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WOMEN'S EMPOWERMENT PRINCIPLES

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SURVEY REPORT 2024/2025
NEW ZEALAND

NEW ZEALAND POLICY RESEARCH INSTITUTE

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Disclaimer

The survey is conducted by NZPRI on behalf of UN WEPs NZ Committee. Survey responses are collected online, powered by Qualtrics®. Survey responses are reported verbatim, although some 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 Policy Research Institute (NZPRI) is pleased to publish the results of the NZ Women's Empowerment Principles (WEPs) Survey 2024/2025. The aim of this survey is to uncover policies and practices within New Zealand's signatory 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 organisations provided information in relation to their diversity policies:

- ActionHQ
- ANZ
- BNZ
- BusinessNZ
- Coca-Cola Europacific Partners
- DLA Piper
- Ebborn Law
- Home Construction Ltd
- Inex
- Inner Wheel New Zealand
- Inland Revenue
- Jacobs
- KPMG
- New Zealand Defence Force
- NSPR Ltd
- Plunket
- Russell McVeagh
- Stride Property
- The Good Deed Group
- Webb Farry Lawyers
- Z Energy
- Zespri Group Limited

This report analyses two consecutive iterations of the New Zealand Women's Empowerment Principles (WEPs) Survey conducted in 2024 and 2025. 18 organisations participated in 2024 and nine took part in 2025. To maintain cross-year comparability, results are presented separately for each iteration. Data was collected through an online questionnaire comprising both quantitative and qualitative questions.

In 2024, the survey was open only to WEPs signatory organisations, whereas in 2025, both signatory and non-signatory organisations were invited to participate. All data included in this report were submitted on a strictly confidential basis. Given the small sample sizes in each iteration, we report proportions, measures of central tendencies (mean and median) and qualitative patterns to maintain interpretive validity and protect respondent anonymity. Responses with identifiable details have been modified to ensure confidentiality and edited slightly for readability.

1. Leadership promotes gender equality

1.1 Strategy

Public commitment/statement of support towards gender equality

In 2024, eight out of 18 organisations (44.4%) reported that the CEO and/or Board of Directors had made a public commitment or statement of support for gender equality. Notably, eight organisations (44.4%) did not provide a response to this question. In 2025, all nine organisations answered this question, and eight (88.9%) reported that such a commitment had been made (see Figure 1). Details of how some organisations showed their public commitment and statement of support are presented in Table 1.

FIGURE 1: PUBLIC COMMITMENT AND STATEMENT OF SUPPORT GIVEN TOWARDS GENDER EQUALITY
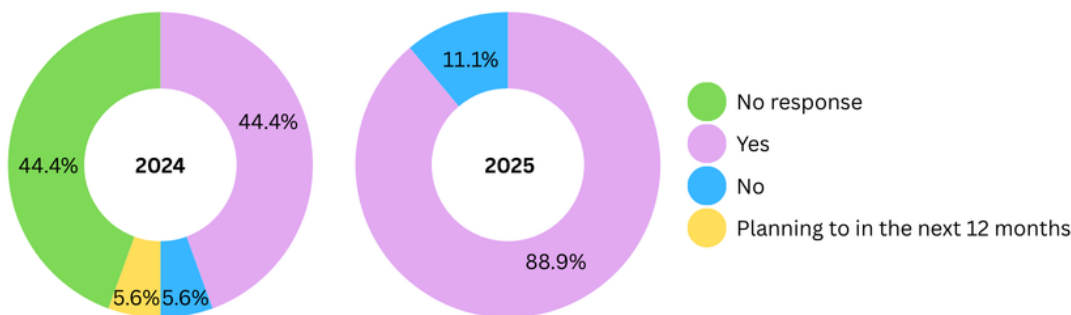
Note: Sample sizes are 18 in 2024 and nine in 2025.

TABLE 1: SHOW OF COMMITMENT/STATEMENT OF SUPPORT TOWARDS GENDER EQUALITY

2024
We are proud of our commitment to WEPS and equality across all areas and publicise this on our websites, along with information on our diversity and equality approach. Our vision and mission are closely aligned with equality, and the principles outlined in the UN WEPS contract.
Yes, through internal communications and documents, also external website messaging.
We are a signatory to UN WEPs, a member of Global Women, and our Executive Chair is Co-Chair of Champions for Change. We publicly state these commitments on our website and communicate internally to our people.
Our leadership team has a strong belief that there is strength in diversity. We not only shared becoming a signatory to the Women's Empowerment Principles, we also publicly shared that we are members of Diversity Works and are part of the National Parental leave register. In our recruitment, we share our commitment to Equal Employment Opportunity (EEO) and diversity and on our social media channels, we support initiatives like International Women's Day, Pink Shirt Day and support Pink Ribbon Day.

We have a Diversity, Equity, and Inclusion (DEI) commitment statement internally and talk about social procurement and community partnerships within our company brochure.

We have developed a Diversity, Equity, and Inclusion (DE&I) policy which includes gender equality.

[Our organisation's] Senior Leadership remain fully committed to promoting gender equality with much progress in the growing representation of women across the workforce.

This is especially evident with the appointment of the first female leader of a branch of our organisation. [She] is also the first female chief executive-level leader across [our organisation]. This is a huge milestone for us, [marking a breakthrough in women's representation at the senior executive level].

Senior leadership also champions [gender-equity] initiatives, which enhances the participation across the [organisation] and promotes a culture of safety, respect, and inclusion for all genders. These programmes and support from Senior Leadership is vital in our ongoing efforts.

On International Women's Day 2024 (IWD2024), communications were distributed internally and via social media platforms to acknowledge IWD2024. Note that [our organisation] is not an externally facing organisation. Communications were released by [Executive] and acknowledged the contribution of women in our organisation, as well as our commitment to the UNWEPs and the theme of IWD2024:

Today is International Women's Day (IWD) and I want to acknowledge and celebrate the incredible women who serve in our [organisation].

As part of our commitment to the United Nations Women's Empowerment Principles (WEPs), we recognise the UN International Women's Day theme – Invest in Women: Accelerate Progress.

This theme highlights the importance of gender equality, the empowerment of women and girls, and their right to healthier lives.

Additionally, communications were sent from [Executive] in line with the IWD2024 theme and provided a timeline of women in [our organisation]. From deployment to providing critical support roles and leading with pride, our wāhine have proven time and again their ability to excel in every aspect of their service.

Women serving in [our organisation] had its beginnings in 1942 with the establishment of the two female subsidiary units.

There has been gradual progress in increasing gender diversity, but it was not until [an external review identified systemic barriers that major policy changes were introduced to support women's employment]. We've come a long way since then and as at the end of June 2024, the number of wāhine in our workforce were between 15% and 48%.

Our [women's development programme] is also helping enhance the participation of women across the [organisation] and is enabling a culture that is safe, respectful and inclusive for women and all genders.

I acknowledge that we still have some work to do, but I'm so proud of the progress we have made so far.

A report about women in our organisation, due to be released, will also include a foreword from [Executive] including a commentary in support of gender equality. This report aims to provide transparency, measurement and benchmarking of progress over the reporting period, for the participation of women (including those that identify as women) across [our organisation]. The report highlights our progress towards enhancing the participation of women over the period 30 June 2019 to 30 June 2023 and will be published externally on our website.

2025

[Our organisation] has publicly committed to gender equality and women's participation in leadership via its annual reporting and via our partnership with Global Women, Champions for Change where we commit to 40:40:20 targets for women in leadership.

We have a commitment to [building an inclusive workplace that reflects the communities we serve, empowering people to make a meaningful difference]. This goal is stated in our sustainability strategy available on our website. As part of this, we have a specific commitment to maintaining the representation of women in our senior leaders above 40%, in line with Global Women's recommendation of 40/40/20 (40% women, 40% men, 20% any gender).
Our commitment to WEPS and equality is publicised on our website. Our vision and mission are closely aligned with equality and the principles outlined in the UN WEPS contract. We are proud of our involvement in WEPs and take whatever opportunity we can to promote and support the cause.
We are a women's organisation. Empowering and leadership are highly on our agenda.
We are a signatory to UN WEPs, a member of Global Women, and our Executive Chair is an Executive Sponsor for Champions for Change. We publicly state these commitments on our website and also communicate internally to our people.
Yes. As part of our Diversity and Inclusion (D&I) goals, which has been endorsed by the Board, we have a gender goal that is shared both internally and externally to show our commitment towards gender equality and having more woman in partnership.
[Our organisation] senior leadership remains fully committed to gender equality. [Our organisation] has a gender equality charter. A leader of one of our subsidiary units is [our organisation's] 2-STAR Executive Sponsor for gender equality. Additionally, an [Executive], who is the Māori Cultural Advisor in [our organisation], has recently been appointed as the Non-Commissioned Gender Equality Champion. This is important and ensures our initiatives are grounded in the realities of our people at all ranks. [Our organisation] recently celebrated the publication of the [new national action plan on gender-focused peace and security initiatives] with a full-day symposium. Gender equality and its importance for peace was discussed by several presenters. There were over 100 people in attendance. Our [Executive] opened the day. A report about women in our organisation is due to be released in November 2025, providing transparency and benchmarking of our progress for women across the organisation.

Standalone gender strategy

Three of 18 organisations (16.7%) in 2024, and four of nine (44.4%) in 2025, have a standalone gender strategy in place to support women's empowerment (see Figure 2). Four organisations in 2024, and one in 2025, said that they were planning to implement such a strategy within the next 12 months. Details of these strategies are presented in Table 2.

FIGURE 2: STANDALONE GENDER STRATEGY IN ORGANISATIONS
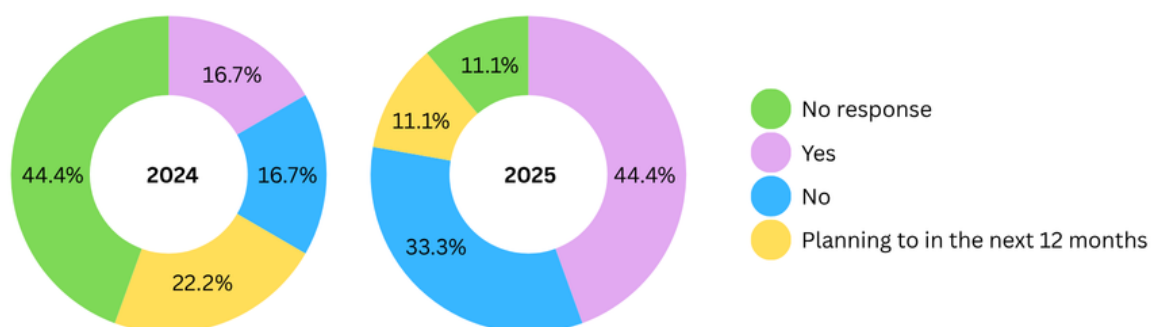
Note: Sample sizes are 18 in 2024 and nine in 2025.

TABLE 2: DETAILS OF GENDER STRATEGY IN ORGANISATIONS

2024
All recruitment is done behind a veil of gender ignorance. We go so far as to remove even what school the person went to and what sports they played as this information could provide unconscious hints as to gender identity.
Our IDE Strategy has a range of commitments: committing to creating an inclusive and safe environment built on trust and shared responsibility, where everyone can feel they belong; having a workforce that represents tangata whenua and the diverse communities we serve and standing against systemic barriers and biases to ensure everyone can thrive and grow at [our organisation]. [Our organisation's women network group] has strategic specific objectives to enable our women to support each other to thrive, grow and make an impact in both our professional and personal lives.
Part of the work being done by our dedicated Women's Empowerment Committee and the People and Culture leader is to formalise strategies and frameworks for gender-based equality Inclusion.
Yes. Recruitment Diversity Policy and Inclusion & Diversity Policy set guidelines around ensuring that we are attracting women into the recruitment and enabling women to be in the selection process for our senior leadership roles.
We are reasonably new on our journey for Diversity, Equity, and Inclusion (DE&I) and Environment, Social, and Governance (ESG). We are hoping to learn more from WEP in relation to policy.
The progress of [our organisation's] Gender Equality Strategy has not met our initial timelines due to a lack of resourcing (gapped gender lead role). With the role now being filled by [Executive], work is well underway, and we anticipate the gender strategy will be published in the next 12 months. We also have an overarching approach to our gender equality work. [Our organisation] use the UNWEPs as the strategic framework for both the [women's development and men's development] programmes. Building on this, the [women's development] gender strategy is currently in development and when completed is set to be endorsed by our organisation committee and Executive Committee. This strategy document will articulate the current context of gender equality – drawing on global, national and then organisational relevance, and speaks to the frameworks and guidelines supporting our women's development programme (a role dedicated to increasing the participation of women), which include [recognised national and international diversity and inclusion frameworks, such as gender-equity

accreditation criteria and public-sector diversity priority areas] to support Diversity and Inclusion - across a career lifecycle (attract, recruit, retain and advance) and a whole of life cycle approach.

The women's development strategy document includes 5 key strategic outcomes that fall out of addressing the contextual factors surrounding progress to gender equality:

1.   Our women are connected and their voices heard;

2.   The unique needs of women are supported;

3.   Our women are visible and valued;

4.   Gender Perspectives are considered and embedded; and

5.   Increased participation of women.

Each of these areas speak to a number of key lines of effort that support their achievement over the short-medium term.

2025

We do have an Inclusion & Diversity Policy, which has specific policy requirements to have internal targets, to report externally, and covers gender requirements (as well as other diversity elements) in recruitment, development and talent management. We also have specific targets around senior women, monthly reporting to support that target, annual external reporting against the target.

Over the past two years we have updated our policies and procedures to include the high-level statement: "[The organisation] is committed to internationally recognised women's empowerment principles. These principles must be used to inform any interpretation of this policy/procedure". This is evidenced in our continued application of WEPs to our recruitment processes to avoid unconscious bias, plus ongoing changes in our workplace strategies including providing free period products for staff and clients (many of whom live in poverty).

Our gender strategy is embedded within our broader IDE Strategy, which includes a range of commitments such as:

• Creating an inclusive and safe environment built on trust and shared responsibilities, where everyone feels they belong.

• Building a workforce that reflects tangata whenua and the diverse communities we serve.

• Actively standing against systemic barriers and biases to ensure everyone can thrive and grow at [our organisation]. Within this framework, [our organisation's women network group] has strategic, gender-specific objectives that empower women to support one another in thriving, growing, and making an impact—both professionally and personally. We also have specific gender representation targets at all levels of the organisation, which are tracked and actioned as part of our overall IDE strategy.

We have a stand-alone gender goal to achieve 40% women in partnership. Supporting this, we have a Diversity and Inclusion workplan that sits under the gender goal and outlines specific activities and initiatives to help us progress towards it.

[Our organisation] has a gender equality programme. We use the UN Women's Empowerment Principles which was formally adopted in early 2020 as the strategic framework for our gender equality work. The work includes the following programmes: [women's and men's leadership development] programmes, and our gender pay gaps programme. This work is further supported by [a dedicated] programme aimed at preventing harmful and inappropriate behaviour and the work of the people and culture teams.

The [women's leadership development programme] is focused on attracting, recruiting, retaining, and advancing women. Enabled by senior leadership who have signed up to the Gender Equality Charter, this programme seeks to ensure that women are not just present but have a positive experience and pathways into leadership roles. Over the last five years we have worked on a range of things from providing

development opportunities, ensuring period and menopause needs are met, supporting return to work for new parents and reducing gender bias and backlash through awareness raising, education, monitoring and system changes.

The [men's leadership development] programme in support of our men encourages mate-ship, health, help seeking, gender equality and allyship. Our pay gaps programme takes an intersectional lens looking at both ethnicity and gender to address the vertical pay gaps within our organisation.

We also are developing a gender mainstreaming process to support the embedding of gender perspectives into planning, leadership, and capability development.

We were planning to write up our overarching strategy document earlier this year but have been waiting until our workforce changes have been finalised. New structures come into play on 1st Dec 2025. Writing up the strategy has been a secondary priority given we use the UN WEPS framework as our strategic framework.

Specific diversity strategy to address women's empowerment

Five organisations (27.8%) in 2024 and eight (88.9%) in 2025 have a specific diversity strategy in place to address women's empowerment, with three in 2024 and one in 2025 planning to implement such a strategy in the next 12 months (see Figure 3). The details of these strategies, including how these strategies, if applicable, target Māori and/or Pasifika women, are presented in Table 3.

FIGURE 3: SPECIFIC DIVERSITY STRATEGY IN ORGANISATIONS
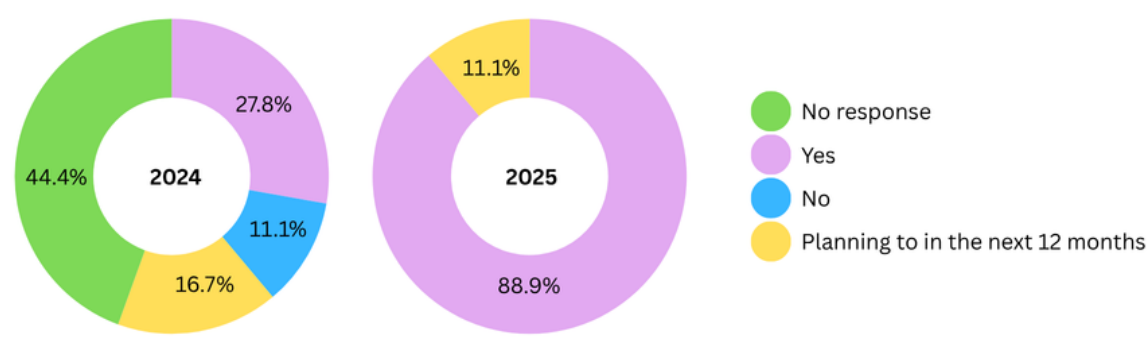
Note: Sample sizes are 18 in 2024 and nine in 2025.

TABLE 3: DETAILS OF SPECIFIC DIVERSITY STRATEGY IN ORGANISATIONS

2024
Our Diversity and Equity Strategy Guidelines contain (among other things) the seven WEPS principles. This strategy links directly to our vision and mission. It also includes a commitment to actively protect te reo Māori as the language is a living taonga, recognise the pāmamae caused by New Zealand's legal system to tangata whenua, and act where we can, to ease that pain in meaningful ways. Our organisation's strategy also provide access to [industry-specific service] for tangata whenua in ways that are culturally respectful and safe. Our overall strategy encapsulates all people, including Pasifika of all sexes and genders.

Our IDE strategy is more about ensuring IDE issues are considered in all aspects of our business. While we continue to support a broad range of activities specifically oriented towards women's empowerment such as our [organisation's women network group] and celebrating International Women's Day, our strategy is orientated towards committing to Inclusion, Diversity and Equity to reflect our values and to strive towards our purpose of fuelling New Zealand's prosperity for all New Zealanders.

We do have specific people policies which support gender diversity that includes options for flexing hours, work locations, part time and job share arrangements, as well as the ability to access flexible leave e.g. career breaks, study leave and purchasing additional leave.

Alongside our various networks covering accessibility, ethnicity, pride, women, Māori and Pasifika groups which are all funded and supported through our IDE Strategy, pay gap reporting gives us oversight and accountability which enables us to identify and correct any pay equity issues.

We have also introduced Tangaroa Ara Rau, a fully customised programme for Māori / Pasifika, by Māori / Pasifika, creating an immersive experience designed specifically with Māori and Pasifika values and principles in mind and how they can take their place [in our organisation], reflecting their own connection to te ao Māori / Pasifika. The inaugural 2023 cohort was 50% female.

We have a sponsorship programme to help prepare the next generation of leaders at [our organisation] to build a leadership that is more reflective of the diverse backgrounds and communities of Aotearoa. The 2024 cohort is 50% female. The expected programme outcomes for this include deeper level of awareness of diversity and its impacts in the workplace and an enhanced understanding of the experience of others.

We ensure our female staff are supported in a number of ways and provided with opportunities to provide input into our strategy and support initiatives.

In 2022 we set up a Women's Empowerment Committee that works alongside our DEI focus group to focus on the 7 principles of WEP. The committee include representatives from each area of the business who meet monthly to address areas of improvement for [our organisation].

Women often have to choose between family and career. Instead, we ensure they have opportunities for both. We have a parental leave policy providing additional support to mothers and partners, we have additional resources available when returning to work and have our flexible working arrangements are mostly taken by our female staff. It ensures they are present for their families at the same time fulfilling their career.

We ensure our female staff have access to all learning & development programme so they are not behind with skills that will help them progress into higher roles. We have a female orientated learning directory, partnering with more female led training businesses including Kiwiboss, Mentor walks and Revolutionaries of Wellbeing.

We are open in our recruitment that we are a diverse and equitable employer, ensuring our wording to encourage women and those from under-represented communities to apply.

We also have separate budget provisions for women only social events. This builds internal connections and introduces them to organisation and events where they can meet other working females in other industries and share experience and gather support.

[Regarding strategies targeted at Māori and/or Pasifika women], this is an area of further growth for [our organisation] and something we are intentional about working on. We have an ethnically diverse WEP Committee who are contributing to this space.

Our Diversity & Inclusion Strategy comprises three key focus areas, which includes initiatives that are specific to that of gender balance (specifically women's empowerment). The key pillar, inclusive leadership, focuses on 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.

The initial focus of the strategy aims to address pay parity, gender representation in senior management, and building networks which support women in their careers and development. It also includes a target to have minimum of 40% women in senior management positions by end 2026.

Our DEI policy aims to strengthen Māori and Indian engagement in the field more broadly. Work in progress.

The Diversity and Inclusion (D and I) strategy is currently in draft format due to resourcing constraints (with our Diversity and Inclusion work plans taken precedence). Despite this, the D and I strategy will progress, and the work is supported by the Executive Diversity and Inclusion champion.

We will be publishing our updated Diversity and Inclusion plan which includes addressing Gender and Ethnic pay gaps in mid-November 2024. We have a published gender and ethnic pay gap action plan that remains current until then. This plan outlines action areas in relation to increasing ethnic and gender representation in senior roles. The overarching strategy will be updated in 2025.

[Our organisation's] Māori Strategy has been published and aims to strengthen Māori participation and leadership within [our organisation] and create pathways for better representation and career development of Māori staff. We have a strategic Māori advisor, a Māori Cultural advisor and Māori cultural advisors in each of [our organisation's] services.

In addition to releasing the Pacific Peoples Strategy in 2021, and after an extended period of this role being gapped, a Pacific Cultural advisor was employed in 2023 to progress this work. The Pacific People's Strategy is due to be updated in 2025. The strategy includes retention and advancement for Pacific staff.

[Our organisation] has a Pay Gaps Action Plan that specifically addresses our gender pay gap and pay gaps affecting Māori and Pacific staff. To advance this work, a pay gaps programme lead has been appointed in 2023 (on a two-year contract) to progress our gender and ethnic pay gap action plans, as well as to develop relevant resources to support education and awareness (such as flexible working guidance).

Additionally, we have developed and introduced a starting salary tool to ensure transparency in the recruitment process to provide a fair and unbiased starting point for all new employees.

Our diversity work includes supporting a number of staff-led networks including but not limited to women's, Pacific, Pan Asian, and Rainbow networks. We are just about to launch our Neurodiversity network. These networks are about growing staff engagement and growing inclusive and positive workplaces where all people can thrive.

2025

[Our organisation's] EDI strategy specifically identifies women's empowerment via targeted ambition, targets and interventions to drive greater representation of women in leadership and to drive a safe, inclusive and empowering culture.

Our DEI strategy explicitly calls out Māori and Pasifika representation uplift in leadership as a key pillar, and we have a range of interventions designed to achieve this.

There is an Inclusion and Diversity policy that is reviewed annually, alongside a traceability document that details how we are ensuring we meet the requirements of the policy. It has specific policy requirements to have internal targets, to report externally, and covers gender requirements (as well as other diversity elements) in recruitment, development and talent management.

The Inclusion and Diversity policy also covers the special relationship that we have with Māori as tangata whenua, and also covers Pasifika, other ethnic minorities, disability and neurodiversity. In addition, we have a Māori Colleague Strategy which contains measurable targets for Māori representation at all levels of the organisation. We have specific programmes including a Māori leadership programme, a Māori mentoring programme, strategies to embed te reo and tikanga Māori in the organisation, including beginner lessons taught within working hours to over 200 of our colleagues each year. We also support three of our staff to

attend a Pasifika leadership programme annually. All programmes are reviewed to ensure all genders are provided these opportunities.

Our community groups include the whānau Māori, Pasifika, Asian cohort, Women & Allies, Pride and Neurodiversity group that develop and deliver a plan each year to ensure community members are supported at our organisation.

Our Diversity and Equity Strategy Guidelines contain (among other things) the seven WEPS principles. This strategy links directly to our vision and mission. It also contains a commitment to actively protect te reo Māori as the language is a living taonga, recognise the pāmamae caused by New Zealand's legal system to tangata whenua, and act where we can, to ease that pain in meaningful ways. [Our organisation] provides access to [industry-specific service] for tangata whenua in ways that are culturally respectful and safe. Our overall strategy encapsulates all people, including Pasifika of all sexes and genders.

All the [organisation's] policies and procedures reflect the bicultural nature of Aotearoa New Zealand with the statement "[Our organisation] is committed to the principles of Te Tiriti o Waitangi and the spirit of partnership between Māori and non-Māori. These principles must be used to inform any interpretation of this policy/procedure."

We empower women in our organisation, by supporting and mentoring to take on the position of leadership either at National, District or Club level. We also have a few disabled women and many ethnicities in our organisation.

Our IDE strategy is more about ensuring IDE issues are considered in all aspects of our business. While we do continue to support a broad range of activities specifically oriented towards women's empowerment such as [our organisation's women network group], and celebrating International Women's Day, our strategy is orientated towards committing to Inclusion, Diversity and Equity to reflect our values and to strive towards our purpose of fuelling New Zealand's prosperity for all New Zealanders.

