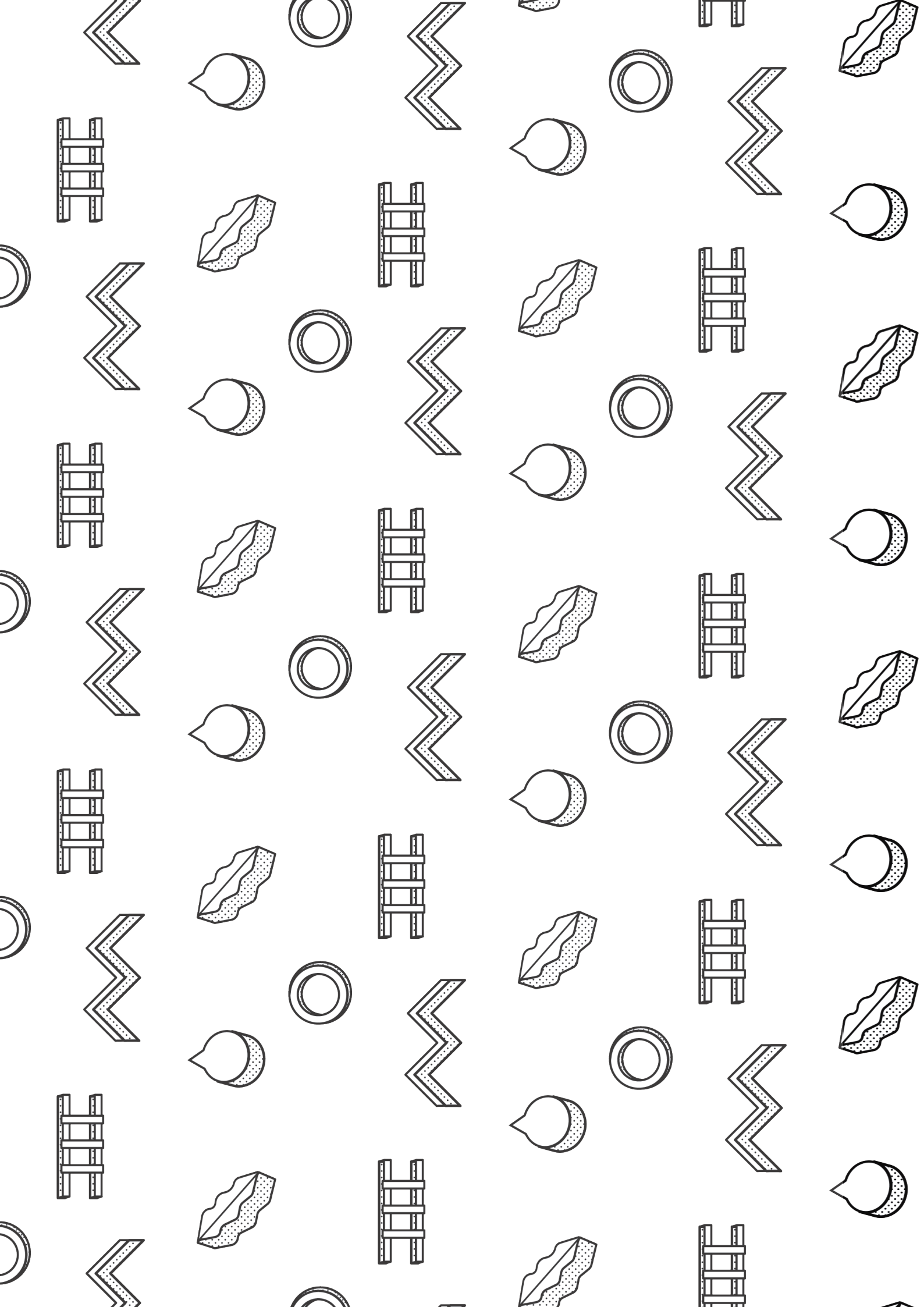


How inclusive do New Zealand workplaces feel?
And what can you do about it?

In collaboration with:

Deloitte.



