equal pay measures for women</li> </ul>
<p>Organisation 12</p>	<ul style="list-style-type: none"> <li>• Diversity strategy with 4 key pillars, one of which is specifically for gender diversity which uses the WEPS as a basis for this, supporting work from pay equity, to talent attraction, female retention, maternity leave strategies, female engagement and development programs, and supported by gender diversity and equality targets at all levels through the organisation and HR metrics</li> </ul>
<p>Organisation 13</p>	<ul style="list-style-type: none"> <li>• Held unconscious bias training sessions for partners and staff, with follow-up work to address one of the most common potential barriers to (among other things) the success of women at senior levels</li> <li>• Provided opportunities for numerous of its senior people to attend external training relevant to women's empowerment</li> <li>• Provided sponsorship funding for events in this area</li> <li>• A formal "flexible working policy" is being designed</li> <li>• Commitment to monitoring and reporting on its gender diversity statistics and performance</li> </ul>
<p>Organisation 14</p>	<ul style="list-style-type: none"> <li>• A published policy for gender representation at our most senior levels (Board, partner &amp; senior management), along with supporting initiatives, practices and policies</li> <li>• Support for parental leavers</li> </ul>
<p>Organisation 15</p>	<ul style="list-style-type: none"> <li>• Through promoting career paths for employees that provide opportunities for people of any gender</li> <li>• Through celebrating success and achievement of our staff</li> <li>• Through frank and open acknowledgement of the particular challenges faced by women in their area</li> </ul>

## 2.2 Responsibility for Managing Women's Empowerment

The responsibility of managing women's empowerment initiatives is placed with specific roles in **eighteen** organisations (**81.82%**). The HR Team is involved in **two** organisations, while in **four** organisations Individual Business Unit Leaders have specific accountability for overseeing women's empowerment practises. The table below summarises where the accountability for women's empowerment is placed in the organisations.

Table 2 – Accountability for Women's Empowerment

Managing Women's Empowerment	
Accountability	% of Organisations
HR Team	11.11
Organisational Development and/or Capability Teams	0.00
Individual Business Unit Leaders	22.22
Other	66.67

Further details of the 'Other' responses are summarised in the following table.

Table 3 – Accountability for Women's Empowerment: Other Responses

Managing Women's Empowerment: Other Responses	
Organisation	Accountability for Managing Women's Empowerment
Organisation 1	<ul style="list-style-type: none"> <li>Joint responsibility of a Women's network group along with the People function (and CEO)</li> </ul>
Organisation 2	<ul style="list-style-type: none"> <li>The accountability and responsibility for women's empowerment sits with everyone in the organisation</li> <li>In particular, individual business unit leaders</li> </ul>
Organisation 3	<ul style="list-style-type: none"> <li>All staff members are accountable, with the CEO, Legal Adviser and Employment Relations Policy Manager leading the accountability</li> </ul>
Organisation 4	<ul style="list-style-type: none"> <li>A Leader led initiative, backed by accountability at CEO, Board and Executive Leadership team levels</li> </ul>
Organisation 5	<ul style="list-style-type: none"> <li>A Diversity and Inclusion Focus Group made up of 6 partners, 1 board member and the HR Director</li> </ul>
Organisation 6	<ul style="list-style-type: none"> <li>Executive team, senior leaders, leaders and the HR team have accountability to women's empowerment</li> </ul>
Organisation 7	<ul style="list-style-type: none"> <li>Chiefly the HR team and CRO</li> </ul>
Organisation 8	<ul style="list-style-type: none"> <li>Combination of HR Director, HR Team, Executive Team, and Diversity Group</li> </ul>
Organisation 9	<ul style="list-style-type: none"> <li>Chief Executive Partner</li> </ul>
Organisation 10	<ul style="list-style-type: none"> <li>Diversity Steering Committee, with support and oversight from the Board</li> </ul>
Organisation 11	<ul style="list-style-type: none"> <li>The Board has overall responsibility for gender diversity in consultation with managers and relevant committees</li> </ul>
Organisation 12	<ul style="list-style-type: none"> <li>Manager of Wellbeing and Development</li> </ul>



### 3 Leadership and Governance

Participating organisations were asked to provide details on female representation in leadership and governance roles. **Nine** organisations (**40.91%**) currently operate a formal policy to actively recruit women into the Executive team or Board.

#### 3.1 Women in Leadership

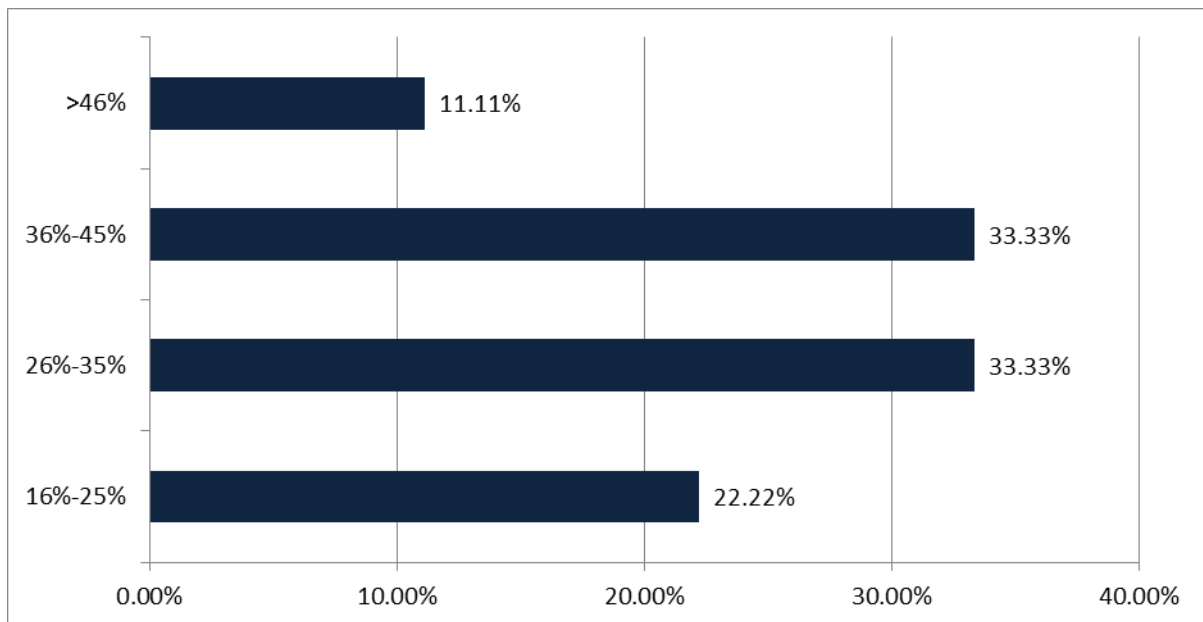
The highest female representation in the Board of Directors is **50%** and **100%** for the Senior Executive team. *Table 4* summarises female representation by the percentage of members.