Our diversity strategy is supported by a range of employee networks, covering the Whānau, accessibility, ethnicity, pride, women, and the Māori and Pasifika groups. These networks are funded and championed through our IDE Strategy.

We conduct pay gap reporting for Māori and Pacific Islander (M&PI) employees, which provides oversight and accountability. This enables us to identify and address any issues related to pay equity, pay gaps, and equal pay. To build a leadership team that reflects the diverse communities of Aotearoa, we run a bi-annual Sponsorship Programme aimed at preparing the next generation of leaders at [our organisation]. The 2024 cohort was 70% female. Expected outcomes include a deeper awareness of diversity and its impact in the workplace, as well as an enhanced understanding of others lived experiences.

Additionally, all our people-processes, including salary reviews and promotion reviews, are viewed through an IDE lens. IDE is embedded across our people strategies to ensure fair representation of ethnic minorities, and other underrepresented groups.

We have a Diversity and Inclusion workplan that outlines specific activities aimed at achieving our gender goal of 40% women in partnership. While the workplan does not explicitly reference the women's empowerment principles, many of the initiatives within it, such as mentoring, leadership development, and networking opportunities, contribute to the empowerment and advancement of women across the [organisation].

We regularly report on our Māori and Pacific representation to ensure we have visibility into this layer of diversity and can actively work on ways to improve it.

[Our organisation is a] women driven, ethnic minority group and support women of all ages and backgrounds.

> [Our organisation] has a standalone strategy for Rainbow Inclusion, for Pacific Peoples Inclusion, for increasing capacity and capability in relation to Te Ao Māori and programmes in support of gender equality. Work has also begun on our Neurodiversity strategy.
>
> Although our organisation does not yet have a standalone diversity strategy, the development of an enterprise-wide plan will occur in 2026 once our new organisational structure is embedded. We support a range of staff-led networks, including the Women's, Pacific, Pan Asian, Rainbow, and Neurodiversity networks.
>
> [Our organisation] has a separate entity that has produced a Māori bi-cultural strategy. Diversity and Inclusion released its Pacific Peoples Strategy in 2021 (due to be refreshed in 2026). [Our organisation] has a Pay Gaps Action Plan that specifically addresses the gender pay gap, the Māori, Pacific, Asian and other Ethnic pay Gaps programme.
>
> We are progressing work to improve accessibility, workplace adjustments, and inclusion practices to better support neurodivergent staff. At the end of 2024, [our organisation] launched a Neurodiversity Network, providing a supportive space to connect, share experiences, and advocate for practices that empower neurodivergent staff including women to thrive in their careers.
>
> [Our organisation] has a gender mainstreaming project underway at present to ensure gender perspectives are embedded in all parts of the organisation.

Non-gender diversity policies

Eight organisations (44.4%) in 2024 and six (66.7%) in 2025 have activities that, while not included in their gender diversity policies, contribute to women's empowerment (see Figure 4). In 2024, seven organisations assigned responsibility for managing women's empowerment initiatives to specific roles, and one organisation had planned to do so within the next 12 months. In 2025, eight organisations reported having such roles in place. Details of these activities, including how they specifically target Māori and/or Pasifika women specifically, are presented in Table 4.

FIGURE 4: NON-GENDER DIVERSITY POLICIES IN ORGANISATIONS

Note: Sample sizes are 18 in 2024 and nine in 2025.

2024
We openly support and discuss feminist approaches and politics at the senior management level, not as part of policy but because this is a part of our overall approach. Our branding is geared specifically toward women, who tend to be less favoured in the [industry-specific] system especially family-related (not because of any inherent bias in the system, but because of the nature of the relationships they hold with children, the prevalence of family violence, and the behaviours of men when relationships end). While we must not show fear or favour when selecting clients, we can use marketing to target particular people (women in our case), which gives them an advantage both in terms of the quality of the work we provide, the technology we utilise to make life easier for clients, and the fact that we [provide substantial key services in this area]. We also leverage our partnerships with Women's Refuge, FairWay Resolution and Barnardo's to the advantage of our mainly female clientele. [We] do not [have strategies that target Māori and/or Pasifika women] but support women of all races and cultural backgrounds. There is no negative impact on Māori or Pasifika peoples, just an overall benefit to all. As CEO, it is a specific task in my role description. We see this as an issue that must be led from the most senior position in the [organisation]. The duty falls under Core Duties (Strategic Direction) and reads "Equity, diversity and commitments under compacts or accords are upheld". The annual WEPS survey is a key part of measuring our response to gender equity. Also important is our ongoing commitment to [a national professional body's gender-equity charter], to which we are signatories. Other commitments to compacts and accords are equally measured where there possible. We pay close attention to complaints and comments, and if we were to receive any that suggested bias or prejudice, this would be discussed immediately between myself and the [senior legal advisor]. In [over a decade] of operation, we have never had to address such an issue.
We have a predominant proportion of women in senior leadership roles and are very mindful of diversity in our recruitment practices. We also encourage and fund membership in [industry-specific] organisations, as well as encourage specific networking opportunities for women. We collectively implement the empowerment of women through our predominance of women in senior leadership roles.
We have an extensive number of Health & Safely related policies and a [wellbeing] platform to support the physical and mental wellbeing for 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 (typically women). We have an internal mentoring programme that matches senior leaders with junior team members. The purpose of this it to support the career progression of younger team members and help them achieve their goals. Additionally, we complete an annual Gender (& Ethnic) Pay Gap 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. This is publicly reported on our website and Mind the Gap registry. We are also publicly reporting on our parental leave support via the Parental Leave Register on Crayon (https://www.gocrayon.com/register). We have internal and external partnerships as part of our IDE budget that support and promote women's empowerment, such as supporting [our organisation's women network] groups, and [collaborating with external women-focused professional and community groups across multiple regions].

Our mentoring programme is designed to support Māori and Pasifika students in their last years of university and transition into early career. We are also a Tupa Toa Partner which enables us access to an emerging talent pool of young Māori and Pacific graduates.

Grace Papers, which is a career coaching platform accelerating gender equality by empowering employees in the moments that matter, is available to all our people. The platform integrates personalised digital experiences with coaching and unlocks ambition bias, with independent evaluation of the Grace Papers programs proving to empower employees, leaders and culture, and prevent inequality. Grace Papers empowers people leaders, parents and carers of all types, with education, tools and coaching to balance and manage career and care.

We believe [our diversity strategies] help level the playing field and ensure everyone can thrive and grow at [our organisation]. While we continue to reduce our reliance on gender specific initiatives in order to ensure equality issues considered in all aspects of business, we do support a broad range of activities specifically oriented towards women's empowerment such as our [organisation's women network group], IDE Speaker Series and celebrating International Women's Day. Specific people policies also support gender diversity, for instance [our organisation's flexible policy] which includes options for flexing hours, work locations, part time and job share arrangements, as well as the ability to access flexible leave e.g. career breaks, study leave and purchasing additional leave, alongside the other initiatives mentioned above.

[Our organisation] provides opportunities that are designed to develop and enhance skills and knowledge that are specifically relevant to Māori / Pasifika leadership.

Our IDE SteerCo works alongside a dedicated role within HR focused on IDE initiatives. The wider HR/Talent & Mobility/L&D teams are responsible for creating, communicating, measuring, and reporting on gender-based initiatives. We have a female Senior Partner as our KNOW leader.

Our Executive Chair and CEO both lead and champion efforts to increase the diversity of our leadership, especially the representation of women as senior leaders. This is repeatedly articulated and reinforced through regular national speaking tours and internal communications. Our [organisation's] Executive Chair is [co-Chair of a global gender-equality initiative] and is fully committed to this programme of work.

Our KNOW partner & Chief People & Inclusion Officer each have a programme of work they are responsible for delivering in conjunction with IDE SteerCo. The Executive Chair has also committed, during his tenure, to improving gender diversity in leadership, and is accountable to the Board, fellow partners, and our people. We track people metrics, including gender using a Power BI system that monitors progress against targets over time.

We recognise that many women have a greater role in the nurturing and raising of children, and this can have a significant impact on their availability to work in an office environment and within the traditional working hours of 9am to 5pm. Therefore, we offer [the following initiatives]:

- Flexible working hours for school drop off and pick-ups and to attend key family events, and work from home support.
- Schedule training within school hours so parents can attend without it impacting their family.
- Professional development funding is available for all staff. We ensure that everyone in our team receive equal training and professional development opportunities so that women are empowered to move forward in their career at the same pace as their male counterparts.
- Blue Sky time: Two hours paid per week for wellbeing time within work hours, and staff have the flexibility to arrange this. It is also an option to enable parents to meet the demands of their life outside work.

- Health & Wellbeing leave: Additional two days leave every year, over and above standard annual and sick leave provisions. This provides the opportunity to spend time with the children and family as needed.
- We also offer sick leave and annual leave in advance, particularly to new employees who may not have reached their entitlement.
- Increased financial support while on parental leave and return to work support. Last year we increased our support for new parents, whether the first child or the latest addition to the family. While on parental leave, we offer a salary top-up, provide access to keeping-in-touch hours and invite them to social events. They are also included in salary reviews and remain eligible for bonus payments, to prevent a pay gap developing. We also negotiate flexible working arrangements or reduced hours upon return to work to allow for childcare and connect them with partners like Crayon and Parenting Place for coaching and mentorship as they adjust back into the workplace.
- Bullying & Harassment policy and training to support inclusion and safety in the workplace.
- Partnering with female led businesses.

[Regarding strategies that support Māori and/or Pasifika women], this is an area of further growth for [our organisation] and something we are intentional about working on. We have an ethnically diverse WEP committee who are contributing to this space.

Our People and Culture Leader's role is to empower women in our company and strengthen our leadership team, increasing it to 33% female. The responsibility for implementing and supporting women's empowerment strategies sits with this role but is supported by the wider empowerment team. Since 2022, DEI and Women's empowerment have been one of our strategic priorities. Our team is passionate about women's empowerment and in providing opportunities in the industry.

In the last 18 months, we have introduced a range of new policies and initiatives in the business, including increased learning and development opportunities, improved parental leave support and a strong focus on diversity and inclusion.

Our team is vital to our progress, and they work alongside the leadership team to build awareness and successfully deliver new initiatives:

- Recruitment: Through working with female led recruiters and by updating how we advertised for roles has led to an increase in female staff, which is now at 43% across the company. Of the 30 staff we have onboarded in the last 12 months, 14 were female.
- Parental leave: Since this was introduced in August 2022, we have paid-supported six new families with this policy. We provided a salary top up (100%) to 4 new mums and had two new fathers able to spend time with their family due to paid partner's leave.
- Women's Empowerment Committee: We meet monthly to identify gaps and improvements across all seven principles. So far this has led to budget approval for increase female toilets, increased L&D opportunities with female focused groups updated our PPE policy for female friendly gear, and incorporated baby and kid friendly spaces into our office refurbishment. It has also given a safe space for female staff to share and learn from each other.
- Industry engagement: This year, we entered staff in the [national women-in-industry-specific awards programme] and a female trainee is a finalist in the [Apprentice of the Year Awards]. Our People and Culture Leader have also spoken at our Toolbox Meetings and subsequently worked directly with our build partners to support.

Activities that we have that specifically support women's empowerment are:

- Our commitment to the 40:40:20 gender ratio (40% women, 40% men and 20% any gender) for our senior leadership cohort. We actively monitor and report on this commitment both internally and externally through our sustainability report.
- Mentoring programme: We have an active mentoring programme where high potential colleagues that are women are paired with an appropriate internal mentor.
- [Our organisation's] scholarship: Annually, we provide an opportunity for a [female] colleague to further their study and qualifications in an area that will be of benefit to their career and future opportunities.
- Menopause awareness and people leader training for those that lead people experiencing menopause.
- Talent and succession planning specifically ensuring there is a gender balance throughout our talent pipelines.

All these activities specifically support an identified gap in how we empower women here at [our organisation]. These are regularly reviewed to ensure that they are actively contributing to the intended purpose.

Alongside our diversity strategy, we also have a Māori Colleague Strategy to ensure that we can recruit, retain, develop and further ensure empowerment and inclusion for our Tangata Whenua. There is a specific lens to ensure that we are uplifting our Māori wāhine within this strategy and initiatives. [Our organisation] also has Māori-specific roles that focus on this mahi, including our Head of Māori Colleague Strategy and Māori Capability Lead, who are responsible for implementing our Māori Colleague Strategy.

We have Diversity and Inclusion lead, Diversity and Inclusion specialist, Talent, Leadership Lead and Talent specialist [responsible for managing women's empowerment strategies]. Most of the activities mentioned in this survey are spilt across these roles. They are responsible for the delivery of these activities and ensuring that they are reviewed regularly for effectiveness.

[Our organisation's specific] policy facilitates flexible work hours and locations to suit the needs of individual women. A [new women's] group, which is in the design phase is designed to encourage women's empowerment and work towards the 40:40:20 goal.

[We provide] EAP counselling and support and encourage participation in [industry women's network]. [We also make] leadership training and career learning modules accessible to women within [our organisation]. Our Chief People and Culture Officer have overall sponsorship of the women's empowerment strategy and is supported by a core team.

Starting with measurement to gain a benchmark of where we stand and reporting the results to foster accountability and track growth. We have completed the gender pay equity assessment and this has been reported in our annual report. We have also assessed and reported on our gender composition across different managerial levels.

The [women's development programme] within the Directorate of Diversity and Inclusion is [our organisation's] dedicated programme towards increasing the participation of women. Initiatives that have been delivered through this programme in the past 12 months are:
- Menopause research to understand the experiences of women going through this life phase.
- A 'Return to work with confidence course' (for parents returning from parental leave).
- Development opportunities for [our organisation's] wāhine. This includes a 'speaker series' including external speakers and advocates, governance training, attendance at leadership summits, and a conference for gender equality hosted by [our organisation].

- Support for gender equality networks across [our organisation], including the development of a government women's network.
- Development of support resources for women's health and parental leave.
- Continuously updating parental resources and a full review of all parenting policies, including breastfeeding support and manager education.

[Our organisation] also provides bespoke financial training for women through [our] member benefits programme aiming to improve financial growth for women into retirement. In 2024, we highlighted the strides women have made in the financial world. Within [our organisation's] community, women have shown exceptional dedication and skill, significantly enhancing the performance of our saving schemes. One key aspect we wanted to highlight is the vital role women play in securing their financial future. Given that women typically live longer and require more retirement funds, their active participation in KiwiSaver is crucial. By engaging with KiwiSaver, women are not only securing their own financial wellbeing but also paving the way for a more prosperous future. In [our organisation], women are leading the charge as the highest contributors to their KiwiSaver accounts. This achievement speaks volumes about the foresight and commitment of our female members, who understand the importance of financial planning and independence. We have, in August 2024, developed bespoke online financial literacy modules for wāhine. [Regarding strategies that target Māori and/or Pasifika women], we apply a gender lens to our work. [Our organisation] applies a gender lens in our recruitment campaigns and assist in the delivery of programmes aimed at encouraging young wāhine across New Zealand into STEM careers within our [organisation]. A report was produced with a gender lens through a staff engagement survey in 2022, enabling [our organisation] to better understand the experience of wāhine and tāne at work.

[The "Women in Our Organisation"] report, which is due for release (final draft), aims to provide transparency, measurement and benchmarking of progress over the reporting period regarding the participation of women (including those who identify as women) across [our organisation]. The report highlights our progress in enhancing the participation of women between 30 June 2019 and 30 June 2023 and will be published externally on [our organisation's] website.

The Directorate of Diversity and Inclusion also has a 'Pay Gaps Action Plan', alongside the initiatives described above, which take an equity-based approach aiming to provide development opportunities to women across the career pipeline, for inspiration and confidence to pursue their careers to their fullest ability in order to address barriers or biases that may disadvantage them. It also aims to increase women's financial freedom and safety, celebrating women's achievements and breaking stereotypes, showing the art of the possible. Looking at our data with a gender lens allows the organisation to better understand what is going on for women and identify areas for improvement. Wherever possible, data is investigated through an intersectional lens. Activities that are delivered aim to have good intersectional representation and topics presented in a way that is safe and accessible.

[Our organisation's] Pacific and Māori cultural advisors can be asked to assist in providing perspective and advice for initiatives within [our organisation]. Furthermore, the 'Pay Gaps Action Plan' directs efforts specifically towards understanding the career pipeline for Māori and Pacific wāhine with a view to increase representation in senior roles.

The Gender Equality Work Programme utilises the United Nations Women's Empowerment Principles (UN WEPs) as an overarching framework, as well as the GenderTick Accreditation and Pride Pledge commitment (for diverse genders). It is made up of three specific work streams:

- [Our women's development programme]: This is the key programme supporting the increased participation of women [in our organisation].

- [Our men's development programme]: This supports the unique needs of men [in our organisation].
- A gender pay-gap programme.

The key benefits of this work are:

- The [organisation] creates a culture that embodies gender equity, where all genders can thrive and reach their potential to support staff wellbeing and attract, recruit and retain great talent now and into the future.
- Improved gender equality in the [organisation's] work, social, and living environments to support operational effectiveness and organisational reputation.

A lead implementation role for [a women's peace and security initiative] is based out of our [headquarters], which focuses on the delivery of and commitments in the international forum. This programme is also responsible for the delivery of gender focal point training to increase the capability of gender advisors on [our organisation's] operations.

Additionally, each of [our organisation's services] have a varied FTE role focused on supporting implementation of gender equality initiatives and supporting the gender equality networks within their group.

Each programme delivered through the Directorate of Diversity and Inclusion have work programmes that are delivered to and are presented to governance bodies. There is reporting such as monthly snapshots, specific requests and annual reporting [by our organisation]. There are targets set by single services around governance and overall representation, and the Directorate of Diversity and Inclusion have programme plans, targets, and annual reporting. The Directorate of Diversity and Inclusion are also building a 'Quarterly Report Dashboard' looking at extended metrics from what we have previously looked at. [Our organisation] also has a staff engagement survey that captures key metrics including D and I specific ones.

2025

[Our organisation] has a holistic focus on women's empowerment that works across a range of areas including:

- [Our organisation's] Forward network: A women's empowerment network that works to develop community and support for women.
- Partnership with Dignity NZ providing free period products to staff and customers.
- All women's empowerment initiatives carry an intersectional lens that consider Māori and Pasifika women.

The ultimate responsibility and accountability for women's empowerment is held by the leadership team in New Zealand and [the organisation's] Board. This is supported and driven by the Head of Talent and Culture and Head of EDI.

Women's empowerment and representation are tracked regularly and reported publicly to hold [our organisation] accountable. For example, public reporting of gender balance annually to [a global gender-equality initiative] and regular internal reporting of women in leadership data.

We deliver a programme for parents who have taken more than 6 months leave to support their return to the office ("Returning with confidence"). We also deliver a talent programme for people with a quieter style ("Quietly powerful") to support them in progressing further with their careers. Both programmes are available to all genders, with consistently higher than 50% women on each programme. In addition, we run a Māori leadership programme and take part in a Pasifika leadership programme. Gender spread is always considered in the selection of these programmes, with 53% women and 100% women respectively this year.

The responsibility [of managing women's empowerment strategy] is part of the role of the Diversity and Inclusion Lead, which is a full-time role in the organisation. In addition, we have two full-time roles supporting our commitments towards Māori: Head of Māori Colleague Strategy and Māori Capability Lead. These three roles work closely together.

There is an Inclusion and Diversity policy that is reviewed annually, alongside a traceability document that details how we are ensuring we meet the requirements of the policy.

Reports for our targets around women's representation in senior leadership, and Māori representation at all levels of the organisation, are provided to the executive team monthly. Our talent and remuneration processes are always reported with a gender view to highlight any pay or promotion differentials. Annually we also complete a full pay equity review, across several dimensions including gender and present the findings and recommendations to the Board. Annually we report this data in our Sustainability report, showing our progress over time.

We openly support and discuss feminist approaches and politics at the senior management level, not as part of policy but because this is a part of our overall approach. Our branding is geared specifically toward women, who tend to be less favoured in the [industry-specific] system especially family-related (not because of any inherent bias in the system, but because of the nature of the relationships they hold with children, the prevalence of family violence, and the behaviours of men when relationships end).

We support women of all races and cultural backgrounds. There is no negative impact on Māori or Pasifika peoples, just an overall benefit to all. We work closely with Shakti Ethnic Women's Refuge. Our principal [Executive] is a role model for our team by undertaking adult education in te reo Māori (to degree level, completing next year) and we pay for our team to study Māori language if they choose to. [Our Executive] will use her language skills when dealing with Māori clients and in a respectful manner, which is often appreciated by both clients and social workers. We have also implemented an active recruitment programme for Māori [professionals], giving opportunities for workplace observations to Māori graduates.

As CEO, it is a specific task in my role description. We see this as an issue that must be led from the most senior position in the [organisation]. The duty falls under Core Duties (Strategic Direction) and reads "Equity, diversity and commitments under compacts or accords are upheld".

Along with WEPs, we are also signatories to [a national professional body's gender-equity charter]. The annual WEPS survey is a key part of measuring our responses to gender equity and contribute to a greater perspective of gender equity in Aotearoa New Zealand.

We have an extensive number of Health & Safely related policies and a wellbeing platform to support physical and mental wellbeing for 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 (typically women). We have an internal mentoring programme that matches senior leaders with junior team members. The purpose of this it to support the career progression of younger team members and help them achieve their goals.

We complete an annual Gender (& Ethnic) Pay Gap 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. This is publicly reported on our website and Mind the Gap registry. We also publicly report on our parental leave support via the Parental Leave Register on Crayon (https://www.gocrayon.com/register). Our policy supports both primary and secondary caregivers to take parental leave, allows the use of our [organisation's specific] policy for returning parents to return utilising part-time hours, and offers practical support such as a Wellness Room which can be used for mothers needing to pump.

We have internal and external partnerships as part of our IDE budget that support and promote women's empowerment, such as supporting [our organisation's women's network] groups, and [collaborating with external women-focused professional and community groups across multiple regions].

Our mentoring programme is designed to support Māori and Pasifika students of all genders in their last years of university and transition into early career. Throughout the programme we host a range of different workshops to help students with feeling confident as Māori and Pasifika in corporate spaces, navigating the recruitment process, networking with [our organisation's] staff, and reflecting on their personal strengths and growth areas.

We are a Tupa Toa Partner which allows us access to an emerging talent pool of young Māori and Pacific graduates.

We have recently transitioned from Grace Papers to a new parental coaching programme delivered by Mind Coach, which supports caregivers through major life transitions such as becoming a parent and returning to work. This programme offers a dedicated, confidential space to navigate the emotional and practical shifts between work and home, helping parents balance their career and family life with confidence.

In addition, our newly established Whānau Network provides peer support for caregivers, complementing the coaching programme and reinforcing our commitment to inclusive support structures. These initiatives sit alongside our broader IDE strategy and reflect our ongoing commitment to empowering women and caregivers across all backgrounds. We believe they help level the playing field and ensure everyone can thrive and grow at [our organisation]. While we continue to reduce our reliance on gender-specific initiatives in order to ensure equality issues are considered in all aspects of business, we do support a broad range of activities specifically oriented towards women's empowerment such as our [organisation's women network group], IDE Speaker Series and celebrating International Women's Day. Specific people policies also support gender diversity for instance [our organisation's specific policy] which Includes options for flexing hours, work locations, part time and job share arrangements, as well as the ability to access flexible leave e.g. career breaks, study leave and purchasing additional leave, alongside the other initiatives mentioned above.

[Our organisation] provides opportunities that are designed to develop and enhance skills and knowledge that are specifically relevant to Māori / Pasifika leadership, and [our organisation's network for Māori and Pasifika colleagues] also acts as a sense of connection to empower our Māori and Pasifika staff. Our ethnicity network ensures we celebrate many different cultural events throughout the year, and this in turn fosters a sense of belonging and the ability to be your authentic self among our ethnically diverse staff.

We have a dedicated role the Inclusion, Diversity & Equity Lead (IDE Lead) who works alongside our IDE SteerCo for IDE initiatives. Our wider HR/Talent & Mobility/L&D teams are also responsible for creating, communicating, measuring, and reporting on gender-based initiatives. We have Partner Sponsors for each of our Employee Resource Groups, including a female Senior Partner as our KNOW Sponsor.

Our Executive Chair and CEO are both leading and championing action around increasing the diversity of our leadership, especially in relation to more women senior leaders. This is repeatedly articulated and reinforced through regular national speaking tours and internal communications. Our Executive Chair is an Executive Sponsor for [a global gender-equality initiative] and is fully committed to this programme of work.

Our IDE Lead, KNOW Partner and Chief People & Inclusion Officer each have a programme of work they are responsible for delivering in conjunction with IDE SteerCo. Our Executive Chair has committed, during his tenure, to increase the gender diversity of our leadership in particular, and therefore is both accountable to

the Board, fellow partners, and our people. We track people metrics including gender, ethnicity, and access abilities, using a Power BI system which shows progression over time.

Our D&I work plan covers several areas including LGBTTQIA+, socioeconomic background, ethnicity, and accessibility, alongside gender.

Our CEO and GM of Human Resources own the Diversity and Inclusion strategy, which includes our gender goal. They are supported by partner co-chairs who help implement the strategy, with one of the co-chairs also sitting on our Board.

We report on our gender-related statistics and present these to both the Board to monitor progress against our goal of 40% women in partnership. We also regularly examine the key challenges that may be hindering progress and work collaboratively to identify practical solutions. This includes reviewing relevant policies, adjusting initiatives, and ensuring our Diversity and Inclusion workplan remains aligned with our gender goal.

