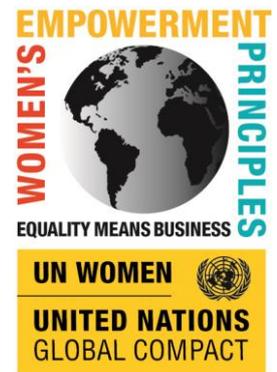# UN Women's Empowerment Principles Survey
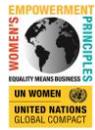
September 2014

Conducted by dsd Consulting Ltd on behalf of UNWEPS

Contents

Introduction

1   Introduction to Survey Participants and Methodology

dsd Consulting Ltd is pleased to publish the results of the UN Women's Empowerment Principles Survey 2014.

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

- Principle 1. Leadership Promotes Gender Equality

- Principle 2. Equal Opportunity, Inclusion and Non-Discrimination

- Principle 3. Health, Safety and Freedom from Violence

- Principle 4. Education and Training

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

- Principle 6. Community Engagement and Leadership

- Principle 7. Transparency, Measuring and Reporting

1.1   Participating Organisations

The following **16** organisations provided information in relation to their diversity policies:

- ANZ Bank New Zealand Ltd
- ASB Bank Ltd
- Bank of New Zealand Ltd
- Bell Gully
- Coca-Cola Amatil (NZ) Ltd
- Deloitte New Zealand
- DLA Phillips Fox
- Employers and Manufacturers Association

- Farmers Trading Company
- Fujitsu New Zealand
- Kiwibank Ltd
- New Zealand Post Group
- The Warehouse Group Ltd
- Vodafone New Zealand Ltd
- Westpac New Zealand Ltd
- Z Energy Ltd

1.2   Survey Methodology

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

The target participants were WEPs signatory organisations.

1.3   Confidentiality

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

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

2   Strategy

2.1   Public Commitment and Statement of Support

A public commitment and statement of support was given towards gender equality in **thirteen** organisations (**81.3%**) by the CEO and / or the Board of Directors, and **two** more organisations (**12.5%**) are planning to issue such a statement within the next 12 months. **Thirteen** organisations (**81.3%**) operate a specific diversity policy and strategies specific to addressing women's empowerment are included in **11** organisations (**73.3%**). The details of these strategies are summarised in *Table 1* on the following page.

Table 1 – Strategies to Address Women's Empowerment

Women's Empowerment Strategy	
Organisation	**Diversity Strategy Specific to Women's Empowerment**
Organisation 1	• Linking diversity strategy back to key business objectives and broader group diversity objectives • All business units have established targets for gender diversity and receive monthly reporting to enable them to track and report progress at Divisional, Group and Board level • Progress is reviewed by the Diversity Council, chaired by the CEO and attended by the Executive team on a quarterly basis • Business leaders have established KPI targets linked to their remuneration outcomes • Annual compliance framework has compulsory modules on diversity and discrimination • Achieving diversity agenda depends on the support and collaboration from multiple stakeholders, including people leaders, HR professionals, and employees • A group of individuals volunteer their time and resources to help progress the diversity agenda to ensure that the business case for gender diversity is broadly understood by people leaders and employees and to continue to develop women leaders in the business. The group also seeks to support employees' work/life balance needs through a flexibility framework
Organisation 2	• One of the key organisational goals is to increase the representation of women senior leaders • Mandatory mixed gender interview panel requirement for the recruitment of all senior leaders • Monitoring of the proportion of women applicants for senior roles and analysis / identification of causes where a representative number of women have not applied for specific roles • Ensuring that at least 40% of nominees for internal and external leadership programmes are women • Coaching, mentoring and development planning • Targeted leadership development programmes for both Maori and Pacific Island women • Implementing a stronger parental leave transition programme with input from parents • Commitment to addressing gender pay equity gaps as a key objective under their remuneration policy • Conducting an inaugural pay equity review with a process in place to complete annual pay equity reviews • Plan to establish key focus groups that include women, parents and non-parents at all levels to identify both current and emerging barriers to inclusion • Programme of work to identify opportunities on a consistent, on-going basis for high talent women to move roles across the group for career development
Organisation 3	• A 'gender lens' has been applied to the talent processes, resulting in increased numbers of women in talent acceleration cycles and in the succession lists for executive and critical roles • Gender balance and flexibility metrics are reported on all roles advertised and reviewed by the Executive team, Board and Diversity Council • Recruitment short-list process for senior roles is expected to have a minimum of one qualified female candidate for consideration for any open role • Pay parity review examines male and female remuneration levels • A variety of women's empowerment initiatives sponsored by Diversity Council are underway • Specific metrics are set for gender balance and flexible working • Gender focused processes are applied for talent attraction and selection, acceleration cycles and succession lists
Organisation 4	• Goals to increase women in senior leadership positions, and targets with respect to a percentage of female Executives and candidates
Organisation 5	• Mentoring programmes for high potential or successor females
Organisation 6	• A complete review of diversity programme that addresses women's empowerment is currently in process
Organisation 7	• Diversity strategy specifically supports women in management driven by a combination of education, awareness, policy and process initiatives • Comprehensive action plans focusing on recruitment, retention and development of women
Organisation 8	• Gender diversity targets set by the Executive team • Internal networking groups for women

One organisation responded that their policy is outlined under leadership commitment and accountability but did not provide further details.

2.2 Responsibility for Managing Women's Empowerment

The responsibility of managing women's empowerment initiatives is placed with specific roles in **all** of the organisations. The CEO and the Executive team are involved in conjunction with other leaders of business units in **13** organisations while in **three** organisations, the Diversity Council has specific accountability for overseeing women's empowerment practices. The table below summarises where the accountability for women's empowerment is placed in the organisations.

Table 2 – Accountability for Women's Empowerment

Managing Women's Empowerment	
Accountability	**% of Organisations**
CEO / Managing Director	25.0
Organisational Development and / or Capability Teams	12.5
Individual Business Unit Leaders	12.5
Within HR Team	6.3
Other	43.7

Further details of the 'Other' responses are summarised in the following table.

Table 3 – Accountability for Women's Empowerment: Other Responses

Managing Women's Empowerment: Other Reponses	
Organisation	**Accountability for Managing Women's Empowerment**
Organisation 1	• Accountability at the CEO, Board and Executive team levels • Progress on diversity programme is reviewed by the Diversity Council, chaired by the CEO and attended by the Executive team on a quarterly basis • Individual business unit leaders
Organisation 2	• Accountability sits with the CEO and the Director of people and communications unit
Organisation 3	• CEO is supported by the people and performance team, as well as the Diversity Council • The whole Executive team is responsible for women's empowerment and diversity
Organisation 4	• Accountability sits with the HR leadership team, the Executives and GMs across the individual business units
Organisation 5	• A self-directed network of women and their work sponsored by the CEO and the GM for people and business services
Organisation 6	• Collectable accountability of the HR, organisational development and / or capability teams, individual business unit leaders, CEO / Managing Director
Organisation 7	• The Board has the overall responsibility for gender diversity in consultation with managers and relevant committees
Organisation 8	• The global parent group drives women's empowerment in terms of female leadership and targeted recruitment and these targets filter down to the Executive team and then into the functional areas

3   Leadership and Governance

Participating organisations were asked to provide details on female representation in leadership and governance roles. **Twelve** organisations (**75.0%**) currently operate a formal policy to actively recruit women into the Executive team or Board.

3.1   Women in Leadership

The highest female representation in the Board of Directors is **50.0%** and **63.0%** for the Senior Executive team. *Table 4 summarises female representation by the percentage of members.*

Table 4 – Female Representation by the Percentage of Members

Female Representation: Percentage of Members				
Career Level	Lower Quartile (%)	Median (%)	Upper Quartile (%)	Average (%)
Board / Highest Governance	16.5	**22.0**	30.0	24.8
Senior Executive Team	24.8	**30.0**	35.3	31.5

Specific quantitative targets relating to women's empowerment are set in **56.3%** of the organisations. The chart below provides a summary of quantitative targets for the percentage of female leadership within these organisations.

