NEW ZEALAND WORKPLACE DIVERSITY SURVEY 2022

DIVERSITY WORKS NZ

CONTENTS

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LIST OF TABLES AND FIGURES

INTRODUCTION

There is a growing awareness of the significance of diversity, equity, and inclusion (DEI) in the workplace in Aotearoa New Zealand. This awareness requires an organisational commitment to DEI management that is supported by measurable objectives. Furthermore, driving a culture of diversity, equity, and inclusion in our organisations demands a national effort. We know it requires diligence and partnership across our society. To build trust and growth, we need to create an inclusive environment where our people can bring their diverse backgrounds, identities, and perspectives to the workplace. Creating a diverse and inclusive organisation is a business imperative.

The New Zealand Workplace Diversity Survey is an annual record of how organisations view and address diversity. Our findings from this iteration of the survey revealed that respondents from public-sector organisations accord more importance than those from private-sector organisations to most of the diversity issues. Similarly, large organisations regarded the majority of diversity issues as more important than medium-sized and small organisations. In terms of formal policies or programmes/initiatives, wellbeing/wellness, flexibility, and bullying and harassment were identified as the three top diversity issues. Furthermore, compared to the 2021 survey, the number of respondents who indicated their organisations apply formal measuring initiatives increased. However, almost half of respondents indicated that the effectiveness of initiatives was not formally measured in their organisations.

The survey results provide us with an insight into the issues and responses for Aotearoa New Zealand organisations. They tell a story of awareness and good practice alongside some gaps and the need to be more proactive in responding to diversity, equity, and inclusion.

What follows is the most recent survey results.

METHODOLOGICAL NOTE

The 2022 Workplace Diversity Survey was conducted in accordance with the methodology applied in previous versions of this survey in order to regularly explore and monitor trends in diversity and inclusion across organisations. Specifically, we have maintained a similar format of data analysis that allows for comparability with past years. We asked 35 questions this year. There were some minor changes to the questions to reflect the evolving nature of language used in relation to dimensions of diversity. Of those 35 questions, 24 were the same as the previous iteration and 11 new questions were added. It should be mentioned that not all respondents answered every question.

Additionally, this survey investigated neurodiversity in more detail to deepen our understanding of how neurodiversity is understood and addressed in organisations. These questions were included following the results from the previous survey that suggested limited understanding of neurodiversity in workplaces. Eight questions regarding neurodiversity were included in this survey.

Further, in order to aid our understanding of the perceived impact of fear related to making mistakes when supporting diversity and inclusion in the workplace, we asked respondents to what extent being afraid of making mistakes prevents them from speaking out in support of diversity and inclusion in their organisations.

Since we have continued to live with the effects of the Covid-19 pandemic, we also asked further questions to examine the effects of Covid-19 on employees. We added two new questions about the impact of Covid-19 on personal wellbeing and work-life balance. Specifically, we were keen to learn more about policies applied when employees have exceeded their sick leave due to Covid-19.

RESPONDENT CHARACTERISTICS

A total of 555 respondents participated in the March 2022 Diversity Survey. Respondents work in a variety of industries. The largest share of respondents (17.1% per cent) worked in 'Other services', while 13.7 per cent said they were employed in 'Professional, Scientific and Technical Services', followed by 11.9 per cent in 'Public Administration and Safety' and a further 9.7 per cent worked in 'Education and Training' (see Table 1).

Industry	%	Responses
Other services	17.1	95
Professional, scientific, and technical services	13.7	76
Public administration and safety	11.9	66
Education and training	9.7	54
Health care and social assistance	8.5	47
Construction	7.8	43
Financial and insurance services	6.1	34
Manufacturing	5.4	30
Electricity, gas, water and waste services	4.7	27
Information media and telecommunications	4.5	25
Arts and recreation services	3.4	19
Agriculture, forestry and fishing	1.8	10
Retail trade	1.6	9
Administrative and support services	1.6	9
Accommodation	0.5	3
Transport, postal and warehousing	0.5	3
Mining	0.4	2
Rental, hiring and real estate services	0.4	2
Wholesale trade	0.2	1
Total	100%	555

Table 1: Respondent distribution by industry type

The remaining 47.6 per cent of respondents were from the Agriculture, Forestry and Fishing, Mining, Manufacturing, Electricity, Gas, Water and Waste Services, Construction, Wholesale Trade, Retail Trade, Accommodation, Transport, Postal and Warehousing, Information Media and Telecommunications, Financial and Insurance Services, Rental, Hiring and Real Estate Services, Administrative and Support Services, Health Care and Social Assistance, and Arts and Recreation Services.

Public/private sector

Of the 555 respondents, 269 (48.5 per cent) were in the private sector and 286 (51.5 per cent) worked in the public sector.

Geographic distribution

Organisations from all over Aotearoa New Zealand, including areas outside the main centres are represented in this survey. The largest number/percentage of organisations are located in the Auckland region (N=197 or 35.5 per cent), followed by 142 organisations in the Wellington (25.6 per cent) and 58 in Southland region (10.5 per cent). The remaining organisations (N=158 or 28.5 per cent) were drawn from Canterbury, Waikato, Otago, Bay of Plenty, Manawatu-Whanganui, Nelson, Northland, Marlborough, Taranaki, Tasman, Gisborne, West Coast regions and areas outside listed regions.

Organisation size

Large organisations with 200+ employees constitute 51.4 per cent of respondents, while medium-sized organisations (20-199 employees) and small-sized organisations (0-19 employees) make up 32.3 per cent and 16.4 per cent respectively.

Demographic information

The majority of respondents (75.3 per cent) identified as female, while 20.5 per cent identified as male. Only three per cent of respondents identified as gender-diverse or non-binary, and 1.1 per cent of respondents did not disclose their gender identity.

The age demographic of respondents ranged from 18 to 65+ years. Nearly one third (28.3 per cent) of respondents were aged between 35 and 44. A similar proportion of respondents (27.6 per cent) were aged between 45 and 54, 20.2 per cent of respondents were in the 25 to 34 age bracket, while 3.2 per cent of the population were in the 65+ age group, and 2.7 per cent were aged between 18 and 24 years.

The respondents constituted a range of ethnicities: 65.6 per cent of respondents chose 'New Zealand European' while 17.3 per cent selected 'Other European', 10.6 per cent identified as Māori, 8.5 per cent as Asian, 4.7 per cent as Pacific Peoples, 2.2 per cent as Middle Eastern/Latin American/African and 2.0 per cent of respondents preferred not to disclose. Totals add up to more than 100 per cent as respondents were able to select more than one ethnic category.

Of the 555 respondents, almost one third (N=161 or 29 per cent) identified as 'operational/front line workers', while 28.5 per cent (N=158) identified as 'senior/executive management figures', 22.9 per cent (N=127) as 'middle management/team leaders' and 19.6 per cent (N=109) identified as 'human resources professionals' (see Figure 1).

