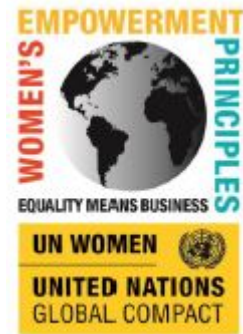




NEW ZEALAND  
**WORK RESEARCH INSTITUTE**  
AN INSTITUTE OF AUT UNIVERSITY



# UN Women's Empowerment Principles Survey

September 2016

*Conducted by NZWRI on behalf of UNWEPs*

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## Introduction

### 1 Introduction to Survey Participants and Methodology

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The **New Zealand Work Research Institute (NZWRI)** is pleased to publish the results of the UN Women's Empowerment Principles Survey 2016.

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

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

#### 1.1 Participating Organisations

The following **23** organisations provided information in relation to their diversity policies:

- ANZ New Zealand
- Bank of New Zealand
- Buddle Findlay
- Chapman Tripp
- Coca-Cola Amatil NZ
- Deloitte New Zealand
- Ebborn Law Limited
- Farmers
- Greater Wellington Regional Council
- IBM
- Kiwibank Limited
- KPMG
- Methanex NZ Ltd
- Opus International Consultants
- Progressive Enterprises
- Simpson Grierson
- SKYCITY
- Sovereign
- Sutton
- The Warehouse Group
- Trilogy
- Vodafone New Zealand
- Westpac New Zealand

## 1.2 Survey Methodology

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

The target participants were WEPs signatory organisations.

## 1.3 Confidentiality

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

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

Report prepared by Associate Professor Gail Pacheco, Sam Short, and Jarrod Haar.

## Principle 1. Leadership Promotes Gender Equality

### 2 Strategy

#### 2.1 Public Commitment and Statement of Support

A public commitment and statement of support was given towards gender equality in **twenty** organisations (**86.96%**) by the CEO and/or the Board of Directors, and **one** organisation (**4.35%**) is planning to issue such a statement within the next 12 months. **Nineteen** organisations (**82.61%**) operate a specific diversity policy and strategies specific to addressing women's empowerment are included in **fourteen** organisations (**60.87%**). The details of these strategies are summarised in *Table 1* below.

*Table 1 – Strategies to Address Women's Empowerment*

Women's Empowerment Strategy	
Organisation	Diversity Strategy Specific to Women's Empowerment
Organisation 1	<ul style="list-style-type: none"> <li>Commitment to women's empowerment is intrinsic within our organisation.</li> <li>89% of our team and 64% of our senior management team, including the CEO and CFO, are women.</li> </ul>
Organisation 2	<ul style="list-style-type: none"> <li>We ensure that working mums are given the flexibility and freedom to work around family commitments.</li> <li>No questions are ever asked if mums (and parents), need to attend doctors' visits for children and such.</li> </ul>
Organisation 3	<ul style="list-style-type: none"> <li>We developed a formal inclusion and diversity program a few years ago following the roll-out of an inaugural diversity survey, and have since launched a strategic framework and governance model to drive accountability at several leadership tiers and link our inclusion and diversity strategy back to key business objectives.</li> <li>All business units have established targets for gender diversity and receive monthly updates to enable tracking and reporting of progress.</li> <li>Progress on our inclusion and diversity program of work is reviewed by a diversity council on a quarterly basis.</li> <li>Our annual compliance framework has compulsory online modules for all employees to complete on the topics of inclusion and diversity and discrimination.</li> </ul>
Organisation 4	<ul style="list-style-type: none"> <li>We have a detailed focus in our strategy on initiatives to grow representation of women at all leadership levels in the company.</li> </ul>
Organisation 5	<ul style="list-style-type: none"> <li>We have a specific commitment to WEP in our strategy, and a number of gender initiatives are being supported and developed.</li> </ul>
Organisation 6	<ul style="list-style-type: none"> <li>Our diversity and inclusion strategy aims to shift traditional mindsets, behaviours and cultural norms to foster an environment of inclusion so that the benefits of diversity can be harnessed.</li> <li>Our activity to increase gender diversity and women's empowerment encompasses recruitment, retention and development programmes specifically targeted towards women.</li> <li>Our Executive teams have a target of introducing at least one women to their team of direct reports until they reach a gender-balanced team.</li> <li>We include at least one female on every shortlist for vacancies, and have recruitment targets for our Graduate programmes.</li> <li>We actively approach female talent when job vacancies become available, encouraging them to consider applying.</li> <li>We hold exit interviews when senior female managers depart the business.</li> <li>We have a female talent engagement programme, and send our people to Women in Leadership conferences.</li> </ul>

Organisation 7	<ul style="list-style-type: none"> <li>• We have developed a holistic strategy of gender inclusiveness, with women supported into leadership roles, supported for parental leave and receiving career development at all levels.</li> <li>• We actively encourage women to reach their potential and to prevent the default position of women undertaking lower paid roles, and increasing our women in leadership is a very deliberate strategy to address gender balance inequities.</li> </ul>
Organisation 8	<ul style="list-style-type: none"> <li>• We set targets for women's participation in senior leadership roles and leadership development programmes that are currently being exceeded.</li> <li>• We have a diversity strategy that has the promotion and empowerment of women at its core.</li> <li>• We have an annual plan for each of our stakeholder groups, including women, with specific actions aligned to each one, signed off by the Board each year and accountable to them for progress against it.</li> <li>• We report progress via a diversity and inclusion dashboard.</li> </ul>
Organisation 9	<ul style="list-style-type: none"> <li>• Diversity is always considered at the point of hiring new staff.</li> <li>• We have a diversity champion and a sponsor on the management team.</li> <li>• We promote from within and have an excellent in-house training programme that teaches many transferable skills to all new staff.</li> </ul>
Organisation 10	<ul style="list-style-type: none"> <li>• We provide opportunities for many of our senior people to attend external training relevant to women's empowerment.</li> <li>• We provide sponsorship funding to and/or host events that showcase our commitment to gender equality and women's empowerment.</li> <li>• Our senior women are actively encouraged to participate in leadership, mentoring and women's network events, both internally and externally.</li> <li>• We have developed a formal policy around flexible working.</li> </ul>
Organisation 11	<ul style="list-style-type: none"> <li>• We have a target of gender balance in all senior leadership roles and leadership pipelines, with our diversity strategy including an action plan around identifying female talent and ensuring targeted development plans are in place for them.</li> <li>• We have several other strategic priorities which support women's empowerment.</li> <li>• We have an Executive sponsor and network group representatives on our diversity council specifically focused around gender balance.</li> <li>• Our strategy has specific goals, timelines and actions, and progress on these is tracked regularly.</li> <li>• We have robust recruitment processes to present a mixed panel of candidates with a gender focus.</li> <li>• All our roles offer flexibility (from CEO to grass roots).</li> <li>• Believing in empowerment of all genders we have, in addition to a focus on empowering women, been working on broader gender initiatives.</li> </ul>
Organisation 12	<ul style="list-style-type: none"> <li>• We provide much assistance to our women in terms of helping them to reach their highest potential in each area of our business.</li> <li>• We are also targeting the Supervisor/Middle Manager layer to better understand what barriers to success there may be there.</li> </ul>
Organisation 13	<ul style="list-style-type: none"> <li>• We have a diversity and inclusion strategy that includes working towards gender balance, pay equity and talent pipelines for women.</li> <li>• All business units have a gender metric that measures movement towards balance in our performance metrics.</li> </ul>

## 2.2 Responsibility for Managing Women's Empowerment

The responsibility for managing women's empowerment initiatives is placed with specific roles in **seventeen** organisations (**73.91%**).

