



NEW ZEALAND WORKPLACE DIVERSITY SURVEY 2021

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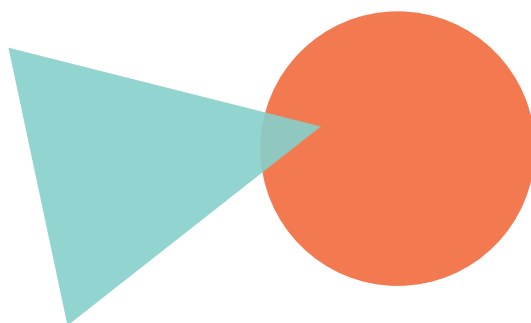
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INTRODUCTION

Diversity, both societally and in workplaces, remains a defining feature of contemporary Aotearoa New Zealand. Gender diversity has received particular attention, especially evident in campaigns for more gender representation in management and governance, as well as calls for increased safety from harassment and bullying, from advocates of movements such as #MeToo, Rainbow Tick, and transgender rights. However, diversity is a wider issue than the struggle for gender equity. The changing demography of New Zealand society has meant that an ageing society and workforce, combined with declining fertility and smaller younger cohorts, also requires attention, from employers and organisations as much as from government. Furthermore, ethnic diversity continues to (re)define Aotearoa New Zealand, whether this is recognition of Māori as tangata whenua or the growing immigrant and minority ethnic diversity of the country. Indeed, between 2013 and 2018, New Zealand experienced a net gain from immigration of 260,000, the largest by some margin (both in terms of the actual numbers and as a proportion) in this country's history. These net gains continued right through to lockdown in March 2020 so that the period from 2013 through to 2020 has seen high rates of population growth and the most significant period ever in terms of immigrant arrivals. Even with limited arrivals under COVID, the outcome of this period of record immigration will continue to reshape the country's population composition and diversity. However, the global pandemic of COVID-19 that began in 2020 necessitated a closer focus by individuals, organisations, and the government on issues connected to health, physical and mental wellbeing, flexible working practices, and safety. During the unprecedented events in Aotearoa New Zealand during 2020, this year's diversity survey has shifted its focus towards the questions raised by the pandemic and the implications for New Zealand's organisations and firms. Physical and mental wellbeing and flexible work practices are increasingly important in the workplace, especially as a result of the effects of lockdowns and changing employment relations during the COVID-19 pandemic. How are businesses and organisations responding to the sudden shifts in workplaces and employment relations?

The New Zealand Workplace Diversity Survey provides an annual snapshot of how businesses and organisations in Aotearoa New Zealand regard and respond to diversity. The survey contributes to public understanding and debate and seeks to highlight both good practice and what needs further attention. The responses, as in previous years, are mixed, as this report demonstrates. There are some issues which have received similar responses to those of previous years in this iteration of the survey but there have been other concerns that have changed. One matter that is confirmed in this survey is that public sector organisations continue to place more emphasis than private sector firms on diversity issues. A second is that there are some interesting variations in the issues that large, medium and small organisations see as important. And finally, there are disparities in how organisations deal with diversity issues, both in terms of what they regard as important, and, sometimes, while an issue is acknowledged as significant, there may be relatively few actions put in place to address the matter.

What follows is the most recent survey results.



METHODOLOGICAL NOTE

The 2021 edition continues Diversity Works New Zealand’s regular monitoring, exploration and reporting of how organisations experience and respond to diversity.

As our recent addition of a question on bullying and harassment provided a lot of interesting information in 2020, this survey examines the issue in more detail. Furthermore, as we have been living through the COVID-19 global pandemic since early 2020, we have asked for more information about wellbeing/wellness, and added a new section on the effects of COVID-19 on employees. Further, we have added ‘neurodiversity’ to the list of diversity issues. In the question on workplace flexibility, we have added domestic violence leave to the list of arrangements offered by the organisation. There is only one open-ended question in the survey, which asks for more detail about access to wellbeing/wellness initiatives and flexible work practices.

RESPONDENT CHARACTERISTICS

A total of 800 respondents took part in the March 2021 Diversity Survey.

Respondents work in a variety of organisations/industries. The largest share of our survey population, (23.6 per cent) said they were employed in ‘Professional, Scientific and Technical Services’, while 16.4 per cent worked in ‘Other services’, 9.3 per cent were employed in ‘Public Administration and Safety’ and a further 7.4 per cent worked in ‘Education and Training’ (see Table 1).

INDUSTRY	Responses	%
Professional, scientific and technical services	189	23.6
Other services	131	16.4
Public administration and safety	74	9.3
Education and training	59	7.4
Health care and social assistance	50	6.3
Construction	47	5.9
Financial and insurance services	40	5.0
Manufacturing	36	4.5
Information media and telecommunications	35	4.4
Electricity, gas, water and waste services	30	3.8
Agriculture, forestry and fishing	21	2.6
Transport, postal and warehousing	21	2.6
Rental, hiring and real estate services	15	1.9
Arts and recreation services	15	1.9
Administrative and support services	12	1.5
Retail trade	11	1.4
Accommodation	7	0.9
Mining	4	0.5
Wholesale trade	3	0.4
Total	800	100

TABLE 1: INDUSTRY TYPE

The balance of respondents (43.3 per cent), were drawn from the Agriculture, Forestry and Fishing, Mining, Manufacturing, Electricity, Gas, Water and Waste Services, Construction, Wholesale Trade, Retail Trade, Accommodation, Transport, Postal and Warehousing, Information Media and Telecommunications, Financial and Insurance Services, Rental, Hiring and Real Estate Services, Administrative and Support Services, Health Care and Social Assistance, and Arts and Recreation Services.

Of the 800 respondents, 469 (58.6 per cent) were in the private sector and 331 (41.4 per cent) worked in the public sector.

Organisations from all over Aotearoa New Zealand, including areas outside the main centres, are represented in this survey. The largest number of organisations were located in the Auckland region (N= 289 or 36.1 per cent), followed by 181 organisations in the Wellington region (22.6 per cent), and Canterbury and (N=67 or 8.4 per cent) in the Southland region. The balance of organisations (N=201 or 25.1 per cent) were drawn from the Otago, Northland, Waikato, Bay of Plenty, Manawatu-Whanganui, Hawke's Bay, Taranaki, Nelson, Marlborough, Tasman, Gisborne, West Coast regions and small areas outside listed regions.

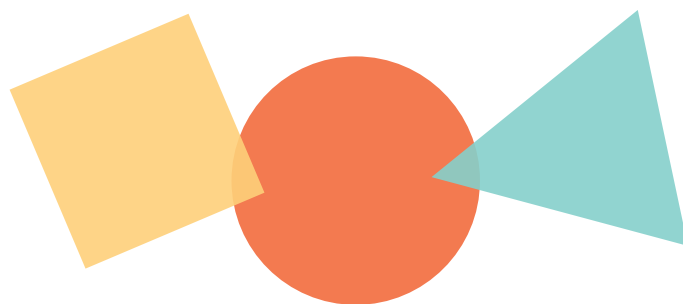
Large organisations with 200+ employees constitute just under half of all respondents (N=394 or 49.3 per cent), while medium-sized organisations (20-199 employees) and small-sized organisations (0-19 employees) make up 30.1 per cent and 20.6 per cent respectively.

Our 800 respondents identified as occupying one of four professions/roles within their organisations. Almost one third (32 per cent) identified as 'operational/front line workers', while 27.4 per cent identified as 'senior/executive management figures', 25.5 per cent as 'middle management/team leaders' and 15.1 per cent identified as 'human resources professionals'.

More than three quarters of respondents (77.9 per cent), identified as female while 20 per cent identified as male. Less than 1 per cent of respondents identified as gender-diverse or non-binary, while 1.2 per cent of respondents did not disclose their gender identity.

The age demographic of respondents ranged from 18 to 65+ years. Almost one third, (29.4 per cent), were aged between 25-34, while 26.5 per cent were in the 35-44 age bracket. A similar proportion of respondents (21.3 per cent), were in the 45-54 age bracket. The remainder of our respondents were in the younger and older age brackets; 3.9 per cent were aged between 18-24 and 16 per cent were aged between 55-64 years. 2.9 per cent of the population were in the 65+ age group.

