



## Superdiversity Stocktake

Implications for Business,  
Government and New Zealand

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**A P P**

**E N D I**

**C E**

**S**

# Appendix One – Full Copies of Surveys Distributed for Stocktake and Findings

## Survey Questions on Internal Capability

1. Does your business collect information on its staff's ethnicity? (Y/N)
2. If you answered "yes" to Q1, please describe the ethnic breakdown of your workforce.
3. If you answered "yes" to Q1, how does your organisation use this data? (please select all that apply)
  - a. We use this data to analyse our recruitment and retention rates for diverse staff to identify and address any inequalities in application of employment practices;
  - b. We use this data to measure wage and benefit packages, performance reviews, training opportunities and career development, and promotions to ensure those from diverse backgrounds are provided support and the most is made of their contribution to the business;
  - c. We use this data to inform our organisation's diversity policies and practices;
  - d. Other.

If you selected "other", please outline in the box provided below.

4. Does your business collect information on the ethnicity of its customer base? (Y/N)
5. If you answered "yes" to Q4, has your customer base become more diverse over recent years? (Y/N)
6. If you answered "yes" to Q4, how does your organisation use this data? (please select all that apply)
  - a. We use this data to develop marketing and communication strategies that are more responsive to our diverse customer base;
  - b. We use this data to ensure our organisation's staff reflects our customer base;
  - c. We use this data to develop and adapt products and/or services targeted to our diverse customers' needs and expectations;
  - d. Other.

If you selected "other", please outline in the box provided below.

7. How does your organisation manage applications from candidates who are from overseas and/or who have ethnic-sounding names during the recruitment process? (please select all that apply)
  - a. We train all managers and recruitment staff on conscious and unconscious bias;
  - b. Our HR and recruitment teams are trained on how to manage CVs from candidates originating from overseas;
  - c. Our recruitment process ensures we provide equal weighting to experience and qualifications gained in overseas locations as well as New Zealand;
  - d. All identifying features are removed from CVs, that is, names and photos to ensure all candidates are treated on an equal basis;
  - e. We have a policy of ensuring we actively encourage a diverse range of backgrounds and ethnicity when recruiting for roles in key areas;

- f. We communicate externally on our recruitment website and through our recruitment partners our policy on candidate diversity in the recruitment process;
  - g. We make sure recruitment advertisements are distributed in different languages and/or through ethnic non-mainstream media channels;
  - h. What other actions does your organisation take to ensure candidates from overseas locations and/or who have ethnic sounding names are treated fairly and equitably in the recruitment process? Please outline in the box provided below.
8. Do your workplace's recruitment criteria include "diversity criteria"? (Y/N) If yes, please select all that apply:
- a. Our recruitment criteria include recruiting people with diverse perspectives who are from diverse backgrounds;
  - b. Our recruitment criteria include employing persons who have the ability to speak languages other than English;
  - c. Our recruitment criteria include employing those who have cultural intelligence (that is, the ability to work with people not like them, also known as "CQ"), not just IQ and EQ;
  - d. Other.

If you selected "other", please outline in the box provided below.

9. Does your workforce have in place any policies or processes to promote the retention (and progression) of diverse staff? (Y/N) If yes, please outline these policies and processes briefly in the box provided below.
10. Has your business faced any other challenges as a result of an increasingly diverse workforce? Please select all that apply.
- a. Diverse employees in our workplace have reported experiencing discrimination and/or harassment from other staff and/or customers/external stakeholders;
  - b. Existing staff have refused to work with, or excluded, people from certain ethnic groups;
  - c. There have been issues due to linguistic and/or other communication differences;
  - d. Other.

If you selected "other", please outline in the box provided below.