### 3 Leadership and Governance

Participating organisations were asked to provide details on female representation in leadership and governance roles. **Ten** organisations (**43.48%**) currently operate a formal policy to actively recruit women into the Executive team or Board.

#### 3.1 Women in Leadership

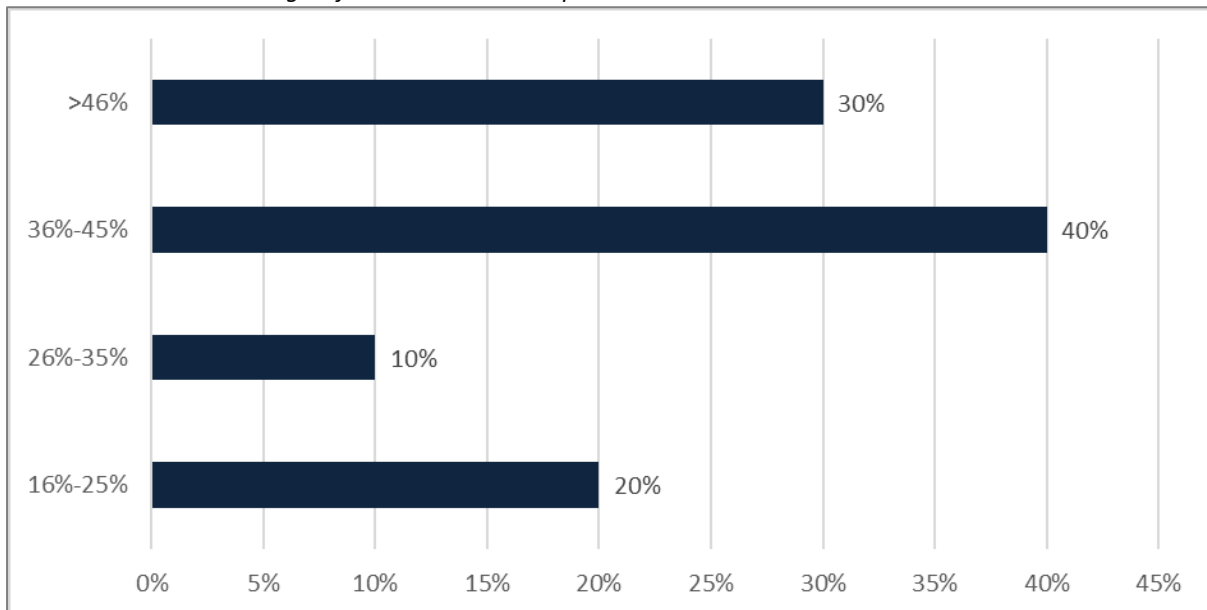
The highest female representation in the Board of Directors is 100% and 64% for the Senior Executive team. *Table 2* summarises female representation by the percentage of members.

*Table 2 – Female Representation by the Percentage of Members*

Female Representation: Percentage of Members				
Career Level	Lower Quartile (%)	Median (%)	Upper Quartile (%)	Average (%)
Board/Highest Governance	18.50	25.00	32.75	31.00
Senior Executive Team	25.00	30.00	36.00	30.62

*Chart 1* below provides a summary of quantitative targets for the percentage of female leadership within these organisations.

*Chart 1 – Quantitative Targets for Female Leadership*



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

### 3.2 Female Recruitment Policy

A policy to actively recruit women into both the Executive team and the Board is adopted by **ten** organisations (**43.48%**). Other organisations operate the following policies:

- **Three** organisations (**13.04%**) operate a female recruitment policy only for Executives.
- **Two** organisations (**8.70%**) operate a female recruitment policy only for the Board of Directors.
- **Eight** organisations (**34.78%**) do not operate a female recruitment policy for either the Executive or the Board.

### 3.3 Communication of Support

Support and commitment to the recruitment of women into leadership positions is openly communicated in **82.61%** of the organisations. Some specific programmes to increase the number of women in leadership positions are outlined in *Table 3* below.

*Table 3 – Female Recruitment Programme*

Female Recruitment Programme	
Recruitment Programme	% of Organisations
Conduct unconscious bias training	52.17
Inclusion of female on interview panel for every Senior Executive/Board Interview/appointment	47.83
Target/goal (quota) to achieve over time	43.48
Review of gender profiles of end-to-end recruitment and selection process in order to identify any 'blockages' to recruiting women into roles	39.13
Specific advertising or search focused on women for the top roles	26.09
Mandated 50/50 candidate shortlist	21.74
Removal of names from recruitment	4.35
Other	56.52

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

Other programmes are summarised in the following table.

*Table 4 – Female Recruitment Programmes: Other Responses*

Female Recruitment Programme: Other Responses	
Organisation	Other Female Recruitment Programme
Organisation 1	<ul style="list-style-type: none"> <li>• Service agreements with recruitment providers ensure that we see more quality female candidates presented on shortlists, and we are monitoring conversion rates.</li> <li>• We have increased external female talent mapping and KPIs with suppliers that ensure women are on all shortlists.</li> <li>• Weekly reports are generated on the status of all active roles being recruited in order to track specifically how far female applicants are progressing along recruitment processes and where they may be dropping off.</li> </ul>
Organisation 2	<ul style="list-style-type: none"> <li>• Mentoring programme.</li> </ul>
Organisation 3	<ul style="list-style-type: none"> <li>• Leadership Development to develop future leaders.</li> </ul>
Organisation 4	<ul style="list-style-type: none"> <li>• We run a people council aimed at identifying our next potential partners in the firm. The women identified as part of that programme are given mentoring.</li> </ul>



Organisation 5	<ul style="list-style-type: none"> <li>• Women are actively encouraged to participate in leadership.</li> </ul>
Organisation 6	<ul style="list-style-type: none"> <li>• Our flexible working policy of “all roles flexible” for “anyone for any reason”.</li> <li>• We have market leading parental leave policies to retain our female staff for future roles.</li> <li>• We have three development programmes aimed at our junior/middle manager and senior female employees.</li> <li>• We have targeted programmes run within business areas that traditionally have low representation of women.</li> </ul>
Organisation 7	<ul style="list-style-type: none"> <li>• Our area of practice often attracts many more female than male applicants, so while we are aware of the gender inequities existent within business, we don't experience those biases. However, we remain aware and alert to the potential of them cropping up.</li> </ul>
Organisation 8	<ul style="list-style-type: none"> <li>• Our robust recruitment practices, and positive progress, has meant we have not needed to mandate shortlists nor remove names.</li> </ul>
Organisation 9	<ul style="list-style-type: none"> <li>• We are looking specifically at senior lateral hires as these have historically been male-dominated.</li> <li>• At least 25% of all promotions at each level must be women. This will be monitored, and specific communities will be tasked with putting plans in place to ensure that this happens.</li> </ul>
Organisation 10	<ul style="list-style-type: none"> <li>• Informal processes.</li> </ul>
Organisation 11	<ul style="list-style-type: none"> <li>• Graduate program must have a 50/50 gender split.</li> <li>• Development programs must have gender balance.</li> <li>• We conduct female leaders' forums.</li> </ul>

### 3.4 Impact of Female Recruitment Programmes

**Five (21.74%)** and **six (26.09%)** organisations are seeing an increased number of women being interviewed and selected respectively for leadership roles as a result of their female recruitment programmes. **Four** organisations (**17.39%**) believe it is too soon to tell and **three** organisations (**13.04%**) are seeing no difference. Other responses include:

- Our brands have always been recognised as great places for women to work. As a result, we're fortunate in that we've no shortage of talented women applying for roles at all levels within the business, so our ability to recruit and retain is already at an advantage.
- This is an area where further work is needed by our organisation.
- From 2010 to 2016, the percentage of women at a 'Heads of' or General Manager level has increased significantly by 125%. At the next level down, which we consider part of our senior leadership forum, this has increased from 27% to 34%.
- We have an increased number of female partner candidates to support to Partner. We have also identified a longer list of high-talent women to develop.