Chart 1 – Quantitative Targets for Female Leadership
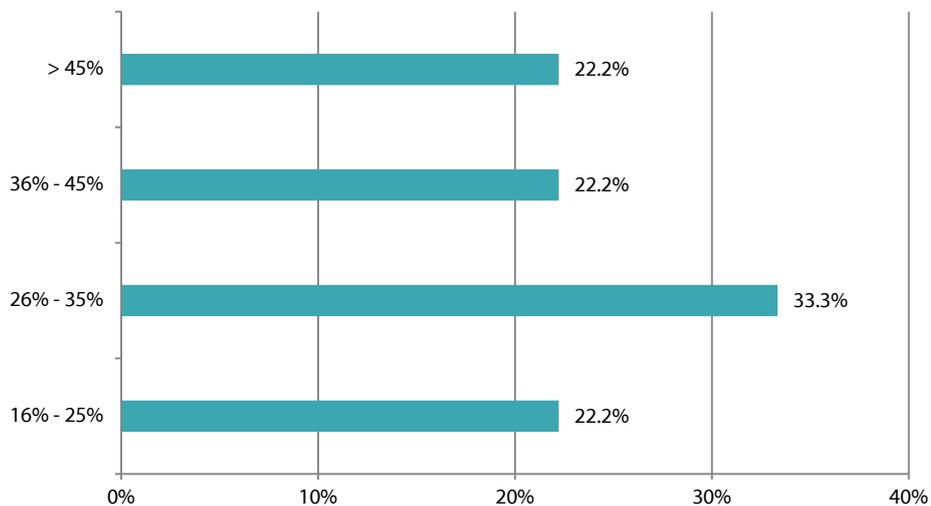
Quantitative targets below 15% are not applied in any organisation.

3.2 Female Recruitment Policy

A policy to actively recruit women into both the Executive team and the Board is adopted by **nine** organisations (**56.3%**). Other organisations operate the following policies:

- **Two** organisations (**12.5%**) operate a female recruitment policy only for Executives

- **One** organisation (**6.3%**) operates a female recruitment policy only for the Board of Directors

- **Three** organisations (**18.8%**) do not operate a female recruitment policy for either the Executive or the Board.

3.3 Strategic Drivers for Female Recruitment Policy

The key strategic drivers behind the decision to actively recruit women into Executive and Board positions are varied with the majority of organisations identifying diversity of thought, decision-making and maximising the talent pool as key drivers. Other strategic motivations are summarised in *Table* 5 below.

Table 5 – Strategic Drivers behind Female Recruitment Policy

Key Strategic Motivation for Female Recruitment Policy	
Key Strategic Drivers	**% of Organisations**
Maximising the talent pool	100.0
Diversity of thought and decision-making	90.9
Commitment to gender equality and women's empowerment	90.9
Representative of our workforce and customer demographic	81.8
Good commercial sense to recruit women into leadership roles	72.7
Reputation and public reporting requirements	72.7
Outperformance of Boards and Executive teams with a strong female representation	54.5
Risk management	9.1
Other	18.2

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

Other responses include:

- A public target to increase the percentage of women in leadership roles heightened both the internal and external focus on the advancement of women

- Female recruitment policy expands on career development opportunities.

3.4 Communication of Support

Support and commitment to the recruitment of women into leadership positions is openly communicated in **75.0%** of the organisations. Some specific programmes to increase the number of women in leadership positions are outlined in *Table 6*.

Table 6 – Female Recruitment Programme

Female Recruitment Programme	
Recruitment Programme	**% of Organisations**
Target / goal (quota) to achieve over time	69.2
Review of gender profiles of end-to-end recruitment and selection process in order to identify any 'blockages' to recruiting women into roles	46.2
Conduct unconscious bias training	46.2
Inclusion of female on interview panel for every Senior Executive / Board Interview / appointment	38.5
Specific advertising or search focused on women for the top roles	38.5
Mandated 50 / 50 candidate shortlist	15.4
Other	46.2

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

Other programmes are summarised in the following table.

Table 7 – Female Recruitment Programmes: Other Responses

Female Recruitment Programme: Other Responses	
Organisation	**Other Female Recruitment Programmes**
Organisation 1	• Focus on increasing the number and percentage of women in talent pipeline at all levels and clear targets for female recruitment • Service agreements with recruitment providers ensure more female candidates presented on short lists • Monitoring of the conversion rates • Increased external female talent mapping • KPIs with suppliers to ensure women are on all shortlists
Organisation 2	• Targeted development programme for high potential women • Market mapping to identify talent within the wider industry
Organisation 3	• Inclusive leadership training that covered gender as one of the topics for all Executives • Encouraging communications on topics such as females in senior leadership and flexible working • Diversity & Inclusion site on Executive intranet to provide them with ideas and support in their day-to-day interactions and to facilitate their sharing of ideas and practices with each other
Organisation 4	• Talent and succession planning exercise to identify potential successors for leadership positions • Training and development plan for each potential successor to foster and develop their leadership potential
Organisation 5	• Review of employment branding and advertising to target female specific attractors
Organisation 6	• Leadership development programmes to develop the female potentials pipeline

3.5 Impact of Female Recruitment Programmes

Seven organisations are seeing an increased number of women being interviewed and selected for leadership roles as a result of their female recruitment programmes. **Three** organisations believe it is too soon to tell and **one** organisation does not currently track this information. Other responses include:

- There has been a **20%** increase in the number of female Executives from the previous year

- Diversity in candidates being interviewed for senior positions after undergoing unconscious bias training

- Evidence of those who have been through leadership development moving into higher level roles in the organisation.

4   Training Development

4.1   Training on Women's Participation in Management

Formal training on the importance of women's participation in management is offered in **six** organisations. **Two** of these organisations provide the training annually and **four** provide it as required. The topics that are covered in the training materials are outlined by **four** organisations and **all** of these organisations conduct unconscious bias training on female leadership. Other topics covered are customer and business benefits of diverse leadership and the introduction of more flexible working practices.

4.2   Gender Representation in Training

More female employees take part in training at the median level than their male counterparts. *Table 8* below shows the gender representation in all training by the percentage of employees.

Table 8 – Gender Representation in All Courses by the Percentage of Employees

Gender Representation: Percentage of Employees				
Gender	Lower Quartile (%)	Median (%)	Upper Quartile (%)	Average (%)
Female	50.0	**54.0**	60.6	55.4
Male	39.4	**46.0**	50.0	44.7

The biggest difference in the ratio of female to male participation in all training reported in **one** organisation is **68** females to **32** males.

Principle 2. Equal Opportunity, Inclusion and Non-Discrimination

5   Equal Opportunity and Family Requirements

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

5.1   Gender Representation

The median female representation in the overall workforce is **50.0%**. However, the median female representation at all levels above the Supervisor / Team Leader level is lower than the median male representation.

