



# The New Zealand Diversity Survey: Findings from the first four quarters

## Report to EEO Trust

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# The New Zealand Diversity Survey: Findings from the first four quarters

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## Executive Summary

This reports overviews findings from the New Zealand Diversity Survey (NZDS) for the four quarterly analyses, undertaken between November 2013 and August 2014. Across the four iterations of the NZDS, the respondent population (which varied between 1468 and 750) was reasonably consistent in terms of organisation size and industry sector, and in terms of the overall survey findings.

The diversity issues most commonly perceived by respondents as most important to their organisation were **wellbeing/wellness**, **aging workforce** and **flexibility**. Other issues of concern were bias, ethnicity, gender, bullying and harassment, and employment transition for younger staff. The diversity issues least commonly reported as most important were disability, sexuality and religion. For all issues, apart from flexibility and employment transition for youth, the likelihood of the issue being perceived as important increases as organisation size increases.

For many diversity issues reported as important, organisations had either a policy or a programme/initiative in place to address that issue. This was particularly the case for bullying and harassment (>80% organisations). The most notable exception was aging workforce, where less than 40% of organisations had a policy or programme. Whether or not an organisation had a policy or programme in place to address important diversity issues was related to organisational size. Indeed, the majority of large organisations have either a policy or a programme related to wellbeing/wellness, flexibility, ethnicity, gender, and bullying and harassment.

The most commonly reported barriers to policy or programmes to address important issues include lack of resources, lack of senior management support, resistance to change by both staff and line managers, a lack of perceived need, small organisational size, and issues around specific types of staff needed in the organisation.

Approximately 20% of respondents reported that their organisation measured the effectiveness of their diversity programmes. The main mechanisms used are hard metrics, surveys, feedback from staff, and formal reporting.

The provision of flexible working arrangements was the most commonly reported diversity practice, offered by nearly 90% of respondents' organisations. This practice is independent of organisation size. The three main reported benefits to organisation for doing so were: recruitment and retention of staff, staff engagement and empowerment, and enabling staff to have the flexibility or lifestyle that they want.

Female representation within the leadership team (>80% of organisations) and at the governance level (>75% of organisations) were the next most commonly reported diversity practices. On average, females hold just under half of roles within the leadership or at the governance level, and in both cases the proportion of female representation decreases with increasing organisation size.

Less than 40% of respondents' organisations had ethnic minority representation within their leadership or decision making team, with medium sized and large organisations being more likely to have this than their smaller counterparts.

Nearly 75% of respondents reported that their organisations were accessible for people who live with disabilities, with the likelihood of workplace accessibility increasing with increasing organisation size. By comparison, just over half of respondents' organisations took steps to ensure that their staff have an awareness of working with people who have disabilities (a finding that was largely independent of organisation size).

Non-standard employment arrangements and contracting was common amongst respondents' organisations, with around two-thirds having staff on temporary, fixed-term or casual contracts.

Flexible work arrangements offered to staff included teleworking, with approximately 60% of respondents' organisations having staff that telework at least 1 day per week. Around half of respondents' organisations have programmes to encourage valuable staff who take parental leave to return to work, with medium sized and large organisations being more likely to do this than their smaller counterparts.

Respondents' organisations appear cognisant of the increasing need to engage older workers in the workforce, with just over half of respondents' organisations encouraging the recruitment of workers over the age of 55 years. This practice appears to be independent of organisation size.

Nearly one-third of respondents' organisations had reported incidents of bullying or harassment in the previous 12 months. Bullying or harassment reporting appears to be more prevalent in large organisations.

## 1. Background

Relatively little is known about how contemporary New Zealand organisations are responding to a broad range of diversity issues. In 2013, the NZ Work Research Institute partnered with the EEO Trust and the Chamber of Commerce, Northern, to address this gap in our knowledge.

The New Zealand Diversity Survey (NZDS) was designed to enable us to better understand diversity in the New Zealand workplace and to establish a benchmark of diversity practices in New Zealand organisations. The first NZDS was undertaken in November 2013, and the survey has been conducted quarterly since. The intention going forward is to continue with the NZDS, but from 2015 to extend the frequency to six-monthly. This report presents the findings of the first four iterations of the NZDS.

Specific findings of individual NZDS have previously been reported in the public domain as media releases at the time immediately after the survey were conducted. The findings of the NZDS have also informed decisions on research projects being undertaken by the New Zealand Work Research Institute. For example, in conjunction with our research partners, the EEO Trust and the Chamber of Commerce, Northern, we have just completed a study of how prepared New Zealand organisations are to engage with and manage productively an aging workforce, and in the near future we will be undertaking a study of the perceptions and experiences of individual older workers in New Zealand organisations. Furthermore, we are currently undertaking a study that looks at New Zealand workers' experiences of work and their wellbeing. Alongside these, a 2015 study is planned around the challenges of managing an inter-generational workplace with diverse and potentially conflicting working expectations.

## 2. Method

The NZDS was an anonymous online survey developed within SurveyMonkey. The survey was administered quarterly during November 2013, March 2014, May 2014, and August 2014<sup>1</sup>. The survey was brief (taking around five minutes to complete), so as to encourage participation of large number of respondents. It comprised a core set of questions that were asked in each iteration of the survey, together with one to two questions that changed over the first couple of iterations. None of the questions were mandatory.

An invitation to participate in the survey was distributed by the EEO Trust to all of its members (>5000 individuals) and the Chamber of Commerce (Northern) to all its members<sup>2</sup>. The email invitation contained a Web link to the online survey that directed respondents to the survey itself, which was completed online and submitted upon completion directly to SurveyMonkey. Respondents had four days to complete the survey from the date of receiving the email invitation to participate. An email reminder about the survey was sent out to the EEO Trust and Auckland Chamber of Commerce mailing list two days after the distribution of the initial invitation. Quantitative data were cleaned and analysed using Excel, as was the qualitative data.

For a number of questions in the survey, we evaluated whether the responses were related to organisational size (based on 3 size ranges: 0-19 employees, 20-199 employees, and 200+ employees) using cross-tabulation and Chi square analysis. For the questions related to specific diversity practices, we evaluated whether the responses were related to the perceived organisational importance of the issue (based on whether or not the issue was reported as 'most important' to the respondent's organisation) using cross-tabulation and Chi square analysis. Where appropriate, statistically significant ( $p < 0.05$ ) findings are presented in this report.

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<sup>1</sup> During the week beginning 18 November, 3 March, 19 May, and 25 August, respectively.

<sup>2</sup> Members of the Auckland Chamber of Commerce did not participate in the November 2013 iteration.

### 3. Characteristics of respondents and their organisations

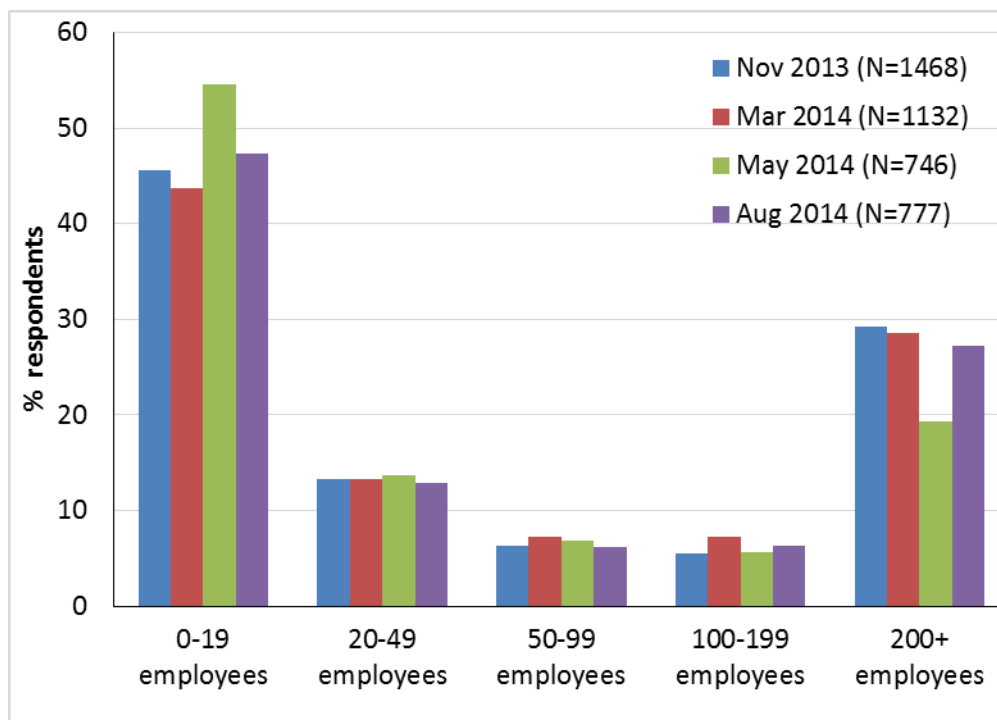
The total number of responses received for each quarter of the NZDS is reported in Table 1. As can be seen, response numbers fell off after the first quarter, to the point that the number of responses for third and fourth quarters were just over half of the responses of the first quarter. Within each iteration of the NZDS, response numbers to each question decreased across the survey<sup>3</sup>.