## Principle 2. Equal Opportunity, Inclusion and Nondiscrimination

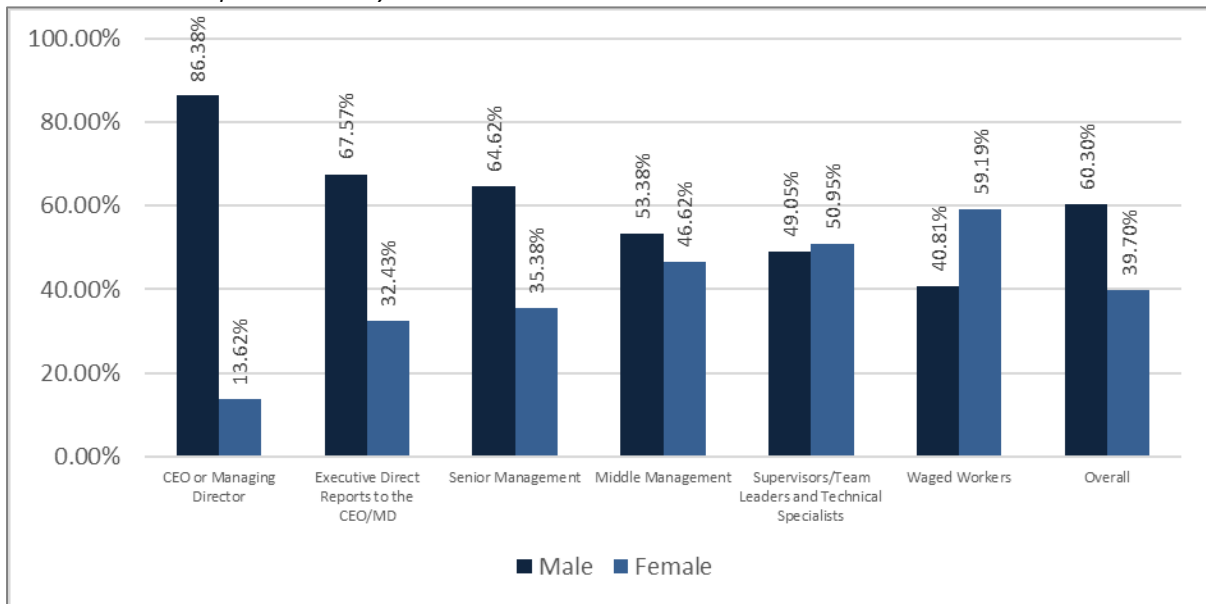
### 4 Equal Opportunity and Family Requirements

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

#### 4.1 Gender Representation

The mean female representation in the overall workforce is **39.70%**. However, the mean female representation at the Middle Management level and above is lower than the mean male representation.

Chart 2 – Gender Representation by Career Level



## 4.2 Family Requirements – Enhanced Parental Leave

Enhanced parental leave provisions over and above statutory legislation are provided in **73.91%** of the organisations. The details of additional provisions and the percentage of organisations that apply them are listed below.

- **Fifteen** organisations (**65.22%**) provide an additional payment to mothers or the primary caregivers.
- **Eight** organisations (**34.78%**) provide additional leave to mothers or the primary caregivers.
- **Twelve** organisations (**52.17%**) provide additional leave to fathers or the supplementary caregivers.
- **One** organisation (**4.35%**) provides a one-off payment to fathers or the supplementary caregivers.

Other responses are summarised in the following table.

Table 5 – Enhanced Parental Leave Provisions: Other Responses

Enhanced Parental Leave Provisions: Other Responses	
Organisation	Additional Parental Leave Provisions
Organisation 1	<ul style="list-style-type: none"> <li>• We are developing our enhanced parental leave policy with the aim of implementing it next year. All of these initiatives are being considered for inclusion, but the final specifics of the policy are yet to be decided.</li> </ul>
Organisation 2	<ul style="list-style-type: none"> <li>• We offer top-up payments for paid parental leave, return to work incentive payments, flexible return to work options, baby vouchers, pre-maternity leave and continual superannuation contribution whilst on parental leave.</li> </ul>
Organisation 3	<ul style="list-style-type: none"> <li>• We pay for a car seat for the first child in the family to new parents (male or female).</li> </ul>
Organisation 4	<ul style="list-style-type: none"> <li>• Last year we amended our parental leave policy to help close the gap in retirement savings for women.</li> <li>• We continue to pay employer contributions to Kiwisaver for the duration of parental leave for all staff, make top-up payments to eligible employees on paid parental leave to meet their ordinary salary, allow annual leave to accrue during periods of parental leave and offer 'remaining in contact' days to keep employees and managers in contact.</li> </ul>
Organisation 5	<ul style="list-style-type: none"> <li>• We offer all staff an additional three days of leave per year, regardless of their situation.</li> <li>• We plan to create a flexible work plan for each staff member to enable them to balance their need to care for an infant with their desire to participate in work, which could include working from home, although this does depend on us being able to increase our profitability beyond our current situation.</li> </ul>
Organisation 6	<ul style="list-style-type: none"> <li>• We have created a social hub that allows our parents to contact and share experiences, which even those on parental leave can access.</li> <li>• Our move from 'maternity' leave benefits (female) to 'parental' leave benefits symbolises inclusion to all people reflecting the changing family dynamic.</li> </ul>

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

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

Table 6 – Policies to Support Pregnant Women Returning from Parental Leave

Support for Women Returning from Parental Leave	
Policies	% of Organisations
Support flexible working options for those returning from parental leave	78.26
Regular contact with employees on parental leave	73.91
Allow employees to keep their 'tool of trade' phone and/or laptops so they can keep in touch	60.87
Operate a staggered return to work policy post parental leave	39.13
Support informal or social groups and run events aimed at parents	30.43
Additional domestic leave for new parents	26.09
Mentoring programmes to help returning employees adjust their work-life balance and to transition back into the workforce	26.09
Other	34.78

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

The following 'Other' responses were provided by **eight** organisations (**34.78%**):

- All of these are under consideration.
- We provide a parents'/breastfeeding room.
- We changed our parental leave policy last year, increasing our parental leave entitlements as well as paying 40 hours per week for 30 hours work during the first six months after returning from extended parental leave.
- We provide a return to work payment (11.5% of salary - pro-rated if the person works part time) after six months from returning from parental leave.
- We hold 'returning to work' facilitated half-day workshops to support our employees with their planning, flexible work options and preparation for their return to work, run parental leave networking events to equip our upcoming parental leavers with information about their entitlements, flexibility options, and how they might plan their return to work, and offer mentoring programme to support employees at any stage of their career, including the stage of successfully transitioning back into the workforce following parental leave.
- We have not had to deal with this situation, but we would be very open to all of these options.
- In addition to our social hub (app) we have created a parental leave portal that is web based with tools and tips for all stages of parental leave. Included in this are sections/information on transitioning back to work and managing your career as a working parent.
- We work closely with all our new parents before, during and after their parental leave to try and ensure we have things in place to support them. We try and build support for each individual depending on their circumstances.

