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| **Purpose** | To provide a framework that supports * + a diverse workforce
	+ inclusion of the diverse individual working for us
	+ equal employment opportunities.
* To express our belief that a strong diversity and inclusion strategy helps our organisation to attract talented people and drive innovative results.
 |
| **Scope** | Our organisation’s employees, Board of Trustee’s/Director(s) and contractors. |
| **Policy** | We are committed to meeting our responsibilities under the Treaty of Waitangi and to the principle and practice of equity. Non- discriminatory, diversity supportive and inclusive practices will inform the following processes:* When recruiting and selecting employees.
* Setting terms, conditions and benefits offered as part of employment.
* Determining who receives training and what sort of training is offered.
* Deciding who is considered and selected for transfer, promotion, retrenchment or dismissal.

Discrimination for the following reasons will not be tolerated: |
| * ethnic or national origins
 | * ethical belief
 |
| * disability
 | * religious belief
 |
| * age
 | * marital status
 |
| * gender identity
 | * political opinion
 |
| * employment status
 | * sexual orientation
 |
| * family status
 | * race
 |
| **Principles** | **We adopt the following ideas that support diversity and inclusion at the workplace (McKinsey 2018):** |
| We establish a sense of belonging for everyone.  | We provide empathetic leadership. |
| Top-down approaches drive compliance, not commitment. | Quotas don’t automate inclusion. |
| Inclusion is ongoing – not a one-off training. | We maximize joy and connection, minimize fear. |
| We forget ‘fit’ and focus on supporting individuals thrive. | We consider our ‘brand’. |
| **References** |
| [**Legislation**](https://www.employment.govt.nz/assets/_generated_pdfs/legislation-238.pdf) | [Health and Safety at Work Act 2015](http://www.legislation.govt.nz/act/public/2015/0070/latest/DLM5976660.html)[Human Rights Act 1993](http://www.legislation.govt.nz/act/public/1993/0082/latest/DLM304212.html)[New Zealand Bill of Rights Act 1990](http://www.legislation.govt.nz/act/public/1990/0109/latest/DLM224792.html) [Employment Relations Act 2000](http://www.legislation.govt.nz/act/public/2000/0024/latest/DLM58317.html) [Equal Pay Act 1972](http://www.legislation.govt.nz/act/public/1972/0118/latest/DLM407770.html) |
| **Guidelines****and****Standards** | Disability inclusive development toolkit (2017).CBM.[Diversity wins. How inclusion matters (2020). McKinsey &Company](https://www.mckinsey.com/~/media/mckinsey/featured%20insights/diversity%20and%20inclusion/diversity%20wins%20how%20inclusion%20matters/diversity-wins-how-inclusion-matters-vf.pdf)[Diversity Works NZ](https://diversityworksnz.org.nz/why-diversity/)[Human Right’s Commission resources](http://www.hrc.co.nz/resources/#equalemp)[NZS 8200:2015 Rainbow-inclusive workplaces: A standard for gender and sexual diversity in employment](https://shop.standards.govt.nz/catalog/8200%3A2015%28NZS%29/scope)[Tracking equality at work, national equal opportunity network](http://www.neon.org.nz/trackingequalityatwork/)[Workplace Diversity Case Model](https://diversityworksnz.org.nz/media/3663/dw-case-model_web.pdf) |

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| **The inclusion and diversity principles explained (adapted from McKinsey &Company)**Diversity / Workforce Diversity |
| We establish a sense of belonging for everyone. | * We enable our staff to bring their best self forward.
* We acknowledge that a sense of belonging is the first step toward this.
* We know that staff who experience a connection with our organisation and groups of people within it enables them to be themselves.
* A sense of belonging results in greater engagement and creativity in the workplace.
* We acknowledge to belong is a psychological need.
 |
| We provide empathetic leadership. | * For real diversity and inclusiveness to happen, every individual leader needs to buy into the value of belonging — both intellectually and emotionally.
* Only when our leaders step up to own diversity and inclusion will our diversity and inclusion practices thrive.

*“You have to make sure leaders are equipped to make the story their own, feel it within themselves and be able to explain why they care; why it matters, and why it should matter to their direct reports.”(McKinsey & Co)* |
| Top-down approaches drive compliance, not commitment. | * We put processes in place that ensure - from our senior leaders to our frontline employees - every individual will see and understand their role in our organisation and its culture.
