

NEW ZEALAND DIVERSITY SURVEY

2017 Bi-Annual Report – October



This report was commissioned by Diversity Works New Zealand. It was produced by Dr Jessica Terruhn and Distinguished Professor Paul Spoonley at Massey University.

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Introduction

By way of introduction to the 2017 Diversity Awards, Michael Barnett noted that big business was taking much more notice of diversity as an issue for business but he also commented that more could be done by small and medium enterprises. The diversity awards themselves signalled that there was excellent practice by some organisations that provided outstanding examples of best practice and which deserved to be recognised in a public way. But this still leaves the question of how representative these organisations and firms are in terms of firstly seeing diversity as a matter of importance and secondly, of committing an organisation's resources to diversity recognition.

The New Zealand Diversity Survey provides a twice-yearly scan of how New Zealand firms and organisations see and respond to diversity. What is significant for them in terms of issues? And how are they responding? The survey contributes to public understanding and debate, and seeks to highlight both good practice and what needs further attention. What follows is the most recent survey results.

Methodology

In this iteration of the Diversity Survey we introduced three new questions to further explore topics that emerged as important earlier in the year (April 2017 Diversity Survey). Specifically, we added two questions on bias and one question on how organisations meet the literacy, language and numeracy needs of a diverse workforce. The questions on bias are a response to the April 2017 finding that bias had become the third most important diversity issue for organisations overall, and the second most important issue for public-sector organisations. We aimed to find out more about the ways in which bias is a 'diversity issue' and how organisations address it.

We made one substantial methodological change in order to simplify the survey for respondents. For all questions that previously required respondents to formulate an answer in their own words we provided multiple response options, and for questions that previously required respondents to calculate the number of females and males in their organisation we provided percentage brackets to select from. Please note that such changes can affect responses, making it more difficult to compare findings to previous versions of the survey. In order to maintain comparability as much as possible, all other survey questions and the order they were asked in remain consistent with previous surveys.

Respondent characteristics

A total of 705 respondents took part in the October 2017 Diversity Survey.

Participating organisations operate in a variety of industries, as shown in detail in Table 1. Just over one fifth of all respondents (20.4%) operate in 'Other Services', followed by 'Professional, Scientific and Technical Services' (18.7%) and organisations in the 'Education and Training' industry (12.1%).

Of the 705 respondents, 444 (63%) are located in the private sector and 261 (37%) operate in the public sector.

Organisations from all regions of New Zealand and areas outside the regions are represented in the survey (Table 2). By far the largest number of respondents are located in the Auckland region (N=269 or 38.2%), followed by 96 organisations in the Wellington region (13.6%) and 69 in the Southland region (9.8%).

Small organisations with up to 19 employees constitute half of all respondents (N=353), while medium-sized organisations (20-199 employees) and large organisations (200+ employees) make up approximately a quarter each (26% and 24% respectively).

Table 1 Industries organisations operate in

| Industry | Responses | Percent |
|---|-----------|---------|
| Other Services | 144 | 20.4% |
| Professional, Scientific and Technical Services | 132 | 18.7% |
| Education and Training | 85 | 12.1% |
| Financial and Insurance Services | 60 | 8.5% |
| Health Care and Social Assistance | 55 | 7.8% |
| Public Administration and Safety | 45 | 6.4% |
| Wholesale Trade | 42 | 6.0% |
| Retail Trade | 33 | 4.7% |
| Information Media and Telecommunications | 29 | 4.1% |
| Accommodation and Food Services | 24 | 3.4% |
| Administrative and Support Services | 22 | 3.1% |
| Arts and Recreation Services | 15 | 2.1% |
| Rental, Hiring and Real Estate Services | 10 | 1.4% |
| Transport, Postal and Warehousing | 9 | 1.3% |
| Total | 705 | 100% |

Table 2 Location of organisations

| Region | Responses | Percent |
|--------------------------|------------------|----------------|
| Auckland Region | 269 | 38.2% |
| Wellington Region | 96 | 13.6% |
| Southland Region | 69 | 9.8% |
| Northland Region | 52 | 7.4% |
| Waikato Region | 52 | 7.4% |
| Marlborough Region | 32 | 4.5% |
| Canterbury Region | 28 | 4.0% |
| Bay of Plenty Region | 26 | 3.7% |
| Hawke's Bay Region | 16 | 2.3% |
| Gisborne Region | 13 | 1.8% |
| Otago Region | 13 | 1.8% |
| Taranaki Region | 12 | 1.7% |
| Nelson Region | 8 | 1.1% |
| Manawatu-Wanganui Region | 7 | 1.0% |
| Area Outside Regions | 7 | 1.0% |
| Tasman Region | 4 | 0.6% |
| Total | 705 | 100% |

Diversity issues that are most important to organisations

A key element of this survey is to identify the diversity issues that are most important to organisations and to examine trends across time. In this survey, organisations identified wellbeing/wellness, flexibility, and aging as the three most important diversity issues (67.7%, 49.9%, and 40.6% respectively).

Across the four surveys carried out in 2016/17 (Table 3), wellbeing/wellness and flexibility have been consistently identified as the two most important diversity issues with aging in third place in all but the April 2017 survey when bias was seen as slightly more important than aging. Likewise, disability, sexuality and religion have been consistently of least concern for organisations. Notable shifts in ranking between surveys are only evident in issues such as ethnicity, employment transition for younger staff, gender, and bullying and harassment but there is no clear trend discernible.

The strong increase in importance for all diversity issues from October 2016 to April 2017 is not continued. In this survey, all items except wellbeing/wellness decreased in importance relative to the previous survey.