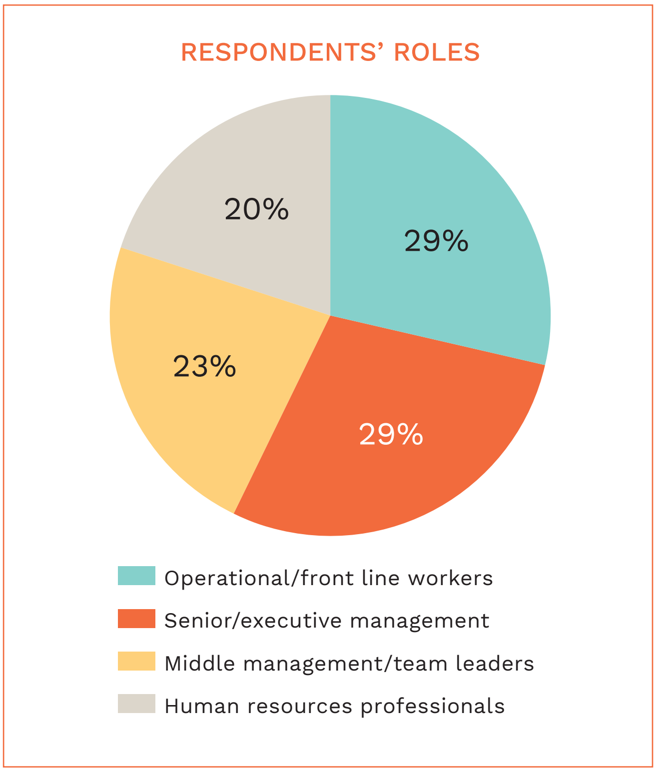

Figure 1: Respondents' roles within their organisations, (N=555)

DIVERSITY ISSUES MOST IMPORTANT TO ORGANISATIONS

One aim of this survey is to identify the diversity issues that are most important to organisations and to explore trends across time. Our findings are presented in Table 2 below.

As shown in Table 2, this year's results are relatively consistent with previous surveys in terms of the perceived ranking of importance of most issues. However, there is a general increase in perceived importance in relation to most issues compared to the March 2021 Survey. The issues indicating the largest increase are neurodiversity and disability compared with the previous year's survey. The percentage of respondents who regarded neurodiversity (included in the survey for the first time in 2021) as an important issue doubled, rising from 12 per cent to 24.2 per cent. Further, the percentage of respondents who reported disability as an important issue increased by nearly 10 percent (30.6 per cent compared to 22.8 per cent).

Wellbeing/wellness, bias, and flexibility retained their places as the three most important diversity issues for organisations (75.4 per cent, 62.1 per cent, and 53.8 per cent respectively). These topics were followed by ethnicity (53.6 per cent), gender (50 per cent), and bullying and harassment (42.9 per cent).

Wellbeing/wellness, bias, flexibility, and ethnicity were considered important by more than half of all respondents. Employment transition for younger staff (ranked 10th with 24.9 per cent), neurodiversity (ranked 11th with 24.2 per cent), and religion (ranked 12th with 11.6 per cent) were identified as the least important diversity issues, albeit, as mentioned, there was a marked increase in perceived importance of neurodiversity and disability.

Notably, when compared with our findings from the survey in recent years, not only has ethnicity increased this year as an issue of importance in organisations, but it has also overtaken gender.

Diversity issues	Mar-22 (%)	Mar-21 (%)	Mar-20 (%)	Mar-19 (%)
Wellbeing/wellness	**75.4 (1)**	72.2 (1)	76.9 (1)	79.6 (1)
Bias	**62.1 (2)**	57.3 (2)	54.6 (3)	63.0 (3)
Flexibility	**53.8 (3)**	56.7 (3)	54 (4)	58.4 (4)
Ethnicity	**53.6 (4)**	46.4 (5)	47 (5)	47.3 (5)
Gender	**50.0 (5)**	49.8 (4)	56.1 (2)	66.8 (2)
Bullying and harassment	**42.9 (6)**	45.6 (6)	45 (6)	42.1 (6)
Disability	**30.8 (7)**	22.8 (10)	26.3 (9)	24.2 (10)
Aging	**30.6 (8)**	27.6 (7)	34.3 (7)	37.0 (7)
Sexual orientation	**25.8 (9)**	26 (8)	29.8 (8)	29.6 (8)
Employment transition for younger staff	**24.9 (10)**	23.6 (9)	24 (10)	26.1 (9)
Neurodiversity	**24.2 (11)**	12.0 (11)		
Religion	**11.6 (12)**	9.0 (12)	14.7 (11)	11.7 (11)

Table 2: Importance of diversity issues for organisations, percentage and ranking 2019-2022, (N=422)

IMPORTANCE OF DIVERSITY ISSUES BY SECTOR

Following trends from the 2021 survey, respondents from public sector organisations continued to place more importance on the majority of diversity issues than private sector organisations (gender and flexibility were the exception). Compared to the 2021 survey, there is a higher degree of variance in the ranking of diversity issues between public and private organisations. As shown in Figure 2, differences in the importance of diversity issues between the public and private sector are most pronounced in the areas of disability, bullying and harassment, ethnicity, and religion. For instance, a significantly higher percentage of respondents from the public sector (42 per cent) reported disability as an important diversity issue compared to 20 per cent of respondents in the private sector. Similarly, there was a gap of almost 12 percentage points between the public and private sector respondents in terms of the importance of ethnicity and bullying and harassment as diversity issues. Nearly 60 per cent of public-sector respondents reported ethnicity as an important diversity issue compared to 47.4 per cent of respondents from the private sector. Furthermore, there is also a gap of 7.6 per centage points between public and private sector organisations in terms of reporting religion as an important diversity issue (15.5 per cent and 7.9 per cent respectively).

Figure 2: Importance of diversity issues by sector, (N=422)

IMPORTANCE OF DIVERSITY ISSUES BY SIZE OF ORGANISATION

As shown in Figure 3 overleaf, respondents from large organisations regarded most of the diversity issues (8 out of 12) as more important than medium-sized and small organisations. Differences between large, medium-sized, and small organisations were most noticeable in issues of sexual orientation, gender, ethnicity, disability, bullying and harassment. For example, 55.6 per cent of large organisation respondents considered gender an important diversity issue, while 44.4 per cent of medium-sized and 43.8 per cent of small organisations identified gender as a significant issue. Similarly, 50.9 per cent of respondents in large organisations identified bullying and harassment as an important diversity issue, while 33.8 per cent of medium-sized and 35.6 per cent of small organisations reported this as a diversity issue. The findings presented in Figure 2 are consistent with those obtained in the 2021 survey in terms of the organisation size.

