Formerly the Equal Employment Opportunities Trust

NEW ZEALAND
DIVERSITY SURVEY

2016 Bi-Annual Report – April

NEW ZEALAND CHAMBERS OF COMMERCE
Business Vitality

DIVERSITY WORKS NZ

The New Zealand Diversity Survey: April 2016

This report was commissioned by Diversity Works New Zealand, formerly known as The Equal Employment Opportunity Trust, to the NZ Work Research Institute AUT and was undertaken by Associate Professor Gail Pacheco and Isabelle Bouchard.

The survey took place in April 2016 and 708 responses were received.

1. Respondent characteristics

708 individual responses were received for the New Zealand Diversity Survey (NZDS) for April 2016. As shown in Table 1, this is somewhat more than for the last survey conducted in October 2015 where only 552 responses were collected.

Table 1: Total respondents across the diversity surveys

April 2016	October 2015	April 2015	November 2014
708	**552**	**762**	**743**

2. Demographic information

The respondents that worked for organisations that were large, medium and small were almost evenly split. The distribution of the respondent population by organisation size was similar to that of the previous surveys.

Table 2: Organisation size

Organisation size category	April 2016 Number of respondents	Oct 2015 Number of respondents	April 2015: Number of respondents	Nov 2014: Number of respondents
Large (≥200 employees)	31%	31%	25%	26%
Medium (20-199 employees)	30%	25%	23%	26%
Small (0-19 employees)	39%	44%	52%	47%
Total	**708**	**522**	**762**	**739**

Organisations were distributed across a range of industry sectors (Table 3), in a broadly similar fashion to that of the October 2015 survey. The minor differences between the previous and current survey were a 2.9% point drop in the number of respondents from Wholesale Trade, and a 2.1% point increase in the number of respondents from Health Care and Social Assistance.

Table 3: Industry sector

Industry sector	**Number of respondents**	**%**
Professional, Scientific and Technical Services	104	14.7%
Financial and Insurance Services	70	9.9%
Education and Training	69	9.7%
Health Care and Social Assistance	61	8.6%
Manufacturing	46	6.5%
Retail Trade	40	5.6%
Public Administration and Safety	36	5.1%
Information Media and Telecommunications	36	5.1%
Construction	25	3.5%
Agriculture, Forestry and Fishing	18	2.5%
Transport, Postal and Warehousing	18	2.5%
Arts and Recreation Services	17	2.4%
Wholesale Trade	17	2.4%
Administrative and Support Services	16	2.3%
Accommodation and Food Services	16	2.3%
Rental, Hiring and Real Estate Services	15	2.1%
Electricity, Gas, Water and Waste Services	13	1.8%
Mining	1	0.1%
Other Services	90	12.7%
Total	**708**	**100%**

3. Which diversity issues are considered to be important?

The diversity issues most commonly selected by respondents as important to their organisation are wellbeing/wellness, flexibility and aging (Table 4). Other issues of concern are bias, gender, bullying and harassment, ethnicity, and employment transition for younger staff. Only a small proportion of the organisations surveyed are concerned with issues of sexuality and religion.

Table 4: Diversity issues

Diversity issues considered to be of importance	**April 2016 %**	**Oct 2015 %**	**April 2015 %**
Wellbeing/wellness	63.3%	65.9%	59.3%
Flexibility	55.4%	59.2%	51.2%
Aging	46.2%	46.9%	42.1%
Bias*	34.7%	37.2%	27.2%
Gender	31.5%	33.9%	24.4%
Bullying and harassment	30.6%	32.4%	26.2%
Ethnicity	28.1%	37.5%	25.7%
Employment transition for younger staff	26.1%	33.5%	27.4%
Disability	16.2%	19.3%	13.4%
Sexuality	12.3%	13.4%	7.6%
Religion	6.9%	9.0%	5.4%

* Conscious and unconscious bias that can influence decision making around issues such as hiring and promotion.
** The blue highlighted areas represent >40%, and the brown highlighted areas represent between 20% and 40%.
*** Respondents could list multiple diversity issues as important.