Table 3 Importance of diversity issues for organisations 2016 - 2017, percentage and ranking

| Diversity issues | October 2017 | April 2017 | October 2016 | April 2016 |
|---|--------------|------------|--------------|------------|
| Wellbeing/wellness | 67.7% (1) | 66.9% (1) | 62.3% (1) | 63.3% (1) |
| Flexibility | 49.9% (2) | 54.6% (2) | 53.1% (2) | 55.4% (2) |
| Aging | 40.6% (3) | 47.0% (4) | 43.8% (3) | 46.2% (3) |
| Bias | 35.6% (4) | 48.3% (3) | 30.1% (4) | 34.7% (4) |
| Ethnicity | 32.6% (5) | 41.4% (6) | 27.0% (7) | 28.1% (7) |
| Employment transition for younger staff | 30.1% (6) | 27.5% (8) | 27.6% (6) | 26.1% (8) |
| Gender | 30.1% (7) | 45.0% (5) | 28.9% (5) | 31.5% (5) |
| Bullying and harassment | 25.8% (8) | 35.8% (7) | 25.6% (8) | 30.6% (6) |
| Disability | 20.7% (9) | 24.2% (9) | 16.2% (9) | 16.2% (9) |
| Sexuality | 12.5% (10) | 17.9% (10) | 11.0% (10) | 12.3% (10) |
| Religion | 8.9% (11) | 12.3% (11) | 7.7% (11) | 6.9% (11) |

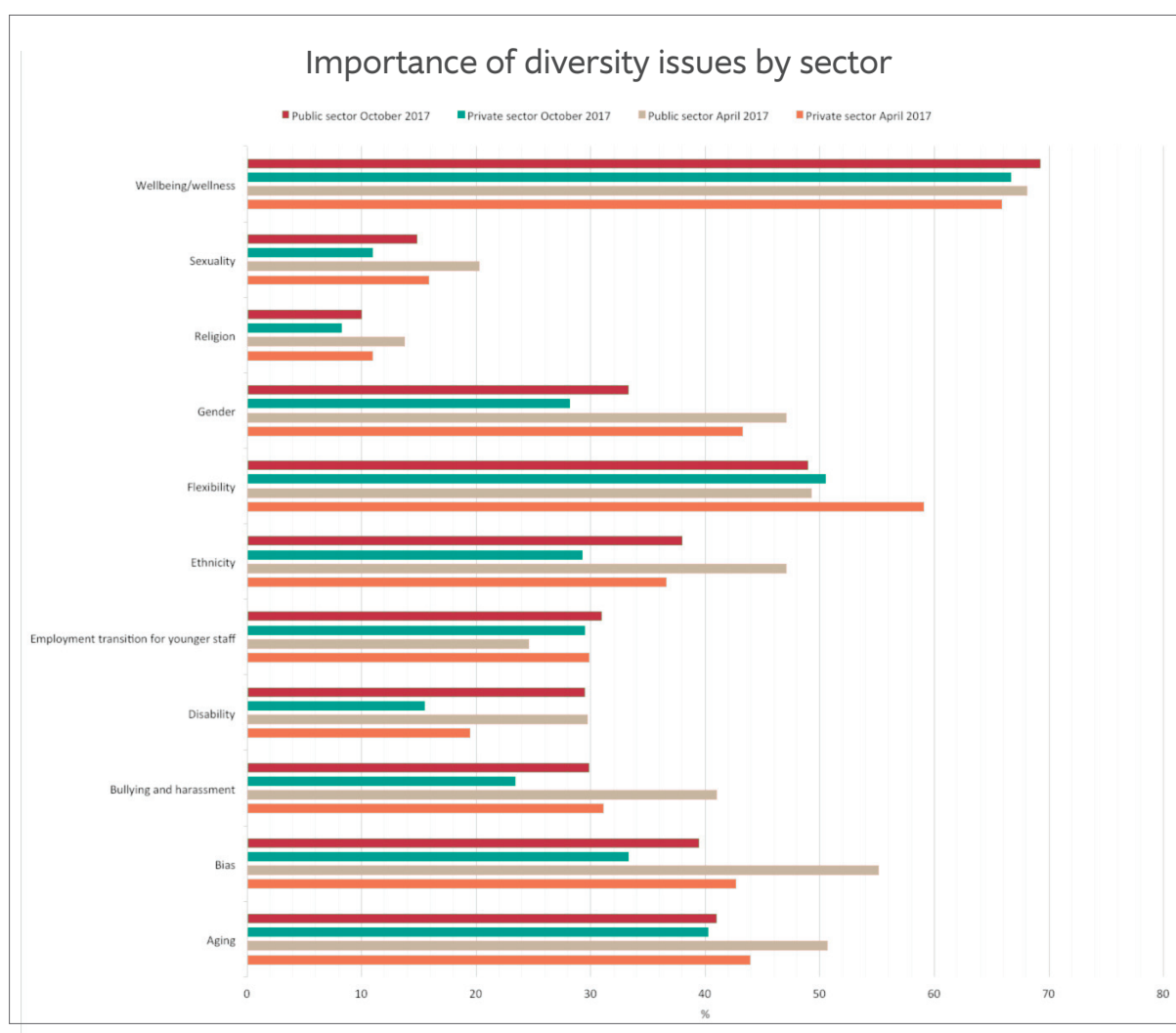
Importance of diversity issues by sector

This is the second time that we have been analysing the importance of diversity issues by sector and we are now able to look at trends over time. As in the April 2017 survey, respondents from public-sector organisations accorded somewhat or significantly more importance than those from private-sector organisations to almost all diversity issues (Figure 1).

Compared to the previous survey, there is less difference in the ranking of diversity issues between public and private organisations. Whereas in April 2017, bias was the second most important diversity issue for public-sector organisations, now wellbeing, flexibility, and aging are the most important issues irrespective of sector.

Wellbeing/wellness is the only diversity issue that has slightly risen in importance for both sectors, while employment transition was accorded more importance by the public sector than previously. All other issues were rated less important than previously. While there was some variation, importance dropped more significantly amongst respondents from public-sector organisations.

