NEW ZEALAND
WORK RESEARCH INSTITUTE

WOMEN'S EMPOWERMENT PRINCIPLES
EQUALITY MEANS BUSINESS
UN WOMEN
UNITED NATIONS GLOBAL COMPACT

UN Women's Empowerment Principles Survey

September 2017

Conducted by NZWRI on behalf of UNWEPS

NEW ZEALAND
WORK RESEARCH INSTITUTE

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Introduction

1 Introduction to Survey Participants and Methodology

The New Zealand Work Research Institute (NZWRI) is pleased to publish the results of the UN Women's Empowerment Principles Survey 2017.

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

- Principle 1. Leadership Promotes Gender Equality
- Principle 2. Equal Opportunity, Inclusion and Non-Discrimination
- Principle 3. Health, Safety and Freedom from Violence
- Principle 4. Education and Training
- Principle 5. Enterprise Development, Supply Chain and Marketing Practices
- Principle 6. Community Leadership and Engagement
- Principle 7. Transparency, Measuring and Reporting

1.1 Participating Organisations

The following **twenty-three** organisations provided information in relation to their diversity policies:

- Auckland Chamber of Commerce
- Bank of New Zealand
- Buddle Findlay
- BusinessNZ
- Coca-Cola Amatil New Zealand
- Deloitte New Zealand
- EY New Zealand
- Far North Safer Community Council
- Greater Wellington Regional Council
- Hamilton City Council
- KPMG New Zealand
- MoreMedia Enterprises Limited
- Opus International Consultants
- Rotorua Lakes Council
- Simpson Grierson
- SKYCITY
- Sovereign
- The Warehouse Group
- Vodafone New Zealand
- Waikato District Council
- Westpac New Zealand
- Woodward Chrisp Lawyers
- Z Energy

1.2 Survey Methodology

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

The target participants were WEPs signatory organisations.

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

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

1.3 About Us

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Principle 1. Leadership Promotes Gender Equality

2 Strategy

2.1 Public Commitment and Statement of Support

A public commitment and statement of support was given towards gender equality in **eighteen** organisations (**78.26%**) by the CEO and/or the Board of Directors, and **one** organisation (**4.35%**) is planning to issue a statement within the next 12 months. **Eighteen** organisations (**78.26%**) operate a specific diversity policy and strategies specific to addressing women's empowerment are included in **sixteen** organisations (**69.57%**). The details of these strategies are presented in *Table 1* below.

Table 1 – Strategies to Address Women's Empowerment

Strategies to Address Women's Empowerment	
Organisation	**Strategies**
Organisation 1	• We conduct data analysis to ensure pay equity. • During recruitment and selection processes we use female panel members and software to ensure ads appeal to women. • We advertise our flexible working practices. • We provide unconscious bias training.
Organisation 2	• Gender balance is one of the priority focus areas of our diversity strategy. • Current gender tilt activities include: - Developing more robust data, metrics and reporting of gender representation across all areas and levels of the business. - Embedding a broadened gender recruitment policy. - Facilitating targeted mentoring and coaching support. - Targeting specific gender imbalance hotspots with customised interventions.
Organisation 3	• We can be successful, being ourselves, by being committed to: - A culture that does not discriminate, respects human rights, and is inclusive of all of those in New Zealand. - A firm that reflects the diversity of New Zealand at all levels. - Sustaining a workplace where all of us can achieve, where we are fully expressed as individuals, and where we address barriers to inclusion for ourselves and our colleagues.
Organisation 4	• We provide opportunities for senior employees to attend external training relevant to women's empowerment. • We provide sponsorship funding to and host events that showcase our commitment to gender equality and women's empowerment. • We have developed a formal flexible working policy to provide a toolkit on career flexibility, addressing flexible work options, and leave and re-entry opportunities for high performing talent. • Our senior women are actively encouraged to participate in leadership, mentoring and women's network events, both internally and externally. • We are pursuing other initiatives, such as holding forums about diversity and inclusion issues. • As a signatory to the UN WEPs, we are committed to monitoring and reporting on our gender diversity statistics and performance.
Organisation 5	• We have a target of 50/50 females and males in all senior leadership roles and leadership pipelines and are proud to say we have already reached this goal with a gender balanced Executive and Senior Leadership team. • Our strategy continues to focus on women's empowerment to ensure we maintain gender balance in leadership and support all women to reach their potential.

	• Our diversity strategy includes an action plan around identifying female talent and ensuring targeted development plans are in place for them. • We have several other strategic priorities which support women's empowerment, such as unconscious bias training for all leaders (as part of our focus on empowering our leaders to be strong advocates for a diverse and inclusive culture), celebrating days of significance, including International Women's Day, and promoting flexible working throughout the business.
Organisation 6	• Gender equality has been a key focus of our diversity strategy for a number of years. • Our target of having 50% women in leadership positions is supported by recruitment strategies, women-specific leadership development opportunities, monthly gender diversity reporting for every business unit, and our Gender Equity Employee Action Group.
Organisation 7	• Women's empowerment is one of seven key pillars of our diversity and inclusion strategy, and is deemed a top priority both from a focus and resource perspective. • Our women's empowerment strategy focuses on: - The acceleration of women into leadership roles via the development of high potential emerging female leaders. - Gender pay equity. - Balanced representation in functions that are traditionally male dominated via targeted recruitment processes. - Fostering and building a family-friendly workplace (parental leave, return to work, childcare). - Female health and safety.
Organisation 8	• Our strategy includes a global partnership quota and retention rates specifically for women.
Organisation 9	• We ensure that employees can bring their whole selves to work in order to flourish, be paid and promoted fairly. • We do not tolerate discrimination in any form.
Organisation 10	• Gender is one of the specific focus areas of our inclusion and diversity strategy. The strategy includes gender leadership targets, flexible working and modern parental leave policies, and a working group focussed on gender initiatives. • We have also set up an internal network supporting women's initiatives within our organisation.
Organisation 11	• Three years ago, we set ourselves targets to increase the number of women in our partnership by 2020. We met those targets three years early and in the time we have been working on it, we have doubled the number of female partners in the firm. For the first time ever, this year we appointed more women to partnership than men by a factor of 3:1. • A key initiative we undertook this year was around International Women's day. We asked 15 women to tell their life stories, which we published on our intranet. We were hoping to both raise the profile of these fabulous women and to go beyond the surface conversations that often happen. The women told stories of breast cancer survival, sexual harassment, discrimination, and one brave young lady spoke out for the first time about her experience of domestic violence. It was so powerful that another women drafted a domestic violence policy for the firm in her own time as she felt so moved by what she read. That was signed off by the Board and since then, another five women have come forward and told their stories. The personal support for them has been absolutely amazing. Incredibly empowering.
Organisation 12	• All activities carried out by women staff are seen as making a contribution to the team.

Twenty organisations (**86.96%**) have activities in place that are not included in their gender diversity policy but contribute towards women's empowerment, and **two** organisations (**8.70%**) plan to have similar activities within the next 12 months. **Eleven** organisations (**52.17%**) provided further detail regarding these activities and this information is presented in *Table 2* below.

Table 2 – Activities outside of Gender Diversity Policies Contributing to Women's Empowerment

Activities outside of Gender Diversity Policies Contributing to Women's Empowerment	
Organisation	**Activities**
Organisation 1	• Our current organisational policies and culture support flexible working practices.
Organisation 2	• Providing opportunities for growth and development directly related to empowering women, not only as employees but in our volunteer base, and promoting women in leadership positions. • We are running a service to address gender based sexual violence. • We assist in the selection of young women to receive scholarships to increase their access into the trades. • We have a memorandum of understanding with various like-minded organisations and are actively encouraging them to promote women's empowerment in their work places and join WEPs. • It is about 'having the conversation' and bringing it to the table as an important value in our organisation, to show we practise our values, they are not just written in policy collecting dust on the shelf. Women's empowerment has been included in our list of published values as an organisation. We are proud to be a part of this.
Organisation 3	• Our employees are empowered to create and lead their own networks, with the support of the diversity and inclusion team. • We have a community, established by passionate female employees in 2010, with the vision to empower, educate, support, inspire and connect other female employees. They run regular events with guests that support their vision.
Organisation 4	• We are working on creating a group of women across our business who receive additional leadership development and coaching, to increase our pipeline of women ready for key leadership roles as they come available. • We provide a range of flexible working arrangements, such as flexibility in location of work, hours of work, and days of work, which ensures working parents are able to work in a way that works for their family. • We have excellent parental leave provisions which ensure parental leave, and returning to work, are not a barrier to women's careers. We have also just had our first dad take extended parental leave in place of his wife!
Organisation 5	• Ensuring a strong representation and measurement of women within our internal talent pools and leadership development programmes.
Organisation 6	• Our general personal development programs support women's empowerment and career progression.
Organisation 7	• Yes, although our other five diversity and inclusion focus areas are non-gender specific, they all contribute to the empowerment of women. For example, our flexibility Employee Action Group supports employees with their flexibility needs, with the aim of making our organisation a leading employer in the use of flexible and innovative work options. Although this group supports all staff, it's work in normalising flexible work options helps empower women to ask for the flexibility they may need to be successful at work and at home.
Organisation 8	• We celebrate International Women's Day, the YWCA Equal Pay Awards, Pink Ribbon Breakfasts, as well as our internal communities and networks.
Organisation 9	• We have an initiative that supports victims of, users of and people supporting victims of domestic violence - predominantly the victims are women. • We hold women's leadership development programmes.

