

# **EEO Trust Diversity Survey Report 2007**



Research completed by the EEO Trust with analysis by Dr Mervyl McPherson.

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## Foreword

Research consistently shows that the culture we work in – the values, communication styles and priorities of our workplaces – is more influential in the successful management of a diverse workforce than written policies or procedures. While formal documents do ensure longevity and consistency of diversity management practices, unless such practices reflect what is actually happening or nearly happening in the workplaces, they are worth little more than the paper they are written on.

This year's EEO Trust Diversity Survey explored workplace culture by asking respondents whether their organisation was inclusive of diverse cultures, whether senior management believed diversity was important and whether their organisation promoted and advanced diverse talent. The majority of respondents said their organisation had a positive diversity culture, and this positive culture was related to greater staff diversity at all levels, higher staff retention and more effective diversity practice.

Another recent EEO Trust survey explored the links between work-life balance and employee engagement, finding that a culture that supported work-life balance was more strongly related to employee engagement than formal work-life initiatives on their own.

While our intuition confirms that it is the culture we work in – the words and actions of our colleagues and managers – that most affects us, our employment processes depend on the written word. How, then, to instil a culture that supports diversity in order to maximise the business benefits?

The EEO Trust diversity symposium in August 2007 created a forum for discussion of a wide range of diversity issues, for example, how to create intersections to stimulate innovation, addressing the challenge of the ageing workforce and building a values-based culture that supports diversity. The EEO Trust Diversity Survey approaches these issues from another perspective, drawing on the practices and experiences within New Zealand workplaces in order to assess how effectively those workplaces are tapping into the talents of the diverse people that now make up our workforce.

This year's Diversity Survey highlighted that few employers measure the connection between initiatives to support diversity and bottom-line benefits, few employers integrate their diversity strategies into their core business strategy and few employers collect data on the diversity of their workplace in order to monitor the effectiveness of their diversity strategies.

By comparing best practice respondents with other respondents we can confirm that organisations which take diversity seriously are likely to have much better employment outcomes, particularly in terms of improved recruitment and retention. This raises a challenge for all New Zealand employers – how can they too take advantage of our diverse labour force by building both a culture that supports diversity and a strategic framework that ensures sustainability and consistency of diversity practices.

Dr Philippa Reed  
Chief Executive  
EEO Trust

# 1. Executive summary

## 1.1 EEO Trust Diversity Survey 2007

The EEO Trust has conducted its Diversity Survey since 1997. Last year, in recognition of the importance of supporting work-life balance to improve recruitment, retention and productivity, we introduced a Work-Life Survey. This will be conducted in alternate years to the Diversity Survey.

In this report, we look at the results of our 2007 Diversity Survey, compare them with our findings from previous years and make international comparisons to see how we measure up against Australia, the UK and the US.

The 2007 EEO Trust Diversity Survey was completed by 364 organisations, 341 of which had 10 or more employees<sup>1</sup>. This covered 242,813 employees, 11% of the New Zealand workforce as at March 2006<sup>2</sup>.

For the first time, we explored whether respondents had a workplace culture that supported diversity. This was assessed through questions on whether the workplace was inclusive of diverse cultures, whether senior management believed diversity was important and whether the organisation promoted and advanced diverse talent. The majority of respondents said their organisation had a positive diversity culture. A positive diversity culture was related to greater diversity of staff at all levels, higher staff retention and more effective diversity practice.

Comparing our responses with a US survey of workplace culture shows that our respondents were much less likely than their American counterparts to believe that valuing diversity positively affects the organisation's financial bottom-line (26% for New Zealand compared with 65% for the US). New Zealand respondents had a high "don't know" or neutral response on this item, suggesting this area has not been given much consideration here.

Open comments in this section often referred to a lack of statistical data on the bottom-line impact, or diversity initiatives being too newly implemented to know the outcomes. For example, "We do not collect statistics that indicate the effect on the financial bottom-line. The recent climate survey provided very positive feedback on the organisation as a place to work."

An aggregate score for the questions on diversity culture enabled us to compare the top third and bottom third organisations. Those with a strong diversity culture were more likely to employ women, older workers, and people from Asian ethnic groups at all levels. They also had lower staff turnover – 14.2% compared with 17.3% for the bottom group.

As in 2005, we identified a group of best practice organisations overall and compared their outcomes with those in the bottom group for diversity practice, confirming a link between diversity strategies and positive outcomes. In particular, staff turnover was substantially lower for best practice organisations at 13%, compared with 39% for the bottom 20% of respondents. The best practice group turnover rate is lower than the

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<sup>1</sup> A total of 429 organisations submitted a survey response but 65 incomplete surveys were eliminated from the final analysis in order to provide comparable, consistent findings.

<sup>2</sup> *Labour Market Statistics 2006*, Statistics New Zealand. Household Labour Force Survey average year ended March 2006.

national average of 17.3% at June 2006<sup>3</sup>. Best practice organisations were also more likely to report a decrease in staff turnover over the past 12 months (29% compared with 21% of the bottom group).

Some changes emerging since 2005 are an increase in the proportion of senior management who are from Asian or “other” ethnic groups in best practice organisations. However, there has been a decline in the proportions of women and Māori in senior management in best practice organisations.

Only 21% of respondents measured the effectiveness of their diversity practices, but almost all of those doing so find positive business outcomes such as improved match with customers/clients, and improved recruitment and retention.

While most respondents do not measure the effectiveness of their diversity initiatives, they consistently rank attracting and retaining staff, along with social responsibility as the key drivers of effective diversity management. Few recognised improved innovation or other areas of business performance as key drivers.

There has been a decline since 2005 in the proportion of respondents that integrate their diversity strategy into their core business strategy and objectives. This may in part be due to an increase in new EEO Trust members who are just starting out on their diversity journey. This decline was also apparent for preparing written action plans and training managers in diversity management.

Accountability of managers for diversity was still low, suggesting that effective diversity management is not seen as critical to the success of respondent organisations. This was consistent with only 28% of respondents including diversity considerations in all their business initiatives and policies.

Gains have been made in the numbers of respondents collecting data to monitor EEO/diversity, mentoring or development of target groups, and compliance of policies and practice with general principles of diversity/EEO.

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<sup>3</sup> Statistics New Zealand, *Linked Employer-Employee Data: June 2006 quarter*, released 22 August 2007. [www.stats.govt.nz](http://www.stats.govt.nz)

## 2. The Diversity Survey

The EEO Trust Diversity Survey 2007 was completed by 364 organisations, 341 with 10 or more employees<sup>4</sup>. It was distributed to 398 EEO Employers Group members, of which 265 (64%) completed the survey. The survey was also sent to 2,679 other organisations, 99 of which completed the survey.

The organisations participating in the survey cover 242,813 employees which represents 11% of the New Zealand workforce as at March 2006<sup>5</sup>.

Data in the main section of the report is from respondents with 10 or more employees. A separate section reports findings from smaller organisations.

The survey is not based on a random sample and, with EEO Employers Group members forming the main part of the sample, plus voluntary response from the other 99 interested employers, findings are likely to be biased towards those with an interest in diversity issues.

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<sup>4</sup> A total of 429 organisations submitted a survey response, but 65 incomplete surveys were eliminated from the final analysis in order to provide comparable, consistent findings.

<sup>5</sup> *Labour Market Statistics 2006*, Statistics New Zealand. Household Labour Force Survey average year ended March 2006.

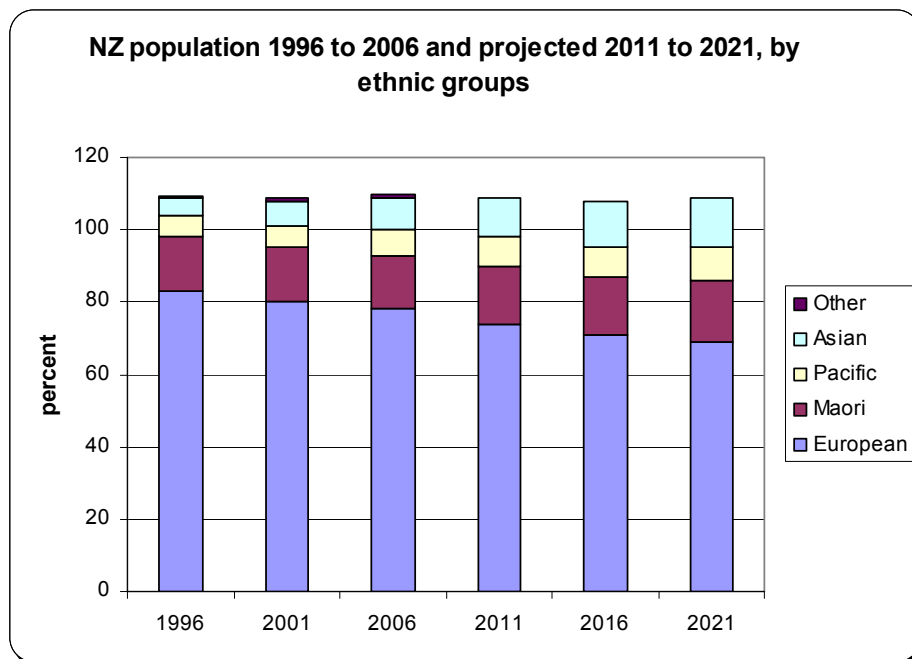
### 3. New Zealanders and their workplaces

#### 3.1 Labour market and diversity trends

The tight labour market conditions New Zealand has experienced in recent years are predicted to continue according to the Department of Labour<sup>6</sup>. Employment is expected to continue to grow at a modest rate for the next couple of years with unemployment remaining steady and labour force participation remaining stable. Employers, therefore, will need to continue to be creative about how they attract and retain staff.

Evidence from New Zealand and other developed countries shows that populations are becoming, and will continue to become, more diverse. Diversity in the workplace is a broad term encompassing many facets including gender, age, ethnicity, sexual orientation and disability, as well as caregiving responsibilities. Not only is the dual income family of parents and children now the norm, but as the population and workforce age, an increasing number of workers are balancing paid work with supporting an elderly family member.

Figure 3.1: NZ population 1996 to 2006 and projected 2011 to 2021, by ethnic groups



The Skills in the Labour Market report (Department of Labour, June 2007) showed that in the previous quarter, New Zealand's working age population grew by just 0.2% – the lowest quarterly result in two years – and the number of firms reporting difficulty in attracting skilled staff had risen to 42%.

The business benefits of diversity in the areas of attracting and retaining staff, addressing skill shortages, and capitalising on links to diverse markets have been well documented internationally. Some influential thinkers, such as Frans Johansson, author

<sup>6</sup> *Labour Market Outlook, July 2007*, Department of Labour. [www.dol.govt.nz](http://www.dol.govt.nz)

of *The Medici Effect*, claim that diversity drives innovation and creativity, making organisations more productive and competitive.

A number of sources show links between diversity practices and bottom-line benefits<sup>7</sup> such as reduced absenteeism and staff turnover, improved productivity, reduced litigation, and improved company image (Esen, 2005). Other studies show direct links between positive business outcomes and higher numbers of women and/or minorities on boards of directors (Ehrardt et al 2003), in top management (Catalyst 2004; Smith et al, 2006; Roberson and Park, 2007) or in the workforce generally (Herring, 2006).

Some claim inconsistent findings on the links between diverse workforces and productivity (Bloom et al, 2003<sup>8</sup>; Ivancevich and Gilbert, 2000<sup>9</sup>). When researchers compared the workplace factors associated with positive outcomes from diversity with those associated with negative outcomes, the most influential factors were workplace culture, senior management commitment, accountability and training of management (Rutherford and Ollerearnshaw, 2002<sup>10</sup>).

Management accountability has been identified as the most important factor, without which diversity training alone has little effect (Kalev et al, 2006<sup>11</sup>). Inherent in holding managers accountable for the implementation and outcomes of diversity strategies is monitoring, which requires the routine collection of EEO/diversity data.

Effectively managing diversity is about culture change through structural and systemic change and changing attitudes and beliefs. It is about recognising and valuing difference as a source of organisational effectiveness.

This year for the first time the EEO Trust Diversity Survey has included items to gauge an organisation's culture in relation to diversity and a section on links between diversity practices, effectiveness and enhanced performance.

### **3.2 Labour force ageing**

From 2001 to 2006 the main growth in labour force participation has been for women aged 50+ and men aged 60-64 (Figure 3.2). In the last 12-month period for which data is available, to March 2006, the 60-64 age group grew faster than any other age group in the New Zealand labour force.

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<sup>7</sup> Esen, E. 2005: *2005 Workplace diversity practices*, SHRM Research, [www.shrm.org/research](http://www.shrm.org/research). Catalyst, 2004: *The bottom line: connecting corporate performance and gender diversity*. [www.catalystwomen.org](http://www.catalystwomen.org). Smith, Smith and Verner, 2006: Do women in top management affect firm performance? A panel study of 2,500 Danish firms. *International Journal of Productivity and Performance Management*, 55(7):569-593. Roberson and Park, 2007: Examining the link between diversity and firm performance: the effects of diversity reputation and leader racial diversity. *Group Organization Management*, 32:548-568. Herring, C. 2006: *Does diversity pay? Racial composition of firms and the business case for diversity*. Department of Sociology University of Illinois, Chicago and Institute of Government and Public Affairs, U. of Illinois.

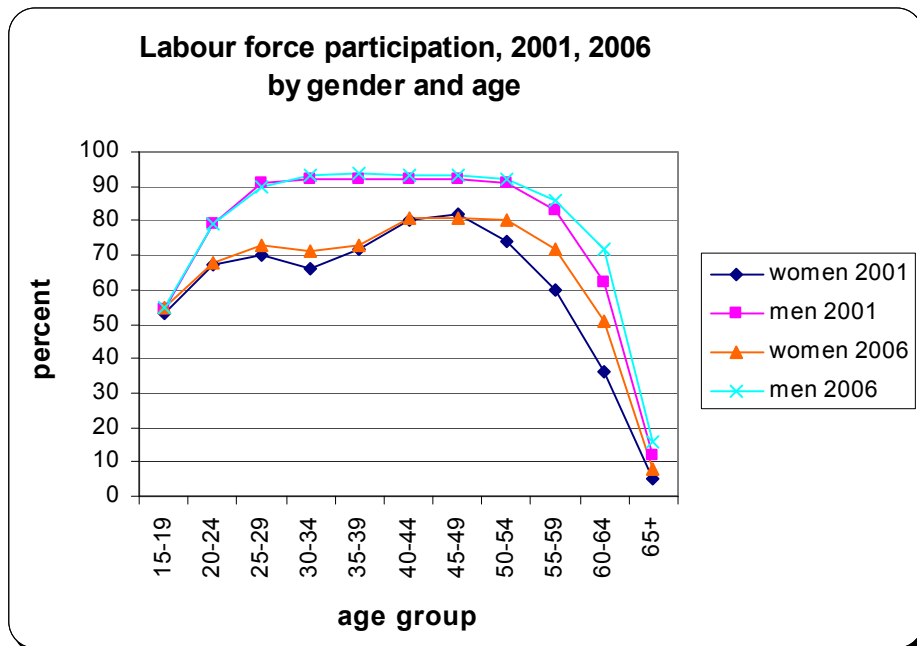
<sup>8</sup> Bloom, Kretschmer and van Reenen, 2006: *Work life balance, management practices and productivity*. Centre for Economic Performance, London School of Economics. [www.lse.ac.uk](http://www.lse.ac.uk)

<sup>9</sup> Ivancevich and Gilbert, 2000: Diversity management. *Public Personnel Management*, 29(1):75-93.

<sup>10</sup> Rutherford and Ollerearnshaw, 2002: *The business of diversity. How organizations in the public and private sectors are integrating equality and diversity to enhance business performance*. Schneider-Ross, Andover, Hants. [www.schneider-ross.com](http://www.schneider-ross.com)

<sup>11</sup> Kalev, Dobbin and Kelly, 2006: Best practices or best guesses? Assessing the efficacy of corporate affirmative action and diversity policies. *American Sociological Review*, 71:589-617.

**Figure 3.2: Labour force participation, 2001, 2006 by gender and age**



Source: Labour Market Statistics 2006, Statistics New Zealand.

The New Zealand labour force is projected to continue to increase for the next 20 years<sup>12</sup>, during which time it will also continue to age. The median age increased to 39 years in 2001 and is projected to reach 42 years in 2012. After 2012, the median age is likely to remain about 42-43 years. The increase in the median age is mainly due to the general ageing of the population but is also affected by the ageing of the baby boomers born from the 1950s to 1960s.

In workforce terms, this means a shift from the majority of workers being in the 25-44 year age group to an equal number being aged from 45-64 by 2013.

