



KELLOGG
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Where are our women?

A health check of female representation
across the Kiwifruit workforce

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Yvette Jones

I wish to thank the Kellogg Programme Investing Partners for their continued support.



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Executive summary

The Women in Kiwifruit group has a goal of inspiring, connecting and elevating women in the Kiwifruit Industry. To understand the current status of the representation of women in the Kiwifruit industry this report was conducted. It aimed to answer if women are well represented across the Kiwifruit workforce (paddock to plate) through completing a 'health check'. A literature review identifying documented benefits and barriers of women in the workplace and the greater themes of diversity and business culture. A diverse workforce is not a nice to have, it is morally, ethically, social and financially beneficial business decision. Women contribute to increased levels of innovation, and better risk management.

A series of semi structured interviews were completed with 8 Kiwifruit industry leaders and 2 smaller forum groups. Following this a thematic analysis highlighting common themes. A lack of women was identified across senior leadership levels and certain roles like grower services and orchard management.

Although it was highlighted that the industry has greatly improved as it has grown, common barriers for women succeeding in the Kiwifruit industry were unconscious bias, lack of flexible working conditions and business culture. All leaders highlight great opportunities for change if a team or manager had a mind-set attuned for embracing change, or who personally valued diversity.

When a descriptive statistical analysis was completed on employment data from a Kiwifruit postharvest organisation it showed that at an overall staff numbers level 49-53% of the workforce was female. More women were employed in admin, HR, finance and quality roles and less in grower services, orchard, senior leadership and forklift positions.

As roles progressed in seniority and required a higher degree of leadership fewer women were seen. This was equated to;

- The presence of unconscious bias during promotional discussions
- Women's role as primary caregivers not being compatible to roles that do not provide flexibility in work hours or rely on tacit knowledge.
- Women doubting their personal ability, having a lack of confidence or fear of being authentic and vulnerable.

Recommendations to address the imbalance of women across the increase include

- Collecting more data and monitoring to provide analytical metrics and reduce speculation on gender imbalances and pay parity.
- Being bold with leadership decisions to create change and expect change from the team around you.
- Encourage women to support women through connection and mentoring.
- Cultivate diversity values from the bottom up and top down across the industry.
- Adopt fit for purpose business cultures that values diversity and people.

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Thank you to the program facilitators, organisers and industry sponsors for creating such a legacy of leadership and networks across New Zealand Primary industries.

To those in the industry through supported me through the interview process and the many organisations you represent. It is amazing to see the support the Kiwifruit industry has for workers. I am proud to represent you from your contributions.

Thank you to those in the Women in Kiwifruit committee and the wider group who have supported us to start something great. We have a clear vision and purpose and I hope to see us continue to grow in the future with support of the industry and outcomes of this report.

To the 'Kiwifruit GGOs' who stand beside me at field days, over cocktails and coffees. I'm so proud of the network of likeminded women we have created. Your support for this report, your feedback and participating makes all the difference.

Laurel Thatcher Ulrich famously said 'Well-behaved women rarely make history,' so here I am, making noise, being seen and highlighting the power of the wahine toa in the Kiwifruit industry who've come before me, who stand alongside me and who will take the reins to lead it in the future.

1.0 Introduction

Women have had a strong connection with the Kiwifruit industry from its very beginning (Hoffart, 2022). In 1904 Wanganui Girls High School Principal Isobel Fraser returned home after visiting her missionary sister and local schools in China (NZ History , 1959). With her were some exotic seeds which would be used by nursery men to breed the green Kiwifruit variety we know as Hayward today.

Today the New Zealand Kiwifruit industry has blossomed to be an economic powerhouse for New Zealand Primary Industries with global net Kiwifruit sales exceeding \$4.0bn in 2020/21 (Zespri International Limited , 2022). The industry includes approximately 2,800 growers with around 12,185 Kiwifruit hectares in production. To grow the approximately 201.5m trays of New Zealand Kiwifruit sold in 2020/2021 a record number of 19,100 seasonal workers are required (New Zealand Kiwifruit Growers , 2021). In addition to this are the hundreds of permanent workers across science, business, management, technology and operations that help the industry continue to be New Zealand's top horticultural export earner. Throughout this workforce it can be assumed that women are present and helping contribute to the Kiwifruit Industries success.

In 2017 Women in Kiwifruit was formed by Zespri Director Teresa Ciprian to support and connect the women working across the Kiwifruit Industry. In 2020 as Teresa entered her final year of her Zespri directorship it was decided that the responsibilities and future direction of the Women in Kiwifruit group should be with women across the industry, and the Women in Kiwifruit steering group was formed in 2021.

As this group continues to grow and achieve its value of inspiring, connecting and elevating women in the Kiwifruit a base line needs to be established on the current status of representation of women in the Kiwifruit industry and the larger themes of diversity, inclusion and worker wellbeing. A lack of data exists on whether women are represented across the Kiwifruit industry and if the structure, size or unique challenges of the Kiwifruit industry impose barriers to women.

This report aims to provide a 'health check' of female representation in the New Zealand Kiwifruit workforce. According to The World Health Organization (WHO) the word 'health' is, *"a state of complete physical, mental and social well-being,"*. This includes the use of personal and social resources to ensure an individual can function throughout their everyday lives (World Health Organisation, 2022). In this report context the word 'health' is the umbrella term that asks if women in the kiwifruit workforce are socially, mentally and physically supported while working.

This health check will be completed by undertaking literature review, semi structured interviews and a descriptive statistical analysis of an employment dataset.

2.0 Aims and definitions

This research report aims to answer if women are well represented across the Kiwifruit workforce.

This report is inclusive through the definition of gender. Unlike the word 'sex' which categorises biological attributes of a person, gender refers to the social construct and expression of a person (World Health Organisation, 2022). As a result any person who identifies with the term 'women' or 'Wahine' or pronouns 'she/her' is inclusive in this project.

This report defines the Kiwifruit industry as from paddock to port within New Zealand. This means workers based overseas who may work for Zespri or a NZ owned enterprise are not included. Paddock to port also excludes anyone involved in fundamental science prior to plants in the ground or entities which work in distributing or selling the Kiwifruit once it leaves New Zealand's shores. Through doing this the size of the workforce is more defined and associated with individuals working directly with kiwifruit.

There is also an acknowledgment that historically gender was thought of as the main solution to the great diversity discussion (Perez, 2020). A diverse workforce encompasses more than just gender with age, ethnicity, sexual orientation, neuro-divergence and many other terms inclusive of the term diversity.

3.0 Methodology

The kiwifruit industry makes up only 0.45% of fresh fruit sales globally (Horticulture New Zealand, 2021). This made it challenging to provide literature directly related to the Kiwifruit industry to discuss. Literature sources focusing on women in the workforce, sociology and diversity have been included in the literature review. Parallels and comparisons have been found from other industries and reviewed as part of literature case studies in part 4.6 of this report.

Interviewees were chosen due being leaders in the kiwifruit industry. In total 10 interviews were completed in a combination of virtual and in person interviews. All had a variety of experience, occupational backgrounds and were of different age groups and backgrounds to provide a wide range of opinions. Two of the interviews were in the form of focus groups. These were groups of 6-8 women and were conducted face to face as to allow everyone in the room to have a say.

