

In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the
UN Global Compact Office

SURVEY REPORT

New Zealand



**NEW ZEALAND
WORK RESEARCH INSTITUTE**



AUT

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Disclaimer

The survey is conducted by NZWRI on behalf of NZ WEPS. Modifications have been made to survey responses – denoted by square brackets – to anonymise the responses and for readability.

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Introduction

The New Zealand Work Research Institute (NZWRI) is pleased to publish the results of the New Zealand Women's Empowerment Principles (WEPs) Survey 2022. The aim of this survey is to uncover policies and practices within New Zealand's organisations on behalf of the New Zealand WEPs committee, with the report seeking to provide case studies that organisations can refer to when taking steps to improve women's empowerment. There is a specific focus on the seven UN Women's Empowerment Principles:

- Principle 1. Leadership Promotes Gender Equality
- Principle 2. Equal Opportunity, Inclusion and Non-Discrimination
- Principle 3. Health, Safety and Freedom from Violence
- Principle 4. Education and Training
- Principle 5. Enterprise Development, Supply Chain and Marketing Practices
- Principle 6. Community Leadership and Engagement
- Principle 7. Transparency, Measuring and Reporting

The following 13 organisations provided information about their diversity policies:

- | | |
|--|--|
| ▪ Coca-Cola Europacific Partners | ▪ Firebrand |
| ▪ Australia and New Zealand Bank (ANZ) | ▪ SkyCity |
| ▪ Dunedin City Council | ▪ Home |
| ▪ Buddle Findlay | ▪ The New Zealand Defence Force (NZDF) |
| ▪ The Bank of New Zealand (BNZ) | ▪ Simpson Grierson |
| ▪ Far North Safer Community Council | ▪ Woodward Chrisp |
| ▪ Russell McVeagh | |

The information presented in this report was collected through an online questionnaire which included both quantitative and qualitative questions. The target participants were WEPs signatory organisations. The data provided by participants for inclusion in this report was submitted on a strictly confidential basis. Full quartile results have only been published for datasets that have a minimum of five participating organisations. Responses with identifiable characteristics have been modified to ensure anonymity. Some responses have also been amended for readability.

Principle 1. Leadership Promotes Gender Equality

1.1 Strategy

Public commitment/statement of support towards gender equality

A public commitment and statement of support was given towards gender equality in 12 organisations (92%) by the CEO and/or the Board of Directors. A further four organisations (31%) detailed where their public commitment and statement of support has been published (see Table 1).

Table 1. Publication of commitment/statement of support towards gender equality

[Our 'Action'] statement and [sustainability] report outline a clear statement of support along with a set of objectives, vision, and strategy to 2025. Our vision is to be an organisation where everyone's welcome to be themselves, be valued and belong – including different thinking, experiences, and backgrounds in all that we do. Our [people and culture strategy], sets out our common culture and values and defines the experience we want our people to have at [our organisation]. It is about being well, connected, valued, developed, rewarded, and inspired. We are committed to building a diverse workforce and encouraging an inclusive culture. This covers all areas of diversity including gender, culture, and heritage, multi generations, LGBT+ and disability. We believe that inclusion and diversity is a key driver of innovation and growth. Promoting gender equality is an important part of this, and to ensure we're moving in the right direction we have a target for at least 40% of leadership positions at [our organisation] to be held by women by 2025.

We have committed to achieving a gender balance target of 40:40:20 at senior leadership level (40% female, 40% male, 20% either, including gender diverse/non-binary), comprising of the Executive Team and their direct reports. Having a gender-balanced senior leadership is a key enabler to support our organisation's strategic direction and accelerated transformation.

This commitment has been made publicly via our external Sustainability Report and our CEO's statement as a Champion for Change. Furthermore, we publicly report our gender pay gap to the initiative called "Mind the Gap" which is an industry metric. We are also a signatory to the New Zealand Law Society gender equality charter, which requires an aim of equitable briefing (by gender), and the reporting of gender balance metrics to the law society.

Furthermore, we even publicly commit support from an executive level through our new sustainability loans where we require the organisation who are receiving a sustainable loan must report their diversity metrics and goals for women in their organisation including leadership levels as a requirement.

Our Executive have publicly adopted the UN WEPs in 2020, and in 2021 the Executive adopted a [gender equality charter] - all members of the [Executive] signed this, and we are rolling it out to the [Executive] leadership teams and further (includes completing a workshop and signing the charter).

There was a statement via Stuff.co.nz and [a local newspaper].

Specific diversity strategy to address women's empowerment

Eight organisations (62%) have a specific diversity strategy in place to address women's empowerment, with two others (15%) planning to implement such a strategy within the next 12 months. The details of these strategies are presented in Table 2, including how these strategies, if applicable, target Māori and/or Pasifika women.

Table 2. Specific diversity strategy including women's empowerment

The Gender pillar of our strategy strives to address women's empowerment in our workplaces. [We have a targeted development programme]. We also have policies on discrimination based on gender. One of our 5 Diversity strategies is on "Culture, Ethnicity & Heritage", A specific workstream on Māori and Pacific women in leadership is planned as part of this strategy.

[We have] set [women in leadership] targets and specific women in leadership advancement programmes. We have new [equity, diversity, and inclusion (EDI)] and Te Ao Māori strategies and take an intersectional approach.

Our diversity and inclusion strategy comprises three key focus areas, which includes initiatives that are specific to that of gender balance (specifically women's empowerment). [These] initiatives aim to increase the representation and retention of senior women and build a strong leadership pipeline, as well as enhance equity for women. Within our diversity strategy we also have a Māori Colleague strategy to ensure that we are able to recruit, retain, develop and further ensure empowerment and inclusion for our Tāngata Whenua. There is a specific lens to ensure that we are uplifting our Māori wāhine within this strategy and initiatives. This has just launched and we are excited to see what the outcomes will be over the yearly horizon.

We have an equal opportunity policy which covers our intent as an organisation. This includes a direct reference to the women's empowerment principles.

We have WEPS as part of our overall organisational strategy:

- Innovative leadership to achieve collective impact with key community stakeholders for safer public spaces, workplaces, roads, homes, environments, and families.
- Develop a caring community that has the courage to stand up against acts of violence and abuse.
- Reduce harm and injury by being victim focused.
- Provide guidance, mentorship, and positive opportunities for youth to become active and engaged citizens.
- Ensure the principles of Te Tiriti o Waitangi underpin the design of our initiatives, with a focus on kotahitanga, whanaungatanga and manaakitanga.
- Develop and deliver a holistic and inclusive approach to health and wellness initiatives.
- Create safer citizens through evidence-based injury and violence prevention strategies to create safer communities.
- Provide educational opportunities that are preventative and empowering to build resilience in the community.
- Identify and implement prevention measures that ensure the community and it's visitors have a safe place to live, work and play.
- Recognise The Women's Empowerment Principles, a partnership initiative of UN Women and United Nations Global Compact.
- Actively work towards and contribute to the United Nations Sustainable Development Goals Agenda 2020.
- Act with integrity, accountability and to operate transparently for the benefit of the community.
- Maintain a high level of professionalism and ethical standards.
- Respect people of all ethnicity and cultures and respect the principles of the Treaty of Waitangi.
- Promote education, training, and professional development to all staff.
- Ensure the health, safety and wellbeing of staff is paramount.
- To be compassionate and empathetic towards colleagues, staff, volunteers, and all stakeholders.

Allowing staff to attend cultural-based fono or hui across the district in work time to encourage participation and connectedness. Ensuring staff are culturally safe by providing training in tikanga practise. Providing Te Reo workshops and trainings through Te Wānanga in paid work time and encouraging the use of their new learnings. This ensures a fuller understanding and context of our community and our make up as an organisation and allows those with strengths in certain areas to shine and provide guidance.

We hold mihi whakatau for new staff, have a shared waiata and shared experiences in presenting to our groups in a culturally sage way.

Board led strategy (highest level of leadership sponsorship); Mentoring of women by senior women; Flexible work; unconscious bias learning; inclusive leadership for senior leaders; revised parental leave & support for new parents.

Ethnicity is a separate goal in our D&I Strategy. A specific wāhine action plan [is set to start in] the next 12 months.

[Our] gender empowerment resource group was launched on International Women's Day in 2022, to achieve gender equity and empower women from all roles and backgrounds to be their best at [our organisation]. The objective is to create a supportive and transparent environment which allows women to build confidence and develop skills for success. This will be achieved by focusing on key strategic pillars of Awareness & Communication, Empowerment and Accountability & Transparency.

Primary target audience: Auckland focus, expanding to group wide after first 12 months, targeting all women across [our organisation], regardless of age, position, experience, and tenure.

Secondary target audience: Engagement with men to educate and create awareness.

Our diversity and inclusion policy continues to review gender and ethnic pay equality and deliver an organisation-wide programme that removes any risk of bias or inequality

- Leverage and grow diverse talent pools to develop a more ethnically diverse leadership population.
- [Our specific] objective is to increase the opportunities of Māori employees, providing advocacy and access for Māori staff, and insight to senior exec staff to board level.

