DIVERSITY & INCLUSION SURVEY 2020
REPORT ON FINDINGS

SPORT
NEW ZEALAND
IHI AOTEAROA

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& ASSOCIATES

CONTENTS

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GLOSSARY

Active caregiver	Someone who regularly looks after another person who is young, older, sick or disabled
Board Chairs	Chair of the Board/Committee/Governing Trust
Chief Executive	Chief Executive or equivalent (i.e. report to board, committee or governing trust)
Coach/Sprt Dev. Mgr	Coach/Sport Development Manager
Com. Sport Dir/Mgr	Community Sport Director/Manager
Diversity	A dimension used to differentiate groups and people from one another in a way that empowers individuals by respecting and appreciating what makes them different.
DSO	Disability Sport Organisation (at national and regional level)
EDU	Education Organisation
Ethnicity	A self-perceived measure of cultural affiliation. It is not a measure of race, ancestry, nationality, or citizenship and people can belong to more than one ethnicity.
Gender diverse	Having a gender identity or gender expression that differs from a given society's dominant gender roles (e.g. male and female).
Gender	A person's internal sense of being wholly female, wholly male, or having aspects of female and/or male. A person's gender can be expressed in several ways and may or may not correspond with the sex recorded at birth.
Governance	The workforce whose main role involves serving Board Chair or other Board Member. The role may or may not receive Directors' fees as remuneration.
High Perf. Coach	High Performance Coach
High Perf. Dir.	High Performance Director
Inclusion	A sense of belonging that makes people feel respected and valued for who they are as an individual or group. It stems from an organisational effort and practices where different groups or individuals having different backgrounds are culturally and socially accepted and welcomed, and equally treated.
Leadership roles	Paid Employees whose role falls into one of following categories – Chief Executive or equivalent, Senior Leadership Team member, Manager/lead, Community Sport Director/Manager, High Performance Director, High Performance Coach or Coach/Sport Development Manager.
Mgr/Lead (Tier 3)	Manager/lead (i.e. Tier 3 role, reports to a Senior leadership team)
NSO	National Sports Organisation
Other Board	Other member of the Board/Committee/Governing Trust (*not Chair*)
Other paid roles	Current role that is not a Leadership role (*see definition of Leadership roles above*)
Paid employee	An individual who receives a salary or wage and whose main role is not in Governance.

PLAY	Play Provider
REC	Recreation Organisation (at national and regional level)
RSO	Regional Sports Organisation
RST	Regional Sports Trust
Senior Lead. (Tier 2)	Senior Leadership Team member (i.e. Tier 2 manager, reports directly to CEO or equivalent)
TA	Territorial Authority
Sex	A person's biological sexual characteristics that is typically assigned at birth based on a person's reproductive system and other physical characteristics.
Sexual orientation	The way in which a person's sexuality is expressed and the terms they choose to identify with.
SNZ Group	Sport New Zealand Group (Sport NZ and its wholly-owned subsidiary High Performance Sport NZ)

EXECUTIVE SUMMARY

BACKGROUND

Introduction

Diversity and Inclusion are, and will continue to be, among the most important issues leaders face in the play, active recreation and sport sector (hereafter referred to as 'the sector' or 'sector workforce' – including paid employees and those in governance roles unless otherwise stated).

As the kaitiaki (or guardian) of play, active recreation and sport in Aotearoa New Zealand, Sport NZ is required to ensure everyone in society – irrespective of gender, ethnicity, disability, age, physical ability, religion, sexual orientation or where in Aotearoa New Zealand they live – has equity of opportunity to participate.

Diversity is the presence of socially meaningful differences among members of a group. **Inclusion** represents the degree to which employees/members of that group are free to express their individual selves and have a sense of connectedness and belonging.

Demographics, psychological characteristics, values and attitudes can all influence opportunities people have to participate in play, active recreation and sport, as well as their experiences while doing so. Valuing and understanding diversity and inclusion enables Sport NZ to better serve New Zealand and lead by example.

Research objectives

The Diversity and Inclusion Survey 2020 was initiated to collect information about the makeup and experiences of the sector's workforce to provide evidence-based understanding of the current state of diversity and inclusion and a baseline against which to measure change over time. It is an inaugural study and new area of research, generally without comparative baselines.

The survey was designed to include a broad sample frame with an emphasis on a high response rate and more of a census than sample approach. While significant effort was made to maximise response, the data does not necessarily provide a nationally representative view. There is likely to be some degree of sample error but it is difficult to calculate this. Weighting was not applied to the data as there is no suitable data to weight to.

Methodology

The survey methodology was designed for Sector-wide engagement and a high level of confidence - both in the research process and the handling of sometimes sensitive data. It built on the methodology that was successfully employed for Sport NZ's Paid Workforce Surveys in 2016 and 2017.

More detail on the methodology is included in the Appendix to this report.

Sample

154 organisations contributed to the survey. These organisations include National Sports Organisations (NSOs), Regional Sports Organisations (RSOs), Regional Sports Trusts (RSTs), Territorial Authorities (TAs), Recreation Organisations (ROs), Disability Sports Organisations (DSOs), education organisations, play providers, and the Sport NZ Group (Sport NZ and its wholly-owned subsidiary High Performance Sport NZ).

A total of n=4,340 people were invited to participate in the survey, of whom n=1,679 did so during the survey period (5 October - 1 November 2020): a 39 percent response rate overall. The sample is made up 28 percent by governance (board chairs/board members) and 72 percent by paid employees, as further outlined in the following table.

Table 1: Survey Sample – Sector by Role Type*

(Refer to the Glossary for abbreviations/acronyms used in Figures and Tables)

	ALL	Board Chairs	Other Board	Chief Executive	Senior Lead (Tier 2)	Mgr/Lead (Tier 3)	Com. Sport Dir/Mgr	High Perf. Dir	High Perf. Coach	Coach/ Sprt Dev. Mgr	Other Paid Employee
	%	%	%	%	%	%	%	%	%	%	%
SNZ Group	10	1	1	1	4	15	7	0	8	5	21
NSO	30	38	34	33	41	30	23	57	58	30	18
RSO	20	36	33	36	20	10	26	36	35	32	6
RST	17	10	11	11	17	21	23	0	0	10	24
TA	6	0	1	1	1	7	4	0	0	4	15
EDU.	3	0	1	3	3	4	7	7	0	2	3
PLAY	1	0	1	3	1	1	0	0	0	0	1
DSO	4	9	9	8	2	2	4	0	0	7	1
REC.	10	6	10	5	11	10	4	0	0	9	11
Base: Total Sample (n=)	1,679	89	378	112	191	283	69	14#	40	97	466

** Leadership roles are multi-select - the sample in role categories adds to more than 100% of the total sample (roles rather than individuals are considered in this data view).*

 # Small sample size

Reporting

The report considers the dimensions of diversity and highlights where significant differences are present (from the wider population or in the experiences of different groups of people working in the sector). The report includes both diversity baselines and information for conversations about diversity and inclusion issues. Generally, the report is structured to consider all key measures by dimensions of diversity, organisation type and role type.

Confidentiality considerations limit the ability to look at small groups within the workforce – for example survey data is not presented by role within sector.

KEY TAKEAWAYS

Diversity

The diversity of the sector's workforce differs from the New Zealand population in several areas – most significantly in regard to age, gender, country of birth, and ethnicity:

- The sector's workforce is over-represented by ages 35 to 54.
- While those aged 55 years or more make up 24 percent of the sector's workforce and 32 percent of New Zealand's working age population, they account for 48 percent of Board Chairs and 43 percent of other board members.
- Overall, the sector's workforce reflects the wider adult population by gender, but there is a male skew in Governance roles, a female skew in other paid roles and a male skew in four of the seven leadership roles: Chief Executives, High Performance Directors, High Performance Coaches, and Coach/Sport Development Managers.
- Compared to the wider population, a higher proportion of the sector's workforce is gay or lesbian and a lower proportion is heterosexual or straight.
- The sector's workforce under-represents Asian and Pacific ethnicities, and skews towards those born in New Zealand.
- Māori are over-represented in the workforces of Regional Sports Trusts and Territorial Authorities.
- Fluency in Te Reo Māori across the sector reflects that of the New Zealand population, however fluency is much higher within Regional Sports Trusts.

One third of the sector's workforce has a disability and fifteen percent is dealing with an ongoing illness or impairment. Further, almost half are active caregivers.

Equity

Four in five board members perform their role on a voluntary basis (i.e. with no financial remuneration). For those who receive income, the median income is $10,000 annually.

Amongst paid employees a 15 percent differential in median annual income exists between males and females and a nine percent differential exists between NZ European and Māori. Accounting for hours of work, there is parity of pay between genders at the total sample level, but a 12 percent differential between NZ European and Māori (this increases to 16 percent when considering leadership roles only).

Considered by specific role type, gender differences exist. The biggest income differential by gender is at Chief Executive level (with males receiving a higher median income and a higher median hourly rate). Further, for five of the eight role types, and four of the seven leadership role types, median hourly rate is higher for males than females. This difference is exacerbated for a higher proportion of males in four of seven leadership role types.

Differences in income by ethnicity within role type also exist. Most notably, at Senior Leadership (Tier 2) level and Manager/Lead (Tier 3) level, there is a 17 percent and six percent differential respectively between NZ European and Māori.

Engagement

Across the sector's workforce 85 percent are satisfied with their current role. Older employees, Board Chairs, CEOs and Tier 2 leadership have higher than average levels of job satisfaction.

The 'opportunity to make a positive contribution to their community and/or New Zealand' is the most common benefit of working in the sector. Those in governance roles have a higher degree of loyalty to the sector than paid employees, as do older employees. The non-governance and non-leadership workforce is least optimistic about sector opportunities. Females and younger people between ages 18 and 24 are less optimistic than the total sample.

Poor salary/remuneration is the most common barrier to progression, while almost one third see the impact of COVID-19 on the sector as a barrier as well. Females are more likely to see 'bias' and 'poor salary/remuneration' as key barriers to progression in the sector than males, while males are less likely than females to benefit from flexible working arrangements.

Inclusion

Across the dimensions of diversity, females are less likely to agree their organisation puts its commitment to Diversity and Inclusion into practice. Those identifying as bisexual are less likely than the sector as a whole to agree their organisation is committed to Diversity and Inclusion and that their organisation puts its commitment into practice.

The felt experience of the sector's workforce is generally positive although High Performance Coaches report particularly poor experiences. The majority of the sector's workforce agrees that they are treated fairly and that they have the support of their colleagues, although disabled people are less likely to agree with the former. More than 90 percent of the sector's workforce agrees that they feel safe in their workplace.

The Sport NZ Group and Territorial Authority workforces are less likely than the sector as a whole to agree with almost all of these desired inclusion experience measures, as are employees in non-leadership roles, and those identifying as bisexual. The opposite is true for the Regional Sports Trusts and Recreation Organisation workforces, for those in governance roles, and for males.

One seventh of the sector's workforce has experienced discrimination, harassment or bullying in their current role/workplace in the past year. Those dealing with an ongoing mental illness or impairment are more likely to have experienced these behaviours. Good processes and outcomes were noted by some respondents where these behaviours had occurred, but many recounted upsetting and unaddressed incidents. Trust in organisations to handle integrity issues appropriately and effectively is highest amongst board members, Chief Executives and Tier 2 Leadership.

CONCLUSIONS

The inaugural play, active recreation and sport sector Workforce Diversity and Inclusion Survey provides an evidence-based understanding of the current state of diversity and inclusion in the sector and a baseline against which to measure change over time.

The sector's diversity and inclusion landscape is encouraging in some dimensions but falls short in others. There is not one key area of concern but rather a collection of areas that require focus. These include the overall diversity of the sector in relation to New Zealand's population, and the work needed to ensure that experiences of inclusion, equity and engagement are improved where they differ by dimensions of diversity, organisation type and role type.

Age, gender and ethnicity are the three dimensions where improvements are likely to make significant impact, as there is recurring evidence that these dimensions differentiate experience.

By organisation type, variance in the diversity and inclusion landscape is evident. Regional Sports Trusts perform well on several measures.

Those in governance and leadership roles stand out as being relatively 'happy' overall but also as being less diverse than other parts of the workforce. An exception to this is High Performance Coaches. The relatively poor experience of this groups warrants attention.

NEXT STEPS

The survey will be repeated in 2022 and 2024 so that Sport NZ can analyse trends over time and measure progress in meeting or contributing to its commitments.

For the next iteration, and as the survey sample grows, developments in analysis will be considered such as the possibility of exploring intersectionality of the data – for example the relationships between sub-sector and roles, and age and gender.

DIVERSITY

This section sets baselines for the diversity of the sector's workforce. Where possible comparisons are made with population data to highlight groups that are under- or over-represented in the sector. Diversity is considered across nine sub-sectors and in the context of a range of governance, leadership and other roles.

AGE

The sector's workforce is over-represented by ages between 35 and 54 and sector boards are skewed by the proportion of older board members aged 55 or more

Almost half of the sector's workforce is aged between 35 and 54 years; a proportion that is significantly higher than the equivalent proportion of New Zealand's working age population[1] (35 percent). The sector's workforce also has notably small proportions of recent workforce entrants (those aged 18-24 years) and those aged 65 years or more.

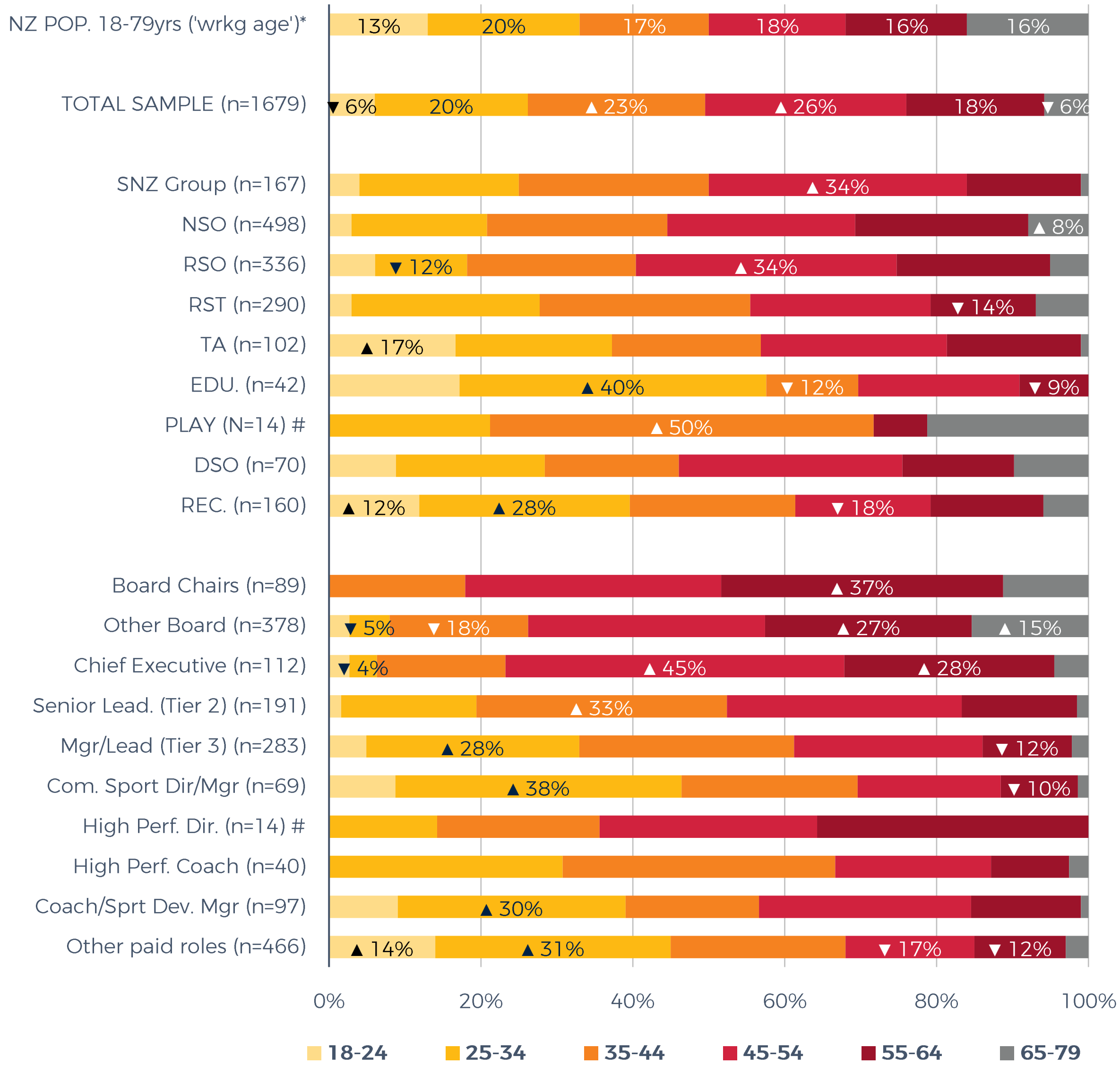
While those aged 55 years or more make up 24 percent of the sector's workforce and 32 percent of New Zealand's working age population, they account for 48 percent of Board Chairs and 43 percent of other board members.

(see figure following)

[1] 'New Zealand's working age population' is based on New Zealand's resident population aged 18-79 years (matching the age range of the sector's workforce, as measured in the Diversity & Inclusion survey).

Figure 1: Age Diversity

Which age group are you in?



** Estimated Resident Population by Age (Annual – December 2019), Statistics New Zealand*

 # Small sample size

▼/▲ Denotes significant difference relative to the New Zealand population (expressed at a 95% confidence level) for Total Sample or relative to the Total Sample for individual organisation and role types

GENDER

Overall, the sector's workforce reflects the wider adult population by gender, but there is a male skew in Governance and four of the seven leadership role types

The sector's workforce is broadly reflective of New Zealand's adult population by gender.

A male skew is evident though in National and Regional Sports Organisations and a female skew is evident in Regional Sports Trusts, Play Providers and Recreation Organisations.

A male skew is evident in Governance roles, Chief Executives, High Performance Directors, High Performance Coaches and Coach/Sport Development Managers.

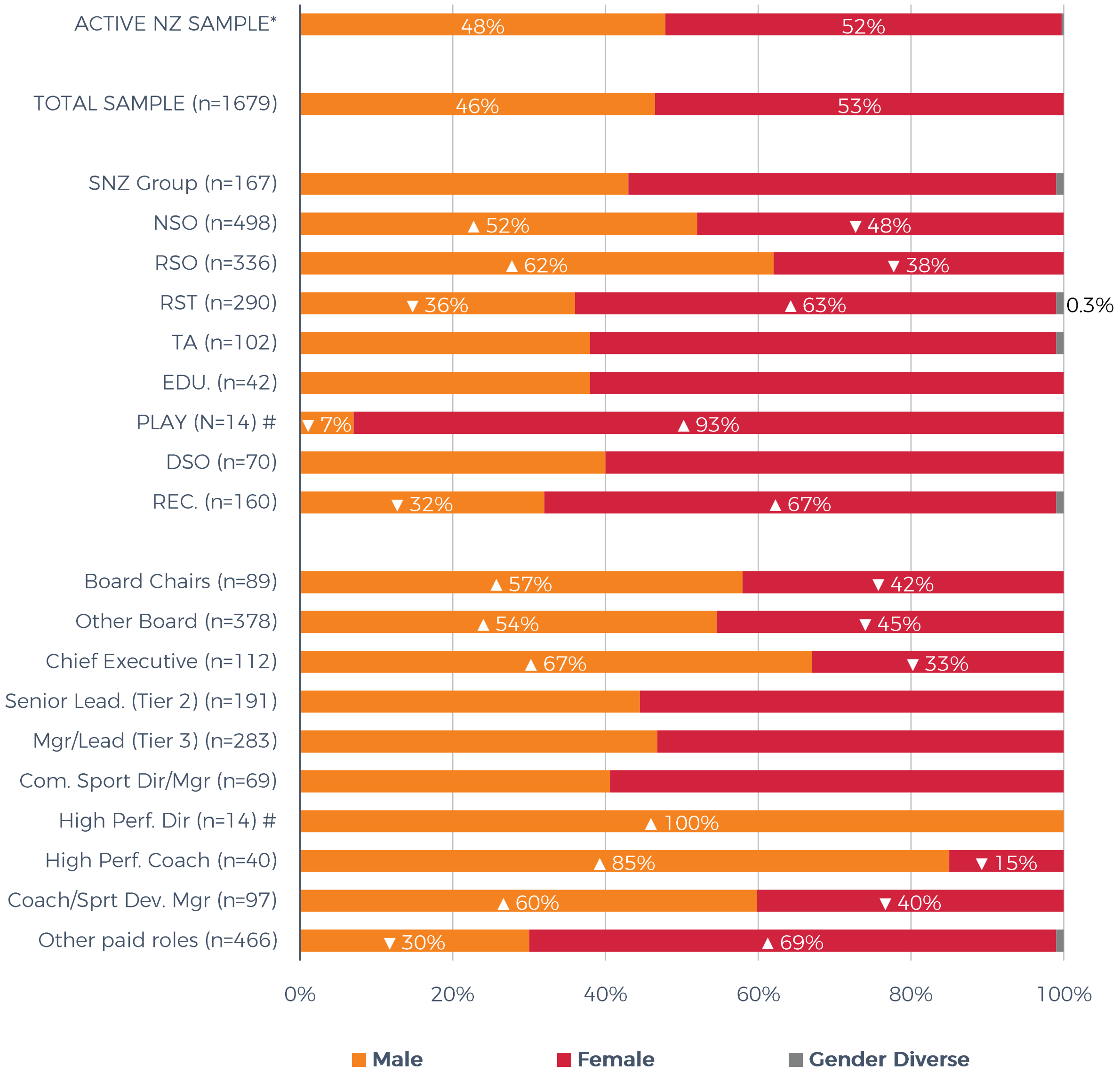
Senior Leadership (Tier 2), Manager/Lead (Tier 3) and Community Sport Director/Manager roles are balanced by gender and non-leadership roles have a female skew.

The sector gender profile evident from the survey is similar to Sport New Zealand's 2017 Workforce Planning Research (which found 45 percent of the sector's workforce was male, 55 percent was female, and less than one percent was gender diverse).

__Figure 2: Gender Diversity__[2]

What gender do you identify with?

Gender refers to a person's internal sense of identity and may not correspond with sex recorded at birth.



** Statistics NZ data is not currently available for gender. Sport NZ Active NZ 2019 survey data has instead been used as a reference point for population-level statistics. 2019 data is based on a sample of n=21,557, weighted to New Zealand population proportions.*
 # Small sample size
▼/▲ Denotes significant difference relative to the Total Sample (expressed at a 95% confidence level) for individual organisation and role types

[2] Future reports may include analysis that combines sex, gender and sexual identity if an approved approach is developed.