Figure 1 Importance of diversity issues by sector April 2017 and October 2017

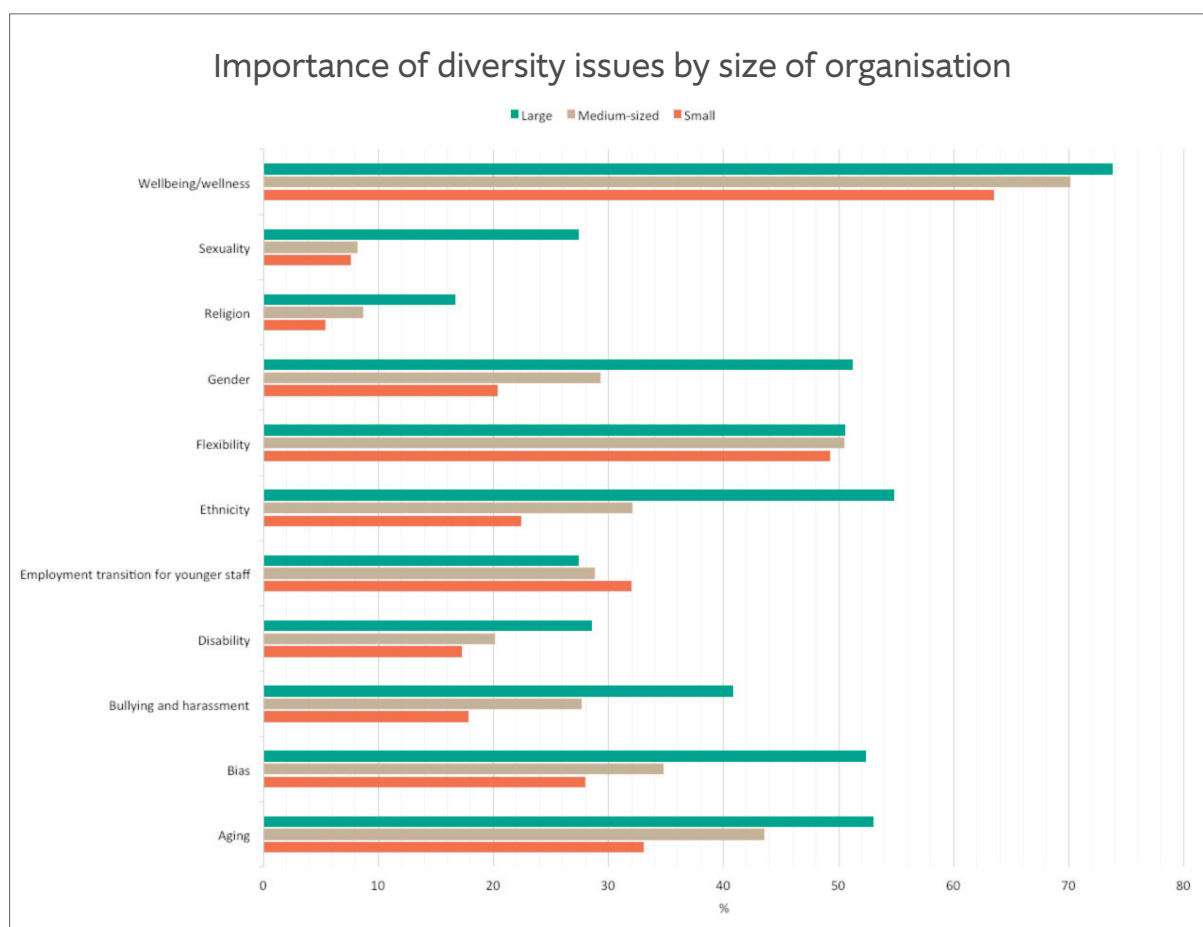


Importance of diversity issues by size of organisation

Wellbeing/wellness is by far the most important diversity issue for all organisations irrespective of size. As in the previous survey, flexibility and aging come second and third for small and medium-sized organisations. In this survey, ethnicity is the second most important issue for large organisations (54.8%). This is different from the April 2017 results when both bias and gender shared second place. One explanation for these shifts is that for large organisations a number of diversity issues are of relatively equal importance. As shown in Table 2, aging, bias, ethnicity, flexibility and gender are all seen as important by 50-55 percent of large organisations.

As shown in Figure 2 below, the importance of most diversity issues increases with the size of the organisation. Such differences are especially pronounced for gender, sexuality, bias, and ethnicity. One exception is employment transition for younger staff which is seen as more important by small and medium-sized businesses and flexibility which is given nearly equal importance by all organisations irrespective of size (approximately 50%). While six diversity issues are regarded as important by the majority (> 50%) of large organisations, only two issues (wellbeing and flexibility) reach that level of importance in medium-sized organisations and only one single issue (wellbeing) in small organisations.

Figure 2 Importance of diversity issues by size of organisation



Addressing diversity issues

Respondents were asked to indicate whether their organisation had a formal policy, a programme or initiative, or neither of these in place for each of the diversity issues they had marked as important to their organisation. As shown in Table 4, the three diversity issues for which participating organisations were most likely to have either a formal policy or a programme and/or initiative in place are bullying and harassment (68.9%), wellbeing/wellness (65%), and flexibility (57.8%). Whilst this is in line with the April 2017 findings, the figures have decreased substantially for all diversity issues with the exception of employment transition for younger staff.

As in the previous survey, aging stands out as the one diversity issue for which organisations have the least formal structures in place. While we already noted then that this finding is surprising and sits uneasily with its continuous placing as one of the most important diversity issues, in this survey the percentage of respondents indicating that their organisation had either a formal policy or a programme/initiative in place actually decreased from approximately a third (32.8%) to a quarter (25.9%) of all organisations.

