WOMEN'S EMPOWERMENT PRINCIPLES

SURVEY REPORT 2021
NEW ZEALAND

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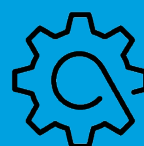
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DISCLAIMER

The survey is conducted by NZWRI on behalf of NZ WEPs. Modifications have been made to survey responses – denoted by square brackets – to anonymise the responses and for readability. The purpose of this document is to provide case studies that organisations can refer to when taking steps to improve women's empowerment.

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Introduction

The New Zealand Work Research Institute (NZWRI) is pleased to publish the results of the NZ Women's Empowerment Principles (WEPs) Survey 2021. The aim of this survey is to uncover policies and practices within New Zealand's largest organisations on behalf of the New Zealand WEPs committee, with a specific focus on 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 Leadership and Engagement
- Principle 7. Transparency, Measuring and Reporting

The following 14 organisations provided information in relation to their diversity policies:

- Firebrand
- Hamilton City Council
- The Warehouse Group
- New Zealand Defence Force
- Home Construction Ltd
- KPMG
- Chapman Tripp

- Russell McVeagh
- Coca Cola Europacific Partners
- Webb Farry
- Westpac New Zealand Ltd
- Waikato Regional Council
- Z Energy
- Bank of New Zealand

Information presented in this report was collected through an online questionnaire which included both quantitative and qualitative questions. The target participants were WEPs signatory organisations. The data provided by participants for inclusion in this report was submitted on a strictly confidential basis. Full quartile results have only been published for datasets that have a minimum of five participating organisations. Responses with identifiable characteristics have been modified to ensure anonymity. Responses have also been changed slightly for readability.

Principle 1. Leadership promotes gender equality

1.1 Strategy

1.1.1 Public commitment/statement of support towards gender equality

A public commitment and statement of support was given towards gender equality in 12 organisations (86%) by the CEO and/or the Board of Directors. Eight organisations (57%) further detailed where their public commitment and statement of support has been published which is presented in Table 1 below.

Table 1. Publication of commitment/statement of support towards gender equality

[We] frequently post and communicate our organisations beliefs around businesses, recognizing the need to offer and provide safety for equality in the workplace of all types, gender included.
Our [2021] initiatives include supporting our diversity and inclusion (D&I) communities to drive D&I strategy using our Company communications platform 'Workplace', and providing senior managers with unconscious bias training.
[Our previous] CEO made public [our] gender pay gap figures. [We also] undertook a research report and released this research, along with recommendations, to help other businesses wanting to tackle gender pay issues.
[We] formally adopted the UN WEPs in front of [the Prime Minister and our members] at the Prime Minister's residence in Wellington.
Our organisation has made a commitment to giving equal opportunity for both men and women at work. [We] have women present in mostly all areas of our business such as our: Leadership Team (3 out of 7) and Finance Team (3 out of 3). Out of 57 employees, we have 20 Female Employees (35%).
This year, [our Executive Chair] did a LinkedIn video for International Women's day alongside [our] other leaders in the Asia-Pacific region. We publicly state these commitments on our website and also communicate internally to our people.
We are committed to achieving a gender balance target of 40:40:20 at senior leadership level (40% female, 40% male, 20% either, including gender diverse/non-binary), comprising the Executive Team and their direct reports. This commitment has been made publicly via our external Sustainability Report. We are also a signatory to the New Zealand Law Society gender equality charter, which requires an aim of equitable briefing (by gender), and the reporting of gender balance metrics to the law society.
[Our 'Action'] statement and [sustainability] report outline a clear statement of support [towards gender equality] along with a set of objectives, vision and strategy to 2025 - we have a target for at least 40% of leadership positions at [our organisation] to be held by women by 2025.

1.1.2 Specific diversity strategy to address women's empowerment

Ten organisations (71%) have a specific diversity strategy in place to address women's empowerment, with two others (14%) planning to implement such a strategy within the next 12 months. The details of these strategies are presented in Table 2, including how these strategies specifically target Māori and/or Pasifika women (if applicable).

Table 2. Specific diversity strategy including women's empowerment

We have a focus on gender, with a dedicated gender work-stream as part of our broader D&I Committee. Our key firm leadership roles of Board Chair, Chair of the Partnership and CEO are filled by women. 50% of our Board and 66% of our senior management team are women (as at February 2021). We have developed a range of programmes across our firm:

- *Recruitment*: We have mandated our recruitment team to ensure that our university recruitment reflects, as a starting point, the demographics of [New Zealand schools].
- *Listening to our people*: Our D&I programme includes five employee-led work streams (Gender, Ethnicity, LGBTI+, Socio-economic, Accessibility) working with two D&I Partners, our CEO, and reporting directly to our Board. Some progress, to date, has included: a programme which gives junior female [employees] a network and a voice; increased flexible working; and a return-to-work programme for parents. The D&I Committee and workstreams meet regularly to discuss ways in which we can make our environment more welcoming and inclusive for everyone.
- *Promotions:* Our constitution states there must be a female co-chair of our Successions & Admissions Committee. We consistently review our talent pipeline and address conscious and unconscious bias in our promotion decisions.
- *Profiling:* In 2020, 95% of our seminars included at least one women presenter, 50% of all presenters were women, and 77% of LinkedIn posts featured at least one female team member. [We also bring] female clients and our female [employees] together for dedicated networking opportunities.
- *Supporting diverse communities in Aotearoa through our pro bono work:* We provide pro bono support to SheEO (lifting up women, particularly wāhine Māori) and the Aunties (support women living or who have lived with domestic violence).
- *Flexible working:* We have male and female staff at all levels working part-time. We design flexibility into roles: for instance, some may work from home on one or more days a week; others have flexibility in working times. Our Extended Hours policy focuses on wellbeing and guarantees time off in lieu/catch up days to staff who work extended hours.
- *Taking the profession with us:* Three of our [employees] developed the Gender Equitable Engagement and Instruction Policy. Our CEO is part of the Champions for Change governance group and we are involved in Global Women.
- *Māori and Pasifika women*: We also partner with TupuToa.

One of our five D&I pillars is dedicated 'Gender Equality'. Under this pillar/strategy we strive to achieve gender equality and balanced representation in leadership, opportunity and remuneration/reward.

We have a predominant proportion of women in senior leadership roles and are mindful of diversity in our recruitment practices.

We strive to achieve gender equality and empower all wāhine:

- *Gender representation*: Improve representation of women at senior levels of business: 50% of senior management positions held by women by 2022 and 100% of shortlists for all senior management roles must include one woman.
- *Gender Pay*: Close gender pay gaps (Gender pay gap is within +/- 2.5% for senior management).

Māori and Pasifika women: [We raise] the awareness of Te Reo Māori and Te Ao Māori through a number of initiatives.

We first developed a formal D&I programme in 2010, following the roll out of our inaugural diversity survey, which highlighted priority areas and informed the direction for moving forwards in the D&I space. In 2013, a strategic framework and governance model for D&I was launched across [the organisation]. This model included the development of a D&I Steering Group and Council to drive accountability at several leadership tiers and to link our D&I strategy back to key business objectives:

- *Structure and Accountability*: Progress on our D&I programme of work is reviewed by the Diversity Council, chaired by our CEO and attended by the Executive Leadership team on a biannual basis.
- *EAGs:* We have six equality action groups (EAGs) that focus on the following D&I areas: Gender equity (EQUAL), Cultural inclusion, LGBTI, Disability, the Youth Network (under 35s) and Mohio ('Wise ones' to support our over 40 employees).

[Our] target of maintaining 50% women in leadership positions is supported by recruitment strategies, women-specific leadership development opportunities, monthly gender diversity reporting for all Business Units, and our gender-equity focused EAG.

We have a Gender Pay Gap Action plan published on our website. We also are currently updating our Wāhine Toa work plan (our work programme aimed at increasing women's participation in [our organisation]). Additionally, we have workplans with regards to gender (either developed or in development). We also have a Rainbow Inclusion strategic plan and a Pacific Peoples strategy.

We have and support an Equal Opportunities Policy within the organisation, which specifies that we will undertake positive initiatives to ensure our workplace activities and services are carried out with the awareness of, and an intent to, eliminate discrimination in the areas of race, colour, ethnic or national origin, gender, religion, marital status, family responsibilities, sexual orientation, age or disability.

Our Diversity Strategy is heavily focused on ensuring we have equal opportunity for both men and women in our workplace. As a result, we have supported the following:

- 28 Qualifications, 11 of which have been completed by female staff.
- Microsoft Project Trainings attended by approximately 50% of our Project Delivery Team including female staff.
- Leadership and other Soft Skills Training attended by approximately 50% of our female staff.
- Quarterly Mind Health Sessions facilitated by a Qualified Professional attended by approximately 90% of our Staff (nearly 100% of our female employees).
- 6-Monthly Social Events focused on women which were initiated by our organisation's Leadership Team.

We have a specific focus on increasing female representation across all levels of organisation.

Our current D&I Strategy includes targets and measurements for the percentage (40/40/20) of women in leadership roles and initiatives to achieve these targets. These targets are also under review i.e. aim to move to 50/50/40, for example. We are currently undertaking a consultation process across the business to ensure our gender strategy is co-designed with our people so that is fit for purpose (a Gender Equality Survey has been conducted and a listening tour is currently being undertaken where our people can share the context of their experiences and any barriers they face, with a very specific gender lens). We have an extensive number of safety and wellbeing related policies and a [Wellbeing] platform to support physical and mental wellbeing for all our people. We introduced our Domestic Violence Support policy ahead of the legislative changes, which provides support over and above the legislative requirements to victims of domestic abuse. We have external community partnerships as part of our D&I budget that support and promote women's empowerment - such as supporting Lean In groups, hosting WEP's events, and Women in Business. We are currently reviewing our [Whānau] offering which includes a range of initiatives and processes to support our people through all stages of the family journey, whether that be: preparing for a family; taking parental leave; transitioning back to work; managing life as a working parent with toddlers through to teenagers; or caring for elderly parents or other dependents, while still enabling the ability to grow people's careers at [our organisation].

We have an Internal Mentoring programme that matches senior leaders with junior team members. We complete an annual Gender Pay report to ensure that we identify any gender pay inequality within [our organisation] and to recommend action if identified. This report investigates two common gender pay measures including gender pay gap and equal pay analysis. As part of our 2021 International Women's Day focus, we arranged a panel of men and women to highlight the diverse backgrounds and experiences of some of our senior leaders to develop a broader understanding of the challenges that women and men face in juggling family, personal and professional activities in the workplace. Our [mentoring] programme is designed to support Māori and Pasifika students in their last years of university and transition into early career. We are a TupuToa partner which enables us access to an emerging talent pool of young Māori and Pacific graduates.

Our D&I Strategy includes initiatives that aim to increase the representation and retention of senior women and build a strong leadership pipeline, as well as enhance equity for women. Our Diversity and Recruitment Policy includes measurable objectives related to gender balance, and our Recruitment Diversity Standard supports this by stipulating specific requirements regarding shortlisting candidates, interviewing panels, hiring senior leaders, and flexible working arrangements. Monitoring gender balance across our workforce is one of our regulatory requirements and annually we undertake remuneration reviews to ensure we have identified and addressed any gender pay parity issues. The third and fourth pillars of our D&I Strategy include biculturalism and inclusion. We have taken a structured approach to building biculturalism at our organisation including increasing Māori representation and integration of Tikanga Māori and Te Reo Māori. Two key programmes have been launched, namely a cultural intelligence programme and a Māori leadership programme with both wāhine and tāne participating. We are working towards increasing the number of colleagues identifying as Māori to 15% by 2025, and the same target across every employment level by 2030. We partner with TupuToa to support Māori and Pacific graduates into our organisation and have specific Māori and Pasifika D&I working groups to ensure our efforts include Māori and Pacific women's empowerment.