* All of us will learn to identify the differences in employee experience and values across the organization so that change can be made relevant for each person.
* We know that lasting change must activate different parts of the system — top down, bottom up, and middle out — in different ways.
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| **Principles** *cont.* |
| Quotas don’t automate inclusion. | * Hiring goals may boost diversity numbers, however we are aware that this won’t automatically create an inclusive culture.
* In order for us to retain and nurture top talent, we will take an honest look at the end-to-end employee experience, with an eye toward creating conditions that promote inclusion on a daily basis and designing ways to measure the impact.
* We will implement processes to scale diverse and inclusive behaviors.
* We will ask ourselves whether we have created conditions where every person can contribute in their unique, meaningful way and feel safe and secure doing that.
* We will make an effort to understand how the teams work best.
* We recognise that sometimes the easy and fast way is not necessarily the right way.
* We foster a healthy and stimulating exchange of every person’s ideas.
 |
| Inclusion is ongoing – not a one-off training. | * We not only teach employees what it means to be inclusive. We support our workforce to daily practice and behave in an inclusive way.
 |
| We maximize joy and connection, minimize fear. | * We explore ways to frame challenges through a lens of possibility.
* We elevate the power of shared experiences and storytelling to create a potential for positive change.
* We acknowledge that there is room to improve diversity and inclusion in our organisation.
* We will celebrate and spotlight our successes in achieving goals that support diversity and inclusion.
 |
| We forget ‘fit’ and focus on helping individuals thrive. | * We create a culture where every individual can contribute to their full potential.
* We investigate the systems and processes in your organization to uncover sore spots and blind spots, and find ways to reimagine them.
* We avoid that norms, power structures, and inequities in society become embedded in our organization —by hiring, training, and rewarding people who “fit.”
 |
| We consider our ‘brand’. | * Our brand and culture are intimately connected. The services we provide and make known to the wider community reflect our values and our biases.
* In our journey toward building a more inclusive organization, we consider the relationship between what’s happening inside and outside our organisation: In what ways is our employee base congruent with our customer base? What experiences are being left out or misunderstood?
* We are committed that our work on diversity and inclusion is transformative.
* We invest in the required behaviour change by all employees and our governance, how we operate and the individual ways how we work, communicate, contribute and how we are in this community, nation and world.
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| **Age diversity at work**It makes good business sense to employ people of a variety of ages — to reflect our customer base, to learn from each other, and to retain valued skills and knowledge of our organisation’s needs.Old and Young Women Citizens Concept - Download Free Vectors, Clipart  Graphics & Vector ArtMale Citizens Background - Download Free Vectors, Clipart Graphics & Vector  Art |
| Peoples potential at all ages: | * are keen to learn and develop new skills
* want to contribute to the workplace in different ways
* look for a new job, including after a break from employment
* look after others, eg young children or elderly whānau
* want time out for work/life balance.
 |
| Employees of all ages value: | * meaningful work
* flexible working arrangements
* learning opportunities to keep skills up to date
* fair treatment.
 |
| Learning | * All our employees benefit from continuing to learn.
* We explore with each employee about how they prefer to learn new tasks or information.
* We consider each employees preferred learning style. For example do they prefer to lean by:
	+ reading
	+ trying something out
	+ watching a co-worker in action
	+ working on a project with others.
 |
| Challenging stereotypes | * We make it our business to know about our employees skills rather than make assumptions.
* Common assumptions are for example:
	+ older people aren’t tech savvy
	+ younger people know how to promote our service on social media
	+ ‘you can’t teach an old dog new tricks’
* Young or older, some people embrace new challenges and others don’t.
 |
| Working conditions | * We check our premises for ways to make it easier for all people to get around, do their work, and understand what’s required.
* Workers of all ages benefit from:
	+ plenty of light to work by
	+ easy-access work stations
	+ option to stand or sit
	+ larger text in documents.