The results from Table 4 are relatively consistent with previous surveys in terms of the perceived importance of most issues. However, there is a general decreasing trend for all issues compared to the October 2015 Survey, with an average decrease of 3.4% points per diversity item. The two issues exhibiting the largest changes are 'ethnicity' (a 9.4% point decrease between previous and current survey) and 'employment transition for younger staff' (with a 7.4% point decrease).

Wellbeing/wellness, flexibility and aging are important diversity issues for organisations of all sizes (see Table 5). As an organisation becomes bigger, it appears to be concerned about a wider range of issues. In particular gender, bias, bullying and harassment, and ethnicity, were of greater concern for large organisations than for small and medium organisations.

Table 5: Important diversity issues by organisation size

Small organisations (0-19 employees) (n=280)	**Medium organisations** (20-199 employees) (n=209)	**Large organisations** (≥200 employees) (n=219)
Wellbeing/wellness (59.3%)	Wellbeing/wellness (64.6%)	Wellbeing/wellness (67.1%)
Flexibility (57.9%)	Flexibility (54.1%)	Flexibility (53.4%)
Aging (41.8%)	Aging (47.4%)	Gender (53.0%)
Employment transition for younger staff (25.7%)	Bias* (34.0%)	Aging (50.7%)
Bias* (24.3%)	Bullying and harassment (32.1%)	Bias* (48.9%)
Bullying and harassment (18.6%)	Employment transition for younger staff (31.6%)	Bullying and harassment (44.7%)
Ethnicity (16.8%)	Gender (29.2%)	Ethnicity (41.6%)
Gender (16.4%)	Ethnicity (29.2%)	Disability (21.9%)
Disability (11.1%)	Disability (17.2%)	Employment transition for

		younger staff (21.5%)
Sexuality (7.5%)	Sexuality (11.5%)	Sexuality (19.2%)
Religion (6.1%)	Religion (6.7%)	Religion (8.2%)

* Conscious and unconscious bias that can influence decision making around issues such as hiring and promotion.
** The blue highlighted areas represent >40%, and the brown highlighted areas represent between 20% and 40%.
*** Respondents could list multiple diversity issues as important.

The findings presented in Table 5 are reasonably consistent with those obtained in the October 2015 survey in terms of the groupings shown for each organisation size. There are two exceptions to this. The first of these is for small organisations where the gender issue dropped from the brown highlighted grouping (i.e. between 20% and 40%) to the non-highlighted grouping of less than 20% indicating this issue was important. The second exception is for medium organisations, where there was a 10.4% point increase in respondents who considered aging as an important issue, and a simultaneous drop in the proportion of respondents that believe ethnicity is an important diversity issue (falling from 39.1% to 29.2% between the previous and current survey).

It is also interesting to notice that for large organisations, the percentage of respondents reporting diversity issues as important has decreased by an average of 7% points per item, between October 2015 and this survey.

4. Policies and programmes to address diversity issues

The prevalence of formal policies and programmes for diversity issues are illustrated in Table 6. Of note is the issue of bullying and harassment, where 59.1% of respondents' organisations have a formal policy in place. A similar observation was made for the prior diversity surveys where the comparable proportion in October 2015 was 64%.

Wellbeing/wellness and flexibility were the two diversity issues with the highest percentage of respondents reporting that their organisation either had a formal policy or programme or initiative in place to address these issues (72% and 67% respectively). This was similar to the October 2015 results, where the comparative proportions were 70% and 68%. Around half of the respondents' organisations had either a policy or an initiative in place for gender, employment transition for younger staff, ethnicity, and disability. These findings indicate that a substantial proportion of organisations are taking steps to address each of these issues.

As was found in the prior diversity surveys, a substantial proportion of respondents' organisations have neither a policy nor a programme in place for aging, bias (conscious and unconscious), religion and sexuality.