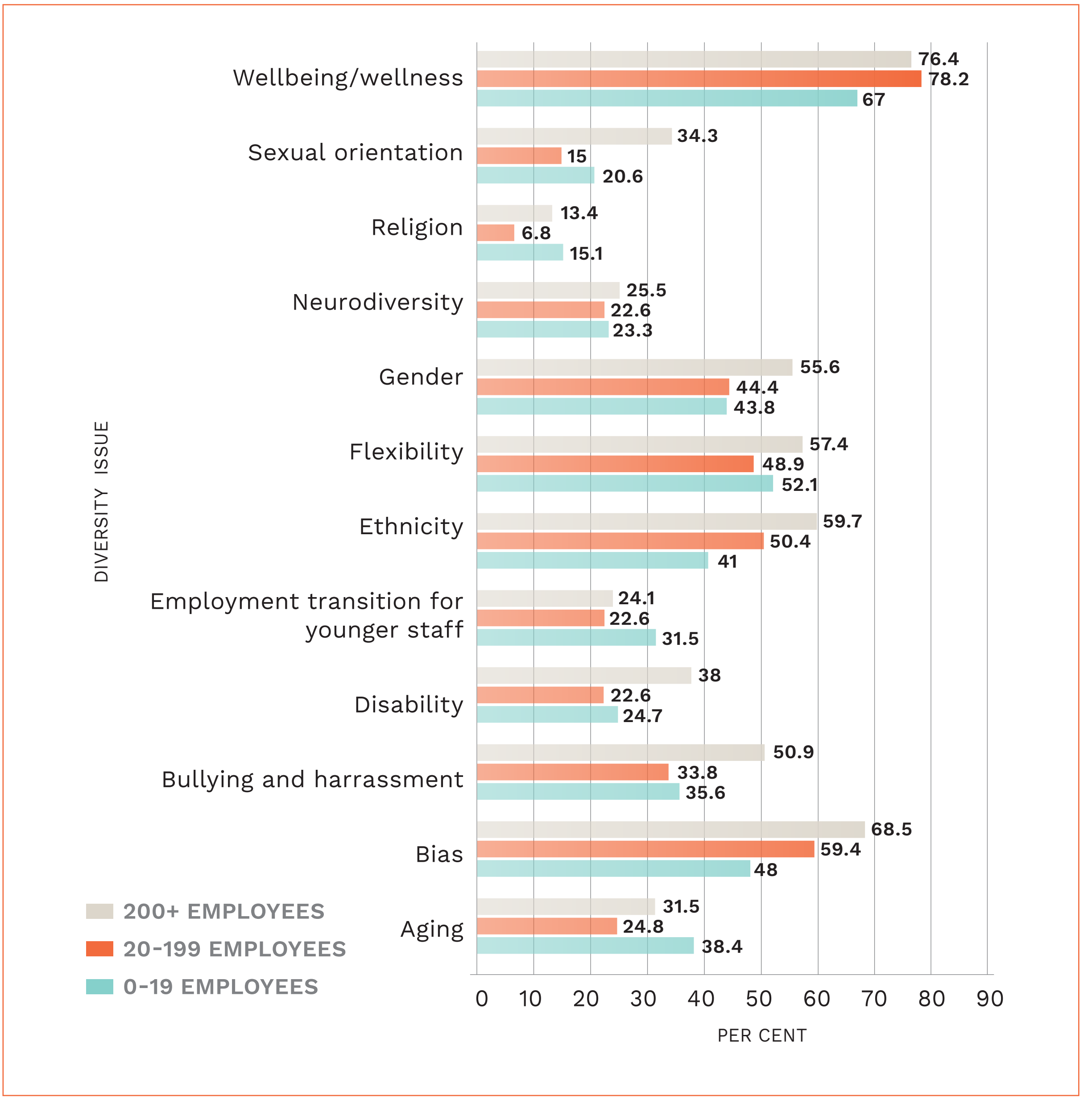

Figure 3: Importance of diversity issues by size of the organisation, (N=422)

As was shown in previous iterations of the survey, wellbeing/wellness is by far the most important diversity issue irrespective of an organisation's size. Bias ranked the second most important diversity issue for large organisations, followed by ethnicity. Compared to the findings of the 2021 survey, it is also interesting to note that there is an overall increase in the importance of most diversity issues in medium-sized and small organisations. For example, the percentage of respondents from medium-sized organisations reporting wellbeing/wellness as an important diversity issue increased from 59.3 per cent to 78.2 per cent. Neurodiversity (22.6 per cent compared to 8.3 per cent), gender (44.4 compared to 31.5 per cent), ethnicity (50.4 per cent compared to 31.1 per cent) and bias (59.4 compared to 41.1 per cent) all also increased. Similarly, the importance of neurodiversity as a diversity issue within small organisations has increased from 7.3 per cent in the 2021 survey to 23.3 per cent in the 2022 survey, and bias from 30.3 per cent to 48 per cent in the same period of time.

It is worth noting that the percentage of respondents from small organisations, reporting both aging (38.4 per cent) and employment transition for younger employees (31.5 per cent) as important diversity issues are significantly higher compared to large organisations (aging 31.5 per cent, employment transation 24.1 per cent) and medium organisations (aging 24.8 per cent, employment transition 22.6 per cent). These findings are consistent with the last year's results, indicating that age continues to be more of a concern for small organisations.

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. The prevalence of formal policies or programmes/initiatives for diversity issues is presented in Table 3. The three diversity issues for which participating organisations were most likely to have either a formal policy or a programme/initiative in place are wellbeing/wellness (81.2 per cent), flexibility (78.2 per cent) and bullying and harassment (70 per cent).

Our findings are in line with the 2021 survey results in terms of wellbeing/wellness (79.5 per cent in 2021), but formal policies and programmes/initiatives for bullying and harassment (81.5 per cent in 2021) decreased significantly in 2022; and flexibility (74.6 per cent in 2021) increased in 2022. There is a notable 8.7 per cent increase in those reporting formal policies and programmes/initiatives to support ethnicity this year - 52.8 per cent of the respondents reported having formal policies, programmes or initiatives in place for ethnicity compared to 44.1 per cent in the last survey.

Last year we added neurodiversity to the list of diversity issues. The 2021 survey's new question on neurodiversity highlighted that organisations were least equipped to support their neurodiverse workforce, compared with other diversity issues, and only 11.8 per cent of organisations acknowledged having formal policies, programmes or initiatives in place. This year, 19.9 per cent of respondents indicated their organisation had either a formal policy or programme/initiative in place for neurodiversity which is a significant increase from last year's figure of 11.8 per cent.

Diversity Issue	Responses	Formal policy or programme/ initiative (%)	Neither policy, nor programme/ initiative (%)	Don't know (%)
Aging	371	17	52.0	31
Bias	402	48.8	32.8	18.4
Bullying and harassment	414	79	12.3	8.7
Disability	412	41.5	34	24.5
Employment transition	406	31.0	42.1	26.9
Ethnicity	411	52.8	29.9	17.3
Flexibility	413	78.2	12.8	9
Gender	411	48.7	31.9	19.5
Neurodiversity	408	19.9	50	30.2
Religion	409	24.5	46.2	29.4
Sexual orientation	411	39.9	38.9	20.9
Wellbeing/ wellness	415	81.2	10.8	8

Table 3: Diversity policies and programmes/initiatives, (N=422)

The data within Table 4 is relatively consistent with the 2021 survey in that public sector organisations are more likely to have formal policies or programmes/initiatives in place than the private sector for wellbeing/wellness (86.2 per cent compared to 76.4 per cent), flexibility (79.4 per cent compared to 77 per cent), disability (47.3 per cent compared to 35.8 per cent), neurodiversity (24.1 per cent compared to 15.6 per cent), and aging (18.1 per cent compared to 15.9 per cent).

Diversity Issue	Formal policy or programme/initiative Private Sector (%)	Formal policy or programme/initiative Public Sector (%)
Aging	15.9	18.1
Bias	51.2	46.2
Bullying and harassment	80.4	77.6
Disability	35.8	47.3
Employment transition	32.7	29.4
Ethnicity	53.1	52.6
Flexibility	77	79.4
Gender	52.6	44.6
Neurodiversity	15.6	24.1
Religion	25.6	23.3
Sexual orientation	42.6	37.6
Wellbeing/ wellness	76.4	86.2

Table 4: Diversity policies and programmes/initiatives by sector, (N=422)

Our findings are similar to the 2021 survey in which the private sector had more formal policies or programmes/initiatives in place for gender than those from public sector organisations (52.6 per cent compared to 44.6 per cent). Employment transition for younger staff (32.7 per cent in the private sector, compared to 29.4 per cent in the public sector), sexual orientation programmes/initiatives (42.6 per cent compared to 37.6 per cent), and religion (25.6 per cent compared to 23.3 per cent) were also more likely to be supported by formal policies or programmes/initiatives in the private sector than the public sector. In line with the 2021 results, it was noted that the private sector had significantly fewer formal policies or programmes/initiatives for disability (35.8 compared to 47.3 per cent).

As shown in Table 5, large organisations are generally the most likely to have formal policies and/or programmes and initiatives to address the surveyed diversity issues. In contrast to the 2021 survey, our findings indicate that medium-sized organisations appear to be less equipped with formal policies and programmes compared to small-sized organisations for most of the surveyed diversity issues including aging, bias, disability, employment transition for younger staff, ethnicity, neurodiversity, and religion. While the reasons for this shift in formality have not been tested, it may well reflect a response of smaller organisations to current constraints in the labour market.