11. What measures has your business adopted to address these challenges and ensure best practice? Please select all that apply.
- a. We have implemented a diversity policy/policies and/or processes, including procedures to report discrimination;
  - b. All our staff, including those in leadership and management, have undergone conscious and/or unconscious bias training;
  - c. We have internal events to celebrate ethnic/cultural events such as Matariki, Chinese New Year and Diwali;
  - d. We have implemented hiring and/or promotion targets for diverse staff;
  - e. We have implemented training and development programmes and/or mentoring programmes targeted at diverse employees;
  - f. We provide workplace policies, rules and meetings in various languages;
  - g. Our organisation caters for diverse food preferences;
  - h. Our organisation provides time off for religious holidays or traditional ceremonies;

- i. We have implemented accountability measures to encourage leadership and management to reach diversity hiring/promotion targets, for example bonuses for achieving ethnic diversity;
- j. Other.

If you selected “other”, please outline in the box provided below.

12. Please record any further comments on how your business is dealing with and maximising the opportunities from an increasingly diverse staff and customer base in the box provided below.

## Survey for SMEs in Partnership with Chambers of Commerce

### Methodology

A copy of the survey questions below was sent to various Chambers of Commerce across New Zealand. The questions were qualitative and asked businesses to identify the benefits, opportunities and challenges they had experienced from New Zealand's increasingly superdiverse workforce and customer base.

### Limitations

Some regions, such as Eastern Bay of Plenty and Nelson Tasman, only returned a small number of responses, so further research is needed into the experience of businesses in these areas.

The accuracy of the data collected may also be affected by drop-off rates in responses from the businesses surveyed. Where there was a drop-off in response rate, this is noted in the findings for each region, where applicable. Percentages were calculated using the total number of actual responses received for each question so as not to skew the findings.

### Survey Questions

#### Owner/Operator

1. What ethnicity or ethnicities do you identify with?
2. Were you born in New Zealand or overseas? If born overseas, please state where you were born and how long you have been in New Zealand.

#### Staff

3. What is the ethnic breakdown of your business's staff in terms of percentage?
4. Do your staff members speak any languages other than English? If so, which languages?
5. Does your business undergo any training or have any recruitment policies in place to interpret foreign CVs and/or hire the best candidates regardless of ethnicity? For example, do you cover names or photos on CVs you receive?
6. What challenges has your business faced as a result of an increasingly superdiverse workforce?
7. What measures has your business adopted to address these challenges and ensure best practice? For example, have you had to adopt different workplace practices or policies to accommodate your staff's cultural, religious or linguistic needs?

#### Customers

8. Have you noticed any changes to your customer base in terms of ethnic diversity in the last five years (or since your business was established)? If so, please describe these changes.
9. Has your business had to change the way it communicates with its customer base? For

example, has your staff needed to use languages other than English to interact with your customers?

10. What challenges has your business faced as a result of an increasingly diverse customer base?
11. What measures has your business adopted to address these challenges and ensure best practice? For example, have you had to adopt a new marketing strategy or adapt your products or services to suit this increasingly diverse customer base?

#### Further comments

12. Do you have any further comments on how your business is dealing with and maximising the opportunities from an increasingly diverse staff and customer base?

### Hawke's Bay Chamber of Commerce Survey

The key findings from the 60 survey participants are as follows:

- a. *Ethnicity of business owners:* The majority of participants who answered this question identified as New Zealand European (33.9 per cent), "New Zealander" (19.6 per cent) or European/Caucasian (23.2 per cent).<sup>1428</sup> Few participants identified as Māori or New Zealand Māori (7.14 per cent) or with multiple ethnic identities (14.2 per cent). Twenty per cent of respondents were born overseas.<sup>1429</sup> Of those born overseas, half were born in the United Kingdom and the majority had lived in New Zealand for 10 years or more. Only one had migrated to New Zealand in the past two years.
- b. *Ethnicity of staff members:* Just over 44 per cent of participants who provided an answer employed staff members who were all European New Zealanders or Caucasian.<sup>1430</sup> Of the respondents who employed non-European staff, ethnicities included Māori, Canadian, Pacific, Indian, Arabian and Italian.
- c. *Proportion of staff who speak foreign languages:* Almost 60 per cent of participants who answered this question employed staff members who spoke languages other than English.<sup>1431</sup> The most common foreign languages spoken by employees were French, German and Māori. Other foreign languages spoken by employees included Thai, Mandarin, Arabic, Polish and Italian.
- d. *Diverse recruitment policies:* Only one of the participants who answered this question had recruitment policies in place to interpret foreign CVs and/or hire the best candidates regardless of ethnicity.<sup>1432</sup> One respondent noted that they were open to hiring persons of any race, religion or ethnicity, although they did not have a formal policy.
- e. *Challenges of a superdiverse workforce:* Around 70 per cent of participants who answered this question reported that they had experienced no challenges as a result of an increasingly superdiverse workforce.<sup>1433</sup> The remaining participants identified the following key challenges:
  - i. Lack of English language proficiency;
  - ii. Different communication styles;
  - iii. Difficulties obtaining visas for foreign-born employees;
  - iv. The need to be more culturally aware; and
  - v. Matching up foreign qualifications with the New Zealand equivalent.