Table 6: Policies and programmes for diversity issues

Diversity issue	**N**	**Formal policy in place**	**Programme or initiative in place**	**Neither policy nor programme in place**
Wellbeing/wellness	517	30.4%	41.2%	28.4%
Flexibility	462	28.6%	37.9%	33.5%
Aging	405	11.4%	23.5%	65.2%
Bullying and harassment	391	59.1%	19.2%	21.7%
Gender	351	30.8%	24.9%	44.3%
Bias*	357	21.4%	27.4%	51.3%
Ethnicity	308	32.1%	22.1%	45.8%
Employment transition for younger staff	321	10.1%	40.9%	49.0%
Disability	285	34.4%	23.2%	42.5%
Sexuality	260	26.9%	19.6%	53.5%
Religion	228	25.0%	14.9%	60.1%

* Conscious and unconscious bias that can influence decision making around issues such as hiring and promotion.
** The blue highlighted areas represent >40%, and the brown highlighted areas represent between 20% and 40%.

For each of the diversity issues, we evaluated whether the existence of a formal policy, programme or initiative is related to organisational size (see Table 7). For all issues, as organisation size increases, the likelihood of organisations having a policy or programme in place increases. As shown in Table 7, over half of medium and large organisations have a policy or programme in place for wellbeing and for bullying and harassment. Additionally, over half of large organisations also have a policy or programme in place for flexibility and gender.

Table 7: Organisations with a policy or programme by organisation size

	Small organisations (0-19 employees)	**Medium organisations** (20-199 employees)	**Large organisations** (200+ employees)
Wellbeing/wellness	29.6%	59.3%	74.4%
Flexibility	30.4%	45.0%	58.4%
Aging	12.9%	19.6%	29.2%
Bullying and harassment	22.9%	50.7%	62.1%
Gender	11.8%	25.4%	51.6%
Bias*	11.8%	24.4%	39.7%
Ethnicity	10.4%	25.8%	41.6%
Employment transition for younger staff	15.0%	27.3%	26.5%
Disability	12.5%	24.9%	35.2%
Sexuality	8.2%	15.3%	30.1%
Religion	6.4%	13.9%	20.1%

* Conscious and unconscious bias that can influence decision making around issues such as hiring and promotion.

** The blue highlighted areas represent >40%, and the brown highlighted areas represent between 20% and 40%.

5. Methods for addressing diversity

Organisations are using a range of different methods for addressing diversity (Table 8). 'Consideration of diversity in relevant HR policies' (44%) and 'top management commitment to and involvement in diversity issues' (43%) are the most commonly reported methods. The major changes in the methods for addressing diversity relative to the previous survey are a decline in the 'consideration of diversity in relevant HR policies' (falling by 9.3% points) and having a 'diversity strategy or plan' (which decreased by 7.7% points).

When asked about how diversity is addressed in their organisation, 7% of respondents selected the option 'other'. Of those respondents who selected other, 50% believed that diversity was not addressed in their organisation, while a further 12% indicated that their organisation was too small to for such tasks. Another 8% revealed that there was no formal methods but that they select the best person for the job rather than recruiting based on diversity related criteria. Also, 9% of these respondents acknowledged that organisational values and culture minimized diversity issues, while another 11% stated that diversity was managed on an ad hoc basis.

Table 8: Methods for addressing diversity

How diversity is addressed	**April 2016 %**	**Oct 2015 %**
Consideration of diversity in relevant HR policies	44.4%	51.3%
Top management commitment to and involvement in diversity issues	43.1%	52.4%
Communication and promotion of diversity to internal stakeholders	23.7%	27.7%
Diversity strategy or plan	22.5%	30.2%
Diversity support networks	17.4%	20.1%
Diversity education and training for line managers	15.4%	16.6%
Monitoring and reporting diversity performance	15.1%	22.0%
Diversity education and training for existing employees	13.8%	17.7%
System or mechanisms for reporting diversity-related concerns	13.7%	20.3%
Diversity council, committee, team or taskforce	13.3%	15.6%
Diversity education and training for new employees	11.2%	14.4%
Communication about diversity-related issues to external stakeholders	10.2%	15.8%
Diversity-related employment benefits	7.9%	13.3%
Diversity-related managerial incentives	4.7%	5.1%
Other	6.9%	16.8%

* The blue highlighted areas represent >40%, and the brown highlighted areas represent between 20% and 40%.
** Some of the respondents listed more than one mechanism.
*** Respondents could list multiple methods for addressing diversity.