A thematic analysis approach was used to group the themes produced from the interviews. The type of thematic analysis observed was Braun and Clarke's six phase approach (Clarke, 2012). Several themes form the basis of the results section and construction of the discussion section.

Data was collected by completing semi-structured interviews with a variety of industry leaders. Interviews were asked a series of questions and asked use their personal and professional experience to bring further insight to this research project. The interviews

worked across a range of Kiwifruit industry occupations including governance and consultancy, orchard management and grower services, education and training, HR and people, and postharvest. Of the interviewees 20% identified as men, 80% identifying as women.

A medium postharvest entity (Postharvest A) based in the Bay of Plenty was contacted to collect employment data. Postharvest was approached as they are they are examples of medium to large employees in the industry hiring both permanent and seasonal workers across a variety of roles in the pack house, orchard and at different levels of management.

The aim of creating a data set was to verify the assumptions made in the interview process; that there are certain positions within the Kiwifruit workforce where women are not well represented. Employment data was anonymised and was provided on gender, age, employment position, length of employment and leadership position.

4.0 Literature Review

The following literature review considers the issue of female representation from several different perspectives to provide more context for discussion later in this report.

4.1 Women in a New Zealand context

In Maori, women can be referred to as 'mana wahine' or 'wahine toa' but the English translation of these terms (women's rights and heroine respectably) does not fully capture the meaning of these terms. Wahine film maker and writer Merata Mita explains (iWahine NZ, 2020) that:

'The principle of Mana Wahine, a Maori concept which exceeds the boundaries of feminism and incorporates a dimension of spirituality emanating from the primary element of Hine-ahu-one. I am Maori, I am woman, I am family, I am tribe, and only one of the facets of who I am fits comfortably under the label of feminism'.

These definitions allow women to find identity through authentic leadership (Turia, 2005).

Women have also been portrayed heavily in Maori mythology (Bishop, 2021). In the myth of creation the sky father Ranginui and Papatūānuku (the earth mother) were joined together, and their children were born between them in darkness (Bishop, 2021). The children decided to separate their parents, to allow light to come into the world. After this, the children became gods of various parts of the natural world.

Traditionally Māori see Papatūānuku, the Earth Mother, as the source of all life. She is the whenua which coincidentally means both 'land' and 'placenta' when translated to English. She is a pathogenic mother; her offspring are produced without fertilisation.

Visually she has been displayed as strong yet gentle and a nurturer whose wisdom, impart life's essential lessons to her tamariki (children). In other words, she teaches us how to act, what to value and what to be.

4.2 Women in the Workplace

An aim of this part of the literature review was to understand the current status of women in the workplace in New Zealand. Status has been defined by level of leadership; senior leadership, management, part-time and flexible work and non-paid, unemployed work.

4.2.1 Senior leadership level

In the 2020 stocktake of gender (Chen, 2018) Maori, Pacific and ethnic diversity on public sector boards found that female representation on public boards was at an all-time high of 50.9%. When compared to private entities there was lower female representation. Only 14% of directors on NZX 100 top companies are women (Deloitte, n.d). A survey conducted by women currently sitting on Boards across New Zealand companies found some identified 'personal sacrifices' (Chen, 2018) they had made to get to their position including having children later in life and balancing being a mother and a professional. Other reasons include having less of a work life balance and internal struggles to not fit into stereotypes (Erbschloe, 2021). When asked male directors attribute the gender disparity on board to 'the pipeline problem' which is defined as a lack of female candidates across all management levels who are ready to step up into a more senior position as promotions become available. Most female directors (70%) cite closed male-oriented networks and lack of access (Rocio Lorenzo, 2017)

4.2.1.1 Critical mass theory

Critical mass theory is commonly used in women and corporate governance literature (Jasmin Joecks, 2013). The theory proposes that when an organisational minority (e.g. women) reaches a certain threshold or 'critical mass', it can influence or 'tilt' the culture of the organisation (Jasmin Joecks, 2013).

A 'balanced' group in which the gender ratio ranges between 40% and 60% means that gender-based differences are less important and women are more likely to be seen as individuals with their own skills and perspectives and not as representatives for women. Critical mass (Eve Spangler, 1978) is also a method to mitigate tokenism. If quotas mandate women or minorities in leadership their right to be there can be questioned if critical mass theory is not adopted. At about 30% females in roles the problem begins to diminish, at about 40% it has nearly disappeared. In some ways the catch 22 cannot be avoided, businesses need to change the gender ratio to dissipate the toxic environment but they can't get women to stay because of the toxic environment.

4.2.2 Management

In recent years there has been a focus in many companies to recruit and promote women to create a 'pipeline' ready to move from management to a senior leadership level. Reasons for this have been linked to capitalising on a large pool of untapped talent in a labour constrained market, creating more competitive teams and creating teams of diverse thinkers (KPMG, 2010). At lower management levels women are typically placed in non-strategic roles, in

personnel and administrative positions rather than in professional and line management jobs which have more traditional pipelines for career advancement. It is known that women achieve 61% of the tertiary qualifications than men and climbing but they are over represented in lower paid industries and non-STEM fields (World Economic Forum, 2022) Estimates of the gender pay gap in New Zealand range from women being paid 11.8 per cent to 14 per cent less than men (National Council of Women of New Zealand, 2015) . The gender pay gap has been found to express itself most prevalently amongst individuals in middle management. In 2015 New Zealand was ranked 17th among 36 OECD countries in the representation of women in management roles, having been 4th in 2003. This means more than half of these countries rate more highly than New Zealand.

4.2.3 Part-time and flexible work.

More women than men are in insecure, part time or casual which are usually low paid jobs throughout New Zealand. International European nations with comprehensive support for working parents have the highest rates of female employment and females who have returned to fulltime work (Perez, 2020). Numerous studies worldwide have shown that maternity leave has a positive impact on women's participation in the paid labour market. It has been shown to be particularly beneficial for low income women.

4.2.4 Non paid work and unemployment

Women's unemployment rates are higher than men and they are overrepresented in certain demographics. Almost 25% more women aged 15 to 24 years of age are not an employment or educational training then the male counterparts. Statistics New Zealand found that when comparing women with children (called 'mothers') to those without children, mothers were more likely to be temporary workers (National Council of Women of New Zealand, 2015). They were less likely to be professionals and more likely to work in healthcare, social assistance, retail trade accommodation and food services. Women spend twice as long as men in unpaid work, raising children, in the home or supporting elderly/unwell relatives. Globally 75% of unpaid work is done by women, who spend between 3 and 6 hours per day compared to men's average of thirty minutes to 2 hours (Perez, 2020). This imbalance starts early in a girl's life and increases as she gets older (Perez, 2020).

4.3 Quantifying benefits of women in the workplace

To showcase the benefits of women in the workplace moral, social and financial benefits of women have been quantified across literature.

4.3.1 Moral

A moral case can be made that is a basic human right the all individuals have the right to pursue occupations, studies, hobbies and beliefs of meaning to them no matter their gender (National Council of Women of New Zealand, 2015) .

4.3.2 Social

Countries which have the best gender equality have lower rates of violence against women. Men are also positively affected in the workplace as limiting stereotypes that normalise macho culture are seen to decrease as diversity increase (Scott, 2022). Stronger, non-violent, better people build stronger, non-violent, better communities.

Globally this phenomenon is skewed with a higher level of partner violence in the poor conflicted countries where gender equality is lowest. In Sweden for instance 24% of women have experienced violence at home whereas in Afghanistan this number is 87% (World Economic Forum, 2022).