Diversity Issue	Formal policy or programme/ initiative 0-19 Employees (%)	Formal policy or programme/ initiative 20- 199 Employees (%)	Formal policy or programme/ initiative 200+ Employees (%)
Aging	23.4	16.5	15.1
Bias	42.7	38.9	56.7
Bullying and harassment	60	75	87.7
Disability	40.9	33.3	46.7
Employment transition	31.9	30.5	31.1
Ethnicity	50	47.3	57.1
Flexibility	67.6	74.6	84
Gender	37.1	46.6	53.8
Neurodiversity	18.1	17.3	22
Religion	22.9	21.7	26.7
Sexual orientation	28.6	33.1	48.3
Wellbeing/wellness	62	82.6	86.8

Table 5: Diversity policies and programmes/initiatives by size of the organisation, (N=422)

METHODS OF ADDRESSING DIVERSITY IN THE ORGANISATION

Respondents were asked about diversity initiatives operating within their organisations by selecting from multiple response options (see Table 6) - 422 respondents answered this question. Respondents indicated that they most commonly addressed diversity through encouraging/permitting cultural celebrations (63 per cent) in their organisations, facilitating awareness initiatives (49.5 per cent) and diversity training and education (48.6 per cent).

Diversity initiatives operating within organisations	%	Responses
Cultural celebrations	63.0	266
Awareness initiatives	49.5	209
Diversity training and education	48.6	205
Diversity support networks	37	156
Clear procedures to raise concerns about diversity issues	32	135
Diversity sensitive recruitment processes	29.4	124
Diversity role models	28	118
Diversity surveys	26.8	113
Monitoring and reporting diversity benchmarks	26.3	111
Diverse internships/apprenticeships	19.7	83
Diversity sensitive career development	12.1	51
Don't know	11.6	49
Allyship programmes	10.9	46
Diversity sensitive mentorship	10	42
Other (please specify)	8.0	34

Table 6: Ranked diversity initiatives operating within organisations, (N=422)

As shown in Table 7, there is a slight difference between the public and private sectors in the proportion of organisations running diversity initiatives. Compared to the private sector, more respondents from public sector organisations reported running initiatives related to cultural celebrations, diversity training and education, and diversity support networks. The findings of this survey indicate that organisations in the private sector are slightly more likely (0.5 per cent) to have awareness initiatives in place compared to the public sector.

Sector of organisation	Cultural celebrations (%)	Awareness initiatives (%)	Diversity training and education (%)	Diversity support networks (%)
Public	63.3	49.3	50.2	39.1
Private	62.8	49.8	47.0	34.9

Table 7: Public/private sector differences in diversity initiatives operating within organisations (top 4), (N=422)

As shown in Table 8, organisation size was an important variable. Large organisations were more likely to address diversity through cultural celebrations, diversity training and education, awareness initiatives, and diversity support networks compared to medium and small organisations.

Size of organisation	Cultural celebrations (%)	Awareness initiatives (%)	Diversity training and education (%)	Diversity support networks (%)
200+ employees	72.2	54.6	58.3	52.8
20-199 employees	57.9	47.4	40.6	21.8
0-19 employees	45.2	38.4	34.3	17.8

Table 8: Organisations' size differences in diversity initiatives operating within organisations, (top 4), (N=422)

ATTRACTING A DIVERSE WORKFORCE TO THE ORGANISATION

When asked whether organisations had difficulties in attracting diverse talent, many of the 422 people who answered the question indicated that it was challenging for their organisation to attract Māori (43.8 per cent), Pacific Peoples (39.3 per cent), people with physical disabilities (23.2 per cent), and transgender and gender-diverse people (20.6 per cent). As shown in Table 9, there were few problems in attracting New Zealand Pākehā (3.0 per cent) or migrants who were born in a country where English was the main language (4.7 per cent). Further, 6.4 per cent of respondents who chose 'other' specified their answers in different ways. Most of them said their organisation found it difficult to attract a workforce in the required professional skill sets and some said their organisations were start-ups and had no data to confirm.

Organisations' difficulties in attracting diverse talent	2022 (%)	Responses
Māori	43.8	185
Pacific people	39.3	166
Don't know	24.2	102
People with physical disabilities	23.2	98
Transgender and/or gender diverse people	20.6	87
People from poor communities	16.6	70
Young people (aged 18-24 years)	16.6	70
Neurodiverse people	14	59
Migrants born in a country where English is not the main language	13.5	57
Women	12.6	53
None	12.3	52
Gay, lesbian and bisexual people	12.1	51
Mature people (aged 55+ years)	9.2	39
Men	7.4	31
Other (please specify if you wish)	6.4	27
People with specific religious affiliations	6.2	26
Migrants born in a country where English is the main language	4.7	20
New Zealand Pākehā	3.0	13

Table 9: Organisations' difficulties in attracting diverse talent, (N=422)

The findings of this survey indicate that there is a minor difference between the public and private sector in regards to capacity to attract a diverse workforce. In line with findings of the previous survey, the private sector has more difficulty than the public sector in attracting Māori, Pacific people, people with physical disabilities and transgender and/or gender diverse people (see Table 10).

Sector of organisation	Māori (%)	Pacific people (%)	People with physical disabilities (%)	Transgender and/or gender diverse people (%)
Public	43	38.2	22.2	17.4
Private	44.7	40.5	24.2	23.7

Table 10: Public/private sector differences in attracting diversity (top 4), (N=422)

As shown in Table 11, interestingly, small organisations reported finding it less difficult to attract Māori, Pacific peoples, people with disabilities, and transgender and/or gender diverse employees. These findings are consistent with last year's results.

Again, while not specifically tested in this survey, there is an interesting correlation between the lower level of formality related to diversity policies and initiatives in medium-sized organisations and reported difficulties by these organisations to attract people from diverse groups.

Size of organisation	Māori (%)	Pacific people (%)	People with physical disabilities (%)	Transgender and/or gender diverse people (%)
Small organisations (0-19 employees)	31.5	30.1	13.7	17.8
Medium-sized organisations (20-199 employees)	47.4	45.1	21.1	18.8
Large organisations (200+ employees)	45.8	38.9	27.8	22.7

Table 11: Difficulty attracting diverse employees by organisation size (top 4), (N=422)

MEASURING INITIATIVES

Respondents were asked if their organisations formally measure and evaluate the effectiveness of diversity initiatives. More than a quarter (28.4 per cent) of respondents indicated that their organisation does. Compared to the last survey, the share of respondents who indicated their organisations apply formal measuring initiatives increased by 3.5 percentage points. In line with the previous survey, however, almost half (45.7 per cent) of respondents indicated that no evaluation was in place, and more than a quarter (25.8 per cent) of respondents did not know of any measurement process.

Respondents from large organisations were more likely to indicate almost all diversity issues as being more important and implement more formal policies and programmes to address these concerns, compared to medium-sized and small organisations (see Figures 2, Table 5).

As shown in Table 12, of the organisations that do measure and evaluate the effectiveness of their diversity initiatives, 66.5 per cent reported that their organisation used internal reporting tools (compared to 54.9 per cent in the 2021 survey), 59.4 per cent indicated that their organisation tracked statistics or metrics (compared to 50.7 per cent in the 2021 survey), 33.6 per cent of respondents indicated that their organisation implemented regular reviews or stocktakes (compared to 30.2 per cent in the 2021 survey), and 25.2 per cent used external evaluations (compared to 22.3 per cent in the 2021 survey). These results highlight increases in all forms of evaluation and/or measurement systems compared to the last survey.

Presence of methods of measuring and evaluating the effectiveness of diversity initiatives	%	Responses
Internal reporting	66.5	103
Tracking statistics or metrics	59.4	92
Regular review or stocktake	33.6	52
External reporting	25.2	39
Don’t know	21.3	33
Other (please specify)	7.7	12

Table 12: Methods of measuring and evaluating the effectiveness of diversity initiatives, (N=155)

DIVERSITY ISSUES UNDER THE SPOTLIGHT

This section reports the results from those survey questions that were designed to learn more about specific diversity issues broadly outlined in the previous sections. The 2022 survey focused on neurodiversity, wellbeing/wellness, flexibility in workplace practices, and the impact of Covid-19 on organisations.