6. Measuring the effectiveness of diversity programmes

Some 19% (111 of 582) of respondents' organisations measure the effectiveness of their diversity programmes. Also, it is worth noting that as organisation size increases, the likelihood of this taking place increases. In fact, twice as many large organisations measured the effectiveness of their programmes (30%) compared to medium-sized organisations (15%).

Of the 111 respondents whose organisations formally measure or evaluate the effectiveness of their diversity initiatives, 70 provided usable data, in terms of what mechanisms are used (see Table 9). Note that some respondents listed more than one mechanism. The top three most commonly used methods were metrics, surveys, and reporting.

Table 9: Measuring the effectiveness of diversity programmes

Mechanisms used to measure the effectiveness of diversity programmes	**Number of respondents (n=70)**	**April 2016 %**
Metrics	23	32.9%
Surveys	15	21.4%
Reporting (including in regular meetings)	15	21.4%
Annual report	6	8.6%
Through training, mentoring & staff development	3	8.6%
Employer submissions and awards	2	4.3%
Informal observation	6	2.9%

* The brown highlighted areas represent between 20% and 40%.

** Some of the respondents listed more than one mechanism.

7. Specific diversity issues

Wellbeing/wellness: When respondents were asked what the major wellbeing/wellness challenges were for their organisation, 686 respondents answered this question, of whom 8% believed that their organisation had no major wellbeing/challenges, and 1% of whom did not know what the wellbeing/wellness challenges for their organisation were.

The remaining respondents listed a range of issues (see Table 10). 'Employee health' was the most commonly reported issue (23%), followed by 'stress' and 'work-life balance' (21.9% and 14.6% respectively). These findings are similar to the October 2015 survey, where the same three factors were the most commonly reported wellbeing challenges for organisations.

Table 10: Wellbeing/wellness challenges for organisations

Wellbeing/Wellness Issue	Number of respondents (n=604)	April 2016 (%)
Employee Health	158	23%
- Fitness	(27)	(3.9%)
- Physical	(20)	(2.9%)
- Mental	(20)	(2.9%)
- Eating	(11)	(1.6%)
- Smoking	(6)	(0.9%)
- Obesity	(3)	(0.4%)
Stress	150	21.9%
Work-life balance	100	14.6%
Aging	43	6.3%
Flexibility	38	5.5%
Employee satisfaction	37	5.4%
Work environment hazard	27	3.9%
Sedentary work	21	3.1%
Family pressures	20	2.9%
Illness and absenteeism	13	1.9%
Bullying	12	1.7%
Diversity	5	0.7%
Disability	1	0.1%
None	54	7.9%
Don't know	7	1.0%

* The brown highlighted areas represent between 20% and 40%. ** Respondents could list multiple challenges.

As Table 10 shows other less commonly reported issues included the aging workforce (6.3%) and concerns around flexibility (5.5%), including glide-time, working remotely and part-time work. Employee satisfaction was also a concern for 5.4% of the respondents who raised issues around employee motivation, engagement, interaction and communication. Sedentary work was reported as a concern by 3.1% of the respondents, while 2.9% raised the issue of family and external pressures, and 1.7% indicated bullying and harassment as a concern. The order of prevalence of the concerns shown in Table 10 is similar with the October 2015 survey.

Aging: Over half (53.6%) of the respondents' organisations encourage the recruitment of workers over the age of 55 years old. This was similar to the prior diversity surveys – with comparable proportions being 57%, 54% and 59% for the October 2015, April 2015 and November 2014 surveys respectively.