Almost 60 per cent of participants who answered this question reported that they had not adopted measures to address the challenges created by a superdiverse workforce.<sup>1434</sup> Those participants who had adopted measures to adapt to the challenges of a superdiverse workforce implemented the following measures:

- i. Cultural awareness and language training;

- ii. Implementing and facilitating a culture of tolerance; and
  - iii. Accommodating religious and cultural needs in the workplace.
- f. *Challenges from a superdiverse customer base:* Almost 50 per cent of those participants who answered this question had noticed changes to their customer base in terms of ethnic diversity in the last five years.<sup>1435</sup> These participants reported increased interaction with foreign-born customers, particularly from Asian countries such as China and India, as well as from the Middle East. Two respondents reported increased interaction with Asian suppliers, in part due to the strong Asian influence on the export market.

Eighty per cent of participants who answered this question had made no changes to the way that they communicated with their customer base.<sup>1436</sup> However, several participants had noticed that more customers were arranging their own interpreters. Further, although several participants still communicated in English with such customers, they had started to make greater use of emails and social media. The remaining respondents reported making the following changes to how they interacted with customers:

- i. Using interpreters for customers who did not speak English;
- ii. Creating the expectation that staff members who speak foreign languages will speak in that language with foreign-language customers;
- iii. Training staff members in different social and cultural norms;
- iv. Taking more time to explain how business works in New Zealand; and
- v. Creating a separate language line within the business's call centre.

Almost 73 per cent of respondents did not perceive any challenges as a result of an increasingly diverse customer base.<sup>1437</sup> Businesses that had noticed a change and made changes to address the challenges adopted the following measures:

- i. Adopting a clear communication style in marketing messages;
- ii. Employing multiple means of communication; and
- iii. Ensuring respect for all cultures and languages.

## Queenstown Chamber of Commerce Survey

The following are the key findings from 30 respondents.

- a. *Owner/operator's ethnicity/birthplace:* 86.7 per cent of respondents identified as New Zealanders, New Zealand European or Caucasian. Two respondents (6.67 per cent) identified as Chinese, and one (3.33 per cent) identified as Scottish and Lebanese. Seventy per cent were born in New Zealand. Of those who were born overseas, only two respondents (6.67 per cent of total respondents) had migrated to New Zealand in the past five years. None had migrated in the past two years.
- b. *Ethnicity of staff:* 43.3 per cent of respondents had staff members from overseas who spoke languages other than English. Other languages spoken by staff included: Czech, Spanish, Portuguese, Nepalese, Filipino, Japanese, French, Mandarin, Cantonese, Hindi, Dutch, German, Thai, Indonesian, Malay, Korean, Bulgarian, Finnish, Swedish, Italian, Danish, and Gaelic.
- c. *Training to interpret foreign CVs:* Three businesses (or 10 per cent) underwent some kind of training to interpret foreign CVs or had an EEO policy in place to ensure the best candidates were hired regardless of ethnicity. One business (3.33 per cent) reported that its staff needed to meet New Zealand professional registration requirements, which filtered out many overseas applicants.
- d. *Challenges as a result of a superdiverse workforce:* One-third of businesses surveyed said they had experienced some or all of the following challenges from an increasingly diverse workforce:

- i. Communication problems, including needing additional training for workers with English as a second language and/or understanding Kiwi English;
  - ii. The need for a different management style and cultural differences;
  - iii. Different organisational culture; and
  - iv. Immigration issues when recruiting migrant employees.
- e. *Measures adopted to address challenges:* 23.3 per cent of respondents had adopted measures to address the challenges of an ethnically diverse workforce, including some or all of the following:
- i. Zero-tolerance policy for cultural discrimination;
  - ii. In-house translators;
  - iii. Only hiring candidates with sufficient English proficiency;
  - iv. Training in different languages; and
  - v. Providing meals for staff that complied with religious and/or cultural requirements.
- f. *Changes to customer base:* One-third of businesses surveyed had noticed an increase in the past five years of clients or customers with English as a second language, particularly more Indians, Chinese, Indonesians, and South Americans. The main challenge reported from the changing customer base was the need for different styles of communication, and hiring “language appropriate” staff. In order to adapt to the new customer and client base, businesses adopted the following measures:
- i. Providing written documents and signage in languages other than English;
  - ii. Cultural training for dealing with diverse customers;
  - iii. Staff were encouraged to use languages other than English with diverse customers;
  - iv. Employment of specific language contractors depending on nationality;
  - v. Using friends and/or family members of clients and customers as interpreters;
  - vi. Changing product focus through different supplier channels to satisfy customer demand (for example, to meet demand from Chinese customers for more baby formula and milk powder);
  - vii. Using Chinese web-based marketing; and
  - viii. Using Auckland-based leasing agents.

### Wellington Chamber of Commerce Survey

The following are the key findings from 196 respondents.

**Table: Breakdown of the size of the organisations surveyed according to number of employees**

Number of employees	Percentage of those surveyed
1–3	6.6
3–5	4.1
5–10	11.2
10–20	9.7
20–50	24.5
>50	43.9

- a. *Owner/operator's ethnicity/birthplace:* The majority of the owner/operators of the business identified as New Zealanders, New Zealand European, Caucasian or Pākehā (88 per cent); 12.6 per cent identified as Māori, 2.9 per cent as Asian and 2.3 per cent as Pacific peoples.<sup>1438</sup> 11.4 per cent identified with more than one ethnicity.<sup>1439</sup> 80.7 per cent were born overseas. Of those born overseas, the majority of respondents had lived in New Zealand for over 10 years (78.9 per cent), and only 7.9 per cent (three respondents) had arrived in New Zealand in the past two years.
- b. *Ethnicity of staff:* 84.7 per cent of businesses employed migrant staff or staff from ethnically diverse backgrounds.<sup>1440</sup> Other languages spoken by staff apart from English included: Te Reo Māori, Dutch, German, Hindi, Japanese, Spanish, Vietnamese, Fijian, Czech, Cantonese, Mandarin, Portuguese, French, Samoan, Dzongkha, Hebrew, Korean, Afrikaans, Russian, Burmese, Filipino, Cambodian, Cook Islands Māori, Pakistani, Sri Lankan, Serbian, Romanian, Thai, Italian, Tagalog, Malaysian, Tongan, Sign Language, Punjabi, Tamil, Arabic, Bislama, Hungarian, Shona, Greek, Gujarati, Marathi and Sinhalese.
- c. *Training to interpret foreign CVs:* 54.7 per cent of respondent businesses had a specific policy in place regarding diversity recruitment, such as an EEO policy. 13.7 per cent of participants reported that, while there was no specific diversity recruitment policy in place, equal opportunity principles were observed (that is, hiring the best candidate regardless of ethnicity), though this was sometimes subject to English language proficiency requirements.
- d. *Challenges as a result of a superdiverse workforce:* The majority of businesses indicated that they had experienced no challenges from an increasingly diverse workforce (52.5 per cent).<sup>1441</sup> Of the respondents who had experienced challenges, 14.9 per cent reported experiencing communication and/or language challenges.<sup>1442</sup> Other challenges included cultural challenges, for example around holiday and bereavement leave (13.5 per cent), immigration and/or regulatory difficulties (6.4 per cent) and conflict and/or discrimination (4.96 per cent).
- e. *Measures adopted to address challenges:* 34.7 per cent of respondent businesses had in place workplace practices or policies to accommodate their staff's cultural, religious and/or linguistic needs, and 9.03 per cent indicated that informal policies or practices existed.<sup>1443</sup> Examples of specific measures adopted included:
  - i. Training on the Treaty of Waitangi and Māori models of practice (such as iwitanga);
  - ii. Accessible translation or interpretive services;
  - iii. Orientation, settlement and mentoring programmes to ensure accommodation of diverse staff's cultural, religious and linguistic needs;
  - iv. Publication of materials in languages other than English or in basic English;
  - v. A "no email Friday" policy to encourage verbal as opposed to written communication and thereby assist staff who have English as a second language; and
  - vi. Time off for religious/cultural holidays, having a prayer room available and/or catering to religious/cultural dietary restrictions.
- f. *Changes to customer base:* 37.4 per cent of businesses surveyed had noticed an increase of ethnically diverse clients or customers in the past five years, but 53.2 per cent reported no change in this time.<sup>1444</sup> Businesses who had observed a change mentioned in particular the growing number of Indians, Japanese, Chinese, Vietnamese, Latin Americans, Pacific, South Africans, Māori and Middle Eastern people in the region. They also mentioned more dealings with the Islamic community, iwi-based organisations and refugee communities. The majority of respondents (68.6 per cent) indicated that they had not had to change the way they communicated with their changing customer base.<sup>1445</sup> For those that had had to alter their communication style, changes included:
  - i. Advertising in ethnic media channels and/or translating promotional material into languages other than English, in basic English and/or with diagrams;