[Our organisation] has a wide range of activities that, while not formally part of a gender diversity policy, actively support women's empowerment by increasing visibility, participation, wellbeing, and leadership opportunities for women, specifically:

- [A women's development programme]: A dedicated programme aimed at increasing the participation of women by addressing bias and barriers and creating targeted opportunities for development, connection, and visibility, ensuring women are represented and heard.
- Menopause guidance and information: Supports the wellbeing of women by understanding their experiences and developing guidance to create inclusive, supportive workplaces during this life phase.
- Return to Work with Confidence: [Our organisation] holds two to three such programmes each year, empowering people returning from parental leave by building confidence, addressing barriers to re-entry, and supporting retention and career progression.
- Development opportunities: Builds capability and confidence through speaker series, governance training, leadership summits, and funding for women to attend [a women's leadership conference] in November 2025, enhancing their leadership pathways.
- Gender Networks: Provides opportunities for connection and support.
- Recruitment: [Our organisation] applies a gender lens in its recruitment campaigns and assist in the delivery of programmes aimed at encouraging our young wāhine into STEM careers within our [organisation].
- A [gender-focused peace and security] programme: This programme educates staff to become gender focal point advisors to support operational planning and delivery to ensure women and children are considered in conflict, humanitarian aid and peace negotiations. Additionally, meeting our UN commitments empowers women by elevating their voices and expertise in security and operational contexts, reinforcing their critical role in [industry-specific] capability.
- Financial literacy training: Supports women's economic empowerment and retirement planning, building financial confidence and independence to improve long-term wellbeing.
- MoneyMojo financial literacy modules: Launched in August 2024, MoneyMojo was designed to enhance women's financial literacy and address the gender gap in retirement savings. The five modules cover Finance 101, KiwiSaver, Money and Relationships, Investing, and Your Money Roadmap.
- Period products provision: Enhances dignity, wellbeing, and operational readiness by ensuring free period products are available across [our organisation's facilities].

- Marking certain days/times of the year: For example, International Women's Day, Mother's Day, breast cancer awareness week, white ribbon week, world menopause day. We aim to celebrate where it is appropriate to do so and raise awareness of key issues affecting women as well as reminding our people what help is available to them. This is important in ensuring our women feel valued and are getting their needs met.

The initiatives described above take an equity-based approach which aims to provide development opportunities to women across the pipeline, for inspiration and confidence to pursue their careers to their fullest ability to address barriers or biases that may disadvantage women. Financial freedom, safety for women, celebrating women's achievements, and breaking stereotypes, showing the art of the possible. Looking at our data with a gender lens allows the organisation to better understand what is going on for women and identify areas for improvement. Wherever possible, data is investigated through an intersectional lens. Activities that are delivered aim to have good intersectional representation and topics presented in a way that is safe and accessible. [Our organisation's] Pacific and Māori cultural advisors can be asked to assist in providing perspective and advice for initiatives within the [organisation]. The Pay Gap Action Plan directs efforts specifically towards understanding the career pipeline for Māori and Pacific wāhine with a view to addressing bias and increasing representation in senior roles.

Our work also considers women at different stages of their life. Age is an important factor, and many transitions occur in relation to various stages, both professionally and personally.

[The "Women in Our Organisation"] Report tracks and reports on participation and outcomes for all women, with focus on intersectional data to improve representation and equity for Māori, Pacific, and ethnic minority women.

[Our organisation] has dedicated roles responsible for implementing and managing women's empowerment strategies:

- Within the People Capability portfolio, the Directorate of Diversity and Inclusion holds a number of gender programmes including, a key programme supporting the increased participation of women in [our organisation], a men's development programme supporting the unique needs of men in [our organisation]), and the gender pay gap programme.
- A lead implementation role for [a women's peace and security initiative] is based out of our [Headquarters], which focuses on the delivery of and commitments in the international forum. This programme is also responsible for the delivery of gender focal point training in order to increase the capability of gender advisors on [our organisation's] operations.
- [Senior Leadership Role]: Serves as the commissioned Gender Equality Champion, providing senior leadership advocacy and oversight for gender equality and women's empowerment.
- [Māori Cultural Advisor to Executive Leadership]: Serves as the non-commissioned Gender Equality Champion.
- People and Culture Leads: Each service has leads responsible for embedding gender perspectives into service policies, practices, and culture, and supporting gender equality initiatives and networks within their environments.

Each programme delivered through the Directorate of Diversity and Inclusion have work programmes that are delivered to and are presented to governance bodies. There is reporting such as monthly snapshots, specific requests and annual reporting [by our organisation]. There are targets set by single services around overall representation and the Directorate of Diversity and Inclusion have programme plans, targets, and annual reporting.

1.2   Leadership and governance

Women in leadership

Three of 18 organisations (16.7%) recorded at least 50% female representation on their Board of Directors in 2024, and three achieved the same threshold within their Senior Executive Teams. In 2025, six of nine organisations (66.7%) met this threshold for their Board of Directors, and four did so for their Senior Executive Teams. Two of the organisations in 2025 were all-women organisations. Māori and/or Pasifika women made up at least 10% of the Board of Directors in one organisation and at least 10% of the Senior Executive Team in three organisations in 2024. In 2025, four organisations had Māori and/or Pasifika women comprising at least 10% of their Boards, and four had this level of representation in their Senior Executive Teams. The share of women in organisations is summarised in Table 5.

TABLE 5: FEMALE REPRESENTATION IN ORGANISATIONS

Leadership Team	Median		Mean	
Share of all women	2024	2025	2024	2025
Board of Directors	38.0%	53.5%	41.8%	65.4%
Senior Executive Team	33.0%	50.0%	40.2%	62.7%
Share of Māori and Pasifika women	2024	2025	2024	2025
Board of Directors	11.0%	21.5%	11.0%	39.5%
Senior Executive Team	17.0%	15.0%	25.0%	33.6%

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of median and mean omit null responses. Interpret 2025 results with caution as two are all-women organisations.

In 2024, seven organisations (38.9%) reported activity relating to setting quantitative targets for women's representation in leadership roles. Five organisations had established targets: three set targets between 36% and 45% and two set targets between 26% and 35%. Two organisations indicated they were planning to introduce targets within the next 12 months. Nine organisations did not provide a response. In 2025, six organisations (66.7%) reported having quantitative targets. Two organisations set a target of 50%, three set targets between 36% and 45%, and one set a target between 26% and 35%. (See Figure 5.)

Participating organisations were asked to report on their approaches to supporting women's representation in leadership and governance roles. In 2024, two organisations had a formal policy to actively recruit women into Senior Management, the Executive Team, or the Board of Directors, and a further two indicated they planned to introduce such a policy within the next 12 months. In 2025, four organisations reported having a policy in place. Details of these policies are provided in Table 6.
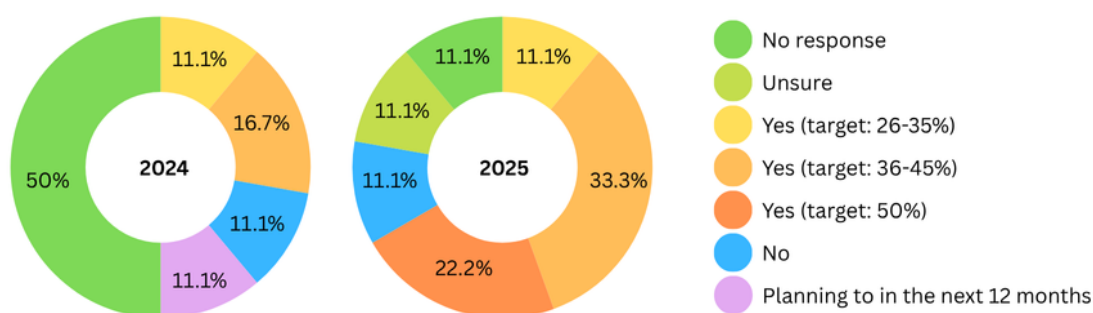
Note: Sample sizes are 18 in 2024 and nine in 2025.

TABLE 6: DETAILS OF POLICIES SUPPORTING WOMEN'S REPRESENTATION IN LEADERSHIP ROLES

2024
The [organisation] has a sole director and is not in a position to create additional directorship positions, as these must be [professionals] active in the [organisation] and the business is not profitable enough for another person to justify the risk in becoming a director.   Most senior [professionals] are female, and the challenge is more about hiring male [professionals] to create a balanced diversity. There are very few Māori or Pacific [professionals]. If we could attract any we would, and certainly we try to encourage all our staff to aim for senior leadership roles. However, this is a long process. We don't have much choice in the matter as the profession is very heavily weighted away from men.
While we don't have a specific target for our governance and senior executive levels, gender balance is a major consideration during decisions around new appointments to our Board and National Executive team. We have a stated 45% target for female partners.
Previously we felt that setting targets would conflict with the 'right person for the role'. However, after listening to one of the panels at the recent Women in Leadership summit, we have revised this approach and intend to use them as a tool to deliver the outcome we want.   Our recruitment strategy is all about the "best fit" in terms of culture and company values. We openly assess all candidates for roles regardless of gender or ethnicity. We have updated our recruitment processes to best attract suitable female candidates for all roles, including senior leadership and governance. In addition, we partner with female recruiters and female-owned recruitment companies to increase this opportunity further.
We have a target that requires 40% of our senior leadership cohort identifying as a woman. This is part of our commitment to the [global gender-equality initiative] referred to as 40:40:20 (40% Women, 40% Men and 20% all genders).   We have a Diversity and Inclusion recruitment policy. This ensures that for all senior leadership roles, there must be at least one woman interviewed for it. In addition, there must also be at least one woman on the selection panel for that role. If we are unable to attract a senior woman to be in the process for a role then an exemption to this policy must be sought by the relevant business unit executive and all exemptions are reported on monthly as part of our executive people quadrant review.

We have a 40-40-20 target for women in senior leadership (Executive team and reports direct to the Executive, circa 70 individuals) by end 2026.

As a large organisation, there are numerous roles in Executive Leadership, Governance and Capability Decision Making Boards or Teams. Some of these are always achieving 30% representation and some are overrepresented for women. Work is underway to progress and further refine measurement systems to regularly track and monitor this information.

There are no specific policies stating active recruitment for women onto senior executive teams or management positions. However, pipeline measurement has commenced in 2023 within our Career and Talent Management Directorate to show staff who are "cleared for promotion" by gender. As [our organisation] is a [training-based] organisation and cannot directly recruit into senior roles, the service targets for recruitment and retention initiatives are vital to ensuring pipeline flow to senior leadership. Work to increase the number of women in leadership roles is focused on keeping women within the organisation to advance them. We have also developed a best practice guide to de-biasing recruitment and have recommended that at least two females are included in the candidates who are interviewed.

2025

Our aspiration at [our organisation] is to have equal representation of women and achieve gender balance by 2027.

Our target reflects the global women target of 40/40/20, being 40% women, 40% men and 20% either/other gender.

We are a small business so this target can be challenging. However, we made the conscious decision to promote one of our female administrative staff to the Operations Manager position rather than recruit externally, in part to retain a 50/50 split. We would have no issue appointing Māori, Pacific, other ethnicity or disabled women to our executive team if there was an opportunity.

We do not have a formal policy because the firm has a sole director and is not in a position to create additional directorship positions, as these must be [professionals] active in the [organisation] and the business is not profitable enough for another person to justify the risk in becoming a director.

We have set a clear target at the partnership level to achieve at least 40% women in partnership. This target is actively monitored and supported through ongoing reporting and oversight. All our partner-led committees have one woman and one-man co-chair.

We don't often laterally recruit at this level, usually these roles are internal promotions. Therefore, our goal of 40% is our key target.

Our Succession and Admissions Committee plays a key role in overseeing senior-level promotions. The committee ensures decisions are made through a fair and unbiased process, helping to maintain transparency and equity in leadership pathways.

At the moment, [our organisation] doesn't have formal targets for women's representation at governance or senior executive levels. However, being a large organisation, there are numerous roles in Executive Leadership, Governance and Capability Decision Making Boards or Teams. Some of these are always achieving 30% representation and some are overrepresented for women.

There are no specific policies stating active recruitment for women onto senior executive teams or management positions. However, pipeline measurement since 2023 within our Career and Talent Management Directorate, show staff who are "cleared for promotion" by gender. As we are [a training-based] organisation and cannot directly recruit into senior roles, the service targets for recruitment and retention initiatives become vital to ensuring pipeline flow to senior leadership.

Communication of support

In 2024, six organisations (33.3%) reported openly communicating their support and commitment to recruiting women into leadership positions. In 2025, seven organisations (77.8%) indicated the same. See Figure 6. Further detail on how organisations demonstrate this commitment is provided in Table 7.

FIGURE 6: COMMUNICATION OF SUPPORT TO RECRUITING WOMEN INTO LEADERSHIP POSITIONS
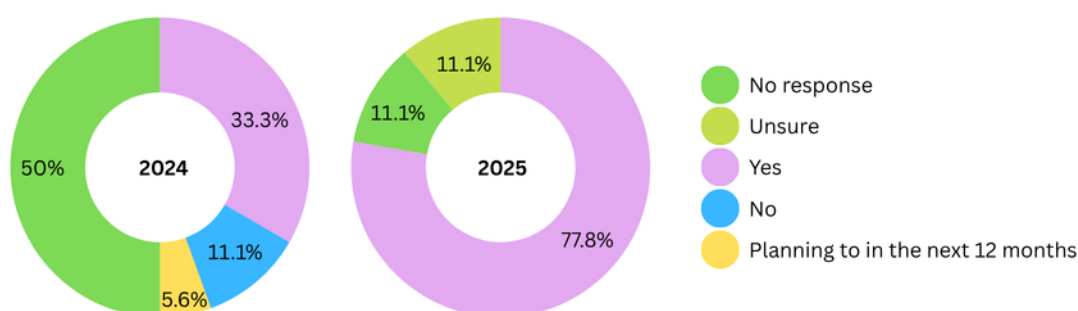
Note: Sample sizes are 18 in 2024 and nine in 2025.

TABLE 7: DEMONSTRATIONS OF SUPPORT AND COMMITMENT BY ORGANISATIONS

2024
We participate in public meetings and are outspoken among other [industry-specific organisations'] managers and [professionals] about our approach to equality and equity. Our mission is "to be the most ethical [industry-specific organisation] in Aotearoa New Zealand" and we view equality and equity as important ethical issues.
Our Executive Chair, CEO and Head of IDE communicate our initiatives, targets and progress towards achieving gender goals internally. Leadership reporting is included in integrated reporting of strategic initiatives and our external Impact Report. We also report externally as part of our participation in [a global gender-equality initiative].
We celebrated and publicly promoted when our company became a WEP signatory. The women on our Empowerment Team are celebrated and given a strong profile internally. We actively promote key achievements of our female staff, including monthly values nominations and recognising achievements with our weekly 'Wins of the Week' email.   We also celebrate in other ways, and the efforts of our team are recognised [through a major national diversity award last year], as well as having staff nominated for [national women-in-industry-specific] awards and more recently our female trainee being a finalist for the [industry-specific] Apprentice of the Year Award.   We give our women leaders a platform to communicate and express their thoughts via our weekly and monthly team meetings, monthly newsletter, and social events. We provide funding so employees can attend relevant events, conferences, training opportunities and mentoring sessions with other female leaders.
We do this both internally and externally through our annual sustainability report.
As an organisation, we promote DE&I through LinkedIn.

There has been very clear intent stated from senior leadership for the need to grow representation of women at the most senior levels of the [organisation]. Discussions are held at senior appointment boards on gender representation of those who are promoted and highlighting gaps in pipelines to these roles. [Our organisation] has a gender equality charter and over 150 of our tiers one and two leaders have signed this.
2025
[Our organisation] publicly commits and regularly communicates our commitment and aspiration to achieving gender balance in leadership through several forums.
These commitment and progress are publicly notified in our annual sustainability reports.
We participate in public meetings and lobby on a personal and business basis to politicians, colleagues and businesspeople. We are outspoken among other [industry-specific organisations'] managers and [professionals] about our approach to equality and equity. Our mission is "to be the most ethical [industry-specific organisation] in Aotearoa New Zealand" and we view equality and equity as important ethical issues.
Our Executive Chair, CEO and Head of IDE communicate our initiatives, targets and progress towards achieving gender goals internally. Leadership reporting is included in integrated reporting of strategic initiatives and our external Impact Report. We also report externally as part of our participation in [a global gender-equality initiative].
Our organisation openly communicates its commitment to gender equity in leadership through internal and external channels. This includes regular reporting on progress towards our target of 40% women in partnership, leadership messages reinforcing our goals, and visible support through initiatives such as mentoring programmes and leadership development opportunities for women.
The recent appointment of a female senior executive to lead one of the organisation's units was widely communicated as a significant milestone for women's leadership within [our organisation].

Programmes to increase the number of women in leadership positions

In 2024, three initiatives were reported by the highest proportion of organisations, with 44.4% indicating that they include a female member on every senior executive or Board interview panel, conduct unconscious bias training, or have a target or goal for women's representation that they seek to achieve over time. In 2025, uptake increased slightly across these areas, with 50% to 62.5% of organisations reporting their implementation. The full distribution of responses is presented in Table 8 and details of other programmes used to recruit women into leadership roles are provided in Table 9.

Programme	Share of organisations that have the programme	
	2024	2025
We do not have any programmes that exist to increase the number of women in leadership positions	22.2%	12.5%
Mandated 50/50 candidate shortlist to ensure balanced recruitment between men and women	11.1%	12.5%
A female is included on the interview panel for every senior executive/Board interview/appointment	44.4%	50.0%
We conduct unconscious bias training	44.4%	50.0%
We conduct specific advertising/search focused on women for these roles	11.1%	12.5%
We review gender profiles of our end-to-end recruitment and selection processes in order to identify any 'blockages' to recruiting women into roles	33.3%	25.0%
We have a target/goal (quota) that we seek to achieve over time	44.4%	62.5%

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses. Proportions do not add to 100% as organisations can selected multiple options.

TABLE 9: OTHER PROGRAMMES USED TO RECRUIT WOMEN INTO LEADERSHIP ROLES

2024
We follow the advice of WEPS at every step of the way but there is no 'problem' for us specifically to solve as we have a good gender balance, open approach to equity and have the WEPS principles embedded at every level of our culture.
We have a stated 45% target for female partners and are working on our overall diversity targets internally. A gender lens is applied to all our leadership development programmes to ensure a diverse and balanced cohort, performance management process and salary and promotion rounds. We also have a mandatory unconscious bias training programme for all staff and partners. We introduced a Diversity Sponsorship Programme in 2022 aimed at raising the profile of our internal diverse talent and increasing diversity in our leadership pipeline. A 2024 programme cohort is currently in progress.
When we list jobs, we use images of both men and women in the workplace. We ensure that advertisement wording is not biased towards one gender or the other and that we use wording that actively promotes and encourages applications from women. We also work with female recruitment partners.
The [women's development] Programme and the Pay Gaps Programme both seek to implement initiatives that support the retention and advancement of women across the [organisation]. One of the recent initiatives we have been working on is a guide to support women to successfully navigate our performance review process. We are also going to develop a guide for Pacific staff to navigate this process as well. The guide provides information about how best to demonstrate achievements and show evidence of this (amongst other things).

2025
We follow the advice of WEPS at every step of the way but there is no 'problem' for us specifically to solve as we have a good gender balance, an open approach to equity and have the WEPs embedded at every level of our culture. We also actively identify staff with leadership potential and provide mentoring/training to help them improve their skills. Additionally, we pay for staff to undertake further training through [a New Zealand based industry-specific institute] if they want to qualify to operate their own [industry-specific organisation] or become a director of a [industry-specific organisation] and provide support for staff leaving our organisation to go out on their own.
We have a stated 40% target for female partners and are working on our overall diversity targets internally. A gender lens is applied to all our leadership development programmes to ensure a diverse and balanced cohort, performance management process and salary and promotion rounds. We have a mandatory unconscious bias training programme for all staff and partners. We also introduced a Diversity Sponsorship Programme in 2022 aimed at raising the profile of our internal diverse talent and increasing diversity in our leadership pipeline. The 2024 programme cohort was 70% women.
We provided and still provide several educational sessions and upskilling to women to enable them to move forward in their careers.
The [women's development] Programme and Gender Pay Gap Programme both seek to implement initiatives that support the retention and advancement of women across the [organisation]. In the last year, we have developed a Performance Development Review (PDR) guide to support women to successfully navigate the PDR process, helping them counter any bias they may experience, demonstrate their achievements and provide strong evidence for progression. Additionally, as well as professional development, women have development opportunities and funded attendance at women-specific events.

Respondents were also asked which programmes they used to support the recruitment of Māori and/or Pasifika women into leadership roles. In 2024, the most common initiative was unconscious bias training, reported by two-thirds of organisations. Around one-third undertook targeted advertising for these roles, and half reviewed their end-to-end recruitment processes to identify potential barriers. In 2025, uptake was lower across most programmes, with only unconscious bias training, process-review activities and having formal quotas remaining relatively common. Table 10 provides the full distribution of responses. The details of other programmes are presented in Table 11.

TABLE 10: PROGRAMMES TO INCREASE THE NUMBER OF MĀORI AND/OR PASIFIKA WOMEN IN LEADERSHIP ROLES

Programme	Share of organisations that have the programme	
	2024	2025
Mandated balanced recruitment of Māori and Pacific; other ethnic minority; and disabled women of other ethnicities	0%	14.3%
A Māori and Pacific; other ethnic minority; and disabled woman is included on the interview panel for every senior executive/Board interview/appointment	16.7%	0%
We conduct unconscious bias training	66.7%	57.1%
We conduct specific advertising/search focused on Māori and Pacific; other ethnic minority; and disabled women for these roles	33.3%	28.6%
We review gender and ethnicity profiles of our end-to-end recruitment and selection processes in order to identify any 'blockages' to recruiting Māori and Pacific; other ethnic minority; and disabled women into roles	50.0%	42.9%
We have a target/goal (quota) that we seek to achieve over time	16.7%	42.9%

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses. Proportions do not add to 100% as organisations can selected multiple options.

TABLE 11: OTHER PROGRAMMES USED TO RECRUIT MĀORI/PASIFIKA WOMEN INTO LEADERSHIP ROLES

2024
Alongside other recruitment activities, our continued support of and focus on [our Māori network and mentoring programme] has seen an increase in Māori and Pasifika staff from 12 in 2017 to 94 in 2024. Our Accessibility Network has completed significant work with our HR hiring team to enable our application process to be accessible as possible, including supplying a phone number for people to contact if they are experiencing accessibility challenges applying for roles at [our organisation]. When you are applying for a role with [our organisation], we ask if you require any assistance as part of our declaration form. If you select yes and are invited for an interview, we will contact you to understand how we can support you.
We currently have an externally reported goal of achieving 15% of our overall colleagues to be Māori by 2025, and by 2030, we will have 15% representation of Māori across all levels of the organisation.
We have a series of targeted recruitment activities for Pacific and Māori applicants. However, these are not gender specific. There is also a strategic Māori Advisor, several Māori cultural advisors and a Pacific Cultural Advisor who take an active interest in the advancement of women in these sectors.
2025
Alongside other recruitment activities, our continued support of and focus on the [Māori network and mentoring] programme has seen an increase in Māori and Pasifika staff from 12 in 2017 to 139 in 2025. We are a member of the New Zealand Disability Employers Network, and our Accessibility Network has completed significant work with our recruitment team to enable our application process to be as accessible as possible, including supplying a phone number for people to contact if they are experiencing accessibility challenges applying for roles at [our organisation].

When you are applying for a role with [our organisation], we ask if you require any assistance as part of our declaration form. If you select yes and are invited for an interview, we will contact you to understand how we can support you.
We are a group consisting of women from ethnic backgrounds.
We have a series of targeted recruitment activities for Pacific and Māori applicants. However, these are not gender specific.

Impact of programmes used to recruit women

In both reporting years, three organisations saw an increase in the percentage of women being selected for leadership roles and one organisation said it was too soon to tell.

2. Equal opportunity, inclusion, and non-discrimination

2.1 Equal opportunity and family requirements

Gender representation

Women made up more than half of the workforce in terms of waged workers (52.4% in 2024 and 62.9% in 2025), supervisors and team leaders (51.7% and 72.1%), middle management (54.4% and 66.9%), and senior management (52.2% in 2024 and 61.4% in 2025), as shown in Figure 7. Female representation was 45.8% (2024) and 60.2% (2025) among executive that reports directly to the CEO, and 11.1% (2024) and 50% (2025) at the CEO or Managing Director level.

FIGURE 7: GENDER REPRESENTATION ACROSS EMPLOYMENT LEVELS (MEAN PERCENTAGE)
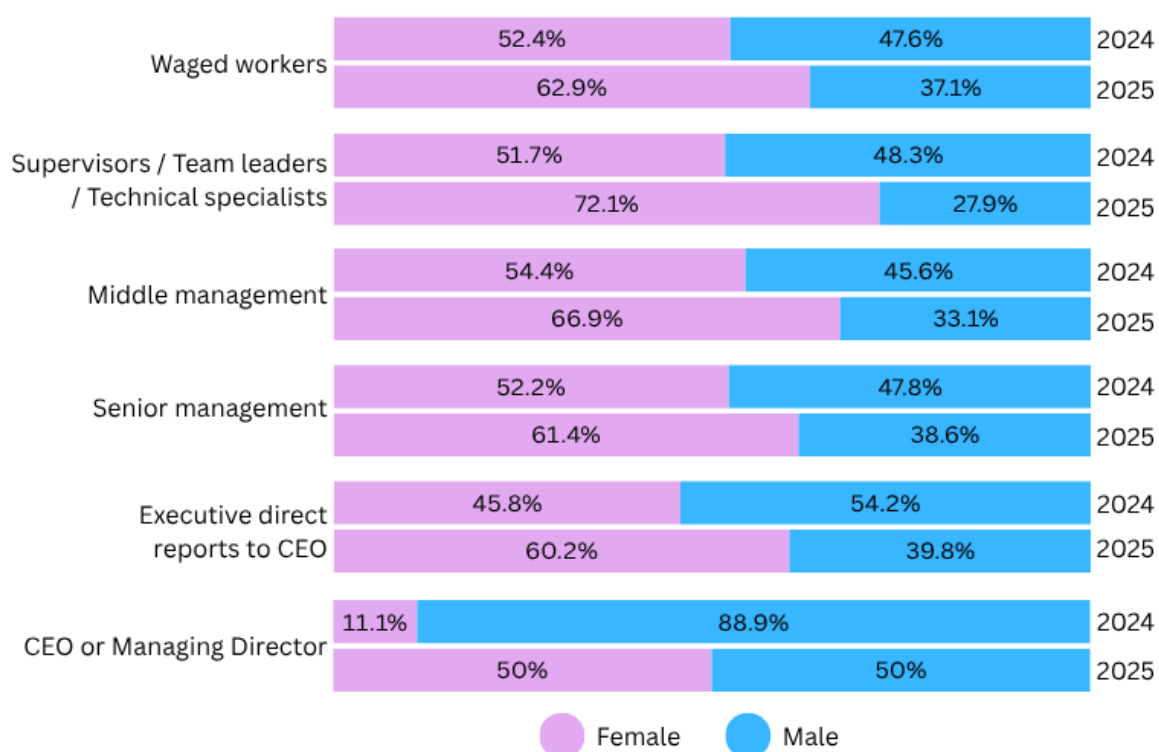
Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of mean percentages omit null responses. Interpret 2025 results with caution as two are all-women organisations.