*Table 4 – Female Representation by the Percentage of Members*

Female Representation: Percentage of Members				
Career Level	Lower Quartile (%)	Median (%)	Upper Quartile (%)	Average (%)
Board/Highest Governance	12.38	17.00	30.75	21.48
Senior Executive Team	27.00	33.00	50.00	39.86

Specific quantitative targets relating to women’s empowerment are set in **39.13%** of the organisations. The chart below provides a summary of quantitative targets for the percentage of female leadership within these organisations.

*Chart 1 – Quantitative Targets for Female Leadership*



Quantitative targets below 15% are not applied in any organisation.

### 3.2 Female Recruitment Policy

A policy to actively recruit women into both the Executive team and the Board is adopted by **seven** organisations (**31.82%**). Other organisations operate the following policies:

- **One** organisation (**4.55%**) operates a female recruitment policy only for Executives
- **One** organisation (**4.55%**) operates a female recruitment policy only for the Board of Directors
- **Ten** organisations (**45.45%**) do not operate a female recruitment policy for either the Executive or the Board.

### 3.3 Strategic Drivers for Female Recruitment Policy

The key strategic drivers behind the decision to actively recruit women into Executive and Board positions are varied with the majority of organisations identifying diversity of thought and decision-making and a commitment to gender equality and women's empowerment as key drivers. Other strategic motivations are summarised in *Table 5* below.

*Table 5 – Strategic Drivers behind Female Recruitment Policy*

Key Strategic Motivation for Female Recruitment Policy	
Key Strategic Drivers	% of Organisations
Diversity of thought and decision-making	100.00
Commitment to gender equality and women's empowerment	88.89
Good commercial sense to recruit women into leadership roles	77.78
Representative of our workforce and customer demographic	77.78
Outperformance of Boards and Executive teams with a strong female representation	55.56
Risk management	33.33
Other	33.33

*Note: Organisations may have selected more than one response in the table above.*

Other responses include:

- Maximising the talent pool
- Reputation and public reporting requirements
- A commitment to driving change in this space

### 3.4 Communication of Support

Support and commitment to the recruitment of women into leadership positions is openly communicated in **72.73%** of the organisations. Some specific programmes to increase the number of women in leadership positions are outlined in *Table 6*.

*Table 6 – Female Recruitment Programme*

Female Recruitment Programme	
Recruitment Programme	% of Organisations
Conduct unconscious bias training	81.25
Inclusion of female on interview panel for every Senior Executive / Board Interview / appointment	56.25
Review of gender profiles of end-to-end recruitment and selection process in order to identify any 'blockages' to recruiting women into roles	43.75
Target / goal (quota) to achieve over time	43.75
Specific advertising or search focused on women for the top roles	31.25
Mandated 50 / 50 candidate shortlist	6.25
Removal of names from recruitment	0.00
Other	75.00

*Note: Organisations may have selected more than one response in the table above.*

Other programmes are summarised in the following table.

*Table 7 – Female Recruitment Programmes: Other Responses*

Female Recruitment Programme: Other Responses	
Organisation	Other Female Recruitment Programme
Organisation 1	<ul style="list-style-type: none"> <li>• Leadership programmes to develop talent</li> </ul>
Organisation 2	<ul style="list-style-type: none"> <li>• Ranges of acceptable gender spread for roles, to be balanced out when we operate outside of those ranges</li> </ul>
Organisation 3	<ul style="list-style-type: none"> <li>• Consciously seeking more women in leadership positions in all hiring and associated HR actions</li> </ul>
Organisation 4	<ul style="list-style-type: none"> <li>• An ongoing focus on increasing the number and percentage of women in the talent pipeline at all levels and having clear SLAs and targets in recruiters' scorecards</li> <li>• Increased external female talent mapping and KPIs with suppliers</li> </ul>
Organisation 5	<ul style="list-style-type: none"> <li>• A high potential mentoring programme for senior women only</li> </ul>
Organisation 6	<ul style="list-style-type: none"> <li>• Taking a holistic and targeted approach in empowering women across a range of levers</li> <li>• Mandating that at least one women is shortlisted and interviewed for every managerial role and is on the interview panel for every role</li> <li>• Formalised commitment to flexible working</li> <li>• Market-leading parental leave policies to retain female staff for future roles</li> <li>• Development programmes aimed at junior/middle manager and senior female staff, aimed at empowering and inspiring women to achieve, step up and become more visible wherever they are</li> </ul>
Organisation 7	<ul style="list-style-type: none"> <li>• Diversity focus built into recruitment processes</li> <li>• Conversations with the hiring manager prior to recruitment, to discuss gaps and needs, process for any targeted approaches, interview panel and process</li> </ul>

Organisation 8	<ul style="list-style-type: none"> <li>Actively seeking the best person for the role rather than looking at gender.</li> </ul>
Organisation 9	<ul style="list-style-type: none"> <li>Diversity and Inclusion portal for Partners provides specific tactics for interview teams to support removing of unconscious bias, as well as "checking" for any other "moments" of bias</li> </ul>
Organisation 10	<ul style="list-style-type: none"> <li>Senior women actively encouraged to participate in leadership</li> </ul>
Organisation 11	<ul style="list-style-type: none"> <li>Specific training and development programmes to assist females in gaining confidence</li> <li>Provision of coaching for women who take parental leave to help retain them and provide support to help navigate through times of change</li> </ul>
Organisation 12	<ul style="list-style-type: none"> <li>Making an effort to employ young people (mostly women) and working with them to develop a career path that leads on to greater responsibility and challenges</li> </ul>

### 3.5 Impact of Female Recruitment Programmes

**Six (27.27%)** and **seven (31.82%)** organisations are seeing an increased number of women being interviewed and selected respectively for leadership roles as a result of their female recruitment programmes. **Five** organisations (**22.73%**) believe it is too soon to tell and **four** organisations (**18.18%**) are seeing no difference. Other responses include:

- An increase has been seen in women in leadership roles
- A very good pipeline of talent, and approaching the target of appointing more female partners
- Increased the pool of candidates for leadership positions, with a 50/50 split remaining stable until the Manager/Senior Manager level
- Always have a majority of female candidates and appointees
- Graduates and scholar applicants are specifically asking about the programmes and support, which provide a competitive advantage, in particular the coaching for parental leavers
- The work on diversity and inclusion is creating positive word of mouth, with the level of proactive approaches from women having increased
- Ensuring women are visible at shortlist stage has led directly to more women interviewed, and more women being promoted