In addition, the number of people in the labour force aged 65 and over is expected to increase from 38,000 in 2001 to 102,000 in 2021. This is an increase from 2% to 4% of the total labour force. By comparison, over the same time period, only small increases in the number of people in the labour force aged under 25 years are projected, from about 340,000 in 2001 to 390,000 in the early 2010s. But by the early 2030s, the number of young people will have declined to about 360,000, or 15% of the labour force.

### 3.3 Cultural diversity

In 2006<sup>13</sup>, 65% of the labour force was European, 12% Māori, 5% Pacific peoples, 8% Asian peoples and 13% “other”. The majority of the “other” category were those who classify themselves as “New Zealander” who were previously placed in the European category. Comparison over the past decade is difficult due to changing ways of classifying ethnicity in the census such as assigning people of multiple ethnicity to more than one category since 2001, as well as the introduction of the New Zealander category

<sup>12</sup> Statistics New Zealand National Labour Force Projections, 2001(base)–2051, [www.stats.govt.nz](http://www.stats.govt.nz), downloaded 23/7/07.

<sup>13</sup> 2006 Census of Population and Dwellings, data prepared for EEO Trust by Statistics New Zealand, September, 2007. Totals equal more than 100% due to allocating people of mixed ethnicity to more than one category.

in 2006. After adjustments for these changes, trends generally show European declining, Māori and Pacific stable, with increases in Asian and “other” categories<sup>14</sup> (Table 1).

**Table 3a: Trends in New Zealand labour force, by ethnic group, 1996 to 2006**

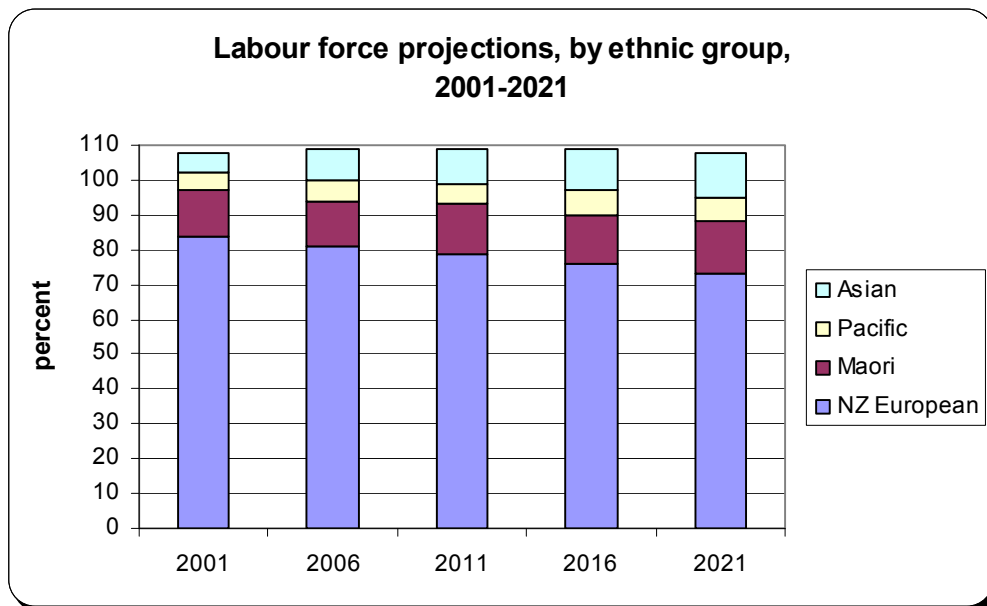
	1996	2001	2006
	%		
European*	79	82	65
Māori	12	12	12
Pacific	4	5	5
Asian	4	6	8
Other*	0.4	1	13

Source: NZ Census of Population and Dwellings, Statistics New Zealand, various years.

\* The apparent increase in European from 1996 to 2001 is affected by a change in classification of mixed ethnicity in 2001 to all categories instead of prioritising to Māori only as in 1996. The magnitude of the decline in 2006 is partly due to the new category of “New Zealander” in 2006 which is included in “other”.

Projections of the labour force by ethnic group<sup>15</sup> show that the decline in the European workforce, slow but steady increases for Māori and Pacific, and an increasing upward trend for people from Asian backgrounds experienced over the last decade will continue (Figure 3.3).

**Figure 3.3: Labour force projections, by ethnic group, 2001-2021**



<sup>14</sup> These same broad trends are also found in data in *Labour Market Statistics 2006*, based on Household Labour Force Survey data (Statistics New Zealand, 2007). This data places Maori much lower at a steady 9% and is thus less consistent with the labour force projections series which is based on census data.

<sup>15</sup> Labour force projections for ethnic group, provided for EEO Trust by Statistics New Zealand August 2007, using 2001 base and series 6M, assuming medium fertility, mortality, migration and inter-ethnic mobility and constant labour force participation. Totals exceed 100% as ethnicity based on total responses, so someone of mixed ethnicity is counted in both groups.

The four largest Asian groups in New Zealand at the 2006 census were Chinese, Indian, Korean and Filipino. The numbers of the last three are growing more rapidly than the Chinese population.

The proportion of overseas-born New Zealanders continued to increase, from 18% in 1996 to 23% in 2006. But one-third of these had been living in New Zealand for 20 years or more, and only one-third for less than four years.

Discrimination on the grounds of race was one of the highest areas of employment-related complaints to the Human Rights Commission for the year ended 31 March 2007<sup>16</sup>, confirming that pockets of discrimination on the basis of ethnicity still exist.

The educational qualifications of all ethnic groups have shown a continual increase over the last decade<sup>17</sup>. In particular, while Māori still lag behind all other groups, the disparity between Māori and NZ Europeans has declined. This has been accompanied by a continuing increase in the proportions of Māori and Pacific students going directly from school to tertiary education. New Zealanders of Asian background are the most highly represented in tertiary education, especially university degree level study.

The proportion of New Zealanders speaking more than one language is also increasing, from 14% in 1996 to 18% in 2006.

The New Zealand population, and therefore workforce, is also increasingly diverse in terms of religion<sup>18</sup>. Almost 50% of people in their twenties have no religion, whereas 70% or more of those aged 45+ do have a religion. While Christians remained the predominant religious group in the 2006 census, 44% of those with a religion are non-Christian. NZ Europeans are less religious than people from other ethnic groups.

### **3.4 Gender and family**

Female employment is now increasing at a faster rate than for males. In the year to March 2006, the growth for women was 3.2% and for men 2%<sup>19</sup>. Figure 3.2 shows the growth for women was at older ages (50+), and in the main childbearing ages (25-34 years).

As women with young children increasingly do paid work, the number of couples with young children where both partners are in paid work has increased (Callister, 2005<sup>20</sup>). Paul Callister's analysis of New Zealand census data found the proportion of couples working long hours increased in the five years from 1986 to 2001 due to more fathers working longer hours (50+), more mothers entering the workforce and fewer mothers working short hours.

Social changes related to gender equality mean that men are more likely to expect to share responsibility for the raising of their children as well as continue their role in the workforce. Flexible work options are needed to help them, and women, manage both aspects of their lives.

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<sup>16</sup> Employment Discrimination Statistics 1 April 2006-31 March 2007, Human Rights Commission. <http://www.neon.org.nz/newsarchive/drtstatst0407/>

<sup>17</sup> Ministry of Education, Education counts/school leavers with no qualifications and domestic students completing qualifications by ethnic group, gender and qualification level 1999-2005. [www.minedu.govt.nz](http://www.minedu.govt.nz)

<sup>18</sup> Statistics New Zealand, *QuickStats about Culture and Identity*, 2006 census, [www.stats.govt.nz](http://www.stats.govt.nz)

<sup>19</sup> *Labour Market Statistics 2006*, Statistics New Zealand 2007.

<sup>20</sup> Callister, P. (2005): Overworked families? Changes in the paid working hours of families with young children, 1986 to 2001. *Social Policy Journal of New Zealand*, 24, 160-184.

Callister's research has shown that while men do less unpaid work in the home and less childcare than women do, overall they do a higher total of paid and unpaid hours due to long hours in paid work. Men's role in the home and raising children is critical to enabling women to increase their role in paid work if they wish to do so. Changes in workplaces could give men more choice about contributing more at home, in turn giving women more options around employment. A recent EEO Trust review on men and work-life balance shows a growing unmet demand for a change in attitude and workplace culture to allow men to be both fathers and paid workers in the 21<sup>st</sup> century (EEO Trust, 2007)<sup>21</sup>.

Continuing pay inequity is a key factor in maintaining the gender differences whereby men do more paid work and women more unpaid work. Latest data on incomes shows women are earning 87% of the male ordinary time average hourly earnings<sup>22</sup>. This continues a slow increase, from 83% in 1996, 84% in 2001 and 86% in 2005, suggesting policies aimed at improvement are working, despite the still considerable gap. The gap occurs at both ends of the occupational scale due to the high proportion of women in minimum wage industries such as care giving and retail (Timmins<sup>23</sup>; Department of Labour, 2007), as well as a high gender pay gap for those with tertiary qualifications, particularly postgraduate qualifications<sup>24</sup>. For all graduates, 53% of men earn over \$50,000 p.a. compared with 30% of women. Men with postgraduate qualifications were more than twice as likely as women to be earning over \$70,000 – 41% compared to 18%.

An international<sup>25</sup> analysis of the gender gap places New Zealand seventh overall, but only 14<sup>th</sup> for economic participation and opportunity. The lower ranking in this area is largely due to a low ranking of 59<sup>th</sup> for wage equality for similar work.

At the same time, New Zealand women are continuing to gain more educational qualifications than men at all levels<sup>26</sup>, as is the case in most OECD countries. A 2003 OECD report<sup>27</sup> says the 1990s was "the decade when women moved ahead of men in terms of their educational attainment". Increasingly those with educational qualifications preparing them for professional and leadership roles will be women. Yet numerous publications show the glass ceiling to senior management remains, and women are opting out of workplace structures that are still geared towards a male breadwinner career track (Stone, 2007; Hewlett, 2007; Mason and Ekman, 2007; Wirth, 2001; Catalyst, 2000<sup>28</sup>). At the same time, women with tertiary qualifications are less likely than other women to have children (Khawaja<sup>29</sup>; Statistics New Zealand, 2007).

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<sup>21</sup> Unpublished survey. Contact EEO Trust for details.

<sup>22</sup> *Labour Market Statistics 2006*, Statistics New Zealand 2007, and Quarterly Employment Survey, March 2007.

<sup>23</sup> Jason Timmins, Department of Labour: *Minimum wage workers in New Zealand: who are they?* Paper presented at Population Association of New Zealand conference, Looking into the future: people diversity and social outcomes, July 2007, Wellington. [www.panz.rsnz.org](http://www.panz.rsnz.org)

<sup>24</sup> Statistics New Zealand 2006 census, *Quick Stats About Incomes*, Table 10. [www.stats.govt.nz](http://www.stats.govt.nz)

<sup>25</sup> Hausmann, Tyson and Zahidi, 2006: *The global gender gap report 2006*. World Economic Forum, Geneva.

<sup>26</sup> Ministry of Education, *Domestic students completing qualifications by age group, gender and qualification level 1999-2005*, in *Tertiary Statistics/Retention and Achievement/www.minedu.govt.nz* and Statistics New Zealand, 2006 census, highest qualification by sex, [www.stats.govt.nz](http://www.stats.govt.nz)

<sup>27</sup> OECD 2003: *Education at a glance*, [www.oecd.org](http://www.oecd.org), cited in Workplace Visions. Exploring the future of work. No.3, 2006: *Women and work*. HR society for human resource management. [www.shrm.org/trends](http://www.shrm.org/trends)

<sup>28</sup> Stone, P. 2007: *Opting out. Why women really quit careers and head home*. University of California Press; Hewlett, S. 2007: *Off-ramps and on-ramps. Keeping talented women on the road to success*. Harvard Business School Press; Mason, M. and Ekman, E. 2007: *Mothers on the fast track. How a new generation can balance family and careers*. Oxford University Press; Wirth, L. 2001: *Breaking through the glass ceiling. Women in management*. International Labour Office, Geneva; Catalyst, 2000: *Cracking the glass ceiling*. Catalyst's research on women in corporate management 1995-2000.

<sup>29</sup> Khawaja, M. Statistics New Zealand: *Increasing childlessness and declining cohort fertility in New Zealand: is there a relationship?* Paper presented at Population Association of New Zealand conference, Looking into the future: people diversity and social outcomes, July 2007, Wellington. [www.panz.rsnz.org](http://www.panz.rsnz.org)

Skilled tradespeople are in high demand, and, while women continue to make gains in this area, they still lag well behind men. In 2005<sup>30</sup>, women made up 27% of those in industry training, more than double the proportion in 1996. Women fare even less well in modern apprenticeships where they made up 8% of total numbers in 2005 compared with 6% in 2002. Women continue to outnumber men in a few areas of trades training such as hairdressing, community support services, public sector, tourism and travel, and hospitality.

At the other end of spectrum, the New Zealand Census of Women's Participation 2006 shows the representation of women in leadership and decision-making positions in business and the professions continues to lag behind that of men. While women in the public sector are making progress, there is less movement in the private sector and, according to the census report, New Zealand lags "behind many comparable countries in terms of women's participation in the boardrooms of top companies" (p.3).

### 3.5 Disability

Complaints to the Human Rights Commission for the year ended 31 March 2007 show disability was the highest category of complaints relating to pre-employment, and second highest for employment<sup>31</sup>.

The 2006 Disability Survey shows that after disease and illness, the most common cause of disability for adults is accident or injury in the workplace<sup>32</sup>. For adults from 15-44 years old, accident and injury, most of which occurs in the workplace, is the most common cause of disability.

More than one in six (17%) New Zealanders reported having a disability<sup>33</sup> in the 2006 survey. The lowest rate for adults occurred in the 15-44 age group (9%), and the highest in the 65+ age group (45%), with 20% of those aged 45-64 reporting a disability.

The most common types of disability for adults are physical and sensory disabilities. Twelve per cent of adults had a physical disability and 8% had hearing and/or seeing disabilities. But only 16% of disabled adults are considered to have "high support" needs, with 37% having "low support" needs and almost half (47%) having "medium support" needs.

Details on employment are not yet available from the 2006 New Zealand Disability Survey, but a recent media release<sup>34</sup> from an international conference on "workability" held in Stockholm, Sweden, said "there are no more disabled people employed than there were ten years ago". The two previous New Zealand disability surveys<sup>35</sup> put the employment rate for adults at 40% in 2001 and 37% in 1996. This compares with 70% and 66% of adults without disabilities for respective years.

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<sup>30</sup> [www.minedu.govt.nz](http://www.minedu.govt.nz)

<sup>31</sup> Employment Discrimination Statistics 1 April 2006-31 March 2007, Human Rights Commission.

[www.neon.org.nz/newsarchive/drtstatst0407/](http://www.neon.org.nz/newsarchive/drtstatst0407/)

<sup>32</sup> Statistics New Zealand, *2006 Disability Survey highlights and commentary*, released 10 October 2007,

[www.stats.govt.nz](http://www.stats.govt.nz)

<sup>33</sup> The definition of disability used for the survey comes from the World Health Organisation and is "any restriction or lack (resulting from impairment) of ability to perform an activity in the manner or within the range considered normal for a human being". People were not considered to have a disability if an assistive device (such as glasses) completely eliminated their limitation. The disability must also have lasted for six months or more. Statistics New Zealand 2006 Disability Survey explanatory notes, released 10 October 2007, [www.stats.govt.nz](http://www.stats.govt.nz)

<sup>34</sup> *Disabled people still excluded from work*, media release from Gracelands Group of Service 8 October 2007,

[www.gracelands.org.nz](http://www.gracelands.org.nz)

<sup>35</sup> *Disability Counts*, Statistics New Zealand 1998 and 2002.

The increase in women aged 50+ in the labour force coincides with the time in their life when they are also most likely to be providing support for an elderly parent. With more women in paid work, men in the workforce are also likely to be increasingly involved in this double role.

With an ageing population, government policy promotes elderly people being supported to continue living in their own home and community, only moving into residential care once they reach a high level of dependency. For their middle-aged sons and daughters, this may mean finding time to assist their elderly parent/s with household tasks, short-term care and social and emotional support.

For employers this means recognising the needs of this group of workers, as they have recognised the needs of parents of young children, and providing the flexibility required to combine paid work and caring responsibilities. A New Zealand Government initiative on *Choices for living, caring and working – a ten-year plan to improve the caring and employment choices available to parents and carers* - puts the number of New Zealanders caring for adults at one in five (20%).

### 3.6 Workplace size

In 2006 153,887 workplaces in New Zealand employed 1,616,978 employees. While the majority of workplaces employed fewer than ten staff, only a quarter of employees were in workplaces with fewer than ten staff. A third worked in workplaces with more than 100 staff.