1.1.3 Non-gender diversity policies

Thirteen organisations (93%) have activities in place that are not included in their gender diversity policy but contribute towards women's empowerment, and the responsibility for managing women's empowerment initiatives is placed with specific roles in 10 organisations (71%). The details of these activities, including how they target Māori and/or Pasifika women specifically, are presented in Table 3.

Table 3. Activities not part of diversity strategy that contribute to women's empowerment

[Our leaders] were instrumental in forming a nation-wide policy aiming to increase the number of women [employees] in leadership roles within court proceedings. [We adhere to this] with a current target of 30%. As policy adopters, we provide a biennial report of results and the measures taken to achieve [this] target. By partnering with TupuToa, we aim to impact the lives our tauira and future leaders and improve the outcomes of our wider Māori and Pacific communities.
[We] have several activities supporting women's empowerment. Examples include: • [Inviting] potential female leaders from across the business to take a strength-based approach to self-development and grow as leaders throughout a six-month program. This enables participants to unlock their talent by generating self-awareness, removing perceived roadblocks, arming them with relevant tools, and building a powerful network. • Review and re-launch of our Parental Leave Policy and additional localised events supporting/celebrating parents going on/returning from parental leave. • Continued Pay Equity Commitment ensures zero disparity in pay across genders.
All annual leave accrued during parental leave and taken after the return to work is paid at full value. We strongly encourage and have a flexible working policy which can support working parents. We run financial wellness workshops on a range of topics; offer sick/domestic leave from day one of employment; and allow women to balance career development and any care duties they may have. We provide sick leave from day one so employees can care for dependants. The workshop also provides advice and one:one help with budgeting, debt management, home ownership, retirement. We are currently reviewing our breastfeeding guidelines and parents' room. In the networking space, we have organised speakers from our community to share what they do in Woman in Leadership spaces (trustees, board and committee members). We will also organise leadership workshop sessions with focus on Women in Leadership to support our female leaders with career advancement. We have a Pasifika female leader who will be visiting and presenting this year as part of the external networking and events portion of our D&I plan.
We encourage and fund membership in organisations [and support] presentations given by women.
• [We] have launched a free educational podcast on [menstruation]. [We] provide period product access in New Zealand by extending a customer donation bin trial. [We] provide free period products to all team member bathrooms across [our stores], distribution centres and support office locations. [We] also launched our affordable $1 range of period products in 2019. • [We] have enhanced our support for team members experiencing family violence (often women and children) through providing extra paid leave and accommodation entitlements and a new digital training course. Team members are now being offered up to 15 days' leave which is over

and above the legal requirement of 10 days outlined in the Domestic Violence/Victims Protection Act. The new policy also includes up to three nights' accommodation at an approved motel or hotel to help affected team members needing emergency shelter. New digital training is designed for team members to learn the warning signs of domestic violence, how to stay safe and get help, and how to help others.

- *HERproject (partnership):* The HERproject provides financial literacy and health awareness for women we work with.
- *Lean In (Partnership):* This programme offers training on unconscious bias towards gender equality.
- We provide financial support to Women's Refuge, the Parenting Place, Plunket, the Salvation Army and Y25.

[Our] flexible working arrangements support employees with their flexibility needs. Although this initiative supports all staff, its work in normalising flexible options has been shown to empower female staff - specifically in managing work/life demands, increasing the likelihood of returning to work after parental leave, and encouraging conversations on different methods of working to ensure success both at work and at home.

- We have gender networks across the Single Services and Portfolios.
- We have a Women, Peace and Security (WPS) Advisor, and this person along with six trained Gender Focal Point Advisors deliver Gender Focal Point training to all of [our] members.
- *Sexual Ethics and Respectful Relating training*: We teach about informed consent and respectful relating– this is provided to all new staff members. We are also about to roll out a one- year pilot of period products being provided in bathrooms.
- We provide financial programmes (to support financial literacy) and Financial Literacy programmes tailored to women (as research has shown that women are less prepared for retirement than men).
- We have mentoring programmes. This supports empowerment through upskilling women.
- We have a leadership centre and training programmes – this teaches all how to be great leaders and empowers men and women to perform well in leadership roles.

Māori and Pacific women are included in the above. [We are also] currently designing a Pacific Financial literacy programme. We look at both the Gender Pay Gap and The Ethnic Pay Gaps (and also at pay gaps by both these things combined). In 2021/22 we are planning to develop an Action Plan to address the Ethnic Pay Gaps.

[We celebrate] International Woman's day with a Women in Leadership forum open to all staff.

Our organisation provides flexible working hours as well as working from home option. We currently have six out of 19 female employees who:
- Work from home 80-100% of the time with either early starts/early finishes or late starts/late finishes.
- Work from home before and after school hours.
- Work from home three Days a week.

Our organisation also provides family support in the form of weekly meals or childcare assistance should the employee need to travel often for business purposes or attend trainings and events. Our organisation also offers counselling support four times a year per employee that is also extended to the employee's immediate family.

[We] support a broad range of activities specifically oriented towards women's empowerment such as our Lean in Groups and women's networks, our Leaderful's Career Camp pilot, our D&I Speaker Series and our celebration of International Women's Day. Specific People policies also support gender diversity for instance [Flex], which Includes options for flexing hours, work locations, part-time and job share arrangements, as well as ability to access flexible leave, for example, career breaks, study leave and purchasing additional leave. We have strategic D&I goals to increase the number of Māori and Pacific women in leadership roles.

[We] support parents by implementing a return-to-work programme for those returning from parental leave, and topping up the Government's paid parental leave provisions to offer 22 weeks of full pay for new parents. We have also set up an Executive Team sponsorship programme for women, launched a free period product trial, and have three 'Connecting Women' networks who arrange events and networking opportunities for women (and men) across the organisation. These programmes are open to all colleagues, including Māori and Pacific women.

1.1.4 Management of women's empowerment

Ten organisations (71%) have a designated member of their organisation with the specific responsibility of managing women's empowerment, with one (7%) planning to in the next 12 months.

1.2   Leadership and governance

1.2.1 Women in leadership

Four (29%) and five (36%) organisations have at least 50% female representation on their Board of Directors and Senior Executive team, respectively. Māori and/or Pasifika women make up at least 10% of the Board of Directors and Senior Executive team for three (21%) and one (7%) organisation(s), respectively. The proportions of female and Māori and/or Pasifika female representation are presented in Table 4.

Table 4. Female representation (%)

Leadership team	Lower quartile	Median	Upper quartile	Average
Proportion of all women				
Board of Directors	30.0	40.0	50.0	40.2
Senior Executive Team	35.8	41.5	50.0	46.4
Proportion of Māori and Pasifika Women				
Board of Directors	0.0	2.0	14.3	6.6
Senior Executive Team	0.0	0.0	2.3	3.8

Notes: 14 organisations provided information on the representation of all women among their Board of Directors and Senior Executive Team. Eight organisations provided information on the representation of Māori and Pasifika women in the same positions.

Six organisations (43%) have specific quantitative targets related to women's representation in leadership teams (the Board of Directors and Senior Executive Team), and two organisations (14%) are planning to have targets within the next 12 months. The quantitative targets related to women's empowerment within these organisations are illustrated in Figure 1.

Figure 1. Target quantities of women in leadership roles
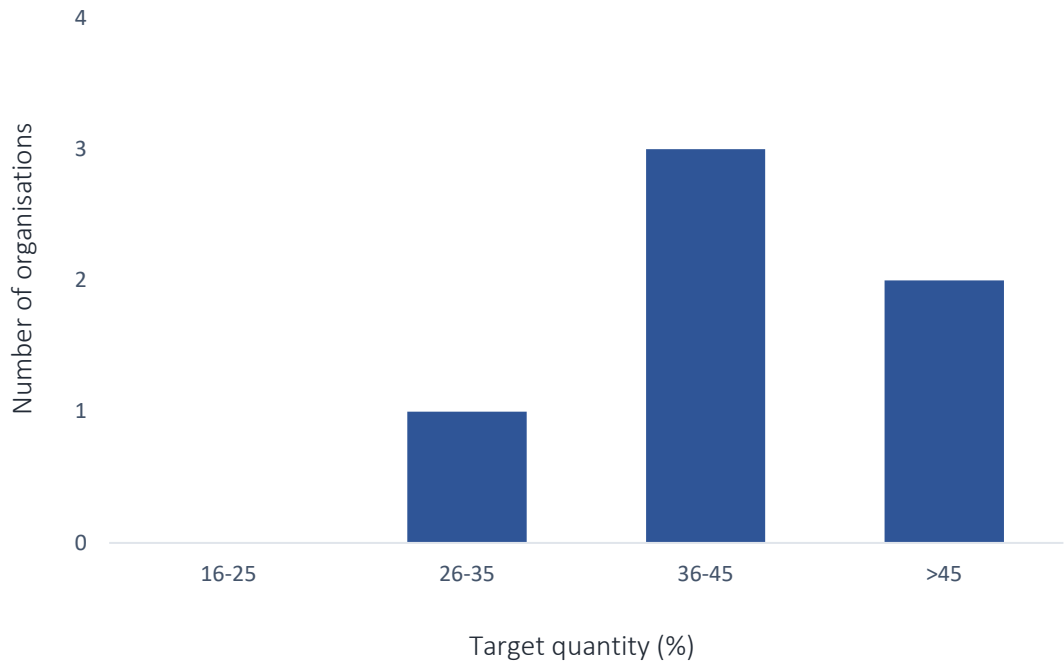
Notes: Six organisations responded to this question.

Participating organisations were asked to provide details on female representation in leadership and governance roles. A policy to actively recruit women into senior management, the Executive team or Board of Directors is present in six organisations (43%), with one organisation (7%) planning to within the next 12 months. These policies are presented in Table 5.

Table 5. Policy or action to recruit women into leadership roles

We strive to encourage diversity in hiring across all roles, providing a balanced shortlist; interview panels are encouraged to be gender balanced; in functions where women are under-represented, we proactively seek to attract and recruit women; we have established relationships with external providers to ensure we are advertising our roles to the right audience; we run Inclusive Leadership training for hiring managers and the recruitment team to eliminate any gender bias; and we highlight the career stories of our female leaders to our talent pool to promote our business as a gender-inclusive organisation – particularly those in traditionally male dominated roles, for example, highlighting female leaders in STEM at [our organisation].

100% of shortlists for all senior management roles must include one woman.

Our publicly stated women in leadership targets continue to heighten both internal and external focus on the advancement of women. Furthermore, [we] have an ongoing focus on increasing the number of women within our talent pipeline at all levels of the organisation. We have clear Service Level Agreements (SLAs) and targets within recruiters' scorecards. Our Service Agreements with recruitment providers ensure we see more quality female candidates presented on shortlists (there is an aim for 50% female shortlisting across all roles in the business) and that we are monitoring conversion rates. Increased external female talent mapping and KPIs with suppliers ensure women are on all shortlists, with [our former CEO] making a commitment that he would not sign off on any hires unless there was a shortlist with a minimum of two women on it. Weekly reports are generated on the status of all active roles being recruited in order to track specifically how far female applicants are progressing along the recruitment process and where they may be dropping out.