	• We provide programmes which enable women to return back to work post maternity leave working four days per week and being paid for five days. • We provide lifestyle leave, which enables people to get additional leave throughout the year. This is particularly helpful for solo parents (many women) or during school holidays. • We have flexible work practices.
Organisation 10	• We convene internal and external networks, hosting external speakers and guests for learning and networking opportunities.
Organisation 11	• We believe very strongly that by increasing diversity across the various sectors (gender plus LGBTI, Asia, Maori and Pasifika and accessibility) that there will be a flow on effect on the promotion and empowerment of women. This was the foundation principle behind our diversity strategy. • We have many activities undertaken under each of these banners which ultimately support women. We ensure there is a gender balance in leadership development opportunities and programmes, in recruitment, and in remuneration.

2.2 Responsibility for Managing Women's Empowerment

The responsibility for managing women's empowerment initiatives is placed with specific roles in **sixteen** organisations (**69.57%**).

3 Leadership and Governance

3.1 Women in Leadership

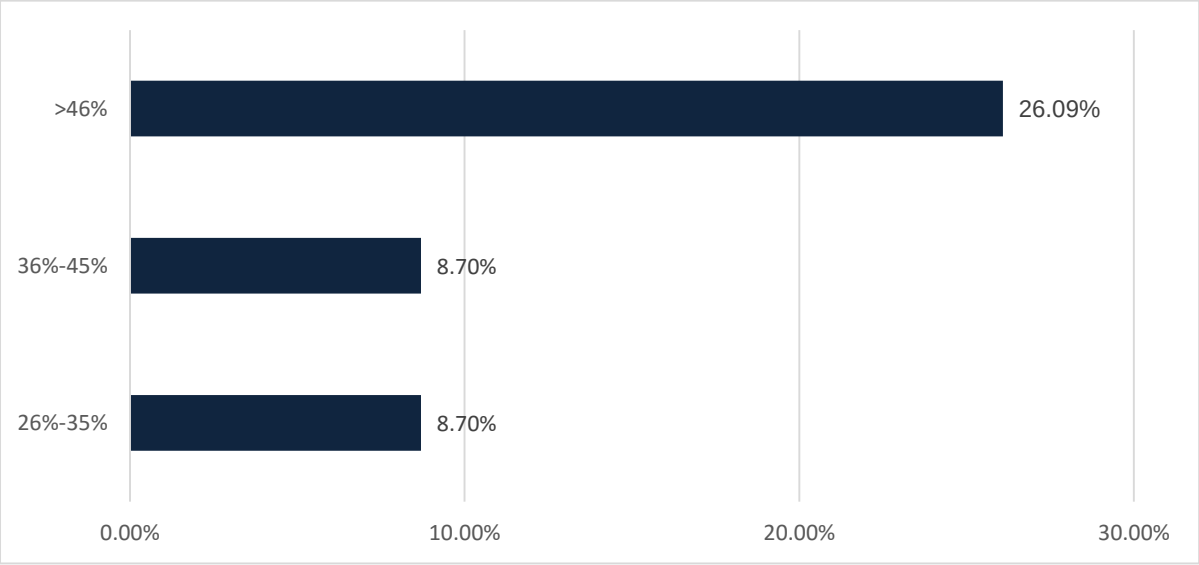
The highest female representation in the Board of Directors and the Senior Executive team is 75%. Female representation by the percentage of members is presented in *Table 3* below.

Table 3 – Female Representation: Percentage of Members

Female Representation: Percentage of Members				
Career Level	**Lower Quartile (%)**	**Median (%)**	**Upper Quartile (%)**	**Average (%)**
Board/Highest Governance	20.00	30.00	36.75	30.32
Senior Executive Team	23.00	35.00	50.00	34.86

Ten organisations (**43.48%**) have specific quantitative targets related to women's empowerment, and **two** organisations (**8.70%**) are planning to have targets within the next 12 months. The quantitative targets related to women's empowerment within these organisations are illustrated in *Chart 1* below.

Chart 1 – Quantitative Targets for Women's Empowerment



Note: Quantitative targets below 25% are not applied in any organisation.

3.2 Female Recruitment Policy

Participating organisations were asked to provide details on female representation in leadership and governance roles. A policy to actively recruit women into senior management, the Executive team or Board is present in **seven** organisations (**30.43%**).

3.3 Communication of Support

Support and commitment to the recruitment of women into leadership positions is openly communicated in **fifteen** organisations (**65.22%**), and **three** organisations (**13.04%**) plan to do the same within the next 12 months. Specific programmes to increase the number of women in leadership positions are outlined in *Table 4* below.

Table 4 – Female Recruitment Programmes

Female Recruitment Programmes	
Programmes	**% of Organisations**
Conduct unconscious bias training	56.52
Inclusion of female on interview panel for every Senior Executive/Board Interview/appointment	43.48
Target/goal (quota) to achieve over time	39.13
Review of gender profiles of end-to-end recruitment and selection process in order to identify any 'blockages' to recruiting women into roles	39.13
Specific advertising or search focused on women for the top roles	30.43
Mandated 50/50 candidate shortlist	4.35
Other	34.78

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

'Other' responses made by **eight** organisations (**34.78%**) are presented in *Table 5* below.

Table 5 – Female Recruitment Programmes: Other Responses

Female Recruitment Programmes: Other Responses	
Organisation	**Programmes**
Organisation 1	• We are working on unconscious bias training and removing names from recruitment material.
Organisation 2	• We do not yet have unconscious bias training or blind recruitment, but these are two things we are looking to introduce in the near future.
Organisation 3	• Women are actively encouraged to participate in leadership.
Organisation 4	• Our robust recruitment practices, and positive progress, has meant we have not needed to mandate shortlists nor remove names.
Organisation 5	• We will be involved in a 'women in technology' pilot, which will promote and support women being hired into technology roles. • We advertise roles on Flexcareers. Although gender-neutral, flexibility is often a concern for females, for example, new mothers looking to return to the workforce.
Organisation 6	• We have clear expectations and ranges that we work to.
Organisation 7	• We foster mentoring relationships for potential women leaders. • We provide a selection of external learning and development programmes for female staff.
Organisation 8	• We have a talent management framework in place which allows us to identify and discuss the development of our high potential women across the firm. We do this review on an annual basis and it helps to raise the profile of the next generation of female leaders and allows us to profile and support them.

3.4 Impact of Female Recruitment Programmes

As a result of their female recruitment programmes, **three** organisations (**13.04%**) are seeing an increased number of women being interviewed for leadership roles, and **four** organisations (**17.39%**) are seeing an increased number of women being selected for leadership roles. **Eleven** organisations (**47.83%**) believe it is too soon to tell, and **one** organisation (**4.35%**) is seeing no difference. **Five** organisations (**21.74%**) provided further detail regarding the effect of these programmes and this information is presented in *Table 6* below.