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

Policies to support inclusive and family-friendly workplaces are implemented in **69.57%** of the organisations. The table below outlines these policies.

Table 7 – Policies to Support Inclusive and Family-Friendly Workplaces

Support for Family-Friendly Workplaces	
Policies	% of Organisations
Offer discounts/subsidies for childcare fees	17.39
Operate an enhanced caregiver leave (over and above the statutory minimum)	8.70
Operate an on-site childcare centre	4.35
Operate a school holiday programme	4.35
Other	43.48

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

Other responses include:

- We provide a school holiday programme subsidy.
- We allow for flexible working around people's commitments and provide remote access to our corporate network, smartphone devices and mobile packages to enable our people to stay connected, discounts for family and friends, family-focussed workshops, an Employee Assistance Programme, subsidies for healthcare plans, bonus superannuation contributions and life insurance.
- Our employees have access to special discounts offered by some of our customers/suppliers and the WorkLife Links service, and can apply for up to four weeks of unpaid lifestyle leave per year. We also provide a free and confidential Employee Assistance Programme to assist employees who are experiencing challenges either at home or at work and provide advice and resources on how to get help around domestic violence (such as the possibility of special leave, which can be fully paid, at managers' discretion). Our Technology policies also play a huge role in supporting our inclusive and family-friendly offering.
- We run a coffee group for parents at which those on parental leave and current staff attend.
- We have a children's champion and have almost ratified a children's policy. We allow our clients to bring children to the workplace, all our staff are Ministry of Justice vetted (even though we are not required to do so under the Vulnerable Children Act) and we have a supply of toys and staff who are happy to 'babysit' while the parent is meeting with us.
- We have a relationship with a provider who works with mothers/parents to support and assist with becoming a parent, transitioning back in to the workforce and balancing work and home life.
- We have an informal process that allows parents to bring their child to work, and with our strong focus on flexibility we support our staff working from home. We also celebrate family by having an annual family focused Christmas party.
- We run a social club and family focused events.
- We provide flexible hours and generous domestic leave.

## 5 Pay Equity

Responses in the following section on gender pay equity profiles are provided by **thirteen** organisations (56.52%).

### 5.1 Gender Pay Gap

The comparison of current pay rates between male and female employees shows that male employees are paid **2.00%** more than their female counterparts at the median level.

Table 8 – Overall Pay Gap between Males and Females

Average Gender Pay Gap: Males/Females				
Males / Females	Lower Quartile (%)	Median (%)	Upper Quartile (%)	Average (%)
Average Pay Gap	0.00	2.00	4.56	3.72

The highest reported gender pay gap in an organisation is **19.74%**.

### 5.2 Pay Equity Profiling Analysis

The majority of organisations (65.22%) have a gender pay equity profile of their organisations to identify any gender pay issues. The following table summarises the types of pay equity profiling analysis completed within their organisations.

Table 9 – Pay Equity Profiling Analysis

Pay Equity Profiling Analysis	
Types of Profiling Analysis	% of Organisations
Comparison of percentage increases for males and females with the same performance rating/grade	43.48
Analysis of pay progression performance outcomes and the link to pay progression for males and females	39.13
Comparison of starting pay rates for males and females doing the same job	39.13
Comparison of male and female payroll data from commencement of employment throughout the work cycle	30.43
Analysis of the speed of pay progression for males and females in the same role	26.09
Other	34.78

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

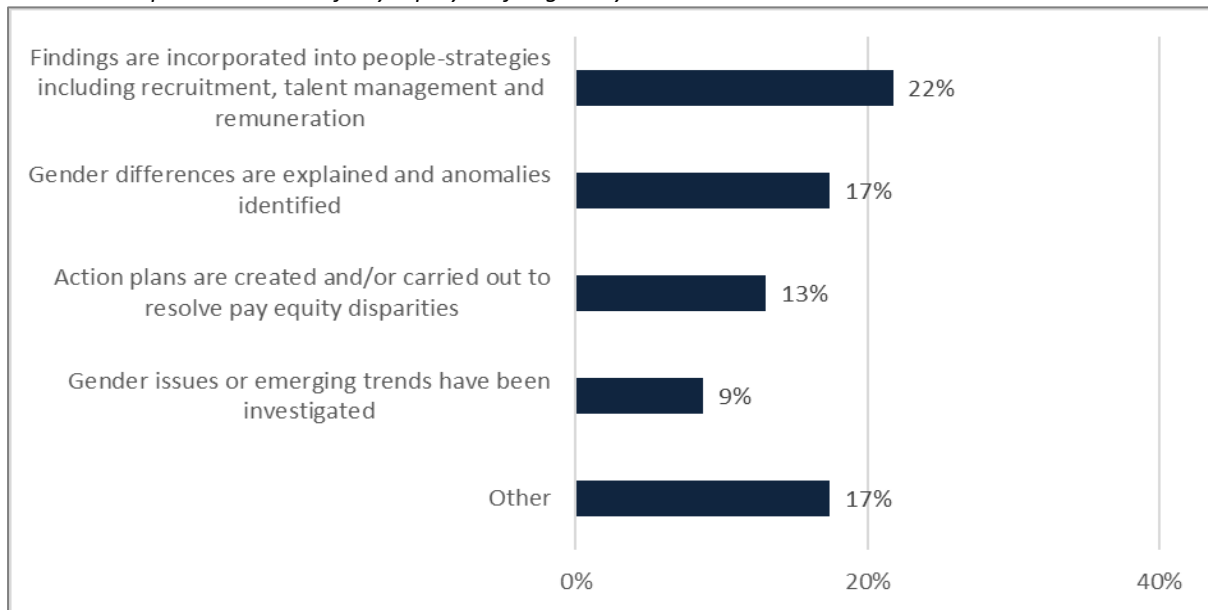
The other types of profiling analysis reported by a participating organisation that are not outlined in the table above include:

- We carry out comparisons of current pay rates for men and women based on grade, location and length of time in the role.
- We carry out comparisons of male/female pay within pay bands (by percentage of pay band).
- We pay the same regardless of gender. We pay at least market rate, and on top of that we review pay yearly and provide pay increases linked to performance.