We have gender targets for recruitment as follows:
- [One component of our organisation] has set a gender target of 30% women with a focus on STEM related trades and branches by 2025.
- [One component of our organisation] has set a gender target of 25% women targeting strategically significant trades by 2025.

[One component of our organisation] is committed to an overall increase of women with specific targets of at least 40% women entering its tertiary education scheme and commissioning courses by 2025.

Our Equal Opportunities policy covers, selecting the best person, based on job requirement and ability to perform the duties of the position.

We are active through our recruitment and career development strategy in recruiting and promoting women into leadership roles based on our current 40/40/20 goal (and current revision of that).

We have a Recruitment Policy Standard in place that has been specifically designed to help us reach our target - and includes requirements for recruitment of senior leadership, executive team, and board members (with a focus on ensuring greater female representation).

1.2.2 Communication of support

Support and commitment to the recruitment of women into leadership positions is openly communicated in 10 organisations (71%). One organisation (7%) plans to do the same within the next 12 months. Further details on how organisations are expressing their support and commitment to the recruitment of women in leadership roles are outlined in Table 6.

Table 6. Communication of support to the recruitment of women in leadership roles

Social media, editorials and contributing to newspaper stories are frequent and often from the company leaders and other external board-related positions.

[Our] strategy states: 'we have a target for at least 40% of leadership positions at [our organisation] to be held by women by 2025' [which is communicated internally and externally].

We have improved representation of women at senior levels of business through internal and external channels.
[We] are transparent about our commitment to, and focus on, women in leadership with members of our Executive Team and CEO speaking both internally and externally.
[We communicate the recruitment of women into leadership roles] internally (strongly) and via our recruitment advisors (for example, the search firm we use for Board appointments).
Our Executive Chair and CEO communicate our initiatives, targets and progress towards achieving gender goals during regular National Roadshows. Leadership reporting is included in integrated reporting of strategic initiatives. We also report externally as part of our participation in Global Women's Champions for Change.

1.2.3 Programmes to increase the number of women in leadership positions

12 organisations (86%) have specific programmes in place to increase the number of women in leadership positions. The proportions of organisations who have implemented specific programmes are presented in Table 7.

Table 7. Programmes to increase the number of women in leadership roles

Programme	Organisations (%)
Mandated 50:50 candidate shortlist to ensure balanced recruitment between men and women	14
Female included on the interview panel for every senior executive/board interview/appointment	71
Conduct unconscious bias training	64
Conduct specific advertising/search focused on women for these roles	29
Review gender profiles of our end-to-end recruitment and selection processes to identify any 'blockages' to recruiting women into roles	43
Target/goal (quota) that we seek to achieve over time	43

Notes: Organisations may have selected more than one option. Proportions are rounded to the nearest percentage.

'Other' responses were made by three organisations (21%) and are presented in Table 8.

Table 8. Other programmes used to recruit women into leadership roles

[We] advertise roles on Flexcareers – although a gender-neutral issue, flexibility is more commonly a concern for women and is increasingly sought out by women when looking for roles. [We] also use gender decoder software to ensure that all our job advertisements are gender neutral in their descriptions to prevent inadvertently appealing to one gender over the other.
We aim for 30% women on all key decision-making boards.

A gender lens is applied to all of our leadership recruitment activity, development programmes, performance management process, and salary and promotion rounds. We have done unconscious bias training. Our recent Gender Equality Survey, our work around updating our [Whanau] policy, our Flex policy, Project Kanorau (an internal project focussing on setting clear gender and ethnicity leadership targets), having inclusive leadership included in our leadership development programmes, our 40/40/20 policy refresh, participation in Champions for Change, and plan to start a female champions group all feed into an ongoing body of work focused on increasing the number of women in leadership positions.

Respondents were also asked about what programmes they have used to increase the recruitment of Māori and/or Pasifika women into leadership roles. The proportions of organisations who use specific programmes are presented in Table 9.

Table 9. Programmes used to recruit Māori and/or Pasifika women into leadership roles

Programme	Organisations (%)
Mandated balanced recruitment of Māori and/or Pasifika women and women of other ethnicities	0
A Māori and/or Pasifika female is included on the interview panel for every senior executive/board interview/appointment	7
Conduct unconscious bias training	50
Conduct specific advertising/search focused on Māori and/or Pasifika women for these roles	0
Review gender and ethnicity profiles of our end-to-end recruitment and selection processes identify any 'blockages' to recruiting Māori and/or Pasifika women into roles	21
Target/goal (quota) that we seek to achieve over time	21

Notes: Organisations may have selected more than one option. Proportions are rounded to the nearest percentage.

Two organisations (21%) selected 'Other'. See Table 10 below for details of these responses.

Table 10. Other programmes used to recruit Māori and/or Pasifika women into leadership roles

We have recently signed on with TupuToa to encourage Māori and Pasifika graduates to complete a programme of work with [us].

We are working towards increasing the number of colleagues identifying as Māori to 15% by 2025 and have the same target across every employment level by 2030.

1.2.4 Impact of programmes used to recruit women

As a result of their female recruitment programmes, five organisations (36%) are seeing an increased number of women being interviewed for leadership roles, and four organisations (29%) are seeing an increased number of women being selected for leadership roles. One organisation (7%) is seeing no difference.

Principle 2. Equal opportunity, inclusion and non-discrimination

2.1 Equal opportunity and family requirements

2.1.1 Gender representation

The mean female representation across all participating organisations in the total workforce is 49%. As presented in Figure 2, the mean female representation is lower than the mean male representation at all levels except for middle management and waged workers.

Figure 2. Gender representation across employment levels
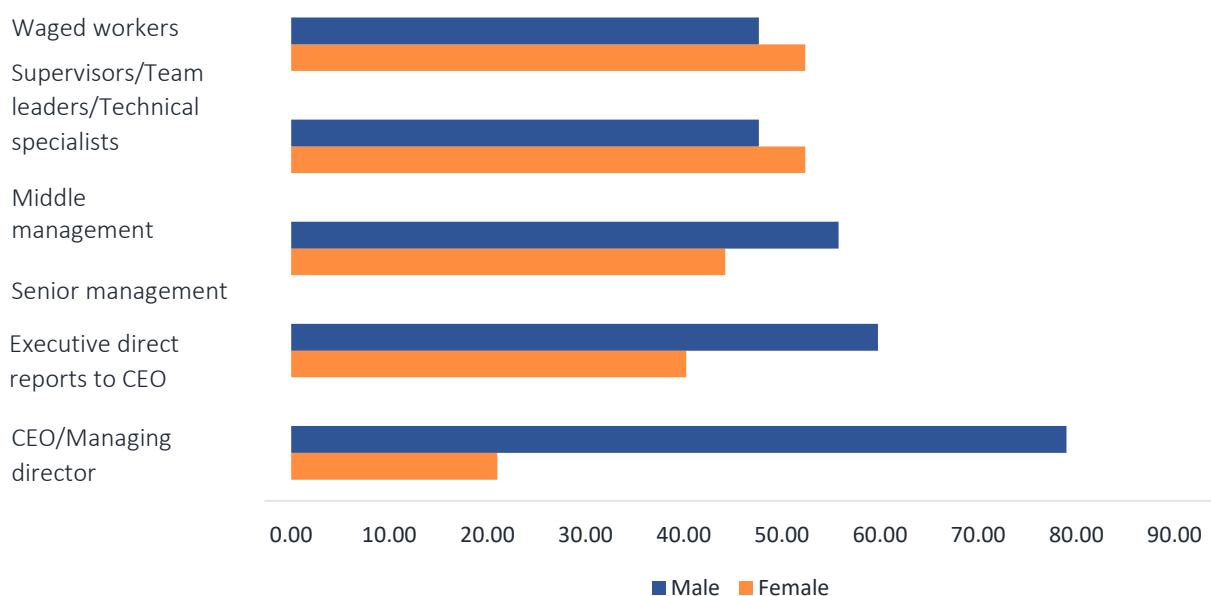
Notes: The mean representation of men and women was provided by 13 organisations.

2.1.2 Enhanced parental leave

Enhanced parental leave provisions over and above statutory legislation are provided in 13 organisations (92%). Specific enhanced parental leave provisions are outlined in Table 11.

Table 11. Enhanced parental leave provisions

Parental leave provision	Organisations (%)
We provide an additional payment (over and above statutory paid parental leave) to mothers/the primary caregiver.	57
We provide an additional leave (over and above statutory paid parental leave) to mothers/the primary caregiver.	50
We provide an additional leave to the father/supplementary caregiver.	57

We provide a one-off payment to the father/supplementary caregiver.	14

Notes: Organisations may have selected more than one option. Proportions are rounded to the nearest percentage.

Nine other organisations (64%) reported that they provide other enhanced parental leave provisions, the details of which are presented in Table 12.

Table 12. Other enhanced parental leave provisions

We provide:
- Full rate annual leave accrual.
- 6 weeks full paid leave for those going on Primary Caregivers leave.
- 2 weeks paid partners leave.
- Continued KiwiSaver contributions.
- Return to work voucher to help with the transition back to work.
- *'Circle In'*: an online hub full of useful tools and information to help support and empower working parents at any stage of their journey.

Annual leave accrued during parental leave is paid out at full rate (legally it is zero value).

We have a parental leave policy, be there for partners policy, and ease back to work policy.

- *Paid Parental Leave and Top-Up Payment*: We top up the government entitlement to 100% of an employee's fortnightly gross salary (which was previously topped up to 66%) for those 22 weeks.
- *Family Leave*: Employees can take three days' paid Family Leave and an additional 7 days' unpaid leave on the birth of a child, or to their spouse/partner who is not employed with us, or in the adoption of a child under the age of six years old.
- *Return to Work Payment*: [We] provide a return-to-work bonus of up to $2,000 for staff returning from parental leave, after returning to their previous position for a period of six months. [We] also continue superannuation payments and the accrual of annual leave and sick leave for staff while they are on parental leave.

[We] provide the following provisions above the statutory minimum requirements:
- *Special Parental Leave*: This leave is paid and may be used with respect to the birth or adoption of a child.
- *Parental Returning Incentive (PRI):* is paid as one payment of up to six weeks (42 days) salary. The payment is made as either a full or partial payment.
- *Breaks for breastfeeding and/or to express milk*: These breaks are in addition to other rest and meal break entitlements. A break is to be long enough to allow an infant to breastfeed an appropriate number of times during the day or sufficient breastmilk to be expressed up to a maximum of two hours per day. An [employee] is entitled to up to one hour per working week (paid), in addition to paid breaks for breastfeeding, to attend breastfeeding classes and/or breastfeeding related appointments (such as with a midwife, lactation consultant etc.). This entitlement spans the date of birth until the infant reaches the age of 6 months.
- *Breastfeeding facilities*: Where reasonable and practicable, a breastfeeding facility is to be provided.

The organisation pays the employee three days of parental leave for every year of [employment] in the organisation.
We top up the government paid parental leave payment to full salary for the period of paid parental leave. Partner leave provision is paid (rather than legislative unpaid).
We offer extra support (financial and other benefits) for both Primary and Secondary Caregivers. This is also currently under review with a Gender Equality focus. We also provide Reconnect coaching.

2.1.3 Policies to support women returning from parental leave

Policies to support women returning from parental leave are implemented in all 14 (100%) organisations. These policies are outlined in Table 13.