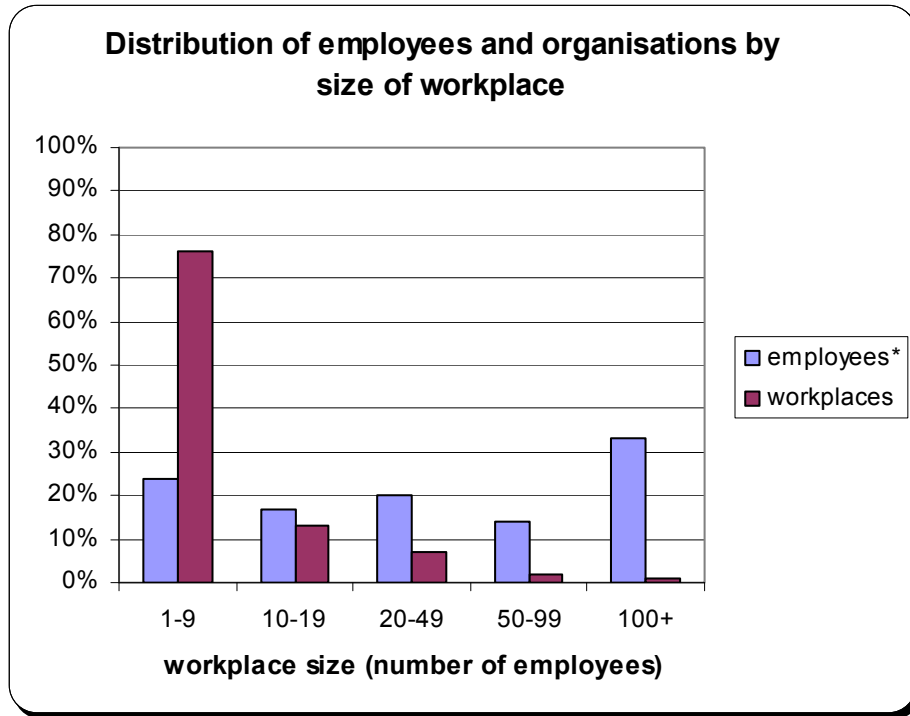
**Table 3b: Workplace size (number of employees)**

	<b>1-9</b>	<b>10-19</b>	<b>20-49</b>	<b>50-99</b>	<b>100+</b>
Employees*	24%	17%	20%	14%	33%
Workplaces	76%	13%	7%	2%	1%

\*more than 100% - some employees work in more than one workplace

The large employers were mainly in manufacturing, property and business, retail, and health and community services. The small employers were mainly in construction and retail.

Figure 3.4: Distribution of employees and organisations by size of workplace



\*more than 100% - some employees work in more than one workplace

The main areas of growth in the number of organisations between 2005 and 2006 were in property and business services, and construction.

## 4. Best practice examples

### 4.1 New Zealand's Top 20

In the EEO Trust Diversity Survey 2007, we identified the top 20% and bottom 20% of respondents by adding together the number of diversity steps and initiatives practised by each organisation. This is a relatively blunt instrument but does provide some interesting comparative data.

Comparing the results on key outcome measures for the top and bottom groups (Figure 4.1) showed that the top 20% best practice organisations were more likely to employ a more diverse range of staff, to have disabled senior managers or senior managers from Asian or "other" ethnic groups, to have better staff retention and to judge their diversity practices as effective. Best practice organisations also employed more women and more non-New Zealand European staff.

Compared with the 2005 Diversity Survey, there has been a decline in best practice performance related to women and Māori in senior management, and in the overall diversity of staff.

There has been an increase in the proportion of senior managers who are from Asian or "other" ethnic groups and a comparable decline in those who are NZ European.

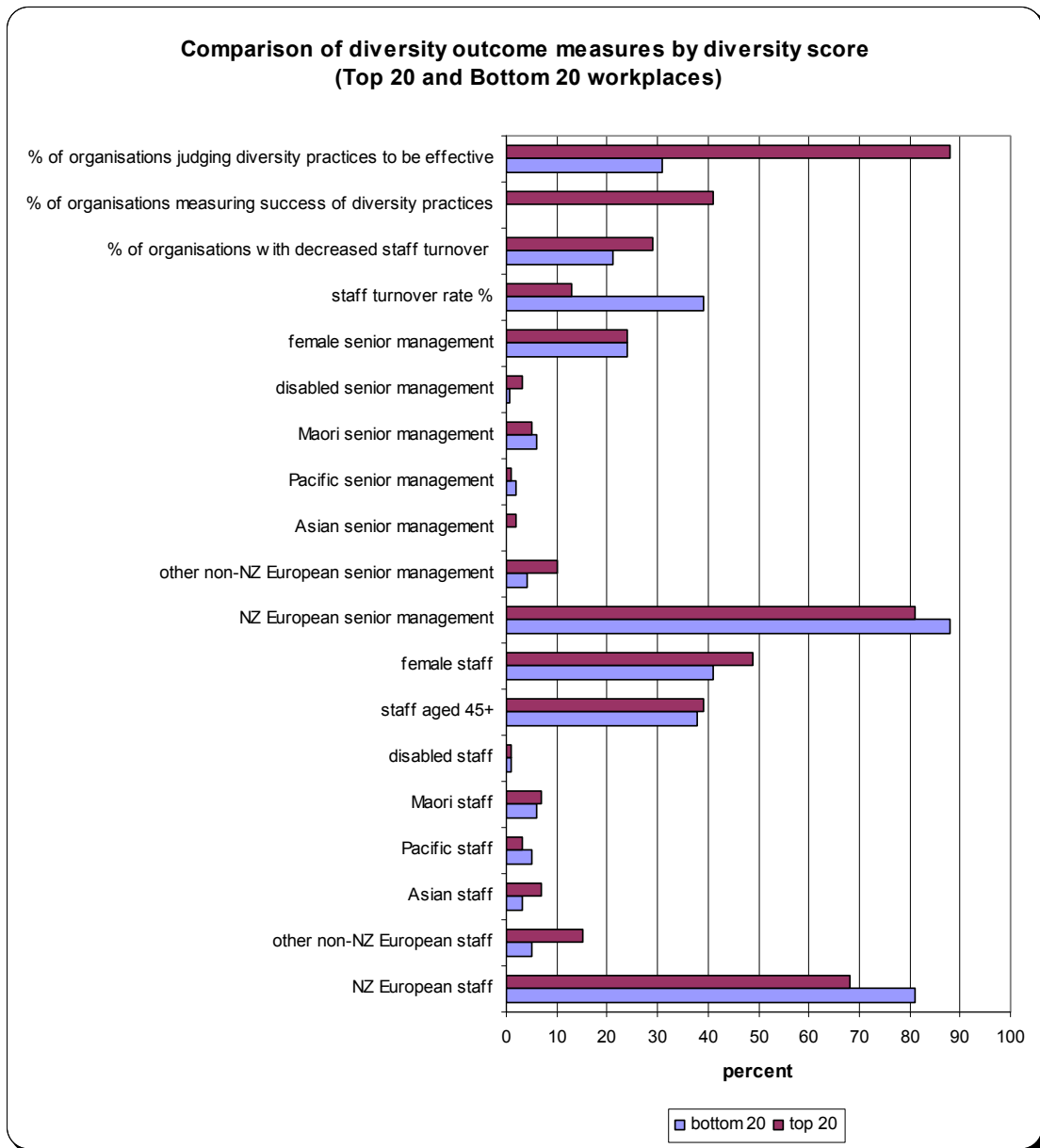
Staff turnover was substantially lower for best practice organisations at 13%, compared with 39% for those in the bottom 20% of respondents. The best practice group turnover rate is lower than the national average of 17.3% at June 2006<sup>36</sup>. Best practice organisations were also more likely to report a decrease in staff turnover over the past 12 months (29% compared with 21% of the bottom group).

Best practice organisations were much more likely to measure the success of their diversity practices, with 41% doing so compared with none in the bottom group. Using these measures, the best practice group were more likely to judge their diversity practices as being effective in achieving their desired outcomes. Their diversity practices were judged to be effective by 88% of the best practice organisations (19% very effective) but only 31% of the bottom group (3% very effective). However, the bottom group was less likely to find this question applicable as they had few diversity practices. Looking just at those respondents that felt it was applicable for them to judge the effectiveness of their diversity practices, 97% of best practice organisations said they were effective, compared with 78% of those in the bottom 20.

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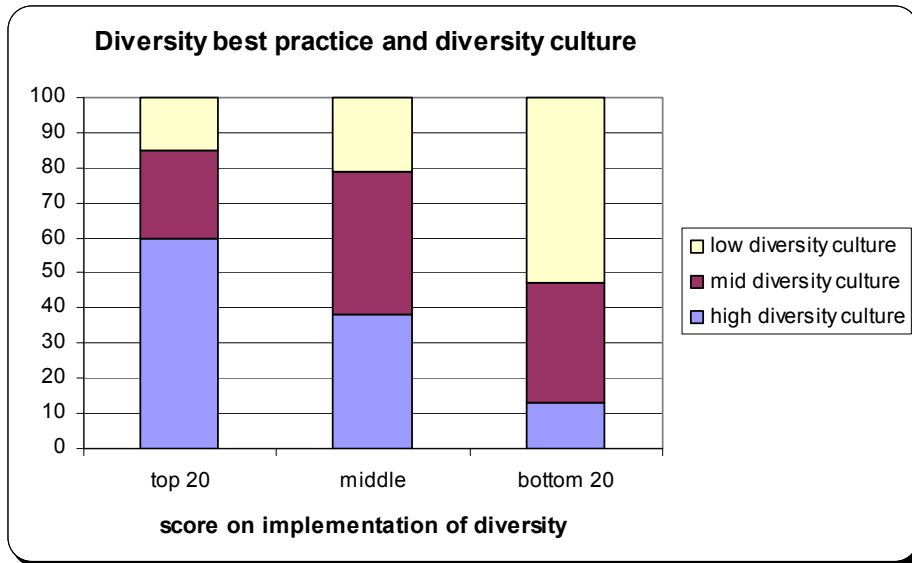
<sup>36</sup> Statistics New Zealand, *Linked Employer-Employee Data: June 2006 quarter*, released 22 August 2007. [www.stats.govt.nz](http://www.stats.govt.nz)

**Figure 4.1: Comparison of diversity outcome measures by diversity score**



Our analysis also showed a positive relationship between diversity best practice and a culture of diversity in the workplace, as shown in Figure 4.2 over, and expanded on in Section 5.

**Figure 4.2: Diversity best practice and diversity culture**

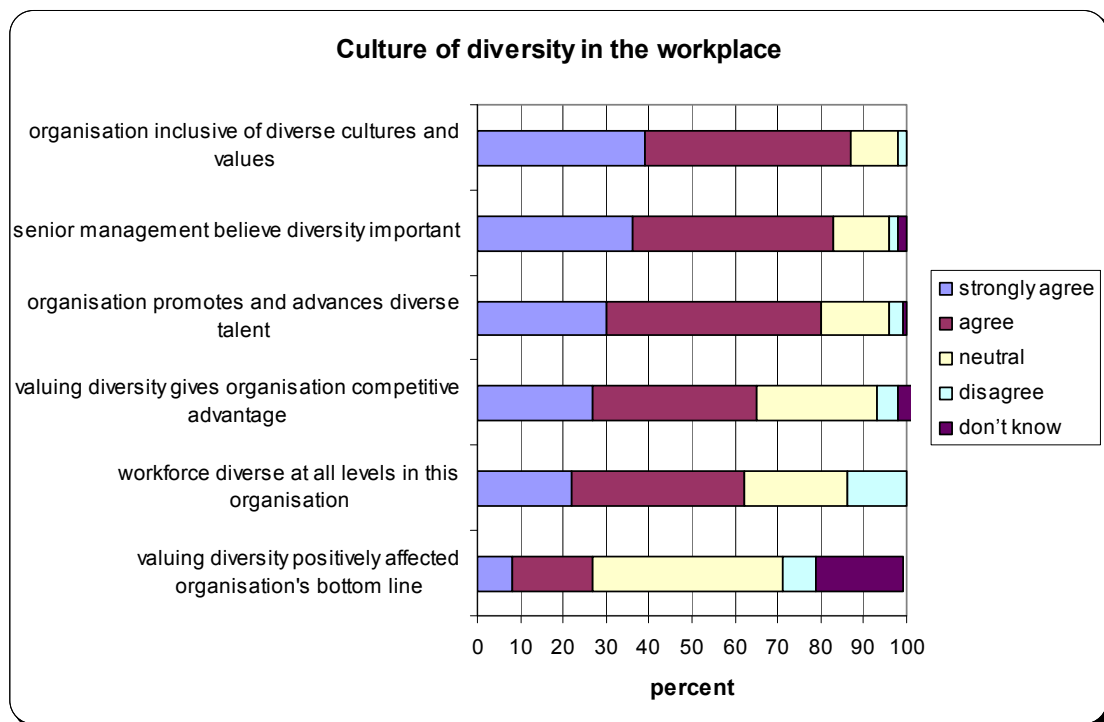


## 5. Culture of diversity in the workplace

### 5.1 Diversity culture

The majority of respondents believed their organisation had a positive diversity culture in terms of being inclusive of diverse cultures, senior management believing diversity is important and that their organisation promotes and advances diverse talent. Over 80% of respondents agreed that their organisation does these things, with 30-40% strongly agreeing. However, only 62% believed their workforce was diverse at all levels, compared with 80% who said their organisation promotes and advances diverse talent. While 65% believed that valuing diversity gives their organisation a competitive advantage, only 27% believed that valuing diversity positively affected their organisation's financial bottom-line. Most (64%) were neutral or said they did not know the relationship between diversity and the bottom-line.

Figure 5.1: Culture of diversity in the workplace



### 5.2 How we compare

Respondents in the EEO Trust Diversity Survey 2006 scored lower on all items than those in a comparable US survey<sup>37</sup> (SHRM, 2005, p.15). Diversity Survey responses were most comparable in the area of senior management believing diversity is important (83% compared to 84% in US). This was much higher than the 43% of senior management encouraging diversity found in a UK study by CIPD<sup>38</sup>.

<sup>37</sup> The SHRM (Society for Human Resource Management) survey involved 400 HR professionals from an initial random sample of 2,411 selected from the SHRM database. Although only a 17% response rate, the sample was representative in terms of industry type, but was biased towards small to medium size organisations (1-499 employees) rather than large organisations (500 or more employees).

<sup>38</sup> The CIPD (Chartered Institute of Personnel and Development) survey involved 285 respondents with responsibility for diversity from 4,200 CIPD members who had expressed an interest in equality and diversity. The sample was representative in terms of organisational size, location, industry and sector.

The difference between New Zealand and the US was greatest for whether an organisation believes valuing diversity positively affects the organisation's financial bottom-line (26% for NZ compared with 65% for the US). New Zealand respondents had a high don't know or neutral response on this item, suggesting this is an area so far not focused on here. US organisations are also more likely to say they promote and advance diverse talent (90% compared with 80% in New Zealand).

### **5.3 Comments**

Free comments in this section often referred to a lack of statistical data on the bottom-line impact, or diversity initiatives being too newly implemented to know the outcomes.

*Until we do more measures we cannot say categorically that this adds value to our bottom line.*

*A new policy/initiative was developed early this year that focuses on the concept of 'valuing diversity'. It is still at an early stage so has not made a big impact to the organisation's financial bottom line yet. However, we believe it will have a positive impact to the organisation once it is fully implemented.*

*We do not collect statistics that indicate the effect on the financial bottom line. The recent climate survey provided very positive feedback on the organisation as a place to work.*

Others noted that some areas of their organisation applied, valued and accepted the benefits of diversity more than others.

*Some parts of our organisation value diversity in their practices. Other parts are still looking for proof of the valued added through this work.*

*Our Auckland base is much more attuned to Pacific Island and immigrant groups than other areas.*

*Our organisation is in transition from monocultural to diverse. Some parts of the organisation are diverse and other parts are less diverse. There is an acceptance and understanding of the need for diversity and a commitment to setting up systems to allow the organisation to develop and become more diverse, responsive and inclusive.*

Another point made was that change is slow, but some organisations that have been focusing on diversity for 10 years are seeing the results in increasing diversity of staff and senior management.

One respondent noted that they were "increasingly active in networking and thinking 'laterally' about how to get a more diverse range of applicants to apply for our jobs".

### **5.4 Diversity culture score analysis**

An aggregate score was created for the questions in the section on the workplace diversity culture to identify and compare the top third and bottom third organisations.