Key Insights

We had over 700 responses to the survey from a diverse range of participants from over 100 organisations of all sizes. The key insights are as follows:

Millennial males have the **lowest levels of inclusion** when compared to Gen X and Baby Boomers

Page 6

The **more included** people feel the **better** they report the business is performing

Page 13

Inclusion scores were **45%** higher in organisations with merit-based processes for pay, performance management and promotion than those without

Page 8

Inclusion is **30%** and **29%** higher in organisations where senior leaders and managers (respectively) hold others to account if what they say or do is not inclusive

Page 10

The **more senior** your position within an organisation, the **more included** people feel

Page 10

Positively, there were no significant difference in feelings of inclusion based on respondents' ethnicity

Page 12

People earning within the **\$70,000-\$100,000** bracket reported significantly lower feelings of inclusion compared to those in other salary brackets. Women made up 85% of this salary bracket

Page 5

Inclusion scores were **34%** higher in organisations where senior leaders speak up and challenge the status quo

Page 10

Respondents fell into the following generational categories:

Millennials are those between the ages of 24–35.

Gen X are those between the ages of 36–53.

Baby Boomers are those between the ages of 54–72.

*as at 2018

Senior males report higher feelings of inclusion than **females**

Page 10

How inclusive do New Zealand workplaces feel?

And what can you do about it?

Many New Zealand organisations are seeking greater diversity and inclusion in order to enhance their performance, to better serve their customer base and to enable growth by tapping into a broader talent pool. As diversity without inclusion is typically short-lived, Global Women and Deloitte have partnered to discover how included New Zealanders feel at work and understand what the drivers of inclusion are.

How did we do this?

01

We surveyed over 700 people from over 100 organisations across New Zealand about how included they feel at work.

We used the Deloitte Inclusion Index to score people's feeling of fairness and respect, value and belonging, and confidence and inspiration.

02

We undertook focus groups and interviews to get a deeper understanding of some of the survey findings.

03

We drew on New Zealand and global research to further understand and validate our findings.

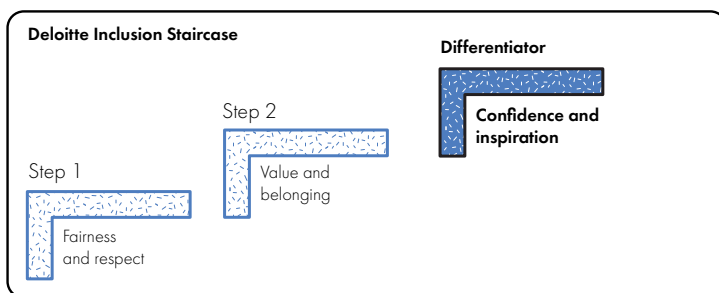
What have we done with the findings?

04

We determined that there are some key areas which significantly impact people's feelings of inclusion in the workplace and have identified the circuit breakers that are impeding inclusion.

05

We share stories from organisations that have worked to overcome these barriers to inclusion.



The survey findings have been analysed using the Deloitte inclusion staircase¹

(to the left) that shows the stages of inclusion maturity. The survey results indicated that organisations' inclusion scores reduce the further up the staircase you go. Inclusion scores start strong in terms of fairness and respect but taper off for value and belonging, and further still for questions related to confidence and inspiration.

This is reflective of a number of New Zealand organisations having commenced the inclusion journey but needing to make some bold moves to achieve further in-roads. This report focuses on the circuit breakers that will have the biggest impact on workplace inclusion.

Deloitte research shows that fairness and respect, and value and belonging lead to a perceived uplift in business performance and that confidence and inspiration drive innovation, customer service, collaboration and engagement.¹

Those earning \$70-\$100k

A concerted effort required

Research findings

While, for the most part, inclusion scores increase as people get more senior, there is a significant dip in feelings of inclusion for those earning \$70-\$100k - a group in which women were over-represented, making up 85% of the responses.

Interviews and focus groups indicate this is related to feelings associated with approaching the glass ceiling.

Mindset change

This is the point at which leaders need to pull women through the glass ceiling.



Circuit Breakers

A number of organisations have initiatives designed for women earning more than \$100k who have already progressed through to management or leadership roles. The women who have broken through the glass ceiling have higher inclusion scores than those on the brink. **Organisations need to ensure that initiatives like flexible working, mentoring, coaching and leadership programmes are capturing this vulnerable group before they opt out.**

As outlined in the Deloitte publication *What if the road to inclusion were really an intersection?*,² it is important to appreciate the intersectionality of an individual's identity by avoiding the compartmentalisation of identities that unintentionally force diverse individuals to stagnate because it does not allow for the expression of other, equally important, aspects of one's identity.