Neurodiversity

Survey respondents were provided with the definition of neurodiversity and asked whether they understood the term 'neurodiversity' before reading the definition. Of the 421 respondents who answered this question, three quarters (74.4 per cent) stated that they already understood the term 'neurodiversity' and 25.7 per cent of respondents indicated that they did not understand the term before reading the definition.

Respondents were also asked if they considered themselves to be neurodivergent/living with neurodiversity. Of the 421 people who responded to this question, 13.1 per cent identified as neurodivergent, 81.5 per cent did not identify as neurodivergent, and 5.5 per cent did not know.

When we asked the 55 respondents who identified as neurodivergent if their organisation was aware of their condition, the largest share of respondents (63 per cent) reported their organisation was not aware of their condition, 27.8 per cent stated that their organisation was aware, and the remaining 9.3 per cent stated that they did not know.

Looking at the experiences of respondents who identified as neurodivergent (the effects of living with neurodiversity), as shown in Table 13, 32.1 per cent of the respondents who answered the question believed that neurodiversity affected their career development opportunities negatively, while 30.2 per cent indicated it did not affect their experience in the workplace in any way, and 17 per cent stated that they felt included in their workplace.

Of the 20.8 per cent of respondents who chose the response option 'other' to indicate the effects of living with neurodiversity on their workplace experience, most indicated that they did not feel confident disclosing their neurodiverse condition in their organisations.

Even though none of the respondents in the survey who identified as neurodivergent said that "I feel I am not valued in my workplace", this contradicts reports of respondents choosing not to disclose neurodiversity in their workplace, and may well indicate high levels of effective masking to cope in a neurotypical environment.

The effect of living with neurodiversity on employees' experiences in the workplace	%
I believe it affects my career development opportunities negatively	32.1
It doesn't affect my experience in the workplace in any way	30.2
Other (please specify)	20.8
I feel included in my workplace	17.0
I feel I am not valued in my workplace	0.0
It doesn't affect my daily work	0.0

Table 13: Inclusive initiatives organisations undertake to support neurodiverse employees, (N=53)

Interestingly, most of the respondents (71.4 per cent) who answered our question about whether their organisation collects demographic data on a neurodiverse workforce indicated 'No', while 22.6 per cent indicated they did not know, and only 6.1 per cent indicated 'Yes', suggesting that most organisations do not know the extent of neurodiverse representation within their own organisation.

It is worth noting that twice as many private-sector organisations collected demographic data on the neurodiversity of their employees (8.0 per cent) compared to public-sector organisations (4 per cent). In addition, the size of organisations matters. Interestingly, at 9.7 per cent, small organisations were almost twice as likely to collect demographic data on the neurodiversity of their workforce, compared to large organisations (5.7 per cent), and medium-sized organisations (4.6 per cent).

To further investigate how neurodiversity was addressed in organisations, respondents were asked to indicate what actions were taken to support the inclusion of neurodivergent employees in their organisation (see Table 14) - 412 respondents answered this question. The largest share of respondents (28.9 per cent) said that 'This is not an area of concern for our organisation.' A further 28.4 per cent) of respondents stated they did not know, and 19.4 per cent said that 'This is an area of concern for our organisation, but we do not at this stage address neurodiversity issues'. Our findings suggest that neurodivergent employees are often overlooked in the workplace with consequences for both employees' wellbeing and work satisfaction and organisations' ability to support the full potential of their employees.

Initiatives organisations undertake to support the inclusion of neurodiverse employees	%	Responses
This is not an area of concern for our organisation	28.9%	119
Don't know	28.4%	117
This is an area of concern for our organisation not at this stage	19.4%	80
Inclusive recruitment practices to support neurodiverse talent	15.3%	63
Policies and processes that include accommodations for neurodiverse people	14.3%	59
Making the physical environment safe for neurodiverse employees	11.4%	47
Training programmes to support neurodiversity inclusion	9.7%	40
Regularly seeking feedback from neurodiverse employees	7.0%	29
Other (please specify)	6.3%	26
Building longer-term talent pipelines by creating targeted employment opportunities for neurodiverse people	3.4%	14

Table 14: Inclusive initiatives organisations undertake to support neurodiverse employees, (N=412)

Of the 412 respondents, 63 respondents (15.3 per cent) indicated that their organisations applied inclusive recruitment practices to support neurodiverse talent, such as tailoring job descriptions, adapting interviewing processes, using a clear communication style, avoiding sarcasm, and euphemisms and implied messages. A further 14.3 per cent of respondents indicated that their organisations apply policies and processes to include accommodations for neurodivergent people, such as providing concise verbal and written instructions for tasks, and flexible workdays/hours; 11.4 per cent of respondents indicated that their organisation made the physical environment safe for neurodivergent employees, including quiet break spaces, lighting modifications, and offering noise-cancelling headphones; 9.7 per cent of respondents indicated that their organisation had training programmes in place to support Human Resources professionals, people managers, and communications teams in their understanding of neurodiversity inclusion; and seven per cent of respondents stated that their organisation sought feedback regularly from neurodivergent employees to ensure initiatives meet their needs and consulted with them about the support they needed.

Only 3.4 per cent of respondents reported that their organisations built longer-term talent pipelines by creating targeted employment opportunities for neurodivergent people such as high school/tertiary institute partnerships, apprenticeship programmes, and internships.

We also asked respondents to what extent they agreed or disagreed that there was any bias in their organisations against neurodivergent people. The ratings ranged from 1 (strongly disagree) to 5 (completely agree). Of the 412 respondents who answered this question, 21.4 per cent agreed/strongly agreed, while 35.4 per cent disagreed/strongly disagreed, and 30.8 per cent neither agreed nor disagreed that there was bias against neurodivergent employees. A further 12.4 per cent stated that they did not know. A closer look at the disaggregated data reveals that of the 55 respondents who identified as neurodivergent, 29.1 agreed/strongly agreed, while 20 per cent disagreed/strongly disagreed, and 23.6 per cent neither agreed nor disagreed there was bias against neurodivergent employees. A further 10.9 per cent indicated that they did not know. The disaggregated data highlights that the percentage of respondents with lived experience of neurodiversity who agreed/strongly agreed that there is a bias against a neurodiverse workforce is significantly higher than respondents who were not identified as neurodivergent (29.1 per cent compared to 14.4 per cent).

Respondents were also asked to what extent they agreed or disagreed that senior leaders in their organisation were equipped to effectively manage a neurodiverse workforce. Most of the respondents (46.8 per cent) disagreed/strongly disagreed, while less than one-fifth of respondents (17.3 per cent) agreed/strongly agreed, and 25 per cent neither agreed nor disagreed that senior leaders in their organisation were equipped to effectively manage a neurodiverse workforce. A further 10.9 per cent stated that they did not know.

Covid-19

In line with the previous survey, our findings confirm that the Covid-19 pandemic has increased the focus of many organisations on wellbeing/wellness (see Figure 4). When we asked respondents about the impact of Covid-19 on the focus of their organisation on employees' wellbeing/wellness, 81 per cent of respondents reported that the focus on wellbeing/wellness had increased within their organisation. This is a notable 11 per cent increase (81 per cent compared to 70 per cent in the 2021 survey). A further 4.3 per cent of respondents reported there was less focus on wellbeing/wellness (compared to 6.0 per cent in the 2021 survey), while the balance of respondents (14.8 per cent) reported no change or did not know.