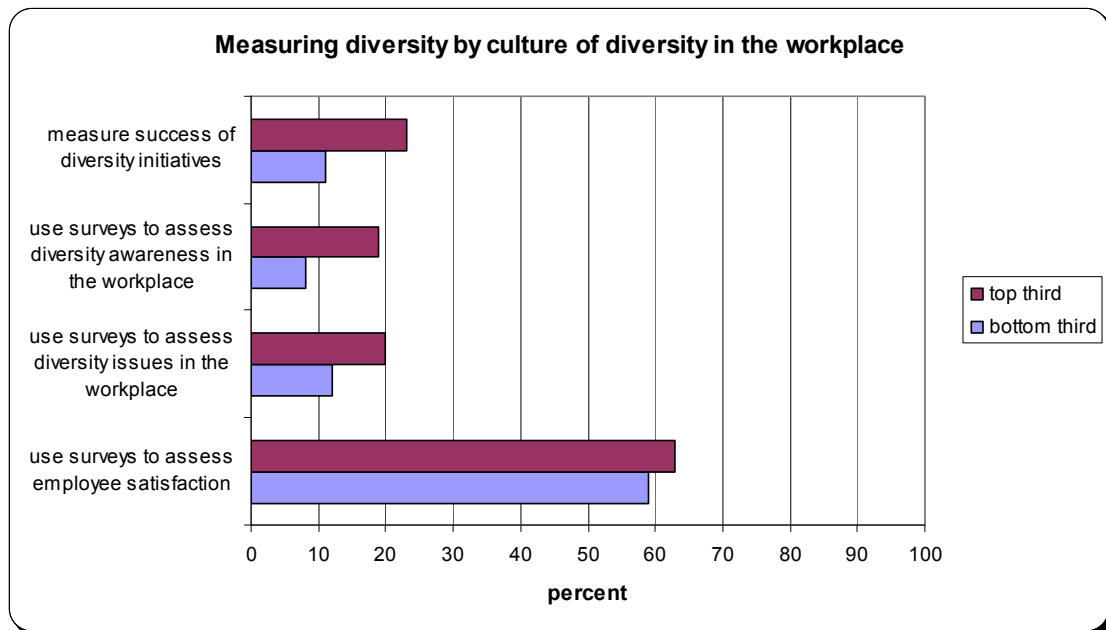
Those with a strong culture of diversity were more likely to employ women, older workers, and people from Asian ethnic groups. They were also more likely to have

diversity in senior management, with more women, people from Asian ethnic groups, and disabled people at senior levels.

Staff turnover was lower for organisations in the top third – 14.2% compared with 17.3% for the bottom group.

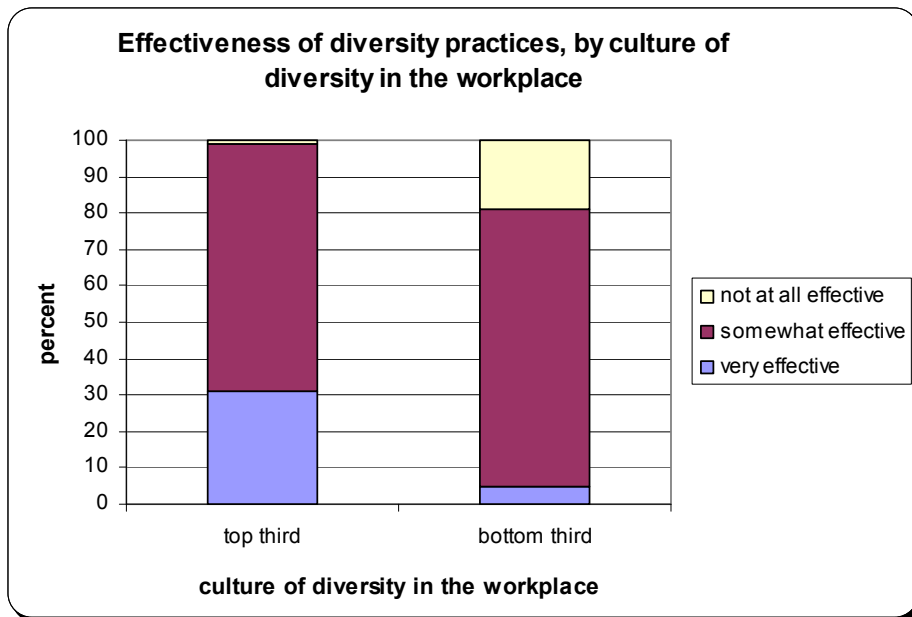
Top diversity culture respondents were twice as likely as those in the bottom third to measure the success of their diversity practices (23% compared with 11%). They were also much more likely to use surveys to assess diversity issues and awareness in their organisations.

**Figure 5.2: Measuring diversity by culture of diversity in the workplace**



Respondents with a high score for a diversity culture were much more likely to rate the outcomes of their diversity practices as “very effective” and less likely to find them “not at all effective”.

Figure 5.3: Effectiveness of diversity practices, by culture of diversity in the workplace



## 6. Strategies and policies

The proportion of respondents with a strategy or policy endorsing EEO or diversity continues to increase – to 93% this year, up from 86% in 2005 and 77% in 2004. For EEO Employers Group members the figure is 96%, up from 93% in 2005 and 89% in 2004. The public sector continues to lead in this area at 98%, but the private sector has shown the greatest increase at 88%, up from 78% in 2005.

**Table 6a: Organisation has an EEO/diversity strategy or policy**

	All	EEO members	Public	Private	Not for profit
	%	%	%	%	%
2007	93	96	98	88	94
2005	86	93	97	78	93
2004	77	89	93	71	74

### 6.1 Location

There has been a slight decline overall in the proportion of organisations including their EEO/diversity strategy in their strategic objectives, down to 45% from 49% in 2005. This decline occurred primarily in the private sector. EEO Employers Group members were also down while the public sector showed a slight increase, from 55% to 56%, and the not-for-profit sector a large increase, from 43% to 59%.

**Table 6b: Location of EEO/diversity strategy or policy**

	All	EEO members	Public	Private	Not for profit
Integrated into organisation's strategic objectives	45	52	56	31	59
At HR policy/plan level only	48	44	42	57	35

### How we compare

These findings are very similar to those found in a UK study of 159 member organisations focused on gender equity in the workplace. In the Opportunity Now 2005/06 study, 96% of organisations had a mission and goals for gender equality/diversity, and 46% of these were linked to business goals and strategy. Another UK study<sup>39</sup> found that 30% of organisations built diversity into business goals.

The Australian EEONA 2005 survey found that 70% of respondents had an EEO/diversity strategy that was explicitly considered in organisation-wide business planning and objective setting. While this is much higher than the Diversity Survey, the Australian survey was answered by only 32 organisations, all members of EEONA.

<sup>39</sup> CIPD, 2007: *Diversity in business. A focus for progress.*

## 6.2 Reasons for having an EEO/diversity strategy or policy

The order of importance of reasons for having an EEO/diversity strategy or policy remained the same as in 2005 with a combination of the business benefit of attracting and recruiting talent, social responsibility and employer commitment leading the way, ahead of statutory requirements. Matching the diversity of customers or clients was introduced for the first time this year and rated lower than other items.

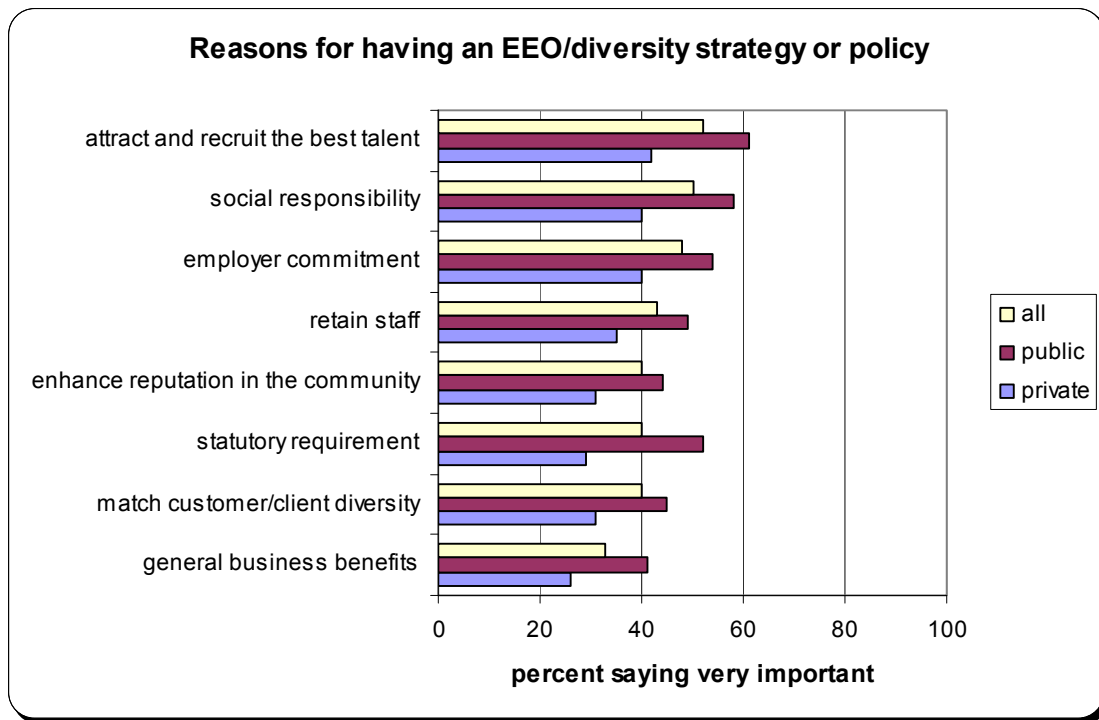
There was a lower level of response to this section in 2007, and a lower level of intensity of response, with fewer rankings at the “very important” level compared with 2005.

**Table 6c: Reasons for having an EEO/diversity strategy or policy**

	<b>Very important</b>	<b>Quite or some importance</b>	<b>Total importance</b>	<b>Little or no importance</b>	<b>Not sure/no response</b>
	%	%	%	%	%
To attract and recruit the best talent	52	35	87	5	8
Social responsibility	50	40	90	2	8
Employer commitment	49	40	89	2	9
To retain staff	43	43	86	5	9
To enhance our reputation in the community	40	44	84	7	9
Statutory requirement/legislation	40	43	83	8	9
To match the diversity of customer/clients	40	40	80	12	8
General business benefits	33	54	87	5	8

The public sector was more likely than the private sector to rate all items as “very important”, especially statutory compliance/legislation. The private sector came closest to the public sector in the area of enhancing reputation in the community as a reason for EEO/diversity, followed by retaining staff, employer commitment and matching customer/client diversity, as shown in Figure 6.1.

**Figure 6.1: Reasons for having an EEO/diversity strategy or policy**



**How we compare**

Respondents to the EEO Trust Diversity Survey 2007 differ from employers in other countries in being more focused on social responsibility and individual employer commitment to drive diversity practices, rather than financial or legal pressures. While recruitment is a key driver of diversity in most countries, employers in other countries rate staff retention more highly than New Zealand employers do. Matching customer/client diversity and the benefits from diversity of thought and decision-making do not rate highly anywhere as drivers of diversity.

A US survey of HR managers<sup>40</sup> showed a quite different ranking of importance of reasons for diversity practice. The US is more bottom-line and litigation focused, with retention and recruitment of a diverse workforce mid-range. As with the Diversity Survey, a diverse client/customer base received a low rating.

A UK study<sup>41</sup> of drivers of diversity also found legal pressures to be the main driver, but like New Zealand, recruiting and retaining the best talent and social responsibility rated highly.

In Australia<sup>42</sup>, reputation, being an employer of choice, recruitment and retention were the key drivers of diversity. The Australian survey also found that maximising the performance of existing staff was an important driver for 96% of respondents but this was not covered in any of the other surveys.

<sup>40</sup> Esen, 2005: *2005 workplace diversity practices*. A study by the Society for Human Resource Management (SHRM).

<sup>41</sup> CIPD, 2007: *Diversity in business – a focus for progress*.

<sup>42</sup> EEONA 2005: *Moving ahead on equality and diversity*. 2005 Australasian Diversity and Equality Survey. Equal Opportunity Network of Australia.

**Table 6d: Top and bottom drivers of diversity practice**

**Top three**

<b>NZ</b>	<b>Australia</b>	<b>UK</b>	<b>US</b>
Recruitment	Retention	Legal pressures	Reduced costs of turnover, absenteeism and productivity
Social responsibility	Reputation	Recruitment and retention	Financial bottom-line
Employer commitment	Recruitment	Social responsibility	Reducing complaints and litigation

**Bottom three**

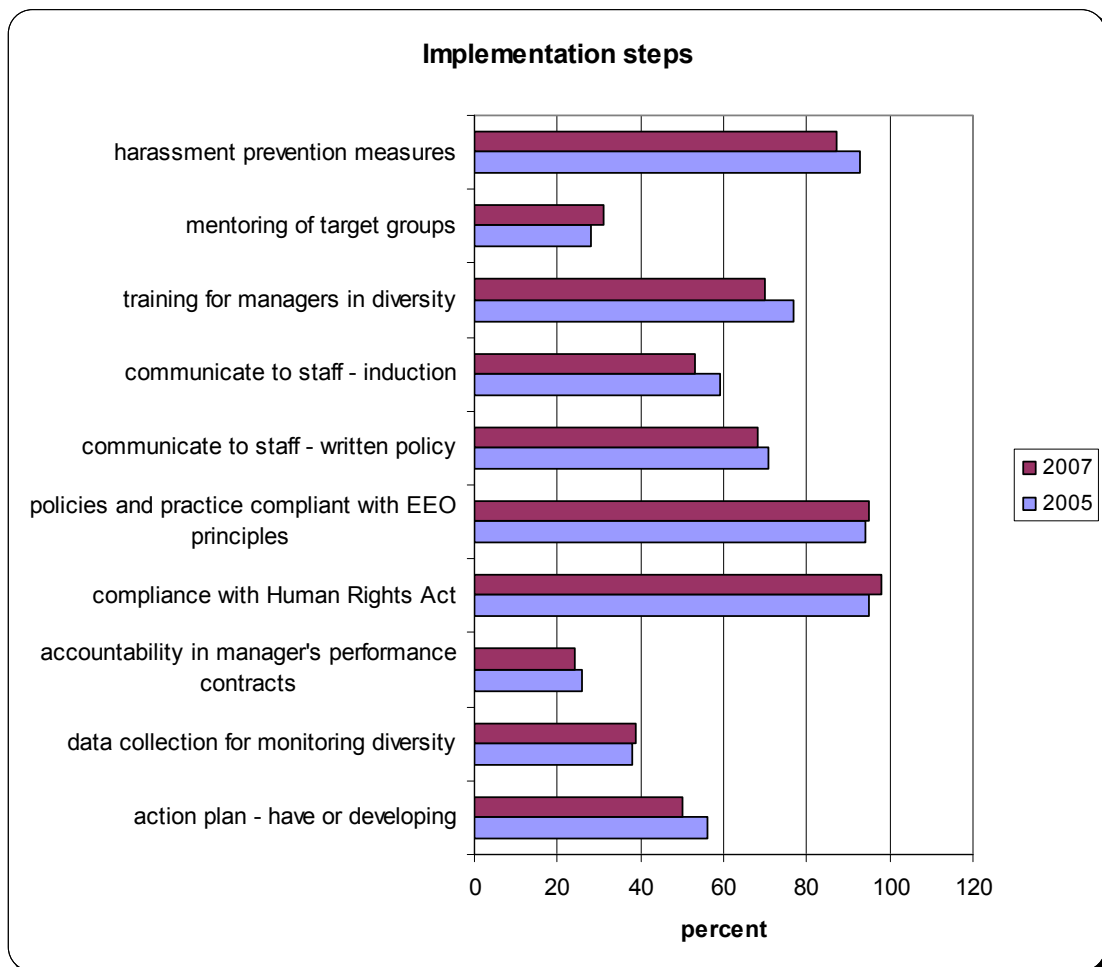
<b>NZ</b>	<b>Australia</b>	<b>UK</b>	<b>US</b>
Statutory requirement	Creativity and innovation	Reputation	Diversity of thought and decision making
Matching client/customer diversity	Competitive advantage	Enhanced decision making	Matching client/customer base
General business benefits	Marketing/sales results	Competitive advantage	Employee satisfaction

## 7. Implementation steps

There has been a small increase in the proportion of respondents which collect data to monitor EEO/diversity, mentor or develop target groups, and ensure compliance of policies and practices with the general principles of diversity/EEO and with the Human Rights Act.

EEO Employers Group members reported declines in most implementation steps since 2005. The areas of greatest decline were preparing written action plans and training managers in diversity. Members reported increases in mentoring or development of target groups and harassment prevention measures.