Opportunity also provided via:

- [A Māori] leadership development course.
- Growing Pasifika Niu leaders.
- TupuToa leader internship (Māori & Pasifika young graduates).

One of the biggest hindrances for female success is the traditional way of thinking that women stay at home and be mothers and wives. We ensure our female staff don't have to choose between [their] family or career, instead, we ensure they have opportunities for both. Our flexible working arrangements are mostly [utilised] by our female staff. It ensures they are present for their families at the same time fulfilling their personal dream career.

We ensure our female staff have access to all learning and development programmes so they are not behind with skills that will help them progress in higher roles.

We also have separate budget provisions for memberships and events where they can meet other working females in other industries and share experience and in some ways gather support.

We have a ['Women & Allies'] action group who are tasked annually to put forward initiatives to address women's empowerment. Initiatives include putting together a life-stages strategy for

supporting women (and men) to understand menopause and fertility issues better. The firm provides an annual budget to support initiatives like panel discussions on promoting women's empowerment, networking. This group has played a key role in getting changes to our parental leave policy, increasing benefits for men and women. We measure our gender pay levels.

We are signatories to [a gender equality charter]. As part of our commitment to that we run unconscious bias training annually, conduct annual gender pay audits and take action to close any gender pay gap where appropriate, we encourage and support flexible working (having recently announced a hybrid working policy that gives most people the ability to work two days from home if they wish), we re-established our [diversity and inclusion committee], which has [over 20 members, a majority of whom are female].

Non-gender diversity policies

Twelve organisations (92%) have activities in place that are not included in their gender diversity policy but contribute towards women's empowerment. From these, 10 organisations (77%) place the responsibility for managing women's empowerment initiatives with specific roles. The details of these activities, including how they target Māori and/or Pasifika women specifically, are presented in Table 3.

Table 3. Activities not part of diversity strategy that contribute to women's empowerment

We continue to have several activities supporting women's empowerment. Examples include:

- [A 'women in leadership' programme]: invites high potential female leaders from across the business to take a strength-based approach to self-development and grow as leaders throughout the six-month program.
- [A development program] that unlocks the potential of our female talent by generating self-awareness, removing perceived roadblocks, arming them with relevant tools, and building a powerful network.
- Continued Pay Equity Commitment.
- Publicly reporting our gender pay gap on "Mind the Gap" and our own corporate website.
- Celebration of International Women's Day.
- Review and re-launch of our parental leave policy and additional localised events supporting / celebrating parents going on/returning from parental leave.
- We are a member of the YWCA Gender Tick accreditation process.

Broad based commitment to root out discrimination and the promotion of [equity, diversity and inclusion]. Create opportunities and raise awareness across [our organisation].

- Providing training, mentoring and leadership training relevant to women's empowerment.
- Sponsorship funding, speaking at or hosting events that showcase the firm's commitment to gender equality and women's empowerment such as Pink Ribbon.
- Formal 'flexible working policy' to provide a toolkit on career flexibility, addressing flexible work options, leave and re-entry opportunities.
- Provision of external coaching specific to women returning to work following parental leave.
- Adopter of [a gender equity charter] and a signatory to the UN WEP (which outlines the commitment [our organisation] has to monitoring and reporting on its gender diversity statistics and performance)
- An active diversity and inclusion national committee (that reports to the Board). Gender equality is one of the focusses for this committee.
- Active local diversity and inclusion subcommittees which are made up of staff members. These committees discuss many [diversity and inclusion] issues with gender equality being one of them.
- A formal parental leave policy that provides for three months payment at full salary for eligible primary caregivers.
- Paid KiwiSaver for those on unpaid parental leave.
- Annual leave on return from parental leave is paid at the full value (not the average for the last 52 weeks).

Currently looking to enhance our parental leave provisions and personalised coaching and support for parents and supervisors.

All programmes are open to all colleagues, including Māori and Pacific women. Our Māori and Pasifika Diversity and Inclusion working groups also provide opportunity for us to focus specifically on inclusion and representation for Māori and Pacific women.

We have created and appointed a new role called "Head of Māori Colleague Strategy" they have had their strategy to ensure that we are able to recruit, retain, develop and further ensure empowerment and inclusion for our Tangata Whenua. There is a specific lense to ensure that we are uplifting our Māori wāhine within this strategy and initiatives.

We are continuing our commitment to embracing and embedding Te Ao Māori and Te Reo Māori. We are empowering Te Taura Tangata, our Māori leadership team that has 50% representation of wāhine, and delivering our capability programmes, including our award-winning leadership programme, Te Hākaitanga, (50% of participants and wāhine) and Te Pātaketanga, our Māori cultural intelligence programme.

We recognise the intersectionality of our employees including gender identity, [ethnicity] and ensure our workplace practices and culture are supportive and empowering in every way. We acknowledge disability in our workplace as a strength and make sure everything we provide is equitable for our all employees. This is done genuinely as a whole organisation where inclusive practices are embedded into who we are as an organisation to [foster a safe environment] for all people. We need to reflect what and who our diverse communities are, and we do this by having a diverse work force.

We provide several opportunities, such as [a club which helps] women junior solicitors, development, and coaching.

We sponsor events and festivals, programmes of work and symposiums that are directly related to women / girls in employment.

- [Women's] resource group - set up to support Women's empowerment principles, initiatives, and organisational development.
- [Women's resource group] Speaker Series events in Hamilton and Auckland - tackling key issues from women's health and mental health, personal brand, financial management, confidence, and esteem.
- Free period product roll-out to all staff across all [organisation] sites.
- [An industry-wide initiative for women] content shared and promoted to all staff annually (survey, webinars on career development and leadership, unconscious bias, etc.)

For Māori, [we have activities] in development for 2023, and a collaborative event for [the aforementioned women's resource group] and Te Roopū o Māori featuring [a prominent wāhine].

- Flexible working hours and locations.
- Parental cover.
- Training and professional development.

We have financial training bespoke for women. [One of our departments] apply a gender lens to their work. We have run webinars in 2022 aimed at showcasing our women and inspiring others in the organisation. We also have bespoke Pacific financial training (being piloted at present - includes women). All out work takes an intersectional approach - speakers included people who were Pacific and Māori (as well as members of the rainbow communities).

We have a whānau group, dedicated to improving cultural awareness of our Māori and Pasifika people. While not specifically targeted towards women, this group is largely led by our [Wāhine group].

1.2 Leadership and governance

Women in leadership

Five organisations (38%) have at least 50% female representation on their Board of Directors, while nine (69%) have at least 50% female representation on their Senior Executive Team. Māori and/or Pasifika women make up at least 10% of the Board of Directors and Senior Executive team for two (15%) and four (31%) organisations, respectively. The proportions of female and Māori and/or Pasifika female representation are presented in Table 4.

Table 4. Female representation (percentage)

Leadership Team	Lower quartile	Median	Upper quartile	Average
Proportion of all women				
Board of Directors	28.8	40.0	50.0	41.7
Senior Executive Team	42.0	50.0	60.0	51.5
Proportion of Māori and Pasifika Women				
Board of Directors	0.0	0.0	0.0	6.9
Senior Executive Team	0.0	0.0	11.0	6.2

Seven organisations (54%) have specific quantitative targets related to women's representation in leadership teams (that is, the Board of Directors and Senior Executive team), and one (8%) is planning to have targets within the next 12 months. Six organisations set a target between 36% and 45% women in leadership roles, and one set a target between 26% and 35%.

Participating organisations were asked to provide details of female representation in leadership and governance roles. A policy to actively recruit women into Senior Management, the Executive team, or Board of Directors is present in three organisations (23%). Comments on these policies are presented in Table 5.

Table 5. Policy or action to recruit women into leadership roles.

<ul style="list-style-type: none"> • Interview panels are encouraged to be gender balanced. • In functions where women are under-represented, we proactively seek to attract and recruit women. • We have established relationships with external providers to ensure we are advertising our roles to the right audience. • We run Inclusive Leadership training for hiring managers and the recruitment team to eliminate any gender bias.
<p>We identify where we require increased female representation and actively recruit when identified.</p>
<p>Our Diversity & Recruitment Policy includes measurable objectives related to gender balance, and our Recruitment Diversity Standard supports this by stipulating specific requirements regarding shortlisting candidates, interviewing panels, hiring senior leaders, and flexible working arrangements. Furthermore, any exceptions made to this policy are reported and reviewed by the executive team and board.</p>
<p>We have achieved 50% gender equity at Board and Senior Executive leadership level and this is supported by the female gender talent pipeline within our recruitment processes.</p>
<p>[We are] an apprenticeship organisation - we have targets for recruitment then we have to retain and grow the number of women in the organisation (but we do have targets for decision making boards).</p>

Communication of support

Support and commitment to the recruitment of women into leadership positions is openly communicated by ten organisations (77%). Further details on how organisations are expressing their support and commitment to the recruitment of women into leadership roles are outlined in Table 6.