**Table 1: Total respondents across the four NZDS**

	Quarter 1 November 2013	Quarter 2 March 2014	Quarter 3 May 2014	Quarter 4 August 2014
EEO Trust	1468	445 (39%)	187 (25%)	-
Auckland Chamber of Commerce	-	695 (61%)	563 (75%)	-
<b>Total</b>	<b>1468</b>	<b>1140</b>	<b>750</b>	<b>783<sup>4</sup></b>

#### Organisation size

Across the four iterations of the survey, the respondent population was relatively consistent with respect to organisation size (Figure 1), although the May 2014 survey had a higher proportion of small organisations and relatively fewer large organisations.



**Figure 1: Respondent population by organisation size**

#### Industry sector

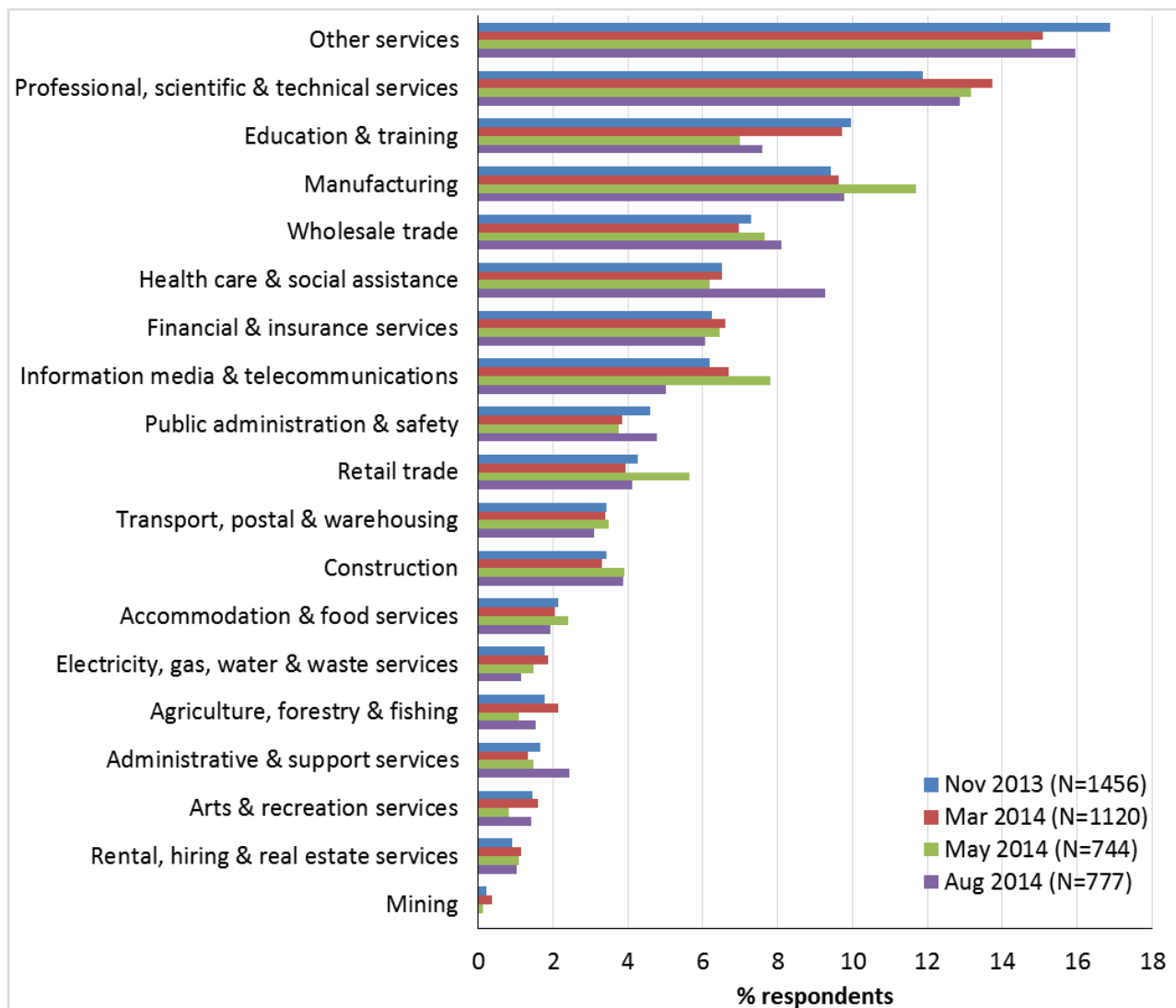
Across the four iterations of the survey, the respondent population was relatively consistent with respect to industry sector (Figure 2). Although a wide range of industries were represented in the study, the respondent populations tended to be dominated by organisations from the following industry sectors

<sup>3</sup> In the findings presented in this report, all responses to any given question are used; this means that the number of responses in a given instance varies from total number of responses to each NZDS.

<sup>4</sup> Response data from EEO Trust and Auckland Chamber of Commerce members were collected together, so that it is not possible to provide a breakdown of respondent numbers from the two memberships.



(which collectively comprised 75% of the respondent population for each quarter): other services; professional, scientific and technical services; education and training; manufacturing; wholesale trade; health care and social assistance; financial and insurance services; and information media and telecommunications.



**Figure 2: Respondent population by industry sector**

## 4. Diversity issues

### Important diversity issues

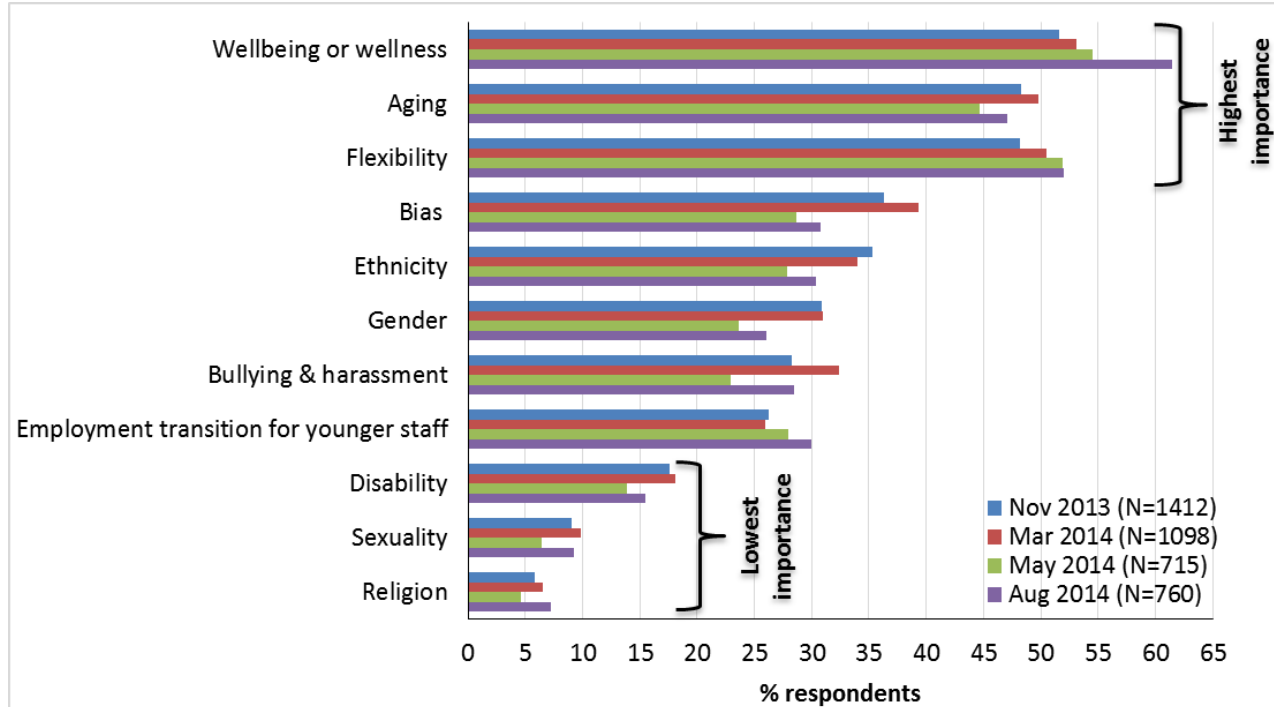
Respondents were asked to select from a list of eleven diversity issues those that were most important to their organisation. Across the four iterations of the survey, the respondent population was relatively consistent with respect to those diversity issues considered to be most important (Figure 3).

