



NEW ZEALAND WORKPLACE DIVERSITY SURVEY 2019

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CONTENTS

List of tables and figures	3
Introduction	4
Methodological note	4
Respondent characteristics	5
Diversity issues that are most important to organisations	6
Importance of diversity issues by sector	7
Importance of diversity issues by size of organisation	8
Addressing diversity issues	9
Methods of addressing diversity in the organisation	12
Measuring and evaluating the effectiveness of diversity initiatives	13
Diversity issues under the spotlight	14
Wellbeing/wellness	15
Bullying and harassment	16
Flexibility	17
Temporary, fixed term, and casual contracts	18
Aging	19
Gender representation	20
Ethnicity	22
Literacy, Language and Numeracy (LLN)	24
Bias	25
Concluding Comments	27

LIST OF TABLES AND FIGURES

Table 1: Industries organisations operate in	5
Table 2: Importance of diversity issues for organisations 2016 – 2019, percentage and ranking	6
Table 3: Diversity policies and programmes/initiatives	9
Table 4: Trends and ranking of methods of addressing diversity in organisations, 2016-2019	12
Table 5: Methods of measuring and evaluating the effectiveness of diversity initiatives	13
Table 6: Wellbeing/wellness challenges	15
Table 7: Organisational responses to reported incidents of bullying and harassment	16
Table 8: Forms of flexibility in organisations	17
Table 9: Forms of engagement with workers over the age of 55	19
Table 10: Female representation at the governance and leadership/decision-making levels	20
Table 11: Female representation at the governance and leadership/decision-making levels by size of the organisation	21
Table 12: Promotion of gender pay equity in organisations	21
Table 13: Ethnicity as a diversity issue for organisations	22
Table 14: Methods of addressing ethnicity as a diversity issue	23
Table 15: Forms of addressing the Literacy, Language and Numeracy (LLN) needs of a diverse workforce	24
Table 16: Bias as a diversity issue for organisations	25
Table 17: Forms of addressing bias	26
Figure 1: Importance of diversity issues by sector	7
Figure 2: Importance of diversity issues by size of organisation	8
Figure 3: Diversity policies and programmes/initiatives by sector	10
Figure 4: Diversity policies and programmes/initiatives by size of the organisation	11
Figure 5: Percentage of staff on temporary, fixed term or casual contracts	18

INTRODUCTION

Diversity, in all its manifestations, is an important part of New Zealand society and the country's contemporary business environment. The New Zealand Workplace Diversity Survey is an annual record of how New Zealand firms and organisations see and respond to diversity.

The survey aims to contribute to public understanding and debate, and seeks to highlight both good practice and what needs further attention. Such debate is important to make sure that organisations are attuned to diversity amongst their workforce, their clients, and the communities they serve. We may think of this in terms of making the most of the benefits diversity is said to bring, but equally and perhaps more importantly, we need to think of this in terms of the responsibilities organisations have to create and maintain inclusive and non-discriminatory work places.

We'd like to acknowledge that this year's survey coincides with the callous murder of 50 Muslim people at two Christchurch mosques. More than anything, this act of violence perpetrated in the name of the ideology of white supremacy shows that values of inclusion, equity and justice cannot be taken for granted but require commitment from everyone.

What follows is the most recent survey results.

METHODOLOGICAL NOTE

This March 2019 iteration of the New Zealand Workplace Diversity Survey closely resembles the previous version in order to ensure continuity and comparability of findings. However, we introduced two new questions in this survey to further explore aspects of particular diversity issues. One of these questions asked whether organisations actively promote gender pay equity. The other question asked how organisations respond to reported incidents of bullying and harassment. Because we asked this question for the first time, we opted for an open-ended question to explore the various ways in which organisations may address bullying and harassment.



RESPONDENT CHARACTERISTICS

A total of 368 respondents took part in the March 2019 New Zealand Workplace Diversity Survey. Participating organisations operate in a variety of industries (see Table 1): 35.3 per cent of all respondents operate in ‘Professional, Scientific and Technical Services’ followed by 12 per cent in ‘Other Services’ and 10.6 per cent in ‘Construction’. Of the 368 respondents, 243 (66%) are located in the private sector and 125 (34%) operate in the public sector.

Organisations from all regions of New Zealand are represented in this survey. By far the largest number of respondents, 161 (43.8%) are located in the Auckland region, followed by 72 (19.6%) in the Wellington region (19.6 %) and 43 in the Southland region (11.7%).

Large organisations with up to 200+ employees constitute more than half of all respondents 207 (56.3%), while medium-sized organisations (20-199 employees) and small-sized organisations (0-19 employees) make up 29.6 per cent and 14.1 per cent respectively.

INDUSTRY	Responses	%
Administrative and support services	4	1.1
Agriculture, forestry and fishing	8	2.2
Arts and recreation services	7	1.9
Construction	39	10.6
Education and training	22	6
Electricity, gas, water and waste services	24	6.5
Financial and insurance services	15	4.1
Health care and social assistance	9	2.4
Information media and telecommunications	15	4.1
Manufacturing	16	4.3
Other services	44	12
Professional, scientific and technical services	130	35.3
Public administration and safety	19	5.2
Rental, hiring and real estate services	1	0.3
Retail trade	3	0.8
Transport, postal and warehousing	7	1.9
Wholesale trade	5	1.4
Total	368	100

TABLE 1: INDUSTRIES ORGANISATIONS OPERATE IN

DIVERSITY ISSUES THAT ARE MOST IMPORTANT TO ORGANISATIONS

A key objective of this survey is to identify the diversity issues that are most important to organisations and to examine trends across time. The detailed findings are presented in Table 2 below.

In this survey, organisations identified wellbeing/wellness, gender and bias as the three most important diversity issues (79.6%, 66.8% and 63% respectively).

Three findings are particularly noteworthy. Firstly, we see quite significant increases in the importance accorded to almost all diversity issues compared to previous iterations of the survey. In the April 2018 survey, wellbeing/wellness was the only diversity issue identified as important by more than 50 per cent of respondents. Now, wellbeing/wellness, gender, bias and flexibility are all identified as important by more than half of all respondents. While, for instance, flexibility has dropped from the second to the fourth most important diversity issue, the percentage of respondents regarding it as important has increased from 49 per cent to 58.4 per cent.

