

Diversity Reporting Framework

A guide to measuring gender diversity

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Introduction

Property Council New Zealand have committed to measuring gender diversity reporting in 2020, and have developed a Diversity Reporting Framework in partnership with Global Women, for this purpose.

We see diversity performance as an important component of business performance. The exploration of data will allow us to understand how our businesses are doing, in terms of making the best use of our people resources to achieve social and economic prosperity.

When results are in, we will understand for the first time how diverse each organisation’s employee base and leadership structure is, and be able to identify which segments of the talent pipeline require our attention.

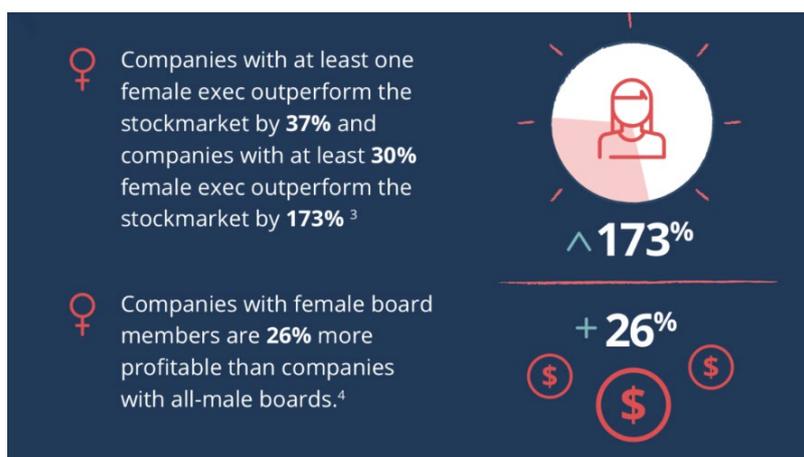
THE CASE FOR CHANGE

We know that increased diversity and inclusion is good for business, the economy and society as a whole. While New Zealand is rich in diversity, right now, our businesses are not bringing a broader range of people into senior leadership roles and taking advantage of their wider skills and knowledge.

Why is this the case?

When we adopt a diverse and inclusive approach in leadership, we unleash and attract wider talent pools, foster diverse thinking, create greater innovation and strategic decision making, become better at meeting customer needs and ultimately see better returns for stakeholders.

Equal opportunity isn’t just good for business. It’s good for society; making life more manageable and fulfilling for employees and their families.



About the Diversity Reporting Framework

The Diversity Reporting Framework is developed by Global Women, as secretariat for Champions for Change, and is used by Champion organisations. It is also available for free through the Champions for Change website, for any organisation to use.

This condensed version of the Diversity Reporting Framework has been provided to Property Council New Zealand, in support of their partnership with Global Women, and gender diversity reporting efforts within the property sector.

The complete Framework provides practical guidance for organisations on how to collect, analyse and report on the required gender and ethnicity workforce and board data. It can apply equally to listed and non-listed organisations, partnerships, and public sector organisations. This version has been adapted for the use of Property Council New Zealand, for gender reporting.

How to collect your organisation's data

This section provides details on the various fields of data that should be collected for reporting. Explanations and definitions have been provided to assist in aligning unique workforce data with the required categories.

Asking employees to provide their gender information as part of their HR record requires a considerate, professional and compassionate approach. You will find supporting information to assist in communicating the purpose of collecting data with employees, alongside proposed copy that can be used when asking specific questions.

Methods of collection and logistical details around the data format and submission are covered in this section also.

SUMMARY OF DATA TO BE COLLECTED

The table below provides a summary of all data to be collected as part of the diversity reporting process:

DATA FIELD	DEFINITION	PROPOSED QUESTIONS	COLLECTION
Company Name	The company for which the employee is employed		Determined by internal company data team Note: companies can choose to report data at aggregate level, in which case “Unique ID” is not required
Unique ID	A unique ID that de-identifies the employee (i.e. not their employee number, but to be kept the same for each employee over future years to track movements)		
Management category	The standard occupational category for the employee. This includes Board, key management person personnel, other execs/general managers, senior managers, other managers, non-managers		
Gender	The gender with which the employee associates. This includes male, female, gender diverse and not stated	Which gender do you identify as? Further copy to support asking employees gender on p.7	Requested of the employee via survey or other means
Mode of employment	The mode of employment for the employee including full-time, part-time or casual basis.	Do you work full-time, part-time or as a casual?	Optional at line item level. Either supplied by the employee or via internal data extracts
Terms of employment	The contractual terms of employment for the employee including permanent, contract or casual basis	Are you a permanent, contract or casual employee?	