The Double X economy therefore brings an ethic of leadership that could quell the worst impulses of the patriarchal system. Having been excluded from the world of high finance and quick riches throughout history. Women appear to assess risk more realistically than men do. Having been charged with the cultivation of children they seem to have a longer horizon than their male compatriots for the return on investment as well as a greater aversion to long-term damage (Perez, 2020). Perhaps because of their historical emphasis on home and connection women are more likely to invest in their communities to give charity and to demand social responsibility from both the products and stocks they buy. The cost of sexism

4.3.3 Financial

Equal participation of women in the labour market is essential to the future of our workforce given an aging population and future expected negative net migration. Jacqui blue and 2011 Goldman Sachs report stated New Zealand could boost its gross domestic product by 10% by maximising the working potential of all its woman (National Council of Women of New Zealand, 2015)

When women are engaged through employment the economy to grow (Burrell, 2016). Data shows that women's entry into the workforce is additive and does not result in employment losses for men. The gains by one sex don't happen at the expense of the other.

There is a connection between working women and national wealth (Rocio Lorenzo, 2017). Cornell University and the World Intellectual Property Organisation rank countries on how innovative they are. In 2015 the ranking of countries was compared to the sense of women's participation in the workforce (Figure 2).

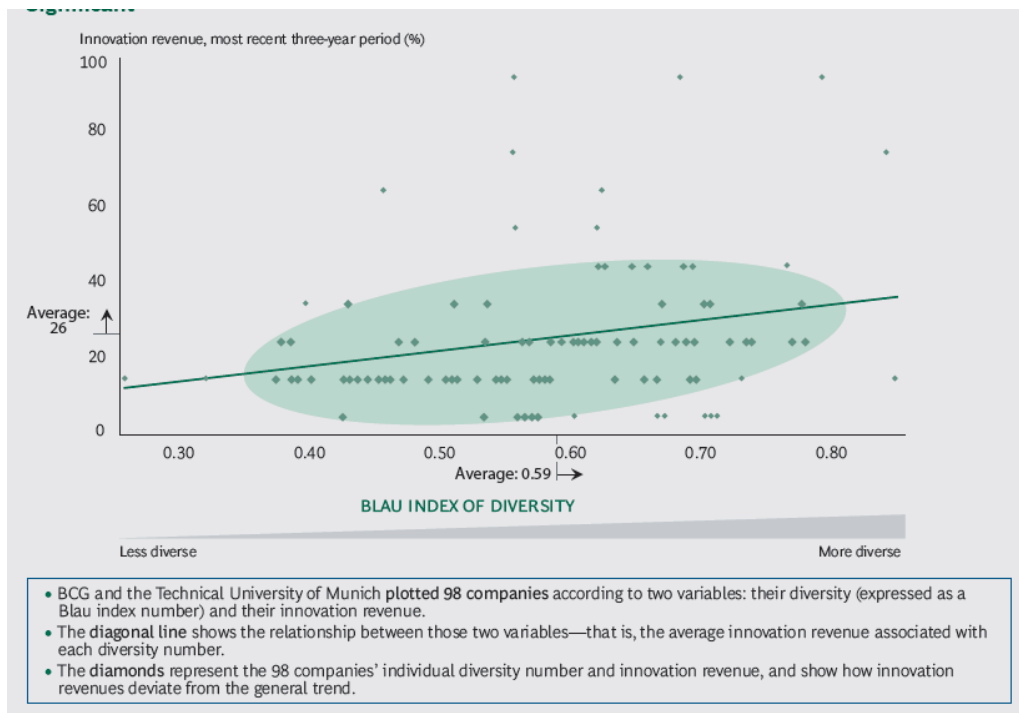


Figure 1: The relationship between diversity and innovation is Positive and statistically significant (Rocio Lorenzo, 2017)

The BCG showed that some of the most innovative countries also have high levels of females in the workforce (Rocio Lorenzo, 2017). This included Switzerland (76% female workforce, first in index), Sweden (74%, third in index) and Iceland (82%, thirteenth). The link between high levels of innovation and high levels of participation was believed to be due to political and structural factors. Such as tax laws, removing discrimination, access to childcare and societal values.

4.4 What are barriers women face in the workplace?

Diversity Works in New Zealand's national body for workplace diversity, equity and inclusion. In 2021 they completed their national diversity survey. 58.6% of responders were from the private sector with 41.4% from the public sector. More than three quarters of respondents (77.9 per cent), identified as female while 20 per cent identified as male.

When asked what was the most important diversity issues were to them the top results are shown in Figure 1 (Diversity Works, 2021) This marks a change from the 2020 and 2019 surveys, in which the three diversity issues considered most important were wellbeing/wellness, gender, and bias. The increased focus on flexibility was seen to increase to the top three given issues around working at home during covid.

DIVERSITY ISSUES	Mar-21 (%)	Mar-20 (%)	Mar-19 (%)	Apr-18 (%)
Wellbeing/wellness	72.2 (1)	75.4 (1)	79.6 (1)	62.4 (1)
Bias	57.3 (2)	54.6 (3)	63.0 (3)	42.0 (4)
Flexibility	56.7 (3)	54 (4)	58.4 (4)	49.0 (2)
Gender	49.8 (4)	56.1 (2)	66.8 (2)	36.1 (5)
Ethnicity	46.4 (5)	47 (5)	47.3 (5)	33.9 (6)
Bullying and harassment	45.6 (6)	45 (6)	42.1 (6)	31.5 (7)
Aging	27.6 (7)	34.3 (7)	37.0 (7)	42.9 (3)
Sexuality	26 (8)	29.8 (8)	29.6 (8)	12.4 (10)
Employment transition for younger staff	23.6 (9)	24 (10)	26.1 (9)	26.8 (8)
Disability	22.8 (10)	26.3 (9)	24.2 (10)	21.2 (9)
Neurodiversity	12.0 (11)			
Religion	9.0 (12)	14.7 (11)	11.7 (11)	8.5 (11)

Figure 2: Importance of diversity issues for organisations, percentages and ranking 2018-2019 (Diversity Works, 2021)

These top diversity issues have been looked at in more detail to identify to see how they manifest as barriers women have in the workplace.

4.4.1 Bullying

Bullying is common in the workplace but its frequency is escalated when there is a power imbalance. As women remain under represented in top level roles the power imbalance is naturally there (Chen, 2018). When exploring workplace bullying researchers found male employers, senior managers, middle managers, supervisor and peers bullied men and women about equally (Dianne Gardner, 2020). They found that women are more likely to self-identify as being bullies and that women bullied women far more often than they bullied men. The largest group of bullies of women were female peers, who rarely bullied male peers, while male peers bullied both genders about equally. Gendered perceptions and bias surround the behaviour of men and women at work could be used to explain these outcomes. There is an expectations that men should be dominant and assertive while women should be nurturing and display warmth towards others. Suggested solutions to create change focused less on 'fixing' individuals via training and well-being programmes but instead with policies and leadership that recognize the power dynamics at work which promote bullying in the first place.