The three diversity issues most commonly selected by respondents as important to their organisation were wellbeing/whellness (consistently the highest ranked issue across all four surveys), aging workforce (ranked 2nd in two surveys and 3rd in two surveys) and flexibility (ranked 3rd in two surveys or 2nd in two surveys). Individually, these diversity issues were selected by between 45% and 61% of respondents.

Other issues of concern are conscious or unconscious bias (consistently ranked 4th), ethnicity (ranked 5th in three surveys and 6th in one survey), gender (ranked 6th in one survey, 7th in two surveys, and 8th in one survey), bullying and harassment (ranked 6th in one survey, 7th in two surveys, and 8th in one survey).

survey), and employment transition for younger staff (ranked 5th in one survey, 6th in one survey, and 8th in two surveys).

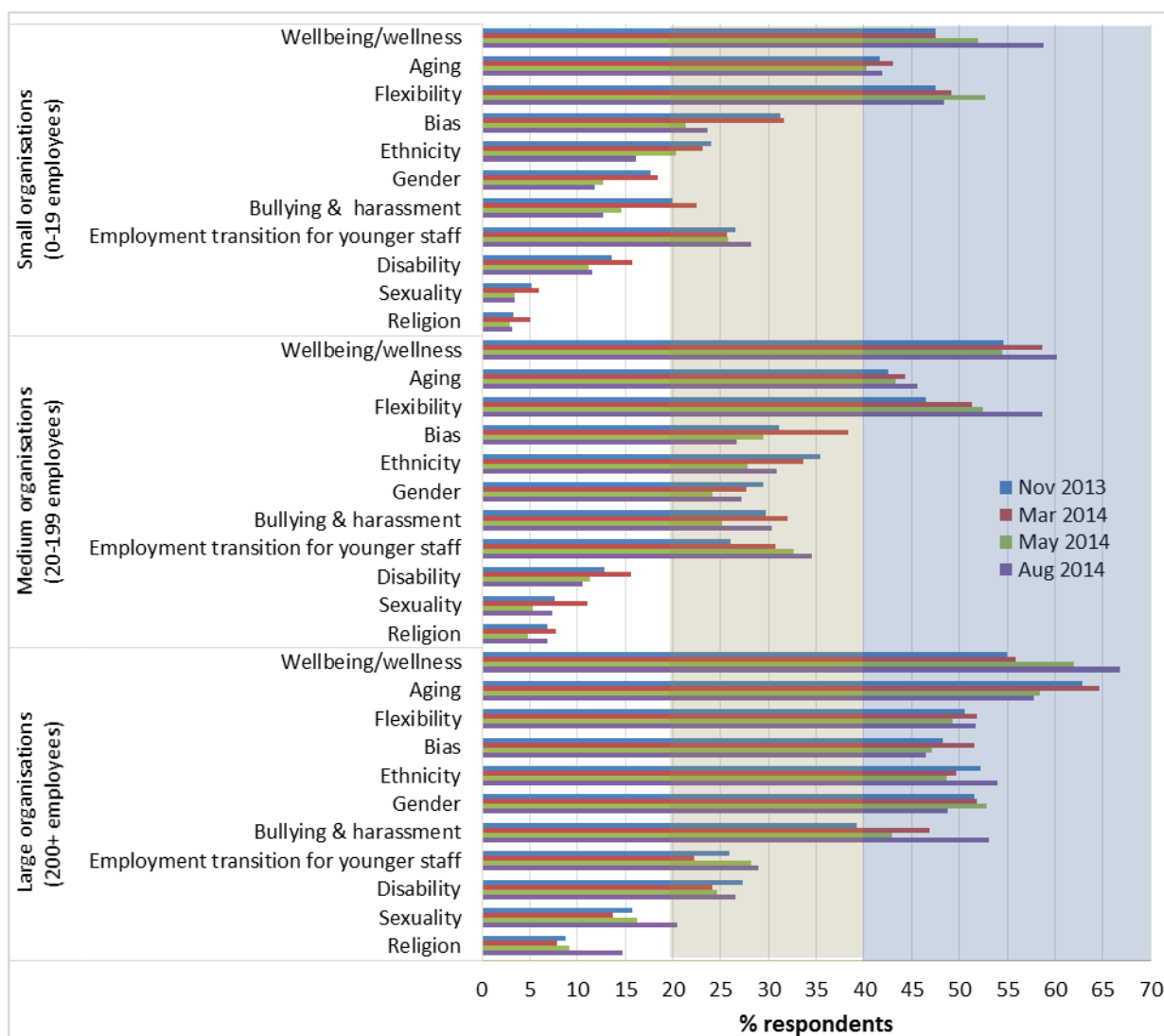
The three diversity issues least commonly selected by respondents as important to their organisation were disability (consistently ranked 9th), sexuality (consistently ranked 10th) and religion (consistently ranked 11th). Only a small proportion of the organisations are concerned with these issues.



**Figure 3: Diversity issues considered to be most important**

Wellbeing/wellness, flexibility and aging were important diversity issues for organisations of all sizes (Figure 4;<sup>5</sup> diversity issues are presented in the same order as in Figure 3). However, large organisations appear to be concerned about a wider range of issues. In particular, bias, ethnicity, gender, and bullying and harassment were of notably greater concern for large organisations than for small and medium-sized organisations. Similarly, ethnicity, gender, and bullying and harassment were of greater concern for medium-sized organisations than for small organisations.

<sup>5</sup> % respondents calculated as a proportion of the respondents that selected at least one issue as being most important in a given size category for a given survey iteration. For the four iterations, Nov 2013, Mar 2014, May 2014, Aug 2014: for small organisations, N = 633, 472, 385, 355; for medium organisations, N = 353, 300, 187, 191; and for large organisations, N = 425, 320, 142, 211.

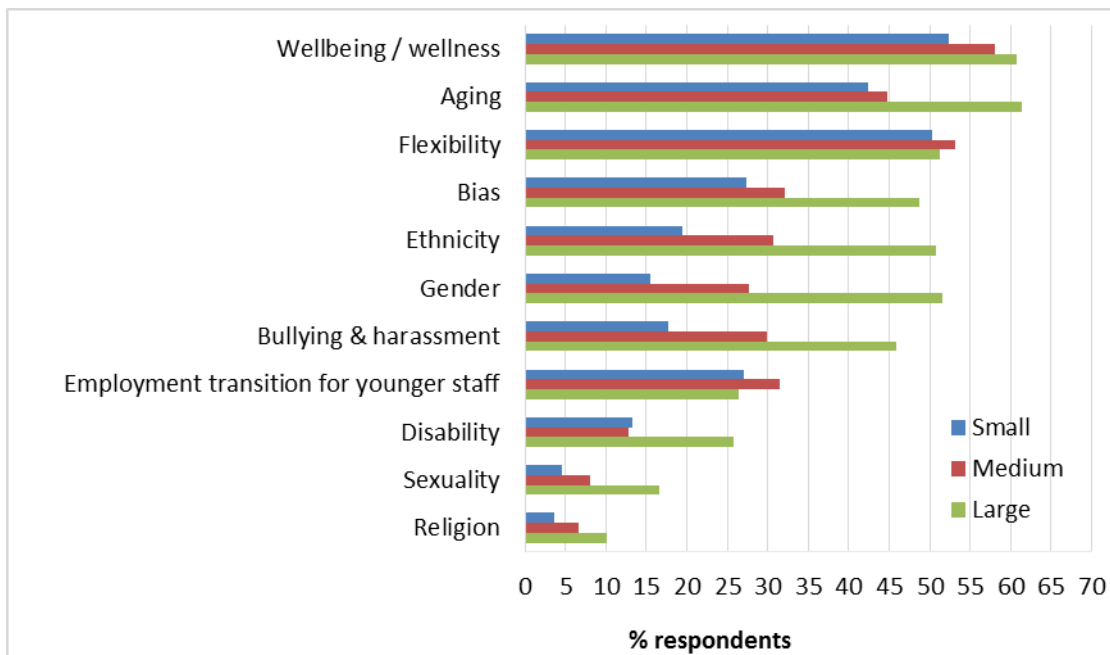


**Figure 4: Diversity issues of importance to small, medium and large organisations**

For most of the diversity issues, as organisation size increases, the likelihood of the issue being perceived as most important to the organisation also increases (Figure 5).<sup>6</sup> The exceptions are flexibility and employment transition for younger staff, where their perceived importance is generally independent of organisation size.<sup>7</sup> Large organisations have a clearly higher proportion of respondents perceiving an issue as most important, compared to respondents in small and medium-sized organisations, for the following issues: aging, bias, ethnicity, gender, bullying and harassment, disability, and sexuality.