Table 13. Policies to support women returning from parental leave

Policy	Organisations (%)
Our organisation makes regular contact with employees on parental leave	79
Our organisation allows employees to keep their 'tool of trade' phone and/or laptops while on parental leave so they can keep in touch	64
We operate a staggered return to work policy post parental leave	57
We actively support flexible working options for those returning from parental leave	86
We offer mentoring programmes to help employees adjust their work-life balance and transition back into the workforce	43

Notes: Organisations may have selected more than one option. Proportions are rounded to the nearest percentage.

Six organisations (43%) selected 'Other'. Their responses including other policies that support women returning from parental leave are presented in Table 14.

Table 14. Other policies to support women returning from parental leave

We provide a parents' portal filled with tips, professional advice and links to tools and support. We also provide 'return to work' vouchers to parents, for example, $400 for My Food Bag.
[We provide] individual parental guidance where needed.
Quarterly 'Keeping in Touch' initiative: A quarterly phone conference between each Business Unit's "Head of" and their employees on parental leave to update them on what's happening in the business. This is also an opportunity for employees to ask any questions and discuss with others what is going on.   *Graduated Return to Work*: Employees returning from extended parental leave may elect to return on reduced or part time hours for the first two months, which can include a period working from home.
Option to partly work from home and on reduced hours.

Annual leave paid at base salary rate or higher immediately upon return from parental leave. Return to work bonus (after 3 months) equivalent to one-month base salary.
[We] provide one-on-one support in a structured programme to help transition parents returning to work.

2.1.4 Policies to support inclusive and family-friendly workplaces

Policies to support inclusive and family-friendly workplaces are implemented in 12 (86%) organisations. These policies are outlined in Table 15.

Table 15. Policies to support inclusive and family-friendly workplaces

Policy	Organisations (%)
We have an onsite childcare centre.	0
We offer discounts/subsidies for childcare fees.	36
We operate a school holiday programme.	7
We hold family-oriented events.	64
Our organisation supports informal or social groups aimed at parents.	36

Notes: Organisations may have selected more than one option. Proportions are rounded to the nearest percentage.

Four organisations (29%) reported other policies that they have implemented to support an inclusive and family-friendly workplace. These policies are outlined in Table 16.

Table 16. Other policies to support inclusive and family-friendly workplaces

We provide: • *Substantial family-oriented Events*: Family Open Day and Family Event at Christmas. • *Social Groups Aimed at Parents*: Youthline Anti-Bullying Workshop for parents open to all staff and their partners/spouses. • Flexible working and leave policy.
[We provide a] school holiday programme subsidy to enable employees' 5–13 year-old children to attend a supervised school holiday programme of their choice while their parent continues to work. If an employee prefers to arrange 'non-programme' care at their home or elsewhere, [we] will also contribute towards this. [We] also encourage a variety of flexible working options, including working from home, flexi-time, part-time, job-sharing arrangements and the option to purchase additional leave, supporting employees to more effectively manage work around life/family demands.
There are a number of other family support mechanisms across the organisation: • Informal parent groups. • Study discounts for parents. • Host family events, for example, dinners, parties, etc. • Discounts for some specific school holiday activities or programmes. • Educational or informational family support events – Wellness Expos, Guest Speakers, First housing seminars

- Access to our facilities (gyms, swimming pools, libraries).
- Welfare or Emergency Houses available for families in crisis.
- Access to social support services directly to families.
- Family violence leave implementation and support for those experiencing family violence.
- Community newsletters and communications.

We have a flexible working policy and a leave policy which allows staff to purchase extra leave to suit their circumstances.

Ten organisations (71%) implemented a family-friendly policy to support mothers with children and their work-life balance during COVID-19 Alert Level restrictions – specifically the Alert Level 4 lockdown from March to May 2020 in which all non-essential workers had to work from home if they could and children had to attend online schooling from home.[1] These policies are described in Table 17.

Table 17. Family-friendly policies during Alert Level restrictions

Our mums were afforded the ability to work when they could and, under lockdown, one of our mums was struggling greatly with work and life so we put her on paid leave for the majority of the time.

We launched Teams to enable better digital connectivity to enable working from home, as well as a 'Tech pack' for our people that includes monitors and technical equipment for home-based working. We also ran 'Parenting through Covid 19' webinars to support parents through lockdown.

We [changed work hours] to suit school runs, for example, splitting the day up or working at night to accommodate. Employees could also discuss taking special leave as needed to assist.

We offered flexible working arrangements and reduced hours with no reduction in income.

We introduced the 'work your way' policy which provided flexibility to support all primary care givers. Throughout covid, there was extra due care and consideration given to parents and understanding that output would be reduced as family duties increased (for example, homework/childcare etc.)

Domestic Violence Policy, Policy on converting one day of sick leave into a wellness day as a proactive approach to health and wellbeing. COVID leave was introduced to support those who had to support children/dependants but were unable to work. This leave ensured they were continued to be paid without having to take annual or sick leave.

Flexible Working Hours has been the biggest support received from the organisation during lockdown. This includes working later at night when the kids are in bed, earlier start before the kids are up, or whatever hours work for a family. Our Senior Leadership Team are in frequent contact to all staff (taking turns every couple of days) to ensure everyone's welfare is looked after or to see if anyone requires specific support. As a result, there are some one-off bonuses paid or grocery delivery subsidies given to staff.

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[1] Essential workers include those such as healthcare providers, supermarket workers and pharmacists. For more information about the different Alert Level restrictions in response to the COVID-19 outbreak see https://covid19.govt.nz/alert-levels-and-updates/about-the-alert-system/.

We further promoted flexible working hours, senior leadership actively and repeatedly communicated softening of expectations (family comes first) and additional leave was made available to use.

During Lockdown we introduced a number of additional ways to utilise our existing flexible working arrangements, in particular to help working parents, including the ability to reduce work hours or change normal work hours. For people that choose to reduce work hours, they were able to top up their salary using their leave balances. We also produced a range of parenting resources, including actives and resources for kids.

We have introduced resources and support for all colleagues working at home during lockdowns, including parents working at home while caring for children. This includes resources and tips to assist in keeping children busy, recorded webinars with practical tips and guidance, people leader support for colleagues who may need more flexibility in their working hours and/or patterns, and additional wellbeing support.

2.2 Pay equity

2.2.1 Gender pay gap

The comparison of current average pay rates between male and female employees in eight organisations (57%) shows that male employees are paid approximately 7.5% more than their female counterparts, on average. The comparison of current median pay rates between male and female employees in nine organisations (64%) shows that male employees are paid approximately 8.8% more than their female counterparts at the median level, on average. The distributions of the average and median gender pay gap are shown in Table 18. The highest average pay gap is 23.5% and the highest median pay gap is 29.3%.

Table 18. Gender pay gap (male/female)

	Lower quartile (%)	Median (%)	Upper quartile (%)	Average (%)
Average pay gap	2.1	6.2	10.1	7.5
Median pay gap	2.5	5.9	9.4	8.8

Notes: The figures for the average pay gap are calculated using responses from 10 organisations and the figures for the median pay gap using responses from 11 organisations. Percentages are rounded to one decimal place.

2.2.2 Pay equity profiling analysis

Nine organisations (64%) have a gender pay equity profile of their organisations to identify any gender pay issues, and three organisations (21%) are planning to create a profile within the next 12 months. The types of pay equity profiling methods used are outlined in Table 19.

Table 19. Pay equity profiling analysis

Analysis	Organisations (%)
Comparison of starting pay rates for males and females doing the same job	36
Comparison of starting pay rates for males and females doing the same job	36
Analysis of pay progression performance outcomes and the link to pay progression for males and females	29
Comparison of percentage increases for males and females with the same performance rating/grade	43
Analysis of the speed of pay progression for males and females in the same role	21

Notes: Organisations may have selected more than one option. Proportions are rounded to the nearest percentage.

Three organisations (21%) commented further on their pay equity profiling analysis, the details of which are presented in Table 20.

Table 20. Additional information on pay equity profiling analysis

We have progressed with a range of commitments towards closing the gender pay gap including reporting annually on our gap, addressing the gender imbalance in branch and contact centre roles, and continuing to detect and address any disparities in pay equity. We have also pledged to increase the proportion of our top three tiers of management who are women to 50% by 30 September 2025 (this figure was 37% in 2019 and rose to 40% in 2020).
We complete an annual Gender Pay report to ensure that we identify any gender pay inequality and to recommend action if identified. This report investigates two common gender pay measures including the gender pay gap and equal pay analysis.
We have undertaken equal pay reviews to identify any gender pay issues. This equal pay work has included: • Comparison of starting pay rates for men and women at the same job size/level.   • Review of men's and women's PIR (position in range) data at different times through their time at the organisation.   • Analysis of performance ratings by gender.   • Analysis of remuneration increases by gender.

The outcomes of the pay equity profiling analysis are adopted in all eight of the organisations which had completed some pay equity profiling analysis. A further three organisations (21%) who did not complete pay equity analysis have adopted and investigated pay equity outcomes. These outcomes are illustrated in Table 21.

Table 21. Adopted outcomes of pay equity profiling analysis

Outcome	Organisations (%)
Gender issues or emerging trends have been investigated.	43
Gender differences are explained and anomalies identified.	64
Action plans are created and/or carried out to resolve pay equity disparities.	64

Findings are incorporated into people-strategies including recruitment, talent management and remuneration.	64

Notes: Organisations may have picked more than one option. Proportions are rounded to the nearest percentage.

2.2.3 Demonstration of support for pay equity policy and practices

Twelve organisations (86%) use a combination of methods to demonstrate that they are 'taking action' to support their pay equity policy and practices. The proportion of organisations that demonstrate 'taking action', and the methods used to do this, are outlined in Table 22.

Table 22. Demonstration of support for pay equity policy and practices

Method of demonstration	Organisations (%)
Policies and practices clearly support the promotion, awareness and practice of pay equity.	64
Policies ensure roles are fully and fairly evaluated or sized including how they are formally documented.	64
Employees have equitable access to promotion and training and development opportunities.	79
Employees have equitable access to rewards and benefits.	93
Flexible working arrangements are incorporated in our people-related policies.	93
Unconscious bias training in place for employees conducting recruitment and selection or training and development.	57

Notes: Organisations may have selected more than one option. Proportions are rounded to the nearest percentage.

2.2.4 Pay equity on people agenda

Twelve organisations (86%) provided responses as to the extent that pay equity is on their people agenda. Their responses are outlined in Table 23.

Table 23. Extent that pay equity is on the people agenda

Pay equity on the people agenda	Organisations (%)
Planning to develop regular reporting on pay equity to lift the profile in our organisation.	21
Regular progress reporting undertaking to mointor results and maintain momentum.	71
A plan has been developed to progress pay equity as a priority.	43
A strategic plan has been developed and linked to the organisation's people-strategies to progress pay equity as a key priority.	36
Reporting results to the Executive and/or board of Directors is taking place on a regular basis.	57

Notes: Note that organisations may have selected more than one option. Proportions are rounded to the nearest percentage.

One organisation (7%) reported different ways that pay equity is included in the people agenda than those listed in Table 23. This response is presented in Table 24.

Table 24. Other response to pay equity included in the people agenda

For equal pay:
- Regular progress reporting undertaken to monitor results and maintain momentum.
- Reporting results to the Executive and/or Board of Directors is taking place on a regular basis.