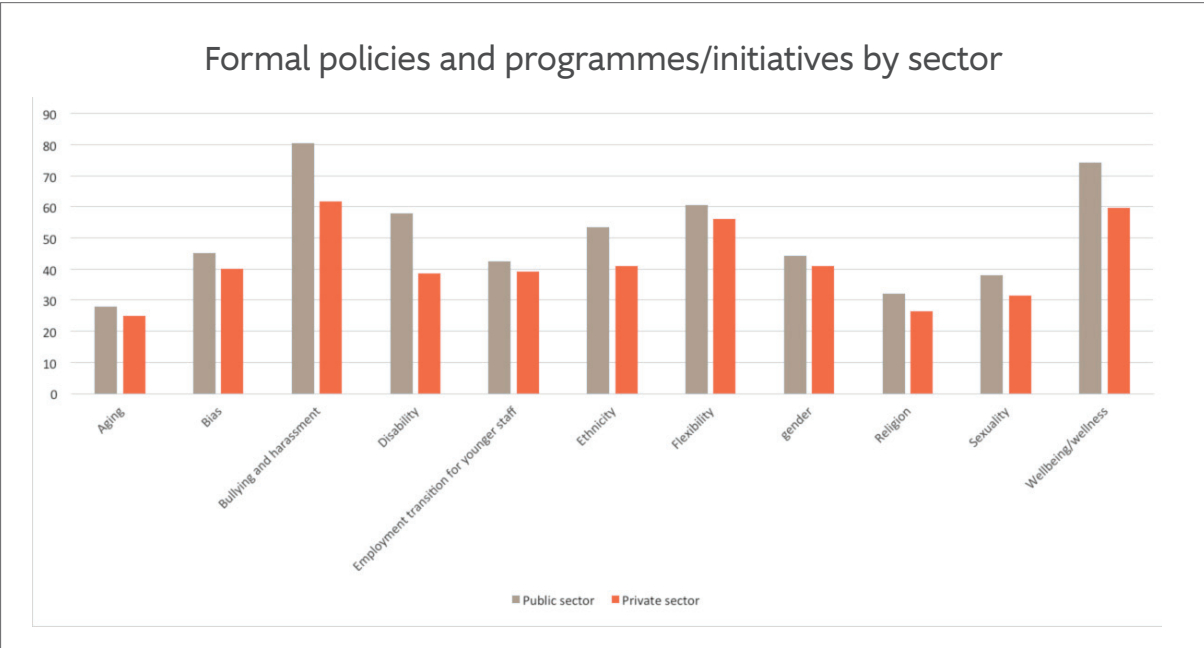
Table 4 Diversity policies and programmes/initiatives

| Diversity issue | Responses | Formal Policy or programme/ initiative | Neither formal policy nor programme/ initiative | Don't know |
|---|-----------|--|---|------------|
| Bullying and harassment | 431 | 68.9% | 24.8% | 6.3% |
| Wellbeing/ wellness | 571 | 65.0% | 29.1% | 5.9% |
| Flexibility | 526 | 57.8% | 33.3% | 8.9% |
| Disability | 398 | 46.2% | 41.0% | 12.8% |
| Ethnicity | 434 | 45.6% | 41.9% | 12.5% |
| Gender | 422 | 42.2% | 44.5% | 13.3% |
| Bias | 437 | 41.9% | 48.3% | 9.8% |
| Employment transition for younger staff | 434 | 40.3% | 45.9% | 13.8% |
| Sexuality | 365 | 34.0% | 50.1% | 15.9% |
| Religion | 345 | 28.4% | 53.0% | 18.6% |
| Aging | 474 | 25.9% | 58.5% | 15.6% |

As illustrated in Figure 3 below, both public and private-sector organisations are most likely to have either formal policies and/or programmes and initiatives in place for wellbeing/wellness, bullying and harassment, as well as flexibility.

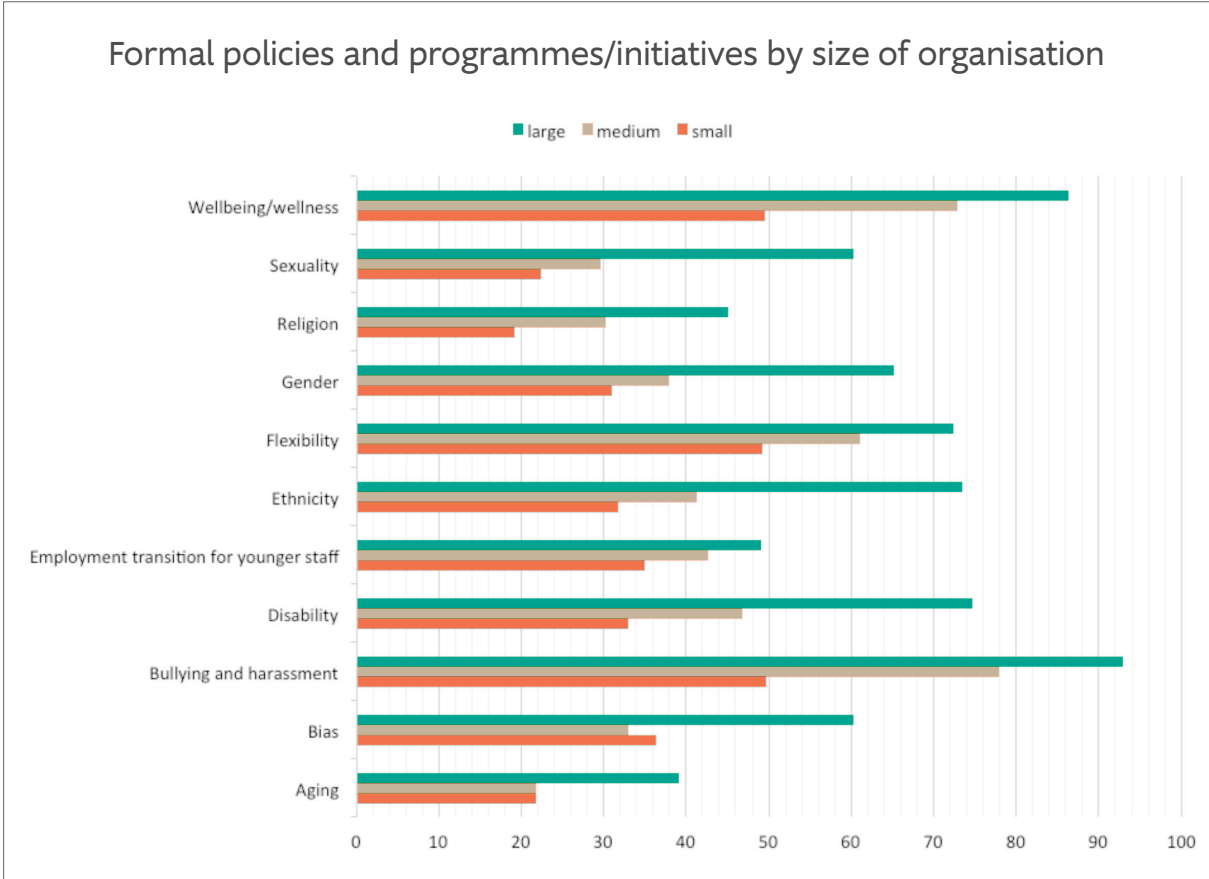
In contrast to the April 2017 survey, public-sector organisations are now more likely than private-sector organisations to have formal policies and/or programmes and initiatives in place for all diversity issues. Most notably, we see a discrepancy of up to 20 percent points for disability, bullying and harassment, wellbeing/wellness, and ethnicity.