Table 6. Communication of support to the recruitment of women in leadership roles

<p>Yes, this is very openly communicated across the business here in New Zealand and within [our organisation]. Our 2020 strategy states we have a target for at least 40% of leadership positions at [our organisation] to be held by women by 2025. One of our 5 key [diversity and inclusion] pillars call out the key priority to strive for gender equity and balanced representation across the</p>

organisation in leadership, in opportunity and in rewards. Initiatives aligned with this pillar include (but are not limited to) continued running of our award nominated female development programme.

We openly communicate our support and commitment to the recruitment of women into leadership positions. This is done through multiple ways: we often utilise significant moments such as International Women's Day, the launch of our Sustainability Report, and more to [tell our story about] our commitment to achieving our targets and how we [track these] and what clear actions we are using to further this endeavour.

Furthermore, we have clear measures that are presented as part of monthly reports to the organisation that is another avenue that we use to share this message.

Our diversity and inclusion strategy goals are published on our website. We talk to clients and providers about the goals as relevant.

[We communicate our goals] through corporate communication channels, our Annual Stakeholder Report, [social media] and internal communication channels.

We celebrated and publicly promoted when our organisation became a WEP signatory.

[Our executive] team has signed up to [a gender equality] charter. They have all given quotes as to why gender equality important which we are sharing and making into a poster for our communications. [A senior staff member] has raised the gender equality charter at a recent Senior Appointment Board - asking the leaders there what actions they were taking.

Programmes to increase the number of women in leadership positions

Ten organisations (77%) have specific programmes in place to increase the number of women in leadership positions. The proportions of organisations who have implemented specific programmes are presented in Table 7. 'Other' responses were made by six organisations (46%) and are presented in Table 8.

Table 7. Programmes to increase the number of women in leadership roles

Programme	Proportion of Organisations
Mandated 50:50 candidate shortlist to ensure balanced recruitment between men and women	8%
A female is included on the interview panel for every senior executive/board interview/appointment	54%
We conduct unconscious bias training	69%
We conduct specific advertising/search focused on women for these roles	23%
We review gender profiles of our end-to-end recruitment and selection processes to identify any 'blockages' to recruiting women into roles	62%
We have a target/goal (quota) that we seek to achieve over time	69%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

Table 8. Other programmes used to recruit women into leadership roles

We have previously promoted a women in leadership course across our organisation.
<ul style="list-style-type: none"> • Women are actively encouraged to participate in leadership opportunities • Our graduate recruitment interview panels are generally a 50/50 mix of male and female • Our female partner ratios have improved, the overall proportion of female partners at [our organisation] was 30% <p>We run an emerging leaders programme, of which 56% are women.</p>
<p>After further analysis we have identified that there are some key areas that we can further provide support and commitment to enable women into leadership positions.</p> <p>We have a "return to work" programme for those who are returning from parental leave. This is often an integral time especially for those in leadership positions. The programme provides a supportive framework and active coaching to navigate the new world of working and careering for a family. We also provide additional coaching and wrap around support for identified programme participants who need it.</p> <p>BNZ have just renewed our parental leave policy ensuring that:</p>

- We are topping up the Government's paid parental leave to provide 26 weeks full pay leave for new parents.
- [We] will continue to contribute to KiwiSaver for those on parental leave - this is also to try and alleviate the retirement savings gap that has been identified for women in comparison to men.
- Removing the minimum leave requirement, i.e., prior, you had to return to work from parental leave for 12 months to then take your next parental leave. We believe family planning shouldn't be impacted by business policy or guidelines,

We launched free period products programme into all bathrooms including any gendered bathrooms to also include our transgender and non-binary [employees]. We also have multiple employee working groups that provide events and networking opportunities for women and other genders across the organisation.

When we list jobs, we use images of both men and women in the workplace. We ensure that advertisement wording is not biased towards one sex or the other.

Our [wāhine group] and gender pay gap programme both include retention and advancement of women.

We review university stats on proportion of male and female students to understand the pipeline of [industry] students coming through and how this is represented in our hiring numbers at graduate level. We review how these figures change over time (e.g., females represent approximately 64% of all [industry] students, 53% of our [senior staff], but only 35% of [industry executives/owners]).

Respondents were also asked about what programmes they have used to increase the recruitment of Māori and/or Pasifika women into leadership roles. The proportions of organisations who use a specific programme are presented in Table 9. Five organisations (38%) made 'other' responses which are detailed in Table 10.

Table 9. Programmes used to recruit Māori and/or Pasifika women into leadership roles

Programme	Proportion of Organisations
Mandated balanced recruitment of Māori and/or Pasifika women among women of other ethnicities	8%
A Māori and/or Pasifika female is included on the interview panel for every senior executive/board interview/appointment	8%
We conduct unconscious bias training	62%
We conduct specific advertising/search focused on Māori and/or Pasifika women for these roles	23%
We review gender profiles of our end-to-end recruitment and selection processes to identify any 'blockages' to recruiting women into roles	46%
We have a target/goal (quota) that we seek to achieve over time	15%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

Table 10. Other programmes used to recruit Māori and/or Pasifika women

<p>We will be as part of the Culture Ethnicity & Heritage pillar, focussing on Māori and Pasifika women, including targets, specific training to support managers leading Māori and Pasifika women.</p>
<p>All programmes are open to all colleagues, including Māori and Pacific women. Our Māori and Pasifika Diversity and Inclusion working groups also provide opportunity for us to focus specifically on inclusion and representation for Māori and Pacific women.</p> <p>We have created and appointed a new role called "Head of Māori Colleague Strategy" their responsible for the strategy to ensure that we are able to recruit, retain, develop and further ensure empowerment and inclusion for our Tangata Whenua. There is a specific lens to ensure that we are uplifting our Māori wāhine within this strategy and initiatives. We are working towards increasing the number of colleagues identifying as Māori to 15% by 2025, and the same target across every employment level by 2030. This target and our gender balance targets intersect, meaning we are aiming to increase the number of Māori and/or Pacific women in leadership positions.</p> <p>We are continuing our commitment to embracing and embedding Te Ao Māori and Te Reo Māori. We are empowering Te Taura Tangata, our Māori leadership team that has 50% representation of wāhine, and delivering our capability programmes, including our award-winning leadership programme, Te Hākaitanga, (50% of participants and wāhine) and [our Māori cultural intelligence programme].</p>

Our recruitment function is committed to presenting a gender and culturally diverse shortlist of candidates for all roles.

We do have recruitment activities aimed at increasing the number of Māori and Pacific persons in the organisation (but these are not gender specific).

We request university stats on proportion of candidates from Māori and Pasifika backgrounds to understand the pipeline of law students coming through and how this is represented in our hiring numbers at graduate level.

Impact of programmes used to recruit women

Eleven organisations (85%) provided information of the results of their female recruitment programmes. Two organisations (15%) are seeing an increased number of women being interviewed for leadership roles, and seven organisations (54%) are seeing an increased number of women being selected for roles. Two organisations (15%) are seeing no difference, while one organisation (8%) says it's too soon to tell what the effect of their female recruitment programme is.

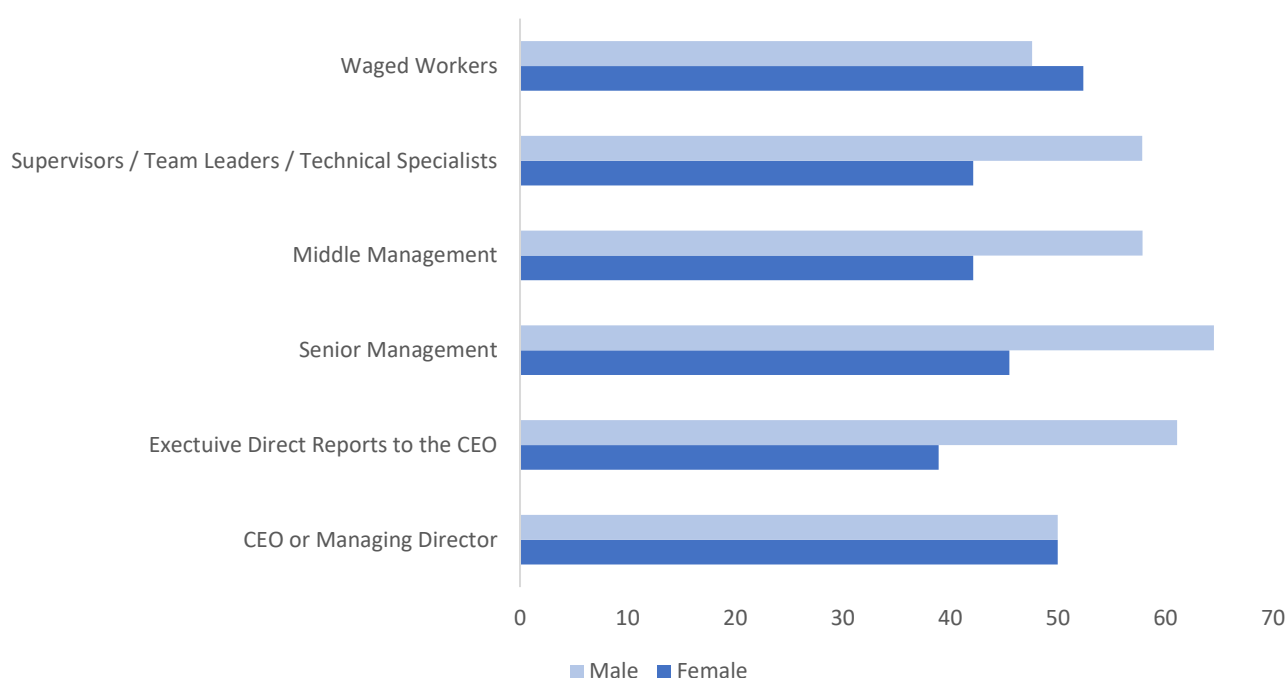
Principle 2. Equal opportunity, inclusion, and non-discrimination

2.1 Equal opportunity and family requirements

Gender representation

The mean female representation across all participating organisations is 45%. As presented in Figure 1, female representation is lower than male representation at all levels except at the CEO or Managing Director level and for waged workers.