**Figure 7.1: Implementation steps**



### 7.1 Action plan

Just over a quarter of respondents had a written action plan to achieve EEO/diversity goals, and another quarter said a plan was being developed. EEO Employers Group members and the public sector were more likely to have written action plans for diversity, but all sectors were down on 2005. A high number of respondents did not answer this question this year.

**Table 7a: Have a written action plan to achieve diversity goals**

	All		EEO members	Public	Private	Not for profit
	2007	2005	2007			
	%					
Yes	27	35	30	36	19	28
Under development	26	21	30	29	24	22
No	40	43	36	33	45	44
No response	7	1	4	2	12	6

## 7.2 Commitment by senior management

The proportion of senior management who demonstrate commitment to diversity through providing resources for diversity training increased to 35%, up from 29% in 2005. A third of respondents said senior management provide resources for data collection and monitoring, down on 2005.

The public sector and not-for-profits respondents were more likely than the private sector respondents to say that senior management provides resources for diversity management.

**Table 7b: How senior management demonstrate commitment to EEO/diversity**

	All		EEO members	Public	Private	Not for profit
	2007	2005	2007			
	%					
Resourcing for data collection and monitoring	36	38	41	48	27	30
Resourcing for training in diversity awareness throughout organisation	35	29	40	41	25	50
Resources to employ EEO/diversity coordinator	13	15	16	19	9	9
A diversity council	7	9	9	8	6	9
Other	17	12	18	18	15	22
None of the above	30		23	21	38	28
No response	3		3	2	5	2

There has been an increase in the proportion of respondents who said senior management demonstrated commitment to EEO/diversity by other means – 17% up from 12% in 2005. These other means included leading by example, role modelling, supporting specific programmes such as a Māori programme or a pay equity review,

supporting network groups, establishing EEO committees at high levels and discussing diversity at routine meetings with senior management.

### How we compare

About half of the member organisations in the EEONA 2005 Australian survey had a diversity council or committee and 68% had a diversity manager. The findings from the US SHRM study were more similar to the Diversity Survey, with 21% of organisations having staff dedicated exclusively to diversity practices.

### 7.3 Accountability of managers

Almost a quarter of respondents (24%) consistently build accountability or responsibility for EEO/diversity into managers' performance contracts. This is slightly down on 26% in 2005. EEO Employers Group members were much more likely than non-members to do this. Differences between the public and private sectors were not great, but the not-for-profit sector was much less likely to do this.

**Table 7c: Accountability or responsibility for EEO/diversity is consistently built into managers' performance contracts**

	All		EEO members	Public	Private	Not for profit
	2007	2005	2007			
	%					
Yes	24	26	28	28	23	15
No	76	71	72	72	77	85

### How we compare

This is similar to the UK where a quarter of respondents to the Opportunity Now 2004 survey include gender equality as part of managers' performance goals; 38% in the public sector and 19% in the private sector. Another UK study<sup>43</sup> found that 16% of organisations included diversity-related goals in managers' performance assessments. The Australian EEONA survey 2005 found a higher rate of management accountability for diversity outcomes at 72%, but this survey is only of a small number of member organisations.

### 7.4 Training for line managers

There has been a marked increase in the proportion of respondents providing training for line managers in avoiding bias in general employment practices – 51% in 2007, up from 35% in 2005. This is offset by declines in those specifying training in avoiding bias in recruitment or performance management. Overall there is a slight increase in those not offering any training in avoiding bias.

Training for line managers in avoiding bias is higher in the public sector than the private sector, particularly in recruitment and promotion.

<sup>43</sup> CIPD 2007: *Diversity in business. A focus for progress.*

**Table 7d: Training provided for line managers in avoiding bias**

	All		EEO members	Public	Private	Not for profit
	2007	2005	2007			
	%					
Recruitment	52	65	55	58	50	52
Performance management	42	51	45	52	37	42
General employment practices	51	35	53	53	52	51
None of the above	26	23	26	25	32	29
No response	2	3	2	1	2	2

### How we compare

Our results are similar to the 75% of organisations in the Australian EEONA survey providing diversity training. The US SHRM study found 67% of organisations provided training on diversity issues. This training was mandatory for 60% of senior managers and for 70% of other managers. The CIPD UK study found that 54% of organisations provided diversity training for managers.

### 7.5 Compliance

Reported compliance with the requirements of the Human Rights Act was high – 98% of respondents said they ensured their policies and practices comply, up from 95% in 2005.

Compliance with EEO/diversity principles has been stable since 2005 in most areas, with slight increases in training, appraisal, and succession planning. There had been a slight decline in the area of promotion and in diversity of decision-making groups (down from 53% to 49%).

**Table 7e: Compliance with EEO/diversity principles**

	All		EEO members	Public	Private	Not for profit
	2007	2005	2007			
	%					
Recruitment	94	94	96	99	90	96
Pay equity	80	80	80	79	82	76
Training	80	79	82	83	76	80
Promotion	76	77	77	80	74	70
Appraisal	78	76	82	83	74	74
Job design	58	58	60	67	52	50
Succession planning	55	54	57	59	57	41
Decision-making groups	49	53	53	51	45	54
None of the above	5		3	2	7	4

The public sector leads the private sector in all areas of ensuring policies and practices comply with EEO/diversity principles except pay equity, where the private sector is ahead of other sectors. The difference between the public and private sectors is greatest in the area of job design.

## 7.6 Communication

Written policies and staff induction remain the main ways in which EEO/diversity strategies are communicated throughout organisations, followed by intranet, employment agreements and staff training. There has been a decline in most areas since 2005, but particularly in the main areas of written policies and staff induction as a means of communicating EEO/diversity strategies. There has been a slight increase in the use of the intranet.

The public sector continues to lead the private sector in all areas, particularly in the use of written policies, staff induction and the intranet for communicating EEO/diversity.

**Table 7f: Ways of communicating EEO/diversity strategy through organisations**

	All		EEO members	Public	Private	Not for profit
	2007	2005	2007			
	%					
Written policies	68	71	74	81	57	65
Staff induction	53	59	59	65	41	61
Intranet	47	46	51	67	37	17
Employment agreements	39	41	41	43	34	44
Staff training	36	36	41	39	33	39
Staff meetings	24	25	25	25	19	41
Staff newsletters	16	17	19	20	12	20
Posters	9	10	12	12	6	11
Other	8	11	9	9	8	9
Don't have a policy	11		6	3	17	11
No response	2		2	1	3	0

Some of the other ways of communicating the diversity policy or strategy were staff policy and procedure handbooks, job advertisements and descriptions and other parts of the recruitment process, special equity awareness training sessions or EEO/diversity promotions, celebrating staff networks, in the Statement of Intent or strategic plan, pamphlets, annual briefings and key messages from general managers. Other respondents said it was done informally in everyday activities and the actions of management at all levels.

### 7.7 Mentoring

Although the majority of respondents did not offer any mentoring or development programmes for EEO target groups, there have been improvements in some areas since 2005. Programmes for women and Māori were offered by 17% and 18% of organisations respectively, up from 13% for women and 15% for Māori in 2005. Programmes for new migrants and disabled people were also up, and those for older workers were steady.

EEO Employers Group members were more likely to offer these programmes and to show increases in programmes for new migrants (13% up from 8% in 2005), disabled people (7% up from 5%) and those aged 45+ (6% up from 4%).

**Table 7g: Mentoring or development programmes for EEO target groups**

	All		EEO members	Public	Private	Not for profit
	2007	2005	2007			
	%					
Women	17	13	21	20	14	22
Māori	18	15	22	31	4	28
Pacific	9	12	11	14	3	17
New migrants	11	9	13	13	7	15
People for whom English is a second language	9	10	10	9	7	13
Disabled people	6	5	7	9	1	13
People aged 45+	4	4	6	4	4	4
None of the above	64	57	58	58	70	61
No response	5	15	5	4	7	0

### How we compare

New Zealand appears to do less well than other countries in this area, with a very low result compared with UK organisations belonging to Opportunity Now where 96% of members surveyed had programmes and initiatives to support women’s development.

The Australian organisations surveyed by EEONA in 2005 were also much more likely to have some kind of targeted mentoring programme; 56% compared with 36% for New Zealand. Similarly, 63% of the US organisations surveyed by SHRM in 2005 had diversity focused mentoring or coaching programmes to increase diversity at higher levels.

The Australian study found special programmes were mainly for women and those with caring responsibilities, followed by disabled people and minority ethnic groups. Programmes targeted at older workers showed the greatest increase.

### 7.8 Harassment and bullying

Just over three quarters of respondents (77%) had an harassment policy in 2007, down from 86% in 2005. There was also a decline in those with documented harassment procedures. But all other areas of harassment and bullying preventive action remained steady or improved. There was a substantial increase in the provision of material on bullying to 34%, up from 25% in 2005 and almost equal with provision of material on harassment (37%). More organisations also have designated trained harassment contact people at 43%, up from 39%.

**Table 7h: Harassment and bullying**

	All		EEO members	Public	Private	Not for profit
	2007	2005	2007			
	%					
Harassment policy	77	86	79	79	74	78
Documented procedures	65	68	70	72	61	54
Designated trained harassment contacts	43	39	44	51	38	33
Harassment awareness material	37	35	42	51	25	35
Bullying awareness material	34	25	40	42	27	35
Harassment prevention training	34	33	37	40	31	26
None of the above	13	7	11	7	17	15

### How we compare

All the respondents in the Australian 2005 EEONA survey had harassment prevention initiatives.

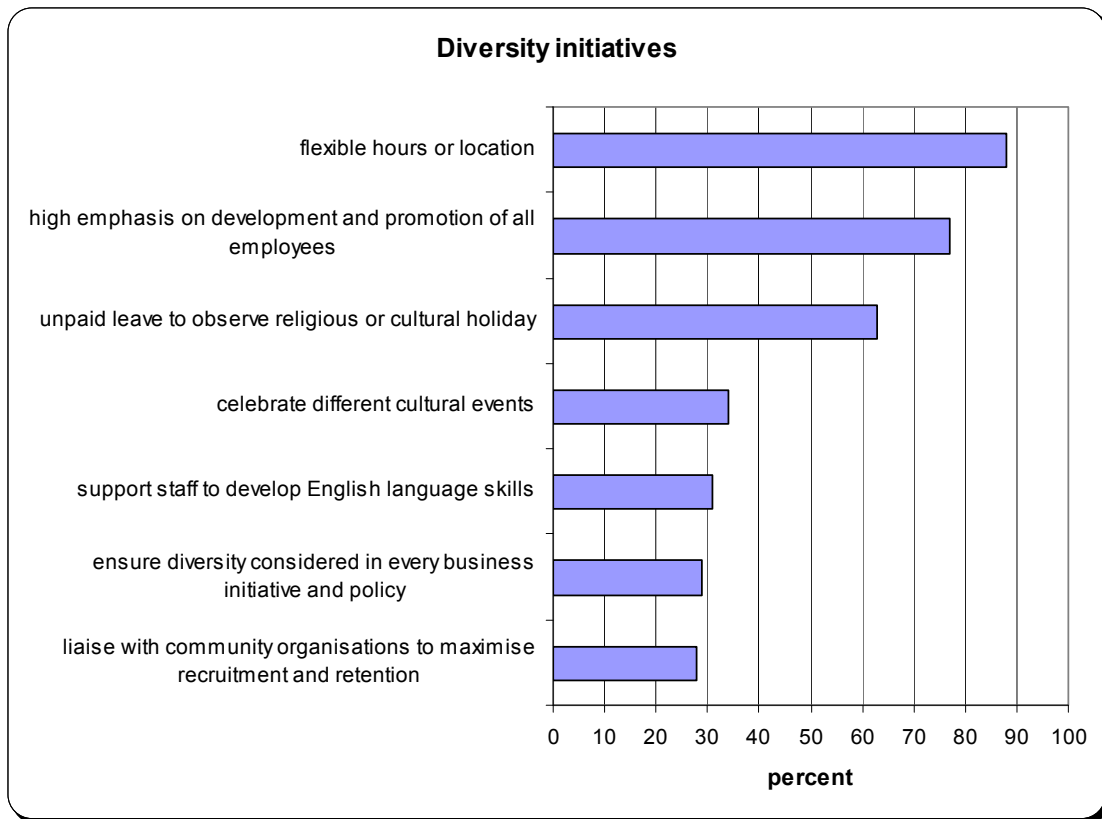
### 7.9 Diversity initiatives

In 2007, the most common diversity initiative was flexible hours or working location to enable workers to better balance their paid work and their private life, with four out of five of respondents (82%) offering this. Over three-quarters (77%) also said they place a high emphasis on the development and promotion of all employees.

Less common were initiatives aimed at cultural diversity. While almost two-thirds of respondents (63%) allowed employees to take unpaid leave to observe a religious or cultural holiday, only a third celebrated different cultural events, and slightly fewer supported staff to develop English language skills or liaised with community organisations to build relationships and maximise recruitment and retention of diverse groups.

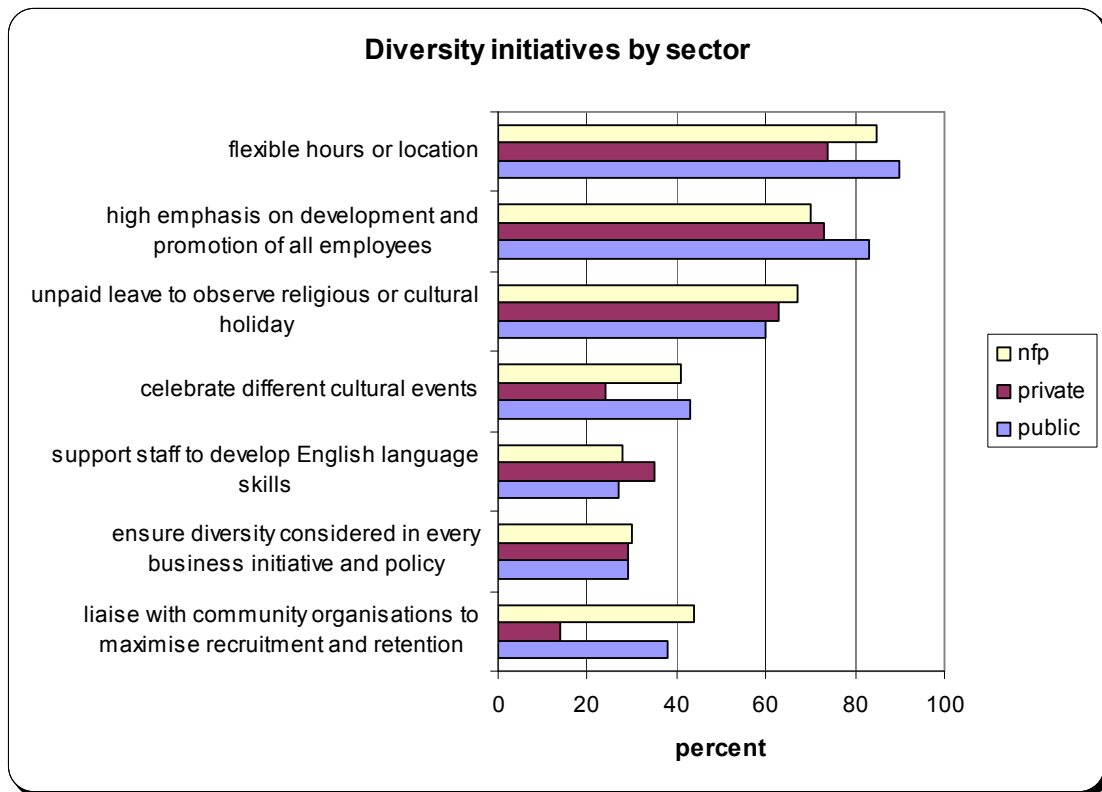
Just over a quarter (29%) were integrating diversity considerations into all their business initiatives and policies.

**Figure 7.2: Diversity initiatives**



The private sector was more likely than the public or not-for-profit sectors to support staff to develop English language skills. But the private sector was a lot less likely than the other sectors to liaise with community organisations to maximise recruitment and retention of a diverse range of staff or to demonstrate diversity awareness by celebrating different cultural events, as shown in Figure 7.3. The private sector also lagged on offering flexible work options and placing a high emphasis on the development and promotion of all employees.

**Figure 7.3: Diversity initiatives by sector**



Other ways in which respondents said they demonstrated their commitment to EEO/diversity included training and awareness, special events, the physical environment, food and initiatives for specific groups. Some initiatives had a broad, general focus, and others are targeted at the individual level.

**Broad general focus**

- Diversity is intrinsic in our organisation as we could not survive with only a limited pool of employees.
- Maintaining and opening communication with regard to diversity and how it might have an effect on us, our clients and our candidates.
- Promoting work-life balance and wellbeing.
- Two to four weeks unpaid leave for any reason.