## Principle 2. Equal Opportunity, Inclusion and Nondiscrimination

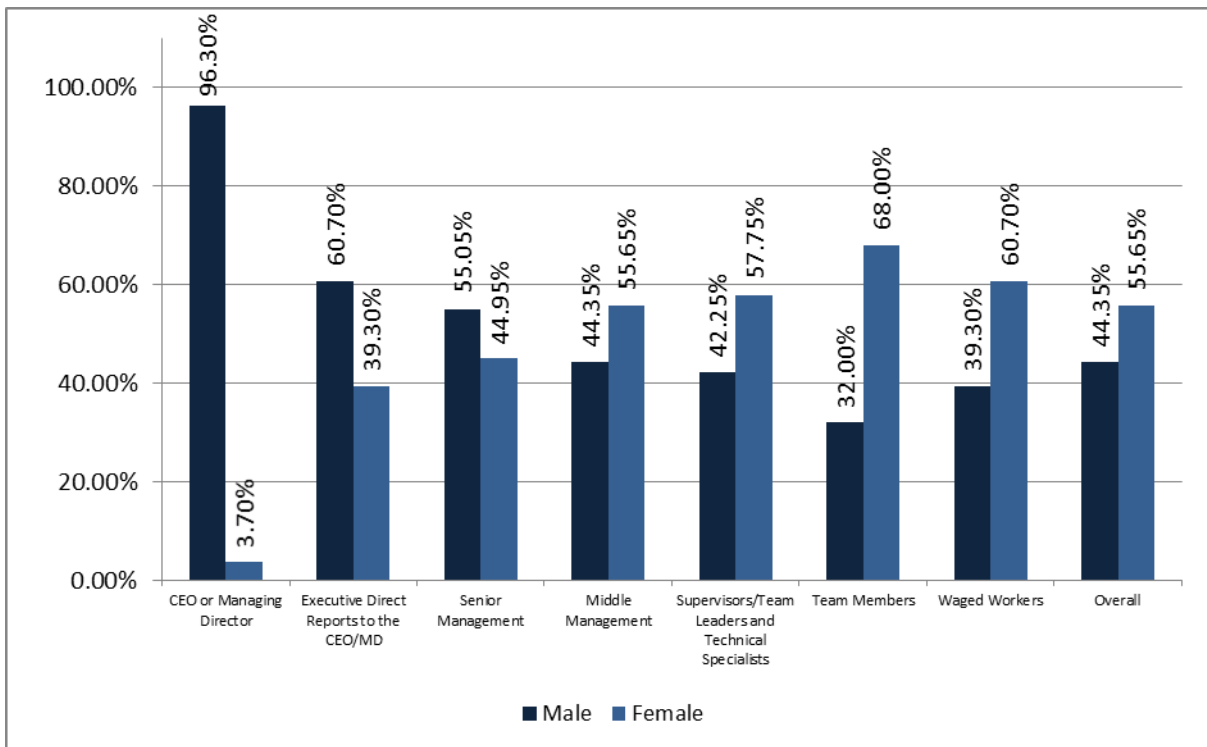
### 4 Equal Opportunity and Family Requirements

Organisations were asked to provide details on specific policies or provisions for women to foster an environment of equal opportunity in the workplace. The following section outlines their responses.

#### 4.1 Gender Representation

The median female representation in the overall workforce is **55.65%**. However, the median female representation at the Senior Management level and above is lower than the median 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 **63.64%** of the organisations. The details of additional provisions and the percentage of organisations that apply them are listed below.

- **Twelve** organisations provide an additional payment to mothers or the primary caregivers
- **Six** organisations provide additional leave to mothers or the primary caregivers
- **Nine** organisations provide additional leave to fathers or the supplementary caregivers
- **One** organisation provided a one-off payment to fathers or the supplementary caregivers

Other responses are summarised in the following table.

Table 8 – Enhanced Parental Leave Provisions: Other Responses

Enhanced Parental Leave Provisions: Other Responses	
Organisation	Additional Parental Leave Provisions
Organisation 1	<ul style="list-style-type: none"> <li>• Return to work bonus of 4 weeks' salary when the employee has been back at work for three months</li> </ul>
Organisation 2	<ul style="list-style-type: none"> <li>• Offering a flexible return to work to ease back into full-time work</li> </ul>
Organisation 3	<ul style="list-style-type: none"> <li>• Payment to government paid parental leave</li> <li>• Return to work incentive payment</li> <li>• Graduated return to work rights</li> <li>• Continual superannuation whilst off on parental leave</li> </ul>
Organisation 4	<ul style="list-style-type: none"> <li>• Going over and above the legislation to help close the gap on the retirement savings gap for women, paying continued employer contributions to superannuation for all staff who take parental leave</li> <li>• Top-up payments to eligible employees of the difference between their ordinary salary and the amount paid to them under the government parental leave payment scheme</li> <li>• Accrual of annual leave during periods of parental leave, with payment during this leave of normal weekly pay rather than average weekly earnings during the prior 12 months</li> <li>• "Remaining in contact" days for employees on parental leave</li> </ul>
Organisation 5	<ul style="list-style-type: none"> <li>• Accrual and payment of annual leave at full pay on return, rather than pro-rated as legislation provides</li> </ul>
Organisation 6	<ul style="list-style-type: none"> <li>• Operating a return to work programme</li> </ul>
Organisation 7	<ul style="list-style-type: none"> <li>• Providing paid leave of up to two weeks for the supplementary caregiver</li> <li>• Paying more than the legislation requires for the primary caregiver for the accrual of annual leave whilst on parental leave</li> </ul>
Organisation 8	<ul style="list-style-type: none"> <li>• Providing flexibility to negotiate leave for staff</li> <li>• Allowing staff to work from home or on weekends when they wish to return to work</li> </ul>

### 4.3 Policies to Support Women Returning from Parental Leave

Most organisations provide support for women returning from parental leave. Specific policies are summarised in the table below.

Table 9 – Policies to Support Pregnant Women Returning from Parental Leave

Support for Women Returning from Parental Leave	
Policies	% of Organisations
Regular contact with employees on parental leave	81.82
Support flexible working options for those returning from parental leave	77.27
Operate a staggered return to work policy post parental leave	63.64
Allow employees to keep their phone and / or laptops so they can keep in touch	54.55
Additional domestic leave for new parents	40.91
Mentoring programmes to help returning employees adjust their work-life balance and to transition back into the workforce	36.36
Support informal or social groups and run events aimed at parents	36.36
Other	31.82

Note: Organisations may have selected more than one response in the table above.

The following 'Other' responses were provided by **seven** organisations:

- Provision of a parents'/breastfeeding room
- Additional payments offered for parents who return to work
- Employees on parental leave are invited to all work related social activities
- Provision of a parents' hub website and social collaboration tool for parents, both on leave and working, to connect to and use
- Payment beyond the legislation for the accrual of annual leave whilst on parental leave, and provision of 10 days domestic leave to all staff above the legislative requirement
- No set limit on the amount of domestic leave a paid carer can take, along with running workshops for returning staff and networking and information events for upcoming parental leavers
- Yet to have any

#### 4.4 Policies to Support Inclusive and Family-Friendly Workplaces

Policies to support inclusive and family-friendly workplaces are implemented in **63.64%** of the organisations. The table below outlines these policies.