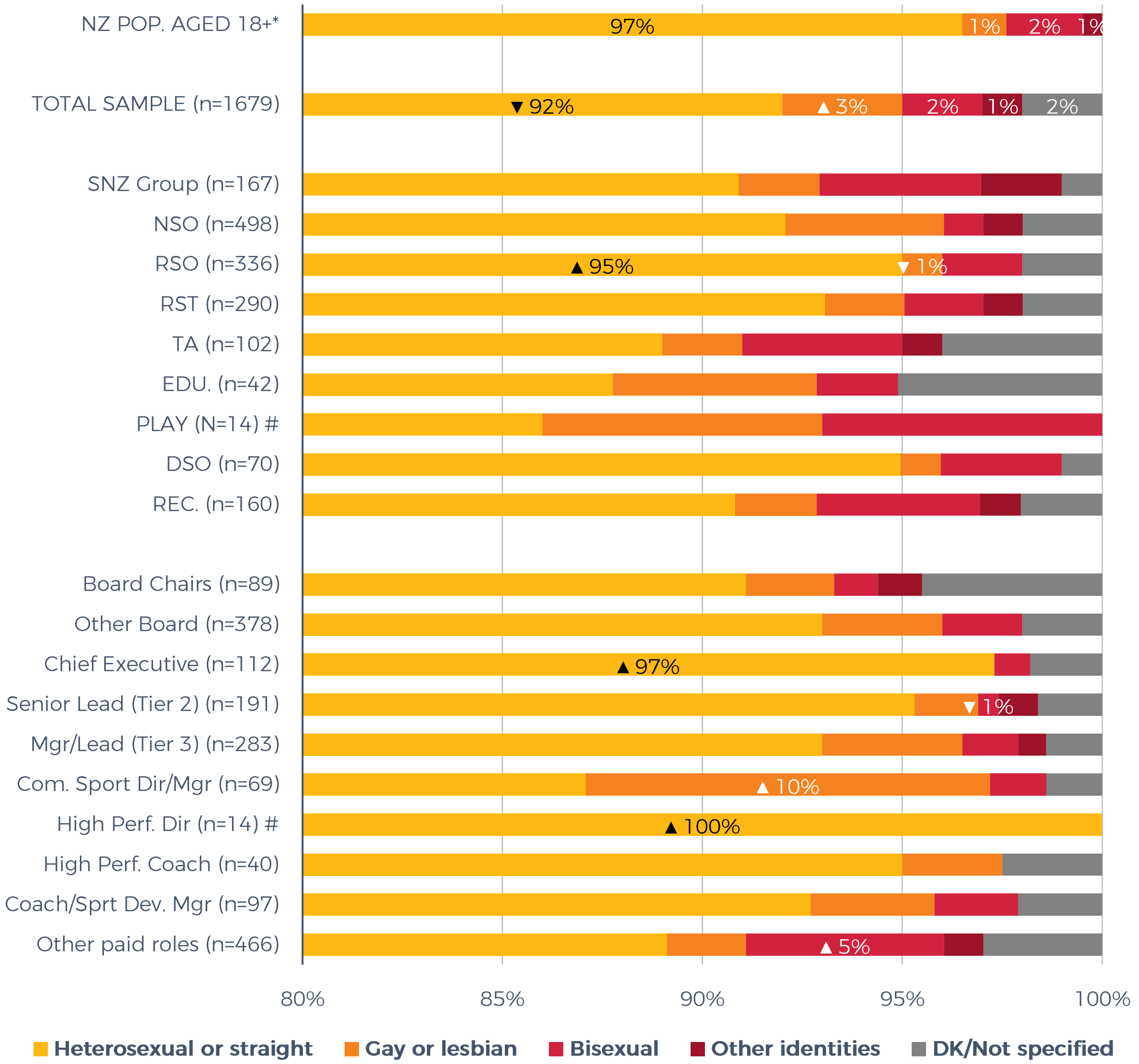
SEXUAL ORIENTATION

Compared to the wider population, a higher proportion of the sector's workforce is gay or lesbian and a lower proportion of the workforce overall is heterosexual/straight

Compared with New Zealand's adult population, the sector's workforce includes a higher proportion of gay or lesbian people and a lower proportion of heterosexual/straight people. 'Other identities' includes people identifying as queer, pansexual and asexual.

Figure 3: Diversity in Sexual Orientation[3]

Which of the following options best describes how you think of yourself?



** General Social Survey 2018, Statistics New Zealand.*
 # Small sample size
▼/▲ Denotes significant difference relative to the New Zealand population (expressed at a 95% confidence level) for Total Sample or relative to the Total Sample for individual organisation and role types

[3] Note abridged scale on x axis

ETHNICITY

The sector's workforce under-represents Asian and Pacific ethnicities

While its beneficial for the sector's workforce to represent the communities served a 'mis-match' is evident, and this is in the context of a changing ethnic mix towards non-European ethnicities[4]. NZ European are over-represented in the sector's workforce, while those of Samoan, Chinese and/or Indian ethnicity are under-represented (relative to population proportion). NZ European are especially over-represented in Regional Sports Organisations, Disability Sports Organisations, and in board member and Chief Executive roles. Māori are most strongly represented in Regional Sports Trusts and in Territorial Authorities.

Table 2: Ethnic Diversity by Organisation Type

Which ethnic groups do you belong to?

	NZ. POP. 15+*	ALL	SNZ Group	NSO	RSO	RST	TA	EDU.	PLAY	DSO	REC.
	%	%	%	%	%	%	%	%	%	%	%
NZ European	64.3	80 ▲	78	82	88 ▲	74 ▼	70 ▼	79	79	90 ▲	79
Māori	13.5	14	9 ▼	12	11	23 ▲	24 ▲	12	14	10	6 ▼
Samoan	3.1	2 ▼	3	2	2	2	6	7	0	0	3
Cook Island Māori	1.2	1	1	2	1	0	6	5	0	1	1
Tongan	1.2	1	0	0	0	0	1	7	0	0	1
Niuean	0.5	0	1	0	0	0	1	0	0	0	1
Chinese	4.6	1 ▼	1	1	1	1	2	5	0	0	2
Indian	5.7	1 ▼	1	1	0	0	2	0	0	0	2
Other	17.1	14 ▼	20	15	8	14	20	14	14	14	14
Base: Total Sample (n=)		**1,679**	**167**	**498**	**336**	**290**	**102**	**42**	**14#**	**70**	**160**

** Usually resident population aged 15 years+, 2018 Census, Statistics New Zealand.*
 # Small sample size
▼/▲ Denotes significant difference relative to the New Zealand population (expressed at a 95% confidence level) for Total Sample or relative to the Total Sample (All) for individual organisation types

The group of 'other' ethnicities includes 'New Zealander', 'Australian', 'European' and 'British' (all two percent each), 'Irish', 'English', 'Scottish' and 'South African' (all one percent) and a wide range of other ethnicities all specified by fewer than one percent of the sample (e.g. Russian, Sri Lankan, Malaysian, Japanese, American and Filipino).

[4] See: https://www.stats.govt.nz/news/new-zealands-population-reflects-growing-diversity

Table 3: Ethnic Diversity by Role Type

Which ethnic groups do you belong to?

	NZ POP. 15+*	ALL	Board Chairs	Other Board	Chief Executive	Senior Lead (Tier 2)	Mgr/Lead (Tier 3)	Com. Sport Dir/Mgr	High Perf. Dir	High Perf. Coach	Coach/Sprt Dev. Mgr	Other Paid Employees
	%	%	%	%	%	%	%	%	%	%	%	%
NZ European	64.3	80 ▲	82	89 ▲	87 ▲	82	77	87	64	68	81	73 ▼
Māori	13.5	14	17	10 ▼	8 ▼	12	16	13	7	10	15	17
Samoan	3.1	2 ▼	2	1	0	3	4	1	0	0	2	4
Cook Island Māori	1.2	1	0	1	1	1	1	4	0	0	5	2
Tongan	1.2	1	0	1	0	1	1	0	0	0	1	1
Niuean	0.5	0	0	0	0	1	0	0	0	0	1	0
Chinese	4.6	1 ▼	2	1	0	0	2	1	0	0	0	2
Indian	5.7	1 ▼	0	1	0	1	0	1	7	3	0	1
Other	17.1	14 ▼	9	8 ▼	13	14	18	13	21	25	15	17
Base: Total Sample (n=)		1,679	89	378	112	191	283	69	14#	40	97	466

** Usually resident population aged 15 years+, 2018 Census, Statistics New Zealand.*

 # Small sample size

▼/▲ Denotes significant difference relative to the New Zealand population (expressed at a 95% confidence level) for Total Sample or relative to the Total Sample (All) for individual role types

COUNTRY OF BIRTH

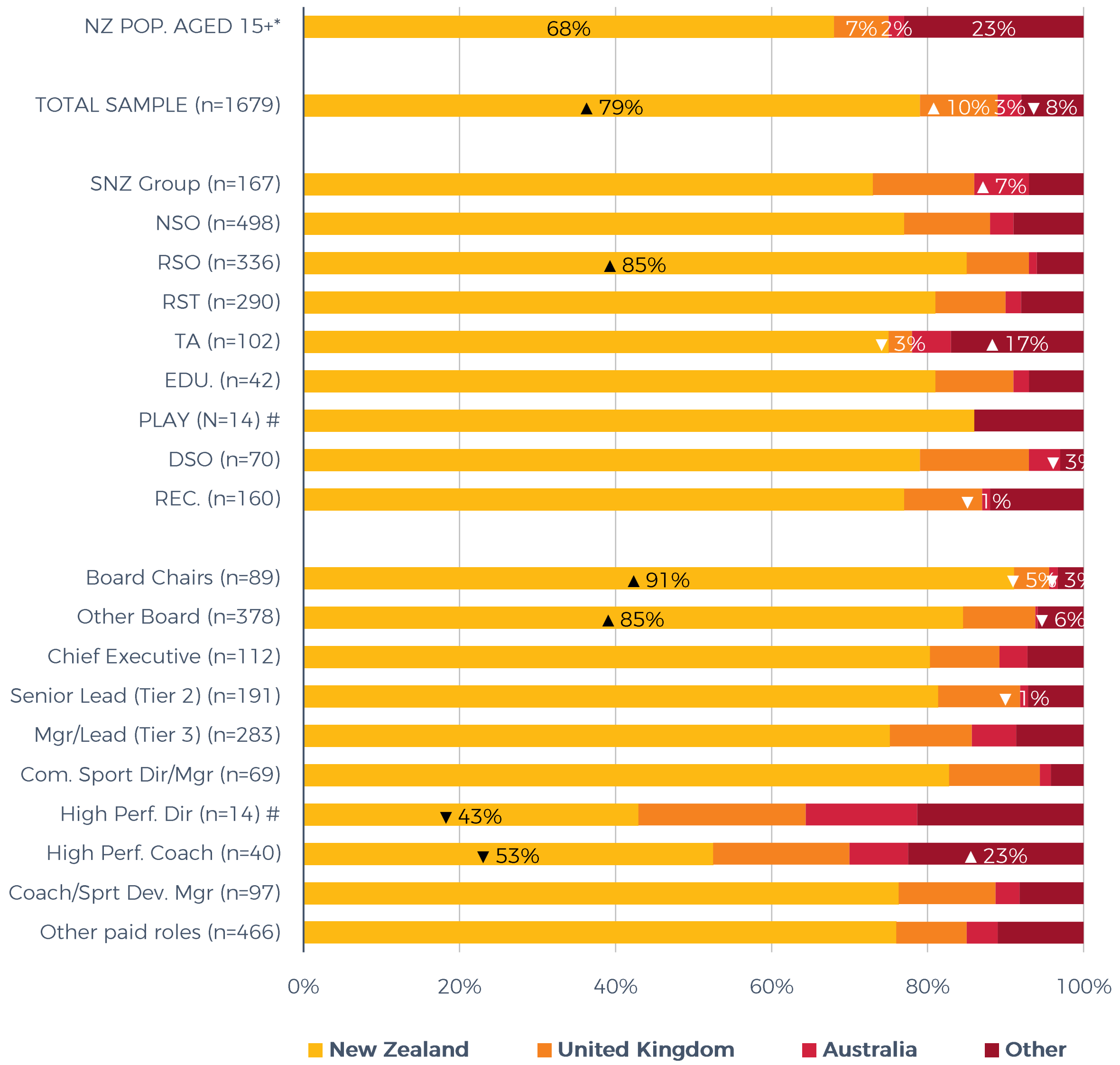
The sector's workforce skews to people born in New Zealand

Almost 80 percent of the sector's workforce were born in New Zealand whereas 68 percent of the total New Zealand population aged 15 years or more were born in New Zealand.

The sector's workforce also includes relatively high proportions of people who were born in the United Kingdom or Australia. People originating from other countries which commonly contribute to inbound migration (notably parts of Asia and the Pacific Islands) are under-represented, and this is especially so in governance roles.

Figure 4: Diversity in Country of Birth

Which country were you born in?



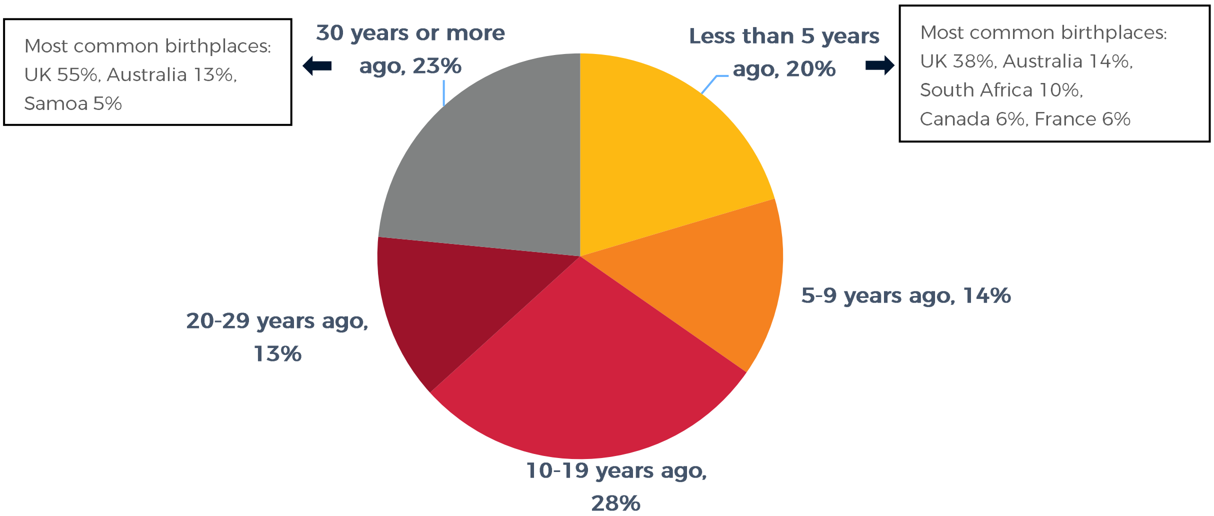
** Usually resident population aged 15 years+, 2018 Census, Statistics New Zealand. 'Other' includes countries in Asia (12%), Pacific Islands (4%) and Middle East and Africa (3%).*
 # Small sample size
▼/▲ Denotes significant difference relative to the New Zealand population (expressed at a 95% confidence level) for Total Sample or relative to the Total Sample for individual organisation and role types

Years living in New Zealand if born overseas

Of the 21 percent of the sector's workforce born overseas, just 20 percent of this group are recent migrants (arrived to live in New Zealand less than five years ago). Almost two-thirds of this group arrived in New Zealand to live more than ten years ago. StatsNZ 2018 census information[5] suggests the profile of the sector's workforce born overseas is similar to that for New Zealand as a whole (25 percent of those born overseas arrived to live in New Zealand less than five years ago), although it skews towards those who arrived in New Zealand longer ago.

Figure 5: Years Living in New Zealand if born overseas (21 percent of the sector's workforce)

When did you first arrive to live in New Zealand?



[5] https://www.stats.govt.nz/information-releases/2018-census-totals-by-topic-national-highlights-updated

LANGUAGE

Te Reo capability is significantly higher than average amongst the Regional Sports Trusts workforce, and amongst those *not* in governance or leadership roles

Four percent of the sector's workforce can hold a conversation about a lot of everyday things in Te Reo Māori (4 percent Census 2018[6]), and fewer than one percent in New Zealand Sign Language (0.5 percent Census 2018). Te Reo capability is significantly higher than average amongst the Regional Sports Trusts workforce and amongst paid employees in non-leadership roles.

Table 4: Language Diversity by Organisation Type

In which language/s could you have a conversation about a lot of everyday things?

	ALL	SNZ Group	NSO	RSO	RST	TA	EDU.	PLAY	DSO	REC.
	%	%	%	%	%	%	%	%	%	%
English	100	100	100	100	100	99	100	100	100	99
Māori	4	5	4	2	10 ▲	4	2	21	0	3
New Zealand Sign Language	<1	1	0	0	1	1	0	0	0	1
Other	8	10	8	3	9	14	7	7	7	8
Base: Total Sample (n=)	**1,679**	**167**	**498**	**336**	**290**	**102**	**42**	**14#**	**70**	**160**

 # Small sample size
▼/▲ Denotes significant difference relative to the Total Sample (All) (expressed at a 95% confidence level)

'Other' languages are spoken by eight percent of the sector's workforce and include French (two percent), Spanish, German, Afrikaans, Dutch and Japanese (one percent each). Mandarin and Cantonese are spoken by less than one percent of the sector's workforce while being spoken by two percent and one percent respectively of the New Zealand population (based on Stats NZ 2018 census data).

[6] https://www.stats.govt.nz/information-releases/2018-census-totals-by-topic-national-highlights-updated

Table 5: Language Diversity by Role Type

In which language/s could you have a conversation about a lot of everyday things?

	ALL	Board Chairs	Other Board	Chief Executive	Senior Lead (Tier 2)	Mgr/Lead (Tier 3)	Com. Sport Dir/Mgr	High Perf. Dir	High Perf. Coach	Coach/Sprt Dev. Mgr	Other Paid Employees
	%	%	%	%	%	%	%	%	%	%	%
English	100	100	100	100	100	100	100	100	100	100	100
Māori	4	4	4	3	4	4	3	7	5	4	7 ▲
New Zealand Sign Language	<1	0	1	0	0	0	0	0	0	0	1
Other	8	10	4	4	9	8	3	29	8	5	10
Base: Total Sample (n=)	1,679	89	378	112	191	283	69	14#	40	97	466

 # Small sample size

▼/▲ Denotes significant difference relative to the Total Sample (All) (expressed at a 95% confidence level)

IWI

Iwi affiliations of the sector's workforce match population proportions

Of the n=229 Māori respondents, n=220 (or 96 percent) provided details of their Iwi. The most common affiliations were Ngāpuhi (26 percent), Ngāti Porou (11 percent), Tainui – iwi not named (seven percent), Ngāi Tahu (six percent) and Ngāti Kahungunu – region not known (five percent).

The four most common iwi affiliations within the sector's workforce match the four largest iwi by population[7]. The Ngāpuhi population is approximately 126,000 and based in Northland, the Ngāti Porou population is approximately 71,000 and based in Gisborne and East Cape, the Ngāti Kahungunu population is approximately 62,000 and based on the east coast of the North Island, and the Ngai Tahu population is approximately 55,000 and based in the South Island.

Table 6: Iwi Affiliation

Please enter the name(s) and region(s) of your Iwi (tribe or tribes).

Count of all Iwi listed	(n=)	%
Ngāpuhi	57	26%
Ngāti Porou	24	11%
Tainui, iwi not named	16	7%
Ngāi Tahu	14	6%
Ngāti Kahungunu, region not known	11	5%
Ngāti Tūwharetoa (ki Taupō)	10	4%
Te Arawa, iwi not named	10	4%
Te Rarawa	9	4%
Ngāti Maniapoto	9	4%
Tūhoe	9	4%
Whānau-ā-Apanui	9	4%
Te Atiawa (Taranaki)	9	4%
Ngāti Kurī	7	3%
Ngāi Te Rangi	7	3%
Ngāti Whatua (not Ōrākei or Kaipara)	6	3%
Waikato	6	3%
Ngāti Whakaue (Te Arawa)	6	3%
Ngāti Ranginui	6	3%
Whakatōhea	6	3%
Ngāti Kahungunu ki Wairarapa	6	3%
Te Ati Hau Nui-A-Pāpārangi	6	3%
Te Aupōuri	5	2%
Ngāti Kahu	5	2%
Ngāti Awa	5	2%

[7] https://en.wikipedia.org/wiki/Iwi; 2013 information

Ngāti Kahungunu ki Te Wairoa	5	2%
Ngāti Ruanui	5	2%
Ngāti Wai	4	2%
Raukawa (Waikato)	4	2%
Rongomaiwahine (Te Māhia)	4	2%
Ngāti Mutunga (Taranaki)	4	2%
Ngā Ruahine	4	2%
Taranaki	4	2%
Ngāti Raukawa (Horowhenua/Manawatū)	4	2%
Ngāti Raukawa, region not known	4	2%
Ngāti Tūwharetoa, region not known	4	2%
Ngāti Whātua o Kaipara	3	1%
Ngāti Pikiao (Te Arawa)	3	1%
Ngāi Tāmanuhiri	3	1%
Ngāti Rangi (Ruapehu, Whanganui)	3	1%
Ngāti Kauwhata	3	1%
Te Atiawa (Te Waipounamu/South Island)	3	1%
Ngāti Apa, region not known	3	1%
Other (Iwi with fewer than three respondents)	32	14%
Other (response unidentifiable)	10	4%
Not specified (no Iwi provided)	9	4%
Base: Those who identify as Māori (n=)	**229**	

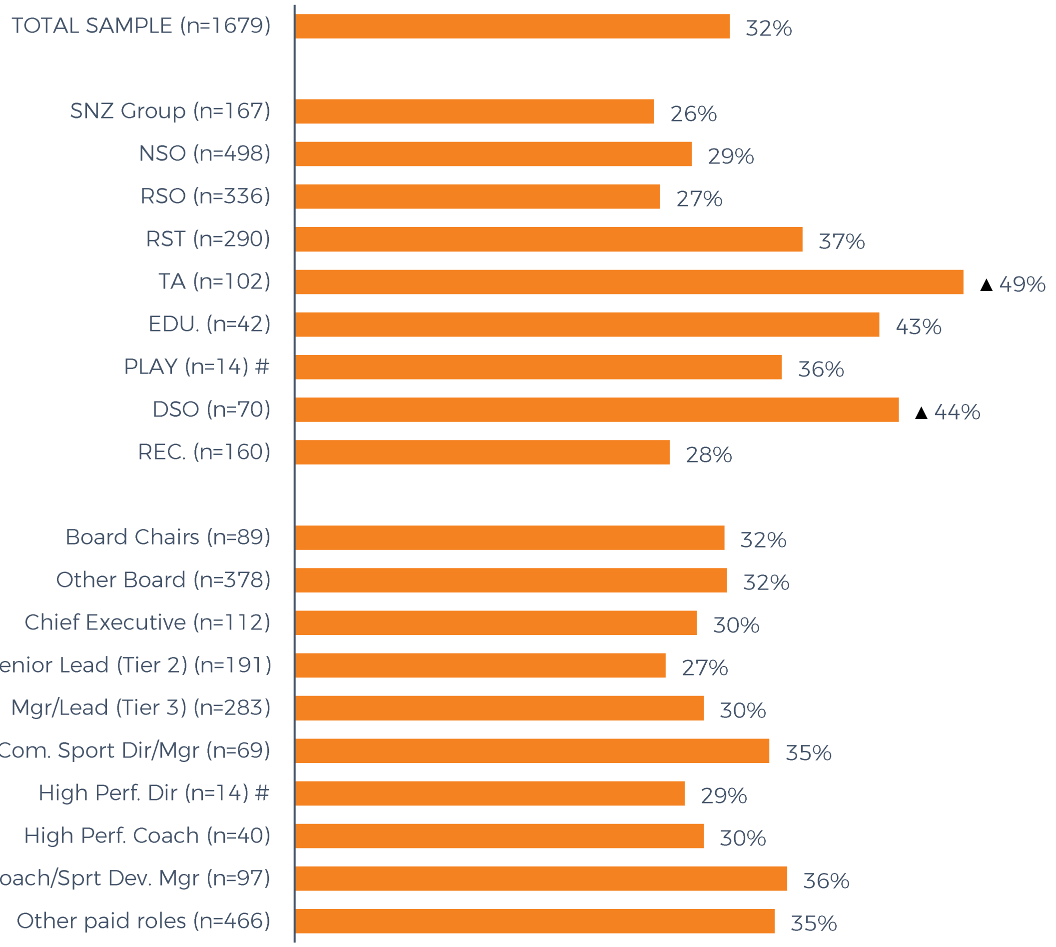
DISABILITY

One third of the sector's workforce is disabled and fifteen percent are dealing with an ongoing illness or impairment

Using the Washington Group's identifiers of disability prevalence[8] and assessing prevalence at threshold one (in which people are included if at least one domain/question is coded 'some difficulty', 'a lot of difficulty' or 'cannot do at all'), almost one-third of the sector's workforce has a disability. The prevalence of disability in the sector's workforce is also in line with the population prevalence of 33 percent measured in Sport New Zealand's Active NZ Survey 2019.

