

Lion

Empowerment

Closing the gender pay gap, focusing on employing more women in leadership roles and introducing family-friendly workplace policies is giving Lion a more gender-diverse workforce that is equipped to drive greater marketplace success.

Lion is New Zealand's largest alcoholic beverage company, focusing on the production, marketing and sale of beer, wine and spirits, cider and ready-to-drink products as well as a range of non-alcoholic drinks. The business employs about 1,000 people, 44 per cent of whom are women.

Inclusion and diversity, including a focus on gender diversity, has been a key priority in Lion's business strategy since 2016.

A key component of gender diversity is remuneration. Recognising that, in 2016 Lion undertook analysis to understand its current pay practices and whether there was any gender bias.

Through this analysis the company identified some inconsistencies which occurred more frequently for women than men, resulting in an average 3.2 per cent gender pay gap across Lion. Immediate action was taken to eliminate this gap. Of the 270 people in New Zealand who received one-off adjustments, 59 per cent were women.

Lion has been public about its push for equal pay, publishing a full-page statement in both the Sunday Star Times and NZ Herald stating the company's stand against the gender pay gap.

"There has been no gender pay gap at Lion NZ since October 2016," says People and Culture Director Robin Davies.

Lion has also changed many of its processes in recruitment. Initiatives include development of a compulsory unconscious bias online learning module for hiring leaders, updating interview guides, ensuring interviewing panels are gender balanced where possible and updating job postings to make sure they are attractive to women.

Gender diversity in succession planning is another focus. Lion has significantly increased the number of females being developed for Succession Planning roles, from 26 per cent of all nominations in 2016 to 36 per cent the following year.

In 2017, 38 per cent of people hired to leader roles (either internally or externally) were women. By the beginning of 2018, the first quarter showed 57 per cent of all leaders hired in New Zealand were women.

Last year Lion also launched a Women at Lion programme to strengthen its leadership pipeline. The programme includes external leadership coaching, group sessions, internal and external discussions



and networking events. The Women at Lion capability programme (which has run for 2017 and 2018) has 30 attendees each year, six of whom are from the New Zealand business.

In 2016 Lion implemented gender targets for short and long lists for all leader roles (40 per cent minimum female or male candidates) in the achievement goals of senior leaders. In 2018 this achievement goal has been extended to everyone in Lion for both leader and team member roles.

Support for women also means support for families. Lion's New Zealand Gender Diversity Council, established in 2017, has delivered a practical toolkit to support the leaders of primary carers who are on parental leave, to help them keep in touch with their staff member and support their return to work. It has also scoped a mentoring initiative for women, and held International Women's Day breakfasts in March 2018.

Families at Lion was introduced in 2017. Its policies include extra leave and pay top ups for parents, support for those caring for elderly relatives and a family and domestic abuse support team.

Robin Davies says the varying policies Lion has introduced are having a real impact. "We are hearing great feedback from our people confirming our policies are meeting their life stage needs."

In the most recent full People Engagement Survey (March 2017) females were more engaged than males, 92 per cent versus 90 per cent for men.



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