Table 6 – Impact of Female Recruitment Programmes

Impact of Female Recruitment Programmes	
Organisation	**Impacts**
Organisation 1	• We have recently advertised for a new programme leader and through the recruiting process we have ensured we have equal numbers for interview.
Organisation 2	• While overall recruitment numbers have not changed significantly, there has been a noticeable reduction in the number of exception requests made regarding shortlist gender compositions. • There has been a relatively stable leadership population with low churn and limited opportunity to increase women in very senior roles. Two roles became vacant mid-2017 and there is a very strong directive to ensure women are seriously considered for both.
Organisation 3	• We have interviewed and recruited more women but it is unsure if this has been the result of any targeted action plan.
Organisation 4	• The majority of our staff below partner level is female and the percentage of female partners has been improving in recent years.
Organisation 5	• We have strong representation at a senior level.

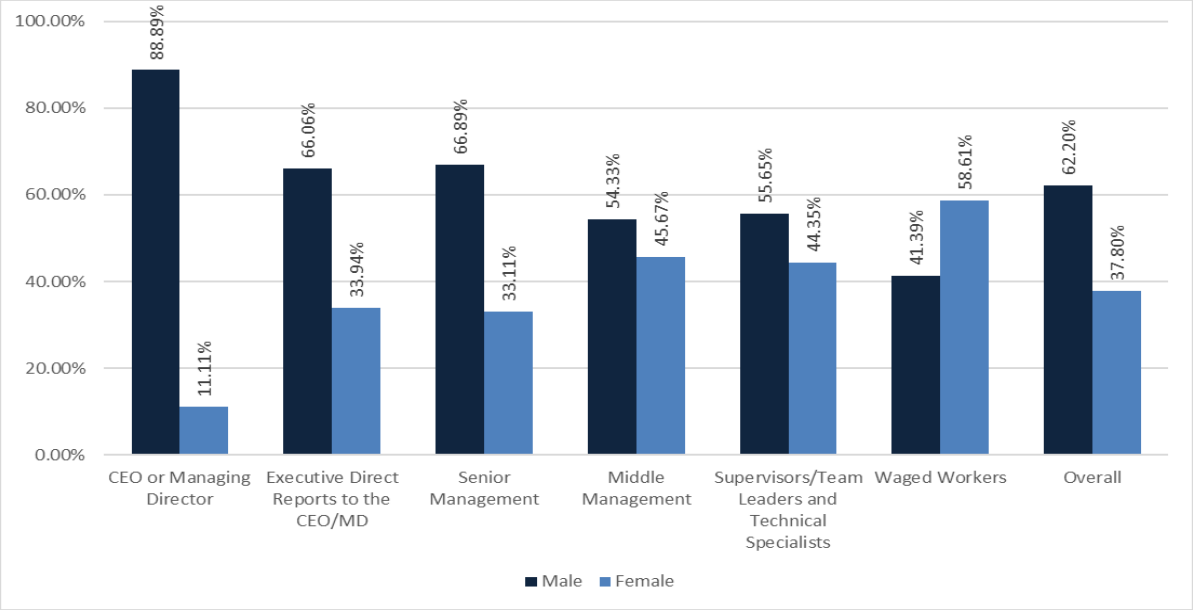
Principle 2. Equal Opportunity, Inclusion and Non-Discrimination

4 Equal Opportunity and Family Requirements

4.1 Gender Representation

The mean female representation in the overall workforce is **37.80%**. The mean female representation at the Senior Management level and above is significantly lower than the mean male representation.

Chart 2 – Gender Representation by Career Level



4.2 Family Requirements – Enhanced Parental Leave

Enhanced parental leave provisions over and above statutory legislation are provided in **thirteen** organisations (**56.52%**) of the organisations, and **two** organisations (**8.70%**) plan to offer follow suit within the next 12 months. Specific enhanced parental leave provisions are outlined in *Table 7* below.

Table 7 – Enhanced Parental Leave Provisions

Enhanced Parental Leave Provisions	
Provisions	**% of Organisations**
Additional leave (over and above statutory paid parental leave) to mothers/the primary caregivers	39.13
Additional payment (over and above statutory paid parental leave) to mothers/the primary caregivers	39.13
Additional leave to fathers/the supplementary caregiver	34.78
A one-off payment to fathers/the supplementary caregiver	4.35
Other	47.83

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

'Other' responses made by **eleven** organisations (**47.83%**) are presented in *Table 8* on the following page.

Table 8 – Enhanced Parental Leave Provisions: Other Responses

Enhanced Parental Leave Provisions: Other Responses	
Organisation	**Provisions**
Organisation 1	• We plan to pay annual leave at a four week rate on return from parental leave.
Organisation 2	• We provide parental leave assistance, which provides a top-up payment (to a maximum of 18 weeks) to all eligible employees. The payment is the difference between the employee's ordinary salary and the government paid parental leave. The period of cover is currently being reviewed with the intention of extending for longer. • We provide primary carer, extended parental, and family leave. Family Leave is additional to statutory entitlements. If a permanent employee or their partner gives birth, or adopts a child under the age of five, they are eligible for three days' paid family leave and seven days' unpaid leave within the three weeks before or after the birth or adoption.
Organisation 3	• We have provided additional unpaid leave to mothers who are not eligible for the full 52 weeks on a case-by-case basis in the past. • We pay employees their full salary while on their 18 weeks paid parental leave. • We pay a return to work bonus of four weeks' salary (at their rate and hours before parental leave) after they've been back at work for three months. • We provide flexible work arrangements, such as part time work or working from home.
Organisation 4	• We offer flexi-time.
Organisation 5	• Of the two weeks leave available to fathers, we pay one week of this leave.
Organisation 6	• We provide a return-to-work bonus, a baby voucher for expectant parents, and continued superannuation payments whilst on parental leave.
Organisation 7	• We provide return to work coaching, gifts, a buddy system while out of the office on leave, and we top up annual leave to full value.
Organisation 8	• Our parental leave policy and practices are regularly being reviewed and improved. Some of the current entitlements and benefits include: - A six week lump sum payment on return from parental leave for primary caregivers, six months after returning to work. - Two weeks additional paid parental leave for secondary caregivers. - Staggered return to work options to provide a transition period for parent and baby during the first three months of returning to work, and flexible working options as per our flexible working policy. - Special dependent leave, including an additional five days paid sick leave for primary and secondary caregivers during the first 12 months of return to work. - A parental leave support website, chatter group and toolkit, including an online hub with parental leave 'ambassadors' who can buddy up with returners to help them transition back to work. - A company gift for all new parents. - Pay reviews applied to those on parental leave. - An encouraged cultural norm for new parents to bring their baby to work to meet their colleagues.
Organisation 9	• We offer flexibility based on need.
Organisation 10	• Employees return to work for four days and get paid for five. • We accrue leave at full value. • We ensure pay rises for people on maternity leave are by standard rather than exception. • We provide five days paid partner leave.
Organisation 11	• We provide three months' salary by way of a parental leave bonus.

4.3 Policies to Support Women Returning from Parental Leave

Policies to support women returning from parental leave are implemented in **eighteen** organisations (**78.26%**). These policies are outlined in *Table 9* below.

Table 9 – Support for Women Returning from Parental Leave

Support for Women Returning from Parental Leave	
Policies	**% of Organisations**
Support flexible working options for those returning from parental leave	78.26
Regular contact with employees on parental leave	73.91
Allow employees to keep their 'tool of trade' phone and/or laptops so they can keep in touch	52.17
Operate a staggered return to work policy post parental leave	47.83
Mentoring programmes to help returning employees adjust their work-life balance and to transition back into the workforce	34.78
Other	26.09

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

'Other' responses made by **six** organisations (**26.09%**) are presented in *Table 10* below.

Table 10 – Support for Women Returning from Parental Leave: Other Responses

Support for Women Returning from Parental Leave: Other Responses	
Organisation	**Policies**
Organisation 1	• We have a breast feeding and expressing room with a fridge.
Organisation 2	• Leaders maintain regular and appropriate contact with an employee who is absent on parental leave. The employee and organisation may agree to the employee using all or some of their Keeping in Touch hours. Keeping in Touch hours refer to the paid hours worked by agreement with the organisation during parental leave. • We actively encourage flexible working for all roles, and returning parents are encouraged to consider their options. These may include a graduated return to full-time hours, some flexibility of working hours by arrangement, job sharing arrangements, and returning to part-time in an alternative role.
Organisation 3	• We have a parental leave support framework in place. It involves a mother in a senior role connecting with the expectant mum prior to finishing work, staying in touch during leave (if the mum wants to), and coaching when they return to work (again, if the mum wants it). This is designed to provide additional support to mothers from someone who understands the changes that they are going through.
Organisation 4	• We hold 'keeping in touch' days where employees are invited to team bonding activities, important meetings, and any training sessions.
Organisation 5	• We have a parental leave portal on our intranet which includes tools and tips across all stages of parental leave. Included in this are sections/information on transitioning back to work and managing your career as a working parent. In the last 12 months, an additional section has been added with a page of names and photos of 'buddies' from across the business who have volunteered to meet with parental leave returners. These are people who can act as mentors or support people for others going through the range of emotions that can occur when returning to work after having a child.