To counteract the implicit gender biases that may be holding women back, organisations would benefit from co-designing initiatives with their people so they best meet their needs. Organisations can apply the five stages of design thinking to engage employees and iteratively redesign facets of the work environment that may be creating barriers for women.³

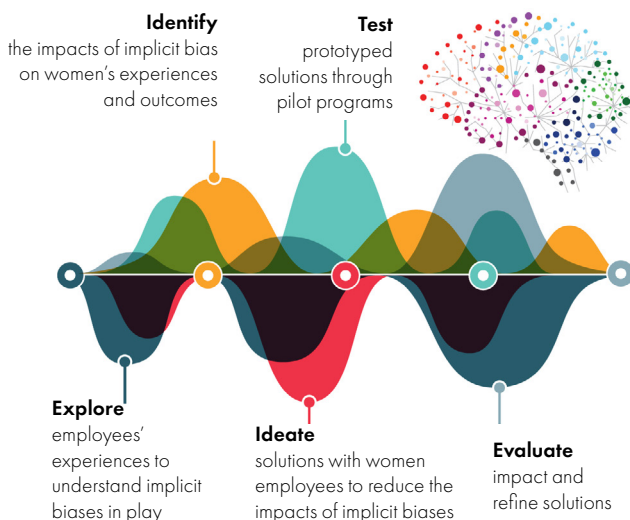
Rather than designing set career paths, **organisations can encourage the millennial desire for continuous learning by enabling them to zig-zag across the organisation. This brings increased connectedness and understanding for how different parts of the organisation work together.** However, women should not self-limit and need to be receptive to advancing to management roles.



Genesis Energy

Genesis has undertaken work to support their employees' work-life balance by introducing Flexible@Genesis, which launched in May 2018. Whilst flexible working had informally been in place, Genesis reviewed all leave policies to formalise their flexible working options. This included reviewing their Parental Leave Policy, buyable leave options and phased retirement. The new policy has had great uptake amongst Genesis employees; 10% of employees have requested buyable leave, with one week and four weeks being the most popular options.

Design thinking applied to implicit gender bias³



Survey results

Fairness and Respect

People earning \$70-\$100k feel less fairly treated at work

Millennials

Craving inclusion

Research findings

Millennial men have the lowest overall workplace inclusion scores when comparing Millennials, Gen X and Baby Boomers (BB).

Mindset change

Workplaces need to embrace millennials and allow them to be part of the inclusion journey – they have a social conscience and want to be part of the solution.

Millennials make up a third of New Zealand's workforce, and they are particularly concerned with the social, environmental and cultural impacts of organisations. They judge organisations on the basis of their relationships with their workers and customers, as well as their impact on society.⁴ They are less interested in what you do than why you do it, and how that aligns with what they care about.⁵

Millennials expect organisations to commit to being 'good' corporate citizens, including listening to, investing in and actively managing trends like diversity and inclusion that are shaping today's world.

The 2018 Deloitte Millennials Report⁴ cites a huge gap between the expectations of New Zealand's millennial employees and the priorities of the organisations they work for.

The power of the individual is growing, with millennials at the forefront, propelled by a hyper-connected world which enables people to track company information and share opinions to a wide audience, globally and in real time. Millennials want to be treated in a fair, transparent and unbiased way.

Organisations are increasingly going to be held to account by millennials, particularly in relation to diversity and inclusion progress.



Circuit Breakers

Millennials have typically been excluded from organisations' diversity and inclusion journeys. Ironically, focus groups indicated that narrower aspects of inclusion, such as women in leadership, are leaving them feeling excluded.

Having grown up in a more progressive society, millennials are naturally more inclusive and have a strong sense of purpose.

Organisations should leverage millennials more to foster an inclusive workplace. Give them a voice so they can influence the inclusiveness of the workplace. They need to be enabled to be the inclusive leaders of the future.