The prevalence of disability is higher amongst the sector's Territorial Authority and Disability Sport Organisation workforces. There is no significant difference in incidence by role type.

Figure 6: Incidence of Disability by Organisation and Role Type[9]



 # Small sample size

▼/▲ Denotes significant difference relative to the Total Sample (expressed at a 95% confidence level)

[8] See: https://www.washingtongroup-disability.com/

[9] Question wording: This question is about difficulties you may have doing certain activities. Do you have difficulty…? Answer options: Seeing, even if wearing glasses, Hearing, even if using a hearing aid, Walking or climbing steps, Remembering or concentrating, Washing all over or dressing, Communicating using your usual language (e.g. understanding or being understood by others).

Ongoing illness or impairment

Fifteen percent of the sector's workforce is dealing with an ongoing illness or impairment, most commonly a physical or mental illness or impairment.

Use of a mobility device is most common amongst the Disability Sport Organisations workforce. Incidence of ongoing mental illness or impairment is higher than average amongst the Recreation Organisation workforce, and amongst employees in non-leadership roles.

Table 7: Ongoing Illness or Impairment by Organisation Type

Which, if any, of the following apply to you?

	ALL	SNZ Group	NSO	RSO	RST	TA	EDU.	PLAY	DSO	REC.
	%	%	%	%	%	%	%	%	%	%
Use a mobility device (e.g. wheelchair, walking frame)	1	0 ▼	1	0 ▼	0	0 ▼	0 ▼	0 ▼	19 ▲	0 ▼
Dealing with an ongoing physical illness or impairment	9	8	7	7	10	15	10	14	17	12
Dealing with an ongoing mental illness or impairment	5	10	3 ▼	2 ▼	6	10	10	14	3	11 ▲
Dealing with an ongoing intellectual illness or impairment	1	0 ▼	0	0	1	0 ▼	0 ▼	0 ▼	1	3
None of the above	85	83	90 ▲	91 ▲	83	77	83	71	70 ▼	78 ▼
Base: Total Sample (n=)	**1,679**	**167**	**498**	**336**	**290**	**102**	**42**	**14#**	**70**	**160**

 # Small sample size
▼/▲ Denotes significant difference relative to the Total Sample (All) (expressed at a 95% confidence level)

Table 8: Ongoing Illness or Impairment by Role Type

	ALL	Board Chairs	Other Board	Chief Executive	Senior Lead (Tier 2)	Mgr/Lead (Tier 3)	Com. Sport Dir/Mgr	High Perf. Dir	High Perf. Coach	Coach/Sprt Dev. Mgr	Other Paid Employees
	%	%	%	%	%	%	%	%	%	%	%
Use a mobility device (e.g. wheelchair, walking frame)	1	4	2	1	0	0	0	0	0	2	0
Dealing with an ongoing physical illness or impairment	9	10	11	9	6	10	7	7	8	7	9
Dealing with an ongoing mental illness or impairment	5	4	3	1 ▼	3	5	1 ▼	0	0	1 ▼	11 ▲
Dealing with an ongoing intellectual illness or impairment	1	0	0	0	1	0	0	0	0	3	1
None of the above	85	84	84	90	91 ▲	85	91	93	93 ▲	89	81 ▼
Base: Total Sample (n=)	**1,679**	**89**	**378**	**112**	**191**	**283**	**69**	**14#**	**40**	**97**	**466**

 # Small sample size

▼/▲ Denotes significant difference relative to the Total Sample (ALL) (expressed at a 95% confidence level)

Ongoing illness or impairment – Extent to which Activity is Impeded

Of the fifteen percent of the sector's workforce dealing with an ongoing illness or impairment, 83 percent of this group (or n=209 respondents) indicate that their ability to take part in certain activities is impeded 'sometimes' or 'all the time'. This equates to 12 percent of the total survey sample at least sometimes being impeded in their ability to take part in certain activities due to an ongoing illness or impairment.

Table 9: Ongoing Illness or Impairment – Extent to which Activity Impeded

To what extent does this impede your ability to take part in certain activities?

Extent to which activity is Impeded	Use of a mobility device	An ongoing physical illness or impairment	An ongoing mental illness or impairment	An ongoing intellectual illness or impairment
	%	%	%	%
All the time	65	15	4	9
Sometimes	35	73	68	55
Not at all	0	12	28	36
Base: (n=)	**17#**	**156**	**90**	**11#**

 # Small sample size

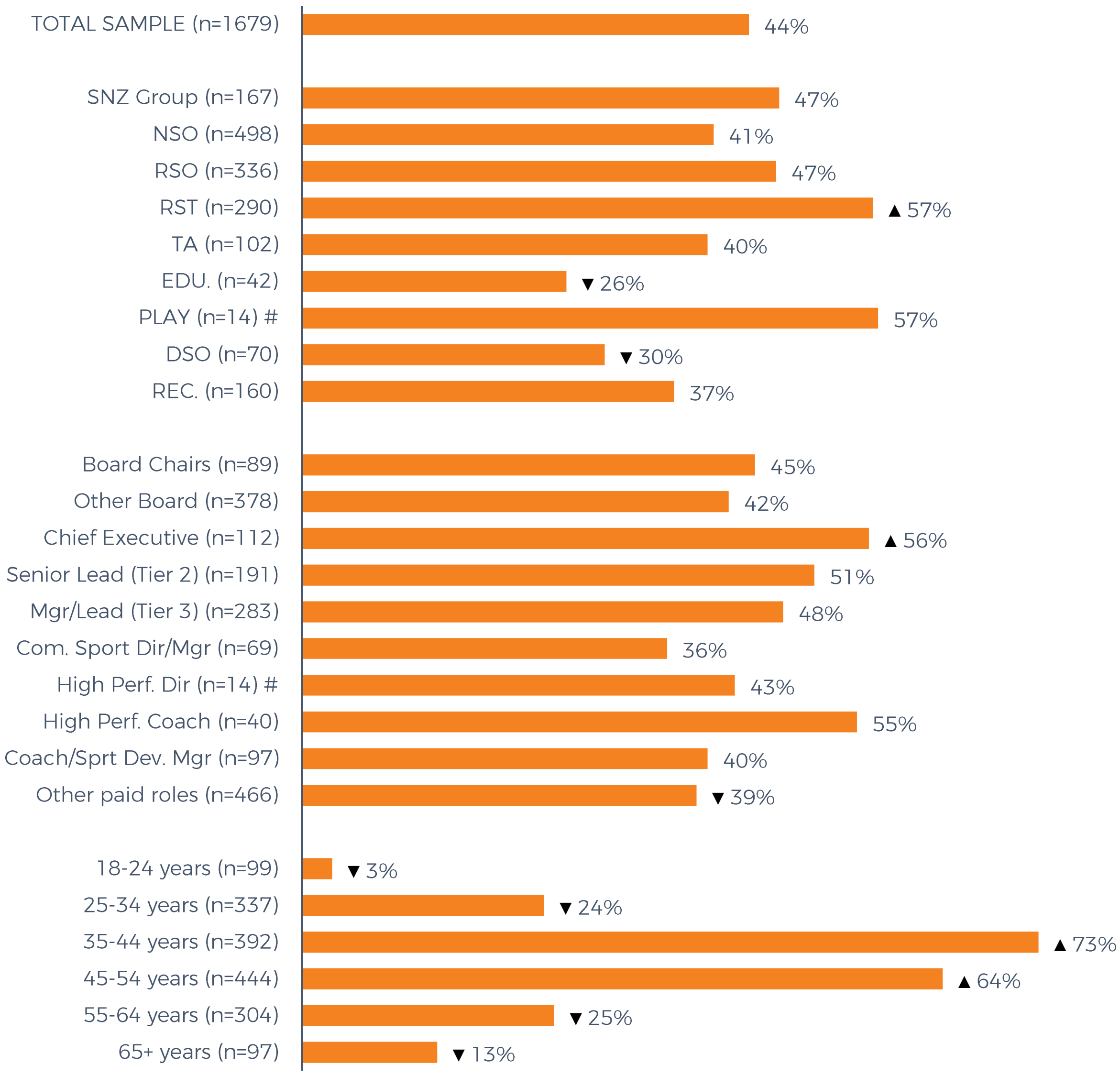
CARE RESPONSIBILITIES

Almost half of the sector's workforce are active caregivers – this spikes at 73 percent for those aged 35-44 years

44 percent of the sector's workforce are active caregivers. Active caregivers are defined as people who regularly look after children or other dependants (such as older people, sick people and disabled people).

There is no significant difference in incidence by gender, but large variances by age. Of those aged 35-44 years almost three quarters are active caregivers. The incidence of active caregivers is higher than average in the Regional Sports Trust workforce (where 63 percent are female and 36 percent are male), and amongst Chief Executives (where 33 percent are female and 67 percent are male).

Figure 7: Incidence of Active Caregivers by Organisation/Role Type and Age



 # Small sample size
▼/▲ Denotes significant difference relative to the Total Sample (expressed at a 95% confidence level)

EQUITY

This section considers remuneration and non-financial benefits across key dimensions of diversity, and equality of opportunity as it relates to entry to the sector (first governance/paid role) and how an individual obtained this role.

REMUNERATION

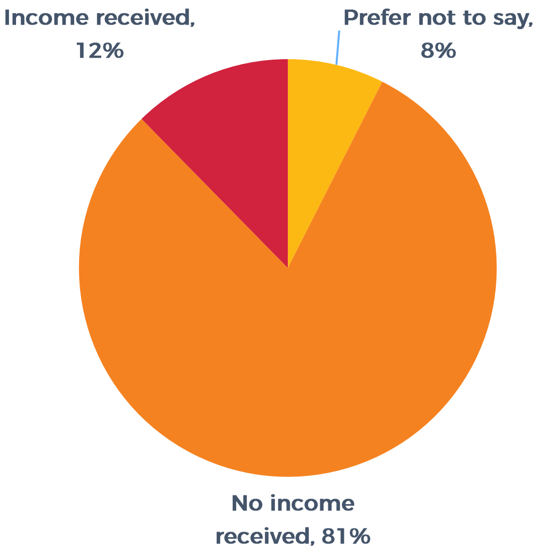
Just one in ten are paid for governance roles and the median annual income is $10,000

Governance

The survey data shows that most people in governance roles perform these roles on a voluntary basis (i.e. with no financial remuneration involved).

Figure 8: Financial Remuneration (Governance)

What is the annual income you receive (before tax) from your current role?



Given the extent of volunteer board activity, sample sizes are not sufficient to examine pay equity across the dimensions of diversity.

The median annual income for paid employees is $65,000. There is a 29 percent differential between leadership roles and other paid roles.

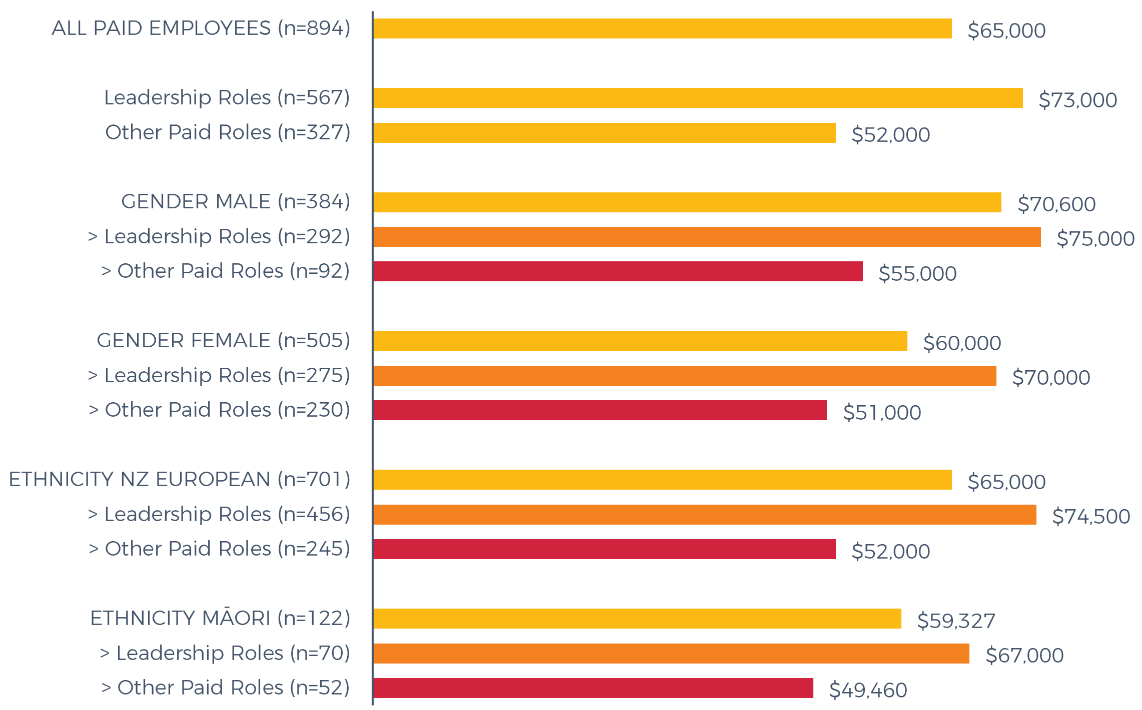
Paid employees

Of the sample of n=1,212 **paid employees**, n=318 (or 26 percent) declined to provide details of income. This includes n=179 of those in leadership roles (24 percent) and n=139 of those in other paid roles (30 percent).

Excluding those for whom no data has been provided, Figure 9 considers median income by two major dimensions of diversity: gender and ethnicity (focussing only on groups with sufficient sample for analysis).

This highlights a 15 percent differential in median income between males and females and a nine percent differential in median income between NZ European and Māori. Considered by leadership roles only, the gender differential sits at seven percent and the differential between NZ European and Māori at ten percent.

Figure 9: Median Income by Dimensions of Diversity (Paid Employment)



To account for varying hours of work, Figure 10 presents income data expressed as a median hourly rate. This shows **parity of pay** by gender, both in relation to leadership roles and other paid employment (the overall difference in hourly rates resulting from the ratios of males and females in leadership roles and other paid employment).

A 12 percent differential in median hourly rate is apparent between NZ European and Māori (extending to 16 percent when considering leadership roles only).

Figure 10: Median Hourly Rate by Dimensions of Diversity (Paid Employment)

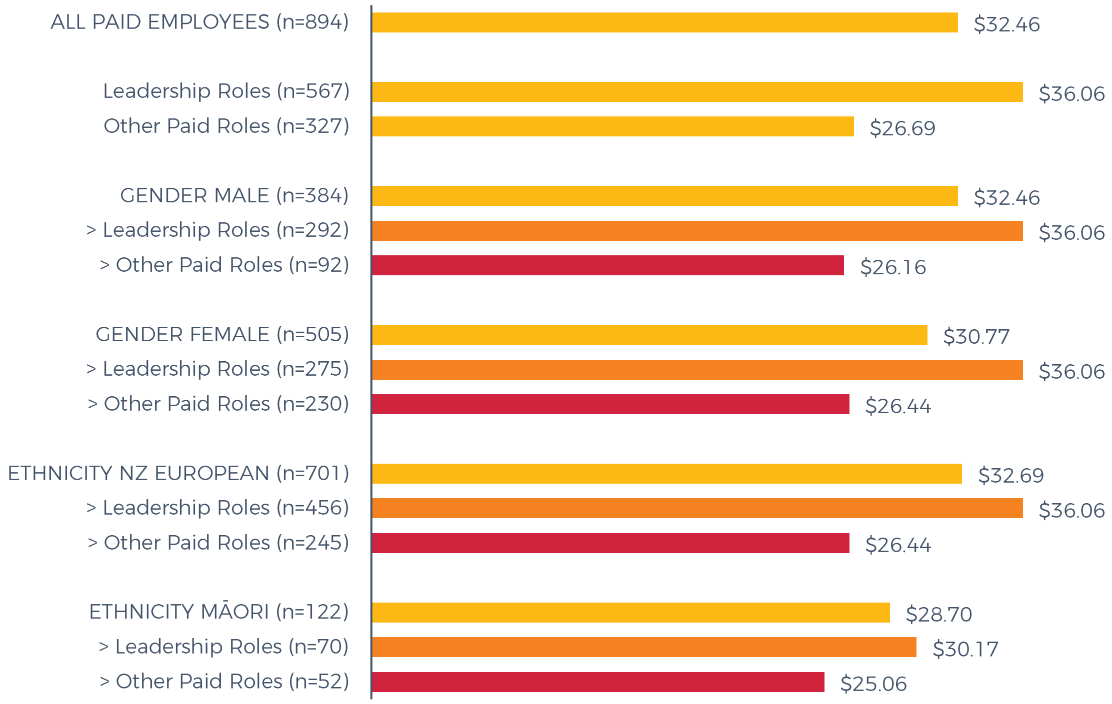
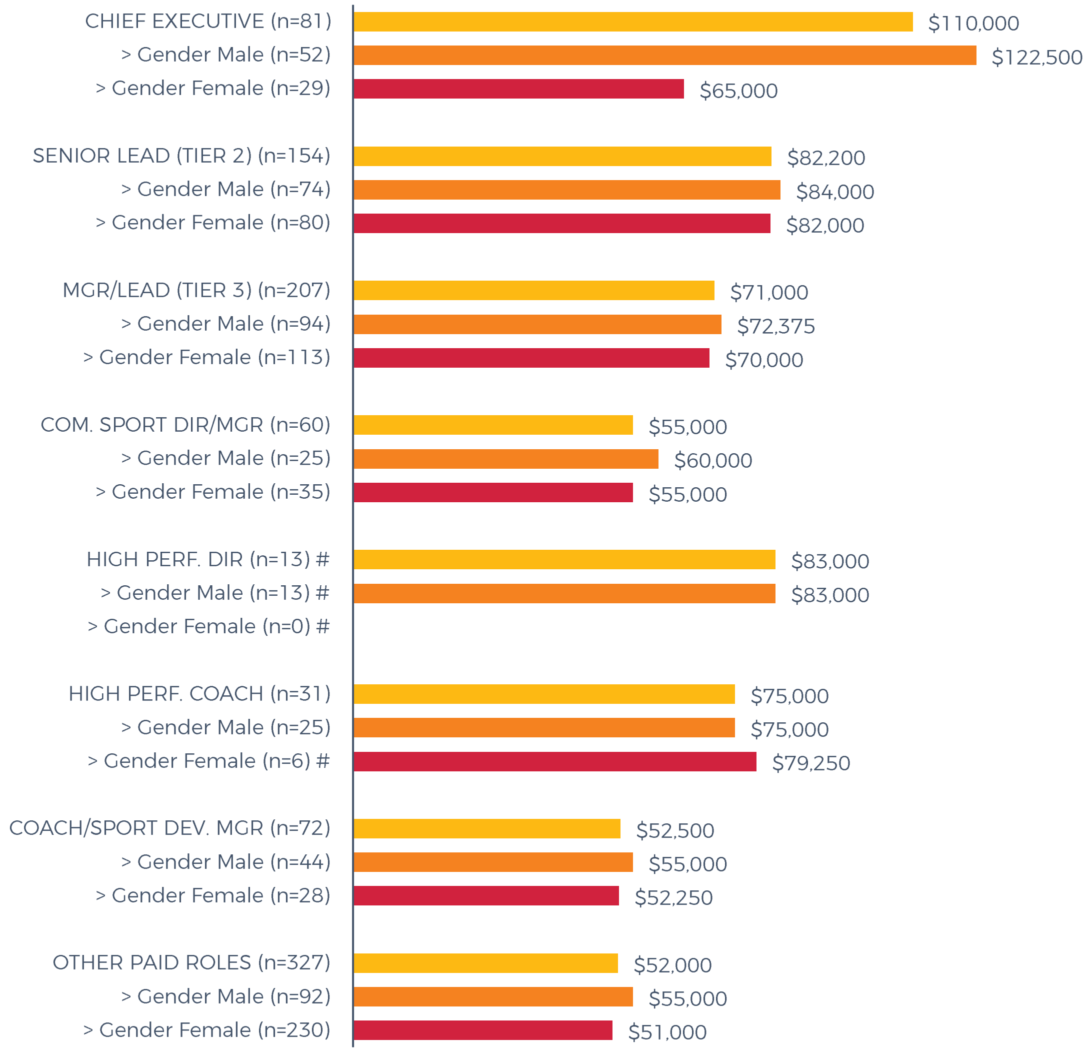


Figure 11 considers median income by gender within role type. This highlights a 47 percent differential in median income between male and female Chief Executives and an eight percent differential in median income between male and female Community Sport Directors/Managers.