**For individuals**

- Providing support on individual basis as required eg. modifications for sight or hearing impaired.
- Being as flexible as possible at all stages of the employment and life cycles.
- Considering any skilled and qualified person for any job and prepared to consider a change to a company requirement, practice process or policy if requested.
- Individuals feel free to ask for flexibility as it relates to them personally. The culture encourages that flexibility and most staff take advantage of it, some regularly.

### **Training and awareness**

- Cross-cultural awareness training/workshops.
- An EEO team which regularly raises awareness of EEO and diversity issues.

### **Māori, Pacific and Asian peoples**

- Supporting Māori language development and culture for staff.
- Try to employ as many Māori and Pacific peoples as we can to reflect the diversity of our client base.
- Diversity liaison officers, iwi liaison officers, Pacific liaison officers, Asian liaison officers.

### **New migrants**

- Work with universities to offer work experience to migrant workers seeking to have government experience.

### **Disability**

- Proactively promote workplace placement for disabled people.
- Disability mentoring day.
- Employing people through Mainstream (a supported employment programme for disabled people).

### **Ageing workforce**

- Staff focus groups and surveys exploring age, work and retirement to assist the development of relevant HR initiatives to meet challenges of an ageing workforce.

### **Caregivers**

- We provide free service to help staff with care responsibilities to find care solutions.

### **Events**

- Social events with cultural themes eg. social club has run international food day as an opportunity for staff to learn more about the cultures of work colleagues in a social environment.

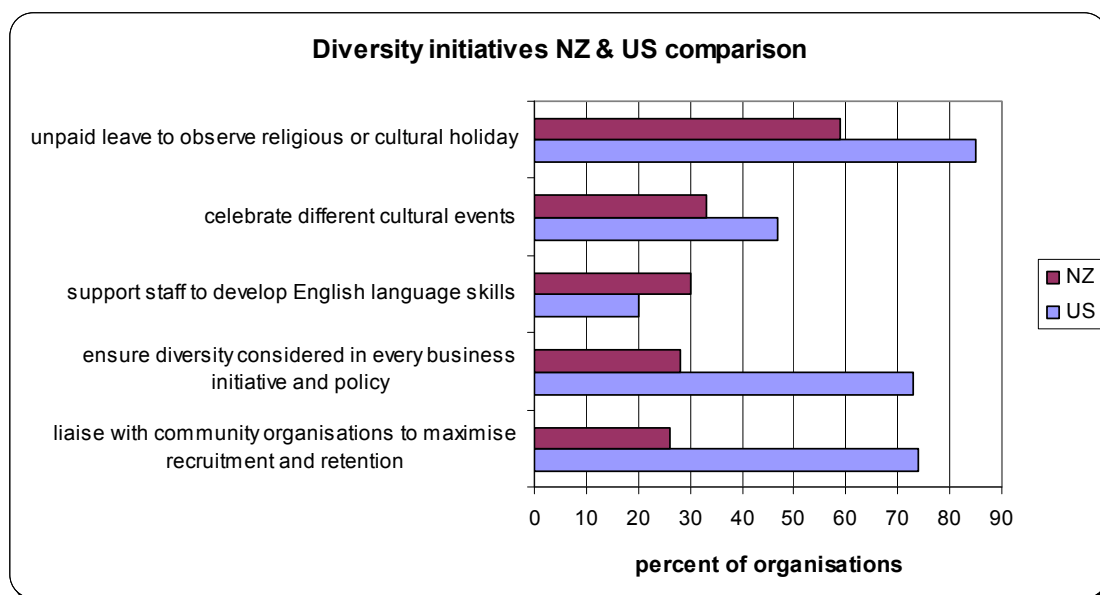
### **Environment**

- Physical environment of marae, fale and prayer space for different faiths.
- In our cafeteria we offer not only healthy food options but where possible food that is aligned with the diverse cultures we have in our workforce.

### **How we compare**

New Zealand is behind the US in all the diversity initiatives measured except for development of English language skills (see Figure 7.4). This difference may be due to slightly different wording in the two surveys, as the US one asked if organisations provided training, whereas the EEO Trust Diversity Survey 2007 asked only if they provided support.

**Figure 7.4: Diversity initiatives NZ & US comparison**



### 7.10 Data collection and monitoring

The proportion of organisations with data collection systems to monitor progress on their EEO/diversity strategy is 39%, up from 38% in 2005. Public sector organisations were most likely to be doing this, probably due to mandatory EEO reporting in the public sector.

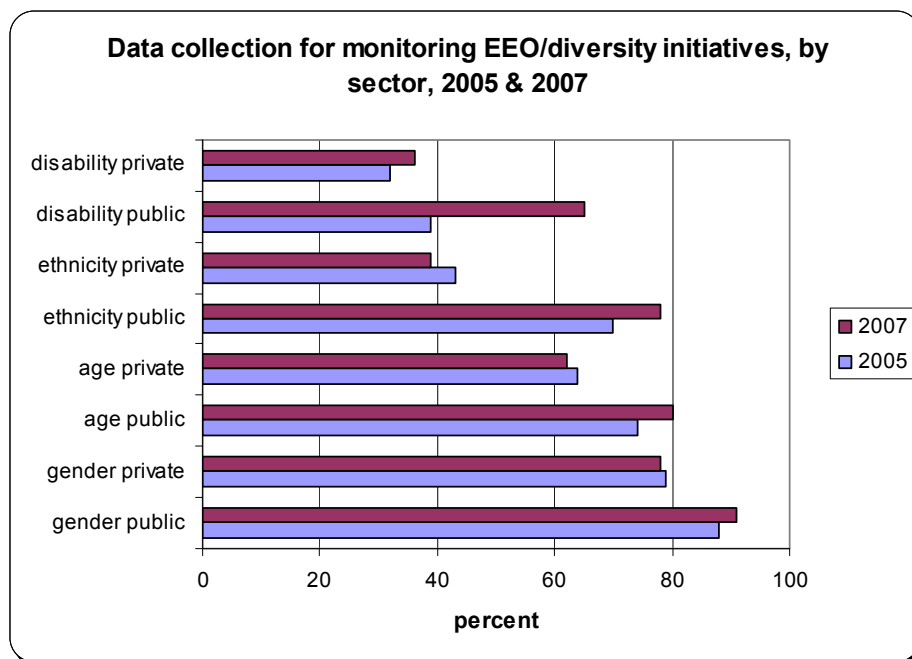
There has been an increase in data collection for each individual category (Table 7i). This is particularly strong for data on the disability status of employees – 49% this year, up from 37% in 2005. However, it is worth noting that only 62% of private sector organisations collect data on age.

**Table 7i: Have data collection systems in place for monitoring progress on EEO/diversity strategy**

	All		EEO members	Public	Private	Not for profit
	2007	2005	2007			
	%					
Yes	39	38	48	62	21	30
Collect data on the following						
Gender	84	83	87	91	78	85
Age	70	67	73	80	62	63
Ethnicity	57	55	61	78	39	57
Disability	49	37	51	65	36	50

The public sector was much more likely than the private sector to collect data in all areas and there have been increases in most areas in the public sector, particularly disability. (Figure 7.5).

**Figure 7.5: Data collection for monitoring EEO/diversity initiatives, by sector, 2005 & 2007**



### How we compare

New Zealand organisations were less likely to collect all categories of data on staff diversity than those surveyed in the UK and Australia, with the exception of ethnic data compared with Australia (see Table 7j). Eight percent of the UK organisations also collect data on sexual orientation.

Opportunity Now 05/06 reports a decline in data collection for monitoring since 2003-2004, especially in the private sector.

**Table 7j: Data collection for monitoring EEO/diversity initiatives, how we compare**

	NZ	Australia	UK
Gender	84	97	93
Age	70	88	84
Ethnicity	57	53	74
Disability	49	50	58

In the US SHRM study, 72% of organisations measured staff diversity at all levels.

## 8. Diversity outcomes

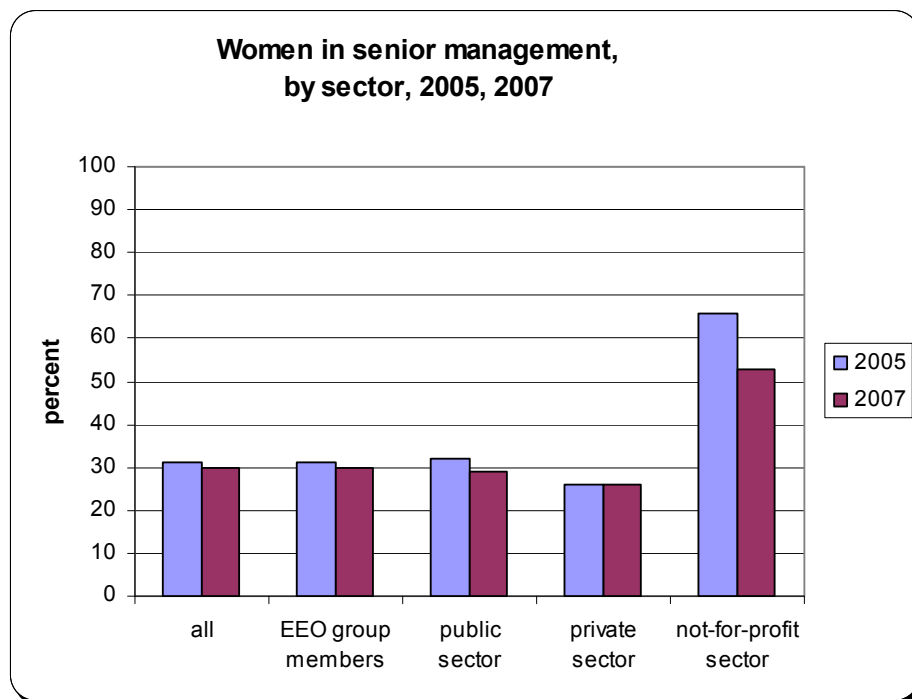
### 8.1 Gender

On average, the proportion of women staff reported by respondents was 51%, compared to 46% for the NZ labour force<sup>44</sup>. Women were over-represented in the public sector (53%) and not-for-profit sector (63%), whereas at 47%, private sector respondents were close to the New Zealand average.

Thirty percent of senior managers were women, similar to 30.5% in the 2005 survey. At 26%, the private sector is only slightly below the public sector at 29%. In the heavily female dominated not-for-profit sector, women make up the majority of senior managers at 53%.

However, the not-for-profit sector has also seen the largest decline in the proportion of female senior managers, down from 66% in 2005. The public sector is also slightly down, with the private sector and EEO Employers Group members showing no change.

**Figure 8.1: Women in senior management, by sector, 2005, 2007**



### How we compare

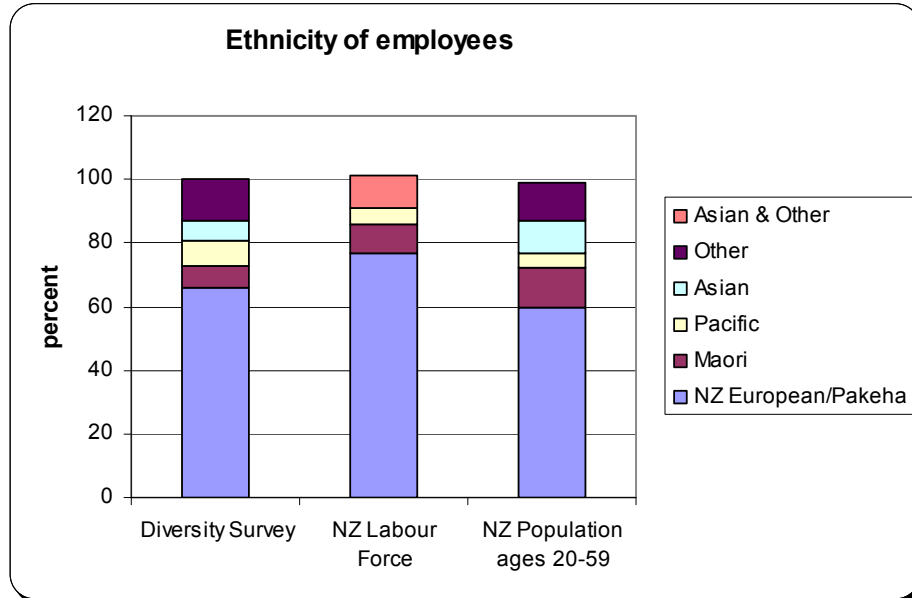
New Zealand continues to compare favourably with Australia and the UK. The EEONA 2005 Australian survey found that 28% of senior executives were women, and in the UK Opportunity Now 2005-2006 survey, 31% of senior managers were women. But whereas the UK study showed an increase from 27% in 2003-2004, there has been no increase in New Zealand.

<sup>44</sup> Statistics New Zealand, *Labour Force Statistics 2006*.

## 8.2 Ethnicity

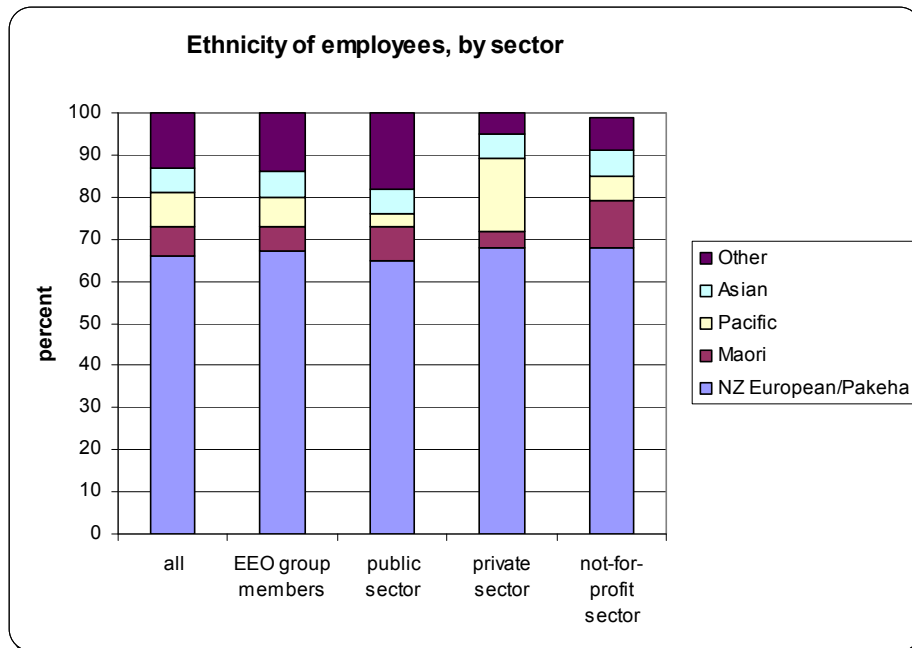
The 2006 Census provided for the classification of “New Zealander” as an ethnicity for the first time resulting in an increase in those responses classified as “Other” and a decline in those in the NZ European category. The EEO Trust Diversity Survey 2007 had a similar proportion classified as “Other” (13%), and lower proportions of Māori and Asian.

Figure 8.2: Ethnicity of employees



Among Diversity Survey respondents, Māori were particularly under-represented in the private sector, and over-represented in the not-for-profit sector. Pacific people were poorly represented in the public sector, and over-represented in the private sector due to high proportions in three large organisations. Those who classify themselves as “Other” were over-represented in the public sector, and under-represented in the private sector. Employees from Asian ethnic groups were evenly spread over all sectors.

**Figure 8:3: Ethnicity of employees, by sector**



The proportions of Māori, Pacific and Asian people in senior management roles remained similar to 2005 and well below their proportions in the population and the labour force.

The public sector had higher proportions of Māori and “Other” senior managers. The not-for-profit sector had higher proportions of Māori and Asian people in senior roles. The private sector had the lowest proportion of Māori and the highest proportion of NZ European/Pakeha in senior management roles.

**Table 8a: Ethnicity of senior management**

	All		EEO members	Public	Private	Not for profit
	2007	2005	2007			
	%					
Māori	6	6	5	7	4	8
Pacific people	1	2	1	1	2	1
Asian people	2	2	2	1	2	4
Other people	7	4	8	10	4	2
NZ European/Pakeha	84	86	84	81	89	85

## How we compare

Direct comparisons of ethnic representation at senior management level are hard to find. The 2005-2006 Opportunity Now survey of women in the UK found that 5% of senior managers were from black or minority ethnic groups, up from 3% in 2003-2004.