Parental leave

For employees that took statutory parental leave in the reporting years, organisations were asked what proportion of them were women, and this is presented in Figure 8. For organisations that provided a response, the mean duration of statutory leave taken by women was 40.5 weeks in 2024 and 38.8 weeks in 2025.

FIGURE 8: PROPORTION OF EMPLOYEES THAT TOOK STATUTORY PARENTAL LEAVE THAT WERE WOMEN
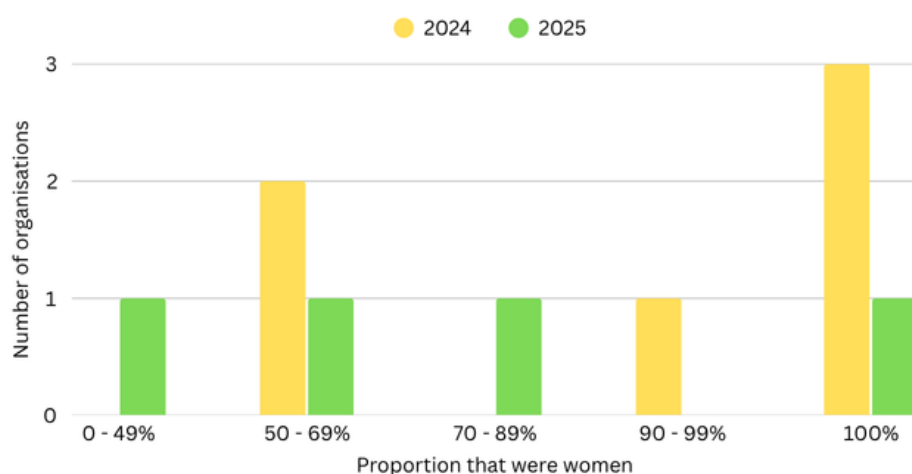
Note: Sample sizes are 18 in 2024 and nine in 2025. Six organisations in 2024 and four in 2025 provided a valid response.

Among employees who took statutory parental leave, four organisations in 2024 and two in 2025 reported that fewer than half were men, as shown in Figure 9. The mean duration of statutory parental leave taken by men were 3.7 and 4.0 weeks in 2024 and 2025 respectively.

FIGURE 9: PROPORTION OF EMPLOYEES THAT TOOK STATUTORY PARENTAL LEAVE THAT WERE MEN
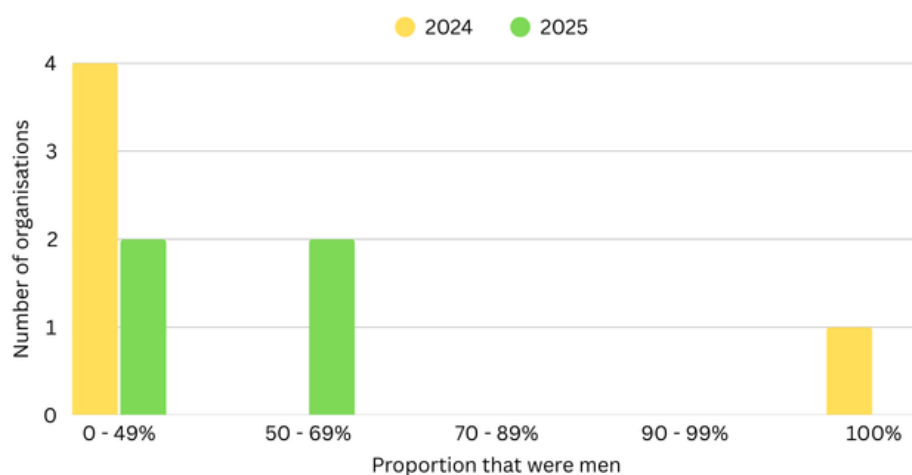
Note: Sample sizes are 18 in 2024 and nine in 2025. Five organisations in 2024 and four in 2025 provided a valid response.

Enhanced parental leave

Seven organisations (38.9%) in 2024 and six (66.7%) in 2025 reported offering enhanced parental leave above statutory entitlements (Figure 10). Table 12 outlines the specific provisions, while Table 13 details the

40

additional parental leave initiatives offered. In 2025, four organisations provided data on the proportion of women taking additional leave: one reported 10%, one reported 73% and two reported 100%. For men, three organisations submitted data, with two reporting proportions below 50% and one reporting 90%. The pattern in 2024 was similar: for women, one organisation reported 10%, one approximately 88% and one 100%; for men, two reported proportions below 50%, one reported 90% and one reported 100%. Additional parental leave durations also differed noticeably by gender: among women, reported durations ranged from 1 to 43 weeks in 2025 (1 to 9 weeks in 2024), while men's durations were shorter, ranging from 2 to 7 weeks in 2025 (2.7 to 5.1 weeks in 2024).

FIGURE 10: ORGANISATIONS THAT PROVIDE ENHANCED PARENTAL LEAVE ABOVE STATUTORY ENTITLEMENTS
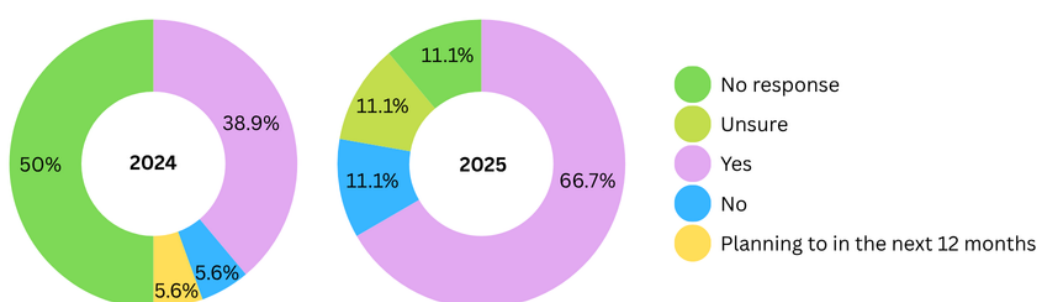
Note: Sample sizes are 18 in 2024 and nine in 2025.

TABLE 12: TYPES OF PARENTAL LEAVE PROVISIONS ABOVE MINIMUM STATUTORY ENTITLEMENTS

| Parental Leave Provision	Share of organisations that have the provision	
	2024	2025
We provide an additional payment (over and above statutory paid parental leave) to mothers/the primary caregivers	71.4%	83.3%
We provide an additional unpaid leave (over and above job-protection parental leave) to mothers/the primary caregivers	28.6%	33.3%
We provide one-off payment to mothers/the primary caregiver	42.9%	16.7%
We continue to pay the employer's superannuation contribution while the mother/primary caregiver is on parental leave	42.9%	33.3%
We provide additional paid leave to fathers/the supplementary caregiver	71.4%	66.7%
We continue to pay the employer's superannuation contribution while the father/supplementary caregiver is on parental leave	14.3%	16.7%

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses. Interpret 2025 results with caution as two are all-women organisations. Proportions do not add to 100% as organisations can selected multiple options.

2024
We are very flexible to staff requiring leave and treat every staff member as an individual. Our focus is on ensuring family comes first and that there is no barrier to return to work. This involves extended leave, reduced hours, working from home or altering duties to allow flexibility. It is difficult to make additional payments, but we will try if there is a real need. We also allow staff on parental leave to participate in training to retain their professional status, and we pay for their [professional qualification certifications] to make it easier for them should they choose to return to work.
We provide additional leave for fathers/supplementary caregiver. Flexible return to work arrangements is also available for parents, such as amended start and finish times and work from home opportunities.
We provide a range of initiatives and processes to support parents and carers across the different stages of caring through our [organisation's family-related] policy. This policy includes providing one-on-one coaching and support through Grace Papers, an external resource for planning a successful career and care journey. The Grace Papers platform delivers a place to find support for people's parental leave experience. For all parents, 52 weeks of parental leave may be taken flexibly within a two-year period. There is also an option to have an [organisation] 'Aunt/Uncle' assigned, who will check in and update new parents about the happenings in the business while they are on leave. We also have funds for a personalised gift from their team, keeping-in-touch days, and events for them to connect during the parental leave period.
We top up the primary caregiver's salary up to 100% for up to 26 weeks.

[Our organisation] provides the following over and above statutory requirements:
 	
• For eligible primary carers:
   o 26 weeks of top-up payments to 100% of their normal paid and 2 weeks paid family leave at 100% of their normal pay.
   o Still open to pay rises, recognition programmes and promotions whilst on parental leave.
• For partners:
   o Two weeks of family paid leave at 100% of their normal pay.
   o Annual leave is topped up to full value. Employees are paid the higher of their average weekly earnings and ordinary weekly pay when they take annual leave after returning from parental leave.
   o KiwiSaver contributions for the duration of all parental leave (both paid and unpaid leave).
• Support for returning to work after parental leave:
   o Parental leave can be extended by taking annual leave at the end of the leave period.
   o Temporary change in their working conditions (location, hours, days, etc.) can be requested.
   o Access to return-to-work coaching programme by Works for Everyone for those who take more than 6 months of parental leave.

Some units of our organisation receive a 'Parental Returning Incentive' of six weeks' pay. The birthing parent can accumulate paid annual leave while on parental leave. Parents have unlimited sick-days and flexible work opportunities on return from parental leave. The 'return to work with confidence' parenting course had also been conducted for two years. Other provisions include: • Special Parental Leave - Staff who qualify for parental leave are entitled to 10 weekdays 'Special Parental Leave' for reasons connected with the pregnancy or birth, or when assuming the permanent responsibility for the care of a child. Special Parental Leave may be taken from the date

entitlement is established, up to 30 days after the date of confinement or primary carer date. Any Special Parental Leave not used within this period is forfeited.

- Return to work parental leave incentive – A one off payment of up to six weeks salary.
- Breastfeeding - Entitlement (during work time) and a breastfeeding room. Policy is currently being reviewed to extend the breastfeeding policy from 12 months to two years.
- Return with confidence course – We are currently piloting a 'return to work with confidence' coaching programme to parents returning from parental leave.
- Provision of support resources including [our organisation's] Parental Planning Guide and a Supplementary Managers Guide.
- Finance – We offer women's financial literacy modules.
- Wellbeing advice and support – We provide routine medical care for some units of our organisation.
- Maternity and active wear are provided for eligible staff.

2025

We provide the following:
- 26 weeks paid leave for the primary carer
- KiwiSaver paid during parental leave
- Return to work coaching
- Whānau leave for partners

We can top up full pay for 26 weeks with 26 weeks unpaid leave for primary carers. Primary carers are also eligible for KiwiSaver contribution for the duration of the unpaid leave, which is payable on return to work. In addition to parental leave entitlements, both parents are eligible for 10 days family leave on full pay. Pregnant staff are also eligible for up to 10 days unpaid 'Special Leave', which can be taken for matters relating to the pregnancy, or events such as medical appointments, antenatal classes, morning sickness, scans and tests.

We are very flexible to staff requiring leave and treat every staff member as an individual. Our focus is on ensuring family comes first and there is no barrier to return to work. This involves extended leave, reduced hours, working from home or altering duties to allow flexibility. It is difficult to make additional payments, but we will try if there was a real need. We also allow staff on parental leave to participate in training to retain their professional status, and we pay for their [professional qualification certifications] so it is easier for them should they choose to return to work.

We provide a range of initiatives and processes to support parents and carers across the different stages of caring through our [organisation's family-related] policy. This policy includes providing one-on-one coaching and support through Mind Coach, which is an external resource for planning a successful career and care journey. For all parents, 18 weeks of paid whānau leave may be taken flexibly within a given period. There is also an option to have a [organisation] 'Aunt/Uncle' assigned who will check in and update new parents about the happenings in the business while they are on leave. We also have funds for a personalised gift from their team, as well as keeping-in-touch days and events to connect during the parental leave period.

For primary carers, we offer up to 26 weeks of paid parental leave, topped up to 100% of salary. For secondary carers, we provide up to 4 weeks of paid parental leave at 100%. In addition, we offer flexible working arrangements upon return to work, including reduced hours, part-time options, or a gradual return. We also provide coaching and other forms of support to assist parents in transitioning back to work.

[Our organisation] provides enhanced parental leave for some units. These include:

- Special Parental Leave
  - Return to work parental leave incentive (one off payment of up to six weeks salary)
  - Maternity uniform and active wear for eligible staff

The following provision of support resources is available for all staff:
- Breastfeeding entitlement (during work time) and breastfeeding room
- Parental Planning Guide and Supplementary Managers Guide
- Finance and wellbeing advice and support
- Routine medical care for eligible staff
- A 'return to work with confidence' coaching programme to parents returning from parental leave on an ad hoc basis

Policies to support women returning from parental leave

Policies supporting women returning from parental leave were implemented in nine out of 18 organisations (50%) in 2024 and six out of nine (66.7%) in 2025. The specific policies are presented in Table 14, while Table 15 details additional initiatives.

TABLE 14: POLICIES TO SUPPORT WOMEN RETURNING FROM PARENTAL LEAVE

Policy	Share of organisations	
	2024	2025
We do not have any policies or initiatives to support women returning from parental leave	11.1%	0%
Our organisation makes regular contact with employees on parental leave	66.7%	100%
Our organisation allows employees to keep their 'tool of trade' phone and laptops while on parental leave so they can keep in touch	66.7%	83.3%
We operate a staggered return to work policy post parental leave	44.4%	66.7%
We actively support flexible working options for those returning from parental leave	88.9%	100%
We offer mentoring programmes to help employees adjust their work-life balance and transition back into the workforce	55.6%	100%

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses. Proportions do not add to 100% as organisations can selected multiple options.

TABLE 15: OTHER INITIATIVES TO SUPPORT WOMEN RETURNING FROM PARENTAL LEAVE

2024
Psychological support and counselling that are paid for by the organisation continue to be available to staff on parental leave. [Our organisation] also continues to pay for their professional qualification.
[Our organisation] have a great employee assistance programme called Thrive. This includes a counselling service and tools to support relaxation and mindfulness.
Annual leave does not lose its value.

Through our [organisation's family-related] policy, we provide a range of initiatives and processes to support parents and carers across the different stages of caring. This policy includes providing one-on-one coaching and support through Grace Papers, which is an external resource for planning a successful career and care journey. The platform offers a place for users to find support from people's parental leave experience.

For all primary carers, we top up the difference between the Government Paid Parental Leave payments and their normal salary for up to 18 weeks, as well as top up holiday pay accrued during the first year of parental leave to full value. Primary carers also get the option to have an [organisation's] 'Aunt/Uncle' assigned, who will check in and keep them to date with the happenings in the business while they are on leave. We also have funds for a personalised gift from their team, keeping-in-touch days and events to connect during the parental leave period.

We offer four paid counselling or coaching sessions to navigate postpartum depression and the transition back into the workforce as a parent. We also have a dedicated People Care role who is a parent and comes from an early childhood education background. In addition, we partner with organisations like Parenting Place and Crayon to provide further wellness support (parenting, emotional or financial support).

Career management branches work on an individual basis to enable any location stability requests. [Most staff] have unlimited sick leave and compassionate leave can be approved by managers to care for sick dependents. We also have paid keeping-in-touch days when on parental leave.

2025

We partner with Works for Everyone to deliver a programme for parents who have taken more than 6 months leave to support their return to the office (Returning with confidence).

Psychological support and counselling that are paid for by the organisation continue to be available to staff on parental leave. We also continue to pay for their professional qualification.

Through our [organisation's family-related] policy, we provide a range of initiatives and processes to support parents and carers across the different stages of caring. This policy includes providing one-on-one coaching and support through Mind Coach, which is an external resource for planning a successful career and care journey.

For all primary carers, we top up the difference between the Government Paid Parental Leave payments and their normal salary for up to 18 weeks, as well as top up holiday pay accrued during the first year of parental leave to full value. Primary carers also get the option to have an [organisation's] 'Aunt/Uncle' assigned, who will check in and keep them to date with the happenings in the business while they are on leave. We have funds for a personalised gift from their team and keeping-in-touch days and events to connect during the parental leave period.

We also offer an emergency nanny service available and temporary carparking for returning primary carers, and wellness room available for breastfeeding parents.

[Our organisation] has several policies and initiatives to support women returning from parental leave, including:

- Return to Work with Confidence course: An ad hoc coaching programme to support parents returning from parental leave, build confidence and ease transition back into the workplace.
- Parental Returning Incentive: A one-off payment of up to 6 weeks' salary for eligible staff returning from parental leave.
- Flexible working arrangements: Available to support work-life balance. This is available for all in the organisation whose roles allow it.

- Unlimited sick leave: Available for eligible staff to support child wellbeing and caring responsibilities.
- Compassionate leave: Managers can approve compassionate leave for staff to care for sick dependents.
- Breastfeeding support: Entitlement to breastfeed during work hours and access to breastfeeding rooms, with policy under review to extend support from 12 months to 2 years.
- Keeping in Touch days: Paid Keeping in Touch days are available for parents while on parental leave to maintain connection with their workplace and ease reintegration.
- Career management support: Career Management Branches work on an individual basis to enable location stability requests, supporting family needs during return to work.
- Parental resources: Parental Planning Guide and Supplementary Managers Guide to Supporting Parental Leave provide practical guidance for parents and managers before, during, and after leave.
- Maternity wear: Provided to eligible staff, with a current trial of maternity activewear to better support pregnant and postpartum staff.
- Financial literacy modules: Bespoke women's financial literacy training to build financial confidence and wellbeing during parenting life stages.
- Routine medical care: Ongoing medical support for eligible staff as part of their entitlements.
- Supportive culture: Leaders are encouraged to maintain regular contact during parental leave, including Keep in Touch days, to ease reintegration and maintain connection.
- Postpartum fitness support for eligible female staff.

Policies to support inclusive and family-friendly workplaces

Policies to support inclusive and family-friendly workplaces are implemented in nine out of 18 (50%) organisations in 2024 and seven out of nine (77.8%) in 2025. The specific policies are presented in Table 16, while Table 17 details additional initiatives.

TABLE 16: POLICIES TO SUPPORT INCLUSIVE AND FAMILY-FRIENDLY WORKPLACES

Policy	Share of organisations	
	2024	2025
None	22.2%	0%
We have an on-site childcare centre	0%	0%
We offer discounts/subsidies for childcare fees	0%	14.3%
We operate a school holiday programme	0%	0%
We hold family-oriented events	66.7%	57.1%
Our organisation supports informal or social groups aimed at parents	55.6%	57.1%

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses. Proportions do not add to 100% as organisations can selected multiple options.

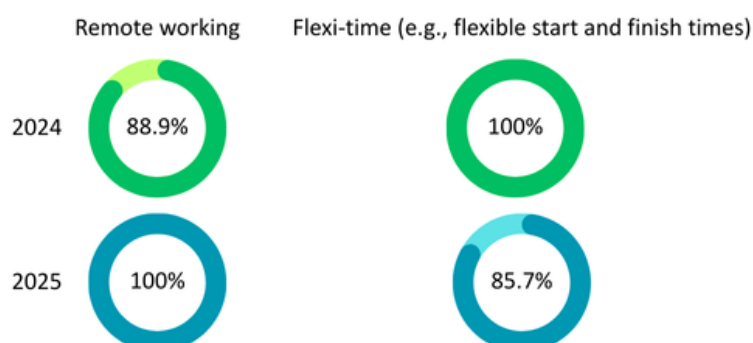| 2024 |
| --- |
| We encourage staff with children to take time off to spend time with children, particularly if extra-curricular events (for example learning to swim) fall within standard work hours. We never require staff to work outside of their normal hours of work. We invite family including children to our work functions where appropriate (and do not encourage use of alcohol, particularly around children). Due to the nature of our work, it is not appropriate to have children in the office. |
| We organise various functions throughout the year, for example causal nights and Christmas functions, that are held at suitable times to be family-friendly and inclusive. We encourage children to attend where appropriate. |
| We host family-friendly social events that include partners and children, including our end-of-year celebration, community events at our developments with games and food and our social club organises events that are family-friendly e.g., bowling. We send care packages and provide ad hoc tailored support to families who may need a little more support than normal. This includes meal vouchers, providing a cleaner or babysitting services or Covid isolation care packages, such as activity packs tailored to each family's needs. For example, children's activities are included relative to the children's age. We have also provided parenting workshops in paid work hours, led by Parenting Place for all our staff to attend for free. We support local charity, Project Esther, that helps families with support in crisis. We are currently fundraising for Cholmondeley Children's House and have previously supported Aviva Women's refuge and Project Esther. We also donate to the New Brighton foodbank and another in Auckland. It's important to not only support our families but the families in the communities that we work in. |
| We have EAP services available for family members of staff. We also have health insurance with opportunities for families to receive a discount in some countries where we have offices. |
| We have several family-friendly activities and celebrations throughout the year [across our organisation's locations]. Each location has 'Community Services Facilitators' who can be accessed as a conduit to local support services if required. Networking groups exist across various locations to support parents. Some locations have childcare facilities, and these childcare centres often have much cheaper daily rates than other external providers. The [family-support] website/initiative is also a comprehensive provider of discounts for the [our organisation's] community. This includes discount cards (or codes) for local services, holiday accommodation, financial advice and various other services. |
| 2025 |
| We encourage staff with children to take time off to spend time with children, particularly if extra-curricular events fall within standard work hours. We never require staff to work outside of their normal hours of work. We invite family including children to our work functions where appropriate (and do not encourage use of alcohol, particularly around children). Due to the nature of our work, it is not appropriate to have children in the office. |
| We launched the Whānau Network in 2024 which aims to provide a platform where caregivers of all children can connect, share stories, and insights into what it is like being a working parent. |
| In addition to the initiatives already mentioned, a few of our partners who are mothers have voluntarily shared their contact details to offer advice and support to expectant or new mothers within the organisation in an informal way. |

> In addition to parental leave provisions, [our organisation] operates a wide range of other policies and programmes that support an inclusive and family-friendly workplace, including:
> - Community and family events: [Our organisation's several workplace locations] run family-friendly activities and celebrations throughout the year to build connection and community.
> - Community Services Facilitators: Each location has facilitators who connect staff and their families with local support services when needed.
> - Childcare facilities: Some locations have on-site childcare centres, often with lower daily rates than external providers.
> - [Family-support] initiative: Provides [our organisation's] families with access to discounts for local services, holiday accommodation, financial advice, and other services, along with discount cards or codes.
> - Flexible working arrangements: Available to support family commitments (where operationally possible).
> - Wellbeing and support services: Access to chaplaincy, social workers and for eligible staff, health services to support them.

Nine out of 18 (50%) organisations in 2024 and seven out of nine (77.8%) in 2025 reported offering flexible working arrangements to employees. Most provide both remote working and flexi-time options (Figure 11). Table 18 details other flexible working arrangements.

FIGURE 11: FLEXIBLE WORKING ARRANGEMENTS OFFERED BY ORGANISATIONS

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses. Proportions do not add to 100% as organisations can selected multiple options.

TABLE 18: OTHER FLEXIBLE WORKING ARRANGEMENTS

2024
We have provided all staff with their own work machines at home where they have asked for this and have continued to allow staff to work from home whenever they choose. We monitor the amount of work they are doing to ensure they are not over-working.
We have a full [organisation's specific] policy which includes many ways to be flexible including flexing your locations, hours, annual leave, cultural holiday swaps, job-sharing, part-time work career breaks, working from overseas locations and transitioning back to work after extended leave, such as parental leave or ACC.

We currently operate a hybrid working model. This includes both in the business time and working from home or another location. This includes the ability to work with your People Leader around start and finish times unofficially, as well as more official arrangements of flexible working arrangements that can be agreed upon.
[Our organisation] has a comprehensive flexible working policy.
2025
We have provided staff with their own work machines at home where they have asked for this and have continued to allow staff to work from home whenever they choose (depending upon supervision requirements of our organisation). We monitor the amount of work they are doing to ensure they are not over-working.
We have a full [organisation's specific] policy which includes many ways to be flexible including flexing your locations, hours, annual leave, cultural holiday swaps, job-sharing, part-time work career breaks, working from overseas locations and transitioning back to work after extended leave, such as parental leave or ACC.
[Our organisation] has a comprehensive flexible working policy that offers flexible working arrangements to all staff, where operational requirements allow. These include: • Flexible hours: Adjusted start and finish times to accommodate family or personal commitments. • Remote and hybrid working: Available for eligible employees, depending on role requirements and information security considerations. • Part-time options: Offered where feasible to support work-life balance, caregiving, and wellbeing. • Location stability requests: For eligible staff, Career Management Branches work individually with them to enable location stability for family reasons where possible. • Compressed hours and time off in lieu: Available in some roles to support flexibility. • Supporting resources: [Our organisation] has published flexible working guidance to assist staff and managers to implement and navigate flexible working arrangements effectively.