For six of the eight role types median income is higher for males than females.

Figure 11: Median Income by Gender within Role Type (Paid Employment)

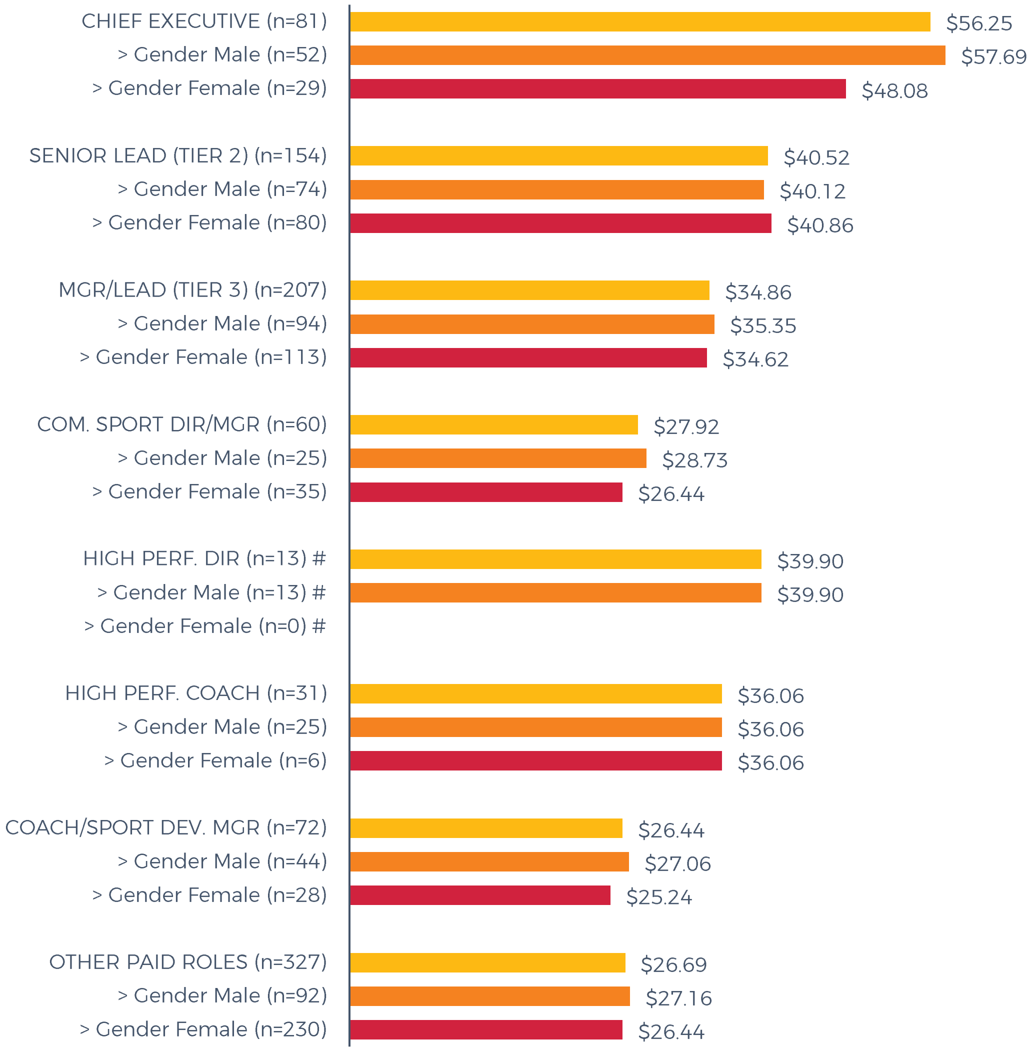


 # Small sample size

To account for varying hours of work, Figure 12 presents income data expressed as a median hourly rate. This shows that even after taking this into account differences in income by gender persist. Chief Executives experience the biggest differential at 17 percent, and for Community Sport Directors/Managers the differential is eight percent.

For five of the eight role types median hourly rate is higher for males than females. The impact of these differences is exacerbated by the lower proportion of females than males in four of the seven leadership role types (see Gender section).

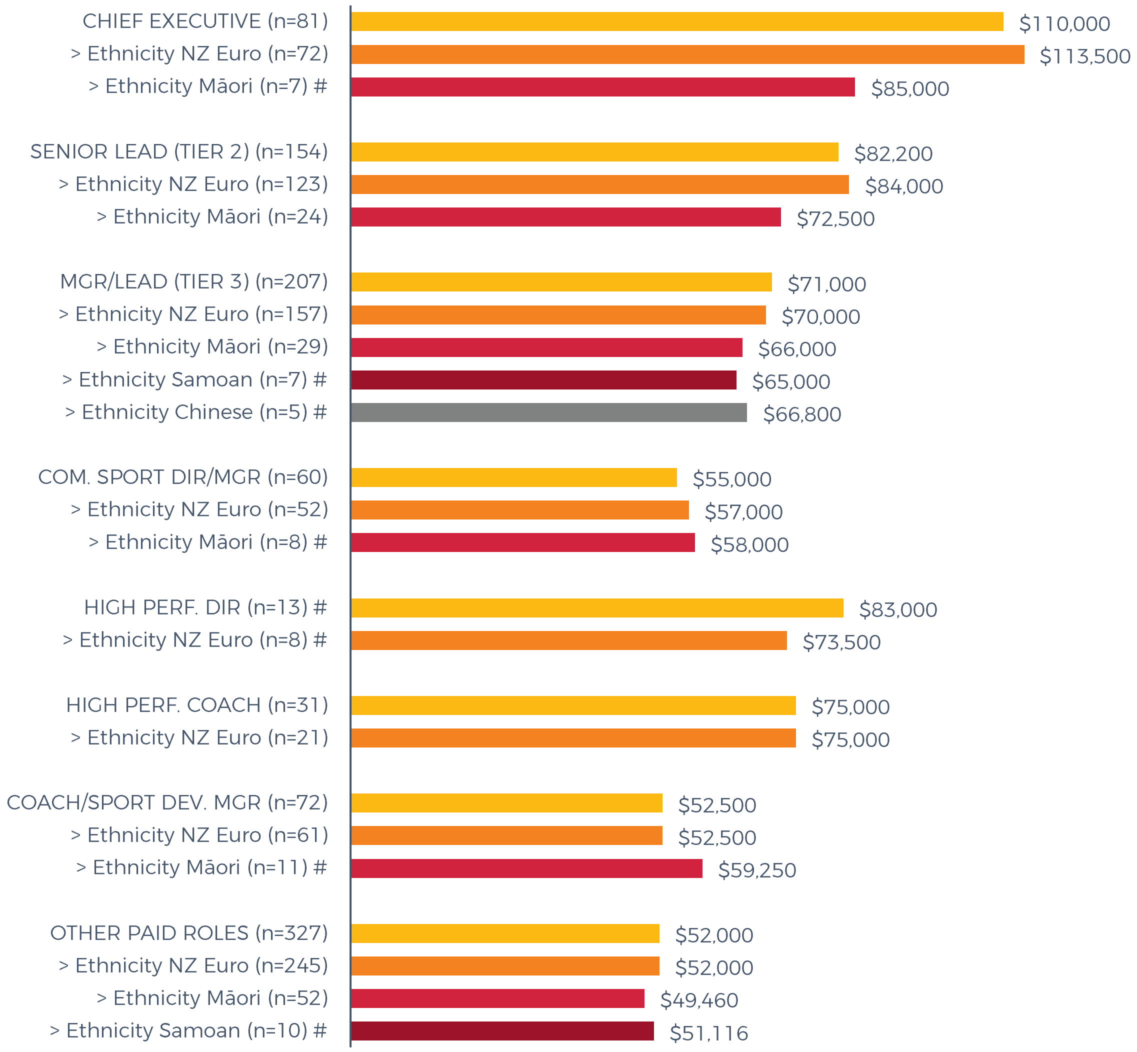
Figure 12: Median Hourly Rate by Gender within Role Type (Paid Employment)



 # Small sample size

Figure 13 considers median income by ethnicity within role type. This highlights a 25 percent differential in median income between NZ European and Māori Chief Executives (however note small sample size) and a 14 percent differential at Senior Leadership (Tier 2) level.

Figure 13: Median Income by Ethnicity within Role Type (Paid Employment)

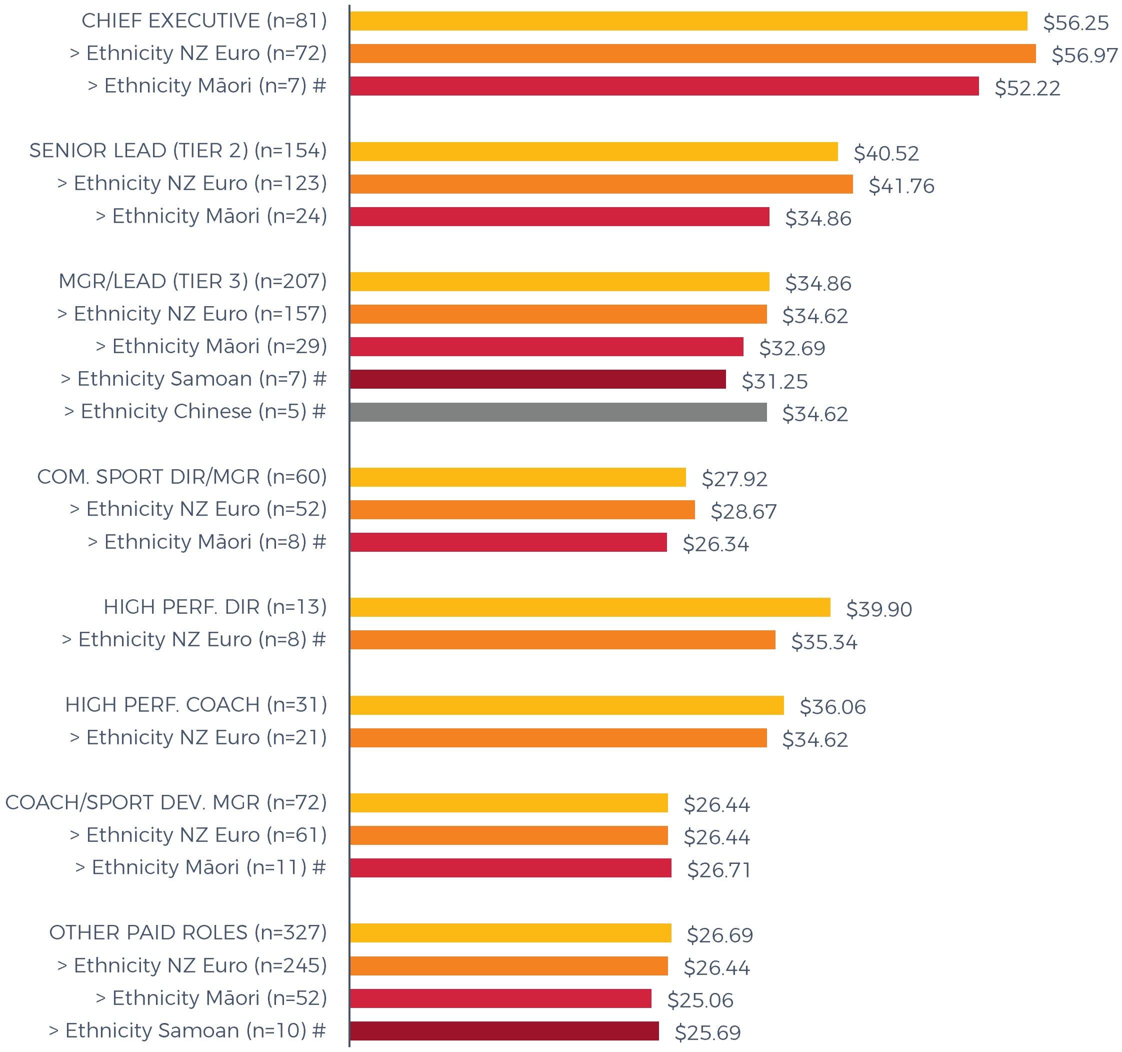


 # Small sample size
Sample included only when n=5 or more

To account for varying hours of work, Figure 14 presents income data expressed as a median hourly rate. This shows that even after taking this into account differences in income by ethnicity persist.

At Senior Leadership (Tier 2) level and Manager/Lead (Tier 3) level, there is a 17 percent and six percent differential respectively between NZ European and Māori.

Figure 14: Median Hourly Rate by Ethnicity within Role Type (Paid Employment)



 # Small sample size
Sample included only when n=5 or more

NON-FINANCIAL BENEFITS

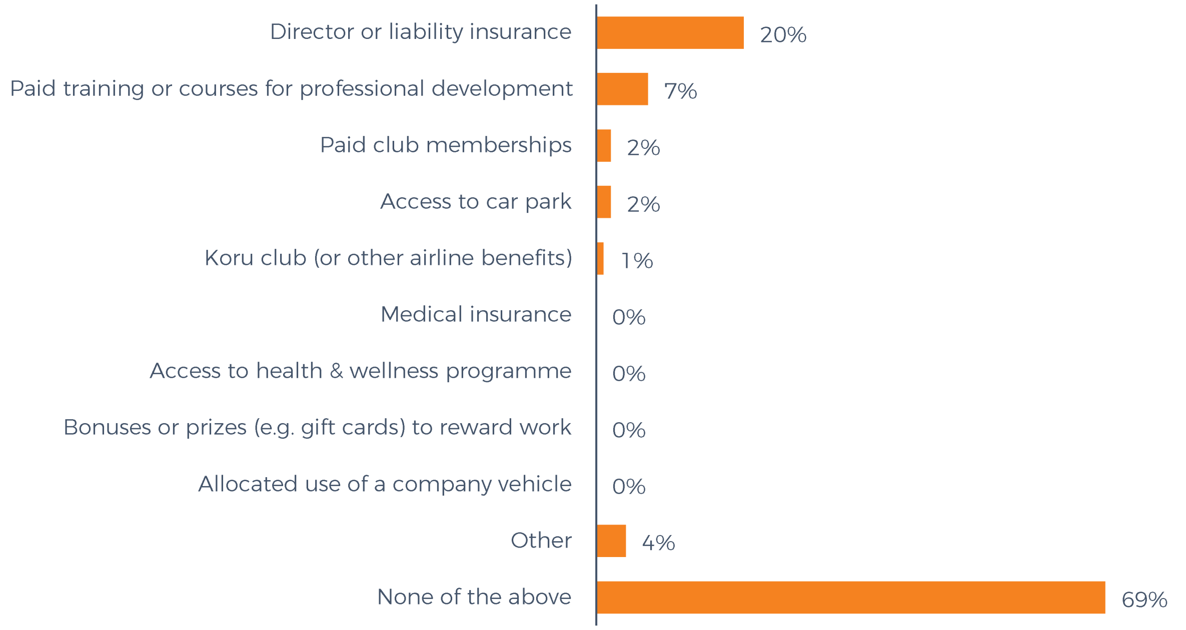
Most board members in the sector do not receive any non-financial benefits

Governance

The majority of the sector's governance workforce do not receive any non-financial benefits (and few receive financial benefits either, as noted earlier). Furthermore, just one in five is supported with directors' or liability insurance.

Figure 15: Non-Financial Benefits (Governance)

Which, if any of the following benefits do you receive in addition to any Directors' fees?



Multiple Response. Base: Governance (n=467)

'Other' benefits include tickets to sporting events, reimbursement of expenses (e.g. mileage and parking), travel, and food at meetings.

Board members of National Sports Organisations are more likely to receive support in the form of directors' or liability insurance' (31 percent), while their equivalents in Regional Sports Organisations are less likely to do so (nine percent).

Nine in ten paid employees receive non-financial benefits in addition to their salary or wages

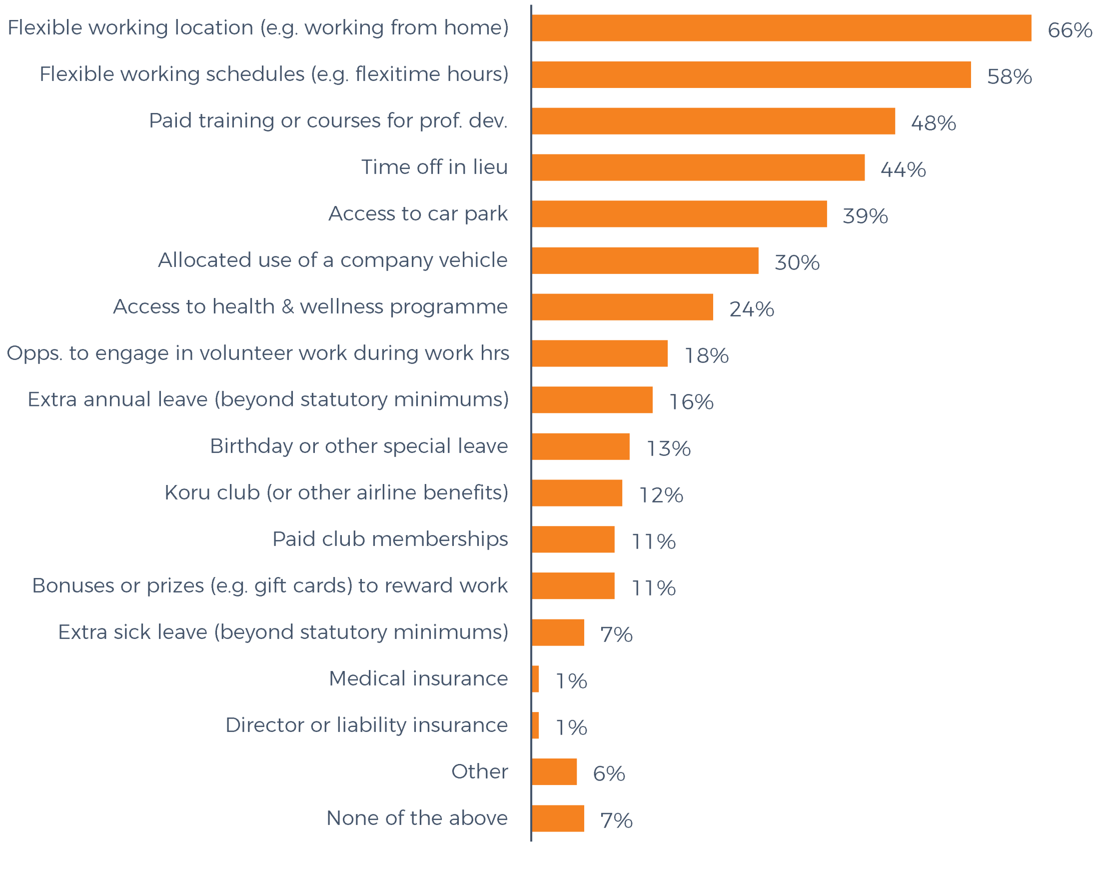
Paid Employees

Almost all (93 percent) of **paid employees** receive non-financial benefits in addition to their salary or wages. The most common non-financial benefits are a 'flexible working location' and 'flexible working schedule', with one in two also receiving paid training or courses for professional development.

In Sport NZ's 2017 Workforce Planning Survey, 34 percent of respondents indicated that they were attracted to their current role by flexible working arrangements. While the survey question wording differs, it appears that the prominence of flexible working as a benefit has increased since then – perhaps particularly driven by the impacts of the COVID-19 pandemic.

Figure 16: Non-Financial Benefits (Paid Employees)

And which, if any, of the following benefits do you receive in addition to salary or wages?



Multiple Response. Base: Paid Employees (n=1,212)

'Other' benefits encompass gym memberships (including access to recreation facilities), work mobile phones and computers, additional leave, reimbursement of expenses (e.g. mileage, parking), allowances for medical examinations (e.g. eye tests), insurance cover and event tickets.

Considered by the dimensions of diversity, there are differences apparent in the benefits paid employees receive in addition to salary and wages. These include:

- Males are more likely to receive allocated use of a company vehicle and Koru Club (or other airline benefits) than females (37 percent to 24 percent and 18 percent to eight percent, respectively);
- Younger employees (those aged 18-24 years) are less likely than the total sample to receive the benefits of a flexible working location (50 percent), allocated use of a company vehicle (19 percent) and Koru Club (or other airline benefits)' (three percent). In contrast, those aged between 35 and 54 years are more likely to receive the benefits of a flexible working location;
- Māori are more likely to receive the benefits of allocated use of a company vehicle (38 percent) and access to health & wellness programmes (36 percent), but are less likely to receive 'Koru Club (or other airline benefits)' (seven percent); and
- Active caregivers are more likely to receive the benefit of a flexible working location (72 percent).

Table 10 following highlights significance differences in the non-financial benefits offered by different organisation types. For example, employees of National Sports Organisations are more likely to receive time off in lieu while employees of Regional Sports Organisations are more likely to benefit from access to car parking or allocated use of a company vehicle.

Table 11 shows significant differences in the non-financial benefits offered to employees by role type. Differences include Chief Executives being more likely to receive extra annual leave and those in Tier 2 and Tier 3 leadership roles being most likely to benefit from flexible working schedules.