*Table 10 – Policies to Support Inclusive and Family-Friendly Workplaces*

Support for Family-Friendly Workplaces	
Policies	% of Organisations
Operate an enhanced caregiver leave (over and above the statutory minimum)	18.18
Operate an on-site childcare centre	4.55
Offer discounts / subsidies for childcare fees	4.55
Operate a school holiday programme	0.00
Other	54.55

*Note: Organisations may have selected more than one response in the table above.*

Other responses include:

- Provision of a School Holiday Programme subsidy
- Going to be looking into this over the next 12 months with the launch of a new parents network group
- Informal actions supporting an inclusive family-friendly workplace
- Provision of rooms for breastfeeding, and time off for parents to attend school activities
- Flexibility for school holidays or domestic leave
- Run family-based functions
- Holding an annual even for families, as well as provision of two additional paid annual leave days for parents to spend with their children, sick/domestic leave over and above the statutory entitlement, having emergency childcare providers, & paying for childcare costs if a parent is required to work on their day at home
- Free staff access to the WorkLife Links service, providing assistance with sourcing childcare and any domestic needs , as well as the ability to apply for up to four weeks unpaid lifestyle leave per year for any purpose
- A policy to cover the cost of emergency childcare when required to assist working parents
- Flexible to parent staff, with a Child Safety Plan and working to comply with the Vulnerable Children Act 2014
- Dealing with family-related issues (among other things)
- Childcare onsite but not funded



## 5 Pay Equity

Responses in the following section on gender pay equity profiles are provided by **twenty** organisations.

### 5.1 Gender Pay Gap

The comparison of current pay rates between male and female employees shows that male employees are paid **6.34%** more than their female counterparts at the median level.

*Table 11 – Overall Pay Gap between Males and Females*

Average Gender Pay Gap: Males / Females				
Males / Females	Lower Quartile (%)	Median (%)	Upper Quartile (%)	Average (%)
Average Pay Gap	2.00	6.34	8.30	7.05

The highest reported gender pay gap in an organisation is **22.00%**.

### 5.2 Pay Equity Profiling Analysis

The majority of organisations (**52.17%**) have a gender pay equity profile of their organisations to identify any gender pay issues. The following table summarises the types of pay equity profiling analysis completed within their organisations.

*Table 12 – Pay Equity Profiling Analysis*

Pay Equity Profiling Analysis	
Types of Profiling Analysis	% of Organisations
Analysis of pay progression performance outcomes and link to pay progression for males and females	50.00
Comparison of percentage increases for males and females with the same performance rating / grade	50.00
Analysis of the speed of pay progression for males and females in the same role	33.33
Comparison of male and female payroll data from commencement of employment throughout the work cycle	25.00
Comparison of starting pay rates for males and females doing the same job	16.67
Other	8.33

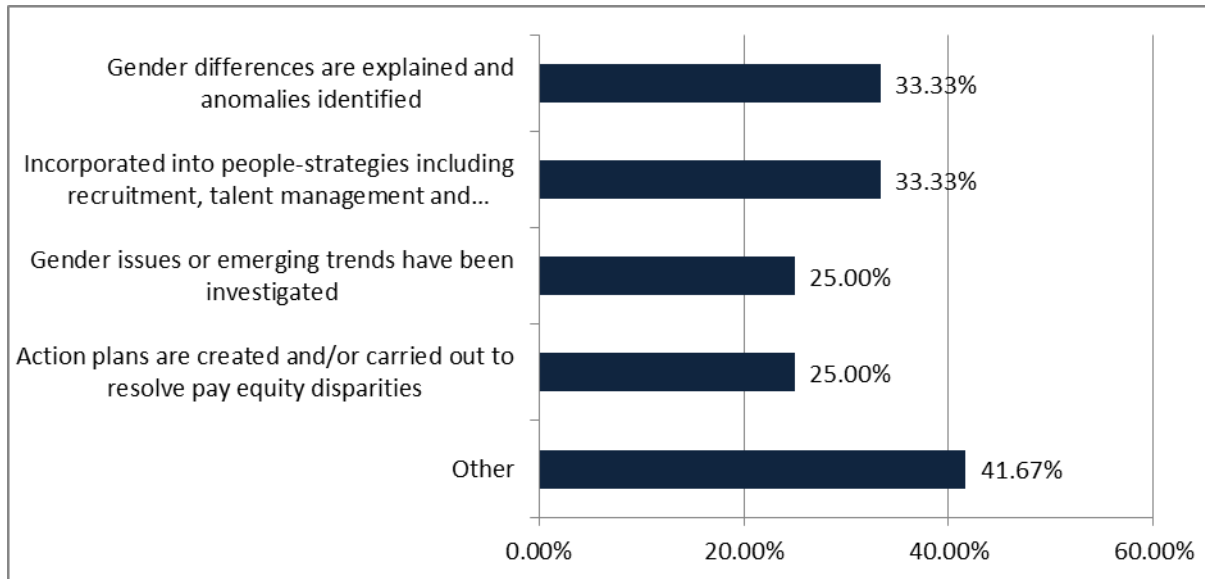
*Note: Organisations may have selected more than one response in the table above.*

The other type of profiling analysis reported by a participating organisation that is not outlined in the table above is:

- Comparison of pay and tenure, pay at the same level of role, and the time to promote

The outcomes of pay equity profiling analysis are adopted in **twelve** organisations. *Chart 3* on the following page illustrates the outcomes from the analysis.

Chart 3 – Adopted Outcomes of Pay Equity Profiling Analysis



Note: Organisations may have selected more than one response in the chart above.

Other outcomes noted include the identification and working up of trends, anomalies and action plans. One organisation incorporated their findings into their reporting and people-strategies, and considered the impact of gender dominated skill areas or departments and how this influences the average salaries by gender across the whole organisation.

### 5.3 Demonstrating the Support for Pay Equity Policy and Practices

**Twenty** organisations use a combination of methods to demonstrate that they are ‘taking action’ to support their pay equity policy and practices. **Nine** organisations use all four methods below to demonstrate their support for pay equity policy and practice:

- Policies and practices clearly support the promotion, awareness and practice of pay equity
- Policies ensure roles are fully and fairly evaluated or sized including how they are formally documented
- Employees have equitable access to promotion and training development opportunities
- Employees have equitable access to rewards and benefits

The table below summarises the number of organisations that apply each method to demonstrate ‘taking action’.

Table 13 – Demonstrating Support for Pay Equity

Demonstrating Support for Pay Equity	
Method of Demonstration	% of Organisations
Employees have equitable access to rewards and benefits	90.91
Employees have equitable access to promotion and training development opportunities	86.36
Flexible working arrangements are incorporated in our people-related policies	72.73
Policies ensure roles are fully and fairly evaluated or sized including how they are formally documented	63.64
Policies and practices clearly support the promotion, awareness and practice of pay equity	54.55
Unconscious bias training in place for employees conducting recruitment and selection on training and development	50.00
Other	13.64

*Note: Organisations may have selected more than one response in the table above.*

One organisation that provided an ‘Other’ response noted that they carry out a complete and regular analysis to determine where they still have pay gaps and how they can take further action to decrease them, while another makes use of waged team member pay tables to ensure consistent application of wage levels.

#### 5.4 Pay Equity on People-Agenda

**Nineteen** organisations provided responses to what extent pay equity is on the organisation's people-agenda. Their responses are summarised in *Table 14* below.