Table 11 shows how respondents perceive their organisation's strategy regarding engagement with workers over the age of 55 years. It is noticeable that numerous respondents listed more than one form of engagement, while 22% respondents either did not know how the organisation engaged with older workers or felt that it was not applicable. Analysis of the qualitative data indicated that a significant majority of organisations (70.4%) are perceived as treating workers over the age of 55 in the same manner as they treat younger employees, and that recruitment of workers is based on ability rather than age.

Table 11: Forms of engagement with workers over the age of 55 years

Form of engagement with workers of 55 years of age	**Number of respondents (n=476)**	**%**
No specific strategies/processes (treated equally)	335	70.4%
Value experience	33	6.9%
Flexibility	15	3.2%
Tailor type of work	9	1.9%
Retirement planning/seminar	8	1.7%
Benefits (incl. insurance, health, saving plan)	7	1.5%
Training	4	0.8%
Celebration of tenure	3	0.6%
Employee action groups	2	0.4%
Don't know	105	22.1%

* The blue highlighted areas represent >40%, and the brown highlighted areas represent between 20% and 40%.
** Some of the respondents listed more than one mechanism.

Some 6.9% of the respondents acknowledged that workers 55 years of age or older are valued for their experience. In fact, many of these respondents acknowledged that older workers in their organisation were often in leadership or mentoring position where their experience and wisdom could be shared with younger employees. Also, 3.2% acknowledged that flexibility was used as a form of engagement with older workers, including reduced or part-time hours, glide-time and working from home. Other forms of engagement including age-related benefits, training, employee action groups, and celebration of tenure were also mentioned by a handful of respondents. Since the October 2015 survey, the only major difference noticed in the forms of engagement is the number of organisations who are perceived as treating older and younger workers equally (up 13.4% points since the last survey).

Flexibility: Respondents' organisations employ a range of forms of flexibility. Of the 497 respondents who answered the survey question relating to flexibility, only 7.5% stated that their organisation had no form of flexibility, while the remaining respondents listed numerous different forms of flexibility - as shown in Table 12.

Table 12: Forms of flexibility employed in respondents' organisations

Forms of flexibility	**April 2016 %**	**Oct 2015 %**
Flexible hours	64.2%	60.3%
Working remotely	32.0%	33.6%
Flexible and/or extended leave	20.5%	16.8%
Consideration of family and personal responsibilities	16.7%	11.0%
Part time hours	14.1%	15.2%
Roster flexibility	10.1%	4.2%

Space flexibility	8.9%	1.4%
Job sharing	6.6%	4.4%
Workload flexibility	3.6%	0.5%
Graduated return to work	3.4%	1.2%
Casual	3.4%	2.6%
Autonomy	3.2%	2.3%
Down-time during work hours	1.6%	3.5%
Career leave	1.2%	0.5%
None	6.4%	7.5%

* The blue highlighted areas represent >40%, and the brown highlighted areas represent between 20% and 40%.
** Some of the respondents listed more than one mechanism.

Analysis of the qualitative data shows that offering flexible hours is the most common form of flexibility with over two thirds of respondents acknowledging that their organisation offers flexible hours to some of their employees. Working remotely (32%), flexible and/or extended leave (20.5%), consideration of family and personal responsibilities (16.7%), part-time hours (14.1%) and roster flexibility (10.1%) were other commonly employed forms of flexibility. These findings are similar to that of the October 2015 survey in which the most prevalent form of flexibility was flexible hours, followed by the same four forms of flexibility found here. The one type of flexibility that increased the most between the last survey and current results was space flexibility (up by 7.5% points).

Bullying and harassment: Approximately one-third of respondents' organisations (31.5%) reported incidents of bullying or harassment in the past 12 months. The comparative proportions for the three previous iterations of this survey are 27%, 26% and 24% - indicating a general upward trend.