## 8.3 Disability

Just under half the respondents to the EEO Trust Diversity Survey 2007 collected data on the disability status of employees. For those that did collect this information, only 1% of employees were known to be disabled, down from 3% in 2005. This compares with 20% of the population<sup>45</sup> and from 9% -15% of those employed in 2001 that have a disability<sup>46, 47</sup>. The low numbers in the Diversity Survey are probably due to a combination of lack of disclosure by employees and lack of identification and data collection by employers.

The private sector was least likely to employ disabled people (0.4%) and the not-for-profit sector most likely (4%). All other sectors were around 1%.

The proportion of disabled senior managers remained steady on 3%, the same as 2005 and 2004. This is high compared to the 1% for all staff, possibly because disability is less likely to be identified at lower levels. The not-for-profit sector had the highest proportion of disabled senior managers at 10%.

## 8.4 Age

Younger workers (aged 15-24) were under-represented in respondent organisations. Private sector organisations were more likely to employ young workers, and the not-for-profit sector least likely. The not-for-profit sector was most likely to employ older workers, aged 45-64 and 65+.

Compared with 2005, there was an increase in the 15-24 age group, and a decline in the 25-44 age group. The older age groups did not show any change. Over the same period there was no change in the age composition of the New Zealand labour force.

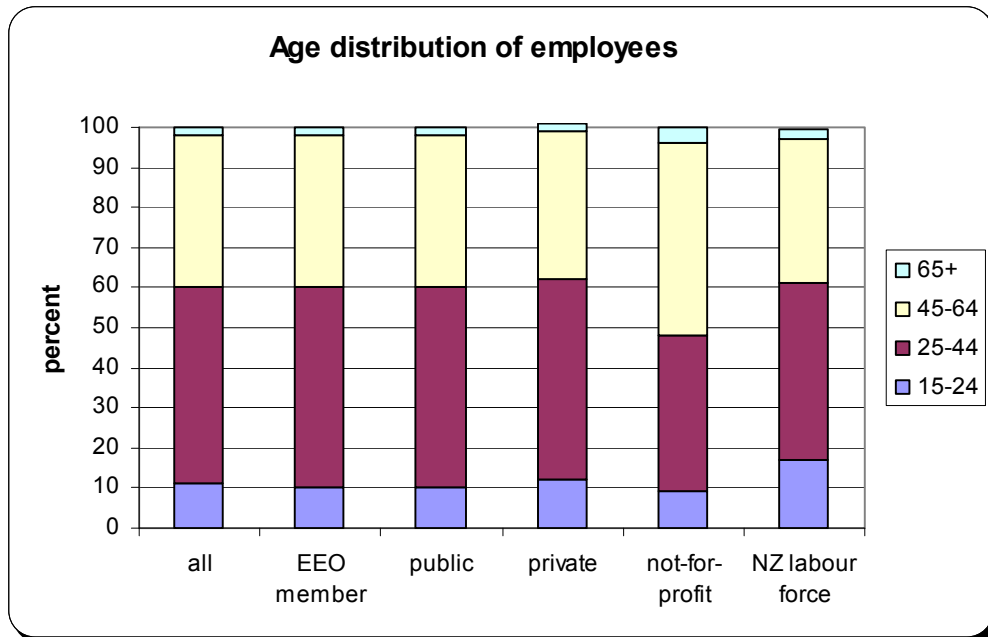
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<sup>45</sup> *Disability Counts, 2001*.

<sup>46</sup> Calculated from total number of disabled in the labour force according to *Disability Counts, 2001* as a proportion of total number of people in the labour force from 2001 Census.

<sup>47</sup> *Living with a Disability in New Zealand*. Results from the 2001 household disability survey and the 2001 disability survey of residential facilities. Ministry of Health, October 2004.

Figure 8.4: Age distribution of employees



## 9. Business outcomes

### 9.1 Staff turnover

The average staff turnover for respondents for the last 12 months was 20%, up from 15% in 2005. There were wide differences between sectors, with the public sector low at 13.5%, the private sector higher on 25.4%, and the not-for-profit sector very high on 45.3%.

Asked whether their staff turnover rate had changed over the last 12 months, respondents for whom there was a change were almost evenly divided between increased and decreased – 27% said it had increased, 24% decreased and 43% stayed the same. A further 6% did not know.

Compared with the 2005 EEO Trust Diversity Survey, more respondents had experienced a change in their staff turnover in the past 12 months, most commonly an increase.

Figure 9.1: Staff turnover changes last 12 months



#### How we compare

Our survey is consistent with national turnover data for the public sector, but higher for the private sector. Our best practice group turnover rate is lower than the national average.

The quarterly turnover rate for New Zealand to June 2006 was 17.3%<sup>48</sup>. This is in line with an average over the five years to June 2006 of 17.1 to 17.6%. The public sector rate was lower at 13%<sup>49</sup>.

<sup>48</sup> Statistics New Zealand, *Linked Employer-Employee Data: June 2006 quarter*, released 22 August 2007. [www.stats.govt.nz](http://www.stats.govt.nz)

## 9.2 Effectiveness of diversity practices

Most respondents (65%) believed their diversity practices were effective in achieving their desired outcomes, and only 5% said they were not at all effective. A third of respondents did not find this question applicable or did not respond. Almost all (93%) the respondents who found this question applicable and responded judged their diversity practices to be effective in achieving their desired outcomes, 18% very effective.

*Diversity has been able to provide us with a range of skills from a worldwide database. If we didn't have this access to these people and if we weren't a diverse company then it would affect us financially.*

### How we compare

In the UK Opportunity Now 2005-2006 survey, 79% of employers were taking steps to assess the contribution of gender equality to organisational performance, but only 4% did so comprehensively.

In the US (SHRM, 2005) 38% of organisations measured the impact of diversity practices. Of these, 82% found them effective (17% very effective) and 18% not effective.

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<sup>49</sup> State Services Commission, *Human Resource Capability Survey of Public Service Departments as at June 2006*, [www.ssc.govt.nz](http://www.ssc.govt.nz)

## 10. Measuring success of diversity practices

Few respondents measured the success of diversity practices in their organisations. Whereas 66% were using surveys to measure employee satisfaction, only 16% use surveys to find out about diversity issues and 11% to gauge awareness of diversity issues. The public sector was more likely than the private or not-for-profit sectors to use staff surveys to explore diversity issues. Only 21% of organisations that were implementing diversity practices were measuring their effectiveness. Public sector organisations (24%) were more likely to do so than those in the private sector (17%).

A number of the respondents that were measuring the effectiveness of their diversity practices provided information on how they do this, including focus groups, surveys, exit interviews, benchmarking against internal targets, national and international comparisons with similar organisations, and monitoring staff turnover.

*We distribute an EEO survey to all employees annually.*

*Annual D&I plan with tasks and targets tracked quarterly and annually. Employee survey every two years which includes a range of diversity questions.*

*Increase in internal candidates filling senior leadership roles. Reduction in attrition of women leadership talent. Increase in women moving through the leadership pipeline from tier 4 to tier 3. Increase in perception scores from engagement and culture survey on recruitment processes. Closer alignment of employee data and customer data and increase in customer satisfaction data due to meeting needs.*

Some respondents gave reasons for why they did not measure the success of their diversity practices including: too small, too complex/complicated to measure correlation versus causation, too busy and not a high priority, can't see the point, of no economic value to the company, lack time and resources etc.

### How we compare

Our results compare favourably with those of a US study which found that 14% of the organisations measured return on investment in diversity (SHRM 2005: p.13.). The types of measures used by these organisations and the percentage using them were:

▪ Number of diverse employees recruited	89%
▪ Number of diverse employees retained	75%
▪ Diversity at all levels – rank and file to senior management	72%
▪ Employee opinion/diversity audits	68%
▪ Corporate culture improved	53%
▪ Public image improved	52%
▪ Client/customer base diversity	46%
▪ Reduced costs of turnover, absenteeism and low productivity	45%
▪ Improved financial bottom-line (profits)	37%
▪ Evaluation of employees' knowledge of diversity	35%
▪ Increased organisational competitiveness	33%
▪ Recognition/awards for diversity	31%

## 11. Drawing on diverse employees to enhance performance

Diversity Survey respondents reported a wide range of ways that diverse employees enhance performance including matching employee diversity to the diversity of customers or clients, improving staff recruitment and retention, and through the increased skills, expertise and talents that diverse employees bring.

### 11.1 Matching customer/client need

The main way in which organisations said they have drawn on employee diversity to enhance organisational performance was in matching the needs of a diverse customer base. Some examples of this are meeting the needs of deaf customers<sup>50</sup>, acting as interpreters for clients for whom English is a second language, dealing appropriately with people from different cultures, Māori staff providing links to local iwi as a potential customer/client base, and helping making a website accessible to diverse users.

*We have customers from wide cultural backgrounds. It is important for us to be able to relate to them at all times and in many ways.*

*Interaction with a high Māori population has been made easier by having senior Māori managers within the organisation and involved in the consultative processes.*

*Enhanced cross-cultural awareness – especially with the increased volume of business we do with our sister companies throughout Asia.*

### 11.2 Recruitment

Another commonly mentioned benefit of diversity practices related to recruitment whereby employees from diverse cultures had improved the knowledge and understanding of these cultures leading to a better appraisal of diverse applicants. Another example in the recruitment area is referrals of potential new recruits made by current staff.

*We have learned from each other to listen and respect each other's differences and in doing so have improved our understanding of potential candidates thereby achieving a greater success in representing them.*

### 11.3 Skills and expertise

*We gain considerable skill and expertise from clinical staff from different cultures who are able to train and share their skills with our staff.*

*Working on a project that hasn't been done before in NZ, but has been done by an employee who is from overseas – that employee can give valuable input into a new area of expertise.*

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<sup>50</sup> In the 2001 NZ Disability Survey, hearing disability was the third most common disability type in adults. An estimated 212,500 adults, 8 percent of all adults living in households, had some kind of hearing disability that was not corrected by using a hearing aid. Ministry of Health, 2004: *Living with disability in NZ*.

#### **11.4 Identifying hidden talent**

*We have uncovered latent skills and hidden talent amongst our immigrant employees which has enabled them to progress within the company.*

*All employees are encouraged to develop personal plans to identify what they can bring from themselves as a person and their technical knowledge and practical experience that can add value to our members and the totality of what together we do for members.*

## 12. Small business

The majority of New Zealand employers employ fewer than 10 staff – 76%, covering 24% of all workers. Evidence from New Zealand and overseas indicates that small businesses are more likely to practice EEO/diversity than larger organisations, but this is more likely to be done informally<sup>51</sup>. The EEO Trust Diversity Survey is modified for small businesses in recognition of this distinction and the lack of relevance of some of the measures used for larger organisations.

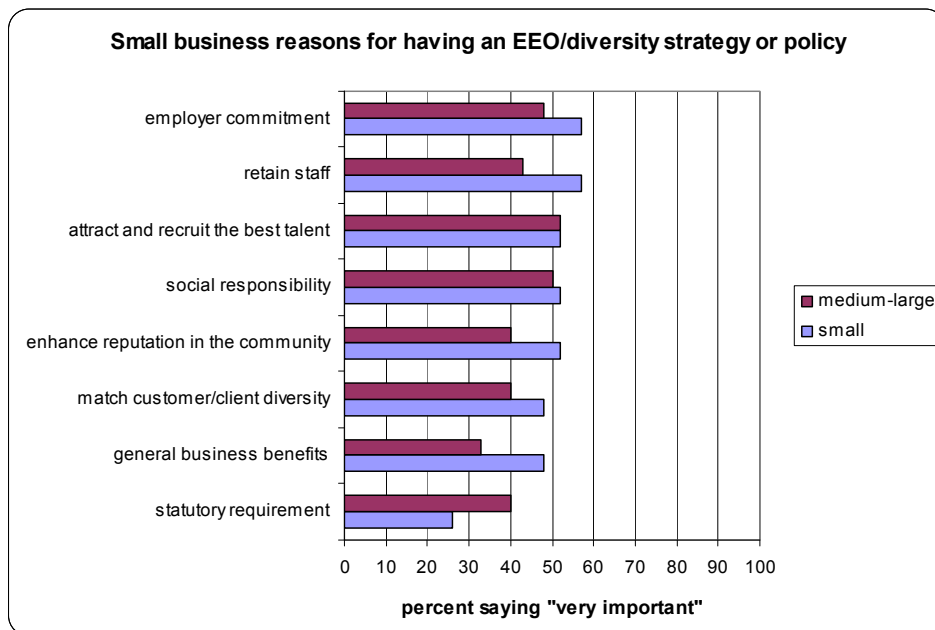
Only 23 small employers took part in the EEO Trust Diversity Survey this year, compared with 52 last year. Nearly all (21) were EEO Employers Group members and in the private sector (17) or not-for-profit (6). The total number of employees was 147.

### 12.1 Endorsing EEO/diversity in small workplaces

Nearly all the small respondents said they actively endorsed EEO or diversity within their organisation – 92%, up from 77% in 2005.

General business benefits, staff retention and enhanced reputation were all more important to the small respondents than to the larger respondents (Figure 12.1). Smaller organisations were also more likely to say it was important to match customer/client diversity. Statutory requirements were of much less importance to small organisations. Attracting and recruiting the best talent and social responsibility were equally important for small and larger organisations.

Figure 12.1: Small business reasons for having an EEO/diversity strategy or policy



<sup>51</sup> Dex and Schiebl 2002: *SMEs and flexible working arrangements*, Policy Press; EEO Trust Diversity Surveys 2004, 2005.

## 12.2 How owners/managers demonstrate commitment to EEO

Small business owners or management demonstrate their commitment to EEO in a variety of ways which include providing work-life balance options for their staff, ensuring unbiased recruitment practices, employing migrants, affirming other cultures on their national days, putting extra support into people for whom English is not their first language, voluntary work with migrants, affirming caregiver roles for children and elderly, setting goals of gender equity in employee numbers in a traditionally male field, and belonging to the EEO Trust and entering its awards. Others wrote of it being ingrained in their culture or something they just do.

*By recruiting the best person for the job regardless of age, gender or ethnicity.*

*Have employed migrants direct from off-shore. We work with migrants both professionally and voluntarily. It is ingrained into the culture of the business.*

*Partners have childcare responsibilities which are acknowledged to take priority. This leads to an understanding of the similar position in which staff members find themselves.*

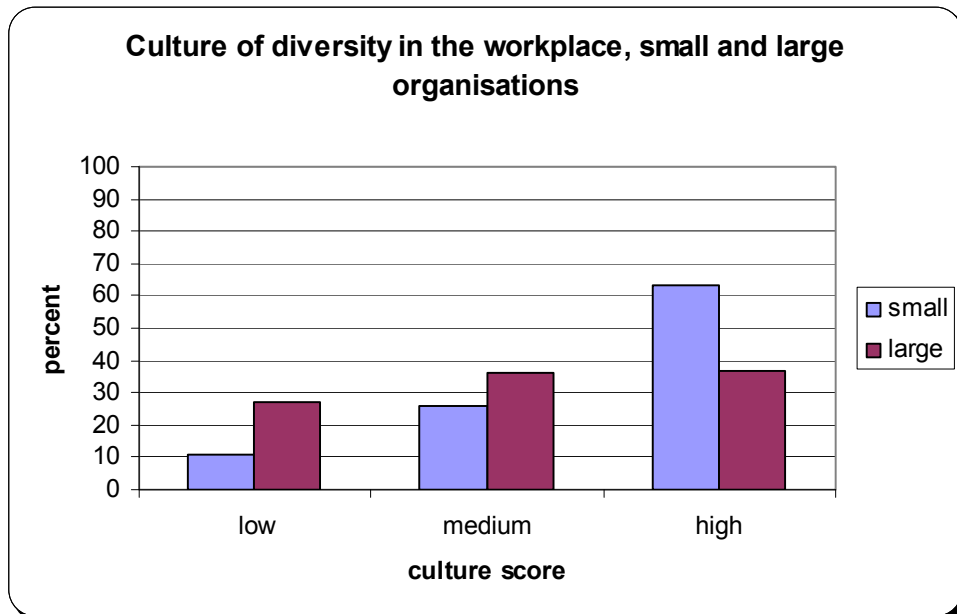
## 12.3 Finding out about workplace EEO or diversity issues

Rather than using formal means such as surveys to find out about workplace diversity, managers/owners of small workplaces rely mainly on general conversation (39%), individual chats (25%) and group meetings (22%).

## 12.4 Culture of diversity in small workplaces

The small respondents were much more likely than the larger respondents to score themselves highly on the diversity culture score.