- We identify roles where there isn't female representation and initiate strategies to change this.
- Every time a new employee is hired, we look at others at in the firm with the same level of experience to ensure that we are not paying the new person more than our existing female staff. In two cases this year, it has resulted in us increasing the pay of our existing female staff members significantly to ensure the new male employee was not paid more. We also report on the highest paid individuals by gender in our diversity dashboard. This has been 50/50 for the past two years. Also, each year in our remuneration review process we analyse male vs female rates of pay line by line to ensure the percentage of increases is the same for the same level of performance and that the dollar value of the increases and the base pay rates/bonuses are the same.
- We have an embedded process established for gender pay parity reviews where deep dives occur twice annually. We have extended pay parity by implementing the living wage initiative.
- We go through a very detailed process each year during the year end pay round to identify any issues, one of which is gender pay. We have standardised pay and bonus provisions in each level and geography. We also review salaries and bonuses to ensure horizontal and vertical equity across the business for men and women. Because of the small numbers in each group, anomalies are easy to identify and correct before they become entrenched.

The outcomes of pay equity profiling analysis are adopted in **fifteen** organisations (**65.22%**). *Chart 3* below illustrates the outcomes from the analysis.

*Chart 3 – Adopted Outcomes of Pay Equity Profiling Analysis*



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

Other outcomes noted include the use of monitoring to identify emerging issues, the incorporation of findings into people-strategies (including recruitment, talent management and remuneration), the completion of an audit of diversity and inclusion practices and increased ownership by leaders in looking into any bias or difference of assessment and pay allocations.

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

**Twenty-one** organisations (**91.30%**) use a combination of methods to demonstrate that they are ‘taking action’ to support their pay equity policy and practices. **Nine** organisations (**39.13%**) use all four methods below to demonstrate their support for pay equity policy and practice:

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

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

Table 10 – Demonstrating Support for Pay Equity

Demonstrating Support for Pay Equity	
Method of Demonstration	% of Organisations
Employees have equitable access to rewards and benefits	86.96
Employees have equitable access to promotion and training development opportunities	78.26
Flexible working arrangements are incorporated in our people-related policies	78.26
Policies and practices clearly support the promotion, awareness and practice of pay equity	60.87
Policies ensure roles are fully and fairly evaluated or sized including how they are formally documented	52.17
Unconscious bias training in place for employees conducting recruitment and selection on training and development	47.83
Other	26.09

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

Other responses include the completion of regular analysis to determine where there still are pay gaps and how further action can be taken to decrease them, the decision to continue to pay employer contributions to Kiwisaver for staff on parental leave to help with the retirement savings gap, and the extension to all roles of the opportunity to work flexibly.



#### 5.4 Pay Equity on People-Agenda

**Nineteen** organisations (**82.61%**) provided responses as to what extent pay equity is on the organisation's people-agenda. Their responses are summarised in *Table 11* below.

*Table 11 – Pay Equity on People-Agenda*

Pay Equity on Organisation's People-Agenda	
Extent on People-Agenda	% of Organisations
Regular process reporting undertaken to monitor results and maintain momentum	47.83
Reporting results to the Executives and/or Board of Directors is taking place on a regular basis	43.48
A plan has been developed to progress pay equity as a priority	34.78
Planning to develop regular reporting on pay equity to lift the profile in the organisation	21.74
A strategic plan has been developed and linked to the organisation's people-strategies to progress pay equity as a key priority	17.39
Other	34.78

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

**Eight** organisations (**34.78%**) provided an 'Other' response, including:

- Recruitment and remuneration based on talent.
- Ad-hoc reviews.
- Significant consideration and analysis during performance and remuneration reviews.
- A publicly available and stated Corporate Sustainability Framework which includes Diversity and Inclusion and Financial Inclusion and Capability as two out of three priority areas.
- Implemented processes and protocols to complete pay equity reviews into diversity and inclusion/people practices with a strategy to review gender disparity and take action.
- Identifying underrepresentation of females in senior leadership roles as creating the largest pay gaps, rather than inequity of pay.

#### 5.5 Employee Survey on Pay Equity

An employee survey on the views of men and women on equal opportunity, inclusion, non-discrimination and retention has been conducted in **47.83%** of the organisations, with **26.09%** planning to in the next 12 months.

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

### 6 Health and Safety Policy

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

A policy of zero tolerance towards gender based violence and harassment is in place in **nineteen** organisations (**82.61%**), while **two** (**8.70%**) are planning on introducing one in the next 12 months.

#### 6.2 Ensuring Safety of Employees Travelling After Hours

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

Table 12 – Actions/Initiatives to Ensure Safety of Employees Travelling After Hours

Actions/Initiatives to Ensure Safety of Employees Travelling After Hours	
Actions/Initiatives	% of Organisations
We have a specific safety policy and process that applies after hours such as securing the workplace and placing security guards	60.87
Workers are provided with taxi chits when working late shifts to ensure they are safely escorted home when public transport is less accessible	34.78
Female workers can elect to be escorted to their vehicle by security personnel after business hours	8.70
Other	43.48

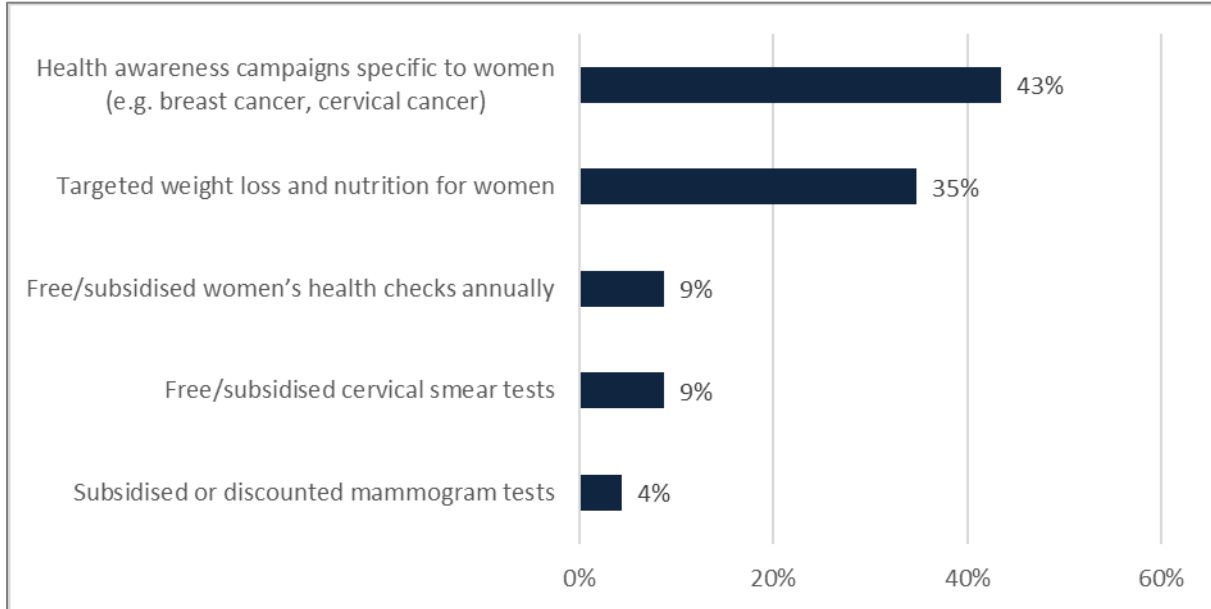
*Note: Organisations may have selected more than one response in the table above.*

Other responses provided include providing secure onsite car parking, self-defence training, shuttle bus transport from some premises and training around security and having the security company check on people working after-hours.

### 6.3 Wellness Strategy

A wellness strategy is in operation in **eighteen** organisations (**78.26%**) and **two** other organisations (**8.70%**) are planning to implement the strategy within the next 12 months. *Chart 4* below illustrates the type of wellness programmes specifically aimed at women.