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| **Diversability** 19,936 Disabled Person Illustrations, Royalty-Free Vector Graphics & Clip  Art - iStockDisabled people are throughout our community: men, women, and children; employers and employees; students and teachers; people of all ethnicities and religions; customers and citizens. No two people are the same, and no two people with the same disability experience it in the same way ([MSD toolkit](https://www.msd.govt.nz/documents/about-msd-and-our-work/work-programmes/initiatives/disabilityconfidentnz/toolkit-employing-disabled-people.pdf)) |
| Disability | There are different kinds of disability, For example:* physical
* sensory
* intellectual or
* mental health related.

A disability may be visible or hidden, permanent or temporary and could have a minor or major impact on a person’s life. A disability may affect * mobility
* ability to learn
* ability to see
* ability to communicate easily.
 |
| We are a disability confident organisation: | * Our managers and staff understand disability and know what people with a disability can do.
* Our managers know it is important for our organisation to employ people with a disability.
* Our organisation follows inclusive policies and practices.
* We address barriers to employment and promotion for people with disability
* We think about the needs of people with a disability when arranging activities, tasks and services
* We attract a wider pool of job applicants by being inclusive.
* We retain talented employees with a disability.
 |
| **The Diversability processes we are implementing (***We ensure that the requirements below are met by the recruitment agency we hire.)* |
| Recruitment – Position/job descriptions | We use an approach that allows both disabled and non-disabled applicants to discuss how they can meet the requirements of the job by:* Making sure all qualified candidates have the opportunity to highlight their relevant skills and expertise.
* Grouping job criteria into ‘essential’ and desirable aspects.
* Ranking the criteria in order of importance.
* Considering whether minor tasks could be reassigned to another person.
* Not including blanket requirements that exclude people with health or disability issues.
* Focussing on objectives rather than methods.
 |
| Recruitment – Advertising jobs | * We encourage disabled applicants by specifically inviting them to apply.
* Online recruitment websites are accessible to disabled people.
* We ensure that people with vision impairments can access the online recruitment websites by using screen reading software.
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| **Diversability** *cont.* |
| Job application | * We ensure that our application forms
	+ gather information that determines whether the job applicant can perform the job;
	+ are available in alternative formats.
 |
| Selection | * We ensure that during the selection process we will not place barriers in the way of qualified disabled candidates.
 |
| Interview | * When arranging interviews, we ask all interviewees whether they have any specific requirements; for example:
	+ a wheelchair-accessible interview room
	+ a sign language interpreter
	+ longer time to answer questions
	+ hearing loop.
* If an applicant declares a disability we will contact them as soon as possible to make sure any accessibility requirements are met.
* We brief the receptionist and interviewers on the candidate’s specific requirements.
* When interviewing disabled candidates, we ask the same questions that would be asked of a non-disabled person.
 |
| Adjustments to tests | * We ensure assessments are in an accessible format and relate to the requirements of the job
* We may make adjustments to tests; for example:
	+ allowing extra time to complete a test
	+ allowing an oral test where a candidate has difficulty with manual dexterity
	+ using technology for blind people
	+ letting a reader or scribe help with reading or writing during a test.
 |
| Induction – on-boarding | * We assigning another staff member to support a new employee for a specified time. (This is good practice for inducting both disabled and non-disabled employees).
* We will have identified modification of the workspace before the person starts working.
* We check that the work environment is accessible to the person.
* If unexpected issues concerning accessibility or reasonable modification arise, we will discuss and resolve them as soon as possible, to enable all employees to be successful.
 |
| Development | * We make courses and training fully inclusive.
* We ensure venues are accessible and training material is appropriately presented – the [Accessible Meetings and Events checklist](https://www.msd.govt.nz/documents/about-msd-and-our-work/work-programmes/lead-programme-work/accessible-meetings-form.pdf) can assist.
* We offer open and flexible learning as an alternative to venue-based learning.
* We check trainers are aware of the needs of disabled people.
* We vary the learning methods, as different people learn in different ways.
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| **Diversability** *cont.* |
| Performance management | * We manage the performance of disabled employees by using the same processes like we use for other employees.
* We support disabled employees to participate the performance management process.
* We have reasonable accommodations in place; for example:
	+ flexibility around breaks and timeframes
	+ we may assign extra time for meetings
	+ we use sign language interpreters
	+ we provide additional training or coaching
	+ we might reallocate work that is not a core requirement.
* We are cognisant that activities and tasks do not need to be undertaken exactly the same way – it is the results that matter.