In 2024, about one-third of organisations described their flexible work policies as very accessible, while a further 44.4% said they were accessible. A small proportion reported their policies to be inaccessible. In 2025, 37.5% or organisations rated their policies as very accessible, and half rated them as accessible (see Figure 12). Additional comments on accessibility are summarised in Table 19.

FIGURE 12: HOW FLEXIBLE ARE THESE WORK POLICIES

	2024	2025
Very accessible (e.g., no pre-approval required; use of these policies is encouraged)	33.3%	37.5%
Accessible (e.g., only one layer of pre-approval required; applications are accepted easily and quickly as a rule)	44.4%	50%
Inaccessible (e.g., difficult to apply for approval; delays getting applications approved, etc.)	22.2%	0%
Unsure	0%	12.5%

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses. Proportions do not add to 100% as organisations can selected multiple options.

TABLE 19: FLEXIBILITY OF WORK POLICIES

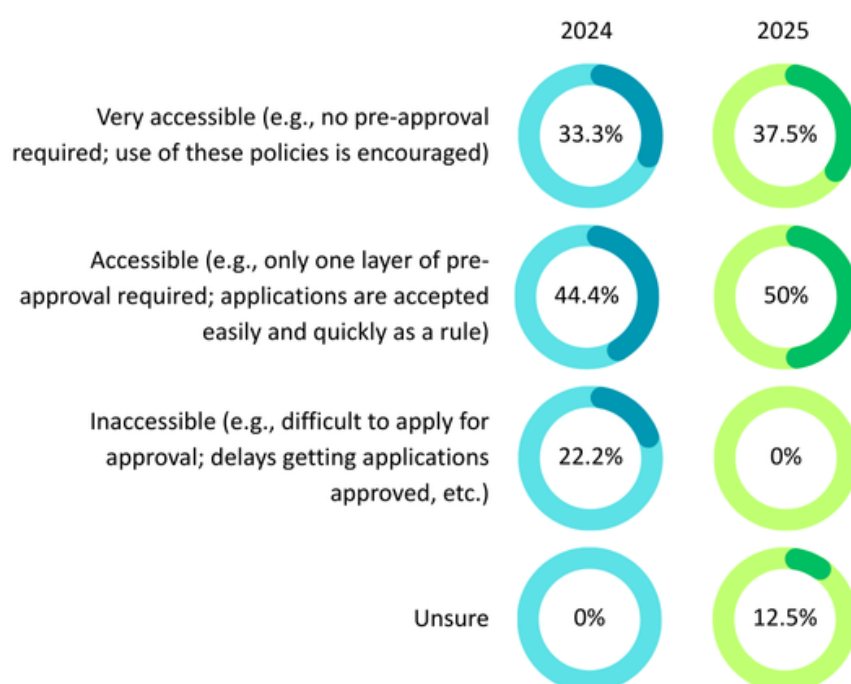| 2024 |
|---|
| There are some roles that require people to be in the office, for safety and customer service purposes. Very junior [professionals] have to be in the office more often for training and mentoring by senior [professionals]. But where we can enable our staff to work remotely and flexibly, we absolutely do. |
| We have clear policy and work with our employees to determine the best outcome for their situations. |
| We operate on a high trust model. We trust our staff to make the best decision that balances their commitments to their home life and their commitments to us. We have 'anchor' events, for example our national all staff monthly meeting, where the expectation is that the employee attends. This may require a change to their normal work pattern. However, we give plenty of notice and also allow remote connection for the majority of them. |
| Currently, the executive level approves. However, this is a fast process. |
| Individuals use an online portal to upload their flexible working request which then automates for approvals. If an approval is declined, this is visible to your [manager]. The idea is that this will encourage [the higher-level supervisor] to approve flex working. |

2025
There are some roles that require people to be in the office, for safety and customer service purposes, and very junior [professionals] have to be in the office more often for training and mentoring by senior [professionals]. But where we can enable our staff to work remotely and flexibly, we absolutely do.
We offer flexible working arrangements for returning parents, while balancing business needs. Although permanent remote working is not always possible, we support flexible start and finish times, reduced

hours, or fewer working days. We also provide coaching and other support to assist with the transition back to work.

[Our organisation's] flexible working policies are designed to be supportive while remaining cognisant of the operational realities of [our duties]. Specifically:

- Online portal process: Individuals submit flexible working requests through an online portal, which automates the approval process for transparency and efficiency.
- Approval visibility: If a request is declined by a direct manager, this decision is visible to their manager, creating accountability and encouraging fair consideration of flexible working requests.
- Operational context: While flexibility is supported wherever possible, final decisions always consider operational requirements, readiness, and role-specific needs to maintain [industry-related] capability.
- Guidance available: Flexible working guidance has been published to assist staff and managers in navigating requests, approvals, and implementation.

2.2   Pay equity

Gender pay gap

A comparison of mean pay-rates between male and female employees across the six organisations that supplied the 2024 gender pay-gap data shows that male employees were paid, on average, 9.8% more than female employees. Two organisations reported a mean gender pay gap of 0%, indicating no difference in average pay.

In 2025, seven organisations provided comparable data. The mean gender pay gap decreased to 3.4%, although results varied: two organisations reported a negative pay gap (higher average pay for female employees), while one organisation reported a gap of 24%. All three of these organisations have workforces of more than 1,000 employees.

Median gender pay-gap data shows a similar pattern. In 2024, organisations reported a median gender pay gap ranging from 0% to 35.3%. This range narrowed considerably in 2025, from 0% to 5.9%. These distributions are summarised in Table 20.

The results should be interpreted with caution. Only a small number of organisations supplied data in each reporting year, meaning that unusually high or low values can significantly affect the findings. The figures are therefore best considered as indicative rather than representative of wider sector trends.

		Lowest	Median	Highest	Average
2024	Average pay gap	0%	4.4%	42.8%	9.8%
	Median pay gap	0%	11.1%	35.3%	14.7%
2025	Average pay gap	-7.4%	1.6%	24.0%	3.4%
	Median pay gap	0%	3.6%	5.9%	3.3%

Note: Sample sizes are 18 in 2024 and nine in 2025. Only organisations that supplied gender pay-gap data are included in the calculations. In 2024, six organisations provided data for the overall average and overall median gender pay gaps. In 2025, seven organisations provided overall average pay-gap data and four provided overall median pay-gap data.

Pay equity profiling analysis

Seven out of 18 organisations (38.9%) in 2024 reported having a gender equity profile in place to identify any gender pay issues, and two indicated they planned to develop one within the next 12 months. In 2025, six out of nine organisations (66.7%) said they have such an analysis profile in place, although one organisation reported not having any (Figure 13). The specific types of pay equity profiling methods used are summarised in Table 21, with any additional information provided by organisations presented in Table 22.

FIGURE 13: ORGANISATIONS WITH GENDER EQUITY PROFILES
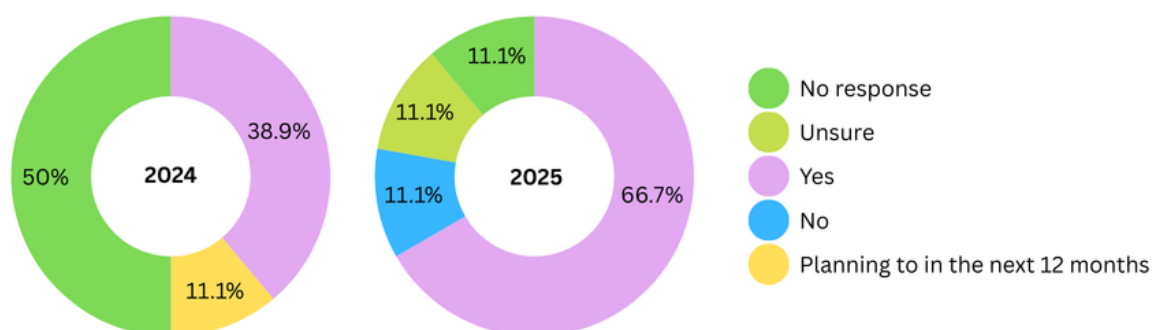
Note: Sample sizes are 18 in 2024 and nine in 2025.

Analysis	Share of organisations	
	2024	2025
Comparison of starting pay rates for males and females doing the same job	83.3%	66.7%
Comparison of male and female payroll data from commencement of employment and throughout the work cycle	83.3%	50.0%
Analysis of pay progression performance outcomes and the link to pay progression for males and females	83.3%	100.0%
Comparison of percentage increases for males and females with the same performance rating / grade	66.7%	83.3%
Analysis of the speed of pay progression for males and females in the same role	83.3%	66.7%

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses. Proportions do not add to 100% as organisations can selected multiple options.

TABLE 22: FURTHER INFORMATION ON ORGANISATIONS' PAY EQUITY PROFILING ANALYSIS

2024
This will be updated as part of our work on a Career Pathway framework and Pay matrix. Previously, we have worked with Strategic Pay to review the roles and responsibilities per position with no personal identifying information to ensure fair and equitable assessment of the market value of their remuneration package.   Currently, we are using the comprehensive Hays Current Market Remuneration report to ensure we are in line with the current industry remuneration levels or higher. We have robust calibration and consultation processes within any remuneration decision, including our annual salary review and new hires. We have a strategic action point to create a pay scale across the business, where each role has clear and transparent remuneration thresholds that apply to all staff. In addition, we ensure that any staff who are on primary carer leave are included in the annual salary review process.
We are a small team, and the pay is reviewed at Managing Director level for gender equality pay.
[Our organisation] have done a deep dive analysis of gender and ethnic pay gaps in 2023/24. While the focus of this work was on pay gaps rather than pay equity, we did look for signs of potential pay equity issues as part of our analysis. We have also introduced a starting salary tool to ensure that new hires receive a starting salary that is appropriate based on their skills and experience.   Roles that follow a fixed progression framework are paid based on level and required competencies. This is objective and agnostic of gender.
2025
We report our pay equity publicly every year in our sustainability report. In addition, we provide a pay equity analysis to our Board every year with any recommendations for review.
We do regular pay gap reporting, which is also shared publicly on our website and on a public pay gap registry 'MindtheGap'.
[Our organisation] has undertaken detailed analysis of gender and ethnic pay gaps:

- Starting salary tool: We introduced a starting salary tool for new hires to ensure starting salaries are appropriate and consistent based on skills and experience, reducing the risk of inequities at hiring.
- Roles that follow a fixed progression framework are paid based on level, qualifications, and time in service. This system is designed to be objective and agnostic of gender.

Motherhood penalty gap

Calculation of the motherhood penalty gap is not common practice among participating organisations. In 2024, only two organisations (11.1%) reported having conducted this analysis, and seven (38.9%) had not. Two organisations provided additional context for not undertaking the calculation: one noted that it renumeration is determined solely by role requirements and that staff remain eligible for salary and bonus adjustments while on parental leave, and another explained that the calculation was not possible due to having no comparable groups of fathers in its workforce. In 2025, none of the organisations had calculated the gap (Figure 14).

FIGURE 14: ORGANISATIONS THAT CALCULATE MOTHERHOOD PENALTY GAP
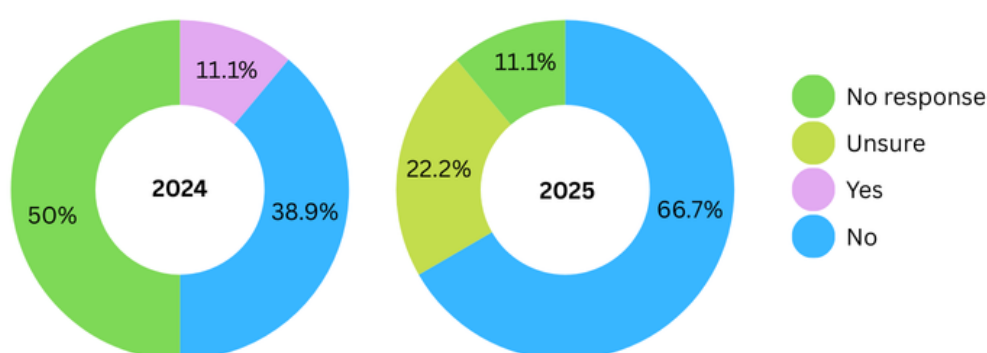
Note: Sample sizes are 18 in 2024 and nine in 2025.

The outcomes of pay equity profiling analysis were adopted by eight organisations in 2024 and seven in 2025. In 2024, most organisations reported taking steps in response to their analysis, with identifying and explaining gender differences being the most common action. One organisation noted that further analysis could include examining gender differences within pay bands and across leadership layers to gain deeper insight into pay equity issues. In 2025, proportions decreased slightly across most categories, and the action most frequently adopted was the creation of action plans to address pay equity disparities. See Table 23.

TABLE 23: ADOPTED OUTCOMES OF PAY EQUITY PROFILING ANALYSIS

Analysis	Share of organisations	
	2024	2025
Gender issues or emerging trends have been investigated	62.5%	57.1%
Gender differences are explained and anomalies identified	75.0%	57.1%
Action plans are created and/or carried out to resolve pay equity disparities	62.5%	71.4%
Findings are incorporated into people-strategies including recruitment, talent management and remuneration	62.5%	57.1%

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses. Proportions do not add to 100% as organisations can selected multiple options.

Demonstration of support for pay equity policy and practices

Most organisations reported taking active steps to support pay equity policy and practices. In 2024, the most frequently demonstrated actions included clearly supporting the promotion and practice of pay equity, ensuring equitable access to promotion and training opportunities, and incorporating flexible working arrangements into people-related policies (each reported by 87.5% of organisations). In 2025, the most common actions were ensuring roles are fully and fairly evaluated or sized, providing equitable access to promotion, training, rewards and benefits, all of which were reported by all participating organisations. See Table 24.

TABLE 24: DEMONSTRATION OF SUPPORT FOR PAY EQUITY POLICY AND PRACTICES

Support	Share of organisations that demonstrated support	
	2024	2025
We do not demonstrate this	12.5%	0%
Policies and practices clearly support the promotion, awareness and practice of pay equity	87.5%	83.3%
Policies ensure roles are fully and fairly evaluated or sized including how they are formally documented	75.0%	100%
Employees have equitable access to promotion and training and development opportunities	87.5%	100%
Employees have equitable access to rewards and benefits	87.5%	100%
Flexible working arrangements are incorporated in our people-related policies	87.5%	83.3%
Unconscious bias training in place for employees conducting recruitment and selection or training and development	62.5%	83.3%

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses. Proportions do not add to 100% as organisations can selected multiple options.

Pay equity on people agenda

Most organisations indicated that pay equity features meaningfully in their people-agenda, though the extent of integration varies. In 2024, the most common actions were regular progress reporting and reporting to senior leadership, each undertaken by 75% of organisations (see Table 25). In 2025, the most frequent activity was reporting pay equity results to the Executive and/or Board, reported by 85.7% of organisations, followed by ongoing progress monitoring (71.4%), see Table 25.

TABLE 25: PAY EQUITY ON ORGANISATIONS' PEOPLE AGENDA

Extent of pay equity on people agenda	Share of organisations	
	2024	2025
Not applicable	0.0%	14.3%
Planning to develop regular reporting on pay equity to lift the profile in our organisation	37.5%	14.3%
Regular progress reporting undertaken to monitor results and maintain momentum	75.0%	71.4%
A plan has been developed to progress pay equity as a priority	37.5%	28.6%
A strategic plan has been developed and linked to the organisation's people-strategies to progress pay equity as a key priority	37.5%	28.6%
Reporting results to the Executive and/or Board of Directors is taking place on a regular basis	75.0%	85.7%

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses. Proportions do not add to 100% as organisations can selected multiple options.

Employee survey on pay equity

An employee survey on views relating to equal opportunity, inclusion, non-discrimination, and retention was conducted in five organisations (27.8%) in 2024 and three (33.3%) in 2025. In 2024, three organisations reported conducting a survey but indicated that the results did not lead to any planned changes in organisational policy, while one organisation reported that the survey informed a policy change. In 2025, three organisations reported conducting a survey with no resulting policy changes. See Figure 15. Further details regarding these programmes were provided by four organisations in 2024 and three in 2025, see Table 26.
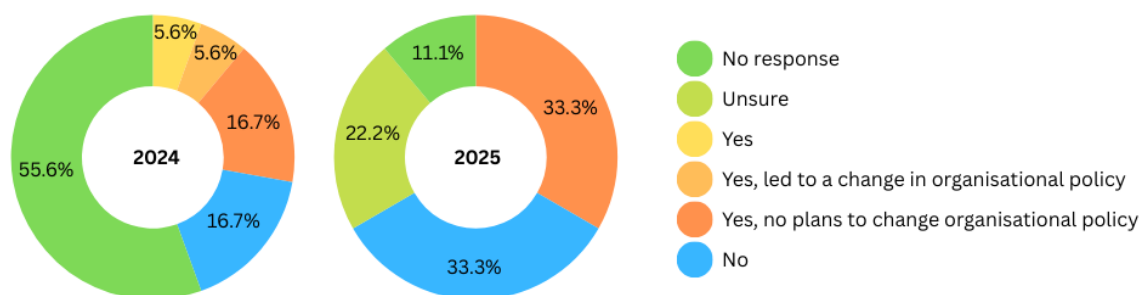
Note: Sample sizes are 18 in 2024 and nine in 2025.

TABLE 26: EMPLOYEE SURVEY ON PAY EQUITY

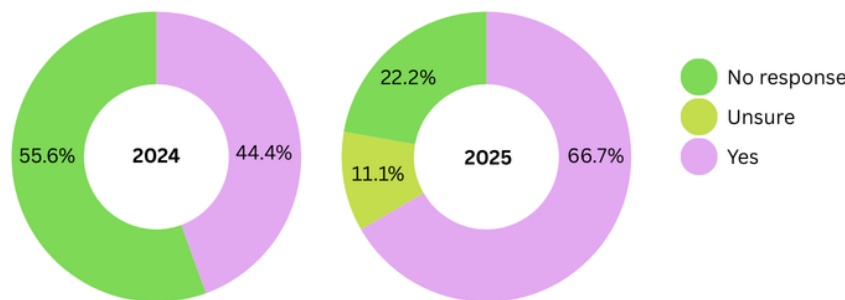| 2024 |
|---|
| All our people can participate in [our organisation's] annual Global People Survey and a New Zealand annual diversity survey. Both have the opportunity for people to comment and provide recommendations for continuous improvement in IDE practices. |
| Previously, [our organisation] has surveyed the team on this issue, and it is part of our regular survey rotation, focusing in on particular areas as needed to support growth and development in this area. This has helped us identify communication and training needs in the business and has led to the formation of a DEI committee to focus on broader DEI initiatives alongside our internal WEP committee. |
| We do an annual engagement survey which covers some of these fields but not specifically addressing these questions. |
| [Our organisation] has an annual 'Pulse Engagement Survey' which covers pay, conditions, workplace experiences, inclusion. This is sent to all employees. Additionally, we have an 'Exit Survey' for those leaving the organisation to ask reasons for leaving and their experiences.
 Organisational Research has also carried out research into the experiences and perceptions of senior female leaders (findings published in June 2023). |
| **2025** |
| All our people can participate in [our organisation's] annual Global People Survey and a New Zealand annual diversity survey. Both have the opportunity for people to comment and provide recommendations for continuous improvement in IDE practices. |
| We conduct an annual engagement survey that includes a series of questions focused on inclusion and belonging, though not specifically on equal opportunity, non-discrimination, or retention. The survey also features an open-ended question asking employees what would make them feel more included.
 We review and share key themes from the survey results and use the feedback to inform recommendations. In some cases, this leads to a review of relevant policies or the introduction of new initiatives to support inclusion and retention. |
| [Our organisation] has an annual engagement survey which covers pay, conditions, workplace experiences, inclusion. However, this was not run in 2024. We also have an exit survey for those leaving the organisation to ask reasons for leaving and their experiences. This is reported quarterly and yearly. |

3. Health, safety, and freedom from violence

3.1 Health and safety policies

Gender-based violence and harassment

Eight organisations (44.4%) reported on the presence of a zero-tolerance policy towards gender-based violence and harassment in 2024, and all confirmed that such a policy is in place. In 2025, seven organisations provided data: six (66.7%) affirmed that having such a policy, while one was unsure (see Figure 16). Further details of these policies were given by four organisations in 2024 and five in 2025 (see Table 27).

FIGURE 16: POLICIES OF ZERO TOLERANCE TOWARDS GENDER-BASED VIOLENCE AND HARASSMENT

Note: Sample sizes are 18 in 2024 and nine in 2025.

TABLE 27: DETAILS OF POLICIES OF ZERO TOLERANCE TOWARDS GENDER-BASED VIOLENCE AND HARASSMENT

2024
This is now a requirement for all [organisations in the industry]. (We pioneered this almost a decade ago!).
We have a Domestic Violence Support Policy and Global Code of Conduct that guide how we are expected to treat each other and our clients, and to uphold public interest. [Our organisation] is committed to providing a safe and inclusive work environment where everyone is treated with respect and dignity. The purpose of these policies is to provide clear expectations of appropriate behaviour, and guidance on how to deal with incidents where behaviours are not in line with [our organisation's] Values or Code of Conduct.
It is embedded in our company values and 'Code of Conduct' section of our New Employee Induction Handbook. It is one of the grounds for 'serious misconduct' that may result in dismissal without warning. In 2023, we introduced a stand-alone 'Bullying and Harassment Policy' addressing bullying, sexual and racial harassment. Each team has received training on this issue. We will be completing further awareness training as a refresher, and all staff signed a H&S commitment statement which also outlines our zero-tolerance approach to this issue. We support Aviva Women's refuge who have shared our toolbox meetings. We also work with Mates in Construction to give employees an opportunity to get help outside of the organisation if they prefer.

We have very specific policies in place for this, as well as a dedicated programme (with over 6 FTE) [that focused on prevention and support]. This programme is expected to grow, with a refreshed strategy in place and a dedicated team of people who are going to visit all [organisation's locations] to create [programme-specific action plans]. These plans are aimed at creating engagement and accountability to ensure zero harm.
2025
Yes, this is clearly articulated in our code of conduct.
This is now a requirement for [organisations in the industry]. Our director must sign a certificate to this effect with [the industry-governing society] on a regular basis. However, we have had such a policy since the organisation started in 2012.
We have a Domestic Violence Support Policy and Global Code of Conduct that guide how we are expected to treat each other and our clients, and to uphold public interest. [Our organisation] is committed to providing a safe and inclusive work environment where everyone is treated with respect and dignity.
Our organisation has a zero-tolerance approach to all forms of violence, harassment, and bullying. Key policies include our Code of Conduct, Anti-Bullying Policy, and Anti-Sexual Harassment and Sexual Assault Policy. All employees are required to complete an annual refresher on these policies. In addition, we run a mandatory Respect Workshop, which provides deeper engagement with these policies and promotes a safe, inclusive, and respectful workplace culture.
We have very specific policies in place for this, as well as a dedicated programme [that focused on prevention and support].

All eight organisations in 2024 also confirmed they have policies in place to protect and support employees experiencing domestic violence. In 2025, six organisations reported having such a policy and one was unsure (see Figure 17). Further details of these policies are presented in Table 28.

FIGURE 17: POLICIES TO PROTECT AND SUPPORT VICTIMS OF DOMESTIC VIOLENCE

Note: Sample sizes are 18 in 2024 and nine in 2025.

2024
Being a leading provider of [industry-specific professional] services, we are cognisant of our duties [to our profession] and our higher ethical duties to all staff around family violence. We were one of the first companies in NZ to use the domestic violence leave provisions (on the first day they came into effect!).
We have a clear internal family violence policy.
We have had a Domestic Violence Support Policy in place since 2018. The policy is designed to raise awareness of the impact of domestic violence, and the support [our organisation] provides to our people. It also provides a consistent approach to addressing issues of domestic violence in the workplace and manage the consequences of domestic violence, including providing the necessary care and support of individuals. Employees who are the victims of domestic violence or are providing primary support to a member of their immediate family or household who is a victim of domestic violence is eligible for up to 10 days paid domestic violence leave where the purpose of the leave is to attend medical, legal, court, counselling or other arrangements or appointments (including securing safe accommodation) directly related to addressing the impact of domestic violence. We also offer paid leave to employees who face domestic violence in family or community environments and are looking for help to attend appointments with agencies that can help them.
There are various ways in which we would support an employee if they have been a victim of domestic violence. We have a people-care role dedicated to assisting our team with issues in and outside of the workplace. This role sits outside of 'HR' and provide confidential pastoral care. We also take a flexible approach in providing financial support to staff who may be experiencing personal difficulties. This could be used for travel, as a rental deposit, for household items or for transport if they have had to move. In addition, we have support networks that we can extend to our team including Aviva Women's refuge and Parenting Place. We also work with Mindhealth to offer four sessions of counselling per year, which can be taken by an employee or a family member of the employee. We also offer two days of 'Health & Wellness Leave' per calendar year, which is in addition to domestic violence leave and regular sick leave and annual leave. We have a Lunch and Learn session on this topic on the schedule for this year
[Our organisation] has a team of Sexual Assault Prevention Response Advisors who work across the motu who are available to support and work proactively in this area. [Our organisation] has a technical lead social worker who develops policies and training, and social workers on every [organisation's location]. The social workers work in prevention of family violence. We have policies around pay (specifically pay cannot be paid into another person's bank account it must go to the staff member who is the earner). We also have family violence leave and training to recognise and respond to family violence. We also have [industry-specific] police, and they have a community policing approach.
2025
There is guidance for victims of domestic violence and for their people leaders. Colleagues, who are experiencing the effects of family violence, are entitled to up to 10 days paid Family Violence Leave (FVL) per year regardless of how long ago the family violence occurred, even if the family violence occurred before being employed at the organisation.
Being a leading provider of [industry-specific professional] services, we are cognisant of our duties [to our profession], and our higher ethical duties to all staff around family violence. We were one of the first companies in NZ to use the domestic violence leave provisions. Additionally, we work closely with social services and especially Women's Refuges to provide in-house training to our staff.