Our respondents were offered a comprehensive range of ethnicities from which to select in this survey. Importantly, they were encouraged to select more than one (if so desired). Nearly three-quarters, (70.5 per cent), chose 'New Zealand European' while 11.6 per cent selected 'Other European', with 9.3 per cent identifying as Māori, 7.6 per cent as Asian, 3.3 per cent as Pacific Peoples, 1.9 per cent as Middle Eastern/Latin American/African, and 0.9 per cent preferring not to disclose. A small proportion of the respondents (0.03 per cent), described themselves as Pākehā, Kiwi, or New Zealander.



DIVERSITY ISSUES MOST IMPORTANT TO ORGANISATIONS

A key objective of this survey is to identify the diversity issues that are most important to organisations, and to examine trends across time. The detailed findings are presented in Table 2 below.

In this iteration, wellbeing/wellness, bias, and flexibility were identified as the three most important organisational diversity issues (72.2 per cent, 57.3 per cent, and 56.7 per cent respectively). These concerns were closely followed by gender (49 per cent), ethnicity (46.4 per cent), and bullying and harassment (45.6 per cent).

DIVERSITY ISSUES	Mar-21 (%)	Mar-20 (%)	Mar-19 (%)	Apr-18 (%)
Wellbeing/wellness	72.2 (1)	75.4 (1)	79.6 (1)	62.4 (1)
Bias	57.3 (2)	54.6 (3)	63.0 (3)	42.0 (4)
Flexibility	56.7 (3)	54 (4)	58.4 (4)	49.0 (2)
Gender	49.8 (4)	56.1 (2)	66.8 (2)	36.1 (5)
Ethnicity	46.4 (5)	47 (5)	47.3 (5)	33.9 (6)
Bullying and harassment	45.6 (6)	45 (6)	42.1 (6)	31.5 (7)
Aging	27.6 (7)	34.3 (7)	37.0 (7)	42.9 (3)
Sexuality	26 (8)	29.8 (8)	29.6 (8)	12.4 (10)
Employment transition for younger staff	23.6 (9)	24 (10)	26.1 (9)	26.8 (8)
Disability	22.8 (10)	26.3 (9)	24.2 (10)	21.2 (9)
Neurodiversity	12.0 (11)			
Religion	9.0 (12)	14.7 (11)	11.7 (11)	8.5 (11)

TABLE 2: IMPORTANCE OF DIVERSITY ISSUES FOR ORGANISATIONS, PERCENTAGE AND RANKING 2018-2021

This marks a change from the 2020 and 2019 surveys, in which the three diversity issues considered most important were wellbeing/wellness, gender, and bias.

Neurodiversity (12 per cent) and religion (9 per cent) were deemed the least important diversity issues. This is the first time the survey has included neurodiversity as an issue. However, note that 22 per cent of our respondents skipped this question.

IMPORTANCE OF DIVERSITY ISSUES BY SECTOR

As with the 2020 survey, differences by sector and size are also evident in this iteration of the survey. Public-sector organisations regarded the majority of diversity issues (7 out of 12) as more important than organisations from the private sector. Gender, bias, flexibility, religion, and employment transition were the exceptions. Interestingly, the importance of gender was relatively similar to that of the 2020 survey, with respondents from the private sector reporting 39.4 per cent and public sector respondents (those who answered this question) reporting 37.8 per cent (see Figure 1).

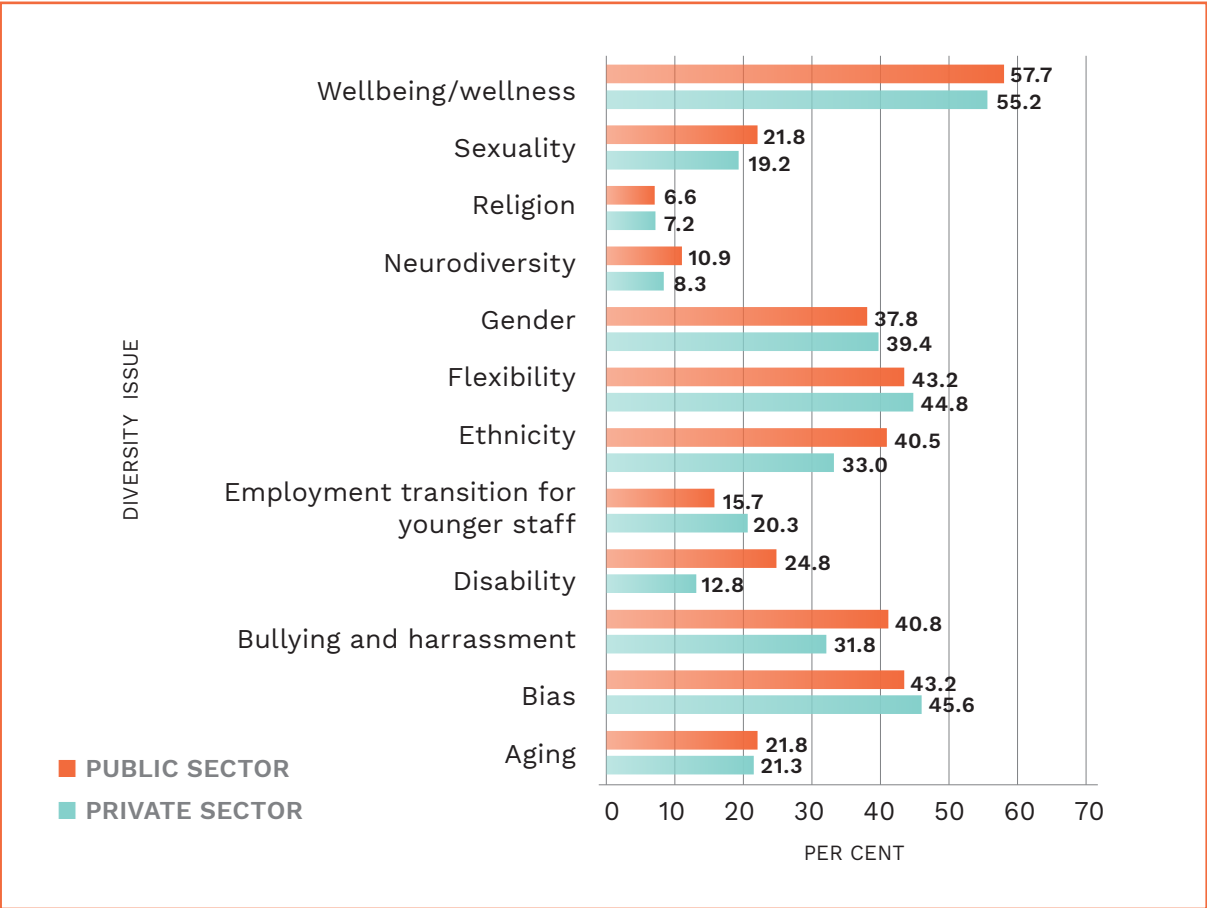


FIGURE 1: IMPORTANCE OF DIVERSITY ISSUES BY SECTOR

IMPORTANCE OF DIVERSITY ISSUES BY SIZE OF ORGANISATION

As with the two previous iterations of the survey, in 2019 and 2020, differences in the importance of diversity issues to organisations become more pronounced when we consider their size. Large organisations regarded almost all diversity issues (10 out of 12) as more important than medium-sized and small organisations. The neurodiversity variable, added this year, showed a similar ranking of importance by organisation size.

Differences between large, medium-sized, and small organisations were most noticeable in issues of gender, sexuality, gender, bullying and harassment, and ethnicity. For example, respondents claimed gender was an important diversity issue for 50.3 per cent of large organisations, while 31.5 per cent of medium-sized and only 21.8 per cent of small organisations regarded this as a significant issue. Similarly, nearly 45 per cent of all participating large organisations identified bullying and harassment as an important diversity issue, while that figure is 29 per cent and 23.6 per cent respectively for medium-sized and small organisations (see Figure 2).

