THE NEW ZEALAND DIVERSITY SURVEY REPORT OCTOBER 2015

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Equal Employment Opportunities Trust

1. Respondent characteristics

552 individual responses were received for the New Zealand diversity survey (NZDS) for October 2015. As shown in Table 1, this is somewhat fewer than that for the previous three quarters (NB: No survey was conducted in the July 2015 quarter). As with the November 2014 survey, the Equal Employment Opportunity (EEO) Trust and Auckland Chamber of Commerce (ACoC) member responses were collected separately; 37% of respondents were EEO Trust members, while 63% were ACoC member responses. Response numbers dropped to 487 at question 5 which asked about how diversity is addressed in participants' organisations, and then dropped again slightly to 449 at question 9 which asked about incidences of bullying and harassment in the organisation. 428 respondents answered question 14 about forms of flexibility in the organisation.

Table 1: Total respondents across the quarterly diversity surveys

Organisation size category	**October 2015**	**April 2015**	**November 2014**	**August 2014**
EEO Trust	205 (37%)	-	256 (34%)	-
ACoC	347 (63%)	-	487 (66%)	-
Total	**552**	**762**	**743**	**783**

2. Demographic information

The majority of the respondents (69%) worked for organisations that had fewer than 200 employees (Table 2), with 44% from the small organisation category. The respondent population is similar to that of the previous surveys.

Table 2: Organisation size

Organisation size category	**Oct 2015: Number of respondents**	**April 2015: Number of respondents**	**Nov 2014: Number of respondents**	**August 2014: Number of respondents**
Large (≥200 employees)	169 (31%)	192 (25%)	195 (26%)	212 (27%)
Medium (20-199 employees)	138 (25%)	177 (23%)	196 (26%)	197 (25%)
Small (0-19 employees)	245 (44%)	393 (52%)	348 (47%)	368 (47%)
Total	522	762	739	777

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 April 2015 survey, with the largest difference being a 3% increase in the number of respondents from Financial and Insurance Services.

Table 3: Industry sector

Industry sector	Number of respondents	%
Professional, Scientific and Technical Services	82	14.9
Financial and Insurance Services	53	9.6
Education and Training	52	9.4
Manufacturing	36	6.5
Health Care and Social Assistance	36	6.5
Wholesale Trade	29	5.3
Retail Trade	25	4.5
Information Media and Telecommunications	24	4.3
Public Administration and Safety	24	4.3
Construction	22	4.0
Accommodation and Food Services	17	3.1
Administrative and Support Services	16	2.9
Transport, Postal and Warehousing	13	2.4
Electricity, Gas, Water and Waste Services	12	2.2
Arts and Recreation Services	10	1.8
Agriculture, Forestry and Fishing	10	1.8
Rental, Hiring and Real Estate Services	9	1.6
Mining	1	0.2
Other Services	81	14.7
	552	**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, bias, employment transition for younger staff, and bullying and harassment. Only a small proportion of the organisations are concerned with issues of disability, sexuality, and religion.

Table 4: Diversity issues

Diversity issues considered to be of importance	Number of respondents (n=522)	Current survey %	April 2015 %
Wellbeing/wellness	344	65.9%	59.3%
Flexibility	309	59.2%	51.2%
Aging	245	46.9%	42.1%
Ethnicity	196	37.5%	25.7%
Bias (conscious and unconscious bias that can influence decision making around issues such as hiring and promotion)	194	37.2%	27.2%
Gender	177	33.9%	24.4%
Employment transition for younger staff	175	33.5%	27.4%
Bullying and harassment	169	32.4%	26.2%
Disability	101	19.3%	13.4%
Sexuality	70	13.4%	7.6%
Religion	47	9.0%	5.4%

These findings are relatively consistent with the previous surveys in terms of the order of perceived importance of most issues. However, there is a marked increase in the percentages of respondents identifying the issues as important between the current survey and the April 2015 survey. With the exception of aging (4.8% increase) and religion (3.6% increase), the percentage of respondents reporting each diversity issue as important increased by more than 5%. The diversity issues showing the most significant differences in the percentage who perceived them important were ethnicity (11.8% increase) and bias (10% increase).