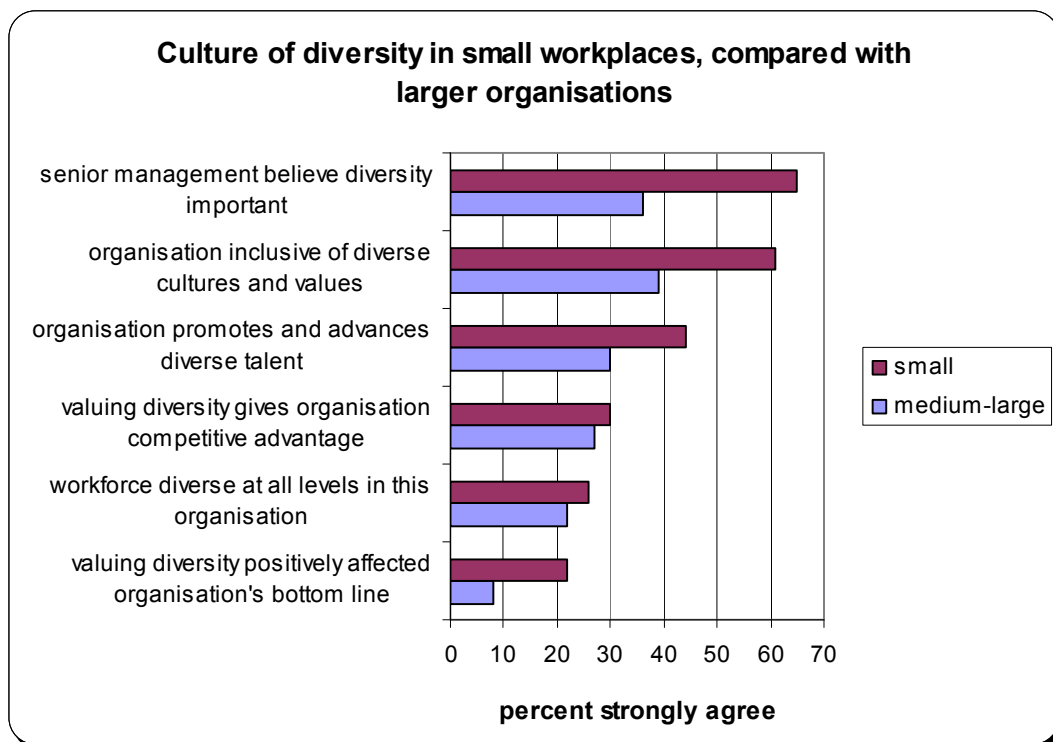
Figure 12.2: Culture of diversity in the workplace, small and large organisations



The small organisations were also much more likely than the larger respondents to rate their owner/managers as believing diversity is important, and to say that their organisation was inclusive of diverse cultures and values, and promoted and advanced diverse talent.

The smaller organisations were also more likely than their larger counterparts to report that valuing diversity positively affected their financial bottom-line (22% compared with 8% of larger organisations). This may also be due to the high level of commitment of the small organisations taking part, but it may be that smaller organisations can more easily see the connections between diversity and business outcomes.

**Figure 12.3: Culture of diversity in small workplaces, compared with larger organisations**



## 12.5 Implementing EEO/diversity in small workplaces

### Training managers/supervisors

The small respondents were more likely than the larger respondents to train supervisors or managers to avoid bias in the recruitment process, performance management and general employment practices. Almost two-thirds (65%) did all these, compared to 40-50% of the larger organisations.

### Harassment prevention

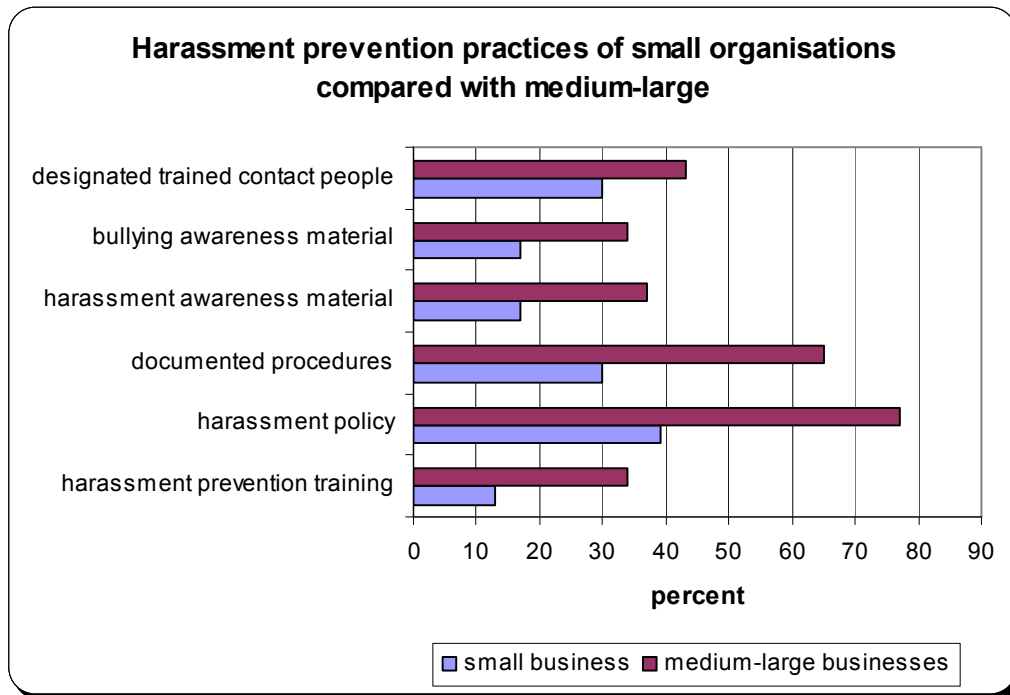
Smaller respondents were less likely than larger ones to provide harassment prevention policies, procedures and materials. However, more than one in five (22%) of the small respondents did not respond to these questions whereas all those in the larger category did.

The differences between small and larger respondents were greatest for having diversity policies/strategies (39% of small compared with 77% of larger) and having documented procedures (30% of small compared with 65% of larger). The small respondents were

much less likely to provide harassment prevention training (13% compared to 34% of larger organisations) yet came closer to the larger organisations in having a designated trained contact person (30% compared to 43%).

The low numbers of small respondents make comparisons unreliable, but since the 2005 survey there has been an improvement in all harassment prevention practices except for having a policy.

**Figure 12.4: Harassment prevention practices of small organisations compared with medium-large**

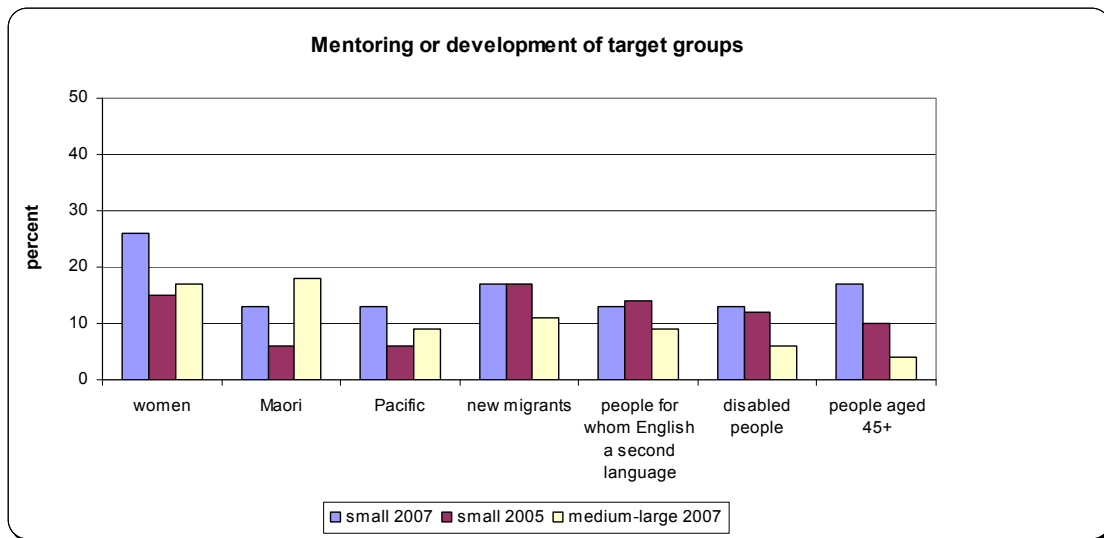


### **Mentoring and development programmes**

The small respondents were more likely than the larger respondents to have mentoring or development programmes for women, Pacific people, new migrants and people for whom English is a second language, disabled people and people aged over 45. Māori were the only group for whom larger organisations were more likely to have mentoring or development programmes and this is mainly in the public sector.

The small respondents were more likely than those responding to the 2005 survey to provide mentoring and development programmes for women, Māori, Pacific, disabled and older workers. The programmes for new migrants remained steady and those for whom English is a second language declined from 14% to 13%.

**Figure 12.5: Mentoring or development of target groups**



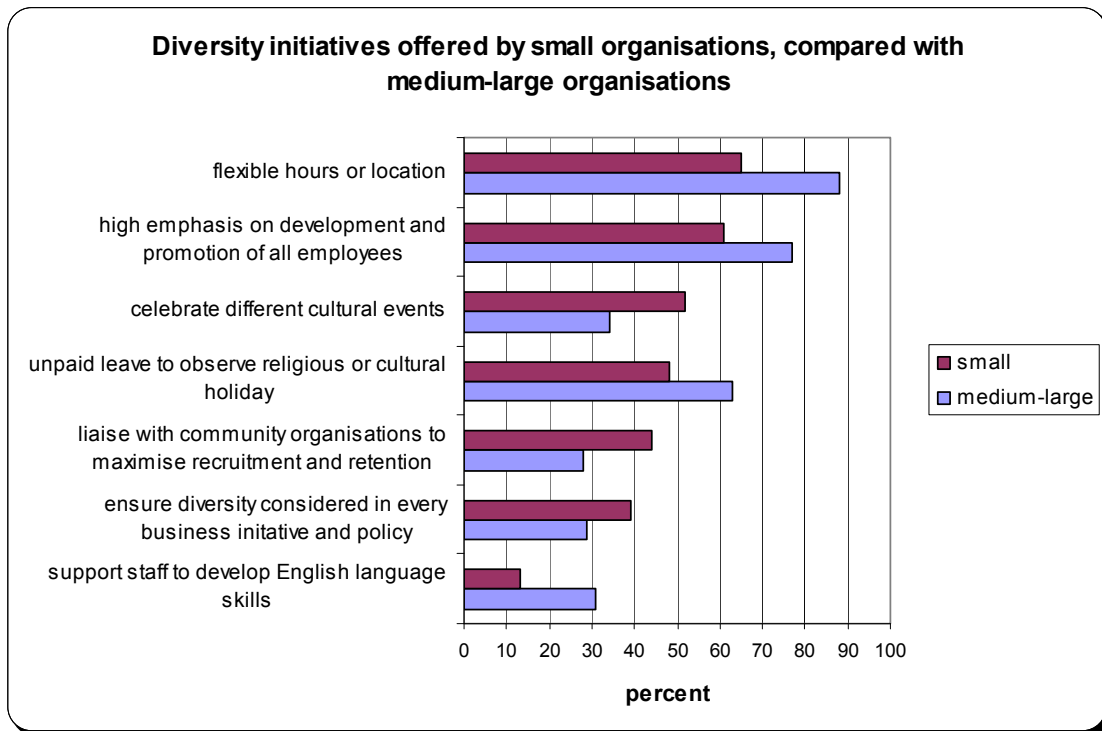
## 12.6 Diversity initiatives in small workplaces

Flexible work hours or location and a high emphasis on the development and promotion of all employees were the most common diversity initiatives for the small respondents, but they were less likely to be offered by the small organisations than by the larger ones.

The small respondents were more likely than the larger ones to demonstrate awareness of diversity by celebrating different cultural events, to liaise with community organisations related to diversity issues in order to build relationships and maximise recruitment and retention, and to ensure diversity is considered in every business initiative and policy.

Small respondents did least well in the area of supporting staff to develop English language skills with only 13% doing so compared with 31% of larger organisations. They were also less likely than larger organisations to allow staff to use unpaid leave to observe religious or cultural holidays.

**Figure 12.6: Diversity initiatives offered by small organisations, compared with medium-large organisations**

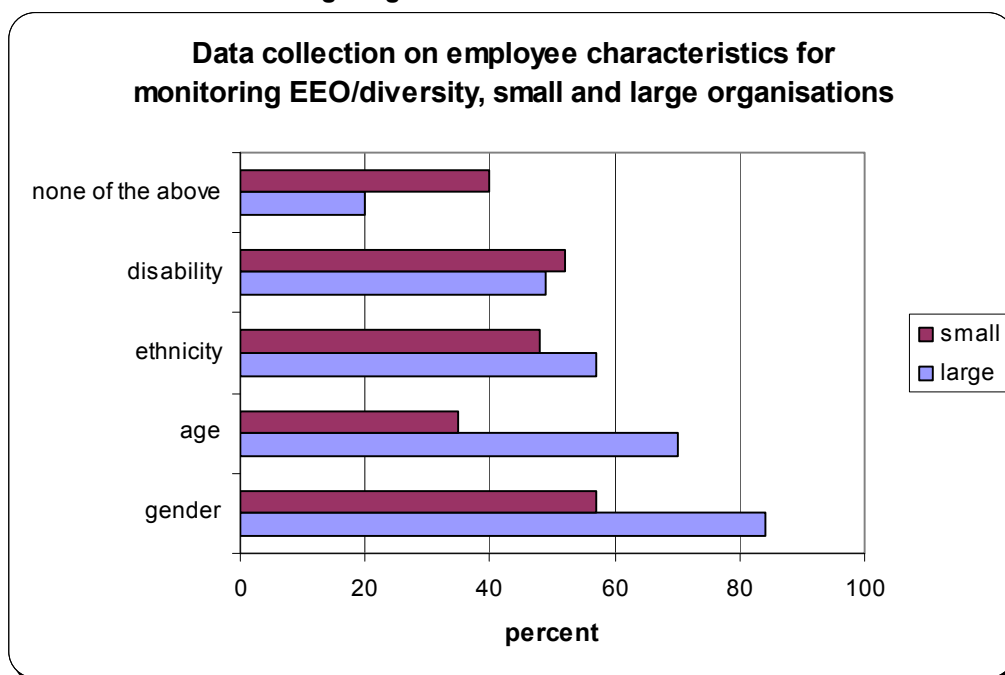


### 12.7 Data collection on EEO/diversity characteristics of staff

The small respondents were less likely than larger ones to collect data on the EEO/diversity characteristics of staff – (60% compared with 80%).

Small respondents were more likely to collect data or be aware of disability status, and almost equally likely to collect ethnicity data, but much less likely to collect data on age and gender, which were the most common types of data collected in larger organisations. This is consistent with findings of the 2005 EEO Trust Diversity Survey and understandable in organisations employing fewer than 10 people where the manager/owner would be likely to be reasonably well aware of the age and gender of employees.

**Figure 12.7: Data collection on employee characteristics for monitoring EEO/diversity, small and large organisations**



Women were over-represented in the small respondents, making up 68% of staff compared with 51% for larger organisations and 46% of the New Zealand workforce. This was consistent with the 2005 survey.

Asian people were also over-represented, at 17% compared with 6% in the larger organisations and 10% of the New Zealand population aged 20-59.

The small respondents were also more likely to employ disabled people, making up 12% of their staff compared to 1% for the larger organisations.

The small respondents also employed more young people (20% compared with 11%), which is consistent with the findings of the 2005 survey, less in the main employee age range of 25 to 44 years (42% compared with 49%) and slightly fewer aged 45-64 (35% compared with 38%).

### **12.8 Measuring success of diversity practices in small workplaces**

Small respondents were only slightly less likely than larger organisations to measure the success of their diversity practices – 17% compared with 21% of larger organisations.

Some of the ways in which they do that are:

*Improved productivity from hiring the best skilled people, not just the safest. The impact on the services we offer our clients ie. the ability to get them to hire a diverse workforce.*

*Informal review of the level of diversity in the workplace.*

Reasons given for not measuring diversity practice outcomes were similar to those for larger organisations: too soon to measure as diversity practices only recent, don't see the need, or too busy.

### **12.9 Effectiveness of diversity practices in small workplaces**

The reported effectiveness of diversity practices was similar to that of larger respondents. Just over half (57%) of small respondents said their organisation's diversity practices met their desired outcomes compared with 65% of the larger respondents. However, this question had a low response rate and all the small organisations that actually answered the question said their diversity practices were effective, compared with 93% for the larger organisations.

Examples given of how organisations have drawn on their diverse employees' experience, knowledge and perspectives to enhance performance were mainly in matching employees with their diverse client base.

*Through their language and understanding of different cultures.*

*To create a youth strategy for our service.*

*Specialist knowledge of international customer/trade region.*

*Dealing with immigration issues for recruiting staff.*