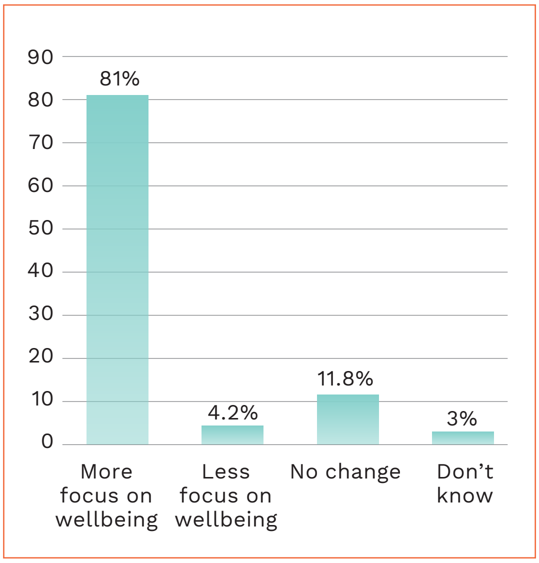

Figure 4: Impact of Covid-19 on organisations' focus on employee wellbeing, (N=399)

Respondents were also asked 'Are you aware of targeted initiatives to support any of the following employee groups during Covid-19?' (see Table 15) - 34.4 per cent indicated that they knew of initiatives, mostly aimed at Māori and Pacific Peoples (compared to 19.0 per cent in the 2021 survey), while 33.8 per cent said they knew of none (compared to 43.7 in the 2021 survey), and a further 37.1 per cent stated that they did not know (compared to 37.5 per cent in the 2021 survey).

Most significantly, our findings reveal an increase across all the targeted initiatives to support diverse employee groups with Covid-centric support, compared to the 2021 Survey.

Awareness of Covid-centric targeted initiatives	March 2022 (%)	March 2021 (%)
Don't know	37.1	37.5 (1)
None	33.8	43.7 (1)
Māori	19.1	8.6 (3)
Pacific peoples	15.3	7.2 (4)
People from poor communities	10.3	4.4 (8)
Migrants	8.5	6.8 (5)
Women	8.0	5.6 (6)
Young people (aged 18-24 years)	7.8	5.3 (7)
People with physical disabilities	7.0	3.5 (10)
Mature workers (aged 55+ years)	6.5	4.0 (9)
Men	3.8	1.6 (13)
People with specific religious affiliations	3.5	0.7 (15)
Gay, lesbian, and bisexual people	3.3	2.5 (11)
Transgender and/or gender diverse people	2.8	2.3 (12)
Neurodiverse people	2.8	1.0 (14)

Table 15: Awareness of targeted initiatives to support employee groups during Covid-19, (N=399)

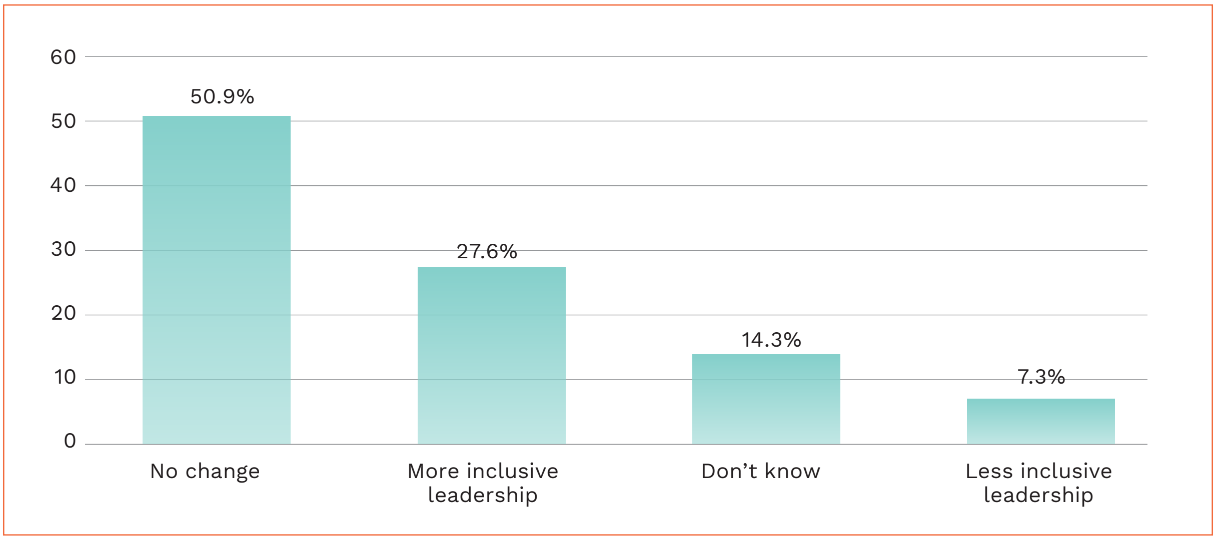

Figure 5: Impact of Covid-19 on the level of inclusive leadership in organisations, (N=399)

Respondents were asked to indicate whether Covid-19 had any impact on the level of inclusive leadership in their organisation (see Figure 5). Just over half (50.9 per cent) of respondents indicated that there was no change, while 27.6 per cent answered that the level of inclusive leadership has increased. In contrast, 7.3 per cent indicated that levels of inclusive leadership are lower, while 14.3 per cent said they did not know. These findings are consistent with the change that was observed in the 2021 survey.

In the 2022 survey, we asked the respondents about the impact of Covid-19 on their wellbeing and work-life balance (see Table 16).

Most of the respondents (43.2 per cent) reported that Covid-19 had a negative impact on their wellbeing and work-life balance, that they were tired but not overwhelmed. Interestingly, 15.6 per cent of respondents indicated that Covid-19 positively impacted them, and they felt supported and hopeful. In contrast, almost the same proportion (15.1 per cent) reported that Covid-19 impacted their wellbeing very negatively, and they felt exhausted and burned out, 19.9 per cent reported no real impact either way, and only 5.8 per cent of respondents indicated that Covid-19 had a very positive impact on their wellbeing, and they felt energised with an excellent work-life balance.

Impact of Covid-19 on personal wellbeing and work-life balance	%	Responses
Negatively– I'm tired but not overwhelmed	43.2%	172
Neither positive nor negative– Covid-19 had no real impact on my personal wellbeing and work-life balance	19.9%	79
Positively– I feel supported and hopeful	15.6%	62
Very negatively– I'm feeling exhausted and burnt out	15.1%	60
Very positively– I'm feeling energised with excellent work-life balance	5.8%	23
Don't know	0.5%	2

Table 16: Impact of Covid-19 on personal wellbeing and work-life balance, (N=398)

A closer look at the disaggregated data indicates that the size of organisations matters where Covid-19 impact is concerned. Our findings show that respondents in large organisations reported the most 'very positive/positive' (23.7 per cent) and the least 'very negative/negative' (56.2 per cent) impact of Covid-19 on their wellbeing and work-life balance, compared to medium-sized organisations (very negative/negative 59.4 per cent, very positive/positive 21.1 per cent) and small organisations (very negative/negative 62.7 per cent, very positive/positive 14.9 per cent). This indicates that the smaller the organisation, the more likely Covid-19 is to have had a negative impact on the personal wellbeing and work-life balance of employees.

This year, we also asked respondents what policy their organisation applied if employees have exceeded their sick leave due to Covid-19. As shown in Table 17, almost half (47.4 per cent) of the respondents indicated that their organisation provided discretionary leave to employees, 19.1 per cent reported that their organisation applied for the government financial support scheme and topped up employees' pay to the full amount, 5.8 per cent indicated that their organisation asked employees to take unpaid leave or use up holiday leave if they wanted paid time off work, 4.3 per cent reported that their organisation applied for the government financial support scheme but did not top up employees' pay to the full amount, only 0.8 per cent reported that their organisation asked workers to return to work before they had fully recovered, and 22.8 per cent said they did not know.