Wellbeing/wellness and flexibility were important diversity issues for organisations of all sizes. Large organisations appear to be concerned about a wider range of issues. In particular, aging, ethnicity, gender, bias, and bullying and harassment 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=245)	**Medium organisations** (20-199 employees) (n=138)	**Large organisations** (≥200 employees) (n=169)
Wellbeing/wellness (53.5%)	Wellbeing/wellness (68.1%)	Wellbeing/wellness (70.4%)
Flexibility (53.5%)	Flexibility (52.9%)	Flexibility (62.1%)
Aging (38.8%)	Ethnicity (39.1%)	Aging (58.6%)
Employment transition for younger staff (29.4%)	Aging (37.0%)	Ethnicity (57.4%)
Bias (23.3%)	Employment transition for younger staff (35.5%)	Gender (55.0%)
Gender (20.4%)	Bias (34.8%)	Bias (52.7%)
Ethnicity (18.4%)	Bullying and harassment (34.1%)	Bullying and harassment (49.7%)
Bullying and harassment (15.5%)	Gender (24.6%)	Employment transition for younger staff (32.0%)
Disability (12.7%)	Disability (15.2%)	Disability (29.0%)
Sexuality (5.3%)	Sexuality (8.7%)	Sexuality (26.6%)
Religion (4.9%)	Religion (7.2%)	Religion (14.8%)

While the findings presented in Table 5 are reasonably consistent with those obtained in the April 2015 survey, the overall increase in the percentage of respondents considering the diversity issues to be important has resulted in several additions to the brown colour band, with more than 20% of respondents from small organisations considering bias and gender important (cf. 19.6% and 16.3% in April 2015, respectively), double the percentage of medium organisation respondents considering ethnicity an important diversity issue (cf. 18.6% in April 2015), and a near 10% increase in the percentage of large organisation respondents reporting sexuality as an important issue seeing it move up into the brown colour band (cf. 17.7% in April 2015).

Minor differences can also be observed within the colour bands. Bullying and harassment dropped from the fourth most important issue for large organisations in April 2015 to sixth in the current survey as a result of an increase in the percentage of respondents perceiving other issues as important. For small organisations, a 6.7% increase in respondents considering gender as an important issue sees it now rated more important than both ethnicity and bullying and harassment for this group. Further a slight increase in the percentage of small organisation respondents reporting flexibility as important (cf. 47.6% in April 2015) and a slight decrease reporting wellbeing/wellness as important (cf. 55.7% in April 2015) has resulted in the same percentage of respondents now reporting wellbeing and flexibility as important.

In the April 2015 report, it was noted that the percentage of respondents reporting diversity issues as important had decreased by over 5% for a number of issues from the November 2014 survey, while there were no significant increases in this regard. The April 2015 findings indicated a drop in the overall percentage of diversity issues as being important to medium and large organisations (each by approximately 20%). Conversely, the results of the current survey shows increases in the overall percentage of important diversity issues for all three organisation sizes; the overall percentage for large organisations was 508% (cf. 446% in April 2015), for medium organisation was 357% (cf. 303%) and for small organisations was 276% (cf. 246%).

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). The exception to this is the issue of bullying and harassment, where 58% of respondents' organisations have a formal policy in place. A similar observation was made for the prior diversity surveys with over 50% of respondents having a formal policy in place for this issue in all surveys except for May 2014 (49%).

Aside from bullying and harassment, wellbeing/wellness and flexibility were the two diversity issues that the highest percentage of respondents reported their organisation having either formal policy or a programme or initiative in place to address (70% and 68% respectively), followed by disability (63%). Around half of the respondents' organisations also had either a policy or an initiative in place for gender, employment transition for younger staff, ethnicity, and bias. These findings indicate that a substantial proportion of organisations are taking steps to address each of these issues.