<sup>6</sup> The differences are statistically significant ( $p=0.00$ ) across all four iterations of the NZDS for aging, bias, ethnicity, gender, bullying and harassment, and sexuality. For three other issues, statistically significant differences ( $p=0.00$ ) occurred in only some iterations (values in brackets represent the number of survey iterations in each case): disability (3), religion (2), and wellbeing/wellness (1).

<sup>7</sup> The differences are not statistically significant ( $p=0.00$ ) for these issues across all four NZDS iterations.



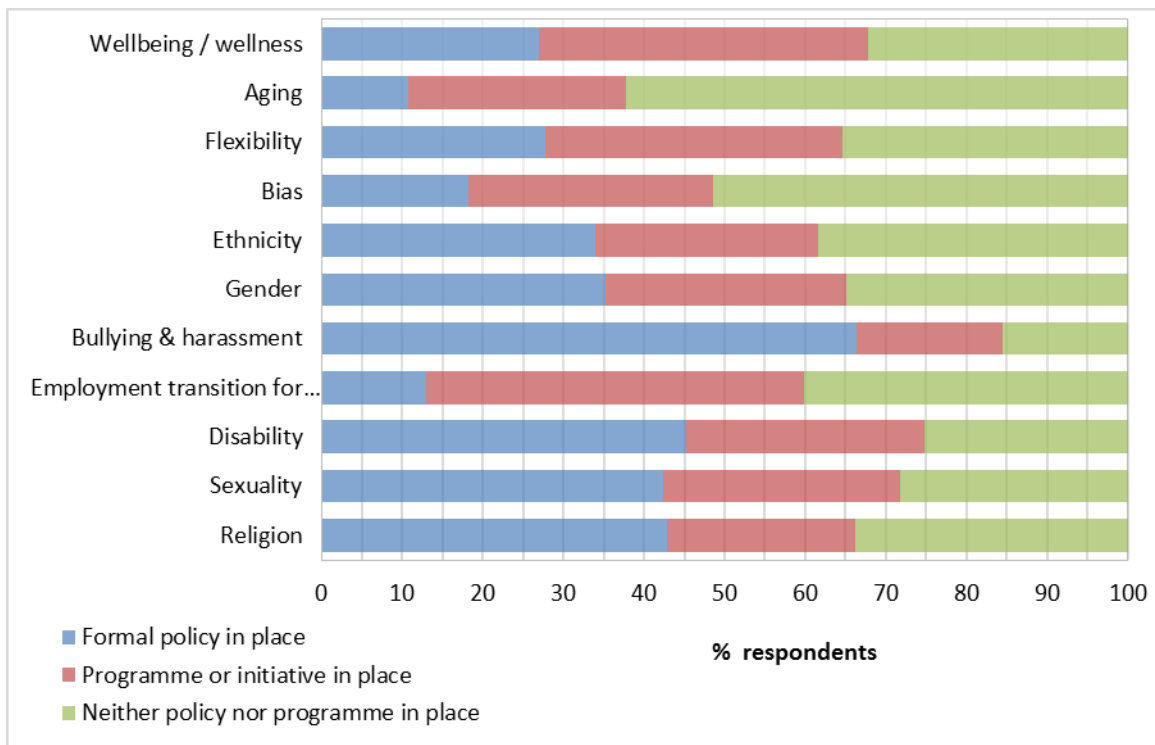
**Figure 5: Perceived importance of issue by organisation size: averaged across four iterations**

## Policies and programmes to address diversity issues

Respondents were asked to indicate whether their organisation had a formal policy or programme/initiative in place for each of the diversity issues that they had previously selected as being of importance to their organisation. Across the four iterations of the NZDS, the findings were relatively consistent for each specific diversity issue.

Of the respondents who rated an issue as important, for all but one of the diversity issues, less than half of respondents' organisations had a formal policy in place (Figure 6; diversity issues are presented in the same order as in Figure 3). The exception to this was bullying and harassment, where on average two-thirds of respondents' organisations had a formal policy in place. The three issues that were least commonly reported as important by the respondents – disability, religion, and sexuality – had a reasonable proportion of respondents (over 40% on average) who had a formal policy in place (the number of respondents who rated these issues as important was relatively small). The issues reported as important in which the lowest proportion of respondents' organisations had a formal policy in place were aging (one of the most commonly reported important issues) and employment transition for young staff (both just over 10% on average).

For most of the diversity issues, at least 60% on average of the respondents who rated an issue as important also reported that their organisations had *either* a policy or a programme/initiative in place to address that issue. The two exceptions were bias and aging, where on average less than 50% and 40%, respectively, did. Interestingly, although only a small proportion of respondents' organisations had a formal policy around employment transition for young staff, on average almost half had a programme/initiative on this issue.