Secondly, the importance organisations assigned to gender has increased most significantly. In the previous survey, only slightly more than one third (36.1%) of respondents considered gender to be an important diversity issue, compared to two thirds (66.8%) in this survey, making it the second most important issue after wellbeing/wellness.

Thirdly, we note that aging, a diversity issue that regularly featured among the top 3 diversity issues in previous surveys, was only the seventh most important diversity issue. Identified as important by 37 per cent of respondents, it is the only diversity issue which has been afforded less significance than previously (down from 42.9% in April 2018).

DIVERSITY ISSUES	March 2019 (%)	April 2018 (%)	April 2017 (%)	October 2016 (%)
Wellbeing/wellness	79.6 (1)	62.4 (1)	66.9 (1)	62.3 (1)
Gender	66.8 (2)	36.1 (5)	45.0 (5)	28.9 (5)
Bias	63.0 (3)	42.0 (4)	48.3 (3)	30.1 (4)
Flexibility	58.4 (4)	49.0 (2)	54.6 (2)	53.1 (2)
Ethnicity	47.3 (5)	33.9 (6)	41.4 (6)	27.0 (7)
Bullying	42.1 (6)	31.5 (7)	35.8 (7)	25.6 (8)
Aging	37.0 (7)	42.9 (3)	47.0 (4)	43.8 (3)
Sexuality	29.6 (8)	12.4 (10)	17.9 (10)	11.0 (10)
Employment transition for younger staff	26.1 (9)	26.8 (8)	27.5 (8)	27.6 (6)
Disability	24.2 (10)	21.2 (9)	24.2 (9)	16.2 (9)
Religion	11.7 (11)	8.5 (11)	12.3 (11)	7.7 (11)

TABLE 2: IMPORTANCE OF DIVERSITY ISSUES FOR ORGANISATIONS 2016 – 2019, PERCENTAGE AND RANKING

IMPORTANCE OF DIVERSITY ISSUES BY SECTOR

Following trends from previous surveys, respondents from public sector organisations continued to accord somewhat more importance to the majority of diversity issues than private sector organisations (bias, flexibility, and employment transition for younger staff were the exceptions). As shown in Figure 1, differences in the importance of diversity issues between the public and private sector is most pronounced in the areas of disability, bullying and harassment, aging and sexuality. More than 30 per cent of public-sector respondents reported disability as an important diversity issue compared to only 19.8 per cent of respondents from the private sector. Similarly, there is gap of almost 10 per cent between the public and private sector respondents in terms of reporting bullying and harassment as a diversity issue (48.8% and 37.7% respectively). Notably, in the April 2018 survey, there was a gap of 20 per cent between public and private sector for ethnicity as a diversity issue, but by March 2019 that had shrunk below 10 per cent.

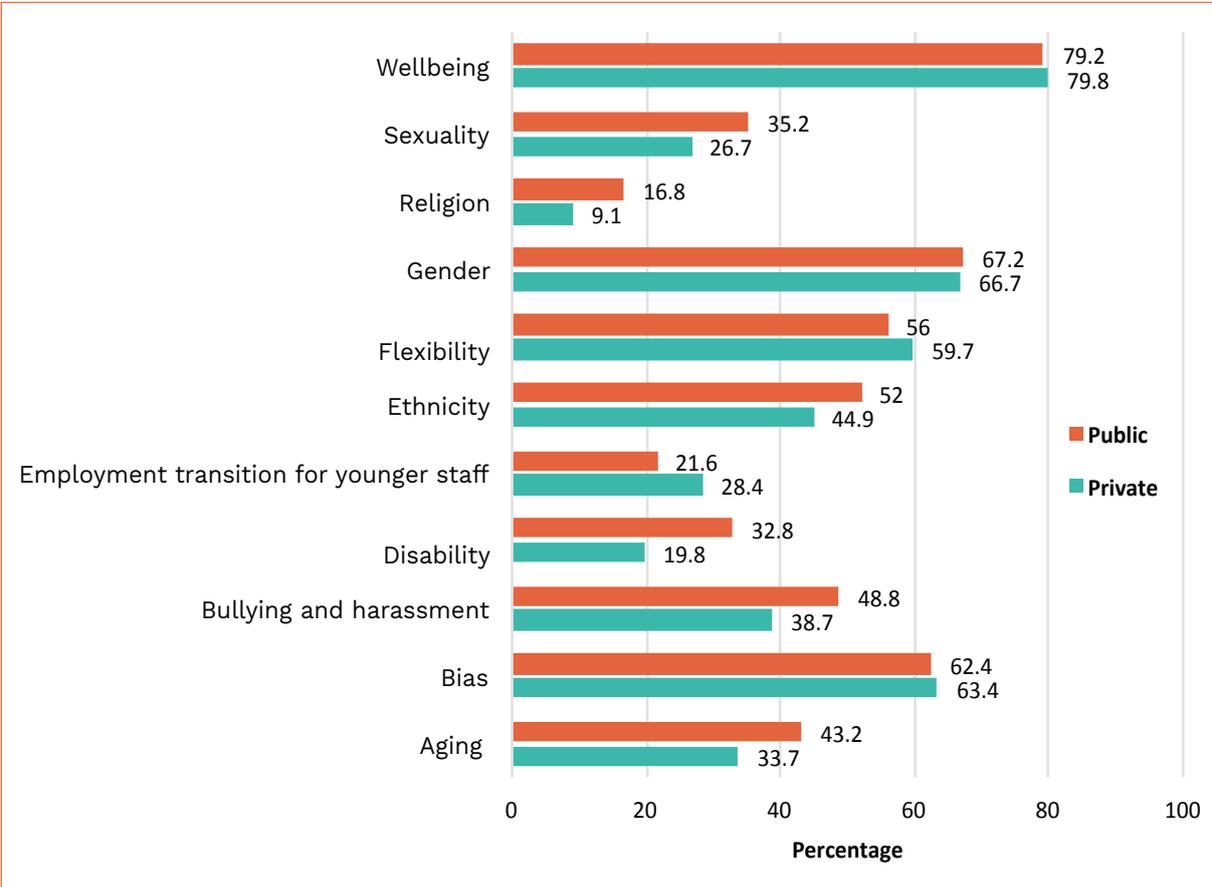


FIGURE 1: IMPORTANCE OF DIVERSITY ISSUES BY SECTOR

IMPORTANCE OF DIVERSITY ISSUES BY SIZE OF ORGANISATION

Differences in the importance of diversity issues to organisations also become more pronounced when we consider their size (Figure 2). Respondents from large organisations regarded almost all diversity issues as more important than medium-sized and small organisations, with employment transition for younger staff and wellbeing/wellness the only exceptions.