Table 10: Non-Financial Benefits by Organisation Type

Benefits received in addition to salary or wages	Paid Employees	SNZ Group	NSO	RSO	RST	TA	EDU.	PLAY	DSO	REC.
	%	%	%	%	%	%	%	%	%	%
Flexible working location	66	76 ▲	69	67	75 ▲	30 ▼	50 ▼	60	69	60
Flexible working schedules	58	50	56	62	74 ▲	31 ▼	55	50	69	64
Paid training or courses for professional development	48	58 ▲	30 ▼	26 ▼	72 ▲	67 ▲	70 ▲	30	31	49
Time off in lieu	44	16 ▼	62 ▲	39	43	37	40	10	62 ▲	46
Access to car park	39	37	38	47	49 ▲	34	5 ▼	10 ▼	48	25 ▼
Allocated use of a company vehicle	30	6 ▲	30	49 ▲	46 ▲	7 ▲	5 ▲	10	48	23
Access to health & wellness programme	24	47 ▲	12 ▼	8 ▼	41 ▲	36 ▲	35	0	0	15 ▼
Opportunities to engage in volunteer work during work hours	18	8 ▼	11 ▼	17	33 ▲	20	20	10	14	20
Extra annual leave (beyond statutory minimums)	16	14	13	6 ▼	21	20	38 ▲	10	24	18
Birthday or other special leave	13	2 ▼	8 ▼	3 ▼	37 ▲	10	0	0	10	17
Koru club (or other airline benefits)	12	10	31	4 ▼	3 ▼	1 ▼	0	30	7	8
Paid club memberships	11	5 ▼	4 ▼	6 ▼	23 ▲	22 ▲	25 ▲	0	3	8
Bonuses or prizes (e.g. gift cards) to reward work	11	1 ▼	12	12	18 ▲	8	8	0	3	12
Extra sick leave (beyond statutory minimums)	7	12	2	4	5	13	43 ▲	0	0	3
Medical insurance	1	4	2	1	0	0	3	0	3	0
Director or liability insurance	1	1	2	0	0	1	3	10	3	3
Other	6	7	7	7	7	3	10	0	3	4
None of the above	7	6	7	8	2	13	10	30	3	8
Base: Paid Employees (n=)	1,212	161	337	178	238	100	40	10#	29#	119

 # Small sample size

▼/▲ Denotes significant difference relative to the Total Sample (Paid Employees) (expressed at a 95% confidence level)

Table 11: Non-Financial Benefits by Role Type

Benefits received in addition to salary or wages	Paid Employees	Chief Executive	Senior Lead (Tier 2)	Mgr/Lead (Tier 3)	Com. Sport Dir/Mgr	High Perf. Dir	High Perf. Coach	Coach/Sprt Dev. Mgr	Other Paid Employees
	%								%
Flexible working location	66	71	77 ▲	71	78 ▲	57	55	67	57 ▼
Flexible working schedules	58	59	71 ▲	65 ▲	67	64	60	58	50 ▼
Paid training or courses for professional development	48	33 ▼	44	51	54	29	35	46	51
Time off in lieu	44	39	60 ▲	48	48	43	40	52	35 ▼
Access to car park	39	43	51 ▲	37	33	50	35	34	35
Allocated use of a company vehicle	30	53 ▲	42 ▲	30	42 ▲	79 ▲	38	46 ▲	15 ▼
Access to health & wellness programme	24	13 ▼	18 ▼	30 ▲	13 ▼	7 ▼	10 ▼	15 ▼	29 ▲
Opportunities to engage in volunteer work during work hours	18	21	19	15	19	14	13	16	17
Extra annual leave (beyond statutory minimums)	16	29 ▲	21	19	14	21	3 ▼	12	10 ▼
Birthday or other special leave	13	13	13	12	16	7	8	15	13
Koru club (or other airline benefits)	12	26 ▲	20 ▲	14	12	36	30 ▲	10	4 ▼
Paid club memberships	11	16	22 ▲	10	7	29	10	8	12
Bonuses or prizes (e.g. gift cards) to reward work	11	11	9	11	7	7	0	10	7
Extra sick leave (beyond statutory minimums)	7	4	8	10	7	7	0	1	6
Medical insurance	1	0	2	1	1	0	3	2	9 ▲
Director or liability insurance	1	7 ▲	3	0	1	0	0	0	5
Other	6	4	10	6	13	0	3	10	1 ▼
None of the above	7	7	4	3	3	7	5	9	0
Base: Paid Employees (n=)	1,212	112	191	283	69	**14#**	40	97	466

 # Small sample size
▼/▲ Denotes significant difference relative to the Total Sample (Paid Employees) (expressed at a 95% confidence level)

GETTING STARTED IN THE SECTOR

Almost one quarter of the sector's workforce got their first paid role or first governance role in the sector without going through a formal application process

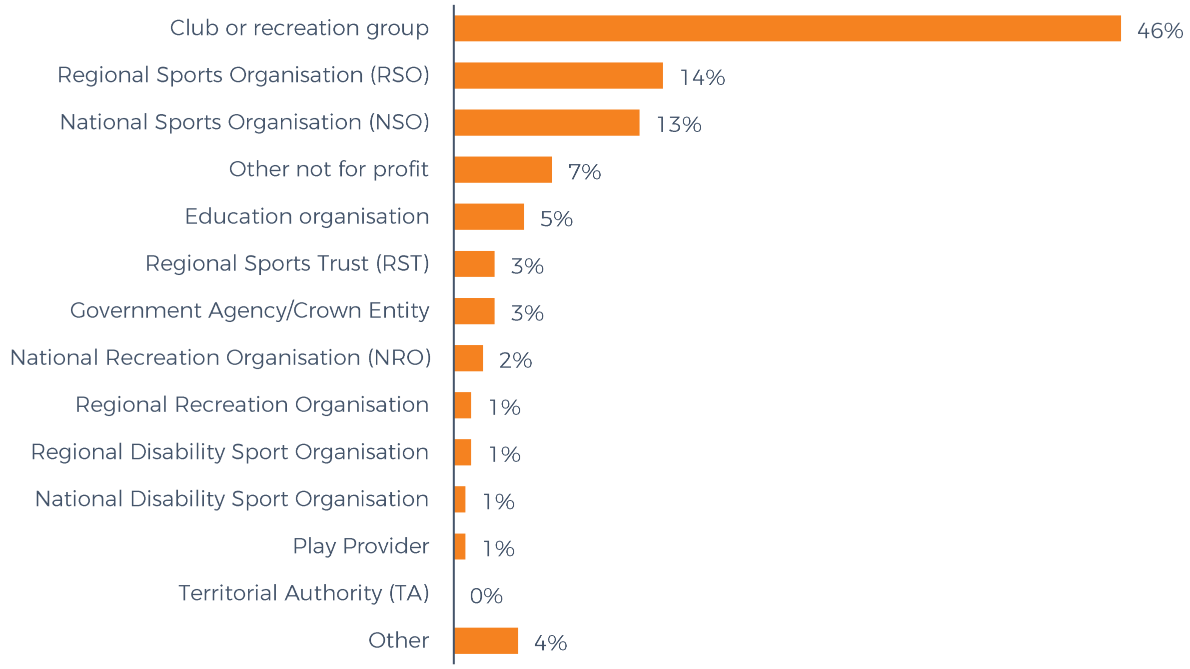
Across the dimensions of diversity and role types, there are few situations in which findings differ from the total sample, although more than a third of Māori entered their first paid role in the sector by 'hearing about it through someone else and applying' (37 percent) compared with 24 percent of NZ European.

Governance

More than half of the sector's governance workforce (54 percent) have held one or more previous governance roles in the sector. The largest group entered governance in the sector via a role with a club or recreation group.

Figure 17: First Governance Role in the Sector

In which of the following was your first governance role in the play, active recreation and sport sector?



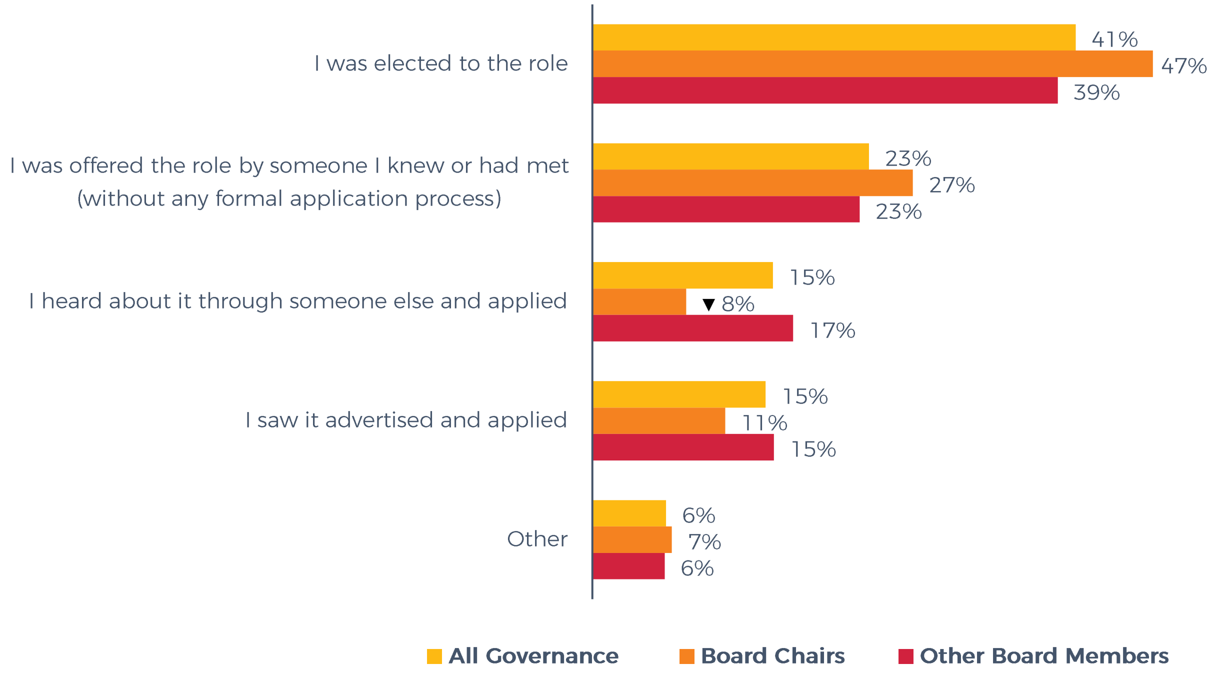
Single Response. Base: Governance and at least one prior governance role in sector (n=252)

'Other' includes roles with offshore organisations, primary and secondary schools, players' associations, major sporting franchises and sporting events.

As shown in the figure following, the largest group of people in governance roles had been elected to these roles, although almost a quarter (and more than a quarter of Board Chairs) were offered their role without any formal application process. This pattern is typical across the sector and there are no significant differences by dimensions of diversity.

Figure 18: How Obtained First Governance Role

Thinking back to the time at which you started your first governance role in the sector (or your current role, if this is the first governance role that you have held). Which one of the following best describes how you came to take this role?



Single Response. Base: Governance (n=467)

'Other' includes situations in which the respondent had been responsible for the establishment of the Board, situations in which they had volunteered to take up a position on a Board and situations in which the governance role was part of another paid employment role (for example, as a senior leader of a school).

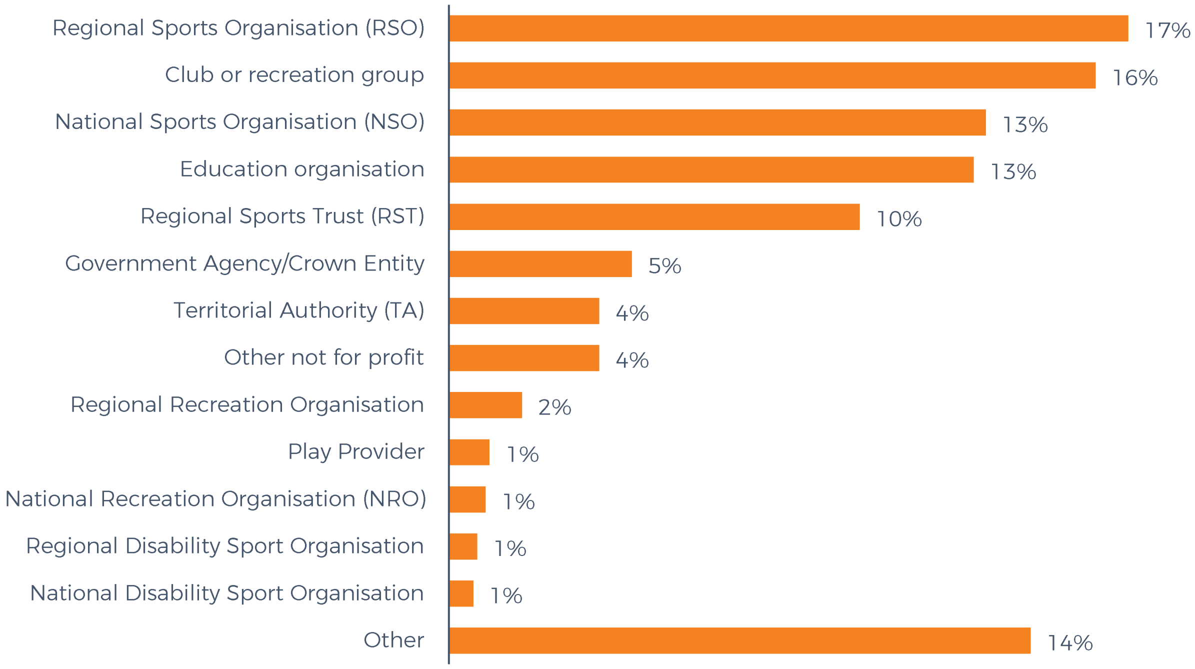
Paid employees

Of the paid employees responding to the Diversity & Inclusion survey, almost 60 percent had held at least one paid role in the sector prior to their current role. The figure following shows that the largest group entered the sector via a role with a Regional Sports Organisation. Other significant entry points include clubs or recreation groups, National Sports Organisations and Education Organisations. By contrast, very few paid employees enter the sector via a Recreation Organisation.

'Other' entry points include gyms/fitness centres, professional sports clubs or teams and commercial sports organisations.

Figure 19: First Paid Role in the Sector

In which of the following was your first paid role in the play, active recreation and sport sector?

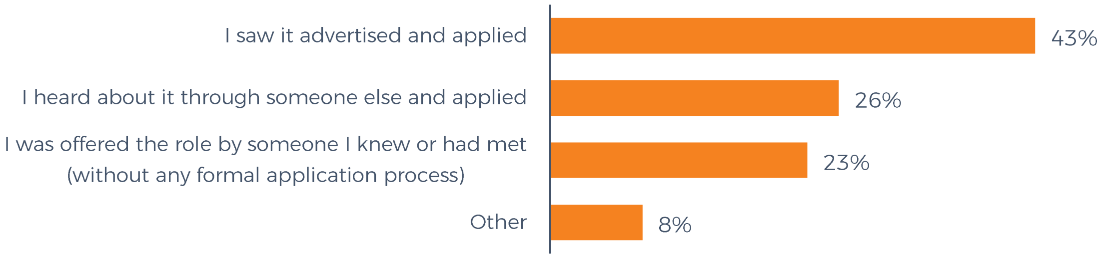


Single Response. Base: Paid Employees and at least one prior role in sector (n=705)

Figure 20 following shows that the largest group of paid employees enter the sector's workforce via a formal application and appointment process. However more than one in five entered the sector with the assistance of someone they knew and without any formal application process.

Figure 20: How Obtained First Paid Employment in Sector

Thinking back to the time at which you started your first paid role in the sector (or your current role, if this is the first governance role that you have held). Which one of the following best describes how you came to take this role?



Single Response. Base: Paid Employees (n=1,212)

'Other' includes situations in which an employee founded the organisation concerned, where they started as a volunteer and moved into paid employment, and where they were referred via a recruitment agency.

Table 12: How Obtained First Paid Employment in Sector by Role Type

	Paid Employees	Chief Executive	Senior Lead (Tier 2)	Mgr/Lead (Tier 3)	Com. Sport Dir/Mgr	High Perf. Dir	High Perf. Coach	Coach/Sprt Dev. Mgr	Other Paid Employees
	%	%	%	%	%	%	%	%	%
I saw it advertised and applied	43	46	43	46	35	29	23 ▼	40	43
I heard about it through someone else and applied	26	24	31	26	28	29	35	24	25
I was offered the role by someone I knew or had met (without any formal application process)	23	16	19	22	30	43	30	29	24
Other	8	14	7	6	7	0	13	7	8
Base: Paid Employees Sample (n=)	**1,212**	**112**	**191**	**283**	**69**	**14#**	**40**	**97**	**466**

 # Small sample size

▼/▲ *Denotes significant difference relative to the Total Sample (Paid Employees) (expressed at a 95% confidence level)*

RETENTION

One quarter of paid employees has worked in the sector for five years or less

One quarter of the sector's paid employees have worked in the sector for five years or less and one third have worked in the sector for more than fifteen years.

By the dimensions of diversity, tenure in sector increases with age. Females are more likely to have tenures of up to five years than males, and NZ Europeans are less likely than those of other ethnicities to be new entrants to the sector.

Those in governance roles are over-represented among ages 55 or more. They are also more likely to have worked in the sector 25 years or more.

There is a correlation with increasing age and length of time working in the sector.

Recreation Organisations are less likely than the total sample to have employees who have worked in the sector for more than fifteen years.

By role type Chief Executives are more likely than the total sample to have worked in the sector for over twenty years and employees in non-leadership roles are less likely – almost half of this group have worked in the sector for five or fewer years.

Table 13: Total Tenure in Sector – Governance by Age

	Governance	18-24 years	25-34 years	35-44 years	45-54 years	55-64 years	65+ years
	%	%	%	%	%	%	%
Less than 1 year	3	11	5	6	3	1 ▼	2
1-5 years	18	67 ▲	40 ▲	29 ▲	17	11 ▼	7 ▼
6-10 years	18	22	35	25	22	10 ▼	10
11-15 years	14	0 ▼	10	15	15	14	15
16-20 years	15	0 ▼	10	13	18	18	9
21-25 years	8	0 ▼	0 ▼	7	11	8	3
More than 25 years	25	0 ▼	0 ▼	5 ▼	16 ▼	39 ▲	54 ▲
Base: Governance Sample (n=)	467	**9#**	**20#**	**85**	**148**	**136**	**68**

 # Small sample size
▼/▲ Denotes significant difference relative to the Total Sample (Governance) (expressed at a 95% confidence level)

Table 14: Total Tenure in Sector – Paid Employees by Age

	Paid Employees	18-24 years	25-34 years	35-44 years	45-54 years	55-64 years	65+ years
	%	%	%	%	%	%	%
Less than 1 year	4	11 ▲	6	3	2 ▼	1 ▼	3
1-5 years	22	66 ▲	33 ▲	18	12 ▼	8 ▼	3 ▼
6-10 years	22	23	38 ▲	20	17 ▼	7 ▼	3 ▼
11-15 years	17	0 ▼	17	26 ▲	16	10 ▼	14
16-20 years	12	0 ▼	5 ▼	21 ▲	16	13	3 ▼
21-25 years	8	0 ▼	0 ▼	10	16 ▲	11	7
More than 25 years	15	0 ▼	0 ▼	4 ▼	22 ▲	49 ▲	66 ▲
Base: Total Paid Employees (n=)	1,212	90	317	307	296	168	29#

 # Small sample size
▼/▲ Denotes significant difference relative to the Total Sample (Paid Employees) (expressed at a 95% confidence level)

Table 15: Total Tenure in Sector – Paid Employees by Organisation Type

Total tenure in sector	Paid Employees	SNZ Group	NSO	RSO	RST	TA	EDU.	PLAY	DSO	REC.
	%	%	%	%	%	%	%	%	%	%
Less than 1 year	4	4	2 ▼	5	6	6	3	10	0 ▼	4
1-5 years	22	22	17 ▼	15 ▼	21	29	18	40	38	44 ▲
6-10 years	22	20	22	23	21	20	35	20	21	21
11-15 years	17	14	17	23	16	13	23	0 ▼	17	14
16-20 years	12	12	16	11	14	11	8	20	7	6 ▼
21-25 years	8	9	10	6	7	10	5	0 ▼	10	4 ▼
More than 25 years	15	19	16	17	16	11	10	10	7	7 ▼
Base: Paid Employees Sample (n=)	1,212	161	337	178	238	100	40	10#	29#	119

 # Small sample size
▼/▲ Denotes significant difference relative to the Total Sample (Paid Employees) (expressed at 95% confidence level)

Table 16: Total Tenure in Sector – Paid Employees by Role Type

Total tenure in sector	Paid Employees	Chief Executive	Senior Lead (Tier 2)	Mgr/Lead (Tier 3)	Com. Sport Dir/Mgr	High Perf. Dir	High Perf. Coach	Coach/Sprt Dev. Mgr	Other Paid Employees
	%	%	%	%	%	%	%	%	%
Less than 1 year	4	0 ▼	2 ▼	3	4	0 ▼	0 ▼	2	7 ▲
1-5 years	22	7 ▼	17	19	17	7 ▼	13	19	33 ▲
6-10 years	22	12 ▼	26	22	22	21	33	27	21
11-15 years	17	15	17	20	19	7	18	18	16
16-20 years	12	14	15	13	13	7	20	9	10
21-25 years	8	18 ▲	9	7	10	21	5	11	5 ▼
More than 25 years	15	34 ▲	14	16	14	36	13	14	9 ▼
Base: Paid Employees Sample (n=)	1,212	112	191	283	69	14#	40	97	466

 # Small sample size

▼/▲ Denotes significant difference relative to the Total Sample (Paid Employees) (expressed at 95% confidence level)

ENGAGEMENT

This section presents data relating to development and engagement of the sector's workforce, including job satisfaction, perceived benefits of working in the sector, loyalty to the sector, and perceived barriers to working in the sector. Significant differences in perspective based on the dimensions of diversity are also outlined.

JOB SATISFACTION

The vast majority (85 percent) of the sector's workforce are satisfied with their current role

Older employees, Board Chairs, CEOs and Tier 2 leadership have higher levels of job satisfaction.