Chart 2 – Gender Representation by Career Level
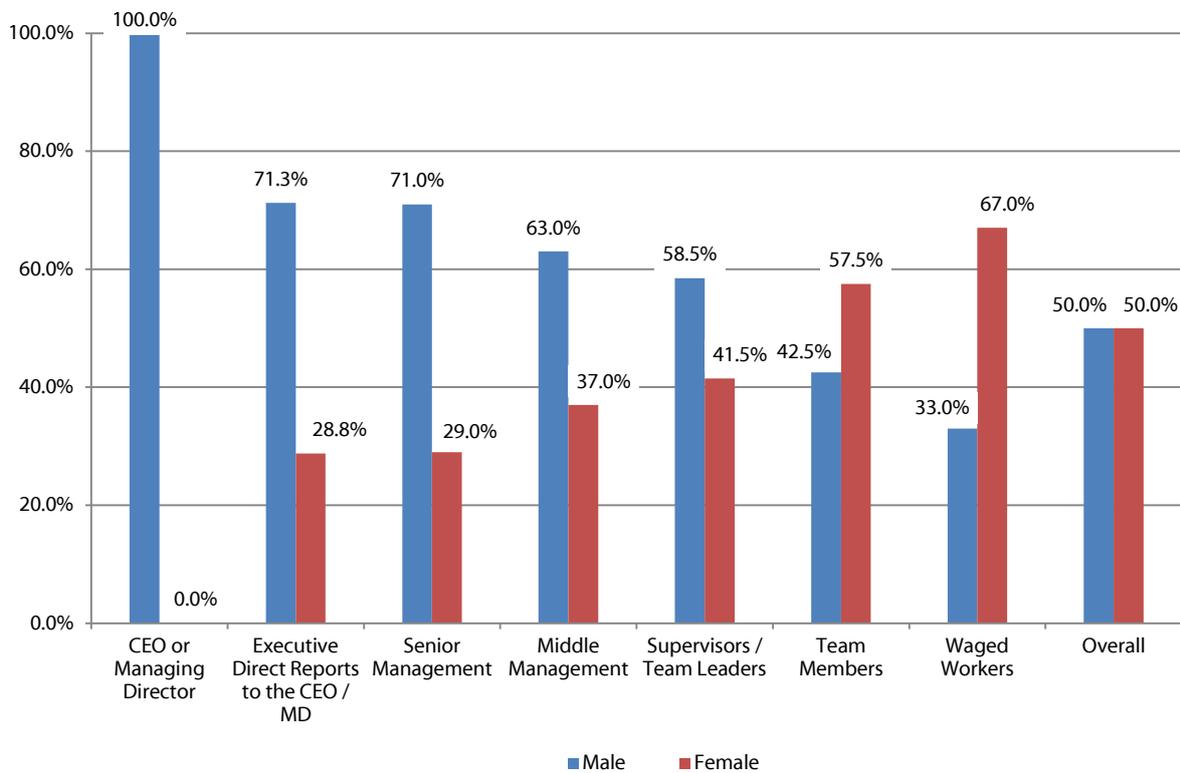
Three organisations reported that they have female representation at the CEO or Managing Director level but the overall median for this group is 0%.

5.2 Family Requirements – Enhanced Parental Leave

Enhanced parental leave provisions over and above statutory legislation are provided in **81.3%** of the organisations. The details of additional provisions and the percentage of organisations that apply them are listed below.

- **Eleven** organisations provide additional payment to mothers or the primary caregivers

- **Nine** organisations provide additional leave to fathers or the supplementary caregivers

- **No** organisations provide a one-off payment to fathers or the supplementary caregivers.

Other responses are summarised in the following table.

Table 9 – Enhanced Parental Leave Provisions: Other Responses

Enhanced Parental Leave Provisions: Other Responses	
Organisation	**Additional Parental Leave Provisions**
Organisation 1	• Parental leave at full salary value • Provision of parental leave extended to same sex couples
Organisation 2	• Top up payment to government paid parental leave • Return to work incentive payment • Graduated return to work options • Baby gift voucher • Continual superannuation during parental leave
Organisation 3	• Gift on birth of baby • Generous staggered return from parental leave • Unspecified sick leave to care for dependants • Flexibility to return part time for most roles • Communication during parental leave to ensure connections / relationships maintained (at parent's option)
Organisation 4	• Parental leave policies eligibility extended to include adoption • Return to work incentives
Organisation 5	• Inclusion in training while on maternity / parental leave • Invitation to social functions to stay connected with developments in the office
Organisation 6	• Accrual of annual leave at actual salary on return
Organisation 7	• Return to work bonus 6 months after the return for either parent
Organisation 8	• Accrual of annual leave at actual salary while on parental leave
Organisation 9	• Additional paid leave of up to two weeks for fathers or other supplementary caregivers
Organisation 10	• Return to work incentive payment at 11% of leaving salary 6 months after return from parental leave

5.3   Initiatives to Support Pregnant Women

Flexible working options for pregnant women in the workplace are actively supported in **93.8%** of the organisations. Other policies to support pregnant women are summarised in the following table.

Table 10 – Policies to Support Pregnant Women

Support for Pregnant Women	
Policies	**% of Organisations**
Actively support flexible working options for pregnant women	93.8
Undertake work assessments for pregnant women and assign lighter / reduced duties if necessary	68.8
Additional time off for pregnant women	31.3
Enhanced paid sick leave for pregnant women	25.0
Other	37.5

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

Other responses include:

- **Three** organisations provide enhanced paid sick leave that may be of an unspecified or unlimited length
- **Two** organisations provide support for difficult pregnancies such as sick rooms
- **Two** organisations hold information and coaching sessions
- **Two** organisations provide parking spaces for pregnant women
- **One** organisation provides baby car seats
- **One** organisation tailors support to the employee's specific needs.

5.4   Policies to Support Women Returning from Parental Leave

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

Table 11 – Policies to Support Pregnant Women Returning from Parental Leave

Support for Women Returning from Parental Leave	
Policies	**% of Organisations**
Regular contact with employees on parental leave	93.8
Support flexible working options for those returning from parental leave	87.5
Allow employees to keep their phone and / or laptops so they can keep in touch	81.3
Operate a staggered return to work policy post parental leave	75.0
Support informal or social groups aimed at parents and may run events	50.0
Mentoring programmes to help returning employees adjust their work-life balance and to transition back into the workforce	31.3
Additional domestic leave for new parents	31.3
Provision of parent rooms for breastfeeding	25.0
Other	18.8

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

The following 'Other' responses were provided by **four** organisations:

- Return to work incentives

- Unspecified domestic leave

- Mentoring programmes

- Emergency child care policy.

5.5   Policies to Support Inclusive and Family-Friendly Workplaces

Policies to support inclusive and family-friendly workplaces are implemented in **62.5%** of the organisations. The table below outlines these policies.

Table 12 – Policies to Support Inclusive and Family-Friendly Workplaces

Support for Family-Friendly Workplaces	
Policies	**% of Organisations**
Operate an enhanced caregiver leave (over and above the statutory minimum)	40.0
Offer discounts / subsidies for childcare fees	20.0
Operate a school holiday programme	10.0
Operate an on-site childcare centre	-
Other	60.0

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

Other responses include:

- School holiday programme subsidy

- Fully subsidised health insurance for permanent employees and their families

- Flexible working options

- Two weeks' paid leave for secondary caregiver following birth / adoption

- Provision of baby car seats

- Annual events such as family Christmas party, Whanau Day, and bring-kids-to-work days

- Annual career seminars for employees' teenage children that include CV preparation and interview skills

- Additional sick and domestic leave (over and above the statutory entitlement) for all employees

- Emergency childcare policy for parents

- CEO's support for meeting times to be scheduled between 9AM to 5PM.

6 Pay Equity

Responses in the following section on gender pay equity profiles are provided by **sixteen** organisations.

6.1 Gender Pay Gap

The comparison of current pay rates between male and female employees shows that male employees are paid **9.2%** more than their female counterparts at the median level.

Table 13 – Overall Pay Gap between Males and Females

Average Gender Pay Gap: Males / Females				
Males / Females	Lower Quartile (%)	Median (%)	Upper Quartile (%)	Average (%)
Average Pay Gap	5.0	**9.2**	15.9	11.6

The highest reported gender pay gap in an organisation is **28.0%**.

6.2 Pay Equity Profiling Analysis

The majority of organisations (**68.8%**) have a gender pay equity profile of their organisations to identify any gender pay issues. The following table summarises the types of pay equity profiling analysis completed within their organisations.