* If we identify difficulties that result from an impairment, whenever possible we discuss these separately from any discussion of performance issues.
 |
| Retention | * Being proactive about retaining disabled staff has a number of benefits for our organisation; for example
	+ Adaptability: by learning to manage their disability or health issues, disabled people have learned problem solving skills that are readily applicable to any modern workplace.
	+ Increased staff morale: By treating all employees fairly, including disabled people, we demonstrate that we are a good employer.
	+ Lower costs: improving retention through providing reasonable accommodation always costs less than having to recruit and train a new employee. It also increases the number of employees returning to work after a short- or long-term absence and reduces the costs associated with absences in the workplace.
	+ Public reputation: Being recognised as a good employer enhances our reputation with the New Zealand public. Feeling valued is important to all employees. Ensuring that training and career development opportunities exist is one way to demonstrate how we value all employees, including disabled employees.
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| **LGBTQ (**lesbian, gay, bisexual, transgender and queer or questioning) This png image - Transparent Rainbow PNG Free Clip Art Image, is available for free download  |
| Our LGBTQ mission  | * We will not tolerate workplace discrimination.
* We communicate this to all employees.
* We will review and evaluate our existing employment processes to ensure that work life for LGBTQ staff is constantly improving.
* Our code of conduct includes the requirement of non-discriminatory behaviours at the workplace and on social media.
* We create and maintain an inclusive work environment.
* **We know that an inclusive environment accepts personal differences among employees while focusing on the organisation’s mission to provide an excellent service to people.**
 |
| We take LGBTQ discrimination seriously | * Our HR processes and practices identify a strong anti-discrimination stance.
* We ensure that all employees know what is not tolerated in the workplace, and in cases of homophobic bullying, we promptly recognise the problem and take action.
 |
| We develop support programmes for LGBTQ employees | * We offer mentoring, employee networking groups, seminars, and conferences to become a more inclusive place to work for LGBTQ employees.
* We support employees with measures such as climate surveys, LGBTQ competency trainings, and employee resource groups.
 |
| We promote allies of LGBTQ people | * We drive initiatives to promote allies of LGBT employees, who can act as support networks to LGBT employees and help champion the message that diversity is part of our organisation's mission.
 |
| We ensure the support from senior staff | * We have senior staff champions, who help implement diversity initiatives, mentor junior LGBTQ colleagues, and act as sponsors of employee network groups.
 |
| We support the local LGBTQ community | * We show support to the local LGBT community by providing information to employees about local events and groups.
* We invite speakers from the LGBTQ community.
 |
| We offer LGBTQ-friendly benefits | * We offer equal benefits to all employees, regardless of their sexual orientation, including parental leave, adoption leave, and time off to take care of dependants.
* We use terminology in our employment contract and other employment related records and documentation using gender-neutral terms in order to be inclusive of all employees.
 |
| We foster a gender-neutral environment | * We create and maintain a gender-neutral environment by providing unisex toilets and using gender-neutral language, like 'partner' instead of husband or wife.
 |
| We keep track of success | * We celebrate our successes in maintaining an inclusive and diverse work environment.
* We monitor your progress by tracking things such as number of employee grievances, completion rates of diversity training, LGBTQ hires and promotions, and how many employees have come out.
 |
| **Trans and non-binary inclusive workplaces (**[**guideline for employers**](https://outline.org.nz/workplace/)**)** Creating a Trans-Inclusive Workplace |
| Acknowledgement | * Employment can be a significant source of stress for trans and nonbinary people. Hiring discrimination, workplace bullying, access to bathrooms, privacy violations, appearance requirements, and other people’s incorrect assumptions are all things that a trans or nonbinary person may face in the work environment.
 |
| Hiring | * We will not ask a potential employee if they are trans, unless it is a job that specifically requires a trans or gender diverse person.
* We only ask trans or nonbinary people for previous name details if these are required from all applicants for a specific purpose; for example police vetting.
* We reassure applicants that this information will only be used to verify identity and not for any other purpose.

*An employer cannot refuse to hire a trans person because they are trans or because “they won’t fit in”.* |
| Maintaining the wellbeing of trans and nonbinary employees | * We do not tolerate any discriminatory behaviour or bullying at the workplace.