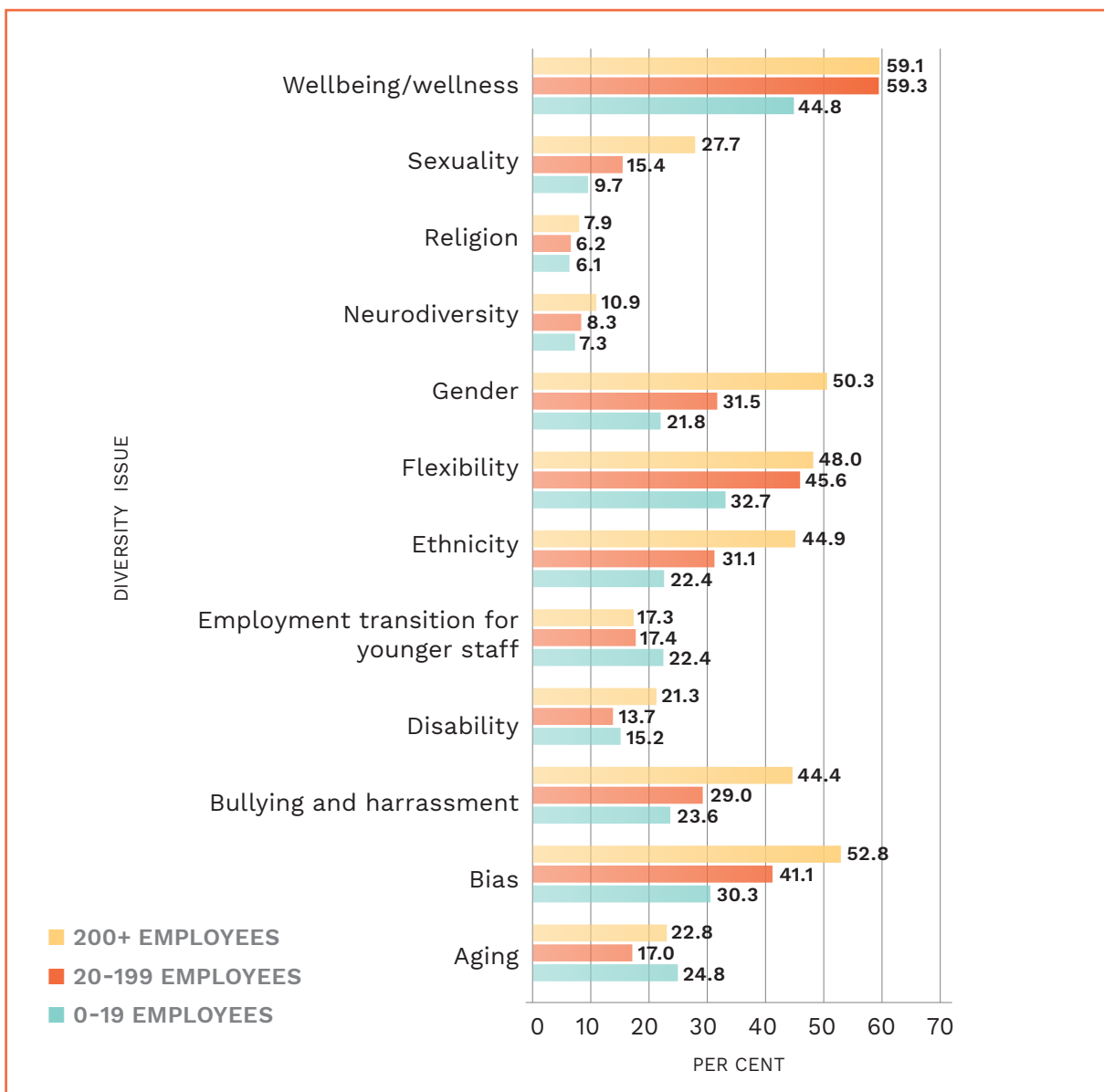


FIGURE 2: IMPORTANCE OF DIVERSITY ISSUES BY SIZE OF THE ORGANISATION

ADDRESSING DIVERSITY ISSUES

Respondents were asked to indicate whether their organisation had a formal policy, a programme or initiative, or neither of these, in place for each of the diversity issues we surveyed. As shown in Table 3, the three diversity issues for which participating organisations were most likely to have either a formal policy or a programme/initiative in place were bullying and harassment (81.5 per cent), wellbeing/wellness (79.2 per cent) and flexibility (74.6 per cent). This is consistent with last year's results in terms of bullying and harassment (81.6 per cent in 2020) and wellbeing/wellness (80.1 per cent in 2020); but policies and programmes/initiatives for flexibility (69 per cent in 2020) increased in 2021; with the lockdowns and changing organisational structures and industry demands brought about by the COVID-19 pandemic, this was to be expected.

Aging has long been a diversity issue for which organisations had few formal structures in place, and in this year's survey it has further decreased from previous years. In 2020, 18.5 per cent of all respondents stated their organisation had either a formal policy or programme/initiative in place for aging, and in 2021 this had dropped to 15.9 per cent. The survey's new question on neurodiversity revealed that this was the issue that organisations were least equipped to support, with only 11.4 per cent of private and 12.4 per cent of public companies reportedly having formal policies, programmes or initiatives in place (see Table 3 and Figure 3).

DIVERSITY ISSUE	Responses	Formal policy or programme/initiative (%)	Neither policy nor programme/initiative (%)	Don't know (%)
Bullying and harassment	611	81.5	11.5	7.0
Wellbeing/wellness	614	79.2	12.7	8.1
Flexibility	611	74.6	15.7	9.7
Bias	583	44.4	34.7	20.9
Ethnicity	603	44.1	33.2	22.7
Gender	601	43.9	34.8	21.3
Disability	599	39.2	33.1	27.7
Sexuality	598	37.8	38.0	24.3
Employment transition for younger staff	601	28.5	42.1	29.5
Religion	595	19.3	46.9	33.8
Aging	568	18.0	50.2	31.9
Neurodiversity	593	11.8	46.5	41.7

TABLE 3: DIVERSITY POLICIES AND PROGRAMMES/INITIATIVES

As illustrated in Figure 3, public sector organisations are more likely to have formal policies and/or programmes and initiatives in place for most diversity issues, especially, as respondents informed us in this year’s survey, in bullying and harassment incidents (89 per cent compared to 77 per cent), wellbeing/wellness (84 per cent compared to 76 per cent), flexibility (79 per cent compared to 72 per cent), disability (46.5 per cent compared to 34.2 per cent), and aging (22.0 per cent compared to 15.2 per cent). Responses in the 2020 survey showed a more evenly-represented match between the public and private sectors’ support for diversity issues; for example, in 2020, 83.5 per cent of public and 80 per cent of private companies had policies and programmes/initiatives in place for bullying and harassment issues. In 2021, the public sector had moved ahead of the private sector in this and in other diversity issues.

However, as in 2020, in 2021, the private sector had more formal policies and/or programmes and policies in place for employment transition for younger staff (31 per cent in the private sector, compared to 24.4 per cent in the public sector), and religion (21.8 per cent compared to 15.8 per cent), and around 4 per cent more support than public sector organisations for issues connected to gender (45.5 per cent). Private sector sexuality programmes/initiatives (39.5 per cent) were slightly more extensive than in the public sector (35.9 per cent).