Table 14 – Pay Equity Profiling Analysis

Pay Equity Profiling Analysis	
Type of Profiling Analysis	% of Organisations
Analysis of pay progression performance outcomes and link to pay progression for males and females	81.8
Comparison of percentage increases for males and females with the same performance rating / grade	81.8
Analysis of the speed of pay progression for males and females in the same role	54.5
Comparison of starting pay rates for males and females doing the same job	45.5
Comparison of male and female payroll data from commencement of employment throughout the work cycle	36.4
Other	36.4

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

Other types of profiling analysis reported by participating organisations that are not outlined in the table above include:

- **Two** organisations compare current pay rates between male and female
- **One** organisation analyses the pay gap for those on the Graduate programme from start date until post-placement 3 years later
- **One** organisation analyses the linkages between parental leave and pay progression
- **One** organisation compares the pay between flexible workers and full-time employees.

The outcomes of pay equity profiling analysis are adopted in **eight** organisations that have conducted the profiling analysis and the remaining organisations are in the process of identifying the results of the analysis. *Chart 3* below illustrates the outcomes from the analysis.

Chart 3 – Adopted Outcomes of Pay Equity Profiling Analysis

Category	Percentage
Incorporated into people-strategies including recruitment, talent management and remuneration	63.6%
Gender issues or emerging trends have been investigated	63.6%
Gender differences are explained and anomalies identified	45.5%
Action plans are created and / or carried out to resolve pay equity disparities	27.3%
Other	45.5%
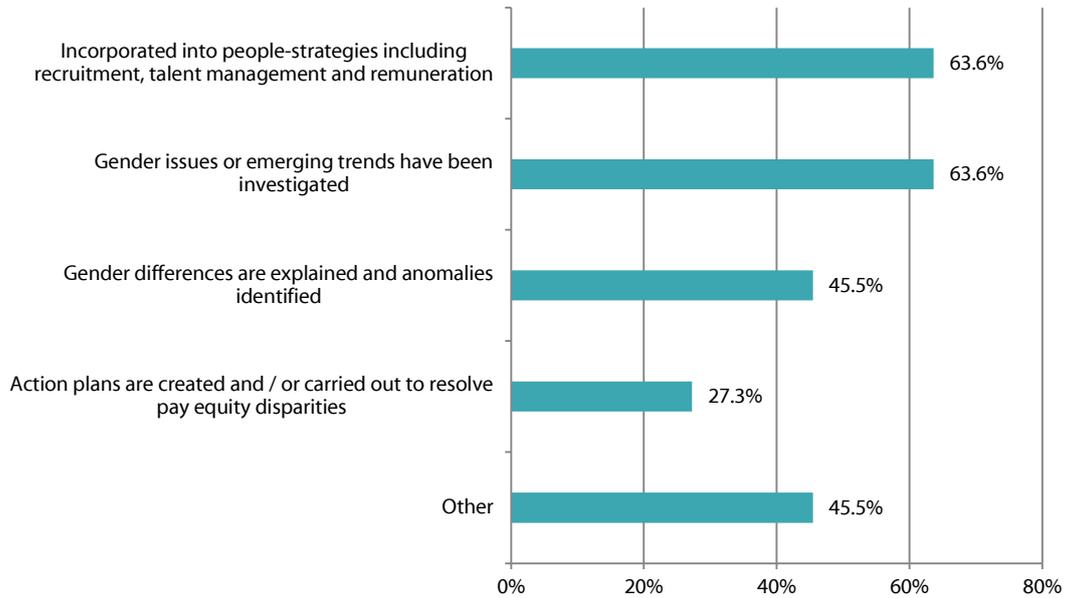
Note: Organisations may have selected more than one response in the chart above.

Other outcomes noted include the identification and analysis of other potential reasons for a gender pay gap. **One** organisation found little difference in pay between males and females but the impact of gender dominated skill areas or departments and how this influences the average salaries by gender across the whole organisation is currently being considered.

6.3   Demonstrating the Support for Pay Equity Policy and Practices

Thirteen organisations use a combination of methods to demonstrate that they are 'taking action' to support their pay equity policy and practices. **Eleven** organisations use all four methods below to demonstrate their support for pay equity policy and practice:

- Policies and practices clearly support the promotion, awareness and practice of pay equity

- Policies ensure roles are fully and fairly evaluated or sized including how they are formally documented

- Employees have equitable access to promotion and training development opportunities

- Employees have equitable access to rewards and benefits.

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

Table 15 – Demonstrating Support for Pay Equity

Demonstrating Support for Pay Equity	
Method of Demonstration	**% of Organisations**
Policies ensure roles are fully and fairly evaluated or sized including how they are formally documented	86.7
Employees have equitable access to promotion and training development opportunities	86.7
Employees have equitable access to rewards and benefits	86.7
Flexible working arrangements are incorporated in our people-related policies	86.7
Policies and practices clearly support the promotion, awareness and practice of pay equity	73.3
Unconscious bias training in place for employees conducting recruitment and selection on training and development	26.7
Other	13.3

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

One organisation that provided an 'Other' response noted that they have pay packages that are gender-blind for certain career levels and that a project around pay equity is at an early stage of its initiation. Another organisation responded that their method has not yet been identified.

Pay Equity on People-Agenda

Thirteen organisations provided responses to what extent pay equity is on the organisation's people-agenda. Their responses are summarised in *Table 16* below.

Table 16 – Pay Equity on People-Agenda

Pay Equity on Organisation's People-Agenda	
Extent on People-Agenda	**% of Organisations**
Reporting results to the Executives and / or Board of Directors is taking place on a regular basis	46.2
Planning to develop regular reporting on pay equity to lift the profile in the organisation	30.8
Regular process reporting undertaken to monitor results and maintain momentum	23.1
A strategic plan has been developed and linked to the organisation's people-strategies to progress pay equity as a key priority	23.1
A plan has been developed to progress pay equity as a priority	15.4
Other	30.8

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

The following 'Other' responses were provided by **three** organisations.

- Significant consideration and analysis during the performance and remuneration review

- A robust process is in place and currently awaiting the outcome of pay equity analysis to determine if anything else is needed

- Policies and procedures are currently under review.

6.5 **Employee Survey on Pay Equity**

An employee survey on the views of men and women on equal opportunity, inclusion, non-discrimination and retention is conducted in **56.3%** of the organisations.

Principle 3. Health, Safety and Freedom from Violence

7   Health Safety Policy

7.1   Zero Tolerance Policy on Gender-based Violence and Harassment

A policy of zero tolerance towards gender based violence and harassment is in place in **fifteen** organisations. In **fourteen** of these organisations, the policy includes a specific complaints procedure. The following table outlines what is covered by these policies.