For pay equity:
- We've registered in our Risk portal, the obligation to address pay equity claims, and published info on the intranet for employees to understand how to raise a claim.

2.2.5 Employee survey on pay equity

An employee survey on the views of men and women on equal opportunity, inclusion, non-discrimination and retention has been conducted in eight organisations (57%) and, as a result, these organisations have either not changed their policy, changed their policy, or plan to change their policy within the next 12 months. In three organisations (21%), the survey led to change in policy, an additional three organisations (21%) are planning to change their policy as a result of the survey, and two organisations (14%) did not changing their policy. Eight organisations (57%) provided further detail regarding the effect of these programmes and this information is presented in Table 25.

Table 25. Employee survey on pay equity

[We] will launch our first Inclusion survey between 5 – 19 August that will include the following inclusion factors (including the above) - Contribution to Broader Purpose, Diversity, Belonging, Voice, Fairness, Opportunities and Resources and Decision Making. The survey will be able to provide insights and views of men and women demographics.

Monthly and Quarterly surveys are conducted among all team members across our organisation. This data is cut into male and female. This will be used as we intensify our Inclusion strategies

[We] have partnered with an external agency specialising in diversity and inclusion research to help build a better picture of the diversity of our people and enable our work towards stronger equity and inclusion through the development of [a] survey. In May of this year, we invited our employees to participate in this survey which asked a range of questions about them (culture, gender, disability, caring responsibilities etc.) and their experience working with us (promotion, pay, equity, inclusion and discrimination). As part of this process, we also asked our employees to disclose (by opting in separately from the overall survey) their ethnicity, country of birth, and nationality to help us build a baseline of the cultural make up of our organisation. We will be using the findings to support and drive an updated D&I strategy into 2022 as well as prioritising our areas of focus for the wider business within D&I.

Our [annual survey] looks at data by gender. Questions include pay, conditions, management, workplace experience, inclusion, opportunities, feelings of respect, flexible working uptake, discrimination etc. We also have a quarterly retention report – those leaving are surveyed and this data is analysed by gender and reported quarterly.

Our annual people survey covers equity and inclusion questions and we review responses across different demographics including gender. Any significant findings are incorporated into strategic or

policy changes or new policies are added. In addition, we have recently conducted a 'Gender Equality and Career Progression' survey and are currently conducting follow up discussion groups and one-on-one meetings with a view to identify blockages and ensure our People strategies are impactful and appropriate.

We undertook an enterprise-wide review of the factors impacting the retention and progression of women within our organisation, which in turn bought about changes to our recruitment policy standards specifically. We assess colleague engagement via regular surveys (all employees invited), from which any key themes regarding equal opportunity, inclusion, non-discrimination, and retention are included as part of our Executive Team and senior leadership action-planning.

Principle 3. Health, safety and freedom from violence

3.1 Health and safety policies

3.1.1 Gender-based violence and harassment

A policy of zero tolerance towards gender-based violence and harassment is in place in 13 organisations (93%). Seven organisations (50%) provided further detail regarding their zero tolerance policies and this information is presented in Table 26.

Table 26. Policies of zero tolerance towards gender-based violence and harassment

We have a clear Code of Conduct that specifically outlines zero tolerance for bullying, harassment and violence.
The following policies were developed with a focus on enabling both employees and people leaders to easily identify bullying or harassing behaviour and what steps an employee, and what steps [we], can take to address the issue: Anti-discrimination and Equal Opportunities Policy, Harassment Policy, Workplace Bullying Policy and the Code of Conduct. All policies are available for employees to access on our intranet. [We] have a 'Respect – Anti-bullying and Harassment' interactive webinar session run by our own internal facilitators and a 'Bullying in the Workplace' self-paced module that all employees are encouraged to complete. [Our] employees' required learning also includes a refreshed 2021 'Doing the Right Thing' module series which explores our values and respect in the workplace (exploring sexual harassment scenarios, how to speak up at work and how we address unacceptable behaviour) looking at everyday behaviours and determining the right course of action in difficult situations. This series must be completed annually by every employee.
We have a policy on discrimination, bullying and harassment, a sexual assault policy, a D&I policy and a bi-cultural policy.
This is covered under our Harassment & Bullying Policy where we promote a healthy, safe and enabling place of work that is free from any form of bullying or harassment.
Gender based and/or intersectional (ethnicity- and gender-based) violence and harassment, sexual harassment and workplace bullying [is] addressed with utmost priority and corrective actions are done.
We have our [Respect] policy which incorporates the issues of bullying and harassment. We have a team of trained [Respect] support people that are available to offer confidential support if required. We also provide Employee Assistance Programme services to all our people.
We have a zero-tolerance policy towards any form of bullying, discrimination, or harassment. All employees are required to [formally acknowledge] they have read, understood, and agreed to this policy.

All 14 organisations (100%) have policies in place for the workplace protection and support of domestic violence victims. Further information on these policies is presented in Table 27.

Table 27. Workplace protection and support policies

Employees affected by domestic abuse are able to access up to 10 days paid leave for medical appointments, legal appointments and other activities related to domestic abuse. We offer a range of additional support including the ability to change work contact details and flexibility in work hours.

We offer 10 days paid leave per year for those affected by domestic violence as well as discretionary leave for those who may need more. We also offer Employee Assistance Programme support to help employees come up with strategies or counselling.

We [provide] enhanced support for team members experiencing family violence, through providing extra paid leave and accommodation entitlements and a new digital training course. Team members are now being offered up to 15 days' leave which is over and above the legal requirement of 10 days. The new policy also includes up to three nights' accommodation at an approved motel or hotel to help affected team members needing emergency shelter. We have also provided new digital training (developed in partnership with women's refuge). The training is designed for team members to learn the warning signs of domestic violence, how to stay safe and get help, and how to help others. We also offer a shielded site to our team members and the public to request assistance.

Our domestic violence policy outlines the support we offer to anyone affected by domestic violence. This includes access to free Employee Assistance Programme support and contact information of local support agencies such as Shine, along with the following:

- *Contact People/"First Responders"*: People within [our organisation] who have been trained to assist and support employees experiencing domestic violence.
- *Domestic Violence (DV) Leave*: [We] provide up to 10 days of paid special leave each year to support employees who are affected by domestic violence, with the option of additional leave to be approved by our General Manager of HR and Communications. Employees are eligible to request such leave from the start of their employment.
- *Development and implementation of an individualised 'Safety Plan'*: Developed in collaboration between HR and our Security team, a Safety Plan can include security escorts for the employee to and from work; providing photos of the perpetrator to [our] security team; screening of visitors, phone calls or emails to prevent contact being made by the abuser; and temporary or permanent relocation of the employee to another office.

Alongside this policy, [we] partnered with Shine to develop an eLearning training module focused on domestic violence awareness. The original module was designed for internal use, however [we] have since created a modified version, which has been made publicly available. [We] run face-to-face [Domestic Violence] workshops for all our People Leaders. The purpose of the workshops is to help People Leaders understand [how to] support people so they feel more comfortable responding safely and appropriately to staff disclosures of domestic violence. We also ensure there are regular reminders of the support available to our employees via our internal communications channels.

[We offer:] Family violence prevention and guideline resources for all of our members; Employment support practice (family violence leave available up to 10 days per annum additional to annual or sick leave); Employee Assistance Programme support via policy settings and Health support; Health policies – provision of social support (via social work and health); [and a] Sexual Assault Response Team for support for victims who have co-occurrence of Sexual Violence and Family Violence.

Anyone who is facing any personal challenges and difficulty have a person they can go to within the Organisation. [We offer a] range of support from Counselling, Health & Wellness Leave, Financial and other forms of support required.

We have a team who specifically work on vulnerable colleague protection and support - this includes family violence (and includes the financial vulnerability that can come about as a result).

3.1.2 Ensuring safety of employees travelling after hours

Five (36%) organisations have initiatives in place to ensure the security of all workers travelling after hours, with one (7%) planning to in the next 12 months. Some of the common actions/initiatives in place are outlined in Table 28.

Table 28. Safety of employees after hours

Policy	Organisations (%)
After hours safety policy.	29
Escort to vehicle after business hours.	36
Rideshare credits provided.	15

Notes: Organisations may have selected more than one option. Proportions are rounded to the nearest percentage.

Five organisations (36%) commented further about initiatives they have in place and steps they have taken to ensure the safety of their employees who travel after hours. These comments are presented in Table 29.

Table 29. Other actions taken to ensure safety of employees after hours

Our phone-based security app is a fully monitored app that contains a duress function, tracking function, meeting function (can save a location for one hour) and a journey function (alerts if a journey is not closed out). Security works with HR to make alternative location arrangements for employees if needed. In specific cases, vehicle tracking devices have been used so Security knows where [a] vehicle is at any given time. Security is also able to provide risk assessments on employees' homes, install and monitor alarms in the home, and manage patrols to homes if needed. [Our Security team] also offers support to family members of employees if needed. [Employees] working late have the option to park on site after 6pm. [Our Security team] has a relationship with the building landlord and other businesses who have a 24/7 security presence. They have all worked to improve lighting in public areas around the business and communicate with staff to leave through specific, safe exits to improve best practice.

[We have] security guards and security booths [for screening] before entering the premises. Only those with appropriate ID allowed.

There is a frequent fire drill, sign in and out policy and a pool car available for everyone's use. In case of events, we ensure people goes home safe by providing public transport subsidy such as taxi, uber or arranged bus.	
[We] have a formal Safety & Wellbeing Policy and our people are encouraged to take a taxi/Uber home if working late at night.	
We have a dedicated security team who work to ensure the safety of both our customers and employees. Additional measures are put in place for any colleague who may be a victim of family violence following a security assessment. We can provide measures such as assisting them to get to/home from work safely, and to a safe home.	

3.1.3 Wellness empowerment strategies

A wellness strategy is operating in 11 (79%) organisations, and one (7%) organisation is planning to implement a strategy within the next 12 months. Five organisations (36%) have strategies specifically aimed at women and this information is presented in Table 30.

Table 30. Wellness empowerment strategies

Strategy	Organisations (%)
Free or subsidised cervical smear tests.	7
Free or subsidised mammogram tests.	7
Free or subsidised women's healthcare checks.	7
Health awareness campaigns specific to women, for example breast cancer.	36

Notes: Organisations may have selected more than one option. Proportions are rounded to the nearest percentage.

Information provided by nine organisations (64%) on their general wellbeing policies is presented in Table 31.

Table 31. General wellbeing policies

[We] have created a wellness framework across 5 pillars – Get Moving, Nourish, Healthy Mind, Keep Well and Money Matters. [We will also work on] our Mental Health Programme including having our 17 'mental health ambassadors' fully trained in a course approved and supported by the mental Health Foundation. Our Learning & Development Framework offers learning across a variety of topics available equally to all employees. Tailored professional development programs internally focus on building life skills, such as Mindfulness, Courageous Conversations, Time Management etc.
As mentioned, [we provide] financial wellness courses. We also operate free on-site health checks for all employees, flu vaccinations, subsided eye testing/wear, provide an additional paid wellbeing day and community day, physiological safety courses and employee assistance programs for mental health.
We fund and encourage use of our Employee Assistance Programme for all staff.
[Our] Wellbeing Toolkit spans five wellbeing factors of Family & Community, Finances, Health, Values and Work. Sitting under these pillars are the following initiatives:

- *'Managing Your Money' workshops*: These workshops cover the basics of budgeting and financial planning.
- [Our] Employee Assistance Programme provider [allows access to] resources, support and self-assistance options.
- [We] provide financial assistance to our employees and their dependent family members in circumstances of significant financial hardship beyond their control.
- *Discounts*: [We] have aligned with a number of service providers to ensure great offers and discounts for our employees (for example, discounted gym and yoga memberships, dental and eye specialist plans, discounts on technology, home services and childcare facilities).
- *Superannuation*: [We] offer employees access an internal superannuation scheme in addition to KiwiSaver.
- *Subsidised Health Insurance*: [Our] Health Insurance Plan offers comprehensive health care policies to [our] employees.