Organisation 6	• We send out our weekly chairman's update so that employees can stay in touch with what is happening in the organisation. • We have a coffee group so new parents don't lose out on those forums.

4.4 Policies to Support Inclusive and Family-Friendly Workplaces

Policies to support inclusive and family-friendly workplaces are implemented in **fourteen** organisations (**60.87%**). These policies are outlined in *Table 11* below.

Table 11 – Support for Inclusive and Family-Friendly Workplaces

Support for Inclusive and Family-Friendly Workplaces	
Policies	**% of Organisations**
Hold family-orientated events	43.48
Support informal or social groups aimed at parents	26.09
Operate a school holiday programme	8.70
Offer discounts/subsidies for childcare fees	4.35
Operate an on-site childcare centre	4.35
Other	30.43

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

'Other' responses made by **seven** organisations (**30.43%**) are presented in *Table 12* below.

Table 12 – Support for Inclusive and Family-Friendly Workplaces: Other Responses

Support for Inclusive and Family-Friendly Workplaces: Other Responses	
Organisation	**Policies**
Organisation 1	• We provide extra sick leave aimed at family sickness above the normal sick leave allocation.
Organisation 2	• Our organisation established an initiative in 2016 to support employees who are going through the family life cycle: before taking parental leave, while on parental leave, preparing to return to work, and effectively balancing work and a new family member. They connect across the organisation and provide access to helpful resources to ensure this is a great positive experience for all parents.
Organisation 3	• We have a relationship with a provider who works with mothers/parents to support and assist with becoming a parent, transitioning back in to the workforce, and balancing work and home life.
Organisation 4	• We are very supportive of flexible working arrangements to allow staff to meet their family and personal needs. • We have held a 'children's day' where staff were able to bring their children to work for a day of activities.
Organisation 5	• We offer a school holiday programme subsidy.
Organisation 6	• Our family oriented events include family open day trips and Christmas parties. • Our social groups aimed at parents include Youthline Anti-Bullying Workshops for Parents.
Organisation 7	• We have a coffee group and we host an annual kids Christmas party for families. • We offer seminars to parents (both employees and their partners) on topics such as cyber safety and recognising the signs of mental distress.

5 Pay Equity

5.1 Gender Pay Gap

The comparison of current **average** pay rates between male and female employees in **fifteen** organisations (**65.22%**) shows that male employees are paid **13.00%** more than their female counterparts at the median level.

The comparison of current **median** pay rates between male and female employees in **eleven** organisations (**47.83%**) shows that male employees are paid **8.00%** more than their female counterparts at the median level.

Table 13 – Overall Gender Pay Gap: Males and Females

Overall Gender Pay Gap: Males/Females				
Males / Females	**Lower Quartile (%)**	**Median (%)**	**Upper Quartile (%)**	**Average (%)**
Average Pay Gap	1.00	13.00	19.00	12.33
Median Pay Gap	1.00	8.00	24.84	13.21

The highest reported average gender pay gap in an organisation is **31.90%**. The highest reported median gender pay gap in an organisation is **34.21%**.

5.2 Pay Equity Profiling Analysis

Ten organisations (**43.48%**) have a gender pay equity profile of their organisations to identify any gender pay issues, and **three** organisations (**13.04%**) are planning to create a profile within the next 12 months. The types of pay equity profiling methods used are outlined in *Table 14* below.

Table 14 – Pay Equity Profiling Analysis

Pay Equity Profiling Analysis	
Analysis	**% of Organisations**
Comparison of percentage increases for males and females with the same performance rating/grade	43.48
Analysis of pay progression performance outcomes and the link to pay progression for males and females	34.78
Comparison of starting pay rates for males and females doing the same job	26.09
Comparison of male and female payroll data from commencement of employment throughout the work cycle	17.39
Analysis of the speed of pay progression for males and females in the same role	13.04
Other	26.09

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

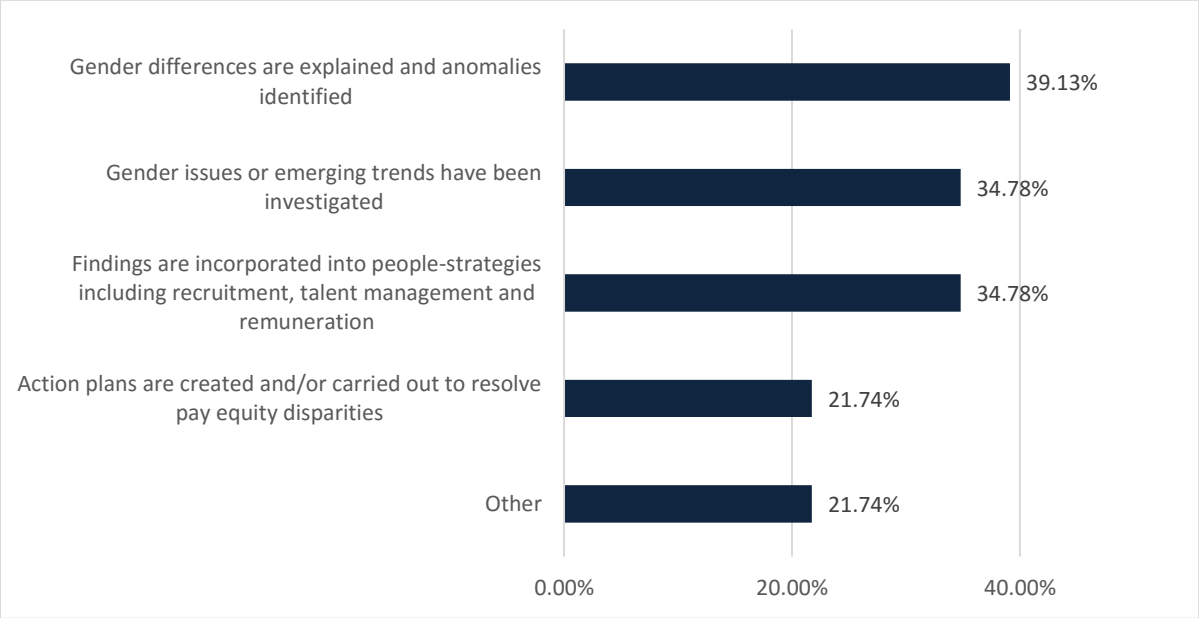
'Other' responses made by **six** organisations (**26.09%**) are presented in *Table 15* on the following page.

Table 15 – Pay Equity Profiling Analysis: Other Responses

Pay Equity Profiling Analysis: Other Responses	
Organisation	**Analysis**
Organisation 1	• We analyse the ratio of male-female salary and total package by career level, and also pay specific attention to gender pay by role during our annual remuneration review. When our General Managers are asked to sign off on increases for their area, one of the specific requests we make of them is to ensure pay is fair for women and men doing the same role (taking into account performance and tenure). • We have not done analysis of pay progression over time as we are a very performance-based organisation, and increases are strictly based on performance using a matrix system. When final performance ratings are allocated each year, our business unit leadership teams and Executive review the ratings with a number of diversity and inclusion lenses, including gender. This means that while we don't specifically compare the percentage increases males and females get, we do ensure performance ratings are applied fairly and consistently which then directly flows to percentage increases.
Organisation 2	• We analyse the amount and split of bonuses paid to males and females at all levels.
Organisation 3	• We have an embedded process established for gender pay parity reviews, where deep dives occur annually and are reported to our Board.
Organisation 4	• We conduct pay equity analysis based on job grade (pay group job evaluation methodology).
Organisation 5	• We do a full annual audit and have centralised remuneration to ensure we have parity with every new hire.
Organisation 6	• We analyse equity for like for like roles using median calculations.

The outcomes of pay equity profiling analysis are adopted in **eleven** organisations (**47.83%**). The outcomes of their analysis are illustrated in *Chart 3* below.

Chart 3 – Adopted Outcomes of Pay Equity Profiling Analysis



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

'Other' responses made by **five** organisations (**21.74%**) are presented in *Table 16* on the following page.