Survey findings and follow up focus groups identified that the following practices have a significant impact on how included millennials feel:

- Introduce agile ways of working that enhance connectedness, e.g. blended virtual teams that work on a particular issue
- Embrace their desire for flexibility to enable more men to share caregiving responsibility, e.g. via enhanced paternity leave, flexible hours or part-time work
- Ask them for their perspectives and wherever possible involve them in decision making when the outcome impacts them
- Use more contemporary learning strategies that reflect millennials' learning preferences. The enablement of learning is central to their sense of value and belonging
- Promote connections across the organisation beyond their immediate teams
- Provide them with opportunities to zig-zag across the organisation to get exposure and experience in different parts of the business
- Have accessible leaders that promote opportunities organically



IBM

IBM have established a millennials forum (which anyone in IBM can join regardless of whether they are a millennial). The forum is designed to provide leaders with a pulse check and to give millennials a voice. Millennials value feeling connected to each other and to the leadership. This forum led to the creation of reverse mentoring between millennials and senior executives. Care was taken when matching mentors e.g. to reflect areas of interest/development, personality types etc. Catch ups are typically 30-45min every 3 weeks. The forum also led to the secondment programme which provides people with the opportunity to get broader exposure and experience.

Survey results

Value and Belonging

Millennials have significantly lower scores than Gen X and Baby Boomers in terms of their sense of belonging and having a voice in decisions that affect them

Confidence and Inspiration

Millennials feel significantly less inspired to do their best work at their organisation compared to Baby Boomers

The 2017 Deloitte Human Capital trends⁵ identifies the need for organisations of the future to be built around systems that encourage teams and individuals to meet each other, share information transparently, and move from team to team depending on the issue to be addressed. For a company to stay agile, teams must be formed and disbanded quickly.

The 2017 Deloitte Millennial survey⁶ also identifies diversity and inclusion and flexibility as key factors to keeping millennials happy. 55% of New Zealand millennials who say their organisation is more flexible compared to three years ago plan to stay for at least five years. Whereas, if they see their organisation as less flexible, 39% plan to leave within two years.

New Zealand organisations need to embrace this desire for flexibility. In particular, we need to support and enable the many millennial men who want to share care (children or aging parents) if we are to have more women staying and progressing in the workforce.

Flexibility is key for millennials in dual-career relationships making decisions about how they work and progress their careers in a way that supports the other's career. Organisations need to change how they are supporting and developing talent to cater to this trend or risk losing more talent.⁷

The Champions for Change flexibility tool kit provides hints and tips about how to embrace flexible working in your organisation.⁸

Likewise, **men taking parental leave needs to enter the mainstream.**

Quebec gives five weeks paternity leave that is lost if it's not used which has resulted in a significant uptake in fathers taking paternity leave.⁹ In Sweden 90 of the 480 day entitlement can only be reserved for the father.¹⁰ **There is scope for New Zealand business to take the lead rather than waiting for legislative changes around paternity leave,** e.g. by having a "use it or lose it" policy for fathers.

Kiwi company My Food Bag is challenging the status quo by offering new parents either 18 weeks paid leave in addition to their government entitlement or an extra 60% on top of their salary for the same period to support the family.¹¹

The workforce of the future has millennials undertaking roles that are continually evolving. Millennials have a mindset of continuous learning that is broader than the immediate demands of their current role which augers well for meeting future workforce needs.

They are also increasingly taking on more roles not previously done and are in the unique position to educate those around them – in particular Gen X and Baby Boomers executives who will not always know what questions to ask.

Millennials should take it upon themselves to proactively teach those around them. Millennials need to have a voice and make their perspectives known. They have a hugely important role in driving tomorrow's inclusive workplace cultures.

SKYCITY

Looking for ways to keep their millennial workforce engaged and contributing to conversations, SKYCITY came up with the Millennial Forum. The forum involves a small group of Gen Z and Gen Y employees, from customer facing business units, coming along to a session with their Senior Leadership Team (as led by the CEO) to informally discuss their thoughts, insights and perceptions on things like the customer experience offering, as well as the employee experience.

ASB

During a follow up focus group with ASB, Dan* shared his story about how he had leveraged ASB's flexible working practices to support and enable his dual-career relationship. Dan's partner is a doctor and was required to relocate to Whakatane for a year-long placement. This forced the couple to consider how they were going to support both of their careers, one being based in Auckland and one in Whakatane, as well as their relationship. The couple decided the best option was to both relocate to Whakatane, with the Dan working remotely three weeks of the month and travelling to Auckland for one week of the month – an approach that ASB endorsed. This was a refreshing and fantastic example of both how an organisation can support their people to balance their home and work lives through flexible working arrangements, and a shift in societal expectations whereby men and women's careers are given equal weighting in a relationship.