Policies in place if employees have used up all their sick leave when unwell with Covid-19 but then need more time off due to illness	%
My organisation provides discretionary leave to employees	47.4
Don't know	22.8
My organisation applies for the government financial support scheme and tops up employees' pay to the full amount.	19.1
My organisation asks employees to take unpaid leave or use up holiday leave if they want paid time off work.	5.8
My organisation applies for the government financial support scheme but does not top up employees' pay to the full amount.	4.3
My organisation asks workers to return to work before they have fully recovered.	0.8

Table 17: Additional Covid-19-related sick leave policies, (N=399)

Wellbeing/ Wellness

Given that wellbeing/wellness has been consistently identified as one of the most important diversity issues by respondents, we were keen to learn more about the ways in which it presents a challenge for organisations. The results of the question on the major wellbeing/ wellness challenges for the organisations echoed the three most important issues identified in the 2021 Report (see Table 18). The results on wellbeing/wellness do not suggest a significant change from last year's findings for mental health of employees (81.9 per cent), work/life balance (75.5 per cent), and stress (74.3 per cent) which continued to be the three most important wellbeing issues. However, the prevalence of cultural inclusion/diversity (45.6 per cent), flexibility (42.2 per cent), health and safety (38.5 per cent), physical health of employees (37.3 per cent), implementing wellbeing measures (34.6 per cent), aging (21.2 per cent), illness and absenteeism (18.9 per cent), and disability (13 per cent) as wellbeing/wellness challenges have all increased compared to the previous year.

Wellbeing/wellness challenges	March 2022 (%)	March 2021 (%)
Mental health of employees	81.9	80.7 (1)
Stress	75.5	78.8 (2)
Work/life balance	74.3	74.2 (3)
Cultural inclusion /diversity	45.6	28.9 (7)
Flexibility	42.2	34.7 (5)
Health and safety	38.5	30.5 (6)
Physical health of employees	37.3	34.8 (4)
Implementing wellbeing measures	34.6	26.0 (8)
Aging	21.1	16.2 (9)
Illness and absenteeism	18.9	13.2 (10)
Disability	13	7.8 (11)
Other (please specify)	3.9	3.5 (13)
None	1.5	2.1 (14)
Don't know	2.6	1.2 (12)
Not applicable	0.0	0.4 (15)

Table 18: Wellbeing/wellness challenges, 2020- 2022, (N=408)

When we asked respondents what forms of wellbeing/wellness support were provided by their organisation, 80.4 per cent of respondents indicated that their organisations provided stress and mental health support programmes, and 47.1 per cent stated that they provided physical health support programmes, while 31.1 per cent of respondents' organisations ran financial wellbeing/wellness support programmes.

Respondents were asked if all employees had the same access to wellbeing/wellness and flexibility initiatives within their organisation. Of the 408 respondents who answered this question, most of the respondents (65.4 per cent) answered yes, while 22.8 per cent answered no, and 11.8 per cent did not know.

We also asked respondents who answered 'no' to explain what groups of employees were advantaged or disadvantaged by their organisation's initiatives. The results of the open-ended response reveal that the definition of initiatives and the levels of employees' access to wellbeing/wellness and flexibility initiatives depend on various parameters. Unsurprisingly, respondents who work on the front-line indicated that it is harder for them to work from home. However, there were other reasons that affected the ability of employees to access wellbeing/wellness and flexible working initiatives. For instance, some respondents reported that access to the initiatives varied depending on a manager's attitude and management styles, work location, and fields of work. Fixed-term and casual workers also reported fewer opportunities for flexible working. Our findings are in line with the results of the 2021 survey and acknowledge that access to wellbeing/wellness and flexibility initiatives is inconsistent and inequitable.

Flexibility

Flexibility in the workplace was identified by 53.8 per cent of respondents as one of the most important diversity issues for their organisation. Most of the respondents (88.3 per cent) indicated 'the possibility to work remotely' as the main form of flexibility offered by their organisation. This was followed by 'flexible work time' (83.3 per cent) and 'part-time work/reduced hours' (71.3 per cent), with a further 64 per cent reporting that 'family-friendly arrangements' were provided. Also, 55.2 per cent of respondents indicated that domestic violence leave was offered by their organisation (see Table 19).

Forms of flexibility	March 2022 (%)	March 2021 (%)	March 2020 (%)	March 2019 (%)
Possibility to work remotely	**88.3**	85.7	76.7	76.6
Flexible work time	**83.3**	78.8	77.7	79.1
Part-time work/reduced hours	**71.3**	69.0	75.5	75.8
Family-friendly arrangements	**64**	61.3	59.0	60.3
Domestic violence leave	**55.2**	48.1	-	-
Flexible/extended leave arrangements	**53.9**	50.2	55.0	59.0
Time in lieu	**50.5**	47.7	51.5	54.6
Phased return to work	**42.4**	35.5	35.7	41.6
Flexible/extended break arrangements	**38.7**	32.4	32.7	39.9
Flexible roles	**17.4**	16.4	14.0	16.8
Flexible roster	**17.4**	15.7	14.7	12.2
Flexible workload	**16.9**	17.4	15.6	17.4
Job share	**15**	18.6	14.7	19.0
Other	**4.4**	2.8	2.8	3.3
Don't know	**2.7**	2.3	2.6	1.4
Not applicable	**0.3**	1.6	1.7	0.3

Table 19: Forms of flexibility in organisations, 2018-2021, (N=408)

Bias

When asked about the presence of bias in their organisation in the 2022 survey, 62.1 per cent of respondents indicated conscious and unconscious bias that influenced decision making in their organisation was a significant issue (see Table 2). In line with the 2021 survey, our findings indicate that bias ranked second in respondents' concerns. However, less than half (48.8 per cent) of organisations addressed bias using formal policies or programmes/initiatives. It is worth noting that there is an increase in the percentage of respondents reporting that their organisations applied formal policies or programmes/initiatives (48.8 per cent compared to 44.4 per cent in the last survey).

In the 2021 survey, 57.3 per cent of all respondents considered that there was unconscious bias in their organisations, which was an increase from the 2020 figure of 48.9 per cent. The results of the 2022 survey indicate nearly a five per cent increase in the perceived presence of bias in organisations, rising from 57.3 per cent to 62.1 per cent. These findings may suggest that there is an increased level of understanding of bias as an influencing factor in decision making

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Ethnicity

As already shown (see Tables 2), ethnicity was considered one of the most important diversity issues for their organisation by more than half (53.6 per cent) of all respondents. More specifically, many respondents who answered the question 'does your organisation find it difficult to attract talent from any of the following groups of people?' indicated that it was difficult for their organisation to attract Māori (43.8 per cent), Pacific Peoples (39.3 per cent), and migrants born in a country where English is not the main language (13.5 per cent). Our findings indicate that there were few problems in attracting New Zealand Pākehā (3.1 per cent) or migrants who were born in a country where English was the main language (4.7 per cent). It is also important to note that 65.6 per cent of all survey respondents identified as New Zealand European, and 17.3 per cent as Other European.

Respondents were also asked if their organisation had a formal policy or programme in place to address ethnicity as a diversity issue: 21.4 per cent reported that their organisation had a formal policy, 31.4 per cent indicated that their organisation had a programme or initiative, and one third (29.9 per cent) of respondents indicated that no formal policy, programme or initiative was in place in their organisation. A further 17.3 per cent stated they did not know.

Gender

Gender was considered by 50 per cent of respondents as one of the most important diversity issues for their organisation. When we asked respondents to indicate if their organisation had a formal policy or programme in place to address gender as a diversity issue, 23.1 per cent replied that their organisation had a formal policy, and 25.6 per cent that a programme or initiative was in place. However, 31.9 per cent of respondents indicated that no formal policy, programme or initiative was in place in their organisation. These findings are consistent with last year's results.