Whilst wellbeing/wellness is the most important diversity issue irrespective of an organisation’s size, gender is now the second most important issue for large organisations. For medium-sized and small organisations, flexibility and bias are now the second most important diversity issues respectively.

Differences between small, medium-sized and large organisation are more noticeable for gender, bias, wellbeing and sexuality. Almost three quarters of respondents from large organisations identified bias as an important diversity issue while less than half of all respondents from medium-sized and small organisations did so. However, we also need to note that the importance of bias as a diversity issue for small organisations has jumped from 24.7 per cent in April 2018 to 48.1 per cent in March 2019.

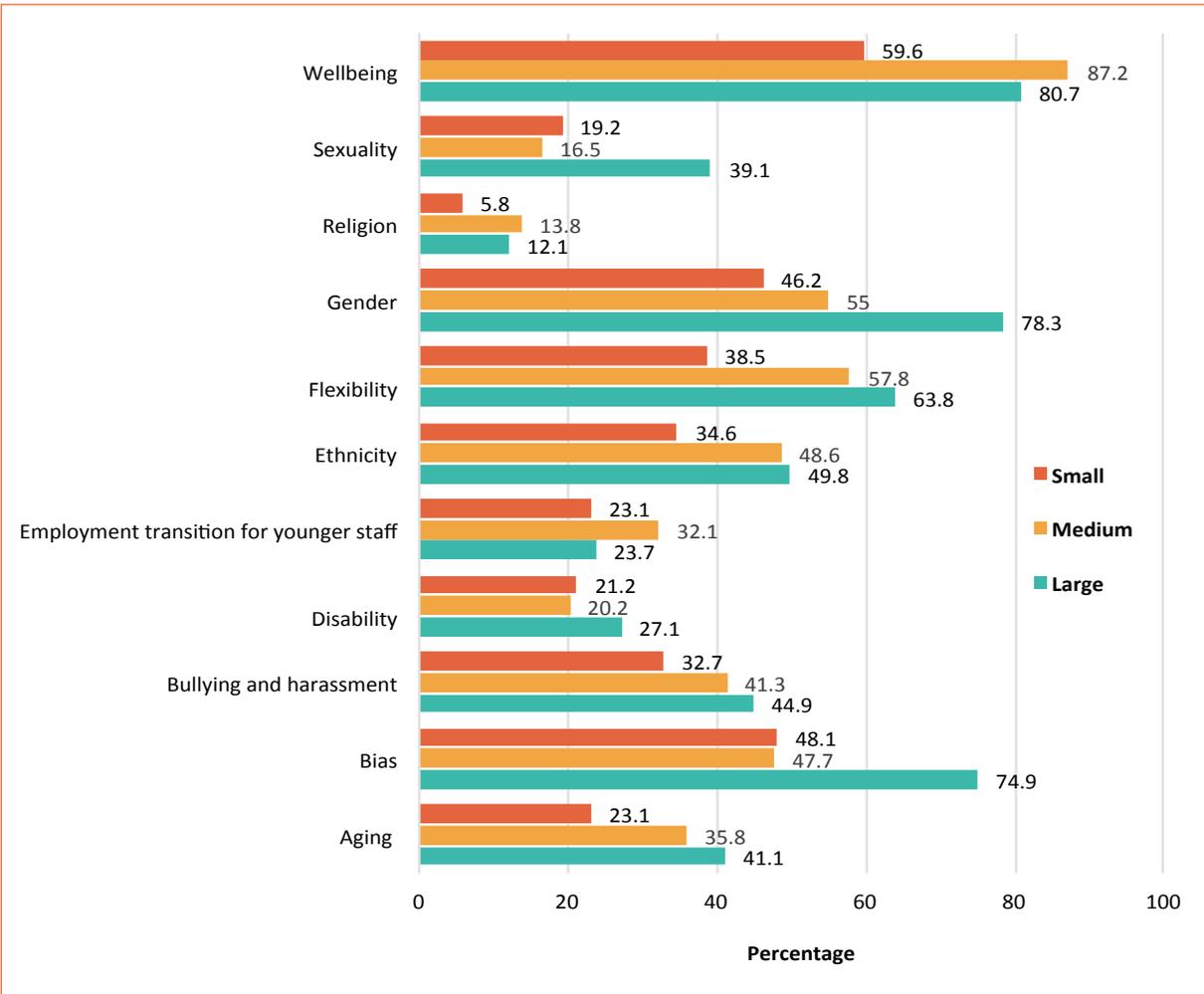


FIGURE 2: IMPORTANCE OF DIVERSITY ISSUES BY SIZE OF ORGANISATION

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 we surveyed. As shown in Table 3, the three diversity issues for which participating organisations are most likely to have either a formal policy or a programme or initiative in place are bullying and harassment (84.4%) wellbeing/wellness (83.3%) and flexibility (77%). Aging remains the diversity issue for which organisations have the least formal structures in place. Just over one quarter (27.3%) of all respondents stated that they had either a formal policy or programme/initiative in place for aging.