* We let employees know that we expect respectful behaviour towards all staff.
* We encourage any issues are flagged with the relevant employees/leaders as soon as they arise.
* We assign job duties, pay, and promote trans people just as we do with any other employee.
 |
| Dress codes | * Our dress code will ensure that people can wear the style or items that feel right for them.
* Our dress code is not based on gender stereotypes> it is applied equally to all employees.
 |
| Bathrooms and changing facilities | * All staff, including trans employees, have the right to expect privacy and safety when using these facilities.
* We will have unisex toilets in the work environment. This will help nonbinary employees who feel uncomfortable using either men’s or women’s bathrooms and may also be more comfortable for a trans person early in their transition.
 |
| Normalise using pronouns in the workplace | * We will ask employees which pronouns they would like to be used when referring to them.
* We encourage all staff to include their preferred pronouns in email signatures. This is a way to normalise pronouns instead of assuming and possibly misgendering people.
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| **Trans and non-binary inclusive workplaces** *cont.* |
| Supporting transitioning employees | * If an employee indicates that they are going to transition, we discuss with them whether or how to inform other employees.
* We take the employee’s lead on how much and what other information they want shared.
* We do not share any personal information without their consent.
* We ask what name and pronoun they want to use, and if they want to formally change these.
* We arrange to change workplace records (e.g. ID cards, email, phone lists, payroll) if the employee agrees to this.
* We treat the need for appointments as part of the transitioning process the same as other necessary appointments.
* We might consider allowing transitioning employees to work flexibly to support their process and to avoid them having to use sick leave or unpaid leave.
* We provide access to an Employment Assistance Programme or counselling support if relevant and desired by the employee.
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| **Religious diversity**World Religion Symbols Colored Signs Of Major Religious Groups And  Religions Stock Illustration - Download Image Now - iStockWe discuss and aim to reach an agreement in regards to religious expressions and activities at the time when the terms of employment are negotiated. |
| High days and holidays | * We will accommodate the sacred calendars with different religious holy days and holidays if our employees negotiate this with us one year in advance and we can arrange alternative cover during this time
 |
| Compassionate bereavement leave | * Additional to the 1-3 days bereavement leave entitlement we are open to discuss that our employee can use holiday or unpaid leave if their religious bereavement rituals requires this.
 |
| Prayer times and facilities | * We consider in good faith the practicable provision of facilities to allow prayers to take place.
* Our employees can choose to pray during their rest and meal breaks.
 |
| Dress codes and appearance | * Health and safety requirements to ensure protective and safe clothing or equipment need to be ensured before we approve specific religious dress codes or appearances.
* We will consider finding practical and acceptable solutions to any dress or appearance requests by an employee.
* Our employment agreement will include dress and/or appearance requirements.
 |
| Public religious displays at work | * We consider the discreet wearing of religious insignia, or the discreet decoration of work spaces with religious items or artefacts acceptable as long as it does not interfere with work practices or the safety of fellow workers.
* We expect that employees respect others as this is essential in the workplace.
* We expect that employees are aware that some actions may offend others.
* We foster that employees discuss any issues or concerns they have in regards to this subject – refer to our principles of diversity and inclusion.
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| **Religious diversity** *cont.* |
| Religious related forbidden activities  | * During work functions we will consider the religious eating and drinking requirements of our workforce.
* We will not tolerate that employees are pressured to drink alcohol or eat foods that are not compatible with the employee’s religious practices.
* We offer routinely alcohol free drinks and vegetarian food at work functions.
 |
| The promotion of religion in the workplace | * We protect staff from unwanted, significant or repeated religious advances at work.
* We do not allow that explicit religious literature is disseminated at work.
* Work notice boards cannot be used for religious purposes or messages.
* We uphold New Zealand/Aotearoa law, namely the right to have a religious belief or not to hold religious beliefs.
* We acknowledge that is not always easy for an employee to withdraw from group activities such as a religious karakia.
* We are aware that for some employees karakia and waiata at work can raise religious concerns. We provide opportunities to discuss this concern with employees.
* We have a karakia and waiata policy and procedure that provides a guideline how we approach this aspect of our bi-cultural practices.
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# Consultation

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| Group/Role | Date |
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