Table 16 – Adopted Outcomes of Pay Equity Profiling Analysis: Other Responses

Adopted Outcomes of Pay Equity Profiling Analysis: Other Responses	
Organisation	**Outcomes**
Organisation 1	• We have specific meetings each year to thank staff members and discuss their desired pay, conditions and professional development, if any.
Organisation 2	• We are very particular about pay and have centralised remuneration decisions to ensure that we have equality every time we recruit. • We have widely publicised the results of our pay equity survey and have helped other organisations with their journey by speaking widely on the topic and providing advice (freely) to others when requested. • We have written articles on pay parity as well.
Organisation 3	• Our pay profile analysis has been included in our remuneration governance framework. Our Remuneration Oversight Committee receives reporting on gender equity and will only sign off on remuneration reviews if they are confident budgets have been distributed fairly and equitably. • We continuously adjust policies as necessary. For example, we made changes to ensure employees who go on parental leave automatically receive salary increases so that their remuneration does not fall behind their colleagues.
Organisation 4	• Remuneration decisions and talent management is assessed on years of experience and performance only so there is a fair and equitable approach applied. • The Remuneration Committee and Board have full visibility and sign off on remuneration decisions for every staff member.
Organisation 5	• We find it more valuable to look at gender pay by level of the organisation.

5.3 Demonstrating the Support for Pay Equity Policy and Practices

Seventeen organisations (**73.91%**) use a combination of methods to demonstrate that they are 'taking action' to support their pay equity policy and practices. The number of organisations that apply each method to demonstrate 'taking action' are outlined in *Table 17* below.

Table 17 – Demonstrating Support for Pay Equity

Demonstrating Support for Pay Equity	
Method	**% of Organisations**
Flexible working arrangements are incorporated in our people-related policies	65.22
Employees have equitable access to rewards and benefits	60.87
Policies ensure roles are fully and fairly evaluated or sized including how they are formally documented	60.87
Employees have equitable access to promotion and training development opportunities	56.52
Policies and practices clearly support the promotion, awareness and practice of pay equity	47.83
Unconscious bias training in place for employees conducting recruitment and selection on training and development	30.43
Other	17.39

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

'Other' responses made by **four** organisations (**17.39%**) are presented in *Table 18* below.

Table 18 – Demonstrating Support for Pay Equity: Other Responses

Demonstrating Support for Pay Equity: Other Responses	
Organisation	**Method**
Organisation 1	• Remuneration is agreed and the Board has visibility and final sign off.
Organisation 2	• Gender reporting analysis is part of the annual remuneration review.
Organisation 3	• We believe in conscious rather than unconscious bias. Our conscious bias is in favour of diversity.
Organisation 4	• Discussion with staff about their strategies around increasing rates of pay over time.

5.4 Pay Equity on People-Agenda

Sixteen organisations (**69.57%**) provided responses as to what extent pay equity is on the organisation's people-agenda. Their responses are outlined in *Table 19* below.

Table 19 – Pay Equity on the Organisation's People-Agenda

Pay Equity on the Organisation's People-Agenda	
Extent	**% of Organisations**
Regular progress reporting undertaken to monitor results and maintain momentum	43.48
Reporting results to the Executives and/or Board of Directors is taking place on a regular basis	34.78
Planning to develop regular reporting on pay equity to lift the profile in the organisation	30.43
A plan has been developed to progress pay equity as a priority	17.39
A strategic plan has been developed and linked to the organisation's people-strategies to progress pay equity as a key priority	17.39
Other	17.39

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

'Other' responses made by **four** organisations (**17.39%**) are presented in *Table 20* below.

Table 20 – Pay Equity on the Organisation's People-Agenda: Other Responses

Pay Equity on the Organisation's People-Agenda: Other Responses	
Organisation	**Extent**
Organisation 1	• The diversity and inclusion strategy highlights gender balance and pay parity as core priorities for focus. The size of our employee base and the diversity of roles in our organisation have created challenges in evaluating and comparing 'like with like' for parity metrics. • We are currently scoping a move to a new career level/ job family system which will enable us to track and actively move towards better gender pay parity reporting and outcomes.

Organisation 2	• We have implemented processes and protocols to complete pay equity reviews into our diversity and inclusion/people practices with a strategy to review gender disparity and take action.
Organisation 3	• Being a small organisation, we work individually with each person to encourage them to progress, undertake professional development and to keep up with the benchmarks around their pay.
Organisation 4	• It is reviewed annually by the Remuneration Committee with final sign off from the Board.

5.5 Employee Survey on Pay Equity

An employee survey on the views of men and women on equal opportunity, inclusion, non-discrimination and retention has been conducted in **eight** organisations (**34.78%**) and, as a result, these organisations have either changed their policy or plan to do so within the next 12 months. **Two** organisations (**8.70%**) are planning to distribute an employee survey within the next 12 months. **Seven** organisations (**30.43%**) provided further detail regarding the effect of these programmes and this information is presented in *Table 21* below.

Table 21 – Impacts of Employee Survey

Impacts of Employee Survey	
Organisation	**Impacts**
Organisation 1	• Our survey indicated that we have already good practices around inclusion and non-discrimination. We will be making some changes but not throwing out all the good things we do now.
Organisation 2	• The annual engagement survey also includes diversity related questions and demographic identifiers. We have been able to identify minority groups where engagement and responses are inconsistent with mean results, and in some instances led to the establishment of internal communities to support and seek feedback from those networks.
Organisation 3	• We started asking diversity and inclusion questions in our annual engagement survey this year. We have a very high participation rate each year (over 95%) and are comfortable that the results are representative of our employees' views. There were not concerns raised in this space in our survey, so we have not put any actions in place as a result. But we have already got an action plan for the year related to our new diversity and inclusion stand which is still being implemented.
Organisation 4	• We are consistently reviewing our diversity and inclusion plans to ensure all men and women feel safe and included.
Organisation 5	• Our annual employee engagement survey includes questions which shape our diversity and inclusion strategy each year. The survey covers topics such as views on flexible working, feeling valued at work, and being satisfied with career opportunities, as well as collecting demographic data such as the cultural makeup of the organisation.
Organisation 6	• Our annual engagement survey tracks key diversity and inclusion metrics and this year, we achieved a score of 89%, up 5% from last year. When we cut the results by gender it is pleasing to see parity of scores.
Organisation 7	• We did our first diversity and inclusion survey four years ago and repeated portions of it again last year. The first survey was about getting a benchmark from which we could then measure our progress. The survey has been a driver of our human resource and organisational strategy and positive change in the organisation.

Principle 3. Health, Safety and Freedom from Violence

6 Health and Safety Policies

6.1 Gender-Based Violence and Harassment

A policy of zero tolerance towards gender-based violence and harassment is in place in **seventeen** organisations (**73.91%**). **Four** organisations (**17.39%**) provided further detail regarding their zero tolerance policies and this information is presented in *Table 22* below.

Table 22 – Zero Tolerance Gender-Based Violence and Harassment Policies

Zero Tolerance Gender-Based Violence and Harassment Policies	
Organisation	**Policies**
Organisation 1	• We include this in our Code of Business Conduct.
Organisation 2	• This is outlined in our harassment and racial harassment policy, our sexual harassment policy, and the Code of Conduct which are all available on our intranet.
Organisation 3	• We have an equal opportunities, bullying and harassment policy, which all new employees and contractors are required to read and accept prior to joining our organisation. We also have a diversity policy and diversity and inclusion stand.
Organisation 4	• We are committed to providing a healthy and safe working environment, where every employee is treated with respect and dignity. Each of us has a responsibility to ensure our behaviour towards each other and our customers is courteous, professional and respectful at all times.

Seven organisations (**30.43%**) have policies in place for the workplace protection and support of domestic violence victims, and **four** organisations (**17.39%**) plan to follow suit within the next 12 months. **Six** organisations (**26.09%**) provided further detail regarding their workplace protection and support policies and this information is presented in *Table 23* below.