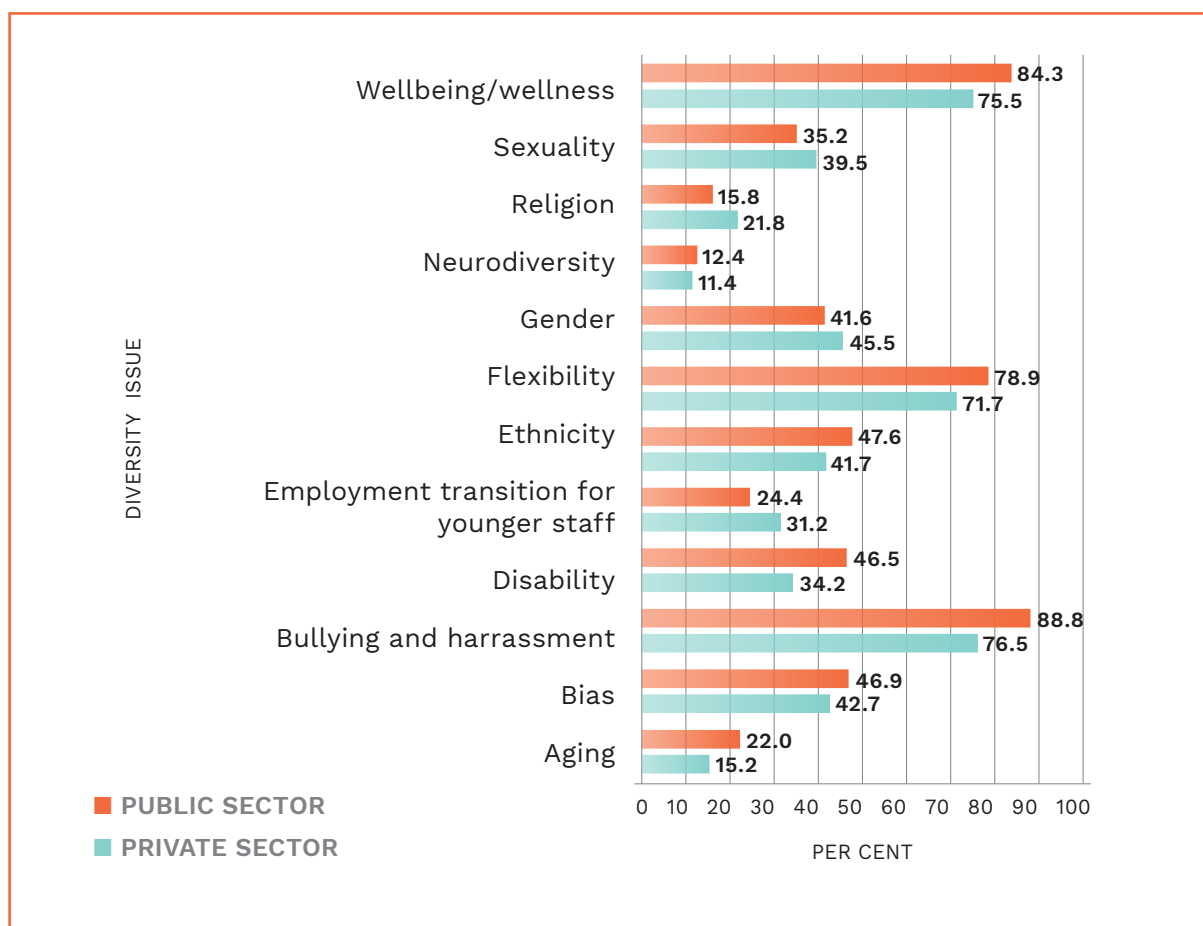


FIGURE 3: DIVERSITY POLICIES AND PROGRAMMES/INITIATIVES BY SECTOR

An organisation’s size is also clearly an indicator of whether it has implemented policies and/or programmes and initiatives to address the surveyed diversity issues. This is illustrated in Figure 4. Small organisations are most lacking in formal policies or programmes and initiatives for all 12 diversity issues surveyed. For example, in 2021, the likelihood of a wellbeing/wellness initiative being in place is progressively less by organisation size: Large (89 per cent) Medium (80.1 per cent) Small (47.6 per cent).

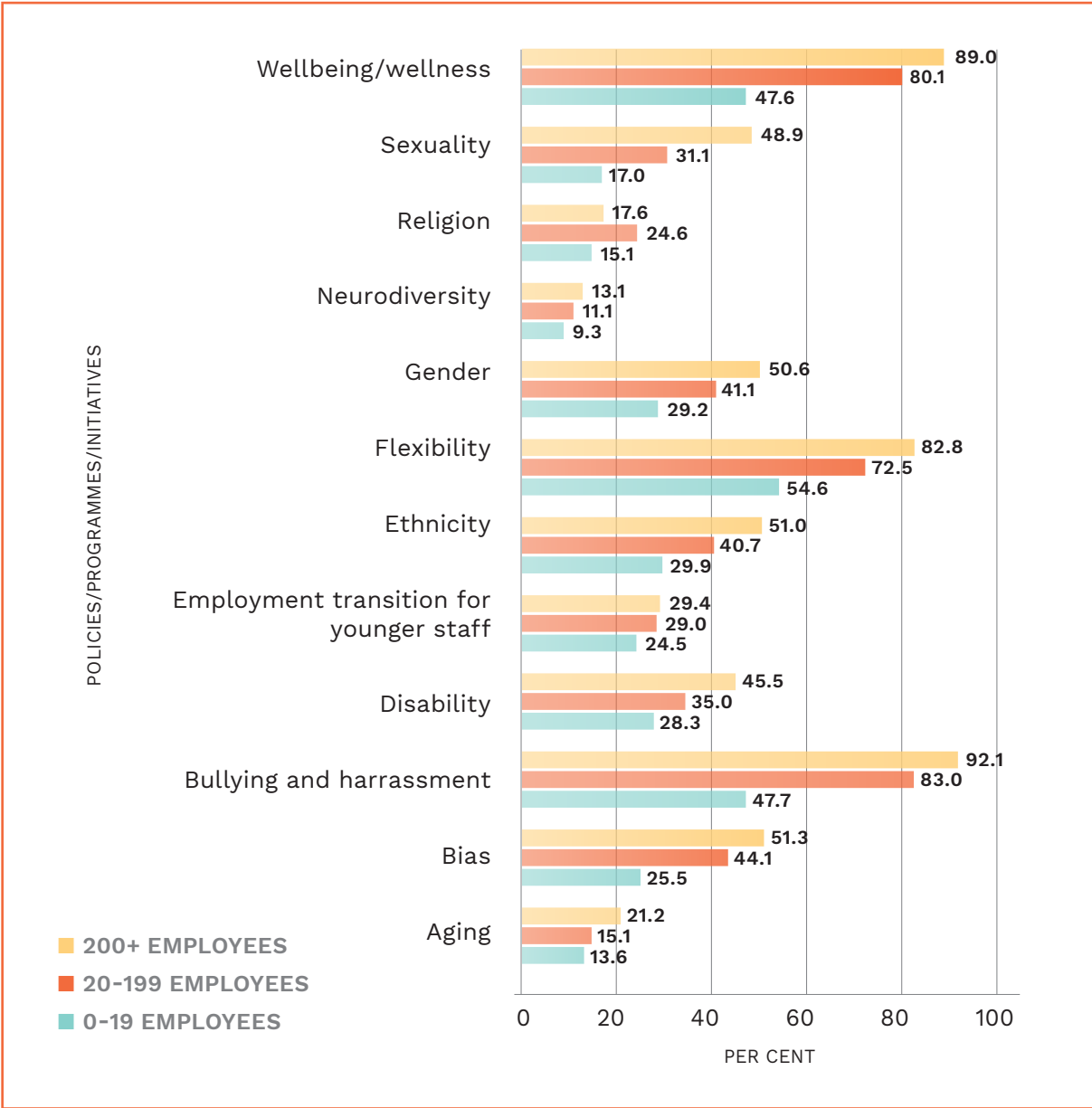


FIGURE 4: DIVERSITY POLICIES AND PROGRAMMES/INITIATIVES BY SIZE OF THE ORGANISATION

METHODS OF ADDRESSING DIVERSITY IN THE ORGANISATION

Respondents were asked if ‘diversity inclusive’ initiatives were operated by the organisations in which they worked. See Table 4 below. Some 623 people answered this question and 58.9 per cent of respondents indicated that ‘Cultural Celebrations’ were permitted/encouraged in their organisations, 47.5 per cent of respondents indicated their organisations facilitated ‘Awareness Initiatives’, and 41.4 per cent of respondents were aware of ‘Diversity Training and Education’ courses in their workplace.

DIVERSITY INITIATIVES OPERATING WITHIN ORGANISATIONS	Responses	%
Cultural celebrations	367	58.9
Awareness initiatives	296	47.5
Diversity training and education	258	41.4
Diversity support networks	225	36.1
Clear procedures to raise concerns about diversity issues	205	32.9
Diversity sensitive recruitment processes	160	25.7
Diversity role models	150	24.1
Diversity surveys	149	23.9
Monitoring and reporting diversity benchmarks	143	23.0
Diverse internships/apprenticeships	126	20.2
Don't know	102	16.4
Diversity sensitive career development	87	14.0
Allyship programmes	69	11.1
Diversity sensitive mentorship	52	8.4
Other (please specify)	51	8.2

TABLE 4: RANKED DIVERSITY INITIATIVES OPERATING WITHIN ORGANISATIONS

ATTRACTING A DIVERSE WORKFORCE TO THE ORGANISATION

In a survey about diversity in the workplace, it is interesting to see that many respondents who answered the question, ‘does your organisation find it difficult to attract talent from any of the following groups of people’ indicated that it was problematic for their organisation to attract Māori (38 per cent), Pacific Peoples (34.8 per cent), transgender and gender-diverse people (20.4 per cent), and people with physical disabilities (23.6 per cent). On the other hand, there were few problems in appealing to New Zealand Pākeha (3.2 per cent) or migrants who were born in a country where English was the main language (3.2 per cent).