> We have had a Domestic Violence Support Policy in place since 2018. The policy is designed to raise awareness of the impact of domestic violence, and the support [our organisation] provides to our people. It provides a consistent approach to addressing issues of domestic violence in the workplace and manage the consequences of domestic violence, including providing the necessary care and support of individuals.

[Our organisation] has strong policies and supports in place for staff affected by domestic violence, including:

- Family Violence Leave: Available in line with New Zealand legislation to support staff experiencing domestic violence.
- A team of Sexual Assault Prevention Response Advisors working across the motu, providing specialist support to staff and proactively building awareness and prevention approaches.
- Social work support: A technical lead social worker develops policies and training in this area, with social workers based at every [organisation's location]. Social workers work in both prevention and response to family violence.
- Pay protection policy: Pay must go directly to the staff member who earns it and cannot be paid into another person's bank account, providing financial protection for those who may be at risk of financial abuse.
- Training is delivered to leaders and staff to recognise and respond appropriately to family violence.
- [Industry-specific] police operate with a community policing approach, supporting prevention and providing a safe pathway for reporting and response where required.
- Community Services Facilitators: Available at each [organisation's location] to connect staff and their families with local community and specialist family violence services as needed.
- Support services: Staff have access to social workers, chaplaincy, psychologists, and the Employee Assistance Programme (EAP).

Ensuring safety of employees travelling after hours

In 2024, eight organisations provided information on initiatives to support employee safety when travelling to and from the workplace. Five (27.8%) reported having such an initiative in place and three reported that they did not. In 2025, seven organisations provided data: four (44.4%) indicated they have such an initiative, one did not, and two were unsure (see Figure 18). Table 29 summarises the specific initiatives and Table 30 presents further details of these policies.

FIGURE 18: INITIATIVES TO FOSTER SECURITY OF EMPLOYEES
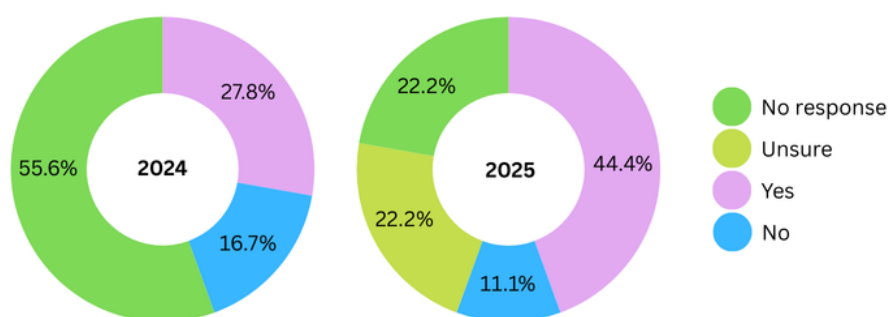
Note: Sample sizes are 18 in 2024 and nine in 2025.

TABLE 29: INITIATIVES OFFERED BY ORGANISATIONS FOR EMPLOYEE SAFETY

Initiatives	Share of organisations	
	2024	2025
We have a specific safety policy and process that applies after hours (e.g. securing the workplace, security guards, etc)	100%	100%
Workers can elect to be escorted to their vehicle by security staff after business hours	60.0%	0%
Workers are provided with a paid taxi or rideshare option when working late shifts	40.0%	25.0%

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses. Proportions do not add to 100% as organisations can selected multiple options.

TABLE 30: DETAILS OF INITIATIVES

2024
External gates are automatically secured at 7.30pm, so staff cars are safe. Area is well lit, and staff carpark is right outside. Staff know they can call CEO and get assistance at any time and are encouraged to do so. Staff are actively encouraged not to work late and have the option of working from home if they need to.
We have a clear security policy, and regular health and safety reminders are communicated internally. Following work functions, we provide paid taxi/rideshare options for all employees.
We reimburse safe travel home when working late.
We have a comprehensive Health & Safety Policy that outlines the employer and employees' responsibilities for the overall health and safety of the company and all the staff. In 2023, we introduced a Lone Worker Policy and improved security measure at each of our offices by installing better lighting and cameras, as well as a monitored alarm system. In addition, [our organisation] takes a proactive approach to the security of our team in situations including ensuring everyone has a safe means of getting home from work events where alcohol is present, ensuring we have a buddy system where at any given point in time there will be two individuals either in the office or

on site, availability of pool car or paid taxi/rideshare for staff members who don't have access to public transport and/or any safe means of getting home when working outside business hours.

The WEP committee has also identified improvements that can be made including lighting on sites and at the office, building security improvements and providing after hours office parking options.

We are also planning de-escalation training to defuse conflict and confrontational behaviour on-site or in the workplace. Through the WEP committee, we have made a recommendation to provide personal alarms to all female staff.

[Our organisation's] Estate and Infrastructure team have set 'Crime prevention through environmental design' guidelines they need to follow, such as ensuring lighting is appropriate.

We have security on every [organisation location] and only those with appropriate ID can enter/leave. All guests must be signed in.

Most work locations are situated within secure compounds with security on-site and each location has a duty officer than can be reached for additional support if required.

2025

The organisation's protective services team are available 24/7 to safeguard colleagues (and physical assets) against threats such as theft, vandalism, unauthorised access, and robberies.

We recently adopted a policy to no longer make home visits, rather seeing our clients in the office or at [another agreed community location]. We have a zero-tolerance policy for abuse or harmful behaviour toward our staff. Frontline staff are authorised to issue trespass notices. We will lock down the office if there is any credible threat to safety. Doors are locked outside of hours and during the lunch break. External gates are automatically secured at 7.30pm, so staff cars are safe. Area is well lit, and staff carpark is right outside. Staff know they can call CEO and get assistance at any time and are encouraged to do so. Staff are actively encouraged not to work late and have the option of working from home if they need to.

We reimburse safe travel home when working late.

We offer free transport home from the office or other work events after hours.

[Our organisation's] Estate and Infrastructure team have set 'Crime prevention through environmental design' guidelines they follow for [our organisation's locations].

We have several initiatives in place to foster the security of all staff travelling to and from the workplace, including:

- Controlled access: All [organisation's locations] have security at entry and exit points, allowing only those holding an appropriate ID to enter or leave. All guests must be signed in to ensure site security.
- Security staff and monitoring are always in place to ensure safety on arrival, departure, and while on-site.
- Lighting and physical security: [Our organisation's] Estate and Infrastructure team follow 'Crime Prevention Through Environmental Design' guidelines to ensure appropriate lighting, fencing, and environmental design to support safety.
- [Industry-specific] police provide a visible presence in our organisation's and surrounding areas, supporting staff safety and security.
- Wellbeing and safety briefings: Regular briefings include personal safety guidance, commuting considerations, and safe walking routes.
- Escort services: Some [organisation's locations] encourage buddy systems or escort arrangements for staff working late or walking to carparks after dark.

> - Support services: Personnel have access to chaplaincy, social workers, psychologists, and [industry-specific] police for any safety concerns related to travel to and from work.
>
> We note more could be done for staff in our Headquarters building and are planning to explore this in the next 12 months. Most work locations are situated within secure compounds with security on-site and each location has a duty officer than can be reached for additional support if required.
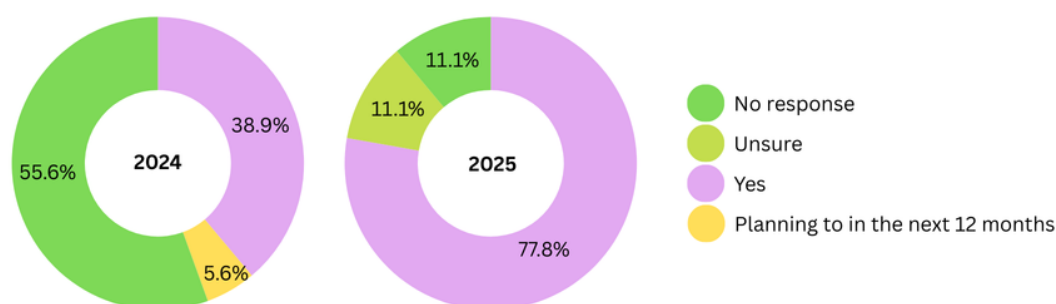
Wellness empowerment strategies

Eight out of 18 organisations provided data about their wellness strategy in 2024. Seven (38.9%) reported having a strategy in place, while one indicated plans to implement one within the next 12 months (see Figure 19). All seven organisations offered wellness programmes specifically aimed at women. In 2025, eight of the nine organisations provided comparable data. Seven (77.8%) reported having a wellness strategy, and one was unsure (see Figure 19). Five of these organisations offered wellness programmes targeted at women.

Across both years, all organisations reported broader wellness initiatives that, while not specifically targeted at women, are expected to support and empower them. For example, budgeting support, parental courses, or mental health and wellbeing policies. Table 31 summarises the specific programmes aimed at women, and further details of wellness strategies are provided in Table 32.

With regard to menstrual and menopausal leave, responses were consistent across both reporting years: Eight organisations stated they do not provide menopausal leave, seven reported they do not offer menstrual leave, and one organisation reported providing menstrual leave but was unsure of the amount of paid time available.

FIGURE 19: WELLNESS STRATEGY IN ORGANISATIONS

Note: Sample sizes are 18 in 2024 and nine in 2025.

Programmes	Share of organisations	
	2024	2025
None specifically target women	42.9%	28.6%
Free/subsidised cervical smear tests	28.6%	14.3%
Free/subsidised mammogram tests	28.6%	14.3%
Free/subsidised annual women's health checks	28.6%	14.3%
Health awareness campaigns specific to women (e.g. breast cancer, cervical cancer, nutrition)	42.9%	71.4%

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses. Interpret 2025 results with caution as two are all-women organisations. Proportions do not add to 100% as organisations can selected multiple options.

TABLE 32: DETAILS OF WELLNESS STRATEGIES

2024
The wellbeing of our team is of the highest importance to us. Often, we will extend leave to staff who are suffering mental health issues or problems in their personal lives. We approve bereavement leave if someone's pet dies. We give extended paid leave for cultural reasons. There is no reason we would not extend paid leave to staff suffering from menstrual or menopausal related issues. We provide counselling and professional supervision, and courses on te reo Māori. Breakfast, drinks and snacks (healthy or otherwise) are always available in the office.
We hold weekly Pilates session onsite and hold regular social wellbeing events. We have a free employee assistance programme which includes mindfulness tools that supports mental wellbeing. We also provide fruit and yearly flu vaccinations to all staff.
We provide 'emergency' menstrual supplies in our women's bathrooms. While not specifically outlined in our wellness strategy, our Menopause Action Group is working on initiative to specifically address menopause in the workplace. For example, we offer Good Yarn training for mental health awareness, and Money Month to support our people's financial literacy.

Our wellbeing programme is based on the principles of Te Whare Tapa Wha. We also work with partners including Mindhealth, Revolutionaries of Wellbeing, Neurofit and Habit Health to deliver our programme.

- Taha Tinana:
  - Annual Flu Vaccines for all staff
  - Wellbeing Support Payment – Funding to encourage physical wellness
  - Annual health checks for site-based staff
  - Fresh fruit delivered weekly to offices
  - Fresh coffee machine in office kitchens
  - Staff social club activities
  - Staff Welfare Plan – Health insurance after 3 years' service
  - Support for medical, dental and hospital visits, including transport and in-person support
  - Monitoring hours worked for wellbeing and safety – Work life balance
  - Workplace office assessments
  - NZBlood – Team donation initiative
- Taha Wairua:

- Mind Health – Access to personal coaching sessions (up to 4 sessions per year)
- Blue Sky – Two hours paid time per week to keep the emotional tank full
- Health & Wellbeing leave – Two days per year
- Staff recognition and reward through Monthly Staff Meetings
- Annual staff bonus pool, remuneration reward to acknowledge staff for their contribution and performance if the business posts an annual profit
- Personal Development Plans – Part of our performance excellence framework
- Learning & Development Programme – Annual fund available for every employee
- Parenting Place Partnership – L&D group sessions twice a year
- Staff notices and newsletter circulated electronically to keep everyone fully informed
- Wellbeing & Events Calendar – Includes fundraising, volunteer, and community events
- Immigration support for migrant workers, i.e., working visas, partner visas and New Zealand residence
- Diversity & Inclusion Programme – Supports awareness and provides development opportunities along with a healthy workplace

- Taha Whānau:
  - Parenting Place Partnership – Coaching and support sessions
  - Additional Parental Leave – Up to 100% salary paid for up to 26 weeks
  - Partners leave – Two weeks paid leave on birth (after 12 months of service)
  - Flexible working opportunities – Support of work/life balance
  - Annual Team Celebration – With partners/spouses
  - Long Service Leave – Three months paid leave after 7 years of service, with 4 weeks given volunteer service with a local community initiative
  - Community support programmes including brush with kindness, fundraising events, 'Hoops for Schools' programme
  - Gateway Programme – Working with low decile schools to get young adults into the industry
  - Habitat for Humanity – Overseas global village volunteer trips, financially supported by [our organisation]
  - Option to add family to health insurance after 3 years of service
  - Wellbeing & Events Calendar – Include family focused events
  - Diversity & Inclusion – In support of local community and family
  - Free NBL tickets for staff and family members during the basketball season
  - Financial Wellness – Budgeting advice, KiwiSaver awareness, home ownership information

- Taha Hinengaro
  - Mind Health – Access to counselling sessions (up to 4 sessions per year)
  - Blue Sky – Two hours paid time per week to keep the emotional tank full
  - Health & Wellbeing Leave – Two days per year
  - Mates in Construction accreditation – Awareness learning and training to support others
  - Pastoral care – Identifying individual needs and supporting staff through relevant and practical solutions, i.e., medical support, counselling, food hampers, family assistance, financial support
  - Work peer support and open access to all management levels
  - Learning, development, and growth opportunities
  - Parenting Place Partnership – Support for families
  - Wellbeing & Events Calendar – Includes mental wellness events and awareness
  - Women's only social events and lunches

- Fatigue/stress management awareness and support

We also provide our female staff with resources to support professional and personal development including access to webinars and resources. Topics range from Burnout to Imposter Syndrome and leadership for women sessions. We also support them accessing mentoring opportunities through mentor walks. We are also developing further support initiatives for parents from before going on parental leave and further support their return to work.

We also run parenting courses, Mates in Construction training and mental wellbeing courses run by Mind Health and Neurofit. Every year our team is involved in pink ribbon month, Pink Shirt Day, and Colour Your Day. Last year, we provided Financial Wellness sessions, working with financial, mortgage and insurance advisors, to offer our team the opportunity to look after their financial wellness.

Benefits of working for [our organisation] is that all colleagues are covered by Southern Cross Private Medical Insurance that can either provide free or subsidized private healthcare. Staff can also upgrade their private medical care plan that is subsidised to the base of what we would pay for the plan provided to all colleagues. We provide colleagues with access to financial wellbeing programmes, mental health and wellbeing services through our EAP provider that has a generous offering of services that support our colleagues through a wide variety of concerns, issues, or support.

As [our organisation] sees itself as a 'whole of life' organisation, it has an Integrated Wellness Directorate, Mental Health Directorate, Psychology Directorate and a Health Directorate.

General Practice Medical and Dental provisions are available to eligible staff. Additionally, we employ social workers and has EAP services available to all staff. Health initiatives provided by our organisation's Health Centres (or specialist referrals made) for eligible staff are free. Health publications and support material are available to all. This may be promulgated as part of health campaigns across the [organisation]. Flu vaccines etc. are also provided to all staff.

[Our organisation] also facilitates a 'Wellbeing Month' which was July this year. This included various online and in-person speaker series and events across the month. Topics included burn-out, menopause, nutrition, sleep, coaching, and personal stories.

In August 2024, the [organisation] launched 'MoneyMojo'. This is a series of five e-learning modules aimed at enhancing women's financial literacy and address the significant gender gap in retirement savings, with women's average KiwiSaver balance 25% lower than men's. Financial literacy empowers people to make smart financial choices, leading to more financial stability and less stress and improving gender equality in retirement. The five module topics are:

- Finance 101
- KiwiSaver
- Money and Relationships
- Investing
- Your Money Roadmap

While aimed at women, the modules are available to all staff and their families. We hope they will inspire broader change across Aotearoa New Zealand by helping families and communities improve their ability to confidently manage their finances. We also have a comprehensive 'Force Financial Hub' that has bespoke courses for Pacific staff and women.

Mental Health and Integrated Wellness also run initiatives aimed to improve general wellness and wellbeing across the [organisation]. Eligible staff also have access to a free mindfulness training application called 'Headspace'.

2025

A wellbeing plan is approved by the management and the Board each year, alongside the Health & Safety plan. The Culture & Wellbeing team is tasked with delivering this plan.

We have a colleague financial services team that support colleagues with their personal finances. We also actively promote our 8 ways to wellbeing, with specific actions that individuals, teams, and the organisation can take to support colleagues.

We offer EAP services. Our EAP partners also offer a short 'wellbeing warrant of fitness (wellbeing WOF)' designed to start the conversation with colleagues who may be unsure about contacting EAP initially.

We regularly run webinars about women's health issues, for example, menopause, endometriosis. We also offer support through community groups within the organisation that also offer webinars on topics such as Autism and ADHD.

We have menopause transition guidelines for managers and employees. Our wellbeing policy features 5 pillars, one of which is financial wellbeing, including budgeting. Our health programmes are not specifically for females, and include mole maps, annual health checks, and chiropractic care. We are developing a Working Parents Group.

The wellbeing of our team is of the highest importance to us. Often, we will extend leave to staff who are suffering mental health issues or problems in their personal lives. We approve bereavement leave if someone's pet dies. We give extended paid leave for cultural reasons.

There is no reason we would not extend paid leave to staff suffering from menstrual or menopausal related issues on a case-by-case basis. As the vast majority of our staff is female, it is just accepted as a flexitime or sick leave issue. We are very generous with extending additional sick leave on a case-by-case basis.

Earlier in the life of the organisation, we offered unlimited sick leave, but because of the actions of a small number of staff we were forced to roll back that policy.

Counselling and professional supervision, breakfast, drinks and snacks (healthy or otherwise) plus period products are always available in the office. We also offer courses on te reo Māori.

We provide 'emergency' menstrual supplies in our women's bathrooms. While not specifically outlined in our wellness strategy, our Menopause Action Group actively promotes menopause in the workplace. We have a menopause intranet page to raise awareness, support options and tips for colleagues and managers supporting their co-workers experiencing peri/menopause symptoms. Regular catchups are held to offer peer support and advice.

Our holistic wellbeing strategy includes six pillars:

- Emotional & Mental
- Workplace
- Physical
- Social
- Societal
- Financial

While not gender-specific, these pillars support inclusive wellbeing and are accessible to all staff. Programmes under these pillars include mental health resources, flexible working, and community engagement. Alongside this strategy, our Affinity Networks all have a variety of different support mechanisms. For example, the [Māori mentoring] programme was originally designed to support Māori and Pasifika employees, this programme has expanded to include mentoring for tertiary students and high school students. It addresses barriers such as financial hardship, societal pressures, and lack of representation in corporate environments. While not gender-specific, it supports many young women navigating education and career pathways.

Our [organisation's Pride] Network is also not specifically targeted at a particular gender. However, it plays a significant role in empowering wāhine and other gender-diverse individuals through its inclusive policies and wellbeing support. These policies alongside community engagement initiative indirectly empower women, especially those who identify as queer, trans, or gender-diverse by fostering a safe, respectful, and supportive environment.

We have a Health, Safety and Wellbeing Committee that oversees our wellness activities, including planning events and initiatives throughout the year with a strong focus on mental wellbeing. We also offer an annual wellness allowance to all employees to support individual wellbeing needs.

We have an informal menopause working group that provides peer support for women going through different stages of menopause. In addition, we offer a menopause toolkit and other resources available on our intranet to raise awareness and provide practical guidance. These initiatives form part of our broader wellness strategy and reflect our commitment to support women's health and wellbeing in the workplace.

We also offer a range of programmes and initiatives that, while not specifically targeted at women, contribute to their empowerment and wellbeing:

- A yearly wellness allowance available to all staff.
- Internal panel discussions, including sessions on parenting and partnership.
- Access to an external coaching provider for partners who opt in.
- An Employee Assistance Programme (EAP) available to all staff.
- Trained Mental Health First Aiders across the firm.
- Financial wellbeing courses provided to all graduates.

These initiatives support staff across various life stages and responsibilities, helping to create a more inclusive and supportive workplace.

As [our organisation] sees itself as a 'whole of life' organisation, it has an Integrated Wellness Directorate, Mental Health Directorate, Psychology Directorate and a Health Directorate. General Practice Medical and Dental provisions are available to eligible staff.

We employ social workers and have EAP services available to staff. [Our organisation] has a total wellbeing approach based on Te Whare Tapa Whā, that covers physical, mental, spiritual, and social wellbeing.

Health initiatives provided by our organisation's Health Centres (or specialist referrals made) for eligible staff are free. Health publications and support material are available to all, which may be promulgated as part of health campaigns across the organisation. Flu vaccines are provided to all staff.

Our Wellbeing Month, held in July 2025, featured online and in-person speaker series and events covering topics such as burnout, menopause, nutrition, sleep, coaching, and personal stories.

We also have wellbeing expos held at our locations throughout the year. In addition to the things already mentioned, we also have [an internal financial support hub]. This includes resources to build financial knowledge, confidence, and long-term security. Mental Health and Integrated Wellness also run initiatives aimed to improve general wellness and wellbeing across the organisation.

4. Education and training

4.1 Development programmes

In 2024, eight of the 18 organisations provided data on whether they have formal education, training or professional development programmes in place. Seven (38.9%) reported having such programmes, while one planned to introduce them (see Figure 20). Of those with programmes, five monitored uptakes by gender, and four monitored uptakes by Māori and/or Pasifika women, women of other ethnic minorities, and/or disabled women. In 2025, eight of the nine responding organisations provided data. Seven (77.8%) reported having these programmes in place, and one was unsure (see Figure 20). Four organisations monitored uptakes by gender, and two monitored uptakes by Māori and/or Pasifika women, women of other ethnic minorities, and/or disabled women. The details of these programmes are presented in Table 33.

FIGURE 20: ORGANISATIONS THAT PROVIDE FORMAL EDUCATION OR TRAINING PROGRAMMES
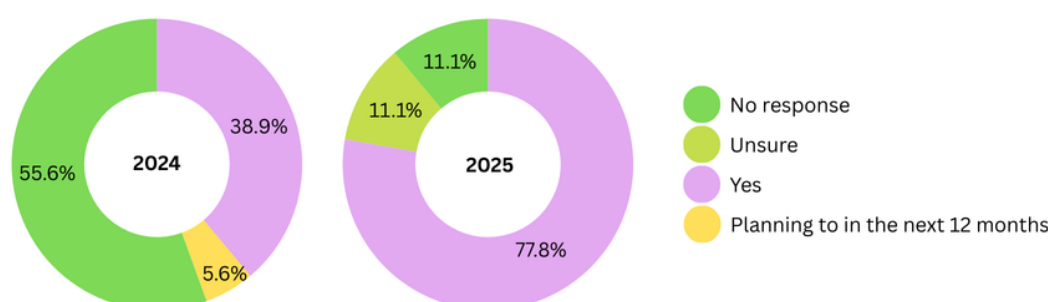
Note: Sample sizes are 18 in 2024 and nine in 2025.

TABLE 33: DETAILS OF EDUCATION OR TRAINING PROGRAMMES

2024
We have a comprehensive training programme that begins on the first day of a person starting with us and extends to when they leave our employment. The programme is part of a wider competency framework which incorporates and exceeds the requirements of our professional development framework. We are a learning organisation and will extend flexibility to any staff member who wants to take time off to study part or fulltime.
All levels and roles have training opportunities available to them.
We believe in enabling our people to thrive and grow. We are committed to supporting our employees in their career growth by providing valuable learning opportunities. We understand that the key to delivering high-quality work and exceptional outcomes for our clients lies in keeping up with the ever-evolving global landscape. Therefore, we are dedicated to equipping our team members with the future skills required to excel in their roles. Our learning guide details our formal and informal development pathways from

induction or new starter right through to partner development. We have a comprehensive learning experience platform that is customised based on an individual's skill areas and role that enables them to access curated learning pathways to upskill and reskill at pace.

Participation in all our leadership development programs is monitored with both a gender and ethnicity lens. We also have a gender and ethnicity lens on our leadership programme nominations to ensure that all areas of diversity are represented across learning opportunities.

Our Learning & Development framework is fully funded by the organisation. We provide $750 per staff member, per year regardless of role and gender, tailored to suit individual needs.

We also pay for a range of industry, professional, and women-focused membership fees, and support attendance of conferences and seminars that support an employee's professional requirements. In addition, we also provide group learning and development events that every single employee has access to. Some are classed as anchor events which we require our staff to attend, these include sessions on time management, hearing health, courageous conversations, and sleep health.

We provide internal lunch and learn sessions which included business and financial updates, wellbeing talks and a carbon workshop. Many of these are delivered internally.

Recently we developed a women's L&D directory, providing access to webinars through HRNZ, sharing WEP learn and connecting them with women's wellness information. To provide as much opportunity as possible, staff can make a training request at any time using our online form. They can either identify a training course they are interested in or make a general request that the People & Culture Leader can investigate for them.

We monitor all uptake of training and development, so we can help individuals to receive equal support in furthering their career, regardless of gender. Every year each employee sets a personal development plan which is supported by monthly one-to-one meetings with their manager. This identifies training or coaching needs. This is based off their performance review and is monitored by the People & Culture Leader.