4.4.2 Business culture

When trying to predict the level of success for women in business. Women highlighted they don't want to work in low-level sexist climates (Sojo, 2012). This can present itself in the form of sexist jokes. A 'just joking' climate can be seen as undermining. If women are seen to

rebuke a joke they are often critiqued for invoking stereotypes and being seen as having no sense of humour. Combating a culture which supports low-level sexist workplaces was found to come down to critical mass of women. It was not the absolute number of women in a company but rather the number of women in a specific area role or team. As a result of this businesses included in like ANZ are switching its addressing gender imbalances across specific areas (Chen, 2018). It is hoped that with a more targeted employment and policy approach where they can put in three or four women out of 10 to create critical mass they believe they will see more success stories.

4.4.3 Data Bias

It is widely acknowledged that there is not only a gender pay gap but a gender data gap (Perez, 2020). The history of humanity, art, literature and evolution have been presented to our society as objective facts. These facts have been distorted by a failure to account for half of humanity. Gaps in the data corruption in what we think we know about ourselves our society and have created bias (Perez, 2020) Unconscious bias is a specific cognitive phenomenon in which well-established habits of perception produce shortcuts in the brains processing. Those shortcuts do sometimes result in unconscious acts of unfairness. The reasons that happens is that the cerebral connections were already imprinted by years of learning that women are less worthy. Page 25. The existence of sex-disaggregated data would provide clear evidence for benchmarking, training and investment (both financially and socially). Excluding half of humanity from the production of knowledge limits the opportunities to discover potentially transformative insights.

4.4.4 Flexibility

A study looking at the relationship between gender and demand for workplace flexibility (Deloitte, n.d) found no difference between gender and age of unmarried individuals. The largest differences between genders was between Life Stage 2 (oldest child six years old), and in Life Stage 3 (at least one child, six years old and at least one child over six years old). Across both of these life stages women had more demand for and were auctioning more flexible working conditions. These were described as part-time work, job sharing, flexitime, and telecommuting.

Donna Atkinson found in 2020 when interviewing leaders that seasonal demands were the biggest barrier to enhancing wellbeing, resulting in significant impacts to work– life balance and low levels of flexibility (Atkinson, 2021). In Anthony Pangborn’s Kellogg report (Pangborn, 2016) there was commentary on how the industry was yet to adapt to this. The rapid growth that the industry has experienced has seen fruit volumes grow faster than human capability. Not only has this created a significant strain on existing employees but is not a practise accepted across the next generation of workers. Work-life balance and flexibility in work hours are major drivers for employees these days.

4.5 Case studies

Documented examples from New Zealand were included as part of the literature review to highlight how entities both small and large manage women in the workplace.

4.5.1 Hutt Gas and Plumbing

Hutt Gas and Plumbing won a Diversity Talent award for small-medium organisations at the 2021 Diversity Awards (NZ Business, 2021). This demonstrated that a gender-diverse workforce is not only achievable but also beneficial and a solution to the labour shortage. Senior leaders focused on creating an environment for female apprentices to thrive in an otherwise male dominated field. Solutions included sourcing trade clothing that fitted women's body shapes and ensuring access to suitable toilet facilities on commercial sites. Male apprentices also benefit from being exposed to a diverse work environment where working with a women is not an issue. Remuneration is based off qualifications and experiences reducing gender based pay differences. Hutt Gas and Plumbing's workforce is 21% female (37.5% if admin staff are included) compared with an industry average of just 2.6%

4.5.2 NZ Post

When NZPost compared its gender ratios of employees they found that despite having 61% of its 10,000 strong workforce identify as women, only 20% of senior managers were women (Jayne, 2008). The company had identified a need to commit to quality employment practices in order to achieve the business benefits of a versatile workforce. The review extended to wanting to understand and address any obstacles faced and woman who wished to be in leadership roles. NZ Post adopted a systematic and vigorous approach to gathering information first to have an accurate data set to build upon. Their road map relied on this data to develop appropriate initiatives that would make a difference. Outcomes from the independent review were both holistic and tangible. Some focused on women in the workforce requiring more encouragement, confidence and the opportunity and time to develop confidence. Some outcomes highlighted obstacles in the surrounding team environment such as women putting off applying for roles given the behaviour of some leaders. Common themes included support for career development including networking identifying mentors to build confidence and share experiences.

4.5.3 Women's sport leadership academy

The women's sport Leadership academy (WSLA) completed an audit of gender ratios at board level across New Zealand's 14 National Sports Organisations (NSO's)

Figure 1: Percentage of Female Board Composition over last 10 Years

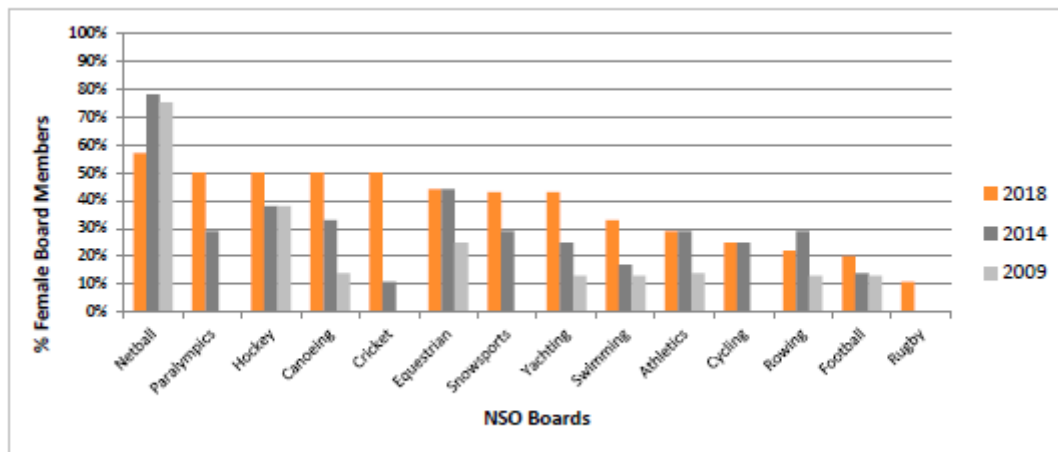


Figure 3: Percentage of Female Sport NGOs Board Composition over the last 10 years (Kim Archbald, n.d)

It showed that although overtime many organisations had improved the number of women on boards (Figure 3) there was still a lack of the boards representing the general population of meeting critical mass theory (Kim Archbald, n.d). Most notable were the Rugby board (11% women) and the Netball board (71% women). This reflects that Rugby is a male dominated sport in terms of number of players and media coverage just as Netball is one of the most female dominated sports in New Zealand. As a result of this review in 2018 NZ Sports Minister Hon Grant Robinson Mandated that NSOs must have a minimum of 40 percent representation of each gender on the Board of Directors by 2022 or loss a proportion of their government funding. WSLA found that the reasoning behind not having quotas would be that people would not be hired on 'merit' or for 'best person for the role'. Quotas have been seen to achieve meaningful change in a strict time frame and their use has achieved the most significant improvements internationally (Heike Mensi-Klarbach, 2021) Recommendations from the WSLA audit support suggested unconscious-bias training for boards members, increasing the size of boards (in the short term) to create space for women, introducing maximum tenures and having a gender balanced shortlist were all seen as achievable solutions to increase demand for women on boards. In 2022 NZ Rugby lost \$280,000 worth of funding for not achieving the quota mandate. They were the only NZ Sporting organisation to not compile with Sport NZ's ruling (George, 2022).