ORGANISATIONS' DIFFICULTIES IN ATTRACTING TALENT FROM DIVERSE GROUPS OF PEOPLE	Responses	%
Māori	237	38.0
Pacific Peoples	217	34.8
Don't know	169	27.1
People with physical disabilities	147	23.6
Transgender and/or gender diverse people	127	20.4
People from poor communities	117	18.8
None	104	16.7
Neurodiverse people	86	13.8
Migrants born in a country where English is not the main language	75	12.0
Women	74	11.9
Gay or lesbian people	70	11.2
Young people (aged 18-24 years)	67	10.8
Men	42	6.7
Mature people (aged 55+ years)	37	5.9
Other (please specify if you wish)	32	5.1
People with specific religious affiliations	31	5.0
Migrants born in a country where English is the main language	20	3.2
New Zealand Pakeha	20	3.2

TABLE 5: ORGANISATIONS' DIFFICULTIES IN ATTRACTING DIVERSE TALENT

Respondents (5.1 per cent) who chose to specify which group they were referring to when they answered 'Other' replied in various ways. Some said that their organisation was so small that the question was irrelevant; their workforce consisted only of volunteers so were not selected; or their organisation only recruited based on skills. However, some also reported that people with intellectual disabilities, 'middle-class or upper-class upbringings', potential employees with 'alternative education pathways (not grads)', and people of Asian ethnicity were not actively recruited into the workforce in their organisations.

As we can see in Table 6, the proportion of attracting diverse talent into the organisation differed only minimally between the public and private sectors. However, the public sector is only slightly less able to attract a diverse workforce than the private sector, according to our 2021 respondents.

SECTOR	Māori	Pacific Peoples	People with physical disabilities	Transgender and/or gender diverse people
	%	%	%	%
Private sector	28.8	27.1	18.8	17.9
Public sector	30.8	27.2	17.8	13.0

TABLE 6: PUBLIC/PRIVATE SECTOR DIFFERENCES IN ATTRACTING DIVERSITY (TOP 4)

Interestingly, Table 7 below shows that the smaller the organisation size, the less difficulty it had in attracting Māori, Pacific Peoples, people with disabilities, and transgender and/or gender diverse employees.

SIZE OF ORGANISATION	Māori	Pacific Peoples	People with physical disabilities	Transgender and/or gender diverse people
	%	%	%	%
0-19 employees	15.2	13.9	7.9	6.1
20-199 employees	33.6	29.9	19.9	21.6
200+ employees	33.2	31.0	16.8	21.6

TABLE 7: ORGANISATIONS' SIZE DIFFERENCES IN ATTRACTING DIVERSITY (TOP 4)

MEASURING INITIATIVES

Respondents were also asked if ‘diversity inclusive’ initiatives were operated by the organisations in which they worked. Fifty-nine per cent of respondents indicated that ‘Cultural Celebrations’ were permitted in their organisations, 47.5 per cent of respondents indicated their organisations facilitated ‘Awareness Initiatives’, and 41.4 per cent of respondents were aware of ‘Diversity Training and Education’ courses in their workplace.

However, only a quarter of our respondents (24.9 per cent) indicated that their organisation formally measured or evaluated the effectiveness of their diversity initiatives (if they were in place). Approximately half (46.1 per cent) of respondents indicated no evaluation was in place, and 29.1 per cent did not know of any measurement process (see Table 8). These figures are similar to the 2020 survey, where only 26 per cent of respondents answered that their organisation had formal measurements or evaluations of diversity initiatives.

In 2021, of the respondents whose organisation had such (multiple) evaluation and/or measurement systems in place, 54.9 per cent used internal reporting tools, 50.7 per cent tracked statistics or metrics, and 22.3 per cent used external evaluations (among other methods).

Large organisations regard almost all diversity issues as more important, and implement more formal policies and programmes to address these concerns, than do medium-sized and small organisations (see Figures 1, 3 and 4). As a way of addressing diversity in the organisation, presumably also to combat bias, organisations operate several different kinds of initiatives, with particular emphasis on cultural celebrations. To reiterate, and as mentioned above, respondents in our 2021 survey reported that only 24.9 per cent of organisations actually measured the effectiveness of any diversity initiatives, and nearly half stated no evaluation was in place.

METHODS OF MEASURING AND EVALUATING THE EFFECTIVENESS OF DIVERSITY INITIATIVES	Responses (n219)	%
Internal reporting	118	54.9
Tracking statistics or metrics	109	50.7
Regular review or stocktake	65	30.2
Don't know	60	27.9
External reporting	48	22.3
Other (please specify)	11	5.1

TABLE 8: METHODS OF MEASURING AND EVALUATING THE EFFECTIVENESS OF DIVERSITY INITIATIVES

BIAS

When asked about the presence of bias in their organisation in the 2021 survey, 57.3 per cent of respondents indicated conscious and unconscious bias that influenced decision-making in their organisation was a significant issue (among other diversity concerns, notably workplace flexibility, gender, and ethnicity, as well as bullying and harassment; see Tables 2 and 3). Indeed, bias ranked second place in respondents' concerns. Respondents indicated that 44.4 per cent of organisations addressed bias by means of formal policies or programmes/initiatives.

In the 2020 survey, nearly 50 per cent of all respondents indicated that there was unconscious bias in their organisations, which was an increase from the 2019 figure of 41.4 per cent. The major concern in 2019 and 2020 was that bias affected decisions that could influence decision-making in regard to recruitment, promotion, and pay. The 2021 survey emphatically reinforces that this is an ongoing concern that organisations in Aotearoa New Zealand have not satisfactorily addressed. We suggest that with insufficient or no measurement or evaluation of diversity initiatives, including combatting workplace bias, very little will transform this issue.



DIVERSITY ISSUES UNDER THE SPOTLIGHT

This section reports the results from those survey questions that were designed to learn more about specific diversity issues broadly categorised in the previous sections. Ethnicity, and conscious and unconscious bias that could influence issues such as hiring and promotion, was again identified as a serious concern, but this year's survey focused on bullying and harassment, wellbeing/wellness, flexibility in workplace practices, and the impact of COVID-19 on organisations.

Respondents were asked:

- whether any incidents of bullying and harassment were reported over the previous 12 months;
- the response of their organisation to any reported incidents of bullying and harassment;
- the forms of bullying and harassment that employees were most vulnerable to;
- if they were aware of an increase in reported incidences of bullying and harassment in their industry; and, if so,
- what were the main reasons for the increase in bullying and harassment; and,
- which diverse groups were particularly vulnerable to bullying and harassment in their organisation;
- the major wellbeing/wellness challenges to their organisation;
- the forms of wellbeing/wellness support offered by their organisation;
- the forms of flexibility provided by their organisation;
- if all employees have the same access to wellbeing/wellness and flexibility initiatives in their organisation; and,
- which employees are more likely to be advantaged or disadvantaged by their organisation's initiatives;
- if their organisation's leadership style was inclusive; and
- how inclusive they perceive their team to be;
- if COVID-19 has had any impact on the overall level of focus on employee wellbeing/wellness in their organisation;
- if they know of any targeted initiatives to support specific employee groups during the COVID-19 pandemic; and,
- if COVID-19 has had any impact on the level of inclusive leadership in their organisation.

BULLYING AND HARASSMENT

More than one third (35.4 per cent) of the respondents who answered our question about reported incidents of bullying or harassment in their organisation in the previous 12 months indicated that yes, this had occurred. Another third (36.9 per cent) indicated no reported incidents, and the remainder (27.8 per cent), indicated they did not know.

The awareness of reported incidents of bullying or harassment within their organisation differs considerably depending on the respondents' roles within said organisation. As employment relations are part of their remit, it is unsurprising that Human Resources Professionals (55.6 per cent) were most aware of reported incidents of bullying and harassment; 37.7 per cent of Middle Management/Team Leader respondents and 37.5 per cent of Senior/Executive Leadership employees were also cognisant that incidents had been reported. Operational/Front Line workers were least likely (21.2 per cent) to report an awareness of reports of bullying and harassment. This is no doubt an artifact of hierarchical organisational structures, where incidents more often get reported up to the attention of management and leadership roles, but not downwards towards lower-level employees.

Interestingly, more than two-thirds of respondents' organisations (67.6 per cent) do have formal policies of some kind in place. However, only 13.9 per cent have a programme(s) in place to tackle bullying and harassment. Only 11.5 per cent of respondents answered that their organisation has neither a policy nor a programme in place.

Of the respondents who answered our question about the actions their organisation had taken in response to reported incidents of bullying or harassment, 42.8 per cent reported that formal actions were taken, 18.3 per cent reported informal actions were taken, and 26.9 per cent did not know what actions had been taken.