DIVERSITY ISSUE	Responses	Formal policy or programme/initiative %	Neither policy nor programme/Initiative %	Don't know %
Bullying	365	84.4	10.4	5.2
Wellbeing/wellness	365	83.3	11	5.7
Flexibility	360	77.0	16.9	6.1
Gender	363	62.3	28.9	8.8
Ethnicity	358	50.6	36.9	12.5
Bias	347	50.6	37.3	12.1
Disability	357	46.5	34.7	18.8
Sexuality	360	45.5	43.1	11.4
Employment transition for younger staff	352	36.7	41.2	22.1
Religion	353	32.0	48.2	19.8
Aging	293	27.3	59.7	13

TABLE 3: DIVERSITY POLICIES AND PROGRAMMES/INITIATIVES

As illustrated in Figure 3 on page 10, both public and private-sector organisations are most likely to have either formal policies and/or programmes or initiatives in place for bullying and harassment, wellbeing/wellness, and flexibility.

Public-sector organisations continue to be more likely to have formal policies and/or programmes and initiatives in place for all diversity issues that were surveyed.

Notably, there is a gap of nearly 17 per cent between the public and private sector in terms of formal policies and programmes or initiatives related to disability. We also see a difference of nearly 10 per cent between the public and private sector for policies pertaining to flexibility, ethnicity and sexuality. However, the gap between private and public sector is now less pronounced than it was in April 2018.



FIGURE 3: DIVERSITY POLICIES AND PROGRAMMES/INITIATIVES BY SECTOR

Again, an organisation's size is a strong indicator of whether they have implemented policies, programmes and/or initiatives to address the surveyed diversity issues (see Figure 4). For example, 8 out of the 11 given diversity issues are addressed with policies or programmes by more than 60 per cent of respondents from large organisations. Only 3 issues (bullying and harassment, wellbeing/wellness and flexibility) are addressed by more than 60 per cent of medium-sized organisations while disability is the only issue that is addressed by more than 60 per cent (71.2%) of small organisations. It is perhaps noteworthy that disability is also the only diversity issue for which small organisations were more likely to have formal policies and/or programmes or initiatives in place than both large and medium-sized organisations.



FIGURE 4: DIVERSITY POLICIES AND PROGRAMMES/INITIATIVES BY SIZE OF THE ORGANISATION

METHODS OF ADDRESSING DIVERSITY IN THE ORGANISATION

Respondents were asked to reflect on how their organisation addresses the surveyed diversity issues by selecting from multiple response options. As shown in Table 4 below, the most commonly reported methods for addressing diversity in the organisation are 'Consideration of diversity in relevant HR policies' (67.7%), followed by 'Top management commitment to and involvement in diversity issues' (66.8%) and 'Communication and promotion of diversity to internal stakeholders' (47.3%). Since 2018, there has been a percentage increase in the number of organisations that address diversity through these methods and since 2016 there has been a more substantial increase across each of the aforementioned methods. There is also a significant increase (18%) of organisations that have a 'diversity strategy or plan' compared to the April 2018 survey.

METHODS OF ADDRESSING DIVERSITY	March 2019 (%)	April 2018 (%)	April 2017 (%)	October 2016 (%)
Consideration of diversity in relevant HR policies	67.7 (1)	51.2 (2)	59.6 (1)	36.0 (2)
Top management commitment to and involvement in diversity issues	66.8 (2)	53.0 (1)	54.0 (2)	37.3 (1)
Communication and promotion of diversity to internal stakeholders	47.3 (3)	28.8 (3)	31.8 (3)	20.8 (3)
Diversity strategy or plan	46.2 (4)	28.8 (3)	31.8 (3)	19.8 (4)
Diversity council, committee, team or taskforce	38.5 (5)	19.0 (6)	22.8 (8)	9.9 (11)
Diversity support networks	35.1 (6)	21.5 (4)	25.8 (4)	13.6 (7)
Diversity education and training for people managers	34.8 (7)	17.1 (8)	24.8 (5)	13.9 (6)
Monitoring and reporting diversity performance	31.8 (8)	20.5 (5)	23.5 (7)	12.7 (8)
Communication about diversity-related issues to external stakeholders	29.6 (9)	15.1 (10)	16.9 (10)	9.8 (12)
Diversity education and training for existing employees	29.6(9)	16.3 (9)	24.5 (6)	14.6 (5)
System or mechanisms for reporting diversity-related concerns	28.8 (10)	18.3 (7)	18.9 (9)	12.1 (9)
Diversity education and training for new employees	18.5 (11)	12.2 (11)	16.2 (11)	11.6 (10)
Other	13 (12)	15.1 (10)	13.6 (12)	5.2 (14)
Diversity-related employment benefits	12.5 (13)	5.8 (12)	9.6 (13)	6.5 (13)
Diversity-related managerial incentives	7.6 (14)	5.8 (13)	4.6 (14)	3.6 (15)

TABLE 4: TRENDS AND RANKING OF METHODS OF ADDRESSING DIVERSITY IN ORGANISATIONS, 2016-2019

MEASURING AND EVALUATING THE EFFECTIVENESS OF DIVERSITY INITIATIVES

When asked if their organisation formally measures and evaluate the effectiveness of their diversity initiatives, 30 per cent of respondents indicated that their organisation do. This compares to only 20 per cent in the April 2018 survey. Of the organisations that do measure and evaluate the effectiveness of their diversity initiatives, most use tracking statistics or metrics (77.5%), internal reporting (72.1%), and/or regular reviews and stocktakes (47.7%) to do so.

Contrary to the April 2018 findings (private sector 16.3% and public 25.6%), in this iteration, private-sector organisations are more likely to monitor their diversity initiatives than public-sector organisations (32.5% and 25.6% respectively).

A consistent theme throughout this report is a correlation between the size of the organisation and its attitudes, policies and evaluation of diversity related issues. This holds for whether an organisation is monitoring the effectiveness of diversity initiatives. 38.2% of respondents from large organisations monitored the effectiveness of their diversity initiatives, compared to 24% of medium-sized organisations and 11.5% of small organisations.