- ii. Translating their website into languages other than English;
- iii. Following up in writing to ensure no misunderstandings;
- iv. Employing diverse staff members who could speak languages other than English (some businesses had set up a register of languages employees could speak), learning basic phrases in other languages and/or engaging an interpreter (including the Office of Ethnic Communities' Language Line); and
- v. Changing their communications strategy to reflect a bicultural approach.

61.2 per cent of businesses reported experiencing no challenges from an increasingly diverse customer base, not considering the question applicable or being unsure.<sup>1446</sup> The remainder indicated experiencing the following types of challenges:<sup>1447</sup>

- i. Communication and/or language challenges (44.7 per cent);
- ii. Cultural challenges (36.2 per cent); and
- iii. Commercial challenges relating to human resources, international commerce and business practices (including legal and regulatory compliance (19.1 per cent)).

Measures adopted to address communication and/or language difficulties are discussed above. Other measures adopted included:

- i. Developing CQ, for example, knowledge in respect of halal markets and practices and other cultural practices and requirements;
- ii. Recruiting diverse staff and/or those with international experience;
- iii. Providing staff training and/or holding forums; and
- iv. Entering international markets/more overseas travel.

### Southland Chamber of Commerce Survey

The following are the key findings from 17 respondents:

- a. *Owner/operator's ethnicity/birthplace*: 88.2 per cent of respondents identified as New Zealanders, New Zealand European or Caucasian. Two respondents (13.3 per cent) identified as Māori or New Zealand Māori. All but one of the respondents was born in New Zealand. That participant came to New Zealand in 2011.
- b. *Ethnicity of staff*: 41.2 per cent of respondents reported employing ethnically diverse or foreign-born staff members. Other languages spoken by staff apart from English included: Te Reo Māori, Korean, Filipino, French, Afrikaans, Malaysian, Romanian, Slovakian, Croatian and Hindi.
- c. *Training to interpret foreign CVs*: None of the respondent businesses underwent training to interpret foreign CVs. Two businesses (11.8 per cent) indicated that they hired the best candidate regardless of ethnicity.
- d. *Challenges as a result of a superdiverse workforce*: 23.5 per cent of respondents surveyed reported experiencing communication or language challenges due to an increasingly diverse workforce.
- e. *Measures adopted to address challenges*: Only one business had adopted any specific measures to address the challenges from an ethnically diverse workforce, namely inter-cultural training.
- f. *Changes to customer base*: 23.5 per cent of businesses surveyed had noticed an increase in the past five years of ethnically diverse clients or customers, many studying at the Southern Institute of Technology or from farming communities. The sole challenge identified from the changing customer base was communication and/or language barriers. Several businesses adopted measures such as the following to address this challenge:
  - i. Providing written documents and signage in languages other than English;

- ii. Website translation; and
- iii. Engagement of contracted staff with the ability to speak more than one language (though cost was cited as a barrier to this).