4.6 Summary of Literature review

The below bullet points summarise the key take aways from the literature review (4.2-4.5)

- Maori have always perceived women in leadership as a key to achieving a cohesive voice and showed a strong link to women and the land through mythology and legends.

- At senior leadership levels and in governance women are poorly represented. Women who choose to pursue these roles are often seen to make personal sacrifices. Without the presence of critical mass women in these roles may not create impact.
- Great business results come from teams composed of both women and men. They produce better products, promote innovation, and create stronger financial returns.
- Women assess risk more realistically than men do due to their longer time horizon perceptions. This equips them to combat social and moral issues with diverse perspectives in mind.
- -Women are disadvantaged in the workplace through a need to be in flexible roles which can often end up being part time, lower paid or perceived as low skill. It highlights the pathway of women being over represented in unemployment statistics
- When women are engaged through employment it is proven that the economy.
- Women are more likely to bully women. The likelihood of bullying occurring can be reduced by reducing power imbalances. Creating a business culture which reduces low-level sexism can also help do this.
- Unconscious bias occurs consistency across all levels of leadership in the workplace. It is promoted when there isn't data or facts. Data grounds transformational change.
- Women's roles and caregivers does not complement the seasonal demands of the kiwifruit industry. Women look for flexible working environments when looking for jobs.
- Several practical learnings were taken from the case studies. Hutt Gas and Plumbing highlighted the benefits both men and women experienced from addressing business values and culture. NZ Post actively tried to remove obstacles women face in the workplace, providing them with the equity and equality needed to increase representation at higher leadership levels. For most sporting NGO's quotas did work to get more women on boards. However for NZ Rugby this was not the case showing they are not a clear cut answer to increasing female representation of women in sports leadership.

5.0 Interview results

5.1 Representation of women in the Kiwifruit workplace.

Interviewees were asked the main research question which creates the basis of this report; do you believe that women are well represented in the Kiwifruit industry?

All interviews commented that there is a large proportion of women in the Kiwifruit workforce. Commentary was made that it has improved over time, as new generations see the growth of Kiwifruit and the opportunities to build a rewarding career.

Despite the overall gender equality, interviewees could name areas and occupations where women were not well represented. These have been ordered below by the frequency they appeared.

1. Governance
2. Senior leadership level
3. Orchard management
4. Grower Services (post-harvest)
5. Roles involving machinery (forklift driving, sprayers etc.)
6. Consultancy

“It is common and great to see women on boards in Kiwifruit organisations or in the SLT. However if you were to remove the accountants, the lawyers and the people managers there might not be many women at all.”

Human resources, finance, admin and quality were all seen as occupations across Kiwifruit where women outnumber men.

5.2 Barriers women face in the workplace

Interviewees were asked if they felt that within the Kiwifruit industry there were any unique barriers to women entering, progressing, across different roles.

“I go to a field day and only hear men speak, an orchardist will be referred to ‘him/he’ in handouts and Kiwifruit Journal articles. Even ‘The Kiwifruit Bro’s’ are men.”

“A lot of it comes down to the manager you have around you. I have a male manager who is supportive, encouraging and values my input which definitely helps”

“There are still elements of it being an old boys club. You don’t need to be a man to be an orchard manager. It’s not all chucking bags of fertiliser around... growing Kiwifruit is a technical, challenging role which doesn’t need to be thought of as physical.”

Mind-set of the team or hiring manager was not seen as a unique barrier in Kiwifruit but as a barrier women face regardless of industry. Mind-sets were viewed as being based on personal values, which can be influenced by upbringing or ethnicity. Mind-set also links to the team leader or manager valuing the benefits of having a diverse team and not seeing hiring a women as a challenge or something that could offset the dynamic of the existing team.

Younger interviews outlined how language and visibility of women in the industry could be barriers for new entrances. Women want to picture themselves in leadership roles but with little visibility some interviewees said women might not believe they can do things because no one has before them.

Those associated with more seasonal roles highlighted the struggle of balancing work and life, insisting it is never a ‘balance’ but a sacrifice of one or the other. Long hours, stress at work

and then having to still feel like they are doing their normal workload at home or in their relationship was draining for some.

Unconscious bias was a theme across all interviewees. Examples of how this had expressed itself amongst interviewees was;

- The notion of stereotypes. That if a women can't 'reverse a trailer' it is a negative trait associated with all women, eliminating her for a role. Rather than seeing it as an opportunity for training.
- Asking a women if she has a partner, has children, or intends on having children may influence their views on the individual's longevity in the role or the level or time they might take off. Given many roles are 'learn on the job' this was seen as a flight risk.
- Assuming that a women will react the same as a man.
- Viewing roles as gendered like forklift driving, tractor driving or orchard work.
- Assuming women will complete certain roles like taking notes in a meeting or organising the Christmas party.

Some women highlighted they don't have the same opportunities as men. That networking and relationship building opportunities happen at the community pub, around the board table, or at a sports game. Family commitments, spare time and simply not having those shared interests was identified as a barrier to create work and build industry relationships.

It was also identified that sometimes an individual women can create a barrier. This might manifest through putting yourself in a box and not believing that you can try something new like a promotion or that you 'aren't good enough' to apply for a new job. Or women not seeing their strength in being vulnerable. Knowing that they can create great networks with other women they trust, but instead viewing other women as competition and not developing trust and vulnerability.

5.3 Women on Boards and at senior leadership levels

The interviewees were asked to comment on female representation at senior leadership and governance levels. In particular, if they thought the Kiwifruit industry was doing enough in this space.

All respondents said no, the Kiwifruit industry could have more women in senior leadership.

"I have no desire to be on the stage, just behind the scenes helping people to get there. I love watching people succeed and can do that through being involved in governance roles."

"I see young people investing a lot in personal development than my generation did. They are a lot more confident and solid about what they want to do. They will be well equipped to be the pipeline of future female leaders our industry needs."

Comments were made about the hiring and nominating process for board and would like to see more transparency in the process. Assuming that the process is fair and equitable to all

applying and there was minimal favouritism was seen as naïve. It was acknowledged that many postharvest Kiwifruit organisations and support services are privately owned so may not have governance structures which are commonly seen in the public sector. All responders disagreed with the idea of gender quotas. Saying that recruiters should work harder to achieve a more diverse candidate list and a business's culture should be addressed from the top down and bottom up instead. Some who had experience with quotas in the past had seen them be demeaning and degrading to minorities unless critical mass has been achieved.

Due to the growth of the Kiwifruit industry and the challenges that come with that, many in the Kiwifruit industry hope its leaders are well equipped with the experience, knowledge and networks to encourage change and solve problems through leadership. To create a pipeline of these leaders Zespri have helped support the Zespri Industry Governance Programme. Graduates of this program have been from a diverse range of backgrounds, regions and of genders. Industry leaders reinforced these kinds of programs are more beneficial than quotas but should be more widespread.

5.4 Reporting

Interviewees were asked if the organisations they work for or represent report on gender diversity. The more senior the individual interviewed the more knowledge they had on how their workplace reported on diversity.

“We report on diversity as we want anyone to aspire to work for us.”

The smaller the organisation the less knowledge they had on where their workplace diversity statistics were reported. All respondents liked the idea of having visibility of the gender split in an organisation. With it being seen as a way organisations can be accountable, be seen as leaders and aspiring to others. Younger interview participants said they would want to check an organisation's annual report or equivalent for their diversity stats before applying to roles at an organisation.