Figure 3 Diversity policies and programmes/initiatives by sector



The effects of size are also evident in the extent to which organisations address diversity issues (Figure 4). Large organisations are far more likely to have policies and/or programmes and initiatives in place than medium-sized and small businesses. For 8 out of the 11 given diversity issues, 60 percent or more of respondents from large organisations indicated that they have policies or programmes in place. Only 3 issues (bullying and harassment, wellbeing/wellness and flexibility) are addressed by more than 60 percent of medium-sized organisations. No issues are addressed by more than 60 percent of small organisations.

Figure 4 Diversity policies and programmes/initiatives by size of organisation



Addressing diversity in the organisation

Respondents were also asked how their organisation addresses diversity. For that purpose, they were given several response options. Respondents indicated that they most commonly addressed diversity through consideration of diversity in relevant HR policies (47.7%), top management commitment to and involvement in diversity issues (47.3%), as well as through communication and promotion of diversity to internal stakeholders (27.7%).

The percentage of organisations employing such methods decreased substantially relative to the most recent survey results in April 2017. Even the most common methods are only used by approximately half of all organisations and only one quarter of all organisations now indicate that they have a diversity strategy or plan compared to nearly 32 percent in April of this year. Nevertheless, these figures remain higher than those from one year ago.

Table 5 Trends in methods of addressing diversity in organisations

| Methods of addressing diversity | Oct 2017 Percent | April 2017 Percent | Oct 2016 Percent |
|---|---------------------|-----------------------|---------------------|
| Consideration of diversity in relevant HR policies | 47.7% | 59.6% | 36.0% |
| Top management commitment to and involvement in diversity issues | 47.3% | 54.0% | 37.3% |
| Communication and promotion of diversity to internal stakeholders | 27.7% | 31.8% | 20.8% |
| Diversity strategy or plan | 24.9% | 31.8% | 19.8% |
| Diversity education and training for existing employees | 22.4% | 24.5% | 14.6% |
| Diversity education and training for people managers | 21.2% | 24.8% | 13.9% |
| Diversity support networks | 19.8% | 25.8% | 13.6% |
| System or mechanisms for reporting diversity-related concerns | 19.6% | 18.9% | 12.1% |
| Other | 19.1% | 13.6% | 5.2% |
| Communication about diversity-related issues to external stakeholders | 18.5% | 16.9% | 9.8% |
| Diversity education and training for new employees | 18.2% | 16.2% | 11.6% |
| Monitoring and reporting diversity performance | 17.9% | 23.5% | 12.7% |
| Diversity council, committee, team or taskforce | 13.0% | 22.8% | 9.9% |
| Diversity-related employment benefits | 7.0% | 9.6% | 6.5% |
| Diversity-related managerial incentives | 4.2% | 4.6% | 3.6% |

Measuring and evaluating the effectiveness of diversity initiatives

Just over one fifth of all organisations (22%) indicated that they formally measure or evaluate the effectiveness of their diversity initiatives. This is similar to the figure from April 2017 (20.9%). Of these most use internal reporting (60%), tracking statistics or metrics (45%) and/or regular reviews and stocktakes (42%) to do so.

Public-sector organisations are more likely to monitor their initiatives than private-sector organisations (29% and 18% respectively). The difference is more pronounced than in the previous survey (from 4% to 11% gap).

As reported previously, there is a strong correlation between the size of the organisation and the likelihood to monitor the effectiveness of diversity initiatives. 41 percent of respondents from large organisations monitored the effectiveness of their initiatives, compared to 21 percent of medium-sized organisations and 14 percent of small organisations.

Diversity issues under the spotlight

This section reports the results from those survey questions that were designed to learn more about some of the diversity issues broadly outlined in the previous sections. Respondents were asked about:

- The ways in which wellbeing/wellness presents a challenge to their organisation,
- whether any incidents of bullying and harassment were recorded over the previous 12 months,
- what forms of flexibility the organisation employs,
- what percentage of staff are on non-permanent contracts,
- how organisations engage with workers over the age of 55,
- gender representation at their organisations' governance and leadership levels,
- the ways in which ethnicity constitutes a diversity issue and how it is addressed,
- how literacy, language and numeracy needs of a diverse workforce are addressed,
- and, lastly, the ways in which bias constitutes a diversity issue and how it is addressed.

Wellbeing/wellness

As wellbeing/wellness has been consistently identified as the single most important diversity issue by respondents, we aim to understand more about the ways in which it presents a challenge for organisations. In this survey, we offered respondents answer choices instead of asking them to formulate answers in their own words. This had a noticeable effect on the data in so far as percentages increased greatly for every item. Presented with response options, respondents arguably selected more answers than they would otherwise have written in. It is also possible that the available choices made respondents more aware of what issues may relate to wellbeing and wellness in the workplace. The results are shown in Table 6.

Nevertheless, this change in methodology did not greatly affect what respondents regarded to be the most common challenges. As in previous surveys, the most common challenges were work/life balance (66%), stress (62%) as well as the mental and physical health of employees (approximately 50% each). Other issues that were previously only noted by very small shares of respondents were selected much more frequently. For instance, health and safety increased from 5.5 percent to nearly 41 percent and illness and absenteeism increased from 1.7 percent to 21 percent.