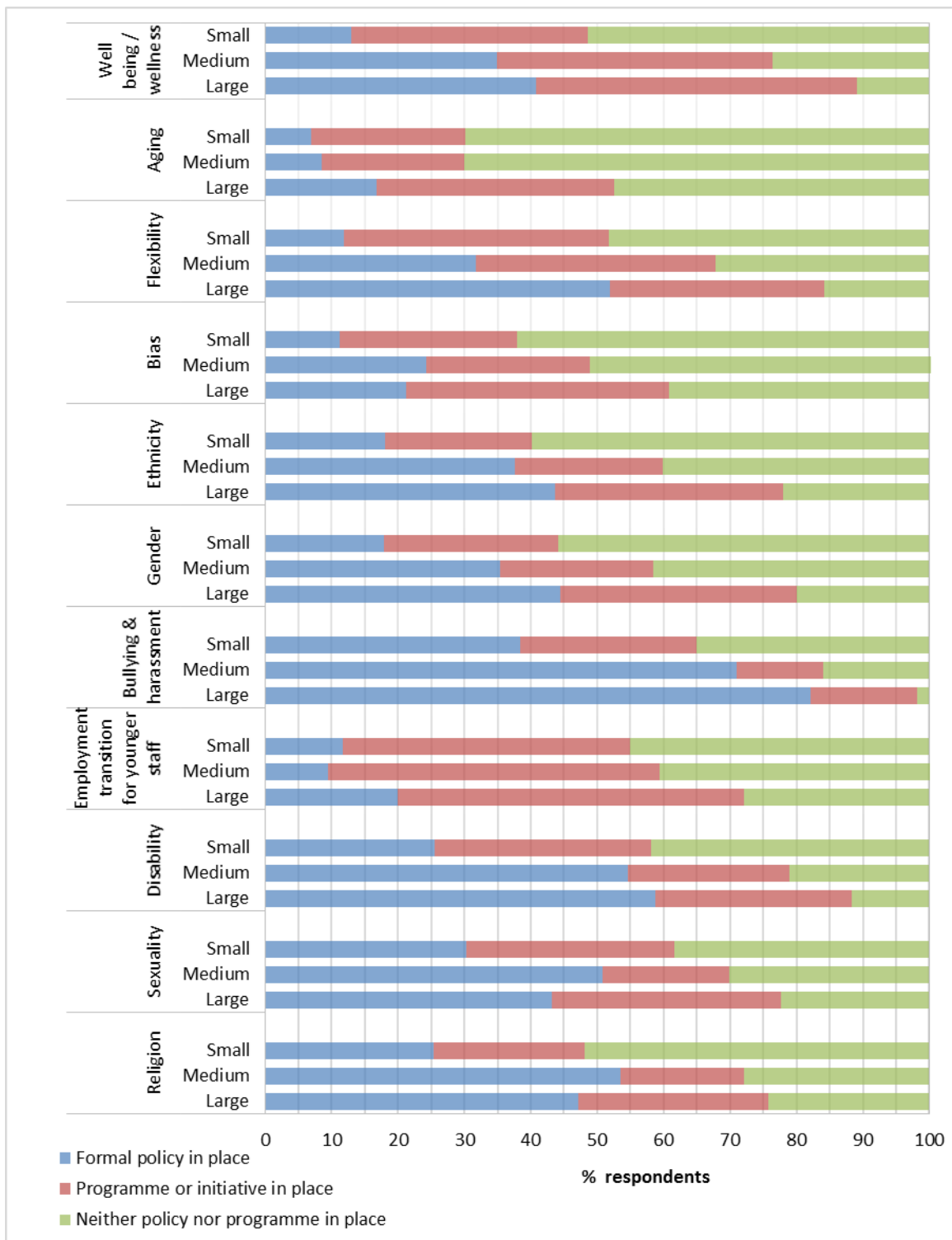


**Figure 6: Policies and programmes to address diversity issues: averaged across four iterations**

For most of the diversity issues, as organisation size increases, the likelihood of an organisation having either a policy or a programme related to that issue in place also increases (Figure 7). This is most clearly the case for wellbeing/wellness, flexibility, ethnicity, gender, and bullying and harassment.<sup>8</sup> For these issues, almost all large organisations have either a related policy or a programme in place: bullying and harassment (98% on average), wellbeing/wellness (89%), flexibility (84%), gender (80%), and ethnicity (78%). The relationship between organisation size and having a related policy or programme is less significant or not significant for aging, disability, bias, employment transition for younger staff, religion, and sexuality.<sup>9</sup>

<sup>8</sup> The differences are statistically significant ( $p=0.00$ ) for these issues across all four iterations of the NZDS.

<sup>9</sup> Statistically significant differences ( $p=0.00$ ) occurred in only some NZDS iterations (values in brackets represent the number of survey iterations in each case): aging (3); disability (3); bias (2); employment transition for younger workers (1); religion (1), and sexuality (0).



**Figure 7: Policies and programmes by organisation size: averaged across four iterations**

### Barriers to implementing diversity-related policies, programmes or initiatives

In two of the NZDS, respondents were asked if there were any barriers within their organisation to implementing diversity-related policies, programmes or initiatives. Just under one fifth of respondents reported that such barriers existed within their organisations, while the remaining four-fifths of respondents reported that no such barriers existed in their organisation (Table 2). For both of these surveys, as organisation size increases, respondents were more likely to report the presence of such

barriers.<sup>10</sup> The proportions of small (13% on average) and medium-sized (15% on average) organisations that perceived there to be barriers were similar, and were somewhat less than the proportion of large organisations (30% on average).

**Table 2: Existence of barriers to implementing diversity-related policies, programmes or initiatives**

Are there any barriers within your organisation to implementing diversity-related policies, programmes or initiatives?	November 2013	March 2014	May 2014 (N=738)	August 2014 (N=769)
Yes	-	-	123 (17%)	146 (19%)
No	-	-	615 (83%)	623 (81%)

In each of the four NZDS, respondents were asked to describe any barriers within their organisation to implementing diversity-related policies, programmes or initiatives. Their responses were classified into seventeen barriers, which generally occurred in each of the surveys (in two surveys, all seventeen barriers were reported; in the other two surveys, sixteen of the seventeen barriers were reported). Such barriers were resources-based, people-related, process-related or related to the work environment (Table 3).

**Table 3: Nature of barriers to implementing diversity-related policies**

Resource-based barriers	<ul style="list-style-type: none"> <li>• Small size of the organisation, which renders formal policies, programmes or initiatives inapplicable or unfeasible</li> <li>• Lack of available time</li> <li>• Lack of resources (particularly human and financial resources)</li> <li>• Competing priorities within the organisation</li> <li>• Lack of specialist or HR expertise</li> </ul>
People-related barriers	<ul style="list-style-type: none"> <li>• Staff attitudes (including those of middle managers) and resistance to change;</li> <li>• Lack of executive leadership or senior management support</li> <li>• Influence of external stakeholders (such as clients, a parent company, shareholders, government, competitors, unions or the public)</li> <li>• Recruitment issues (e.g. the perceived availability of appropriate staff or the perceived requirements of the job, such as the need for English language skills or literacy)</li> <li>• Lack of perceived need for diversity-related policies, programmes or initiatives (e.g. where diversity-related issues are not perceived as important or requiring a formal policy)</li> <li>• Lack of understanding of diversity-related issues or their benefits</li> <li>• Organisational culture (e.g. not receptive to diversity-related issues)</li> <li>• Organisational composition (e.g. a lack of role models in senior management or lack of exposure to minority group)</li> </ul>
Process-related barriers	<ul style="list-style-type: none"> <li>• Issues related to organisational processes that impede policy implementation (e.g. large organisational size, a multi-layered organisational structure, “red tape”, existing ways of working, a lack of formal monitoring systems or communication channels)</li> <li>• Lack of information or knowledge on how to implement or manage diversity-related policies, programmes or initiatives</li> <li>• Issues related to strategy, policy or initiatives around diversity (e.g. the lack of strategy, policy or initiatives around diversity, lack of visibility of company policies, lack of documentation around policies, lack of documentation control, system not robust enough to keep up with the changes to policy).</li> </ul>
Barriers related to the work environment	<ul style="list-style-type: none"> <li>• e.g. disability access and a distributed workforce</li> </ul>

<sup>10</sup> The differences are statistically significant ( $p=0.00$ ) in both iterations of the NZDS.

## Measuring the effectiveness of diversity programmes

Respondents were asked whether or not their organisation measured the effectiveness of its diversity programmes. In each iteration, around one fifth of respondents reported that their organisation measured the effectiveness of their diversity programmes (cf. the remaining four fifths that do not) (Table 4). In each iteration of the NZDS, as organisation size increases, the likelihood of organisations measuring the effectiveness of their diversity programmes increases,<sup>11</sup> with on average 11% of small, 21% of medium sized, and 40% of large organisations measuring the effectiveness of their diversity programmes.

**Table 4: Measuring the effectiveness of diversity programmes**

Do you measure the effectiveness of your diversity programmes?	November 2013 (N=964)	March 2014 (N=929)	May 2014 (N=672)	August 2014 (N=694)
Yes	200 (21%)	210 (23%)	138 (21%)	129 (19%)
No	764 (79%)	719 (77%)	534 (79%)	565 (81%)

Respondents were then asked to describe how the effectiveness of the diversity programmes was measured. Their responses were classified into ten mechanisms, most of which occurred in each survey. Such mechanisms involved feedback, formal measures, reviews or reporting, and less direct mechanisms (Table 5).