While the proportions of reported incidents of bullying and harassment continued to be larger in public-sector organisations (37.3 per cent) than in private-sector organisations (34.0 per cent), the gap is smaller than in the March 2020 survey. In this period, these figures were 42 per cent and 32.5 per cent respectively. Again, the size of the organisation matters: 42.5 per cent of all large organisations, 37 per cent of medium-sized, and 19 per cent of small organisations reported incidents of bullying and harassment. As with the 2020 Report, respondents were asked to indicate what actions were taken in response to reported cases of bullying and harassment.

RESPONSE OPTIONS	Responses	%
Formal actions were taken	110	42.8
Informal actions were taken	47	18.3
No actions were taken	14	5.5
Don't know	69	26.9
Other	17	6.6

TABLE 9: RESPONSES TO REPORTED INCIDENTS OF BULLYING AND HARASSMENT

As we can see in Table 9, of the 257 respondents who answered this question, 42.8 per cent respondents reported that formal action(s) had occurred, while 18.3 per cent reported that informal actions were taken. Their combined proportions (61.1 per cent) shows a sizable decrease from 72.6 per cent in 2020 and 75.8 in 2019.

In this iteration of the survey, respondents were also asked if bullying and intimidation had increased in their industry in the past 12 months. Of the 594 people who answered this question, 15.3 per cent answered yes, 57.6 per cent answered no, and 27.1 per cent did not know.

We asked the 161 respondents who answered ‘yes’ to the previous question why that may be the case. More than half of these people (53.7 per cent), believed that the increase was an artefact of a higher awareness and intolerance of the issue, while 23.5 per cent thought it was due to increased performance pressure.

We also asked what forms of bullying and harassment were most prevalent in the industry our respondents worked in. Approximately half of the respondents (50.7 per cent), indicated that the most common kinds were abusive or offensive comments, insults, sarcasm, or intimidation. Other forms of bullying and harassment included repeated criticism or comments intended to discredit a person or devalue their work (37.2 per cent), and teasing or practical jokes (34.3 per cent).

Furthermore, we were interested in discovering which groups were most vulnerable to bullying and harassment, and of the 594 respondents that answered this question in our survey, 21.2 per cent reported that women are most vulnerable, 12.6 per cent selected the ‘migrants born in a country where English is not the main language’ option, while 10.9 per cent thought young people were most vulnerable. However, more than a quarter of people who answered this question (26.8 per cent) thought that there were no particular groups who were vulnerable to bullying in their organisation.

COVID-19

The COVID-19 global pandemic, which began in 2020 and extended through 2021, has naturally increased the focus on wellbeing/wellness for individuals, organisations, and industries; this survey has therefore added questions on the impacts of COVID-19 and the support offered to employees by organisations. Of the 572 people that responded to the question about changing levels of wellbeing/wellness support during the pandemic, roughly three-quarters (70.2 per cent) of respondents reported that the focus upon wellbeing/wellness had increased within their organisation, while 6 per cent reported there was less focus on wellbeing/wellness. The balance of respondents (23.9 per cent) reported no change or did not know.

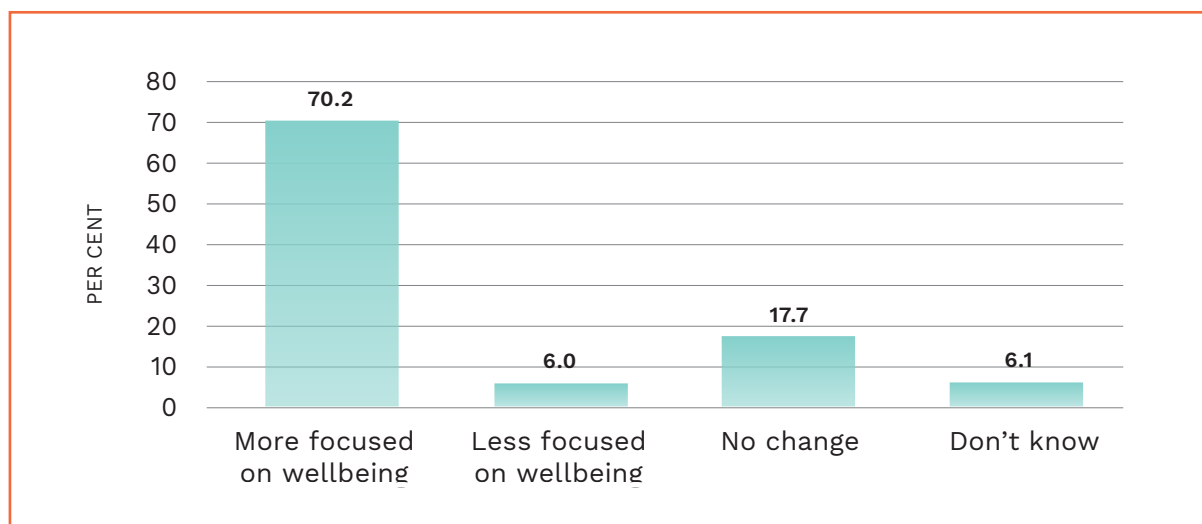


FIGURE 5: IMPACT OF COVID-19 ON ORGANISATIONS’ FOCUS ON EMPLOYEE WELLBEING

When the same population was asked if they knew of any targeted initiatives to support diverse employee groups during the pandemic, nearly 19 per cent reported they knew of several initiatives, mostly aimed at Māori and Pacific Peoples, while 43.7 per cent said they knew of none, and a further 37.5 per cent indicated that they did not know. However, 230 people skipped this question.

AWARENESS OF 'COVID CENTRIC' TARGETED INITIATIVES	Responses	(%)
None	249	43.7
Don't know	214	37.5
Māori	49	8.6
Pacific Peoples	41	7.2
Migrants	39	6.8
Women	32	5.6
Young people (aged 18-24 years)	30	5.3
People from poor communities	25	4.4
Mature workers (aged 55+ years)	23	4.0
People with physical disabilities	20	3.5
Gay or lesbian people	14	2.5
Transgender and/or gender diverse people	13	2.3
Men	9	1.6
Neurodiverse people	6	1.0
People with specific religious affiliations	4	0.7

TABLE 10: AWARENESS OF TARGETED INITIATIVES TO SUPPORT EMPLOYEE GROUPS DURING COVID-19

We also asked respondents if COVID-19 had had any impact on the level of inclusive leadership in their organisation. Of the 570 people who responded to this question, just over half (51.8 per cent) indicated that there was no change, while 28.6 per cent answered that there was more inclusive leadership. In contrast, 6.1 per cent stated there was less inclusive leadership, while 13.5 per cent did not know. As this survey did not ask why this was the case, we suggest this issue can be followed up in the 2022 survey.

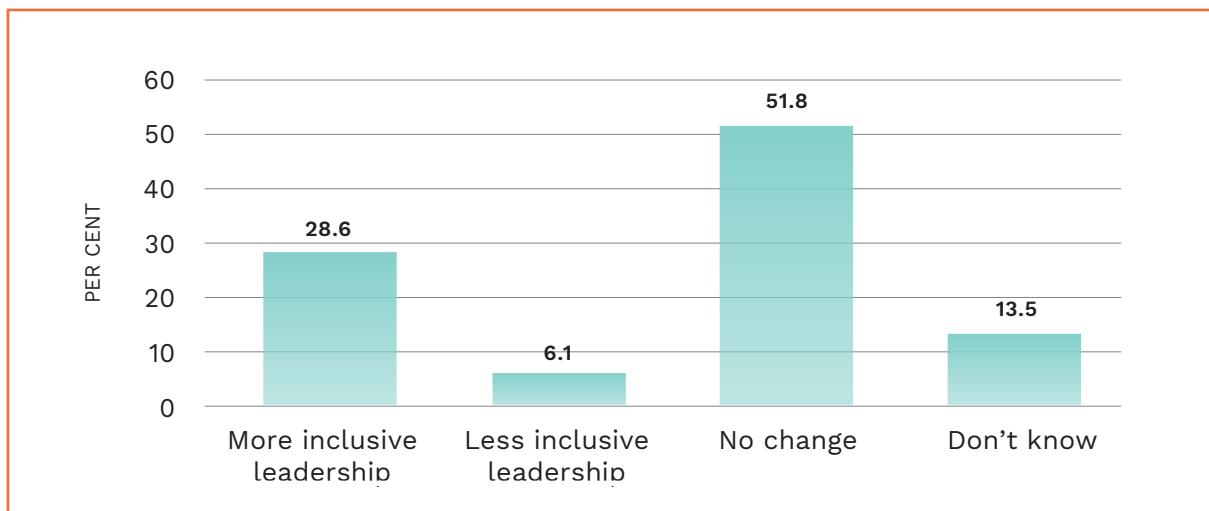


FIGURE 6: HAS COVID-19 HAD ANY IMPACT ON THE LEVEL OF INCLUSIVE LEADERSHIP IN YOUR ORGANISATION?