Our organisation is a huge believer that we need to invest and support our team to grow and develop. We have an annual subscription to NZ Institute of Management and Leadership which includes 10 training days on a variety of topics, as well as access to their Emerging Leaders Programme. We support our trainees by providing additional and administrative study time in work hours. This is particularly important as we have adult trainees who have children and families to focus on when at home.

We have a large array of capability programmes that cover a variety of topics from role specific capability such as professional qualifications right through to leadership programmes.

We have a formal learning platform as well as optional leadership and career development training which anyone may apply for, as well as individual development objectives in annual performance review process.

[Our organisation] provides induction training, technical and leadership training to all new staff. There are comprehensive leadership framework and training that span from entry level at 'lead self' through to 'lead organisation', as well as access to at various higher leadership courses.

We also have technical trade schools that provide trade qualifications and several tertiary training programmes and scholarships available in partnership with universities. Most of these are managed through our [Organisation] College.

We also provide a range of professional development training courses and ad hoc learning (from IT type training to unconscious bias training and rainbow inclusion). We have an internal online learning management system which also provides online e-learning modules for set topics and te reo Māori language training.

The various training institutions throughout [our organisation] are often questioned by career managers and the [women's development] Programme Lead about their gender split on courses. Those without female representation are asked to re-canvas the potential candidate pool.

2025

Training and professional development is predominantly run based on role. These programmes are open for all staff.

We have a comprehensive annual L&D training calendar that features webinars, online learning, and in-person workshops on a huge range of topics.

We have a comprehensive training programme that begins on the first day of a person starting with us and extends to when they leave our employment. The programme is part of a wider competency framework which incorporates and exceeds the requirements of our professional development framework. We are a learning organisation and will extend flexibility to any staff member who wants to take time off to study part or fulltime.

Participation in all our leadership development programs is monitored with both a gender and ethnicity lens. We also have a gender and ethnicity lens on our leadership programme nominations to ensure that all areas of diversity are represented across learning opportunities.

We have a comprehensive Learning and Development programme that offers a wide range of professional development opportunities. These are delivered through a mix of internal and external facilitators, and most are available to all staff across the organisation.

At the junior level, we have a structured training programme in place to support early career development. The L&D offering is regularly reviewed to ensure it meets the evolving needs of our people and the business.

While we keep records of all attendees who participate in training programmes, we do not currently monitor uptake by gender.

[Our organisation] has comprehensive formal education, training, and professional development programmes, with many coordinated through the [Organisation] College, while others are delivered at branch or organisational level. These include:

- Technical and leadership training: All new staff receive induction training, and trade and leadership training.
- Leadership framework: Spans from 'Lead Self' (entry level) through to 'Lead Organisation' for senior leaders, with access to higher leadership courses, including overseas leadership programmes and courses.
- Technical trade schools: Deliver trade qualifications to build technical capability across the organisation, coordinated through the [Organisation] College.
- Tertiary training and scholarships: Managed through the [Organisation] College in partnership with universities, providing opportunities for higher education and professional development.
- Professional development courses: Delivered across the organisation, covering topics such as IT systems, rainbow inclusion, diversity and inclusion, and unconscious bias training (including online modules accessible to all staff).
- E-learning modules: Available through the internal learning management system, covering unconscious bias, diversity and inclusion, te reo Māori language training, and other set topics.
- women's development programme leadership initiatives: Specific development opportunities for women, including governance training and leadership summits.

> - Financial literacy training: Programmes such as MoneyMojo and the Force Financial Hub to support financial wellbeing and empowerment.
> - Mental health and wellbeing training: Delivered across [the organisation] to build psychological resilience, wellbeing, and respectful behaviours.
>
> Some not all training opportunities are monitored by gender (e.g., ad hoc seminars not monitored).

4.2 Scheduling training programmes

In 2024, seven organisations reported taking employees' family commitments into account when scheduling training and education programmes, while one indicated they did not. In 2025, six organisations reported doing so. The most common approach was to consider the location of the training to minimise disruption to family responsibilities (see Table 34). Further details on how organisations accommodation family commitment when planning training and education schedules are provided in Table 35.

TABLE 34: STEPS TAKEN TO ACCOMMODATE FAMILY COMMITMENTS WHEN SCHEDULING PROGRAMMES

Steps taken	Share of organisations	
	2024	2025
Currently they are not	12.5%	0%
We provide specific guidelines on scheduling times for training and development (e.g. can only run in standard work hours)	37.5%	50.0%
We provide subsidies or payments for caregivers if staff are required to attend training after normal business hours/weekends	0%	0%
We consider the location of training when scheduling employees onto training programmes to avoid the impact on family commitments	62.5%	83.3%

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses. Proportions do not add to 100% as organisations can selected multiple options.

TABLE 35: DETAILS OF STEPS TAKEN

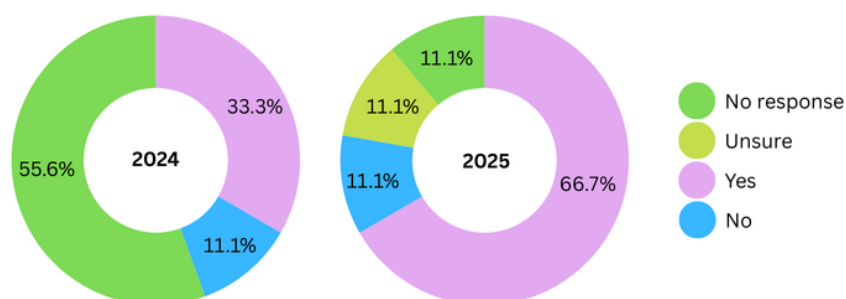| 2024 |
| --- |
| We are always approachable and open to any requests from staff. |
| We deliver hybrid learning programmes to enable people to join virtually and in person. We also schedule programmes to be in the middle of the day to allow family commitments such as school drop off and pick up. We also take care not to schedule programmes in the school holidays for working parents. |
| We consider the impact on families when scheduling L&D sessions, trying where possible to schedule them within school hours and not in school holiday periods where parents may need to take time off. |
| Advocacy continues in this area to remove barriers for women in attending courses or running courses over periods like the school holidays. [Our organisation] aims to have reduced activity periods at certain times a year (including at least one week of school holidays). However, this is not always possible. |

2025
Most of our programmes feature a later starting time for anyone with family or school commitments in the morning. We also try to have them finish at a reasonable time too.
We are always approachable and open to any requests from our staff.
We deliver hybrid learning programmes to enable people to join virtually and in person. We also schedule programmes to be in the middle of the day to allow family commitments such as school drop off and pick up. We also take care not to schedule programmes in the school holidays for working parents. Many programmes are online and recorded, or self-directed so our people can have learning that is flexible to suit their individual needs.
We always do our best to schedule training sessions with consideration for family commitments. Where possible, we offer as much notice as we can and aim to accommodate individual needs. While not all sessions can be adjusted, we are flexible and open to finding suitable arrangements that support staff participation.
Different arms of [our organisation] aim to take family commitments into account when scheduling training. Specifically: [Our organisation] aims to have reduced activity periods at certain times of the year, including at least one week during school holidays, to support staff with family commitments.   - Operational realities: Due to operational requirements and training cycles, it is not always possible to avoid key family periods entirely.   - Ongoing advocacy: Advocacy continues within the organisation to remove barriers for women and parents in attending courses, including consideration of scheduling over school holiday periods and enabling flexible arrangements (e.g., hybrid learning) where feasible.

4.3 Career clinic and mentoring

Six organisations in each reporting year indicated that they have formal talent identification and management programmes in place (see Figure 21). In 2024, four of these organisations reported evaluating the impact of their programmes, one reported that they did not, and one planned to introduce evaluation. In 2025, five organisations reported evaluating their programmes, while one did not.

The specific activities included within these talent identification and management programmes are summarised in Table 36. Overall, the proportion of organisations implementing these activities increased slightly across most categories, with internal mentoring of female employees emerging as the most common activity. Further details of these programmes are provided in Table 37.

FIGURE 21: TALENT IDENTIFICATION AND MANAGEMENT PROGRAMMES IN ORGANISATIONS

Note: Sample sizes are 18 in 2024 and nine in 2025.

TABLE 36: ACTIVITIES INCLUDED IN THE TALENT IDENTIFICATION AND MANAGEMENT PROGRAMMES

Activities	Share of organisations	
	2024	2025
We arrange internal mentoring of female employees	85.7%	100.0%
We arrange external mentoring for female employees	71.4%	83.3%
We actively encourage our female leaders to be external mentors for young women	85.7%	66.7%
We have organised gender-specific internal networking groups for females	57.1%	83.3%
We have organised gender-specific networking groups for our female graduates	28.6%	50.0%

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses. Proportions do not add to 100% as organisations can selected multiple options.

TABLE 37: FURTHER DETAILS OF ACTIVITIES

2024
We actively recruit for attitude and teach skills. We seek for all our staff to be leaders and offer positions of leadership, along with appropriate training and mentoring, to help them grow into management positions.
Our mentoring programme is open to all employees. However, we monitor the successful applicants from an ethnicity and gender lens to ensure an equitable ratio of women to men on the programme. We have an internal [organisation] Network of Wāhine, linked to our global KNOW programme. KNOW is a grassroots, employee-driven global network, tailored by each member firm to address opportunities and challenges in their own organisation. At our local office, the purpose of the Network of Wāhine is to bring women together to support each other to thrive, grow and make an impact in both our professional and personal lives, regardless of grade, function or role. Our priorities: • We have more gender diversity in leadership positions. • We continue to reduce our gender pay gap with a goal to have no disparity. • Flexible working is encouraged at all levels and life stages. • Increase number of diverse candidates for traditionally gendered roles.

- Reinforce the Women's Empowerment Principles.
- Men as champions of gender equality.

We use personal development plans which are the outcome of our performance appraisal framework. We also set KPI and through performance ratings, have identified top performers for further mentoring and investment as part of our succession plans.

One of our female staff members is the membership coordinator at [a national women industry-specific association] and all our female staff have gender-specific networking opportunities via the association and WEP. Professional bodies also hold events to empower women in leadership roles or aspiring leaders, and these are also funded by [our organisation]. Our People and Culture Leader registered as a mentor for HRNZ.

[Our organisation] has a Career and Talent Management (CTM) Directorate, as well as single service career management branches which have development boards using frameworks such as the 9-box grid.

There has also been a recent review of the Career and Talent Management Directorate to ensure role-selection is more transparent and that a wider range of people can apply for roles.

There have been a series of reviews of career management services over 2022/2023. Recommendations from these are currently being considered and action plans established.

2025

Talent programmes are all reviewed to ensure a mix of gender.

We actively recruit for attitude and teach skills. We seek for all our staff to be leaders and offer positions of leadership, along with appropriate training and mentoring, to help them grow into management positions. In the past year, we have also made an active effort to target Māori graduates for recruitment. We support staff who are involved with groups for young professionals and for ethnic [industry-specific professional] associations.

Our mentoring programme is open to all employees. However, we monitor the successful applicants from an ethnicity and gender lens to ensure an equitable ratio of women to men on the programme. We have an internal [organisation] Network of Wāhine, linked to our global KNOW programme. KNOW is a grassroots, employee-driven global network, tailored by each member firm to address opportunities and challenges in their own organisation.

At our local office, the purpose of the Network of Wāhine is to bring women together to support each other to thrive, grow and make an impact in both our professional and personal lives, regardless of grade, function or role. Our priorities:

- We have more gender diversity in leadership positions.
- We continue to reduce our gender pay gap with a goal to have no disparity.
- Flexible working is encouraged at all levels and life stages.
- Increase number of diverse candidates for traditionally gendered roles.
- Reinforce the Women's Empowerment Principles.
- Men as champions of gender equality.

We maintain a clear pipeline of employees who are on track for promotion. These individuals are monitored and supported through tailored development opportunities, including training and coaching, on a case-by-case basis. This approach allows us to respond to individual needs while ensuring readiness for future leadership roles.

Internally, we have a staff-led breakfast club aimed at junior women and non-binary employees as a way to network and build connections. We also have a staff-led gender committee that organises initiatives and activities to support women and non-binary employees across the organisation.

[Our organisation] has formal talent identification and management programmes in place, including:

- Career and Talent Management (CTM) Directorate: Provides strategic oversight of talent management processes, ensuring alignment with organisational priorities.
- Career Management Branches: There are dedicated career management branches that oversee talent identification and management within their specific environments.
- Development boards and frameworks: Development boards use frameworks such as the 9-box grid to assess potential and performance, supporting decisions around talent development and succession planning.
- Recent review: The CTM Directorate has recently undergone a review to ensure role selection processes are more transparent and accessible, enabling a wider range of people to apply for development and progression opportunities.
- Leadership development programmes: Structured leadership pathways exist from entry level to senior leadership roles, supporting identified talent in their career progression.

There have been a series of reviews of our organisation's career management services over the last few years. Recommendations from these are being considered, implemented and or embedded.

Six organisations in 2024 and six in 2025 indicated that they also have activities included for Māori and/or Pasifika women, women of other ethnic minority and disabled women. The specific activities are summarised in Table 38. Two organisations provided additional detail about their activities. One outlined a long-standing cultural support network that has expanded over time, now representing a notable proportion of its workforce and offering an annual mentoring programme for tertiary students alongside workshops focused on confidence, recruitment processes, networking, and personal development. The other reported that it operates cultural affinity networks open to all employees and noted that recent internal reviews have recommended strengthening transparency and access to career opportunities, particularly to ensure equitable participation for under-represented groups in talent and development processes.

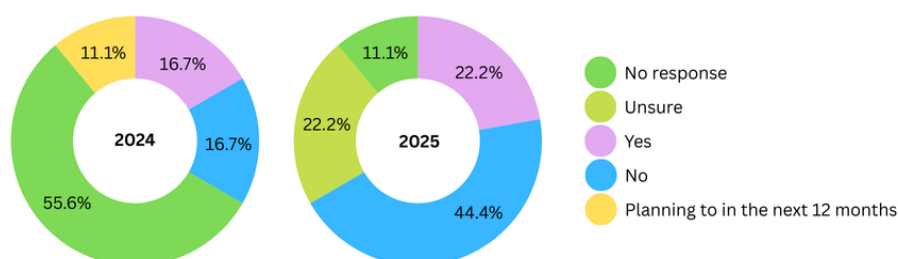| Activities	Share of organisations	
	2024	2025
Not applicable	33.3%	0.0%
We arrange internal mentoring of Māori and Pacific; other ethnic minority; and disabled female employees	66.7%	83.3%
We arrange external mentoring for Māori and Pacific; other ethnic minority; and disabled female employees	33.3%	50.0%
We actively encourage our female leaders to be external mentors for young Māori and Pacific; other ethnic minority; and disabled women	50.0%	50.0%
We have organised specific internal networking groups for Māori and Pacific; other ethnic minority; and disabled women	50.0%	83.3%
We have organised specific external networking groups for Māori and Pacific; other ethnic minority; and disabled women	50.0%	50.0%
We have organised specific networking groups for Māori and Pacific; other ethnic minority; and disabled female graduates	16.7%	33.3%

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses. Proportions do not add to 100% as organisations can selected multiple options.

5. Enterprise development, supply chain, and marketing practices

5.1 Supplier diversity programmes

Three organisations (16.7%) in 2024 and two (22.2%) in 2025 reported operating a supplier diversity policy that supports suppliers with a diverse workforce. An additional two organisations in 2024 said they have plans to introduce such a policy within the next 12 months (see Figure 22). While most organisations do not track the proportion of suppliers that are women-own enterprises or don't require suppliers to report this detail, one organisation in both years reported doing so (see Table 39). Further details of the supplier diversity programmes are provided in Table 40.

FIGURE 22: SUPPLIER DIVERSITY POLICY IN ORGANISATIONS

Note: Sample sizes are 18 in 2024 and nine in 2025.

TABLE 39: MEASURING THE PERCENTAGE OF SUPPLIERS THAT ARE WOMEN-OWNED ENTERPRISES

Percentage range	Share of organisations	
	2024	2025
We don't currently measure this	62.5%	37.5%
We don't require our suppliers to report this level of detail to our organisation	25.0%	50.0%
< 5%	0.0%	0%
6% - 15%	0.0%	0%
16% - 25%	0.0%	12.5%
> 25%	12.5%	0%

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses.

TABLE 40: DETAILS OF SUPPLIER DIVERSITY PROGRAMMES

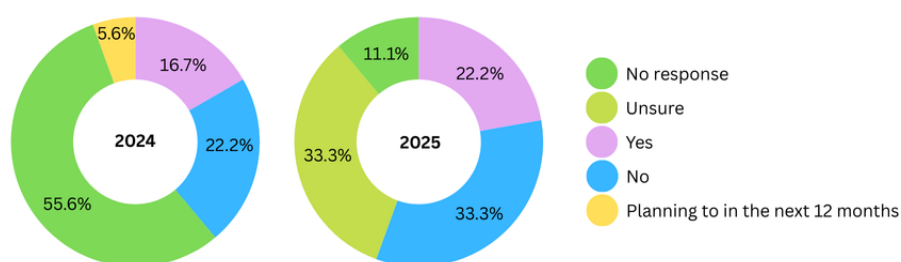| 2024 |
| --- |
| We've not brought on any new suppliers this year, but the policy still is in place. The following is the wording we use when seeking new suppliers:
"UN Women's Empowerment Principles: [Organisation] is a signatory to the UNWEPs and actively seeks to improve gender equality through supply chain relationships. Please describe how you promote gender equality within your workplace. Please attach the relevant parts of your company's policies that promote workplace gender equality." |
| We are in the middle of developing our procurement strategy which was one of our senior leadership objectives from 2023. One of our key partnership priorities is to partner with organisations that have similar values and mission as our organisation, which is to put people first and promote equity, equal opportunities, and diversity in the industry.
We have looked at ways to capture this information as part of our engagement and onboarding of new suppliers and build partners. |
| The engagement of external providers and instructions to other professionals. |
| We have a procurement policy which encourages diversity in supplier selection. |
| During the tender process for procuring organisation-related clothing and equipment, we attempt to support locally owned business that are owned by Māori and/or women.
Work is proposed to ensure that our suppliers support Diversity and Inclusion. At present, contracts include expected code of conduct for suppliers, but we think more can be done in this space. |
| **2025** |
| Our most recent decision to appoint a new supplier in the AI field resulted in a local firm developed and run by two women. This is in keeping with our kaupapa of gender equality and the WEPs. The following is the wording we use when seeking new suppliers:
"UN Women's Empowerment Principles: [Organisation] is a signatory to the UNWEPs and actively seeks to improve gender equality through supply chain relationships. Please describe how you promote gender equality within your workplace. Please attach the relevant parts of your company's policies that promote workplace gender equality."
Some companies have their own gender policies. Some of the smaller suppliers we deal with are bespoke (e.g., our telephone answer service) and there is very little option in the market. However, we make a real effort to understand both the ownership and senior management structure of any new organisation we deal with, and when we review contracts, we also lean into the WEPs principles and guidelines. We are slowly making a difference. |
| During the tender process for procuring organisation-related clothing and equipment, we attempt to support locally owned business that are owned by Māori and/or women. We do not currently have a formal supplier diversity policy, but current contracts include an expected code of conduct for suppliers, outlining standards around ethical behaviour, inclusion, and respect. |

5.2 Marketing

Portrayal of women in marketing

Three organisations (16.7%) in 2024 and two (22.2%) in 2025 reported having gender-sensitive guidelines for marketing or subscribing to voluntary codes that promote responsible and dignified gender and/or ethnic portrayal in marketing communications (see Figure 23). One additional organisation in 2024 indicated plans to implement such guidelines within the next 12 months. Further details are provided in Table 41.

FIGURE 23: GUIDELINES FOR MARKETING COMMUNICATION IN ORGANISATIONS

Note: Sample sizes are 18 in 2024 and nine in 2025.

TABLE 41: DETAILS OF GUIDELINES

2024
As our core market is women, we design our advertising and collateral specifically to appeal and engage with women. We also apply consideration based on our special relationship with Women's Refuge, including the accessibility of our services and security/privacy of data.
It is implied in how we naturally approach our marketing. We use our channels to celebrate women in their roles. Our female Brand & Influence Lead is developing a social and communication strategy where gender sensitivity and ethnic portrayal will be considered. We have recently updated our company video where imagery and content are gender and ethnicity diverse, including narration from male and female staff with different accents to share the diversity that makes our organisation the place it is.
Our organisation's recruitment work closely with an external agency to ensure current market research (with a gender and ethnicity lens) is undertaken to better understand drivers and barriers for joining the [organisation], and marketing and communications campaigns are tailored to this. In addition, our Public Affairs also has guidelines around gender in their communications.

2025
As our core market are women, we design our advertising and collateral specifically to appeal and engage with women. We also apply consideration based on our special relationship with Women's Refuge, including accessibility of our services and security/privacy of data.

> While we do not have formal guidelines or subscribe to external codes, we are very conscious of ensuring gender-sensitive and inclusive communications. All firmwide and external communications are reviewed and approved by our internal Marketing and Communications team.
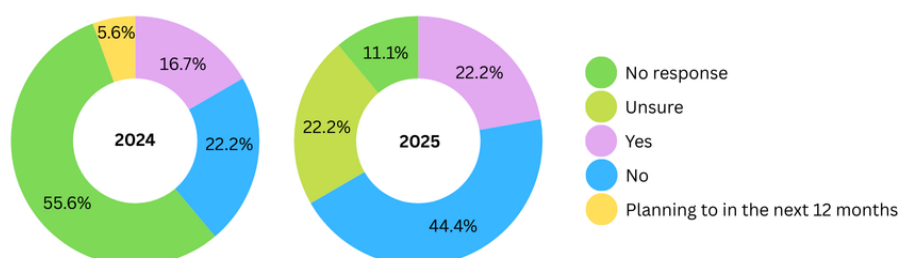
[Our organisation] has gender-sensitive guidelines in place for marketing and communications, including:
- Recruitment marketing: Our recruitment works closely with external agencies to ensure all campaigns are informed by current market research with a gender and ethnicity lens. This research identifies drivers and barriers for different groups joining our organisation, ensuring marketing and communications are tailored to be inclusive, respectful, and effective.
- Public Affairs guidelines: Our Public Affairs has internal guidelines in place to ensure communications reflect gender equity and dignity in portrayal, avoiding stereotypes and ensuring accurate and respectful representation of all genders and ethnicities.
- Imagery and messaging: Recruitment and communications imagery is reviewed to ensure representation of women, Māori, Pacific, and other ethnic groups, and to reflect the diversity of our staff.
- Voluntary codes: While our organisation does not formally subscribe to an external voluntary code, it aligns its communications standards with best practice guidelines on responsible and dignified gender and ethnic portrayal.

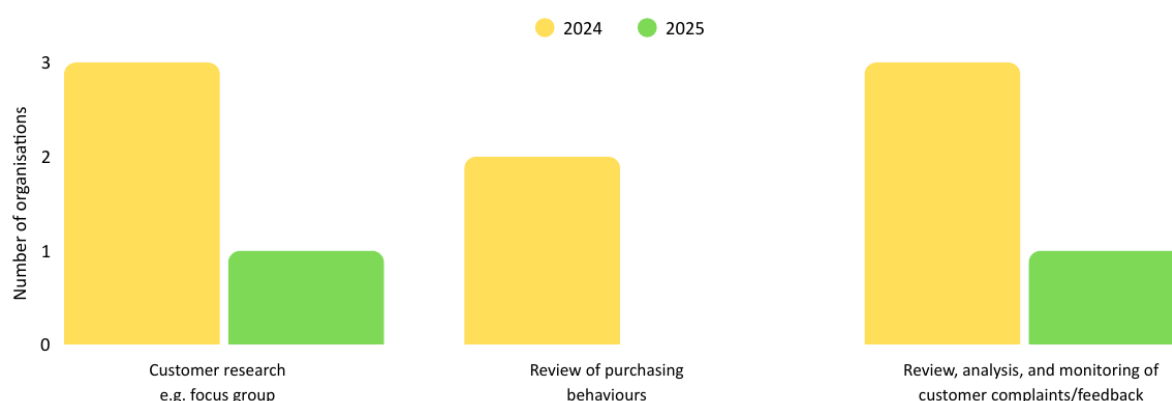## Addressing gender-related barriers

In 2024, three organisations (16.7%) reported evaluating whether gender-related barriers exist in accessing their products and services, and one additional organisation indicated plans to do so (see Figure 24). All three conducting evaluations did so through customer research and reviews of customer feedback, while two also analysed purchasing behaviour (see Figure 25). In 2025, two organisations (22.2%) reported undertaking such evaluations (see Figure 24): one through customer research and one through reviews of customer feedback (see Figure 25). Four organisations in 2024 and three in 2025 provided further information on how they address potential gender-related barriers, see Table 42.

FIGURE 24: EVALUATION OF GENDER-RELATED BARRIERS

Note: Sample sizes are 18 in 2024 and nine in 2025.

Note: Sample sizes are 18 in 2024 and nine in 2025. Organisations can selected multiple options.