- *Mammograms*: Provided free if specific issues arise, otherwise members enrolled on the national screening programme when eligible.
- *Cervical Smears*: are free.
- *Medical Reviews*: All members have full medicals (including hearing and eyesight) completed on a cycle every two years up to a maximum of five-yearly.
- Postpartum fitness support.
- *Budgeting courses:* Financial literacy generic and targeted at women as well.
- Mental health and wellbeing policy.

Refresh programme which supports with transition to retirement or setting new goals for 55+, Be my Best Self leadership programme, Retirement planning, Mental Health Awareness for Staff, Mental Health Awareness for leaders, Emotional Resilience and Mindfulness.

There is a Wellness Strategy that the organisation has introduced to everyone:
- *Health & Wellness Leave*: 2 days of paid leave a year on top of Annual Leave and Sick Leave.
- Two hours of paid time each week to do anything that refreshes staff's emotional tank.
- *Gym Subsidy*: 50% Subsidy towards Staff Gym weekly subscription.
- *Mind Health Sessions*: Quarterly Group Session facilitated by a Mind Health Professional to strengthens individual's mind health. These are open to families as well.
- *Counselling Session*: Four sessions paid by the company per year available for use by the employee and their immediate family members.
- *Work-Life Balance*: Email system shutdown from Friday 6:00pm to Monday 6:00am (won't be able to send and receive emails during that period).
- Weekly Fruit Delivery in the office arranged and paid for by the company.
- Quarterly Social Events.
- Annual Flu Vaccine.
- Nutrition Session from a Qualified Nutritionist.
- Body Audit Test arranged and paid for by the company.

We have an active wellbeing program that is role modelled by our leaders and involves an active external support model (for example, the Partner health and wellbeing assessment). Our Wellbeing platform and policy provides access to many programmes for our all our people, including physical and mental wellbeing. We are providing Money Week programme including the Retirement Commissioner taking about the gender retirement financial gap.

We have a comprehensive organisational wellness strategy that aims to increase the wellbeing of all employees. This covers physical health, mental wellbeing, and injury prevention & management. Each month we have a different wellbeing focus, where we offer support, information, and programmes to colleagues to improve that particular part of their wellbeing, for example, sleep, nutrition, alcohol consumption, movement, mental wellbeing etc. Our wellness strategy aims to support all colleagues, regardless of their gender. However, female-specific health challenges are part of this, for example, menopause. We have an extensive and holistic wellbeing programme that provides support to all colleagues across all aspects of wellbeing, including mental wellbeing, physical wellbeing, and financial wellbeing. Our approach includes programmes colleagues may take part in, access to external support and wellbeing services, and illness & injury prevention and management.

- [We have an] Employee Assistance Program (EAP) category offering an ecosystem of health services, including EAP, Critical Incident Response and Organisational Development.
- [We provide] assistance with all aspects of life - physical, mental, social and financial, as well as Financial Seminars and Health checks throughout [our organisation].
- [There are] onsite injury prevention clinics.
- [We provide] Employee Wellbeing Discounts (For example, Les Mills Discount, Southern Cross Discount, Funeral Benefit Cover, SpecSavers Discount, Lumino Dental Discount).
- Wellbeing Questions in our survey – monthly/quarterly.
- Volunteers Day (for example, a beach clean).
- Wellbeing Workshops, Mindfulness workshops.
- Life coaching/take a breath workshops.
- Wellbeing and lifestyle leave (extra leave).
- eLearning modules (open minds, wellness and wellbeing).

12 (86%) organisations introduced a new policy to support women's physical and mental health during the March – May 2020 Alert Level 4 lockdown in which only essential workers could work and many households were isolating at home together.[2] The details of these policies are detailed in Table 32.

Table 32. Policies to support women's health and wellbeing during Alert Level restrictions

The introduction of our flexi-work policy formalizes the ability for all employees (where appropriate to do so) to work from anywhere.

Full flexibility to working times was introduced to account for those caring for children in their homes and managing school commitments, with no reduction in wage or salary where this resulted in reduced

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[2] For more information, see https://covid19.govt.nz/alert-levels-and-updates/about-the-alert-system/.

hours of work. As per previous answer. This ensured women and men managing childcare and schooling were supported in these roles without financial impact.

[We] created a Covid-19 intranet site for all employees. The site contains:
- Information for employees – what working remotely looks like at different alert levels, learning and development changes (including how to access learning remotely)
- Information for People Leaders
- Managing health and wellbeing during lockdowns
- Support and guidance on working from home
- A regular updates page on COVID-19 news and changes

Working from home practices have been largely normalised (where possible) and encouraged across the business, with many teams still engaged in regular working from home days. All employees are encouraged to stay home if feeling unwell with the guidance to work from home if feeling up to it, or to take sick leave. Technology has been provided more widely to enable working from home; our contact centre staff are equipped with headsets, laptops and remote network access so they are able to more freely work from home when/if they need to. [Our] stationery provider, NXP, also provided access to their full suite of products at [discounted] prices for all staff, including the option to deliver to individual homes, removing stress for many employees by ensuring they had all the necessary stationery available at home.

[Our Health programme] provided vaccinations for families of [employees]. [We also have a] portal to support wellbeing of whanau during different Alert Levels and provision of Social Worker wellbeing family support. Other areas are be HR related – for example, flexible work and work from home.

During the lockdown period, we introduced COVID-19 leave requests, which supported those staff members who couldn't work due to childcare responsibilities. [Our] Flexible Ways of Working Policy supports our staff to have the flexibility they require around these commitments while ensuring they have the space/time to 'get their work done' in a way that best supports them.

The organisation has introduced flexible working hours as well as frequent contact to ensure everyone's supported and cared for. Extra financial support has been provided if needed as well as grocery subsidies.

We further promoted flexible working hours, senior leadership actively and repeatedly communicated softening of expectations (family comes first) and additional leave was made available to use.

We provided reminders about the provision of support during lockdown. During Lockdown we introduced a number of additional ways to utilise our existing flexible working arrangements, in particular to help working parents, including the ability to reduce work hours or change normal work hours. For people that choose to reduce work hours, they were able to top up their salary using annual leave balances. We also produced a range of parenting resources, including actives and resources for kids. We have introduced resources and support for all colleagues working at home during lockdowns, including parents working at home while caring for children. This includes resources and tips to assist in keeping children busy, people leader support for colleagues who may need more flexibility in their working hours and/or patterns, and additional wellbeing support.

Principle 4. Education and training

4.1 Development programmes

4.1.1 Formal development programmes

12 organisations (86%) have formal education or training/professional development programmes in place, with one planning to in the next 12 months. These programmes are detailed in Table 33.

Table 33. Formal development programmes

There is a policy in place (External Study Assistance Policy) - supporting those monetarily as well as through study leave etc. while they undertake study related to their field of work.
[We have a] development and learning program run by our organisational development team which includes a wide range of topics. Employees can self-enrol in any of these courses. [We] also support external training and professional membership on a case by case basis.
All professional staff undertake minimum 10 annual hours of professional development from external providers, as well as internal training opportunities.
To prepare for an ever-changing future and to increase its labour productivity, [we] need to accelerate learning across [our organisation]. To achieve this, [our organisation] is focussed on four key things: cultivating a learning orientation at all levels; promoting greater digital learning connectivity and face to face engagement; creating a learning environment that supports upskilling and reskilling; and materially increasing financial investment in learning and development. [We have] learning pathways, [a] Curated Leadership Library, Leadership Programs, [a] Tertiary Partnership, External learning and Scholarship funding, Focussed external courses, [and a] Massive open online content provider.
[We] have worked with [an Industry Training Organisation for the Financial Services Industry] to develop the 'Best Customer Outcomes' learning and accreditation programme. This independently assessed cultural programme helps our employees develop a line of sight from the work they do to the customer outcome. Upon successful completion of the programme, now required by all [of our] employees, participants will achieve two NZQA Unit Standards relating to service and conduct. To develop our people further, [we] offer leadership development at a variety of levels: • *The People Leader Development Programme*: A six-month flexible programme where [people] select their own elective modules to support individual development goals.   • For our newer leaders, we offer the Foundational Leader Programme: This programme involves group coaching and workshops that cover the fundamentals of good leadership.   • To help grow our female leaders, [we] also provide a number of female-specific leadership development opportunities.
[We provide] leadership training; trade and apprenticeship training; university and subsidised study schemes; mentoring programmes; exchanges, leadership; psychology registration programmes; and learning development programmes – for example, [we provide] numeracy and literacy tutors.

> [We have] a robust corporate learning and development calendar that provides opportunities for all staff.

> [Our] Training and Personal Development Plans are set yearly and reviewed frequently during the year. This includes training related to upskilling related to roles or personal development plans related to individual's pursuit of development in areas they are passionate about. An example is our Project Delivery Lead wanting to be fluent in Maori, so the company paid for quarterly sessions from a qualified tutor amounting to $750 + GST per session.

> As a professional services firm, we provide a diverse range of learning and development opportunities to suit individual needs. Formal and informal training, on the job training and fully paid for professional development are all available, as well as an online learning management system which includes a vast resource of e-learning, with topics ranging from technical skills, to mindfulness, to learning Spanish.

> [We provide a] a major learning programme offering all colleagues the opportunity to gain a globally recognised qualification. The Distinctive Leadership Programme is our enterprise-wide leadership programme, and we offer other talent development programmes to build the capability and experience of our colleagues. We also offer cultural intelligence training and run a Māori leadership programme.

Six organisations (43%) monitor the uptake of training and development programmes by gender, with three (21%) planning to in the next 12 months. One organisation (7%) monitors the uptake of programmes of Māori and/or Pasifika women particularly, with three (21%) planning to also do this in the next 12 months.

4.2 Scheduling training programmes

11 organisations (79%) indicated that they take employees' family commitments into account when scheduling training and education programmes. The steps that they take are outlined in Table 34.

Table 34. Steps taken to accommodate family responsibilities when scheduling training programmes

Steps taken	Organisations (%)
We provide specific guidelines on scheduling times for training and development (for example, can only run in standard work hours).	50
We provide subsidies or payments for caregivers if staff are required to attend training after normal business hours/weekends.	7
We consider the location of training when scheduling employees onto training programmes to avoid the impact on family commitments.	71
We consider Alert Level restrictions and consequent childcare obligations when scheduling programmes.	57

Notes: Organisations may have selected more than one option. Proportions are rounded to the nearest percentage.

Eight organisations (57%) outlined other steps they have taken to accommodate family responsibilities when scheduling training programmes that are not included in Table 34. These steps are presented in Table 35.