Table 17 – Zero Tolerance Policy on Gender-based Violence and Harassment

Zero Tolerance Policy on Gender-based Violence and Harassment	
Organisation	**Scope of the Policy**
Organisation 1	• Zero tolerance policy on all violence, not just gender based
Organisation 2	• Harassment and bullying prevention policy covers the responsibilities of employees and management, the complaints procedure, and the definitions associated with preventing all forms of workplace harassment and bullying • Policy includes, but is not limited to, violence between employees and harassment of a person in relation to their gender
Organisation 3	• Zero tolerance on any form of intimidation, bullying, harassment, ignoring or excluding • Disciplinary policy states actions that may be taken when the policy is breached
Organisation 4	• The policy outlines the definition of harassment, discrimination or bullying and the implications of such behaviour on individuals, actions to take if you are subject to the behaviour and the complaints procedure
Organisation 5	• Policy covers sexual and racial harassment, bullying, direct and indirect discrimination and victimisation • Formal and informal resolution procedures • Managing complaints process for people leaders
Organisation 6	• Policy covers harassment, bullying, and violence
Organisation 7	• Zero tolerance toward violence to any staff member regardless of gender
Organisation 8	• Policy on verbal, physical, and mental harassment
Organisation 9	• Policy on sexual harassment • Equal employment opportunities policy
Organisation 10	• Policy on discrimination, sexual harassment, bullying and victimisation • Policy needs to be agreed to on the commencement of employment
Organisation 11	• Zero tolerance on any form of racial or sexual harassment
Organisation 12	• Policy on harassment
Organisation 13	• Policy on harassment, bullying and sexual harassment

The most common method for disseminating the policy and the complaints procedure is through publication on the staff intranet in an easily accessible format. This method is applied in **15** organisations. Other methods of dissemination are summarised in *Table 18.*

Table 18 – Method of Communicating Zero Tolerance Policy

Dissemination of Zero Tolerance Policy	
Method of Dissemination	**% of Organisations**
The policy is published and displayed on the intranet in an easily accessible format	93.8
Included in our induction and on-boarding programmes	87.5
A confidential helpline is available for employees	56.3
Managers conduct training for their team as part of leadership commitment	25.0
Other	31.3

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

Other comments provided by organisations are as listed below.

- **Two** organisations require employees to sign acceptance and regularly complete the compliance module of their company code of conduct
- **Two** organisations operate health and safety training / committees
- **One** organisation displays posters on zero tolerance policy around the office
- **One** organisation outlines the policy in their offer of employment.

7.2 Ensuring Safety of Employees on Overseas Business Travel

All organisations have actions / initiatives in place to guarantee the safety of their workers travelling overseas on work-related business. The actions / initiatives taken are outlined in *Table 19* below.

Table 19 – Actions / Initiatives to Ensure Safe Overseas Travel

Actions / Initiatives to Ensure Safety of Employees on Overseas Travel	
Actions / Initiatives	**% of Organisations**
Use vetted travel agencies to make all travel arrangements and the agencies are required to keep the company informed of them	93.8
Have a specific travel safety policy and process that applies for all employees travelling on business on behalf of the company	87.5
Provide alerts highlighting current events impacting security and/or travel	62.5
Provide employees with destination-specific information with overviews of infrastructure, customs, and cultural concerns	37.5
Undertake risk assessments by country and destination cities	37.5
Provide in-depth briefings on security, health, and other risks	25.0
Train employees on maintaining security awareness when travelling	18.8
Have established a travel security web site that includes corporate emergency contact and travel polices specific to each nation	18.8
Provide training for travellers on how to minimise risks	12.5
Provide training for security, travel management and other personnel on proper procedures in a crisis	12.5
Other	6.3

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

One organisation responding 'Other' noted that training and information is provided depending on the destination and known risks. The employees are not sent to countries with high alerts and risk assessments and advice on security, health and other risks are advised by the organisation's travel adviser.

7.3 Ensuring Safety of Employees Travelling After Hours

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

Table 20 – Actions / Initiatives to Ensure Safety of Employees Travelling After Hours

Actions / Initiatives to Ensure Safety of Employees Travelling After Hours	
Actions / Initiatives	**% of Organisations**
We have a specific safety policy and process that applies after hours such as securing the workplace and placing security guards	92.3
Workers are provided with taxi chits when working late shifts to ensure they are safely escorted home when public transport is less accessible	61.5
Female workers can elect to be escorted to their vehicle by security personnel after business hours	46.2
Other	30.8

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

Other responses provided include making parking facilities available after hours in **two** organisations and catering for employee specific requirements in **one** organisation.

7.4 Policy on Travel and Entertainment

A specific policy on travel and entertainment is implemented in **93.8%** of the organisations. The most common policy applied in **nine** organisations is a prohibition on 'adult entertainment' and establishment. **Five** organisations outline specific limitations and / or guidelines on after-hours functions in terms of the time and duration. In **two** organisations, subsidies or payments are provided for caregivers if staff members are required to attend after-hour functions or required to travel over 24 hours.

Additional details provided by **five** organisations are outlined below.

Table 21 – Policy on Travel and Entertainment

Policy on Travel and Entertainment	
Organisation	**Specific Policy**
Organisation 1	• Policy covers travel only
Organisation 2	• Host responsibility policy guidelines on providing a safe environment which includes serving non-alcoholic drinks, food and transport home • Payment for childcare is at the manager's discretion and is dealt with on a case-by-case basis
Organisation 3	• Business-related hospitality is permitted only when travelling and it is required to be kept to a minimum
Organisation 4	• Avoid any type of entertainment / venue that would not stand up to public scrutiny or would result in any issues arising if it were publically known • Viewed either relatively or absolutely, entertainment should be conservative and appropriate and not be excessive or extravagant • Detailed travel policy and an active management to provide a framework for preferred hotels, transport, per diem entitlements, and other benefits
Organisation 5	• Generally covers health and safety provisions

7.5 Wellness Strategy

A wellness strategy is in operation in **fourteen** organisations and **one** other organisation is planning to implement the strategy within the next 12 months. *Chart 4* below illustrates the type of wellness programmes specifically aimed at women.

Chart 4 – Wellness Programmes Specifically Aimed at Women
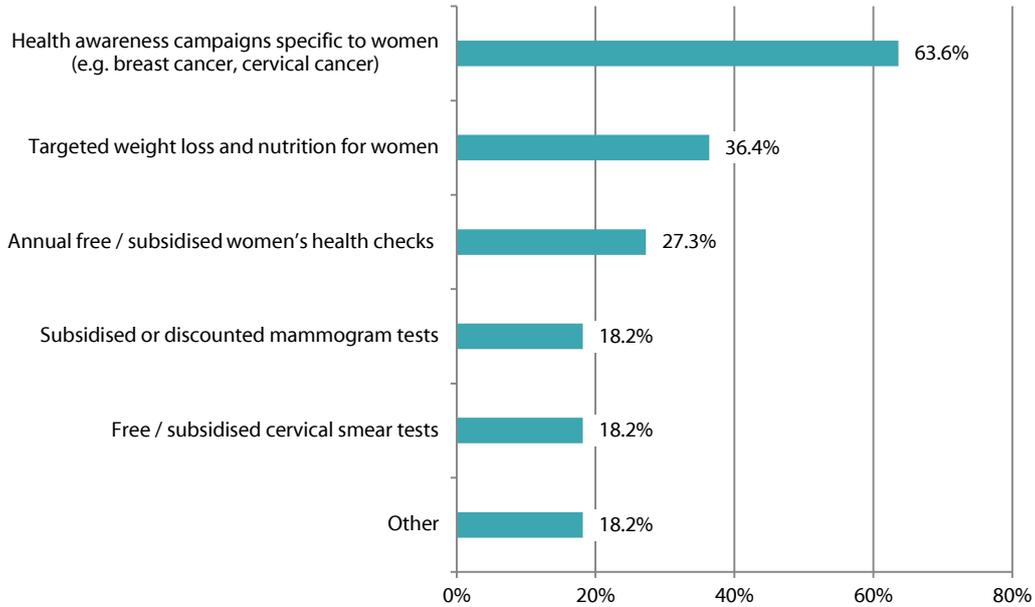
Note: Organisations may have selected more than one response in the chart above.

Other types of wellness programmes operated by organisations are listed below.

- Subsidised gym membership to women-only gyms

- Promotion of websites dedicated to wellbeing

- Focus weeks on a variety of women's health and well-being issues throughout the year

- Annual events such as Pink Ribbon breakfasts and any funds raised are then matched by the corporate social responsibility arm of the organisation.

Principle 4. Education and Training

8   Development Programme

All organisations have formal education or training / professional development programmes in place, and **seven** organisations monitor the uptake of training and development programmes by gender. An additional **three** organisations are planning to monitor the gender participation rates in education and training within the next 12 months.