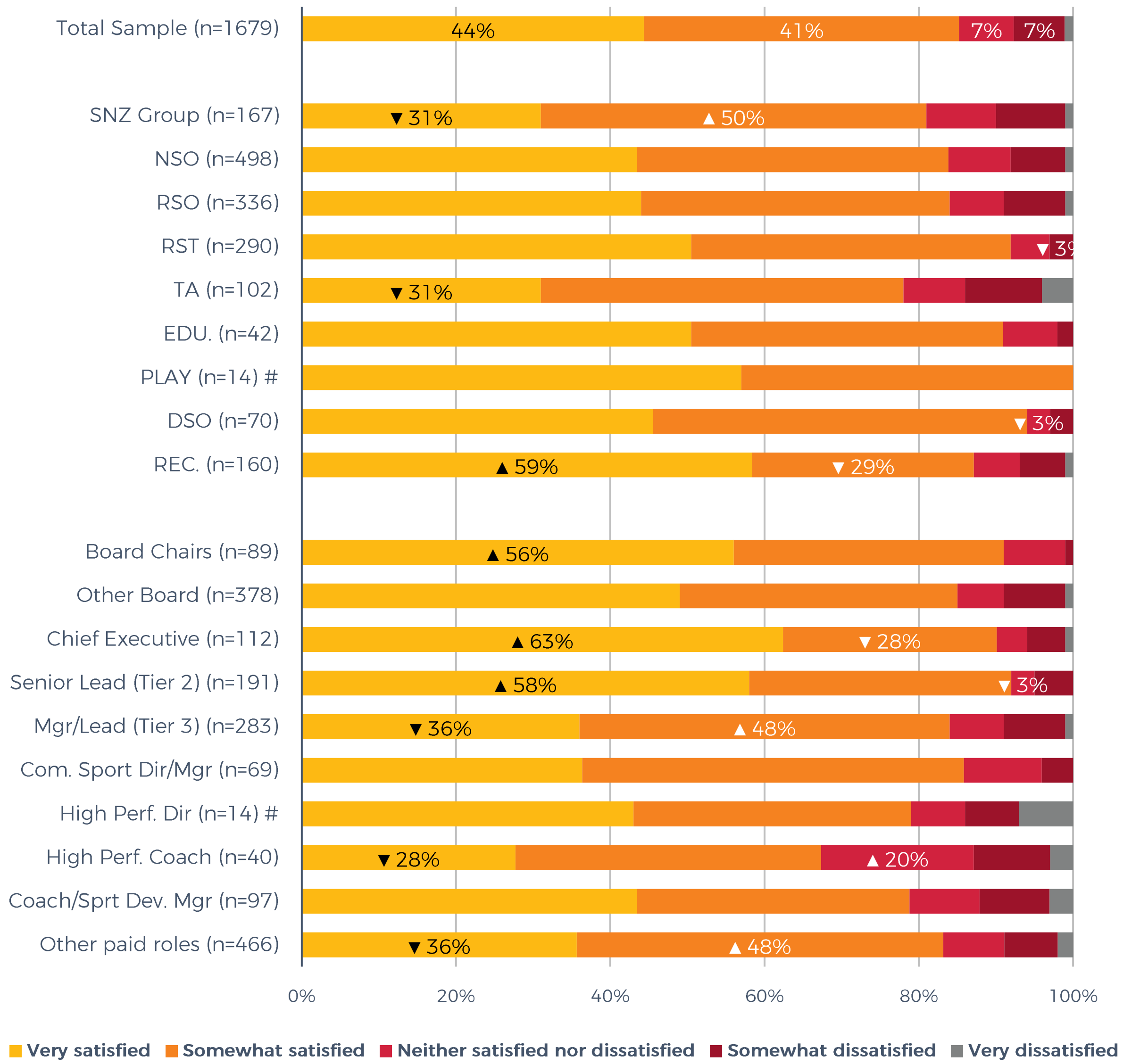
Across the diversity dimensions, there are limited differences in job satisfaction. Analysis does however suggest that there may be a correlation between age and role satisfaction. Those aged 25-34 years are less likely to be satisfied in their role (36 percent are very satisfied) than those aged 55-64 or 65+ years (53 percent and 59 percent respectively are very satisfied).

The Recreation Organisations workforce, Board Chairs, Chief Executives and Tier 2 leadership are more likely than the total sample to be 'very satisfied' with their current role. The Sport NZ Group, Territorial Authority, and non-leadership workforces, along with High Performance Coaches and Tier 3 leadership are less likely to be.

(see figure following)

Figure 21: Job Satisfaction

Thinking generally about the time you've spent in your current role with [ORGANISATION], how satisfied would you say that you have been?



 # Small sample size

▼/▲ Denotes significant difference relative to the Total Sample (expressed at the 95% confidence level) for individual organisation and role types

BENEFITS OF WORKING IN SECTOR

Males working in the sector are less likely than females to benefit from flexible working arrangements

More than 80 percent of the sector's workforce see the 'opportunity to make a positive contribution to their community and/or New Zealand' as one of the main benefits of working in the sector and almost 60 percent see 'opportunities to learn and develop personally' as a main benefit of working in the sector.

Figure 22: Main Benefits of Working in Sector

Based on your experience, what do you see as the main benefits of working/being involved in the play, active recreation and sport sector?

Multiple Response. Base: Total Sample (n=1,679)

Those who selected 'Other' commented on making a positive difference to young people in sport and local communities and being able to engage and support those with disabilities in the sector.

Differences by dimensions of diversity, organisation type and role type include:

Dimensions of Diversity

- Females are more likely to see a benefit in 'flexible working arrangements' (42 percent compared to 37 percent of the total sample and 33 percent of males) and males are more likely to see a benefit in 'working with clubs/volunteers' (34 percent to 30 percent);
- Amongst Māori, 87 percent see a benefit in 'the opportunity to make a positive contribution to their community/New Zealand' (compared to 82 percent of the total sample) and 65 percent 'opportunities to learn and develop personally' (compared to 57 percent of the total sample);
- Those aged 18-24 years are more likely to see the benefit of 'career opportunities' (38 percent), opportunities to 'learn and develop personally' (69 percent), and 'professional development' (49 percent). This age group is less likely to see the benefit of 'the opportunity to make a positive contribution to my community/New Zealand' (69 percent); and
- Disabled people are more likely to see the benefit of working with clubs/volunteers (35 percent compared with 30 percent of the total sample).

Organisation type

- The Regional Sports Organisation workforce is more likely to see the benefit of 'working with clubs/volunteers';
- The Regional Sports Trust workforce is more likely to see the benefit of 'the type of people they get to work with', 'the culture of organisations in the sector', 'the fit with my lifestyle' and 'flexible working arrangements';
- The Education Organisation workforce is more likely to see the benefit of 'the type of people they get to work with', 'the opportunity to be involved with a play, active recreation or sport activity in which they have a personal interest' and 'the fit with my lifestyle';
- The Disability Sports Organisation workforce is more likely to see the benefit of 'working with clubs/volunteers' and 'working with a board'; and
- The Recreation Organisation workforce is more likely to see the benefit of 'the culture of organisations in the sector' and 'the opportunity to make a positive contribution to my community/New Zealand'.

Role type

- Compared to the total sample, board members are more likely to see 'the opportunity to make a positive contribution to their community/New Zealand' (94 percent) as a benefit of working in the sector, whereas employees in non-leadership roles are more likely to experience the benefit of 'the type of people they get to work with' (70 percent), and 'the fit with their lifestyle' (47 percent); and
- Chief Executives and Tier 2 leadership are the role types most likely to see the benefit of flexible working arrangements (55 percent and 54 percent respectively, compared with 37 percent of the total sample).

Table 17: Main Benefits of Working in Sector by Organisation Type

Benefits of working in the play, active recreation and sport sector	ALL	SNZ Group	NSO	RSO	RST	TA	EDU.	PLAY	DSO	REC.
	%	%	%	%	%	%	%	%	%	%
The opportunity to make a positive contribution to my community/New Zealand	82	73 ▼	81	79	89 ▲	71 ▼	88	100 ▲	91 ▲	93 ▲
The type of people I get to work with	64	71 ▲	59 ▼	56 ▼	70 ▲	70	86 ▲	57	66	65
The opportunity to be involved with a play, active recreation or sport activity in which I have a personal interest	64	50 ▼	65	74 ▲	63	57	79 ▲	50	56	58
Opportunities to learn and develop personally	57	59	52 ▼	54	61	63	64	57	63	58
The 'fit' with my lifestyle	39	37	31 ▼	34	51 ▲	42	64 ▲	50	30	44
Flexible working arrangements	37	37	32 ▼	30 ▼	51 ▲	39	48	43	29	44
The culture of organisations in the sector	32	27	30	27	39 ▲	27	36	36	31	42 ▲
Opportunities for professional development	32	34	28	27	37	40	52 ▲	29	31	38
Working with clubs/volunteers	30	7 ▼	29	48 ▲	22 ▼	19 ▼	29	7 ▼	46 ▲	33
The opportunity to mix with successful people in the sector	29	29	31	32	24	26	41	21	34	28
Working with a board	21	8 ▼	21	31 ▲	18	4 ▼	10 ▼	7	40 ▲	23
Career opportunities	17	19	18	13	14	28 ▲	31 ▲	29	13	15
Ongoing changes in the sector	17	10 ▼	17	19	18	15	12	36	19	18
Location of organisations/roles in the sector	13	9	10	10	13	28 ▲	14	29	16	16
Salary/remuneration package	7	13 ▲	7	4 ▼	6	10	17	21	1	3 ▼
Other	3	5	3	1	2	6	2	0	7	2
None of the above	1	1	1	1	0	1	0	0	1	0
Base: Total Sample (n=)	**1,679**	**167**	**498**	**336**	**290**	**102**	**42**	**14#**	**70**	**160**

 # Small sample size

▼/▲ Denotes significant difference relative to the Total Sample (All) (expressed at a 95% confidence level)

Table 18: Main Benefits of Working in Sector by Role Type

Benefits of working in the play, active recreation and sport sector	ALL	Board Chair	Other Board	Chief Executive	Senior Lead (Tier 2)	Mgr/Lead (Tier 3)	Com. Sport Dir/Mgr	High Perf. Dir	High Perf. Coach	Coach/Sprt Dev. Mgr	Other Paid Employees
	%	%	%	%	%	%	%	%	%	%	%
The opportunity to make a positive contribution to my community/New Zealand	82	88	94 ▲	88	85	83	86	79	65 ▼	84	69 ▼
The type of people I get to work with	64	62	47 ▼	68	73 ▲	67	71	64	65	62	70 ▲
The opportunity to be involved with a play, active recreation or sport activity in which I have a personal interest	64	69	71 ▲	61	57	61	80 ▲	57	63	70	59
Opportunities to learn and develop personally	57	55	55	55	53	57	59	57	58	66	59
The 'fit' with my lifestyle	39	24 ▼	18 ▼	46	47 ▲	41	67 ▲	36	28	54 ▲	47 ▲
Flexible working arrangements	37	2 ▼	8 ▼	55 ▲	54 ▲	49 ▲	48	50	38	51 ▲	46 ▲
The culture of organisations in the sector	32	35	28	38	45 ▲	37	25	36	25	22 ▼	28
Opportunities for professional development	32	21 ▼	27	26	35	37	38	29	40	40	35
Working with clubs/volunteers	30	47 ▲	37 ▲	40 ▲	28	25	45 ▲	21	15 ▼	41 ▲	20 ▼
The opportunity to mix with successful people in the sector	29	31	30	30	30	33	32	29	33	35	25
Working with a board	21	56 ▲	53 ▲	35 ▲	15 ▼	4 ▼	6 ▼	0 ▼	3 ▼	3 ▼	3 ▼
Career opportunities	17	2 ▼	7 ▼	21	21	22	17	14	40 ▲	20	20
Ongoing changes in the sector	17	31 ▲	25 ▲	23	17	16	20	14	5 ▼	7 ▼	8 ▼
Location of organisations/roles in the sector	13	4	5 ▼	19	16	14	14	7	10	14	17
Salary/remuneration package	7	0	1 ▼	13	13 ▲	8	10	14	15	8	7
Other	3	2	3	4	3	3	1	0	3	6	3
None of the above	1	0	1	0	1	0	0	0	3	1	1
Base: Total Sample (n=)	1,679	89	378	112	191	283	69	14#	40	97	466

 # Small sample size

▼/▲ Denotes significant difference relative to the Total Sample (All) (expressed at a 95% confidence level)

LOYALTY TO SECTOR

Older employees are most loyal to the sector while a number of minority groups are less loyal

Across the dimensions of diversity, there are no notable differences for those in governance roles. For those in paid roles it is apparent that:

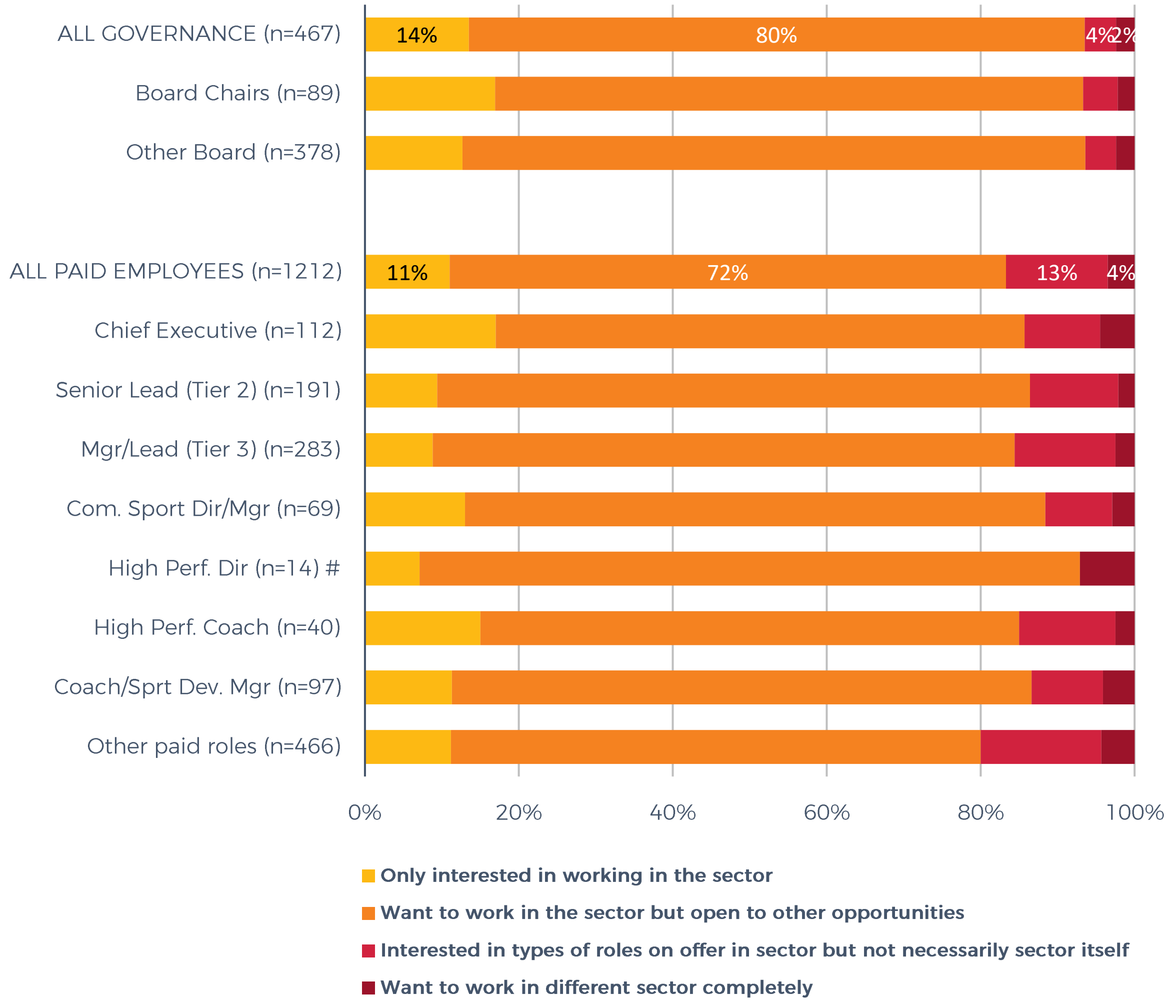
- Active caregivers, Māori, and those identifying as gay or lesbian are more likely to be open to other opportunities (77 percent, 80 percent and 89 percent respectively);
- Those identifying as bisexual are less likely to be open to other opportunities (53 percent), instead 40 percent are either interested in the types of roles on offer, but not necessarily the sector itself, or would like to work in a different sector completely; and

Those aged 55-64 years and 65+ years are more likely to be 'only ever interested in working in the sector' – 20 percent and 41 percent respectively.

Those in governance roles appear to have the highest degree of loyalty to the sector with 94 percent being either only interested in governance roles in the sector or interested in governance roles in the sector primarily. By comparison, for paid employees in non-leadership roles, this proportion is 80 percent.

Figure 23: Loyalty to Sector by Role Type

Looking to the future, which one of the following best describes your view on working in/with organisations in the play, active recreation and sport sector?



Single Response. Base: Governance (n=467); All Paid Employees (n=1,212)

 # Small sample size
▼/▲ Denotes significant difference relative to the Total Sample for individual role types (expressed at the 95% confidence level) – no significant differences present

PERCEPTION OF OPPORTUNITIES WITHIN THE SECTOR

The non-governance and non-leadership workforce is less optimistic about sector opportunities, as are females and younger people

By age, those aged 18-24 years or 25-34 years are less likely to describe employment/governance opportunities as 'Excellent' (five percent in each case) than their older counterparts (16 percent for 55-64 years and 24 percent for 65+ years). This may be because those aged 65+ are over-represented in governance roles.

By gender**, males are more likely to describe employment/governance opportunities in the sector as 'Excellent' or 'Good'** (51 percent of males compared with 46 percent of the sample as a whole). Those describing employment/governance opportunities as 'Excellent' or 'Good' are also less likely to have experienced discrimination, harassment or bullying in the past year (9 percent, compared with 14 percent of the sample as a whole).

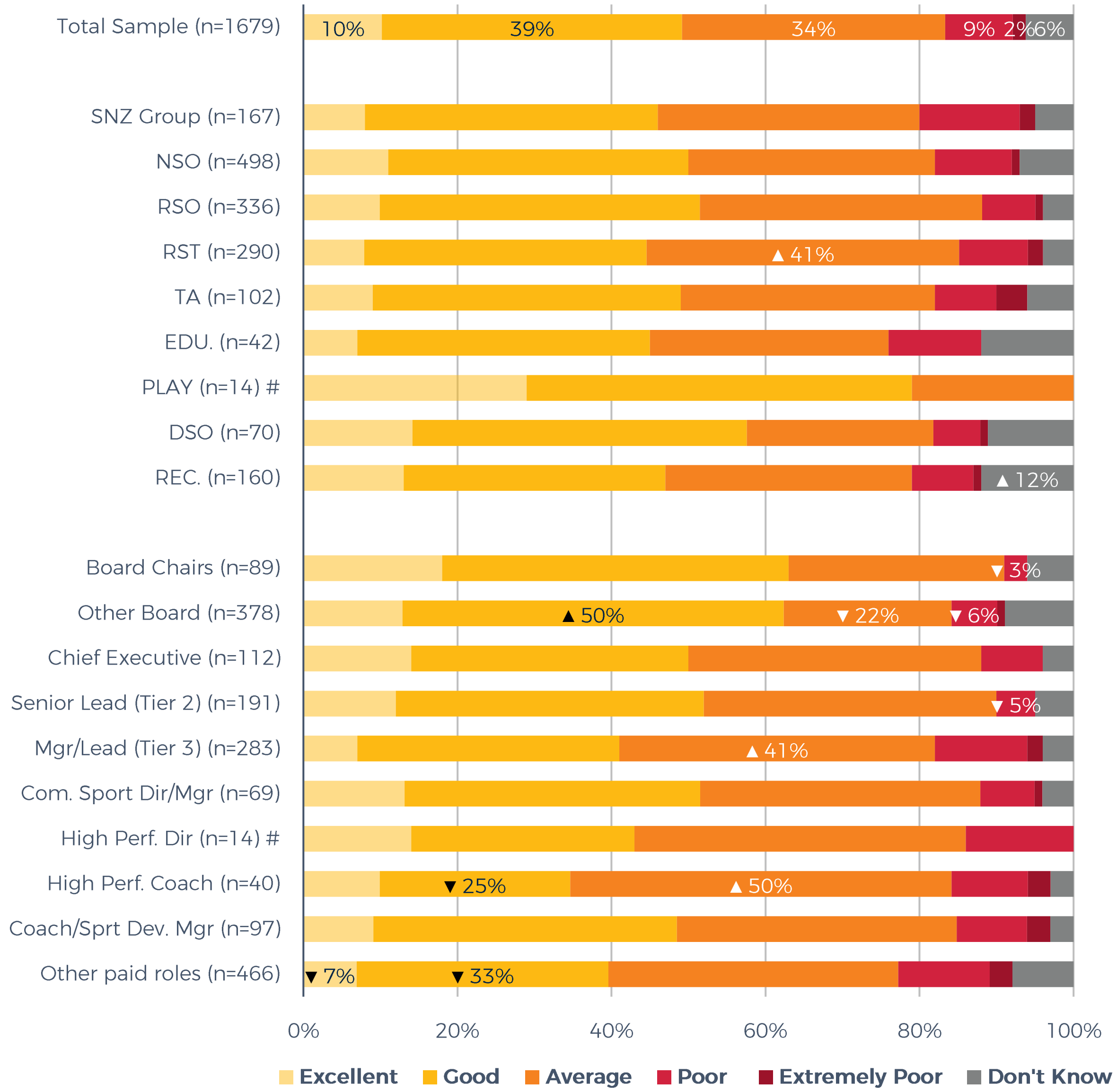
While half of the sector's workforce describe opportunities in the sector as 'excellent' or 'good', those in governance roles are most optimistic. Almost two thirds (63 percent) of board members rate future opportunities as 'excellent' or 'good' compared to 40 percent of paid employees in non-leadership roles. High Performance Coaches are least optimistic.

Of those that describe employment/governance opportunities in the sector as 'Excellent' or 'Good', almost one in four believe that their acquired work experience, skillset and reputation mean they are well placed within the sector. Other main reasons for a positive outlook include respondents' perception that the sector is full of opportunities and that they feel valued by their organisation and community.

For those who described employment/governance opportunities in the sector as 'Poor' or 'Extremely poor', one in three believe there is a lack of opportunities or roles in the sector and one in ten believe they do not have the right skills or experience to transfer into another role. This group is not over-represented across any of the dimensions of diversity but is more likely to have experienced discrimination, harassment or bulling in the past year (23 percent of this group, compared with 14 percent of the sample as a whole). They are also less likely than the sample as a whole to agree with **all** the inclusion statements.

Figure 24: Perception of Opportunities in the Sector

Again, looking to the future, how would you describe employment/governance opportunities in the play, active recreation and sport sector for you personally?



 # Small sample size
▼/▲ Denotes significant difference relative to the Total Sample (expressed at the 95% confidence level) for individual organisation and role types

Table 19: Reasons see Opportunities Positively

For what reasons do you say that?

Describes employment/governance opportunities in the sector as 'Excellent' or 'Good'	Total Sample
PROGRESSION AND ROLE OPPORTUNITIES	43%
Acquired work experience, skillset and reputation makes me feel well placed in the sector	23%
The sector is full of opportunities	16%
SENTIMENT TOWARDS THE SECTOR	31%
I feel valued by my organisation and community	10%
I feel positive about the sector and the future	8%
The sector continues to grow	7%
I am passionate about working in the sector	6%
ORGANISATION AND SECTOR ATTRIBUTES	12%
I have a good working environment and am well supported in my role	5%
The sector is quite flexible (e.g. diversity and variety of roles)	2%
Base: Those who describe employment/governance opportunities in the sector as 'Excellent' or 'Good' (n=)	825

Table 20: Reasons see Opportunities Negatively

For what reasons do you say that?