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

Table 6: Diversity issues policies and programmes

Diversity issue	N	Formal policy in place	Programme or initiative in place	Neither policy nor programme in place
Wellbeing/wellness	396	114 (29%)	162 (41%)	120 (30%)
Flexibility	371	125 (34%)	127 (34%)	119 (32%)
Aging	317	41 (13%)	93 (29%)	183 (58%)
Ethnicity	279	77 (28%)	88 (31%)	114 (41%)
Bias - conscious and unconscious	275	60 (22%)	88 (32%)	127 (46%)
Gender	287	83 (29%)	89 (31%)	115 (40%)
Employment transition for younger staff	275	38 (14%)	115 (42%)	122 (44%)
Bullying and harassment	296	189 (64%)	47 (16%)	60 (20%)

Disability	228	95 (42%)	49 (21%)	84 (37%)
Sexuality	211	62 (29%)	43 (20%)	106 (50%)
Religion	194	46 (24%)	40 (21%)	108 (56%)

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. Other methods for addressing diversity

Organisations are using a range of different methods for addressing diversity (Table 7). Top management commitment to and involvement in diversity issues (52%) and consideration of diversity in relevant HR policies (51%) were much more commonly reported than other methods, with the third most commonly reported method being a diversity strategy or plan (30%). These findings are relatively consistent with the April 2015 survey in terms of the order of prevalence of the methods. However, with the exception of diversity-related managerial incentives (decreased by 0.5% from April 2015), a greater percentage of respondents reported using each of the methods for addressing diversity than did respondents in the April 2015 survey.

When the use of methods for addressing diversity were compared by organisation size, the percentage of respondents' organisations who used each of the methods increased with the size of the organisation.

Finally, when asked about how diversity is addressed in their organisation, 21% of respondents from small organisations, 12% from medium, and 8% from large organisations selected the option 'other'. Of the 82 respondents who selected other, 50 (61%) believed that diversity was not addressed in their organisation, while a further 8 (10%) acknowledged that there are not formal methods but that they select the best person for the job rather than recruiting based on diversity-related criteria. Seven respondents (9%) acknowledged that organisational values and culture minimised diversity issues, while another seven respondents (9%) stated that diversity was managed on an ad hoc basis. Nine respondents (11%) listed 'other' methods for addressing diversity including other diversity-related training (n=4), seeking input from experienced businesspeople, conducting a diversity special project to identify diversity management recommendations, and promoting younger employees.

Table 7: Methods for addressing diversity

How diversity is addressed	**Number of respondents (n=487)**	**%**
Top management commitment to and involvement in diversity issues	255	52.4
Consideration of diversity in relevant HR policies	250	51.3
Diversity strategy or plan	148	30.2
Communication and promotion of diversity to internal stakeholders	135	27.7
Monitoring and reporting diversity performance	107	22.0
System or mechanisms for reporting diversity-related concerns	99	20.3

Diversity support networks	98	20.1
Diversity education and training for existing employees	86	17.7
Diversity education and training for line managers	81	16.6
Communication about diversity-related issues to external stakeholders	77	15.8
Diversity council, committee, team or taskforce	76	15.6
Diversity education and training for new employees	70	14.4
Diversity-related employment benefits	50	10.3
Diversity-related managerial incentives	25	5.1
Other	82	16.8

6. Measuring the effectiveness of diversity programmes

Some 20% (97 of 487) of respondents' organisations measure the effectiveness of their diversity programmes (cf. 80% that do not). Unlike previous surveys, the percentage of organisations measuring the effectiveness of their diversity programmes did not significantly increase with organisation size. Although twice as many large organisations measured the effectiveness of their diversity programmes (30%), a slightly lower percentage of medium-sized implemented formal measures (14%) than did small organisations (16%).

Of the 97 respondents whose organisations formally measure or evaluate the effectiveness of their diversity initiatives, 59 provided usable data when asked how they do so. Table 8 shows the mechanisms used to measure the effectiveness of diversity programmes. Seven respondents listed more than one mechanism. The most commonly used mechanisms were metrics, reporting, and surveys.