**Table 5: Nature of mechanisms used to measure the effectiveness of diversity programmes**

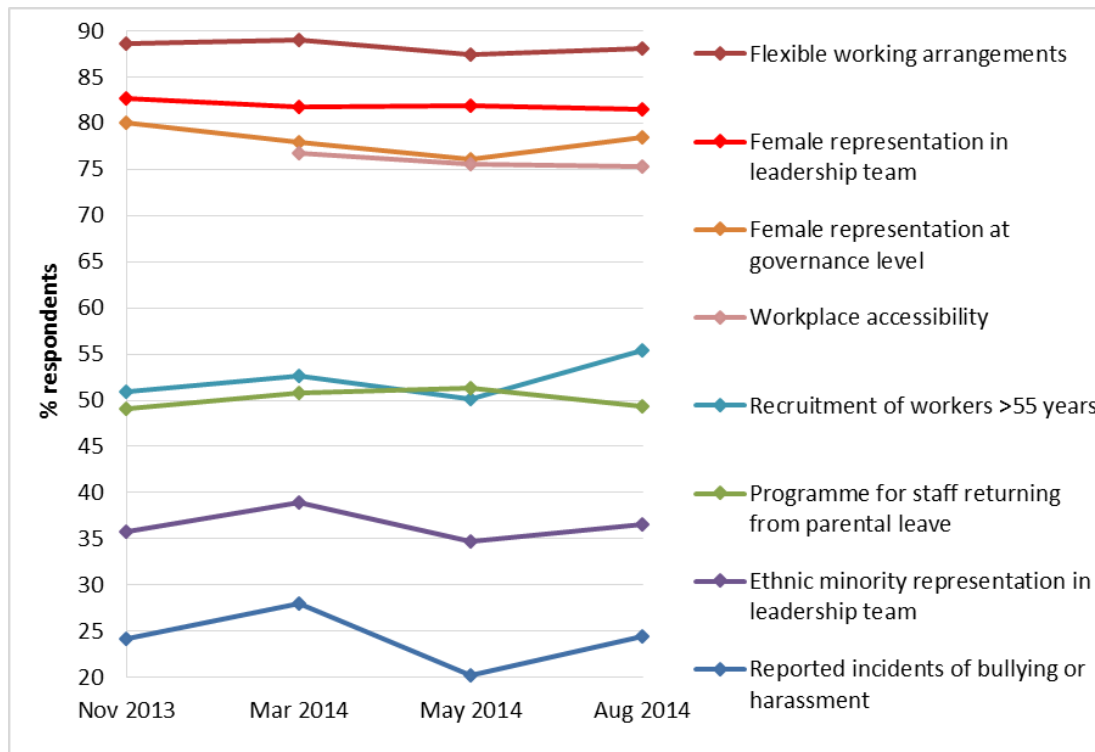
Formal measures	<ul style="list-style-type: none"> <li>• Hard metrics (such as staff demographics, various diversity statistics, retention rates, staff absenteeism; number and severity of issues)</li> <li>• Incident reporting (for example, through EAP programs or helplines)</li> </ul>
Feedback	<ul style="list-style-type: none"> <li>• Surveys from staff (such as employee opinion surveys, engagement surveys, or culture and diversity surveys)</li> <li>• Feedback from staff (including feedback from staff or team meetings, meetings with individual staff such as staff performance reviews, informal feedback), together with feedback from advisory groups, key stakeholders or clients</li> <li>• At exit interviews</li> <li>• Ad hoc or informal analysis</li> <li>• Informal observation by managers</li> </ul>
Reviews or reporting	<ul style="list-style-type: none"> <li>• Periodic reviews or audits</li> <li>• Formal evaluation of specific initiatives</li> <li>• By external experts (e.g. External review, audit, or certification)</li> <li>• Formal reporting, either written (e.g. Quarterly or annual reports) or oral reports in meetings (e.g. To managers, senior management, the board or other governance body)</li> </ul>
Less direct mechanisms	<ul style="list-style-type: none"> <li>• Through training, mentoring and staff development (e.g. attendance at equity and diversity workshops or training, and feedback given)</li> <li>• Through employment or diversity policy</li> <li>• By following regulatory requirements</li> </ul>

<sup>11</sup> The differences are statistically significant ( $p=0.00$ ) in all four iterations of the NZDS.



## 5. Specific diversity practices

Respondents were asked questions about specific diversity practices within their organisation. For each specific diversity practice, there is a reasonable degree of consistency across the four NZDS (Figure 8).



**Figure 8: The prevalence of specific diversity practices**

### Aging: Recruitment of older workers

In each iteration of the NZDS, just over half (50-55%) of the respondents' organisations encouraged the recruitment of workers over the age of 55 years old (55 is commonly used as the defining age in definitions of older workers) (Figure 8). In each iteration, whether an organisation encouraged the recruitment of workers over the age of 55 years old appears to be largely independent of organisation size.

As noted earlier, aging was one of the three most commonly reported important issues in the NZDS, along with wellness and flexibility. On this basis, one might expect practices associated with these three issues to be relatively more common among organisations. This was not the case with the recruitment of workers over 55 years (for example, compared to the proportion of organisations that offer flexible work arrangements).

The lower relative prevalence of organisations encouraging the recruitment of workers over 55 years old is consistent with the observation made previously about the relatively low proportion of respondents' organisations that had either a formal policy and/or initiative or programme in place for aging.

Across the four iterations of the NZDS, organisations in which aging was reported as a most important issue are slightly more likely to encourage the recruitment of workers over 55 years old (56% of organisations on average) compared to organisations in which aging was not reported as a most important issue (49% on average).<sup>12</sup>

<sup>12</sup> The differences are statistically significant in three NZDS iterations ( $p \leq 0.01$ ). The exception is May 2014.

## Flexibility: Flexible working arrangements

In each iteration of the NZDS, nearly 90% of respondents' organisations offered their staff flexible working arrangements, making this consistently the most common diversity practice that was measured (Figure 8). It should be noted that flexible work arrangements can cover a range of flexible time and place options (including telework).

As noted earlier, flexibility was one of the three most commonly reported important issues in the NZDS. Across the iterations, whether an organisation offered its staff flexible working arrangements appears to be independent of organisation size.

Across the four iterations of the NZDS, organisations in which flexibility was reported as a most important issue are slightly more likely to offer staff flexible working arrangements (91% of organisations on average) compared to organisations in which flexibility was not reported as a most important issue (86% on average).<sup>13</sup>

## Benefits of flexible work arrangements

In the first NZDS, respondents were asked to describe the most important benefits to their organisation from flexible work arrangements. The three most commonly reported organisational benefits from offering flexible work arrangements to their staff (Figure 9) are recruitment and retention, staff engagement and empowerment, and enabling staff to have the flexibility or the lifestyle they want. The provision of flexible work arrangements is viewed as an enabler for both retaining existing staff (which ensures workforce stability and continuity; retains knowledge, experience and skills; and reduces costs associated with recruitment and training new staff) and attracting potential employees, from a broader, richer pool of talent (especially where there are industry shortages).

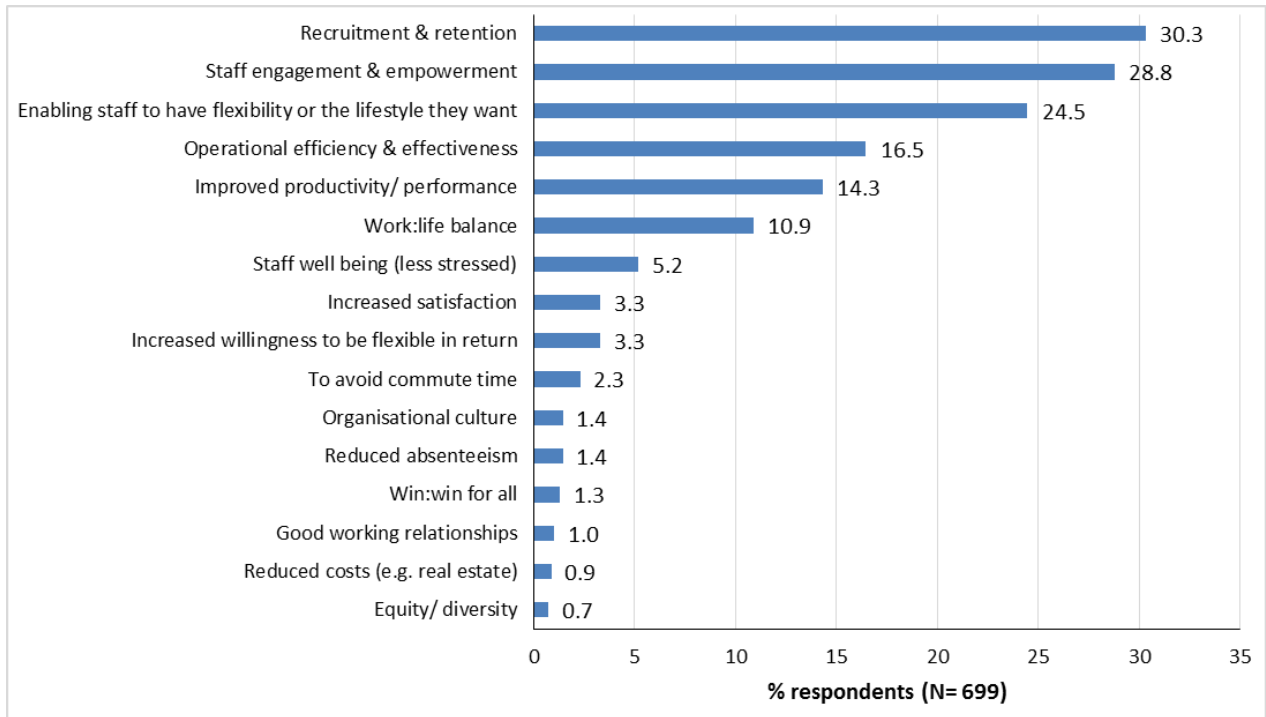
Organisations recognise the value of enabling staff to have the flexibility in their work arrangements, so that they can meet their care responsibilities, manage aspects of their life, or suit their circumstances or needs (be it personal or professional). The opportunity to work flexibly in this way can result in more contented staff, encourage autonomy, and build trust and intrinsic motivation, thereby empowering staff. It can also garner loyalty, increase buy-in and commitment, all of which help to build and develop engagement between the employee and the organisation. Important net benefits flowing on from this are improved productivity or performance, as well as increased staff satisfaction.