* not his real name

Ports of Auckland

Ports of Auckland have a 360° mentoring programme in place that is designed to optimise the way people of different generations work together. Entry level people, who may or may not be graduates, spend six months within a department. Toward the end of the period they are asked to imagine what the future might look like for that department in 20-30 years. They are tasked with doing this in a non-threatening way by involving people from within that area in the process. They then present their design to the executive team to challenge them on what this might mean for their strategy. They may then work with the relevant department to provide input into departmental planning. During this six-month period the person is also paired up with an executive team member from outside the department that they are working in. Executive team members take the opportunity to get feedback on what they see that doesn't make sense, what they would recommend gets changed and what skills need to be developed for the future. The executives are also challenged to think about the world through the eyes of a different generation. Following six months in one department the person then moves onto another. They will do four rotations over their two years in the programme. Diane Edwards - their GM People, Systems and Technology - says that the programme enables Ports of Auckland to optimise age diversity so that everyone benefits from people's different skills and experience.

HR processes and practices

Fairness and transparency are key

Research findings

Inclusion scores are 45% higher for workplaces that are perceived to have fair and transparent practices around pay, performance management and promotions.

Mindset change

Transparent and fair HR processes and practices around pay, performance management and promotions need to be a top priority as they have a very significant impact on workforce inclusion.

Two areas where it is really important to be clear and transparent are pay and performance management.

New Zealand has a gender pay gap of 9%. This is the difference between the median wages of women and the median wages of men.

Typically, you need men and women to be evenly represented at all levels of an organisation to close the gap. The gap tends to be higher when men are overrepresented in leadership positions. However, it is also important to ensure that men and women are being paid the same for doing the same roles.

Genesis Energy

Genesis Energy have taken a holistic approach to addressing the pay gap by designing a monitoring, reporting and responsive plan of action to address any unreasonable gender pay gaps in the organisation – this plan is called ‘Minding the Gap’. The plan is reviewed and monitored on a six-monthly basis, reported to the Board to assess the progress being made, and any changes to the plan and policy for the following 12-month period. The plan involves reviewing hiring practices to ensure that offers made are within the appropriate band. Further, Genesis uses pay economics to compare like-for-like roles using job sizing to ensure the remuneration framework is robust.



Circuit Breakers

Organisations can significantly increase feelings of inclusion if they:

- Undertake gender gap analysis to understand where the gaps are and what is driving them. This should not be a one-off exercise. The analysis should be baked into performance and remuneration review cycles.
- Develop a plan to address the gaps. Typically, this will include progressing more women through to senior roles.
- **The process, findings and plans to address gaps must be made transparent to maximise the effect on feelings of inclusion.**



Tips for tackling your gender pay gap

1. Analyse the data – horizontally and vertically
2. Review gender pay equity at the same time as performance reviews
3. Be transparent about the gaps
4. Understand what is driving the gap
5. Design initiatives to address the root cause
6. Budget for the adjustments needed

Source: Global Women

Performance management and progression discussions

Performance management and progression discussions and decisions need to be fair and free of bias.

Establishing a culture that encourages people to put themselves forward for opportunities may mean that you are missing out on the widest talent pool available. Research shows that women are less likely to put themselves forward for opportunities if they don't consider they already have 100% of the skills required for a role which doesn't account for developing within the role.

For some cultures, putting yourself forward or self-promotion is not seen as appropriate. While New Zealanders talk about the squeaky wheel getting the oil, in China the loudest duck gets shot.

✓ Inclusion tips

- **Strictly performance.** Reviews should only relate to the time spent working, i.e. it is not about flexible working arrangements, part-time, maternity leave, etc.
- **Fact and fiction.** Be clear about what are facts and what are assumptions. We make assumptions about intentions, motivations and capabilities - some of them can be backed up by facts, but others should be disregarded.
- **Speaking order.** In performance review discussions, it is good for the line Manager to start with a summary of the person's performance. The order of speakers that follows should go from the least senior to the most senior person. This is to overcome any bias towards the view of the most senior/experienced person in the room.

Westpac

Westpac Group's Women in Leadership strategy and targets were made public in 2010 by Group CEO Gail Kelly, and has been achieved each year since due to a number of initiatives that have been established over the past eight years. This was always a strategy led by the leadership team and backed by the Board and CEO, with accountability at this level. There has been an ongoing focus on increasing the percentage of women in our talent pipeline and leadership development programmes at all levels of the business, with targets in recruiters' scorecards to ensure that more quality female candidates (at least 40%) are included in shortlists.