METHODS OF MEASURING AND EVALUATING THE EFFECTIVENESS OF DIVERSITY INITIATIVES	Responses	%
Tracking statistics or metrics	86	77.5
Internal reporting	80	72.1
Regular review or stocktake	53	47.7
External reporting	31	27.9
Don't know	15	13.5
Other	9	8.0

TABLE 5: METHODS OF MEASURING AND EVALUATING THE EFFECTIVENESS OF DIVERSITY INITIATIVES

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 categorised in the previous sections. Respondents were asked:

- in what ways wellbeing/wellness presents a challenge to their organisation;
- whether any incidents of bullying and harassment were recorded over the previous 12 months;
- how their organisations responded to a recorded case of bullying and harassment;
- 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;
- the gender representation at their organisations' governance and leadership levels;
- whether organisations actively promote gender pay equity;
- in what ways ethnicity constitutes a diversity issue and how it is addressed;
- how the 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

The results on which facets of wellbeing/wellness constitute the biggest challenge for organisations do not show a significant divergence from last year's findings. As in the previous survey, respondents regarded the mental health of employees (72%), work/life balance (71.2%) and stress (70%) as the most important wellbeing issues for organisations. It is noteworthy that the mental health of employees is seen as a major wellbeing/wellness challenge by 72 per cent of respondents, up from 56.8 per cent in April 2018.

WELLBEING/WELLNESS CHALLENGES	March 2019 %	April 2018 %	October 2017 %
Mental health of employees	72	56.8	50.7
Work/life balance	71.2	71.9	66.0
Stress	70.7	66.8	62.4
Health and safety	53.8	43.7	40.9
Physical health of employees	45.7	51.3	49.6
Flexibility	45.4	37.9	30.7
Cultural inclusion/diversity	32.1	25.4	18.5
Implementing wellbeing measures	31	22.1	19.2
Aging	20.1	23.1	24.3
Illness and absenteeism	17.9	18.6	21.1
Disability	11.1	7.0	6.0
Don't know	2.2	0.7	1.6
Other (please specify)	2.17	3.8	4.0
None	1.4	3.3	3.3
Not applicable	0.3	2.0	1.9

TABLE 6: WELLBEING/WELLNESS CHALLENGES

BULLYING AND HARASSMENT

In this survey, more than one third of all respondents (35.1%) indicated that their organisation had recorded instances of bullying and harassment over the previous 12 months. This constitutes a significant increase from the April 2018 survey, in which approximately one quarter (27%) of respondents noted that there had been recorded incidents of bullying and harassment in the past 12 months in their organisation.

According to our respondents, bullying and harassment continue to occur more frequently in public-sector organisations (40.8%) than in private-sector organisations (32.1%). Whilst the figure for public-sector organisations has only increased slightly (from 38%), the share of private sector organisations is now more pronounced (up from 19%).

Nearly half of all large organisations (44.9%) had recorded incidents of bullying and harassment, compared to 24.8% of medium-sized and 17.3% of small organisations.

Last year, we noted the paradox between the continued high incidence of bullying and harassment even though a large share of organisations indicate that they have implemented either formal policies and/or programmes and initiatives to address this issue. This phenomenon is even more pronounced this year. Whilst nearly 85 per cent of all organisations have implemented either formal policies and/or programmes and initiatives (in large organisations this rises to 92%), bullying and harassment appear more prevalent than before.

To further explore this issue, we asked respondents a new open-ended question to find out how organisations respond to reported incidences of bullying and harassment. 116 participants responded to this question. While the majority, 74 (63.8%) of the participants stated that their organisation followed formal procedures (e.g. ‘investigation and review’ or ‘disciplinary actions’), 12% noted that instances of bullying and harassment were addressed informally (e.g. through a more casual form of mediation, informal warning or general communication). The findings show that only 5.2% of organisations do not take any action to address incidences of bullying and harassment.

RESPONSE TO REPORTED BULLYING AND HARASSMENT INCIDENTS	Responses	%
Formal procedure followed	74	63.8
Informally dealt	14	12.0
Don't know	11	9.5
Other	11	9.5
Ignored	6	5.2
Total	116	100

TABLE 7: ORGANISATIONAL RESPONSES TO REPORTED INCIDENTS OF BULLYING AND HARASSMENT

FLEXIBILITY

We asked the respondents to indicate what forms of flexibility their organisation provides (see Table 8). Unchanged from both the October 2017 and April 2018 surveys, the most common form of flexibility in organisations was ‘flexible work time’ (79.1%). Respondents noted ‘possibility to work remotely’ (76.6%) and ‘part-time work/reduced hours’ as the second and third most common forms of flexibility within their organisation respectively. The flexibility to work remotely has gone up by nearly 12 per cent compared to April 2018 data. In fact, the percentage of employment of all forms of flexibility (shown in Table 8) has increased compared to the last year. The findings thus reflect an overall improvement in organisations employing and practicing more flexibility for their employees.

FORMS OF FLEXIBILITY	March 2019 %	April 2018 %	October 2017 %
Flexible work time	79.1	77.0	76.4
Possibility to work remotely	76.6	64.9	62.4
Part-time work / reduced hours	75.8	70.0	64.2
Family-friendly arrangements	60.3	57.8	59.1
Flexible / extended leave arrangements	59.0	45.5	42.8
Time in lieu	54.6	50.0	43.8
Phased return to work	41.6	28.3	23.4
Flexible / extended break arrangements	39.9	29.3	29.3
Job share	19.0	17.4	15.8
Flexible work load	17.4	18.4	19.6
Flexible roles	16.8	20.2	20.1
Flexible roster	12.2	16.4	19.6
Other (please specify)	3.3	2.3	4.5
Don't know	1.4	0.7	1.3
Not applicable	0.3	4.5	3.8

TABLE 8: FORMS OF FLEXIBILITY IN ORGANISATIONS

TEMPORARY, FIXED TERM, AND CASUAL CONTRACTS

Respondents were asked to note the approximate percentage of staff on temporary, fixed term, and casual contracts across organisations. The findings are detailed in Figure 5. Only 10 per cent of all respondents reported that there is no staff on non-permanent contracts. This is a decrease from the April 2018 figure of 21.4 per cent. More than half of all organisations (56.5%) stated that less than 25 per cent of their staff hold non-permanent positions (up from 50.7% in April 2018). In less than 2.7 per cent of organisations, more than half the workforce is employed on either temporary, fixed term or casual contracts.