Figure 1. Gender representation across employment levels (percent)



Note: All organisations provided information about the mean representation of men and women, although some organisations may not have provided information at certain levels.

Enhanced parental leave

Enhanced parental leave provisions over and above statutory legislation are provided by twelve organisations (92%) while one organisation (8%) is planning to implement such provisions within the next 12 months. Specific enhanced parental leave provisions are provided in Table 11. Five organisations (38%) report that they provide other parental leave provisions. These are detailed in Table 12.

Table 11. Enhanced parental leave provisions

Parental leave provision	Proportion of Organisations
We provide an additional payment (over and above statutory paid parental leave) to mothers/the primary caregiver.	69%
We provide an additional leave (over and above statutory paid parental leave) to mothers/the primary caregiver.	38%
We continue to pay the employer's superannuation contribution while the employee is on leave	38%
We provide an additional leave to the father/supplementary caregiver.	77%
We provide a one-off payment to the father/supplementary caregiver.	8%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

Table 12. Other enhanced parental leave provisions

<ul style="list-style-type: none"> ▪ Full rate annual leave accrual. ▪ 6 weeks full paid leave for those going on Primary Caregivers leave. ▪ weeks paid partners leave. ▪ Continued KiwiSaver contributions. ▪ Return to work voucher to help with the transition back to work. ▪ [An online hub] full of useful tools and information to help support and empower working parents at any stage of their journey.
<ul style="list-style-type: none"> ▪ A formal parental leave policy that provides for three months payment at full salary for eligible primary caregivers and 2 weeks paid for the secondary caregiver. ▪ Paid KiwiSaver for those on unpaid parental leave to ensure no disadvantage for being away from work and not earning. ▪ Annual leave on return from parental leave is paid at the full value (not the average for the last 52 weeks).
<p>The organisation is agile in this area on a needs basis. We provide considerable care packages for the whānau on a new child being born. More is to be considered as above.</p>
<p>Reviewed parental leave policy utilising external research, discovery and benchmarking, and internal discovery with recent parents. Special paid leave for pregnancy appointments for both parents. Transition coaching for anyone going on leave and prior to return.</p>

- Special Parental Leave.
- Return to work parental leave incentive.
- Breastfeeding entitlement (during work time) and breastfeeding room.

Policies to support women returning from parental leave

Policies to support women returning from parental leave are implemented in all thirteen organisations (100%). These policies are outlined in Table 13. Other policies have also been highlighted by three organisations (23%). These are outlined in Table 14.

Table 13. Policies to support women returning from parental leave

Policy	Proportion of Organisations
Our organisation makes regular contact with employees on parental leave.	92%
Our organisation allows employees to keep their 'tool of trade' phone and/or laptops while on parental leave so they can keep in touch.	85%
We operate a staggered return to work policy post parental leave.	69%
We actively support flexible working options for those returning from parental leave.	100%
We offer mentoring programmes to help employees adjust their work-life balance and transition back into the workforce.	69%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

Table 14. Other policies to support women returning from parental leave

- We provide external support and coaching to those returning to work from parental leave.
- Employees retain all benefits whilst away on parental leave.

We offer four paid counselling or coaching sessions to navigate postpartum depression and the transition back into the workforce as a parent.

We are going to be piloting a [return to work] programme that sees a cohort of new mothers get together for six weeks with a mentor (for work/life balance).

Policies to support inclusive and family-friendly workplaces

Policies to support inclusive and family-friendly workplaces are implemented in nine organisations (69%). These policies are outlined in Table 15. Five organisations (38%) also report other policies that have been implemented to support an inclusive and family-friendly workplace. These are outlined in Table 16.

Table 15. Policies to support inclusive and family-friendly workplaces

Policy	Proportion of Organisations
We offer discounts/subsidies for childcare fees.	15%
We operate a school holiday programme.	8%
We hold family-oriented events.	54%
Our organisation supports informal or social groups aimed at parents.	54%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

Table 16. Other policies to support inclusive and family-friendly workplaces

<ul style="list-style-type: none"> An external provider gives coaching and support to mothers/parents throughout their journey and return to work. When scheduling firm activities, updates, or professional development activities a conscious effort is made to mix up the days these fall on to cater for those working part time or flexibly.
Transition coaching, flexible working. parent's room, emergency nannies paid by firm and a parent's network.
<ul style="list-style-type: none"> We host Christmas events that include gifts given to all employees' children. We send care packages to families in isolation that are tailored to each family's needs, e.g., children's activities are included relative to the children's age. Our social club organises events that are family-friendly, e.g., bowling. We have provided parenting workshops in paid work hours, led by Parenting Place for all our staff to attend for free. We support local charity, Project Esther, that helps families with support in crisis.
<ul style="list-style-type: none"> Support for whānau when a member of the family is [physically relocated]. Force for financial hub.

- Discounts for families for shops.
- Force for families' wellbeing hub and resources.
- [Subsidised holiday homes].
- Family violence leave.
- Family dinners and attendance at events/open days, etc.

We have a [talk group] dedicated to parents/ caregivers/grandparents who want to network, share ideas, stories, support across the [organisation].

Nine organisations (69%) implemented a family-friendly policy to support mothers with children and their work-life balance during COVID-19 Alert Level restrictions, especially during the COVID-19 Alert Level 4 lockdown from August to September 2021 in which all non-essential workers had to work remotely if possible and children had to attend school remotely.¹ These policies are outlined in Table 17.

Table 17. Family-friendly policies during Alert Level restrictions.

We ran several "Parenting through [COVID-19]" sessions for parents during the extended lockdown in Auckland last year.

- Flexible work policy.
- Lifestyle leave policy.

We provided workshops that are an extension of our "return to work" programme that was specific to Managing through [COVID-19] with children.

During lockdowns the organisation provided both gendered parents with food hampers, children's activities, the ability to use work related equipment such as laptops for schooling, reduced hours, and very flexible hours on full pay, with some instances allowing staff to have entire days off to spend with their families with no penalty or leave taken. Regular check ins [were also made].

¹ Essential workers include those such as healthcare providers, supermarket workers and pharmacists. For more information about the different Alert Level restrictions in response to the COVID-19 outbreak, see covid19.govt.nz/about-our-covid-19-response/history-of-the-covid-19-alert-system/

Flexible working. Working from home (WFH). WFH subsidy to help with setting up a suitable work environment.

[We have] a new flexible working policy that was designed and launched in 2020 in response to forced work from home arrangements due to COVID-19.

This has directly impacted staff with children who are now able to home school children during lockdowns, or reduce the need for afterschool care programmes, as staff can collect children with work flexibility.

We facilitated flexible working arrangements and supported all our employees with children in isolation with them, so they had capacity to home school and look after children, without undue pressure. We sent care packages and organised online catch ups to understand their domestic situation. We also provided extra financial support to cover bills such as internet and utilities. Ultimately, we tried to reduce the stress of isolation down to a minimum.

We introduced special isolation leave - so that parents/those with dependents who must isolate can take leave noting that it is very hard to work and look after dependents at the same time; we also did regular communications to manage workplace expectations on our people and encouraged the use of our free wellbeing services.

2.2 Pay equity

Gender Pay Gap

The comparison of current average pay rates between male and female employees in nine organisations (69%) shows that male employees are paid approximately 7.4 percent more than their female counterparts, on average. The comparison of median pay rates between male and female counterparts in five organisations (38%) shows that male employees are paid 15.4 percent more than their female counterparts, on average. The distribution of the average and median gender pay gap are shown in Table 18. The highest average pay gap is 22.4 percent, and the highest median pay gap is 24.7 percent.

Table 18. Gender pay gap (male pay less female pay)

	Lower quartile (%)	Median (%)	Upper quartile (%)	Average (%)
Average pay gap	0.9	5.0	15.3	7.4
Median pay gap	5.0	22.4	24.0	15.4

Notes: The figures for the average pay gap are calculated using responses from nine organisations, and the figures for the median pay gap using responses from five organisations. Percentages are rounded to one decimal place.