When asked if they knew of their workplace diversity policy most knew there was one present but would rather a living document rather than something hidden away in an employment pack.

5.5 Quantifying benefits

To determine if there were any holistic, financial, social or operational benefits of working in a gender diverse team interviewees were asked to name some they had personal experience with. Most respondents could not identify financial benefits of having a gender diverse team. The majority of benefits could be described as holistic.

“When I have other women around me I feel like I have a network to women to support me and lift me up. People to back me up, to sense check issues with, to practise a speech or talk, or even to sit with over lunch.”

Respondents highlighted when they have worked in more gender diverse teams they feel they are more balanced, they better represent their clients or customers and they are more genuine in delivering their vision and mission. A balanced team was perceived as being more innovative and being more likely to have challenging conversations which ultimately produce better outcomes.

Individuals felt working in a gender diverse team benefited their personal development and career development more. They heard more perspectives, learnt to solve problems in different ways and felt safer and more welcomed to speak up and contribute to conversations and projects.

Women felt more comfortable to highlight HR issues if there were more women in their teams. Some HR issues discussed included sexual harassment, bullying, mental health, favouritism and conflict of interest.

6.0 Employment dataset

To verify some assumptions made during the semi structured interviews and outcomes from the literature review an employment dataset was sourced from within the Kiwifruit industry.

The dataset includes 7,619 individuals who have worked at Postharvest A from 2019 - 2022. Gaining data from an earlier date was limited due to the software used to store the data. To sanitise the data only those who identified as 'male' or 'female' were included. Roles were categorised into departments given their job title, then the categorisation was cross referenced with the human resources department at Postharvest A. The level of leadership status of the organisation was inferred given the definition of the roles as a supervisor, manager, or member of senior leadership.

6.1 Data and Findings

Due to applying critical mass theory, the definition of a department being gender diverse was when 30% of the minority (in this case female) is present. Table 1 below displays the % of males and females in each department between the years of 2019-2022 within Postharvest A.

Table 1: Summary of Postharvest A employment data. Sorted by year and by department. Data supplied by Postharvest A who have been kept anonymous.

	Year							
	2019		2020		2021		2022	
Grouped occupation	Female	Male	Female	Male	Female	Male	Female	Male
Admin	67%	33%	84%	16%	75%	25%	93%	8%
Business Support	18%	82%	13%	87%	20%	80%	27%	73%
Cool store	33%	67%	19%	81%	7%	93%	18%	82%
Data Admin	44%	56%	64%	36%	62%	38%	86%	14%

Finance	80%	20%	86%	14%	82%	18%	82%	18%
Forklift	18%	82%	14%	86%	14%	86%	12%	88%
Grower Services	50%	50%	30%	70%	29%	71%	36%	64%
HR	100%	0%	91%	9%	73%	27%	84%	16%
Inventory	70%	30%	89%	11%	100%	0%	100%	0%
Lab	89%	11%	86%	14%	83%	17%	60%	40%
Operations	49%	51%	42%	58%	49%	51%	35%	65%
Orchard	13%	87%	34%	66%	34%	66%	43%	57%
Pack house	51%	49%	49%	51%	48%	52%	58%	42%
Quality	91%	9%	85%	15%	83%	17%	97%	3%
RSE	25%	75%	15%	85%	18%	82%	36%	64%
Senior Leadership	0%	100%	0%	100%	0%	100%	0%	100%
Sustainability	100%	0%	100%	0%	100%	0%	100%	0%
Grand Total	49%	51%	47%	53%	46%	54%	47%	53%

Over the four year period admin, finance, human resources, quality, laboratory and Inventory are consistently dominated by women. Business support, coolstore, grower services, orchard and forklift positions are more dominated by men.

The departments which can be described as having the most balanced male to female ratio were operations and pack house workers. These 2 departments also have the largest number of workers associated within them.

Only a small dataset of less than five people is included in the sustainability and the senior leadership team department. Members of the Regional Seasonal Employment (RSE) scheme are traditional males. This suggests this department is also biased.

When looking at levels of leadership the below graph (Figure 4) has measured gender diversity across leadership roles over time. A supervisor is categorised as having direct reports or an entry level of responsibility. They would report to a manager who often runs a department or is involved in operation management. A member of the senior leadership team is defined as a senior member of the organisations, one who has responsibility for multiple departments of the operation and is often a decision maker when it comes to strategic management.

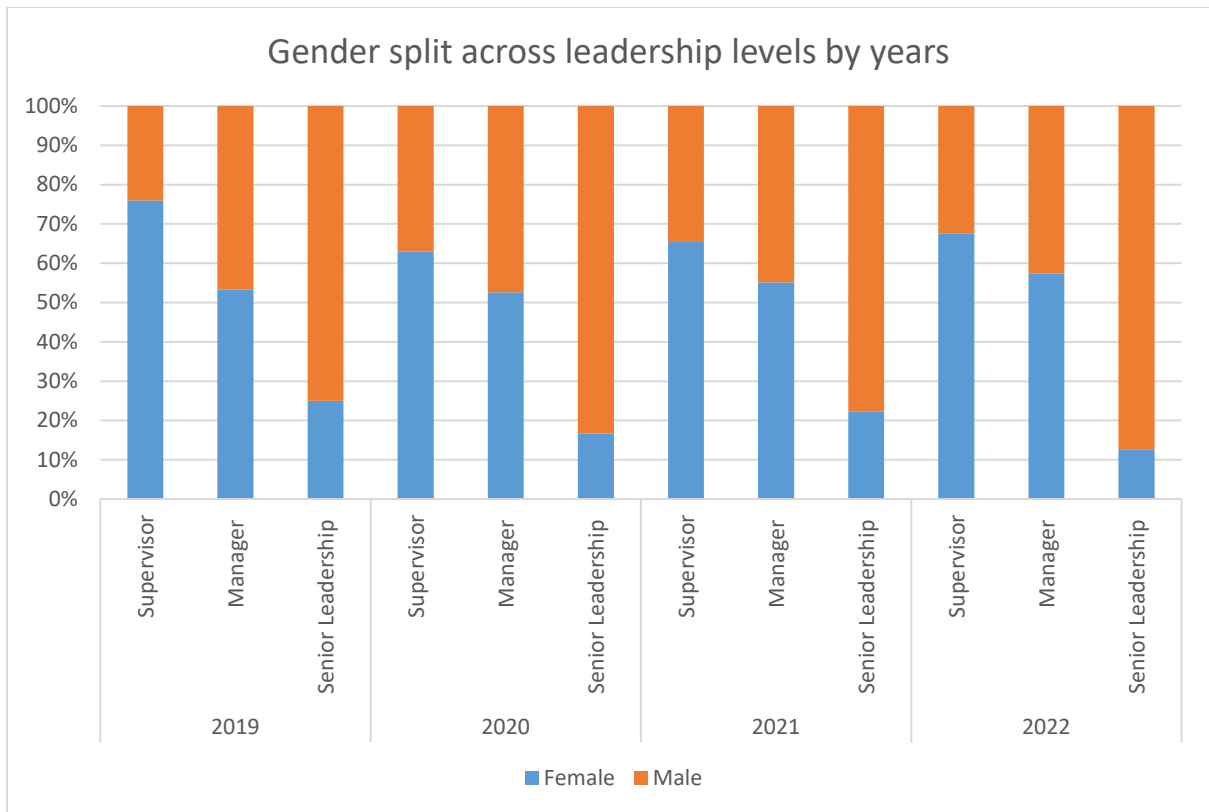


Figure 4: Levels of leadership graphed by gender and year. Data supplied by Postharvest A

Figure 4 shows similar trends across all four years. Women make up greater than 60% of supervisor roles with diminishing representation in management roles (between 50-60%). Women make up less than 30% of senior leadership positions.