Table 23 – Workplace Protection and Support Policies

Workplace Protection and Support Policies	
Organisation	**Policies**
Organisation 1	• We provide anonymous counselling support.
Organisation 2	• We do not have a policy in place around domestic violence specifically, however our Human Resource Business Partners and some managers are trained to identify instances that may be of concern. • We have resources and escalation processes to support employees, including an Employee Assistance Programme.
Organisation 3	• Our domestic violence policy outlines the support we can offer to anyone effected by domestic violence. This includes access to free Employee Assistance Programme support and the information for contacting local support agencies. • We provide up to five days paid leave to support employees who are effected by domestic violence, five days leave to allow employees to be able to support friends or family members who have been victims of domestic violence, and paid leave for attendance at any court proceedings related to domestic violence. • There are options to implement a safety plan, such as security escorts for the employee, providing photos of the abuser to the security team, and temporary or permanent relocation of the employee to another office.

	• We have partnered with a national domestic abuse charity that supports to develop an eLearning training module focused on domestic violence. We have since created a modified version, which has been gifted back to the New Zealand community via the charity's website.
Organisation 4	• We have a relationship with a national domestic abuse charity. • We have raised awareness of domestic violence and offer a clear support network.
Organisation 5	• We provide 10 days paid leave to victims of violence, leave for people supporting victims of violence and leave for people using violence and wanting to stop. • We have held a number of forums where we have educated other organisations. We have shared our material, policy and training materials so other organisations can follow our lead. • We have a customer facing safe site so people can access help without risk of discovery. We take this seriously and are proud of the work that we have done in this space.
Organisation 6	• We have implemented a domestic violence policy this year, in response to one of our brave employees speaking up about her experience of domestic violence. • We have rolled out an eLearning training programme on recognising the signs of domestic violence and are currently looking for a provider to upskill the Human Resource team in handling cases of domestic violence. • Our policy provides financial support for victims of domestic violence.

6.2 Ensuring Safety of Employees Travelling After Hours

Seven organisations (**30.43%**) have initiatives in place to ensure the security of all workers travelling after hours, and **two** organisations (**8.70%**) plan to implement initiatives within the next 12 months. Some of the common actions/initiatives in place are outlined in *Table 24* below.

Table 24 – Actions/Initiatives to Ensure Safety of Employees Travelling After Hours

Actions/Initiatives to Ensure Safety of Employees Travelling After Hours	
Actions/Initiatives	**% of Organisations**
We have a specific safety policy and process that applies after hours (e.g. securing the workplace and placing security guards)	26.09
Female workers can elect to be escorted to their vehicle by security personnel after business hours	26.09
Workers are provided with taxi chits when working late shifts to ensure they are safely escorted home when public transport is less accessible	4.35
Other	21.74

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

'Other' responses made by **five** organisations (**21.74%**) are presented in *Table 25* on the following page.

Table 25 – Actions/Initiatives to Ensure Safety of Employees Travelling After Hours: Other Responses

Actions/Initiatives to Ensure Safety of Employees Travelling After Hours: Other Responses	
Organisation	**Actions/Initiatives**
Organisation 1	• Taxis are available for employees working later than normal hours on a case-by-case basis.
Organisation 2	• Workers are able to taxi home and then submit an expense claim.
Organisation 3	• We drive people home if required and we have on-site car parking for everyone.
Organisation 4	• We have a policy regarding entertainment/drinking that sets out expectations and safety precautions. Taxi chits are provided to staff going home after work events where drinking is involved, and a senior employee is always present through to the conclusion of any social event. • On-site carparks are available to all staff after hours and free of charge.
Organisation 5	• Basement parking is available to staff who work late shifts. • Our security company checks in on those working late.

6.3 Wellness and Empowerment Strategies

A wellness strategy is operating in **thirteen** organisations (**56.52%**), and **three** organisations (**13.04%**) are planning to implement a strategy within the next 12 months. **Six** organisations (**26.09%**) provide health awareness campaigns targeted towards women, such as breast cancer, cervical cancer and nutrition. **Three** organisations (**13.04%**) provided further detail regarding their wellness strategies specific to women and this information is presented in *Table 26* below.

Table 26 – Wellness Strategies Specific to Women: Other Responses

Wellness Strategies Specific to Women: Other Responses	
Organisation	**Strategies**
Organisation 1	• We offer female partners and directors a full annual medical examination free of charge and we run wellness seminars for women. • We annually support breast cancer awareness.
Organisation 2	• We are currently in the process of refreshing our wellness strategy for the new financial year. It will be aligned to the pillars of financial wellness, me at work, family and community, health, and personal values.
Organisation 3	• We provide education and awareness around breast cancer through various charities. We are also working with a magazine to raise awareness of health issues facing women including endometriosis and breast reconstruction.

Ten organisations (**43.48%**) have programmes in place which, although not specifically targeted towards women, assist in the empowerment of women. These programmes could include budgeting, parenting courses or a mental illness policy. **Nine** organisations (**39.13%**) provided further detail regarding their programmes and this information is presented in *Table 27* below.

Table 27 – Programmes Assisting in the Empowerment of Women

Programmes Assisting in the Empowerment of Women	
Organisation	**Programmes**
Organisation 1	• We offer workplace flexibility at all times.
Organisation 2	• We provide resilience training and Employee Assistance Programmes, designated support people in each office, coaching for parents transitioning back to work, family and work-life balance support, financial planning seminars, and leadership programmes for women.
Organisation 3	• We are working with a provider and roll out financial wellbeing education for our employees.
Organisation 4	• We offer retirement planning, annual basic health checks, leadership training, emotional intelligence training, women in leadership, and bullying and harassment prevention training.
Organisation 5	• We have a strong mental health awareness programme which includes an intranet site with tools and resources aimed at helping people identify the signs of mental distress. • We provide unparalleled support to people suffering from mental illness. This ranges from open conversations with new employees from day one to a support network of people who have lived with mental illness. In several cases, we have held jobs open for over a year while they sought treatment. Our approach is compassion first. No judgement. Just support.
Organisation 6	• We run money management workshops in communities across New Zealand. These cover the basics of budgeting and financial planning. They are run by staff members who have volunteered to learn how to be facilitators. These courses allow employees to learn new skills in facilitation outside of their normal roles. • We are also proud to be a dementia-friendly organisation. We have policies in place to support employees who may be suffering from, or caring for, a person with dementia, as well as training for staff who may be serving a customer with dementia.
Organisation 7	• We provide budgeting and managing debt, parenting webinars, and mental health training.
Organisation 8	• We offer financial literacy, parenting when working shifts, domestic violence awareness, and resilience training.
Organisation 9	• We provide our employees with access to Employee Assistance Programme services and we have policies for mental health, stress and fatigue, and health, safety and wellbeing.

Principle 4. Education and Training

7 Development Programmes

7.1 Formal Development Programmes

Seventeen organisations (**73.91%**) have formal education or training/professional development programmes in place, and **nine** organisations (**39.13%**) monitor the uptake of training and development programmes by gender.

7.2 Scheduling Training Programmes

Fifteen organisations (**65.22%**) indicated that they take employees' family commitments into account when scheduling training and education programmes. The steps that they take are outlined in *Table 28* below.

Table 28 – Consideration for Family Commitments when Scheduling Programmes

Consideration for Family Commitments when Scheduling Programmes	
Considerations	**% of Organisations**
We consider the location of training when scheduling employees onto training programmes to avoid the impact on family commitments	43.48
We provide specific guidelines on scheduling times for training and development (e.g. can only run in standard work hours)	43.48
Other	21.74

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

'Other' responses made by **five** organisations (**21.74%**) are presented in *Table 29* below.

Table 29 – Consideration for Family Commitments when Scheduling Programmes: Other Responses

Consideration for Family Commitments when Scheduling Programmes: Other Responses	
Organisation	**Considerations**
Organisation 1	• We are mindful of school terms when scheduling programmes to ensure the greatest flexibility is possible for parents during the holiday periods. We actively leverage technology to reduce the need for travel, and programme schedules are adapted where possible to ensure travel occurs within business hours.
Organisation 2	• We have multiple cohorts of a training programme running concurrently which provides choice of attendance days. We are flexible with people switching between these options across the course of a programme to allow for added flexibility or unexpected time off. We also avoid scheduling any training or development events during the school holiday periods.
Organisation 3	• We try to start and finish at appropriate times that allow people time to get there and leave appropriately to travel to their commitments.
Organisation 4	• Where possible we provide a variety of timings to fit in with work and family commitments, a lot of our training is available online at any time.
Organisation 5	• We never set training over school holidays as many of our staff take that time off with their kids.