Pay equity profiling analysis

Seven organisations (54%) have a gender pay equity profile to identify any gender pay issues, and two organisations (15%) are planning to create a profile within the next 12 months. The types of pay equity profiling methods used are outlined in Table 19.

Table 19. Pay equity profiling analysis

Analysis	Proportion of Organisations
Comparison of starting pay rates for males and females doing the same job.	31%
Comparison of male and female payroll data from commencement of employment and throughout the work cycle.	23%
Analysis of pay progression performance outcomes and the link to pay progression for males and females.	23%
Comparison of percentage increases for males and females with the same performance rating/grade.	31%
Analysis of the speed of pay progression for males and females in the same role	23%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

The outcomes of the pay equity profiling analysis are adopted in six of the organisations (46%) that had completed some pay equity profiling analysis. One organisation (8%) had not yet ascertained the pay equity profiling analysis outcomes for the current financial year. A further two organisations (15%) who did not complete a pay equity analysis have adopted and investigated pay equity outcomes (see Table 20. Adopted outcomes of pay equity profiling analysis).

Table 20. Adopted outcomes of pay equity profiling analysis

Analysis	Proportion of Organisations
Gender issues or emerging trends have been investigated	62%
Gender differences are explained, and anomalies identified	38%
Action plans are created and/or carried out to resolve pay equity disparities	54%
Findings are incorporated into people-strategies including recruitment, talent management and remuneration.	54%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

Demonstration of support for pay equity policy and practices

Twelve organisations (92%) use a combination of methods to demonstrate that they are ‘taking action’ to support their pay equity policy and practices. The proportion of organisations that demonstrate ‘taking action’, and the methods used to do this are outlined in Table 21.

Table 21. Demonstration of support for pay equity policy and practices

Method of demonstration	Proportion of Organisations
Policies and practices clearly support the promotion, awareness, and practice of pay equity	62%
Policies ensure roles are fully and fairly evaluated or sized including how they are formally documented	77%
Employees have equitable access to promotion and training and development opportunities	85%
Employees have equitable access to rewards and benefits	85%
Flexible working arrangements are incorporated in our people-related policies.	85%
Unconscious bias training in place for employees conducting recruitment and selection or training and development.	85%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

One organisation (8%) also stated that they have some other method of demonstrating support for pay equity policy and practices, stating that they “[utilise] industry remuneration surveys to ensure fair and equal pay to all employees relative to role and experience”.

Pay equity on people agenda

Eleven organisations (85%) provided responses as to the extent that pay equity is on their people agenda. Their responses are outlined in Table 22.

Table 22. Extent that pay is on the people agenda

Pay equity on the people agenda	Proportion of Organisations
Planning to develop regular reporting on pay equity to lift the profile in our organisation.	31%
Regular progress reporting undertaking to monitor results and maintain momentum.	54%
A plan has been developed to progress pay equity as a priority.	46%
A strategic plan has been developed and linked to the organisation's people-strategies to progress pay equity as a key priority.	31%
Reporting results to the Executive and/or Board of Directors is taking place on a regular basis.	54%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

Two organisations (15%) reported ways that pay equity is included in the people agenda other than those listed in Table 22. These are presented in Table 23.

Table 23. Other responses to pay equity included in the people agenda

Pay equity is reviewed annually as part of our annual remuneration process and reported to the Remuneration and Diversity Committees and the Board. We are also currently considering participation and registration with Mind the Gap.
Annual review as a part of end of financial year reporting and budgeting for next financial year.

Employee survey on pay equity

An employee survey on the views of men and women on equal opportunity, inclusion, non-discrimination, and retention has been conducted in ten organisations (77%). As a result, there has been a change in policy in six organisations (46%), one organisation (8%) is planning to change their policy, while there has been no change in organisational policy in three organisations (23%). Six organisations (46%) provided further detail regarding the effect of these programmes (see Table 24).

Table 24. Employee survey on pay equity

Our engagement survey tracks diversity initiatives including gender inclusivity.
We assess colleague engagement via regular surveys (all employees invited), from which any key themes regarding equal opportunity, inclusion, non-discrimination, and retention are included as part of our Executive Team and senior leadership action-planning.
The manager has regular meetings with staff to discuss many topics. On a yearly basis they have a strategy day to discuss topics that feeds into the board which covers new ideas, innovation, and topics such as diversity and inclusion across the organisation and what we can do better. This feedback loop encourages retention of staff as needs are met. We have a very low attrition rate for staff.
We have an annual engagement survey which covers pay, conditions, workplace experiences, inclusion, etc.
Diversity and inclusion survey done last year and continuing to implement policies to see change. Many already in place.

Principle 3. Health, safety, and freedom from violence

3.1 Health and safety policies

Gender-based violence and harassment

A policy of zero tolerance towards gender-based violence and harassment is in place in all thirteen organisations (100%). Nine organisations (69%) provided further detail regarding their zero tolerance policies and this information is presented in Table 25.

Table 25. Policies of zero tolerance towards gender-based violence and harassment

We have a clear code of conduct that specifically outlines zero tolerance for bullying, harassment, and violence. We also have a policy on discrimination that specifies gender.
We have a harassment, sexual harassment, and bullying policy in place.
We have a zero-tolerance policy towards any form of bullying, discrimination, or harassment. Early in 2021 we created a specific attestation all employees were required to complete, acknowledging they had read, understood, and agreed to this policy (previously was included within wider code of conduct, but we felt it was important to pull this out and create a separate specific attestation).
Zero tolerance. 100% understanding and commitment to ensure this is embedded into our organisation.
[We run] formal training five times a year.
We have a robust approach and have an Appropriate Workplace and Behaviour Harassment Policy in place to support our staff at work. This is delivered via in person training sessions with all people leaders, cascaded to all staff and communicated on internal communications channels.
It is embedded in our company values and code of conduct section of our New Employee Induction Handbook. It is one of the grounds for serious misconduct that may result in dismissal without warning.

We have specific policies in place.
Comprehensive unacceptable conduct policy.

Furthermore, all thirteen organisations (100%) have policies in place for the workplace protection and support of domestic violence victims. These policies are outlined in Table 26.

Table 26. Workplace protection and support policies

We have a domestic violence policy implemented in 2019. Employees affected by domestic abuse can access up to 10 days paid leave for medical appointments, legal appointments and other activities related to domestic abuse. We offer a range of additional support including the ability to change work contact details and flexibility in work.
<p>We have a family violence policy.</p> <p>Soon to launch [a care and support app] which is designed to provide support and information to anyone concerned about family violence or the safety of themselves or some they care about.</p>
<p>We are committed to providing support to employees so that they may lead violence free lives. Our family violence policy aims to contribute to the prevention of family violence in New Zealand and to provide a framework to support employees who experience the effects of family violence. We have a team who specifically work on vulnerable colleague protection and support - this includes family violence (and includes the financial vulnerability that can come about as a result).</p>
<p>As an organisation focusing on the safety and wellbeing of our community, we have to ensure our people are looked after (so they can look after others) and in a supported and safe space in their work and home environment. We have supported staff through challenging times in their lives with free counselling services, social work assistance, paid leave, new phones, and consistent confidential support. This has been a principled approach rather than a prescriptive policy approach. Our people are important.</p>
<p>We have an employment support centre where staff can go for help if they're a victim of domestic violence.</p> <p>We're also a partner of White Ribbon.</p> <p>We also have domestic violence leave - paid time off if a victim of domestic violence.</p>

There are various ways in which we would support an employee if they have been a victim of domestic violence. We offer four sessions of counselling per year, that can be taken by an employee or a family member of the employee.

We also offer two days of "Health & Wellness Leave" per calendar year, which is in addition to regular sick leave and annual leave.

Due to COVID, we have recently implemented unlimited sick leave to minimise financial pressure of being unable to work so the individual can focus on healing and in some other cases, caring for other family members who are sick.

Domestic violence policy and specific training being provided.

Ensuring safety of employees travelling after hours

Nine organisations (69%) commented further about initiatives they have in place and steps they have taken to ensure the safety of their employees who travel after hours. These initiatives are outlined in Table 27.

Table 27. Safety of employees after hours

Policy	Proportion of Organisations
After hours safety policy	46%
Escort to vehicle after business hours	46%
Rideshare credits provided	46%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

Four organisations (31%) commented further about initiatives they have in place and steps they have taken to ensure the safety of their employees who travel after hours. These comments are presented in Table 28.

Table 28. Other actions taken to ensure safety of employees after hours

- There is a policy in place regarding entertainment/drinking on site that sets out expectations and safety precautions.
- Taxi chits are provided to staff going home after work events as required.
- Uber for Business is available to all staff, so they have a choice as to taxi or uber.
- A formal host responsibility policy and roster has been implemented.
- The ability to lock-off our floors from public access.

Additional measures are put in place for any colleague who may be a victim of family violence following a security assessment. We can provide measures such as assisting them to get to/home from work safely, and to a safe home.