Gender: 83.5% of respondents' organisations have female representation at the governance level (compared with 76%, 77% and 78%, for the October 2015, April 2015 and November 2014 surveys respectively). Also, 88% of respondents' organisations have female representation within their leadership or decision making team (compared with 82%, 80% and 81% for the October 2015, April 2015 and November 2014 surveys respectively).

In the current survey the average proportion of females at the governance level increased to 46.4% (from 39.5% in October 2015), and the average proportion of females within the leadership or decision making team increased to 48.4% (from 39.2% in the previous survey). As with the prior surveys, female representation at both the governance level and within leadership roles was generally shown to decrease with increasing organisation size.

The most noticeable changes (since the last survey) appeared in small organisations with a 7.9% point increase at the governance level (from 48.6%), and a 9.6% point increase in females within the leadership/decision making team (from 49.5%).

Table 13: Female representation in governance and leadership roles

Organisation size	Gender balance at the governance level Average % female	Gender balance within leadership/decision making team Average % female
Small (0-19 employees)	56.5	59.1
Medium (20-199 employees)	44.0	47.3
Large (≥200 employees)	36.3	36.4
All organisations	**46.4%**	**48.4%**

7.6 Temporary, fixed-term or casual contracts: Of the 501 respondents who provided usable data on the proportion of staff in their organisation who work on temporary, fixed-term or casual contracts, 29.5% of the respondents reported that their organisations had no staff on such contracts (compared to 28% in the previous survey). At the other extreme, 5% of the respondents reported that all of the workers in their organisations were on these types of contracts (compared to 7% in the previous survey). The distribution of the percentage of temporary, fixed-term or casual contractors within the respondents' organisations is shown in Figure 1. The most common proportion of temporary, fixed-term or casual contractors is between 1-10%, with 23% of respondents reporting this proportion. The average across the sample is 18.7%, and the median is 7% (compared to 20.6% and 7% respectively, in the previous survey).

A further 38 respondents did not report usable data. Many of these did not know or were unsure of the proportion of staff in their organisation on temporary, fixed-term or casual contracts.

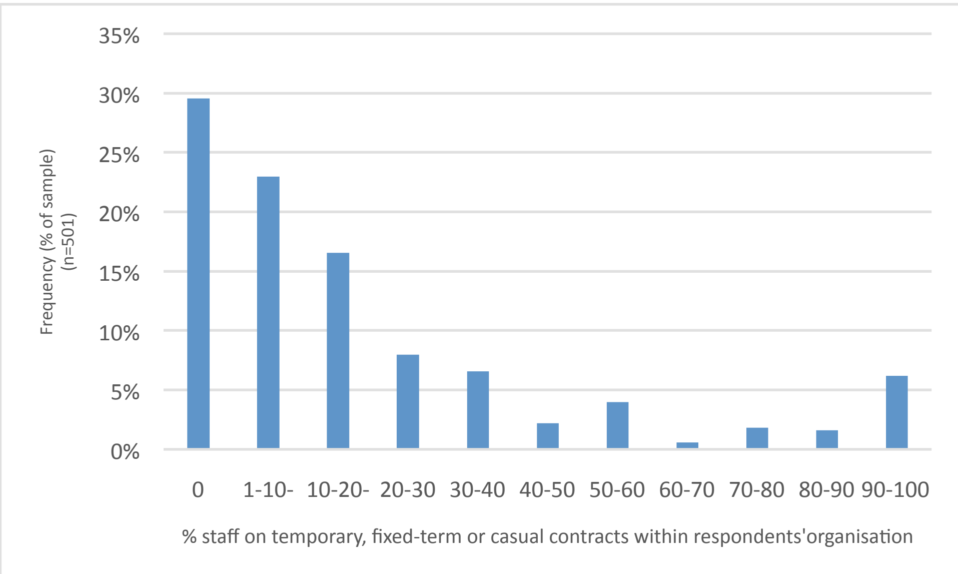

Figure 1: Percentage of staff on temporary, fixed-term or casual contracts within the respondents' organisations