8.1   Training Budget

The maximum training budget per employee as a percentage of the payroll amount disclosed is **6.6%** among participants. The median training budget per employee as a percentage of the payroll amount of **five** organisations is **2.0%** as summarised in the following table.

Table 22 – Training Budget per Employee as a Percentage of Payroll Amount

Training Budget Per Employee : Percentage of Payroll				
	Lower Quartile (%)	Median (%)	Upper Quartile (%)	Average (%)
Percentage of Payroll	1.1	**2.0**	3.0	2.6

The following further comments are provided by **five** organisations.

- **Two** organisations do not use this measure. Instead it is captured through an employee engagement survey in **one** organisation and the other organisation did not disclose their method of measurement

- **Two** organisations do not report on this figure

- **One** organisation reported that this figure is commercially sensitive and did not wish to disclose the amount.

8.2   Spending on Training by Gender

The majority of organisations (**87.5%**) do not analyse and report on the average spend on training and education by gender. **Two** organisations responded that they spend the same amount for both males and females on training and education.

8.3   Scheduling Training Programmes

All organisations take employees' family commitments / roles into account when scheduling training and education programmes. The location of training is the biggest factor that is taken into account in **twelve** organisations. Other actions taken to meet the demands of employees' family commitments / roles when scheduling training and education programmes are summarised in the following table.

Table 23 – Actions Taken to Meet the Demands of Employee's Family Commitments / Roles

Meeting Employee Family Commitments When Scheduling Training	
Actions Taken to Meet the Demands	**% of Organisations**
Location of training is considered when scheduling employees onto training programmes to avoid the impact on family commitments	75.0
Provide specific guidelines on scheduling times for training and development	68.8
Provide subsidies or payments for caregivers if staff are required to attend training after normal business hours/weekends	12.5
Other	43.8

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

Other responses provided by the organisations are summarised below.

- **Four** organisations allow online training for more flexible access

- **Three** organisations provide general flexibility around training schedule

- **Two** organisations endeavour not to run training in school holidays

- **One** organisation schedules the training during standard business hours.

9   Career Clinics and Mentoring

Eleven organisations currently operate a formal talent identification and management programme within their organisation, and **two** more are planning to within the next 12 months. The activities included in these programmes are summarised in *Table 24*.

Table 24 – Formal Talent Identification and Management Programmes

Formal Talent Identification and Management Programmes	
Activities in the Programme	**% of Organisations**
Arrange internal mentoring of female employees	90.0
Actively encourage female leaders to be mentors to other young women inside the organisation	90.0
Have organised gender-specific internal networking groups for females	60.0
Actively encourage female leaders to be mentors to other young women outside the organisation	50.0
Arrange external mentoring for female employees	50.0
Other	50.0

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

No organisations have organised gender specific networking groups for female graduates. Additional details provided are summarised in *Table 25* below.

Table 25 – Formal Talent Identification and Management Programmes: Other Responses

Formal Talent Identification and Management Programmes: Other Responses	
Organisation	**Programmes**
Organisation 1	• Ongoing mentoring and networking programmes • Internal recognition program to identify female talent who help to deliver diversity values • Annual event to recognise high performing women across the organisation and encourage their career development • An opportunity for women to attend various levels of women in leadership development programmes run by Global Women • A series of events to celebrate International Women's Day • Internal profiling series included weekly articles on women from across the country featuring on intranet • Launch of a tool for managers and employees to focus on taking accountability for their career development • Online discussion focused on gender equality that includes the GM and is open to all employees across the organisation to participate • Female members of Executive team and Senior Management visiting and speaking at local schools
Organisation 2	• Reporting of the percentage of women who are in the high potential pool and an active management of their career development
Organisation 3	• Career clinics provide senior women support by pairing them with an internal female mentor, as well as accessing an external mentoring service
Organisation 4	• Support of women's network groups
Organisation 5	• Mentoring both internally and externally is encouraged on an informal basis • Encouraging female graduates to participate in female networking group on an informal basis

Principle 5. Enterprise Development, Supply Chain and Marketing Practices

10 Supply Diversity Programme

10.1 Supplier Diversity Programme

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

- A sustainable supply chain management is built into standard business processes
- A draft of diversity principles for supplier contracts is currently being reviewed by internal governance
- An agreement with temporary labour provider to measure female candidates
- Selection criteria include questions on diversity programmes with a particular focus on programmes to support increasing women in management and programmes to support people with disabilities and all suppliers have a contractual obligation to comply with the supplier code of practice.

One organisation responded that there have been Senior Management discussions with the organisation's procurement function but a formal programme is not yet in place.

10.2 Suppliers with Diversity-Focused Policy

Only **one** organisation currently applies a gender criterion in the supplier selection and **one** other is planning to implement this within the next 12 months.

Similar to the gender criteria, requiring suppliers to have a diversity-focused policy is rare with only **one** organisation requiring it from their suppliers and **two** organisations planning to within the next 12 months.

Organisations were asked about the percentage of their suppliers that are women-owned enterprises. There is **no** organisation that currently measures this figure or they do not require their suppliers to report this level of detail.

10.3 Women's Business Organisations

All organisations cooperate with some type of women's business organisations and *Chart 5* below illustrates the different types of women's business organisations that they are involved with.

Chart 5 – Women's Business Organisations
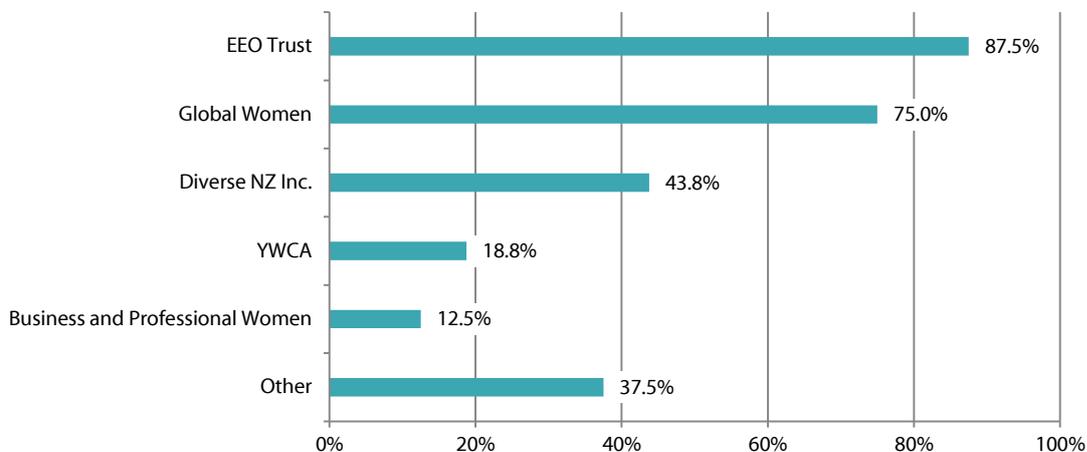
Note: Organisations may have selected more than one response in the chart above.

Two organisations run their own women's business organisations. The following women's business organisations are in cooperation with the participating organisations.

- Workplace Gender Equity Agency (WGEA)

- Dress for Success Auckland

- International Womens Day

- Women of Influence Awards

- UN Women

- UN Women's Empowerment Principles

- Company of Women

- University of Auckland Business School Women's Mentoring Programme

- EY - Entrepreneurial Winning Women

- 25 Percent Group

- Dairy Womens Network

- FINSIA (Financial Services Institute of Australasia)

- Women in Finance

- Ministry of Womens' Affairs (Advisory capacity)

- Human Rights Commission

- NZ Asian Leaders

- Pasifika

- Small Business (Manukau)

- Women on Boards

- Auckland Women Lawyers Association (AWLA)

- Corporate Mothers Network

- Women Achieving More (WAM)

Four organisations currently have gender-sensitive guidelines for marketing in place and **two** other organisations are planning to implement this within the next 12 months.