7.0 Findings and Discussion

7.1 The Kiwifruit workforce

Admin, finance, human resources, quality, laboratory and inventory roles across the Kiwifruit industry are consistently dominated by women due to the personal qualities of the individual needed to thrive in those roles.

People working across HR tend to be empathetic, good communicators and approachable. Women personify these trends more naturally than men. It is also well documented that women and men are more comfortable talking to women about personal issues or more sensitive issues than they would with men. (Reference)

Finance, quality and laboratory roles require a great deal of detail, objectivity and analytical thinking. More than ever before women are pursuing further educational pathways than men which provides them with the academic skills to thrive across these professions. A women's ability to strive for results, display integrity and act with honesty are also desirable traits across these fields.

It can also be said that more men should occupy these roles, as addressing gender imbalances also involves making sure men are present across all roles as well. If male representation is increased it will help to solve the female gender imbalance issue across the Kiwifruit workforce.

Grower services roles and orchard roles are associated with being able to grow Kiwifruit, manage Kiwifruit, or support someone like a grower. All criteria cannot be completed without being good communicators, being able to work alongside people or manage people or having good time management skills to plan a harvest, organise a contractor, or simply go out onto an orchard to talk with someone over a cup of tea. Women are more than capable of doing these things, there is no biological reason why they can't, and no philosophical reason why they shouldn't.

What is more obvious is that these roles have been traditionally been completed by men. Kiwifruit orchards were traditionally owned by 'husband and wife' couples or larger family groups. In more recent years investment groups and larger corporations have had a bigger presence in buying and managing orchard operations. During these times men may have been more likely to complete the orchard spraying or operations work, with women being more part time keeping the house operating, managing children or working only in school hours. To enable a relationship to develop rapidly a male may have been put in these roles to relate more easily to the Kiwifruit grower, build common ground and trust. This is particularly evident if the relationship is one where the orchard worker, manager or grower services employee is providing paid services to the client or Kiwifruit grower. Unconscious bias is present if it is assumed that a female cannot find common ground with a male.

Cool store and Forklift departments use a lot of equipment as one of their primary tasks is allocating, moving and storing pallets or bins of Kiwifruit in appropriate ways. There is no logical reason why women and men should not be able to operate a forklift at the same level of competence. If managers or supervisors believe in this stereotype or have existing bias in a women's forklift driving ability, women are automatically disadvantaged during the interview or recruitment process.

In both male-dominated departments addressing the mind-set of the existing team to creating a welcoming and nonbiased environment for women would be an important first step. Managers in these positions should understand that a lack of forklift driving experience or experience with large machinery might be centred on confidence and the desire to not embarrass oneself to create a stereotype. Creating environment, mentoring or training programs to address these points would be a recommendation.

Operations and Pack house workers being the most diverse is probably due to the larger sample size. A large amount of varied roles occur across these departments from making boxes to operating computer grading software. Having a variety of roles where individuals can utilise their strengths creates opportunities for everyone, no matter their gender.

Women working for wages in agriculture are more likely to be seasonal labourers, informal workers and part-time help – in other words they are concentrated in the lowest paid and most insecure positions. (27) It is encouraging to see that across the Kiwifruit workforce this statement didn't manifest itself in an obvious way.

7.2 Women in leadership

Year on year a gender diverse workforce was seen in the dataset. The mean trend can also be seen in the position of leadership dataset. On average, women and men were both well represented across 'positions of leadership' (supervisors, manager and senior leadership members). However when broken down to the tiers of leadership every year the same trend was seen, a decrease in female leaders the more senior the leadership role. If the pipeline problem was responsible for a lack of women in governance and senior leadership positions then there would be a lack of women across all levels of leadership. Instead women are overrepresented in supervisor roles.

To understand why there is poor translation of women in the Kiwifruit industry through from supervisor roles to senior roles one might need to look internally into the business and business culture factors as well as the pressures from society around women.

Factors limiting supervisor progression to management position:

- Supervisors can be seasonal roles or part time roles. Women are more likely to be in part time roles, usually due to their roles as caregivers or having a lack of child care.
- When supervisors are given the opportunity to progress to managers they could be overlooked. This could be due to unconscious bias, a personal mind-set that they couldn't do the job or a lack of confidence in their leadership ability.
- Women move on from the role to a different role, company or industry due to culture of the organisation or a lack of belief they can achieve their career aspirations if they can't imagine themselves fitting the 'management mould' (stale, male and pale).
- Women don't want extra management responsibilities due to the large amount of unpaid work (average 3 hours per day) they are more likely to do at home than men.

Factors limiting manager progression to senior leadership:

- Typically managers may have been in employment or in an industry for a number of years to have the level of expertise and knowledge to be a manager. This might coincide with a women's choice to start a family or have children.
 - o It may be perceived that a women with a family might not have the time commitments or be mentally invested in an organisation enough to take a senior leadership position.
 - o Alternatively the lack of flexibility in season work or packhouse based work means a women might not have a part time option or an option to work from home with children.

- Many roles in the Kiwifruit industry require tacit knowledge. Rapid growth of the sector means systems, automation and electronic tools to enhance productivity are still being implemented. A business may not want to invest in a woman if a role requires a lot of tacit knowledge as if they go off to start a family it will all be lost.

Factors limiting women's success in senior leadership:

- If critical mass is not present around the board level then it may be hard for a woman's voice to be heard. This could be perceived as an inability to create impact, compromising her longevity in the position.
- The woman may be perceived as a token or diversity hire, rather than having been hired for their knowledge, experience and ability.
- Having to function in an environment where you are more likely to be the 'odd one out' could impact confidence and likelihood of speaking out, or going against the grain.
- A woman may have had to make a trade-off between having a family/ delaying child bearing and having a career in governance. This is a large social and personal issue that some women may not be prepared to make definitive decisions on.

It is known that when more women move into positions of power or influence, women simply don't forget that other women exist as easily as men do. Women are more likely to bring other women along on their leadership journey, whether they are supervisors, managers or

7.3 Influencing the belief system of others.

Reoccurring commentary from the literature review and themes from across the leadership interview focused on mind-sets, personal beliefs, the development of bias, belief in stereotypes and willingness to change. These concepts have been summarised into the term employee values as values often create the foundation for all these themes. Employee values form a barrier to women succeeding in the Kiwifruit workforce. Removing barriers creates opportunities for success, whether that expresses itself in productivity, financial success, or improved performance.

This seemingly simple solution has been recommended through multiple sources. Much evidence suggests we still struggle to cast aside our narrow views on issues such as age, religious conviction or marital status (Pla, 2012) Not all employers truly ignore whether a job candidate does, or doesn't, have children now or maybe will sometime in the foreseeable future. Not everyone embraces the possibilities of people who think or look 'different to us'. The ability to embrace possibilities comes from having personal values to do so.