### Gisborne Chamber of Commerce Survey

The following are the key findings from 12 respondents:

- a. *Owner/operator's ethnicity/birthplace*: 11 of the 12 respondents identified as New Zealand-born European or Pākehā (91.67 per cent), and one identified as African (though this respondent had lived in New Zealand for 15 years).
- b. *Ethnicity of staff*: 83.3 per cent of businesses surveyed employed staff members from ethnic minorities.<sup>1448</sup> Sixty per cent of respondent businesses reported that more than 20 per cent of their employees were Māori. Other languages spoken by staff apart from English included: Te Reo Māori, Spanish, Afrikaans, Fanagolo, Indonesian and German.
- c. *Challenges as a result of a superdiverse workforce*: None of the respondent businesses reported experiencing any challenges from an increasingly diverse workforce.<sup>1449</sup>
- d. *Changes to customer base*: One-third of respondent businesses reported noticing changes in their customer base over the past five years, in particular more Māori, South Africans, British and European migrants. None of the respondent businesses indicated that they had changed the way they communicated with their customers. Several indicated that diversity was not an issue for their business. Two businesses had, however, taken steps to adapt their products and services in order to attract, or respond to, the increasingly diverse customer base.

### Eastern Bay of Plenty Chamber of Commerce Survey

The following are the key findings from three respondents:

- a. *Owner/operator's ethnicity/birthplace*: One respondent identified as New Zealand European, and two identified as Māori. All respondents were born in New Zealand.
- b. *Ethnicity of staff*: One respondent's staff was entirely New Zealand European, one reported employing 30 per cent Māori staff, and the other employed an American/Canadian. Other languages spoken by staff apart from English included: Te Reo Māori, Japanese, Hindi, German, French and Spanish.
- c. *Training to interpret foreign CVs*: None of the respondent businesses underwent training to interpret foreign CVs, though one respondent indicated that they hired the best candidate regardless of ethnicity.
- d. *Challenges as a result of a superdiverse workforce*: None of the respondents had encountered challenges from an increasingly diverse workforce.
- e. *Changes to customer base*: All three businesses reported seeing changes in the customer base over the past five years, two indicating a higher number of Māori and the third mentioning a lot more migrants in the area. Only one business had changed their communication style, namely by switching to completely online orders. Two respondents had made other changes to cater to the increasingly diverse customer base by developing Māori and women's business groups and informal training on tikanga. One business commented that there were different culturally acceptable practices within different iwi, which could be challenging.

### Nelson Tasman Chamber of Commerce Survey

The following are the key findings from four respondents:

- a. *Owner/operator's ethnicity/birthplace*: All the respondents identified as New Zealand European, and all were New Zealand-born.
- b. *Ethnicity of staff*: All businesses that responded to this question employed only

New Zealand European staff.<sup>1450</sup> Other languages spoken by staff apart from English included: French and New Zealand Sign Language.

- c. *Training to interpret foreign CVs:* None of the respondent businesses underwent training to interpret foreign CVs.
- d. *Challenges as a result of a superdiverse workforce and measures adopted:* Two respondents reported having to become more aware of, and accepting of, cultural and/or religious diversity. One business had provided staff training on respecting other cultures, and had also endeavoured to incorporate Māori greetings and language into the workplace.
- e. *Changes to customer base:* One business reported seeing higher numbers of English and Dutch customers, while the other two businesses noticed no change in terms of ethnic diversity (though one commented on the ageing customer demographic). None of the respondent businesses had changed their communication style, though two were using more online technology and social media.