Parking in secure yard providing direct access to and from building not accessible to the public. Security Company directly next door available for escorts when required. They are present 24/7.

All our office buildings are secure with entrances monitored by CCTV cameras. If people are working alone outside of our core hours of business and contact with others is not available, we ask people to take extra precautions by:

- always carrying a phone with them,
- not using the stairwells,
- telling someone where they are going and when they intend to leave the office.

Personal alarms are also available for everyone. These compact alarms are easy to carry and once activated release an immense noise that will attract attention. The alarms also have a built-in torch.

We reimburse cost of taxi or Ubers if anyone feels unsafe leaving the office on foot.

Wellness empowerment strategies

A wellness strategy is operating in twelve organisations (92%), and one organisation (8%) is planning to implement a strategy within the next 12 months. Ten organisations (77%) have strategies specifically aimed at women and this information is presented in Table 29.

Table 29. Wellness empowerment strategies

Strategy	Proportion of Organisations
Free/subsidised cervical smear tests	15%
Free/subsidised mammogram tests	15%
Free/subsidised women's health checks	15%
Health awareness campaigns specific to women	69%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

Information provided by three organisations (23%) on their general wellbeing policies are presented in Table 30.

Table 30. General wellbeing practices

Wellness subsidy can be used for whatever each individual chooses.
We offer free Southern Cross health insurance that provides subsidised cover for women's tests and checks.
Medical tests are for [certain staff members] only, although all staff get free vaccinations for things like the flu.

Ten organisations (77%) introduced a new policy to support women's physical and mental health during the Alert Level 4 lockdowns in which only essential workers could work and many households were isolating at home together. The details of these policies are detailed in Table 31.

Table 31. Policies to support women's health and wellbeing during Alert Level restrictions

We implemented technology enablers in 2020 (Teams for remote meetings; switching out desktop PCs for laptops) to better enable our people to work from home. we have a tech subsidy to enable our people to get additional screens and keyboards for home use, at a small personal cost. When women are primary caregivers, they have been subject to further periods of working remotely outside of lockdowns, due to Covid. This also helps in an ongoing basis.
<ul style="list-style-type: none"> ▪ Flexible work policy. ▪ Lifestyle leave policy. ▪ Covid-19 protection framework: our approach to working under the traffic light system.
We have introduced resources and support for all colleagues working at home during lockdowns, including parents working at home while caring for children. This includes resources and tips to assist in keeping children busy, people leader support for colleagues who may need more flexibility in their working hours and/or patterns, and additional wellbeing support.
As an organisation, we were agile enough to have the flexibility of our staff to work from home. This was under restricted duties as we are a client facing organisation. Staff were given the ability to choose their own hours to suit their family requirements, such as schooling children and looking after pre-schoolers. Daily calls [were made] to ensure their wellness and what they needed. Our women are our backbone, picking up unpaid duties at home and the majority of childcare. The ability of our organisation to support our women in these circumstances is critical to keeping them well and engaged. Our staff were able to bring their children to work in orange settings and we set aside areas for them as well as providing food and activities.

Flexible working. Wellness policy and allowance/subsidy.

This is delivered via the [flexible work policy]. Full work from home employment offered during lockdowns and alert level restrictions.

We offer flexible work from home for office-based staff and implemented and updated a policy to pay all site team members 80% throughout lockdowns, even [if they could not] perform their jobs. [This policy] removed a lot of the stress put on families and particularly women who had to look after children during lockdowns.

Special COVID-19 isolation leave. We already had flexible working policies in place. The special COVID-19 isolation leave means women (or men) do not have to take their own leave to look after dependents who might have to isolate.

- [We] gave everyone the flexibility to work from home if they wished to during different alert levels / traffic light settings.
- Recent flex / hybrid work policy supports more flex working across the firm.
- Put a remote working tips/tricks support group in place during lockdowns. We also have a dedicated remote working intranet resource page with links to remote working with kids, exercise links, sparklers (for parents), lockdown activities with kids (e-learning module), Wellbeing and Productivity Guide, Getting through together links, mental health app, mindfulness for relaxation, Mindfulness Monday sessions facilitated by an external provider, how to communicate and connect, virtual meeting tips, embracing tech, electronic signing tips and zoom/teams support.

Flexibility around work hours and [location].

Principle 4. Education and training

4.1 Development programmes

All thirteen organisations (100%) have formal education or training/professional development programmes in place. These programmes are outlined in Table 32.

Table 32. Formal development programmes

[Our organisation] supports employees who want to undertake external study. There is a policy in place (External Study Assistance Policy) to support those monetarily as well as through study leave while they undertake study related to their field of work.
Previously offered women in leadership training.
<ul style="list-style-type: none">• Our wellbeing strategy is currently being finalised which includes training programmes.• There is on the job training and team specific and specialist seminars, as well as case studies and transaction briefings to help [our staff] develop their working knowledge of a wide variety of client related work.• The junior [staff] programme includes seminars specifically targeted at [junior staff]. This programme has been developed to address the various practicalities of day-to-day activities that occur in working at [our organisation].• In addition, each year [our organisation] runs a series of targeted training courses available to all staff. External training and courses are also available on a tailored basis.• [Our organisation] has a performance framework, which is a set of guiding principles, competencies, and behaviours to ensure that we support and further develop the skills of our people.• A lunchtime seminar programme is run focussing on topics such as retirement and mental health.• An annual events calendar is run acknowledging and celebrating wide ranging events, for example, Pink shirt day, International Women's Day, Ramadan, Māori and Samoan language week, Matariki and Daffodil day.
[A major learning programme] offering all colleagues the opportunity to gain a globally recognised qualification. [This] qualification is valuable to all colleagues not just during their time at our organisation, but throughout their entire [industry] careers.
[A career development pathway] that provides [staff] an opportunity to move through 9 accreditation levels.

The Distinctive Leadership Programme is our enterprise-wide leadership programme, and we offer other talent development programmes to build the capability and experience of our colleagues.

We offer cultural intelligence training and run a Māori leadership programme and our award-winning Māori leadership programme.

All our staff complete personal development (PD). We have compulsory trainings such as first aid, as well as apprenticeship for youth work and our manager is completing her management diploma. We also encourage personal choice PD and provide work time for this. Te Reo trainings through Te Wānanga o Aotearoa for new staff members as well as tikanga practice. We also offer youth advocacy training and vulnerable children worker training.

- Development Framework with development tactics tools, along with a wide range of personal, professional and team development options.
- Wellbeing: Diversity and Inclusions, for example, Te Reo Māori, cultural competency, LGBTQI+, etc.
- Technical/industry: External workshops and webinars.
- Mentoring and coaching options.

We have seven levels of leadership training. We have an [industry-specific college] offering number of courses, we teach people trades, we provide ad hoc learning (e.g., on Diversity and inclusion topics like Pacific cultural competency; Rainbow inclusion), we also provide subsidised tertiary study, and Te Reo Māori language training, overseas opportunities. [A specific branch of our organisation] is an apprenticeship model - people come in as new recruits and are grown into leaders/SMEs.

- [A variety of leadership programmes, including a Māori leadership programme.]
- [A variety of development programmes.]

Our Learning & Development framework is fully funded by the company. We provided \$1,000 per staff member, per year regardless of role and gender, tailored to suit individual needs.

We also pay for industry membership fees such as Certified Public Accountants (CPA) [and several industry-specific memberships].

The above are on top of group learning & development conferences and events that every single employee has access to.

CCH Webinar, [an industry-specific programme], Word, Outlook, Excel, Research, continuing professional development.

Seven organisations (54%) monitor the uptake of training and development programmes by gender, with one (8%) planning to in the next 12 months. Two organisations (15%) monitor the uptake of programmes of Māori and/or Pasifika women specifically, with three (23%) planning to do so within the next 12 months.

4.2 Scheduling training programmes

Ten organisations (77%) indicated that they take employees' family commitments into account when scheduling training and education programmes. The steps that they take are outlined in Table 33.

Table 33. Steps taken to accommodate family responses when scheduling training programmes

Steps taken	Proportion of Organisations
We provide specific guidelines on scheduling times for training and development (e.g., can only run in standard work hours)	46%
We provide subsidies or payments for caregivers if staff are required to attend training after normal business hours/weekends	23%
We consider the location of training when scheduling employees onto training programmes to avoid the impact on family commitments	62%
We consider Alert Level restrictions and consequent childcare obligations when scheduling programmes	69%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

Two organisations (15%) outlined their steps they have taken to accommodate family responsibilities when scheduling training programmes that are not included in Table 33. These steps are presented in Table 34.

Table 34. Other steps taken to accommodate family responsibilities when scheduling training programmes.

- Professional development opportunities are mixed and varied in terms of dates and times to ensure broad staff attendance.

- Where possible, we also record seminars and make these available on our intranet in order to provide staff with the ability to watch the recordings at a convenient time.