Describes employment/governance opportunities in the sector as 'Poor' or 'Extremely poor'	Total Sample
PROGRESSION AND ROLE OPPORTUNITIES	57%
There are a lack of opportunities or roles in the sector	35%
I don't have the right skills or experience to transfer into another role	13%
The is a lack of career progression pathways I can take	11%
Poor salary and remuneration	7%
ORGANISATION AND SECTOR ATTRIBUTES	17%
Organisational complacency (desire to uphold status quo, staff in role for too long)	6%
Limited or lacking resources available	5%
Opportunities are constrained by my location or role seasonality	5%
SENTIMENT TOWARDS THE SECTOR	14%
The negative impact of COVID-19	6%
I don't feel valued by my organisation or community	5%
EQUITABLE OUTCOMES	14%
Discrimination/bias by age	9%
Discrimination/bias by gender	6%
RECRUITMENT	8%
Shoulder-tapping (recruiting through personal networks, instead of advertising roles)	5%
Base: Those who describe employment/governance opportunities in the sector as 'Poor' or 'Extremely poor' (n=)	175

BARRIERS TO WORKING IN SECTOR

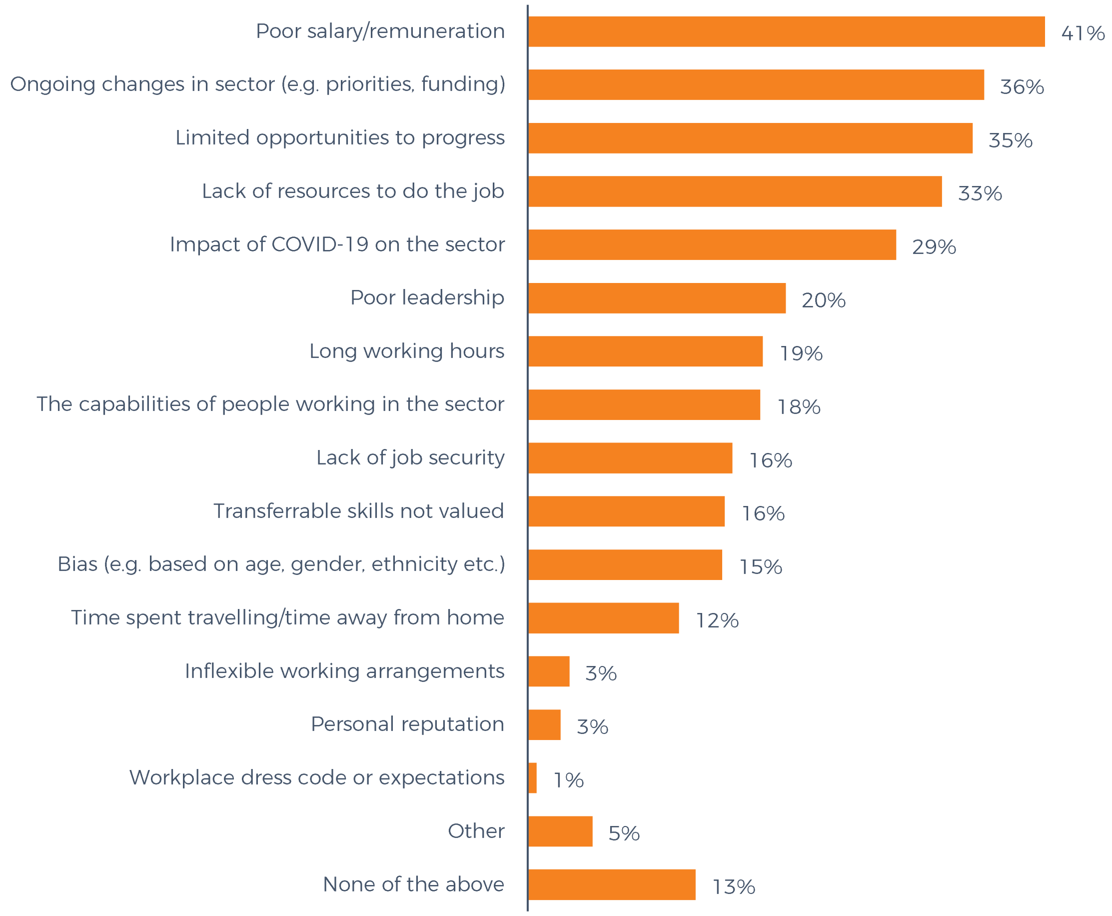
Poor remuneration is seen as the most common barrier to progression in the sector, but there is evidence this is improving

'Poor salary/remuneration', 'ongoing changes in the sector' and 'limited opportunities to progress' are the most common barriers to progression for the sector's workforce. Further, almost a third of the sector's workforce see the 'impact of COVID-19 on the sector' as a barrier to progression and 15 percent see bias as a barrier to progression.

Compared with Sport NZ's 2017 Workforce Planning Research, 'Poor salary/remuneration' is a less common barrier than it was when previously measured (58 percent of respondents selected this as one of the main challenges of working in the sector in 2017 compared with 41 percent in this current survey). 'Limited opportunities to progress' rates similarly (37 percent selected this as one of the main challenges of working in the sector in 2017), and 'Poor leadership' is also a less common barrier (27 percent selected this as one of the main challenges of working in the sector in 2017).

Figure 25: Main Barriers to Progression in Sector

What do you see as the main barriers to progression for you and other people in the sector (if any)?



Multiple Response. Base: Total Sample (n=1,679)

Those who selected 'Other' primarily discussed ineffective leadership (including lack of strategic direction and not being open to change). Limited career pathways and opportunities to progress, and maintaining a good work-life balance were other factors mentioned.

Situations where findings differ from the total sample are outlined below, and in the following tables.

Dimensions of Diversity

- There is a correlation with age and the 'impact of COVID-19 on the sector', 'poor salary/remuneration' and 'limited opportunities to progress'. Across these three barriers the younger workforce is more impacted than their older counterparts;
- Females are more likely to see 'bias' and 'poor salary/remuneration' as a main barrier to progression in the sector compared to males (19 percent compared to 11 percent and 44 percent compared to 36 percent, respectively); and
- Those dealing with an ongoing mental illness or impairment are more likely to see bias as a barrier to progression in the sector than those who are not; and
- Active caregivers are more likely than the total sample to cite long working hours and time spent travelling as barriers to progression in the sector.

Organisation type

- Those working in the Sport NZ Group are more likely to see the main barriers as 'limited opportunities to progress', 'poor leadership', 'bias' and 'transferrable skills not valued', but are less likely to perceive 'poor salary/remuneration' and 'lack of resources to do the job' as barriers;
- The National Sports Organisations workforce is more likely to see 'a lack of resources to do the job' as a main barrier to progression in the sector;
- The Regional Sports Organisations workforce is more likely to see 'long working hours' as a main barrier to progression in the sector;
- The Regional Sports Trusts workforce is less likely to see 'long working hours', 'poor leadership' and 'lack of resources to do the job' as barriers to progression in the sector;
- The Territorial Authority workforce is more likely to see 'limited opportunities to progress' and 'transferrable skills not valued' as barriers to progression, but is less likely to see 'ongoing changes in the sector' and 'time spent travelling/time away from home' as main barriers;
- The Education Organisation workforce is more likely to see 'poor salary/remuneration' as a barrier to progression in the sector; and
- The Disability Sport Organisation workforce is more likely to see a 'lack of resources to do the job' as a barrier to progression in the sector, but less likely to experience 'poor salary/remuneration' and 'limited opportunities to progress'.

Role type

- Those in governance roles are less likely to see 'poor salary/remuneration', 'limited opportunities to progress' and 'long working hours' as barriers to progression in the sector than paid employees; and
- Chief Executives and those in Tier 2 leadership roles are more likely to cite long working hours as a key barrier to progression than other role types, and particularly compared to board members and employees in non-leadership roles.

Table 21: Key Barriers to Progression in Sector by Age

Barriers to progression in the play, active recreation and sport sector	ALL	18-24 years	25-34 years	35-44 years	45-54 years	55-64 years	65+ years
	%	%	%	%	%	%	%
Poor salary/remuneration	41	54 ▲	58 ▲	47 ▲	36	25 ▼	13 ▼
Limited opportunities to progress	35	37	47 ▲	41 ▲	32	24 ▼	14 ▼
Impact of COVID-19 on the sector	29	41 ▲	41 ▲	30	24 ▼	23	15 ▼
Base: Total Sample (n=)	1,679	99	337	392	444	304	97

▼/▲ Denotes significant difference relative to the Total Sample (All) (expressed at a 95% confidence level)

Table 22: Main Barriers to Progression in Sector by Organisation Type

Barriers to progression in the play, active recreation and sport sector	ALL	SNZ Group	NSO	RSO	RST	TA	EO	PP	DSO	RO
	%	%	%	%	%	%	%	%	%	%
Poor salary/remuneration	41	32 ▼	38	39	47	44	60 ▲	21	30 ▼	49
Ongoing changes in the sector (e.g. changes in priorities or funding)	36	36	35	37	40	25 ▼	31	21	37	40
Limited opportunities to progress	35	47 ▲	31	31	41	45 ▲	40	7	23 ▼	32
Lack of resources to do the job	33	23 ▼	42 ▲	33	21 ▼	28	29	29	49 ▲	31
Impact of COVID-19 on the sector	29	29	28	30	24	34	36	29	27	34
Poor leadership	20	28 ▲	20	22	14 ▼	27	24	0	13	20
Long working hours	18	15	22	26 ▲	10 ▼	5	17	7	26	18
The capabilities of people working in the sector	18	23	21	22	14	20	10	7	11	9
Lack of job security	16	16	15	18	17	15	19	21	11	16
Bias (e.g. based on age, gender, ethnicity, disability, sexual orientation or other)	15	28 ▲	16	15	13	12	17	7	14	8
Transferrable skills not valued	15	23 ▲	15	13	16	25 ▲	21	7	4	12
Time spent travelling/time away from home	12	13	18	10	4	5 ▼	12	14	9	16
Inflexible working arrangements	3	4	2	2	3	9	10	0	1	5
Personal reputation	3	1	4	3	2	3	0	7	3	0
Workplace dress code or expectations	1	1	0	1	1	3	0	0	0	1
Other	5	8	7	5	3	5	0	7	3	3
None of the above	13	12	11	14	14	12	2	21	26 ▲	16
Base: Total Sample (n=)	**1,679**	**167**	**498**	**336**	**290**	**102**	**42**	**14#**	**70**	**160**

 # Small sample size
▼/▲ Denotes significant difference relative to the Total Sample (All) (expressed at a 95% confidence level)

Table 23: Key Barriers to Progression in Sector by Role Type

Barriers to progression in the play, active recreation and sport sector	ALL	Board Chair	Other Board	Chief Executive	Senior Lead (Tier 2)	Mgr/Lead (Tier 3)	Com. Sport Dir/Mgr	High Perf. Dir	High Perf. Coach	Coach/Sprt Dev. Mgr	Other Paid Employees
	%	%	%	%	%	%	%	%	%	%	%
Poor salary/remuneration	41	19 ▼	23 ▼	48	44	49 ▲	55 ▲	50	45	58 ▲	46
Limited opportunities to progress	35	12 ▼	15 ▼	31	44 ▲	47 ▲	45	57	38	47 ▲	42 ▲
Long working hours	18	12	12 ▼	39 ▲	26 ▲	22	26	29	30	24	12 ▼
Base: Total Sample (n=)	1,679	89	378	112	191	283	69	14#	40	97	466

 # Small sample size

▼/▲ Denotes significant difference relative to the Total Sample (All) (expressed at a 95% confidence level)

INCLUSION

This section describes the felt experience of the sector's workforce regarding inclusion and belonging, and highlights differences across the dimensions of diversity.

Inclusion and belonging is the extent to which individuals feel they are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the success of the organisation in which they are employed.

Also included is an account of how organisations are putting their diversity and inclusion aims into practice and the areas in which respondents believe further improvement is needed.

FELT EXPERIENCE - PERSONAL

Nine in ten agree they have the support of colleagues compared with three in four who agree they have the support of board/management

In relation to the range of desired 'felt experiences' at a personal level, agreement is high across the sector's workforce. More than 80 percent agree they are treated fairly in relation to their current role/workplace (with more than half agreeing strongly).

Across the dimensions of diversity, no notable differences are evident by care responsibilities (i.e. if an active caregiver or not to another person who is young, older, sick or disabled), ethnicity, and by ongoing illness or impairment. However, there are differences of note in other dimensions:

- Disabled people are less likely than the total sample to agree they are treated fairly, and less likely to strongly agree that their contribution is valued by their organisation;
- Males are more likely to strongly agree on all measures;
- Those aged 55 or more are more likely to strongly agree on all measures; and
- Those identifying as bisexual are less likely to strongly agree on all measures.

Agreement amongst High Performance Coaches that they are treated fairly in relation to their current role/workplace is significantly lower than it is for the total sample.

For employees in non-leadership roles, 89 percent agree (strongly or somewhat) that they have the support of their colleagues, but only 70 percent agree (strongly or somewhat) that they have the support of their board/management.

Figure 26: Level of Agreement Regarding Felt Experience - Personal

To what extent do you agree or disagree with each of the following statements in relation to your current role/workplace?

**Paid employees only*

Single Response. Base: Total Sample (n=1,679)

Notable situations where findings differ from the total sample by role and organisation type include:

- The Sport NZ Group workforce is less likely than the workforce as a whole to feel like they belong, that they have the support of their board/management, that they are making a difference and that their contribution is valued by their organisation;
- the Territorial Authority workforce is less likely than the sector as a whole to feel that they have the support of their colleagues or board/management, that their contribution is valued by their organisation, and that they are treated fairly;
- the Regional Sports Trust and Recreation Organisation workforces are more likely than the sector as a whole to feel that they are treated fairly and that their contribution is valued by their organisation;
- those in governance roles are more likely to feel that their contribution is valued by their organisation, and that they belong, compared to employees in non-leadership roles but High Performance Coaches are least likely to feel that their contribution is valued and that they belong; and
- High Performance Coaches are also less likely than all other role types to feel they are treated fairly.

Table 24: Level of Agreement Regarding Felt Experience – Personal, by Organisation Type

Proportion 'Strongly agree' or 'Somewhat agree'	All	SNZ Group	NSO	RSO	RST	TA	EDU.	PLAY	DSO	REC.
	%	%	%	%	%	%	%	%	%	%
I feel like I have the support of my colleagues	91	97 ▲	89	91	93	82 ▼	93	79	92	93
I feel that I am making a difference	87	79 ▼	86	86	88	85	96 ▲	100 ▲	90	94 ▲
I feel I am treated fairly	84	81	83	85	89 ▲	68 ▼	91	86	88	90 ▲
I feel like I belong	84	76 ▼	81	87	87	78	86	92	85	86
I feel that my contribution is valued by my organisation	82	71 ▼	79	85	87 ▲	68 ▼	88	93	91 ▲	89 ▲
I feel like I have the support of my board/management*	75	65 ▼	75	75	83 ▲	60 ▼	86	90	75	82
Base: Total Sample (n=)	1,679	167	498	336	290	102	42	14#	70	160

** Paid employees only, base sizes differ*
 # Small sample size
▼/▲ Denotes significant difference relative to the Total Sample (All) (expressed at 95% confidence level)

Table 25: Level of Agreement Regarding Felt Experience – Personal, by Role Type

Proportion 'Strongly agree' or 'Somewhat agree'	All	Board Chair	Other Board	Chief Executive	Senior Lead (Tier 2)	Mgr/Lead (Tier 3)	Com. Sport Dir/Mgr	High Perf. Dir	High Perf. Coach	Coach/Sprt Dev. Mgr	Other Paid Employees
	%	%	%	%	%	%	%	%	%	%	%
I feel like I have the support of my colleagues	91	93	92	96 ▲	92	90	96 ▲	86	80	89	89
I feel that I am making a difference	87	89	85	99 ▲	92	89	88	93	83	90	81 ▼
I feel I am treated fairly	84	87	91 ▲	89	90 ▲	79 ▼	91▲	93	65 ▼	79	80 ▼
I feel like I belong	84	91 ▲	89 ▲	88	87	79	88	93	58 ▼	86	79 ▼
I feel that my contribution is valued by my organisation	82	91 ▲	89 ▲	86	86	78	83	86	55 ▼	76	76 ▼
I feel like I have the support of my board/management*	75	-	-	90 ▲	85 ▲	75	74	79	58 ▼	71	70 ▼
Base: Total Sample (n=)	1,679	89	378	112	191	283	69	14#	40	97	466

 # Small sample size

▼/▲ Denotes significant difference relative to the Total Sample (All) (expressed at 95% confidence level)

Belonging

While 84 percent of respondents feel like they belong in their current role/workplace, six percent indicated that they 'strongly disagree' or 'somewhat disagree' that they feel they belong[10]. Respondents in this latter group were asked what they attributed this feeling to. Comments commonly centred on the feelings respondents had about things that happen in their workplace, including:

- not feeling valued or needed;
- poor management (e.g. communication, co-ordination, leadership);
- poor relationships with workplace peers (e.g. regarding work ethic, capabilities, disconnect);
- not feeling part of the team in which they work;
- a poor workplace culture;
- not feeling acknowledged for the work they do; and
- a lack of support from the organisation.

While there are no significant differences by the dimensions of diversity amongst the group of respondents that disagree they feel they belong, this group is more likely to be dissatisfied with their job, indicate that a barrier to their progression is poor leadership, feel unsafe in their workplace, have a low level of trust in the organisation's integrity, and to have experienced bullying, harassment or discrimination in the past year.

Fair treatment

While 84 percent of respondents feel like they are treated fairly in their current role/workplace, seven percent indicated that they 'strongly disagree' or 'somewhat disagree' that they are treated fairly.

Those that feel they are not treated fairly are more likely than the total sample to be aged 30-34, to not be an active caregiver, and to have an 'other' ethnicity. This group is also more likely than the total sample to be dissatisfied with their job, have higher incidences of many barriers to progression, feel unsafe in their workplace, have a lower level of trust in the organisation's integrity, and have experienced bullying, harassment, or discrimination in the past year.

Support of Board/Management

While 75 percent of paid employees feel like they have the support of their board/management in their current role/workplace, ten percent indicated that they 'strongly disagree' or 'somewhat disagree' that they have this support.

Those that feel they don't have the support of their board/management are more likely than the total sample to be aged 25-34, and more likely than the total sample to be disabled. Similarly to the prior analysis, this group is also more likely than the total sample to be dissatisfied with their job, have higher incidence of barriers to progression, feel unsafe in their workplace, feel like they don't belong, have a lower level of trust in the organisation's integrity, and have experienced bullying, harassment or discrimination in the past year.

[10] While a different context, Stats NZ General Social Survey 2017 reports that 88.5% of New Zealanders aged 15+ have a high sense of belonging in New Zealand ('high' = rate 7 or more on 0 to 10 scale), suggesting the Sector's results are similar to other contexts. See: https://wellbeingindicators.stats.govt.nz/en/sense-of-belonging/.

FELT EXPERIENCE - ORGANISATION

84 percent of the sector workforce agrees their organisation is committed to Diversity and Inclusion while 76 percent agree their organisation puts this commitment into practice

Across the range of desired 'felt experiences' at organisation level, agreement is also relatively high (as for desired 'felt experiences' at personal level).

More than two thirds of respondents strongly agree that they feel safe in their workplace, and that they feel like they contribute to the values of their organisation.

Notably, agreement that organisations are committed to Diversity and Inclusion is higher than agreement that organisations put their commitment into practice.

Figure 27: Level of Agreement Regarding Felt Experience - Organisation

To what extent do you agree or disagree with each of the following statements in relation to your current role/workplace?

**Paid employees only*

Single Response. Base: Total Sample (n=1,679)

Across the dimensions of diversity, no notable differences are evident by disability, care responsibilities, ethnicity, and by ongoing illness or impairment. However, there are three differences of note in other dimensions:

- females are less likely than males to agree their organisation puts its commitment to Diversity and Inclusion into practice (34 percent strongly agree compared with 42 percent of males);
- those aged 55 or more are more likely than the sector as a whole to agree they feel like they contribute to the values of their organisation, and that their organisation is committed to Diversity and Inclusion and puts its commitment into practice; and
- those identifying as bisexual are less likely than the sector as a whole to agree that their organisation is committed to Diversity and Inclusion and that their organisation puts its commitment into practice.

Situations where findings differ from the total sample by organisation and role type, and as outlined in the following tables, include:

- the Disability Sport Organisation workforce is more likely than the sector as a whole to feel that their organisation is committed to Diversity and Inclusion and that their organisation puts its commitment into practice - the opposite is true for the Sport NZ Group;
- those in governance roles and Chief Executives are more likely to feel that their organisation puts its commitment to Diversity and Inclusion into practice than are Tier 3 Managers, High Performance Coaches and employees in non-leadership roles; and
- by role type, Chief Executives are the most likely to feel safe in their workplace.

Table 26: Level of Agreement Regarding Felt Experience – Organisation, by Organisation Type

Proportion 'Strongly agree' or 'Somewhat agree'	All	SNZ Group	NSO	RSO	RST	TA	EDU.	PLAY	DSO	REC.
	%	%	%	%	%	%	%	%	%	%
I feel safe in my workplace*	91	94	90	90	93	89	98 ▲	100 ▲	86	90
I feel like I contribute to the values of my organisation	94	90	95	94	95	89	98	100 ▲	98 ▲	97 ▲
I feel my organisation is committed to Diversity and Inclusion	84	72 ▼	82	87	87	77	88	86	91 ▲	87
I feel my organisation puts its commitment to Diversity and Inclusion into practice	76	63 ▼	76	75	81 ▲	69	79	92 ▲	90 ▲	81
Base: Total Sample (n=)	1,679	167	498	336	290	102	42	14#	70	160

** Paid employees only, base sizes differ*
 # Small sample size
▼/▲ Denotes significant difference relative to the Total Sample (All) (expressed at 95% confidence level)

Table 27: Level of Agreement Regarding Felt Experience – Organisation, by Role Type

Proportion 'Strongly agree' or 'Somewhat agree'	All	Board Chair	Other Board	Chief Executive	Senior Lead (Tier 2)	Mgr/Lead (Tier 3)	Com. Sport Dir/Mgr	High Perf. Dir	High Perf. Coach	Coach/Sprt Dev. Mgr	Other Paid Employees
	%	%	%	%	%	%	%	%	%	%	%
I feel safe in my workplace*	91	-	-	96 ▲	94	88	94	85	83	93	92
I feel like I contribute to the values of my organisation	94	96	95	97	97 ▲	96	97	100 ▲	86	94	91 ▼
I feel my organisation is committed to Diversity and Inclusion	84	89	91 ▲	90 ▲	86	77 ▼	78	86	66 ▼	88	78 ▼
I feel my organisation puts its commitment to Diversity and Inclusion into practice	76	89 ▲	85 ▲	88 ▲	80	70 ▼	66	86	58 ▼	78	69 ▼
Base: Total Sample (n=)	1,679	89	378	112	191	283	69	14#	40	97	466

** Paid employees only, base sizes differ*

▼/▲ Denotes significant difference relative to the Total Sample (All) (expressed at 95% confidence level)

What organisations are doing to put their Diversity and Inclusion aims into practice

Three in four agree their organisation puts its commitment to Diversity and Inclusion into practice. Although responses were varied around what organisations are doing, the majority focussed on initiatives relating to specific dimensions of diversity e.g. gender, or administrative initiatives or practices.