*Chart 4 – Wellness Programmes Specifically Aimed at Women*



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

## Principle 4. Education and Training

### 7 Development Programme

**Twenty** organisations (**86.96%**) have formal education or training/professional development programmes in place, and **ten** organisations (**43.48%**) monitor the uptake of training and development programmes by gender. An additional **one** organisation (**4.35%**) is planning to begin monitoring the gender participation rates in education and training within the next 12 months.

#### 7.1 Spending on Training by Gender

Of the **fourteen** organisations (**60.87%**) that provided this information, **eight** (**34.78%**) indicated that the spending is the same between genders, while for **two** (**8.70%**) the spending is greater for men and for **three** (**13.04%**) the spending is greater for women.

#### 7.2 Scheduling Training Programmes

**Nineteen** organisations (**82.61%**) indicated that they take employees' family commitments into account when scheduling training and education programmes. The steps that they take are outlined in the table below.

Table 13 – Consideration for Family Commitments when Scheduling Programmes

Consideration for Family Commitments when Scheduling Programmes	
Consideration	% of Organisations
We consider the location of training when scheduling employees onto training programmes to avoid the impact on family commitments	60.87
We provide specific guidelines on scheduling times for training and development (e.g. can only run in standard work hours)	39.13
We provide subsidies or payments for caregivers if staff are required to attend training after normal business hours/weekends	4.35
Other	34.78

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

Other responses included offering remote access options for those unable to be at the actual location, ascertaining confirmation of attendance multiple weeks ahead of time to allow for necessary organisation, only scheduling training within standard work hours, arranging programme start and finish times to allow for travel, not scheduling training or events in the school holidays, and running regional learning events to limit travel where possible.

## 8 Career Clinics and Mentoring

**Eighteen (78.26%)** organisations currently operate a formal talent identification and management programme within their organisation, and **one more (4.35%)** is planning to within the next 12 months. The activities included in these programmes are summarised in *Table 14* below.

*Table 14 – Formal Talent Identification and Management Programmes*

Formal Talent Identification and Management Programmes	
Activities in the Programme	% of Organisations
Arrange internal mentoring of female employees	56.52
Have organised gender-specific internal networking groups for females	56.52
Arrange external mentoring for female employees	43.48
Actively encourage female leaders to be mentors to other young women outside the organisation	34.78
Have organised gender-specific networking groups for our female graduates	26.09
Other	34.78

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

Additional details provided are summarised in *Table 15* below.

*Table 15 – Formal Talent Identification and Management Programmes: Other Responses*

Formal Talent Identification and Management Programmes: Other Responses	
Organisation	Programmes
Organisation 1	<ul style="list-style-type: none"> <li>We have annual calibration sessions with all senior leaders to identify the potential and performance of each employee. This is done at a Country level as well as at a Group level.</li> </ul>
Organisation 2	<ul style="list-style-type: none"> <li>We partake in national awards to profile the most inspiring women in leadership across New Zealand business and internal awards to identify female talent.</li> <li>We partner with Global Women, which has provided opportunities for our women to attend seminars, workshops and networking events.</li> <li>We led a programme designed to support accomplished female leaders in taking the steps to fast-track their careers into more senior and complex roles.</li> <li>Our staff have established an employee group to empower our women to make confident career steps by providing education, information and networking opportunities.</li> <li>Our gender equity focussed Employee Action Group works to support equal opportunities for women and men throughout the organisation.</li> <li>Our senior female leaders speak at a range of national workshops and local school events, and sit on speaker panels to discuss their own journeys to becoming women in leadership.</li> <li>We run targeted programmes to select women in leadership cohorts and for aspiring women in leadership talent.</li> </ul>
Organisation 3	<ul style="list-style-type: none"> <li>We also arrange internal mentoring of male employees.</li> </ul>
Organisation 4	<ul style="list-style-type: none"> <li>We carry out a number of talent programmes that empower females to succeed from entry through to the executive level.</li> </ul>



Organisation 5	<ul style="list-style-type: none"> <li>• Women in our organization on a case by case basis mentor students and have been part of a women’s student mentoring programme.</li> <li>• Throughout International Women’s Week, we hold a number of events to celebrate and empower our women.</li> </ul>
Organisation 6	<ul style="list-style-type: none"> <li>• We don't at this stage need to be gender-specific in terms of mentoring.</li> </ul>
Organisation 7	<ul style="list-style-type: none"> <li>• We provide networking and skill sharing opportunities with our community partners.</li> </ul>
Organisation 8	<ul style="list-style-type: none"> <li>• This is a current area of major focus for the CEO. We are developing a Women's Development Program for High Talent females, with a particular focus on those women who are 3-5 years away from potential Partnership. This includes identifying informal advocates, mentoring support, and ensuring that the CEO has "line of sight" on their careers. Whilst we do not have gender specific networking for new graduates; we do have year-group focus groups and networking to keep a close eye on our people and support all of them in their careers.</li> </ul>

**Fourteen** organisations (**60.87%**) evaluate the impact of their formal talent identification and management programmes, while another **three** (**13.04%**) are planning to within the next 12 months.

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

### 9 Supply Diversity Programme

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#### 9.1 Supplier Diversity Programme

Four organisations (17.39%) currently operate a supplier diversity programme and their programmes cover the following areas:

- All supplier contracts require compliance with company policy on human rights. They are audited against this. Temp recruitment agencies are required to report on gender and other diversity measures as part of their quarterly reviews and address gaps and progress.
- Sustainable Supply Chain Management is built into standard business processes. We know it's good for business and we know that our commitment to Sustainable Supply Chain Management has inspired and indeed rewarded many of our suppliers to develop their sustainability programs.
- We require compliance of our code of practice from our suppliers which covers equal rights and non-discrimination, employee development and training and governance and general compliance. As part of large Strategic Sourcing Activities, we conduct RFI (Requests for Information) to select a Supplier Shortlist for more detailed discussion. We ask pre-qualification questions and score them depending on their responses. This approach was used when selecting our Recruitment Panel of preferred suppliers.
- We have a comprehensive procurement policy and process with a strong focus on sustainable procurement. We use the United Nations environment programme finance initiative (UNEFI) questionnaire to assess our potential vendors. Assessment of vendors includes corporate governance, environmental management, workforce and human rights, supply chain management and community.

#### 9.2 Suppliers with Diversity-Focused Policy

Only **two** organisations (8.70%) currently apply a gender criterion in the supplier selection and **one** other (4.35%) is planning to implement this within the next 12 months.