We are mindful of days of week/school holidays etc. when scheduling training (sessions are facilitated AM and PM to provide employees with choice). Training is only ever offered between 9am and 5pm, and if the training does go over, employees are given plenty of notice and choice to attend or not. In some instances, we have rescheduled training days to accommodate for school holidays to allow employees to attend. Training that is held offsite is always held in a location which is accessible to all. Parking is also a consideration.
Without any specific guideline programmes, the timing of any training and networking opportunities are considered so they are available for persons with family and other commitments
[We] work hard to ensure any training and education programmes align with employee commitments outside of work and our facilitators are highly responsive to feedback and alternate ways of running programmes to ensure employees get the best experience possible. Where possible, we have multiple cohorts of a training programme running concurrently to provide choice of dates. We are also flexible with people switching between these options across the course of a programme to allow for added flexibility or unexpected time off. We have taken steps to move training into our regional centres to reduce the need to travel and to align regional training days with team offsite events (particularly where these are occurring in the same week) to further reduce travel requirements. Interactive webinars are also being utilised more regularly for training programmes allowing participants to dial in on their mobile phones or laptops, meaning they can be flexible with their location. We also avoid scheduling training or development events during the school holiday periods given this is a challenging time for parents to juggle schedules.
We always start trainings at 9.00am to allow for school and day care drop-offs.
The organisation's commitment in Trainings and Personal Development of the staff extends to whatever they will need to be able to achieve this including subsidies [for travel].
Where possible, we provide a variety of times and days for training to meet a variety of needs. Much of our training is self-directed and can be done at times suitable for an individual.
Training is generally provided only during work hours. We have made flexible and remote working a normal part of our ways of working, therefore most training programmes are now delivered virtually. If we have training during a restricted lockdown period, we would consider rescheduling this if we felt the lockdown environment would not be ideal for learning transfer and easy participation.

4.3   Career clinics and mentoring

Eight organisations (57%) operate formal talent identification and management programmes within their organisation, and three (21%) organisations are planning to within the next 12 months. Four organisations (29%) evaluate these programmes, with one (7%) planning to in the next 12 months. The activities included in these programmes are outlined in Table 36.

Table 36. Formal talent identification and management programmes

Programme	Organisations (%)
We arrange internal mentoring of female employees.	50
We arrange external mentoring for female employees.	36
We actively encourage our female leaders to be external mentors for young women.	21
We actively encourage our female leaders to be external mentors for young women.	43
We have organised gender-specific networking groups for our female graduates.	14

Notes: Organisations may have selected more than one option. Proportions are rounded to the nearest percentage.

Eight organisations (43%) further explained their formal talent identification and management programmes. These explanations are provided in Table 37.

Table 37. Other formal talent identification and management programmes

- *[Women in Leadership Program]*: Invites potential female leaders from across the business to take a strength-based approach to self-development and grow as leaders throughout the six-month program.
- *'Lean In'*: A development program that unlocks the potential of our female talent by generating self-awareness, removing perceived roadblocks, arming them with relevant tools, and building a powerful network.

[Our] formal talent identification process involves:
- Reviewing the performance of all leadership staff using our Performance tool, 'Motivate' which sets and records regular ongoing conversations around individuals' goals and development.
- 360 assessments at the start and 18 months following each of our formal leadership development programmes.
- The leadership team for each Business Unit will review their senior leaders and place them on a Talent Grid, which takes three characteristics into consideration: Ability – A combination of agility, behaviours, values and future focused skills and behaviours (IQ & EQ); Aspiration – A desire for more senior, complex roles with increased accountabilities, challenges and rewards; and Engagement – A commitment to [our] purpose and culture.

[We] also identify specific diverse talent pools (women in leadership, culturally diverse talent and talent in the under 35 age bracket) for focus during talent review sessions with the Executive Team. This focus ensures we continue to prioritise diversity in talent management, succession planning, role shifts and employee development. Our talent identification process means we can tailor the type of support we offer each individual and helps us decide where we can offer training and development and/or coaching support. We also offer a variety of female-only development opportunities to those considered as having strong leadership potential all of which involve networking opportunities and some form of leadership development training.

[We] have Career Managers, and there are selection boards to place people into new roles, this includes talent identification.

The organisation does skills assessment and succession plans. These are encouraged and supported by Trainings and Personal Development Plans.

[Our goal of] 40/40/20 (currently under review) is an initiative aimed at increased diversity of our leadership. It refers to proportions of 40% men, 40% women, and 20% 'other diversity'. 'Other diversity' includes (but isn't limited to) people from diverse cultural, ethnic or social backgrounds, or who have differing physical disabilities. Promotions at all levels and participants in development programmes are also reviewed according to the 40/40/20 benchmark (although this is not a formal requirement).

We have a dedicated Talent lead who is responsible for our talent planning and management practices, including any relevant talent programmes. There is also Executive Team sponsorship of female talent.

Three organisations (21%) also have formal talent identification and management programmes for Māori and/or Pasifika women specifically. The proportions of organisations who operate these programmes are provided in Table 38.

Table 38. Formal talent identification and management programmes for Māori and/or Pasifika

Programme	Organisations (%)
We arrange internal mentoring of Māori and/or Pacific female employees.	21
We arrange external mentoring for Māori and/or Pacific female employees.	14
We actively encourage our female leaders to be external mentors for young Māori and/or Pacific women.	21
We have organised gender-specific and ethnicity-specific internal networking groups for females.	7
We have organised gender-specific and ethnicity-specific networking groups for our female graduates.	7

Notes: Organisations may have selected more than one option. Proportions are rounded to the nearest percentage.

Principle 5. Enterprise development, supply chain and marketing practices

5.1 Supplier diversity programmes

Five (36%) organisations currently operate a supplier diversity programme, where they support suppliers who have a diverse workforce. Four (29%) organisations are planning to implement such a programme within the next 12 months. The coverage of these programmes is outlined in Table 39.

Table 39. Supplier diversity programmes

We have a 'responsible sourcing ' policy.
We will survey our supplier base to understand its diversity plus start to shape up how we can better support Māori and Pasifika businesses here in New Zealand.
[We] have a Sustainable Supplier code which requires our suppliers to comply with minimum standards regarding ethical business, human rights, health and safety, environment, and people and community. [Our] current supplier diversity categories and definitions are as follows: Self-declared Māori or Pasifika: at least 51% owned, managed and controlled by individuals of Māori or Pasifika descent; Businesses owned by women: at least 51% owned, managed and controlled by one or more women; Social enterprises: with a key purpose to provide a social, environmental and/or local economic benefit and to reinvest the majority of profit into furthering their social mission; Disability-confident enterprises: Generally not for profit organisations providing employment opportunities to people with disabilities, SME or LGBT+. A supplier diversity survey found that, of those suppliers who responded, 9% identified as a 'business owned by women'. Note, there were 183 supplier responses to this survey (855 surveys were distributed) and 83 of these identified with multiple categories. In this survey, for a business to identify as "women-owned", it had to be at least 51% owned by one or more women.
The policy requires any potential suppliers to: comply with relevant local and national laws and regulations in relation to employment practices, human rights, anti-discrimination; have a written workforce management policy which includes equal opportunity, anti-harassment, and anti-discrimination standards; foster an inclusive workplace including differences in age, gender identity, disability, ethnicity, marital or family status, religious or cultural background, and sexual orientation; develop measurable action plans to improve diversity and inclusion and report on progress; respect human rights and address any infringements; comply with global labour standards; provide fair pay and working conditions for all employees, and ensure that no child, involuntary, or forced labour is used and that employees are legally entitled to work.

All 14 organisations (100%) do not currently measure the percentage of suppliers that are women owned enterprises or do not require their suppliers to. One organisation (7%) is planning to measure this in the next 12 months. Note that some organisations do not have suppliers as such.

5.2   Marketing

5.2.1 Portrayal of women in marketing

Currently, there are six organisations (43%) that have gender-sensitive guidelines for marketing or subscribe to a voluntary code on responsible and dignified gender portrayal in marketing. These guidelines are provided in Table 40.

Table 40. Guidelines for marketing

We support and adhere strongly to Advertising Standards Authority's responsible marketing code. [We] took a global stance against hate speech on social media and paused all paid advertising on social platforms.
We require a balance in all casting across ages, genders and races.
[Our] 'Customer Experience, Brand and Marketing' team would, under no circumstances, carry out marketing of a derogatory or blatantly stereotypical fashion regarding gender.
Our own personnel are used in marketing. We are a values-led organisation and seek to portray all our personnel ethically and respectfully. We ensure the marketing is not offensive and not biased.
[We have] no specific guidelines but certainly very aware of how we portray our people and ourselves in marketing and communications.
The brand and marketing teams adhere to specific guidelines regarding the portrayal of customers and colleagues in our communications - this includes both internally and externally, and any communications go through stringent review before being approved for use.

5.2.2 Addressing gender-related barriers

Six organisations (43%) evaluate whether there are any gender-related barriers in accessing its products and services, and one organisation (7%) plans to conduct evaluations within the next 12 months. The methods of evaluation are presented in Table 41.

Table 41. Evaluation of gender-related barriers to products/services

Method	Organisations (%)
Customer research, for example, focus groups.	29
Review of purchasing behaviours.	29
Review, analysis, and monitoring of customer complaints/feedback.	36

Notes: Organisations may have selected more than one option. Proportions are rounded to the nearest percentage.

Five organisations (36%) detailed their methods of addressing gender-related barriers and/or general barriers to their products and services. These methods are outlined in Table 42.

Table 42. Other evaluations of barriers to products/services

We run comprehensive and robust consumer testing on brand communications and innovation. Research groups always include an equal gender split and results are reported at both total, gender and age level. Pre-market and advertising materials run through an approvals committee, designed to check for bias.

We do not do this with a specific gender lens, but we do: conduct customer research, review purchasing behaviours, and review, analyse and monitor complaints.

As part of [our] 'Customer Experience, Brand and Marketing' team, we have several divisions that assist in evaluating and resolving barriers to access of products and services:
- *Mass Marketing*: Covers any mass marketing activity via channels including TV, print, branch, and digital.
- *Market Research and Insights*: Looks to provide valuable insights based on customer research on a number of initiatives. This can include data from face-to-face customer interviews, intercepts or via feedback tools.
- *Customer Experience*: Identifies any pain points or areas to improve across the experience of our customers' banking experiences.
- *Customer Solutions*: Responsible for handling complaints from customers.

[We conduct] customer research, for example, focus groups for recruitment, to make sure our advertisements will help us meet our recruiting gender targets (for applicants).

Customer segmentation is clearly considered gender and the likely impact on access to products. One example would be enabling pay in app options for mothers who have small children in the car who are uncomfortable leaving them in the car while they enter [our premises].

Principle 6. Community leadership and engagement

6.1 Community programmes and partnerships

6.1.1 Community programmes

Gender is identified as one of the drivers used in defining the company's approach to community programmes in five organisations (36%). Eleven organisations (79%) provided information regarding their support of different community programmes which directly support women. Their responses are outlined in Table 43.

Table 43. Support of community programmes

Programme	Organisations (%)
External mentoring of young women (for example, YWCA Future Leaders Programme, Auckland University Women's Mentoring Programme).	36
Graduate/school leaver programmes aimed at young women.	29
Charitable donations (time, product or monetary) to women's' organisations.	79
Sponsorship and funding to women's initiatives.	64

Notes: Organisations may have selected more than one option. Proportions are rounded to the nearest percentage.

Five organisations (36%) provide support to other programmes and initiatives, not mentioned in Table 43. These responses are presented in Table 44.

Table 44. Support of other community programmes and initiatives

While not a driver we look for opportunities to participate in community programmes which support women, such as informal meetings with graduates and other women junior members of the profession to assist with career guidance.