WELLBEING/WELLNESS

The results of the question on the major wellbeing/wellness challenges for the organisations echoed the three most important issues highlighted in the 2020 Report (see Table 11). The figures for the mental health of employees (80.7 per cent), stress (78.8 per cent), and work/life balance (74.2 per cent) have all slightly increased, and there are also concerns about physical health (34.8 per cent), flexibility (34.7 per cent), health and safety (30.5 per cent), and cultural inclusion (28.9 per cent).

WELLBEING/WELLNESS CHALLENGES	March 2021 (%)	March 2020 (%)	March 2019 (%)
Mental health of employees	80.7	74.0	72.0
Stress	78.8	69.0	70.7
Work/life balance	74.2	70.6	71.2
Physical health of employees	34.8	48.8	45.7
Flexibility	34.7	42.6	45.4
Health and safety	30.5	48.2	53.8
Cultural inclusion / diversity	28.9	36.7	32.1
Implementing wellbeing measures	26.0	32.6	31.0
Aging	16.2	18.6	20.1
Illness and absenteeism	13.2	19.7	17.9
Disability	7.8	9.8	11.1
Don't know	3.5	3.4	2.2
Other (please specify)	2.1	1.7	2.17
None	1.2	1.3	1.4
Not applicable	0.4	0.6	0.3

TABLE 11: WELLBEING/WELLNESS CHALLENGES, 2019-2021

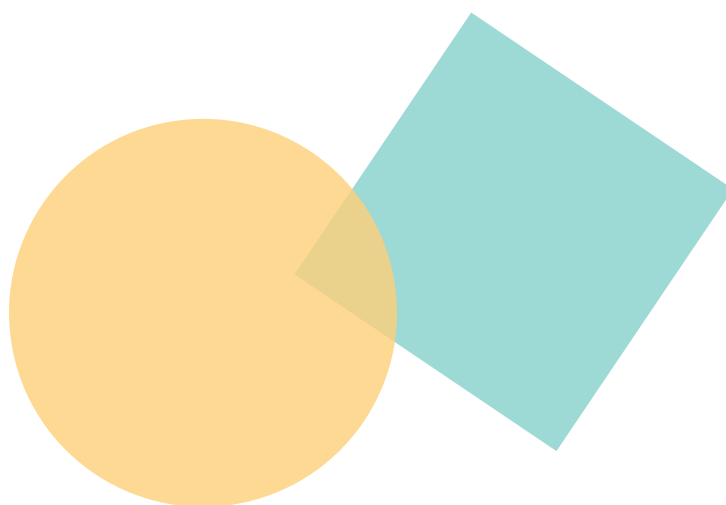
Three-quarters of respondents (n=574) who answered the question on the kind of wellbeing/wellness support provided by their organisation indicated that their organisations provided stress and mental health support programmes, and that 44.9 per cent provided physical health support programmes, while 28.1 per cent of respondents' organisations ran financial wellbeing/wellness support programmes. For the 2021 Report, we also asked if organisations provided domestic violence leave, and 48.1 per cent of respondents reported yes.

Workplace flexibility is an important aspect of support for employees managing mental or physical health problems, and this assistance has been emphasised during the COVID-19 global pandemic. We asked respondents about the (multiple) forms of flexibility that were employed in their organisation. Of the 574 people that answered this question, 85.7 per cent selected 'the possibility of working remotely', 78.8 per cent selected 'flexible work time', 69 per cent picked 'part-time or reduced hours', and 61.3 per cent selected 'family-friendly arrangements'.

We asked our respondents if all employees had the same access to wellbeing/wellness and flexibility initiatives within their organisation. Of the 574 respondents who answered this question, approximately two-thirds (63.2 per cent) answered yes, while 22.1 per cent answered no, and 14.6 per cent did not know. However, according to the replies in the only open question in the 2021 survey, access to wellbeing/wellness and flexibility initiatives is complex, inconsistent, and sometimes inequitable. If employees were able to work flexibly, for example working from home, they could not then access wellbeing/wellness support provided in their physical workplace, such as a gym. On the other hand, employees who did not have the option to work flexibly, such as those in customer-facing roles, or in jobs such as packing or shift-working in factories, could not make use of their organisation's flexible work practices. Employees undertaking field-work or construction were not able to work from home; fixed-term and casual workers were excluded from some initiatives; and there was unequal access to smart phones and Wi-Fi, which meant some wellbeing/wellness and flexibility initiatives were impossible to access. Several respondents said that wellbeing/wellness initiatives were often provided at the discretion of the manager, for example, 'dependent on the manager's attitude', and that senior staff were given more options and were thus advantaged.

Building on our question asking if all employees had the same access to wellbeing/wellness and flexibility initiatives, we wondered if there was any connection to the kind of leadership style in the respondents' organisations, and how inclusive the respondents perceived their team to be. Of the 572 respondents who answered this question, only 15.7 per cent indicated that their organisation was 'a best practice example of inclusive leadership', while 40.9 per cent thought that the leadership style in their organisation was 'mostly inclusive', and 25.7 per cent, thought 'it's generally not too bad'. However, 12.4 per cent selected 'clear examples of exclusion', and 3.2 per cent indicated they were employed in 'a toxic and exclusive workplace'.

Of the 572 respondents to the question on the inclusivity of the respondents' team, 48.3 per cent answered that their team was 'mostly inclusive' while 24.8 per cent claimed that their team was 'a best practice example of inclusive leadership'. As with the previous question, some negative reporting was evident. 8.2 per cent of respondents answered that their team 'had some clear examples of exclusion' and 1.2 per cent indicated that that their team 'was toxic and exclusive'.



FLEXIBILITY

Flexibility in the workplace was identified by 56.7 per cent of respondents as the most important issue for their organisation. Unsurprisingly in a year marked by COVID-19 lockdowns, most respondents (85.7 per cent) cited ‘the possibility to work remotely’ as the main form of flexibility offered by their organisation. This was followed by ‘flexible work time’ (78.8 per cent) and ‘part-time work/reduced hours’ (69 per cent), with a further 61.3 per cent answering that ‘family-friendly arrangements’ were provided. For the 2021 Report, we also asked if domestic violence leave was provided, and 48.1 per cent of respondents reported that this was offered by their organisation (see Table 12).

FORMS OF FLEXIBILITY	March 2021 (%)	March 2020 (%)	March 2019 (%)	April 2018 (%)
Possibility to work remotely	85.7	76.7	76.6	64.9
Flexible work time	78.8	77.7	79.1	77.0
Part-time work / reduced hours	69.0	75.5	75.8	70.0
Family-friendly arrangements	61.3	59.0	60.3	57.8
Flexible / extended leave arrangements	50.2	55.0	59.0	45.5
Domestic violence leave	48.1	-	-	-
Time in lieu	47.7	51.5	54.6	50.0
Phased return to work	35.5	35.7	41.6	28.3
Flexible / extended break arrangements	32.4	32.7	39.9	29.3
Job share	18.6	14.7	19.0	17.4
Flexible workload	17.4	15.6	17.4	18.4
Flexible roles	16.4	14.0	16.8	20.2
Flexible roster	15.7	14.7	12.2	16.4
Other	2.8	2.8	3.3	2.3
Don't know	2.3	2.6	1.4	0.7
Not applicable	1.6	1.7	0.3	4.5