Policies and procedures are transparent and gender inclusive, supportive flexible work options are available at all levels and there are policies in place for job sharing. Westpac also has a comprehensive parental leave policy which encourages retention of our high potential female employees. Development pipeline opportunities have been created for women with active tracking of gender splits on all programme offerings. Women across every level are included in Westpac's talent pipeline, and succession planning incorporates gender balance to ensure women are fairly represented.

These initiatives are the foundations for any business wanting to improve gender equity and increase the number of women in leadership. They require not only strong leadership from the top but leadership at all levels of the organisation, with clear targets and policies that keep gender equity front of mind.

Survey results

Value and Belonging

Women feel they have less of a voice in decisions that affect them compared to men

Senior Leaders

The importance of leading from the top

Research findings

Senior male leaders have the highest inclusion scores followed by senior female leaders. Inclusion scores were 34% higher in organisations where senior leaders speak up and challenge the status quo. Further, inclusion scores were approximately 30% higher in organisations where senior leaders and managers hold others to account if what they say or do is not inclusive.

Mindset change

Speak up and hold others to account for non-inclusive behaviour.



Circuit Breakers

The role of leaders in driving diversity and inclusion is well documented and has led to the establishment of the New Zealand Champions for Change.¹³ CEOs and Chairs from Corporates and public sector organisations throughout New Zealand have banded together to share leading practices, to have a voice and be held publically accountable for collectively driving change.

Environments where leaders drive the desired culture and where they visibly champion diversity and inclusion, are more likely to have people speaking up. Creating a culture where employees feel that speaking up is both expected and desired requires significant commitment on the part of senior leaders.

Leadership involves:

- **Visibly reinforcing desired behaviours.** Invest time upfront to align team leaders on what the culture is, how it impacts their business and the role they need to play. Be sure to provide them with dedicated support and make sure it's not just a job for HR.
- **Championing diversity and inclusion** including placing individuals who are known to be open to new and alternative ideas in key roles, and linking inclusion more closely to the organisational values.
- **Storytelling** about situations where they have taken action with regards to non-inclusive behaviours and have made bold moves in relation to the diversity and inclusion journey.
- **Making system changes** including fundamental changes to how people get evaluated and rewarded and establishing leader KPIs relating to diversity and inclusion progress.

Survey results

Value and Belonging

Senior leaders feel:

- more valued for their unique skills and experience
- a stronger sense of belonging to their organisation
- they have more of a voice in decisions that affect them

Confidence and Inspiration

Senior leaders feel:

- more confident to speak up if they have a view that differs from the majority
- more inspired to do their best work



Spark

Spark is on a journey to create a truly inclusive workplace where everyone feels able to bring their whole self to work. In the past 10 months we have pivoted our approach – away from focusing primarily on measures such as targets and quotas to adopting a heart-led mind-set and prioritised our focus towards values and behaviours. What I'm most proud of is the work led out by our diverse Spark communities - pride, cultural groups, mental health and many others who are working hard to grow awareness and make sure everyone feels accepted. Part of this is embracing Māoritanga by adopting a number of traditions and ensuring that Te Reo plays a much bigger role at Spark every day. Our Diversity and Inclusion working group have taken this heart-led philosophy and created an amazing multi-channel campaign that's been rolled out around the country over the last four months. The Blue Heart campaign is about making a personal commitment in terms of what each individual will do support D&I – it's about every individual's behaviour, but also allows others to safely call out behaviours that aren't inclusive or in line with our values. The Blue Heart symbolises the 'blue culture' we want to build where achievement, self-awareness, encouragement and collaboration are tools we use every day. And in the world of emoji, a blue heart means trust, harmony, peace and loyalty. We have invited our people to write their own personal pledge about their workplace commitment to D&I in exchange for a Blue Heart badge. Around 3,000 of our people currently wear their blue heart badge with pride. Blue Heart is our anchor point for starting conversations and a guiding principle for how we behave. It has formed the basis of the culture and purpose we have for all our employees and our commitment to them to ensure that Spark is the most accepting, diverse and inclusive company it can be. It is making a real difference to our people and has really helped to shift the conversation to one that is truly about inclusion and the diversity that will create.