Operational efficiency and effectiveness is the fourth most commonly reported benefit that organisations gain from offering flexible working arrangements to their staff. Flexible work arrangements can enable organisations to operate over a wider range of hours than the traditional New Zealand business day (sometimes even 24/7), potentially at reduced costs (e.g. less overtime); to manage workflow or cash flow fluctuations; respond to client requirements in a timely manner; or to deliver services efficiently and effectively. In part, the ability that organisations have to be able offer extended operational services or cover is enhanced by the increased willingness of staff to be flexible in return (as a result of the flexible work arrangements that they have).

Work-life balance is another commonly reported benefit, particularly in association with staff well-being. There was also a range of more specific benefits reported that are shown in Figure 9.

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<sup>13</sup> The differences are statistically significant in three NZDS iterations ( $p < 0.05$ ). The exception is May 2014.

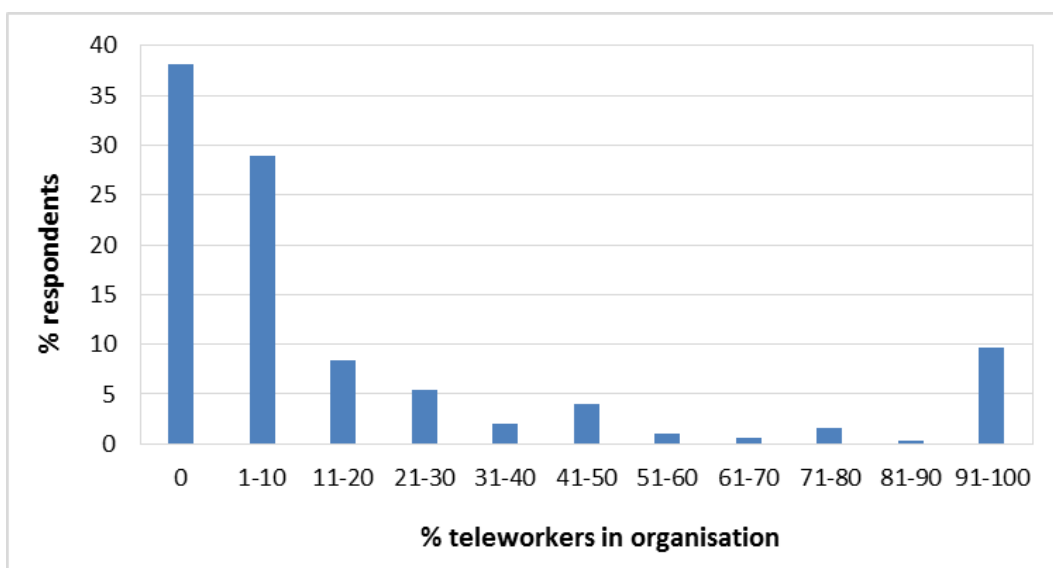


**Figure 9: Perceived benefits of flexible work arrangements**

### Flexibility: Teleworking

Teleworking is a specific type of flexible work arrangement in which staff work remotely for some or all of their time. In three iterations of the NZDS, respondents reported data on the proportion of their staff that telework – defined as a formal (i.e. agreed with manager) or informal arrangement to work from an alternative location such as home, a co-working centre or a business centre at least one day per week.

As can be seen in Figure 10, on average 38% of respondents' organisations had *no* staff who telework, while 10% had *almost all* of their staff teleworking. The most common proportion of teleworkers was 1-10% of the workforce. The average reported proportion of staff who telework was 19%. These findings are consistent across the three iterations of the NZDS in which the question was asked.



**Figure 10: Levels of teleworking: averaged across three iterations**

## Flexibility: Programmes for staff returning from parental leave

In each iteration of the NZDS, around half of the respondents' organisations had a programme in place to work with valuable staff who take parental leave to ensure their return to the workplace (Figure 8). This level is comparable to the proportion of organisations that encouraged the recruitment of older workers.

In each iteration, as organisation size increases, the likelihood of organisations having a programme in place to encourage valuable staff who take parental leave to return to work increases,<sup>14</sup> with the largest increase being between small (36% on average) and medium sized (62% on average) organisations. On average, 67% of large organisations have such a programme in place.

However, whether an organisation has a programme for staff returning from parental leave is independent of whether or not flexibility was reported as a most important issue for an organisation (on average 50% of organisations in either case).

## Ethnicity: Ethnic minority representation

In each iteration of the NZDS, less than 40% of the respondents' organisations had ethnic minority representation within their leadership or decision making team (Figure 8).

Across the four iterations, as organisation size increases, the likelihood of organisations having ethnic minority representation within their leadership or decision making team generally increases,<sup>15</sup> with the largest increase being between small (27% on average) and medium sized (43% on average) organisations. On average, 49% of large organisations have ethnic minority representation.

As noted earlier, ethnicity was an issue of intermediate concern, being reported by around 30-35% of respondents as a most important issue for their organisation. In each iteration of the NZDS, organisations in which ethnicity was reported as a most important issue are more likely to have ethnic minority representation within their leadership or decision making team (50% of organisations on average), compared to organisations in which ethnicity was not reported as a most important issue (30% on average).<sup>16</sup>

## Gender: Female representation within the leadership team

Female representation within the leadership or decision making team was consistently the second most common diversity practice that was measured, with just over 80% of respondents' organisations doing this (Figure 8).

In each iteration of the NZDS, as organisation size increases, the likelihood of organisations having female representation in their leadership or decision making team increases.<sup>17</sup> The increase is largest between small (76% on average) and medium-sized organisations (86% on average), with the latter only slightly lower than the proportion of large organisations (90% on average) having female representation in their leadership teams.

As noted earlier, gender was an issue of intermediate concern (with 24-31% of respondents reporting it as a most important issue for their organisation). Although this puts gender on par with ethnicity in terms of relative importance as a diversity issue, the proportion of organisations having female representation in the leadership team is almost double that of organisations having minority representation in the leadership team.

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<sup>14</sup> The differences are statistically significant ( $p=0.00$ ) in all four NZDS iterations.

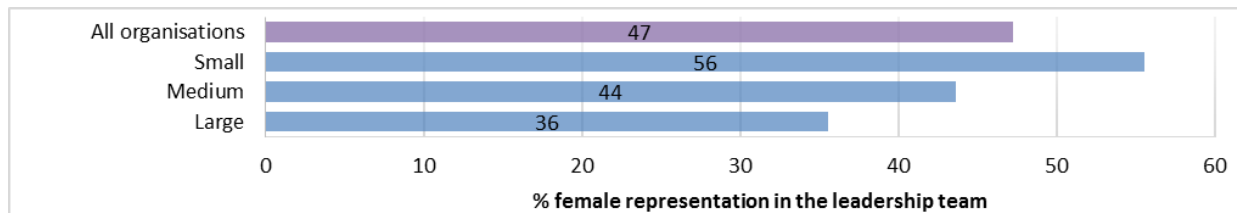
<sup>15</sup> The differences are statistically significant ( $p=0.00$ ) in all four NZDS iterations.

<sup>16</sup> The differences are statistically significant ( $p=0.00$ ) in all four NZDS iterations.

<sup>17</sup> The differences are statistically significant ( $p=0.00$ ) in all four NZDS iterations.

In each iteration of the NZDS, organisations in which gender was reported as a most important issue are more likely to have female representation within their leadership or decision making team (90% of organisations on average) compared to organisations in which gender was not reported as a most important issue (although the proportion of the latter is still 79% on average).<sup>18</sup>

On average, females hold just under half of the roles within the leadership or decision making team (Figure 11). In terms of organisation size, female representation within leadership roles decreases with increasing organisation size. These findings are consistent across the four iterations of the NZDS.



**Figure 11: Levels of female representation in the leadership team: averaged across four iterations**

### Gender: Female representation at the governance level

Just over three-quarters of respondents' organisations have female representation at the governance level – slightly lower than the proportion of organisations having female representation within their leadership team (Figure 8).