Table 6 Wellbeing/wellness challenges

| Wellbeing/wellness challenges | Number | Percent |
|---------------------------------|--------|---------|
| Work/life balance | 417 | 66.0% |
| Stress | 394 | 62.4% |
| Mental health of employees | 320 | 50.7% |
| Physical health of employees | 313 | 49.6% |
| Health and safety | 258 | 40.9% |
| Flexibility | 194 | 30.7% |
| Ageing | 153 | 24.3% |
| Illness and absenteeism | 133 | 21.1% |
| Implementing wellbeing measures | 121 | 19.2% |
| Cultural inclusion/diversity | 117 | 18.5% |
| Disability | 38 | 6.0% |
| Other (please specify) | 25 | 4.0% |
| None | 21 | 3.3% |
| Not applicable | 12 | 1.9% |
| Don't know | 10 | 1.6% |

Bullying and harassment

In line with previous surveys, just over one quarter of all respondents (27%) reported that their organisation had recorded incidents of bullying or harassment over the past 12 months.

Bullying and harassment continue to occur more frequently in public-sector organisations (35%) than in private-sector organisations (22%). In addition, size matters. More than half of all large organisations (56%) had recorded incidents of bullying and harassment, compared to 30% of medium-sized and 11% of small organisations. Large organisations saw a notable increase in incidents of bullying compared the previous survey (up from 45%), while medium-sized organisations registered a decrease (down from 38%).

While these figures are high, bullying is also the diversity issue that is most commonly addressed by organisations. Nearly 69 percent of all organisations have implemented either formal policies or programmes and initiatives. In large organisations this rises to 93 percent.

Flexibility

To explore the second most important diversity issue in more detail, respondents were asked to indicate what forms of flexibility their organisation provides (see Table 9). In this survey, respondents were given answer choices, leading to strong increases in percentages relative to the previous survey for all items.

Unchanged from April 2017, the three most common forms of flexibility in organisations were flexible work time (76.4%), part-time contracts or reduced hours (64.2%), and the option to work remotely (62.4%). Family-friendly measures, as well as time in lieu and flexible or extended leave arrangements were also frequently mentioned. As the numbers show, many organisations employ multiple forms of flexibility.

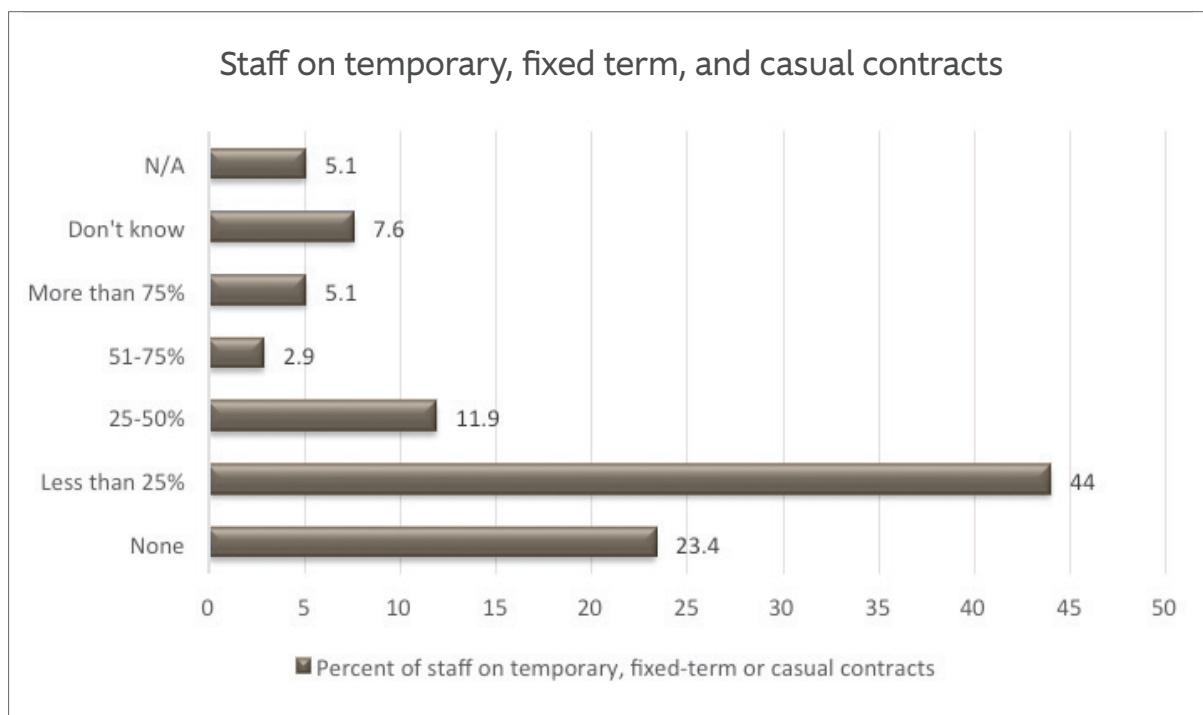
Table 7 Forms of flexibility in organisations

| Forms of flexibility | Responses N=628 | Percent |
|--|-----------------|---------|
| Flexible work time | 480 | 76.4% |
| Part-time work / reduced hours | 403 | 64.2% |
| Possibility to work remotely | 392 | 62.4% |
| Family-friendly arrangements | 371 | 59.1% |
| Time in lieu | 275 | 43.8% |
| Flexible / extended leave arrangements | 269 | 42.8% |
| Flexible / extended break arrangements | 184 | 29.3% |
| Phased return to work | 147 | 23.4% |
| Flexible roles | 126 | 20.1% |
| Flexible work load | 123 | 19.6% |
| Flexible roster | 123 | 19.6% |
| Job share | 99 | 15.8% |
| Other (please specify) | 28 | 4.5% |
| Not applicable | 24 | 3.8% |
| Don't know | 8 | 1.3% |

Temporary, fixed term, and casual contracts

One area of exploration in this survey is the percentage of staff on temporary, fixed term, and casual contracts across organisations. Nearly one quarter of all respondents (N=629) indicated that they have no staff on non-permanent contracts, while in the largest share of organisations (44%) less than 25 percent of staff hold non-permanent positions. In 8 percent of organisations more than half the workforce is on either temporary, fixed term or casual contracts.