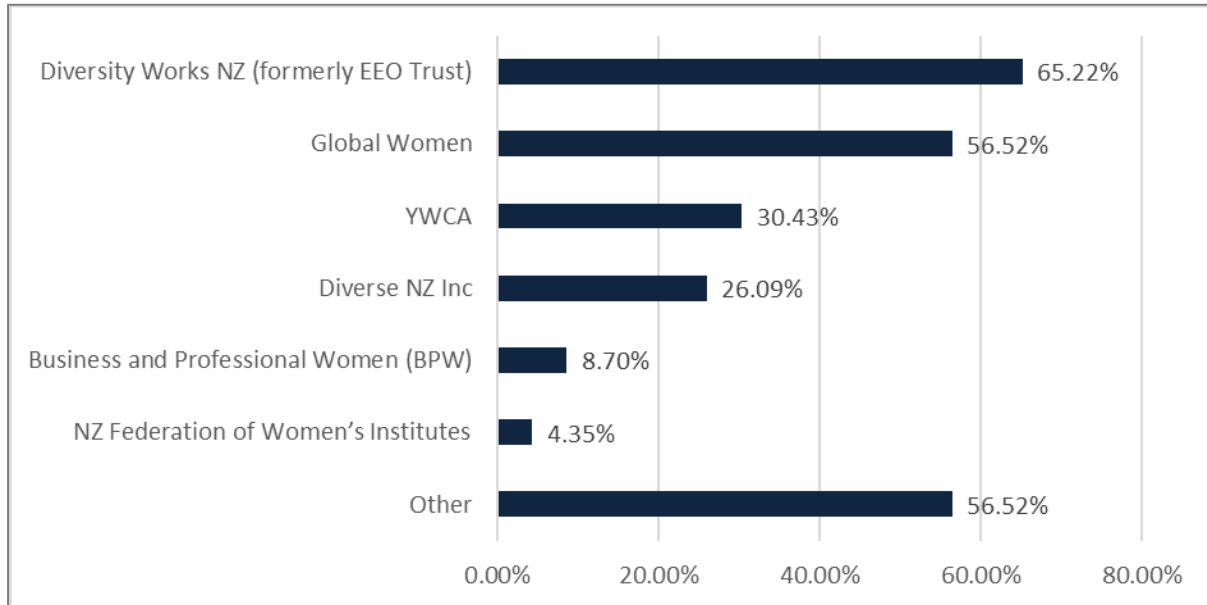
Similar to the gender criteria, **four** organisations (17.39%) require suppliers to have a diversity-focused policy and **one** other (4.35%) is planning to start doing so within the next 12 months.

Organisations were asked about the percentage of their suppliers that are women-owned enterprises. Only **two** organisations (8.70%) currently measure this figure and require their suppliers to report this level of detail, with one indicating less than 5% and the other indicating more than 25%.

### 9.3 Women's Business Organisations

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

Chart 5 – Women's Business Organisations



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

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

- Agri-Women's Development Trust
- Auckland Women Lawyers Associations (AWLA)
- Auckland Business Schools Women's Mentoring Programme
- Auckland University Women's Mentoring Programme
- Canterbury Women's Legal Association
- Champions for Change
- Diversitas
- Global Women
- International Women's Day
- New Zealand Women of Influence Awards
- NZ Tech
- Professionelle
- Tupu Toa
- UN Women National Committee Aotearoa New Zealand
- United Nations Global Compact
- UN Women's Empowerment Principles
- Women Advisers
- Women's Refuge
- Women on Boards



## 10 Marketing

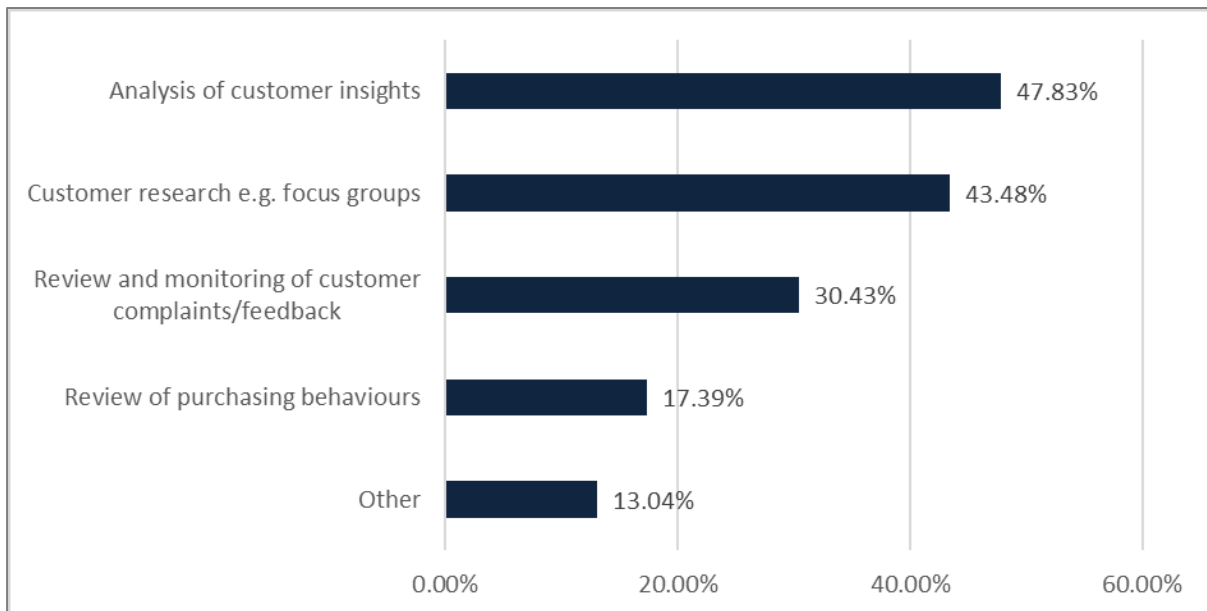
### 10.1 Portrayal of Women in Marketing

Currently, there are **nine** organisations (**39.13%**) that have gender-sensitive guidelines for marketing or subscribe to a voluntary code on responsible and dignified gender portrayal in marketing.

### 10.2 Addressing Gender-Related Barriers

**Twelve** organisations (**52.17%**) evaluate whether there are any gender-related barriers in accessing its products and services and their method of evaluation is illustrated in *Chart 6*.

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



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

Other comments made by **three** organisations are as follows:

- We carry out an annual survey.
- We have brand guidelines around reflecting New Zealand and strive to have gender and ethnic balance, but just as importantly we aim to have people in images and language that is inclusive and reflects New Zealand. We don't subscribe to any specific codes. We have conducted anthropologic and ethnographic research to show where there are barriers to access products, which indicate that while there are some gender and ethnicity trends financial acumen and deprivation index are better predictors for barriers, and are actively working on addressing these issues in the design of marketing campaigns, the development of new ways to access products, and product design.
- We have recently completed a Market Perceptions Survey that will, for the first time, survey our clients in part of our business, and as part of the interview process we will attempt to see whether gender (of those business owners or out people) is considered a barrier to accessing our services.

## Principle 6. Community Leadership and Engagement

### 11 Community Programmes

Gender is identified as one of the drivers used in defining the company's approach to community programmes in **ten** organisations (**43.48%**). These organisations provided the following detail on how women benefit from the community programmes:

- We support hundreds of school and community groups and charity fundraising events every year.
- We actively support a number of foundations that support women.
- We offer money management workshops across schools, community groups and local businesses to better assist our customers and communities.
- Our community focus is Youth, so some initiatives are aimed at women (mothers).
- We have been involved in a number of initiatives, including one aimed at helping solo teen parents (who are generally women) into employment.
- Our corporate responsibility programmes aim to encourage economic and social independence for all New Zealanders and gender equality naturally comes within this. The majority of participants in our flagship financial literacy program for adults are women.
- We provide free family law workshops for social service workers across the country.
- Gender is a consideration when selecting charity partners to ensure that female staff have the opportunity to connect with a relevant cause. We have strong connections with a number of charities supporting women and youths.
- One of the goals for our schools-based program that builds entrepreneurial skills is to increase the diversity of business in New Zealand. Our other community programs are focused on young people more broadly, without as much of a gender focus.
- We are a major sponsor of Plunket and we regularly have staff groups fundraise for Women's Refuge, Renew Mothers and others.