Table 8: Measuring the effectiveness of diversity programmes

Mechanisms used to measure the effectiveness of diversity programmes	**No. of respondents reporting measurement mechanisms (n=59)**	**%**
Metrics	27	46%
Reporting (including meetings and staff feedback)	13	22%
Surveys	12	20%
Informal observation	4	7%
Annual report	4	7%
Through training, mentoring & staff development	4	7%
Employer submissions and awards	2	3%

7. Specific diversity issues

The 2014 New Zealand Diversity Surveys found wellbeing/wellness, an aging workforce, and flexibility to be the top three diversity issues for New Zealand organisations. As a result, several open-ended questions have been added to the 2015 surveys to further explore these specific diversity issues. Questions were also asked about bullying and harassment, gender, and contract workers.

7.1 *Wellbeing/wellness*: The survey asked respondents what the major wellbeing/wellness challenges were for their organisation. 442 respondents answered this question, 44 of whom believed that their organisation had no major wellbeing/challenges, and 14 of whom did not know what the wellbeing/wellness challenges for their organisation were.

The remaining 384 respondents listed a range of wellbeing/wellness issues (Table 9). Employee health was the most commonly reported issue, followed by stress and work-life balance. These findings are similar to the April 2015 survey where the same three factors were the most commonly reported wellbeing/wellness challenges for organisations.

Table 9: Wellbeing/wellness challenges for organisations

Wellbeing/Wellness Issue	Number of respondents (n=442)	%
Employee health	136	30.5%
(Fitness)	(23)	(5.2%)
(Mental health)	(20)	(4.5%)
(Physical health)	(15)	(3.4%)
(Eating healthy)	(10)	(2.3%)
(Obesity)	(9)	(2.0%)
(Smoking)	(4)	(0.9%)
Stress	102	23.1%
Work-life balance	51	11.5%
Aging	34	7.6%
Illness and absenteeism	32	7.2%
Employee satisfaction	26	5.9%
Flexibility	25	5.7%
Sedentary work	24	5.4%
Work environment hazards	20	4.5%
Family pressures	11	2.5%
Bullying and harassment	7	1.6%
None	44	10.0%
Don't know	14	3.2%

In the current survey, employee health was raised by 30.5% of respondents, with over half of these respondents explicitly mentioning specific health concerns such mental and physical health, fitness, eating healthy, obesity and smoking. Stress (23.1%) and work-life balance (11.5%) were also major challenges for a number of organisations. Respondents raised the challenges faced by the organisation around employee fatigue and burnout as a result of long hours, being short of resources, and employees being overworked.

Other less commonly reported issues included the aging workforce (7.6%) and concerns around illness and absenteeism (7.2%). Employee satisfaction was also a concern for 26 respondents (5.9%) who raised issues of employee motivation, engagement, interaction and communication. Forms of flexibility, including glide-time, working remotely and part time work, were raised by 25 respondents (5.7%), while sedentary work was reported by 24 respondents (5.4%). Work environment considerations such as health and safety, ergonomic factors, and the physical nature of work were consideration key wellness issues for 20 respondents (4.5%), while 11 raised family and external pressures (2.5%), and 7 raised bullying and harassment (1.6%) as a concern.

7.2 *Aging*: Over half (56.7%) of the respondents' organisations encourage the recruitment of workers over the age of 55 years old (43.3% did not). This was similar to the prior diversity surveys (cf. 54% 59%, and 55% for the April 2015, November 2014, and August 2014 surveys, respectively).

Table 10 shows how respondents believed that their organisation engages with workers over the age of 55 years. Note that numerous respondents listed more than one form of engagement (resulting in greater than 100% total forms of engagement), while 119 respondents either did not know how the organisation engaged with older workers or felt that it was not applicable (i.e. the organisation did not employ any workers aged over 55 years). Analysis of the qualitative data shows that over half of organisations treat workers over the age of 55 year as they do their younger employees (57%). Recruitment of workers based on ability rather than age emerged as important to respondents' organisations.