The table below outlines the main themes of the comments made.

Table 28: What Organisations are Doing to put Diversity and Inclusion Aims into Practice

What are some of the things your organisation is doing to put its Diversity and Inclusion aims into practice?	
FOCUSSING ON INCLUSION FOR SPECIFIC DIMENSIONS OF DIVERSITY	
Gender	15%
Māori	10%
Disability	8%
Ethnicity	7%
Youth	6%
ADMINISTRATIVE INITIATIVES TO SUPPORT DIVERSITY AND INCLUSION	
Programmes/events (e.g. educational, policy focus)	10%
Board diversification	8%
Recruitment process	6%
Strategy development	5%
Base: 'Somewhat Agree' or 'Strongly Agree' that [organisation] puts its commitment to Diversity and Inclusion into practice (n=)	1,282

Diversity and Inclusion in organisations – what could be improved

The table below outlines the aspects of Diversity and Inclusion respondents think their organisation should work on improving. Again, aspects mentioned tended to relate either to improving the inclusion of specific dimensions of diversity, or initiatives that would support Diversity and Inclusion improvements across the organisation more generally.

Table 29: Aspects of Diversity and Inclusion for Improvement in Organisations

What aspects of Diversity and Inclusion do you think your organisation should work on improving?	
INCLUSION FOR SPECIFIC DIMENSIONS OF DIVERSITY	
Inclusion in general (equality and opportunities for everyone)	6%
Māori and Pacifica	6%
Ethnicity generally	6%
Gender, especially women	6%
Disability	4%
Youth	3%
ADMINISTRATIVE INITIATIVES TO SUPPORT DIVERSITY AND INCLUSION	
Education/training	5%
Communication/awareness	5%
Support and encouragement	4%
Resources (e.g. investment/funding)	4%
Recruitment process	4%
Leadership (leading by example)	4%
Base: Total Sample (n=)	**1,679**

INTEGRITY

Just four in ten of the sector's workforce trusts their organisation to handle integrity issues appropriately and effectively

Just 43 percent of the sector's workforce have complete trust in their organisation to handle integrity issues appropriately and effectively. Two percent have no trust at all. The proportion of the sector's workforce that trusts their organisation to handle integrity issues appropriately and effectively (43 percent) is similar but slightly higher than the 34 percent of respondents cited in Sport New Zealand's Sport Integrity Review[11] that indicated that they trust their sport to handle integrity breaches appropriately and effectively.

The only difference on dimensions of diversity is by ethnicity and age. Māori and Cook Island Māori are less likely to have complete trust in the integrity of their organisation than people of other ethnicities (35 percent and 23 percent of these workforces respectively, compared with 43 percent of the total sample). Those aged 55 or more are more likely to have complete trust in the integrity of their organisation than are younger people.

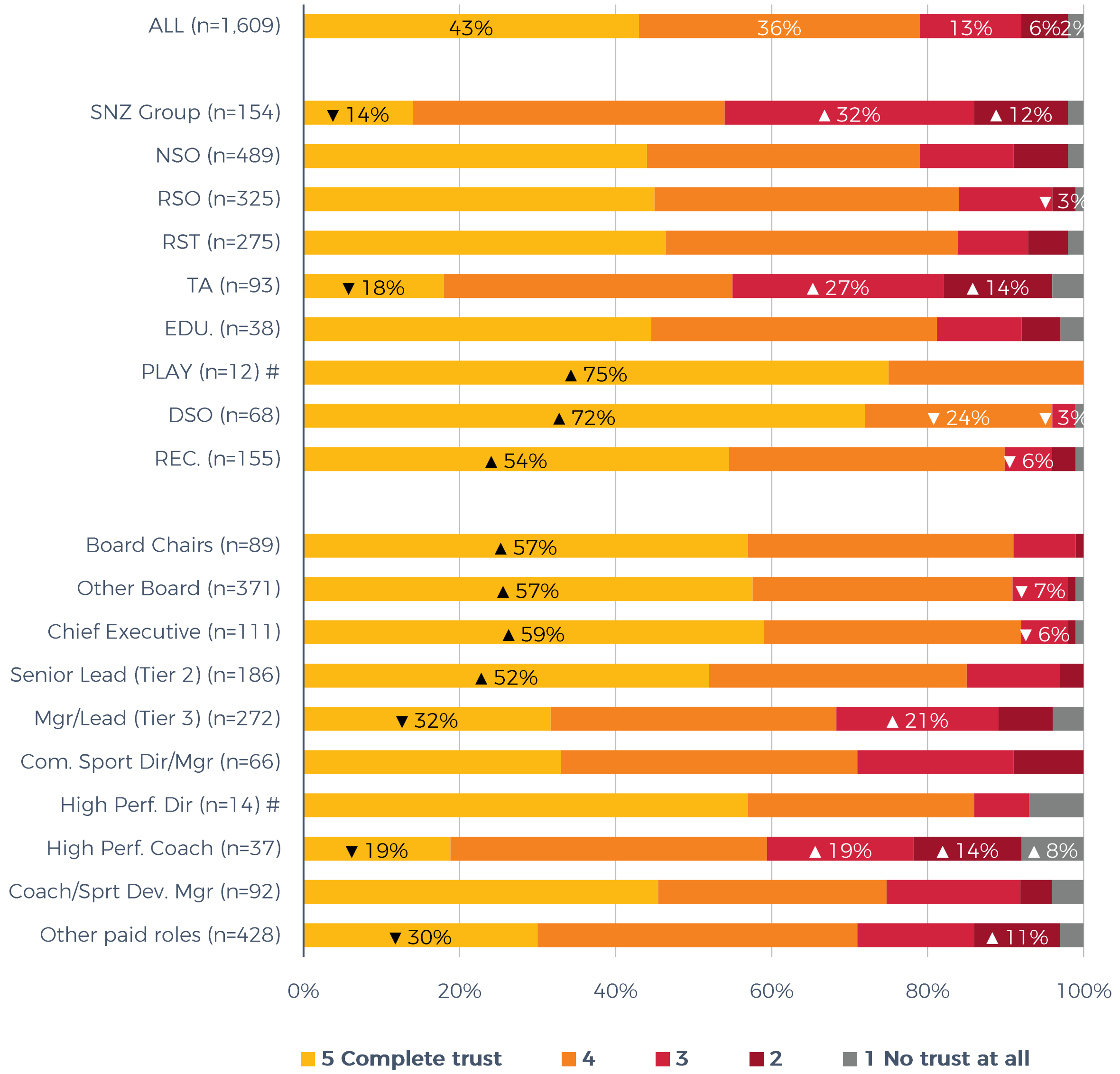
Differences by organisation and role type, and as outlined in the figure following include:

- trust is lowest amongst the Sport NZ Group and Territorial Authority workforces, and is highest for the Play, Disability Sport Organisation and Recreation Organisation workforces; and
- trust is higher amongst board members, Chief Executives and Tier 2 Leadership than it is amongst those in other roles.

[11] See: https://sportnz.org.nz/media/2751/findings-and-recommendations-sport-integrity-review-updated4.pdf pg 13

Figure 28: Trust in Organisational Handling of Integrity Issues

How much do you trust [organisation] to handle integrity issues appropriately and effectively?
'Integrity issues' refers to a range of things, including abusive, unethical or dishonest behaviour, and concerns around inclusivity and safety.



Single Response. Base: Total Sample except 'Don't know' (n=1,609)

 # Small sample size
▼/▲ Denotes significant difference relative to the Total Sample (All) (expressed at the 95% confidence level) for individual organisation and role types

DISCRIMINATION, HARASSMENT AND BULLYING

One seventh of the sector's workforce has experienced discrimination, harassment or bullying in their current role/workplace in the past year

One seventh of the sector's workforce has experienced discrimination, harassment or bullying in their current role/workplace in the past year. This is a higher proportion than the one in ten reported by Stats NZ in 2019 from its Survey of Working Life[12].

Across the dimensions of diversity, no notable differences are evident by disability, care responsibilities, gender, ethnicity, age, and sexual orientation. By ongoing illness or impairment however, those dealing with an ongoing mental illness or impairment are more likely to have experienced these behaviours (24 percent in the past year, compared with 14 percent of the total sample).

Differences by organisation and role type, and as outlined in the following figure include:

- the Territorial Authority workforce is most likely to have experienced these behaviours, and the Disability Sport Organisation workforce is least likely to have done so;
- a relatively high proportion of the sector's Territorial Authority workforce did not want to say if they had experienced these behaviours; and
- other board members (those that are not the Chair) are least likely of all role types to have experienced these behaviours.

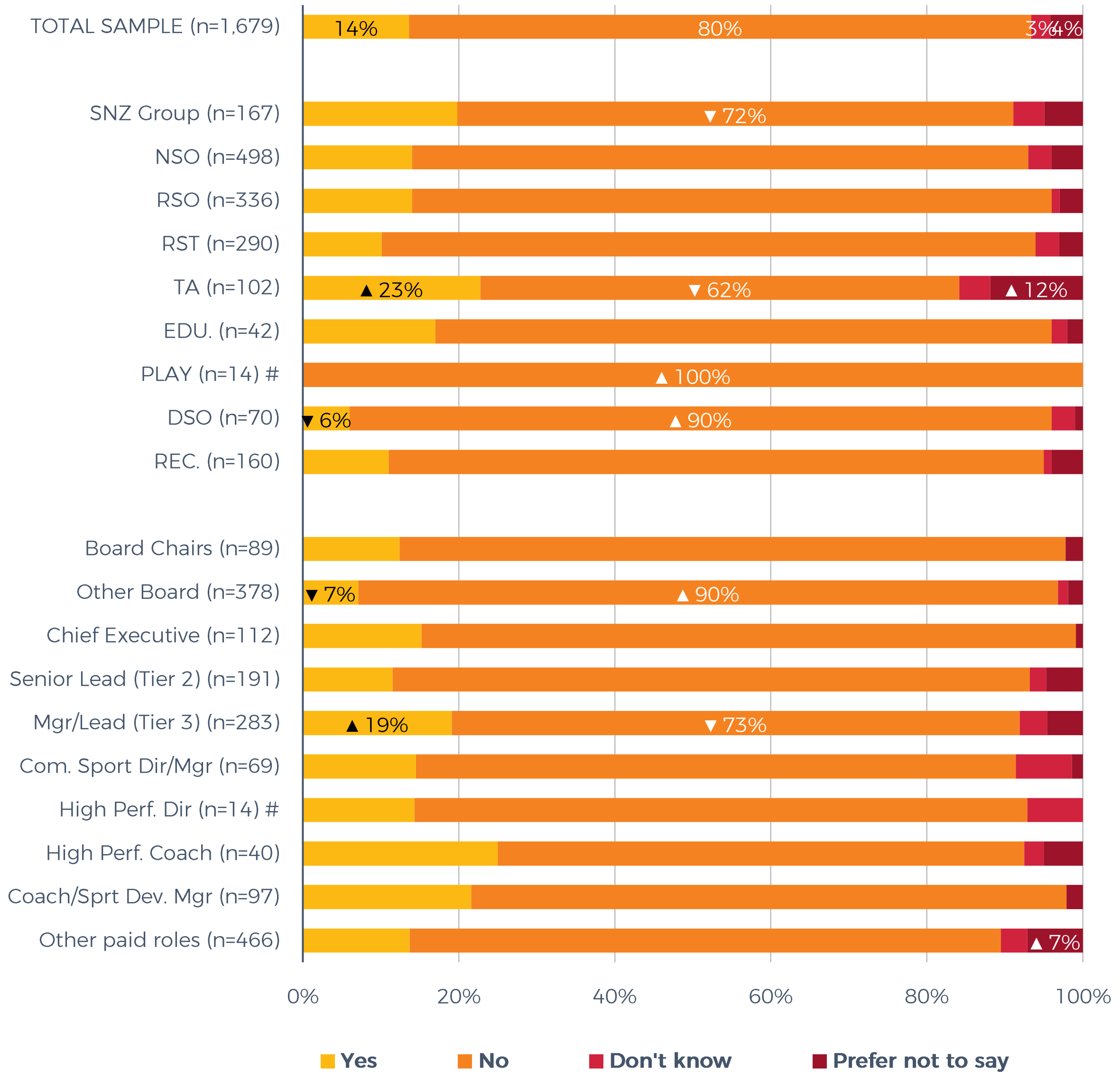
All respondents were given the opportunity to provide any comments that they wished to make about experiences of discrimination, harassment or bullying in their current role/workplace. While several comments were positive, with respondents noting that this was not something they had a concern about or that they were confident about their organisation's ability to address any problems (including having procedures in place for this to take place), of the more than 200 comments made, the majority recounted experiences of, or witnessing of, these behaviours. The most common experiences (in order of prevalence) include:

- discrimination by gender;
- verbal abuse;
- ignorance or poor handling of issues by management;
- the behaviour originating from management or governance;
- the behaviour coming from outside the respondent's organisation (e.g. local community); and
- discrimination relating to ethnicity.

[12] https://www.stats.govt.nz/news/one-in-10-workers-feels-discriminated-against-harassed-or-bullied-at-work

Figure 29: Experience of Discrimination, Harassment or Bullying

In the last 12 months, have you experienced any discrimination, harassment or bullying in [your current role – for governance / your workplace – for paid employees]?



Single Response. Base: Total Sample (n=1,679)

 # Small sample size

▼/▲ Denotes significant difference relative to the Total Sample (expressed at the 95% confidence level) for individual organisation and role types

APPENDIX

A. FURTHER BACKGROUND

This survey of the play, active recreation and sport workforce (together, the Sector) builds on earlier studies of the Sector's paid workforce undertaken by BERL Economics in 2013 and Angus & Associates in 2016 and 2017. The survey was designed to equip Sport NZ and other stakeholders with important information on diversity and inclusion in relation to governance, leadership and other paid staff (both within investment partner organisations and the wider Sector).

This research supports Sport NZ's Strategic Plan 2020-2024 and, specifically, its commitment to promote and champion the importance of cultural capability, diversity and inclusion – including women and girls, disabled people and all ethnicities – as a core strategic priority. For example, an understanding of current diversity will enable Sport NZ to advocate for pay equity across partner and professional sport organisations and to deliver initiatives that increase the number of women in leadership and coaching roles within the High Performance system.

Survey findings will also support progress on initiatives in Sport NZ's Disability Plan 2019 by providing a greater understanding of the number of disabled people in governance, leadership and other roles across the Sector. Finally, the findings will help Investment Partners and other sector stakeholders to understand and ultimately improve diversity and inclusion in relation to their own governance and workforce.

B. RESEARCH OBJECTIVES & METHODOLOGY

The specific research objectives were to: -

- understand the landscape of the Sector's workforce with a specific focus on diversity;

- capture accurate data across all Sport NZ Group investment partner organisations and the wider Sector to:
    - meet or contribute towards commitments to tracking the diversity of the sector (particularly regarding understanding the diversity of leadership)
    - inform decision making; and
    - provide information that will inform Sport NZ's and High Performance Sport New Zealand's (HPSNZ's) actions and conversations with partners; and

- increase the visibility of the current diversity of the Sector to inform action where required.

To meet these objectives, a series of questions were constructed to measure the dimensions of diversity, and inclusion (following statistical standards where appropriate). Some reviewed questions from the 2017 Paid Workforce Survey were also included where relevant,

This report summarises the overall findings of the survey. Organisation-specific summaries will also be prepared for the 60 organisations which had at least 10 employees or board members complete the survey. These reports will outline the individual organisation's results relative to its sub-sector averages and the averages for the sector as a whole. Sector-specific summaries will be prepared for all other organisations that contributed to the research.

The survey methodology was designed for Sector-wide engagement and a high level of confidence - both in the research process and the handling of sometimes sensitive data. It built on the methodology that was successfully employed for Sport NZ's Paid Workforce Surveys in 2016 and 2017.

The main steps in the methodology were: -

Survey design

Questionnaire drafting considered the survey objectives and drew on prior workforce research in the Sector, diversity research undertaken with New Zealand companies and organisations, relevant international research and available New Zealand statistical standards.

The draft questionnaire was tested and refined in consultation with an expert panel comprising New Zealand-based experts in diversity and inclusion, and via a cognitive testing process with a variety of sector representatives.

Survey questions were designed to collect information about the makeup and experiences of the sector's workforce, and to support analysis of: -

- *Representation*: the extent to which individuals across the dimensions of diversity are represented in governance, leadership/management, and other roles;
- *Retention*: the extent to which individuals across the dimensions of diversity are retained within the workforce (as reflected by average tenure, for example);
- *Development*: the extent to which individuals across the dimensions of diversity have progressed in their career development and the extent to which they perceive opportunities and barriers to future career progression;
- *Remuneration*: the financial and non-financial rewards earned by individuals across the dimensions of diversity (taking into account role type, job tenure and sector experience);
- *Engagement*: the levels of job satisfaction, engagement and loyalty of individuals across the dimensions of diversity; and
- *Inclusion and belonging*: the extent to which individuals across the dimensions of diversity feel they are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the success of the organisation in which they are employed.

This survey consisted of three sections:

- Section one: questions about you – including gender, age and ethnicity.
- Section two: questions about current role and past experience working in the sector.
- Section three: benefits and challenges faced working or as part of a board in the play, active recreation and sport sector, and experience of diversity and inclusion in the organisation for which now work or in governance role.

Sampling and database development

The sample universe was defined as all individuals in governance roles and/or paid employment in the New Zealand play, active recreation, and sport sector. These individuals were accessed through the organisations for which they work, and personalised survey invitations distributed.

Qualifying organisations comprised a broad set of entities, including the Sport NZ Group, Regional Sports Trusts, National Sports Organisations, Regional Sports Organisations, National Recreation Organisations, Territorial Authorities, Education, and Disability Sports Organisations. Many of these organisations receive Sport NZ investment but the sample universe was not limited to those working for investment partners.

A comprehensive database of qualifying organisations was compiled by drawing on the databases compiled by Angus & Associates for the 2016 and 2017 Workforce surveys, on the Sport NZ Group's own databases and directories, online search and, with assistance from Sport NZ, outreach through partner agencies.

Initial contact was made by Sport NZ with the Chief Executive (or equivalent) of each organisation to introduce the survey. Angus & Associates then followed up individually with each organisation to seek a database of Board members and paid employees to whom an invitation to participate in the survey was sent. The small number of organisations unable or unwilling to provide a database were instead asked to share details of a dedicated web form through which Board members/employees could self-opt in to participate in the survey.

Data collection

Survey data was captured using the get smart online data collection system. This involved sending individual surveys on behalf of each participating organisation - collecting data from that organisation's Board and employee base - and then aggregating data to provide a whole-of-sector perspective.

The survey was available in English only, with demand for additional languages to be assessed for future iterations. Capture of survey data via telephone, online audio or video call, and other interviewer-assisted techniques was also offered to enable participation by individuals not readily able to participate in an online survey or requiring the assistance of a support person, however there was no uptake.

A sample universe of between 3,000 and 4,000 individuals and a final sample of n=1,200 to n=1,500 (based on an achieved response rate of 40%) was targeted. The survey was sent to 4,340 individuals in total and the final sample achieved was 1,679 (a response rate of 39%). A particular focus was put on communication around the purpose and importance of the survey, ethics and the specific measures that will be taken to protect the data of participating organisations and the privacy of participating Board members/employees. One reminder email was sent if the survey had not been completed after seven days.

Note that due to a coding error in the online survey programming, we are unable to report on religion as intended. Future iterations of the research will include religion as one of the dimensions of diversity.

Data treatment

While largely mitigated by good survey design and the use of advanced online survey tools, respondent error can occur. Treatment may include deletion of entire survey records, imputation, and/or trimming of outliers. A range of checks were performed on the survey data however limited data cleaning was required. Open-ended questions (including 'other specifies') were also checked and coded for subsequent analysis.

Data analysis and reporting

Data has been analysed with reference to the topics of diversity, inclusion, engagement and equity. This has involved analysis of key survey variables by dimensions of diversity such as gender, ethnicity, disability, and sexual orientation, with testing for statistical significance undertaken where variance was evident.

Benchmark data has been included in reporting where possible, to provide context to the results. Limited comparisons are made however as benchmarking in this area is still under global development.

Alongside this report of the overall research findings, individual reports will also be produced for each participating organisation, providing a simple overview of that organisation's survey data relative to appropriate sector benchmarks, if a minimum sample size has been obtained. For organisations not meeting this requirement a sub-Sector report will be provided instead.

Review

A review will be undertaken to identify and document opportunities for improvement and/or further development from the 2020 survey, so that these can be considered for future repeats of the survey.

Note that this will include consideration of including religion as a dimension of diversity. Due to a coding error in the online survey programming, we were unable to report on religion as part of this research as originally intended.

C. SUMMARY OF FEEDBACK ON THE SURVEY PROCESS

For most respondents, the Workforce Diversity and Inclusion Survey was well received, with many noting it was a clear, comprehensive and easy to understand survey that added value to the conversation around diversity and inclusion within the workplace, with several hopeful for positive outcomes. Several respondents expressed their desire to have access to the findings and to learn more about what the next steps are following the release of the survey findings.

Suggested improvements fit mostly into five broad themes:

- Providing descriptions of certain terms, best practice and parameters for answering questions;
- Assigning areas of work (rather than having to select one main area of work);
- The relevance of questions and their context;
- Concerns around confidentiality; and
- Translation to languages other than English.

For some respondents, the terms ‘diversity’ and ‘inclusion’ needed to be more clearly defined throughout the survey, particularly around what ‘best practice’ should resemble in a workplace when answering about what their organisation is or could be doing to promote diversity and inclusion. This would help create a benchmark of what organisations should aspire towards. In other questions, respondents would like to see more clarity around whether their answers should consider just the internal workplace (between colleagues), the external workplace (between the organisation and clients), or both.

In providing their current main area of work or their first paid role, some respondents found it difficult to select just one option, instead believing that their role is multi-faceted and encompasses more than just one area of work. Additionally, the list of roles provided in the first paid role in the sector, did not always reflect where some respondents would place themselves – e.g. athletes, gym instructors.

Some expressed concern about particular metrics being asked (e.g. sexual orientation and remuneration) as they didn’t believe that they were relevant in a diversity and inclusion survey, while others were concerned about the meaningfulness of the findings as the metrics did not always capture some of the work done beyond the play, active recreation and sport sector.

Given the breadth of personal information that the survey collects, some respondents were anxious about the seriousness of data confidentiality, and in particular, the need to remain unidentifiable within their workplace which may have a small workforce.

Most respondents (82 percent) did not believe that the survey needs to be translated into a language other than English. However, 16 percent said the survey should be translated into Te Reo Māori, three percent into Samoan and two percent into Tongan and Mandarin.