*Table 14 – Pay Equity on People-Agenda*

Pay Equity on Organisation's People-Agenda	
Extent on People-Agenda	% of Organisations
Reporting results to the Executives and / or Board of Directors is taking place on a regular basis	57.89
Regular process reporting undertaken to monitor results and maintain momentum	31.58
Planning to develop regular reporting on pay equity to lift the profile in the organisation	26.32
A strategic plan has been developed and linked to the organisation's people-strategies to progress pay equity as a key priority	26.32
A plan has been developed to progress pay equity as a priority	15.79
Other	42.11

*Note: Organisations may have selected more than one response in the table above.*

**Eight** organisations provided an 'Other' response, including:

- Significant consideration and analysis during the performance and remuneration review
- Despite not having a pay equity issue, it is still reported on regularly as part of the remuneration setting process
- Pay equity monitored throughout payroll reporting
- Reviews of pay equity are carried out yearly during performance review, pay and bonus rounds
- Existing practices are equitable, and no pay equity gap is apparent

#### 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 is conducted in **40.91%** of the organisations.

## Principle 3. Health, Safety and Freedom from Violence

### 6 Health Safety Policy

#### 6.1 Zero Tolerance Policy on Gender-based Violence and Harassment

A policy of zero tolerance towards gender based violence and harassment is in place in **eighteen** organisations. In **fourteen** of these organisations, the policy includes a specific complaints procedure. The following table outlines what is covered by these policies.

Table 15 – Zero Tolerance Policy on Gender-based Violence and Harassment

Zero Tolerance Policy on Gender-based Violence and Harassment	
Organisation	Scope of the Policy
Organisation 1	<ul style="list-style-type: none"> <li>Shows our support of the right of all people to work in an environment that is harmonious and free from unlawful discrimination, harassment and workplace bullying. It outlines what discrimination/bullying/harassment may look like, and what consequences will be for perpetrators.</li> </ul>
Organisation 2	<ul style="list-style-type: none"> <li>All forms of harassment and bullying</li> </ul>
Organisation 3	<ul style="list-style-type: none"> <li>Gender-neutral harassment, discrimination, bullying and offensive behaviour policy and code of conduct</li> <li>A zero tolerance policy of violence against and harassment of women (and men) in the workplace</li> </ul>
Organisation 4	<ul style="list-style-type: none"> <li>Zero tolerance for unjust behaviour</li> </ul>
Organisation 5	<ul style="list-style-type: none"> <li>Covers the responsibilities of employees and management, the complaints procedure, and the definitions associated with preventing all forms of workplace harassment and bullying</li> </ul>
Organisation 6	<ul style="list-style-type: none"> <li>Does not tolerate any violence, bullying or harassment</li> </ul>
Organisation 7	<ul style="list-style-type: none"> <li>Termination if an employee is found to have breached the rules</li> </ul>
Organisation 8	<ul style="list-style-type: none"> <li>To treat others with respect, value difference and maintain a safe working environment</li> <li>Unlawful discrimination, harassment of any kind, bullying or victimisation or other unacceptable or offensive conduct not tolerated</li> </ul>
Organisation 9	<ul style="list-style-type: none"> <li>Harassment and bullying, expected conduct, and valuing differences</li> <li>Promoting a discrimination free/safe workplace</li> </ul>
Organisation 10	<ul style="list-style-type: none"> <li>Ensuring that they are an equal employment opportunity employer, committed to providing a safe and harmonious work environment free of both discrimination and harassment regardless of gender, age or race</li> </ul>
Organisation 11	<ul style="list-style-type: none"> <li>Does not tolerate harassment and workplace bullying under any circumstances</li> <li>Sets out the responsibilities of employees and managers, the process for making complaints and notes that dismissal may be an outcome.</li> </ul>
Organisation 12	<ul style="list-style-type: none"> <li>Does not accept it</li> </ul>
Organisation 13	<ul style="list-style-type: none"> <li>Covers all forms of discrimination, harassment and bullying</li> </ul>
Organisation 14	<ul style="list-style-type: none"> <li>Covers all types of harassment, outlining examples of what harassment is and isn't, the roles of Managers and Partners, as well as all staff in terms of respect and behaviours, and what to do if someone feels they are being harassed</li> </ul>
Organisation 15	<ul style="list-style-type: none"> <li>Does not discriminate or tolerate discrimination on the basis of gender, ethnicity, colour, race, marital status, sexual orientation, age, family status, employment status, faith or political opinion</li> <li>Applies from recruitment through induction, promotion, remuneration and reward, professional development, performance management to departure from the firm</li> </ul>

Organisation 16	<ul style="list-style-type: none"> <li>Does not tolerate discrimination of any kind</li> </ul>
Organisation 17	<ul style="list-style-type: none"> <li>Covers workplace bullying, management, discipline, staff to staff behaviour, client-staff behaviour, and health and safety</li> <li>Provides regular professional supervision for all our staff, paid for by the company</li> </ul>

The most common method for disseminating the policy and the complaints procedure is through inclusion in induction and onboarding programmes. This method is applied in **fourteen** organisations. Other methods of dissemination are summarised in *Table 16*.

*Table 16 – Method of Communicating Zero Tolerance Policy*

Dissemination of Zero Tolerance Policy	
Method of Dissemination	% of Organisations
Included in our induction and on-boarding programmes	77.78
The policy is published and displayed on the intranet in an easily accessible format	72.22
A confidential helpline is available for employees	50.00
Managers conduct training for their team as part of leadership commitment	11.11
Other	5.56

*Note: Organisations may have selected more than one response in the table above.*

**One** organisation provided an 'Other' response:

- Mandatory learning for all staff includes ensuring an understanding of code of conduct, equal opportunities, and complaints procedure including whistle-blower policy

## 6.2 Ensuring Safety of Employees Travelling After Hours

Some of the common actions / initiatives in place to ensure the security of all workers travelling after hours are outlined in the table below.

Table 17 – Actions / Initiatives to Ensure Safety of Employees Travelling After Hours

Actions / Initiatives to Ensure Safety of Employees Travelling After Hours	
Actions / Initiatives	% of Organisations
We have a specific safety policy and process that applies after hours such as securing the workplace and placing security guards	50.00
Workers are provided with taxi chits when working late shifts to ensure they are safely escorted home when public transport is less accessible	50.00
Female workers can elect to be escorted to their vehicle by security personnel after business hours	22.73
Other	54.55

Note: Organisations may have selected more than one response in the table above.

Other responses provided include weekly health and safety meetings, reimbursements for taxi rides after late work events and self-defence training.

## 6.3 Policy on Travel and Entertainment

A specific policy on travel and entertainment is implemented in **77.27%** of the organisations. The most common policy applied in **eleven** organisations is the outlining of specific limitations and / or guidelines on after-hours functions in terms of the time and duration. **Nine** organisations prohibit 'adult entertainment' and establishments. In **two** organisations, subsidies or payments are provided for caregivers if staff members are required to attend after-hour functions or required to travel for more than a 24 hour period.

Additional details provided by **seven** organisations are outlined below.