The relationship between organisations having female representation at their governance level is U-shaped with increasing organisation size.<sup>19</sup> On average, 77% of small organisations, 71% of medium sized organisations, and 88% of large organisations, had such female representation. If we compare these proportions with those of organisations having female representation in their leadership team, then the figures are similar for small organisations and for large organisations. For medium sized organisations, however, the proportion of organisations having female representation at the governance level is lower than that for female representation in the leadership team by 15% on average. It is possible that a higher than might be expected number of smaller organisations are reporting female representation at the governance level because, in smaller organisations, governance and leadership roles are likely to be a combined role; for example, as an owner/manager.

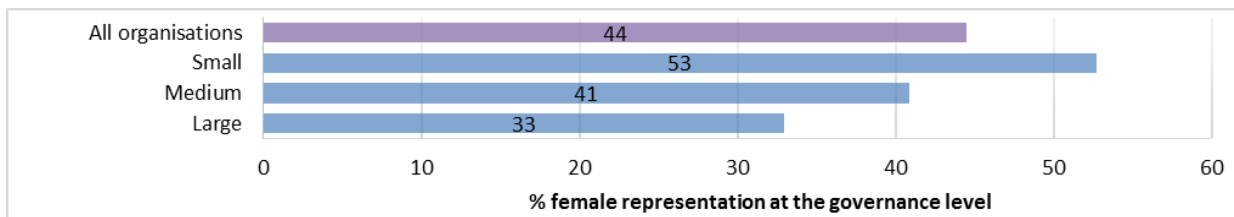
As was the case with female representation in the leadership team, in each iteration of the NZDS, organisations in which gender was reported as a most important issue are more likely to have female representation at the governance level (87% of organisations on average), compared to organisations in which gender was not reported as a most important issue (although the proportion of the latter is still 75% on average).<sup>20</sup>

On average, females hold 44% of the roles at the governance level (Figure 12). In terms of organisation size, the relative proportion of females at the governance level decreases with increasing organisation size. These findings are consistent across the four iterations of the NZDS.

<sup>18</sup> The differences are statistically significant ( $p=0.00$ ) in all four NZDS iterations.

<sup>19</sup> The differences are statistically significant ( $p\leq 0.01$ ) in all four NZDS iterations.

<sup>20</sup> The differences are statistically significant ( $p=0.00$ ) in all four NZDS iterations.



**Figure 12: Levels of female representation at the governance level: averaged across four iterations**

### Bullying and harassment: Reported incidents of bullying or harassment

In each iteration of the NZDS, less than 30% of the respondents' organisations had had any reported incidents of bullying or harassment in the past 12 months (Figure 8).

In each iteration, as organisation size increases, the likelihood of organisations having had any reported incidents of bullying or harassment in the past 12 months increases.<sup>21</sup> The differences are considerable, with on average 6% of small organisations, 25% of medium sized organisations, and 61% of large organisations having reported incidents of bullying and harassment in the past 12 months. These findings will reflect the fact that bullying is more likely to be reported within larger organisations due to factors such as emphasis on hierarchy and the presence of effective reporting systems.

As noted earlier, bullying and harassment was an issue of intermediate concern, being reported by between 23-32% of respondents as a most important issue for their organisation depending on the specific survey. In each iteration of the NZDS, organisations in which bullying and harassment was reported as a most important issue are more likely to have had reported incidents of bullying and harassment in the past 12 months (52% of organisations on average) compared to organisations in which bullying and harassment was not reported as a most important issue (14% on average).<sup>22</sup>

### Disability: Workplace accessibility

In the three iterations of the NZDS in which it was reported, around three quarters of the respondents' organisations were accessible, physically and socially, for staff and customers or clients who live with disabilities (Figure 8).

In each iteration, as organisation size increases, the likelihood of organisations having workplace accessibility increases, with on average 67% of small, 79% of medium sized, and 91% of large organisations having workplace accessibility.<sup>23</sup>

As noted earlier, disability was an issue of relatively low importance, being reported by less than 20% of respondents as a most important issue for their organisation. In each iteration of the NZDS, organisations in which disability was reported as a most important issue are more likely to have workplace accessibility (89% of organisations on average), compared to organisations for which disability was not reported as a most important issue (although the proportion of the latter is still 74% on average).<sup>24</sup>

Just over half (53%) of the respondents in the first NZDS reported that their organisation took steps to ensure that staff have an awareness of working with people who have disabilities.<sup>25</sup> That just under half of the respondents' organisations did not do so suggests that raising awareness of working with people who have disabilities is still an area that many organisations need to address. Whether or not an organisation took steps to raise awareness of working with people who have disabilities is largely

<sup>21</sup> The differences are statistically significant ( $p=0.00$ ) in all four NZDS iterations.

<sup>22</sup> The differences are statistically significant ( $p=0.00$ ) in all four NZDS iterations.

<sup>23</sup> The differences are statistically significant ( $p=0.00$ ) in all three NZDS iterations (not asked in November 2013).

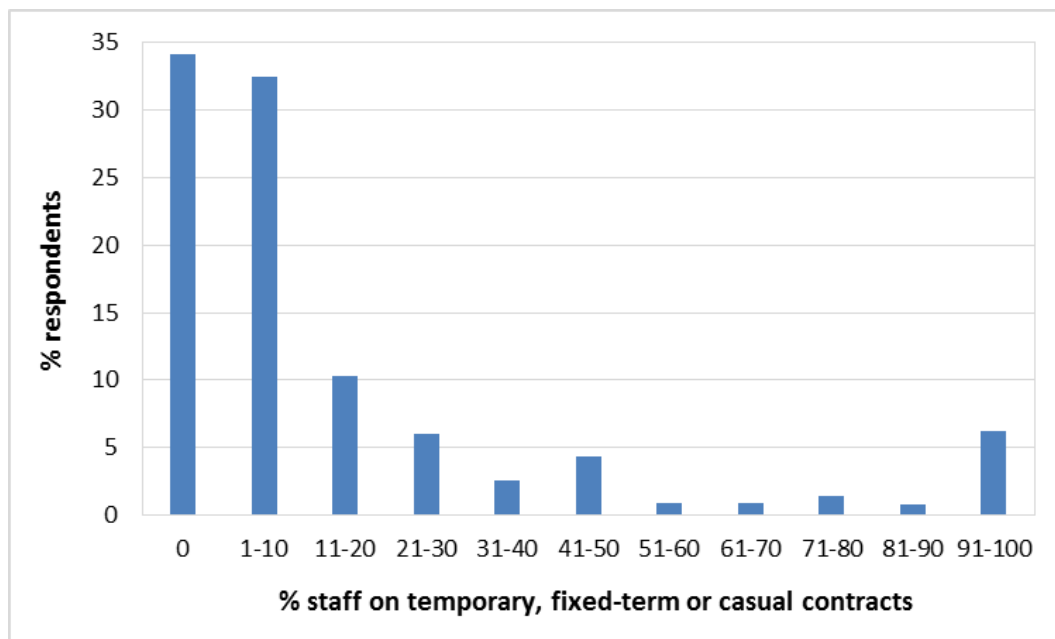
<sup>24</sup> The differences are statistically significant ( $p<0.05$ ) in all three NZDS iterations (not asked in November 2013).

<sup>25</sup> Data on this specific question were not collected in subsequent iterations of the NZDS.

independent of organisation size. However, organisations in which disability was reported as a most important issue are more likely to take steps to raise such awareness (72%), compared to organisations in which disability was not reported as a most important issue (50%).<sup>26</sup>

### Other: Temporary, fixed-term or casual contracts

In two iterations of the NZDS, respondents reported data on the proportion of their staff who work on temporary, fixed-term or casual contracts. As can be seen in Figure 13, on average 34% of respondents' organisations had *no* staff on temporary, fixed-term or casual contracts, while 6% had *almost all* of their staff on such contracts. The most common proportion of staff on such contracts was 1-10% of the workforce. The average reported proportion of staff on temporary, fixed-term or casual contracts was 17.5%. These findings are consistent across the two iterations of the NZDS in which the question was asked.



**Figure 13: Levels of staff on temporary, fixed-term or casual contracts: averaged across two iterations**

## 6. Conclusion

This report has highlighted the diversity issues that are perceived as most important for a large and diverse sample of New Zealand organisations, and the initiatives currently in place to address these issues. This information has not previously been available and will assist the EEO Trust in developing their diversity initiatives, while supporting the NZ Work Research Institute in planning its future research projects. The New Zealand Diversity Survey will continue during 2015, although only two surveys will be undertaken – during April and October. Findings from these surveys will be released by the EEO Trust.

<sup>26</sup> The differences are statistically significant ( $p=0.00$ ).