The results will be split into three groups;

1. Property investment companies/owner developers
2. Companies that are associated with the property industry
3. Property teams within a larger company (e.g. Air New Zealand)

WORKFORCE DATA

Data collected should include all workers in New Zealand and be based on actual numbers (headcount), including full-time, part-time, permanent and contract employees. This includes:

- foreign nationals or expatriates working in New Zealand for the organisation or its NZ-based subsidiaries
- employees on parental leave (paid or unpaid) or on extended leave
- casual or seasonal workers
- individuals employed by the organisation as apprentices or trainees

Workforce data collected does not include:

- independent contractors
- employees of a labour hire company (recruitment company) who have been assigned to work in the business

- apprentices or trainees who are directly employed by a group training organisation although placed within an employer
- volunteers or unpaid visitors.

MANAGEMENT CATEGORIES

The management categories in this Framework are adapted from the Australian Workplace Gender Equality Act.

The categories include:

- Board
- Key Management Personnel
- Other Execs/GMs
- Senior Management
- Other Managers
- Non-Managers

Each organisation determines for itself how its structures fit into this framework and will apply the same logic to ensure consistent results over time.

The table below provides a definition for each management category:

MANAGEMENT CATEGORIES	DEFINITION
Board	For the purposes of this Initiative, the Board is defined as “the board of directors, trustees, committee of management, council or other governing authority of the employer”. For example, for a company, the Board is the board of directors, not the executive committee of management. If the governing body/board is located overseas, it still needs to be included (Note: this is a slight variation from the workforce collection instructions, that state only New Zealand employees should be included).
KMP (key management personnel)	<p>KMP refers to those persons who have authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity. It includes the CEO.</p> <p>A defining feature of KMPs is that their influence is at the entity level. They are likely to be functional heads such as head of operations or head of finance and direct how that component contributes to the entity’s outcome, with a strategic focus. The KMP is a manager who represents at least one of the major functions of the organisation and participates in organisation-wide decisions with the CEO.</p> <p>For partnership models, the KMP category will refer to the few people in the highest leadership positions. This will likely be the executive management team, or similar equivalent, but should not include all partners.</p>

<p>Other executives / general managers</p>	<p>Other executives/general managers hold primary responsibility for the equivalent of a department or a business unit. In a large organisation, this manager might not participate in organisation-wide decisions with the CEO. Alternatively, this manager could have influence in organisation-wide decision-making forums to provide expertise or project development but because they do not actually hold authority at an entity level they would not be defined as a KMP.</p>
<p>Senior managers</p>	<p>Senior managers are charged with one or more defined functions, departments or outcomes. They are more likely to be involved in a balance of strategic and operational aspects of management. Some decision-making at this level would require approval from either of the two management levels above.</p>
<p>Other managers</p>	<p>Other managers plan, organise, direct, control and coordinate an operational function. They usually oversee day-to-day operations, working within and enforcing defined parameters. They might implement, determine, monitor and review strategies, policies and plans to meet business needs as it relates to their own function/work area. An 'other manager' is accountable for a defined business outcome which usually involves the management of resources that also includes time management, coordination of different functions or people, financial resources, and other assets (for example facilities or IT infrastructure). Line managers would be included in this category.</p>
<p>Non-managers</p>	<p>Non-managers include all other employees within the organisation.</p>

GENDER REPORTING

As part of the Framework, organisations ask employees which gender they identify as, giving (at least) the options of “male”, “female” and “gender diverse”, as well as an opportunity for employees to choose not to answer the question.

<p>Which gender do you identify as?</p> <ul style="list-style-type: none"> - Male - Female - Gender diverse - I prefer not to answer
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Gender identity may be defined as “an individual’s internal sense of being wholly female, wholly male, or having aspects of female and/or male”. It refers to each person’s deeply felt internal and individual experience of gender, which may or may not correspond with the sex recorded at birth. A person’s gender identity can change over their lifetime and can be expressed in several ways and forms. The concept of “gender diverse” is having a gender identity or gender expression that differs from a given society’s dominant gender roles.

COMMUNICATING WITH EMPLOYEES

Asking employees to provide their gender information as part of their HR record requires a considerate, professional and compassionate approach.