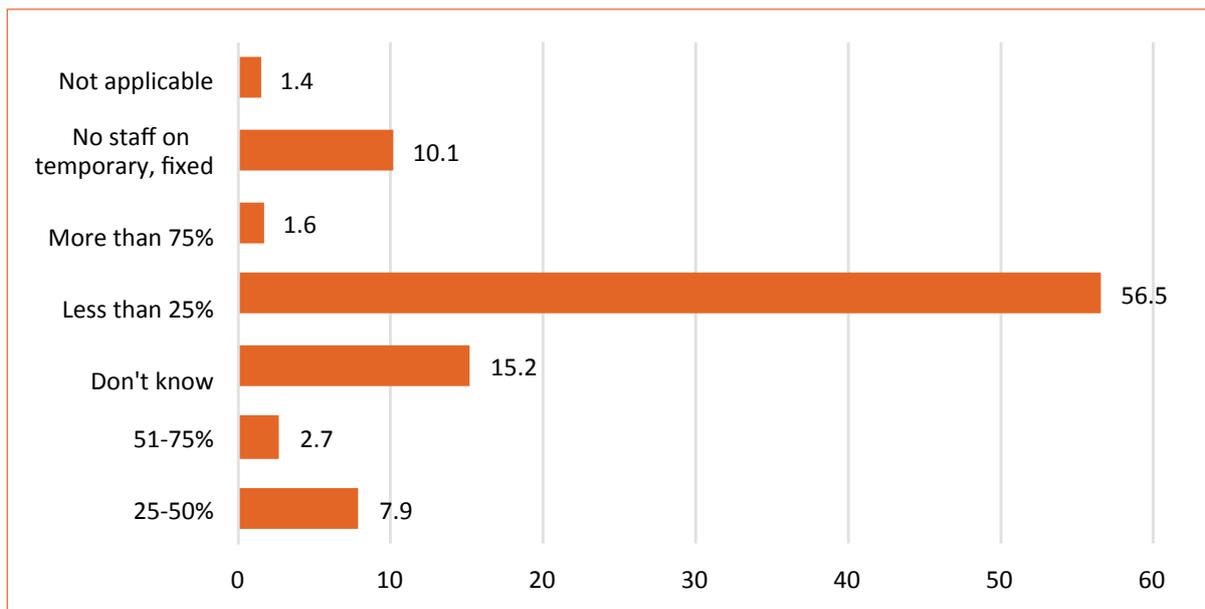


FIGURE 5: PERCENTAGE OF STAFF ON TEMPORARY, FIXED TERM OR CASUAL CONTRACTS

AGING

Contrary to the previous surveys (2016, 2017, and 2018), in which aging consistently ranked among the most important diversity issues facing organisations, in this 2019 iteration, aging is reported as the seventh most important diversity issue. As discussed above, aging is also the only diversity issue that respondents afforded less importance than in April 2018. Concurrently, aging remains the diversity issue for which organisations are least likely to have formal policies, programmes or initiatives in place.

Moreover, we note a decrease in the percentage of respondents who indicate that their organisation encourages the recruitment of workers over the age of 55, from 60 per cent in April 2018 to less than half of all respondents (47.3%) in this survey. In this iteration, public-sector organisations were marginally more likely to encourage the recruitment of workers over the age of 55 than organisations in the private sector (50.4% and 45.7% respectively). Contrary to the finding that larger organisations are seemingly more adept to diversity issues, smaller organisations (67%) were most likely to encourage the recruitment of older workers followed by large organisations (43%) and medium-sized organisations (46%).

Finally, we asked respondents how their organisation engaged with workers over 55 years of age (Table 9). By far the most common form of engaging with older workers was through valuing their experience (39.7%) although we see a continued decline in the share of respondents who select this response option. Over one third (37.2%) of respondents stated that their organisation had no specific strategy for engaging with this demographic, a finding in line with previous surveys.

FORMS OF ENGAGEMENT WITH WORKERS OVER THE AGE OF 55	March 2019	April 2018	October 2017
Value experience	39.7	42.3	60.8
No specific strategy / treat everyone equally	37.2	40.6	31.8
Flexible or reduced hours	32.6	27.9	33.7
Older employees in mentoring roles	20.4	19.5	33.1
Don't know	15.8	12.5	6.7
We offer retirement seminars	6.5	3.3	3.6
Not applicable	5.7	15.5	10.5
Other (please specify)	5.2	4.3	7.2
Networking opportunities	4.1	4.9	11.1
We offer fitness programmes for older workers	3	3.3	4.7

TABLE 9: FORMS OF ENGAGEMENT WITH WORKERS OVER THE AGE OF 55

GENDER REPRESENTATION

The survey findings show that in 82.6% of all organisations, women are represented at the governance level and in 91.6% at the leadership/decision-making level. These figures are similar to what was observed in the April 2018 study.

Public-sector and private sector organisations are equally likely to have female representation at both the governance and leadership/decision-making levels. This erases the previously found gaps between the public and private sector. In this survey, 83.2 per cent of public-sector organisations had female representation at the governance level, compared to 81.9 per cent in the private sector. Female representation at the leadership/decision-making level was at 90.4 per cent in the public sector and 93 per cent in the private sector.

Large organisations are more likely to have female representation at both the governance and leadership/decision-making levels than small and medium-sized organisations. Female representation at the governance level of large organisations stands at 87 per cent, compared to 72.4 per cent for medium-sized organisations and 84.6 per cent for small organisations. Furthermore, female representation at the leadership/decision-making level is 90.3 per cent in large organisations while it is 96.3 per cent and 86.5 per cent respectively for medium-sized and small organisations.

As shown in Table 10 below, the overall percentage of organisations with 50 per cent or more female staff at governance and leadership/decision-making level has significantly decreased compared to last year. We also found that in about 30 to 40 per cent of all organisations women make up less than 25 per cent of governance and leadership teams. By comparison, in April 2018, approximately one quarter of all respondents stated that women made up less than 25 per cent of their organisation’s governance and leadership/decision-making teams.