The somewhat slow rate of these changes are being accelerated by the current pressures of society. Figure 5 below summarises how these current societal pressures might create a wave of change that the Kiwifruit industry has an opportunity to catch.

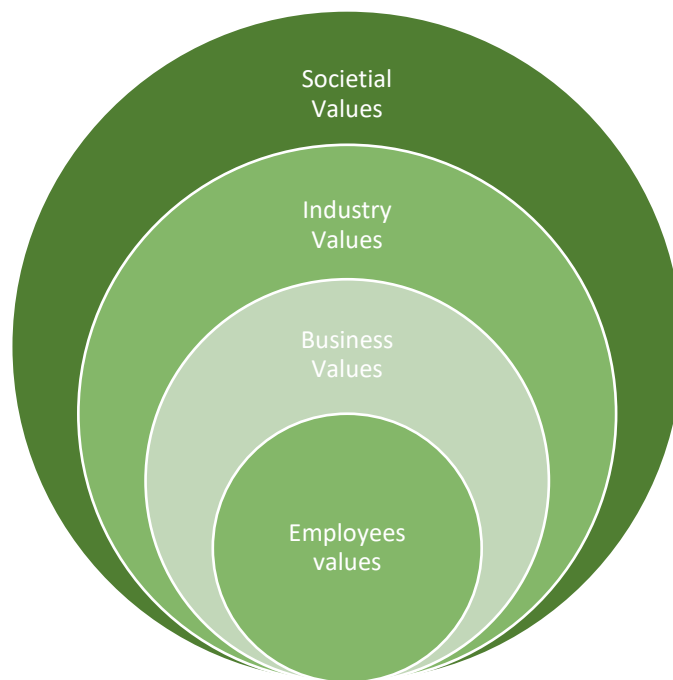


Figure 5: Stacked Venn diagram displaying the relationship between employment values, business values, industry values and societal values

Societal pressures create trends, changes and expectations which the Kiwifruit industry need to follow. As society creates the consumers willing to purchase Kiwifruit at a premium price point. The industry would then put pressures on businesses within it to create a product in a way that follows a system, set of procedures or standards that provide consistency and transparency. In order to follow this the employee within the business needs to have similar values to the business or want to implement change.

Alternatively figure 5 could be reversed. You can't have a functioning business if it doesn't share the same values as its employees. It is a collection of likeminded businesses which establish a thriving industry. That industry's product offering will be what societies purchase and build environments around.

If business's want to address diversity from the 'top down' (senior leadership or board level down) they need to listen to what society is saying and have a clear vision. If diversity is addressed from the 'bottom up' (employees up) then employees need to have shared diversity values which business can't ignore. Either way, the spheres of the circles show intrinsically connected employee values to breaking down barriers and create change.

8.0 Conclusions

This report aimed to provide a health check of female representation in the New Zealand Kiwifruit workforce. It showed that at a surface level the answer is yes. To further address the WHO's definition of health defined in the introduction of this report (1.0) the following

conclusions can also be made. Collecting physical data reduces speculation on gender across workplaces, level of leadership and pay. Businesses should address if their culture and values physically encourage unconscious bias or mind-sets which embrace change. Changing societies who buy Kiwifruit will begin to put more pressure on our industry as expectations mount to know more and more about how our Kiwifruit is produced. If the Kiwifruit industry aims to appeal to the next generation it needs to invest in social well-being. A diverse workforce is not a nice to have, it is a morally, ethically, social, and financially beneficial business decision which benefits all employees.

Lastly, Women across the Kiwifruit industry also have a role to play. Women need to support other women, find time to connect and bring them along with us through promotions and opportunities in leadership. Women need to embrace our allies and have brave conversations when things aren't right. Women can thrive in the Kiwifruit industry through being authentically them. Improving the gender imbalance will only be achieved if everyone embraces change together.

9.0 Recommendations

The below recommendations, actions and next steps have been derived from the outcomes of this report. They can be summarised into 5 main themes.

1. Data and monitoring
 - Kiwifruit business should report annual stakeholders, growers or employee on transparent diversity and gender metrics.
 - For employees across the Kiwifruit industry to complete their own internal health check of women in their workforce to obtain their own data set. Having a dataset enables gender issues to be quantifiable for future decision making.
 - For promotional decisions, pay rises and employment decisions to be consider using quantifiable metrics so bias can be avoided.

2. Bold leadership
 - Employees should evaluate if their companies values create space for open and challenging discussions about diversity and gender, if not they should be evaluated.
 - Boards across the Kiwifruit industry should encourage future female leaders by creating shadow or development governance roles across their organisations.

3. Women supporting women
 - Women should make space and prioritise supporting other women.
 - Mentoring or trainee programs could be offered as a pathway for women into male dominated roles like orchard management or grower services.

4. Cultivating diversity values

- For learning and developing and HR teams across the Kiwifruit industry to include values and emotional intelligence training within these programs as to allow a foundation for future change.
- For leaders to recognise unconscious bias they need to be untrained to be retrained. Boards and senior leadership teams to have specific unconscious bias training to set examples to their workforce.
- The Kiwifruit industry does not require quotas at top levels of senior leadership and governance. Instead boards values, bias, transparency of relationships all need to be considered.

5. Fit for purpose business cultures

- The Kiwifruit industry to consider flexible work arrangements, alternative measures of productivity and success factors for mothers or primary caregivers to allow for equity and equality.
- To do better in our work environments. Have a business culture that calls out individuals who create uncomfortable environments for women, disadvantages women or excludes women to keep them accountable.

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Appendices

Appendix 1: Copy of semi structured interview questions

Research question

- Do you believe that women are well represented in the Kiwifruit industry? Or do you believe there are certain parts of our workforce that experience a gender imbalance?

Barriers

- Do you feel like there are barriers to women entering, progressing, or thriving in the Kiwifruit industry? If so, could you name some?

Opportunities

34: Where are our women? A health check of female representation across in the Kiwifruit workforce

- Do you believe men and women have the same career opportunities (or personal development opportunities) in the Kiwifruit industry?

Women on Boards and at senior leadership levels

- Does the kiwifruit industry have enough female representation at the most senior level of leadership?
 - If not, what would 'doing better' look like?

Reporting

- Does the organisation you work for or represent report on gender diversity in annual reports, board reports or to senior leadership.

Quantifying benefits

- Can you name a holistic, financial or operational benefit that you have experienced from working in a gender diverse team?

Workplace culture

- Do you have any examples of how your workplace's culture encourages, promotes, or progresses women?
- Over the Covid19 pandemic a lack of seasonal staff allowed many entities to adopt more flexible part time shit work or work from home arrangements. Do you think these policies benefited women?

Additional questions (time permitting)

Women on Boards and at senior leadership levels continued

- Do you believe gender quotas, or a similar ideation, could be something employees within the Kiwifruit industry could commit to?
- The Zespri governance development program was established to develop emerging leaders into governance roles. Do you have any ideas of other development opportunities for women in Kiwifruit? Or have you identified gaps in development opportunities?

Women in education

- The Kiwifruit industry frequently observes labour shortages. Do you think separate promotions for women or educational programs for women would help combat this?

Gender pay gap

- Have you observed a gender pay across the Kiwifruit workforce? If so what would you do as an industry leader to address the situation?

Other industries

- Have you observed policies, practises, or training in other industries which address gender representation issues that you think the Kiwifruit industry should adopt?