**Twenty** organisations (**86.96%**) provided information on different community programmes that they support and the responses are summarised in the following table.

Table 16 – Community Programmes Directly Supporting Women

Community Programmes Directly Supporting Women	
Community Programme	% of Organisations
Charitable donations (time, product or monetary) to women's organisations	47.83
Sponsorship and funding to women's initiatives	47.83
External mentoring of young women (e.g. YWCA Future Leaders Programme, Auckland University Women's Mentoring Programme)	43.48
Graduate/school leaver programmes aimed at young women	34.78
Other	26.09

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

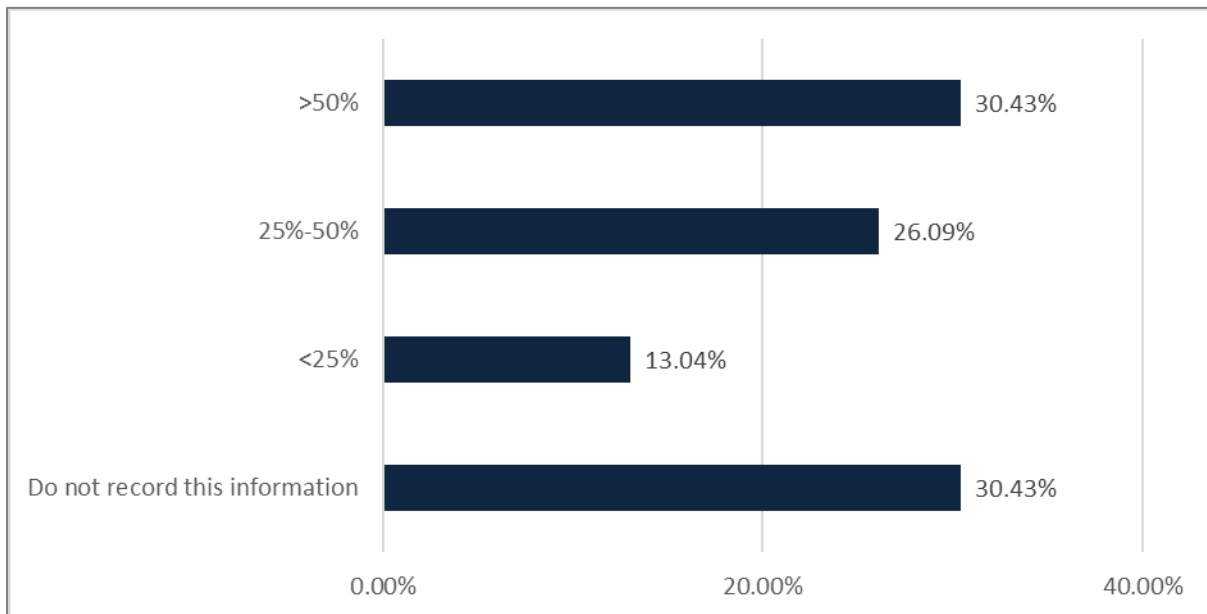
'Other' responses are outlined in Table 17 on the following page.

Table 17 – Community Programmes Directly Supporting Women: Other Responses

Community Programmes Directly Supporting Women: Other Responses	
Organisation	Programmes
Organisation 1	<ul style="list-style-type: none"> <li>We have programmes supporting the community, rather than women specifically.</li> </ul>
Organisation 2	<ul style="list-style-type: none"> <li>We are partnered with a not-for-profit organisation whose members are senior women leaders from a wide range of national and international disciplines and industries. They work to expand the national and international impact and influence of women leaders, develop and assure leadership opportunities for qualified women, and mentor and shape emerging leaders. We also run awards to identify the women who are helping shape New Zealand and its future.</li> </ul>
Organisation 3	<ul style="list-style-type: none"> <li>We offer informal support through an internal volunteering programme.</li> </ul>
Organisation 4	<ul style="list-style-type: none"> <li>Our payroll giving charity has donated funds to many women's organisations.</li> </ul>
Organisation 5	<ul style="list-style-type: none"> <li>We support women's refuges by providing a direct video link to enable victims of domestic violence to safely and comfortably interact with us. We are also big supporters of local refuge fundraising efforts and donate a lot of time to assist the social service sector (made up predominantly of women).</li> </ul>
Organisation 6	<ul style="list-style-type: none"> <li>Our community programs support young people in general.</li> <li>Where we believe that gender is an issue in terms of the impacts we are trying to achieve, we make it a focus.</li> </ul>

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

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



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

### 12 Espousing the UN Women's Empowerment Principles

The organisations' support for the UN Women's Empowerment Principles is demonstrated by the internal communication of their involvement to their employees and updating them regularly on these activities in **fourteen** organisations (**60.87%**). This and other forms of support are summarised in the following table.

Table 18 – Support for UN Women's Empowerment Principles

Support of UN Women's Empowerment Principles	
Communication of Support	% of Organisations
Communicate involvement internally to staff and update them regularly on activity in this area	60.87
Actively support initiatives that relate to the principles of UNWEPS and other gender-based programmes	56.52
Proudly include this information on website	52.17
Communicate involvement externally to clients/customers/suppliers	34.78
Actively supporting UNWEPS by volunteering time and services	21.74
Other	43.48

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

The 'Other' responses provided include:

- We have just joined WEPs and are currently developing a gender diversity strategy.
- We proudly display our Camellia award.
- We actively focus on inviting a range of different female aspiring leaders or women in leadership along to WEPs events to encourage networking with other women in business and to further educate on and expose our female workforce to the WEPs principles and the work being done in this space.
- We have hosted forums.
- We are currently in the process of updating our website, as part of tailoring our employment brand will be incorporating a piece around our empowerment partnership with UN Women as well as our commitment to the UNWEPS principles.
- We have encouraged one of our young women to serve on the committees of CWLS and the local UNWEP.
- We speak at engagements and on panels, and share experiences on social media and other channels. We produce an annual communication on progress that is available on our website.
- We take part in a number of business forums.
- We carry out monitoring.



Our team is directed by Associate Professor Gail Pacheco. Together with a leadership team, our specialist research groups enable over 60 academic experts to connect and create internationally relevant research across a broad multidisciplinary programme concerned with people, work, relationships and collaboration, learning and technology. We bring together expertise in employment relations, employment law, labour economics, health, information and communication technology, industrial and organisational psychology, human resource management and business history.

The Institute's research and engagement programme is delivered through our specialist research groups:

- Wellbeing and Performance Research Group
- Labour Market Research Group
- Immigration and Inclusion Research Group
- Employment Relations Research Group
- Digital Mobility Research Group
- Business and Labour History Group

Our research projects focus on rapid workplace change, driven by new digital technologies, globalisation, environmental pressures, changing workforce demographics and new forms of social interaction and organising.

Key projects for 2016 cover topics such as: examining the gender pay gap, employer support of carers of older people, religious diversity at work, the cost of youth inactivity in the labour market – and further to that, examining ethnic differences in tertiary participation, completion and retention, understanding insecure employment, census of the aged care workforce and organisational resilience.

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