RESPONSES	April 2019		April 2018	
	Governance level (%)	Leadership level (%)	Governance level (%)	Leadership level (%)
Less than 25%	30.4	37.8	24.3	23.4
25-50%	34	34.5	43.8	36.6
51-75%	8.7	9	15.4	20.1
More than 75%	4.1	7.6	12.1	17.1
Don't know	5.2	3.3	4.4	2.7

TABLE 10: FEMALE REPRESENTATION AT THE GOVERNANCE AND LEADERSHIP/DECISION-MAKING LEVELS

Table 11 shows female representation by size of the organisation. In more than 40 per cent of large organisations women fill less than 25 per cent of governance level roles. The same is true at the leadership/decision-making level. Again, in more than 40 per cent of large organisations, women fill less than 25 per cent of these roles.

GENDER DISTRIBUTION	Governance level			Leadership level		
	Small	Medium	Large	Small	Medium	Large
Less than 25%	15.4	17.4	41.1	21.2	34.9	43.5
25-50%	32.7	39.4	31.4	21.2	39.4	35.3
51-75%	11.5	11.9	6.3	13.5	15.6	4.3
More than 75%	19.2	0.9	1.9	30.8	6.4	2.4
Don't know	5.8	2.8	6.3	-	0.9	5.3

TABLE 11: FEMALE REPRESENTATION AT THE GOVERNANCE AND LEADERSHIP/DECISION-MAKING LEVELS BY SIZE OF THE ORGANISATION

To further explore gender as a diversity issue, we included a new question on gender pay equity in this survey. Participants were asked if their organisation actively promoted gender pay equity. In response, 215 respondents (58.4%) indicated that gender pay equity is actively encouraged and supported by their organisation while just over one fifth of all respondents (21.7%) reported that their organisation does not actively promote gender pay equity. A further 16% reported that they do not know if gender pay equity is promoted within their organisation (Table 12).

RESPONSE OPTIONS	Responses	%
Yes	215	58.4
No	80	21.7
Don't know	59	16.0
Not applicable	14	3.8
Total	368	100.0

TABLE 12: PROMOTION OF GENDER PAY EQUITY IN ORGANISATIONS

ETHNICITY

Over the past three surveys, we have asked respondents in what ways ethnicity represents a diversity issue for their organisation. In previous surveys, the largest shares of respondents indicated that ethnicity was not an important diversity issue for their organisation and that their organisation recruited staff based on skill alone. However, in this survey, only slightly more than 10 per cent of respondents suggested that ‘ethnicity is not an area of concern for their organisation and it does not need to be addressed’ which is a significant decrease from April 2018 survey when nearly one third of all respondents (31.7%) selected this response option. While skills and qualifications as the basis for recruitment remain important, much larger shares of respondents noted that both Māori and Pasifika were underrepresented in their organisation (nearly 45% of respondents each). These findings suggest that respondents were significantly more aware of issues around ethnic underrepresentation than in April 2018 when only 25 per cent indicated that the underrepresentation of both Māori and Pasifika was a diversity issue.

RESPONSE OPTIONS	March 2019 (%)	April 2018 (%)
Māori are underrepresented in our organisation	44.0	25.9
Pasifika are underrepresented in our organisation	43.8	22.9
Skills and qualifications are most important in recruitment and/or retention of staff	38.6	33.9
Finding diverse candidates with the right skills for the job is difficult	30.4	21.1
Our workforce needs to represent our clientele/community better	28.3	16.0
Our workforce lacks ethnic diversity	23.1	17.3
Ethnicity is a focus in recruitment and/or retention of staff	13.9	14.7
Ethnicity is not an area of concern for our organisation and does not need to be addressed	11.4	31.7
Ethnicity is not an area of concern for our organisation because it is addressed	10.3	13.9
Culturally appropriate service delivery	10.1	10.4
There are language barriers within the workforce or between workforce and clients	7.9	5.9
There is a lack of acceptance and understanding of cultural diversity amongst staff	7.1	6.9
Other (please specify)	6.5	6.4
Don't know	4.1	7.2

TABLE 13: ETHNICITY AS A DIVERSITY ISSUE FOR ORGANISATIONS

Respondents were also asked to indicate how their organisation addresses ethnicity as a diversity issue. The largest number of respondents (43.8%) indicated that their organisation fostered an institutional culture of inclusion, equity and respect as a way of addressing ethnicity. This was followed by ‘hiring based on skills and qualifications alone’ (nearly 30%) and ‘increasing ethnic diversity through hiring practices’ (23.4%). Notably, the percentage of respondents that claimed ‘ethnicity is not addressed specifically’ within their organisation dropped from 31.3 per cent in April 2018 to 18.2 per cent in March 2019.

Overall, the findings in this survey suggest that ethnicity as a diversity issue is now better addressed by organisations when compared with findings from the April 2018 survey.

RESPONSE OPTIONS	March 2019 (%)	April 2018 (%)
Fostering an institutional culture of inclusion, equity and respect	43.8	28.8
Hiring based on skills and qualifications alone	29.9	29.1
Increasing ethnic diversity through hiring practices	23.4	20.2
Networking opportunities for employees	19.0	15.1
Bias training	18.2	10.5
Ethnicity is not specifically addressed	18.2	31.3
Cultural competence training	14.9	17.8
Don't know	8.7	9.2
Other	6.8	5.9

TABLE 14: METHODS OF ADDRESSING ETHNICITY AS A DIVERSITY ISSUE

LITERACY, LANGUAGE AND NUMERACY (LLN)

When asked about how organisations meet the literacy, language and numeracy needs for employees that do not speak English as their native language, the vast majority of respondents stated that this is either not an area of concern for the organisation (nearly 65%), while nearly 15 per cent said it is an area of concern that is not currently addressed. Considerably smaller numbers indicated that they engaged in some way with LLN issues. This is predominately accomplished through informal coaching and mentoring for employees with LLN issues (13.3%) or referring employees who identify with LLN issues to external providers (8.7%).

These findings suggest that LLN is not currently given much attention by the organisations surveyed and this a continuing trend from previous years.