TABLE 12: FORMS OF FLEXIBILITY IN ORGANISATIONS, 2018-2021

ETHNICITY

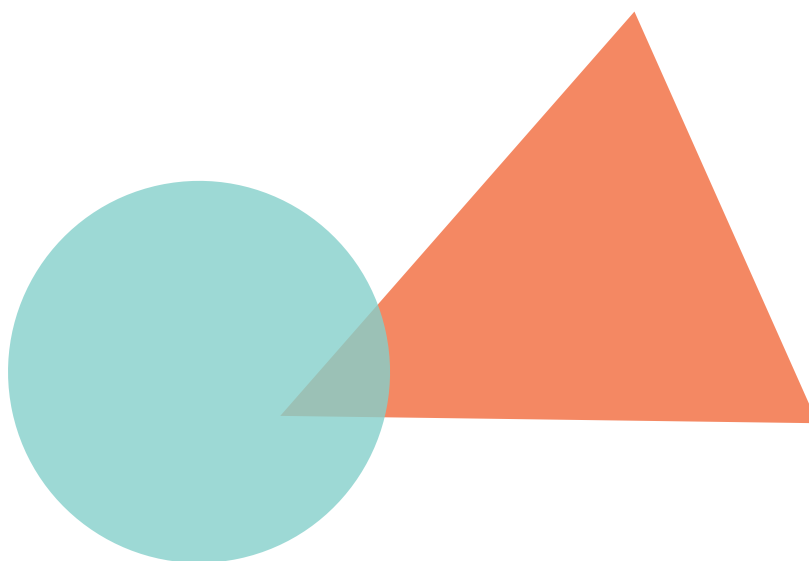
As mentioned before (see Tables 5, 6, and 7), many respondents who answered the question ‘does your organisation find it difficult to attract talent from any of the following groups of people’ indicated that it was problematic for their organisation to attract Māori (38 per cent), Pacific Peoples (34.8 per cent), and migrants born in a country where English is not the main language (12 per cent). On the other hand, there were few problems in appealing to New Zealand Pākehā (3.2 per cent) or migrants who were born in a country where English was the main language (3.2 per cent). Indeed, 70.5 per cent of all survey respondents identified as New Zealand European, and 11.6 per cent as Other European.

As 12.6 per cent of respondents claimed that migrants born in a country where English is not the main language are particularly vulnerable to bullying and harassment, the second-largest group after women (21.2 per cent), and 26.8 per cent claimed there are no people vulnerable to bullying and harassment, and 34.2 per cent do not know, we tentatively suggest that this is an under-reported issue in the workplace, especially since most of our respondents identify that they are of European descent.

When asked about formal policies or programmes for ethnicity as a diversity issue in the workplace, 21.7 per cent reported that their organisation had formal policies in place, with a further 22.4 per cent stating that there were programmes or initiatives in place. However, 33.2 per cent answered that their organisation had neither policy nor programme in place, and 22.7 per cent did not know.

Only a quarter of our respondents (24.9 per cent) indicated that their organisation formally measured or evaluated the effectiveness of their diversity initiatives (if they were in place). Approximately half (46.1 per cent) of respondents indicated no evaluation was in place, and 29.1 per cent did not know of any measurement process.

Of the respondents whose organisation had such (multiple) evaluation and/or measurement systems in place, 54.9 per cent used internal reporting tools, and or 50.7 per cent tracked statistics or metrics, and or 22.3 per cent used external evaluations (among other methods).



GENDER

Gender was considered by 49.8 per cent of respondents as the most important diversity issue for their organisation. When asked to indicate if their organisation had a formal policy or programme in place to address gender as a diversity issue, 20.8 per cent replied that their organisation had a formal policy, and 23.1 per cent that a programme or initiative was in place. However, 34.8 per cent respondents claimed that no formal policy, programme or initiative was in place in their organisation.

Unlike the March 2020 survey, this survey collected personal characteristics of respondents, including gender and position in their organisation. This data gives us some indication of gender distribution. More than three quarters of our respondents (77.9 per cent), identified as female, and 20 per cent identified as male. Less than 1 per cent of respondents identified as gender-diverse or non-binary, while 1.2 per cent of respondents did not disclose their gender identity.

Table 13 shows us that only 23.6 per cent of the 623 female respondents were in Senior/ Executive Leadership positions. In contrast, 42.5 per cent of the 160 males held similar positions. This is likely reflective of the gendered/gendering nature of occupations/paid employment.

GENDER	Human Resources Professional	Middle Management / Team Leader	Operational / Front Line Worker	Senior / Executive Leadership	Total
Female	17.8%	25.4%	33.2%	23.6%	100%
Male	5.0%	26.9%	25.6%	42.5%	100%
Gender diverse or non-binary	14.3%	0.0%	57.1%	28.6%	100%
Not stated	10.0%	30.0%	40.0%	20.0%	100%

TABLE 13: GENDER REPRESENTATION BY POSITION WITHIN THE ORGANISATION

NEURODIVERSITY

2021 is the first year this category was included in the survey. However, it was not regarded as a significant issue, with only 4.5 per cent of respondents claiming that neurodiverse people were vulnerable to bullying and harassment in their organisation. Only 4.9 per cent of respondents answered that their organisation had a formal policy for neurodiversity as a diversity issue in place, and a further 6.9 per cent said that there was a programme or initiative in place, whereas 46.5 per cent reported that neither a policy nor a programme was in place, and 41.6 per cent did not know.

CONCLUDING COMMENTS

To conclude this year's diversity snapshot, we briefly highlight the key results and consider the inferences and questions that arise from them.

The global pandemic of COVID-19 has implications for the results of the 2021 Diversity Survey. We incorporated a deeper examination of wellbeing/wellness and added questions about the impact of COVID-19 on the workplace and employees, and it is evident that the new coronavirus disease has increased the focus on flexibility and wellness initiatives offered by organisations and demanded by employees. However, it is also clear that employee access to wellbeing/wellness and flexible work initiatives is complex, inconsistent, and sometimes inequitable. These organisational initiatives are often provided at managerial discretion and senior staff are typically given more options. There needs to be more transparency about the process, and a more equitable opportunity to gain these resources.

Conscious and unconscious bias is still an important diversity issue in this year's survey, with a slight increase over last year's figures. Furthermore, many respondents claim that organisations find it difficult to attract talent from Māori, Pacific Peoples, and migrants born in a country where English is not the main language. Unfortunately, although many organisations do have diversity initiatives in place, our respondents report that few formally measure or evaluate the effectiveness of these processes or policies. How do these organisations and firms know if these strategies are effective if there is no oversight of the practices? As in previous surveys, large organisations once again regard almost all diversity issues as more important, implement more formal policies and programmes, and are more likely to measure the effectiveness of their diversity initiatives than do medium-sized and small organisations.

Another of the 2021 survey's specific focuses was the issue of bullying and harassment. Around the same number of respondents who claimed women are most vulnerable to bullying and harassment believed that there were no vulnerable groups in their organisation. This result is puzzling. However, respondents were more certain about the forms of bullying and harassment that happened in the workplace, and overwhelmingly these were verbal offences: insults, sarcasm, intimidation, repeated criticisms, and teasing. Most respondents believed that bullying and harassment had not increased in their industry in the last 12 months, and that when it is reported, the incidents are simply an artefact of a higher awareness around the issue. However, it would be useful to have more detail about the respondents' roles in order to better understand their level of insight into reported incidents of bullying and harassment.

When we consider the effectiveness of policies designed to address diversity, provide access to wellbeing/wellness and flexible work practices, and formal actions against bullying and harassment, we draw the same conclusion as in earlier surveys: larger organisations and organisations in the public sector are most likely to have formal policies, to implement them, and to measure and evaluate their effectiveness. Medium-sized and small organisations, and organisations in the private sector, are less likely.

The 2021 report was undertaken while Aotearoa New Zealand was entering the second year of the disruptions caused by COVID-19. As predicted in last year's report, work, employment, and employment relations have changed since the first lockdowns began in 2020. Working from home, flexible working hours, and concerns over wellness and wellbeing/wellness have all increased, with the restrictions in place as a response to COVID-19 accelerating changes in the nature of work. According to Stats NZ, New Zealand's official data collection agency, many industries such as hospitality, tourism, and support services, have declined, with a reported loss of around 28,000 jobs; whereas some industries, especially health and construction, have seen a rise in employment. With our borders closed to nearly all people except New Zealand citizens and permanent residents, there are labour and skill shortages in many sectors, with most migrant workers denied entry. Skill shortages were problematic before COVID-19, and now with border closures, these shortages have become acute in some sectors and amongst some employers.

As well as the demand for labour, the almost complete loss of immigrants (other than returning New Zealanders) has affected the kind of workplace planning that usually takes place: we have seen in this current report, as well as in previous iterations, that organisations do not pay adequate attention to ethnic diversity and do not always see ethnicity as an important consideration, apart from some policies and programmes directed at Māori and Pacific Peoples. While acknowledging the importance of Māori and Pacific Peoples in the local workforce, ethnic and religious diversity is accelerating and constitutes a critical aspect of contemporary Aotearoa New Zealand, and is a vital consideration in any recovery from the effects of the COVID-19 pandemic, as industries, organisations, and employers seek to recover.





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