Form of engagement with workers over 55 years of age	**Number of respondents (n=446)**	**%**
No specific strategies/processes (treated equally)	254	57.0%
Value experience (incl. mentoring)	34	7.6%
Flexibility	25	5.6%
Retirement planning/seminars	13	2.9%
Tailor type of work	7	1.6%
Training	4	1%
Benefits (incl. insurance, KiwiSaver, health checks)	4	1%
General support/encouragement	4	1%
Employee action groups	2	0.5%
Celebration of tenure	2	0.5%
Don't know or N/A	119	26.7%

Table 10: Forms of engagement with workers over the age of 55 years old

Some 7.6% of respondents acknowledged that workers 55 years of age or older are valued for their experience. Many of these respondents acknowledged that older workers in their organisation were often in leadership or mentoring positions where their experience and wisdom could be shared with younger employees. Of the 446 respondents, 25 acknowledged forms of flexibility that the organisation engaged with for employees aged 55 years or over, including reduced or part time hours, glide-time and working from home. Retirement planning and seminars was raised by 13 respondents (2.9%), while seven respondents (1.6%) referred to their organisation tailoring the type of work for older workers (including offering reduced manual labour, leadership positions, or a reduced workload). Training for older employees , offering age-related benefits, general support and encouragement, employee action groups, and celebration of tenure were also mentioned by several respondents as forms of engagement with works over 55 years of age that were present in their organisation.

7.3 *Flexibility:* Respondents' organisations employ are range of forms of flexibility. Of the 428 respondents, 32 stated that their organisation had no forms of flexibility; the remaining 396 respondents listed a total of 674 different forms of flexibility employed in their organisations (Table 11).

Table 11: Forms of flexibility employed in respondents' organisations

Forms of flexibility	**Number of respondents (n= 428)**	**%**
Flexible hours (incl. compressed work week)	258	60.3
Working remotely	144	33.6
Flexible and/or extended leave	72	16.8
Part time hours	65	15.2
Consideration of family and personal responsibilities	47	11.0
Job sharing	19	4.4
Roster flexibility	18	4.2
Down-time during work hours	15	3.5
Casual	11	2.6
Autonomy	10	2.3
Space flexibility	6	1.4
Graduated return to work	5	1.2
Workload flexibility	2	0.5
Career leave	2	0.5
None	32	7.5

Analysis of the qualitative data shows that offering flexible hours is the most common form of flexibility with 60% of respondents acknowledging that their organisation offers flexible hours to at least some of their employees. Working remotely (33.6%), flexible and/or extended leave (16.8%), part time hours (15.2%), and consideration of family and personal responsibilities (11%) are also commonly employed forms of flexibility. These findings are similar to that of the April 2015 survey in which the most prevalence form of flexibility was flexible hours, followed by the same four forms of flexibility found in this survey.

7.4 *Bullying and harassment:* Approximately one-quarter of respondents' organisations (27.4%) reported incidents of bullying or harassment in the past 12 months (cf. 26%, 24%, and 24% for the April 2015, November 2014, and August 2014 surveys, respectively). 324 of the 446 (72.6%) respondents' organisations had not reported incidences in the past 12 months.

7.5 *Gender:* Some 76% of respondents' organisations have female representation at the governance level (cf. 77%, 78%, and 78% for the April 2015, November 2014, August 2014 surveys, respectively). Over 82% of respondents' organisations have female representation within their leadership or decision making team (cf. 80%, 81%, 81% for the April 2015, November 2014, and August 2014 surveys, respectively.

On average, females hold 40% of roles at the governance level and 39% of roles within the leadership or decision making team (conversely 60% and 61% respectively of these roles are held by males). As with the prior surveys, female representation at both the governance level and within leadership roles was generally shown to decrease with increasing organisation size (Table 12).