Figure 5 Staff on temporary, fixed term, and casual contracts



Aging

To further investigate aging as the third most important diversity issues, respondents were asked whether their organisation encouraged the recruitment of workers over the age of 55 years old and how they engaged with older workers.

This survey nearly replicates the figures from April 2017 with approximately 60 percent of respondents stating that their organisation encouraged the recruitment of workers over the age of 55, and 40 percent stating that it did not.

The findings also suggest that there are no notable differences by sector or size. Whereas in the previous survey, public organisations and medium-sized organisations were somewhat less likely to encourage the recruitment of workers over the age of 55, in this survey, private organisations were slightly less likely to do so. Medium-sized organisations were just as likely to recruit older workers as small organisations, while large organisations were less likely to do so.

In addition, we asked respondents how their organisation engaged with workers over 55. This time, participants were provided with response options to answer this question. The results are shown in Table 8. By far the largest percentage (over 60%) stated that their organisation values the experience older staff brought to the workplace. This is a significant increase that is matched by a concurrent decrease in the percentage of organisations that indicated that their organisation did not have a specific strategy for engaging with older workers (approximately 30%, down from over 50% in April 2017).

One third of organisations explicitly makes use of older workers' experience through mentoring roles. Flexible or reduced hours was another important avenue of engaging with workers over 55.

Table 8 Forms of engagement with workers over the age of 55

| Forms of engagement with workers over the age of 55 | Responses (N=611) | Percent |
|---|-------------------|---------|
| Value experience | 372 | 60.8% |
| Flexible or reduced hours | 206 | 33.7% |
| Older employees in mentoring roles | 202 | 33.1% |
| No specific strategy / treat everyone equally | 194 | 31.8% |
| Networking opportunities | 68 | 11.1% |
| Not applicable | 64 | 10.5% |
| Other (please specify) | 44 | 7.2% |
| Don't know | 41 | 6.7% |

Gender representation

Respondents were asked four questions about gender representation in their organisation at the level of governance and at the level of leadership and decision-making.

The survey findings show that women are represented at the governance level of three quarters of all organisations (76.5%) and at the leadership/decision-making level in 86 percent of all organisations. These figures are somewhat lower than in April 2017 but similar to the ones from one year ago.

Public-sector organisations are more likely to have female representation at both the governance and at the leadership/decision-making level than private-sector organisations (84% and 72% for governance and 91% and 83% for the leadership level).

Large organisations were more likely to have female representation at both the governance and leadership/decision-making levels than small and medium-sized organisations (84% for large organisations compared to 75% and 72% respectively).

In this survey, we simplified the questions about gender distribution at both these levels. The results are presented in Table 9. Overall, in the majority of organisations, women constitute up to 50 percent of staff at the governance and leadership/decision-making levels. However, we also found that in about 20 percent of all organisations women make up less than 25 percent of governance and leadership teams.

Whilst we see no notable effects of sector on gender representation, size does have an effect. In approximately 30 percent of large organisations (compared to 20% overall), women make up less than 25 percent of governance and leadership teams.

Table 9 Female representation at the governance and leadership/decision-making levels

| | Female representation at governance level | Female representation at leadership/decision-making level |
|---------------|---|---|
| Less than 25% | 21.2% | 20.2% |
| 25-50% | 40.8% | 40.4% |
| 51-75% | 15.9% | 17.3% |
| More than 75% | 11.5% | 15.7% |
| Don't know | 5.8% | 2.6% |
| N/A | 4.8% | 3.8% |

Ethnicity

As shown earlier in this report, ethnicity remains an important diversity issue, especially for large organisations. In the previous survey, we introduced two new questions to find out more about the ways in which ethnicity constitutes a ‘diversity issue’ for organisations and how it is addressed. Drawing on the write-in responses from respondents, we provided multiple response options in this version of the survey. Due to the change in methodology, we see significant increases for many answers although these are not as stark as they are for wellbeing/wellness.

Most notably, the largest share of respondents (nearly 35%) indicated that they thought ‘skills and qualifications are most important in recruitment and/or retention of staff’. This constitutes the most significant increase relative to the most recent survey in April 2017 (2.6%).

Importantly, almost 30 percent of respondents indicated that ethnicity is not an issue for their organisation. While this is a drop (from 36%), it is still a large share and the second most common reply. Moreover, it is worth noting that a further 16 percent indicated that ethnicity was not an issue that is applicable to their organisation.

Many other challenges or concerns provided in the answer choices were seen as equally important. For instance, one fifth of all organisations who replied to this question, each indicated that under-representation of Māori, under-representation of Pasifika, finding diverse candidates to fill jobs, and a need for a workforce that represents the diversity of their clientele or the community are ways in which ethnicity constitutes a diversity issue.

Table 10 Ethnicity as a diversity issue for organisations

| Response options | Responses N=612 | Percent |
|---|-----------------|---------|
| Skills and qualifications are most important in recruitment and/or retention of staff | 209 | 34.2% |
| Ethnicity is not an issue for our organisation | 181 | 29.6% |
| Under representation of Māori in our organisation | 132 | 21.6% |
| Finding diverse candidates with the right skills for the job | 132 | 21.6% |
| Under representation of Pasifika in our organisation | 121 | 19.8% |
| Workforce needs to represent clientele / community | 116 | 19.0% |
| Not applicable | 99 | 16.2% |
| Lack of ethnic diversity in our workforce | 96 | 15.7% |
| Culturally appropriate service delivery | 67 | 11.0% |
| Language barrier | 66 | 10.8% |
| Ethnicity is a focus in recruitment and/or retention of staff | 61 | 10.0% |
| Lack of acceptance and understanding of cultural diversity amongst staff | 51 | 8.3% |
| Other (please specify) | 41 | 6.7% |
| Don't know | 27 | 4.4% |

Respondents were also asked to outline how their organisation addresses ethnicity as a diversity issue (Table 11). While the largest number of respondents (199 or 33.2%) indicated that their organisation fostered an institutional culture of inclusion, equity and respect as a way of addressing ethnicity, this was followed by ‘ethnicity is not specifically addressed’ (191 or 31.8%).