We avoid scheduling in school holidays where possible and always try to provide remote-in options for people unable to travel into the office. We often switch to full Zoom/Teams delivery to provide a more consistent experience for all people attending.

4.3 Career clinics and mentoring

Ten organisations (77%) operate formal talent identification and management programmes within their organisation, with one organisation (8%) planning to implement such programmes within the next 12 months. Five organisations (38%) evaluate these programmes, with one (8%) planning to within the next 12 months. The activities included in these programmes are detailed in Table 35.

Table 35. Formal talent identification and management programmes

Programme	Proportion of Organisations
We arrange internal mentoring of female employees	62%
We arrange external mentoring for female employees	31%
We actively encourage our female leaders to be external mentors for young women	46%
We have organised gender-specific internal networking groups for females	46%
We have organised gender-specific networking groups for our female graduates	23%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

Four organisations (31%) further explained their formal talent identification and management programmes. These programmes are outlined in Table 36.

Table 36. Other formal talent identification and management programmes

<p>We have a dedicated talent lead who is responsible for our talent planning and management practices, including any relevant talent programmes.</p>
<p>We have a formal mentoring programme in development for launch within the next 12 months.</p> <p>The [organisation management programme] is intended to be a deliberate and systematic approach to identify, develop and retain individuals who are of particular value to the organisation either in view of their potential for future leadership roles or their ability to fulfil business critical roles. We want to understand, retain, and develop our high potential and high performing talent. Flowing on from this, we gather their information and ensure we provide a visible career pathway with relevant and impactful development programmes.</p>
<p>One of our female staff members is [an industry-specific association] membership co-ordinator and part of the Big Sister programme to mentor younger girls. All our female staff have gender-specific networking opportunities via [the aforementioned association] and WEPs. Membership is paid by [our organisation].</p> <p>Professional Bodies such as CPA Australia also hold events to empower women in leadership roles or aspiring leaders and these are also funded by [the organisation]. We use key performance indicator (KPI) identification and measurement and provide a Strength Finder subsidy.</p>
<p>[We have] career managers and career boards.</p> <p>[We also have] a Career Talent Management Directorate.</p>

Five organisations (38%) also have formal talent identification and management programmes for Māori and/or Pasifika women specifically. The proportions of organisations who operate these programmes are provided in Table 37.

Table 37. Formal talent identification and management programmes for Māori and/or Pasifika

Programme	Proportion of Organisations
We arrange internal mentoring of Māori and/or Pacific female employees	15%
We arrange external mentoring for Māori and/or Pacific female employees	15%
We actively encourage our female leaders to be external mentors for young Māori and/or Pacific women	31%
We have organised gender-specific and ethnicity-specific internal networking groups for females	8%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

Six organisations (46%) further explained their formal talent identification and management programmes for Māori and/or Pasifika women, which are detailed in Table 38.

Table 38. Other formal talent identification and management programmes for Māori and/or Pasifika

<p>We encourage and support our Māori staff to participate in the Te Puni Kōkiri cadetships</p> <p>We pay for membership to [an industry-specific Māori society].</p>
<p>Ethnicity diversity and inclusion committee.</p> <p>Work with externals e.g., TupuToa, PAUA, Global Women, etc.</p>
<p>We have included a specific mentoring programme designed by Māori and Pasifika for the company framework.</p>
<p>We give this support to all female staff, regardless of ethnicities. We run Te Reo Māori sessions four times a year to show our support and encourage our team to embrace Te Tiriti O Waitangi principles.</p>
<p>We have Pacific and Māori network.</p>
<p>This is an area of focus for [us] in the next 12 months.</p>

Principle 5. Enterprise development, supply chain and marketing practices

5.1 Supplier diversity programmes

Three organisations (23%) currently operate a supplier diversity programme, where they support suppliers who have a diverse workforce. Two organisations (15%) are planning to implement such a programme within the next 12 months. The coverage of these programmes is outlined in Table 39.

Table 39. Supplier diversity programmes

We are working with larger bigger corporate suppliers who are implementing diversity and inclusion for their workforce policies [and consider factors such as] ethical sourcing and modern slavery. [Our organisation] is also a practising member of EcoVadis, which is a sustainable supply chain platform, and we take measures to ensure our top suppliers are also practising members of EcoVadis.
One of our key partnership priorities is to partner with organisations that have similar values and mission as [us], which is to put people first and promote equity, equal opportunities, and diversity in [our] industry.

Two organisations (15%) measure the percentage of suppliers that are women owned. These percentages are outlined in Table 40.

Table 40. Percentage of suppliers that are women-owned enterprises

Percentage range	Proportion of Organisations
No requirement for suppliers to report this level of detail	31%
<5%	8%
6% - 15%	0%
15% - 25%	8%
>25%	0%

Note. Proportions are in percentages and are rounded to the nearest whole number.

5.2 Marketing

Portrayal of women in marketing

There are six organisations (45%) that have gender-sensitive guidelines for marketing or subscribe to a voluntary code on responsible and dignified gender portrayal in marketing. One organisation (8%) plans to implement such guidelines within 12 months. These guidelines are provided in Table 41.

Table 41. Guidelines for marketing

<p>We support and adhere strongly to Advertising Standards Authority's responsible marketing code which has specific sections on gender & ethnicity within Principle 1, section 1c.</p> <p>In 2020, The [our global organisation] took a global stance against hate speech on social media and paused all paid advertising on social platforms. [We] took part in this locally, and we also supported as [our local organisation] with our New Zealand brands.</p> <p>The pause has since been lifted on all platforms apart from Reddit and Tik Tok.</p>
<p>The brand and marketing teams adhere to specific guidelines regarding the portrayal of customers and colleagues in our communications - this includes both internally and externally, and any communications go through stringent review before being approved for use.</p>
<p>We have a series of channels any marketing must go through before it is accepted for print or release. This ensures all portrayals are dignified and suitable as well as representative of our communities.</p>
<p>It is implied and we use this channel to celebrate women in their roles.</p>
<p>[We have] gender neutral communications guidelines.</p> <p>[Our] social media has guidelines for use of social media for all staff (values based, and culturally appropriate – [we have] a bicultural policy).</p>

Addressing gender-related barriers

Five organisations (38%) evaluate whether there are any gender-related barriers in accessing its products and services, and one organisation (8%) plans to conduct evaluations within the next 12 months. The methods of evaluation are presented in Table 42.

Table 42. Evaluation of gender-related barriers to products/services

Method	Proportion of Organisations
Customer research e.g., focus groups	31%
Review of purchasing behaviours	15%
Review, analysis, and monitoring of customer complaints/feedback	15%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

One organisation (8%) further detailed their method of addressing gender-related barriers and/or general barriers to their products and services. They state “human-centred design and agile principles is used in product and service design process, including using customer and colleague insights/feedback in idea conception, design, prototype development, and feedback for iteration”.

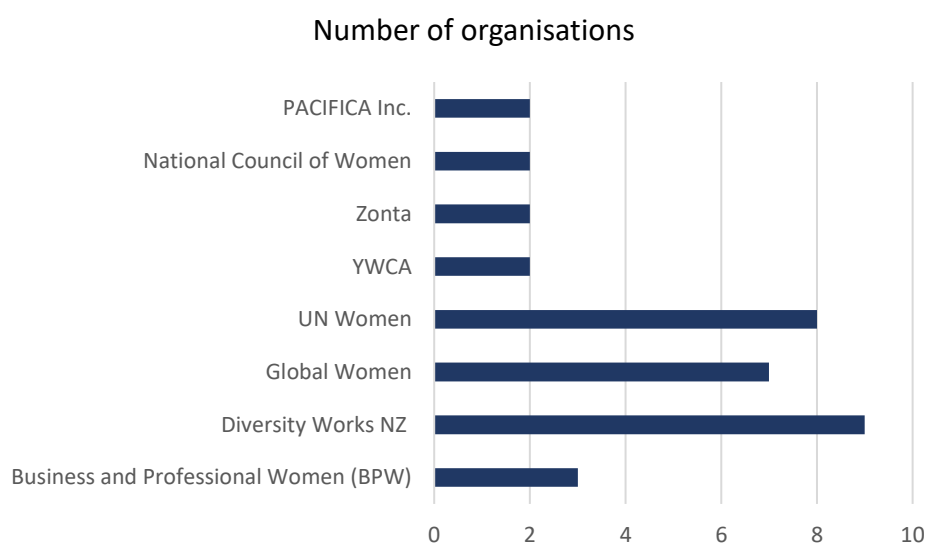
Principle 6. Community leadership and engagement

6.1 Community programmes and partnerships

Co-operation and collaboration

All thirteen organisations (100%) collaborate or partner with women's organisations. These organisations are outlined in Figure 2.

Figure 2. Collaboration with women's business organisations



Note: Organisations may have selected more than one option.

Five organisations (38%) listed other women's business organisations that they also partner or collaborate with:

- National Council of Women
- BPW
- SHEO
- Pacific Women's Watch
- South Pacific Pride
- TupuToa
- WGHA
- Accessibility Tick
- National Association of Women in Construction

Community programmes

Gender is identified as one of the drivers used in defining the organisation's approach to community programmes in five organisations (38%). Four organisations (31%) provided further information on how gender drives the organisation's approach, which is detailed in Table 43.