Table 12: 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	595	39.5	716	39.2
Small (0-19 employees)	198	48.6	204	49.5
Medium (20-199 employees)	161	40.1	238	43.4
Large (≥200 employees)	236	33.7	274	31.6

While the proportion of roles held by females at the governance level and within leadership roles decreased in the previous two surveys, increases were observed in this survey iteration. In the current survey, the proportion of females at the governance level increased to 39.5% (from 37.3% in April 2015), and the proportion of females within the leadership or decision making team increased to 39.2% (from 28% in April 2015). However, these increases are a result of increases in the relative proportion of females at both governance level and in leadership in small organisations and medium organisations. Indeed, the proportion of females at the governance level in large organisations fell to 33.7% (from 35.5% in April 2015), and females within the leadership/decision making team in large organisations fell to 31.6% (from 32.3% in April 2015).

7.6 *Temporary, fixed-term or casual contracts:* Of the 408 respondents who provided usable data on the proportion of staff in their organisation who work on temporary, fixed-term or casual contracts, 114 (28%) respondents reported that their organisations had no staff on such contracts. At the other extreme, 27 (7%) 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 1. The most common proportion of temporary, fixed-term or casual contractors was 1-10%, with 137 (34%) of respondents reporting this. The average percentage of temporary, fixed-term or casual contractors in an organisation reported is 20.6, and the median percentage is 7. These results are consistent with the findings of the April 2015 survey, although a slight increase in the percentage of staff on temporary, fixed-term and casual contracts can be observed (cf. In April 2015, 32% reported no staff on such contracts, 6% reported all staff on such contract, 18.7% average percentage on such contracts).

A further 41 respondents did not report usable data. Many of these did not know or were unsure of the proportion of staff in their organisation on temporary, fixed-term or casual contracts.

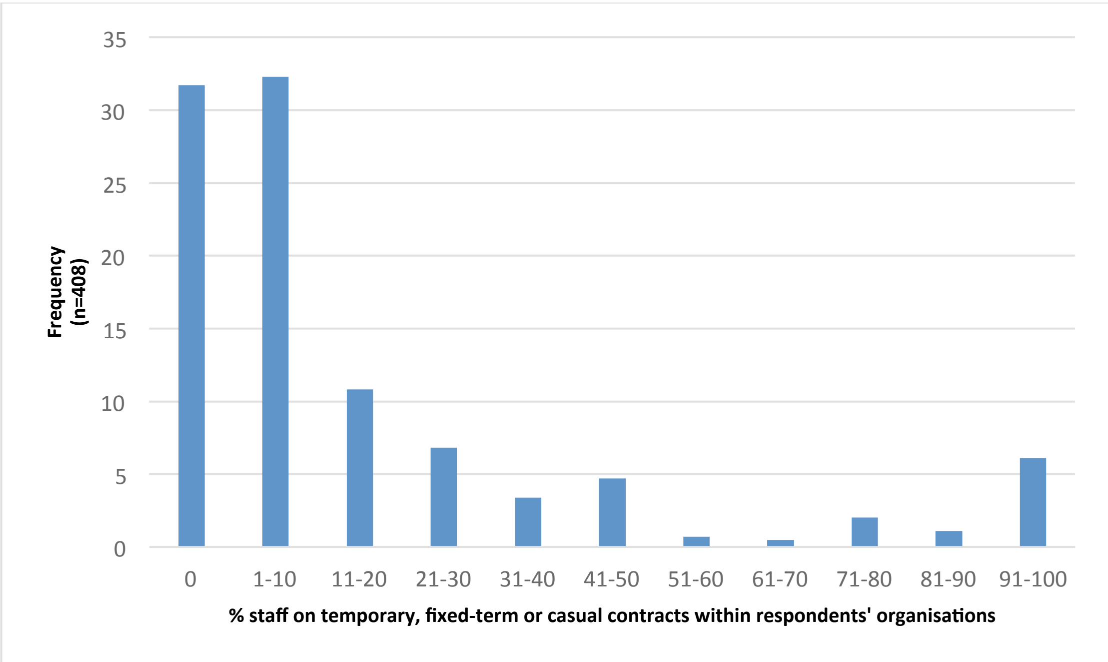

Figure 1: Percentage of staff on temporary, fixed-term or casual contracts within the respondents' organisations

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