### Survey to SIDE/Federated Farmers Databases

1. Do you currently, or have you previously, employed migrant labour in your farming business?
  - a. Yes, I currently employ migrant labour
  - b. Not currently, but I have in the past
  - c. I have never employed migrants
2. What ethnicity are your migrant employees? Please select all that apply.
  - a. Filipino
  - b. Indian
  - c. British
  - d. South American
  - e. Middle Eastern
  - f. Eastern European
  - g. Other
3. Please set out the number and percentage of migrant employees (compared to total employees) by ethnicity below (for instance, Filipino: 8 employees or 10 per cent of total employees).
4. What percentage of your employees was born overseas?
5. Do your employees speak any languages other than English?
  - a. Yes
  - b. No
  - c. Unsure
6. If you selected 'Yes' to Question 5, please list the languages your employees speak other than English.
7. How long, on average, do your migrant employees intend to stay in New Zealand?
  - a. Less than 12 months
  - b. 1 to 2 years
  - c. 2 years or more
  - d. 3 years or more

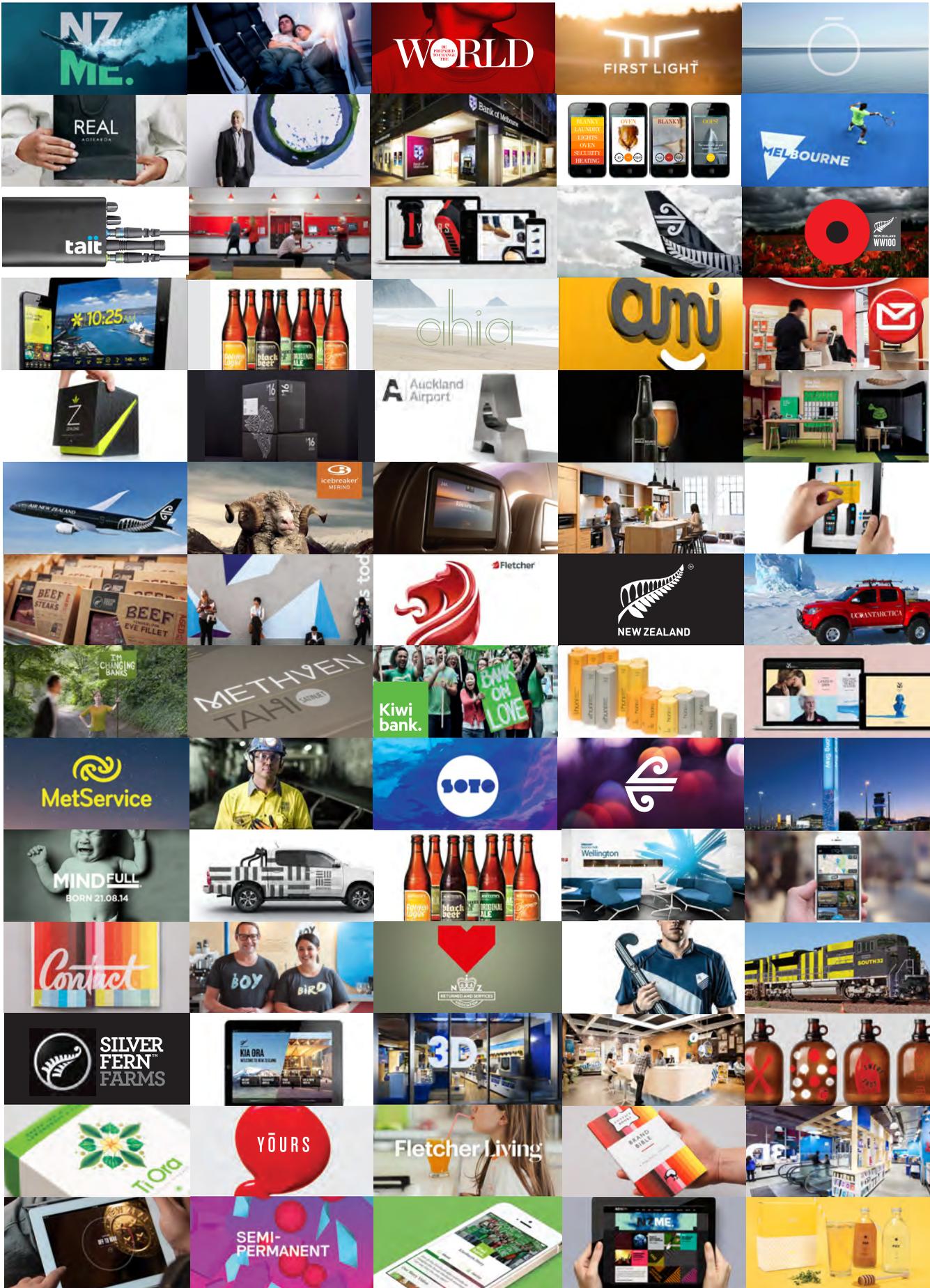
- e. 4 years or more
  - f. 5 years or more
  - g. Unknown
8. Have any of your migrant employees applied for (or intend to apply for) permanent residence?
    - a. Yes
    - b. No
    - c. Unsure
  9. Have you had difficulty employing, or keeping, migrant workers because of immigration issues?
    - a. Yes
    - b. No
  10. If you answered "Yes" to Question 9, what are the main issues you have faced?
  11. What other challenges has your farm faced as a result of an increasingly diverse workforce? For example has there been a difficulty in communication or in adapting to the New Zealand culture?
  12. What measures has your farm adopted to address these challenges and ensure your business runs smoothly? For example, have you had to adopt different workplace practices or policies to accommodate your staff's cultural, religious, verbal communications or other needs?
  13. Have these measures been successful in helping migrants adapt to living in New Zealand?
    - a. Yes
    - b. No
    - c. Other (please provide details)
  14. Do your migrant employees bring their families with them to New Zealand, or send wages home, or both? If both, please select both options.
    - a. Bring family with them to New Zealand
      - i. Number of family members on average:
    - b. Send wages home on a regular basis
      - i. Estimated amount/percentage of wages sent home per month
        - 1. \$
        - 2. %
  15. What sort of challenges do you and your migrant employees face as a result of either or both of these of these scenarios, and how are these challenges addressed? For example, do you assist employees to send home payments and/or help migrant employees families with finding employment or with their visas?
  16. What have you done to help your employees (and, if applicable, their family) settle into the local community?
  17. Do you have any further comments on how your farm is dealing with and maximising the opportunities from an increasingly diverse workforce?