11.1 Portrayal of Women in Marketing

Currently, there are **five** organisations where voluntary codes on responsible and dignified gender portrayal in marketing communications are adhered to and **two** more organisations are planning to introduce this within the next 12 months.

The majority of organisations (**68.8%**) address cultural differences in their marketing policies. The responses on the management of cultural differences in marketing are outlined in the following table.

Table 26 – Management of Cultural Differences in Marketing

Management of Cultural Differences in Marketing	
Method of Management	**% of Organisations**
Profiling different demographics in advertising and marketing tools	44.4
Targeted market segments which includes languages that programmes are offered in through to intercultural capability and business practices	22.2
Through research and monitoring of customer feedback	11.1
Dedicated resources for cultural-targeted activities	11.1
Mix of profiles (gender and racial diversity) in graduate programmes	11.1
Celebration of cultural holidays such as Matariki, Diwali, Chinese New Year with specific marketing initiatives	11.1

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

11.2 Addressing Gender-related Barriers

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

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

Method	%
Customer research e.g. focus groups	75.0%
Analysis of customer insights	62.5%
Review and monitoring of customer complaints / feedback	50.0%
Review of purchasing behaviours	37.5%
Other	25.0%
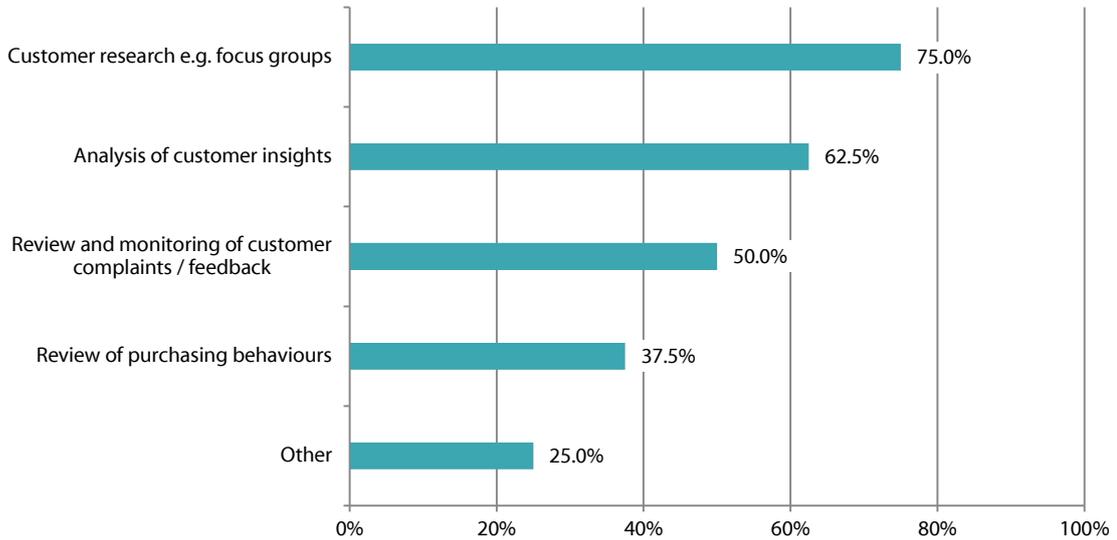
Note: Organisations may have selected more than one response in the chart above.

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

- Recruitment of graduates is made across many universities and other locations. Social media is also utilised to stay updated on any issues relating to gender. In addition, there is a target of recruiting males and females at a 50:50 ratio. Internal mentorship from female Executives is also provided for female Senior Managers
- New Zealand demographic information is referenced.

11.3 Gender Differences in Product Development

Eight organisations consider gender differences in their product development and **two** are planning to within the next 12 months. These considerations are summarised in the table below.

Table 27 – Consideration for Gender Differences in Product Development

Consideration for Gender Differences in Product Development	
Factors Considered	**% of Organisations**
Female is a specifically targeted market segment	85.7
Product, store design and customer services are tailored to female customers	28.6
Through research and monitoring of customer feedback	14.3
Not tolerating inappropriate marketing from a gender perspective	14.3

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

Principle 6. Community Engagement and Leadership

12   Community Programmes

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

- A number of national campaigns that benefit women are supported including NZ Plunket. The specific number of female beneficiaries of these campaigns is not measured

- A number of women are nominated and recognised for their contribution to community as part of the organisation's annual award event

- Since 2000, over $3 million has been donated through the employee charity foundation to over 530 charities in New Zealand. The number of female beneficiaries is not measured.

Fourteen organisations provided information on different community programmes that they support and the responses are summarised in the following table.

Table 28 – Community Programmes Directly Supporting Women

Community Programmes Directly Supporting Women	
Community Programme	**% of Organisations**
Charitable donations (time, product or monetary) to women's' organisations	64.3
External mentoring of young women (e.g. YWCA Future Leaders Programme, Auckland University Women's Mentoring Programme)	57.1
Sponsorship and funding to women's initiatives	57.1
Graduate / school leaver programmes aimed at young women	35.7
Other	57.1

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

'Other' responses are outlined in *Table 29* on the following page.

Table 29 – Community Programmes Directly Supporting Women: Other Responses

Community Programmes Directly Supporting Women: Other Responses	
Organisation	Programmes
Organisation 1	• New Zealand Global Women • New Zealand Leadership Institute • Awards for women who are having an impact well beyond their formal roles and titles at local, regional and national levels • Dress for Success Auckland
Organisation 2	• Breast Cancer • NZ Company of Women • University of Auckland Business School Women's Mentoring Programme • EY - Entrepreneurial Winning Women • 25 Percent Group • Dairy Women's Network • FINSIA (Financial Services Institute of Australasia) • Women in Finance
Organisation 3	• A programme for a day of corporate volunteering that includes all employees
Organisation 4	• A programme currently being piloted to spark interest in entrepreneurship and business investment for students from diverse cultural, ethnic, social and economic backgrounds (including specifically targeting women)
Organisation 5	• A programme targeting female schools
Organisation 6	• Informal support through our staff volunteering programme such as working with young mothers
Organisation 7	• The organisation pays subscription costs to a professional association • EEO (Equal Employment Opportunities) Trust • Diverse NZ
Organisation 8	• Look Good Feel Better

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

Chart 7 – Female Employee Participation in Community Volunteer Schemes – Percentage of Female Employees
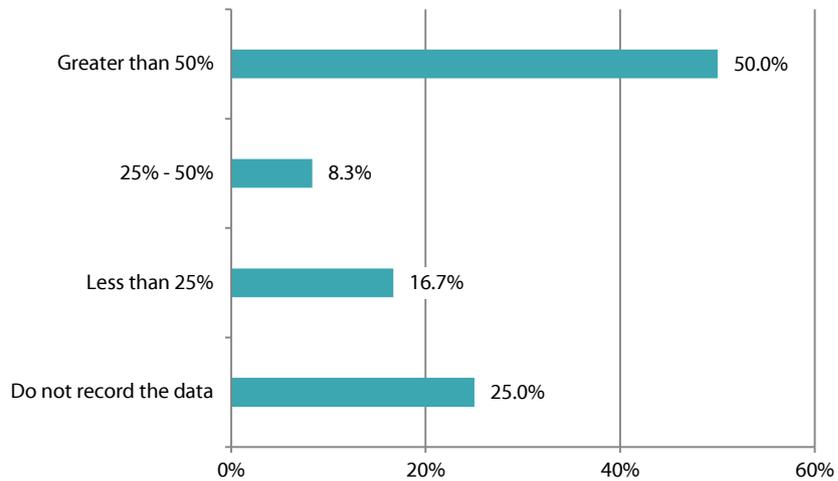
In **one** organisation, **all** of their female employees participated in community volunteer schemes during the past year.