Simon Moutter
MD - Spark



Transpower

Everyone is talking about diversity, but we need to shift the focus to its enabler – inclusion. A diverse organisation isn't sustainable if it isn't inclusive. The responsibility for creating an inclusive workplace culture starts at the top, with the Chief Executive and senior leadership team.

As leaders, our job is to inspire people to want to do, what we want them to do. We can only achieve this if we are authentic and model our values and behaviours. Being authentic is essential for a leader - bringing our whole selves to work (with all our idiosyncrasies) and letting our people bring their whole selves to work. We all want to work for someone who is authentic and human. Someone we can relate to, who we feel like we know, and who values and respects us for who we are, our differences, and what we bring to work.

At Transpower our senior leadership team is committed to modelling our four core behaviours and calling out non-inclusive behaviours. At the end of each senior leadership team meeting we review how we have acted and behaved to ensure we act inclusively as a team.

We have a diversity & inclusion leadership group with representatives across the organisation who regularly give us feedback on our inclusive (or not!) behaviours and those across the company.

I hold my leadership team accountable for their behaviours through our regular performance conversations and I expect the senior leaders to do likewise with their managers.

Alison Andrew
CEO – Transpower

Cultural diversity

Research findings

Positively, there were no significant differences in feelings of inclusion based on ethnicity.

We had responses representing more than 26 different ethnicities. We compared the results of those from English vs. non-English speaking ethnicities and found no significant differences.

Focus group participants cited reasons for their feelings of inclusion that were consistent with the research to date around curiosity in their culture, leadership and having a voice, as well as key moments like induction, recruitment and how meetings are run.



Inclusion tips

Take a different seat in each meeting. People like to sit next to people like them. They also often sit at the same place every time. Routines like this make us feel comfortable and familiar with the terrain. If we are prepared to break our routines and invite diversity into our lives, we are more likely to be inclusive and innovative. Changing where you are sitting and who you are sitting with in each meeting allows you to get different perspectives literally and mentally. Encourage others to do the same.

Overcome first speaker bias, extrovert bias and group think using the following techniques:

- **Circulate the agenda and key questions ahead of the meeting, and ask everyone to prepare (e.g. one idea each, one improvement, one problem to be solved)**
- **During the meeting allow time to write down ideas on post-it, so everyone can simultaneously get their thoughts out without being distracted or influenced by others**
- **Ask everyone to share their opinion for a maximum of 30-60 seconds each**
- **Rotate the meeting chair role around**
- **Share around the devil's advocate role. One person has the responsibility to challenge the team by saying what may go wrong, what may not work, what bad could happen as a result**

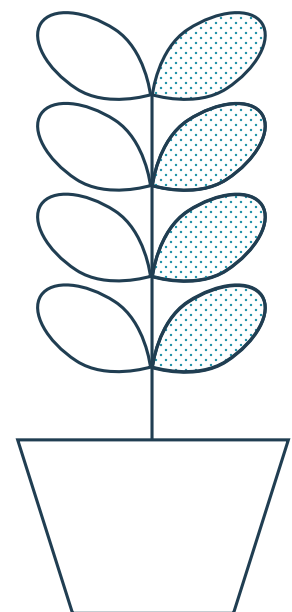
Summary of Circuit breakers

In summary, the diversity and inclusion circuit breakers are as follows:

- Co-design and target initiatives at women in the \$70-\$100k bracket and pull them through the glass ceiling
- Leverage millennials more to foster inclusive workplaces
- Embrace flexibility and paternity leave to support the many millennial men who want to share the care at home, thereby giving more women the choice of staying and progressing in the workplace
- Have fair and transparent practices for pay, performance management and promotions – this was shown to increase feelings of inclusion by 45%
- Leadership is key - role model speaking up and holding others to account – this was shown to increase feelings of inclusion by 30%

For those organisations who have been on the diversity and inclusion journey and have many of the fundamentals around leadership and processes in place, anecdotally there is suggestion that there is a tipping point where bold moves around diversity, such as quotas, result in more rapid change in the inclusiveness.

Conversely, the less diversity there is, the harder it is to change the culture. With greater feelings of inclusion, people see the enhanced business performance, so there are more untapped benefits yet to be realised by New Zealand organisations. The more included people feel the better they report their business is performing.



Acknowledgements



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SKYCITY
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Transpower
Westpac

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