[We support] Y25 and Tupu Toa, [which are] not targeted at females, however, do encourage equality.

[We] are involved in a number of large community programmes, ensuring a diverse focus in the areas of involvements, for example:
- [We] are the foundation partner of [an] organisation encouraging environmental awareness and leadership development.
- *iSPORT Foundation*: We work to educate and support young people in the importance of being physically active.
- *Roll-out-the-Rainbow national sponsor*: Helping create visible, safe and inclusive Rainbow spaces across New Zealand.
- *[Our] Ambassadors*: Supporting Sophie Pascoe, Sir John Kirwan, Richie McCaw and Willie Apiata's projects, in turn they help inspire those we work with.

A number of [our] senior leaders are also involved in external mentoring programmes through universities and secondary schools whereby [we] host students for shadowing and experience days. These students spend time in areas of the business they are curious about and speak with team members in specialist roles regarding areas the students may be considering studying to get advice and guidance.

[Our] Graduate Programme aims for a 50:50 gender ratio in its recruitment and focuses on generating a female talent pipeline in areas of the business that naturally have less women (for example, Technology and Risk). Every employee is entitled to one volunteer day a year to work with a charity of their choice.
[We] do ad hoc community support activity for example – giving time – working at the soup kitchen, dropping books off to schools, or clean-ups etc.
We support and sponsor graduate student programmes.
[We support] organisations that support women predominately (for example, Bellyful, Look Good Feel Better) are included in our charitable contributions. Employees use their paid volunteering days towards supporting similar initiatives.

Seven organisations (50%) supported community programmes that target Māori and/or Pasifika women in particular. These methods of support are provided in Table 45.

Table 45. Methods of support for community programmes that target Māori and/or Pasifika women

Programme	Organisations (%)
External mentoring of young Māori and/or Pasifika women.	14
Graduate/school leaver programmes aimed at young Māori and/or Pasifika women.	36
Charitable donations (time, product or monetary) to Māori and/or Pasifika women's' organisations	14
Sponsorship and funding to Māori and/or Pasifika women's initiatives.	14

Notes: Organisations may have picked more than one option. Proportions are rounded to the nearest percentage.

Two organisations use other methods to support community programmes that target Māori and/or Pasifika women in particular, and these methods are outlined in Table 46.

Table 46. Other methods of support of programmes that target Māori and/or Pasifika women

[We support] Tupu Toa.
Our [programme] demonstrates our commitment to diversity and is focused on: attracting and fostering top talent; supporting the development of school leavers' careers; and partnering with client schools. [It] is aimed at students in Year 13 and completing NCEA Level 3 and is presented as a 'middle ground' between full-time employment and tertiary education. [We also run a] mentoring programme for this cohort of students, matching each student with a volunteer mentor in the business who has followed a similar trajectory and/or has a similar background to support and guide them through their first year at [our organisation].

Seven organisations (50%) provided information on how many of their female employees participated in community volunteer schemes during the past year. The proportion of female employees in each organisation who participated in community volunteer schemes is illustrated in Figure 3.

Figure 3. Proportion of female employees who have participated in community volunteer schemes
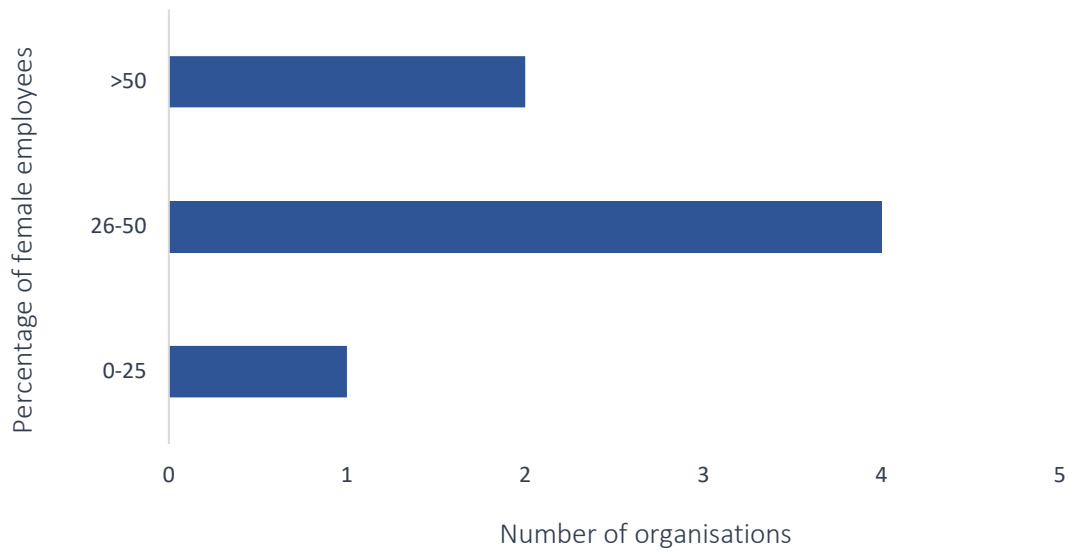
Notes: The percentage of female employees who participated in community volunteer schemes in the last year was provided by seven organisations.

6.1.2 Women's business organisations

Information was provided from 11 organisations (86%) on the different women's business organisations that they cooperate or partner with. These responses are illustrated in Figure 4.

Figure 4. Partnerships with women's business organisations
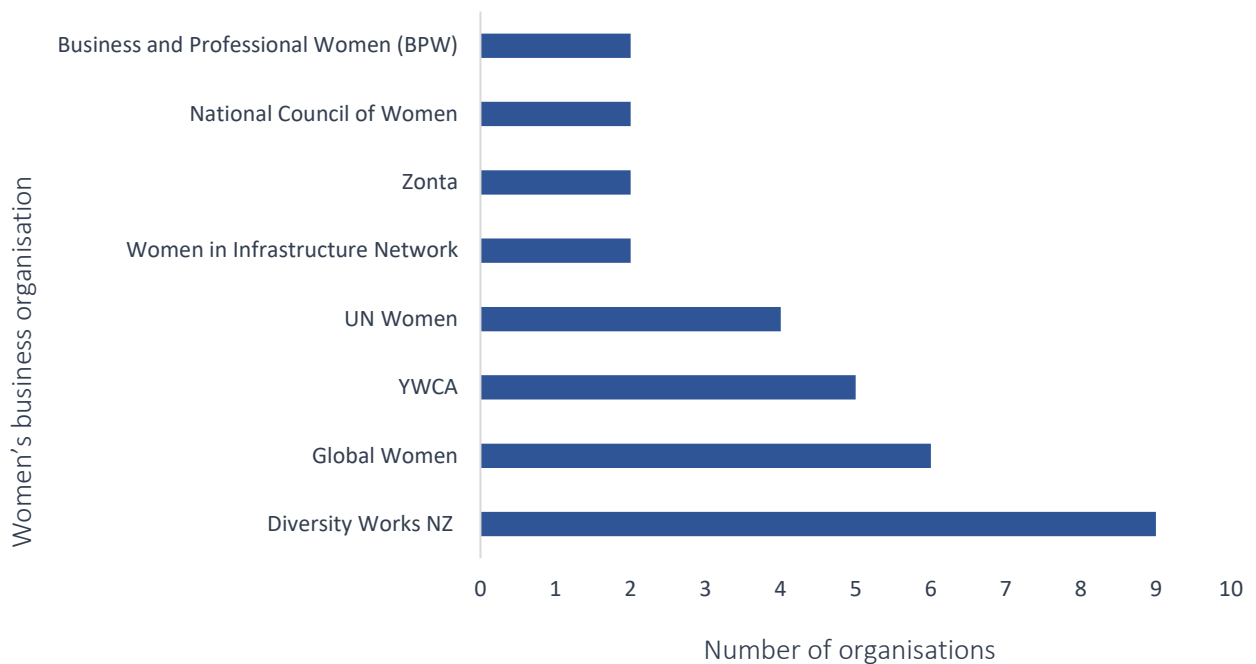
Notes: Current partnerships or cooperation with women's business organisations were provided by 11 organisations. Organisations could select more than one option.

Six organisations (43%) listed other women's business organisations that they also partner and/or cooperate with:

- Waikato Women's Fund,
- New Zealand law Society – Gender Equality Charter Signatory Group,
- HERProject,
- Women's Refuge,
- Parenting Place,
- The Period Place,
- LeanIn,
- Y25,
- Champions for Change,
- Women in Construction,
- Women & Leadership New Zealand,
- Project Esther,
- Big Sister,
- Dress for Success,
- TupuToa.

Principle 7. Transparency, measuring and reporting

7.1 Espousing the UN WEPs

An organisation's support for the UN Women's Empowerment Principles is demonstrated by their internal communication to their employees and outward espousal of the UN WEPs principles. Table 47 outlines how eight organisations (57%) organisations communicate their involvement to their employees.

Table 47. Espousal of the UN WEPs

Method	Organisations (%)
We proudly include this information on our website.	14
We communicate our involvement internally to our staff and update them regularly on activity in this area.	36
We communicate our involvement externally to our clients, customers and/or suppliers.	29
We actively support initiatives that relate to the principles of UNWEPS and other gender-based programmes.	43
We are actively supporting UN WEPs by volunteering time and services.	7

Notes: Organisations may have selected more than one option. Proportions are rounded to the nearest percentage.

Three organisations (21%) commented further about their internal and outward espousal of the UN WEPs, these responses are presented in Table 48.

Table 48. Other methods of espousal of the UN WEPs

We are intending to communicate our involvement and support of WEPS as part of an upcoming website rebuild and will continue support of the programmes which align with the WEPS principles.

[Our] website was refreshed in 2021 and now has a new page focused on sharing what we are doing to promote gender equality. As part of our commitment to gender pay equity, [we have] a specific space for this on our external page. Another of [our] commitments towards closing the gender pay gap was to measure and report publicly on our progress each year. Reports are posted on our external website for anyone to access. Internally, [we] publish this information on its intranet site via bite-sized articles so all staff can catch up quickly and easily on what is going on in this space. In addition, our Executive Team sends out regular emails via their offices with updates on where [we] are at with gender pay gap, women in leadership and gender equity progress, and any specific initiatives that their Business Units may be involved in to progress the discussion and focus. Our internal social media site is another quick and easy place for staff across the entire business to broadcast activity, for example recruiting for volunteer days at women's groups, our speaker series or events, and to survey sentiment on how [we] are doing in the space of women's empowerment.

We have presented on the UN WEPs to external audiences. We include UN WEPS in our annual report. We have included it on social media. We are planning to put it on our external website (a new one is currently being developed).

7.2 Employment opportunity metrics

11 organisations (79%) are currently reporting equal employment opportunity metrics. Table 49 below shows the equal employment opportunity metrics.

Table 49. Employment opportunity metrics

Metric	Organisations (%)
Workplace profile.	50
Gender pay gap.	71
Ethnic pay gap.	7
Motherhood penalty.	0

Notes: Organisations may have picked more than one option. Proportions are rounded to the nearest percentage.

Nine organisations (64%) advised where they are reported, with one organisation is planning to report their employment opportunity metrics within the next twelve months. The locations that employment opportunity metrics are reported by organisations are presented in Table 50.

Table 50. Employment opportunity metric reports

Location	Organisations (%)
Internally.	57
Annual report.	29
Public website.	7

Notes: Organisations may have picked more than one option. Proportions are rounded to the nearest percentage.