It may be useful to explain first why the request is being made, noting the organisation’s commitment to diversity in leadership, and the creation of a workplace culture that is inclusive to all.

Some employees may be worried that they will be disadvantaged or negatively affected if they disclose their gender details. That is a natural response – people may be concerned that they will be treated differently by the organisation based on the responses they provide.

It's useful to front-foot any concerns, as part of the process of developing a culture of trust and inclusion. Some tactical ideas for increasing trust include:

- Developing ongoing communication of the company's commitment to diversity and inclusion
- Ensuring you explain why the data is being collected, what is going to be done with it and who will have access to it
- Explaining that the information will assist the organisation to meet the diverse needs of staff
- Reporting of results of efforts to improve diversity at all levels
- Sharing examples of where understanding the composition of staff has led to a positive change

In terms of specific employee concerns, employees should be reassured that:

- They are under no obligation to provide any personal information that they do not want to
- All information provided will be held in confidence and according to the requirements of the Privacy Act 1993
- There is the opportunity to view and change their data at any time

Proposed copy for introducing the diversity reporting initiative to employees:

As a member of Property Council New Zealand, diversity and inclusion are vital areas of focus for <insert organisation>. We are dedicated to creating a better workplace for generations to come – one where all New Zealanders can feel safe and valued in their workplace and wider community.

We are committed to measurement as an important part of our own accountability. By understanding who currently makes up our workforce, we can then look to identify gaps in representation and act to ensure everyone gets a fair and equal opportunity to grow, contribute and succeed.

You are under no obligation to provide any personal information that you do not wish to share. All information provided will be held in confidence and according to the requirements of the Privacy Act 1993, and any reporting will be conducted at an aggregated, company-wide level only.

As gender is a matter of personal identification, you can change your own data at any time and can do so by <insert company process>.

We value you as a unique individual and look forward to learning more about our people. Thank you in advance for considering the following questions.

DATA COLLECTION METHODS

Each organisation must ensure that employees are made aware of the purposes for which their information is being collected and will be used.

The easiest time to gather data is when an employee joins the organisation, as part of the induction process. It is not advisable that organisations collect information in the job application process.

Companies may use various modes of data collection, including:

- drawing on individual employee records within the HR data system
- inclusion of gender questions, and other diversity indicators, in their annual engagement survey
- conducting a broader diversity census, to seek information on a wide range of diversity indicators

Most current HR systems have built-in fields for recording gender data, and system providers are increasingly supporting companies to collect this and other diversity information.

DATA SUBMISSION

The reporting period refers to 6 March 2020 – 24 April 2020, within which the workplace profile snapshot is taken. It is recommended that the workplace snapshot of data is taken on or near the same date annually for each organisation, particularly for those organisations that may experience seasonal workforce fluctuations.

Data should be submitted to the reporting partner by 24 April each year.

Data may be submitted in two formats; individual or aggregate level. An excel template *[attached]* is available with this Diversity Reporting Framework.

OPTION 1 – INDIVIDUAL-LEVEL DATA

Access to employee-level data allows cross-factor analysis to take place. Below is a snapshot of the recommended format for supplying individual-level data:

Company Name	Unique ID - example (optional)	Work category	Gender	Full-time/part-time/casual	Permanent/ contract/ casual
Your Company Name	1000000	Board	Female	Full-Time	Permanent
Your Company Name	1000001	KMP	Male	Part-Time	Contract
Your Company Name	1000002	Other Execs/GMs	Gender diverse	Casual	Casual
Your Company Name	1000003	Senior Management	Not stated		
Your Company Name	1000004	Other Managers			
Your Company Name	1000005	Non-Managers			

Ideally, the required data to be supplied is a unique (de-identified) record for each employee which will allow the Champions for Change reporting team to quickly analyse data to understand underlying trends cutting across work category, gender and employment mode.