RESPONSE OPTIONS	March 2019	April 2018	October 2017
This is not an area of concern for our business	64.4	68.5%	64.7%
Informal coaching and mentoring for employees with LLN issues	13.3	11.7%	14.0%
This is an area of concern for our business, but we do not at this stage address LLN issues	14.4	10.0%	9.9%
Referring employees who identify with LLN issues to external providers	8.7	8.5%	9.8%
Taking LLN needs into account when other training is offered	8.4	7.1%	7.8%
Formal workplace LLN training initiatives	7.1	6.6%	7.5%
Offering other training and programmes that support LLN skills development, e.g. financial literacy programmes	7.6	6.1%	6.5%
Building business awareness of the impact of LLN issues	4.3	5.8%	6.9%

TABLE 15: FORMS OF ADDRESSING THE LITERACY, LANGUAGE AND NUMERACY (LLN) NEEDS OF A DIVERSE WORKFORCE

BIAS

Respondents were asked about the ways in which bias is a diversity issue for organisations and how it is addressed. As with ethnicity, discussed above, the findings of this survey suggest greater awareness of bias and its manifestations. First of all, we note a decrease in the percentage of respondents who indicate that ‘bias is not an area of concern for our organisation and does not need to be addressed’ from 27.1% in April 2018 down to 10.9 per cent in March 2019.

Conversely, a much larger share of respondents indicated that bias affects decisions regarding recruitment, promotion, and pay in their organisation (53.6% compared to 19.3% in April 2018). We see similar increases for other response options. For instance, over 40% of participants indicated that there is unconscious bias in their organisation (22.3% in April 2018) followed by 36.7% who noted the lack of awareness around bias and a lack of diversity in leadership (35.1%). In addition, only 7.6 per cent of respondents did not know in what ways bias constitutes a diversity issue for their organisation, compared to nearly 15 percent in the previous survey.

BIAS AS A DIVERSITY ISSUE	March 2019 (%)	April 2018 (%)
Bias affects decisions (e.g. recruitment, promotion, pay) in our organisation	53.6	19.3
There is unconscious bias in our organisation	41.4	22.3
There is a lack of awareness of bias in our organisation	36.7	23.6
There is a lack of diversity in the leadership of our organisation	35.1	16.9
There is a lack of diversity in the workforce of our organisation	24.7	13.1
Bias is not an area of concern for our organisation and does not need to be addressed	10.9	27.1
Bias is not area of concern for our organisation because it is addressed	10.6	18.0
Don't know	7.6	14.8
Other	4.6	4.6

TABLE 16: BIAS AS A DIVERSITY ISSUE FOR ORGANISATIONS

When respondents were asked how their organisation addresses bias, the largest share (31.3%) said it was addressed through recruitment practices. This was slightly higher than in April 2018 (24.4%). Furthermore, 26.4 per cent indicated that bias is addressed informally on a when-needed basis followed by a little over one-fifth of participants (22.4%) noting that their organisation offers unconscious bias training. It was also observed that the percentage of organisations offering their staff ‘unconscious bias training’ had increased from 14.5 per cent in April 2018 to 22.6 per cent.

FORMS OF ADDRESSING BIAS	March 2019 (%)	April 2018 (%)
Bias is addressed in recruitment practices	31.3	24.4
Bias is addressed informally on a needs basis	26.4	25.7
Our organisation offers unconscious bias training	22.6	14.5
Bias is not specifically addressed	22.0	24.9
Bias is addressed in formal policy	20.7	16.1
Don't know	8.7	12.1
Bias is monitored through regular reporting	8.2	7.5
Other	5.2	4.0
Not applicable	3.8	16.4

TABLE 17: FORMS OF ADDRESSING BIAS

CONCLUDING COMMENTS

This year's survey results provide a fresh snapshot of how organisations see and respond to diversity issues. This survey tells a story of growing awareness and improving practice alongside a number of diversity issues that continue to require more attention.

In this survey, it was encouraging to note that almost all diversity issues were afforded considerably more importance than in previous surveys. Gender, in particular, stands out as one aspect of organisational diversity that is now seen as important by a much larger share of respondents than previously seen in these surveys. To some degree, this may be an effect of the continued prominence of the global #metoo movement as well as a result of local debates about balancing jobs and motherhood that surrounded Prime Minister Jacinda Adern's pregnancy in 2018. At the same time, it needs to be noted that growing importance has, so far, not been matched by action. Indeed, we see some declines in female representation. For instance, whilst large organisations are more likely to have female representation at both the governance and leadership/decision-making levels than small and medium-sized organisations, in more than 40 per cent of these organisations, women make up less than 25 per cent of governance and leadership/decision-making teams.

This survey also showed growing awareness of ethnicity and bias as diversity issues. In last year's survey (April 2018), approximately 30 per cent of respondents indicated that ethnicity and bias were of no importance to their organisation and did not need to be addressed. This time we find a different picture. Only approximately 10 per cent of respondents think that these issues are not important. Instead, large shares pointed to the under-representation of both Māori and Pasifika as a concern and also indicated that bias affected decisions regarding recruitment and promotions in their organisations.

Two diversity issues that require more sustained attention are aging as well as literacy, language and numeracy needs of a diverse workforce. Last year, we noted that the issue of aging, both in the workplace and more widely in society, will become more important over the next decade. It is of some concern that aging is the only diversity issue that was seen as less important than previously and that it remains the one diversity issue for which organisations are least likely to have formal policies and/or programmes and initiatives in place. Similarly, the findings show that organisations continue to do little to address the literacy, language and numeracy needs of their workforce. As in previous surveys, approximately two-thirds of those answering this survey did not see these matters as an issue of concern for their organisation.

Lastly, bullying and harassment remain a concern. Paradoxically, it is the one diversity issue that is most actively addressed in formal policies as well as programmes and initiatives and yet, the incidence of bullying and harassment remains high and has been increasing. This year, 35 per cent of all surveyed organisations recorded incidents of bullying and harassment, compared to 27 per cent in April 2018. For large organisations this figure reaches 45 per cent. The majority of respondents stated that formal procedures were followed in response to incidents of bullying and harassment. This raises questions as to how effective such measures currently are and whether other strategies are needed to prevent bullying and harassment through wider changes in the organisational culture.



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