Table 43. Approach to community programmes

<p>Due to the majority of sexual violence survivor victims who seek help are women, we market our services for them in providing beautifully decorated warm rooms for counselling, play therapy rooms for children who have suffered abuse to put them at ease. It is warm and inviting for their time of need.</p> <p>Our approach to driver licensing is more aimed at young men to keep them out of the justice system, so our approach to attract these young men is different as is the space for them and their learning. We ensure we provide a balanced approach to any programmes delivered, with two facilitators for our healthy relationship programmes in schools, one male and one female and gender diverse facilitators. We also cater to a wide LGBTQI group in our services.</p>
<p>A number of our female [leaders] and senior staff have associations with community programmes that support females.</p>
<p>We support Project Esther, which is a charity in Christchurch that specifically supports women and families.</p>
<p>For example, our women's rugby teams do community work. We [also] have programmes designed to support females and ethnic minorities into science.</p>

Eleven organisations (85%) provided information regarding their support of different community programmes which directly support women. Their responses are outlined in Table 44.

Table 44. Support of community programmes

Programme	Proportion of Organisations
External mentoring of young women (for example, YWCA Future Leaders Programme, Auckland University Women's Mentoring Programme)	31%
Graduate/school leaver programmes aimed at young women	38%
Charitable donations (time, product or monetary) to women's organisations	85%
Sponsorship and funding to women's initiatives	69%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

Four organisations (31%) provide support to other programmes and initiatives that are not mentioned in Table 44. These responses are presented in Table 45.

Table 45. Support of other community programmes and initiatives

<p>As an organisation we provide professional supervision on a regular basis, which includes cultural support when required. This is provided within our wider contracted team of people who are mainly women. As an organisation we contract almost 30 professional therapists, counsellors, psychologists, and social workers for a sexual harm services contract. They are not employed by our organisation, but we have chosen to create a community of practice to create a support network for these therapists who are prone to burn-out and isolation when working for themselves. These amazing women and men work with some of our most vulnerable and complex people in our community who have suffered horrors that are unimaginable to some. Each one of them deserves a medal to be able to continue to do the work they do on an ongoing basis, and we recognise that burn-out is incredibly common. In setting up this community of practise, we organise regular meetings, guest speakers, kai and a location for them.</p> <p>We promote and pay for professional development in our community and in other locations and pay for their transport and accommodation. In May, all the therapists were taken to the Bay of Islands for a weekend of food and fun and a workshop creating a sense of connectedness and "we are one". They received gift baskets in their room, beautiful, personalised gifts at Christmas special occasions. As an organisation, we empower our women so they are supported, so they in turn can support so many more women, who are the majority of their clients. All this support is paid for by this organisation, we choose to do this, we see this as an investment in WEPS. We do not get funded to do this; we see this as a priority so we find the resource. As a result, we have an incredibly focused and engaged work group of contractors who can provide a consistent service to our most vulnerable community members aged between three and over 70 in the sexual harm space to help them heal and move forward in their lives.</p>
<p>We support other [organisations] and their work progressing gender equality.</p> <p>We also provide humanitarian relief and disaster relief overseas/nationally.</p>
<p>Providing services [free-of-charge] to a number of organisations supporting women.</p>
<p>Women's Native Tree Project and a sponsored conference.</p>

Seven organisations (54%) supported community programmes that target Māori and/or Pasifika women in particular. These methods of support are provided in Table 46.

Table 46. Methods of support for community programmes that target Māori and/or Pasifika women

Programme	Proportion of Organisations
External mentoring of young Māori and/or Pasifika women	46%
Graduate/school leaver programmes aimed at young Māori and/or Pacific women	46%
Charitable donations (time, product or monetary) to Māori and/or Pacific women's organisations	31%
Sponsorship and funding to Māori and/or Pacific women's initiatives	23%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

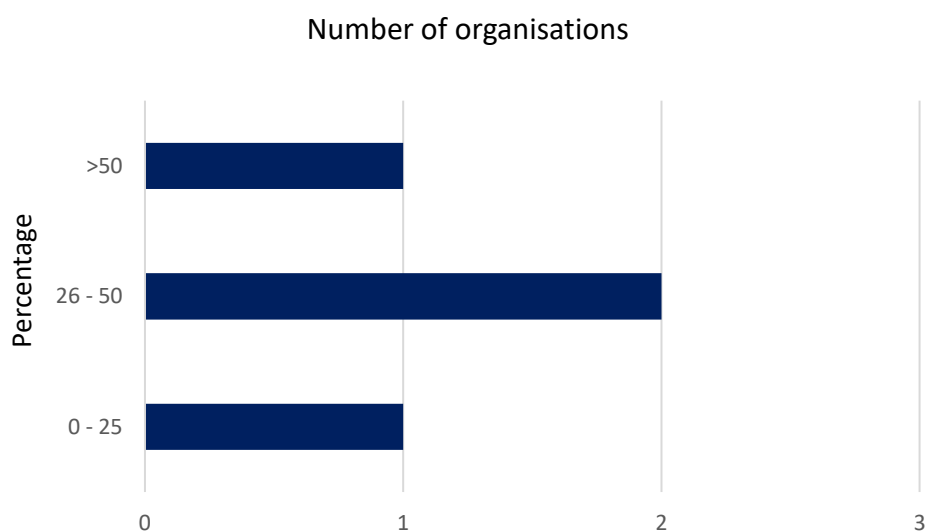
Two organisations (15%) use other methods to support community programmes that target Māori and/or Pasifika women in particular. These methods are outlined in Table 47.

Table 47. Other methods of support of programmes that target Māori and/or Pasifika women

<ul style="list-style-type: none"> • Student360 programme. • Membership to [a Māori industry society] • Sponsor [a Māori Journal].
<p>Orakei School mentoring programme - not specifically addressing Māori and/or Pacific women but a large proportion of students in the class we mentor are female and of Māori and/or Pacific descent.</p>

Four organisations (31%) provided information on how many of their female employees participated in community volunteer schemes during the past year. The proportion of female employees in each organisation who participated in community volunteer schemes is illustrated in Figure 3.

Figure 3. Proportion of female employees who have participated in community volunteer schemes



Notes: The percentage of female employees who participated in community volunteer schemes in the last year was provided by four organisations.

Principle 7. Transparency, measuring and reporting

7.1 Espousing the UN WEPs

An organisation's support for the UN Women's Empowerment Principles is demonstrated by their internal communication to their employees and outward espousal of the UN WEPs principles. Table 48 outlines how all thirteen organisations (100%) communicate their involvement to their employees.

Table 48. Espousal of UN WEPs

Method	Proportion of Organisations
We proudly include this information on our website	77%
We communicate our involvement externally to our clients/customers/suppliers	62%
We actively support initiatives that relate to the principles of UNWEPS and other gender-based programmes	69%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

Four organisations (31%) commented further about their internal and outward espousal of the UN WEPs, these responses are presented in Table 49.

Table 49. Other methods of espousal of the UN WEPs.

Rainbow Tick.
We actively discuss WEPS with other organisations we are involved in. It is front page on our website. It is included in our strategy. It is embedded in our policies. It is included in our induction package for new staff. We have WEPS principle posters on our wall. We ensure the principles are adhered to throughout the organisation.
We talk about the UN WEPS to external audiences.
We refer to our commitment to the UN WEPS on our intranet, in tenders, pitches and credentials documents. We talk about it with our graduate applicants coming through and in our [women and allies' group].

7.2 Employment opportunity metrics

Eight organisations (54%) are currently reporting equal employment opportunity metrics. These are shown in Table 50.

Table 50. Employment opportunity metrics

Metric	Proportion of Organisations
Workplace profile	38%
Gender pay gap	54%
Ethnic pay gap	15%
Motherhood penalty	8%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

Three organisations (23%) commented further about the equal employment opportunity metrics they measure. These are outlined in Table 51.

Table 51. Other employment opportunity metrics

Not necessarily based on gender but we report and are transparent that we pay equally by roles and it is predominantly above industry standards.
Time to promote, access to development opportunities (we produce a detailed annual report), we also produce detailed deep dives into certain pockets of the workforce.
GPG internally at Board and Executive level but working on internal communications on this at the moment.

Seven organisations (54%) advised where they are reported, with one organisation (8%) planning to report their employment opportunity metrics within the next 12 months. The locations that employment opportunity metrics are reported by organisations are presented in Table 52.

Table 52. Employment opportunity metric reports

Location	Proportion of Organisations
Internally	54%
Annual Report	8%
Public website	23%

Note: Organisations may have selected more than one option. Proportions are in percentages and are rounded to the nearest whole number.

One organisation (8%) considers the pandemic to have influenced their ability to implement the UN WEPs. They state that the pandemic made it difficult to get networks together and resulted in increased demands on staff's time as well as slowed projects due to staff absence from illness.



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