OPTION 2 – AGGREGATE-LEVEL DATA

Option 2 allows data to be collected at an aggregated level. Please note this will limit the ability to perform cross-factor analysis. Below is a snapshot of the recommended format for supplying aggregate-level data:

Diversity Dataset for Company X (when submitting aggregate level data)

Number of employees in the organisation	
Number of employees used to populate these statistics	0
Data extraction date	

Gender split

	Board	KMP	Other Execs/GMs	Senior Management	Other Managers	Non-Managers
Male						
Female						
Gender diverse						
Not stated						
Total employees in this work category	0	0	0	0	0	0

	Board	KMP	Other Execs/GMs	Senior Management	Other Managers	Non-Managers
Male	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Female	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Gender diverse	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Not stated	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

CERTIFICATE OF ACCURACY

Reporting organisations will be provided with a standard form for the head of their organisation to sign, attesting to the accuracy of their data. The signing of the certificate is also considered to be an important facet of peer accountability within the reporting group. This should be submitted along with the filled-out template. External auditing is not a requirement.

Download the Certificate of Accuracy *[attached]*

Resources and support

FAQ'S

SUBMITTING DATA

The below templates are essential documents required as part of the reporting process.

- Diversity Reporting Data Submission Template *[attached]*
- Certificate of Accuracy *[attached]*

REPORTING PROCESS

What is the reporting period?

The reporting period refers to the time period of 1 March – 15 April, within which the workplace profile snapshot is taken. It is recommended that the workplace snapshot of data is taken on or near the same date annually for each organisation.

Is there a minimum required completion rate?

The Reporting Partner, McKinsey & Company, recommend a minimum completion rate or representative sample of 70%. Data collected that does not reach this threshold will be reviewed on a case-by-case basis and should still be submitted.

Where do I submit the data to?

Completed data sets should be emailed, along with the signed Certificate of Accuracy, to harry@propertynz.co.nz.

Will our data be stored securely, and has the processing organisation signed a privacy waiver?

Yes, please refer to the Privacy Statement on p.13 for full details regarding data storage and privacy.

Why does the organisation have to sign the Certificate of Accuracy?

Property Council New Zealand have committed their organisations to the diversity reporting project and have taken on the responsibility for their data. Peer accountability is a key component of the initiative and by signing the certificate each organisation is verifying both the accuracy of the data and their intended commitment to share with the Property Council New Zealand group.

At what level will our data be shared?

It was agreed that year one data (2020) will be shared to the market at an aggregate level only. Individual company data will be shared within the Property Council New Zealand group, but is to be considered strictly confidential. The decision for year two data sharing will be made by participating reporting Property Council New Zealand organisations, once the 2020 data is available.

Some employees do not want to provide certain details. Do they have to?

No. All employees must be given the option to select 'Not Stated'. Note supporting communications on p.7.

Who do I contact if I have a question?

Please contact the Property Council reporting lead, details provided on p.15.

WORKFORCE & MANAGEMENT CATEGORIES

How should we approach the management categories if our internal categories don't exactly align with the standardised suggestions?

Each organisation will need to ascertain for itself how its structures fit into this framework and apply the same logic to ensure consistent results over time.

Some organisations may not have all manager categories represented in their workforce and should therefore leave blank categories that are not represented. This could be the case for organisations that may not necessarily have a Board structure, such as a government department or a professional services firm. Alternatively, if the manager category exists, but there are no employees in that category, then the category should be marked with a '0'

What should we do if we don't have a Board?

As above, if an organisation does not have a Board structure, this category should be left blank.

Our Board is based overseas, do we still include their data?

Yes. Data is required for New Zealand-based employees only, except in the case of the Board where data for overseas-based Board members should be supplied.

How should we approach employees that fit across more than one management category?

All employees should only be counted once; place them in the most senior category only. For example, where a partner is both a KMP and a board member, count them as a board member only.

Our organisational hierarchy is Partner-based, how do we adapt our Partners and leadership teams to the provided management categories?

Organisations that operate a partner-based hierarchy can count Partners by either:

1. placing their Executive Management personnel within the KMP category, with all other Partners to be counted within the Other Exec's/GM category.
2. leave the KMP category blank as they do not have employees that fit this category. All Partners, including their Executive Management personnel, to be counted in the Other Exec's/GM category.

THE PRIVACY ACT

Each organisation will need to ensure that the way data is collected, stored and used for employees and Board members complies with the Privacy Act.

Some key considerations include (but are not limited to):

- Employees and Board members must consent to their information being collected and used for the Initiative
- The purpose for which the information intends to be collected, stored, and used must be communicated
- Personal information must only be collected from individuals themselves and no other source
 - collection must be done by lawful means
- Information must be stored securely and safeguarded from loss, access, use, modification or disclosure
- Individuals have the right to access all personal information that the organisation holds about them

Organisations may be required to comply with legal obligations, in addition to those listed above.