# Endnotes

- 1428 Four of the respondents chose not to answer this question.
- 1429 71.6 per cent of respondents were born in New Zealand and 8.33 per cent gave an unclear answer.
- 1430 Seventeen respondents did not provide an answer to this question.
- 1431 Eighteen respondents did not provide an answer to this question.
- 1432 There was a large drop-off response rate for this question, as 52 of the participants did not answer this question.
- 1433 Twenty-three respondents did not answer this question.
- 1434 Twenty-eight respondents did not answer this question or, otherwise, deemed it inapplicable to their circumstances.
- 1435 Twenty participants did not answer this question.
- 1436 Twenty participants did not answer this question.
- 1437 Twenty-three participants did not respond to this question.
- 1438 Twenty-four respondents skipped this question.
- 1439 Where respondents identified with more than one ethnicity, this was recorded once under each applicable ethnic group.
- 1440 Fifty-five respondents did not answer this question.
- 1441 10.6 per cent said that this question was not applicable, as they did not employ diverse staff.
- 1442 Fifty-eight respondents skipped this question.
- 1443 Fifty-five respondents skipped this question.
- 1444 Sixty respondents did not answer this question.
- 1445 Fifty-nine respondents did not answer this question.
- 1446 Seventy respondents skipped this question.
- 1447 Percentages were calculated from the total number of businesses that had experienced challenges.
- 1448 Two respondents skipped this question.
- 1449 Five respondents skipped this question.
- 1450 One respondent did not answer this question or the following questions.
- 1451 Australian Bureau of Statistics "Reflecting a Nation: Stories from the 2011 Census, 2012–2013" (21 June 2012) <[www.abs.govt.au](http://www.abs.govt.au)>.
- 1452 K Robertson "Western Australia now experiencing 'super diversity'" *PerthNow* (online ed, 7 June 2014).
- 1453 See Reconciliation Australia "What is the RAP Programme?" <[www.reconciliation.org.au](http://www.reconciliation.org.au)>.
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