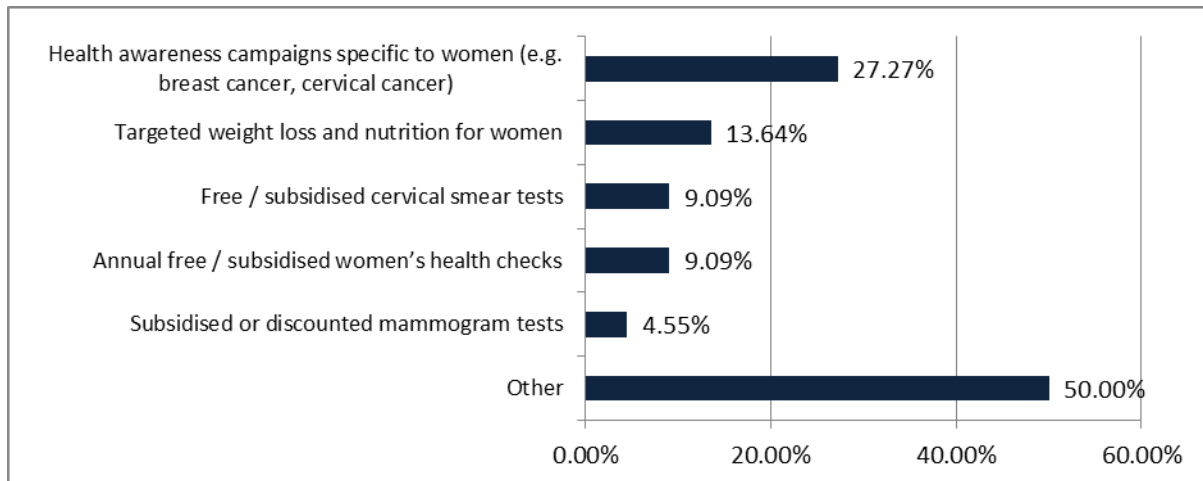
Table 18 – Policy on Travel and Entertainment

Policy on Travel and Entertainment	
Organisation	Specific Policy
Organisation 1	<ul style="list-style-type: none"> <li>More around safety and ensuring people are protected while travelling overseas</li> </ul>
Organisation 2	<ul style="list-style-type: none"> <li>Expense policy that forms part of the code of conduct and ethics framework and covers all of the above</li> </ul>
Organisation 3	<ul style="list-style-type: none"> <li>None of the above</li> </ul>
Organisation 4	<ul style="list-style-type: none"> <li>General guidelines and managerial discretion</li> </ul>
Organisation 5	<ul style="list-style-type: none"> <li>Subsidy for caregivers provided on a case-by-case basis</li> </ul>
Organisation 6	<ul style="list-style-type: none"> <li>Subsidies or payments provided for in 'Emergency Childcare" policy rather than Travel and Entertainment Policy</li> <li>Specific guidelines for client entertaining in business development policies rather than Travel and Entertainment Policy</li> </ul>
Organisation 7	<ul style="list-style-type: none"> <li>Ability to claim expenses when travelling</li> </ul>

## 6.4 Wellness Strategy

A wellness strategy is in operation in **fifteen** organisations and **four** other organisations are planning to implement the strategy within the next 12 months. *Chart 4* below illustrates the type of wellness programmes specifically aimed at women.

*Chart 4 – Wellness Programmes Specifically Aimed at Women*



*Note: Organisations may have selected more than one response in the chart above.*

Other types of wellness programmes operated by organisations include:

- Flu jabs available to all staff
- Gender-neutral employment assistance programme and wellness initiatives
- Understanding and tolerance of health issues relevant to women
- Parenting and menopause seminars
- Southern Cross policy also covering children up to the age of 21
- Comprehensive health promotion program
- Group discounted private healthcare, occupational therapist visits, diabetes awareness and backcare training



## Principle 4. Education and Training

### 7 Development Programme

**Eighteen** organisations have formal education or training / professional development programmes in place, and **six** organisations monitor the uptake of training and development programmes by gender. An additional **six** organisations are planning to monitor the gender participation rates in education and training within the next 12 months.

#### 7.1 Training Budget

The maximum training budget per employee as a percentage of the payroll amount disclosed is **9.00%** among participants. The median training budget per employee as a percentage of the payroll amount of **seven** organisations is **1.50%** as summarised in the following table.

Table 19 – Training Budget per Employee as a Percentage of Payroll Amount

Training Budget Per Employee: Percentage of Payroll				
	Lower Quartile (%)	Median (%)	Upper Quartile (%)	Average (%)
Percentage of Payroll	1.11	1.50	4.50	3.25

The following further comments are provided by **four** organisations.

- **One** organisation has no budget, with training spend monitored by individuals GMs for their area
- **One** organisation considers this figure to be confidential
- **One** organisation does not measure this figure
- **One** organisation was unsure about it

#### 7.2 Spending on Training by Gender

The majority of organisations (**81.82%**) do not analyse and report on the average spend on training and education by gender. The one that responded affirmatively indicated that they spend the same amount for both males and females on training and education.

#### 7.3 Scheduling Training Programmes

**One** organisation indicated that they take employees' family commitments / roles into account when scheduling training and education programmes, providing specific guidelines on scheduling times for training and development and considering the location of training when scheduling employees onto training programmes to avoid the impact on family commitments.

## 8 Career Clinics and Mentoring

**Fifteen (68.18%)** organisations currently operate a formal talent identification and management programme within their organisation, and **two more (9.09%)** are planning to within the next 12 months. The activities included in these programmes are summarised in *Table 20*.

*Table 20 – Formal Talent Identification and Management Programmes*

Formal Talent Identification and Management Programmes	
Activities in the Programme	% of Organisations
Arrange internal mentoring of female employees	54.55
Arrange external mentoring for female employees	45.45
Have organised gender-specific internal networking groups for females	36.36
Actively encourage female leaders to be mentors to other young women outside the organisation	31.82
Have organised gender-specific networking groups for our female graduates	9.09
Other	31.82

*Note: Organisations may have selected more than one response in the table above.*

Additional details provided are summarised in *Table 21* below.

*Table 21 – Formal Talent Identification and Management Programmes: Other Responses*

Formal Talent Identification and Management Programmes: Other Responses	
Organisation	Programmes
Organisation 1	<ul style="list-style-type: none"> <li>• Gender neutral</li> </ul>
Organisation 2	<ul style="list-style-type: none"> <li>• Ongoing mentoring and networking programmes</li> <li>• Internal role modelling</li> <li>• Internal recognition program</li> <li>• Internal profiling series</li> <li>• Career development information series</li> </ul>
Organisation 3	<ul style="list-style-type: none"> <li>• Program to lift visibility of senior women as experts in their field externally</li> <li>• Program aimed at increasing the visibility, confidence and internal profile of women in middle management roles</li> <li>• Program for women in junior roles with the potential for larger managerial roles</li> </ul>
Organisation 4	<ul style="list-style-type: none"> <li>• Annual calibration sessions with all senior leaders to identity the potential and performance of each employee</li> </ul>
Organisation 5	<ul style="list-style-type: none"> <li>• Commencing a gender-specific internal networking group for females in the next 12 months</li> </ul>
Organisation 6	<ul style="list-style-type: none"> <li>• Also identifies high talent individuals</li> </ul>
Organisation 7	<ul style="list-style-type: none"> <li>• Paying for young staff (all female) to be members of the Young Professionals group and to attend events</li> </ul>

**Eleven** organisations evaluate the impact of their formal talent identification and management programmes, while another **two** are planning to within the next 12 months.