Organisations must comply with all other legal obligations, particularly those under the Employment

Relations Act 2000 and the Human Rights Act 1993 in relation to discrimination. This is particularly relevant to recruitment processes. It is recommended that each organisation seek independent legal advice. Further information on managing employees' information can be found at www.privacy.org.nz.

PRIVACY STATEMENT

Please note, the privacy statement details below are relevant only to those organisations reporting through the formal Champions for Change reporting process. Other organisations, outside of the Champions group, who are also using this framework should consider the points below, however they may or may not be relevant.

Request for anonymised information

On behalf of the Champions for Change Initiative, Global Women has asked member organisations to provide certain statistical information about their organisation's workforce for the purpose of promoting, educating and reporting on the diversity of New Zealand's workforce.

The information that Global Women is seeking from member organisations as part of the survey includes the gender, ethnicity, work category and job type of all employees within their organisation.

Participating organisations can provide the information in an aggregated form or as individual line items but must ensure that it is provided in an anonymised form.

The information is provided by member organisations on a voluntary basis.

Use of the Information

By providing the information, member organisations are deemed to have authorised Global Women and its reporting partner organisation, McKinsey Pacific Rim, Inc. (**Reporting Partner**) to use and disclose the information in accordance with the following terms:

- information will only be used for learning, educating and reporting purposes within the Champions for Change Initiative;
- information will only be shared with member organisations on a confidential basis for the purposes outlined in this Privacy Statement;
- any external publication of reporting data will be subject to the prior approval of all participating organisations.

By participating in the Champions for Change Initiative, member organisations are also deemed to have agreed to keep confidential all information received by it in connection with the diversity reporting and will only use and/or disclose that information if such use or disclosure is approved by all participating organisations.

Personal Information – important risk factors for participating organisations to consider

Global Women takes privacy seriously and is committed to ensuring the protection of individual privacy.

As it is anonymised, the information requested is not "personal information" for the purposes of the Privacy Act 1993 (**Privacy Act**) - meaning information about an identifiable individual.

If a participating organisation is providing a small or exceptionally unique dataset, there is a possibility that publicly available information could be used in connection with the published survey information to identify a particular individual. To the extent that this is a risk, participating organisations are responsible for ensuring that disclosure of the information to Global Women complies with their internal privacy policy and does not breach any of their obligations under the Information Privacy Principles set out in the Privacy Act.

Participating organisations will at all times remain responsible to their employees for ensuring compliance with the Privacy Act 1993, and Global Women accepts no liability in relation to the use and disclosure of the information collected or any reports, announcements or statements in relation to the information provided or the survey itself.

Storage and Handling

Global Women is committed to handling the information you provide responsibly.

The information will be collected by Global Women, then provided to and held by our Reporting Partner on behalf of Global Women.

In providing those services, Reporting Partner will:

- keep all information provided to it as confidential;
- not use the information for any purpose other than providing the services to Global Women; and
- not disclose the information to any third party without our consent.

As part of normal business operations (e.g. backing up systems and business continuity), the information may be stored on servers in overseas web hosting facilities. Reporting Partner accepts no liability in relation to the use and disclosure of the information provided or any reports, announcements or statements in relation to the information provided or the survey itself.

The information shall be retained by Global Women for as long as required for the purpose for which it was collected and may lawfully be used.

ADDITIONAL RESOURCES

COLLECTING GENDER DATA

The below sites may be useful as additional reference points but are optional reading only.

- Champions for Change Diversity Reporting Framework
- Statistics NZ Statistical Standard on Gender Identity
- Human Rights Commission's report To Be Who I Am and fact sheet for employers.
- Rainbow Tick

ACKNOWLEDGEMENTS

This abridged framework has been adapted for Property Council New Zealand, from the Champions for Change Diversity Reporting Framework.

Champions for Change is convened and supported by Global Women, and Co-Chaired by two Champions – currently David McLean, CEO Westpac, and Michele Embling, Chair PwC.

The initial Diversity Reporting Framework was developed in 2017, with the generous support and input of Champion organisations.

McKinsey & Company has continued to provide support as the group's official reporting and capability partner, drawing on their global expertise in the area.

We are grateful for the opportunity to collaborate on this shared project, and we thank all parties who have made this diversity report possible. Thank you.

CONTACTS

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