In the 2022 survey, 75.3 per cent of respondents identified as female, 20.5 per cent identified as male, 3.1 of respondents identified as gender-diverse or non-binary, and 1.1 per cent of respondents did not disclose their gender identity.

As shown in Table 20, 23.9 per cent of female respondents were in senior/executive leadership positions. In contrast, almost half (of male respondents held similar positions and only 11.8 per cent of gender diverse/non-binary respondents had senior/executive leadership positions. In line with the last survey, our findings highlight that women and gender-diverse/non-binary respondents tend to be underrepresented in senior roles.

Gender	Human Resources Professional (%)	Middle Management/ Team Leader (%)	Operational/ Front Line Worker (%)	Senior/ Executive Leadership (%)	Total (%)
Female	23	23	29.9	23.9	100
Male	9.8	20.2	21.9	48.2	100
Gender diverse or non-binary	11.8	23.5	52.9	11.8	100
Not stated	0	50	33.3	16.7	100

Table 20: Gender representation by position within the organisation, (N=555)

Inclusive leadership and teams

We asked respondents how they perceived the leadership style in their organisation. Of the 403 respondents who answered this question, 14.9 per cent reported that their organisation was ‘a best practice example of inclusive leadership’, while 42.9 per cent thought that the leadership style in their organisation was ’mostly inclusive’, and 23.1 per cent thought ‘it’s generally not too bad’. However, 11.9 per cent selected ‘clear examples of exclusion’, and 5.7 per cent indicated they were employed in ‘a toxic and exclusive workplace’. These findings are consistent with the previous survey.

When we asked respondents how inclusive they perceived their team to be, of the 403 respondents who answered the question, 46.2 per cent indicated that their team was ‘mostly inclusive’ while 25.1 per cent reported that their team was ‘a best practice example of inclusive leadership’, and 23.1 per cent indicated that their team ‘was not generally too bad’. As with the previous question, some negative reporting was evident: 7.7 per cent of respondents indicated that their team ‘had some clear examples of exclusion’, and 2.5 per cent indicated that their team ‘was toxic and exclusive’. It is worth noting that respondents’ teams were generally reported to be more inclusive than leadership style of senior leaders (71.3 per cent compared to 57.8 per cent).

A closer look at data highlights that leadership style in the private sector was seen as more inclusive than in the public sector - 60.68 per cent of respondents indicated that leadership style in their organisation was a best practice example of inclusive leadership or mostly inclusive, while 50.8 per cent of respondents from the public sector reported that that leadership style in their organisation was a best practice example of inclusive leadership or mostly inclusive in their organisations.

Similarly, respondents in the private sector perceived their team as more inclusive than respondents in the public sector - 73.8 per cent of respondents in the private sector perceived their team as a best practice example of inclusive leadership or mostly inclusive compared to 68.5 per cent in the public sector.

In terms of organisation size, respondents from small organisations (69.6 per cent) were more likely to report inclusive leadership compared to medium and large organisations (60.16 per cent and 52.5 per cent respectively). Furthermore, respondents in small organisations (76.82 per cent) perceived their team as more inclusive compared to the medium and large organisations (72.7 per cent and 68.4 respectively).

This year we also asked respondents to what extent they agreed or disagreed that being afraid of making mistakes prevents them from speaking out in support of diversity and inclusion. Most of the respondents (41.2 per cent) disagreed with the statement, 24.8 per cent strongly disagreed, while 13.7 agreed, and only five per cent strongly agreed. A further 15.4 per cent of the respondents neither agreed nor disagreed. The results indicate that most of the respondents feel confident to speak out in support of diversity and inclusion.

The disaggregated data indicates that an average of 12.9 per cent of respondents in managerial positions (i.e. senior/executive leaders, middle managers/team leaders) agreed/strongly agreed that being afraid of making mistakes prevents them from speaking out in support of diversity and inclusion, while the majority of respondents in managerial roles (an average 74.3 per cent) disagreed/strongly disagreed with the statement. On the other hand, nearly one third (29.5 per cent) of respondents in front line positions agreed/strongly agreed with the statement and 21.9 per cent disagreed/strongly disagreed. The results suggest that front-line workers need more confidence to speak out in support of diversity and inclusion.

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CONCLUDING COMMENTS

To conclude this year's survey, we briefly highlight the key results and consider the implications and questions that arise from them. The survey results provide an indication of how public and private-sector firms perceive and respond to diversity issues. Wellbeing and bias remain important topics and many of those surveyed revealed that their organisations have formal policies, programmes and initiatives in place to address them.

This year's survey reflects the ongoing impacts of the Covid-19 pandemic on organisations and employees. According to this year's results, the emphasis that organisations place on wellness and flexibility initiatives has increased. However, findings also indicate that employees' access to wellbeing/wellness and flexible working initiatives is inconsistent and inequitable. These findings suggest that organisations need to be more equitable in terms of providing employees access to resources and be more transparent about the process required to access them. They also highlight the need for a nuanced conversation about what wellness and flexibility initiatives look like for different workers, such as those on the front-line.

As with the 2021 survey, bias was ranked as the second most important diversity issue in 2022, with a slight increase compared to last year's figures. Although the number of organisations with formal policies/programmes or initiatives in place to address conscious and unconscious bias increased, more respondents reported that their organisations found it difficult to attract talent from Māori, Pacific Peoples, and migrants born in a country where English is not the main language compared to the results of the 2021 survey. While respondents from larger organisations and organisations in the private sector were most likely to report that their workplaces measure and evaluate the effectiveness of their initiatives, less than a third of the respondents overall stated that their organisations formally measure the effectiveness of their diversity initiatives and processes. The question that therefore arises is how do organisations examine the effectiveness of their bias-reduction strategies, for example, if there is no oversight or evaluation of diversity and inclusion practices?

Ethnicity was identified as a diversity issue by more than half of the respondents, with a 7.2 per cent increase rising from 46.4 per cent to 53.6 per cent over the past the year. Furthermore, it is encouraging to see a significant increase (8.7 per cent) in the number of respondents that reported their organisations have formal policies, programmes or initiatives in place to address discrimination on the grounds of ethnicity (52.8 compared to 44.1 in the 2021 survey). These findings suggest that not only are organisations increasingly recognising ethnicity as an important issue, they are also taking more formal measures to address racism in the workplace.

The 2022 survey's specific focus was on neurodiversity in the workplace. Although only a relatively small number of respondents identified as being neurodivergent, most of these reported that their organisation was not aware of this. In addition, more than three-quarters of these respondents reported that their organisation did not collect demographic data on a neurodiverse workforce. Our findings also highlight that the largest share of respondents stated that neurodiversity was not an area of concern for their organisation. However, when we consider that of all the diversity issues identified as being important to organisations, neurodiversity was the issue that had received the greatest increase in importance between 2021 and 2022 (doubling from 12 per cent to 24.2 per cent), this suggests that neurodiversity is an emerging topic for organisations. Despite this, the survey results indicated that few organisations had initiatives in place to support a neurodiverse workplace and the majority of respondents believed that senior leaders in their organisation were not equipped to

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Our findings revealed that there were more respondents that recognised their teams as being inclusive than those that reported the leadership style of senior leaders as being inclusive. This suggests that there is a need for more inclusive leadership capabilities in organisations, supported by formal initiatives and training programmes. While organisations may make progress on increasing the diversity of their workforces, this alone is not enough to create inclusive working environments.

Building a diverse workplace that values a sense of belonging, inclusion and equity is an ongoing journey that extends well beyond the publication of this report. Doing so requires a strategic approach to diversity, equity and inclusion management, and one that regularly measures and assesses the effectiveness of diversity programmes, initiatives, policies and processes.

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