## Principle 5. Enterprise Development, Supply Chain and Marketing Practices

### 9 Supply Diversity Programme

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#### 9.1 Supplier Diversity Programme

**Five** organisations currently operate a supplier diversity programme and their programmes cover the following areas:

- A sustainable supply chain management is built into standard business processes
- Ensuring factories have appropriate policies to ensure the safety of the workers there, refusing to work with those that do not meet the strict criteria
- Requirement for all supplier contracts to comply with the company policy on human rights, with temp recruitment agencies required to report on gender and other diversity measures as part of their quarterly reviews and address gaps and progress
- Requirement for supplier compliance with a code of practise covering equal rights and non-discrimination, employee development and training, and governance and general compliance
- Conscious awareness of the need for supplier diversity

#### 9.2 Suppliers with Diversity-Focused Policy

Only **three** organisations currently apply a gender criterion in the supplier selection and **five** others are planning to implement this within the next 12 months.

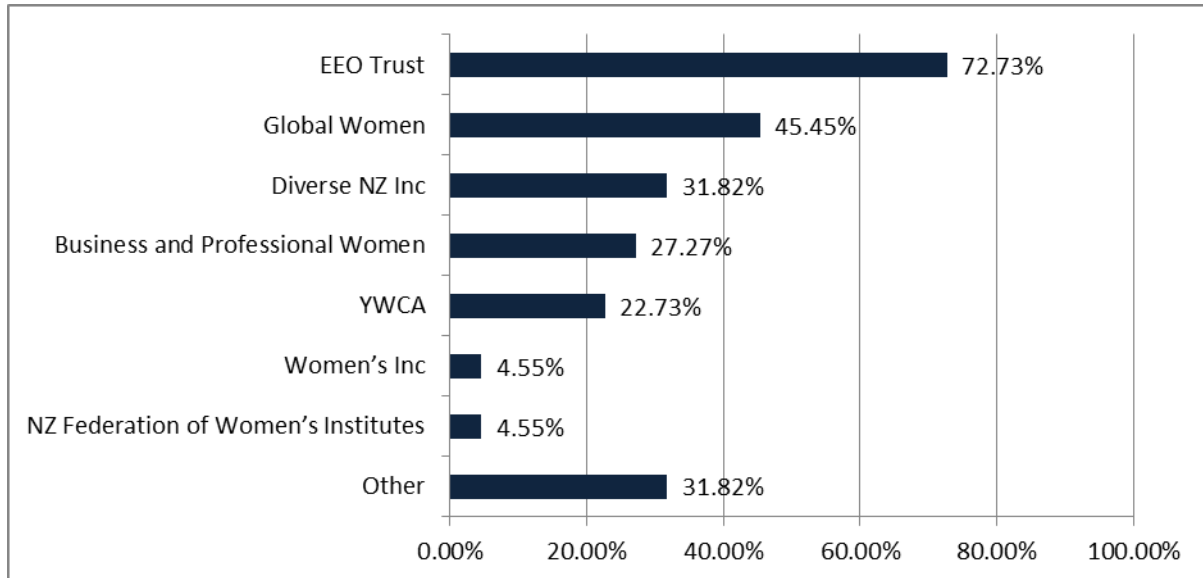
Similar to the gender criteria, **four** organisations require suppliers to have a diversity-focused policy and **three** others are planning to start doing so within the next 12 months.

Organisations were asked about the percentage of their suppliers that are women-owned enterprises. There is no organisation that currently measures this figure or requires their suppliers to report this level of detail.

### 9.3 Women's Business Organisations

Chart 5 below illustrates the different types of women's business organisations that these organisations are involved with.

Chart 5 – Women's Business Organisations



Note: Organisations may have selected more than one response in the chart above.

The following women's business organisations are in cooperation with the participating organisations.

- Auckland and Wellington Women Lawyers Associations (AWLA, WWLA)
- Auckland Business Schools Women's Mentoring Programme
- Company of Women
- Corporate Mothers Network (Auckland)
- Dairy Women's Network
- Dress for Success Auckland
- Fantail Trust
- International Women's Day
- NCIWA
- Professionelle
- UN Women National Committee Aotearoa New Zealand
- UN Women NC Aotearoa NZ
- UN Women's Empowerment Principals
- Westpac New Zealand Leaders Fellowship
- Women of Influence Awards

## 10 Marketing

**Eight** organisations currently have gender-sensitive guidelines for marketing in place.

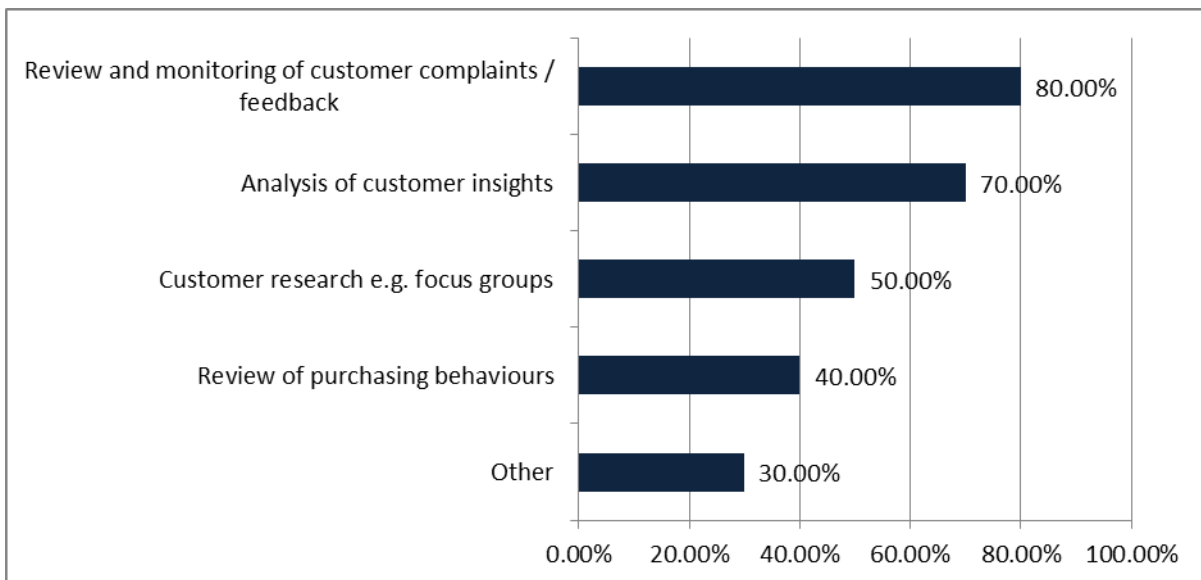
### 10.1 Portrayal of Women in Marketing

Currently, there are **eight** 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

**Ten** organisations evaluate whether there are any gender-related barriers in accessing its products and services and their method of evaluation is illustrated in *Chart 6*.