TABLE 42: DETAILS OF EVALUATING GENDER-RELATED BARRIERS

2024
We are aware such barriers exist but have not found any to-date. Staff are very vocal and free to raise concerns when they have them, but there are no concerns regarding this subject. We have also invested heavily in a new website that has escape and history deletion functions and accessibility tools, which is due to go live at the start of July 2024.
As a professional services organisation, we do not believe we have any gender-related barriers regarding accessing our services.
Outside of reviewing our recruitment and communication to potential and current employees, we haven't done a formal assessment on this. However, we have recently written a company statement which includes neutral language and diverse people images and shares our values and culture. Our company video shows images with a range of ethnicities, genders and ages and we have recently created staff profile videos that share the career journeys of female staff. We actively promote our female leaders on our website as well, showing we are an inclusive and diverse business.
There are [dedicated wearables and equipment governance boards] that manage the implementation and review of products [used in operational roles]. The [women's development] Programme Lead sits on the Board and advocates for change in gender-related barriers. She also ensures that all wearables and equipment are trialled by women for utility and comfort. An example of removing barriers is that recently it was discovered that women were not accessing menstrual products because [existing approval pathways created discomfort due to cultural or personal sensitivities]. This process is now being worked on to be changed to [eligible staff can obtain these items discreetly and without needing to navigate the previous system]. Disposable period products are available in all [organisation's locations] in the bathroom. The [women's development] Programme Lead has been meeting with a range of women to workshop barriers to women advancing in the organisation across a wide spectrum. These workshops have been a great way for women to have their voices heard at the higher levels of the organisation. There are also several ways in which a staff member can raise a concern regarding a product/service and then a formalised review can be conducted.
2025

| |
|---|
| We are aware such barriers exist but have not found any to-date. Staff are free to raise concerns when they have them, but there are no concerns regarding this subject. We have invested heavily in a new website that has escape and history deletion functions and accessibility tools and are launching a set of social media publications very soon that will be aimed at empowering women when engaging with the [industry-specific] system. |
| As a professional services organisation, we do not believe we have any gender-related barriers regarding accessing our services. |
| There are [dedicated wearables and equipment governance boards] that manage the implementation and review of products [used in operational roles]. There are several ways in which a staff member of can raise a concern regarding a product/service and then a formalised review can be conducted. |

6. Community leadership and engagement

6.1 Community programmes and partnerships

Co-operation and collaboration

Seven organisations in 2024 and all nine in 2025 collaborate or partner with women's organisations. The women's organisations they partner with are shown in Figure 26.

FIGURE 26: COLLABORATION WITH WOMEN'S BUSINESS ORGANISATIONS
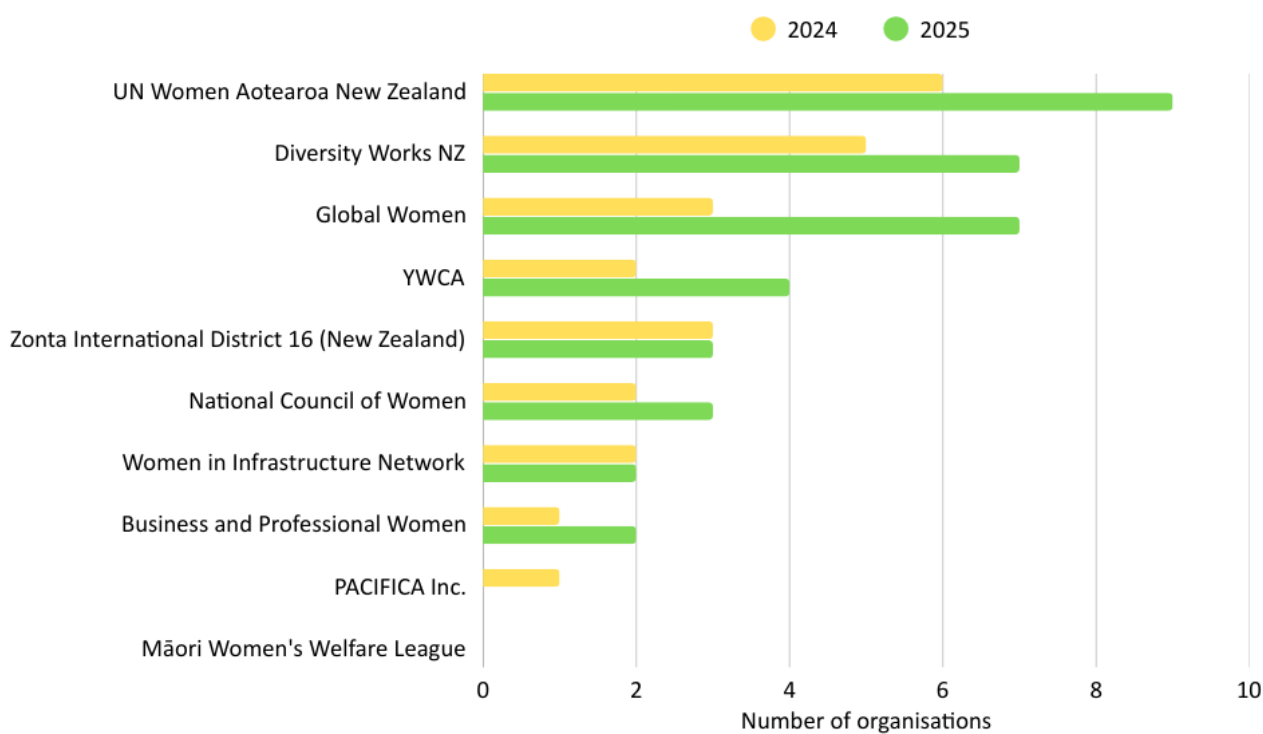
Note: Sample sizes are 18 in 2024 and nine in 2025. Organisations can selected multiple options. Ten organisations in 2024 did not provide a response.

Six organisations in 2024 and four in 2025 listed other women's business organisations that they also collaborate with:

- AgriWomens Development Trust Alumni
- Auckland Women Lawyers' Association (AWLA)
- Canterbury Women's Legal Association
- Champions for Change
- NZ Law Society Gender Equality Charter
- Otago Women's Law Society
- Rural Women New Zealand
- Shakti Ethnic Women's Support Network

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- Corporate Mother's Network (Auckland)
- Dignity
- Dress for Success

- Government Women's Network
- National Association of Women in Construction (NAWIC)
- National Collective of Independent Women's Refuges

- The Diversity Initiative
- The Young Women in Finance
- University of Auckland Women in Business Group (UAWB)
- Women in Business (Wellington and Hamilton)
- Women in Kiwifruit

Community programmes

Seven of the 18 organisations in 2024 and seven of the nine organisations in 2025 reported involvement in community programmes that directly support women, with the specific initiatives summarised in Figure 27 and additional information on other forms of community involvement provided in Table 43. Among organisations that track participation in community volunteer schemes in 2025, two all-women organisations reported a 100% participation rate among female employees, while one other organisation reported a participation rate of 57%.
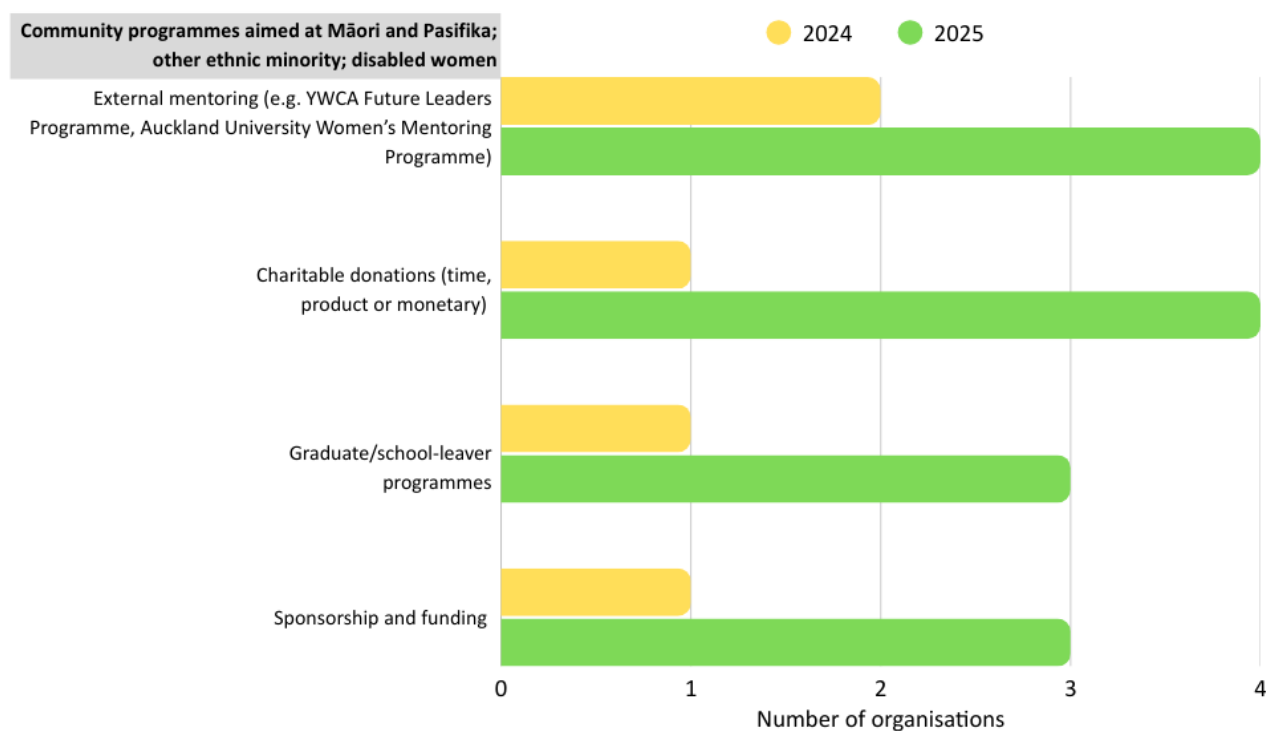
FIGURE 27: COMMUNITY PROGRAMMES THAT SUPPORT WOMEN
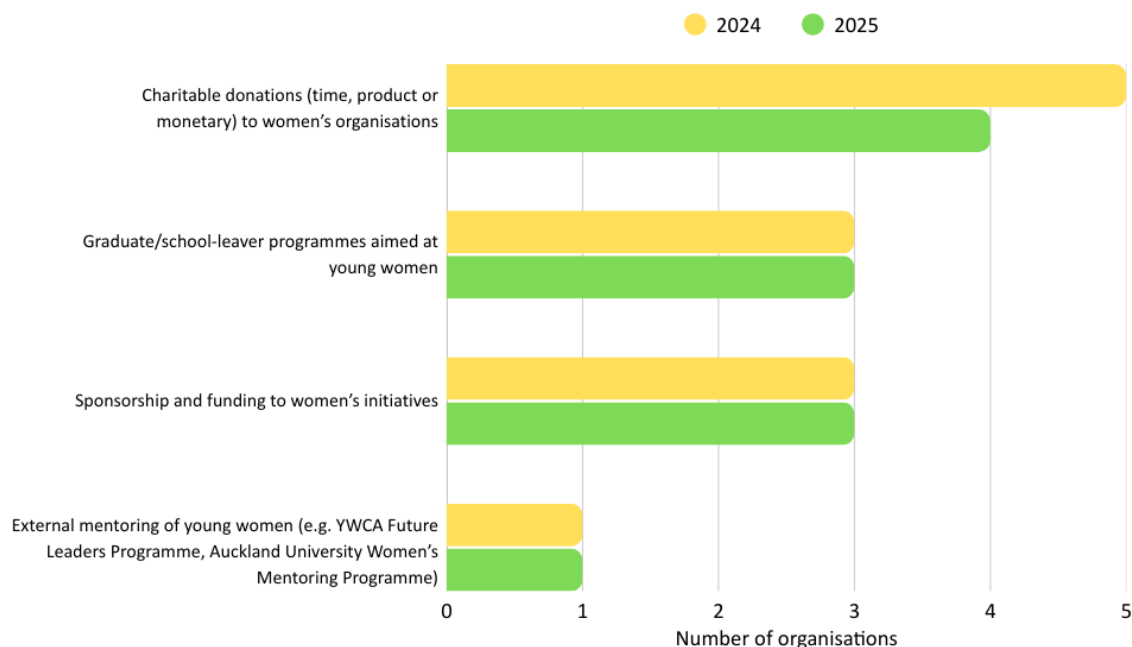
Note: Sample sizes are 18 in 2024 and nine in 2025. Organisations can selected multiple options. In 2024, ten organisations did not provide a response, and one indicated 'none of the following'. In 2025, three organisations did not provide a response, and one indicated 'none of the following'.

2024
We do a lot of work supporting the refugee movement. This includes lending our expertise to reduce barriers to women needing [industry-specific] services or accessing aid. We offer free training for refugee staff to assist them in understanding the [industry-specific profession].
[Our organisation's] women's sporting teams and our STEM-related programmes engage in community work and mentoring. Many of our women also present at leadership forums and events and sit on various local governance boards.
2025
We do a lot of work supporting the refugee movement. This includes lending our expertise to reduce barriers to women needing [industry-specific] services or accessing aid. We offer free training for refugee staff to assist them in understanding the [industry-specific profession].
External mentoring through women of colour network.
[Our organisation's] women's sporting teams engage in community work and our STEM-related programmes. Many of our women also present at leadership forums and events and sit on various local governance boards.
We have an internal foundation called "support my cause" where employees nominate and vote for their favourite charity to receive a portion of $65k per year. These charities often have a gender lens but not always as they are employee-nominated (can also be environmental, disability, or youth related).
One senior leader serves on a national gender advisory board and co-chairs a cross-agency women's network. Another staff member contributes to gender-diverse inclusion initiatives across the public sector. These contributions demonstrate the organisation's commitment to advancing women's leadership, visibility, and inclusion within the organisation and the wider community.

Two organisations in 2024 and five in 2025 reported participating in community programmes that directly support Māori and Pasifika women, women from other ethnic minority groups and disabled women, as summarised in Figure 28. In addition, several organisations described broader community engagement that, while not exclusively focused on these groups, contributes to wider support. Examples included staff with specialist expertise working with women's support services, individual employees undertaking voluntary work within their own communities, participation in national fundraising initiatives that assist families and vulnerable populations, formal relationships with iwi, and internal recognition programmes that acknowledge volunteer contributions.

Note: Sample sizes are 18 in 2024 and nine in 2025. Organisations can selected multiple options. In 2024, ten organisations did not provide a response, and six indicated 'none of the following'. In 2025, two organisations did not provide a response, and two indicated 'none of the following'.

7. Transparency, measuring, and reporting

7.1　Espousing the UN WEPs

Support for the UN Women's Empowerment Principles is reflected in how organisations communicate their commitment both internally and externally. Figure 29 shows that in 2024 the highest reported proportions were for external communication to clients, customers, or suppliers (62.5%) and for active support of initiatives relating to the UN WEPs and other gender-based programmes (62.5%). In 2025, the most common approach was active support for these initiatives, reported by all organisations (100%). Public-facing communication on organisational websites was also frequently noted across both years. Additional external methods of espousing the UN WEPs are presented in Table 44.

FIGURE 29: EXTERNAL ESPOUSAL OF UN WEPS
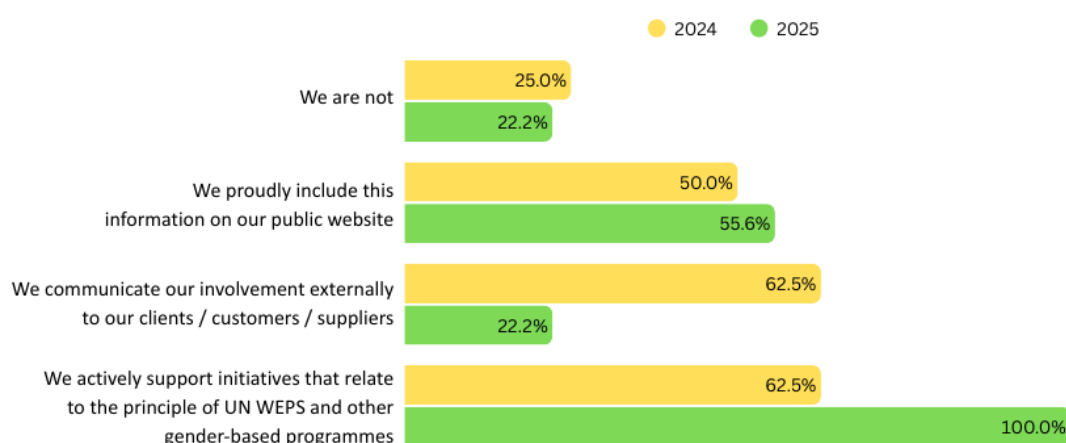
Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses. Proportions do not add to 100% as organisations can selected multiple options.
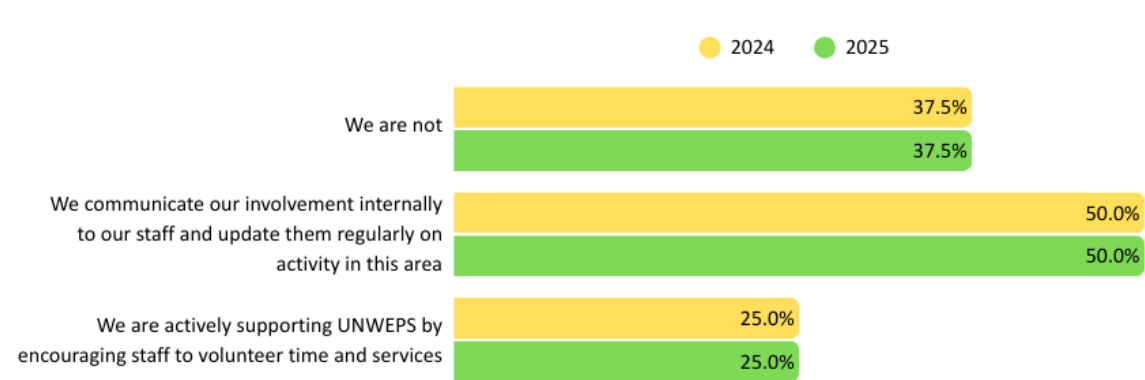
TABLE 44: ADDITIONAL EXTERNAL ESPOUSAL OF UN WEPS

2024
We mention WEPS to our suppliers and other business owners/managers and encourage them to join.
We have hosted WEPS events in Auckland, Christchurch and Wellington in the last 12 months to enable WEPS to celebrate, raise awareness and membership.
In addition to speaking at WEP events, Toolbox meetings and directly with several of our partners, our People & Culture Leader has shared our involvement with [gender-equity principles through an upcoming article in a national HR publication], local HR events and is developing opportunities with [industry-specific] organisations. She is currently also working with [an industry-specific women's network] on a potential Christchurch event on the WEP's principles.
[Our organisation] has internally and externally celebrated our adoption of the UN WEPs and use it as the overarching framework for our [women's development programme]. In our senior leader engagement, the

adoption of the UN WEPs is referred to when speaking to initiatives that support gender equality (such as the Gender Equality Charter).

2025
We tell our business colleagues how great WEPs is.
We have internally and externally celebrated our adoption of the UN WEPs and use it as the overarching framework for our women's development programme. In our senior leader engagement, the adoption of the UN WEPs is referred to when speaking to initiatives that support gender equality (such as the gender equality charter). We see close alignment with the United Nations and openly share the value of using the WEPs framework to guide gender equality work. For example, this was discussed at a recent symposium about gender-focused peace and security initiatives. Progress is reported externally through public pay gap reporting and strategy updates. STEM-related programmes [that we run] align with WEPs by increasing young women's participation in STEM careers.

Figure 30 outlines how organisations communicate their involvement internally. The most commonly reported internal approach in both 2024 and 2025 was providing regular updates to staff on activity related to the UN WEPs, noted by half of the organisations in each year (50%). A smaller proportion reported that they were not undertaking internal communication (37.5% in both years), while one-quarter of organisations in each year indicated internal support through encouraging staff to volunteer time and services (25%). Further internal methods of espousing the UN WEPs are detailed in Table 45.

FIGURE 30: INTERNAL ESPOUSAL OF UN WEPS

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses. Proportions do not add to 100% as organisations can selected multiple options.

TABLE 45: ADDITIONAL INTERNAL ESPOUSAL OF UN WEPS

2024
We host UNWEPS events and communicate the invitations internally where appropriate to UNWEPS capacity.

We have a dedicated Women's Empowerment Principles Committee made up of 8 volunteers from across the team. They commit to a monthly meeting and take on individual action points to continually improve our support of women's empowerment. We encourage and subsidise memberships and events that female staff can be part of and find support groups to help them navigate challenges of working in a male-dominated industry. We also try to assist them in improving a work-life balance. Examples include paid individual [industry-specific women's network] memberships and facilitating attendance of conference and events held by this organisation. Female employees can also use work time to attend conferences or webinars from other organisations, especially for topics such as Women in Leadership and how to handle stress and resilience in balancing work and life in remote working arrangements, especially for mothers.
The UN WEPs are embedded into our 'Gender Equality Charter' (which was signed by over 150 Senior Leaders in 2023), and included in International Women's Day campaign material, as well as all Diversity and Inclusion gender presentations and briefs that are delivered. As the UN WEPs formed the framework for the [women's development programme], initiatives under the work programme are aligned to its principles. For example, provision of period products and commencing work on menopause research and development of menopause guidelines under Principle 3.
2025
We communicate at least annually to staff about the UN Women's Empowerment Principles. We also record our obligations under UN WEP in our obligation management system which tracks all legislative and regulatory obligations. This obligation is then reviewed and reported on regularly.
We make sure there are little reminders of WEPs around the office: awards we have won, the stand-up banner on our front desk, global WEPs poster in our staff area, informal discussions and conversations with staff.
Hosting UN WEPS events when we can.
This is included in our reporting, and we incorporate into resource and support material for gender equality or equity-based initiatives. The UN WEPs are embedded into our gender equality charter, and included in International Women's Day campaign material, as well as all Diversity and Inclusion gender presentations and briefs that are delivered. As the UN WEPs formed the framework for the [women's development programme], initiatives under the work programme are aligned to its principles. For example, provision of period products and commencing work on menopause research and development of menopause guidelines under Principle 3. We also have info about UN WEPs on our intranet page.

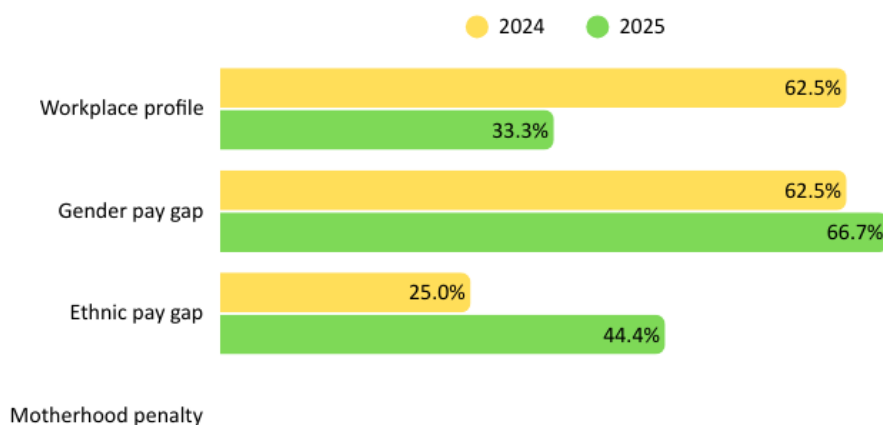## 7.2 Employment opportunity metrics

Eight of the 18 organisations in 2024 and all nine organisations in 2025 indicated that they publish equal employment opportunity (EEO) metrics. As shown in Figure 31, the gender pay gap was the most commonly published metric in both years. In 2024, 62.5% of organisations published their workplace profile and gender pay gap, while 25% reported their ethnic pay gap. In 2025, one-third of organisations reported their workplace profile, two-thirds reported the gender pay gap, and 44.4% reported the ethnic pay gap. No organisations reported on motherhood penalty in either year.

Figure 32 outlines where these metrics are made available. In 2024, all reporting organisations shared the information internally, with many also including it in annual reports (80%) and on their public websites (60%). In 2025, internal and public-facing reporting were the most common approaches (both 66.7%), followed by annual reports (50%).

Several organisations noted that they collect and review a broader range of gender-related workforce data beyond the core EEO metrics. This includes information on promotion timeframes, access to development opportunities, uptake of flexible working arrangements, and attrition patterns. One organisation described conducting more detailed internal analyses, such as deep dives into specific workforce groups or functional areas, and noted that gender-related indicators, including representation and age distribution, are reviewed at the executive level. Another organisation indicated plans to share its metrics more widely, including through external frameworks, and expressed openness to broader data sharing to support industry-wide change. A further organisation referenced the use of publicly available benchmarking tools, such as MindTheGap, to inform its reporting approach.
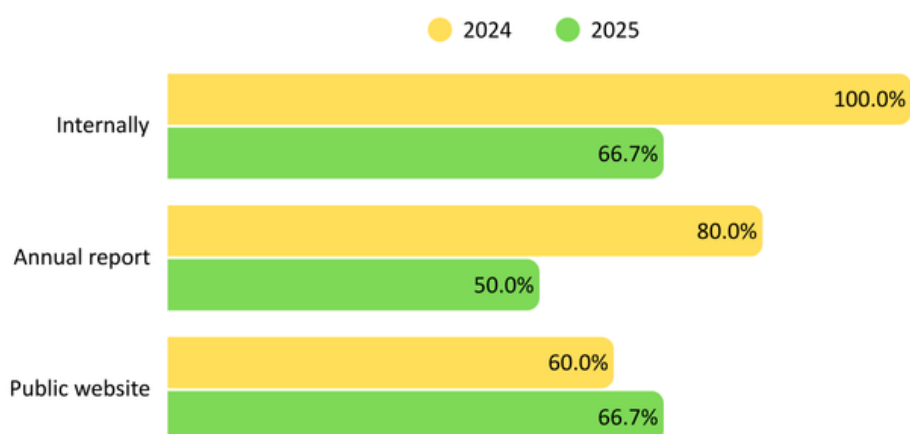
Finally, organisations were asked whether they would consider making their EEO metrics public in the future, and two organisations in both reporting years indicated that they would.

FIGURE 31: REPORTING OF EQUAL EMPLOYMENT OPPORTUNITY METRICS

Note: Sample sizes are 18 in 2024 and nine in 2025. Calculations of proportions omit null responses. Proportions do not add to 100% as organisations can selected multiple options.

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