8 Career Clinics and Mentoring

Ten organisations (**43.48%**) operate formal talent identification and management programmes within their organisation, and **four** organisations (**17.39%**) are planning to within the next 12 months. The activities included in these programmes are outlined in *Table 30* below.

Table 30 – Formal Talent Identification and Management Programmes

Formal Talent Identification and Management Programmes	
Activities	**% of Organisations**
Arrange internal mentoring for female employees	34.78
Organise gender-specific internal networking groups for females	26.09
Actively encourage female leaders to be external mentors for young women	17.39
Arrange external mentoring for female employees	17.39
Other	8.70

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

'Other' responses made by **two** organisations (**8.70%**) are presented in *Table 31* below.

Table 31 – Formal Talent Identification and Management Programmes: Other Responses

Formal Talent Identification and Management Programmes: Other Responses	
Organisation	**Activities**
Organisation 1	• We run seminars for our young female staff.
Organisation 2	• Our formal talent identification process involves: - Reviewing the performance of all leadership staff using our performance tool. This sets and records regular ongoing conversations around the individual's goals and development. - A formal assessment of potential, using the Korn Ferry Assessment of Leadership Potential. - 360 assessments at the start and 18 months following each of our formal leadership development programmes. - Leadership teams from each business unit will review their senior leaders and place them on a talent grid, which takes 3 characteristics into consideration: ability, aspiration and engagement. • We offer a variety of female-only development opportunities to those considered to have high leadership potential. All of these involve networking opportunities, and some form of leadership development training. • We use our internal awards as a way to identify and recognise influential female employees and gender champions. Winners of these awards receive a year-long coaching package as part of their prize.

Three organisations (**13.04%**) evaluate the impact of their formal talent identification and management programmes, and **four** organisations (**17.39%**) are planning to within the next 12 months.

Principle 5. Enterprise Development, Supply Chain and Marketing Practices

9 Supplier Diversity Programmes

Four organisations (**17.39%**) currently operate a supplier diversity programme, and **three** organisations (**13.04%**) are planning to implement a programme within the next 12 months. The coverage of these programmes are outlined in *Table 32* below.

Table 32 – Supplier Diversity Programmes

Supplier Diversity Programmes	
Organisation	**Programmes**
Organisation 1	• We have a comprehensive procurement policy and process with a strong focus on sustainable procurement. The sourcing process assesses new suppliers in the areas of corporate governance, environmental management, workforce and human rights, supply chain management and community which is principally aligned with the United Nations Environment Programme Finance Initiative questionnaire. This contains questions around gender split and anti-discrimination on the basis of gender, national origin, religion, race, and disability.
Organisation 2	• Our sustainable supplier code outlines our expectations of the suppliers we work with. It includes our encouragement of suppliers to strive to provide a workplace free of direct or indirect discrimination, including equal opportunities, workforce diversity, and flexibility. We also publically encourage supplier diversity.
Organisation 3	• We require regular reporting from our temp agency identifying gender splits and we also review their gender sourcing policy.
Organisation 4	• We have work streams covering LGBTI+, age, ethnicity, disability, mental fitness and gender.

Organisations were asked about the percentage of their suppliers that are women-owned enterprises. **None** of the organisations (**100.00%**) currently measure this figure or require their suppliers to report this level of detail.

10 Marketing

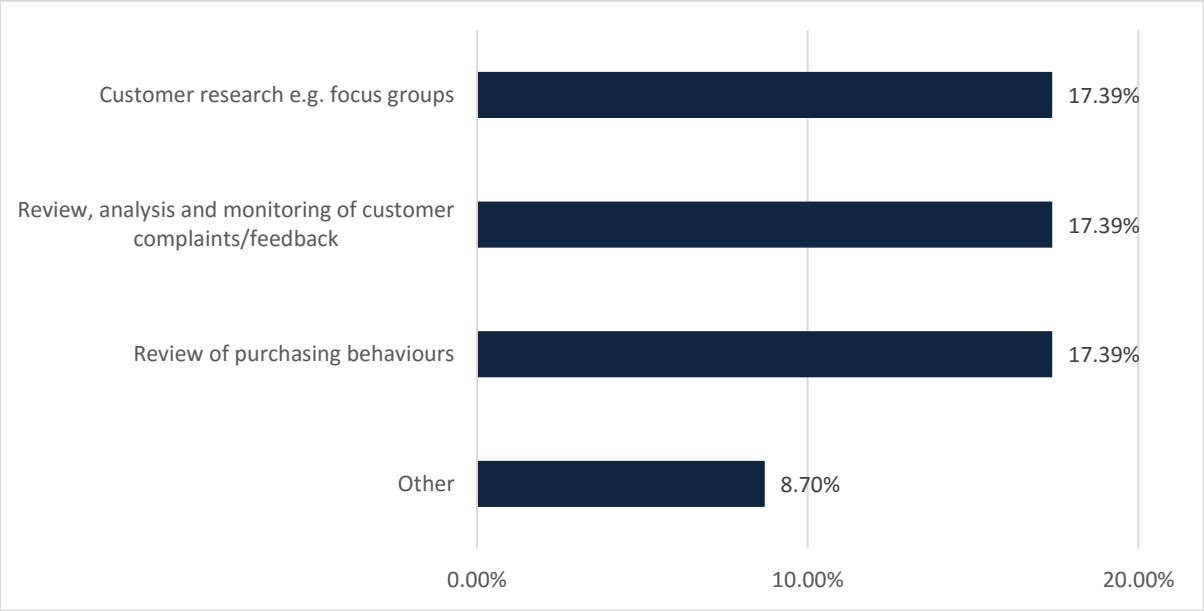
10.1 Portrayal of Women in Marketing

Currently, there are **five** organisations (**21.74%**) that have gender-sensitive guidelines for marketing or subscribe to a voluntary code on responsible and dignified gender portrayal in marketing.

10.2 Addressing Gender-Related Barriers

Five organisations (**21.74%**) evaluate whether there are any gender-related barriers in accessing its products and services, and **two** organisations (**8.70%**) plan to conduct evaluations within the next 12 months. The methods of evaluation used are illustrated in *Chart 4* below.

Chart 4 – Methods Evaluating Gender-Related Barriers in Accessing Products and Services



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

'Other' responses made by **two** organisations (**8.70%**) are presented in *Table 33* below.

Table 33 – Methods Evaluating Gender-Related Barriers in Accessing Products and Services: Other Responses

Methods Evaluating Gender-Related Barriers in Accessing Products and Services: Other Responses	
Organisation	**Methods**
Organisation 1	• We run comprehensive and robust consumer testing on brand communications and innovation. • Research groups always include an equal gender split and results are reported at both total, gender and age level.
Organisation 2	• Our research has shown where there are barriers to accessing products. While there are some gender and ethnicity trends in this, financial acumen and a deprivation index is a better predictor of these barriers. We are actively working on addressing these issues in the design of marketing campaigns and developing new ways to access products and product design.

Principle 6. Community Leadership and Engagement

11 Community Programmes and Partnerships

11.1 Community Programmes

Gender is identified as one of the drivers used in defining the company's approach to community programmes in **four** organisations (**17.39%**). **Three** organisations (**13.04%**) provided further detail regarding their approach to community programmes and this information is presented in *Table 34* below.

Table 34 – Community Programme Approach

Community Programme Approach	
Organisation	**Approaches**
Organisation 1	• Our focus is on ensuring all community programmes we sponsor promote gender equality.
Organisation 2	• Our community partnership programme is driven by our desired to make a difference in the community and we support a number of national organisations that are having an impact on people across the country.
Organisation 3	• Although gender is one of the drivers of our community strategy, we are not always able to report on the number of women affected. This is due to our support often being in the form of sponsoring or partnering with external groups, rather than driving programmes ourselves, which limits our access to reporting information.

Fourteen organisations (**60.87%**) provided information regarding their support of different community programmes which directly support women. Their responses are outlined in *Table 35* below.