As in the previous survey, respondents fell into two camps with regards to the place of ethnicity in recruitment. 'Hiring based on skills and qualifications alone' was advocated by 188 (31.3%) of respondents, while approximately 20% indicated that their organisation actively aimed to increase ethnic diversity through hiring practices.

Of the 66 'other' responses, the majority provided answers that fit into one of the answer choices provided, potentially increasing the percentages for those. Specifically, 20 respondents used the write-in option to state that ethnicity was not an issue that applied to their organisation, 7 said ethnicity was not addressed in their organisation and a further 7 that hiring was solely based on skills and capabilities.

Table 11 Methods of addressing ethnicity as a diversity issue

| Response options | Responses N=600 | Percent |
|---|------------------------|----------------|
| Fostering an institutional culture of inclusion, equity and respect | 199 | 33.2% |
| Ethnicity is not specifically addressed | 191 | 31.8% |
| Hiring based on skills and qualifications alone | 188 | 31.3% |
| Increasing ethnic diversity through hiring practices | 121 | 20.2% |
| Cultural competence training | 99 | 16.5% |
| Networking opportunities for employees | 69 | 11.5% |
| Other | 66 | 11.0% |
| Bias training | 57 | 9.5% |

Literacy, Language and Numeracy

In this survey, we introduced a new question to assess how organisations meet the literacy, numeracy and English for Speakers of other Languages needs of their diverse workforce.

As outlined in Table 12, the vast majority of respondents stated that this is not an area of concern for the organisation (65%), and a further 10 percent said it is an area of concern that is not currently addressed. Much smaller numbers indicated that they engaged in some way with LLN issues. In the main, this is done through informal coaching and mentoring for employees with LLN issues (14%) or referring employees who identify with LLN issues to external providers (10%).

These findings suggest that this issue is not currently given much attention.

Table 12 Forms of addressing the Literacy, Language and Numeracy (LLN) needs of a diverse workforce

| Response options | Number | Percent |
|--|--------|---------|
| This is not an area of concern for our business | 456 | 64.7% |
| Informal coaching and mentoring for employees with LLN issues | 99 | 14.0% |
| This is an area of concern for our business but we do not at this stage address LLN issues | 70 | 9.9% |
| Referring employees who identify with LLN issues to external providers | 69 | 9.8% |
| Taking LLN needs into account when other training is offered | 55 | 7.8% |
| Formal workplace LLN training initiatives | 53 | 7.5% |
| Building business awareness of the impact of LLN issues | 49 | 6.9% |
| Offering other training and programmes that support LLN skills development, e.g. financial literacy programmes | 46 | 6.5% |

Bias

In the April 2017 survey, bias emerged as one of the top three diversity issues for organisations. The only insight about how respondents understand bias came from responses in the survey question on ethnicity. There, respondents referred to bias in recruitment and promotion but it was not always clear what respondents meant. Respondents were somewhat split between those who advocated hiring based on skill alone and those who promoted hiring practices that are designed to increase ethnic diversity. This was also evident in this survey.

To follow up on this topic, we added two questions to explore the ways in which bias may be a diversity issue for organisations and how it is addressed. For this purpose, we asked respondents to formulate answers using their own words. 633 respondents answered these two questions and the results are presented in Tables 13 and 14.

Table 13 Bias as a diversity issue for organisations

| Bias as a diversity issue | Number N=609 | Percent |
|---|--------------|---------|
| Bias is not an area of concern for our organisation | 178 | 29.2% |
| Bias is not applicable to our organisation | 99 | 16.3% |
| Bias can/does affect decisions (incl. recruitment, promotion, pay, flexibility) | 82 | 13.5% |
| Don't know | 43 | 7.1% |
| Lack of awareness of bias and need for training | 43 | 7.1% |
| Other | 28 | 4.6% |
| Lack of diversity of workforce and/or leadership is a problem | 23 | 3.8% |
| Bias occurs in relation with clients/customers | 22 | 3.6% |
| Unconscious bias is a problem | 19 | 3.1% |
| Bias will be addressed when it becomes an issue | 16 | 2.6% |
| Bias towards or against specific groups of people | 16 | 2.6% |
| Need to be aware of cultural differences within the workforce | 12 | 2.0% |
| Gender discrimination and sexism | 10 | 1.6% |
| Struggling to hire diverse people | 7 | 1.1% |
| Ethnic prejudice | 7 | 1.1% |
| Misunderstandings within teams | 7 | 1.1% |
| Language barriers | 5 | 0.8% |

Table 14 Forms of addressing bias

| Forms of addressing bias | Number N=568 | Percent |
|---|---------------------|----------------|
| Bias is not specifically addressed | 154 | 27.1% |
| Not applicable | 143 | 25.2% |
| Don't know | 130 | 22.8% |
| Bias training to raise awareness | 89 | 15.7% |
| Bias is addressed in recruitment practices | 37 | 6.5% |
| Bias is discussed in meetings and communication | 36 | 6.3% |
| Other | 23 | 4.0% |
| Bias is addressed informally as necessary | 21 | 3.7% |
| Bias is addressed in formal policy | 20 | 3.5% |
| Bias is monitored through regular reporting | 16 | 2.8% |
| We respect and celebrate cultural diversity | 13 | 2.3% |
| The Senior Leadership Team deals with bias | 11 | 1.9% |
| Develop cultural competence | 7 | 1.2% |
| We employ the best person for the job | 6 | 1.0% |
| A working group or committee addresses bias | 5 | 0.8% |
| Aim to bring more diversity into the team | 4 | 0.7% |
| Programmes and awards | 3 | 0.5% |
| Looking for ways to address bias | 3 | 0.5% |

Concluding comment

Diversity, in all its manifestations, is an important part of the contemporary business environment and this survey illustrates the issues and responses for New Zealand organisations. It tells a story of awareness and good practice alongside some gaps and the need to be more proactive in responding to diversity, especially to an issue like aging.