Principle 7. Transparency, Measuring and Reporting

13 Espousing the UN Women's Empowerment Principles

The organisations' support for the UN Women's Empowerment Principles is demonstrated by the internal communication of their involvement to their employees and updating them regularly on these activities in **eleven** organisations. Other forms of outward support are summarised in the following table.

Table 30 – Outward Support for UN Women's Empowerment Principles

Support of UN Women's Empowerment Principles	
Communication of Support	**% of Organisations**
Communicate involvement internally to staff and update them regularly on activity in this area	84.6
Actively support initiatives that relate to the principles of UNWEPS and other gender-based programmes	61.5
Communicate involvement externally to clients / customers / suppliers	53.8
Proudly include this information on website	38.5
Actively supporting UNWEPS by volunteering time and services	30.8
Other	23.1

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

Three organisations provided the following 'Other' responses.

- Reporting annually to the global parent group, communication to employees in the New Zealand operation and display of progress on intranet

- Participating in the UN Women's Empowerment Principles forum

- Establishing a full time role on leading diversity issues within the organisation.

Appendix 1 – About dsd Consulting

dsd Consulting are delighted to join the EY market-leading Human Capital practice

The move makes **EY** the largest full-service talent and reward advisory practice in New Zealand, and will significantly enhance the services we provide to clients in all areas of talent management, remuneration and rewards at all organisation levels.

We are delighted to be able to provide our clients end-to-end talent and reward solutions. As previous **dsd** clients you will still have access to the most comprehensive salary information and market trends reports in the New Zealand market, and we plan to expand our survey offer in Australia. We are excited by being able to offer the best in thought leadership and global research to our clients.

dsd are niche market specialists in the area of Total Rewards Management. Our head office is based in Auckland and we provide services across all sectors and industry within New Zealand, as well as central and local government. Due to our large number of trans-Tasman clients, **dsd** also has a small presence in Australia.

dsd are considered private sector specialists and our goal is to provide practical and flexible tailored remuneration solutions to meet individual business needs.

"We have the depth of knowledge to present tailored solutions
rather than standard responses."

In addition to our consulting services, **dsd** is highly regarded as the leading provider of remuneration benchmark survey information in the private sector, providing market intelligence from executive and director remuneration to the shop floor, through our salary and wage surveys.

Well known and highly respected in the New Zealand market, the two directors of **dsd** Consulting bring together over 40 years of remuneration and human resources experience. Combined with our team of seasoned professionals, we provide our clients with only the highest level of consulting advice and skill.

Our Services	Description
Total Rewards Strategy	Linking remuneration and rewards and the broader offering to business strategy using the **Five Pillars of Total Rewards©**
Remuneration Systems	Design and implementation of customised remuneration systems, including **dsd's** proprietary in-house broad banding system **CareerMAP©** and job family systems
Incentive Design – short and long term, and sales incentive/commission schemes	Review, design and alignment using the **Six Pillars of Incentive Design©**
end2end© Market and Salary Review Services	Outsourced remuneration management services, including **SRM Control©,** an intranet-hosted, web-based salary review system
Executive Remuneration	Structure, design and review of executive and director remuneration packages
Job Analysis and Market Pricing	Provision of tailored market data for individual jobs or job families across industry groups
Customised Remuneration Surveys	Targeted acquisition of market information for key specialist or unusual roles in the market
National and Industry Specific Remuneration Surveys	The definitive source of well validated market benchmark information for over 20 industry sectors
Employee Value Proposition	Audit, review and communication of Total Rewards

Appendix 2 – dsd Remuneration Surveys

dsd Consulting are leading providers of salary information and market trends in the New Zealand market. Our database contains information for over 150,000 individual employees across a range of broad industries and job families. **dsd** specialise in providing niche market information for industry groups and organisations as well as providing New Zealand's leading private sector benchmark remuneration survey – REMonTAP©. For more information about any of the surveys outlined below, please contact the *Survey Team* on (09) 377 4790 or surveys@nz.ey.com.

Corporate Support Functions - Remuneration Surveys	
Survey	**Overview**
REMonTAP© CEO & Top Tier Executive Survey	The inaugural REMonTAP© *CEO & Top Tier Executive* Remuneration Survey was launched in 2009 with great success in collaboration with Ernst and Young. The survey is targeted at NZ's leading private sector organisations with revenue between $300m and $4b+, who seek a comprehensive and contemporary look at Total Reward practices, insights and trends for NZ's most senior executive roles.
REMonTAP© National General Market Survey	*REMonTAP©* is a primary source of remuneration data for leading New Zealand organisations who seek a fresh contemporary look at Total Reward Practices and thinking. Published twice a year, this survey has approximately 135 participating organisations providing data for over 50,000 employees, across 370 jobs. *REMonTAP©* participants may VIEW and download the full survey on-line and access a personalised comparative ratio report.
Industry Specific - Remuneration Surveys	
Actuarial	The *Actuarial* Remuneration Survey covers nine roles relating to this specialist area from 15 participating organisations and information is reported by industry discipline, i.e. Fire & General; Life, Disability and Health and Superannuation Benefits.
Civil & Roading	The *Civil & Roading* Remuneration Survey covers over 100 roles including civil / construction, traffic, water, roading, plant, quarry roles and also support positions such as procurement, surveying and draughting. This survey includes data from 16 participating organisations.
Energy	The *Energy* industry survey covers 34 roles, covering roles such as engineering, operators, technicians, as well as wholesale and trading. The survey has 8 participating organisations.
Fast Moving Consumer Goods (FMCG)	The *FMCG* industry survey provides market information for over 119 roles across sales, marketing, research & development and production. This survey includes information from 25 participating organisations and is published bi-annually.
Fire & General Insurance	The *Fire & General Insurance* industry survey covers over 109 roles across the Fire & General Insurance sector. This survey includes information from 9 participating organisations.
Forestry & Mill Operations	The *National Forestry & Mill Operations* sector survey covers 80 roles specific to this sector, including forestry, harvesting, mill, engineering roles and support roles. The survey includes information from 16 participating organisations.
Institute of Directors (IoD)	**dsd** manages the IoD Directors' Fees Survey on behalf of the Institute of Directors in New Zealand (IoD). The *IoD Directors' Fees* Survey covers 9 directorship roles and the survey includes information from 1,841 Directorships and 1228 organisations.
Legal	The *Legal* Industry survey provides information on roles within Legal firms. The survey covers approximately 17 roles specific to the Legal Industry with information provided by 8 participating organisations.
Media	The *Media* industry survey covers over 41 roles across the Media sector. This survey includes information from 16 participating organisations.
Retail Industry	The *Retail* Industry Remuneration Survey covers 144 roles specific to this sector, across stores / operations, supply chain and merchandising. The survey includes information from approximately 26 participating organisations.
Retail & Institutional Banking	The *Retail & Institutional Banking* survey provides market information for over 278 specialist roles in the Banking and Finance sector including roles across cash management, private and commercial banking, treasury, operations / settlements, investment research and global transaction service. The survey includes information from 9 Banking and Financial Services organisations.
Taranaki Region Remuneration Survey	The *Taranaki Region* Remuneration Survey analyses over 90 roles, with all of the employees being based in the Taranaki region. It covers roles in laboratories, geological, engineering and operations / maintenance.
Life, Disability & Health Insurance	The *Life, Disability & Health Insurance* Remuneration Survey covers 70 roles specific to this sector including underwriting, actuarial, claims, sales, pricing, product and call centre / sales roles. The survey includes information from 9 participating organisations.
Customised - Remuneration Surveys	
dsd regularly undertakes customised remuneration and benefit surveys on behalf of organisations seeking information and insights into unusual roles or 'hard to find' information both in NZ and Australia.	