Table 35 – Community Programmes Directly Supporting Women

Community Programmes Directly Supporting Women	
Community Programmes	**% of Organisations**
Charitable donations (time, product or monetary) to women's organisations	43.48
Sponsorship and funding to women's initiatives	39.13
Graduate/school leaver programmes aimed at young women	21.74
External mentoring of young women (e.g. YWCA Future Leaders Programme, Auckland University Women's Mentoring Programme)	17.39
Other	13.04

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

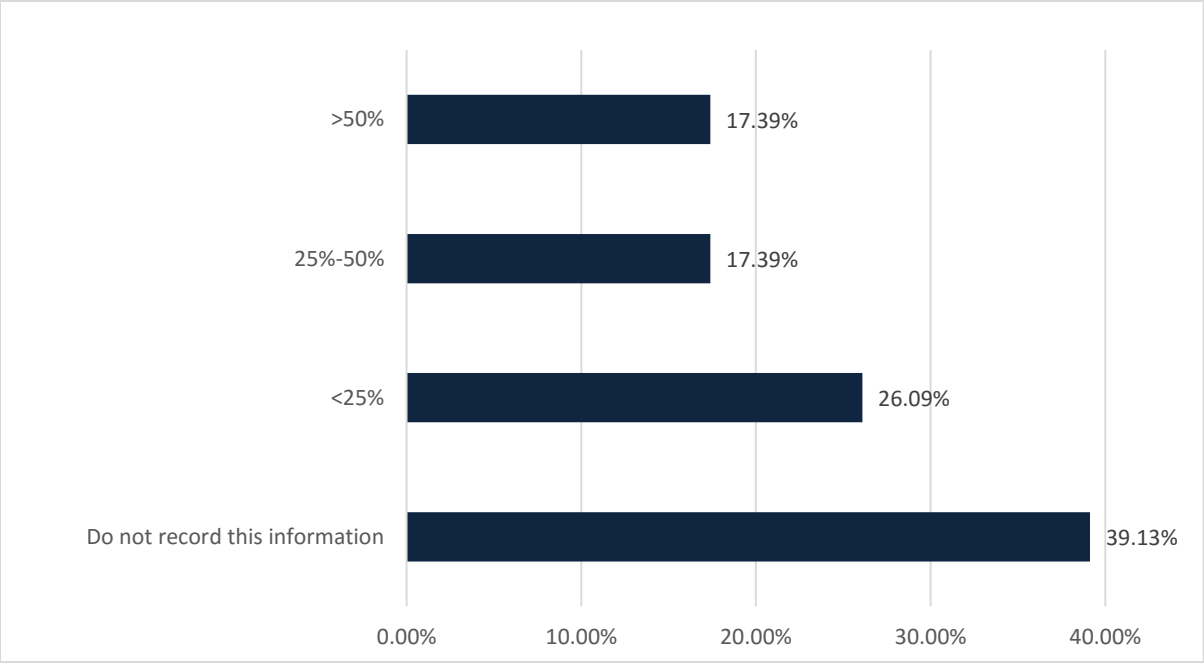
'Other' responses made by **three** organisations (**13.04%**) are presented in *Table 36* on the following page.

Table 36 – Community Programmes Directly Supporting Women: Other Responses

Community Programmes Directly Supporting Women: Other Responses	
Organisation	**Programmes**
Organisation 1	• We hold an annual day of volunteering. We close our stores and most of our support offices on the day and get out into New Zealand communities to lend a hand. Many of the projects undertaken on this day directly benefit women, including projects for YWCA, multiple Women's Refuges, and financial literacy sessions for teen parents and women in prisons, to list a few. • We support an organisation whose mission is to inspire, empower and equip New Zealand girls to become the change makers of the future.
Organisation 2	• We offer external mentoring through various projects and events.
Organisation 3	• We provide support to community groups in the form of training. We have partnered with an organisation to create an eLearning module to help provide information about domestic violence and how to help.

The percentage of female employees in organisations that participated in community volunteer schemes during the past year is illustrated in *Chart 5* below.

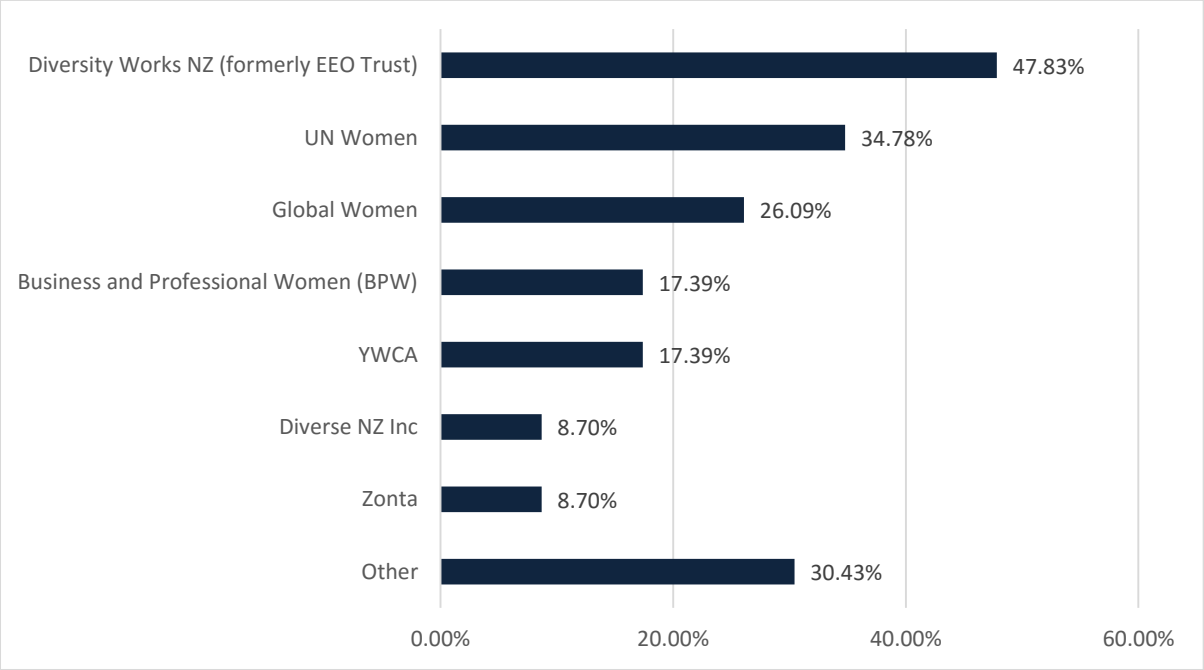
Chart 5 – Female Employee Participation in Community Volunteer Schemes – Percentage of Female Employees



11.2 Women's Business Organisations

Sixteen organisations (**69.57%**) provided information on different women's business organisations that they cooperate or partner with. Their responses are illustrated in *Chart 6* below.

Chart 6 – Women's Business Organisations



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

The 'other' women's business organisations that are in cooperation with **seven** organisations (**30.43%**) include:

- Auckland Women Lawyers' Associations (AWLA)
- Corporate Mothers' Network
- GirlBoss
- Kate's Bears
- New Zealand Women of Influence Awards
- Plunket
- Professionelle
- Shine
- The Sophie Elliott Foundation
- United Nations Global Compact
- United Nations Women's Empowerment Principles
- Women in Business

Principle 7. Transparency, Measuring and Reporting

12 Espousing the UN Women's Empowerment Principles

The organisations' support for the UN Women's Empowerment Principles is demonstrated by the internal communication of their involvement to their employees and updating them regularly on these activities in **twelve** organisations (**52.17%**). These and other forms of support are outlined in *Table 37* below.

Table 37 – Support for UN Women's Empowerment Principles

Support of UN Women's Empowerment Principles	
Communication of Support	**% of Organisations**
Communicate involvement internally to staff and update them regularly on activity in this area	52.17
Actively support initiatives that relate to the principles of UNWEPS and other gender-based programmes	43.48
Proudly include this information on website	26.09
Communicate involvement externally to clients/ customers/suppliers	26.09
Actively supporting UNWEPS by volunteering time and services	8.70
Other	13.04

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

'Other' responses made by **three** organisations (**13.04%**) are presented in *Table 38* below.

Table 38 – Support of UN Women's Empowerment Principles: Other Responses

Support of UN Women's Empowerment Principles: Other Responses	
Organisation	**Communication of Support**
Organisation 1	• We discuss the WEPs in our Annual Report.
Organisation 2	• We actively focus on inviting a range of female aspiring leaders or women in leadership along to WEPs events to encourage networking with other women in business and to further educate on and expose our female workforce to the WEPs principles and the work being done in this space.
Organisation 3	• We promote gender equity among both current and potential employees through social media and other channels.

Nine organisations (**39.13%**) would consider publicly releasing their various equal employment opportunity metrics, such as their workplace profile, gender pay gap, and motherhood penalty gap.