*Chart 6 – Method of Evaluating Gender-Related Barriers in Accessing Products and Services*



*Note: Organisations may have selected more than one response in the chart above.*

Other comments made by three organisations are as follows:

- Questions are asked as part of key client reviews
- Look to ensure the advertising, images, communications and such do not put up any gender-related barriers to reflect the client base
- Working closely with Women's Refuges to meet the needs of the many clients that are victims of domestic violence

### 10.3 Gender Differences in Product Development

Six organisations consider gender differences in their product development. These considerations include:

- Target demographics taken into account when developing and launching products
- The needs of women around financial protection when entering into a relationship
- Pricing based in part on gender

## Principle 6. Community Leadership and Engagement

### 11 Community Programmes

Gender is identified as one of the drivers used in defining the company's approach to community programmes in six organisations. These organisations provided the following detail on how women benefit from the community programmes:

- Last year approximately 10,000 women benefitted from workshops for customers and communities
- Difficult to quantify, but this reach is believed to be long
- First recipient of an offered scholarship female
- Broader roll-out of entrepreneurial and business literacy high schools program across schools next year, with young women encouraged to enrol
- The majority of participants in a flagship financial literacy programme for adults were women, many of which were solo mothers

**Nineteen** organisations provided information on different community programmes that they support and the responses are summarised in the following table.

*Table 22 – Community Programmes Directly Supporting Women*

Community Programmes Directly Supporting Women	
Community Programme	% of Organisations
Charitable donations (time, product or monetary) to women's organisations	63.16
External mentoring of young women (e.g. YWCA Future Leaders Programme, Auckland University Women's Mentoring Programme)	42.11
Sponsorship and funding to women's initiatives	36.84
Graduate / school leaver programmes aimed at young women	31.58
Other	42.11

*Note: Organisations may have selected more than one response in the table above.*

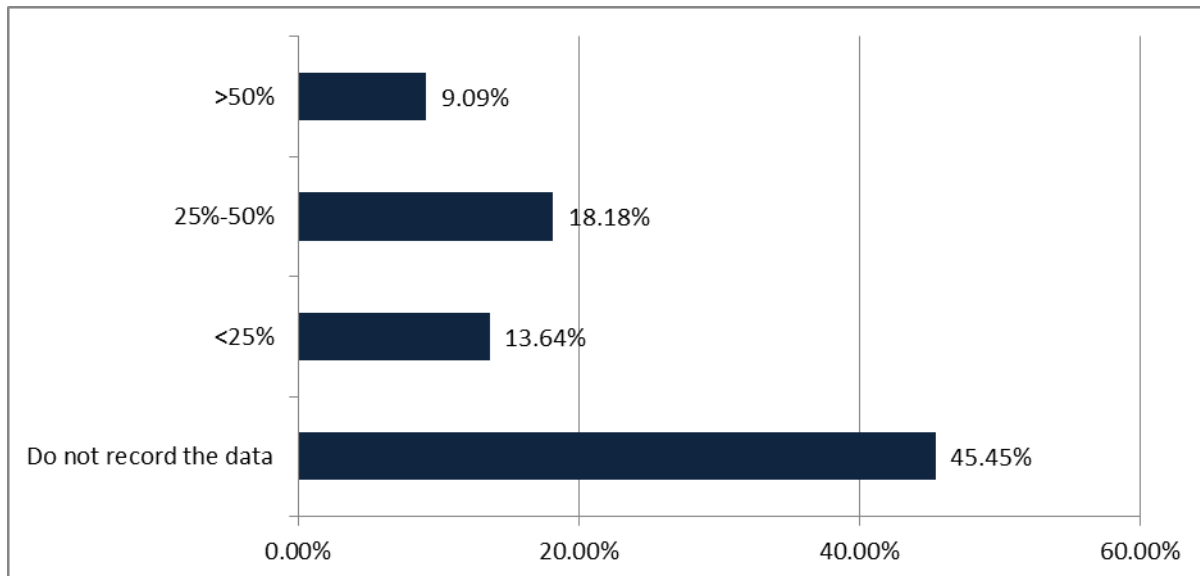
'Other' responses are outlined in *Table 23* on the following page.

Table 23 – Community Programmes Directly Supporting Women: Other Responses

Community Programmes Directly Supporting Women: Other Responses	
Organisation	Programmes
Organisation 1	<ul style="list-style-type: none"> <li>• Programmes of the Sustainable Business Council</li> </ul>
Organisation 2	<ul style="list-style-type: none"> <li>• New Zealand Global Women</li> <li>• New Zealand Leadership Institute</li> <li>• The Women of Influence Awards</li> </ul>
Organisation 3	<ul style="list-style-type: none"> <li>• Governance training for women on boards</li> <li>• Cadetmax programme for youth at risk</li> </ul>
Organisation 4	<ul style="list-style-type: none"> <li>• Pro bono services to a number of women only organisations</li> </ul>
Organisation 5	<ul style="list-style-type: none"> <li>• Staff foundation donated funds to a large number of women’s organisations, including solo mothers programmes, crisis response teams providing specialist support to victims of sexual and domestic violence, promoting awareness around domestic violence support, and skills programmes for teenage girls at risk of homelessness</li> </ul>
Organisation 6	<ul style="list-style-type: none"> <li>• Welfare to Work</li> <li>• The Hunger Project</li> </ul>
Organisation 7	<ul style="list-style-type: none"> <li>• NZ Breast Foundation</li> <li>• Look Good Feel Better</li> </ul>
Organisation 8	<ul style="list-style-type: none"> <li>• Auckland or Wellington Women Lawyers Associations</li> <li>• EEO Trust</li> <li>• Global Women</li> <li>• Shine</li> <li>• Nvader</li> <li>• Auckland Corporate Mothers' Network.</li> </ul>

The percentage of female employees in organisations that participated in community volunteer schemes during the past year is illustrated in *Chart 7* below.

Chart 7 – Female Employee Participation in Community Volunteer Schemes – Percentage of Female Employees





## Principle 7. Espousing the UN Women's Empowerment Principles

### 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 **eleven** organisations. This and other forms of support are summarised in the following table.

*Table 24 – Outward Support for UN Women's Empowerment Principles*

Support of UN Women's Empowerment Principles	
Communication of Support	% of Organisations
Communicate involvement internally to staff and update them regularly on activity in this area	54.55
Actively support initiatives that relate to the principles of UNWEPS and other gender-based programmes	50.00
Proudly include this information on website	36.36
Communicate involvement externally to clients / customers / suppliers	36.36
Actively supporting UNWEPS by volunteering time and services	9.09
Other	22.73

*Note: Organisations may have selected more than one response in the table above.*

**Five** organisations provided the following 'Other' responses.

- Refer to diversity as a key strategic priority rather than the WEPS as such
- Updated website will be incorporating a piece about the empowerment partnership with UN Women, the logo and a statement of commitment to the UNWEPS principles.
- Attending and speaking at events
- Communication to the business of an award received last year
- Involvement has been communicated internally to staff, noting that they are a signatory



Co-directed by Professor Tim Bentley and Associate Professor Gail Pacheco

Together with a leadership team our specialist research groups enable over 60 academic experts to connect and create internationally relevant research across a broad multidisciplinary programme concerned with people, work, relationships and collaboration, learning and technology.

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- **Digital Mobility Research Group**
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